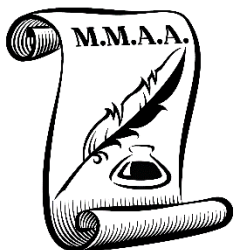


# Chief Administrative Officer Salary Matrix

User Manual



*Manitoba  
Municipal  
Administrators'  
Association*



The Chief Administrative Officer (CAO) Salary Review Matrix has been developed through partnership between the Manitoba Municipal Administrators' Association and the Association of Manitoba Municipalities.

The matrix is a tool that CAOs and Councils may use as the basis for the negotiation of a fair and equitable salary. Use of the tool is optional, non-binding, and must be considered in the unique context of each negotiation. Each municipality has different needs, and each CAO has different skills and experience to offer. Salary is only one element of the full compensation package.

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## Executive Summary

The Manitoba Municipal Administrators Association (MMAA) represents those working in the field of Municipal Government Administration in Manitoba and is enacted under *The Manitoba Municipal Administrators Association Inc. Act*. It promotes the recognition of the importance and responsibility of the work performed by MMAA members, encourages its members to carry out their work with diligence, professionalism, ethics, and integrity and endeavors to maintain an effective working relationship with the Provincial Department of Municipal Relations and the Association of Manitoba Municipalities.

Chief Administrative Officers (CAOs) are the administrative head of a municipal government. They support Council in setting the strategic direction for the community and they skillfully implement the policy direction set by Council while managing the day-to-day operations of the municipal corporation. AMM and MMAA recognize the importance to municipal governments of having professional and skilled administrators in the CAO role.

Chief administrative Officers make up a large part of the MMAA membership. Compensation is a critical factor in attracting and retaining qualified professionals into the role of CAOs.

To provide guidance and support to CAOs and Council, the MMAA, in partnership with AMM, have developed the CAO Salary Matrix to help CAOs and Council in the negotiation of the CAO Salary. It is optional and non-binding.

This manual provides the factors and scoring means to use as a guide in the salary negotiations. The factors are based on analysis (done internally and by Probe Research) of the salary data retrieved from AMM's bi-annual survey. The main factors are based on the current or desired incumbent's **skill and responsibility, and the environmental** landscape. With 6 subfactors weighted according to levels of growth and accomplishment a classification level is identified, along with a recommended salary range.

There is maintenance plan in place to keep the salary grid up to date, and an in-depth review will be conducted every 5 years on the factors of influence, as well as the scoring method.

While this manual is a guide to setting the salary for the CAO, it is also important to understand that other factors not included in the matrix must be kept in mind when finalizing the salary and employment contract. While some value monetary benefits, others may value time, education, flexibility, etc. It is important before any negotiation to spend some time thinking about what is valued most and what can be used in negotiating to achieve the best fit contract. A successful negotiation and contract are where both the employee and employer feel good about the outcome, that it is a win-win, not a win-lose process.

## Introduction

This CAO SALARY MATRIX has been designed as one of several systems of comparison for the purpose of arriving at pay equity by establishing a weighting scheme for the gender-neutral influencers to the level of salary to set for CAO's in Manitoba.

## Background

Most municipalities rely on market, incumbent skills, payment history and negotiations to set the CAO's salary. The old CAO Salary Schedule was developed sometime before 1990 as another way for municipalities, particularly small municipalities to consider in setting salaries. Information on the old Schedule is described in the Appendix.

Updates were made to the matrix supplied to more current salary levels through salary surveys conducted. Unfortunately, there was no regular update made to the matrix, resulting in a resolution being brought forward to the MMAA's Annual General Meeting in 2018 for not only a revision of revision of the 2014 CAO salary schedule but also an in-depth review of the rating scheme.

The reasoning behind this resolution was 2-fold:

1. Having an up-to-date salary schedule will strengthen incumbents and council's ability and resources for wage proposal/setting regardless of gender.
2. It was also communicated that, like in many other organizations, there is belief that considerable disparity in the CAO field between male and female salaries exist. Assessing the validity of this claim was also tasked.

This significant cost in contracting out the project caused the Executive to consider other alternatives in dealing with the main concern behind the resolution.

