Wilson, Barbara A PSEC:EX

From:	Vincent, Tom PSEC:EX
Sent:	Tuesday, March 11, 2014 9:43 AM
To:	Wilson, Barbara A PSEC:EX
Subject:	FW: UVIC Updated Executive Compensation Plan
Attachments:	20140221144308.pdf; 20140221144259.pdf; 2013-10-18 Exec Compensation Freeze.pdf

For your files, Barb.

Tom

From: Vincent, Tom PSEC:EX
Sent: March-11-14 9:43 AM
To: 'Kane Kilbey (kanek@uvic.ca)'
Cc: Rathbone, Chris PSEC:EX
Subject: UVIC Updated Executive Compensation Plan

Kane:

I apologize for the delay in providing a formal response to this correspondence from UVic on revisions to its executive compensation plan. I note that the revisions bring UVic's compensation plans in line with the compensation policy changes that the research universities communicated to Lee Doney earlier in the fiscal year by the Chair of the University Public Sector Employers' Association (attached).

Please consider this email as approval of the modifications described in Dr. Mohr's letter to me of February 12 (attached).

Tom Vincent
Vice President
Public Sector Employers' Council

University of Victoria

Chair, Board of Governors
PO Box 1700 STN CSC
Victoria British Columbia V8W 2Y2 Canada
Tel 250 721 8101, Fax 250 721-6223
Email usec@uvic.ca Web www.uvic.ca/usec

RECEIVED
FEB 21 2014
PUBLIC SECTOR EMPLOYERS' COUNCIL SECRETARIAT

February 12, 2014

Tom Vincent
Vice President
Public Sector Employers' Council Secretariat
PO Box 9400 Stn Prov Govt
Victoria, BC V8W 9V1

Dear Mr. Vincent,

Re: Executive Compensation Plan – For Approval

This letter is further to my October 24, 2013 letter outlining the University's current executive compensation strategy and our plans to address government's priorities in the management of executive compensation. At that time, I indicated that the University planned to update its executive compensation plan based on a set of compensation principles (appended to my October letter) that had been developed through UPSEA and in conjunction with the other research universities.

Since that time, these principles have been reviewed by our Board of Governors and incorporated into the enclosed updated executive compensation plan. The enclosed plan has also been reviewed and approved by the Board of Governors in January 2014, subject to approval from the Minister responsible for the *Public Sector Employers' Act.*

The updated plan is designed to ensure that the university can attract and retain the best possible candidates for executive positions while recognizing the fiscal values of the public we serve. To this end, this new plan proposes to address compensation plan components (some of which are unique to our subsector) such as the accumulation of research leave, the application of bonuses, and executive perquisites that achieve the desired balance.

Further, unlike the current compensation plan, our proposed updated Executive Compensation Plan does not specify a targeted position in the market. Rather, our proposed new salary philosophy is more flexible and balances the set of sector-wide compensation principles to develop pay bands that are reflective of the market in which we are completing, particularly salaries paid at other comparable Canadian universities. Specific changes to our executive salary ranges are not included with this submission and will be followed up separately with your staff by Kane Kilbey, our Associate Vice President, Human Resources.

I trust that this information is of assistance. If you have any follow-up questions, please feel free to contact me or Kane Kilbey.

Yours truly,

Erich Mohr, Ph.D., R.Psych.
Chair, Board of Governors
University of Victoria

Cc: B. Littler
C. Zacharuk
K. Kilbey

Enclosures (1)
Executive Compensation Plan

University of Victoria

January 2014

UNIVERSITY OF VICTORIA

EXECUTIVE COMPENSATION PLAN

COMPENSATION PHILOSOPHY

British Columbia's research universities are world-class institutions, with international reputations for excellence in advanced research, teaching and learning, offering innovative undergraduate, graduate and professional programs. British Columbia's research universities operate and compete on an international stage, vying with other top-ranked universities for the world's best and brightest academic and administrative leaders.

While salary is an integral part of the compensation package, all components of compensation are considered in developing a compensation plan for each member of the executive that is relevant to the individual. By maximizing the relevance of each element of the package to the individual we achieve overall cost-effectiveness of the total package.

COMPENSATION PRINCIPLES

The following compensation principles are designed to ensure that the Province's research universities can attract and retain the best possible candidates for executive positions while recognizing the fiscal values of the public we serve.

Labour Market: Balance affordability with the ability to remain competitive in the relevant labour market (i.e., those organizations from which each university recruits and to which it loses people).

Sustainability: Balance affordability with the ability to remain competitive in the most efficient and effective way possible over the long-term, both from an employer and cross-sectoral system perspective.

Accountability: Strong Board governance model for executive compensation; continued commitment to work through UPSEA and PSEC during the development, costing, and renewal of executive contracts.

Transparency: The Act requires public sector employers to disclose publicly the terms and conditions of employment – including compensation – for public sector employees who have a base salary over $125K. The Act also requires that employers make contracts of employment for these employees available for inspection during regular office hours. Executive compensation actually earned is publicly disclosed annually.

SALARY

The President's base salary is established at the outset of the contract and takes into consideration salaries paid at other comparable Canadian universities and any legislated total compensation maximums for Presidents established by the provincial government. These universities are intended to represent the market in which we are competing for university presidents. For Vice-Presidents, our salary philosophy is to develop a pay band that is also reflective of the market in which we are completing, particularly salaries paid at other comparable Canadian universities. To establish these salary ranges, the University conducts a national survey of the comparable Canadian Universities.

Surveys are conducted on an "as required" basis, as determined by the Compensation and Review Committee of the Board for the President and as determined by the President for the Vice-Presidents. For cost-effectiveness these surveys are often done at the same time.

For Vice-Presidents, salary ranges are adjusted as a result of market surveys and/or the amount of certain economic increases. Economic increases typically reflect the increases applied to other professional/academic employees at the University of Victoria. The current salary ranges were last adjusted by an economic increase on July 1, 2009.

MERIT PAY

Annual objectives are put in place for all members of the Executive. In the case of the President, the setting of objectives and how they will be measured is determined by the Board in discussions with the President. The detailed procedure for the annual review of the President is found at Schedule A of the 2013-2018 contract of employment. Vice-Presidents' objectives, and how they will be measured, are established by the President in discussions with each Vice-President. Measures may be qualitative or quantitative.

Vice-Presidents progress through the salary range based on merit. The amount of merit pay is determined through the annual performance review process referenced above. Merit Pay for the Vice-Presidents is based on four merit increments. A Vice President may earn up to four merit increments in a year depending on performance. Each merit is worth ¼ of 5% of the midpoint of the approved salary range.

The previously approved re-earnable Merit Pay system for the President has been discontinued in the 2013 contract. The current, approved contract includes scheduled salary increases of a fixed percentage per year throughout the term. These increases will proceed unless the Board decides, in its sole discretion, to withhold some or all of the increase following an unsatisfactory performance review. No other salary increases (negotiated wage increases, merit increases) are contemplated.

MARKET ADJUSTMENTS

Market adjustments may be included in addition to base salary. Market adjustments are determined at the time of hire or on re-negotiation of contract. Adjustments are made based on all or some of the following factors:

- the candidates' existing salary
- salary survey data
- other issues which affect the financial viability of the offer such as housing prices, loss of spousal income, loss of consulting opportunities
- concrete evidence of competing offers.

Market adjustments must meet the requirements of the University's approved compensation plan.

HEALTH AND WELFARE BENEFITS, PENSION

The Executive receive the same benefits as those received by other professional/academic employee groups at the University of Victoria. Supplementary Pension Plan contributions are made when Revenue Canada maximums are reached. In May 2011, Combination Pension Plan contributions for all eligible plan members were adjusted following an actuarial valuation.

LEAVES

Vacation entitlements are consistent with those provided other professional/academic employees at the University of Victoria.

The University acknowledges that research leaves for academic administrators are the competitive standard in Canada and are typically provided at the end of the contract to facilitate a return of the executive to academic rank. They are reasonably adjudicated and fully costed as they are earned as part of overall compensation.

The accumulation of research leaves is limited to eighteen (18) months irrespective of the number of contract renewals and limited to no more than (12) months for the first (5) year appointment.

PERQUISITES/REIMBURSEMENTS

A determination as to whether a particular perquisite is required is based on: whether it is consistent with the overall compensation package, required to assist in the effective carrying out

of the position's role, and whether the perquisite is offered by comparable and/or competing universities and consistent with the institution's role as a public institution. Perquisites must be cost effective for recruiting and retention purposes.

For the President, perquisites are negotiated by the Board as part of contract negotiations. For Vice-Presidents perquisites are negotiated with the President at the commencement of the Vice-President's contract. The President provides details of the Vice-Presidents' contracts to the Compensation and Review Committee of the Board for information purposes

Reimbursement for out-of-pocket expenses will be consistent with university policy for other professional/academic employee groups.

APPLICATION:

This plan applies to the President, Vice-Presidents and Associate Vice Presidents at the University of Victoria.

UNIVERSITY PUBLIC SECTOR EMPLOYERS' ASSOCIATION
Suite 400 – 880 Douglas Street, Victoria, B.C. Canada V8W 2B7
Tel: (250) 480-4839, Fax: (250) 480-4862

October 18, 2013

Mr. Lee Doney
President & Chief Executive Officer
Public Sector Employers' Council Secretariat
P O Box 9400 Stn Prov Govt
Victoria, BC V8W 9V1

Dear Mr. Doney,

In response to your request, I am writing to provide you with information regarding the impact to universities of the current freeze on compensation for excluded employees. While these issues relate specifically to excluded employees, similar comparisons can be made to executive level employees.

1) Excluded employees have now received no general wage increases since 2009, and with no end to the freeze in sight, there is an increasing flight risk of valued and knowledgeable employees to other public sector employers and/or the private sector in BC as well as to other more competitive colleges and universities outside the province. Training new employees comes at a great cost.

2) Retention is becoming a challenge and will become increasingly so, over time, if the perception continues that the only way to get an increase is to leave the organization.

3) Fairness has become an issue, when those in a union are eligible for general wage increases and those who are excluded, are not.

4) Cases of salary compression and salary inversion are becoming more common.

5) Recruiting faculty into senior academic leadership roles, such as associate deans, is becoming increasing difficult because faculty salaries are increasing and administrative salaries are frozen. Depending on institutional structures, these faculty administrators could be losing out on GWI's and merit increases as a result of taking on faculty leadership roles.

6) Recruitment of experienced, excluded employees from outside the Province to fill specialized positions is becoming significantly more difficult as salaries fall further behind those of other jurisdictions.

.../2.

While I appreciate the impetus for the policy freezing the salaries of excluded managers was developed to be straightforward and clear, given the unique and differing employment structures across the broad public sector, the implementation of the policy has been less than straightforward in the university system and this has put employers in a difficult position.

All of the issues identified above are causing us challenges right now. If the freeze continues much longer, others could arise and these will worsen.

Yours truly,

Allan Cahoon
Chair

cc: Stephen Toope, President, University of British Columbia
Andrew Petter, President, Simon Fraser University
Jamie Cassels, President, University of Victoria
George Iwama, President, University of Northern British Columbia
Alan Shaver, President, Thompson Rivers University
Blair Litter, Executive Director, University Public Sector Employers' Association

University of Victoria

January 2014

UNIVERSITY OF VICTORIA

EXECUTIVE COMPENSATION PLAN

COMPENSATION PHILOSOPHY

British Columbia's research universities are world-class institutions, with international reputations for excellence in advanced research, teaching and learning, offering innovative undergraduate, graduate and professional programs. British Columbia's research universities operate and compete on an international stage, vying with other top-ranked universities for the world's best and brightest academic and administrative leaders.

While salary is an integral part of the compensation package, all components of compensation are considered in developing a compensation plan for each member of the executive that is relevant to the individual. By maximizing the relevance of each element of the package to the individual we achieve overall cost-effectiveness of the total package.

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APPLICATION:

This plan applies to the President, Vice-Presidents and Associate Vice Presidents at the University of Victoria.

University of Victoria

Chair, Board of Governors
PO Box 1700 STN CSC
Victoria British Columbia V8W 2Y2 Canada
Tel 250 721-8101, Fax 250 721-6223
Email usec@uvic.ca Web www.uvic.ca/usec

RECEIVED
FEB 21 2014
PUBLIC SECTOR EMPLOYERS' COUNCIL SECRETARIAT

February 12, 2014

Tom Vincent
Vice President
Public Sector Employers' Council Secretariat
PO Box 9400 Stn Prov Govt
Victoria, BC V8W 9V1

Dear Mr. Vincent,

Re: Executive Compensation Plan – For Approval

This letter is further to my October 24, 2013 letter outlining the University's current executive compensation strategy and our plans to address government's priorities in the management of executive compensation. At that time, I indicated that the University planned to update its executive compensation plan based on a set of compensation principles (appended to my October letter) that had been developed through UPSEA and in conjunction with the other research universities.

Since that time, these principles have been reviewed by our Board of Governors and incorporated into the enclosed updated executive compensation plan. The enclosed plan has also been reviewed and approved by the Board of Governors in January 2014, subject to approval from the Minister responsible for the *Public Sector Employers' Act.*

The updated plan is designed to ensure that the university can attract and retain the best possible candidates for executive positions while recognizing the fiscal values of the public we serve. To this end, this new plan proposes to address compensation plan components (some of which are unique to our subsector) such as the accumulation of research leave, the application of bonuses, and executive perquisites that achieve the desired balance.

Further, unlike the current compensation plan, our proposed updated Executive Compensation Plan does not specify a targeted position in the market. Rather, our proposed new salary philosophy is more flexible and balances the set of sector-wide compensation principles to develop pay bands that are reflective of the market in which we are completing, particularly salaries paid at other comparable Canadian universities. Specific changes to our executive salary ranges are not included with this submission and will be followed up separately with your staff by Kane Kilbey, our Associate Vice President, Human Resources.

I trust that this information is of assistance. If you have any follow-up questions, please feel free to contact me or Kane Kilbey.

Yours truly,

Erich Mohr, Ph.D., R.Psych.
Chair, Board of Governors
University of Victoria

Cc: B. Littler
C. Zacharuk
K. Kilbey

Enclosures (1)
Executive Compensation Plan

Wilson, Barbara A PSEC:EX

From: Vincent, Tom PSEC:EX
Sent: Tuesday, February 25, 2014 7:52 AM
To: Wilson, Barbara A PSEC:EX; Bhatnagar, Pratibha PSEC:EX
Subject: FW: UVIC President Comp DN

Sensitivity: Confidential

For information and files.

Thanks.

Tom

From: Vincent, Tom PSEC:EX
Sent: February-21-14 3:48 PM
To: 'Kane Kilbey (kanek@uvic.ca)'
Cc: 'Blair Littler'
Subject: FW: UVIC President Comp DN
Sensitivity: Confidential

Kane:

Please consider this email as confirmation of approval of a midterm adjustment on the following provisions of the president of UVic's compensation plan:

Current Compensation Plan	Proposed Changes to the Compensation Plan
Salary increases July 1, 2013 - $ 350,000 July 1, 2014: $ 364,000 (increase of 4%) July 1, 2015: $ 378,560 (increase of 4%) July 1, 2016: $ 393,702 (increase of 4%) July 1, 2017: $ 409,450 ((increase of 4%)	 July 1, 2013 - $ 350,000 July 1, 2014: $ 350,000 (increase of 0%) July 1, 2015: $ 357,000 (increase of 2%) July 1, 2016: $ 364,140 (increase of 2%) July 1, 2017: $ 371,423 ((increase of 2%) ***Rationale:*** *increases are more aligned with 2014 Mandate and sends an important signal as UVic enters into first collective agreement with the recently unionized faculty association.*
Administrative Leave Ability to earn up to one year of Administrative Leave	 Ability to earn up to six months of Administrative Leave ***Rationale:*** *Aligns with updated Executive Compensation Plan.*

I would like to take this opportunity to remind UVIC of its accountability obligation to report on the CEO's compensation according to the Public Sector Employers Act and the Financial Information Act reporting requirements. These requirements can be found on the PSEC website: http://www.fin.gov.bc.ca/psec/

I would also like to remind the UVic of its obligation to update the Senior Employee Compensation Database, including uploading a signed version of the contract within 15 day of the contract being entered into. https://psecirrs.gov.bc.ca/SEC/logon.aspx

Please contact me if you have questions or if you would like to discuss.

Tom Vincent

From: Kane Kilbey [mailto:kanek@uvic.ca]
Sent: February-19-14 11:01 AM
To: Vincent, Tom PSEC:EX
Cc: Blair Littler
Subject: Updated draft Contract
Sensitivity: Confidential

Hi Tom. As mentioned last week and at President Cassels' request, the University and Professor Cassels have agreed to amend certain terms set out in the 2012 Agreement, and to replace the 2012 Agreement with the attached draft Employment Agreement, retroactive to July 1, 2013 – subject to final approval from the Minister responsible for the *Public Sector Employers' Act*. An updated costing is also attached.

The key changes are as follows:

1. **Scheduled salary increases**
   Deleted: by four percent (4%) on July 1 of each year
   New: July 1, 2014 0%
   July 1, 2015 2%
   July 1, 2016 2%
   July 1, 2017 2%

2. **Administrative Leave**
   Deleted: the ability to earn up to one year of Administrative Leave.
   New: the ability to earn up to six months of Administrative Leave.

The change to the fix percentage salary increase sends an important signal as we enter into first collective agreement negotiations with our recently unionized Faculty Association. The change to the accrual of administrative leave aligns Professor Cassels' total accumulated leave with our updated Executive Compensation Plan. This new Plan has been forwarded to the Secretariat under a separate cover. Note that Professor Cassels and the University recognize that these changes will result in modest savings to the University. In this case, the Board will decide how the savings will be allocated and, at this time, the Chair is considering a couple of possibilities (CARSA, scholarships).

If you have any questions as you move through the approval process, please do not hesitate to call me at the number below or Colin Gibson from Harris and Company, who prepared these changes on behalf of the Board Chair, at 604-891-2212.

Thank you,

Kane

Kane Kilbey
Associate Vice President
Human Resources
University of Victoria
PO Box 1700 STN CSC Victoria, BC V8W 2Y2
phone: (250) 721-8031
fax: (250) 721-8094
e-mail: kanek@uvic.ca

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Date: Feb 21, 2014
Cliff: 334478
File # 20940-44/uvic
Version: Final

PUBLIC SECTOR EMPLOYERS' COUNCIL SECRETARIAT
DECISION NOTE

PREPARED FOR: President and CEO,
Public Sector Employers' Council Secretariat

ISSUE: **The Board of the University of Victoria (UVic) seeks approval for a mid-term adjustment to its President's Compensation Plan.**

BACKGROUND / DISCUSSION:

UVic's Board of Directors, at the request of its current president, Dr. James Cassels, is seeking amendments to the current contract provisions that were approved in December 2012. The proposed changes to the compensation plan require approval by the Minister responsible for the *Public Sector Employers Act*. As the plan is within the total compensation maximum of s.13 available to UVic with no substantive compensation increases in the proposal and, does not set precedent, approval authority is delegated to the President and CEO of PSEC.

The current contract provides annual lifts that result in total compensation moving from $425,000 to the total compensation maximum of s.13 over the course of the contract's five-year term. Dr. Cassels and UVic are proposing the following changes to the compensation plan:

Current Compensation Plan	Proposed Changes to the Compensation Plan
Salary Increases	
July 1, 2013 - $ 350,000 July 1, 2014: $ 364,000 (increase of 4%) July 1, 2015: $ 378,560 (increase of 4%) July 1, 2016: $ 393,702 (increase of 4%) July 1, 2017: $ 409,450 ((increase of 4%)	July 1, 2013 - $ 350,000 July 1, 2014: $ 350,000 (increase of 0%) July 1, 2015: $ 357,000 (increase of 2%) July 1, 2016: $ 364,140 (increase of 2%) July 1, 2017: $ 371,423 ((increase of 2%) ***Rationale:*** *increases are more aligned with 2014 Mandate and send an important signal as UVic enters into first collective agreement with the recently unionized faculty association.*
Administrative Leave	
Ability to earn up to one year of Administrative Leave	Ability to earn up to six months of Administrative Leave ***Rationale:*** *Aligns with updated Executive Compensation Plan.*

The proposed changes will result in moderate savings to the employer.

MINISTRY CONSULTATION:

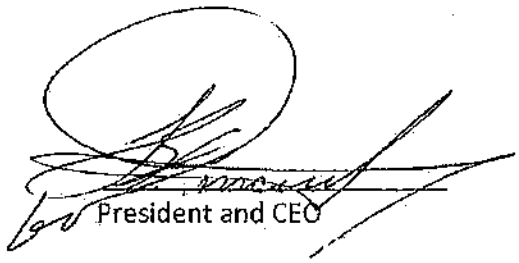
The Ministry of Advanced Education has been consulted and supports the changes to the compensation plan.

PSEC Secretariat will ensure that the University of Victoria is cognizant of its accountability obligation to report on the President's compensation according to the *Public Sector Employers Act* and the *Financial Information Act* reporting requirements.

RECOMMENDATION:

Approve the proposed mid-term changes to the current President's Compensation Plan with the University of Victoria.

APPROVED



President and CEO

Date: 24 Feb 14

Date: Dec 18, 2012
File # 20940-44/uvic
Version: Final

PUBLIC SECTOR EMPLOYERS' COUNCIL SECRETARIAT
DECISION NOTE

PREPARED FOR: President and CEO,
Public Sector Employers' Council Secretariat

ISSUE: **The Board of the University of Victoria (UVic) seeks approval of a compensation plan for its incoming president.**

BACKGROUND / DISCUSSION:

The current president of UVic, David Turpin, will leave the position effective June 30, 2013. The Board of UVic has identified a replacement, James Cassels, who is currently a member of the Law faculty and a former Vice-President Academic at UVic. His draft compensation plan requires approval by the Minister responsible for the *Public Sector Employers Act*. As the plan is within the total compensation maximum of s.13 for the position and does not set precedent, approval authority is delegated to the President and CEO of PSEC. The Vice-President may exercise that authority.

Total compensation for the five-year term is described in the table below. The term will begin July 1, 2013. Although post-secondary institutions are not subject to the Crown Corporation Executive Compensation Policy released by government in July 2012, the proposed contract is compliant with that policy.

The contract has annual lifts that result in total compensation moving from $425,000 to the total compensation maximum of s.13 over the course of the contract's five-year term. The lifts are automatic unless the Board decides to withhold them due to unsatisfactory performance. Benefits are the same as those available to tenured faculty and are a continuation of Professor Cassels' current benefits. Likewise, his pension arrangements are a continuation of the current UVic faculty combination pension plan and supplemental benefit arrangement in which he now participates.

ANNUAL COSTS

Description	01-Jul-13	01-Jul-14	01-Jul-15	01-Jul-16	01-Jul-17
Salary	350,000	364,000	378,560	393,702	409,450
Pension	43,633	45,411	47,260	49,184	51,184
Other benefits (EI, CPP, MSP, EHC etc.)	7,932	8,090	8,252	8,417	8,586
Admin leave	21,717	22,586	23,489	24,429	25,406
Total cost	423,282	440,087	457,561	475,732	494,626

CAP Amount s.13

Professor Cassels will continue to hold his appointment as a professor with tenure in the UVic Faculty of Law following the termination of the proposed agreement. In this position he accumulates leave at the rate of 2.4 months per year. This will continue during his term as president at his faculty salary and will be topped up to his president's salary. As the sabbatical is used for purposes that benefit the University, it is not accrued as it accumulates but is paid and accounted for in the year it is taken. The top-up in pay for that year to the presidential level, however, is accrued as it is earned over the term of the contract and is reflected in the total compensation in the table above.

MINISTRY CONSULTATION:

The Ministry of Advanced Education has been consulted and supports the proposed compensation plan.

PSEC Secretariat will ensure that the University of Victoria is cognizant of its accountability obligation to report on the President's compensation according to the *Public Sector Employers Act* and the *Financial Information Act* reporting requirements.

OPTIONS:

1. Approve the draft compensation plan for the incoming president of the University of Victoria as requested.

2. Require changes to the draft compensation plan.

RECOMMENDATION:

Option 1.

APPROVED

Tom Vincent
Vice President
Public Sector Employers' Council Secretariat

Date: 18 Dec 12

Wilson, Barbara A PSEC:EX

From: Vincent, Tom PSEC:EX
Sent: Tuesday, December 18, 2012 3:41 PM
To: 'Blair Littler'
Cc: Howatson, Evan PSEC:EX; Wilson, Barbara A PSEC:EX
Subject: FW: Contract for UVIC President
Attachments: Contract costing (2).XLSX; Employment Agreement - President.Final Draft.DOCX

Thank you for the attached compensation plan and contract for the in-coming president of UVic. Please consider this email as notification of its approval.

Tom Vincent
Vice President
Public Sector Employers Council

From: Blair Littler [mailto:Blair.Littler@rucbc.ca]
Sent: Monday, December 17, 2012 6:12 PM
To: Vincent, Tom PSEC:EX
Cc: Colin G. M. Gibson
Subject: Contract for UVIC President

Tom, please find attached a draft contract for the next President of the University of Victoria for PSEC approval. You will note that it is quite straight forward and comes in well under the s.13 maximum allowable CEO compensation level for the University as set out in a letter from the Minister of Advanced Education to the Chair of the UVic Board of Governors dated October 5, 2007. A costing of the contract over the next five years is also attached for ease of reference.

Please note there is no car expense or housing allowance. Pension and health & welfare benefits are similar to that available to all UVic Faculty members. The new President will be paid $350,000 in the first year, with a set salary increase each year during the Term unless the Board decides in its sole discretion to withhold or defer some or all of the salary increase following an unsatisfactory performance review. The new President is a current faculty member at UVIC and is currently entitled to a one year leave. This has already been earned but he has agreed to defer that leave. During the course of the contract the new President will accrue additional leave at the Presidential salary and that has been costed accordingly (the difference between his faculty salary and the Presidential salary divided by 5). The new president has also accrued some of his next study leave. The new President has agreed to relinquish the Accrued Study Leave in exchange of a one time payment upon commencement of the agreement.

The University is currently planning to announce the new President on Wednesday morning but do recognize the timing challenge you may face. They appreciate your best efforts to have approvals in place by then. Should you have any questions or concerns about the contents of the agreement you can either contact me directly or the University's outside council, Colin Gibson of Harris & Company, at 604 891 2212.

Please note that the name of the new President is in the contract and is highly confidential.

Thanks Tom. I will be in tomorrow by 8 if you need to talk to me or come down and see you.

<<Contract costing (2).XLSX>> <<Employment Agreement - President.Final Draft.DOCX>>
Blair Littler

Vice President
The Research Universities' Council of British Columbia
and Executive Director
University Public Sector Employers Association
T - 250.480.3975
F - 250.480.4862
C -250.415.5278
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ANNUAL COSTS

Description	01-Jul-13	01-Jul-14	01-Jul-15	01-Jul-16	01-Jul-17
Salary	350,000	364,000	378,560	393,702	409,450
Pension	43,633	45,411	47,260	49,184	51,184
Other benefits (EI, CPP, MSP, EHC etc.)	7,932	8,090	8,252	8,417	8,586
Admin leave	21,717	22,586	23,489	24,429	25,406
Total cost	423,282	440,088	457,562	475,732	494,626
CAP Amount					
Over cap (Y or N)	N	N	N	N	N
Percent change (check)		4.0%	4.0%	4.0%	4.0%

s.13

STUDY LEAVE CALCULATION

Base salary - 1 FTE	241,415	251,072	261,114	271,559	282,421
Assistant professor base	45,740				

Salary for leave:	Annual	Monthly
2/3 base	160,943.33	13,411.94
3/10th assistant prof	13,722.0	1,143.50
Total	174,665.33	14,555.44

Accrued months of leave to June 30, 2013	3
Cost of accrued leave	**43,666.33**

Employment Agreement

Between:

James L. Cassels, Q.C.

