



UNIVERSITY OF MANITOBA PROCEDURE

Procedure:	SALARY ADMINISTRATION PROCEDURES FOR EXCLUDED MANAGEMENT, ADMINISTRATIVE AND PROFESSIONAL STAFF
Parent Policy:	Salary Administration Policy for Excluded Management, Administrative and Professional Staff (EMAPS)
Effective Date:	March 22, 2005
Revised Date:	June 26, 2012 March 18, 2013
Review Date:	March 22, 2015
Approving Body:	Administration: President
Authority:	
Responsible Executive Officer:	Vice-President (Administration)
Delegate: (If applicable)	
Contact:	Associate Vice-President (Human Resources)
Application:	Employees: Excluded Management, Administrative and Professional Staff

Part I Reason for Procedure

To set out procedures secondary to the Policy entitled "Salary Administration for Excluded Management, Administrative and Professional Staff" in connection with:

- a) the determination of initial salary; and
- b) administering any changes to the salary of Excluded Management, Administrative and Professional Staff.

Part II Procedures

2.1 Position (Job) Evaluation and Classification Levels

2.1.1 In order to meet the stated salary objective of Policy "Salary Administration for Excluded Management, Administrative and Professional Staff" it is necessary to provide an effective and equitable system of evaluating the relative level of skill, effort and responsibility associated with Excluded Management, Administrative and Professional Staff positions, and the conditions under which the work is performed.

2.1.2 The system which has been adopted by The University of Manitoba for that purpose is the "Hay Guide Chart Method". Other considerations used to meet the policy objectives include internal comparisons and salary surveys.

2.1.3 The proper application and maintenance of this system are the responsibility of Human Resource Services and require a group of trained evaluators. The University has provided training courses to members of the following groups:

- a) the Excluded Management, Administrative and Professional Staff;
- b) the senior administrative groups;
- c) the staff of the Human Resource Services.

2.1.4 The University will periodically sponsor further training courses as required to maintain a pool of qualified evaluators.

2.1.5 All Excluded Management, Administrative and Professional Staff positions will be described, evaluated and assigned classification levels. This is an ongoing programme to ensure that both new positions and existing positions maintain an equitable relationship to each other.

2.1.6 Position descriptions are to be reviewed and updated annually during the performance evaluation process.

2.2 Salary Ranges

2.2.1 A salary range shall be established for each classification level. Each classification level shall encompass jobs of similar value. The salary range for Levels A–F will have a maximum which exceeds the minimum of the salary range by 40%, for Level G a maximum which exceeds the minimum of the salary range by 50% and Levels H-J will have a maximum which exceeds the minimum of the salary range by 80%.

2.2.2 Salary ranges shall be reviewed each year to ensure that the salary objectives of this policy are achieved. Salary surveys will be conducted by Human

Resource Services on a regular basis. These salary surveys will be based on comparable classifications both within The University of Manitoba, in public agencies and major private organizations in Winnipeg and Manitoba, and as market conditions dictate, elsewhere in Canada.

Based on the information compiled, the Associate Vice-President (Human Resources) will make a recommendation to the Vice-President (Administration) for an annual salary range adjustment. The annual salary range adjustment will be effective in April, subject to approval by the Board of Governors.

2.3 Job Description Procedures

2.3.1 When a new position is created, the dean, director or head of administrative unit will prepare a job description for classification by Human Resource Services prior to posting the vacancy. A minimum of two Human Resource Services representatives will meet to establish a classification for the position.

2.3.2 The supervisor for the position to be evaluated and classified is the person responsible for determining the duties and responsibilities to be assigned to the incumbent, subject to the approval of the dean, director or head of an administrative unit.

2.3.3 When a change in duties for an existing position has occurred or is to occur, the employee and/or his/her immediate supervisor should submit a Request for Classification Review form and a draft of the position description to document the need for a classification review and to establish the date of retroactivity, should the position be evaluated at a new classification level.

2.3.4 The employee and his/her immediate supervisor should review the existing job description relating to the employee's position.

2.3.5 If changes in the existing job description are required, a revised job description accurately describing the duties and responsibilities relating to the position shall be prepared within one (1) month of the date of the Request for Classification Review form by the employee and his/her immediate supervisor, and approved by the appropriate dean, director or head of administrative unit.

