



Policy Title:

Procedure: Salary Administration for Confidential, Managerial, and Professional Support Staff

University Classification & Policy Number:

A-004-22

Approval Body:

Administration

Responsible Designate:

The Associate Vice-President, Human Resources is responsible for the development, administration, and review of this Policy.

Established:

2022

Revised:

2022-06-27

Editorial Revisions:

Not applicable

Scheduled Review:

2027

1.0 Procedure Purpose

- 1.01 These procedures support the implementation and administration of the Salary Administration for Confidential, Managerial, and Professional Support Staff Policy.

2.0 Procedure Elements

2.01 Job Evaluation and Salary Structure

- 2.01.01 In order to implement the Policy, the University has adopted the Hay Guide Chart Method to provide an effective and equitable system of evaluating the relative level of skill, effort and responsibility associated with CMP positions, and the conditions under which the work is performed.
- 2.01.02 Other consideration used to meet the policy objectives include internal comparisons and salary surveys. Human Resources will participate in salary surveys on a regular basis and benchmark the University's salaries against appropriate comparators.
- 2.01.03 The University will ensure that there is a qualified pool of evaluators trained in the Hay Group Chart Method of job evaluation.
- 2.01.04 All CMP positions will be described, evaluated and assigned classification levels to ensure that both new positions and existing positions maintain an equitable relationship to each other.
- 2.01.05 Where a substantive change (normally, a change to at least 25% of the "value" of the work) is made to the ongoing duties of a position, or a new position is created, the appropriate manager, or the employee (with the manager's approval), will submit the position description to Human Resources for evaluation.

- 2.01.06 Evaluations will be conducted by a committee composed of at least three employees trained in the Hay method. At least one member of the committee will be from outside the Human Resources department. All committee decisions will be decided by majority vote.
- 2.01.07 If the manager and the employee disagree with the evaluation, they shall have the right to request the committee reconsider its decision within twenty (20) working days of receiving the evaluation. The manager and the employee will be asked to present their reasons for the request and any additional or new information about the position to the committee. The committee may request additional information from appropriate parties.
- 2.01.08 Based on the evaluation, each position will be assigned a classification level based on the current salary structure.

2.02 General Salary Increases

- 2.02.01 Where a general salary increase is approved, such increase will normally be effective on the first day of the pay period that includes April 1st of each year and, where possible, will be implemented by that date. The general salary increase is to recognize the impacts of inflation on salaries and is normally applied to individual salaries and to the salary ranges.

2.03 Initial Salary Placement

- 2.03.01 Upon the initial appointment of an employee to a CMP position, the hiring manager shall reach agreement with Human Resources on the appropriate step placement within the salary range.
- 2.03.02 Normally, a new CMP employee who meets the posted qualifications will be placed at the minimum of the salary range.
- 2.03.03 Placement at a higher step within the salary range may be made on the basis of demonstrated competitive market pressures and/or additional competence, attained through previous directly applicable education, experience and training, which is beyond the minimum qualifications for the position, as agreed with Human Resources.
- 2.03.04 In the event that a hiring manager and their Human Resources Consultant do not agree on the appropriate placement within the salary range, the final determination will be made by the AVP, Human Resources.

2.04 Salary Progression

- 2.04.01 Each employee shall progress through the salary range by one full step upon the completion of one year of equivalent service (e.g. 1820 hours of service), provided that:
- a) their performance is evaluated as "satisfactory" or higher; and
 - b) for employees who supervise others, all performance reviews of their direct reports that are due within the twelve (12) months prior to the supervisor's anniversary date, are submitted to Human Resources. If the performance reviews are not submitted within three (3) months of the supervisor's anniversary date, the supervisor will forgo their step increment for that year.
- 2.04.02 Service shall include all regular hours worked and approved leaves of absence where regular pay is maintained.