("Professor Cassels")

And:

University of Victoria

(the "University")

WHEREAS:

A. The University is a corporation, continued as a university under the *University Act*, R.S.B.C. 1996, c.468, as amended;

B. Professor Cassels has been employed by the University since 1981. He currently holds an appointment as a Professor with tenure in the University's Faculty of Law;

C. Professor Cassels served as the University's Vice-President Academic and Provost from 2001 through 2010. When he left that appointment, he had accumulated a contractual entitlement to take two (2) full years of administrative leave. Professor Cassels has taken the first year of such administrative leave but he has not yet taken the second year. He remains contractually entitled to take one (1) full year of such administrative leave (the "Accumulated Leave");

D. As at June 30, 2013, Professor Cassels will have accrued one and one-half (1-1/2) years of service toward his next faculty study leave (the "Accrued Study Leave"). The parties agree that as at June 30, 2013, the Accrued Study Leave shall be three (3) months' leave;

E. The University has offered to appoint Professor Cassels to the position of President, on the terms described in this Employment Agreement (this "Agreement"), and Professor Cassels has accepted the University's offer;

NOW THEREFORE THIS AGREEMENT WITNESSES THAT in consideration of the mutual covenants and agreements herein contained, and for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged by both parties, the University and Professor Cassels agree as follows:

1. EMPLOYMENT

1.01 The University agrees to continue to employ Professor Cassels pursuant to the terms and conditions described in this Agreement, and Professor Cassels accepts and agrees to such employment.

1.02 During the Term, Professor Cassels shall be employed by the University in the position of President, and as such shall hold the office of Vice Chancellor.

1.03 Professor Cassels acknowledges and agrees that as President, Professor Cassels shall owe a fiduciary duty to the University.

1.04 During the Term, Professor Cassels shall at all times:

a. devote all Professor Cassels' time and attention, and provide Professor Cassels' best efforts, skills and talents, to the business of the University during Professor Cassels' working hours;

b. faithfully, honestly and diligently perform the duties and exercise the responsibilities that shall be required of Professor Cassels under this Agreement;

c. deal at all times in good faith with the University and its Board members, Senate members, employees, students and other stakeholders; and

d. act at all times in the best interests of the University and in accordance with Professor Cassels' obligations under this Agreement.

1.05 During the Term, Professor Cassels shall not, without having first obtained the written permission of the University's Board of Governors (the "Board"), be interested directly or indirectly, as principal, partner, officer, advisor, employee or otherwise, in any business, enterprise or undertaking other than Professor Cassels' employment under this Agreement. The permission of the Board under this provision shall not be withheld unreasonably.

2. TERM

2.01 The term of this Agreement (the "Term") shall commence on July 1, 2013 and shall expire on June 30, 2018 (the "Expiry Date"), unless this Agreement is terminated earlier as described herein.

2.02 In accordance with the University's policy regarding reappointment of the President, if Professor Cassels wishes to be reappointed as President after the completion of the Term, he will provide the Chair of the Board with written notice of his desire to do so at least twelve (12) months prior to the Expiry Date or such other date as the parties may

agree upon in writing. If a renewal agreement is not concluded prior to the Expiry Date, this Agreement shall end on the Expiry Date.

3. DUTIES, RESPONSIBILITIES AND REPORTING

3.01 Professor Cassels shall be responsible for supervising and directing the academic work of the University, and for exercising the powers of the President as set out in the *University Act*.

3.02 Professor Cassels shall at all times comply with and carry out Professor Cassels' duties and responsibilities as President under the *University Act*, and comply with all applicable Federal or Provincial laws that may reasonably relate to Professor Cassels' employment as President or to the affairs of the University.

3.03 Except as otherwise provided in the *University Act*, Professor Cassels shall report and be responsible to the Board.

3.04 The Board's functions under this Agreement may be delegated to any committee properly constituted by the Board, in accordance with Board policy.

4. SALARY

4.01 For all services rendered by Professor Cassels under this Agreement, the University shall pay Professor Cassels a salary (the "Salary"). The Salary shall be $350,000 per annum during the first year of the Term.

4.02 The Salary shall increase by four percent (4%) on July 1 of each year during the Term, unless the Board decides in its sole discretion to withhold or defer some or all of the Salary increase following an unsatisfactory performance review.

4.03 The Salary shall be payable semi-monthly in arrears, in approximately equal instalments. Professor Cassels shall have deducted from the Salary the standard payroll deductions made from time to time by the University in respect of its administrative staff.

4.04 During the Term and subject to any statutory, regulatory or government mandated restrictions with respect to public sector compensation, the University's Compensation and Review Committee may recommend to the Board upward adjustments to the Salary, to be effective on such date as the Board may designate.

5. BENEFITS

5.01 Professor Cassels shall continue to be entitled to the benefit coverage that the University makes available to its regular tenured faculty members. At the present time, the components of such benefit coverage are:

a. Medical Services Plan of BC: premiums paid 50% by the University and 50% by the employee;

b. Extended Health Plan and Dental Care Plan: premiums paid 75% by the University and 25% by the employee;

c. Basic Group Life Insurance and Travel Accident Insurance: premiums paid 100% by the University; and

d. Long Term Disability and Optional Life Insurance: premiums paid 100% by the employee.

6. PENSION AND SUPPLEMENTAL BENEFIT ARRANGEMENT

6.01 Professor Cassels shall continue to participate in the University's Combination Pension Plan and Supplemental Benefit Arrangement. During the Term, the University's contribution to those plans shall be based on the Salary.

7. VACATION

7.01 Professor Cassels shall earn thirty (30) working days of paid vacation during each calendar year of this Agreement (prorated for partial years).

7.02 Professor Cassels is encouraged to take all vacation to which he is entitled under this Agreement.

7.03 Professor Cassels may carry forward up to ten (10) unused vacation days from one calendar year of this Agreement to the following year (the "Following Year"). Any additional days carried forward must have the written approval of the Board Chair. Any and all vacation days carried forward must be used by or paid out to Professor Cassels by the end of the Following Year.

7.04 Professor Cassels' vacation shall be scheduled in consultation with the Board Chair.

8. ACADEMIC APPOINTMENT

8.01 During the Term, Professor Cassels shall continue to hold his appointment as a Professor with tenure in the University's Faculty of Law (the "Academic Appointment").

Professor Cassels shall continue to hold the Academic Appointment following the termination of this Agreement, unless this Agreement and his employment are terminated for Cause as described herein.

9. ADMINISTRATIVE LEAVE AND ACCUMULATED LEAVE

9.01 During the Term, Professor Cassels shall earn an entitlement to a further administrative leave, at the rate of two point four (2.4) months of administrative leave for each completed twelve (12) month period of service under this Agreement (the "Administrative Leave"). Professor Cassels shall take the Administrative Leave immediately following the end of his appointment as President. Professor Cassels' annual salary during the Administrative Leave shall be equal to the annual Salary that was in effect when his appointment as President ended.

9.02 At the end of the Administrative leave, Professor Cassels shall be entitled to take the Accumulated Leave. Professor Cassels' salary during the Accumulated Leave shall be equal to his academic base salary as at July 1, 2013, plus annual basic adjustments during his term as President.

9.03 Notwithstanding the foregoing, if the University terminates Professor Cassels' employment during the Term for Cause, or if the University terminates Professor Cassels' employment during the Term without Cause and Professor Cassels chooses under paragraph 18.03(b) not to remain in the University's employment, the University shall pay out the earned Administrative Leave and the Accumulated Leave to Professor Cassels by providing him with a lump sum payment equal to the aggregate value of the salary he would have received if he had taken such leaves, calculated as described above, less deductions required by law. This lump sum payment shall be structured in accordance with Professor Cassels' instructions, subject to the University's statutory obligations.

10. ACCRUED STUDY LEAVE

10.01 Professor Cassels hereby agrees to relinquish the Accrued Study Leave. As compensation for such relinquishment, the University shall provide Professor Cassels with a one-time payment on the commencement date of this Agreement in the amount of $43,600, less deductions required by law.

11. RESEARCH ACCOUNT

11.01 During the Term, Professor Cassels may continue to use the funds available in his faculty research account for expenses pertaining to his research and scholarly activities, in accordance with University policy. If Professor Cassels returns to his faculty position and this account is less than $20,000 at that time, the University shall augment the account up to a total of $20,000.

12. PROFESSIONAL DEVELOPMENT

12.01 During the Term, Professor Cassels may continue to use the funds available in his faculty professional development account for expenses pertaining to his professional development, in accordance with University policy.

12.02 The University shall also reimburse Professor Cassels, in accordance with the University's policies, for additional reasonable expenses incurred by Professor Cassels in connection with the pursuit of professional development learning activities that are beneficial to the University and that support the professional development of Professor Cassels.

13. POLICIES

13.01 Professor Cassels agrees that he shall be bound by and must comply with all applicable policies that are in effect from time to time at the University. It is agreed that subject to the University Act, the introduction, amendment and administration of such policies are within the sole discretion of the University. If the University introduces, amends or deletes such policies as conditions warrant, such introduction, deletion or amendment shall not constitute a breach of this Agreement. If there is a direct conflict between this Agreement and any University policy, this Agreement shall prevail to the extent of the inconsistency.

14. EXPENSES

14.01 The University shall reimburse Professor Cassels, in accordance with the University's policies, for all authorized travelling and other out-of-pocket expenses actually and properly incurred by Professor Cassels in the course of carrying out Professor Cassels' duties and responsibilities under this Agreement. The reimbursement of such expenses is subject to approval of the Board Chair, which approval shall not be withheld unreasonably.

14.02 The Board Chair may approve the reimbursement of expenses for spousal travel if the Board Chair considers such expenses to be in the best interests of the University. Prior approval of the Board Chair is required before such expenses are incurred.

14.03 Professor Cassels agrees to submit to the University an itemized monthly expense report, together with original receipts, showing all expenses incurred on behalf of the University, and such other expense information as the Board Chair may reasonably require from time to time.

15. ANNUAL REVIEW

15.01 The Board shall provide Professor Cassels with an annual review under the University's Procedures for the Annual Review of the President as are in effect from time to time. The current Procedures are attached as Schedule "A".

16. HOME OFFICE

16.01 The parties acknowledge and agree that given the nature of Professor Cassels' duties and responsibilities under this Agreement, Professor Cassels will need to perform work for the University from time to time from Professor Cassels' home. Professor Cassels shall maintain a home office for this purpose, at Professor Cassels' expense.

17. CONFIDENTIAL INFORMATION

17.01 In this Agreement, "Confidential Information" means information disclosed to, used by, developed by, or made known to Professor Cassels in the course of Professor Cassels' employment with the University which is not generally known by persons outside the University including, but not limited to information (printed, electronic or otherwise) pertaining to the University's past, present, future and contemplated students, employees, assets, operations, practices, methods, facilities, equipment, technology, research, marketing methods or strategies, finances, inventions, routines, policies, procedures and intellectual property. The University's information shall cease to be Confidential Information when it is in the public domain.

17.02 Professor Cassels acknowledges that Professor Cassels has had and shall continue to have access to Confidential Information in the course of Professor Cassels' employment with the University, and that the University's business would be irreparably harmed if such Confidential Information entrusted to Professor Cassels were improperly disclosed to, or used by, any person outside the University. Professor Cassels acknowledges and agrees that the right to maintain the secrecy of its Confidential Information is a proprietary right the University is entitled to protect.

17.03 Professor Cassels covenants and agrees that Professor Cassels shall not, except as required by law, either during the Term or at any time thereafter, directly or indirectly, by any means whatsoever, divulge, furnish, provide access to, or use for any purpose other than the purposes of the University, any of the University's Confidential Information.

17.04 Professor Cassels acknowledges and agrees that a breach by Professor Cassels of the Confidential Information covenants contained in this Agreement would result in irreparable harm to the University that could not adequately be compensated by way of a damage award. Professor Cassels agrees that in the event of any such breach, in addition to damages and all other remedies available to the University at law or in

equity, the University shall be entitled as a matter of right to seek from a court of competent jurisdiction such relief by way of restraining order, injunction, decree or otherwise as may be appropriate to ensure compliance with the provisions of this Agreement.

18. TERMINATION

18.01 The University may, by majority resolution of the Board, terminate this Agreement and Professor Cassels' appointment as President at any time prior to the Expiry Date, if Professor Cassels becomes ill or is injured and such illness or injury prevents him from performing his duties as President for a period that exceeds six (6) months in the aggregate within any period of seven (7) consecutive months, unless Professor Cassels provides the University with medical certification that he will be fit to resume full-time employment as President without restrictions within the two (2) months immediately following the expiry of the six (6) month period described above. If the University exercises its right to terminate under this provision, Professor Cassels will retain the Academic Appointment, and he will be eligible for any sick leave or long-term disability benefits applicable under the University's Faculty Framework Agreement, based on the Salary during the period that commences on the date when the University notifies Professor Cassels of the termination of this Agreement and ends on the earlier of the Expiry Date or the date that is eighteen (18) months following the issuance of such notice, and based on his academic base salary thereafter.

18.02 Notwithstanding any provision in the Faculty Framework Agreement, the University may, by majority resolution of the Board, terminate this Agreement and Professor Cassels' employment with the University at any time prior to the Expiry Date for Cause, without any advance notice, payment in lieu of notice, or severance compensation. For the purposes of this Agreement, "Cause" means any act, omission, or behaviour that constitutes just cause for dismissal at common law.

18.03 The University may, by majority resolution of the Board, terminate this Agreement and Professor Cassels' appointment as President at any time prior to the Expiry Date, without Cause. Where this occurs, Professor Cassels may elect either:

a. to remain in the University's employment pursuant to the Academic Appointment, in which case the University shall continue to pay Professor Cassels the Salary for the period that commences on the date when the University notifies Professor Cassels of the termination of this Agreement without Cause, and ends on the earlier of the Expiry Date or the date that is eighteen (18) months following the issuance of such notice; or

b. to end his employment with the University, in which case the University shall provide Professor Cassels with the notice or severance compensation described in Schedule "B".

18.04 Before the University may terminate this Agreement prior to the Expiry Date, the Board shall inform Professor Cassels of the reasons why it is considering such termination, and shall provide Professor Cassels with a reasonable opportunity to respond.

18.05 Professor Cassels may terminate this Agreement and resign or retire from his appointment as President at any time prior to the Expiry Date, by providing the University with twelve (12) months' notice in writing to that effect. Where Professor Cassels provides the University with written notice under this provision, this Agreement shall remain in effect during the twelve (12) month notice period, but the University may excuse Professor Cassels from performing any or all duties under this Agreement for any part of such notice period.

19. PERSONAL INFORMATION

19.01 The University may collect personal information about Professor Cassels, where it is reasonable for the University to do so for the purposes of establishing, managing and/or terminating the parties' employment relationship. The University may use Professor Cassels' personal information only for those purposes, or as permitted or required by law.

20. DISCLOSURE / CONFLICT OF INTEREST

20.01 Upon becoming aware, Professor Cassels shall promptly disclose to the University the nature and extent of any interest of Professor Cassels or any member of Professor Cassels' family, whether as owner, shareholder, partner, lender or other investor, director, officer, employee, consultant or otherwise, in any business that is purchasing or selling, or that seeks to purchase or sell, goods or services from or to the University.

21. NOTICE

21.01 Any notice, request, or authorization under this Agreement shall be given or made in writing and delivered by hand, addressed as follows:

To Professor Cassels: James L. Cassels, Q.C.
s.22

To the University: Chair, Board of Governors
University of Victoria
Administrative Services Building
PO Box 1700 STN CSC
Victoria, BC V8W 2Y2

or to such other address as either party may notify the other of from time to time in writing. The time of giving or making such notice, request, consent or permission shall be the time of its delivery.

22. GOVERNING LAW

22.01 This Agreement shall be governed by the laws of British Columbia.

23. SEVERABILITY

23.01 All paragraphs and covenants contained in this Agreement are severable, and in the event that any of them shall be held to be invalid, unenforceable or void by a court of a competent jurisdiction, such paragraphs or covenants shall be severed and the remainder of this Agreement shall remain in full force and effect.

24. ENTIRE AGREEMENT

24.01 This Agreement contains the complete agreement concerning the appointment of Professor Cassels by the University to the position of President and shall, as of the date it takes effect, supersede and all other agreements regarding that appointment. The parties agree that there are no collateral contracts or agreements between them, that neither of them has made any representations, including but not limited to negligent misrepresentations, to the other except such representations as are specifically set forth in this Agreement, and that any statements or representations that may previously have been made by either of them to other have not been relied on in connection with the execution of this Agreement and are of no effect.

24.02 Professor Cassels agrees that all restrictions contained in this Agreement are reasonable and valid and hereby waives any and all defences to their strict enforcement by the University. Professor Cassels acknowledges that he has obtained independent legal advice prior to the execution and delivery of this Agreement.

24.03 No waiver or modification of this Agreement or any covenant, condition or restriction herein contained shall be valid unless executed in writing by the party to be charged therewith.

25. CONSIDERATION

25.01 The parties acknowledge and agree that this Agreement has been executed by each of them in consideration of the mutual premises and covenants herein contained, and for other good and valuable consideration, the receipt and sufficiency of which is acknowledged. The parties waive any and all defences relating to an alleged failure or lack of consideration in connection with this Agreement.

26. INTERPRETATION

26.01 Headings are included in this Agreement for convenience of reference only and do not form part of this Agreement.

26.02 In the event that this Agreement provides a lesser benefit to Professor Cassels than the minimum standard contained in any applicable legislation, the minimum standard contained in such legislation shall prevail to the extent of the inconsistency.

27. ENUREMENT

27.01 The provisions of this Agreement shall enure to the benefit of and be binding upon Professor Cassels, and Professor Cassels' heirs, executors and personal legal representatives, and the University, its successors and assigns.

27.02 This Agreement shall not be assigned by Professor Cassels.

Dated at Victoria, British Columbia, this ____ day of December, 2012.

Signed, Sealed and Delivered by **Professor Cassels** in the presence of:

_____
Signature

_____
Name

_____
Address

_____
Occupation

_____
James L. Cassels, Q.C.

University of Victoria
Per:

_____
Chair, Board of Governors

_____
Vice-Chair, Board of Governors

Schedule "A"
Procedures for the Annual Review of the President

1. The President will prepare an annual report for the Board addressing both his accomplishments for the past academic year and his objectives for the following academic year. The President will deliver his annual report to the Chair of the Board by April 30 during each year of his appointment. The Chair will forward the President's report to each Board member for his or her review and comment.

2. By a date to be determined by the Chair, each Board member will forward to the Chair his or her comments about the President's report and such objectives as he or she wishes to see considered by the Compensation and Review Committee of the Board ("Committee") and the President for incorporation into the President's mandate for the upcoming academic year.

3. The Chair and the Vice Chair of the Board, having read the President's report and considered the comments from and objectives identified by each Board member, will meet with the President to review and discuss these matters.

4. The Chair of the Board will consult, on a confidential basis, with each of the Vice-Presidents about his or her contacts with and the activities of the President. This consultation will also address the President's contact with the University's senior administrative officers. The Chair may, acting in his or her sole discretion, also consult directly with any of the University's senior administrative officers.

5. The Committee may, acting in its sole discretion, undertake consultations in addition to those undertaken by the Chair.

6. The Chair and the Vice Chair of the Board will report the substance of their discussions with the President to the Committee. All information available to the Committee will then be reviewed and discussed by the Committee in relation to both the most recent performance criteria established for the President and the following general criteria.

    - Academic Management and Leadership;
    - Administrative Management and Leadership;
    - Budget and Finance;
    - Fundraising;
    - External Relations; and

- Personal Qualities.

7. The Chair of the Board will then prepare and present a draft report about the President's accomplishments and objectives to the Committee for approval. After the Committee has approved the draft report, the Chair of the Board will discuss the draft report with the President. After discussing the draft report with the President, the Chair will prepare and present a final report to the Board at its regular meeting in June of each year.

Schedule "B"
Notice or Severance Compensation

1. If the University elects to terminate this Agreement and Professor Cassels' appointment as President prior to the Expiry Date without Cause, and if Professor Cassels chooses under paragraph 18.03(b) not to remain in the University's employment pursuant to the Academic Appointment, the University shall provide Professor Cassels with written notice of termination of employment (the "Required Notice Period") ending on the earlier of:

    a. the Expiry Date; or

    b. the expiry of a period of eighteen (18) months following the date such notice is issued.

2. The University may elect to provide Professor Cassels with severance compensation in lieu of all or part of the Required Notice Period. Where this occurs, the University will provide such severance compensation either by way of Salary continuance or by way or lump sum payment, as described below. The choice between Salary continuance and lump sum payment will be made by the University in its sole discretion.

3. If the University elects to provide severance compensation by way of Salary continuance, the following terms will apply:

    a. the University will continue to pay Professor Cassels' the Salary, less required deductions, on the regular paydays until the end of the Required Notice Period or the date Professor Cassels commences New Employment or Public Sector Employment, whichever occurs first (the "Final Date");

    b. for the purposes of such Salary continuance:

        i. "New Employment" means any ongoing activity, excluding Public Sector Employment, from which Professor Cassels earns remuneration from the provision of Professor Cassels' services, whether as an Executive, an independent contractor, a consultant, or otherwise;

        ii. "Public Sector Employment" means employment with a "public sector employer" as defined in the Public Sector Employers Act;

    c. Professor Cassels' benefit coverage will continue until the Final Date, if and to the extent that such coverage can be continued under the terms of the applicable benefit plan(s);

d. Professor Cassels and the University will continue to make their normal pension contributions on Professor Cassels' behalf until the Final Date;

e. Professor Cassels must conduct a reasonable job search, and must notify the University promptly in writing should Professor Cassels obtain New Employment or Public Sector Employment before the end of the Required Notice Period;

f. if Professor Cassels obtains Public Sector Employment before the end of the Required Notice Period, and if such employment provides Professor Cassels with gross monthly earnings which are less than the Salary, the University will pay Professor Cassels the shortfall during the remainder of the Required Notice Period, less deductions required by law; and

g. if Professor Cassels obtains New Employment before the end of the Required Notice Period, all Salary continuance payments will end effective on the date Professor Cassels commences such employment, and the University will provide Professor Cassels with a lump sum severance payment, less deductions required by law, equal to 50% of the remaining Salary Professor Cassels would have received if Professor Cassels had remained unemployed until the end of the Required Notice Period.

4. If the University elects to provide severance compensation by way of lump sum payment, the following terms will apply:

a. the University will provide Professor Cassels with a lump sum payment, less deductions required by law, equal to the Salary Professor Cassels would have received if Professor Cassels had remained in employment with the University until the end of the Required Notice Period;

b. the lump sum payment described above shall be structured in accordance with Professor Cassels' instructions, subject to the University's statutory obligations; and

c. all benefit coverage and pension contributions will cease effective on Professor Cassels' last day of active employment with the University.

5. The University shall provide Professor Cassels with an outplacement counselling package, with a maximum cost to the University of $10,000, to assist in Professor Cassels' transition to new employment.

Wilson, Barbara A PSEC:EX

From: Zacharuk, Christina PSEC:EX
Sent: Sunday, December 4, 2011 12:27 PM
To: 'Kane Kilbey'
Cc: Wilson, Barbara A PSEC:EX; Bhatnagar, Pratibha PSEC:EX; 'Blair Littler'
Subject: UVIC M/E Comp Plan Approval

Hi Kane,

As promised – the formal approval for the changes to the ME comp plan. And yes, please do keep track of the savings...to be put aside (so to speak) for a GWI consistent with the mandate, in 2013/14.

If you have any questions, please do not hesitate to contact me.

Thanks,

Christina

Please consider this email as confirmation of approval of the Management Excluded Compensation Structure as follows:

- Expansion to 16 salary bands from 8;
- Separation of the salary range into a Developmental Portion (below the job rate, intended for growth into the role) and a Competitive Portion (above the job rate, intended to compete with the market for experience and performance);
- A small adjustment in salary to 35 FTEs as they move on to new ranges on January 1, 2012, with an average increase of 2.9% ($2,629);
- No change in salary for 34 FTEs;
- Elimination of existing labour market supplements provided to 26 FTEs worth $266,000;
- Average placement on new ranges of 91% of the competitive mid-point.

The cost of implementing the proposed plan will be offset by other net-zero changes to the management compensation plan, resulting in small net savings to the university that include:

- Discontinuing the Professional Development leave accrual.
- Reducing Special Leave from 10 days to 5 days annually and eliminate the ability to carry-forward and accumulate.
- Replacing the severance formula - guaranteeing 1 year of severance in the first 10 years- with common law up to the maximum 18 months as per the *Employment Termination Standards* regulation.

The plan will be fully implemented by June 2012 without any general wage increase provided to this group in 2012/13 under the Cooperative Gains Mandate.

Date: Nov 12, 2010
Cliff : 77658
File: 20940-44/upsea
Version: #1

PUBLIC SECTOR EMPLOYERS' COUNCIL SECRETARIAT
DECISION NOTE

PREPARED FOR: Honourable Moira Stilwell, Minister Responsible for the *Public Sector Employers Act*

ISSUE: **The University Public Sector Employers' Association Excluded and Executive Compensation Plans**

BACKGROUND:

Under section 14.3 of the *Public Sector Employers Act* the Minister Responsible for the *Act* is able to direct employers to create compensation plans for excluded and executive employees of the employer, or to direct employers' associations to create plans on behalf of employers in the association's sector. On July 14, 2010, the Public Sector Employers' Council Secretariat (PSEC) directed the University Public Sector Employers' Association (UPSEA) to provide PSEC with up to date, approved compensation plans for each of the institutions in its sector. UPSEA has now submitted the requested compensation plans and is requesting approval of those plans.

DISCUSSION:

The submitted compensation plans are currently in use by the UPSEA's member institutions and do not contain changes from the status quo such as salary or benefits increases. PSEC staff have reviewed the excluded and executive compensation plans provided by UPSEA and finds them consistent with existing compensation plan information for the sector as well as adhering to existing policy. The plans are within the total compensation limits established for each institution under the CEO Compensation Framework.

RECOMMENDATION:

Approve the University Public Sector Employers' Association Excluded and Executive Compensation Plans and sign the attached confirmation letter addressed to the Executive Director of UPSEA.

Approved / Not Approved _____ Date: Nov 15/10
Moira Stilwell,
Minister

Attachment (letter addressed to Blair Littler, Executive Director, UPSEA)

Prepared by:	E.Howatson, Analyst	Approved by:	
	PSEC	VP - PSEC	T.Vincent
Phone #:	250 387-0846	CEO - PSEC	P.Straszak

FILE COPY

BRITISH COLUMBIA
The Best Place on Earth

November 15, 2010 Our Ref: 77658

Mr. Blair Littler, Executive Director
University Public Sector Employers' Association
400 - 880 Douglas Street
Victoria BC V8W 2B7

Dear Mr. Littler:

Re: Excluded and Executive Compensation Plans

I am writing in regard to compensation plans for excluded and executive employees within the University Public Sector Employers' Association (UPSEA) sector. Under section 14.3 of the *Public Sector Employers Act,* the Minister Responsible for the *Act* is able to direct employers to create compensation plans for excluded or executive employees of the employer, or to direct employers' associations to create plans on behalf of employers in the association's sector. The direction may focus on certain groups of senior employees, or on all excluded and executive employees.

