



Policies for Professional and Managerial Staff (March 9, 2018)

POLICY: COMPENSATION, Section 3.01.06 (a)

INTRODUCTION

The University of Toronto is committed to creating and maintaining a work environment in which employees are valued, and performance and contributions are rewarded. As a public institution, fiscal prudence, and transparency in our compensation programs is essential.

The objectives of the University's compensation program for Professionals/Managers are to:

- Enable the University to retain and attract highly qualified staff through a fair and competitive total compensation program;
- Maintain pay equity and ensure internal equity;
- Differentiate pay levels on the basis of performance as well as job content; and
- Reward excellence.

JOB EVALUATION

Job evaluation is based on a gender neutral comparison system which reflects the values of the University and measures positions on the basis of required skills, effort, responsibility and working conditions.

Positions are assigned to salary ranges to reflect the point scores determined through the job evaluation process and positions of comparable value will be assigned to the same salary range.

SALARY RANGES

There are eleven (11) salary ranges for Professional/Managerial staff. Salary ranges for levels one (1) to seven (7) are structured with a minimum, a midpoint and a maximum. Generally, new employees would start at the lower end of the salary range. The portion of the range above the midpoint is generally reserved for exceptional performers and/or long service employees. Progression through the range is achieved through merit increases. The ranges are adjusted annually by an across-the-board increase and are published on the Human Resources & Equity website.



Salary ranges for levels eight (8), nine (9), ten (10), and eleven (11) are structured with a notional maximum – an upper threshold is set for each level above which centralized approval of starting salary and annual salary increase from the Vice President of Human Resources and Equity (VP, HR&E), (or designate as determined by the VP, HR&E), is required.

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. Movement through salary ranges for P/M staff is accelerated up to the midpoint, and rise slower above the midpoint.

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

1. Staff in Levels one (1) to five (5):

- Receive an annual across-the-board (ATB) adjustment (subject to some exceptions).
- Are eligible to receive a merit increase based solely on performance up to the range maximum.

2. Staff in Levels six (6) to eleven (11):

- 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.



ONE TIME ONLY (OTO) PAYMENTS

A lump sum (OTO) payment may be provided to a staff member for the following reasons:

- To recognize extraordinary effort and/or contribution.
- Exceptional performance, where the staff member's base salary is at the maximum of the salary range.

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

Approval is required from the VP, HR&E (or designate as determined by the VP, HR&E) for any lump sum (OTO) payments awarded to staff members in excess of a level set by the VP, HR&E 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 their position is re-evaluated to a higher classification level or when they are 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.