MUNASA

2008 M Salary Policy

December 2008

As a result of the comparative market study conducted through the M Compensation Working Group, the Administration has decided to increase the salary grade width for all M Salary Grades effective December 1, 2008. Also effective December 1, the Administration will distribute a salary increase equal to 3% of eligible salaries as a Merit-based ("Pay for Performance") only increase. The merit distribution will no longer be in the form of a fixed amount, but will revert to a percentage increase of between zero and three percent of an each employee's current salary. The actual percentage awarded to each employee is to be constrained by a performance assessment to be determined by the Head of each Unit. The term 'unit' for the purposes of Salary Policy means the grouping of employees whose Merit is determined by a single body; this can be the head of a department, the Dean of a Faculty, or any other determinant. For the remainder of this document such a 'unit' will be referred to as a Salary Policy unit.

The M Compensation Working Group consisted of representatives from Human Resources and from MUNASA reviewing presentations made by the Total Compensation section within Human Resources. MUNASA's role was limited to monitoring for equity and viability. The study compared median actual salaries at McGill with comparable jobs in Montreal (all industries) and Nation-wide not-for-profit organizations. The Student and Academic Services (SAF) job family was separately compared to the Canadian 'G13' research universities and to the four main Montreal English CEGEPs. The study concluded that the median of salaries in level 1 and 2 jobs are overall competitive but that the median salaries in level 3 and 4 jobs are less competitive. Level 3 and 4 jobs in all Job Families are found in Salary Grades 6 through 11. In regards to SAF jobs, the conclusion is that the maximum of the current salary grades matches the median salaries of the reference market.

New Salary Scales

Human Resources recommended that the Salary Grade Width (difference between Minimum and Maximum divided by the Minimum) change from the 33% adopted when the scales were introduced in 2002 to widths ranging from 50% in grades 1-3 to 87% for grades 9-11. All of Human Resources recommendations were eventually accepted by the Board of Governors Human Resources Committee.

The Salary Grades will therefore change as follows effective December 1, 2008.

Grade	2008 Min	2008 Max	2007 Min	2007 Max
1	$34,900	$52,200	38,171	50,895
2	$38,400	$57,700	41,822	55,763
3	$42,200	$63,400	45,017	60,023
4	$46,500	$75,500	50,784	67,712
5	$51,100	$83,100	54,768	73,024
6	$53,900	$93,500	59,332	79,109
7	$60,700	$105,200	62,890	83,854
8	$68,300	$118,300	67,293	89,724
9	$76,800	$143,400	72,004	96,005
10	$86,400	$161,300	77,044	102,725
11	$97,200	$181,400	82,437	109,916

Note that for salary grades 1 through 7 the Minimums drop by between 3% and 9%. All salary grade maximums increase, from 3% for grades 1 and 2 to 65% for grade 11.

The following graph compares the salary grade ranges of 2006/2007 Salary Minimum-Maximum to the 2008 Salary Minimum-Maximums. Please note that in 2007 the Salary Grades were not changed by the 2007 Salary Policy and thus 2006 and 2007 Salary Grades are the same.

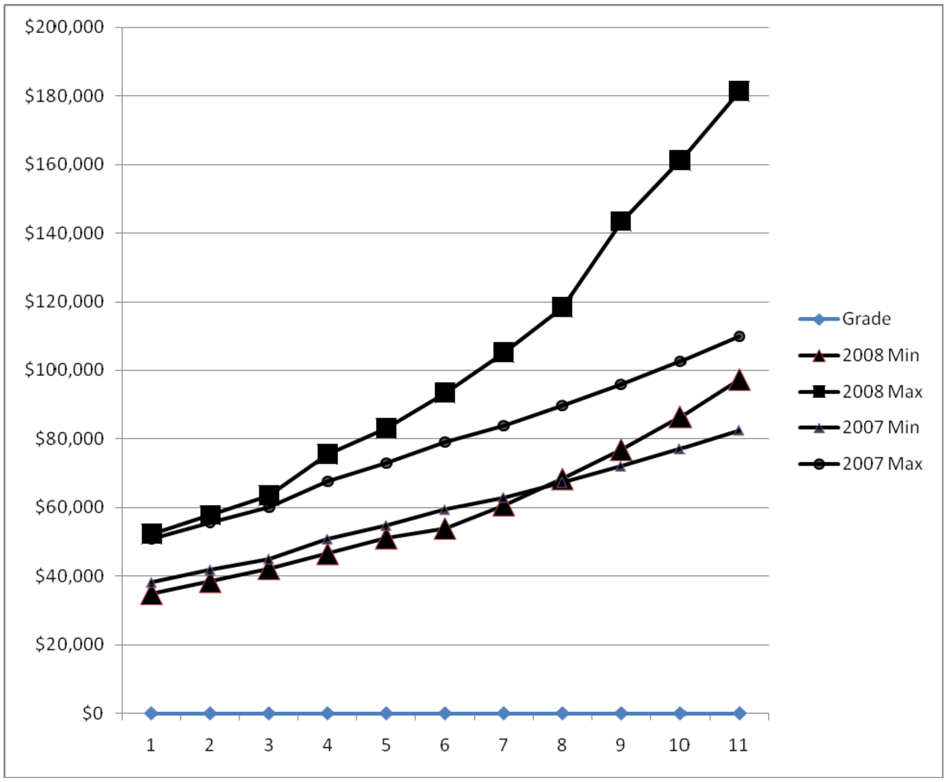

Figure 1 M Salary Grade ranges 2008 vs 2007

The distinct upward curvature noticable in the 2008 Maximum line of Figure 1 above is due to another change in the 2008 Salary Grades: the mid-point of each grade in grades 1 through 6 is now set as 10% more than the preceeding grade, but for grades 6-11 the mid-point is set at 12.5% above the preceeding grade. For example, grade 4 ($46,500-$75,500) has a mid-point of $58,110 which is 10% more than the mid-point of $52,800 for grade 3. Grade 6, however, has a "slope" of 12.5% making its mid-point $8,000 more than the mid-point of Grade 5. This two-tiered, non-linear, slope is what causes the maximums for the upper grades to increase from last year by as much as 65%.