On July 14th, 2010, Tom Vincent, Vice President of the Public Sector Employers' Council Secretariat (PSEC) wrote to UPSEA to confirm that your members have up-to-date, approved excluded and executive compensation plans in place and to request that those plans be submitted to PSEC. PSEC staff have since received and reviewed these compensation plans. I am writing to inform you that these compensation plans submitted by the UPSEA on behalf of your employers are now approved under the *Act*.

Sincerely,

Moira Stilwell, MD FRCP (C)
Minister

pc: Tom Vincent

Ministry of Regional Economic and Skills Development | Office of the Minister | Mailing Address: PO Box 9059 Stn Prov Govt Victoria BC V8W 9E2 | Location: Parliament Buildings Victoria

BRITISH COLUMBIA

See Distribution List attached

August 2, 2013 330999

Dear University Board Chair:

On July 23, 2013, I released the 2012/13 executive compensation disclosure for the British Columbia public sector. It showed that between the new Crown corporation policy on executive compensation and diligence on the part of public sector boards, some progress has been made to address government's direction that executive compensation be aligned with government values. Average total compensation for disclosed executives was down slightly but the average level of incentive pay for executives receiving it was up.

First, I would like to thank you and your board along with your President and human resource department for your work in this area. The numbers show progress. The September 2012 executive and management compensation freeze will have its full year effect in the 2013/14 disclosure and implementation of other measures in Crown corporations will be further along over the course of this year and next. By themselves, these measures do not guarantee that executive compensation will become more aligned with government values in this area. Continued progress requires the diligence and frugality of boards, CEOs and their executives, particularly where executive salaries are relatively high and incentive pay is part of compensation plans.

My staff have urged public sector boards to administer executive compensation in line with government's values. I repeat that direction now. When new managers or executives are hired or promoted their contracts should comply fully with government's values in this area. When existing contracts are renewed there is an opportunity to address legacy issues that are not in keeping with government's values. In these situations, a compensation plan or contract supported by your Minister and approved by me continues to be required. Such approvals should be sought through the Public Sector Employers' Council Secretariat which is thoroughly conversant with government's values and can assist in the preparation of compensation plans.

I will close by asking you for a brief description of your current strategy and plans to address government's priorities in the management of executive compensation. As well, please provide a forecast of likely executive compensation for disclosed executives for 2013/14 compared to 2012/13 by element of compensation. These should be provided to the Public Sector Employers' Council Secretariat by the end of October 2013. Your employers' association will be able to assist you.

…./2

Ministry of Finance
Office of the Minister
and Deputy Premier

Mailing Address:
PO Box 9048 Stn Prov Govt
Victoria BC V8W 9E2
Telephone: 250 387-3751
Facsimile: 250 387-5594

Location:
501 Belleville Street
Parliament Buildings, Victoria
website:
www.gov.bc.ca/fin

Thank you again for your cooperation and attention to this issue.

Yours sincerely,

Michael de Jong, Q.C.
Minister of Finance
Minister responsible for the *Public Sector Employers Act*

pc: University Presidents (Distribution List)
Dr. Allan Cahoon, Chair, University Public Sector Employers' Association
Blair Littler, Executive Director, University Public Sector Employers' Association
Tom Vincent, Vice President, Public Sector Employers' Council

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BRITISH COLUMBIA
The Best Place on Earth

July 14, 2010 Our Ref: 77658

Mr. Blair Littler, Executive Director
University Public Sector Employers' Association
The Research Universities' Council
Suite 400 – 880 Douglas St.
Victoria BC V8W 2B7

Dear Blair Littler:

Re: Excluded and Executive Compensation Plans

Section 14.3 of the *Public Sector Employers Act* the Minister Responsible for the *Act* is able to direct employers to create compensation plans for excluded or executive employees of the employer, or to direct employers' associations to create plans on behalf of employers in the association's sector. The direction may focus on certain groups of senior employees, or on all excluded and executive employees.

I am writing to ask for the current compensation plans in place for excluded and executive employees at the Universities (Royal Roads University, Simon Fraser University, Thompson Rivers University, the University of British Columbia, the University of Northern British Columbia and the University of Victoria) and their subsidiaries. I would appreciate this information by the end of September 2010.

As the Senior Employee Compensation database contains employment contracts rather than compensation plans, there will likely be little overlap between SEC and these plans. Where SEC duplicates the approved compensation plans, you are welcome to indicate that for particular positions rather than duplicating that information.

Thank you in advance for your attention to this matter and if you have any questions or concerns, please do not hesitate to contact me.

Sincerely,

Original signed by

Tom Vincent
Vice President

Attachments [Appendices A & B]

pc: Paul Straszak, President and CEO
Public Sector Employers' Council Secretariat

Mark Zacharias, Assistant Deputy Minister
Ministry of Advanced Education and Labour Market Development

Ministry of Advanced Education and Labour Market Development	Public Sector Employers' Council Secretariat	Mailing Address: PO Box 9400 Stn Prov Govt Victoria BC V8W 9V1 http://www.aved.gov.bc.ca/psec/	Location Address: 210 – 880 Douglas St Victoria BC V8W 2B7

Section 14.3 of the *Public Sector Employers Act*

(1)The minister may direct an employers' association or a public sector employer to prepare

(a) one or more compensation plans respecting compensation that will be provided to

(i) employees in the sector or within the employ of the public sector employer, or

(ii) persons employed by the employers' association and who are not subject to a collective agreement, and

(b) a report in respect of each compensation plan required under paragraph (a) describing, in accordance with the minister's directions,

(i) the methodology used in devising the plan, and

(ii) how the employers' association or public sector employer intends to implement and monitor the compensation plan.

(2) The minister may do one or more of the following for the purposes of a direction issued under subsection (1):

(a) make the direction specific to one or more employees or persons referred to in subsection (1) (a) and, for this purpose, may specify a position or an occupation or categories of positions or occupations;

(b) prescribe information that must be included in a compensation plan;

(c) without limiting paragraph (b), require that the employers' association or public sector employer include in the plan

(i) a detailed description of the nature, amount and range of compensation that will be provided to the employees or persons in respect of whom the plan applies, and

(ii) any other information the minister considers appropriate;

(d) prescribe information that must be included in a report referred to in subsection (1) (b);

(e) without limiting paragraph (d), require that the employers' association or public sector employer include in the report

(i) comparisons of actual compensation provided to persons employed in the same or a similar sector, position or occupation, whether those persons are employed in the public sector or the private sector, as considered appropriate by the minister, and

(ii) any other information the minister considers appropriate;

(f) specify the form and manner in which a compensation plan and the report in respect of it are to be prepared and submitted for review by the minister.

(3) The minister may issue different directions under subsection (1) for different employers' associations, public sector employers, public sector employees or persons referred to in paragraph (a) of that subsection.

(4) If directed to prepare a compensation plan and report under this section, the employers' association or public sector employer in respect of whom the direction is issued must, in accordance with the minister's direction,

(a) prepare the plan and report, and

(b) submit them for review by the minister.

(5) If, following a review of a compensation plan, the plan is approved by the minister, that compensation plan is adopted as an employment compensation standard on that approval.

(6) On the minister issuing a direction to an employers' association or a public sector employer under subsection (1), no increase in compensation may be provided to employees or persons in positions or occupations in respect of which the direction is issued unless

(a) a compensation plan in respect of those employees or persons is approved by the minister and the increase in compensation is consistent with the applicable employment compensation standard resulting from the operation of subsection (5),

(b) the increase in compensation was agreed to before the date on which the minister issues the direction and the increase in compensation is consistent with the applicable employment compensation standard, if any, that was in force and effect before the issuance of the direction,

(c) the increase is the result of a change in an employee's or person's position within a range of positions that was established for the sector, employee or person before the issuance of the direction, or

(d) the increase is within a range of compensation that was established for the employee's or person's position before the issuance of the direction.

(7) This section does not apply in respect of compensation that will be provided to a directeur général or superintendent who is appointed under the *School Act* by a francophone education authority or board of education, as the case may be.

In preparing a compensation plan, public sector employers and employers' associations traditionally include the following elements:

- the pay grid for all excluded positions, noting the corresponding position or class of positions attached to each pay scale;
- policies pertaining to re-earnable incentive plans or bonus plans (including target and maximum amounts) detailing guidelines and criteria governing the payment of such compensation including a description of the performance measures and targets for each position or class of positions (it is recognized that measures and targets vary over time);
- a description of any policies or criteria governing base salary adjustments (i.e movement within a compensation range);
- policies and dollar amounts pertaining to stipends for each applicable position;
- terms of employment for each position or class of positions;
- guidelines governing matters such as payment for membership in professional associations, reimbursement for leased vehicles, housing and other expense reimbursement;
- a description of employee benefit plans for each position or class of position;
- a description of perquisites (e.g., car or discretionary allowances, retention for personal use of travel points earned on business) for all positions or class of positions;
- compensation philosophy; and
- other information that may be relevant.

Bergthorson, Sheena PSEC:EX

From: Rathbone, Chris PSA:EX
Sent: Monday, May 25, 2015 11:42 AM
To: 'Kane Kilbey'
Subject: Wage freeze response

Hi Kane, any concerns about this response to Neil Connelly? It's our standard message.

Thanks,

Chris

Dear Mr. Connelly:

Thank you for your email of May 19, 2015 addressed to Kindrée Draper, Director of Corporate Relations, Public Sector Employers' Council Secretariat (PSEC), regarding the Province's public sector compensation freeze for management/excluded employees.

Government appreciates the important work and leadership roles excluded and non-union management staff play across the public sector, including the University sector.

The management compensation freeze was implemented as a measure to help respond to the global economic crisis. While the fiscal outlook is improving, measures such as the compensation freeze continue to be necessary to protect the Province's fiscal situation. As such, the Minister of Finance recently stated in Budget 2015 that the "wage freeze for management-excluded public sector employees remains in place for the present time, recognizing the fiscal reality facing the provincial public sector."

Controlling compensation in this way has been an important step in achieving and maintaining a balanced budget. Nearly 60 per cent of the province's budget goes to compensation and government is committed to finding ways to balance affordability with fair and reasonable compensation levels.

Government acknowledges the challenges of wage freezes, including the impacts of unionized agreements, but has been clear that one of its highest priorities is balancing the budget, which means continued fiscal restraint is necessary if public sector employees across B.C.'s public sector are going to be able to receive modest increases.

While the current compensation freeze remains in effect, the Public Sector Employers' Council Secretariat is consulting with broader provincial public sector employers' associations, individual employers and responsible ministries to further evaluate the effect of the freeze.

Specifically, that consultation now encompasses the recent BC Public Sector Compensation Review report and its recommendations. The report is available on the PSEC website:

http://www.fin.gov.bc.ca/psec/guidelines/EY%20-%20Public%20Sector%20Compensation%20Review%20October%202014.pdf
We appreciate you taking the time to write about your concerns.

Sincerely,

Christina Zacharuk
Interim President and CEO

Chris Rathbone | Executive Director
Public Sector Employers' Council Secretariat | Province of BC
Phone: 250.356.0949 | Mobile: 250.812.3246
email: chris.rathbone@gov.bc.ca

Bergthorson, Sheena PSEC:EX

From: Rathbone, Chris PSA:EX
Sent: Tuesday, July 28, 2015 1:55 PM
To: 'Kane Kilbey'
Subject: RE: Business Case - Freeze Policy

Hi Kane – I realize I'm not sure exactly where your office is... Sedgewick building, right?

From: Kane Kilbey [mailto:kanek@uvic.ca]
Sent: Friday, July 24, 2015 3:58 PM
To: Rathbone, Chris PSEC:EX
Subject: RE: Business Case - Freeze Policy

Sounds good. I am s.22 so how about Wednesday morning on your way into work – say 8:30 if that is not too early?

Kane

From: Rathbone, Chris PSEC:EX [mailto:Chris.Rathbone@gov.bc.ca]
Sent: July 24, 2015 3:19 PM
To: Kane Kilbey <kanek@uvic.ca>
Subject: RE: Business Case - Freeze Policy

Hi Kane, I'm around next week, s.22 Wednesday or Thursday I could come your way towards the beginning of the morning or mid-afternoon, or anytime downtown Tues-Fri.

Chris

From: Kane Kilbey [mailto:kanek@uvic.ca]
Sent: Friday, July 24, 2015 3:04 PM
To: Rathbone, Chris PSEC:EX
Subject: Business Case - Freeze Policy

Hi Chris. I am ready to run some ideas past you on our proposed business case. I have a draft, costings etc that I would prefer to run through with you first before taking it further inside UVic. Are you available to meet sometime next week? Thanks, Kane

Kane Kilbey
Associate Vice President
Human Resources
University of Victoria
PO Box 1700 STN CSC Victoria, BC V8W 2Y2
phone: (250) 721-8031
fax: (250) 721-8094
e-mail: kanek@uvic.ca

University of Victoria

UVIC

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University of Victoria

BRIEFING NOTE – FOR DECISION

Date: June 2, 2015

PREPARED FOR:	**Public Sector Employers' Council Secretariat**
TOPIC:	Salary Increases for Eligible Management Excluded Staff and Exempt Support Staff

ISSUE:

To review and approve the 2014 to 2019 salary adjustments for staff in designated Management Excluded and Exempt Support positions.

BACKGROUND:

- UVic has applied for, and received permission from the PSEC Secretariat to exempt a subset of our union–excluded workforce, including our confidential administrative support staff (Exempt Support) and certain designated Management Excluded (ME) positions, from the provincial government's management and executive compensation freeze policy. The exempted positions (approximately 60 employees and with a combined big base of $4.2 million[1]) were generally considered to be outside the policy definition of a "manager".
- This policy exemption enables UVic to provide economic adjustments in conformity with the Economic Stability Mandate and range progression in accordance with our approved compensation plans to staff in these exempted roles (see page 10 of approved UVic Staff Bargaining Plan).
- All other staff in ME roles, our Deans and our executive are still covered by the freeze policy.

DISCUSSION:

Management Excluded Economic Adjustments

Historically, we provide economic adjustments to these employees equivalent to those negotiated with the PEA. In late 2014, we negotiated an agreement with the PEA in conformity with the Economic Stability Mandate. This agreement included the following general wage increases and Economic Stability Dividends:

- July 1, 2014 = 0%
- July 1, 2015 = 1%
- May 1, 2016 = 0% plus ESD; July 1, 2016 = 0.5%;
- May 1, 2017 = 1% plus ESD; July 1, 2017 = 0.5%;
- May 1, 2018 = 1% plus ESD; July 1, 2018 = 0.5%;
- May 1, 2019 = 1% plus ESD

[1] See attached costings

Exempt Support Economic Adjustments
Historically, we provide economic adjustments to these employees equivalent to those negotiated with the CUPE 951. Bargaining has yet to conclude with CUPE 951 but on March 25, 2015 UVic tabled a full settlement package in conformity with the Economic Stability Mandate. This package included the following general wage increases and Economic Stability Dividends:

- April 1, 2014 = 0%
- April 1, 2015 = 1%
- February 1, 2016 = 0% plus ESD; April 1, 2016 = 0.5%;
- February 1, 2017 = 1% plus ESD; April 1, 2017 = 0.5%;
- February 1, 2018 = 1% plus ESD; April 1, 2018 = 0.5%;
- February 1, 2019 = 1% plus ESD

RECOMMENDATIONS:

1. Management Excluded Economic Adjustments
The Compensation and Review Committee of the Board of Governors approved a bargaining mandate that included maintaining our tradition of providing general wage increases to eligible union-excluded staff based on key benchmark agreements with our staff unions. Given that we have reached a benchmark settlement with the PEA, it is recommended that the AVP Human Resources seek approval from the PSEC Secretariat and the Board of Governors to implement the above noted salary adjustments and Economic Stability Dividends beginning with a 1% general wage increase for eligible ME staff, effective July 1, 2015.

2. Exempt Support Economic Adjustments
The Compensation and Review Committee of the Board of Governors approved a bargaining mandate that included maintaining our tradition of providing general wage increases to eligible union-excluded staff based on key benchmark agreements with our staff unions. Given that we fully intend on reaching a benchmark settlement with CUPE 951 in conformity with the Economic Stability mandate, it is recommended that the AVP Human Resources seek **provisional** approval from the PSEC Secretariat and the Board of Governors to implement the above noted salary adjustments and Economic Stability Dividends beginning with a 1% general wage increase for Exempt Support staff, effective April 1, 2015. The provisional approval would give UVic the discretion to implement these increases concurrent with, or in advance of (if protracted), an approved bargaining agreement with CUPE 951. Further, if modest salary and benefit trade-offs occur within the above noted envelope at the CUPE table, similar adjustments could be applied to the Exempt Support group to the extent these trade-offs made sense. At that point we would submit an updated costing for transparency and approval.

Costings
Costings of this proposal are attached for reference.

PREPARED BY:	DATE
Kane Kilbey Associate Vice President, Human Resources	June 2, 2015

Bergthorson, Sheena PSEC:EX

From:	Rathbone, Chris PSA:EX
Sent:	Friday, November 13, 2015 3:15 PM
To:	Kane Kilbey
Cc:	Coburn, Lindsay PSEC:EX; Brewster, Kevin AVED:EX; Foweraker, Jonathan PSEC:EX; Ransom, Lisa AVED:EX
Subject:	Non-union, non-management compensation adjustments
Attachments:	Exempt Support Staff at UVic; June 2015 PSEC BN.pdf

Hi Kane,

This message is in response to your two earlier messages (attached) seeking approval of increases for non-union, non-management employees.

Government has approved the treatment of non-union, non-management employee compensation in a manner consistent with that of unionized groups at the same employer. Future mandate increases may occur at the same time as your unionized increases.

Consistent with the Economic Stability Mandate, Ministry staff will work with you to confirm the costs and available funding for these increases. This discussion will not include funding for retroactive increases – funding would be available for increases effective October 28, 2015. The Ministry of Advanced Education will work with you to determine costs and available funding and will distribute funds accordingly.

If you have any questions, please let me know.

Thanks,

Chris

Chris Rathbone | Executive Director
Public Sector Employers' Council Secretariat | Province of BC
Phone: 250.356.0949 | Mobile: 250.812.3246
email: chris.rathbone@gov.bc.ca

Bergthorson, Sheena PSEC:EX

From: Rathbone, Chris PSA:EX
Sent: Friday, January 22, 2016 3:54 PM
To: 'Kane Kilbey'
Subject: RE: Board Update

Hi Kane,

Happy 2016 to you as well! After being somewhat delayed by scheduling, we did present the revised compensation philosophies to the Minister a few days ago and received his approval. I'll be sending you a formal approval next week, and will try to have the Jan 1 increases signed off on by then as well.

s.22 so should be by end of day Tuesday.

Chris

From: Kane Kilbey [mailto:kanek@uvic.ca]
Sent: Friday, January 22, 2016 12:27 PM
To: Rathbone, Chris PSEC:EX
Subject: Board Update

Hi Chris.

Happy 2016! I have a board meeting on Tuesday. Is there anything I need to update them on concerning our Business Case application?

In November, I did advise them that we had submitted the updated compensation plan and business case, that all plans were being compiled for review in one batch by the Secretariat and Minister, and that we would hear back early in the New Year.

Is that still accurate and do you have a sense of approximately when UVic will hear back?

Thank you,

Kane

Kane Kilbey
Associate Vice President

Human Resources
University of Victoria

T 250-721-8031
F 250-721-8094
kanek@uvic.ca
www.uvic.ca/hr

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Bergthorson, Sheena PSEC:EX

From: Rathbone, Chris PSA:EX
Sent: Tuesday, January 26, 2016 3:01 PM
To: Kane Kilbey
Cc: Coburn, Lindsay PSEC:EX
Subject: Common Compensation Philosophy - Update

Hi Kane,

I'm writing today to provide an update on your compensation plan and the process for granting some flexibility within the management compensation freeze.

Implementation of a Public Sector Compensation Philosophy

In June, 2015, public sector employers government endorsed the recommendation from the Public Sector Compensation Review to align compensation practices in the broader public sector through a shared, common public sector compensation philosophy. A common philosophy will provide a standardized foundation for compensation decisions across the public sector and support using a taxpayer lens consistent with the Taxpayer Accountability Principles. As such, employers were asked to update and align their individual compensation philosophies for approval by the Minister Responsible for the *Public Sector Employers* Act with a set of shared, core principles.

Thank you for working with your staff and boards to make any necessary changes, including taking action to implement the new philosophy and formally update any relevant organizational materials with PSEC. These changes will provide a revised framework for making compensation decisions that avoid exception requests. Please consider this letter as approval of your revised compensation philosophy to guide future benchmarking and compensation decisions. The approval also covers your revised compensation ranges. A reminder that compensation levels may not increase outside of the current opportunity for flexibility within the freeze.

Modest Flexibility in the Wage Freeze

In June, 2015, employers were also given the ability to provide modest, targeted in-range increases to address pressing issues of compression, inversion, and to ensure retention of high performers. Most employers have submitted and received approval to provide increases effective July 1, 2015. With the approval of a revised compensation philosophy, PSEC is now reviewing business cases for additional flexibility to address the same issues and for performance increases aligned with the new philosophy, effective January 1, 2016.

Currently, the opportunity to provide flexibility within the management compensation freeze continues to apply only to management employees – executive compensation remains frozen.

Please do not hesitate to contact me with any questions or concerns. The Employers Guide to Implementing a Common Compensation Philosophy for the B.C. Public Sector is attached for your reference.

Thank you,

Chris

Chris Rathbone | Executive Director
Public Sector Employers' Council Secretariat | Province of BC
Phone: 250.356.0949 | Mobile: 250.812.3246
email: chris.rathbone@gov.bc.ca

Bergthorson, Sheena PSEC:EX

From: Kane Kilbey <kanek@uvic.ca>
Sent: Wednesday, August 3, 2016 4:49 PM
To: Rathbone, Chris PSA:EX
Subject: follow up questions to review on the phone

Thanks for the call tomorrow Chris.

To use our time efficiently, our/my main questions are more of a clarification nature and hoping we can discuss them on the phone. No need to write back at this time:

1. Salary Ranges: The salary range adjustment process for both Executive and Excluded Management staff appears to be occurring between 2016 and 2019, with an interim adjustment plan/proposal effective in 2016. For our sector, that normally occurs on July 1. We would prefer to continue to align with July 1 as it will immediately realign salary range adjustments with the excluded salary ranges that have not been frozen (non-managers).

2. Salary Adjustments for Excluded Management: It is unclear to me if we can apply for annual salary adjustments for this group. I think so. It is implied that we can follow the same process as in 2015 but I would like to confirm that we can. If yes, is this just a one year proposal (July 2016), a multi-year proposal (July 2016 to July 2019) or an annual proposal (each of July 2016, 17, 18 and 2019). If either of the two latter options, I am assuming that this aspect of our management excluded compensation plan is suspended until after 2019?

3. As you know, I am considering either a modest change or a material change to the compensation plan for executive. If modest, then our business case will likely fit nicely inside the box of the Guide. If material, I will need your help to develop a business case with some larger trade-offs (less than current plan progression for improved salary ranges beyond the ESM). Similarly, if a materially different plan, I may need to legally offer additional consideration (beyond the 2%) to facilitate the transition to the new plan for those executive who are most affected (those with range room in the current plan). The end game of a material change is an updated compensation plan with midmarket-based salary ranges but annual range progression that aligns with the long term goals of PSEC.

That's it so far – I mostly was concerned about the scope of the Guide (one year versus 2016 to 2019), our July cycle in our sector, Excluded Management adjustments, and my "big" idea around modernizing our Executive Comp plan.

If you think this will take more than 15 minutes, we will take the noon time slot (and thanks for giving up your lunch). If not, 10:45 works. Can we use your conferencing number etc?

Kane

Kane Kilbey
Associate Vice President

Human Resources
University of Victoria

T 250-721-8031
F 250-721-8094
kanek@uvic.ca
www.uvic.ca/hr

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Bergthorson, Sheena PSEC:EX

From: Kane Kilbey <kanek@uvic.ca>
Sent: Thursday, August 4, 2016 4:55 PM
To: Rathbone, Chris PSA:EX
Cc: Coburn, Lindsay PSEC:EX
Subject: RE: follow up questions to review on the phone

Thanks again for your time today. Do you mind if I share the clarifications for the first 2 questions only with the other UPSEA members? I think it is important for them to know to expect further instructions in the fall re: excluded management and January 2017. I will not raise the third item as it is UVic specific.

Enjoy your time off Chris.

Kane

From: Rathbone, Chris PSEC:EX [mailto:Chris.Rathbone@gov.bc.ca]
Sent: August 3, 2016 9:12 PM
To: Kane Kilbey
Cc: Coburn, Lindsay PSEC:EX
Subject: RE: follow up questions to review on the phone

Thanks for laying these out in advance Kane. I'll send a conference call invite for 10:30, in case you can make it earlier... if not, just let me know and we can all join the call at 10:45.

I'm assuming by "invite Lisa" you're meaning Lisa Castle, not someone at your end? I'm not including her in the invite just in case I'm wrong, but feel free to forward the invite to her.

Thanks,

Chris

From: Kane Kilbey [mailto:kanek@uvic.ca]
Sent: Wednesday, August 3, 2016 4:49 PM
To: Rathbone, Chris PSEC:EX
Subject: follow up questions to review on the phone

Thanks for the call tomorrow Chris.

To use our time efficiently, our/my main questions are more of a clarification nature and hoping we can discuss them on the phone. No need to write back at this time:

1. Salary Ranges: The salary range adjustment process for both Executive and Excluded Management staff appears to be occurring between 2016 and 2019, with an interim adjustment plan/proposal effective in 2016. For our sector, that normally occurs on July 1. We would prefer to continue to align with July 1 as it will immediately realign salary range adjustments with the excluded salary ranges that have not been frozen (non-managers).

2. Salary Adjustments for Excluded Management: It is unclear to me if we can apply for annual salary adjustments for this group. I think so. It is implied that we can follow the same process as in 2015 but I would like to confirm that we can. If yes, is this just a one year proposal (July 2016), a multi-year proposal (July 2016 to July 2019) or an annual proposal (each of July 2016, 17, 18 and 2019). If either of the two latter options, I am assuming that this aspect of our management excluded compensation plan is suspended until after 2019?

3. As you know, I am considering either a modest change or a material change to the compensation plan for executive. If modest, then our business case will likely fit nicely inside the box of the Guide. If material, I will need your help to develop a business case with some larger trade-offs (less than current plan progression for improved salary ranges beyond the ESM). Similarly, if a materially different plan, I may need to legally offer additional consideration (beyond the 2%) to facilitate the transition to the new plan for those executive who are most affected (those with range room in the current plan). The end game of a material change is an updated compensation plan with midmarket-based salary ranges but annual range progression that aligns with the long term goals of PSEC.

That's it so far – I mostly was concerned about the scope of the Guide (one year versus 2016 to 2019), our July cycle in our sector, Excluded Management adjustments, and my "big" idea around modernizing our Executive Comp plan.

If you think this will take more than 15 minutes, we will take the noon time slot (and thanks for giving up your lunch). If not, 10:45 works. Can we use your conferencing number etc?

Kane

Kane Kilbey
Associate Vice President

Human Resources
University of Victoria

T 250-721-8031
F 250-721-8094
kanek@uvic.ca
www.uvic.ca/hr

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Bergthorson, Sheena PSEC:EX

From: Kane Kilbey <kanek@uvic.ca>
Sent: Thursday, August 25, 2016 3:52 PM
To: Rathbone, Chris PSA:EX
Subject: draft for your review
Attachments: Management Team Salary Range Adjustment Business Case DRAFT Aug 25 2016 v2.pdf; Proposed Adjusted ME Salary Grids to 2019 and Position List.xlsx; ME Terms and Conditions - Final and Approved by PSEC February 2016.pdf

Hi Chris. s.22
s.22

These attachments set out a proposed business case to age the ranges for our excluded management team (not our executive team). Have a read through when you can and let me know if you have any advice before I take it to the next stage here. Blair has already offered his input and I have built that into this draft.

