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To: Deans
Chairs and Directors of Academic Units
Academic Staff

cc: Principal
Deputy Provost and Vice-Principals
Associate Vice-Principal (Human Resources)
Associate Provost (Budget and Resources)
Associate Provost (Policies, Procedures and Equity)
Director, Total Compensation, Human Resources

From: Professor Christopher Manfredi, Provost and Vice-Principal (Academic)

Date: 19 February 2016

Subject: Academic Salary Policy FY2016-2017

I am pleased to announce the components of the FY2016-2017 academic salary policy and related compensation for eligible academic staff.

1.0 SCOPE

The components of the academic salary policy and related compensation apply to eligible academic staff appointed as:

- tenure-track and tenured academic staff (professors and librarians);
- ranked contract academic staff, and ranked non-tenure-track librarian staff;
- unranked classifications: academic associates, senior academic associates and curators.

This salary policy does not apply to academic staff governed by a collective agreement.

2.0 SALARY POLICY

2.1 The components of the FY2016-2017 Academic Salary Policy are as follows:

a) Across-the-board salary adjustment (ATB)

Effective 1 June 2016, there will be an across-the-board increase of 0.75% applied to base academic salary (excluding stipends and awards) for all eligible academic staff as set out in the Implementation Guidelines.

b) Performance-based discretionary merit adjustment (Merit)

Effective 1 June 2016, there will be a performance-based discretionary merit increase (flat sum) for eligible academic staff as set out in the Implementation Guidelines.

c) Anomaly or retention adjustments

Effective 1 June 2016, a retention or anomaly adjustment will be added to the base academic salary (excluding stipends and awards) of eligible academic staff for whom a special request has been made by the Dean. All requests for a retention or anomaly

adjustment must be related to issues of retention or internal equity, and approved by the Provost and Vice-Principal (Academic).

d) Eligibility and exclusions

To be eligible for the salary adjustments, a staff member must be employed in an eligible academic classification, and must satisfy all of the eligibility criteria as detailed in the Implementation Guidelines.

The across-the-board and performance-based merit increases, and any approved retention or anomaly increase will be applied to the 31 May 2016 base academic salary (without stipends or awards). Increases are not compounded and are not made retroactive.

e) Confirmation

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

Confirmation of individual salary increases will be available to staff directly through Minerva. The electronic confirmation will reflect the across-the-board increase, merit and any anomaly or retention adjustments.

2.2 PROMOTIONAL INCREASE

A portion of the academic salary mass has been reserved to cover salary increases for librarians and professors who are promoted to the rank of associate or full librarian, and to the rank of associate or full professor. Upon promotion, the staff member will receive a \$5000 increase applied to their base academic salary.

2.3 PROFESSIONAL DEVELOPMENT ALLOWANCE

A Professional Development Allowance, funded separately and administered by Financial Services, is also available.

Eligible staff members may be able to claim up to \$500 in expenses resulting from membership in scholarly societies, travel and registration for scholarly meetings, subscription to scholarly journals and scholarly books in addition to computer hardware and software during the period 1 May 2016 to 30 April 2017. The yearly allowance may be accumulated to a maximum of \$1,500 over the three-year period from 1 May 2014 to 30 April 2017.

Eligibility criteria and conditions regarding the program, including application forms and contact information, may be obtained at <http://www.mcgill.ca/financialservices/pdf/>.

3.0 QUESTIONS

Questions regarding the academic salary policy may be directed to the following offices:

• **To Human Resources:**

Concerning implementation, please contact Daniel Gélinas, Total Compensation (Human Resources) at local 2303.

• **To the Office of the Provost:**

Concerning general information on performance assessment, merit and special cases, please contact Associate Provost (Policies, Procedures and Equity).

Concerning general information on budget allocation, and cases for retention or anomalies adjustments, please contact Associate Provost (Budget and Resources).

1.0 OVERVIEW

1.1 FY2017 Academic Salary Policy

The components of the envelope are as follows:

a) Across-the-board salary adjustment (ATB)

Effective 1 June 2016, there will be an across-the-board increase of 0.75% applied to base annual academic salary (excluding stipends and awards) for all eligible academic staff as set out in these Implementation Guidelines.

b) Performance-based discretionary merit adjustment (Merit)

Effective 1 June 2016, there will be a performance-based discretionary merit increase (flat amount) for eligible academic staff, as set out in these Implementation Guidelines.

c) Anomaly or retention adjustments

Effective 1 June 2016, a retention or anomaly adjustment will be added to the base academic salary of eligible academic staff for whom a special request made by the Dean has been approved by the Provost and Vice-Principal (Academic).

All requests for a retention or anomaly adjustment must be related to issues of retention or internal equity.

d) Eligibility and exclusions

To be eligible for the across-the-board increase, performance-based merit increase, and retention or anomaly salary adjustment, the staff member must be employed in an **eligible academic classification**, and must satisfy all of the **eligibility criteria** as detailed in these Implementation Guidelines.

e) Confirmation

The across-the-board increase, performance-based merit increase, and any approved retention or anomaly increase will be applied to the 31 May 2015 base annual academic salary (excluding stipends and awards). Increases are not compounded and are not retroactive.