Three Year Salary Policy

The Administration has committed to implementing a Three Year Salary Budget effective December 1, 2008. The salary policy for 2008 will be 3% of salaries, for December 1, 2009 3% of salaries, and for December 1, 2010 3.5% of salaries.

The 2008 Salary Policy will distribute 3% of eligible salaries to Salary Policy units which will then apportion salary increases to regular M positions according to four performance categories described below.

For 2009, a 1% minimum will be granted for all staff who meet the requirements of the job. The remaining 2% of the salary mass is to be distributed to each Salary Policy unit for distribution "to recognize leading performance." Note that recognizing Leading Performance is not the same as the performance category Leading Performer. At this time there is no clear definition for the concept Leading Performance.

The details of the 2010 salary policy are yet to be determined.

2008 Salary Policy Distribution

McGill Salary Policy units will receive a salary increase envelope equal to 3% of eligible salaries within their unit. Employees in the 'M' category are to be rated according to one of four performance categories as defined below, which also includes eligibility criteria. There is no limit to the number of staff who may be rated in any single category, although a Salary Policy unit may not exceed its salary increase envelope. Salary increases are effective December 1, 2008 and will be reflected on the pay of December 15, 2008.

2008 Salary Policy Eligibility

1. The reference period being from June 1, 2007 to May 31, 2008, an employee must have been appointed to a regular M position (or a position excluded from the MUNACA bargaining unit) by May 31, 2008. Employees must have been at work at least one (1) day during reference period.
2. In order to receive the increase, employees must be active on the date of implementation i.e. December 1, 2008.
3. Employees hired under the Temporary Employment Policy are not covered by this salary policy.
4. An employee who was in a Term position and was transferred to a regular position by May 31, 2008 is eligible.
5. An employee who was in a MUNACA position and was transferred to a regular "M" position (or a position excluded from the MUNACA bargaining unit) by May 31, 2008 is eligible.
6. Employees of the MUNACA bargaining unit who were transferred to a regular "M" position (or a position excluded from the MUNACA bargaining unit) after May 31, 2008 will receive the 2% minimum increase.
7. Employees who are on Long Term Disability on the date of implementation i.e. December 1, 2008 will have their disability payment increased by 2%.

Levels of Performance Assessment for 2008

There are four (4) performance levels, listed below with corresponding minimum increases for each assessed level of performance. The Head of the Salary Policy Unit is responsible for assigning the assessed level of performance for each eligible employee in the Salary Policy Unit.

Level of performance	Definitions	% Salary Increase
Leading performer	Incumbent consistently excels in the attainment of performance goals and objectives through outstanding achievements. Work is consistently of superior quality in all areas of responsibility. Results of projects and goals added significant value to the team, the department and the University	2% + (no limit)
Strong performer	Incumbent consistently achieves performance goals and objectives. Work is of good quality and the incumbent makes a positive contribution to the department. Initiative,	2% to 3%

Level of performance	Definitions	% Salary Increase
	resourcefulness and good judgment consistently exercised in accomplishment of goals.	
Building consistency	Incumbent sometimes but not consistently achieves goals. Quality of work is below expectations in some areas of responsibility. The incumbent requires guidance to achieve objectives. May be appropriate for an employee who is new to the position.	0 to 2%
Requires immediate improvement	Incumbent does not achieve goals and objectives. Work is consistently below expectations. Appropriate action must be taken in consultation with the department of Human Resources.	0%

Salary Grade 'Zones'

With this revision to M Salary Grades, Human Resources is also introducing the notion of Zones within each Salary Grade. These zones do not imply any ceilings or constraints on employees' salaries rising through future salary policies.

Zone 1 is at the Salary Grade Minimum and is defined as the Development/Transition Zone, targeting new incumbents, recent promotions, employees acquiring new skills, and employees meeting most of the requirements of their job.

Zone 2 is at the Salary Grade Median and is defined as the Target Zone targeting employees who meet all job requirements, have sustained achievements, employees who possess key competencies both behavioural and technical.

Zone 3 is at the Salary Grade Maximum and is deemed the Exceptional Zone targeting employees who consistently exceed their job requirements, possess high demand skills, and for employees recognized as experts in their field.

At this time these zones are concepts and are not recognized within any policy such as the Salary Administration or Staffing Policies. Assuming an annual increase of 2%, it would take from 21 (Grade 1) to 32 years (Grade 11) to reach the Salary Grade Maximum. At an annual increase of 1%, as proposed for those classified as "Strong Performers" in 2009, it would take from 41 (Grade 1) to 63 years (Grade 11) to reach the Salary Grade Maximum assuming the same performance evaluation and salary policy each year.