It's a straightforward application of the Guide using the chart in the Guide for progressive range adjustments – not wage increases – over the next few years.

I still have some work to do on the executive range proposal so just wanting to move this one along in the interim.

Cheers,

Kane

Kane Kilbey
Associate Vice President

Human Resources
University of Victoria

T 250-721-8031
F 250-721-8094
kanek@uvic.ca
www.uvic.ca/hr

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University of Victoria

Associate Vice-President Human Resources
Human Resources
PO Box 1700 STN CSC
Victoria British Columbia V8W 2W2 Canada
Tel (250) 721-8031, Fax (250) 721-8094

DRAFT

August XX, 2016

Christina Zacharuk
President and CEO
Public Sector Employers' Council Secretariat
PO Box 9400 Stn Prov Govt
Victoria, BC V8W 9V1

Dear Ms. Zacharuk,

Re: Excluded Management Salary Range Adjustments – For Approval

This proposal is further to your July 29, 2016 letter inviting public sector employers to submit a business case to adjust management salary ranges at the same annual rate as provided to our unionized employee groups under the Economic Stability Mandate.

1.0 Overview of Issues Being Addressed

- As noted in our business case submission in 2015, the freeze policy has been particularly inequitable for those impacted within the excluded management ranks at UVic. As you will recall, we replaced our former excluded management compensation plan in 2012 due to a universal lack of confidence in the former system.

- While we are confident that the new compensation plan instills accountability, transparency and trust, these employees gave up an annual allocation of five days of special leave, a superior severance formula, and their professional development leave accrual plan in exchange for access to new, market based ranges (set at the median).

- The unexpected freezing of salaries so soon after giving up these benefits has been a palpable source of tension between the university and its middle and senior managers because there was a measureable loss of benefits that represents an unfulfilled promise by the University. While the interim adjustments in 2015 and 2016 were appreciated and provided some relief, some managers have explored forming a bargaining unit (association) while another (now former employee) has retained counsel and served UVic with a class action civil claim challenging the statutory basis for the freeze policy.

Further, UVic has been successful in negotiating the exclusion of many managers formerly represented by the Professional Employees' Association (PEA). The extended salary freeze, including the impact of frozen salary ranges, has strained our relationship with our newly excluded colleagues.

- In practical terms, longer term excluded managers are facing compression issues and, in some cases, inversion as new staff are hired at market rates, as excluded non-managers' salaries leap-frog managers' salaries and as direct reports continue to benefit from collectively bargained general wage increases and collective agreement provided salary progression (prior to the interim adjustments, excluded managers who supervise PEA employees had experienced between 11% and 14% compression during the previous three years). This has been further exacerbated because the salary ranges for our excluded managers have remained frozen since introduction while the salary ranges of our excluded non-mangers and unionized employees have aged through two successive bargaining mandates.

2.0 Proposal

This proposal contemplates a three year plan for annual salary range adjustments, subject to the determination of future ESDs, summarized in the following table.

			1.5% + 0.45% ESD		1.5% + ESD		1.5% + ESD		1.0% + ESD	
	Base Year		Initial Adjustment		July 1, 2017		July 1, 2018		May 1, 2019	
Salary Range	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max
ME Level 16	$121,628	$174,840	$124,000	$178,249	$125,860	$180,923	$127,748	$183,637	$129,025	$185,473
ME Level 15	$108,789	$156,384	$110,910	$159,433	$112,574	$161,824	$114,263	$164,251	$115,406	$165,894
ME Level 14	$100,331	$144,226	$102,287	$147,038	$103,821	$149,244	$105,378	$151,483	$106,432	$152,998
ME Level 13	$94,736	$136,183	$96,583	$138,839	$98,032	$140,922	$99,502	$143,036	$100,497	$144,466
ME Level 12	$88,217	$126,813	$89,937	$129,286	$91,286	$131,225	$92,655	$133,193	$93,582	$134,525
ME Level 11	$81,808	$117,599	$83,403	$119,892	$84,654	$121,690	$85,924	$123,515	$86,783	$124,750
ME Level 10	$77,492	$111,395	$79,003	$113,567	$80,188	$115,271	$81,391	$117,000	$82,205	$118,170

The key elements and implications of the proposal are as follows:

- These salary range increases are consistent with the instructions in the *Employers' Guide* and with the salary increases and salary range adjustments negotiated for our unionized employees and extended to our excluded, non-management employees for the 2014-2019 Economic Stability Mandate period.
- The potential inversion and compression risk identified in your letter are no longer risks but realities. Without these proposed adjustments, salary range 9 is scheduled to pass/exceed salary range 10 on May 1, 2017. As noted above there are numerous examples of excluded non-management staff at lower classification levels now earning more than excluded managers and of course newly hired excluded managers are being hired at market rates, creating internal inequities with our excluded managers who have been with us since before the freeze policy came into being.

- We propose to make the initial adjustment on July 1, 2016, thus enabling UVic to provide a small but targeted adjustment to 2 or 3 excluded managers who were ineligible for some or all of the 2015 and 2016 interim adjustments due to their position on the salary range.
- Should any of the current excluded management staff find their current salaries falling below the adjusted salary range, we will fix that anomaly as well, effective July 1, 2016.
- As set out in the *Employers' Guide* this proposal does not contemplate salary adjustments, except for the anomalies set out above, let alone a general wage increase, as a direct result of aging these salary ranges. Having said that, and for reasons articulated above and as specifically noted below, UVic will be submitting a separate business case for a future interim in-range salary adjustment once those instructions have been received from PSEC later in 2016.
- Nothing in our proposal will create budget pressures for the university.

Please note that I must point out that by committing to aging these ranges and not providing salary adjustments, UVic will likely experience both positive and negative reactions, if only because the design of our approved salary range progression system divides salary ranges into three elements (Developmental, Competitive and Performance). For example, an unintended consequence of our proposal will mean that excluded managers who had earned their placement on the Competitive Portion of the salary range may now find their salaries in the Developmental Portion of the range. Morale and retention is already at risk and, as such, it will be imperative that UVic is able to provide modest, in-range salary adjustments for our managers at the earliest opportunity and to return to the normal operation of our approved compensation framework by July 2017. For your reference, I have included the table describing our salary range system below.

Performance Level	Developmental Portion 80% - 90%	Competitive Portion 90%-110%	Performance Portio 110% - 115%
Not Achieved	No increase	No increase	no increase
Partially Achieved	Discretionary increase up to 3%	Discretionary increase up to 2.5%	no increase
Fully Achieved	3%	2.5%	Discretionary increase up to 2.0%
Exceeded	Discretionary increase up to 5%	3%	Discretionary increase up to 2.5%

Note: Scores of "Exceeded" are intended to recognize exceptional achievement situations (i.e. less than 10% of employees), requiring written justification and VP sign-off

3.0 Compensation Plan

Also enclosed is a copy of the *Management Excluded Terms and Conditions of Employment* that PSEC approved in February 2016. The current salary ranges and a list of the positions in each range are also enclosed. The detailed adjustments to salary ranges flowing from our proposal is also enclosed.

As you will recall, we modernized this compensation plan in 2012 and addressed the issues and compensation trade-offs identified above, including integrating compensation principles that embody the core principles outlined in your 2015 letter. The enclosed version, dated October

2015, further strengthened that alignment (see Section 3) although I am confident that in practice, we were already there.

The approved compensation plan also provided more information about our benchmarking methodology. As you may recall, we introduced the Hay Group™ Job Evaluation system in 2012 and thus rely on the Hay Group ™ National Public Sector Database to establish salary ranges. Our goal in 2012 was to establish salary ranges, in exchange for a reduced level of benefits that neither lead nor lag the market. As such, we established the 2012 ranges at the median (P50) of the National Public Sector Database. When necessary, we will also benchmark individual salaries primarily using B.C. public sector organizations, including the B.C. Public Service and particularly within the research university sector, and other research universities in Canada.

Thank you for the opportunity to provide this business case. I trust that this information is of assistance. If you have any follow-up questions, please feel free to contact me at 250-721-8031.

Yours truly,

Kane Kilbey
Associate Vice President
University of Victoria

Cc: B. Littler

Enclosures (4)
October 2015 Management Excluded Terms & Conditions of Employment (Approved Feb. 2016)
Current Management Excluded Salary Ranges
Proposed Management Excluded Salary Ranges
List of Management Excluded positions at each Salary Range

University of Victoria ME Group
SALARY STRUCTURE

Grades	Salary Range: January 1, 2012				
	Development Floor (80%)	Competitive Floor (90%)	Competitive Midpoint (100%)	Competitive Ceiling (110%)	Performance Ceiling (115%)
16	$121,628	$136,831	$152,035	$167,238	$174,840
15	$108,789	$122,388	$135,986	$149,585	$156,384
14	$100,331	$112,873	$125,414	$137,955	$144,226
13	$94,736	$106,578	$118,420	$130,262	$136,183
12	$88,217	$99,245	$110,272	$121,299	$126,813
11	$81,808	$92,034	$102,260	$112,486	$117,599
10	$77,492	$87,179	$96,865	$106,552	$111,395
9	$72,504	$81,567	$90,630	$99,693	$104,225
8	$65,951	$74,195	$82,439	$90,683	$94,805
7	$59,053	$66,435	$73,817	$81,198	$84,889
6	$52,987	$59,610	$66,234	$72,857	$76,169
5	$48,415	$54,467	$60,519	$66,571	$69,597
4	$43,753	$49,223	$54,692	$60,161	$62,896

University of Victoria ME Group
SALARY STRUCTURE

Grades	Salary Range: July 1, 2012 (2% range increase for ML 4-9)				
	Development Floor (80%)	Competitive Floor (90%)	Competitive Midpoint (100%)	Competitive Ceiling (110%)	Performance Ceiling (115%)
16	$121,628	$136,831	$152,035	$167,238	$174,840
15	$108,789	$122,388	$135,986	$149,585	$156,384
14	$100,331	$112,873	$125,414	$137,955	$144,226
13	$94,736	$106,578	$118,420	$130,262	$136,183
12	$88,217	$99,245	$110,272	$121,299	$126,813
11	$81,808	$92,034	$102,260	$112,486	$117,599
10	$77,492	$87,179	$96,865	$106,552	$111,395
9	$73,954	$83,198	$92,443	$101,687	$106,309
8	$67,270	$75,679	$84,088	$92,497	$96,701
7	$60,234	$67,764	$75,293	$82,822	$86,587
6	$54,047	$60,802	$67,558	$74,314	$77,692
5	$49,383	$55,556	$61,729	$67,902	$70,988
4	$44,628	$50,207	$55,786	$61,364	$64,153

Note: Public Sector Management and Executive Compensation Freeze in place for ranges 10 to 16

University of Victoria ME Group

SALARY STRUCTURE

Grades	Salary Range: July 1, 2013 (2% range increase for ML 4-9)				
	Development Floor (80%)	Competitive Floor (90%)	Competitive Midpoint (100%)	Competitive Ceiling (110%)	Performance Ceiling (115%)
16	$121,628	$136,831	$152,035	$167,238	$174,840
15	$108,789	$122,388	$135,986	$149,585	$156,384
14	$100,331	$112,873	$125,414	$137,955	$144,226
13	$94,736	$106,578	$118,420	$130,262	$136,183
12	$88,217	$99,245	$110,272	$121,299	$126,813
11	$81,808	$92,034	$102,260	$112,486	$117,599
10	$77,492	$87,179	$96,865	$106,552	$111,395
9	$75,433	$84,862	$94,292	$103,721	$108,435
8	$68,615	$77,193	$85,770	$94,347	$98,635
7	$61,439	$69,119	$76,799	$84,478	$88,319
6	$55,128	$62,018	$68,909	$75,800	$79,246
5	$50,371	$56,667	$62,964	$69,260	$72,408
4	$45,521	$51,211	$56,902	$62,591	$65,436

Note: Public Sector Management and Executive Compensation Freeze in place for ranges 10 to 16

University of Victoria ME Group

SALARY STRUCTURE

Grades	Salary Range: July 1, 2014 (0% range increase as per Economic Stability Mandate)				
	Development Floor (80%)	Competitive Floor (90%)	Competitive Midpoint (100%)	Competitive Ceiling (110%)	Performance Ceiling (115%)
16	$121,628	$136,831	$152,035	$167,238	$174,840
15	$108,789	$122,388	$135,986	$149,585	$156,384
14	$100,331	$112,873	$125,414	$137,955	$144,226
13	$94,736	$106,578	$118,420	$130,262	$136,183
12	$88,217	$99,245	$110,272	$121,299	$126,813
11	$81,808	$92,034	$102,260	$112,486	$117,599
10	$77,492	$87,179	$96,865	$106,552	$111,395
9	$75,433	$84,862	$94,292	$103,721	$108,435
8	$68,615	$77,193	$85,770	$94,347	$98,635
7	$61,439	$69,119	$76,799	$84,478	$88,319
6	$55,128	$62,018	$68,909	$75,800	$79,246
5	$50,371	$56,667	$62,964	$69,260	$72,408
4	$45,521	$51,211	$56,902	$62,591	$65,436

Note: Public Sector Management and Executive Compensation Freeze in place for ranges 10 to 16

University of Victoria ME Group

SALARY STRUCTURE

Grades	Salary Range: July 1, 2015 (1% increase for ML4-9 as per Economic Stability Mandate)				
	Development Floor (80%)	Competitive Floor (90%)	Competitive Midpoint (100%)	Competitive Ceiling (110%)	Performance Ceiling (115%)
16	$121,628	$136,831	$152,035	$167,238	$174,840
15	$108,789	$122,388	$135,986	$149,585	$156,384
14	$100,331	$112,873	$125,414	$137,955	$144,226
13	$94,736	$106,578	$118,420	$130,262	$136,183
12	$88,217	$99,245	$110,272	$121,299	$126,813
11	$81,808	$92,034	$102,260	$112,486	$117,599
10	$77,492	$87,179	$96,865	$106,552	$111,395
9	$76,187	$85,711	$95,235	$104,758	$109,519
8	$69,301	$77,965	$86,628	$95,290	$99,621
7	$62,053	$69,810	$77,567	$85,323	$89,202
6	$55,679	$62,638	$69,598	$76,558	$80,038
5	$50,875	$57,234	$63,594	$69,953	$73,132
4	$45,976	$51,723	$57,471	$63,217	$66,090

Note: Public Sector Management and Executive Compensation Freeze in place for ranges 10 to 16

University of Victoria ME Group

SALARY STRUCTURE

Grades	Salary Range: May 1, 2016 (0.45% increase for ML4-9 as per Economic Stability Mandate)				
	Development Floor (80%)	Competitive Floor (90%)	Competitive Midpoint (100%)	Competitive Ceiling (110%)	Performance Ceiling (115%)
16	$121,628	$136,831	$152,035	$167,238	$174,840
15	$108,789	$122,388	$135,986	$149,585	$156,384
14	$100,331	$112,873	$125,414	$137,955	$144,226
13	$94,736	$106,578	$118,420	$130,262	$136,183
12	$88,217	$99,245	$110,272	$121,299	$126,813
11	$81,808	$92,034	$102,260	$112,486	$117,599
10	$77,492	$87,179	$96,865	$106,552	$111,395
9	$76,530	$86,096	$95,663	$105,230	$110,012
8	$69,613	$78,316	$87,018	$95,719	$100,070
7	$62,333	$70,124	$77,916	$85,707	$89,604
6	$55,930	$62,920	$69,911	$76,903	$80,399
5	$51,104	$57,491	$63,880	$70,267	$73,461
4	$46,183	$51,956	$57,730	$63,501	$66,388

Note: Public Sector Management and Executive Compensation Freeze in place for ranges 10 to 16

University of Victoria ME Group

SALARY STRUCTURE

Grades	Salary Range: July 1, 2016 (1.5% + 0.45% ESD increase for ML10-16)				
	Development Floor (80%)	Competitive Floor (90%)	Competitive Midpoint (100%)	Competitive Ceiling (110%)	Performance Ceiling (115%)
16	$124,000	$139,499	$155,000	$170,499	$178,249
15	$110,910	$124,775	$138,638	$152,502	$159,433
14	$102,287	$115,074	$127,860	$140,645	$147,038
13	$96,583	$108,656	$120,729	$132,802	$138,839
12	$89,937	$101,180	$112,422	$123,664	$129,286
11	$83,403	$93,829	$104,254	$114,679	$119,892
10	$79,003	$88,879	$98,754	$108,630	$113,567

Note: Public Sector Management and Executive Compensation Freeze in place for ranges 10 to 16

Grades	Salary Range: July 1, 2016 (0.50% increase for ML4-9 as per Economic Stability Mandate)				
	Development Floor (80%)	Competitive Floor (90%)	Competitive Midpoint (100%)	Competitive Ceiling (110%)	Performance Ceiling (115%)
9	$76,913	$86,526	$96,141	$105,756	$110,562
8	$69,961	$78,708	$87,453	$96,198	$100,570
7	$62,645	$70,475	$78,306	$86,136	$90,052
6	$56,210	$63,235	$70,261	$77,288	$80,801
5	$51,360	$57,778	$64,199	$70,618	$73,828
4	$46,414	$52,216	$58,019	$63,819	$66,720

University of Victoria ME Group
SALARY STRUCTURE

Grades	Salary Range: May 1, 2017 (1% + ESD increase for ML4-9 as per Economic Stability Mandate)				
	Development Floor (80%)	Competitive Floor (90%)	Competitive Midpoint (100%)	Competitive Ceiling (110%)	Performance Ceiling (115%)
16	$124,000	$139,499	$155,000	$170,499	$178,249
15	$110,910	$124,775	$138,638	$152,502	$159,433
14	$102,287	$115,074	$127,860	$140,645	$147,038
13	$96,583	$108,656	$120,729	$132,802	$138,839
12	$89,937	$101,180	$112,422	$123,664	$129,286
11	$83,403	$93,829	$104,254	$114,679	$119,892
10	$79,003	$88,879	$98,754	$108,630	$113,567
9	$77,682	$87,391	$97,102	$106,814	$111,668
8	$70,661	$79,495	$88,328	$97,160	$101,576
7	$63,271	$71,180	$79,089	$86,997	$90,953
6	$56,772	$63,867	$70,964	$78,061	$81,609
5	$51,874	$58,356	$64,841	$71,324	$74,566
4	$46,878	$52,738	$58,599	$64,457	$67,387

Note: Public Sector Management and Executive Compensation Freeze in place for ranges 10 to 16

University of Victoria ME Group
SALARY STRUCTURE

Grades	Salary Range: July 1, 2017 (1.5% + ESD increase for ML10-16)				
	Development Floor (80%)	Competitive Floor (90%)	Competitive Midpoint (100%)	Competitive Ceiling (110%)	Performance Ceiling (115%)
16	$125,860	$141,591	$157,325	$173,056	$180,923
15	$112,574	$126,647	$140,718	$154,790	$161,824
14	$103,821	$116,800	$129,778	$142,755	$149,244
13	$98,032	$110,286	$122,540	$134,794	$140,922
12	$91,286	$102,698	$114,108	$125,519	$131,225
11	$84,654	$95,236	$105,818	$116,399	$121,690
10	$80,188	$90,212	$100,235	$110,259	$115,271

Note: Public Sector Management and Executive Compensation Freeze in place for ranges 10 to 16

Grades	Salary Range: July 1, 2017 (0.5% increase for ML4-9 as per Economic Stability Mandate)				
	Development Floor (80%)	Competitive Floor (90%)	Competitive Midpoint (100%)	Competitive Ceiling (110%)	Performance Ceiling (115%)
9	$78,070	$87,828	$97,588	$107,348	$112,226
8	$71,014	$79,892	$88,770	$97,646	$102,084
7	$63,587	$71,536	$79,484	$87,432	$91,408
6	$57,056	$64,186	$71,319	$78,451	$82,017
5	$52,133	$58,648	$65,165	$71,681	$74,939
4	$47,112	$53,002	$58,892	$64,779	$67,724

University of Victoria ME Group

SALARY STRUCTURE

Grades	Salary Range: May 1, 2018 (1% + ESD increase for ML4-9 as per Economic Stability Mandate)				
	Development Floor (80%)	Competitive Floor (90%)	Competitive Midpoint (100%)	Competitive Ceiling (110%)	Performance Ceiling (115%)
16	$125,860	$141,591	$157,325	$173,056	$180,923
15	$112,574	$126,647	$140,718	$154,790	$161,824
14	$103,821	$116,800	$129,778	$142,755	$149,244
13	$98,032	$110,286	$122,540	$134,794	$140,922
12	$91,286	$102,698	$114,108	$125,519	$131,225
11	$84,654	$95,236	$105,818	$116,399	$121,690
10	$80,188	$90,212	$100,235	$110,259	$115,271
9	$78,851	$88,706	$98,564	$108,421	$113,348
8	$71,724	$80,691	$89,658	$98,622	$103,105
7	$64,223	$72,251	$80,279	$88,306	$92,322
6	$57,627	$64,828	$72,032	$79,236	$82,837
5	$52,654	$59,234	$65,817	$72,398	$75,688
4	$47,583	$53,532	$59,481	$65,427	$68,401

Note: Public Sector Management and Executive Compensation Freeze in place for ranges 10 to 16

University of Victoria ME Group
SALARY STRUCTURE

Grades	Salary Range: July 1, 2018 (1.5% + ESD increase for ML10-16)				
	Development Floor (80%)	Competitive Floor (90%)	Competitive Midpoint (100%)	Competitive Ceiling (110%)	Performance Ceiling (115%)
16	$127,748	$143,715	$159,685	$175,652	$183,637
15	$114,263	$128,547	$142,829	$157,112	$164,251
14	$105,378	$118,552	$131,725	$144,896	$151,483
13	$99,502	$111,940	$124,378	$136,816	$143,036
12	$92,655	$104,238	$115,820	$127,402	$133,193
11	$85,924	$96,665	$107,405	$118,145	$123,515
10	$81,391	$91,565	$101,739	$111,913	$117,000

Note: Public Sector Management and Executive Compensation Freeze in place for ranges 10 to 16

Grades	Salary Range: July 1, 2018 (0.5% increase for ML4-9 as per Economic Stability Mandate)				
	Development Floor (80%)	Competitive Floor (90%)	Competitive Midpoint (100%)	Competitive Ceiling (110%)	Performance Ceiling (115%)
9	$79,245	$89,150	$99,057	$108,963	$113,915
8	$72,083	$81,094	$90,106	$99,115	$103,621
7	$64,544	$72,612	$80,680	$88,748	$92,784
6	$57,915	$65,152	$72,392	$79,632	$83,251
5	$52,917	$59,530	$66,146	$72,760	$76,066
4	$47,821	$53,800	$59,778	$65,754	$68,743

University of Victoria ME Group

SALARY STRUCTURE

Grades	Salary Range: May 1, 2019 (1% + ESD increase for ML4-9 as per Economic Stability Mandate)				
	Development Floor (80%)	Competitive Floor (90%)	Competitive Midpoint (100%)	Competitive Ceiling (110%)	Performance Ceiling (115%)
16	$127,748	$143,715	$159,685	$175,652	$183,637
15	$114,263	$128,547	$142,829	$157,112	$164,251
14	$105,378	$118,552	$131,725	$144,896	$151,483
13	$99,502	$111,940	$124,378	$136,816	$143,036
12	$92,655	$104,238	$115,820	$127,402	$133,193
11	$85,924	$96,665	$107,405	$118,145	$123,515
10	$81,391	$91,565	$101,739	$111,913	$117,000
9	$80,037	$90,042	$100,048	$110,053	$115,054
8	$72,804	$81,905	$91,007	$100,106	$104,657
7	$65,189	$73,338	$81,487	$89,635	$93,712
6	$58,494	$65,804	$73,116	$80,428	$84,084
5	$53,446	$60,125	$66,807	$73,488	$76,827
4	$48,299	$54,338	$60,376	$66,412	$69,430

Note: Public Sector Management and Executive Compensation Freeze in place for ranges 10 to 16

University of Victoria ME Group

SALARY STRUCTURE

Grades	Salary Range: May 1, 2019 (1% + ESD increase for ML10-16)				
	Development Floor (80%)	Competitive Floor (90%)	Competitive Midpoint (100%)	Competitive Ceiling (110%)	Performance Ceiling (115%)
16	$129,025	$145,152	$161,282	$177,409	$185,473
15	$115,406	$129,832	$144,257	$158,683	$165,894
14	$106,432	$119,738	$133,042	$146,345	$152,998
13	$100,497	$113,059	$125,622	$138,184	$144,466
12	$93,582	$105,280	$116,978	$128,676	$134,525
11	$86,783	$97,632	$108,479	$119,326	$124,750
10	$82,205	$92,481	$102,756	$113,032	$118,170

Note: Public Sector Management and Executive Compensation Freeze in place for ranges 10 to 16

Sample Salary Range Adjustment Plan

			1.5% + 0.45% ESD		1.5% + ESD		1.5% + ESD		1.0% + ESD	
	Base Year		Initial Adjustment		Saturday, July 1, 2017		Sunday, July 1, 2018		Wednesday, May 1, 2019	
Salary Range	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max
ME Level 13	$94,736	$136,183	$96,583	$138,839	$98,032	$140,922	$99,502	$143,036	$100,497	$144,466

Note: Simple math - initial increases not compounded as per PSEC

Basic Mandate Distribution

- July 1, 2014 = 0%
- July 1, 2015 = 1%
- May 1, 2016 = 0% plus 0.45% ESD; July 1, 2016 = 0.5%;
- May 1, 2017 = 1% plus ESD; July 1, 2017 = 0.5%;
- May 1, 2018 = 1% plus ESD; July 1, 2018 = 0.5%;
- May 1, 2019 = 1% plus ESD

Full Salary Range Adjustment Plan

			1.5% + 0.45% ESD		1.5% + ESD		1.5% + ESD		1.0% + ESD	
	Base Year		Initial Adjustment		Saturday, July 1, 2017		Sunday, July 1, 2018		Wednesday, May 1, 2019	
Salary Range	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max
ME Level 16	$121,628	$174,840	$124,000	$178,249	$125,860	$180,923	$127,748	$183,637	$129,025	$185,473
ME Level 15	$108,789	$156,384	$110,910	$159,433	$112,574	$161,824	$114,263	$164,251	$115,406	$165,894
ME Level 14	$100,331	$144,226	$102,287	$147,038	$103,821	$149,244	$105,378	$151,483	$106,432	$152,998
ME Level 13	$94,736	$136,183	$96,583	$138,839	$98,032	$140,922	$99,502	$143,036	$100,497	$144,466
ME Level 12	$88,217	$126,813	$89,937	$129,286	$91,286	$131,225	$92,655	$133,193	$93,582	$134,525
ME Level 11	$81,808	$117,599	$83,403	$119,892	$84,654	$121,690	$85,924	$123,515	$86,783	$124,750
ME Level 10	$77,492	$111,395	$79,003	$113,567	$80,188	$115,271	$81,391	$117,000	$82,205	$118,170

Initial Adjustment effective July 1, 2016.

