

Compensation

Salary Administration Plan – University Teaching Group

1. Introduction

1.1 This pay plan describes pay administration for employees in the University Teaching Group (UT).

1.2 Rates of pay are authorized pursuant to Section 11.1(c) of the *Financial Administration Act* (FAA).

1.3 The objective of this plan is to encourage optimum performance by enabling senior management to recognize experience and to reward employees in the University Teaching Group according to their contribution to the attainment of the goals of the Canadian Military Colleges. It reflects an approach to compensation used by progressive universities in Canada and is in accord with government policy on personnel management. The plan provides the college Principal with flexibility in recommending merit/maturity pay increases for faculty members within a salary range for each level and selected performance awards to distinguished members of the faculty.

1.4 Rates of pay for employees subject to this plan can be found in the UT Collective Agreement.

2. Application

This pay plan applies to all employees certified in the University Teaching Group of the Scientific and Professional Category in that portion of the Public Service specified in Schedule I of the Financial Administration Act (FAA).

3. Definitions

For the purposes of this plan:

increment means the amount of the difference between the steps within a pay level (augmentation d'échelon);

maximum rate is the rate of pay determined to be the maximum rate of pay for a pay level (taux maximal);

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merit/maturity increase is an increase in salary, based on the university teacher's assessed level of performance and years of experience, that results in an upward positioning in the range to a salary not exceeding the maximum rate (augmentation fondée sur le mérite ou l'ancienneté);

outside community is the sample of Canadian civilian universities with which the military colleges have historically been compared for compensation purposes (communauté enseignante de l'extérieur);

promotion occurs when an employee is appointed to a higher classification and pay level than that of his or her former level (promotion);

step means an individual rate of pay within the University Teaching group rates of pay (échelon).

4. Implementation

4.1 Rate of pay on appointment

4.1.1 An appropriate rate in the scale of rates is paid on appointment according to the Public Service directives or regulations governing pay on appointment to a position of University Teaching levels 1, 2, 3 and 4.

4.1.2 An appointment as mentioned in paragraph 4.1.1 above refers to any type of appointment including initial appointment, promotion, or transfer. For promotion or transfer appointments, the Faculty Assessment Report (FAR) is the normal guide in determining the appropriate rate within the scale of rates for the position.

4.2 Faculty Assessment Report

4.2.1 The implementation of the pay plan is based on a process of performance review and employee appraisal of all employees.

4.2.2 Annually, prior to the beginning of the academic year on July 1, the Principal of the college shall conduct a review of the performance of each employee over the current academic year. The review should take into account such elements as teaching ability, professional standing and creative activity.

4.2.3 In general, performance objectives are determined to achieve convergence between organizational objectives and those of the individuals employed in that organization. Performance reviews are an aid to the effective management of action and the managerial

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discretion necessary to recognize and reward differing degrees of performance while also enabling salaries in the UT Group to be administered equitably.

4.2.4 For pay purposes, the Faculty Assessment Report process must be capable of distinguishing between those faculty members who will be denied an incremental increase, those who will receive one increment and those who will receive more than one increment. The relevant performance categories are described as Unsatisfactory, Satisfactory and Superior respectively.

4.3 Individual salary determination

4.3.1 Faculty members whose performance is rated as "unsatisfactory" shall be denied an incremental increase.

4.3.2 Faculty members whose performance is rated as "satisfactory" and whose position in the pay scale is below the maximum rate for their level shall be advanced one step within the scale for their level. The effective date of step increases will be the effective date of the general revisions to rates of pay.

4.3.3(A) Effective July 1, 2001, a maximum of 40 per cent of the University Teaching Group faculty members may be appraised above the "satisfactory" performance category in any one review period.

4.3.3(B) Faculty members rated "superior", whose rate within the scale is more than two steps below the maximum rate for the level, shall advance to a position two steps above that held on the day immediately prior to a general pay revision.

4.3.3(C) An employee rated "superior" who is at the maximum rate of their level shall receive as a performance award, a gross lump sum payment equivalent to twice the value of the increment between the penultimate and maximum rate for the level.

4.3.3(D) An employee rated "superior" who is at the penultimate rate below the maximum of their level shall advance to the maximum rate and also receive as a performance award, a gross lump sum payment equivalent to the value of the increment between the penultimate and maximum rate.

4.3.3(E) A performance award will be included as part of salary for the period in respect of which it was paid. Any such award paid in the year of retirement, but related to the year prior to retirement, will be fully counted in the calculation of the six-year average salary for pension purposes. However, it will not be reflected in the level of coverage under salary-related benefits such as supplementary death benefit and insurances. Performance awards will also not be

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considered part of salary for the purposes of termination benefits such as severance pay and cash-out of vacation leave, or for salary calculations related to promotion or transfer.

4.3.3(F) The yearly total of faculty members who qualify for the above entitlement, including those who receive the distinguished professor award cannot exceed 40% of the University Teaching Group faculty members. The above changes are effective July 1, 2001.

