



February 2016

To: Executives, Management Staff and Staff in excluded positions

2015 - 2016 Salary Increase Implementations:

The 2015 - 2016 Salary Policy is comprised of a total salary increase of 3.0% split into two components:

- 1) An economic increase of 1% for all staff, except for staff rated as “Requires immediate improvement”;
- 2) An additional 2% is available for allocation to staff who are rated as “Consistent/Strong” or “Leading”.

McGill is strongly committed to investing in its executive, management and professional staff. We firmly believe that the University’s success is in large part due to their contribution and dedication. In line with our efforts to build and support a performance based culture, the Salary Policy provides for the fair and equitable recognition of all staff who make a sustained positive contribution to the University, while at the same time providing the flexibility to reward those staff members whose contributions and achievements consistently exceed expectations.

Units will be provided with a salary increase envelope equal to 3.0% of eligible salaries within their unit.

Staff may be rated according to one of five categories as defined below. There is no limitation to the number of staff who may be rated in any single category, although units may not exceed their salary increase envelope.

Salary increases are effective June 1, 2016 and will be reflected on the pay of June 10, 2016.

POLICY OVERVIEW

- 1) Effective June 1, 2016, salaries of eligible executive, management staff (“M”) and staff in excluded positions may be increased in accordance with the performance categories and salary increase guidelines outlined below, subject to scale maxima.
- 2) The allocation for the merit increase represents 2% of all eligible salaries.

ELIGIBILITY RULES

1. The *reference period* being from January 1, 2015 to December 31, 2015, an employee must have been appointed to an executive position, a regular M position (or an excluded position) by December 31, 2015.
2. In order to receive the increase, employees must be active on the date of implementation, i.e. June 1, 2016.
3. Employees hired under the Temporary Employment Policy are not covered by this salary policy.

PERFORMANCE CATEGORIES AND SALARY INCREASE GUIDELINES

There are five (5) categories, listed below with corresponding increases.

Level of performance	Definitions	Economic Increase	Merit 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	1%	Based on recommendation from immediate supervisor
Consistent or 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, resourcefulness and good judgment consistently exercised in accomplishment of goals.	1%	Based on recommendation from immediate supervisor
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.	1%	None
Requires immediate improvement	Incumbent does not achieve goals and objectives. Work is consistently below expectations. Appropriate action must be taken in consultation with Human Resources.	None	None
Not applicable	May be used when incumbent has been absent for a significant amount of time during the performance period, or if transferred into an eligible position after December 31 st 2015.	1%	None

- The reference period for performance dialogue is from January 1, 2015 to December 31, 2015. Employees must have been at work at least one (1) day during the reference period.
- Performance dialogue must be completed for all employees for the period under review and must be documented.