University of Victoria ME Group

Grading Structure

Monday, August 15, 2016

Grade	Position Title (Alphabetical List)
16	Executive Director, Finance
16	Executive Director, FMGT
16	Executive Director, Strategic Research Initiatives
16	Executive Director, Student Services
15	Chief Financial and Operating Officer - ONC
15	Director, Campus Services
15	Executive Director, Academic Resource Planning
15	Executive Director, Community and Government Relations
15	Executive Director, Co-op Education Program and Career Services
15	Registrar
15	Executive Director, University Communications and Marketing
14	Director, Athletics and Recreation
14	Director, English Language Centre
14	Director, Student Recruitment and Global Engagement
13	Associate Director, Engineering (NEPTUNE)
13	Associate Director, Engineering and Operations (VENUS)
13	Controller
13	Director, Academic Advising and International Student Services
13	Director, Academic and Administrative Services (IT)
13	Director, Budgets
13	Director Campus Planning and Sustainability
13	Director, Campus Security Services
13	Director, Capital Management - FMGT
13	Director, Counselling and Multi-Faith Services
13	Director, Food Services
13	Director, Fund Development
13	Director, Health Services
13	Director, Infrastructure Services (University Systems)
13	Director, Institutional Planning and Analysis
13	Director, Internal Audit
13	Director, Labour Relations and HR Consulting Services
13	Director, Maintenance and Operations - FMGT
13	Director, OHSE
13	Director, Pensions and Investments
13	Director, Purchasing Services
13	Director, Research Partnerships and Knowledge Mobilization
13	Director, Residence Services
13	Director, Total Compensation and Recruitment
13	Director, UVic Online
13	Treasurer
12	Admin Director, IMP and DMS
12	Associate Director, Research (VENUS)
12	Associate Director, Software Engineering (ONC)
12	Associate Director, User Services (ONC)
12	Associate Registrar, Undergrad. Records/Admissions, etc
12	Associate Registrar, Student Info Systems, etc
12	Associate Director, Vikes Athletics and Recreation
12	Director, Advancement Services
12	Director, Alumni Relations
12	Director, Corporate Relations and Operations

University of Victoria ME Group

Grading Structure

Monday, August 15, 2016

Grade	Position Title (Alphabetical List)
12	Director, Equity and Human Rights
12	Director, Faculty Relations and Academic Administration
12	Director, Indigenous Affairs and First Peoples House Manager
12	Director, Institutional Programs
12	Director, Office of the President
12	Director, Organization Development and Learning
12	Director, Principle Gifts and Campaigns
12	Director, Project Planning Services
12	Director, University Centre Farquhar Auditorium and Ceremonies and Events
12	Director, University Marketing
11	Associate University Secretary
11	Chief Privacy Officer
11	Client Technologies Manager
11	Computer Help Desk Manager
11	Data Centre Services Manager
11	Desktop Support Services Manager
11	Development Services Manager
11	Director, Customer Service and Integration
11	Director, International Office
11	Director of Operations, Co-op and Career Services
11	Director, University Art Collections
11	Manager Employee Relations
11	Manager, Financial Accounting and Training
11	Manager, Media Relations
11	Manager, Office of the VPFO
11	Manager, Research Accounting
11	Manager, Treasury Services
11	Network Services Manager
11	Operations Support Manager, Campus Security
11	Payroll Manager
11	Production and Technical Support Manager
11	Associate Director, Supply Management
10	Associate Director, Community and Government Relations
10	Associate Director, Global Engagement
10	Associate Director, Judicial Affairs and Strategic Advocacy Initiatives
10	Associate Director, NEPTUNE CANADA
10	Associate Director, Operations, Admin and Finance - Proteomics Centre
10	Associate Director, Student Recruitment
10	Director, Academic Initiatives and Advisor to the Provost on Equity and Diversity
10	Manager, Emergency Planning
10	Manager, Risk, Insurance and Continuity Planning
10	Security Manager
10	Parking and Transportation Manager
10	Manager, Internal Audit
10	Manager, Office of the VPR
9	Benefits Manager
9	Governance Manager
9	Human Resources Consultant
9	Legal Counsel
9	Manager, Equity and Human Rights

University of Victoria ME Group
Grading Structure
Monday, August 15, 2016

Grade	Position Title (Alphabetical List)
9	Manager, Information Security Office
9	Organizational Development Consultant
9	Public Affairs Officer
9	WorkLife Consultant
8	Learning Consultant
8	Human Rights Advisor (Complaints)
8	OHSE Consultant
8	Post Approval Support Consultant
8	Senior Internal Auditor
7	Communication and Research Analyst
7	Financial Planning Analyst
7	Financial Services Business Analyst
7	HR Advisor, Classification
7	HR Systems and Workforce Analytics Manager
7	Human Rights Advisor (Education)
7	Senior Analyst - Academic Resource Planning
7	Treasury Analyst
6	Access Officer
6	Administrative Manager, Office of the VPER
6	Admin Officer to the Provost
6	Human Resources Advisor (Strategic Recruitment)
6	Human Resources Programs and Process Administrator - Employment Services
6	Paralegal
6	Pension Governance Communications Officer
6	Projects Officer, VP Research Office
6	Projects Officer, VPFO Office
6	Projects Officer, President's Office
6	Projects Officer, USEC Office
6	VPAC Office Manager
5	Faculty Relations Associate
5	Human Resources Program and Projects Manager
5	Human Resources Coordinator
4	Administrative Coordinator, OHSE
4	Coordinator, Academic Appointments and Immigration
4	Human Resources Associate (HRC)

Bergthorson, Sheena PSEC:EX

From: Zacharuk, Christina PSEC:EX
Sent: Tuesday, October 11, 2016 12:12 PM
To: 'Kane Kilbey'
Cc: Rathbone, Chris PSA:EX; Coburn, Lindsay PSEC:EX; Blair Littler; Dawson, Ken PSEC:EX
Subject: RE: Management Salary Range Proposal

Great thanks Kane – we will look to turn around quickly for you. CZ

From: Kane Kilbey [mailto:kanek@uvic.ca]
Sent: Tuesday, October 11, 2016 9:42 AM
To: Zacharuk, Christina PSEC:EX
Cc: Rathbone, Chris PSA:EX; Coburn, Lindsay PSEC:EX; Blair Littler; Dawson, Ken PSEC:EX
Subject: Management Salary Range Proposal

Hi Christina. I hope this e-mail finds you well. The attached proposal and supporting documentation is further to your letter in July inviting public sector employers to submit a business case to adjust management salary ranges at the same annual rate as provided to our unionized employee groups under the Economic Stability Mandate. Our Board of Governors approved the submission of this business case following the September Board of Governors meeting. If you or your team have any questions, please feel free to call me at 250-721-8031. Thank you,

Kane

Kane Kilbey
Associate Vice President

Human Resources
University of Victoria

T 250-721-8031
F 250-721-8094
kanek@uvic.ca
www.uvic.ca/hr

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University of Victoria

Associate Vice-President Human Resources
Human Resources
PO Box 1700 STN CSC
Victoria British Columbia V8W 2W2 Canada
Tel (250) 721-8031, Fax (250) 721-8094

October 11, 2016

Christina Zacharuk
President and CEO
Public Sector Employers' Council Secretariat
PO Box 9400 Stn Prov Govt
Victoria, BC V8W 9V1

Dear Ms. Zacharuk,

Re: Excluded Management Salary Range Adjustments – For Approval

This proposal is further to your July 29, 2016 letter inviting public sector employers to submit a business case to adjust management salary ranges at the same annual rate as provided to our unionized employee groups under the Economic Stability Mandate.

1.0 Overview of Issues Being Addressed

- As noted in our business case submission in 2015, the freeze policy has been particularly inequitable for those impacted within the excluded management ranks at UVic. As you will recall, we replaced our former excluded management compensation plan in 2012 due to a universal lack of confidence in the former system.

- While we are confident that the new compensation plan instills accountability, transparency and trust, these employees gave up an annual allocation of five days of special leave, a superior severance formula, and their professional development leave accrual plan in exchange for access to new, market based ranges (set at the median).

- The unexpected freezing of salaries so soon after giving up these benefits has been a palpable source of tension between the university and its middle and senior managers because there was a measureable loss of benefits that represents an unfulfilled promise by the University. While the interim adjustments in 2015 and 2016 were appreciated and provided some relief, some managers have explored forming a bargaining unit (association) while another (now former employee) has retained counsel and served UVic with a class action civil claim challenging the statutory basis for the freeze policy.

Further, UVic has been successful in negotiating the exclusion of many managers formerly represented by the Professional Employees' Association (PEA). The extended salary freeze, including the impact of frozen salary ranges, has strained our relationship with our newly excluded colleagues.

- In practical terms, longer term excluded managers are facing compression issues and, in some cases, inversion as new staff are hired at market rates, as excluded non-managers' salaries leap-frog managers' salaries and as direct reports continue to benefit from collectively bargained general wage increases and collective agreement provided salary progression (prior to the interim adjustments, excluded managers who supervise PEA employees had experienced between 11% and 14% compression during the previous three years). This has been further exacerbated because the salary ranges for our excluded managers have remained frozen since introduction while the salary ranges of our excluded non-mangers and unionized employees have aged through two successive bargaining mandates.

2.0 Proposal

This proposal contemplates a three year plan for annual salary range adjustments, subject to the determination of future ESDs, summarized in the following table.

			1.5% + 0.45% ESD		1.5% + ESD		1.5% + ESD		1.0% + ESD	
	Base Year		Initial Adjustment		July 1, 2017		July 1, 2018		May 1, 2019	
Salary Range	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max
ME Level 16	$121,628	$174,840	$124,000	$178,249	$125,860	$180,923	$127,748	$183,637	$129,025	$185,473
ME Level 15	$108,789	$156,384	$110,910	$159,433	$112,574	$161,824	$114,263	$164,251	$115,406	$165,894
ME Level 14	$100,331	$144,226	$102,287	$147,038	$103,821	$149,244	$105,378	$151,483	$106,432	$152,998
ME Level 13	$94,736	$136,183	$96,583	$138,839	$98,032	$140,922	$99,502	$143,036	$100,497	$144,466
ME Level 12	$88,217	$126,813	$89,937	$129,286	$91,286	$131,225	$92,655	$133,193	$93,582	$134,525
ME Level 11	$81,808	$117,599	$83,403	$119,892	$84,654	$121,690	$85,924	$123,515	$86,783	$124,750
ME Level 10	$77,492	$111,395	$79,003	$113,567	$80,188	$115,271	$81,391	$117,000	$82,205	$118,170

The key elements and implications of the proposal are as follows:

- These salary range increases are consistent with the instructions in the *Employers' Guide* and with the salary increases and salary range adjustments negotiated for our unionized employees and extended to our excluded, non-management employees for the 2014-2019 Economic Stability Mandate period.
- The potential inversion and compression risk identified in your letter are no longer risks but realities. Without these proposed adjustments, salary range 9 is scheduled to pass/exceed salary range 10 on May 1, 2017. As noted above there are numerous examples of excluded non-management staff at lower classification levels now earning more than excluded managers and of course newly hired excluded managers are being hired at market rates, creating internal inequities with our excluded managers who have been with us since before the freeze policy came into being.

- We propose to make the initial adjustment on July 1, 2016, thus enabling UVic to provide a small but targeted adjustment to 2 or 3 excluded managers who were ineligible for some or all of the 2015 and 2016 interim adjustments due to their position on the salary range.
- Should any of the current excluded management staff find their current salaries falling below the adjusted salary range, we will fix that anomaly as well, effective July 1, 2016.
- As set out in the *Employers' Guide* this proposal does not contemplate salary adjustments, except for the anomalies set out above, let alone a general wage increase, as a direct result of aging these salary ranges. Having said that, and for reasons articulated above and as specifically noted below, UVic will be submitting a separate business case for a future interim in-range salary adjustment once those instructions have been received from PSEC later in 2016.
- Nothing in our proposal will create budget pressures for the university.

Please note that I must point out that by committing to aging these ranges and not providing salary adjustments, UVic will likely experience both positive and negative reactions, if only because the design of our approved salary range progression system divides salary ranges into three elements (Developmental, Competitive and Performance). For example, an unintended consequence of our proposal will mean that excluded managers who had earned their placement on the Competitive Portion of the salary range may now find their salaries in the Developmental Portion of the range. Morale and retention is already at risk and, as such, it will be imperative that UVic is able to provide modest, in-range salary adjustments for our managers at the earliest opportunity and to return to the normal operation of our approved compensation framework by July 2017. For your reference, I have included the table describing our salary range system below.

Performance Level	Developmental Portion 80% - 90%	Competitive Portion 90%-110%	Performance Portio 110% - 115%
Not Achieved	No increase	No increase	no increase
Partially Achieved	Discretionary increase up to 3%	Discretionary increase up to 2.5%	no increase
Fully Achieved	3%	2.5%	Discretionary increase up to 2.0%
Exceeded	Discretionary increase up to 5%	3%	Discretionary increase up to 2.5%

Note: Scores of "Exceeded" are intended to recognize exceptional achievement situations (i.e. less than 10% of employees), requiring written justification and VP sign-off

3.0 Compensation Plan

Also enclosed is a copy of the *Management Excluded Terms and Conditions of Employment* that PSEC approved in February 2016. The current salary ranges and a list of the positions in each range are also enclosed. The detailed adjustments to salary ranges flowing from our proposal is also enclosed.

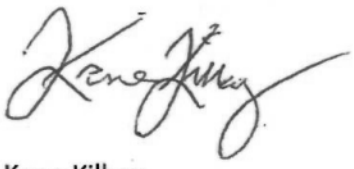
As you will recall, we modernized this compensation plan in 2012 and addressed the issues and compensation trade-offs identified above, including integrating compensation principles that embody the core principles outlined in your 2015 letter. The enclosed version, dated October

2015, further strengthened that alignment (see Section 3) although I am confident that in practice, we were already there.

The approved compensation plan also provided more information about our benchmarking methodology. As you may recall, we introduced the Hay Group™ Job Evaluation system in 2012 and thus rely on the Hay Group ™ National Public Sector Database to establish salary ranges. Our goal in 2012 was to establish salary ranges, in exchange for a reduced level of benefits that neither lead nor lag the market. As such, we established the 2012 ranges at the median (P50) of the National Public Sector Database. When necessary, we will also benchmark individual salaries primarily using B.C. public sector organizations, including the B.C. Public Service and particularly within the research university sector, and other research universities in Canada.

Thank you for the opportunity to provide this business case. I trust that this information is of assistance. If you have any follow-up questions, please feel free to contact me at 250-721-8031.

Yours truly,



Kane Kilbey
Associate Vice President
University of Victoria

Cc: B. Littler

Enclosures (4)
October 2015 Management Excluded Terms & Conditions of Employment (Approved Feb. 2016)
Current Management Excluded Salary Ranges
Proposed Management Excluded Salary Ranges
List of Management Excluded positions at each Salary Range

University of Victoria

MANAGEMENT EXCLUDED

TERMS & CONDITIONS OF EMPLOYMENT

October 1, 2015

Introduction

Welcome to the University of Victoria and congratulations on your appointment to a Management Excluded staff position.

This document sets out expectations and commitments on a wide variety of matters pertaining to the relationship between the University of Victoria and Management Excluded employees; and forms an integral part of the employment contract for each Management Excluded employee.

These Terms and Conditions dated October 1, 2015 replace and supersede all previous Terms and Conditions of Employment for Management Excluded employees of the university.

The university reserves the right to make additions, deletions, or changes to the Terms and Conditions of Employment as required.

Note that if the provisions of British Columbia's Employment Standards Act ("ESA"), read as a whole and as amended from time to time, provide an employee with a term or condition of employment which is superior to the comparable term or condition of employment found in this document, the term or condition of employment found in the ESA will replace the comparable term or condition of employment found in this document.

Employees should also note that other statutes and regulations may from time to time govern the University's interpretation and application of the terms and conditions of employment contained in this contract. The University will, at all times, conform with the requirements of such statutes and regulations.

Any questions related to this document or to the material contained herein should be brought to the attention of your supervisor and/or a senior human resources representative.

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1.0 Beginning a Career at the University

1.1 Vacancies within the Management Excluded Group: Equal Opportunity

As outlined in the University of Victoria`s Strategic Plan, the university`s goal is to recruit and retain a diverse group of exceptionally talented students, faculty and staff and to support them in ways that allow them to achieve their highest potential. The university has a policy on employment equity to ensure that equal opportunity is afforded to all participants.

1.2 Appointment Classifications

1.2.1 Continuing Positions

A continuing position is expected to be ongoing and permanent in nature and does not have a defined end date.

Vacancies for continuing positions will be posted and include information about the nature of the position, the competencies required to succeed in the position, and any particular skills and qualifications that are being sought. Continuing vacancies will generally be advertised internally and externally.

Continuing positions at the university are filled using a selection committee. Typically a selection committee is chaired by the hiring manager and has members representing the areas of the university that have a direct interest in the success of this position. Under the guidance of the Chair the selection committee determines the selection criteria using the university's competencies, reviews applications, interviews candidates and recommends a candidate for the position. The responsibility for the hiring decision is ultimately vested in the hiring manager.

1.2.2 Limited Term Positions

A term position has a defined end date and is not considered to be continuing in nature. Term positions will normally be posted unless this is precluded because of operational requirements or where the position has been identified as providing a professional development opportunity for an internal candidate.

1.3 Orientation

New employees to the university are invited to attend the Employee Orientation held regularly. New employees and the respective supervisor will be notified of the next scheduled orientation session. Prior to these sessions, new employees are encouraged to visit the staff orientation page on the human resources website to obtain the orientation checklist, become familiar with university policies and procedures and learn more about available campus services and supports.

1.4 Probationary Period

Employees that are new to UVic are subject to a twelve (12) month probationary period. If an employee is not proving satisfactory in his/her job, then he/she will normally be released during the probationary period.

The University is not required to provide notice or pay compensation to employees whose employment is terminated during the first three (3) months of probation. The University will give notice of termination and pay compensation of one (1) month upon termination for employees who have been in the position for greater than three (3) months but have not completed the probationary period.

If a person on contract, or performing temporary/casual work, is offered regular employment, the probationary period will apply from the date that regular employment began, not the date the contract or temporary/casual work began.

Where an existing employee is appointed to a different position than that currently held, that employee will serve a trial period of six (6) months during which time suitability for the new position will be assessed. If the position is deemed to be unsuitable, the employment relationship may be discontinued in accordance with s. 13.3.2 below.

In exceptional circumstances the employee's supervisor may extend the probationary/trial period by a further six (6) months. This probationary/trial period extension must be confirmed in writing with a copy provided to the employee.

It is generally expected that new employees meet with the appropriate supervisor during the first two weeks of employment to begin the probationary planning and review process. The purpose of this process is to ensure there is effective communication and feedback during the probationary period. During the probationary period and as an ongoing practice, it is essential that new employees communicate with their supervisor if experiencing any difficulties. Effective communication is the best way to resolve any difficulties that might arise.

1.5 Hours of Work

Full-time employment is calculated based on 35 hours per week, usually configured as 5 days of 7 hours per day. Given the professional nature of excluded management positions, it will not be uncommon to work longer periods. The university recognizes this situation and provides Special Leave arrangements as outlined in section 7.

In a small number of cases, an employee who is a member of the Management Excluded Group may not perform duties that would result in his/her exclusion by law from either the ESA as a whole or from the Overtime and Hours of Work provisions of the ESA. In such cases, which will be dealt with on an individual basis, the employee will receive compensation for overtime, calculated in conformity with the provisions of ESA, for hours worked in excess of 8 in a day or 40 in a week. Such employees will not be eligible for the Special Leave described in section 7 below.

1.6 Pay Schedule

Pay is computed on an annual salary basis but paid semi-monthly. Salaries will be paid on the 15th and last day of each month (or the business day before if these dates fall on a weekend or a statutory holiday).

2.0 General Conditions of Employment

2.1 Policies, Procedures and General Conditions of Employment

Management employees are expected to adhere to all policies and procedures of the University of Victoria. As such, new employees are expected to be familiar with all administrative policies and stay current with policy updates. An entire listing of University policies can be viewed at the Policies and Procedures section of the university website.

2.2 Harassment/Discrimination Free Workplace

The university is committed to providing an environment that affirms and promotes the dignity of human beings of diverse backgrounds and needs. All university members have the right to participate equally in activities at the university without fear of harassment. Employees who believe they are experiencing any form of harassment or discrimination are encouraged to discuss it with their supervisor. Employees who are not comfortable doing this are encouraged to contact the Office of Equity and Human Rights or Human Resources for assistance.

2.3 Equity and Diversity

The University of Victoria is committed to providing an environment which protects and promotes human rights and affirms the dignity of all persons, including those of diverse backgrounds and needs, and which provides equitable access to employment opportunities. The University recognizes that it will benefit from a workforce that reflects the rich diversity of Canadian society and has established an employment equity program. Further, the University is committed to creating an inclusive and welcoming environment for members of any group protected by the Human Rights Code. Specifically the university has implemented the following measures in its employment equity program to:

- make provision for fair treatment with respect to all aspects of employment, including recruitment and hiring, training and promotion, retention and accommodation in the workforce;
- improve the participation rate of members of designated groups in all jobs and at all levels where they are under-represented, and achieve a workforce representative of the qualified labour force;
- promote employment practices which achieve equity and access for all

2.4 Workplace Safety

The university is committed to providing a safe work environment for everyone. To ensure this, employees will be provided with appropriate training and the necessary protective equipment to undertake hazardous work if it is required.

Employees are expected at all times to observe all safety rules, practice safe work procedures, report any accidents or unsafe conditions, and comply with existing safety legislation at all times. Employees are further encouraged to participate on local safety and emergency committees and promote safe work practices.

2.5 Prevention of Violence in the Workplace

Members of the University Community and visitors to University Property should be able to pursue their activities in a safe environment which is free from Violence or Threatening Behaviour. All university members and staff are responsible for maintaining a violence free environment. This responsibility will be exercised by not engaging in violent behaviour and by taking safe and effective steps to prevent or stop violence when it happens. The University is committed to maintaining a University Violence Prevention Program that is in accordance with the Workers Compensation Act and Occupational Health and Safety Regulation, details of which are contained in Policy number SS9120.

2.6 Conflict of Interest and Confidentiality

Employees are required to maintain the security of all confidential information regarding the affairs of the University of Victoria, its students, employees, clients and vendors. Confidential information includes anything not readily available to the public. Employees may not participate in any University activity that could reasonably be perceived as a conflict of interest nor may any employee use confidential information for personal gain. University policies in this regard are available on the Policies and Procedures section of the university website.

2.7 Exempt and Save Harmless

The University will exempt and save harmless employees from any liability action arising from the proper performance of their duties for the University. The University will assume all costs, legal fees and expenses of the employee arising from such action.

2.8 Performance Planning and Development

Performance Development is a strength-based approach to performance planning, review and improvement. Performance Development focuses on employee growth, tapping into existing strengths, improving performance and developing new skills and knowledge.

The purpose of the development may be focused on attaining current job expectations or stretch goals, expanding capabilities within the work unit or organization, improving performance and job satisfaction and/or developing the employee for possible future career opportunities as part of a larger career and succession planning strategy. The University believes that a well-designed and supportive Performance Development Program presents a significant opportunity to:

- Improve 2-way communication between supervisors and employees
- Develop clear expectations
- Link individual, work unit and organization goals
- Ensure employee development plans are in place

- Address performance issues and help the employee get 'back on track'
- Facilitate career and succession planning
- Provide a record of accomplishments and performance Recognize employee achievements and celebrate successes
- Provide a basis for merit-based pay progression.

Within this model, it is expected that performance plans will be established annually. Annual goals are set by the employee in collaboration with their supervisor. Goals need to be verifiable, accountable to the employee, linked to the department/university plan, useful and easily tracked. Goals also need to have clear measures that are specific, measurable, achievable, realistic and time bound (e.g. quality, quantity, cost, time). The process is ongoing and largely driven by the employee with the supervisor as coach and partner. Information about the Performance Development Process and the associated planning tools/forms is available in the Manager Support section of the Human Resources website.

3.0 Total Rewards - Compensation Policy and Practice

3.1 Compensation Philosophy

The University's reward philosophy is aligned with the vision, mission and values so that reward programs enable and support the university and its strategy and reflect the values of the public we serve. UVic's overall reward strategy and individual reward programs are designed to:

- motivate performance and achievement by individuals, teams and the organization, where performance relates to social, financial and environmental accountability and the core mission of the university;
- promote teamwork, collaboration and inclusion;
- support the development of individuals and of our collective knowledge and practices;
- encourage leadership at all levels;
- value ethical, sustainable and community-minded behaviour;
- demonstrate investment in individuals and contribute to their financial security; and
- be adaptable, resilient and ready for change – and encourage these qualities in UVic's culture.

3.2 Guiding Principles:

UVic's approach to putting the reward philosophy into action will be characterized by the following guiding principles:

3.2.1 Total Rewards Perspective

Challenge, growth and the opportunity to make a difference and to contribute to research and learning are significant parts of the value proposition for UVic's employees. To attract and retain employees, UVic will consider the whole of the value

proposition – taking a "Total Rewards" perspective – rather than seeing elements in isolation. UVic will provide rewards that are meaningful and worthwhile to employees. UVic will strive to be a competitive and attractive employer from a Total Rewards perspective rather than on an element-by-element basis.

3.2.2 Rewards for Performance

To support excellence, achievement and personal growth, UVic will measure and provide feedback on individual performance, considering the financial, social and environmental contributions of employees towards the core mission of the university. This will be complemented and balanced by the goals of promoting collaboration and providing employees with a sense of security. Rewards, including compensation, personal growth and development, and career progression, will be supported by performance feedback and measurement.

3.2.3 Differentiation (delete Flexible and Scalable)

Differentiation of salary is supported where there are differences in the scope of the position and/or the personal growth, development and performance of individuals.

3.2.4 Transparency, Simplicity and Clarity

So that the public and employees understand the rewards program and how it relates to individual and team performance, the role and the market, UVic will strive for simplicity and clarity in program design and communication. To build employee momentum and trust, the principles and processes for reward programs will be shared in an open, honest and direct manner, while protecting individual personal information. Criteria and rationale for program design will be shared, tying concepts back to reward strategy.

3.2.5 Management Involvement

To ensure that roles are properly understood and employee contributions properly measured, supervisors at all levels will provide input. The nature and extent of supervisor involvement will vary by level, but the goal is to have decisions and recommendations made at the level where there is good insight into individuals' contributions.

3.2.6 Equitable

UVic believes in treating employees equitably and strives to achieve equity through its compensation policies and practices in three (3) key areas:

- **Internal equity** - through an internal evaluation system;
- **External equity** - comparison to relevant external market comparators; and
- **Individual equity** by acknowledging that employees have varying degrees of service, performance and contribution levels.

Direct compensation will be:

- Internally equitable in relation to the value of each position;
- Externally competitive in relation to relevant market comparators; and
- Linked to performance.

Given that the University of Victoria has introduced the Hay Group ™ Job Evaluation System, salary ranges are established using the Hay Group ™ National Public Sector database. In situations where individual salary benchmarking is necessary, primary comparators include British Columbia public sector organizations, including the B.C. Public Service, the B.C. research university sector, and other research universities in Canada.

Indirect Compensation

Indirect compensation will be competitive with the practices relevant to market comparators. Given the nature of the work and the research university context, primary comparators for indirect compensation include British Columbia public sector organizations, including the B.C. Public Service, the B.C. research university sector, and other research universities in Canada.

3.3 Roles, Responsibilities and Accountability

Salary administration at UVic is founded on *shared responsibilities and accountabilities*:

The Human Resources Department is accountable for:

- Developing and revising policies governing salary administration for approval by the Board of Governors and in compliance with applicable statutes and regulations and demonstrating the appropriate expenditure of public funds and student tuition;
- Establishing competitive salary ranges;
- Directing the salary administration process; and
- Providing guidelines to supervisors to ensure that salary decisions are made on a sound and consistent basis throughout the organization.

