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There are 9 salary ranges for Professional/Managerial staff. Salary ranges for levels 1 to 5 are structured with a minimum, a breakpoint and a maximum. Generally new employees would start at the lower end of the salary range. The portion of the range above the breakpoint is generally reserved for exceptional performers and/or long service employees. Progression through the range is achieved through merit increases. The ranges are adjusted each year by the amount of the across-the-board increase.

Salary ranges for levels 6, 7, 8 and 9 are structured with a notional maximum –an upper threshold is set for each level above which centralized approval from the Vice President of Human Resources and Equity of starting salary and annual salary increase is required.

Salary ranges are published annually in the Professionals/Managers Annual Salary Increase Instructions.

## **MARKET COMPETITIVENESS**

The University monitors market pay for benchmark positions through participation in surveys and conducting its own surveys, as required, to determine market pay practices and total compensation comparability and competitiveness. Positions may be paid at a higher level than the applicable salary range would otherwise indicate in response to demonstrated market pressures and skills shortages.

## **ANNUAL SALARY ADJUSTMENT PROGRAM**

Annual assessment of performance is the primary tool for pay increases for P/M staff, and is the only measure for our PM 6-9 employees. Movement through salary ranges for P/M staff should be accelerated up to the breakpoint, and rise more slowly above the breakpoint.

Salaries will be reviewed on an annual basis on July 1. There are two salary adjustment programs:

1. Staff in Levels 1 to 5:
  - a) Receive an annual across-the-board (ATB) adjustment, with some exceptions as outlined in the Annual Salary Increase Instructions.
  - b) Are eligible to receive a merit increase based solely on performance up to the range maximum.
  
2. Staff in Levels 6, 7, 8 and 9:
  - a) Are eligible to receive a merit increase based solely on performance. There is no ATB adjustment for this group.

Increases for individuals whose salaries are above notional maximums shall be administered in accordance with the Senior Appointments and Compensation Committee Regulations.

## **SPECIAL RECOGNITION PROGRAM**

A lump sum (OTO) payment may be awarded to a staff member to recognize extraordinary effort and/or contribution. A staff member whose base salary is at the maximum of the salary range for his/her position but is an exceptional performer may be awarded a lump sum merit increase.

Note: Such payments are not part of the staff member's regular salary and are not pensionable.

## Policies for Professional & Managerial Staff

Special efforts or accomplishments may also be recognized in non-monetary formats, for example educational opportunities, special educational leave and/or funding, appreciation events and other forms of recognition appropriate to the specific circumstances.

Approval is required from the Vice President, Human Resources and Equity for any lump sum (OTO) payments awarded to staff members in excess of a level set by the Vice President, Human Resources and Equity and reported to the Senior Appointments and Compensation Committee.

### **PROBATIONARY PERIODS AND INCREASES**

There is no provision for merit increases during the probationary period. However, if the staff member's probationary period overlaps with the annual salary adjustment program, consideration may be given to awarding a deferred merit increase on the successful completion of the probationary period.

### **PROMOTIONAL INCREASES**

A staff member may be eligible for a promotional increase when his/her position is re-evaluated to a higher classification level or when s/he is appointed to a position at a higher classification level. The amount of the promotional increase should reflect the higher level of responsibility and will be determined by the staff member's supervisor in consultation with Human Resources.

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**SECTION III: EMPLOYMENT CONDITIONS** **CODE NUMBER: 3.01.06 (b)**  
**POLICY: COMPENSATION: SENIOR ADVANCEMENT STAFF - Issued 2001/07/01**  
**- Revised 2005/07/01\***

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**COMPENSATION POLICY FOR ADVANCEMENT PROFESSIONALS**

This policy covers the compensation program for Professional/Managerial advancement positions including Senior Development Officers and Program Managers throughout the University of Toronto and it will be administered and maintained through the Advancement Compensation Committee. All other terms and conditions of employment for such employees are contained within the document *Policies for Professionals/Managers* and/or the general University policies.

**SALARY RANGES**

There are two broad band salary ranges for Advancement Professionals. The salary range for positions classified as 1AP is structured with a minimum and a maximum. The salary range for positions classified as 2AP is structured with a minimum and no maximum. Movement through the salary range is based solely on performance.

Salary ranges are published annually in the Advancement Professionals Annual Salary Adjustment Instructions.

