Staff Salary Administration FRAMEWORK

Compensation Principles
Several factors contribute to the development and administration of the Staff compensation program, which include market competitiveness, attraction and retention of superior talent, internal equity, job performance, and consistent pay practices that comply with applicable legislation and pay equity requirements.

UOIT’s salary administration is governed by the following key compensation principles:
1. to attract and retain employees in a competitive market
2. to pay employees equitably and fairly
3. to be fiscally responsible

Salary Grid
The salary grid represents the salary steps and ranges (Step 1 through Step 7) for each job level, and merit range for job levels 8 to 13) that form the compensation framework for salary administration and pay related decisions for administrative employees. The University’s Staff salary grid consists of thirteen job levels with a seven-step career progression in each job level, with an additional merit range for employees in Level 8 – 13.

Job Rate
Job rate is the salary rate for a fully competent and experienced employee who is meeting all the expectations of the position. Job Rate for each position is the Step 7 salary for the job level assigned to that position. This rate is used for comparison to similar positions at other employers with which the University competes for talent. Job rate for each job level was established using comprehensive market salary surveys.

Merit Range
Employee in job levels 8 -13 have a merit range that recognizes and rewards meritorious performance beyond Step 7 to the maximum of the salary range. Funding for increases in the merit range is approved annually based on the University’s ability to pay in conjunction with current legislation. Employees who reach the top of the merit range are not eligible for ongoing salary increases except through annual Across-the-Board (ATB) as may be approved by the University. However, employees in job levels 12 and 13 may be eligible for a merit increase beyond the merit range maximum on an exceptional basis as may be recommended by the AVP, Human resources and approved by the Senior Leadership Team.
Starting Salary for New Hire
When an employee is hired into a Staff employment category, the employee normally starts at Step 1 salary of the job level for the position. However, there may be situations when the University hires at a higher step to reflect substantial related experience of the candidate or as a result of outside market factors. In such situations, the hiring manager, at his/her discretion and in consultation with Human Resources, will consider the employee’s skill, competency level, qualifications and experiences, as well as market factors. Any staff hiring salary above Step 2 must be approved by the AVP Human Resources.

End of Probation
An employee’s salary does not change upon completion of his or her probationary period. The employee’s salary is administered in the salary grid and progresses through the steps on July 1st each year. Employees who are hired on or before December 31st will be eligible to receive the salary step increase on the following July 1st, subject to successful completion of probation. Employees hired after December 31st will be eligible to receive the salary step increase the following year on July 1st, subject to successful completion of probation.

Annual Salary Increase
1) Across the Board (ATB) Increase
Employees may receive an ATB increase to their base salary, in line with the ATB adjustment of the salary grid effective July 1st each year, as may be approved by the University and in conjunction with any legislative restrictions or directives imposed by the Government. There is no guarantee that an ATB increase will be approved and made effective every year. An ATB increase to the salary grid is a mechanism under the compensation system to maintain market competitive salary structure. Such an adjustment is not a ‘cost of living’ adjustment to the salary grid, although increases in the cost of living may be a component of increases in the labour market.

2) Annual Step Increase
Employees are eligible for a one-step annual career progression within their job level on July 1st each year, subject to ‘Satisfactory’ performance rating at the year-end performance cycle each year. An ‘Unsatisfactory’ rating will result in no anniversary step increase, or a delayed step increase at the discretion of the manager. The salary grid step progression will continue until the employee’s salary reaches Job Rate (Step 7).
3) Annual Merit Increase
Employees in Job Levels 8 to 13 whose salary has reached Step 7 may receive a performance based annual merit increase effective July 1st each year as may be approved by the University and in conjunction with any legislative restrictions or directives imposed by the Government. The percentage/amount of merit based salary increase may vary and is based on the amount approved by the University, and determined by the overall performance rating the employee receives at the end of the performance review cycle.