Supervisors are accountable for:

- Administering compensation policies consistent with the University's compensation philosophy and framework;
- Evaluating the performance of their employees on an annual basis; and
- Establishing actual rates of pay within established ranges in discussion with Human Resources.

3.4 Salary Plan

The salary plan is designed to respond to the needs of the organization, and more specifically to enable the attraction and retention of skilled, and motivated employees.

The Salary Plan

- Applies to all management excluded positions;
- Establishes a salary range for each position and a mechanism for salary progression within the salary range;
- Offers flexibility to manage pay while considering a combination of factors;
- Provides a common review period for annual salary progression; and
- Provides for and links annual salary progression to individual performance and contribution to organizational goals.

3.5 Nomenclature – Common Terms Used in an Organization

Position Titles
To promote consistency throughout the organization, position titles will be established by Human Resources and in accordance with the overall organizational direction.

Service Units/ Departments
The nomenclature (terms used) for service units/departments will reflect the organizational structure of the University and will be linked to position title guidelines.

Employee Status
There are five (5) categories of employee status used to determine employee compensation, benefits and terms and conditions of employment. These are:

- **Regular Full-time**: employed on an ongoing basis to work full-time hours, 35 hours per week or 1,820 hours per annum.
- **Regular Part-time:** employed for less than 35 hours per week.
- **Temporary Full-time:** employed for a defined period to work full-time hours.
- **Temporary Part-time**: employed for a defined period to work part-time hours.
- **Casual**: employed on an intermittent basis, as required.

4.0 Salary Administration

4.1 Salary Ranges

The university reviews the salary structure and undertakes market surveys as required, but no less frequently than every 4 years. Adjustments to the salary ranges will be done as needed consistent with the University's compensation philosophy and guiding principles. A copy of the current salary structure is available from Human Resources.

Ranges are divided into three portions as illustrated: Developmental, Competitive and Performance.

Performance Level	Developmental Portion 80% - 90%	Competitive Portion 90%-110%	Performance Portion 110% - 115%
Not Achieved	No increase	No increase	no increase
Partially Achieved	Discretionary increase up to 3%	Discretionary increase up to 2.5%	no increase
Fully Achieved	3%	2.5%	Discretionary increase up to 2.0%
Exceeded	Discretionary increase up to 5%	3%	Discretionary increase up to 2.5%

Note: Scores of "Exceeded" are intended to recognize exceptional achievement situations (i.e. less than 10% of employees), requiring written justification and VP sign-off.

Developmental Portion: Salaries established in the Developmental Portion are generally reserved for individuals who are on a steep learning curve toward mastering the responsibilities and accountabilities associated with their position. The Developmental portion is viewed as a temporary compensation arrangement. The goal is to move the employee into the Competitive portion of the range as quickly as possible based on a robust development plan.

Competitive Portion: Salaries established in the Competitive portion are normally reserved for individuals who display full competence in their role.

Performance Portion: Salaries established in the Performance portion are normally reserved for high performing employees. All performance-informed salary increases in this portion of the range require Vice President approval.

4.2 Range Progression

Progression through the salary range is based primarily on job performance and, if approved, is adjusted annually on July 1. Progression through each portion of the range is illustrated above.

4.3 Pay for New Hires

The following process will be used to determine the starting salary for new employees:

- The job will be defined, documented, evaluated, and assigned a salary range in accordance with the salary plan.
- The starting salary will be determined following consultation with Human Resources and will take into account the new employee's experience, skills, competencies, and current placement of incumbents in comparable jobs and will normally not exceed the midpoint of the salary range.

4.4 Promotional Increases

For a promotion to a position with a higher salary range, employee placement in the new range will be determined following consultation with Human Resources and will take into account the employee's experience, skills and competencies, and current placement of incumbents with comparable positions. The salary increase will normally be up to 10% of the employee's former base salary; however, in no case shall the maximum of the new range be exceeded as a result of the promotion.

4.5 Acting Assignments

An acting assignment is defined as a temporary assignment in a higher rated position where the acting employee assumes a substantive portion of the absent incumbent's responsibilities. A temporary assignment can come about as a result of an appointment or a posting. An employee who is officially designated as "acting" in the absence of an incumbent for a minimum of one month will normally receive a salary increase of no more than 10% for the duration of the assignment. Other than salary recognition, the employee will not normally be eligible for any other benefits or entitlements.

4.6 Delegation of Authority

Delegation of Authority where a supervisor is away from the office does not trigger a salary adjustment.

4.7 Reclassification of a Position to a Higher Salary Range

Upon reclassification, placement in the new range will be determined by Human Resources, in consultation with the supervisor.

4.8 Voluntary Transfer to a Position with a Lower Salary Range

If an employee voluntarily transfers to a position with a lower salary range, he/she will be placed at a point in the new range that takes into account experience, skill and competencies. This new placement will not exceed his/her former rate of pay.

4.9 Involuntary Transfer to a Job with a Lower Salary Range

If an employee is transferred to a job with a lower salary range as a result of restructuring, the employee will be given the option of accepting:

- The new position; or
- A notice period pursuant to section (13.3.2) of the Terms and Conditions of Employment (Termination of Employment – Involuntary: Without Cause).

4.10 Lateral Transfer

A lateral transfer, defined as a different position at the same salary range, will not necessarily trigger a salary adjustment.

4.11 Wage Protection

Where, through reclassification or a new assignment pursuant to Section 4.9, an employee's

current salary is greater than five percent (5%) in excess of the competitive market rate maximum of their new job to which they are now assigned, their salary will be adjusted.

The employee's salary will be frozen at the higher rate for a period of one year after which their salary will be reduced to one-half the difference between the higher rate and the competitive market rate maximum for the reclassified or new job. The reduced rate shall be frozen until such time as the rate of the reclassified or new job equals or exceeds that of the frozen rate.

4.12 Salary Differentials Related to Supervisory Relationships

To alleviate compression, which may result from the supervision of bargaining unit employees, as a general guideline, the actual base salary of the supervisor may be adjusted up to a maximum of 10% higher than the actual base salary of his/her highest paid bargaining unit employee.

The Manager determines whether the supervisor's salary should be adjusted and recommends the amount of the salary differential to Human Resources. This guideline provides for a differential of up to 10% but is not an automatic adjustment as other factors are considered, such as the skills, knowledge, experience, and abilities of the supervisor. After analyzing the particular circumstances of each salary compression application, Human Resources will develop a recommended approach for approval by the Associate Vice-President Human Resources or designate.

4.13 Special Adjustments

On occasion, adjustments outside of the normal salary schedule and guidelines may be necessary to improve or correct pay relationships between individuals in the same or comparable jobs. Special adjustments must be brought forward to the Director, Total Compensation and Recruitment for approval from the Associate Vice-President Human Resources or designate.

5.0 Health & Welfare Benefit Plans

5.1 Benefits for Employees in Continuing Positions

A significant element of the total reward package is the comprehensive benefit program provided to continuing employees. The University has designed a program to meet the health and welfare needs of the Management Excluded group and their families and is delivered on a cost shared basis. Continuing part time employees will receive prorated benefits. Please refer to the Benefits Information for Regular Management Excluded for a detailed description of eligible benefits coverage.

Medical Services Plan: provides basic provincial medical coverage. Participation is required unless already covered through a spousal plan.

Extended Health Plan: provides reimbursement for eligible medical expenses that are not covered by MSP. Participation is required.

Dental Plan: provides reimbursement for basic services, restorative services and orthodontia. Participation is required.

The cost-sharing arrangement for the above medical, extended and dental premiums is 25% (employee) and 75% (employer) paid through payroll deduction.

The university also sponsors and/or administers the following life and income protection benefit programs:

Basic Group Life Insurance: provides a lump sum amount in the event of death. The cost-sharing arrangement is 25% (employee) and 75% (employer) paid through payroll deduction. Participation is required. Benefits are pro-rated for part-time employees.

Optional Group Life Insurance: provides additional employee and/or spousal life insurance in the event of death. Participation is voluntary with premiums paid 100% by the employee.

Long-Term Disability Insurance: provides continuing income should eligible employees become totally disabled. Participation is required with premiums paid 100% by the employee. Benefits are pro-rated for part-time employees.

University Pension Plans: provides a retirement income for eligible continuing full and part-time staff. Details concerning these plans, including eligibility, premium costs and university contributions please contact the Pension and Investments department.

Employee and Family Assistance Program: provides confidential counselling for employees and eligible dependents. The university pays the full cost of this program.

All benefits coverage normally begins on the first of the month coinciding with or following the commencement of employment. For complete details on eligibility, premium costs and plan provisions please contact the Benefits Office in the Human Resources department.

5.2 Benefits for Employees in a Term Position

5.2.1 Basic Benefits Coverage

Employees in a term appointment of half time or more that is scheduled to be of at least three months duration, are eligible for the following benefits:

- medical
- extended health
- employee and family assistance program

The university pays for 75% of the premium costs for medical and extended health and the employee pays 25%. The university pays the full cost of the employee and family

assistance program. These benefits are normally effective the first of the month following appointment.

Employees in a term appointment of half time or more for 12 months continuous service are eligible for these additional benefits:

- Dental
- Basic Group Life
- Optional Group Life
- Money Purchase Pension Plan

The university pays for 75% of the premium costs for the dental plan and the basic group life plan and employees pay 25%. Optional group life insurance is 100% paid for by the employee.

Participation in all of these plans is voluntary on the part of an eligible employee in a term position. However, once eligible, employees must decide at the time of eligibility to accept or decline coverage. All benefits coverage normally begins on the first of the month coinciding with or following the month of eligibility. Term staff members who choose to enrol are required to stay in these plans until the end of their term or contiguous terms. For complete details on eligibility, premium costs and plan provisions please contact the Benefits Office in the Human Resources department.

6.0 Vacation

The university encourages employees to use the full vacation allowance in the year it is earned to ensure work life balance is achieved. It is the responsibility of the employee and supervisor to manage the employee's vacation allotment and ensure time off is scheduled and the allotment is fully utilized each year.

The annual vacation allotment is determined by the number of years of continuous employment and is calculated on a calendar year basis. During the first year at the university, vacation credits will be accrued monthly from the initial date of appointment to December 31 of that calendar year.

Calendar Years of Vacation Days Per Year
Continuous Employment (Includes Long Service)

First year	prorated based on 22 days per year
2 through 5 years	22 working days
6 through 10 years	24 working days
11 through 15 years	27 working days
16 through 20 years	28 working days
20 years onward	29 working days

Part-time employees receive vacation entitlement on a pro-rated basis, proportionate to their FTE.

Employees, who leave the university before using all earned and accrued vacation, will receive a lump sum payment for the unused vacation with the final salary payment. In the event that vacation has been taken in excess of the annual entitlement, this amount will be deducted from the final cheque.

Note: Effective January 1, 2003 government regulations require that all vacation (including long service vacation) must be used either in the year it is earned or in the following year, or paid out within the same time period. Employees may carry forward a maximum of ten (10) days of unused vacation into the following year with the prior written approval of their supervisor. Any carried forward vacation must normally be used by June 30th. Outstanding carried forward vacation will be paid out as at July 1st with prior written approval of the supervisor. In exceptional circumstances, special requests to carry forward vacation in excess of ten (10) days or beyond June 30th may be made in writing to a member of the Executive team. If not used by December 31st, any approved carried forward vacation will be paid out. To reduce scheduling problems or tax implications, the long service vacation which previously existed for service after 10, 15, or 20 years and every five years thereafter, has been incorporated into the annual vacation allotment, and from January 1, 2003 has been granted yearly as earned. Long service vacation earned prior to January 1, 2003 is not affected by these changes.

Term employees initially appointed for one year or longer will earn vacation on the same basis as outlined above for continuing employees. Term employees whose initial appointment is for less than one year will be eligible for 15 working days per year. Term employees, who are initially appointed for less than one year and then extended beyond the year, will earn vacation on the same basis as continuing employees from the point their position is extended beyond the year. Vacation is pro-rated for part-time and part year service.

6.1 Statutory Holidays

The university acknowledges the following holidays:

New Year's Day (Jan. 1)
B.C. Family Day
Good Friday
Easter Monday
Victoria Day
Canada Day (Jul. 1)
B.C. Day
Labour Day
Thanksgiving Day
Remembrance Day (Nov. 11)
Christmas Day (Dec. 25)
Boxing Day (Dec. 26)

Management Excluded employees will be paid and will not normally be scheduled to work on the above holidays. If any of these holidays fall on a Saturday or Sunday, the university will designate an alternate day that will be observed as the holiday. If a designated holiday falls during a scheduled vacation, the holiday shall not count as a day of vacation.

7.0 Special Leave

Subject to the provisions of section 1.5 above, the university recognizes that given the professional nature of excluded management positions, it will not be uncommon to work longer periods. The university recognizes this situation and provides special leave arrangements as follows:

- In lieu of any compensation or compensatory time away, the university will provide a special leave consisting of 1 week with pay in each year of continuous service within any continuing excluded management appointment. Part time and partial year service will be prorated accordingly. Special leave is intended to be utilized similar to vacation time and it is therefore normally expected to be scheduled by the supervisor and the employee and taken in the year earned.

- Special leave balances that have been approved to carry forward must be taken by June 30th of the following year. Payment for unused, carried forward special leave balances requires Vice President approval and will occur on the June 30th pay day.

- Excluded management employees with unused special leave balances as of December 31, 2011 are entitled to archive the existing unused balances to be used or paid out at their discretion while in their current position.

- Term employees whose initial appointment is for one year or longer will be eligible for the 1 week of special leave prorated for part-time or partial year service. Term employees initially appointed for less than one year and then extended beyond the year will be eligible for special leave from the point their position is extended beyond the year.

Employees who are on leave from the university or not working during the year are not eligible for special leave (e.g. personal leave without pay, maternity or parental leave, sick leave or disability leave).

8.0 Absence from Work

In keeping with the understanding that Management Excluded employees have some flexibility in arranging their work schedule, it is understood that employees may need to be absent for short periods of time to attend to unavoidable personal business. Supervisory approval should be sought in advance of such an absence.

The university also recognizes that employees will occasionally have an illness or encounter some other similar situation beyond the employee's control that prevents employees from performing work. The following plans are provided to ensure income maintenance:

8.1 Sick Leave

Paid sick leave is designed to insure employees against the impact of unanticipated illnesses that necessitate short-term absences from work. Any employee who is unable to report for

work as a result of an illness shall notify their supervisor at the earliest opportunity.

Staff with continuing appointments who have completed their probationary period, and who are absent due to illness or injury will receive full salary up to 6 months, subject to receipt of satisfactory medical documentation.

Sick leave entitlements are prorated for part-time continuing staff.

Probationary staff and staff with a term appointment accrue sick leave at the rate of 1.5 days per month.

If after 3 months' absence an appropriate physician considers that it is unlikely that recovery will occur by the end of the total of 6 months, employees will need to apply for long term disability benefits. The Benefits Office in Human Resources will supply the long term disability application package. It is the responsibility of the employee and his/her attending physician to coordinate necessary medical information directly with the LTD plan carrier. The insurance carrier makes all related decisions regarding eligibility for LTD benefits. Additional plan details are available in the benefits information booklet for the management excluded group

Attendance is considered a criterion of performance and is measured when assessing overall employee performance at work. Employees who are incapable of providing regular and consistent attendance may fail to meet the requirements for continued employment.

8.2 Return to Work Program

The university is committed to facilitating the reintegration of employees to the workplace in a fair and consistent manner, as soon as is reasonably possible. The university administers a comprehensive Return to Work Program that includes early intervention and accommodation to assist employees in returning to work following extended absences due to illness or injury. For more information contact Human Resources.

8.3 Compassionate Leave

With supervisory approval, employees will have reasonable leave of absence with pay for compassionate reasons. Supervisor should be notified at the earliest opportunity so that appropriate arrangements can be made.

8.4 Leave for Court and Tribunal Appearances

Employees will be granted paid leave, unless already on a leave without pay, if subpoenaed to serve as a juror or witness in any court action or statutorily established tribunal. If paid leave has been granted by the university, any payment for these appearances will be remitted to the university.

In cases where an employee's private affairs have occasioned a court/tribunal appearance, employees may apply for a leave of absence without pay.

8.5 Leave of Absence

Employees may apply for personal leave of absence without pay. Approval of leave will be granted by the immediate supervisor and is subject to operational requirements. During a period of unpaid leave of absence, employees may continue in the benefits programs by paying the full permission costs. Vacation and special leave entitlements do not accrue during this period of absence.

9.0 Maternity and Parental (including adoption) Leave

9.1 Maternity Leave

An employee who has given birth to a child is entitled to 17 consecutive weeks of maternity leave without pay from the university. Further maternity leave without pay may be granted for up to 6 consecutive weeks if the employee is unable to return to work for reasons related to the birth as certified by a medical practitioner. Where the pregnancy is terminated the employee is eligible to apply for sick leave benefits.

9.2 Parental (including adoption) Leave

a) An employee who has given birth to a child is entitled to either 35 consecutive weeks' parental leave of absence without pay, beginning immediately after the end of the maternity leave, or 37 consecutive weeks of leave without pay if maternity leave is not taken. The total maternity and parental leave must not exceed 52 weeks unless further leave is granted due to complications related to the birth or the medical condition of the child, as outlined in the *Employment Standards Act*.

b) A birth father of a child, or another person who is recognized by the child's birth mother as her life partner, and who will act as a parent in relation to the child is entitled to 37 consecutive weeks' parental leave of absence without pay from the university, which may be taken anytime within one year of the birth.

c) An employee who is the adoptive parent of a child is entitled 37 consecutive weeks' parental leave of absence without pay from the university, which may be taken anytime within one year of the placement of the child.

In special cases where a child has a physical, psychological or emotional condition certified by a qualified medical practitioner and requires an additional period of parental care, parental leave without salary may be provided for up to 5 additional weeks beginning immediately after the end of the normal parental leave.

9.3 Supplementary Benefit

Continuing employees, excluding continuing employees who are either on layoff or leave of absence without pay, unless that leave of absence is for medical reasons associated with the pregnancy, are entitled to receive up to 18 weeks of supplementary benefit, provided they have applied for and are eligible to receive at least 18 weeks of employment insurance

maternity or parental benefits. The supplementary benefit will be paid as follows:

a) Where an employee is required to serve a 2 week waiting period for employment insurance maternity or parental benefits, the university will pay 95% of the regular salary during this waiting period, providing application has been made for EI parental leave benefits. During the next 16 weeks the university will pay 95% of the regular salary, less the amount of EI maternity or parental leave benefits for which the employee is eligible.

b) Where a 2 week waiting period of EI maternity or parental benefits is not required, the university will pay the employee for up to 18 weeks a salary payment equal to the difference between 95% of the employee's normal basic earnings and the amount of employment insurance maternity or parental benefits which the employee is receiving EI.

c) If both parents of a child are continuing employees who are eligible for the supplementary benefit from the university, then either parent may apply for the supplementary benefit in its entirety, or the supplementary benefit may be divided between them. In no case will the supplementary benefit be paid for a period or combined period in excess of 18 weeks.

9.4 Benefits While on Maternity or Parental Leave

Employees are required to contribute their share of the cost of the personnel benefits programs in which they are enrolled while they are in receipt of supplementary benefits and the university will continue to contribute its share of the cost of the programs.

If an employee is not eligible to receive supplementary benefits, or once supplementary benefits have been exhausted, or during any period of maternity or parental leave without pay, the university will continue to contribute its share of the cost of the personnel benefits programs unless the employee elects in writing not to continue to pay the employee's share. Vacation entitlement and eligibility for professional development leave continue to accrue during a maternity leave.

10.0 Personnel Records

Key documents that relate to employment at the university are included in the personnel file. Employees have access to the complete file by requesting to review it in the Human Resources department. Employees are also entitled to copies of any documents contained in their file. Access to personnel records is governed by the requirements of the *Freedom of Information and Protection of Privacy Act* and consistent with university policies pertaining to Records Management and Protection of Privacy.

11.0 Appeal Process

The university subscribes to the principles of fairness in its relationships with all of its employees. Employees who believe that they have been unfairly treated with respect to their employment relationship at the university are expected to initially discuss the matter with their immediate supervisor. If an employee feels uncomfortable with this or the matter is not resolved in this manner, the employee may refer the issue to the appropriate Vice-President. If the employee reports to the President, he or she may appeal to the Associate Vice-President Human Resources.

12.0 Employment Expenses

12.1 Business / Travel

Reasonable out-of-pocket expenses for business-related activities incurred on University business shall be reimbursed to employees according to the Travel and Business Expense Policy which describes the responsibilities and enforcement of eligible travel and business expenses. It is the responsibility of the employee to familiarize themselves with these arrangements prior to incurring any expenses while working on behalf of the University.

12.2 Professional Development Expenses

Continuing regular Excluded Management and Confidential staff members are eligible for reimbursement of certain expenses related to professional development activities which enhance their performance, ability or effectiveness in their job. Details describing eligible expenses and procedures are described in policy HR 6400 Professional Development Expenses and Leave – Management Excluded Staff.

13.0 Leaving the University

13.1 Resignation

Employees are expected to inform their supervisor or manager of their desire to resign their employment as far in advance as possible. A minimum of 1 month's notice in writing is required. Management employees, as defined by the Employment Standards Act, will normally provide 2 months written notice unless waived by the supervisor. The university retains the sole discretion to schedule the balance of any leave due prior to the effective date of resignation. Any unused portion of vacation entitlement remaining will be paid out.

13.2 Retirement

In accordance with the BC Human Rights Code there is no mandatory retirement age. For the purpose of calculating pension benefits, the normal retirement date is June 30th coinciding with or following the 65th birthday. It is important to note that there are changes to certain elements of insurance and benefits coverage at retirement. Similarly if retirement is deferred,

there will be important changes to Long Term Disability Coverage and Life Insurance. Information in this regard can found in the benefits information booklet for the management excluded group.

13.3 Termination of Employment – Involuntary

13.3.1 With Cause

Where an employee gives cause, the University, acting in its sole discretion, may terminate the employee's contract of employment immediately without any obligation either to give the employee reasonable notice of termination or to pay damages instead of giving such notice.

The University will pay an employee who has been terminated for cause any unpaid salary and the value of any unused vacation entitlement which has accrued as of the date of termination.

13.3.2 Without Cause

The University, acting in its sole discretion, may terminate the employee's contract of employment at any time by providing the employee with reasonable notice of termination ("Notice"), calculated from the date on which Notice is given, or by paying the employee damages instead of giving such notice ("Severance"). Severance will be calculated as the value of the salary the employee would have received during the Notice plus a per cent of that value to compensate for the employee's loss of benefits.

The University, acting in its sole discretion, may also terminate the contract of employment without cause by providing the employee with a combination of Notice and Severance that equals in value the amount of Notice or Severance to which the employee would have been entitled had the University chosen either to give the employee Notice or to pay Severance, exclusively.

Subject to a maximum Notice entitlement of eighteen months, the University will calculate the employee's Notice in conformity with the common law principles applicable from time to time subject to any limits and requirements imposed by the Employment Termination Standards regulation as amended from time to time and other laws of general application. The University will administer the employee's Notice or Severance or combination of Notice and Severance in conformity with the requirements of the Employment Termination Standards regulation as amended from time to time and other laws of general application. The Notice or Severance provided by the University to an employee will incorporate the notice or severance to which an employee is entitled under the ESA.

13.3.3 Fixed Term Employment Relationships

The University, acting in its sole discretion, may terminate an employee with a fixed term-employment contract at any time without cause by providing the employee with Notice or Severance or a combination of Notice and Severance that equals in value the

amount of Notice or Severance to which the employee would have been entitled had the University chosen either to give the employee Notice or to pay Severance exclusively. Subject to a maximum limit of 18 months, such Notice will equal the lesser of

I. the remaining term of the contract; or

II. the notice to which the employee would be entitled under the common law principles applicable from time to time if the employment contract was for an indefinite term and without a provision regarding severance and subject to any limits and requirements imposed by the Employment Termination Standards regulation as amended from time to time and other laws of general application.

The University will administer the employee's Notice or Severance or combination of Notice and Severance in conformity with the requirements of the Employment Termination Standards regulation as amended from time to time and other laws of general application. The Notice or Severance provided by the University to an employee will incorporate the notice or severance to which an employee is entitled under the ESA.

13.3.4 Indefinite Term Employment Relationships

During a Notice period, whether given to an employee on a contract with an indefinite term or a contract with a fixed term, the University, acting in its sole discretion, may:

- Require the employee to continue with his/her duties, assignments, tasks or projects,
- Assign the employee to other duties, assignments, tasks or projects with the same or a successor Employer, notwithstanding that the assignment may amount to a constructive dismissal, if: the assignment is reasonably consistent with the employee's ability and responsibility at the time of the assignment; and, the employee is not required to relocate unreasonably,
- Assign the employee to a non-successor Employer, with the agreement of the non-contract employee, or
- Excuse the employee from performing all or part of their duties.

Refusal to perform duties assigned by the University, in accordance with this section, shall be deemed to be a voluntary resignation of employment. In the event of a deemed resignation, the employee is not entitled to continuation of the Notice period or to any payment in lieu of Notice.

Any vacation entitlement still standing to the credit of the employee on termination of employment will be paid out.

13.3.5 No Compensation Required

The University does not have any obligation either to give Notice or to pay Severance if the contract of employment is terminated by:

i. the employee's resignation;
ii. the employee's retirement;
iii. circumstances beyond the University's control that frustrate the parties' continuing ability to discharge the employment contract; or
iv. the University offered and the employee refused reasonable alternative employment.

13.3.6 Severance Payments

The University has, in its sole discretion, the additional option of terminating the employee's employment immediately and, unless the parties otherwise agree, paying the employee an amount equivalent to the amount of salary and benefits that the employee would have earned during the Notice Period (the Severance Payment).

Severance Payments will be in the form of periodic payments unless the University, in its sole discretion, considers a lump sum payment to be more appropriate. Severance payments in excess of six (6) months will normally be in the form of salary continuance.

An employee will not be given a Notice Period or Severance Payment in the case of a voluntary resignation or retirement.

13.3.7 Duty to Mitigate

In the event The University terminates an employee, the employee has a duty to actively seek and obtain employment. Employment includes entering into a contract for services either individually or through a sole proprietorship, partnership or corporation.

If an employee obtains employment during the Notice Period, the employee must immediately advise the University in writing of the details of the new employment and comply with the following:

- If an employee commences employment with a public sector employer, as defined by the Public Sector Employers' Act, during the Notice Period or period of notice in lieu of which severance is provided:
  - no severance covering this period of re-employment is payable; and
  - the employee must pay the University any amount that is attributable to the period during which the employee is re-employed.

- If an employee is re-employed in the public sector at a lower level of compensation the University will provide to the employee an amount equivalent to the difference between the employee's former compensation level and the employee's compensation level upon re-employment for the remainder of the Notice Period.

- If an employee accepts similar employment with an employer not in the public sector, then all salary continuance and benefit coverage will cease immediately on the date

that the employee starts the new employment and the employee will receive a lump sum payment equal to fifty (50) percent of the salary the employee would have received during the remainder of the Notice Period.

13.3.8 Long-Term Disability at the Time of Termination

If the employee is receiving long-term disability benefits at the time of the termination of employment, the employee will be entitled to the continued disability benefits as provided for in the employer's benefit plan, or to receive salary in lieu of working notice; but the employee will not receive both.

13.3.9 Outplacement Services

An employee whose employment is terminated on an involuntary basis will normally be offered outplacement services to assist them with career transitioning.

