

Policy No. & Title: P205: COMPENSATION FOR ADMINISTRATIVE EMPLOYEES*Effective:* 2019-12-03*Next Review:* 2024-12-03*Policy Sponsor:* Chief Human Resources Officer*Approvals:* SA-90-14; 1994-09-14/SA-94-01; 2000-03-01/SA-99-07; 2001-05-02/SA-00-06;
2002-02-06/AC-03-01; 2004-12-01/AC-04-04; 2005-01-12/AC-04-05;
2007-03-07/AC-06-06; 2009-10-07/AC-09-02; 2015-05-27

1. PURPOSE

The purpose of this policy is to provide a framework for compensation of administrative employees including determination of starting salaries, performance compensation adjustments and pay due to extraordinary circumstances. The policies and procedures outlined only apply to Administrators.

2. POLICY

Fanshawe College is committed to providing all administrative employees with fair and equal treatment and competitive compensation that is sufficient to attract, retain and reward high-performing employees.

Designated Executives as defined by the applicable legislation are not eligible for this policy or Guidelines A, B or C.

3. REFERENCES

Terms and Conditions of Employment for Administrative Staff

4. ADDENDA

Guideline A: DETERMINATION OF SALARY

Guideline B: PERFORMANCE COMPENSATION

Guideline C: COMPENSATION IN EXTRAORDINARY CIRCUMSTANCES

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Policy No. & Title: P205: COMPENSATION FOR FULL-TIME ADMINISTRATIVE EMPLOYEES

Addendum: **Guideline A: DETERMINATION OF SALARY**

Issued by: Chief Human Resources Officer

Effective: 2019-12-03

1. PURPOSE

The purpose of this document is to establish the appropriate salary for administrative employees in a variety of circumstances.

2. SALARY ADMINISTRATION PROCEDURES

Salary ranges are determined by Fanshawe College. Inputs into the review process include many internal and external considerations not limited to the College Employer Council recommendations and market data.

Unless otherwise indicated, benefits and pension contributions are based on the new salary.

Salary determinations for Administrators are guided by the following salary administration procedures:

2.1. External Appointment to a New Position

The starting salary will fall between the minimum and 90% of the base salary range maximum for the position. Starting salaries beyond the mid-point of the range require the approval of the Chief Human Resources Officer and the applicable Vice-President.

2.2. Appointment of an Existing Employee to an Administrative Position with a Higher Salary

The starting base salary is the greater of the minimum of the salary range for the position or up to 8% more than the employee's salary immediately prior to the appointment - provided all entry qualifications have been met.

If salary adjustments exceed the new position's maximum salary, the employee will be half-circled until their salary is equal to or less than the maximum. Salaries in excess of 8% greater than the base maximum will be red-circled.

Base salary for a member of the support staff or faculty appointed to an administrative position is calculated by increasing the employee's current base salary to minimum of the administrative salary range or to an increase of up to 8% - whichever is greater.

For employees appointed from the Support Staff or Academic group, the employee's base salary prior to the new appointment includes temporary allowances such as Coordinator's Allowance/stipend or Lead Hand Premium, but excluding Shift Premium, provided the temporary allowance has been received for more than 1 year.

Where an Executive Leadership Team (ELT) member recommends a starting base salary greater than outlined in 3.2, they may submit a rationale to the Chief Human Resources Officer, who will review and may recommend the request for approval from the President.

2.3. Lateral Transfer

When an administrator is assigned to a lateral position that has the same salary range, no increase to the base salary is applied. Benefits, pension entitlements and contributions remain based on the current base salary.

2.4. Underfill

If a new administrator does not currently meet all entry qualifications, the starting base salary may be set one point band below the pay band of the new position.

Underfilling applies for a minimum period of 12 months up to a maximum of 24 months. A mandatory development plan clearly sets out the requirements for removal of the underfill. Performance compensation per Guideline B still applies based on the underfill range.

Starting rates for an underfill position take into consideration the employee's current salary and experience level. The employee is eligible to receive a salary increase of up to 8% or the minimum of the underfill range, whichever is greater.

2.5. Temporary Assignment to an Administrator Position with a Higher Salary Range

Temporary Assignments must exceed one month to qualify for a salary adjustment. The salary guidelines outlined in 3.1 and 3.2 then apply. If the administrator does not perform the full duties of the position or meet all qualifications of the position, the guidelines pertaining to underfill apply.