An assessment/measurement of the current environment was needed to start the project. The AMM Bi-Annual Salary Survey was the most practical and efficient means to obtain the data. AMM was extremely cooperative in adding in additional factors for our analysis.

A sub-committee was struck to conduct more statistical analysis on the factors used in the compensation schedule and the factors used in actual appointment and salary negotiations. The Committee was made up of:

- 2 HR professionals (including People First),
- a Councilor,
- AMM staff, and
- MMAA's President and Vice-President

The review process involved:

- Analyzing survey data
- Determining factors that impact salaries

- Weighting the factors
- Establishing classification levels and ranges
- Testing the matrix
- Preparing the CAO Salary Matrix Manual

## Matrix Makeup

This CAO SALARY MATRIX contains a rating spreadsheet which allows the factors to be tabulated and generate the pay level for the entered data. This rating is based upon three (3) main factors - Skill, Responsibility, and Environment.

To ensure a complete and comprehensive rating manual, which will measure elements of qualifications and environment that are present to the CAO's job, each factor has been sub-divided into subfactors, six (6) in all. Each of these subfactors will measure the various compensable components that make up the CAO's job.

By measuring each of these compensable factors, and assigning a numerical value to them, this plan places a numerical value upon the CAO position. The value is used for comparing positions to other CAO positions and assigning a pay range based on factual and gender-neutral criteria.

## Summary

This CAO SALARY MATRIX strives to ensure that all aspects of its usage are free of gender bias in seeking the consistent application of values to the salary structure. By evaluating jobs in a manner that shows the true value of the job tied with the qualifications of the current incumbent or desired future incumbent, without regard to existing or historical wages, pay equity relativity will be realized. With the results generated by the Matrix, the parties can use the baseline on its own merit or refine the salary range further through negotiation.

Factor Definitions and Notes to Raters are provided to assist the CAO or raters, in understanding the subfactors. It is critically important to the rating process that the subfactors be clearly understood and interpreted in a consistent manner. It would be self-defeating if the subfactors were to be interpreted differently by different rating teams, as they change over time. Objectivity rather than subjectivity is critically important.

The use of the salary matrix measures the incumbent's essential qualifications and municipal environmental structure. It does not measure the performance of the incumbent who performs the job. Details of the job requirement need to be addressed by a job description and CAO bylaw, along with the initial orientation and regular performance review meetings between the CAO and Head of Council.

The consistent application of this plan will result in the information needed to rectify wage inequity and discrimination based on gender and assist in salary negotiations.

## AMM Surveys on CAO Salaries -2019 and 2021

In addition to analysis done internally on the CAO salaries reported in the survey issued and tabulated by AMM, Probe Research was contracted to validate the findings done internally and determine the common factors influencing salaries and how much, if any, is the gender gap.

Probe Research reviewed the salary data gathered by the Association of Manitoba Municipalities from each municipality in Manitoba. The survey's robust response rate of 85% also lends significant credence to Probe Research's findings.

The following points were taken from the reports prepared by Probe Research:

### 2019 Survey Findings:

- On average, based on data from 2019, female CAOs are paid **\$25,450 less** than their male counterparts. Importantly, this difference is statistically significant, meaning it is **highly unlikely the difference is due to chance**.
- As well, additional analysis shows that gender is the key predictor of salary. Even when statistically accounting for all other factors, a CAO's gender determines how much they are paid: A man is likely to be paid better than a woman, independent of the CAO's education or experience, the number of people living in their municipality or on their staff, or whether they (only) negotiate salary. **The only more powerful predictor of salary is the size of a municipality.**
- The wage gap between men and women serving as CAO is particularly pronounced in:
  - Smaller municipalities
  - The Central and Interlake regions
  - Among CAOs with lower levels of educational attainment (diplomas or certificates as opposed to degrees).
- The gap closes –but does not disappear –as CAO's progress in their careers to head larger municipalities. Even here, however, women tend to earn nearly \$10,000 less than their male counterparts.