2.3.6 Assistance in the preparation of job descriptions is available from Human Resource Services.

2.3.7 All job descriptions shall be prepared on the standard University job description form using the directions provided for its use.

2.4 Classification Review Procedures

2.4.1 Approved job descriptions and a Request for Classification Review Form shall be forwarded to Human Resource Services for evaluation and classification by a Classification Review Committee.

2.4.2 The Classification Review Committee shall consist of four trained evaluators from amongst the trained evaluators in the Excluded Management, Administrative and Professional Staff, two of which shall be from Human Resource Services. One of the evaluators from Human Resource Services shall serve as the Chairperson of the Committee.

2.4.3 The Classification Review Committee shall assign a Hay point value to the job along with the corresponding classification level and salary range. Every attempt will be made to complete the review within twenty (20) working days following receipt of the request.

2.4.4 Human Resource Services will notify the employee and his/her supervisor of the expected date of completion if beyond twenty (20) working days.

2.4.5 When the review has been completed, Human Resource Services shall notify the dean, director or head of administrative unit, the supervisor and the employee concerned in writing of the following:

- a) the Hay point value for the position;
- b) the classification level assigned;
- c) the current salary range; and
- d) any additional information relevant to the committee's evaluation of the position.

2.5 Classification Appeals Procedures

2.5.1 If the employee or his/her dean, director or head of administrative unit feels that the classification level assigned by the Review Committee is inappropriate, he/she may appeal the review results by submitting a notice of appeal to Human Resource Services within twenty (20) working days from the receipt of the review results. The notice of appeal must be accompanied by a completed Appeal of Classification Review Form which is available from Human Resource Services.

2.5.2 A Human Resource Services representative will review the appealed job description with the dean, director or head of administrative unit and with the employee, after which the appeal shall be referred to a Classification Appeals Committee.

2.5.3 The Classification Appeals Committee shall consist of three (3) trained evaluators appointed by the Director of Human Resource Services.

2.5.4 One representative shall be designated as the Chairperson by the Director of Human Resource Services. No appointee may have been a member of the Classification Review Committee that determined the review results.

2.5.5 All members of a Classification Appeals Committee shall have been trained in the Hay Guide Chart Method of Job Evaluation and shall have equal voice.

2.5.6 The Classification Appeals Committee shall review the job description and the Hay point value and classification assigned to it. The Committee may obtain any other information it deems necessary to properly classify the position.

2.5.7 The Committee may assign a new Hay point value and classification to the position or if it determines that the classification level assigned by the Review Committee is appropriate, it shall inform the employee and his/her supervisor of the results of the appeal.

2.5.8 The Appeal Committee shall make every attempt to make a decision within twenty (20) working days of receipt of the appeal. Human Resource Services shall advise the employee and his/her supervisor of the expected date of completion if beyond twenty (20) working days.

2.5.9 The Chairperson shall inform the employee and the dean, director or head of administrative unit and the supervisor of the results of the appeal. If the appeal is successful, Human Resource Services shall make the appropriate modifications to the classification level and salary range and shall communicate this modification to the employee and dean, director or head of administrative unit and the supervisor in writing.

2.6 Salary Placement Within the Salary Range

2.6.1 Placement at the Time of Hiring

2.6.1.1 Upon the initial hiring of an employee into a Excluded Management, Administrative and Professional Staff position, the dean, director or head of administrative unit shall discuss and reach agreement with the Human Resource Services representative on the employee's appropriate placement within the salary range.

2.6.1.2 Normally, a new employee in the Excluded Management, Administrative and Professional Staff who meets the posted qualifications will be placed at the minimum of the salary range.

2.6.1.3 Placement at a higher salary within the range may be made at full or partial multiples of the step increase value on the basis of additional competence attained through previous directly applicable education, experience and training, which is beyond the minimum qualifications for the position, as agreed with the Human Resource Services representative.

2.6.1.4 Where, in addition to a candidate's previous directly applicable education, experience and training, there are demonstrated competitive market pressures, a higher initial salary placement than described above

may be made through use of a market supplement subject to the approval process contained in 2.8 below.

2.6.1.5 Where the dean, director or head of administrative unit and the Human Resource Services representative are not in agreement on the appropriate placement of an employee within the salary range, the matter may be referred to the Director of Human Resource Services.

2.6.1.6 After considering all of the pertinent information available, the Director of Human Resource Services shall inform the dean, director or head of administrative unit and the Human Resource Services representative of the decision.