- 2.04.03 When the completion of 1820 hours of service falls during a period when the employee is on sick leave, the decision to grant or withhold an increment may be postponed until the Employee's return to work. When the decision to grant or withhold an increment has been postponed and the Employee does not return to work and is approved for long term disability, then the decision to grant or withhold the increment shall be made on the last day of the Employee's sick leave. Increments granted in this situation will be retroactive to the completion of 1820 hours of service.
- 2.04.04 All salary adjustments shall be implemented the first day of the pay period containing the effective date of the adjustment.
- 2.04.05 Where an employee is eligible for a step increment, but the employee's performance is evaluated as "unsatisfactory":
- a) the employee's next salary step shall be withheld; and
 - b) the employee will receive written reasons for the "unsatisfactory" rating and their supervisor will discuss with the employee the performance improvement required; and
 - c) The employee's performance shall be evaluated again not less than twenty (20) working days and not more than sixty (60) working days after their last review. Should an Employee who received an "unsatisfactory" rating on their initial performance review take any approved leave in the period between their initial review and their second review, the date of their second review shall be extended by the length of their approved leave; and
 - d) If the employee's performance remains "unsatisfactory", the employee will not be awarded a salary step and will not be eligible to progress to the next salary step until they have completed one year of equivalent service from the initial performance review.
 - e) If the employee's performance is rated "satisfactory" or higher on their second review, they shall progress to the next step effective the date of the second review and they will be eligible for their next step upon completing one year of equivalent service from the second performance review.

2.05 Market Supplements and Exceptional Adjustments

- 2.05.01 Where the salary range for the applicable classification level or the individual employee's step placement within the salary range is insufficient to recruit and/or retain a qualified employee, the manager may request, in writing, that the AVP, Human Resources, approve a market supplement or an additional step.
- 2.05.02 A market supplement is an additional amount added to an employee's step placement (base salary) and is exempt from general salary increases.
- 2.05.03 A market supplement may be temporary or permanent, depending on the circumstances and as deemed appropriate by the AVP, Human Resources.
- 2.05.04 Provided that an employee is not at their maximum step and in order to address internal salary issues or other exceptional circumstances, the manager may request, in writing, that the AVP, Human Resources approve the granting of an additional step upon the completion of 1820 hours of service.

2.06 Salary Placement on Promotion and Upward Reclassification

2.06.01 When an employee's position is reclassified to a higher classification level; when an employee is temporarily assigned the duties of a higher level position; or when an employee is promoted to a vacant position at a higher classification level, the following shall apply:

- a) The employee will be placed on the step within the higher classification that is at least two full steps above their current pay, subject to the following conditions:
 - i. the salary increase shall be sufficient to ensure that the employee's new salary is at or above the minimum of the new salary range; and
 - ii. the salary increase shall not place the employee at a salary above the maximum of the new salary range; and
 - iii. the salary increase will not be less than that which would have been deemed appropriate for a new employee with similar qualifications; and
 - iv. an employee who has received an increase in salary as a result of a temporary appointment shall not receive an additional increase upon appointment to the same position.
- b) The number of hours required to be eligible to move to the next step shall reset (their accumulated service hours at their step will reset to 0.) For added clarity, the employee would be eligible to move to the next step after completing 1820 hours at their new classification level and step.

2.07 Salary Placement on Voluntary Downward Movement

2.07.01 When an employee successfully competes for a position at a lower level classification and their current salary is above the maximum of their new salary range, they shall be placed at the maximum step of their new salary range.

2.07.02 When an employee successfully competes for a position at a lower level classification and their current salary is below the maximum of their new salary range, they shall be placed at the step that is immediately higher than their current salary and the number of hours required to be eligible to move to the next step shall reset (their accumulated service hours at their step will reset to 0). For added clarity, the employee would be eligible to move to the next step after completing 1820 hours at their new classification level and step.

2.08 Salary Placement on Downward Reclassification

2.08.01 When a new classification level is assigned to a position as a result of a reclassification to a lower classification level and this results in an employee's current salary exceeding the maximum salary of their new salary range, the employee's salary shall be considered "red-circled".

2.08.02 Where an employee's salary is red-circled:

- a) the employee's current salary at the time of reclassification shall be maintained for a period not to exceed two years;
- b) the employee will not be eligible to receive general salary increases or step adjustments until the maximum salary of their new salary range becomes greater than their current salary;

- c) when the maximum salary of their new salary range becomes greater than their current salary, the employee will be placed at the new maximum and will receive the benefit of any general salary increases approved in the future; and
- d) if the maximum salary of the employee's new salary range does not become greater than their current salary within two years of reclassification, then two years from the date of reclassification, the employee will be placed at the maximum of the new salary range and will receive the benefit of any general salary increases approved in the future.

3.0 Related Policies, Procedures and Institutional Documents

- Salary Administration for Confidential, Managerial, and Professional Support Staff Policy.