

**EXECUTIVE BULLETIN**  
**December 20, 2002**

**Policy Implications of the New Compensation System**  
**Results of the MUNASA Retreat of November 30, 2002**

In the context of the implementation of the New Compensation plans by the University on December 1, 2002, MUNASA decided to organize a retreat to discuss the impact of these changes. The participants included members of the Executive Committee of MUNASA and a dozen MUNASA members from both campuses and most faculties who have previously participated in focus groups or staff association conferences. The retreat was held all day Saturday November 30.

Of particular concern is how the new system would affect the Salary Administration Policy and the Staffing Policy. Human Resources has decided to address problems during the implementation of the Compensation System on an ad hoc basis. MUNASA believes that this fails to anticipate real problems and will inevitably cause difficulties for employees who find themselves treated in an unfair or arbitrary fashion, because the rules of the game are unclear or undefined.

Participants in the retreat reviewed the University's new Compensation Plan structure including salary grades, job families, role profiles, Hay points and the Hay Evaluation Methodology. We also examined the existing Salary Administration Policy and Staffing Policy in detail. We worked through a case study of how an internal candidate might be selected for an available position on the basis of the new Salary Structure.

It was clear, as a result of these discussions, that the Salary Administration Policy and the Staffing Policy must be re-written from top to bottom to incorporate new vocabulary and concepts and to define new and equitable procedures. MUNASA must press Human Resources to begin negotiations right away so that the new policies can be written and implemented as soon as possible. This conclusion echoed the resolution passed to this effect at the MUNASA Special General Meeting that was held on November 6. (See [www.MUNASA.com](http://www.MUNASA.com) for the documentation from the SGM.)

A number of guiding principles and problems requiring corrections were identified:

1. The equitable opportunity for career advancement at McGill is a basic right that employees must have.
2. The staffing policy must assure that the selection criteria for vacant positions should be more equitable so that internal candidates will be treated more favourably or

AT LEAST on a level playing field with those applying from outside the University.  
How do we assure better access to vacant positions for internal candidates?

3. Training must be provided by the University to allow employees to acquire the competencies and skills required to do more complex jobs or jobs with greater responsibility and scope.
4. The competencies and qualifications required of a particular job must be clearly identified and posted in data base form so that employees can see what is required when aspiring to a promotion or career change.
5. If testing is required to determine whether internal candidates meet the requirements of a position, then there must be a process in place to assure standardized and objective testing.
6. There was a broad consensus among participants that the University should not introduce an apprenticeship program for “junior” hires until a training and career development program for employees has been defined and successfully implemented.
7. How will the specific requirements and responsibilities of a given job be defined in more precise terms than the “generic” role profile? How do you draw a perimeter around the scope of activities, functions of the job? On what basis do you measure satisfactory job performance?
8. There was general consensus that transparency and adequate disclosure of information is required in order to monitor salary adjustments awarded by unit supervisors to employees over time. This information must be public. Issues with respect to the degree of detail to be provided will require more discussion.
9. The new salary grades and integration adjustments have provided for 25% penetration. When and how will the other 75% of the penetration ratio be paid? (HR has stated that there will be no further penetration adjustments... Is this the last word?)
10. The new grades now have minimum salaries that are 71% of the maximum salary for the grade. When and how will the minimums be increased to the stated objective of 75% of maximum?
11. For term employees on multi-year contracts, will there be any adjustment with respect to the new grades before the end of their contract; after one year for example?
12. For term employees whose contracts expire, will their status be regularized? Will their contracts be renewed at the very least at the minimum of the appropriate grade? For MUNASA it is a question of principle. There must not be two classes of employees, some of whom on contract as “cheap labour”.

Retreat participants encouraged the MUNASA Executive Committee to organize other similar activities in the future so that we can share experience and ideas. The MUNASA Executive is very encouraged and is organizing a discussion format which will work with a greater number of participants. Details will be announced in the new year.

**Reminder**

**MUNASA Annual General Meeting**

**Wednesday January 29, 2003, 12:30**

Redpath Museum Conference Room

And

Raymond Building 3-045

**CACPUQ Conference 2003**

**“Mental Health in the Workplace”**

Laval University

May 22-23, 2003

Please reserve this date in your agenda. This is an issue that MUNASA plans to address significantly in the coming year and the Executive Committee needs your support and participation. CACPUQ conferences are always interesting and MUNASA always fully under-writes member participation.

More information to follow.

MUNASA Website: [www.MUNASA.com](http://www.MUNASA.com)