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

Confirmation of individual salary increases will be available to staff directly through Minerva. The electronic confirmation will reflect the across-the-board and merit adjustment, as well as any anomaly or retention adjustment if applicable.

1.2 Promotional Increase Envelope

A portion of the academic salary mass has been allocated to cover salary increases for librarians and professors who are promoted to the rank of associate or full professor/librarian. Upon promotion to the rank of associate or full professor/librarian the promotional increase is \$5,000.

1.3 Professional Development Allowance Envelope

A Professional Development Allowance, funded separately and administered by Financial Services is also available.

Eligible staff members may be able to claim up to \$500 in expenses resulting from membership in scholarly societies, travel and registration for scholarly meetings, subscription to scholarly journals and scholarly books in addition to computer hardware and software during the period 1 May 2016 to 30 April 2017. The yearly allowance may be accumulated to a maximum of \$1,500 over the three-year period from 1 May 2014 to 30 April 2017.

Eligibility criteria and conditions regarding the program, including application forms and contact information, may be obtained at <http://www.mcgill.ca/financialservices/pdf/>.

2.0 ELIGIBILITY FOR ACROSS-THE-BOARD, MERIT AND RETENTION OR ANOMALY ADJUSTMENTS

To be eligible for across-the-board, merit, and retention or anomaly adjustments, the staff member must be employed in an eligible academic classification and must satisfy all of the eligibility criteria set out below. As well, they shall satisfy such other conditions detailed in these Implementation Guidelines.

2.1 Eligible Academic Classifications

The staff member must have an active employment status at one of the eligible academic classifications:

a) Tenure-Track and Tenured Staff:

- Professor
- Associate Professor
- Assistant Professor

- Librarian
- Associate Librarian
- Assistant Librarian

b) Ranked CAS and NTT:

- Professor (CAS)
- Associate Professor (CAS)
- Assistant Professor (CAS)

- Librarian (NTT)
- Associate Librarian (NTT)
- Assistant Librarian (NTT)

- Senior Faculty Lecturer (CAS)
- Faculty Lecturer (CAS)

c) Unranked CAS:

- Academic Associate
- Senior Academic Associate
- Curator
- Associate Curator

d) Historical Classifications: (i.e. classifications no longer in use but held by current staff members)

- Director (Non-stipend)
- Professional Associate

2.2 Ineligible Academic Classifications

The following academic classifications are ineligible to salary policy:

- Assistant Professor (Special Category)
- All other unranked CAS (e.g. Adjunct Professor, and all visiting appointments)
- All academic staff governed by collective agreement

2.3 Eligibility Criteria

In addition, the staff member with an active employment status at one of the **eligible academic classifications** listed above must satisfy all of the following criteria:

- i. have been hired before 1 September 2015; and
- ii. have an annual base academic salary (excluding stipends and awards) greater than \$0; and
- iii. be supported by funds which have not expired on 1 June 2016; and
- iv. must not have terminated or retired as of 1 June 2016; and
- v. must not otherwise be excluded or deemed ineligible as set out below.

3.0 ACROSS-THE-BOARD INCREASE

3.1 University Allocation

For academics who are tenure-track or tenured, the across-the-board increase funded by the University is equal to 0.75% of their total base academic salary (excluding stipends) from both hard and soft funds.

For all other eligible academics, the across-the-board increase funded by the University is limited to 0.75% of their base_academic salary (excluding stipends) paid from hard funds only.

3.2 Eligibility

Eligible staff members shall meet all of the eligibility criteria cited above.

Eligible staff on leave of absence without pay, on parental or extended parental leave or on LTD will have their salary adjusted upon their return to active employment following their leave.

3.3 General Application

Human Resources will apply the across-the-board increase automatically to the base annual academic salary (excluding stipends) for all those who qualify, regardless of funding source.

4.0 PERFORMANCE-BASED MERIT ADJUSTMENTS

4.1 Performance Reference Period

The period of evaluation for the merit allocation is 1 January 2015 to 31 December 2015.

4.2 Distribution

The merit adjustment must be distributed according to the following flat amount categories set out in the Merit Grid appearing below.

A staff member's merit category is intended to reflect the staff member's performance and progress in carrying out his/her academic duties. Merit categories assigned for each reference period are included in the staff member's record with the University.

The process for assessing performance must be clear and transparent. These rubrics should be explicit and communicated to staff members. Deans, Chairs and Directors are urged to inform staff members about the weighting assigned to each category of academic duty (teaching, research, service/collegial governance) in their review, the activities or achievements that may be accounted for within each category, and how such activities or achievements are weighted.

4.3 Communication

The merit exercise is an opportunity for Chairs, Directors or Deans, to review performance with academic staff. Individual staff members should be given the opportunity to meet with their supervisor to discuss performance over the reference period.