Administrators not meeting the full qualifications may be assigned to a temporary professional development opportunity for a period of 12-24 months. In this circumstance, Underfill salary guidelines are followed, the administrator is eligible for Performance compensation consideration and benefits and pension remain in accordance with the current base salary.

2.6. Assuming Temporary Responsibility for Another Administrator

Temporary Assignments that require an administrator to temporarily assume the duties of another administrator in addition to their own for a period of at least one calendar month are eligible for compensation.

This compensation must not exceed 8% of the administrator's base salary, is prorated on a monthly basis and is based upon the recommendations of the Chief Human Resources Officer and an ELT member.

2.7. Job Re-Classification

2.7.1. To a Higher Point Band

The base salary is adjusted to either the minimum rate of the new classification's salary range or up to a maximum of 8% above their current base salary, whichever is greater, provided they meet all qualifications of the reclassified position.

An administrative employee whose position is reclassified to a higher level through the College job evaluation process, and who does not meet all qualifications for the new position, may be compensated under the underfill guidelines outlined in Section 3.4.

2.7.2. Downgrading of Positions To a Lower Point Band

When an administrative employee's position is downgraded and their base salary is above the maximum base salary for the new evaluation, their salary is red-circled or half-circled.

Downgrading of positions typically occurs as a result of re-organization, restructuring or changes to job duties.

- If an employee is equal to or above 8% of the maximum of the new salary range, they will be red-circled, and will not receive any compensation adjustments until they fall below 8%.
- If an employee is less than 8% above the maximum of the new salary range, they will be half-circled and will receive one half of the compensation adjustment, provided performance is satisfactory. Such compensation adjustment is applied to the employee's base salary.
- When an employee's salary falls with the new salary range, they will be eligible for performance and economic adjustments as outlined in Guideline B - Table A and B.
- An administrative employee with half-circled salary is eligible for the annual exceptional performance incentive based on their current position.
- Where an administrative employee is demoted for inadequate performance or under a request by the employee for a change of responsibilities, the College may reduce the employee's salary to the appropriate level in the employee's new salary range.

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Policy No. & Title: P205: COMPENSATION FOR FULL-TIME ADMINISTRATIVE EMPLOYEES

Addendum: **Guideline B: PERFORMANCE COMPENSATION**

Issued by: Chief Human Resources Officer

Effective: 2019-12-03

1. PURPOSE

The purpose of this guideline is to describe and outline the particulars of Performance Compensation for administrative employees.

2. PERFORMANCE RATINGS

Performance ratings are assessed on an annual basis known as the Compensation Year or Performance Year which is the period from April 1 to the following March 31.

2.1. Performance Ratings

Exceptional:

Performance is consistently well beyond expectation for level of experience and position responsibilities. Significant contributions that advance the strategic directions of the College are apparent. Goals are consistently exceeded. Exceptional level of performance is recognized by others.

Fully Meets Expectations:

Performance meets expectations for level of experience and position responsibilities. Goals are met at a proficient level and sometimes exceeded. Initiative and full competence are demonstrated. Employee is a consistently strong performer.

Development Needed:

Performance requires improvement. Several position requirements are not demonstrated proficiently for level of experience. Goals are not met. Demonstration of improvement in some to most areas of performance is required.

3. PERFORMANCE COMPENSATION ADJUSTMENTS

Each year, the President approves the level of performance compensation adjustments that can be applied to base salaries and the maximum adjustment for the *Exceptional* rating category (see Table B).

3.1. Determination of Adjustments

Compensation adjustments for administrative employees may include performance and economic adjustments. Performance compensation adjustments are calculated and applied in accordance with the following:

- 3.1.1. Performance compensation adjustments as determined by the President may be awarded to full-time Administrative Employees actively on payroll the effective date of the adjustment.

