POLICY ON EMPLOYMENT AND REMUNERATION OF MANAGERIAL AND OTHER EMPLOYEES NOT GOVERNED BY A COLLECTIVE OR OTHER AGREEMENT

Effective date: September 16, 2021 **Approval Authority:** Board of Governors

Supersedes/amends: December 9, 2020 **Policy Number:** HR-39

PREAMBLE

This Policy provides for the effective governance and administration of employment and Remuneration (as defined below) for the positions governed by this Policy.

While salary is an important component of Remuneration, other elements of a total Remuneration package are also significant and include Benefits (as defined below) and other working conditions. Working conditions include, but are not limited to, the intrinsic value of the job, opportunities to advance and to work with peers and other colleagues, the physical environment, professional and personal growth opportunities, and the opportunity to contribute to a vibrant and stimulating organization.

SCOPE

This Policy shall apply to managerial and other employees governed by an Extended-Term Employment Agreement (as defined below) and not explicitly governed by another University policy.

This Policy shall be read in conjunction with any applicable legislation and any other applicable University policy, guideline, directive and the like.

PURPOSE

The purpose of this Policy is to:

a) attract and retain the best talent;

b) provide fair, competitive and equitable Remuneration and Benefits based on job duties, responsibilities, accountabilities and qualifications;

c) encourage growth and professional development within jobs and facilitate maximizing contribution within the University;

d) provide for consistent and fair application of the Policy, within the means and resources available to the University; and

e) provide managers with the opportunity to recognize and reward Employees for continued performance and professional development.

DEFINITIONS

For the purposes of this Policy, the following definitions shall apply:

"Benefits" means the benefits for which University employees may be eligible, such as group insurance, pension, leaves and the like, as amended from time to time.

"Extended-Term Employment Agreement" is used in this Policy interchangeably with the expression "Employment Agreement" and means an Employment Agreement of an extended-term employee who is an employee hired to work full-time or part-time in an indeterminate or fixed term contract of 1 year or more.

"General Increase" means the base salary increase provided to all Employees to recognize their additional experience and development in their position. The General Increase is one of the two components of the formula to determine the progression in the salary scale.

"Legislative Provisions" means any applicable legislative provision, budgetary rule, guideline, directive and the like.

"Performance Increment" means the base salary increase provided to some Employees to recognize their individual performance and contribution to the University in their position.

"Remuneration" means any amount paid for the fulfilment of any employment duties, including, but not limited to, annual base salary, stipends, lump sums, allowances and the like.

POLICY

Employment Agreements

1. Managers shall contact Human Resources prior to engaging in discussions with respect to all new hires, appointments, employment agreement renewals, transfers to new, existing or interim positions, and promotions.

2. Following consultation with Human Resources, the manager shall make a recommendation to their supervisor regarding the conditions of an employment agreement.

3. The employment of an Employee shall be governed by an employment agreement that specifies the position, term, Remuneration, Benefits, severance and any other relevant conditions of employment.

4. All employment agreements shall conform to the University employment agreement template and must be prepared by Human Resources.

5. All employment agreements shall bear the signatures of the Employee, of the manager and their supervisor.

6. Initial employment agreements shall normally be for a fixed term of 1 year or more.

7. When an employment agreement is renewed for the same position with no substantive change in job responsibility, the employment conditions shall remain the same.

Remuneration

8. Positions shall be evaluated in accordance with the University's job evaluation process and shall be assigned a grade.

9. The salary scales are contained in Appendix A and shall apply at the time of appointment. The salary scales shall be reviewed annually, normally with effect June 1.

10. The Remuneration of Employees at the time of appointment shall take into consideration the duties, responsibilities, accountabilities and qualifications required by the position they occupy, as well as the internal equity and the salary scale for such positions as referred to in section 9.

11. The Remuneration of Employees at the time of appointment shall be approved by the manager, in consultation with the Human Resources. The Remuneration, Benefit and severance shall be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions.

12. Specific market conditions or challenges as well as internal situations may warrant an exception in establishing a starting salary or to maintain market competitiveness. Any exceptions to the Remuneration, Benefit or severance provided for in this or any other applicable University policy to which an Employee would normally be entitled must be in accordance with applicable Legislative Provisions and shall be approved by the Associate Vice-President, Human Resources, in consultation with the President or the relevant Vice-President, as applicable.

13. The Employees' progression in the applicable salary scale shall be based on two components: the annual General Increase and the increase on the basis of the performance review, in each case, when applicable. Any such increases must be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions.

    a) The Employees' salary shall, when applicable, progress in the applicable salary scale on the basis of an annual General Increase.

    b) The Employees' salary shall, when applicable, progress in the applicable salary scale on the basis of an annual confidential performance review conducted by the manager.

14. Any salary adjustments resulting from the above must be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions, and shall normally be made effective June 1.

15. Employees governed by this Policy as of March 1 or later shall not be eligible for the June 1 annual General Increase in their year of hire, except when an Employee's salary falls below the minimum of the adjusted salary scale. In such cases, the Employee's salary shall be adjusted to the minimum of the salary scale.

16. Employees whose salary is at or above the maximum of the salary scale for their position shall not normally be eligible for a General Increase to their base salary. The value of the General Increase in excess of the maximum of the salary scale of the position shall normally be paid as a lump sum over 26 pays. Following consultation with Human Resources and the President or the relevant Vice-President, as applicable, the equivalent of the value of the General Increase in excess of the maximum may be paid to the base salary.