### 2021 Survey Findings:

- Though the gendered wage gap has narrowed some since 2019, it persists nonetheless. The 2021 data show that on average, female CAOs are paid **\$20,629 less** than their male counterparts. **This difference is statistically significant, meaning it is highly unlikely the difference is due to chance.**
- As well, additional analysis shows that gender continues to be a key predictor of salary. Even when statistically accounting for other factors, a CAO's gender determines how much they are paid: A man is likely to be paid better than a woman, independent of the CAO's education or experience, the number of people

living in their municipality or on their staff, or whether their salary is determined by negotiation alone. As in the 2019 data, the only **more powerful predictor of salary is the size of a municipality.**

- The wage gap between men and women serving as CAO is particularly pronounced in
  - mid-sized municipalities and
  - in the Central, Interlake, and Western regions.
- There is also a notable gap among CAOs with some form of post-secondary education (diplomas, certificates, and/or degrees). In 2019, we found this gap was particularly pronounced among CAOs with diplomas or certificates and slightly less pronounced among CAOs with degrees.

There are some notable areas where female CAOs are paid more than their male counterparts, but these tend to be in very small municipalities or among CAOs with lower levels of educational attainment.

Other Comments:

## Driver Analysis

Predictor	Unstandardized Regression Coefficients <sup>1</sup>	Standardized Regression Coefficients <sup>2</sup>
★ Population	5.14	.62
★ CAO gender	-11912.43	-.23
Whether CAO completed other postsecondary education	6351.38	.11
★ Number of years as CAO	595.57	.22
Number of office staff CAO supervises	148.06	.03
Whether CAO salary is determined solely by negotiation	4221.04	.08
★ Whether CAO completed CMMA program	9963.55	.15

- As indicated in the above table, the regression analysis results found that four predictors had a unique and statistically significant impact on CAO salary:
  - CAO gender,
  - years as CAO,
  - municipality population, and
  - whether the CAO completed the CMMA program.
- These findings largely mirror those of the 2019 data, with two exceptions: Relative to the 2019 findings, the effect of completing the CMMA program on CAO salary was a bit stronger whereas the effect of other postsecondary was a bit weaker.



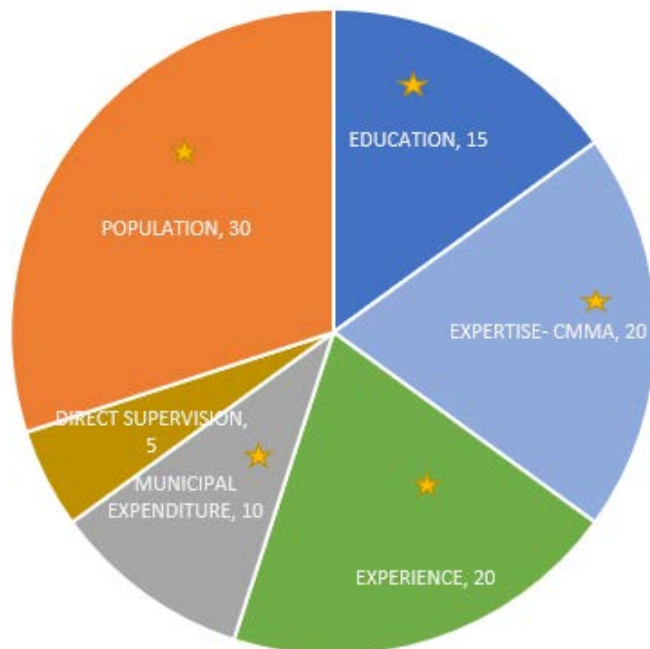
## Factors for the Matrix

Utilizing the information from Probe Research of the main factors affecting CAO salaries the Committee developed the NEW rating scheme as follows:

	MAIN	Weight		SUBFACTORS	Substeps	Max
A	SKILL	55				
			1	EDUCATION	5	15
			2	EXPERTISE- CMMA	3	10
				Expertise - MMAA Member IGS*	1	10
			3	EXPERIENCE	5	20
B	RESPONSIBILITY	15				
			4	MUNICIPAL EXPENDITURE	5	10
			5	DIRECT SUPERVISION	4	5
C	ENVIRONMENTAL	30				
			6	POPULATION	5	30
		100				100
				* In Good Standing		

★ factors also used by old system

### NEW RATING SCHEME



## FACTOR SKILL

### Subfactor 1- Education

Definition:

This subfactor measures the general knowledge and specialized or vocational training achieved by the incumbent or expected by the employer. The degree levels are normally expressed in terms of formal education or equivalent.

