REMUNERATION AND EVALUATION GUIDELINES FOR MANAGERIAL AND OTHER EMPLOYEES NOT GOVERNED BY A COLLECTIVE OR OTHER AGREEMENT

Effective date: June 7, 2013

Originating Office: Human Resources

Supersedes/amends: N/A

Policy Number: HR-39

NOTE: Please read this Policy in conjunction with the Omnibus Policy on the Remuneration of Senior Administrative Personnel (BD-11)

1. These Guidelines shall initially be approved by the Board of Governors. Following their initial approval, any modifications to these Guidelines shall be approved by the President and reported to the Human Resources Committee on an annual basis.

2. These Guidelines deal with:

   - Salaries
   - Contracts of Employment

   They provide a framework for the effective governance and administration of salaries and contracts of employment for those positions covered by the Guidelines.

   While salary is an important component of compensation, other elements of a total compensation package are also significant, and include: pension, benefits, leaves, perquisites, and working conditions. Working conditions also include the intrinsic value of the job, opportunities to advance, 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.

3. The Objectives of the Guidelines are:

   - To attract and retain the best talent
   - To provide internal equity in the level of compensation
   - To provide fair, competitive and equitable compensation, based on job functions, qualifications and responsibilities
   - To encourage growth and professional development within jobs and to facilitate maximizing contribution within the University
   - To provide for consistent and fair application of the Guidelines, within the means and resources available to the University

   In addition, the Guidelines are designed to compensate employees for performance. For this reason, emphasis is not on automatic movement through the salary ranges, but rather increments, based on performance and development within a position. This provides managers with an opportunity to reward for continued performance and development.
4. Scope

The Guidelines apply to managerial and other employees hired on employment contracts or other employment arrangements not governed by a collective or other agreement (“the Group”).

The Guidelines do not apply to senior administrators as defined under the Policy on the Remuneration and Evaluation of Senior Administrators (BD-8) nor to academic administrators as defined under the Remuneration and Evaluation Guidelines for Academic Administrators (HR-40).

The Guidelines are effective as of June 7, 2013 and apply to all new hires, contract renewals, transfers of current staff to new or existing positions and promotions within the Group.

5. Salary Ranges

The University has established salary ranges for its managerial and other employees. Where positions are evaluated in accordance with the University’s Job Evaluation process, salary ranges will mirror salary ranges already established in collective or other agreements. (See Appendix 1 for list of Salary Ranges by Salary Group and Categories)

Salary ranges assume employees meet the minimum requirements to perform the job functions.

- Salary ranges have:
  - a minimum, which is the lowest rate the University will pay an employee in the position;
  - a maximum, which is the highest rate the University will normally pay an employee in the position.

- Salary ranges are reviewed annually.

- Basic salary adjustments, where and when applicable, are normally made effective June 1. For the purposes of the Guidelines, “basic salary adjustment” means the amount by which the minimum and the maximum of the salary range are adjusted. This differs
from the performance increment which applies to the individual’s salary within the job category salary range, and not to the salary range itself.

• All newly hired employees with an effective start date of March 1 or later, are not eligible for the June 1 salary scale increase of their year of hire, except where an individual’s salary falls below the minimum of the adjusted salary range. In such cases, the individual’s salary will be adjusted to the minimum of the salary range.

Performance Increments

• Movement within the salary range is accomplished through performance increments that are awarded for satisfactory performance in the position.

• The performance increment recognizes the increased value of the employee to the University as a result of his/her additional experience, development and contribution in the position.

• Available annual performance increments, where and when applicable, will be communicated to managers by Human Resources annually, based on approved budgets.

• An individual who has occupied a position within the Group since the preceding December 1 will be eligible to be considered for a performance increment effective June 1.

• An individual who has occupied a position within the Group after the preceding December 1, but prior to March 1 will be considered for a pro-rated performance increment effective June 1.

• An individual hired after March 1 will not be eligible for a performance increment for June 1 of their year of hire. They will be considered for a performance increment June 1 of the following year.

Performance Increment Process

• Each year, Human Resources will provide managers with a list of eligible employees to be considered for performance increments.
The annual performance review shall take into account the specific goals and objectives agreed between the individual and his/her manager.

Eligible employees will be awarded performance increments if their performance in the position has been assessed by their manager as satisfactory during the year, with the approval of the appropriate Vice-President or President.

The amount of the performance increment may vary in accordance with the degree to which the performance is assessed as satisfactory.

Individuals whose performance has not been satisfactory during the year will not be awarded performance increments.