- 3.1.2. If an Administrative Employee has retired, the former employee is only eligible for performance compensation for the period the employee was still actively at work.
- 3.1.3. A full-time Administrative Employee who has been terminated is not eligible for a performance compensation adjustment.
- 3.1.4. The performance compensation adjustment for an administrative employee is determined from the lists and tables below according to:
- The employee's position on the salary range for the pay band for their position, and
 - The performance level rating received at annual performance review.
- 3.1.5. Where an employee receives a 'Development Needed' rating and the employee is below the maximum of the range in their pay band, the Chief Human Resources Officer determines a merit compensation adjustment, within the range prescribed in Table A below.
- 3.1.6. A new administrative employee is eligible at the end of the compensation year for a pro rata performance compensation adjustment applicable to their performance rating as follows, based on their hire date:

<u>Hire Date:</u>	<u>Adjustment:</u>
April – September	Full Adjustment
October – December	One-half of adjustment
January – March	Included in hiring base salary

- 3.1.7. An administrative employee appointed to another administrative position or a reclassified position during a compensation year is eligible at the end of the compensation year for a prorated adjustment applicable to the timeframe in each position.
- 3.1.8. An administrative employee on any type of continuous leave of absence or short term disability during a compensation year is eligible at the end of the compensation year for a pro rata performance compensation adjustment applicable to their performance rating as follows based on the length of leave:

<u>Length of Leave:</u>	<u>Adjustment:</u>
0-6 months	Full Adjustment
More than 6 months – 9 months	One-half of adjustment
Greater than 9 months	Not eligible for adjustment

- 3.1.9. An administrative employee on a professional development leave pursuant to policy P210: Professional Development Leave is considered for a performance compensation adjustment for the period of the leave - if the measurable goals established for the activity prior to the start of the leave are met.

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3.2. Performance Compensation Adjustment Tables

The percentages shown in the table below are applied to base salary up to maximum of range, except where noted.

Table A: For Administrative Employees below the Maximum of Range in Pay Band

Pay Band	Exceptional	Fully Meets Expectations	Development Needed	Unsatisfactory Performance
All Pay Bands	Economic Adjustment plus up to 7% merit	Economic Adjustment plus up to 5% merit	Economic Adjustment plus up to 2% merit as determined by Chief Human Resources Officer	No Economic Adjustment

*Note: Any amount exceeding the maximum of the range in the pay band will be paid as a one-time lump sum.

Employees at the maximum of the range will only receive the Economic Adjustment to base salary.

Table B: For Administrative Employees at Maximum of Range in Pay Band receiving Exceptional Rating

Pay Band	Exceptional
All	Economic Adjustment plus up to 15% merit

*Note: any amount exceeding the maximum of the range in the pay band will be paid as a one-time lump sum.

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Policy No. & Title: P205: COMPENSATION FOR FULL-TIME ADMINISTRATIVE EMPLOYEES

Addendum: **Guideline C: COMPENSATION IN EXTRAORDINARY CIRCUMSTANCES**

Issued by: Chief Human Resources Officer

Effective: 2019-12-03

1. PURPOSE

The purpose of this guideline is to provide a framework for compensation of administrative employees in extraordinary cases.

2. APPLICATION

Those otherwise recognized for special compensation such as acting pay are not eligible for this compensation. An employee may be eligible for either extraordinary circumstances compensation or extraordinary performance compensation, but not both in the same year.

This guideline applies to all non half-circled and non red-circled administrative employees of the College. The Policy Sponsor develops and implements a system to achieve the purpose of this policy that aligns with the mission, vision and strategic goals of the College, that complies with the Terms and Conditions of Employment for Administrative Staff, and that reflects College values.

3. EXTRAORDINARY CIRCUMSTANCES

3.1. Achievement of College Goals

Extraordinary Circumstances may arise in which the achievement of College goals require administrators to work beyond a normal administrative workload for a period in excess of one month. Examples include disaster recovery, extended work stoppages, unplanned operational changes required by government policies, and unusual projects.

In such circumstances, it is preferable that additional staffing resources be provided to avoid extraordinary work time by administrators. However, depending on the nature of the work or circumstances, this may not be possible.

The Terms and Conditions of Employment for Administrative Staff do not include provision for overtime compensation for administrators.

In extraordinary circumstances, a Vice-President may recommend to the President or delegate consideration of additional compensation for an administrator of up to 8% of the administrator's base salary pro-rated on a monthly basis for the duration of the extraordinary work requirements.

Where circumstances permit, the President or delegate approves additional compensation in advance.

3.2. Achievement of Employee Goals

Extraordinary Circumstances may also arise in instances where an employee's goals and achievements extend beyond the scope of their position and is recognized as a model of excellence. Significant work, which advances the strategic directions of the College, is apparent and the additional achievements are recognized by others. In such cases the President may give consideration of additional compensation.

Such compensation requires the pre-approval of the Chief Human Resources Officer and the President. Payments under this guideline are paid as a one-time lump sum, and are not considered pensionable earnings

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