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Recommended Links

[www.munasa.com/
documents_files/
msalarypolicy2008.pdf](http://www.munasa.com/documents_files/msalarypolicy2008.pdf)
MUNASA's full description of the 2008 M Salary Policy

www.mcgill.ca/adminhandbook
McGill Administrative Handbook
(Personnel Policies)

www.cnt.gouv.qc.ca
Quebec Commission des Normes du Travail

www.ilo.org
The International Labour Organization (ILO)

Executive Committee

President's Report December 2008

During 2008, MUNASA has worked very hard to promote and protect the interests of our members. Our membership is up, at its highest level since the departure of the C's and T's, and that with the interest demonstrated in our Special General Meeting and subsequent Forum on M Compensation is heartening. We've also embarked upon a 'Health and Wellness' project with Human Resources which, we hope, will see a more caring approach to the reintegration of employees who have been ill.

Despite our best efforts, the discussions between MUNASA and the administration concerning "M Compensation" and the 2007, 2008, 2009 salary policy and salary structure have not pleased the Executive nor, we dare say, the membership at large. Generally arbitrary and expedient, the so-called 'Merit exercise' leaves many M's resigned to their fate, building, rather than diminishing, cynicism.

At the end of this year's exercise we saw the Faculty of Medicine granting an across-the-board 3% to its M's. It is the only 'unit' which has had the courage to put aside the arbitrary and unacceptable approach ordained by the administration. In other places an M receiving 2.5% could well be sitting between two colleagues who received 4% or 5%, granted for reasons unknown. Where is the public recognition, where is the transparency? This is precisely the situation that led to the formation of MUNASA.

MUNASA's discussions with the administration were sporadic and difficult. Meetings were few. Things were announced to us. Things were decided upon for us, not with us. But at least we were talking. MUNASA's Executive has worked hard to monitor for equity and viability – for the benefit of all members.

We cannot give up on this. We must not give up on this.

Sacha Young, our Vice-President, has decided to leave the Executive. Thank her for her dedication and support. She continues to make contributions to our work and we hope that she shall do so well into the future.

In closing, please accept the best wishes of the Executive for the holiday season: santé, bonheur, prospérité!

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Merit 2008: A Blast from the Past

Is history repeating itself? Are we bound to repeat the errors of the past for want of historical knowledge? The Merit Distribution process developed over the past decade has been discarded as we “transitioned” in 2008 towards a more arbitrary and ill-defined process. Who will benefit from this revision?

Right now it is a matter of wait and hope to see. Is there a consistency in evaluations across the University? Do awards reflect performance evaluations? Is there a consistency in awards across the University, or even within “units”? These questions can be answered if the process offers any hope of transparency. It is transparency that was foremost demanded by MUNASA members at the October Symposium on Salaries. Transparency is what the MUNASA Executive seeks through the M Compensation Working Group.

You have to go back almost twenty years to find a time when Merit awards were purely arbitrary and not bound to a performance assessment. At the beginning of this decade the Administration introduced with the New M Compensation System the principle of performance awards being specific dollar amounts, varying only by the Salary Grade of the employee, for each category of performance assessment. The 2008 Salary Policy replaces this principle with suggested ranges of percentage increase per performance category. The binds that tie award to performance evaluation have been loosened. The sentiment at the October Symposium was that merit has been “poorly and ineffectually managed”. What will make this process better than previous years?

One interesting implication of this change is that Performance Assessments through the “Performance Dialogue” Process are no longer tightly bound to Merit. This means that Merit awards and Performance Assessments are separate events and should be disputed separately. Interestingly, this was intended in MUNASA’s Principles of Performance Planning (available in the documents section of MUNASA’s website) and by the then Executive Director of Human Resources, Robert Savoie, who wrote as part of the introduction of the new Performance Dialogue November 2003 “Performance dialogue is the first step in setting a new model for collegial discussion of performance, shared objectives and opportunities for advancement”. This year, Performance Dialogue is reduced to the process of defining the Merit award.

For those confused by the announced shift from Merit to Pay for Performance, the definition of Merit, as given by the World at Work Handbook on Total Compensation is: “Merit is the pay increase granted through a Pay for Performance System”.

Most important for members to consider are two dates: what was the date that you received a performance assessment, either verbal or

Health and Wellness in the Workplace

"A Guide for Managing the Return to Work"

www.chrc-ccdp.ca/publications/gmrw_ggrt/toc_tdm-en.asp

University of Alberta

Health Promotion and Work Life

www.hrs.ualberta.ca/Health

written, if there indeed was a formal assessment; and what was the exact date that you became aware of your merit award. The Merit Awards are published to employees through the Minerva system in the Employee section under the menu item Salary Policy. Although the documentation will be dated December 1, 2008, it will not be published as early as that date. The right to dispute the Performance Assessment or the Merit Award expires 55 working days after the employee first became aware of it. Not looking at Minerva does not extend that delay. Check, consider, and call you MUNASA representative without delay.

Health and Wellness Program

You don't miss your Health until your Well runs dry. For some universities that wellness began to very seriously run dry around the beginning of this decade. For the Université de Laval, who discovered their level of stress-related illnesses was the highest in Canada, creating a program to maintain health and to support recovery and reintegration became what is now known as "The Laval Protocol". Other universities, such as the University of Alberta (<http://www.hrs.ualberta.ca/Health>) have adopted similar programs. Last year MUNASA invited a representative of the Université de Laval to speak to Human Resources and this led to the creation of a MUNASA-HR Joint Working Group on Health Management.

The Working Group has been meeting regularly throughout the past year to delineate what should and can be done at McGill. The Associate Vice-Principal Human Resources has been very supportive and has received the support of the McGill Board of Governors Human Resources Committee to pursue this initiative.

Education is at the core of every Health and Wellness program: educating the supervisor/manager on rights and responsibilities and how best to accommodate the return to work; educating the disabled employee on rights and responsibilities and the opportunities for a return to a productive work life; and educating the co-workers who are affected by the employee's absence and by an employee's return to work.

The Canadian Human Rights Commission offers an excellent publication, "A Guide for Managing the Return to Work" http://www.chrc-ccdp.ca/publications/gmrw_ggrt/toc_tdm-en.asp. The McGill working group is now focussing on developing a web site as a resource for the McGill community.

If you have ideas or questions, or if you want to know more about MUNASA's efforts in this area, send email to info@MUNASA.com.

Contact MUNASA

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A MEMBER ASKS--

Question: If I work on a statutory holiday, do I get two days off in compensation, not just one?

Answer: If your services are **REQUIRED** (your boss said you must work on a statutory holiday), then you should get either two days off in compensation or be paid 2 times the normal rate. See Section 3.1 of the 'Holidays with Pay' Policy in the Administrative Handbook. You may not be able to choose which way you get compensated but it is a good idea to have agreement from your boss in advance if you have a preference.

If you **CHOOSE** to work on a statutory holiday (you were not specifically asked to do so), then you will find that Section 3.1 does not apply and compensation will depend on what you and your supervisor agree in advance of the work. To be compensated for overtime, you need to have the approval of your supervisor in advance. See Sections 9.1-9.4 of the 'Salary Administration Policy' in the Administrative Handbook for the policy on overtime.

If you are being asked to work when you should be off, ask what the compensation will be. Many people at the University are not familiar with the policies. To avoid misunderstanding, agree in advance on when you will work on a statutory holiday or overtime and how you will be compensated.

<http://www.mcgill.ca/adminhandbook/personnel/holidays/>
<http://www.mcgill.ca/adminhandbook/personnel/salary/>