17. Available annual Performance Increment information, when applicable, shall be communicated to the President and Vice-Presidents by Human Resources.

18. Employees governed by this Policy:

    a) prior to the preceding December 1 shall be eligible to be considered for a full Performance Increment;

    b) on or after December 1, but prior to March 1, shall be considered for a prorated Performance Increment;

    c) on or after March 1 shall not be eligible for a Performance Increment in their year of hire.

19. In making Performance Increment allocation decisions, the manager shall assess the performance of all eligible Employees reporting to them and recommend to their Vice-President or to the President, as applicable, the amount of Performance Increment, if any, for the respective Employees.

20. Employees whose salary is at or above the maximum of the salary scale for their position shall not normally be eligible for Performance Increments. However, following consultation with Human Resources and the President or the relevant Vice-President, as applicable, an Employee may be awarded the equivalent of the value of a Performance Increment as a lump sum normally paid over 26 pays. Following consultation with Human Resources and the President or the relevant Vice-President, as applicable, the equivalent of the value of a Performance Increment may be paid to base salary.

21. Employees who obtain, in the course of their employment at the University, an additional relevant diploma or degree beyond the minimum requirement of their current position may be eligible for a salary increase, subject to the approval of Human Resources. Employees' base salary may not exceed the maximum of the salary scale as a result of such increase.

22. Employees shall be entitled to an annual vacation in accordance with the policy on *Vacation Leave* (HR-14), as amended from time to time.

23. Employees may be eligible for the reimbursement of membership fees of a professional order, subject to the approval of their manager, in consultation with Human Resources.

24. Employees shall be eligible for other benefits, including group insurance and pension plan, in accordance with the relevant Human Resources policies, as amended from time to time.

25. When an Employee temporarily assumes, in an interim situation, additional duties and responsibilities above or at an equivalent grade of their primary position, they may be eligible to receive a stipend. The stipend awarded shall be established by Human Resources, in consultation with the relevant managers.

26. When an Employee accepts a temporary assignment to another position above the grade of their primary position, they shall be eligible to receive a stipend for the duration of the assignment. The stipend awarded shall be established by Human Resources, in consultation with the relevant managers.

Performance Review

27. During the annual review referred to in section 13 b, the manager shall review the performance of the Employee and their goals and objectives annually.

28. Employees whose performance has been satisfactory during the year may be awarded a Performance Increment as referred to in section 18.

29. For Employees whose performance has been unsatisfactory (either as part of the annual performance review or otherwise), the manager shall discuss the results with the Employee. The manager shall bring the matter to the attention of their supervisor who shall consult with Human Resources to discuss the appropriate steps to be taken, which may include the establishment of a performance improvement plan or other measures.

Reclassification and Transfers

30. A position may be reclassified if the duties and responsibilities change significantly or the organizational structure changes.

31. When a significant change in the duties and responsibilities of a position has occurred, it is the responsibility of the manager to request a review of the position evaluation by Human Resources.

32. When an Employee is promoted or a position is reclassified to a higher grade, Human Resources, in consultation with the manager, shall review the Employee's salary.

33. If as a result of University requirements, an Employee is transferred to a position with a lower grade or a position is reclassified to a lower grade, the Employee's salary shall not be reduced.

End of Employment

34. Managers shall contact Human Resources prior to engaging in discussions with respect to an end of employment agreement or termination of employment.

35. End of employment conditions are governed by the policy *Termination of Employment* (HR-11).

Policy Responsibility and Review

36. The Board of Governors shall approve this Policy. Following its initial approval, any modifications to the salary scales, the General Increase and the maximum eligible percentage increase for Performance Increment shall be approved by the Human Resources Committee on an annual basis.

37. The overall responsibility for implementing and recommending amendments to this Policy shall rest with the Associate Vice-President, Human Resources, in collaboration with the Secretary-General.

Approved by the Board of Governors on June 7, 2013; and amended on December 9, 2020, and on September 16, 2021.

Appendix A

Salary Scales

Effective Date: June 1, 2024

Grade	Minimum	Midpoint	Maximum
EXE1	$154,291	$187,968	$221,645
Lev1	$161,751	$174,686	$187,622
Lev2	$149,793	$161,770	$173,748
Lev3	$138,724	$149,813	$160,903
Lev4	$128,474	$138,744	$149,014
Lev5	$118,984	$128,493	$138,001
Lev6	$110,193	$118,998	$127,803
Lev7	$102,060	$110,211	$118,362
Lev8	$93,301	$100,752	$108,202
Lev9	$86,021	$92,887	$99,752
Lev10	$79,673	$86,031	$92,386
Lev11	$73,182	$79,018	$84,854
Lev12	$67,781	$73,184	$78,587
Lev13	$62,784	$67,788	$72,792
Lev14	$58,157	$62,793	$67,428
Pay Equity Class Positions	**Minimum**	**Midpoint**	**Maximum**
50A-PE1201 **(LEV7)**	$103,540	$111,797	$120,053
50A-PE2031 **(LEV8)**	$95,047	$102,624	$110,200
50A-PE1055 **(LEV9)**	$86,819	$93,736	$100,652
50A-PE1173 **(LEV9)**	$86,819	$93,736	$100,652
50A-PE1231 **(LEV9)**	$86,819	$93,736	$100,652
50A-PE2030 **(LEV9)**	$86,819	$93,736	$100,652

The pay equity class shall only be used for listed positions.