Appendix A

University of Victoria
Management Excluded Salary Procedures
Market and Retention Adjustments

1.0 Scope

This procedure applies to positions that currently exist, or may be created as part of the Management Excluded Group. Management Excluded positions have managerial, senior managerial, executive, and /or confidential labour relations responsibilities. These positions are excluded from trade union membership under the *BC Labour Code*.

2.0 Market Adjustments

Criteria:

1. The position is required to initiate and/or introduce and deliver a strategic change in the focus and/or design and delivery of services of a department or major function. The position has been identified by the appropriate Vice President as necessary to lead strategic change to achieve a key outcome in one or more of the University's Strategic Goals as set out in the University's strategic plan.

OR

2. A unit can identify consistent inability to recruit for a position as identified by one or more failed searches where the position has been aggressively marketed through a variety of sources.

OR

3. In exceptional circumstances where there is current and timely market salary data which clearly shows that the job rate for UVIC salaries is below the median. Without limiting the quality of the market survey data:
    - Market survey data must be for the geographic area that the position would normally be recruited from.
    - Market survey data should be from employers, or substantially from employers (in the case of a purchased survey) that the University would normally be competing with in terms of hiring employees.

    It is important to note that Human Resources has a very limited capacity to do original salary survey work and as a result Managers may have to do their own surveying (e.g. provide valid surveys from professional organizations) and present the results to substantiate a request for a market adjustment based on survey data.

3.0 Approval

In all cases a position must be qualified to receive a market adjustment prior to the commencement or re-commencement of a search.

For a position to qualify for a Market Adjustments there must be a positive recommendation by the AVP of Human Resources and approval by the appropriate Vice President.

Approval to qualify will not be granted without written evidence from the hiring manager that alternatives to a market salary adjustment have been employed or will be employed to hire the appropriate candidate e.g., targeting equity candidates, flexible working arrangements, evidence of marketing the full UVIC compensation packages, training and development of internal candidates etc. Human Resources Consultants can work with Managers to develop these strategies.

An explanation must be provided as to why the hiring manager believes that the alternative measures will be insufficient, or have not worked in the past.

4.0 Retention Allowances

In exceptional circumstances a retention allowance may be considered where a manager can demonstrate that the costs to the institution of replacing the employee will be excessive in terms of performance excellence, institutional reputation, cost of replacement and direct costs. Managers must be prepared to demonstrate that they have reviewed a number of retention strategies other than salary.

5.0 Approval

The appropriate Vice President approves on recommendation from the AVP Human Resources. Even where all criteria are met a retention allowance may still not be approved.

6.0 Funding

In all cases, Managers must identify the source of funding of a Market and Retention Adjustment as part of the case that is being made to allow this payment.

7.0 Size and Structure of Market Adjustments

Market Adjustments may be up to 10% of the ceiling of the position. With the approval of the AVP Human Resources and only in exceptional circumstances, the market adjustment could exceed 10% of the ceiling of the position.

Market Adjustments may be:

a) in addition to base salary
b) in addition to base salary but decline as base salary increases on a previously agreed to

scale

c) in addition to base salary but be eliminated on a schedule over a defined period of time
d) all or partially built into the existing salary scale by an initial placement on salary scale above the mid-point
e) may be expressed in percentage or dollar terms

The AVP of Human Resources or designate must approve all market adjustment amounts and how they are structured prior to finalizing with a potential candidate or employee (in the case of a retention allowance). It is the responsibility of the Hiring Manager to notify Human Resources in a timely manner of what is being considered for an offer so that the negotiations proceed in an orderly fashion. No commitments can be made by a Hiring Manager to an employee or candidate without prior Human Resource approval.

When a person receiving a market adjustment receives a reclassification, the normal expectation will be that the market adjustment is reduced by the amount of the reclassification.

University of Victoria ME Group

SALARY STRUCTURE

Grades	Salary Range: January 1, 2012				
	Development Floor (80%)	Competitive Floor (90%)	Competitive Midpoint (100%)	Competitive Ceiling (110%)	Performance Ceiling (115%)
16	$121,628	$136,831	$152,035	$167,238	$174,840
15	$108,789	$122,388	$135,986	$149,585	$156,384
14	$100,331	$112,873	$125,414	$137,955	$144,226
13	$94,736	$106,578	$118,420	$130,262	$136,183
12	$88,217	$99,245	$110,272	$121,299	$126,813
11	$81,808	$92,034	$102,260	$112,486	$117,599
10	$77,492	$87,179	$96,865	$106,552	$111,395
9	$72,504	$81,567	$90,630	$99,693	$104,225
8	$65,951	$74,195	$82,439	$90,683	$94,805
7	$59,053	$66,435	$73,817	$81,198	$84,889
6	$52,987	$59,610	$66,234	$72,857	$76,169
5	$48,415	$54,467	$60,519	$66,571	$69,597
4	$43,753	$49,223	$54,692	$60,161	$62,896

University of Victoria ME Group
SALARY STRUCTURE

Grades	Salary Range: July 1, 2012 (2% range increase for ML 4-9)				
	Development Floor (80%)	Competitive Floor (90%)	Competitive Midpoint (100%)	Competitive Ceiling (110%)	Performance Ceiling (115%)
16	$121,628	$136,831	$152,035	$167,238	$174,840
15	$108,789	$122,388	$135,986	$149,585	$156,384
14	$100,331	$112,873	$125,414	$137,955	$144,226
13	$94,736	$106,578	$118,420	$130,262	$136,183
12	$88,217	$99,245	$110,272	$121,299	$126,813
11	$81,808	$92,034	$102,260	$112,486	$117,599
10	$77,492	$87,179	$96,865	$106,552	$111,395
9	$73,954	$83,198	$92,443	$101,687	$106,309
8	$67,270	$75,679	$84,088	$92,497	$96,701
7	$60,234	$67,764	$75,293	$82,822	$86,587
6	$54,047	$60,802	$67,558	$74,314	$77,692
5	$49,383	$55,556	$61,729	$67,902	$70,988
4	$44,628	$50,207	$55,786	$61,364	$64,153

Note: Public Sector Management and Executive Compensation Freeze in place for ranges 10 to 16

University of Victoria ME Group
SALARY STRUCTURE

Grades	Salary Range: July 1, 2013 (2% range increase for ML 4-9)				
	Development Floor (80%)	Competitive Floor (90%)	Competitive Midpoint (100%)	Competitive Ceiling (110%)	Performance Ceiling (115%)
16	$121,628	$136,831	$152,035	$167,238	$174,840
15	$108,789	$122,388	$135,986	$149,585	$156,384
14	$100,331	$112,873	$125,414	$137,955	$144,226
13	$94,736	$106,578	$118,420	$130,262	$136,183
12	$88,217	$99,245	$110,272	$121,299	$126,813
11	$81,808	$92,034	$102,260	$112,486	$117,599
10	$77,492	$87,179	$96,865	$106,552	$111,395
9	$75,433	$84,862	$94,292	$103,721	$108,435
8	$68,615	$77,193	$85,770	$94,347	$98,635
7	$61,439	$69,119	$76,799	$84,478	$88,319
6	$55,128	$62,018	$68,909	$75,800	$79,246
5	$50,371	$56,667	$62,964	$69,260	$72,408
4	$45,521	$51,211	$56,902	$62,591	$65,436

Note: Public Sector Management and Executive Compensation Freeze in place for ranges 10 to 16

University of Victoria ME Group
SALARY STRUCTURE

Grades	Salary Range: July 1, 2014 (0% range increase as per Economic Stability Mandate)				
	Development Floor (80%)	Competitive Floor (90%)	Competitive Midpoint (100%)	Competitive Ceiling (110%)	Performance Ceiling (115%)
16	$121,628	$136,831	$152,035	$167,238	$174,840
15	$108,789	$122,388	$135,986	$149,585	$156,384
14	$100,331	$112,873	$125,414	$137,955	$144,226
13	$94,736	$106,578	$118,420	$130,262	$136,183
12	$88,217	$99,245	$110,272	$121,299	$126,813
11	$81,808	$92,034	$102,260	$112,486	$117,599
10	$77,492	$87,179	$96,865	$106,552	$111,395
9	$75,433	$84,862	$94,292	$103,721	$108,435
8	$68,615	$77,193	$85,770	$94,347	$98,635
7	$61,439	$69,119	$76,799	$84,478	$88,319
6	$55,128	$62,018	$68,909	$75,800	$79,246
5	$50,371	$56,667	$62,964	$69,260	$72,408
4	$45,521	$51,211	$56,902	$62,591	$65,436

Note: Public Sector Management and Executive Compensation Freeze in place for ranges 10 to 16

University of Victoria ME Group
SALARY STRUCTURE

Grades	Salary Range: July 1, 2015 (1% increase for ML4-9 as per Economic Stability Mandate)				
	Development Floor (80%)	Competitive Floor (90%)	Competitive Midpoint (100%)	Competitive Ceiling (110%)	Performance Ceiling (115%)
16	$121,628	$136,831	$152,035	$167,238	$174,840
15	$108,789	$122,388	$135,986	$149,585	$156,384
14	$100,331	$112,873	$125,414	$137,955	$144,226
13	$94,736	$106,578	$118,420	$130,262	$136,183
12	$88,217	$99,245	$110,272	$121,299	$126,813
11	$81,808	$92,034	$102,260	$112,486	$117,599
10	$77,492	$87,179	$96,865	$106,552	$111,395
9	$76,187	$85,711	$95,235	$104,758	$109,519
8	$69,301	$77,965	$86,628	$95,290	$99,621
7	$62,053	$69,810	$77,567	$85,323	$89,202
6	$55,679	$62,638	$69,598	$76,558	$80,038
5	$50,875	$57,234	$63,594	$69,953	$73,132
4	$45,976	$51,723	$57,471	$63,217	$66,090

Note: Public Sector Management and Executive Compensation Freeze in place for ranges 10 to 16

University of Victoria ME Group
SALARY STRUCTURE

Grades	Salary Range: May 1, 2016 (0.45% increase for ML4-9 as per Economic Stability Mandate)				
	Development Floor (80%)	Competitive Floor (90%)	Competitive Midpoint (100%)	Competitive Ceiling (110%)	Performance Ceiling (115%)
16	$121,628	$136,831	$152,035	$167,238	$174,840
15	$108,789	$122,388	$135,986	$149,585	$156,384
14	$100,331	$112,873	$125,414	$137,955	$144,226
13	$94,736	$106,578	$118,420	$130,262	$136,183
12	$88,217	$99,245	$110,272	$121,299	$126,813
11	$81,808	$92,034	$102,260	$112,486	$117,599
10	$77,492	$87,179	$96,865	$106,552	$111,395
9	$76,530	$86,096	$95,663	$105,230	$110,012
8	$69,613	$78,316	$87,018	$95,719	$100,070
7	$62,333	$70,124	$77,916	$85,707	$89,604
6	$55,930	$62,920	$69,911	$76,903	$80,399
5	$51,104	$57,491	$63,880	$70,267	$73,461
4	$46,183	$51,956	$57,730	$63,501	$66,388

Note: Public Sector Management and Executive Compensation Freeze in place for ranges 10 to 16

University of Victoria ME Group
SALARY STRUCTURE

Grades	Salary Range: July 1, 2016 (1.5% + 0.45% ESD increase for ML10-16)				
	Development Floor (80%)	Competitive Floor (90%)	Competitive Midpoint (100%)	Competitive Ceiling (110%)	Performance Ceiling (115%)
16	$124,000	$139,499	$155,000	$170,499	$178,249
15	$110,910	$124,775	$138,638	$152,502	$159,433
14	$102,287	$115,074	$127,860	$140,645	$147,038
13	$96,583	$108,656	$120,729	$132,802	$138,839
12	$89,937	$101,180	$112,422	$123,664	$129,286
11	$83,403	$93,829	$104,254	$114,679	$119,892
10	$79,003	$88,879	$98,754	$108,630	$113,567

Grades	Salary Range: July 1, 2016 (0.50% increase for ML4-9 as per Economic Stability Mandate)				
	Development Floor (80%)	Competitive Floor (90%)	Competitive Midpoint (100%)	Competitive Ceiling (110%)	Performance Ceiling (115%)
9	$76,913	$86,526	$96,141	$105,756	$110,562
8	$69,961	$78,708	$87,453	$96,198	$100,570
7	$62,645	$70,475	$78,306	$86,136	$90,052
6	$56,210	$63,235	$70,261	$77,288	$80,801
5	$51,360	$57,778	$64,199	$70,618	$73,828
4	$46,414	$52,216	$58,019	$63,819	$66,720

University of Victoria ME Group
SALARY STRUCTURE

Grades	Salary Range: May 1, 2017 (1% + ESD increase for ML4-9 as per Economic Stability Mandate)				
	Development Floor (80%)	Competitive Floor (90%)	Competitive Midpoint (100%)	Competitive Ceiling (110%)	Performance Ceiling (115%)
16	$124,000	$139,499	$155,000	$170,499	$178,249
15	$110,910	$124,775	$138,638	$152,502	$159,433
14	$102,287	$115,074	$127,860	$140,645	$147,038
13	$96,583	$108,656	$120,729	$132,802	$138,839
12	$89,937	$101,180	$112,422	$123,664	$129,286
11	$83,403	$93,829	$104,254	$114,679	$119,892
10	$79,003	$88,879	$98,754	$108,630	$113,567
9	$77,682	$87,391	$97,102	$106,814	$111,668
8	$70,661	$79,495	$88,328	$97,160	$101,576
7	$63,271	$71,180	$79,089	$86,997	$90,953
6	$56,772	$63,867	$70,964	$78,061	$81,609
5	$51,874	$58,356	$64,841	$71,324	$74,566
4	$46,878	$52,738	$58,599	$64,457	$67,387

University of Victoria ME Group
SALARY STRUCTURE

Grades	Salary Range: July 1, 2017 (1.5% + ESD increase for ML10-16)				
	Development Floor (80%)	Competitive Floor (90%)	Competitive Midpoint (100%)	Competitive Ceiling (110%)	Performance Ceiling (115%)
16	$125,860	$141,591	$157,325	$173,056	$180,923
15	$112,574	$126,647	$140,718	$154,790	$161,824
14	$103,821	$116,800	$129,778	$142,755	$149,244
13	$98,032	$110,286	$122,540	$134,794	$140,922
12	$91,286	$102,698	$114,108	$125,519	$131,225
11	$84,654	$95,236	$105,818	$116,399	$121,690
10	$80,188	$90,212	$100,235	$110,259	$115,271

Grades	Salary Range: July 1, 2017 (0.5% increase for ML4-9 as per Economic Stability Mandate)				
	Development Floor (80%)	Competitive Floor (90%)	Competitive Midpoint (100%)	Competitive Ceiling (110%)	Performance Ceiling (115%)
9	$78,070	$87,828	$97,588	$107,348	$112,226
8	$71,014	$79,892	$88,770	$97,646	$102,084
7	$63,587	$71,536	$79,484	$87,432	$91,408
6	$57,056	$64,186	$71,319	$78,451	$82,017
5	$52,133	$58,648	$65,165	$71,681	$74,939
4	$47,112	$53,002	$58,892	$64,779	$67,724

University of Victoria ME Group
SALARY STRUCTURE

Grades	Salary Range: May 1, 2018 (1% + ESD increase for ML4-9 as per Economic Stability Mandate)				
	Development Floor (80%)	Competitive Floor (90%)	Competitive Midpoint (100%)	Competitive Ceiling (110%)	Performance Ceiling (115%)
16	$125,860	$141,591	$157,325	$173,056	$180,923
15	$112,574	$126,647	$140,718	$154,790	$161,824
14	$103,821	$116,800	$129,778	$142,755	$149,244
13	$98,032	$110,286	$122,540	$134,794	$140,922
12	$91,286	$102,698	$114,108	$125,519	$131,225
11	$84,654	$95,236	$105,818	$116,399	$121,690
10	$80,188	$90,212	$100,235	$110,259	$115,271
9	$78,851	$88,706	$98,564	$108,421	$113,348
8	$71,724	$80,691	$89,658	$98,622	$103,105
7	$64,223	$72,251	$80,279	$88,306	$92,322
6	$57,627	$64,828	$72,032	$79,236	$82,837
5	$52,654	$59,234	$65,817	$72,398	$75,688
4	$47,583	$53,532	$59,481	$65,427	$68,401

University of Victoria ME Group
SALARY STRUCTURE

Grades	Salary Range: July 1, 2018 (1.5% + ESD increase for ML10-16)				
	Development Floor (80%)	Competitive Floor (90%)	Competitive Midpoint (100%)	Competitive Ceiling (110%)	Performance Ceiling (115%)
16	$127,748	$143,715	$159,685	$175,652	$183,637
15	$114,263	$128,547	$142,829	$157,112	$164,251
14	$105,378	$118,552	$131,725	$144,896	$151,483
13	$99,502	$111,940	$124,378	$136,816	$143,036
12	$92,655	$104,238	$115,820	$127,402	$133,193
11	$85,924	$96,665	$107,405	$118,145	$123,515
10	$81,391	$91,565	$101,739	$111,913	$117,000

Grades	Salary Range: July 1, 2018 (0.5% increase for ML4-9 as per Economic Stability Mandate)				
	Development Floor (80%)	Competitive Floor (90%)	Competitive Midpoint (100%)	Competitive Ceiling (110%)	Performance Ceiling (115%)
9	$79,245	$89,150	$99,057	$108,963	$113,915
8	$72,083	$81,094	$90,106	$99,115	$103,621
7	$64,544	$72,612	$80,680	$88,748	$92,784
6	$57,915	$65,152	$72,392	$79,632	$83,251
5	$52,917	$59,530	$66,146	$72,760	$76,066
4	$47,821	$53,800	$59,778	$65,754	$68,743

University of Victoria ME Group
SALARY STRUCTURE

Grades	Salary Range: May 1, 2019 (1% + ESD increase for ML4-9 as per Economic Stability Mandate)				
	Development Floor (80%)	Competitive Floor (90%)	Competitive Midpoint (100%)	Competitive Ceiling (110%)	Performance Ceiling (115%)
16	$127,748	$143,715	$159,685	$175,652	$183,637
15	$114,263	$128,547	$142,829	$157,112	$164,251
14	$105,378	$118,552	$131,725	$144,896	$151,483
13	$99,502	$111,940	$124,378	$136,816	$143,036
12	$92,655	$104,238	$115,820	$127,402	$133,193
11	$85,924	$96,665	$107,405	$118,145	$123,515
10	$81,391	$91,565	$101,739	$111,913	$117,000
9	$80,037	$90,042	$100,048	$110,053	$115,054
8	$72,804	$81,905	$91,007	$100,106	$104,657
7	$65,189	$73,338	$81,487	$89,635	$93,712
6	$58,494	$65,804	$73,116	$80,428	$84,084
5	$53,446	$60,125	$66,807	$73,488	$76,827
4	$48,299	$54,338	$60,376	$66,412	$69,430

University of Victoria ME Group
SALARY STRUCTURE

Grades	Salary Range: May 1, 2019 (1% + ESD increase for ML10-16)				
	Development Floor (80%)	Competitive Floor (90%)	Competitive Midpoint (100%)	Competitive Ceiling (110%)	Performance Ceiling (115%)
16	$129,025	$145,152	$161,282	$177,409	$185,473
15	$115,406	$129,832	$144,257	$158,683	$165,894
14	$106,432	$119,738	$133,042	$146,345	$152,998
13	$100,497	$113,059	$125,622	$138,184	$144,466
12	$93,582	$105,280	$116,978	$128,676	$134,525
11	$86,783	$97,632	$108,479	$119,326	$124,750
10	$82,205	$92,481	$102,756	$113,032	$118,170

Sample Salary Range Adjustment Plan

			1.5% + 0.45% ESD		1.5% + ESD		1.5% + ESD		1.0% + ESD	
	Base Year		Initial Adjustment		Saturday, July 1, 2017		Sunday, July 1, 2018		Wednesday, May 1, 2019	
Salary Range	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max
ME Level 13	$94,736	$136,183	$96,583	$138,839	$98,032	$140,922	$99,502	$143,036	$100,497	$144,466

Note: Simple math - initial increases not compounded as per PSEC

Basic Mandate Distribution

- July 1, 2014 = 0%
- July 1, 2015 = 1%
- May 1, 2016 = 0% plus 0.45% ESD; July 1, 2016 = 0.5%;
- May 1, 2017 = 1% plus ESD; July 1, 2017 = 0.5%;
- May 1, 2018 = 1% plus ESD; July 1, 2018 = 0.5%;
- May 1, 2019 = 1% plus ESD

Salary Range Adjustment Proposal

			1.5% + 0.45% ESD		1.5% + ESD		1.5% + ESD		1.0% + ESD	
	Base Year		Initial Adjustment		Saturday, July 1, 2017		Sunday, July 1, 2018		Wednesday, May 1, 2019	
Salary Range	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max
ME Level 16	$121,628	$174,840	$124,000	$178,249	$125,860	$180,923	$127,748	$183,637	$129,025	$185,473
ME Level 15	$108,789	$156,384	$110,910	$159,433	$112,574	$161,824	$114,263	$164,251	$115,406	$165,894
ME Level 14	$100,331	$144,226	$102,287	$147,038	$103,821	$149,244	$105,378	$151,483	$106,432	$152,998
ME Level 13	$94,736	$136,183	$96,583	$138,839	$98,032	$140,922	$99,502	$143,036	$100,497	$144,466
ME Level 12	$88,217	$126,813	$89,937	$129,286	$91,286	$131,225	$92,655	$133,193	$93,582	$134,525
ME Level 11	$81,808	$117,599	$83,403	$119,892	$84,654	$121,690	$85,924	$123,515	$86,783	$124,750
ME Level 10	$77,492	$111,395	$79,003	$113,567	$80,188	$115,271	$81,391	$117,000	$82,205	$118,170

Initial Adjustment effective July 1, 2016.

University of Victoria ME Group

Grading Structure

Monday, August 15, 2016

Grade	Position Title (Alphabetical List)
16	Executive Director, Finance
16	Executive Director, FMGT
16	Executive Director, Strategic Research Initiatives
16	Executive Director, Student Services
15	Chief Financial and Operating Officer - ONC
15	Director, Campus Services
15	Executive Director, Academic Resource Planning
15	Executive Director, Community and Government Relations
15	Executive Director, Co-op Education Program and Career Services
15	Registrar
15	Executive Director, University Communications and Marketing
14	Director, Athletics and Recreation
14	Director, English Language Centre
14	Director, Student Recruitment and Global Engagement
13	Associate Director, Engineering (NEPTUNE)
13	Associate Director, Engineering and Operations (VENUS)
13	Controller
13	Director, Academic Advising and International Student Services
13	Director, Academic and Administrative Services (IT)
13	Director, Budgets
13	Director Campus Planning and Sustainability
13	Director, Campus Security Services
13	Director, Capital Management - FMGT
13	Director, Counselling and Multi-Faith Services
13	Director, Food Services
13	Director, Fund Development
13	Director, Health Services
13	Director, Infrastructure Services (University Systems)
13	Director, Institutional Planning and Analysis
13	Director, Internal Audit
13	Director, Labour Relations and HR Consulting Services
13	Director, Maintenance and Operations - FMGT
13	Director, OHSE
13	Director, Pensions and Investments
13	Director, Purchasing Services
13	Director, Research Partnerships and Knowledge Mobilization
13	Director, Residence Services
13	Director, Total Compensation and Recruitment
13	Director, UVic Online
13	Treasurer
12	Admin Director, IMP and DMS
12	Associate Director, Research (VENUS)
12	Associate Director, Software Engineering (ONC)
12	Associate Director, User Services (ONC)
12	Associate Registrar, Undergrad. Records/Admissions, etc
12	Associate Registrar, Student Info Systems, etc
12	Associate Director, Vikes Athletics and Recreation
12	Director, Advancement Services
12	Director, Alumni Relations
12	Director, Corporate Relations and Operations

University of Victoria ME Group

Grading Structure

Monday, August 15, 2016

Grade	Position Title (Alphabetical List)
12	Director, Equity and Human Rights
12	Director, Faculty Relations and Academic Administration
12	Director, Indigenous Affairs and First Peoples House Manager
12	Director, Institutional Programs
12	Director, Office of the President
12	Director, Organization Development and Learning
12	Director, Principle Gifts and Campaigns
12	Director, Project Planning Services
12	Director, University Centre Farquhar Auditorium and Ceremonies and Events
12	Director, University Marketing
11	Associate University Secretary
11	Chief Privacy Officer
11	Client Technologies Manager
11	Computer Help Desk Manager
11	Data Centre Services Manager
11	Desktop Support Services Manager
11	Development Services Manager
11	Director, Customer Service and Integration
11	Director, International Office
11	Director of Operations, Co-op and Career Services
11	Director, University Art Collections
11	Manager Employee Relations
11	Manager, Financial Accounting and Training
11	Manager, Media Relations
11	Manager, Office of the VPFO
11	Manager, Research Accounting
11	Manager, Treasury Services
11	Network Services Manager
11	Operations Support Manager, Campus Security
11	Payroll Manager
11	Production and Technical Support Manager
11	Associate Director, Supply Management
10	Associate Director, Community and Government Relations
10	Associate Director, Global Engagement
10	Associate Director, Judicial Affairs and Strategic Advocacy Initiatives
10	Associate Director, NEPTUNE CANADA
10	Associate Director, Operations, Admin and Finance - Proteomics Centre
10	Associate Director, Student Recruitment
10	Director, Academic Initiatives and Advisor to the Provost on Equity and Diversity
10	Manager, Emergency Planning
10	Manager, Risk, Insurance and Continuity Planning
10	Security Manager
10	Parking and Transportation Manager
10	Manager, Internal Audit
10	Manager, Office of the VPR
9	Benefits Manager
9	Governance Manager
9	Human Resources Consultant
9	Legal Counsel
9	Manager, Equity and Human Rights

University of Victoria ME Group

Grading Structure

Monday, August 15, 2016

Grade	Position Title (Alphabetical List)
9	Manager, Information Security Office
9	Organizational Development Consultant
9	Public Affairs Officer
9	WorkLife Consultant
8	Learning Consultant
8	Human Rights Advisor (Complaints)
8	OHSE Consultant
8	Post Approval Support Consultant
8	Senior Internal Auditor
7	Communication and Research Analyst
7	Financial Planning Analyst
7	Financial Services Business Analyst
7	HR Advisor, Classification
7	HR Systems and Workforce Analytics Manager
7	Human Rights Advisor (Education)
7	Senior Analyst - Academic Resource Planning
7	Treasury Analyst
6	Access Officer
6	Administrative Manager, Office of the VPER
6	Admin Officer to the Provost
6	Human Resources Advisor (Strategic Recruitment)
6	Human Resources Programs and Process Administrator - Employment Services
6	Paralegal
6	Pension Governance Communications Officer
6	Projects Officer, VP Research Office
6	Projects Officer, VPFO Office
6	Projects Officer, President's Office
6	Projects Officer, USEC Office
6	VPAC Office Manager
5	Faculty Relations Associate
5	Human Resources Program and Projects Manager
5	Human Resources Coordinator
4	Administrative Coordinator, OHSE
4	Coordinator, Academic Appointments and Immigration
4	Human Resources Associate (HRC)

Zacharuk, Christina PSEC:EX

From:	Wilson, Barbara A PSEC:EX on behalf of Zacharuk, Christina PSEC:EX
Sent:	Friday, July 29, 2016 11:38 AM
Subject:	Important Update - BC Public Sector Common Compensation Philosophy Implementation
Attachments:	CEO update to Employers Assoc CEOs and DMs Responsible - 351831 - 2016-07-29.pdf; ERGuide-Comp Philosophies_2016 July-FINAL.pdf; IB_2015-16 executive compensation FINAL_2016-07-21.pdf; FINAL Salary Reporting template.xlsx

For the attention of employers' associations CEOs/Chairs and Deputy Ministers responsible:

On July 21, the Minister of Finance and Minister responsible for the *Public Sector Employers Act*, released the 2015/16 Public Accounts. In that context, the Minister made reference to the compensation freeze (see attached Information Bulletin) and additional flexibility to pursue modest compensation adjustments, where appropriate, for excluded management and executive employees.