2.6.1.7 Human Resource Services will either make the applicant the salary offer or confirm the details of the offer with the hiring department for discussion with the applicant.

2.6.2 Placement After Re-Classification, Temporary Appointment or Successful Bidding on a Vacant Position

2.6.2.1 When a new classification level is assigned to a position as a result of a reclassification to a higher classification level; when an employee is temporarily assigned the duties of a higher level position; or when an existing member of the Excluded Management, Administrative and Professional Staff is successful in bidding on a vacant position at a higher classification level, the following shall apply:

2.6.2.2 The employee will receive a salary increase equivalent to the value of two steps in the new classification level, subject to the following conditions:

(i) the salary increase shall be sufficient to ensure that the employee's new salary is at or above the minimum of the new salary range; and

(ii) the salary increase shall not place the employee at a salary above the maximum of the new salary range;

(iii) placement at a higher salary within the range may be made at full or partial multiples of the step increase value on the basis of competence attained through previous directly applicable education, experience and training, which is beyond the minimum qualifications for the position, as agreed with the Human Resource Services representative such that the employee's salary placement will not be less than that which would have been deemed appropriate for a new employee with similar qualifications; and

(iv) an employee who has received an increase in salary as a result of a temporary appointment shall not receive an additional increase upon appointment to the same position.

2.6.2.3 When an existing member of the Excluded Management, Administrative and Professional Staff has bid successfully on a vacant position with a lower classification or occupies a position that has been subject to a downward reclassification, the individual's salary may be reduced subject to the following conditions:

(i) the salary reduction shall be sufficient to ensure that the new salary is not greater than the maximum of the new salary range; and

(ii) the salary reduction shall not result in a new salary that is less than the minimum of the new salary range.

2.6.2.4 Where the dean, director or head of administrative unit and the Human Resource Services representative are not in agreement on the appropriate placement of an employee within the salary range, the matter may be referred to the Director of Human Resource Services.

2.6.2.5 After considering all of the pertinent information available, the Director of Human Resource Services shall inform the dean, director or head of administrative unit and the Human Resource Services representative of the decision.

2.6.3 In the case of a reclassification the Human Resource Services representative will either, inform the dean, director or head of administrative unit and the employee concerned of the salary placement assigned or confirm the details of the salary assigned with the hiring department for discussion with the employee.

2.6.4 When an existing member of the Excluded Management, Administrative and Professional Staff has been successful bidding on a vacant position, the Human Resource Services representative will either make the applicant the salary offer or confirm the details of the offer with the hiring department for discussion with the applicant.

2.7 Annual Salary Adjustments

Annual salary adjustments are comprised of general salary adjustments and step increases as described below.

2.7.1 General Salary Adjustments

2.7.1.1 A general salary adjustment will normally be effective on April 1st of each year and, where possible, will be implemented by that date. The

general salary adjustment, as approved by the Board of Governors, is normally applied to individual salaries and to the adjustment in the salary range.

2.7.1.2 After the Board of Governors has approved salary range increases and the regular annual salary adjustments have been made, Human Resource Services will inform the deans, directors and heads of administrative units of the current Hay point values, classification levels, new salary ranges and new salaries for the Excluded Management, Administrative and Professional Staff in their units.

2.7.1.3 Subsequently, the deans, directors and heads of administrative units shall inform each Excluded Management, Administrative and Professional Staff of his/her position's Hay point value, classification level, new salary range and the staff member's new salary and step or merit increase awarded.

2.7.2 Step Increases

2.7.2.1 Step Increases are for the purpose of recognizing an employee's satisfactory performance in his/her position during the time period since the last step increase review date.

2.7.2.2 Annual step increases will be 4% of the salary range minimum for Levels A-F, 5% of the salary range minimum for Level G, and 5.7% of the salary range minimums for Levels H-J. The value of the step increase will be calculated by Human Resource Services. All employees performing satisfactorily and whose salary is below the salary range maximum at the time of the step increase review date, will receive the step increase subject to confirmation of the satisfactory performance by the dean, director, or head of administrative unit.

2.7.2.3 The dean, director or head of administrative unit may deny a step increase, or award a partial step increase for an employee with an identified conduct or performance problem (and in such circumstances shall communicate the decision and reasons in writing to the employee).