4.4 Minerva Application

Each Faculty will access their eligibility list and enter merit categories directly through Minerva. The Minerva application provides Faculties with a reporting tool for each department and individual. At the Faculty level, **no more than 50% of the staff** may be in any one of the categories listed. Faculties are not permitted to exceed their allocated merit fund.

4.5 Merit Category

The same merit category must be used for all sources of funds for the same appointment.

4.6 Joint Appointments

Staff with joint appointments may be allocated different merit categories by their departments. The total merit allocation for the individual may not exceed the amount for Category 1.

4.7 Pro-rating of Merit Adjustment For Part-time Staff

For part-time staff (with an FTE of less than 1), including staff on phased retirement and tenure-track and tenured staff on reduced load, the merit adjustment should be pro-rated in accordance with the actual FTE.

4.8 Special Circumstances

While a review of academic performance and the merit category must relate to a faculty member's performance in the given reference period, in some cases, special considerations must be taken into account in weighting a particular category of academic duty or assessing overall performance. Periods of absence are not considered for performance assessment and the performance-based merit adjustment should be determined on a **pro rata basis** during the reference period.

- **Sabbatic Leave**

Performance review should ascribe predominant or full weight to research activity and achievements.

- **Leaves of Absence**

Periods of leaves of absence are not considered for performance assessment and the performance-based merit adjustment.

- **Maternity, Parental and Extended Parental Leave**

Performance of academic duties is not expected during such leaves, hence the performance should not be assessed during that period. Any productivity or accomplishment that may occur during the leave(s) may be counted in the subsequent reference period.

- **Medical Leave**

Performance of academic duties is not expected during such leaves, hence the performance should not be assessed during that period.

- **Redistributed academic activities**

Where a staff member's academic duties are redistributed, for example, on account of holding an administrative appointment (thus taking on greater service/governance activity) or having been awarded a research chair (thus taking up greater research activity), the staff member's performance assessment and associated merit category should reflect this redistribution.

- **FTE of less than 1 or reduced academic activities**

Where a staff member has an FTE of less than 1 (including staff on phased retirement and tenure-track and tenured staff on reduced load), the performance assessment must account for reductions in academic responsibilities and any merit adjustment should be prorated in accordance with the FTE.

4.9 Merit Grid

MERIT CATEGORY	AMOUNTS	INSTRUCTIONS
Category 1	\$7,850	
Category 2	\$5,800	
Category 3	\$3,750	
Category 4	\$1,700	
Category 5	\$0	
Category 6	\$0	*Not applicable* For staff members who do not undergo performance review.e.g. Assistant Professor (Special Category); new hires on or after September 1, 2015; or otherwise eligible staff on leave of absence without pay, maternity leave, parental leave, extended parental leave, or on medical leave during the entire reference period. Do not use Category 6 for stipend or non-applicable sources of funds.
Category 7	\$1,700	For new hires (between 1 January 2015 and 31 August 2015). Category 7 is reserved for tenure-track and tenured staff only.

4.10 Deadlines

Recommendations for performance-based salary adjustments must be submitted via Minerva for approval **by 6 April 2016**. Upon receiving confirmation from Human Resources, Deans should inform the staff members of their performance review and merit allocation between **13 and 15 April 2016**.

4.11 Appeals

Staff members may appeal their merit allocation between **18 and 29 April 2016**, during which they may make representations to their Dean. If, upon review, the Dean decides to modify the merit assessment he/she shall do so by notifying Human Resources **no later than 6 May 2016**.

5.0 ANOMALY OR RETENTION ADJUSTMENTS

5.1 Eligibility

Consideration for an anomaly or a retention salary increase is limited to the eligible staff members holding an active tenure-track or tenured appointment.

5.2 Guidelines

In assessing a staff member for an anomaly or a retention increase, the staff member's current salary should be considered in relation to such parameters as:

- rank and Faculty-specific median salary,
- years of service at the current rank, and
- merit history during the last 6 merit exercises, as applicable.

Anomaly and retention requests must be ranked by the Dean in order of relative importance and be supported by a written justification. In assessing a potential anomaly or retention request, Chairs and Deans are cautioned to guard against creating inequities within a unit.

5.3 Deadlines

Proposed anomaly or retention adjustments will be submitted for approval directly through Minerva. The deadline for submission of any anomaly or retention request is **6 April 2016**. The Provost's decisions will be confirmed with the Deans by **13 April 2016**.

6.0 GENERAL

6.1 Confirmation

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

Confirmation of individual salary increases will be available directly through Minerva. The electronic confirmation will reflect the across-the-board increase, including merit allocation and any anomaly or retention adjustment.

6.2 Questions

- **Human Resources**

Concerning the implementation, please contact Daniel Gélinas, Total Compensation (Human Resources) at local 2303.

- **Office of the Provost**

Concerning performance assessment and merit allocation, and cases for special consideration, please contact the Associate Provost (Policies, Procedures and Equity) at local 1660.

Concerning general information on retention or anomaly requests, please contact the Associate Provost (Budget and Resources) at local 8389.