1	EDUCATION	Substeps	Points
	High school (grade 12); GED (General Education Diploma);	1	2
	College, technical/trade school or university certificate in business related program (example: 1 year program);	2	4
	College, technical/trade school or university diploma in business related course (example: 2 year program);	3	8
	Degree (3-4 year program) in finance or business	4	12
	Master's Degree;	5	15

## Subfactor 2 - Expertise

### Definition:

This subfactor measures the level of progress in the Certificate Program for the Manitoba Municipal Administrators, referred to CMMA. Under the Manitoba Municipal Administrators Association Act, section 10(2) gives the authority for the certification, course establishment and designation of “Certified Manitoba Municipal Administrator”. The importance of the education has proven to be a significant influencer in salaries and weights are assigned according to the incumbent’s progress in the program.

It is common in professional designations to keep current in the professional and take a minimum set amount of professional development (PD), with points assigned based on forum and length of the event. A member in good standing (IGS) includes meeting the minimum PD point and complies with all member requirements set by the MMAA. This continual learning and keeping up with developments in the field are part of a member’s good standing and worthy of being included in the matrix.

2	a) EXPERTISE - CMMA	Substeps	Points
	Registered into CMMA Program with 1 or more courses completed.	1	3
	Registered into CMMA Program with 50% or more of the program completed.	2	7
	Completed CMMA Program	3	10
	b) Expertise - MMAA Member IGS	Substeps	Points
	Current MMAA Member - In good standing (maintains minimum PD points, has not been censored by the association)	1	10

## FACTOR SKILL

### Subfactor 3 - Experience

#### Definition:

This subfactor serves as a scale of measurement for the amount of practical experience of the incumbent to have or expected to have by the employer when recruiting for a CAO. It assumes that the more relative experience of the individual, the more theoretical knowledge and ability is acquired to effectively perform and navigate the organization through complex situations. Discretion should be given to assess non municipal experience that brings value to the organization in the role of CAO.

Leadership and administrative skills are normally achieved through experience in a combination of the main core functions of a CAO:

- *Municipal government administration*
- *Financial management*
- *Project management*
- *Human resource management*
- *Advancing economic development*
- *Negotiating contracts*
- *Planning and zoning administration*

3	EXPERIENCE	Substeps	Points
	2 years or less	1	2
	Between 2 & 5 years	2	5
	Between 5 & 8 years	3	10
	Between 5 & 10 years	4	15
	Over 10 years	5	20

## FACTOR RESPONSIBILITY

### Subfactor 4 – Municipal Expenditure

#### Definition:

This subfactor measures the degree of financial responsibility for the municipality. The larger the expenditure volume the greater level of controls and management practices need to be in place. The legislated duties of the CAO include financial responsibilities and the large the volume the higher level of controls must be in place.

#### **Municipal Act, C.A.O.'s administrative duties regarding finances:**

127(2) The chief administrative officer must ensure that

- ...(c) the revenues of the municipality are collected;
- (d) money belonging to or held by the municipality is deposited in the bank, credit union, caisse populaire, or trust corporation designated by the council;
- (e) the accounts for authorized expenditures of the municipality are paid;
- (f) accurate records and books of account are kept of the financial affairs of the municipality; and ...

For consistent application, the audited financial statements, Schedule 5, Core Expenditures Total is applied in the weighting scheme.

4	MUNICIPAL EXPENDITURE	Substeps	Points
	\$3 Million or less	1	2
	Between 3 & 5 Million	2	4
	Between 5 & 8 Million	3	8
	Between 8 & 12 Million	4	9
	Over 12 Million	5	10

FACTOR RESPONSIBILITY

Subfactor 5 – Direct Supervision

Definition:

This subfactor measures the number of direct reports to the CAO. The CAO conducts performance reviews of employees. The guidance and interactions with most professionally designated staff members enables the CAO to work at a higher level of leadership and less as a working manager.

