



Procedures

Policy Name	Salary Administration (Out-of-Scope Staff)		
Policy #	716	Category	Human Resources
Policy Sponsor	Associate Vice-President, Human Resources	Previous Revision Date	April 27, 2017
Policy Approved by	Senior Management Council	Revision Date	November 2, 2018
Procedures Approved by	CFO & Vice President, Administrative Services	Review Date	See Policy Review Schedule or as Needed

See the related [POLICY](#).

DEFINITIONS

N/A

PROCEDURES

Market Information

Human Resources will periodically gather information regarding salary levels and increases provided by the recognized target market.

Salary Administration Process

The process and schedule for salary administration activities shall be as follows:

- Based on the guidelines for economic adjustments provided by the provincial government, an annual recommendation on salary and benefit adjustments for all non-bargaining unit employees will be made to Senior Management Council by May 30 for the upcoming fiscal year commencement (July 1).

Salary Ranges

The establishment of salary ranges and the resultant hierarchy will be based on job evaluation principles (skill, effort, responsibility and working conditions) and external equity considerations. The structural design and monetary values of the salary ranges will adhere to internal equity and external competitiveness principles.

Performance Appraisal

The performance of each employee shall be reviewed and appraised at annual intervals to ensure constructive feedback and targeted coaching.

Salary Placement (External Candidates)

Consideration of initial placement in the respective salary range will include, but is not limited to:

- Salary received in previous employment
- Qualifications of the individual
- Salary levels of staff to be supervised (if applicable)

- Salary levels of other out-of-scope (OOS) staff in the same pay band level
- Market considerations (availability of qualified candidates for the position)

Salary Placement (Internal Promotion)

The compensation aspects for an internal promotion adhere to the same considerations as those afforded to an external candidate. Rather than prescribed promotion formula, the salary placement decision should consider: a) employee qualifications/experience, b) internal equity factors, c) employee performance/contribution and d) market considerations.

The appropriate OOS Supervisor (Management Authorities Grid), in consultation with Human Resources, shall approve the salary range placement. Salary placement of the president/CEO requires board approval.

For purposes of further instruction/guidance, the following aspects are salient:

- The new salary cannot be less than minimum of the new pay range
- If employee had been acting in the role prior to permanent offer, this should be factored in the salary offer from internal equity perspective
- If employee was red-circled prior to permanent offer, the promotional increase may prove moderate in nature as we are guided by maintaining internal equity principles
- If employee is promoted to a pay band with an associated step structure, the promotional adjustment should not represent a value that is between pay steps
- If employee currently has stipends, the new salary will factor this aspect and upon promotion all stipends the employee previously held are deactivated
- If the new rate is above the pay band range maximum, then employee has salary protection, but ineligible for annual salary increase until such time that actual pay is less than range maximum

Position Evaluation

Human Resources will use a point factor job evaluation system to ensure internal equity among all out-of-scope positions. A position will be reviewed when:

- A new position is created
- Significant change occurs in the responsibilities of a position
- An organizational change significantly affects the position

Senior Management Council Approval

Senior Management Council is responsible for approving the following types of recommendations regarding out-of-scope salary and benefits:

- Economic adjustments to salary ranges
- Design changes to the salary structure
- Performance management salary increases
- Changes to benefit plans