**STARTING SALARIES & PROBATIONARY PERIODS**

Starting salaries must be approved, taking into account market data on comparable positions, both within and external to the University, as well as the individual applicant's experience, skills, abilities, qualifications and anticipated contribution. Newly appointed Advancement Professionals shall be considered probationary until successful completion of a probationary period, which will be a minimum of 9 months and may be up to 12 months of active employment. The length of the probation is to be determined by the hiring manager taking into consideration an individual's experience and qualifications in relation to the requirements of the position.

**ANNUAL SALARY ADJUSTMENT PROGRAM**

Salaries will be reviewed on an annual basis, with adjustments to be made effective July 1. Individual salaries may be reviewed and adjusted more frequently as appropriate. Increases will be awarded solely on performance, related to quantitative and qualitative measures of effort invested and achievement of goals, as set out in an annual accountability contract. The actual amounts for each component of the annual program will be communicated to Advancement Professionals each year.

For employees classified as 2-AP, a regular part of the annual compensation package will include an incentive lump-sum payment component, not additive to base salary. The amount of this 'at risk' award will be determined annually based on the achievement of pre-established and agreed upon contracted deliverables, established each year. Although such payments vary in amount based on a given year's achievements, they are considered, for pension purposes, to be included in the calculation of the total annual compensation.

All employees subject to this policy will be held to consistently high standards of performance; the achievement of goals and objectives will be subject to rigorous review on a regular basis, normally quarterly with division heads, and at least annually with both the Vice President and the Division Head.

## Policies for Professional & Managerial Staff

Individuals on probation on July 1 are not eligible for the annual salary adjustment until the following July 1 after successful completion of probation.

### **One Time Only (OTO) PAYMENTS**

For employees whose salaries are in the 1-AP range, OTO payments may be awarded to an employee to recognize extraordinary effort and/or contribution. Such payments are not part of the employee's regular salary.

### **EMPLOYMENT CONTRACTS**

Each individual at the 2-AP level will have a unique, mutually agreed-upon employment contract with the University outlining the particulars of her/his appointment and compensation arrangements, such as base salary, probationary period, incentive pay opportunities and schedules, severance arrangements, based on factors including divisional requirements, goals, strategy and status.

### **PROMOTIONAL INCREASES**

A staff member will be eligible for a promotional increase when his/her position is reclassified from 1-AP to 2-AP or when s/he moves to a position classified at 2-AP. The amount of the increase in salary should reflect the higher level of the position.

A staff member may be eligible for a base salary increase if he/she takes on additional on-going responsibilities but remains within the current salary band.

The creation of any new AP positions is to be approved through the Vice President and Chief Advancement Officer on behalf of the Advancement Compensation Committee.

### **APPROVAL PROCESS AND THE ADVANCEMENT COMPENSATION COMMITTEE**

Starting salaries, promotional increases, OTO lump sum payments, position titles and objectives must be approved by the Vice President and Chief Advancement Officer on behalf of the Advancement Compensation Committee, in accordance with the *Policy on Appointments and Remuneration* and the regulations of the Senior Salary Committee.

The Advancement Compensation Committee, chaired by the Vice President of Human Resources and Equity, will consist of the Vice President and Chief Advancement Officer, the Assistant Vice President of Advancement, two division heads and a designated Human Resources Professional. Annually, the committee will be responsible for determining the base salary increase amounts and incentive lump-sum payments for the annual salary adjustment program which can range up to a maximum increase of 10% of base salary; and for 2-AP positions, the incentive lump-sum payment component of the program can range up to 15%.

The committee will also be responsible for: monitoring the advancement function from an institutional compensation perspective, assessing external salary market data and employment trends in the advancement field; ensuring consistent performance standards and expectations; reviewing promotions and hiring salaries; reviewing anomalies and recommending adjustments as required; approving all annual salary adjustment increases and for 2-AP positions, incentive lump sum payments; monitoring increases and incentive payments for all advancement staff; and reporting or seeking approval, as required for salary increases for advancement employees in the Senior Salary Category in accordance with the *Policy on Appointments and Remuneration* and the regulations of the Senior Salary Committee.

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Approved June 23, 2005 meeting of Business Board\*

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**SECTION III: EMPLOYMENT CONDITIONS** **CODE NUMBER: 3.01.07**  
**POLICY: HOURS OF WORK, VACATIONS AND LEAVES**

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**ELIGIBILITY**

All staff appointed administrative Professionals/Managers employees.

**a) HOURS OF WORK**

Professionals/Managers are expected to schedule their own work to meet the requirements of their position and to arrange their work schedule to accommodate both their obligations to the University and their family care responsibilities, health care appointments, religious observances, bereavement leave and other personal needs. Staff members are expected to consult with their supervisor regarding individual work schedules, as appropriate.