5	DIRECT SUPERVISION	Substeps	Points
	Less than 5 direct supervision	1	1
	5 or more	2	2
	Between 2 and 5 employees incl. 1 or more with professional designation	3	3
	over 5 employees incl. 2 or more with professional designation	4	5

## FACTOR ENVIRONMENTAL

### Subfactor 6 – Population

Definition:

This subfactor measures the population level of the municipality. The higher population the more services and expectations the municipality must address and incorporate into normal operations. This factor holds the largest weighting in the salary matrix due to its proven influence in determining the CAO salary level.

6	POPULATION	Substeps	Points
	2,000 or Less	1	5
	2001 to 5000	2	8
	5,001 to 10,000	3	15
	10,001 to 20,000	4	20
	Over 20,000	5	30

## Salary Schedule

The salary schedule for 2021 is based on:

- Maximum salaries were adjusted to inflation and aligned more closely with the higher level of actual salaries in the market.
- Overlaps in salary were removed (with exception to the Maximum Column).
- Salaries from similar professional fields were factored in (ie. CPA's, Deputy Ministers)
- Class 5 range also captures the higher CAO salaries in the municipal field.

<b>Salary Schedule (\$ 000's) 2021</b>							
<b>Class</b>	<b>Min.</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>		<b>Max.</b>
1	70.00	75.00	80.00	85.00	90.00	<b>M</b>	94.50
2	90.00	95.00	100.00	105.00	110.00	<b>E</b>	115.50
3	110.00	115.00	120.00	125.00	130.00	<b>R</b>	136.50
4	130.00	136.25	142.50	148.75	155.00	<b>I</b>	162.75
5	155.00	160.00	165.00	170.00	175.00	<b>T</b>	183.75

Of most significance, is the minimum (Min.) Step 1 Salary in Class 1 starting at \$70,000. Considering the basic demand of the CAO position, even within the smallest municipality (in terms of population and expenditures), the salary level should be no lower than \$70,000 for a competent individual to meet the expectations of Council and fulfil the requirements of the CAO legislated by the Municipal Act.

### Classification Levels

<i>Class</i>	<i>Points</i>	
	<i>Min</i>	<i>Max</i>
<b>1</b>	<b>25</b>	<b>40</b>
<b>2</b>	<b>41</b>	<b>55</b>
<b>3</b>	<b>56</b>	<b>70</b>
<b>4</b>	<b>71</b>	<b>85</b>
<b>5</b>	<b>86</b>	<b>100</b>

The rating factors yield a minimum of 25 points with the lowest category selected in each factor. This would be the point level for a CAO with Grade 12, registered into the CMMA Program with 1 or more courses completed, being a member of MMAA in good standing, with CAO experience of 2 years or less working for a municipality with a population of no more than 2,000 people, annual expenditures



of up to \$3 Million, and structured for the CAO to directly supervise less than 5 staff.

The maximum 100 points are also the result of the top level in each of the rating factors. To describe this in a visual sense, it would be the point level for a CAO with a master's degree who has completed the CMMA Program, being a member of MMAA in good standing, with more than 10 years of CAO experience, working for a municipality with a population greater than 20,000 people, annual expenditures over \$12 Million, and structured for the CAO to directly supervise over 5 staff, of whom 2 or more have professional designations.

### Beta Test

Using the data from the 2021 AMM Salary Survey and the analysis of the different combination of various factors, over 34 tests were conducted to compare to various municipalities and current CAO salaries. Scenarios were also compared to the average survey results and the new matrix, shown as follows:

<u>Test - Population &lt;2,000, Gr 12, enrolled in CMMA, 0 yrs Exp</u>		
Items 1 to 3 - gen req'ts	17	
Items 4 to 6 - don't change by incumbent	8	
	25	<i>Class 1</i>
		<i>70,000 to 90,000</i>
<u>Test - Population &lt;1,000, CMMA, GR 12, 3 yrs Exp</u>		<i>survey - 68,982</i>
Items 1 to 3 - gen req'ts	27	
Items 4 to 6 - don't change by incumbent	8	
	35	<i>Class 1</i>
		<i>70,000 to 90,000</i>
<u>Test - Population &gt;1,000&lt;2,000, CMMA, Cert, 3 yrs Exp</u>		<i>survey - 84,753</i>
Items 1 to 3 - gen req'ts	29	
Items 4 to 6 - don't change by incumbent	10	
	39	<i>Class 1</i>
		<i>70,000 to 90,000</i>
<u>Test - Population &gt;2,000&lt;3,000, CMMA, Cert, 6 yrs Exp</u>		<i>survey - 93,445</i>
Items 1 to 3 - gen req'ts	34	
Items 4 to 6 - don't change by incumbent	15	
	49	<i>Class 2</i>
		<i>90,000 to 110,000</i>
<u>Test - Population &gt;3,000&lt;4,000, CMMA, Cert, 6 yrs Exp</u>		<i>survey - 109,252</i>
Items 1 to 3 - gen req'ts	34	
Items 4 to 6 - don't change by incumbent	19	
	53	<i>Class 2</i>
		<i>90,000 to 110,000</i>
<u>Test - Population &gt;4,000&lt;5,000, CMMA, Cert, 6 yrs Exp</u>		<i>survey - 115,945</i>
Items 1 to 3 - gen req'ts	34	
Items 4 to 6 - don't change by incumbent	19	
	53	<i>Class 2</i>
		<i>90,000 to 110,000</i>
<u>Test - Population &gt;5,000&lt;10,000, CMMA, Dip, 6 yrs Exp</u>		<i>survey - 123,700</i>
Items 1 to 3 - gen req'ts	38	
Items 4 to 6 - don't change by incumbent	26	
	64	<i>Class 3</i>
		<i>110,000 to 130,000</i>
<u>Test - Population &gt;10,000&lt;16,000, CMMA, Degree, 6 yrs Exp</u>		<i>survey - 146,752</i>
Items 1 to 3 - gen req'ts	44	
Items 4 to 6 - don't change by incumbent	32	
	76	<i>Class 4</i>
		<i>130,000 to 155,000</i>

## Calculation Spreadsheet

The CAO Salary Matrix System is available in an Excel document for incumbents and council to use. A snapshot of the calculator is located in the Appendices. It is designed to lead the user in assigning points according to the set ranking system, tabulate the results and advise the Salary Class applicable to the input factors.

The 2021 Salary Schedule is as follows:

<b>CAO Salary Schedule (\$ 000's) - NEW</b>							
Class	Min.	2	3	4	5		Max.
						*	
1	70.000	75.000	80.000	85.000	90.000	M	94.500
2	90.000	95.000	100.000	105.000	110.000	E	115.500
3	110.000	115.000	120.000	125.000	130.000	R	136.500
4	130.000	136.250	142.500	148.750	155.000	I	162.750
5	155.000	160.000	165.000	170.000	175.000	T	183.750

\* MERIT – This was established in the first MMAA CAO Compensation Schedule, created pre-1990, where an additional 5% was added to the top of the range in each class to commend those who performed well above normal expectations. This remains.

## Example

An example of the calculator at work is shown in the Appendix.

## Maintenance Policy

The CAO Salary Matrix is to be updated bi-annually to the CPA inflationary increase over the 2 years. The next update in the salary schedule will be 2023 with the combined Manitoba CPI increases for 2021 and 2022. This will occur automatically with updates distributed and posted.

In addition to this it is deemed imperative to compare the market to the salary matrix. As the profession and demands to the position grow, as well changes to the labor market landscape, the schedule must adapt to the environment of the period. This must occur every 5 years, at a minimum. This next full review will be in 2026.

Housekeeping changes deemed minor and that correct grammar or add clarity will be made as needed and approved by the MMAA Board.

## Conclusion

Since the resolution for salary review in 2018, and study of the CAO's salaries in 2019 through to 2021, the MMAA has committed to the mission of pay equity for CAO's. This project would not have come to fruition of this manual without the dedication of the CAO Salary Matrix Committee and data verification and assurances provided by Probe Research. Special thanks go to:

*Nettie Neudorf, President, MMAA*

*Duane Nicol, Vice President, MMAA*

*Adrienne Bestland, Executive Director, MMAA*

*Doug Dobrowolski, Councillor, RM of Macdonald*

*Stefanie Vieira, Senior Policy Analyst, AMM*

*Crystal Gustafson, Manager of Human Resources, City of Selkirk*

*Edna Wolf, Director, People First*

*Mary Agnes Welsh, Principal, Probe Research Inc*

The CAO Salary Matrix is intended to be used as a tool for setting the CAO's salary range under varying factors. This tool is not exclusive to final decision making but rather serves as a starting place for negotiations between the CAO and Council.

