

FREQUENTLY ASKED QUESTIONS

On the

CAO Salary Matrix

1. Why was the new CAO Salary Matrix created?

A - The outdated salary compensation matrix was brought to the MMAA membership for review in 2018. The factors used in the old matrix were based on pre-1990 workplace environment and salary influencers in that century.

This outdated and under-utilized system, and the 2018 resolution call to revisit, held an incredible opportunity for change.

2. Is this a mandatory payment schedule?

A - The CAO Salary Matrix is intended to be used as an optional tool and resource for Council and CAO. It is not exclusive to final decision making but rather serves as a starting place for negotiations between the CAO and Council.

3. Who developed the CAO Salary Matrix?

A - 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), an elected official, AMM staff, and MMAA's President and Vice-President.

Each of the committee members provided their insight into this project, resulting in a customized yet simple tool for CAO compensation.

4. How were the factors determined?

A - The committee conducted a more statistical analysis on the factors used in the compensation schedule and the factors used in actual appointment and salary negotiations.

5. Why are some factors weighted heavier than others?

A - Probe research analyzed the 2019 and 2021 salary survey data, assessing the different variables in the survey and impacts of each factor while the others stay the same. The strongest influencers affecting salary were given the most weights.

6. How do personal attributes of the CAO tie into the CAO salary?

A-The attributes that are common and easily measured are used in the calculator but should not be used as the only source for salary negotiations. Discretion should be given to additional elements such as “FIT” and specialty skills that the municipality is looking for.

7. Is this a one-time adjustment or how will this matrix stay current?

A-The CAO Salary Matrix is to be updated bi-annually to the CPI 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.

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.

8. Who completes the salary calculation?

A-The tool will be available for use by the elected officials, incumbents or potential candidates, and support staff. It is easy to use by anyone with a vested interest in CAO recruitment.

9. Why is AMM endorsing this CAO Salary Matrix?

A - Councils will be more apt to use the system with AMM’s support in the project. It was important to include all stakeholders in the development of the matrix. The Committee included elected official representation whose contribution resulted in a non-biased calculation tool. The tool is optional and non-binding.

10. What other resources are available to assist in negotiating the right salary?

A – the AMM Salary Survey has specific data on current CAO salaries to aid in salary negotiations. Hiring agencies and consulting firms are also able to provide guidance in this area.

11. What hours per week are the CAO salaries in the matrix based on?

A - Most CAO contracts have hours stipulated but the “work as long as you need to get the work done” clause is also included and/or expected. Stated hours per week do not significantly impact salary negotiations for top executive positions.

12. The new salary range for 2021 has a minimum of \$70,000 versus \$50,000. Why?

A - 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.

13. What if one of the municipality's current CAO's salary is outside the matrix's recommended range?

A-More questions need to be asked to understand the environment around this scenario.

Is it a case of affordability? Is that evident for all of council and the CAO to understand?

Is it a case of qualifications of the current incumbent over the qualifications expected for the position? I.e. Posting for a degree and hiring someone with a Masters or who obtained their Masters throughout their employment with you?

Has performance status, expectations been formally presented and discussed to the CAO?

Is there a gap in results to current pay?

Is there a training period or step scale in place or possible to raise the salary within the class range recommended?

This is a voluntary tool. The relations and performance are above and beyond this analysis, so discretion is necessary for making the right fit.

The impact could result in favour of both parties – whether its about an adjustment or increased responsibilities/expectations for the increase, additional training or another and uncomfortable option. The goal in the end is about having the right person for the right job and paying them fairly for it. It needs to be a win-win for good relations between CAO and council and for the betterment of the community.

14. When is it recommended to use this matrix?

A - This calculation tool is helpful with salary negotiations, whether for a new hire, contract renewals, change in the minimum requirements for the municipality or environmental landscape.

15. What is the current gender gap and how would this matrix reduce it?

A- Probe Research analyzed the 2021 survey data and reported a gender gap of \$20,629 on average. The analysis also shows that gender is a key predictor of salary, even when statistically accounting for other factors. Using a gender neutral, non-salary negotiation process will narrow the gender gap over time.

MMAA will continue to engage Probe Research to analyze future surveys and compare the factors that drive salaries to the influencers of today.

16. For the education factor, why is the completion of the CMMA separately ranked?

A - This was identified in the Research document as a significant influencer and needs its own rating.

17. What is a Member in Good Standing and why is it included in the factors?

A - A member in good standing (IGS) includes meeting the minimum Professional Development (PD) points and complies with all member requirements set by the MMAA. It is common in professional designations to keep current in the professional and take a minimum set amount of PD, with points assigned based on forum and length of the event. 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.

18. Does CMMA count as a designation of those reporting to the CAO in the Supervision Factor?

A -Not at this time. However, the Board sees the CMMA growing to this status and anticipate that will change in the future.

19. What degrees qualify as a professional designation for ranking on the Education Factor?

A -While the matrix states ones including business and finance, there may be ones very relevant to a specific municipality that warrants merit. Discretion can be applied.

20. Where does the CPA designation fit into the Education Factor?

A -It falls into the Degree category.

21. Is there any value in private business experience?

A - Discretion should be given to assess non municipal experience that brings value to the organization in the role of CAO.