In making performance increment decisions, the manager will be required to:

- Assess the performance of all eligible employees reporting to him/her to determine recommendations for a performance increment
- Recommend to his/her manager full or partial performance increment, for all eligible employees in the unit
- Forward the performance increment decisions for all eligible employees to the Associate Vice-President, Human Resources
- Following verification by Human Resources, confirm in writing the performance increment decision to all employees who are eligible and
- Meet with employees who are not being awarded performance increments or who are receiving less than a full performance increment to inform them of the decision and the reason for the decision. This decision must also be confirmed in writing. If the reason is due to poor performance, managers will be required to establish, in consultation with the employee and Human Resources, a performance improvement plan.

6. Promotion or Reclassification to a Higher Job Class

Promotion

An individual is promoted when he/she is appointed to a position in a job Group that has a higher salary range than that of his/her former position.
A change in job title, sector or changes in job responsibilities of a similar value, is not, of itself, considered a promotion.

Reclassification

A position may be reclassified if the duties of the position change significantly or the organizational arrangement changes to the extent that the salary range for that position increases or decreases.

It is the responsibility of the manager to request a review of the job description by Human Resources.

Salary Adjustment

- When an individual is promoted or a position is reclassified to a higher job category, the Associate Vice-President, Human Resources, in consultation with the manager, will review the individual’s salary and make a recommendation to the appropriate Vice-President or President.

- The salary review will include an examination of the individual’s qualifications and experience in the context of the new or revised requirements of the position. The salary will not be less than the minimum of the salary range for the position.

7. Transfer or Reclassification to a Lower Salary Range

University Initiated

- If as a result of University requirements, an individual is transferred to a position with a lower job salary range or if changes to the current position lead to a lower salary range, the individual’s salary will not be reduced.

- However, if the individual’s salary exceeds the salary range maximum for the new position, the salary will remain unchanged until the salary range maximum reaches that level.
Employee Initiated

- If an individual voluntarily transfers to a position with a lower salary range for personal or career reasons, his/her salary will not be reduced unless it exceeds the salary maximum of the new position.

- In such cases, the individual’s salary will be reduced to the salary range maximum for the new position.

8. Starting Salaries for New Employees

Relevant experience and internal equity are two major factors to consider when determining initial salaries.

- The starting salary of a new employee who meets the minimum qualifications and experience will normally be at the minimum of the salary range for that position.

- For an individual with full qualifications and experience, the starting salary may be set between the minimum and the salary maximum of the category.

- Starting salaries will not be above the salary maximum of the job category without consultation and approval of the Associate Vice-President, Human Resources, and the appropriate Vice-President or President.

- Following consultation with the manager, the Associate Vice-President, Human Resources, will recommend a starting salary to the appropriate Vice-President or President.

- Salary commitments must not be made without the prior approval of the Associate Vice-President, Human Resources and the appropriate Vice-President or President.

9. Salaries Above Maximum

- Individuals whose salary is at or above the salary range maximum for their job will receive basic salary adjustments effective June 1, if applicable, but will not be eligible for performance increments.
• Following consultation with the Associate Vice-President, Human Resources and the appropriate Vice-President or President, an individual may be awarded the equivalent of the value of a performance increment as a lump sum, one-time payment.

10. Extraordinary Salary Adjustments

• Specific market conditions or challenges may warrant an exception in establishing a starting salary or to maintain market competitiveness with a current employee.

• There may be occasions when the University is required to pay more than the established salary to attract or retain employees as a result of outside market pressures or in response to internal situations. Such situations will be considered by the Associate Vice-President, Human Resources and the appropriate Vice-President or President.

11. Temporary Assignment to a Higher Job Class

When an employee accepts a temporary assignment to another position at a higher level the employee will be entitled to receive a stipend, normally in the amount of 5-10% of his/her salary (or 5-10% of the minimum of the new range) for the duration of the assignment. Upon completion of the term of the assignment the incumbent’s salary reverts to his/her normal base salary. The determination of the actual percentage awarded must be made in consultation with the Associate Vice-President, Human Resources and the appropriate Vice-President or President.

12. Employment Agreements

• Managers must contact Human Resources prior to engaging in discussions with respect to all new hires, employment agreement renewals, transfers of current staff to new, existing positions or interim positions and promotions in the Group.

• Initial employment agreements for positions in the Group will normally be for a fixed term while any renewal will normally be for an indeterminate term, subject to the approval of the appropriate Vice-President or President, in consultation with the Associate Vice-President, Human Resources.
No employment agreement is to be signed without prior consultation with Human Resources.

All employment agreements must conform to the Concordia University employment contract template, and must be prepared and approved by Human Resources.

All employment agreements must bear two signatures: the manager, the appropriate Vice-President or the President, in addition to that of the employee.

Employment Agreement Renewals for Same Position

Where an employment agreement is being renewed for the same position with no substantive change in job responsibility, the salary and employment conditions should remain the same, subject to salary review provisions within the contract and the Guidelines.