It is vitally important to understand the broader picture of attracting and retaining qualified administrators to local government. Sound hiring practices, employment contracts and performance reviews are also important elements. A weakness or absence in any of these areas will percolate dysfunctional relationships between the CAO and Council, ultimately restraining local government from its main purpose and efforts to improve the quality of life for its citizens.

The MMAA strives for its members to build their leadership capacity and skills to enable them to effectively influence the direction of local government in Manitoba. Salary affects the quality of CAO's hired and the quality of work carried out from Council's decisions. The collective efforts of and messaging from our association and the Association of Manitoba Municipalities to pay CAO's equitably will in time, lead to stronger government and stronger communities.

## Appendix A

### Former CAO Salary Schedule

The former CAO Salary Schedule was developed sometime before 1990 as another way for municipalities, particularly small municipalities to consider in setting salaries.

The matrix schedule included the following factors:

	SUBFACTORS		<b>max</b>
1	EDUCATION	11%	6
2	POPULATION	21%	12
3	MUNICIPAL EXPENDITURE	29%	16
4	ADDITIONAL ADMIN	16%	9
5	EMPLOYEES	13%	7
6	EXPERIENCE	11%	6
			<b>56</b>

The salary schedule was last revised in 2019, based on a 10% increase of the 2014 salary scheduled.

<b>Salary Schedule (\$ 000's) - 2019</b>							
<b>Class</b>	<b>Min.</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>		<b>Max.</b>
1	46.33	52.09	57.83	63.58	69.32	<b>M</b>	75.08
2	56.99	64.05	71.13	78.19	85.25	<b>E</b>	92.31
3	68.37	77.00	85.61	94.23	102.85	<b>R</b>	111.49
4	84.66	95.18	105.72	116.26	126.80	<b>I</b>	137.34
5	101.53	114.22	126.92	139.61	152.30	<b>T</b>	164.75

\* Merit – This was established in the first MMAA CAO Compensation Schedule, created pre-1990, where an additional 5% was added to the top of the range in each class to commend those who performed well above normal expectations.

# Appendix B

## Snapshot of the New Salary Matrix System

Manitoba Municipal Administrators Association

### CAO Salary Calculator

Name of Incumbent:

Municipality:

ENTRY

Review each category from 1 to 6 and determine the point allocation for each category.

1) Education		Points	ENTRY
1	High school (grade 12); GED (General Education Diploma)	2	
2	College, technical/trade school or university certificate in business related program (example: 1 year program)	4	
3	College, technical/trade school or university diploma in business related course (example: 2 year program)	8	
4	Degree (3-4 year program) in finance or business;	12	
5	Master's Degree	15	

2a) Expertise - CMMA		Points	ENTRY
1	Registered into CMMA Program with 1 or more courses	3	
2	Registered into CMMA Program with 50% or more of the program completed.	7	
3	Completed CMMA Program	10	

2b) Expertise - MMAA Member IGS		Points	ENTRY
1	Current MMAA Member - In good standing (maintains minimum PD points, has not been censured by the association)	10	

3) Experience		Points	ENTRY
1	2 years or less	2	
2	Between 2 & 5 years	5	
3	Between 5 & 8 years	10	
4	Between 8 & 10 years	15	
5	Over 10 years	20	

4) Expenditure - Prior Year PSAB Financial Statements, Schedule 5 - Core Total		Points	ENTRY
1	\$3 Million or less	2	
2	Between 3 & 5 Million	4	
3	Between 5 & 8 Million	8	
4	Between 8 & 12 Million	9	
5	Over 12 Million	10	

5) Direct Supervision		Points	ENTRY
1	Less than 5 direct supervision	1	
2	5 or more	2	
3	Between 2 and 5 employees incl. 1 or more with prof designation	3	
4	over 5 employees incl. 2 or more with prof designation	5	