2.7.3 Step Increase Review Dates

2.7.3.1 An employee's "Step Increase Review Date" is the date on which an employee shall be eligible for a review of his/her salary step within the salary range for his/her position classification. The actual date of an employee's step increase review date is as follows:

- a) Effective March 31, 2005 members in the Excluded Management, Administrative and Professional Staff shall have a Salary Increase

Review Date which is one (1) year after the employee's previous Salary Increase Review Date except as provided in 2.7.3 1(c) below;

- b) A new member of the Excluded Management, Administrative and Professional Staff appointed after March 31, 2005 shall have a Step Increase Review Date which is the calendar date following one (1) year from the date of appointment in this employment group, except as provided for in 2.7.3 1(c) below;
- c) An employee's Step Increase Review Date in any calendar year will change when an employee has not completed 12 months of service (within a 12 month period) in a position following the last step increase review date by virtue of an unpaid leave of absence or part-time employment, in which case the employee's Step Increase Review Date will change to the calendar date when the equivalent of 12 months of service has been completed;
- d) When an employee is appointed to a position at the same, similar or lower classification, the employee's Step Increase Review Date will not change, however if the Step Increase Review Date falls within the Trial Period, the decision to grant or withhold the step will be postponed to the end of the Trial Period (but will be applied retroactively to the Step Increase Review Date).

2.7.4 Step Increase Implementation

2.7.4.1 Where a step increase review date falls in a pay period other than the pay period in which the general salary increases are being processed, the effective date of the increase shall be the first day of the bi-weekly pay period if the Step Increase Review Date falls in the first seven (7) calendar days of the bi-weekly pay period. If the Step Increase Review Date falls in the last seven (7) calendar days of the bi-weekly pay period, the effective date of the increase shall be the first day of the bi-weekly pay period next following.

2.8 Market Supplements and Market Driven Extraordinary Salary Increases

2.8.1 In demonstrated circumstances of special recruitment and retention difficulties, the Vice-President (Administration) may approve the request of a dean, director or head of administrative unit that a market supplement or extraordinary salary increase be applied to the salary of the candidate or employee in question.

2.8.2 The dean, director or head of administrative unit should initially consult with his/her Human Resources Consultant as to possible approaches to resolve such recruitment or retention difficulties.

2.8.3 Thereafter, if the dean, director or head of administrative unit believes that a market supplement or extraordinary salary increase is the appropriate means to resolve the recruitment or retention difficulty he/she should request this in writing to Human Resource Services.

2.8.4 The Associate Vice-President (Human Resources) will make a recommendation to the Vice-President (Administration) regarding the request for market supplement or extraordinary salary increase.

2.9 Recruitment and Retention Bonuses for Working in the North

2.9.1 From time to time the University is required to recruit and retain professional staff to work in Northern Manitoba or in Nunavut. In these situations the available pool of applicants is extremely small and the market for these individuals is extremely competitive. Some competitors are offering recruitment and retention bonuses. The University will provide such bonuses as may be required to maintain the operations in the North.

2.9.2 Any proposal for a recruitment and/or retention bonus shall be reviewed by Human Resources.

2.9.3 The Associate Vice-President (Human Resources) will make a recommendation to the Vice-President (Administration) regarding the amount of any recruitment and retention bonuses.

Part III Accountability

3.1 The University Secretary is responsible for advising the President that a formal review of these Procedures is required. **3.2** The Associate Vice-President (Human Resources) is responsible for the communication, administration and interpretation of these Procedures.

Part IV Review

4.1 Formal Procedure reviews will be conducted every ten (10) years. The next scheduled review date for these Procedures is March 22, 2015. **4.2** In the interim, these Procedures may be revised or rescinded if:

- a) the Vice-President (Administration) or the President deems necessary; or
- b) the relevant Bylaw, Regulation(s) or Policy is revised or rescinded.

Part V
Effect on Previous Statements

5.1 This Procedure supersede the following:

- a) all previous Board/Senate Policies, Procedures, and resolutions on the subject matter herein;
- b) all previous Administration Policies, Procedures, and directives on the subject matter contained herein;
- c) Salary Administration Procedures for Excluded Management, Administrative and Professional Support Staff Excluded from Bargaining Units dated March 22, 2005.

Part VI
Cross References

Salary Administration Policy for Management, Administrative and Professional Staff