Employment Agreement Renewals for Positions with Substantially Changed Responsibilities

Where an employment agreement is renewed for a position that over time has substantially changed in scope and responsibility, a change in salary and other employment conditions may be considered.

Where this is the case, no change to salary or employment conditions may be effected without prior consultation with Human Resources and approval of the appropriate Vice-President or President.

13. Professional Development Allowance

The professional development allowance assists Senior Non-Academic Administrators with remaining current in their area of expertise by attending conferences, subscribing to publications, purchasing a computer or other similar expenses.

AVP 1 will be reimbursed for expenses related to professional development up to an amount which normally shall not exceed $5,000 per annum.

AVP 2 will be reimbursed for expenses related to professional development up to an amount which normally shall not exceed $2,500 per annum.
14. Annual Evaluations

The manager of the incumbent shall undertake an annual performance review.

Managers will undertake a process to review performance and professional development against established goals and objectives. Where results are less than satisfactory, the manager shall discuss the results with the employee. The manager shall bring the matter to the attention of his/her supervisor who shall consult with the Associate Vice-President, Human Resources to consider appropriate steps to be taken.

15. Termination Compensation

The Human Resources Committee shall establish the termination compensation provisions for any individual forming part of the Group covered by these Guidelines, taking into consideration sector standards.

In the case of the termination of an Associate Vice-President or any individual forming part of the Group covered by these Guidelines who reports directly to a Vice-President, the Vice-President shall review the matter with the President and the discussions shall be adequately documented. In the case of a settlement that exceeds the termination compensation provisions established by the Human Resources Committee, the President must approve such a settlement.

16. Annual vacation

Individuals covered by these Guidelines are entitled to an annual vacation of 22 days in addition to the various legal and University holidays. A maximum of 10 days may be carried from one year to the next, and this for 2 consecutive years. Should the accumulated vacation not be taken in the third year, it shall be forfeited.

17. Insured and other benefits

These benefits are not exchangeable for monetary value. Information about the insured benefit plans may be found on the Human Resources website. To be covered under the group insurance plans the employee must work a minimum of 35 hrs./week.
### Remuneration and Evaluation Guidelines for Managerial and Other Employees Not Governed by a Collective or Other Agreement

#### Page 10 of 11

<table>
<thead>
<tr>
<th>AVP level</th>
<th>Contracts 5 yrs duration to indeterminate</th>
<th>Contracts greater or equal to 1 year but less than 5 years</th>
<th>Contracts of less than 1 year</th>
<th>Cost Sharing (er=employer) (ee=employee)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Pension (On date of hire)</strong></td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>N</td>
</tr>
<tr>
<td><strong>Pension after attain 35% YMPE or 700 hrs.</strong></td>
<td>N</td>
<td>N</td>
<td>N</td>
<td>Y</td>
</tr>
<tr>
<td><strong>Health and Vision</strong></td>
<td>HV</td>
<td>HV</td>
<td>HV</td>
<td>N</td>
</tr>
<tr>
<td><strong>Dental</strong></td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>N</td>
</tr>
<tr>
<td><strong>Paid Sick Leave</strong></td>
<td>Y 4 months</td>
<td>Y 4 months</td>
<td>Y 4 months</td>
<td>Y 4 months</td>
</tr>
<tr>
<td><strong>Long term disability</strong></td>
<td>Y</td>
<td>Y</td>
<td>Y (limited duration)</td>
<td>N</td>
</tr>
<tr>
<td><strong>Basic life</strong></td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>N</td>
</tr>
<tr>
<td><strong>Optional life</strong></td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>N</td>
</tr>
<tr>
<td><strong>Optional dependent life</strong></td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>N</td>
</tr>
<tr>
<td><strong>Optional AD&amp;D</strong></td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>N</td>
</tr>
<tr>
<td><strong>Group RRSP</strong></td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td><strong>Group TFSA</strong></td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
</tr>
</tbody>
</table>
## Post-retirement Benefits

<table>
<thead>
<tr>
<th>Post-retirement Benefits</th>
<th>Y</th>
<th>Y</th>
<th>N</th>
<th>N</th>
<th>See note *</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition benefit-waiver of tuition fees for credit courses (employee, spouse, dependent children)</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>In accordance with HR Policy</td>
</tr>
</tbody>
</table>

*Post-retirement benefits:*
- Dental coverage ends at retirement
- Basic Life - 100% employer paid
- Health plan – based on age as follows:
  - Under age 65 - 50% employer paid - 50% employee paid
  - Age 65 and over - 85% employer paid - 15% employee

**Sick leave**
- If one has LTD coverage then sick leave lasts for 4 months to match LTD waiting period
- If no LTD coverage then sick leave 4 months

*** At age 65 cost sharing becomes closer to 85% employer, 15% employee (dependent on the RAMQ premium)
REMUNERATION AND EVALUATION GUIDELINES FOR MANAGERIAL AND OTHER EMPLOYEES NOT GOVERNED BY A COLLECTIVE OR OTHER AGREEMENT

APPENDIX 1
List of Salary Ranges by Salary Group and Category
Last Updated: June 1, 2017

Scope

These Salary Ranges are for managerial and other employees hired on employment contracts or other employment arrangements not governed by a collective or other agreement.