As employees whose work is supervisory or managerial in character, Professionals/Managers are not eligible for overtime pay.

**Note: Please see the Personal Leave Guidelines for Professionals/Managers on the HR & Equity website at:**

[http://www.brandequity.utoronto.ca/current-staff/professionals/pay/vacation\\_leaves.htm](http://www.brandequity.utoronto.ca/current-staff/professionals/pay/vacation_leaves.htm)

**b) VACATIONS**

Professionals/Managers are entitled to vacation in accordance with the following schedule. Years of service for the purpose of vacation accrual are based on the staff member's employment anniversary date.

<b>Length of Service</b>	<b>Monthly Accrual Rate</b>	<b>Annual Vacation Entitlement</b>
0 to 132 months	1.667 days per month	20 days
133 to 156 months	1.75 days per month	21 days
157 to 168 months	1.833 days per month	22 days
169 or more months	2.083 days per month	25 days

Vacation credits may be used up to the amount which has been earned. Under exceptional circumstances, a supervisor may allow use of vacation credits prior to their being earned.

With the approval of the supervisor, a staff member may accumulate a maximum of five weeks of vacation credits above the annual entitlement, have them paid out in the form of salary or banked toward a planned leave.

Should the staff member transfer to a different division/department before going on leave, funds equivalent to the banked credits should be transferred to the new employing department. Should the supervisor not agree to the planned leave, vacation credits may be:

- i) taken as vacation prior to transfer to the new department;
- ii) accumulated up to the maximum; or
- iii) paid out to the staff member by his/her previous employing department.

























## Policies for Professional & Managerial Staff

courses per academic year.

A number of courses offered by the School of Continuing Studies are covered by the Educational Assistance Policy. However, a number of courses have been excluded for which the registrant must pay the full fee. Further information on eligibility for coverage may be obtained through the staff member's divisional HR Office.

**b) At a Recognized Post Secondary Institution External to the University of Toronto**

50% of tuition fees will be reimbursed to a maximum of \$1,500 per academic year, to a qualifying staff member who shows successful completion of a pre-approved work related course which is related to the staff member's present position. Courses must be approved by the Organizational Development & Learning Centre.

**c) At Other (Non Post Secondary) Institutions External to the University of Toronto**

A qualifying staff member who shows successful completion of a pre-approved work related non degree or non credit course, will be reimbursed to a maximum of \$500 per course and up to two (2) courses per academic year.

### CONDITIONS

Courses should be taken outside of normal working hours. However, if the course is not otherwise available, one such course at a time may be taken during normal working hours provided the approval of the staff member's manager is obtained and alternative work arrangements are made.

### PROCEDURES

**1. Application for Tuition Waiver for Courses Taken at the University of Toronto**

For details on how to apply for a tuition waiver, the application is available on the HR Forms page on the HR & Equity website.

**2. Application for Reimbursement for Courses Taken at Institutions External to the University of Toronto**

For details on how to apply for educational assistance reimbursement, the application is available on the HR Forms page on the HR & Equity website.

### EXCLUSIONS

The University's Educational Assistance policy excludes the following:

- a) Conferences, seminars, webinars and workshops;
- b) Costs of course materials, books, registration and examination fees;
- c) Professional association membership fees; and,
- d) Any other incidental fees.

Policy approved by the Business Board, March 5, 2012

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**SECTION IV: PERFORMANCE MANAGEMENT****CODE NUMBER: 4.01.01**

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**POLICY: PERFORMANCE MANAGEMENT**

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**ELIGIBILITY**

This policy applies to all staff appointed administrative Professionals/Managers employees.

**OBJECTIVES**

The objectives of the performance management process are:

- to link planning, assessment and rewarding of results of each Professionals/Managers staff member to the achievement of University and divisional/departmental objectives; and
- to foster excellence in the work place and contribute to the achievement of the mission of the University.

**THE PROCESS****Performance Assessment**

In consultation with the staff member, the supervisor establishes goals and objectives, appropriate to the responsibilities of the staff member's position which will support the achievement of the objectives of both the University and the division/department.

During the year, the supervisor will monitor and provide periodic feedback to the staff member on his/her progress toward the achievement of established goals and objectives, identifying any obstacles and providing advice, training support and other assistance as may be needed to enable the staff member to perform to full potential.

On at least an annual basis, the supervisor will review and discuss the staff member's activity report which summarizes his/her achievement of established goals and objectives and will provide written feedback on these achievements, identifying any areas requiring improvement and plans for further development. The achievement of goals and objectives, quality of work and the staff member's contribution to both the division/department and the University, will be taken into consideration in determining the annual merit increase.