6) Population		Points	ENTRY
Based on the latest available census information			
1	2,000 or Less	5	
2	2001 to 5000	8	
3	5,001 to 10,000	15	
4	10,001 to 20,000	20	
5	Over 20,000	30	

TOTAL POINTS 1)-6) 0

CLASSIFICATION

Class 1

2021 CAO Salary Schedule (\$ 000's)

Calculated Range	Class 1		2021 CAO Salary Schedule (\$ 000's)						Max.*	
	Min	Max	Class	Min.	2	3	4	5		
25 - 40	25	40	1	70.000	75.000	80.000	85.000	90.000	M	94.500
41 - 55	41	55	2	90.000	95.000	100.000	105.000	110.000	E	115.500
56 - 70	56	70	3	110.000	115.000	120.000	125.000	130.000	R	136.500
71 - 85	71	85	4	130.000	136.250	142.500	148.750	155.000	I	162.750
86 - 100	86	100	5	155.000	160.000	165.000	170.000	175.000	T	183.750

\*an additional 5% added to the top of the range in each class to commend those who performed well above normal expectations.

## Appendix C

### Example: Using the New Salary Matrix System

**Bob** is being interviewed for the Municipality of Lake Winnepesaukee. Council is interested where to start the salary negotiations for their potentially new CAO.

#### Details about Bob:

Bob has a certificate in Business Administration

1) Education		Points	ENTRY
1	High school (grade 12); GED (General Education Diploma)	2	4
2	College, technical/trade school or university certificate in business related program (example: 1 year program)	4	
3	College, technical/trade school or university diploma in business related course (example: 2 year program)	8	
4	Degree (3-4 year program) in finance or business;	12	
5	Master's Degree	15	

Bob completed his CMMA

2a) Expertise - CMMA		Points	ENTRY
1	Registered into CMMA Program with 1 or more courses completed.	3	10
2	Registered into CMMA Program with 50% or more of the program completed.	7	
3	Completed CMMA Program	10	

Bob is a member of MMAA, meets the minimum PD point and complies with all member requirements set by the MMAA. Bob is therefore a member of good standing.

2b) Expertise - MMAA Member IGS		Points	ENTRY
1	Current MMAA Member - In good standing (maintains minimum PD points, has not been censored by the association)	10	10

...continued on next page

Bob has 3 years of experience as a CAO. His specialty is in Planning and Zoning and advancing Economic Development through effective negotiation skills.

3) Experience		Points	ENTRY
1	2 years or less	2	5
2	Between 2 & 5 years	5	
3	Between 5 & 8 years	10	
4	Between 8 & 10 years	15	
5	Over 10 years	20	

**Municipality of Lake Winnepesaukee:**

From the audited Financial Statements, for the prior year, the municipality's expenditures were \$4.2 Million.

4) Expenditure - Prior Year PSAB Financial Statements, Schedule 5 - Core Total		Points	ENTRY
1	\$3 Million or less	2	4
2	Between 3 & 5 Million	4	
3	Between 5 & 8 Million	8	
4	Between 8 & 12 Million	9	
5	Over 12 Million	10	

The reporting organizational structure is currently set for the CAO to directly supervise 2 employees – the Assistant CAO and Public Works Manager.

5) Direct Supervision		Points	ENTRY
1	Less than 5 direct supervision	1	1
2	5 or more	2	
3	Between 2 and 5 employees incl. 1 or more with prof designation	3	
4	over 5 employees incl. 2 or more with prof designation	5	

The Municipality's population is 1,500.

6) Population		Points	ENTRY
Based on the latest available census information			
1	2,000 or Less	5	5
2	2001 to 5000	8	
3	5,001 to 10,000	15	
4	10,001 to 20,000	20	
5	Over 20,000	30	

**The Result**

TOTAL POINTS 1)-6)		39									
CLASSIFICATION		Class I		CAO Salary Schedule (\$ 000's)							
		Class		Min.	2	3	4	5		Max.*	
		Min	Max						*		
Calculated Range		25	40	I	70.000	75.000	80.000	85.000	90.000	M	94.500