☐ Scales are effective June 1, 2017

Inclusion in the identified groups and categories will be established by the Associate Vice-President, Human Resources, in consultation with the appropriate Vice-President or President as well as the Vice-President, Institutional Relations and Secretary-General.

Group: Associate Vice-Presidents and similar positions

<table>
<thead>
<tr>
<th>Category**</th>
<th>Minimum</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$154,421.00</td>
<td>$208,988.00</td>
</tr>
<tr>
<td>2</td>
<td>$129,710.00</td>
<td>$186,512.00</td>
</tr>
</tbody>
</table>

**The differences in the categories represent a difference in the scope of the positions.

Group: Executive Directors and similar positions

<table>
<thead>
<tr>
<th>Category</th>
<th>Minimum</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$119,869.00</td>
<td>$172,313.00</td>
</tr>
</tbody>
</table>

Group: Directors and similar positions***

<table>
<thead>
<tr>
<th>Category</th>
<th>Minimum</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$125,677.00</td>
<td>$145,821.00</td>
</tr>
<tr>
<td>2</td>
<td>$116,367.00</td>
<td>$135,018.00</td>
</tr>
<tr>
<td>3</td>
<td>$107,748.00</td>
<td>$125,018.00</td>
</tr>
<tr>
<td>4</td>
<td>$99,766.00</td>
<td>$115,758.00</td>
</tr>
<tr>
<td>5</td>
<td>$92,376.00</td>
<td>$107,184.00</td>
</tr>
<tr>
<td>6</td>
<td>$85,532.00</td>
<td>$99,244.00</td>
</tr>
</tbody>
</table>
### Remuneration and Evaluation Guidelines for Managerial and Other Employees Not Governed by a Collective or Other Agreement

<table>
<thead>
<tr>
<th></th>
<th>Salary Range 1</th>
<th>Salary Range 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>$79,198.00</td>
<td>$91,892.00</td>
</tr>
<tr>
<td>8</td>
<td>$72,380.00</td>
<td>$83,981.00</td>
</tr>
<tr>
<td>9</td>
<td>$66,712.00</td>
<td>$77,403.00</td>
</tr>
<tr>
<td>10</td>
<td>$61,768.00</td>
<td>$71,668.00</td>
</tr>
<tr>
<td>11</td>
<td>$56,713.00</td>
<td>$65,802.00</td>
</tr>
<tr>
<td>12</td>
<td>$52,508.00</td>
<td>$60,923.00</td>
</tr>
<tr>
<td>13</td>
<td>$48,618.00</td>
<td>$56,409.00</td>
</tr>
<tr>
<td>14</td>
<td>$45,016.00</td>
<td>$52,233.00</td>
</tr>
<tr>
<td>50A-PE1125 (Lev 7)</td>
<td>$80,352.00</td>
<td>$93,209.00</td>
</tr>
<tr>
<td>50A-PE1201 (Lev 7)</td>
<td>$80,352.00</td>
<td>$93,209.00</td>
</tr>
<tr>
<td>50A-PE2023 (Lev 7)</td>
<td>$80,352.00</td>
<td>$93,209.00</td>
</tr>
<tr>
<td>50A-PE1209 (Lev 8)</td>
<td>$73,740.00</td>
<td>$85,538.00</td>
</tr>
<tr>
<td>50A-PE2031 (Lev 8)</td>
<td>$73,740.00</td>
<td>$85,538.00</td>
</tr>
<tr>
<td>50A-PE1055 (Lev 9)</td>
<td>$67,332.00</td>
<td>$78,104.00</td>
</tr>
<tr>
<td>50A-PE1173 (Lev 9)</td>
<td>$67,332.00</td>
<td>$78,104.00</td>
</tr>
<tr>
<td>50A-PE1231 (Lev 9)</td>
<td>$67,332.00</td>
<td>$78,104.00</td>
</tr>
<tr>
<td>50A-PE2030 (Lev 9)</td>
<td>$67,332.00</td>
<td>$78,104.00</td>
</tr>
</tbody>
</table>

***Directors salaries will follow the salary scales provided for in the employment agreement of the management employees of the University.***

**Others Positions:**

Positions other than the above that fall outside the scope of a collective or other agreement will have the job descriptions evaluated in accordance with the University’s Job Evaluation Process and will be paid in accordance with the salary ranges paid to employees in the groups from which they are exempted.