4.3.4 Unless otherwise authorized within the pay plan, no faculty member may be paid at a higher rate than the maximum for his or her level.

4.4 Distinguished professor

4.4.1 Since the object of the UT Salary Administration Plan is to motivate faculty members, the plan must be based on criteria that can be directly influenced by the individual and rewards that are perceived to be consistent with, directly related to, and controlled by the level of performance and contribution of the individual. Therefore, in order to recognize extra-meritorious performance of a faculty member who has reached the maximum rate of the UT-4, and recognized as a distinguished professor, the deputy minister or a delegated representative is authorized to provide lump-sum performance awards of up to the equivalent of three full increments at the UT-4 level. The number of distinguished professors must be included in the overall total of those faculty members at the UT-4 level who may receive a performance rating above "satisfactory".

4.4.2 The distinguished professor performance award is based upon sustained distinguished academic performance and must be re-earned each year. Although paid in a lump sum, the award forms part of the employee's effective rate of pay for pension purposes. The amount of the award is based on the rates of pay in effect during the pay year in which the award is earned.

4.5 Pay on promotion

4.5.1 Concurrent promotion — When an employee's promotion occurs at the same time as a general pay revision and

- (a) where the employee has not attained the maximum rate of pay in the scale of rates applicable prior to his or her promotion, then
 - (i) the employee's rate shall be advanced one step or two steps, as applicable, in that scale of rates, then
 - (ii) the economic adjustment shall be applied to that step, then

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- (iii) an amount equal to four per cent (4%) of the economically adjusted maximum rate of pay for the level to which the employee has been promoted shall be applied, then
 - (iv) the employee's pay shall be adjusted to the step which is nearest to but not less than the amount arrived at in (iii) above, in the economically adjusted scale of rates for the level to which the employee has been promoted; or
- (b) where the employee has already attained the maximum rate of pay in the employee's scale of rates applicable prior to his or her promotion, then
- (i) the economic adjustment shall be applied to that rate, then
 - (ii) an amount equal to four per cent (4%) of the economically adjusted maximum rate of pay for the level to which the employee has been promoted is to be applied, then
 - (iii) the employee's pay shall be adjusted to the step which is nearest to but not less than the amount arrived at in (ii) above, in the economically adjusted scale of rates for the level to which the employee has been promoted.

4.5.2 Non-concurrent promotion — When an employee is promoted on a date other than the date of a general pay increase, then

- (a) an amount equal to four per cent (4%) of the maximum rate of pay for the level to which the employee has been promoted shall be applied, then
- (b) the employee's pay is to be adjusted to the step which is nearest to but not less than the amount arrived at in (a) in the scale of rates for the level to which the employee has been promoted.

4.5.3 Notwithstanding the foregoing, the rate of pay on promotion shall not exceed the maximum rate of pay for the new level.

4.6 Acting pay

4.6.1 Provisions for acting pay do not apply when a UT-1 to UT-4 faculty member is acting in any of these levels. Effective July 1, 2001, acting pay is payable when a UT employee is acting in a position which is classified at other than a UT level.

4.7 Demotion

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4.7.1 When a faculty member either voluntarily accepts a demotion or is involuntarily demoted for incompetence or incapacity to a lower level position within the UT Group, the employee's salary will be determined in accordance with the Terms and Conditions of Employment Regulations.

4.8 Administrative Allowance

An Administrative Allowance may be paid to an employee in level 2, 3 or 4 when required to act as a head of a department and/or a dean. The Principal may accord this allowance to a member who is appointed as an Assistant Dean, Associate Dean, Vice-Dean or equivalent, who carries out administrative tasks which are comparable in complexity and extent to those of a head of department.

The rate at which the allowance is to be paid and under what conditions may be found in the Collective Agreement.

4.9 Hourly rates of pay

Hourly rates of pay can be found in the policy on Rates of Pay for Certain Excluded and Unrepresented Employees.

4.10 Periods of leave without pay

Consideration may be given to granting performance increases to employees who returned from a period of leave without pay during the period covered by the performance evaluation. This is particularly important for employees who have taken education leave without pay or a period of leave for purposes of improving qualifications. The amount of the increase should be based on the employee's assessed level of performance in the period prior to and after return from such leave.

4.11 Periods of secondment or SAPP assignments

Employees shall be considered for performance increases when they are temporarily seconded to another department or are assigned under the Special Assignment Pay Plan (SAPP). In such situations, the Principal, in considering the amount of the increase to be granted, should obtain from the department or section to which the employee has been assigned whatever information is considered to be pertinent to permit a performance evaluation to be made. In the case of SAPP assignments, both the deputy head of the employee's own department and the deputy head of the department to which the SAPP assignment has been made should concur with the amount of the proposed increase.

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4.12 Confidentiality of individual salary rates

Because the salary rate, under this plan, will reflect the assessed level of performance of an individual, care should be taken to preserve the confidentiality of an employee's salary rate.