**Managing Unsatisfactory Performance**

Where the performance of a Professionals/Managers staff member remains unsatisfactory following the provision of appropriate support, the supervisor will provide a written warning including what improvement is required if the staff member's employment is to be continued, any further assistance to be provided and the period of time within which improved performance must be demonstrated.

Depending on the degree of improvement in performance, if any, the supervisor may, at the end of this warning period, extend the warning period OR provide written notice that employment will continue provided that the improved level of performance is maintained OR proceed to termination. The supervisor must have the approval of his/her Division Head prior to the termination of the staff member's employment (see Termination of Employment Policy, 5.01.01, *Policies for Professionals/Managers Staff*).

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**SECTION V: TERMINATION OF EMPLOYMENT**  
**POLICY: TERMINATION OF EMPLOYMENT**

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**CODE NUMBER: 5.01.01**

**INTRODUCTION**

Employment may be terminated as a result of reorganization or changing requirements for which the staff member is not suited or other circumstances where no cause for termination exists. Where termination occurs for reasons other than cause, individuals must be treated fairly and appropriate severance arrangements made. Where termination is for cause, employment may be terminated without notice or severance.

**TERMINATION FOR CAUSE**

Where the decision to terminate the employment of an administrative Professionals/Managers staff member is for cause such as unsatisfactory performance\*, including the culminating incident in a series of performance problems, fraud, violence, gross negligence of duty, or breach of confidentiality, the supervisor, may, after seeking the advice of Human Resources and receiving the approval of his/her Division Head, initiate an immediate termination without notice or severance.

\* See the Performance Management Policy, 4.01.01, *Policies for Professionals/Managers Staff*.

**INVOLUNTARY TERMINATION OTHER THAN FOR CAUSE**

This policy applies to all staff appointed administrative Professionals/Managers staff holding continuing appointments.

Termination other than for cause may include circumstances such as departmental reorganizations or business process changes. In all cases, the supervisor must receive the approval of his/her Division Head prior to the termination of a staff member's employment.

Where the University decides to terminate employment without cause employees will be provided with working notice or severance pay, or a combination of both, on the basis of one (1) month per completed year of continuous service\*\* with the University, to a maximum of twenty-four (24) months, provided that in no case will an employee receive less working notice than the minimum working notice required under the *Employment Standards Act* of Ontario or less severance pay than the severance pay, if any, required under the *Employment Standards Act* of Ontario.

\*\* Continuous service is defined as years of service from the staff member's most recent employment date as a full- or part-time staff appointed employee.

Formal notice of termination shall be in writing and will be delivered personally to a staff member or by registered mail to his/her home address most recently provided by the employee to the University, and will specify the employee's termination date.

All benefits coverage and pensionable service ceases effective the date of termination of employment and employees shall have no claim whatsoever for benefits coverage or pensionable service beyond the date of termination of employment.

The staff member will be required to sign a full and final release before receipt of any severance pay.

The staff member will be entitled to career transition services for up to three months following the date of termination.

## Policies for Professional & Managerial Staff

Policy approved by the Business Board, May 7, 2001

Administrative change made to policy 3.01.05, Parental Leave, concerning employer subsidy of benefits prior to implementation July 1, 2001 (change made on this copy)

Section 3.01.06 (a), Compensation, amended; approved by the Business Board, April 14, 2004

Section 3.01.06 (b), Compensation: Senior Advancement Staff added; approved by the Business Board, June 23, 2005

Section 3.01.03, Pregnancy Leave, amended; approved by the Business Board, June 22, 2006

Sections 3.01.06 (a), Compensation, and 3.01.08, Problem Resolution, amended; approved by the Business Board, April 28, 2008

Sections 3.01.04, Primary Caregiver Leave, and 3.01.05, Parental Leave, amended; approved by the Business Board, December 15, 2008

\* On April 26, 2010, the Business Board approved revisions to this policy in relation to Compensation: Senior Advancement Staff [3.01.06(b)] on the understanding that "that, in the immediate term, implementation of the policy changes will be undertaken in accordance with the relevant provisions of the *Public Sector Compensation Restraint to Protect Public Services Act, 2010*". As a result, the terms of the policy for Advancement Professionals approved in 2005 will remain in effect and is included here.

Section 3.01.03, Pregnancy Leave, 3.01.04, Primary Caregiver Leave, and 3.01.05, Parental Leave, amended; approved by the Business Board, March 5, 2012

Section 3.01.12, Educational Assistance, approved by the Business Board, March 5, 2012