Temporary Assignment Increase
1) Temporary Assignment to a Higher Level Position
A temporary assignment to an existing higher level position is a professional and career development opportunity and is NOT considered a promotion. If the duration of the assignment is greater than four weeks, reasonable additional compensation will be provided in the form of a monthly stipend for the duration of the assignment which may not be at the salary level of the higher position. The value of the monthly stipend will be set by the employee’s manager in an amount up to 5% of the current salary, for a one level higher assignment, or up to a maximum of 10% for an assignment to a position more than one level higher, or to the minimum of the job level of the temporary position whichever is higher.

2) Temporary Assignment of Additional duties
When an employee is temporarily assigned additional duties and responsibilities at his or her same job level, the employee is not eligible for additional compensation. It is expected that wherever possible, the manager will alleviate workload to accommodate the additional duties. If the temporary assignment of additional duties results in higher than normal work hours, the overtime policy will apply.

However, if an employee is temporarily assigned a portion of additional duties and responsibilities of an existing position at a higher level for more than four weeks, in addition to the current workload, the employee will be eligible for a stipend proportionate to the additional duties following the guidelines under ‘Temporary Assignment to a Higher Level Position’. In addition, if these duties results in higher than normal work hours, the overtime policy may apply.

Promotion
Where a position is re-classified to a higher level, or when an employee is promoted to a higher-level position, the employee’s salary will be placed at Step 1 salary of the higher level. However, if the current salary including any existing stipend for the same job is higher than the Step 1 salary of the promoted position the new salary will be reset to the next immediate
higher step salary of the promoted position. Where an employee is promoted to job level 8 to 13, and the employee’s existing salary exceeds step 7 salary of the new job level, the salary will be increased by up to a maximum of 5% of the current base salary, or to the minimum of the salary grid for the higher position, whichever is higher.

**Lateral Transfers**
When an employee is transferred to or accepts a position at his or her same job level, the employee will not be eligible for a salary increase.

**Voluntary Move to a Lower Level Position**
If an employee voluntarily applies for and is successful in securing a position at a lower level, his or her salary will be reduced to the nearest step salary of the lower level position not greater than the current salary. If the employee’s existing salary exceeds the maximum salary of the new job level, the employee’s salary will be reduced to the maximum of the salary grid of the new lower job level.

**Accelerated Step Increase**
A manager may propose an accelerated step progression of a maximum of one additional step on the July 1 annual salary step progression date to address an extra-ordinary circumstance. The manager must submit the reasons for accelerated step increase in writing to Human Resources. The request must be approved by the AVP Human Resources and the unit Vice President before any such increase can be granted. A maximum acceleration of one additional step can be granted only once while an employee is in a given job level.

**Reduced Workload**
If the University approves a work arrangement with a reduced work load for an employee, his or her salary, and applicable benefits, will be adjusted equivalent to the reduced work load level. For example, if an employee is approved for a reduced workload at 80%, his or her salary will be adjusted to 80% of the salary applicable for his/her position. The employee will be eligible for normal step/merit increase as per the ve Staff Salary administration Framework.

**Salary Increase during Leaves of Absence**
- **Maternity Leave/Parental Leave**
  Employees on maternity leave and parental leave will receive eligible Across-the-Board increase and step/merit increase while on such leave, and as a result their top-up will be increased based on the increased salary. The merit increase calculation for employees on maternity leave and parental leave during the current performance cycle will be based on the performance rating of the immediate previous year.
• **Short Term Disability**
  Employees on approved Short Term Disability (STD) are eligible to receive salary increases while they are on STD. The merit increase calculation for employees on STD during the current performance cycle will be based on the performance rating of the immediate previous year.

• **Long Term Disability and Unpaid Leave of Absence**
  Employees on approved Long Term Disability (LTD) or unpaid leave of absence will not receive Across-the-Board increase or step/merit increase while away on such leave. They will receive the Across-the-Board increase, if any, effective upon return to work from LTD or unpaid leave of absence; however, they will not receive any step/merit increases, which might otherwise have been awarded during the period of their LTD or their unpaid leave of absence. For employees in job levels 8 to 13 whose salary is administered in the merit range, upon return to work they will be eligible for a merit increase at the next annual review which will be pro-rated for the period at work past his/her last annual performance review and after the Return to Work date.