Please find attached important information regarding the implementation of this flexibility.

PSEC will be hosting a conference call for more information, questions and discussion as follows:

Tuesday, August 2nd at 2:00pm
Dial-in details: s.15,s.17 **with participant code** s.15,s.17

Regards,

Christina Zacharuk
President and CEO
PSEC Secretariat

Zacharuk, Christina PSEC:EX

From: Kane Kilbey <kanek@uvic.ca>
Sent: Thursday, March 6, 2014 2:23 PM
To: Blair Littler
Subject: Follow up

Hello Blair, following up on our telephone call, and after learning yesterday about the situation at Kwantlen Polytechnic University, I wish to confirm that UVic has fully disclosed all senior executive compensation and not provided any compensation or made any payments in excess of that disclosure. We have a very robust process in place internally to ensure complete compliance with the Freeze Policy. Thanks, Kane

Sent from my iPhone

Zacharuk, Christina PSEC:EX

From: Kane Kilbey <kanek@uvic.ca>
Sent: Wednesday, January 15, 2014 9:15 AM
To: Zacharuk, Christina PSEC:EX
Subject: follow up
Attachments: VP Salary Survey BN Draft Jan 14 2014 for CZ.pdf

Hi Christina. As I mentioned before Christmas, I have been working off a survey we conducted with SFU in 2011/12 to review our Executive Salary ranges with a view to updating them as we last did in 2007. I would prefer to introduce new ranges in conjunction with our updated Executive Compensation Plan (I think you have a draft of that – going to the Board at the end of the month).

My recommendation is to update our ranges (with ranges that are acceptable to PSEC) but not increase any salaries – simply place staff on the range at their current salary level and keep them frozen until the freeze policy is lifted/changed. Access to through the new ranges, once the freeze is lifted, would occur via our annual merit based range progression process and, as in the past, these ranges would be aged through the implementation of the Economic Stability Mandate.

What are your thoughts about this approach? Note the briefing note is draft and I can work with you or Tom to develop it further as appropriate.

Thank you,

Kane

University of Victoria

DRAFT CONFIDENTIAL BRIEFING NOTE – FOR DISCUSSION

Date: January 14, 2014

PREPARED FOR:	**Christina Zacharuk, Executive Director, PSEC Secretariat**
TOPIC:	2011 University Executive Compensation Survey: Vice-Presidents

ISSUE:

To review the competitiveness of executive salaries and salary ranges using data gathered during the 2011 university executive compensation survey with a view to updating the executive compensation ranges in conjunction with the introduction of the updated Executive Compensation Plan. Note that this paper concludes that ranges should be updated and introduced without any change in salary for current executives.

BACKGROUND:

- The University of Victoria's approved executive compensation philosophy is to develop compensation packages that allow the University to attract, develop and retain the best possible candidates from a global market.
- For Vice-Presidents, including our AVPs, our salary philosophy is to develop a pay band with a mid point that reflects an average salary. To establish an average salary the University conducts a national survey of the comparable Canadian universities. Salary ranges are adjusted as a result of market surveys and/or the amount of any economic increases, but only after receiving approval from the Minister of Finance (via PSEC) – as was the case in 2007/08.
- The current executive salary ranges have been unchanged since July 1, 2009. Progression through these 2009 salary ranges was permitted until September 2012 when the Minister of Finance introduced a compensation freeze for all Executive and Management employees in the public sector. The ranges are:

July 1, 2009 Salary Ranges (no economic lift in 2010, 2011, 2012 and 2013)

	FLOOR	MID	CEILING
VPAC	181780	239457	287348
VPFO	174240	210277	252332
VP EXT.	174240	210277	252332
VPRE	158286	198733	238480
AVP ACADEMIC	133860	167568	201082
AVP ACADEMIC PLANNING	133860	167568	201082
AVP LEGAL AFFAIRS/GEN COUNCIL	133860	167568	201082
AVP RESEARCH	126087	151304	181565
AVP HUMAN RESOURCES	133860	167568	201082
AVP FINANCE AND OPS	133860	167568	201082
AVP DEVELOPMENT	133860	167568	201082
CIO	133860	167568	201082
AVP STUDENT	133860	167568	201082
USEC* implemented in 2012	119234	149042	178850
AVP INTERNATIONAL	133860	167568	201082
AVP RESEARCH OPS	126087	151304	181565

- Unlike the current executive compensation plan, our proposed updated draft Executive Compensation Plan does not specify a target position in the market for executive roles. Rather, our proposed new salary philosophy balances a set of sector-wide compensation principles to develop pay bands that are reflective of the market in which we are completing, particularly salaries paid at other comparable Canadian universities.
- The most recent comprehensive survey concluded in January 2012 and was jointly sponsored with SFU and, in addition to the survey sponsors, included the following universities:

University of Alberta
Dalhousie University
McMaster University
Queen's University
McGill University
University of Calgary
York University
University of Guelph
University of Saskatchewan
University of Waterloo
University of Western Ontario

DISCUSSION:

The survey compared base salary and total cash compensation, which included other elements of cash compensation such as stipends and market adjustments. As with the survey conducted in 2007, the total cash compensation submissions proved to be the most comparable and reliable for the purpose of reviewing current salaries and salary ranges at UVic.

The general conclusion in 2012 was that UVic was managing to pay close to market salaries by using a combination of base salary, stipends and market adjustments however VP salary ranges had fallen significantly behind based on the average salary analysis. Given the introduction of the 2012 public sector executive compensation freeze, it is likely that our competitive position is deteriorating. In fact the data shows that current (2013) VP compensation is 10-14% below the 2011 survey averages, with some salaries at, or very close to, the 25th percentile. Appendix A sets out position by position summary of the survey results for Vice-Presidents.

RECOMMENDATION:

The survey results clearly show a deteriorating competitive position. The proposed new executive compensation plan provides some flexibility in establishing new salary ranges. Traditional public sector benchmarks for establishing salary midpoints include market averages and medians. One public sector models aims to be ranked in the top half or third of provinces and federal salary systems.

The University of Victoria is not seeking to lead nor lag the relevant market for which we compete. In this regard and for the purposes of this adjustment, we would normally propose to introduce ranges with a midpoint that reflects either the survey median or average and then broadband ranges around the average of these target mid-points for sub-groups of the Vice-Presidents and AVPs. Potential draft ranges using this traditional approach are set out on the following page. These draft ranges were also spot checked with other public sector salaries where similar roles exist (CIO, Finance, HR etc.). Rather than recommend either model but keeping this data in mind, we would prefer to enter into a conversation with PSEC about ranges that make sense given our new executive compensation plan and the public policy environment.

Once a new range structure is identified, and given that staff are currently compensated within these ranges and compensation for executives remains frozen, I recommend that staff are assigned to the new ranges at the same time our updated Executive Compensation Plan is approved and progress through the range annually on July 1 (after the public sector compensation freeze is lifted).

Clustering 2011 Survey Averages

	FLOOR	MID	CEILING
VPAC	239196	298995	358794
VPFO	218974	273718	328462
VP EXT.	218974	273718	328462
VPRE	218974	273718	328462
AVP ACADEMIC ADMIN	152009	190011	228013
AVP ACADEMIC PLANNING	152009	190011	228013
AVP LEGAL AFFAIRS/GEN COUNCIL	152009	190011	228013
AVP RESEARCH	152009	190011	228013
AVP HUMAN RESOURCES	152009	190011	228013
AVP FINANCE AND OPS	152009	190011	228013
AVP DEVELOPMENT	152009	190011	228013
CIO	152009	190011	228013
AVP STUDENT	152009	190011	228013
USEC*	119234	149042	178850
AVP INTERNATIONAL	152009	190011	228013
AVP RESEARCH OPS	152009	190011	228013

A. Clustering 2011 Survey Medians

	FLOOR	MID	CEILING
VPAC	235114	293893	352672
VPFO	206868	258585	310302
VP EXT.	206868	258585	310302
VPRE	206868	258585	310302
AVP ACADEMIC ADMIN	155006	193758	232510
AVP ACADEMIC PLANNING	155006	193758	232510
AVP LEGAL AFFAIRS/GEN COUNCIL	155006	193758	232510
AVP RESEARCH	155006	193758	232510
AVP HUMAN RESOURCES	155006	193758	232510
AVP FINANCE AND OPS	155006	193758	232510
AVP DEVELOPMENT	155006	193758	232510
CIO	155006	193758	232510
AVP STUDENT	155006	193758	232510
USEC* introduced in 2012	124827	156034	187241
AVP INTERNATIONAL	155006	193758	232510
AVP RESEARCH OPS	155006	193758	232510

PREPARED BY:	DATE
Kane Kilbey Associate Vice President, Human Resources	January 14, 2014

Appendix A: Summarized Results by VP Position

VP Academic and Provost

The July 1, 2013 salary range for this position is:

Floor	Midpoint	Ceiling	July 1, 2012 Merit Increment	UVic 2013
$181,780	$239,457	$287,348	$2993	$273,469[1]

The 2011 market survey returned the following total cash compensation data:

25th Percentile	Median	75th Percentile	Average	UVic 2011
$236,435	$293,893	$328,375	$298,955	$264,490

[1] Base Salary $203,469 plus
Admin Stipend $35,000 plus
Market Adjust. $35,000

VP Finance and Operations

The July 1, 2013 salary range for this position is:

Floor	Midpoint	Ceiling	July 1, 2012 Merit Increment	UVic 2013
$174,240	$210,277	$252,332	$2628	$252,332[2]

The 2011 market survey returned the following total cash compensation data:

25th Percentile	Median	75th Percentile	Average	UVic 2011
$249,135	$261,915	$289,525	$279,243	$252,332

[2] At salary range ceiling since July 1, 2010

VP External

The July 1, 2013 salary range for this position is:

Floor	Midpoint	Ceiling	July 1, 2012 Merit Increment	UVic 2013
$174,240	$210,277	$252,332	$2628	$240,000[3]

The 2011 market survey returned the following total cash compensation data:

25th Percentile	Median	75th Percentile	Average	UVic 2011
$240,000	$250,000	$282,490	$269,056	$236,137

[3] New incumbent August 2012

VP Research

The July 1, 2013 salary range for this position is:

Floor	Midpoint	Ceiling	July 1, 2012 Merit Increment	UVic 2013
$158,286	$198,733	$238,480	$2484	$238,480[4]

The 2011 market survey returned the following total cash compensation data:

25th Percentile	Median	75th Percentile	Average	UVic
$226,775	$263,840	$278,176	$272,855	$232,648

[4] Base Salary $191,652 plus
Admin Stipend $46,828 (adjusted to ceiling)

University Secretary

At the time of the 2011 survey, there was no executive salary range for the University Secretary position.

The 2011 market survey returned the following total cash compensation data:

25th Percentile	Median	75th Percentile	Average	UVic 2011
$134,256	$156,034	$165,000	$149,042	$153,531

Zacharuk, Christina PSEC:EX

From: Kane Kilbey <kanek@uvic.ca>
Sent: Tuesday, January 14, 2014 9:42 AM
To: Zacharuk, Christina PSEC:EX
Subject: draft Executive Comp Plan
Attachments: January 2014 draft Updated Exec Comp Plan.pdf

Hi CZ. Did PSC have any feedback or concerns about the draft Exec Comp Plan? My preference was to introduce it with new ranges that are acceptable to PSEC but I realize the timeframe may be too tight for that this month. Thank you, Kane

University of Victoria

January 2014

UNIVERSITY OF VICTORIA

DRAFT EXECUTIVE COMPENSATION PLAN

COMPENSATION PHILOSOPHY

British Columbia's research universities are world-class institutions, with international reputations for excellence in advanced research, teaching and learning, offering innovative undergraduate, graduate and professional programs. British Columbia's research universities operate and compete on an international stage, vying with other top-ranked universities for the world's best and brightest academic and administrative leaders.

While salary is an integral part of the compensation package, all components of compensation are considered in developing a compensation plan for each member of the executive that is relevant to the individual. By maximizing the relevance of each element of the package to the individual we achieve overall cost-effectiveness of the total package.

COMPENSATION PRINCIPLES

The following compensation principles are designed to ensure that the Province's research universities can attract and retain the best possible candidates for executive positions while recognizing the fiscal values of the public we serve.

Labour Market: Balance affordability with the ability to remain competitive in the relevant labour market (i.e., those organizations from which each university recruits and to which it loses people).

Sustainability: Balance affordability with the ability to remain competitive in the most efficient and effective way possible over the long-term, both from an employer and cross-sectoral system perspective.

Accountability: Strong Board governance model for executive compensation; continued commitment to work through UPSEA and PSEC during the development, costing, and renewal of executive contracts.

Transparency: The Act requires public sector employers to disclose publicly the terms and conditions of employment – including compensation – for public sector employees who have a base salary over $125K. The Act also requires that employers make contracts of employment for these employees available for inspection during regular office hours. executive compensation actually earned is publicly disclosed annually.

SALARY

The President's base salary is established at the outset of the contract and takes into consideration salaries paid at other comparable Canadian universities and any legislated total compensation maximums for Presidents established by the provincial government. These universities are intended to represent the market in which we are competing for university presidents. For Vice-Presidents, our salary philosophy is to develop a pay band that is also reflective of the market in which we are completing, particularly salaries paid at other comparable Canadian universities. To establish these salary ranges, the University conducts a national survey of the comparable Canadian Universities.

Surveys are conducted on an "as required" basis, as determined by the Compensation and Review Committee of the Board for the President and as determined by the President for the Vice-Presidents. For cost-effectiveness these surveys are often done at the same time.

For Vice-Presidents, salary ranges are adjusted as a result of market surveys and/or the amount of certain economic increases. Economic increases typically reflect the increases applied to other professional/academic employees at the University of Victoria. The current salary ranges were last adjusted by an economic increase on July 1, 2009.

MERIT PAY

Annual objectives are put in place for all members of the Executive. In the case of the President, the setting of objectives and how they will be measured is determined by the Board in discussions with the President. The detailed procedure for the annual review of the President is found at Schedule A of the 2013-2018 contract of employment. Vice-Presidents' objectives, and how they will be measured, are established by the President in discussions with each Vice-President. Measures may be qualitative or quantitative.

Vice-Presidents progress through the salary range based on merit. The amount of merit pay is determined through the annual performance review process referenced above. Merit Pay for the Vice-Presidents is based on four merit increments. A Vice President may earn up to four merit increments in a year depending on performance. Each merit is worth ¼ of 5% of the midpoint of the approved salary range.

The previously approved re-earnable Merit Pay system for the President has been discontinued in the 2013 contract. The current, approved contract includes scheduled salary increases of a fixed percentage per year throughout the term. These increases will proceed unless the Board decides, in its sole discretion, to withhold some or all of the increase following an unsatisfactory performance review. No other salary increases (negotiated wage increases, merit increases) are contemplated.

MARKET ADJUSTMENTS

Market adjustments may be included in addition to base salary. Market adjustments are determined at the time of hire or on re-negotiation of contract. Adjustments are made based on all or some of the following factors:

- the candidates' existing salary
- salary survey data
- other issues which affect the financial viability of the offer such as housing prices, loss of spousal income, loss of consulting opportunities
- concrete evidence of competing offers.

Market adjustments must meet the requirements of the University's approved compensation plan.

HEALTH AND WELFARE BENEFITS, PENSION

The Executive receive the same benefits as those received by other professional/academic employee groups at the University of Victoria. Supplementary Pension Plan contributions are made when Revenue Canada maximums are reached. In May 2011, Combination Pension Plan contributions for all eligible plan members were adjusted following an actuarial valuation.

LEAVES

Vacation entitlements are consistent with those provided other professional/academic employees at the University of Victoria.

The University acknowledges that research leaves for academic administrators are the competitive standard in Canada and are typically provided at the end of the contract to facilitate a return of the executive to academic rank. They are reasonably adjudicated and fully costed as they are earned as part of overall compensation.

The accumulation of research leaves is limited to eighteen (18) months irrespective of the number of contract renewals and limited to no more than (12) months for the first (5) year appointment.

PERQUISITES/REIMBURSEMENTS

A determination as to whether a particular perquisite is required is based on: whether it is consistent with the overall compensation package, required to assist in the effective carrying out

of the position's role, and whether the perquisite is offered by comparable and/or competing universities and consistent with the institution's role as a public institution. Perquisites must be cost effective for recruiting and retention purposes.

For the President, perquisites are negotiated by the Board as part of contract negotiations. For Vice-Presidents perquisites are negotiated with the President at the commencement of the Vice-President's contract. The President provides details of the Vice-Presidents' contracts to the Compensation and Review Committee of the Board for information purposes

Reimbursement for out-of-pocket expenses will be consistent with university policy for other professional/academic employee groups.

APPLICATION:

This plan applies to the President, Vice-Presidents and Associate Vice Presidents at the University of Victoria.

CONFIDENTIAL

Zacharuk, Christina PSEC:EX

From: Kane Kilbey <kanek@uvic.ca>
Sent: Wednesday, November 6, 2013 8:49 AM
To: Zacharuk, Christina PSEC:EX
Subject: your copy
Attachments: Board Chair response to August 2 2013 MoF letter.pdf

Hi Christina. The letter to Tom was put in the mail on Monday – the USec Office forgot to send it out for the 31st but here it is. Bit of a bummer since it was signed off so long ago but these things happen. See you tomorrow. Cheers, Kane

Kane Kilbey
Associate Vice President
Human Resources
University of Victoria
PO Box 1700 STN CSC Victoria, BC V8W 2Y2
phone: (250) 721-8031
fax: (250) 721-8094
e-mail: kanek@uvic.ca

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University of Victoria

Chair, Board of Governors
PO Box 1700 STN CSC
Victoria British Columbia V8W 2Y2 Canada
Tel 250 721-8101, Fax 250 721-6223
Email usec@uvic.ca Web www.uvic.ca/usec

October 24, 2013

Tom Vincent
Vice President
Public Sector Employers' Council Secretariat
PO Box 9400 Stn Prov Govt
Victoria, BC V8W 9V1

Dear Mr. Vincent,

Re: Executive Compensation Plan

This letter is further to the August 2, 2013 request from the Minister of Finance for a description of the University's current executive compensation strategy and our plans to address government's priorities in the management of executive compensation. Appended to this letter is our forecast of likely executive compensation for disclosed executives for 2013/14 compared to 2012/13 by element of compensation.

1. Brief description of our current strategy

The University's Executive Compensation Plan was approved by the Minister of Finance in November 2010. The key elements, disclosed annually, are as follows:

COMPENSATION PHILOSOPHY
The University of Victoria's executive compensation philosophy is to develop compensation packages that allow the University to attract, develop and retain the best possible candidates from a global market. Once hired, members of the executive participate in a rigorous performance development and review system.

While salary is an integral part of the compensation package, all components of compensation are considered in developing a compensation plan for each member of the executive that is relevant to the individual. By maximizing the relevance of each element of the package to the individual we achieve overall cost-effectiveness of the total package.

SALARY

The President's base salary is established at the outset of the contract and from the average salary paid at other comparable Canadian universities. These universities are intended to represent the market in which we are competing for university presidents. For Vice-Presidents, our salary philosophy is to develop a pay band with a mid-point that reflects an average salary. To establish an average salary the University conducts a national survey of the comparable Canadian Universities used for assessing the President's salary.

Surveys are conducted on an "as required" basis, as determined by the Compensation and Review Committee of the Board for the President and as determined by the President for the Vice-Presidents. For cost-effectiveness these surveys are often done at the same time.

For Vice-Presidents, salary ranges are adjusted as a result of market surveys and/or the amount of any economic increases. Economic increases typically reflect the increases applied to other employees at the University of Victoria. The current salary ranges were last adjusted by an economic increase on July 1, 2009. Additionally, we are in compliance with the Public Sector Management and Executive Compensation Freeze Policy, introduced by the provincial government in October 2012.

MERIT PAY

Vice-Presidents progress through the salary range based on merit. The amount of merit pay is determined through the annual performance review process and includes the setting of annual objectives.

Annual objectives are put in place for all members of the Executive. In the case of the President, the setting of objectives and how they will be measured is determined by the Board in discussions with the President. Vice-Presidents' objectives, and how they will be measured, are established by the President in discussions with each Vice-President. Measures may be qualitative or quantitative.

Merit Pay for the Vice-Presidents is based on four merit increments. A Vice President may earn up to four merit increments in a year depending on performance. Each increment is worth ¼ of 5% of the midpoint of the approved salary range.

The previously approved re-earnable Merit Pay system for the President has been discontinued in the 2013 contract. The current, approved contract includes scheduled salary increases of 4% per year throughout the term. These increases will proceed unless the Board decides, in its sole discretion, to withhold some or all of the increase following an unsatisfactory performance review. No other salary increases (negotiated wage increases, merit increases) are contemplated.

The procedures, including the general criteria, for the annual review of the President are found at Schedule A of the 2013-2018 contract of employment.

MARKET ADJUSTMENTS
Market adjustments may be included in addition to base salary. Market adjustments are determined at the time of hire or on re-negotiation of contract. Adjustments are made based on all or some of the following factors:

- the candidates' existing salary
- salary survey data
- other issues which affect the financial viability of the offer such as housing prices, loss of spousal income, loss of consulting opportunities
- concrete evidence of competing offers.

Market adjustments must meet the requirements of the University's approved compensation plan.

HEALTH AND WELFARE BENEFITS, PENSION
The executives receive the same benefits as those received by other employee groups at the University of Victoria. Supplementary Pension Plan contributions are made when Revenue Canada maximums are reached. In May 2011, Combination Pension Plan contributions were adjusted following an actuarial valuation.

LEAVES
Vacation entitlements are consistent with those provided other employees at the University of Victoria.

For Academic executive appointments a research leave is typically provided at the end of the contract in order to facilitate a return of the executive to academic rank. For the purposes of this report, research leaves are costed as they are earned.

PERQUISITES
A determination as to whether a particular perquisite is required is based on: whether it is consistent with the overall compensation package, required to assist in the effective carrying out of the position's role, and whether the perquisite is offered by comparable and/or competing universities. Perquisites must be cost effective for recruiting and retention purposes.

For the President, perquisites are negotiated by the Board as part of contract negotiations. For Vice-Presidents perquisites are negotiated with the President at the commencement of the Vice-President's contract. The President provides details of the Vice-Presidents' contracts to the Compensation and Review Committee of the Board for approval.

2. Plans to address government's priorities in the management of executive compensation

The University understands that government's priorities in this regard are generally reflected in the tone and theme of the July 2012 Crown Corporation Executive

Compensation Policy. While our current approved executive compensation plan is already well positioned vis a vis government policy objectives, we are presently working with the University Public Sector Employers' Association (UPSEA) to introduce a sector-wide Executive Compensation Policy. A current draft of this policy is enclosed for your reference.

This new policy will be based on a set of compensation principles that are designed to ensure that the Province's research universities can attract and retain the best possible candidates for executive positions while recognizing the fiscal values of the public we serve. We anticipate that this policy will address compensation plan components (some of which are unique to our sector) such as the accumulation of research leave, the application of bonuses, and executive perquisites that achieve that desired balance.

I anticipate that this draft policy will be submitted to the Board for consideration at our next Board of Governor's meeting (November 26, 2013).

I trust that this information is of assistance. If you have any follow-up questions, please feel free to contact me or Kane Kilbey, our Associate Vice President, Human Resources.

Yours truly,

Erich Mohr, Ph.D., R.Psych.
Chair, Board of Governors
University of Victoria

Cc: B. Littler
C. Zacharuk
K. Kilbey

Enclosures (3)
Draft Executive Compensation Policy
Estimated 2013/14 Executive Compensation Disclosure
Summary Compensation Table for 2012/13

UNIVERSITY PUBLIC SECTOR EMPLOYERS' ASSOCIATION
Draft Executive Compensation Policy

Purpose:

The following compensation principles are designed to ensure that the Province's research universities can attract and retain the best possible candidates for executive positions while recognizing the fiscal values of the public we serve.

British Columbia's research universities are world-class institutions, with international reputations for excellence in advanced research, teaching and learning, offering innovative undergraduate, graduate and professional programs. British Columbia's research universities operate and compete on an international stage, vying with other top-ranked universities for the world's best and brightest academic and administrative leaders.

LABOUR MARKET – Balance affordability with the ability to remain competitive in the relevant labour market (i.e., those organizations from which each university recruits and to which it loses people).

- Executive salaries and/or salary ranges represent the market in which each of BC's research universities are competing.
- Acknowledge that research leaves for academic administrators are the competitive standard in Canada and are typically provided at the end of the contract to facilitate a return of the executive to academic rank. They are reasonably adjudicated and fully costed as part of overall compensation.

SUSTAINABILITY – Balance affordability with the ability to remain competitive in the most efficient and effective way possible over the long-term, both from an employer and cross-sectoral system perspective.

- Use total compensation maximums for Presidents, and ensure all other executive salaries are less than that of the President in each university.
- Unless otherwise approved as part of a university's performance plan, bonuses will be eliminated and, and if necessary for recruitment or retention reasons, move to non-pensionable salary holdbacks.
- Limit the accumulation of research leave to eighteen (18) months irrespective of the number of contract renewals. No more than (12) months for the first (5) year appointment.
- Perquisites must be required to assist in the effective delivery of the position's roles and be consistent with the institutions role as a public institution.

- Reimburse out-of-pocket expenses consistent with university policy for all employee groups.
- Pensions and benefit plans should mirror those from the employee group that most closely approximates the nature of the role, i.e., Senior Academic Administrators benefits mirror those of faculty

ACCOUNTABILITY – Strong Board governance model for executive compensation; continued commitment to work through UPSEA and PSEC during the development, costing, and renewal of executive contracts.

- Each university Board of Governors will have a process for annually reviewing executive compensation.
- All executive compensation plans in the research university sector were formally approved by the Minister responsible for the Act in November 2010.
- Transition to full implementation of these principles shall be consistent with employment law and therefore avoid incurring financial liabilities.

TRANSPARENCY – The *Act* requires public sector employers to disclose publicly the terms and conditions of employment – including compensation – for public sector employees who have a base salary over $125K. The *Act* also requires that employers make contracts of employment for these employees available for inspection during regular office hours.

- In addition to the above, a rolling three-year detailed financial summary of senior executive compensation actually earned is publicly disclosed annually.

This policy applies to the President, Vice Presidents and Associate Vice Presidents at The University of British Columbia, Simon Fraser University, University of Victoria, University of Northern British Columbia, Royal Roads University and Thompson Rivers University.

Summary Estimated Compensation Table at FISCAL, 2013/14

Name and Position (a)	Salary (b)	Bonus and / or Incentive Plan Compensation (c)	Benefits (d)	Pension[1] (e)	All Other Compensation (expanded below)	2013/14 Total	Previous Two Years Totals	
							2012/ 13	2011/ 12
David Turpin, President & Vice Chancellor[2]	$ 93,425	$ 56,055	$ 1,112	$ 11,657	$ 5,154	$ 167,403	$ 505,104	$ 504,114
Jamie Cassels, President & Vice Chancellor	$ 262,500	$ -	$ 7,005	$ 32,713	$ 59,888	$ 362,106	$ -	$ -
Reeta Tremblay, VP Academic & Provost	$ 273,469	$ -	$ 7,388	$ 33,898	$ 39,286	$ 354,041	$ 350,792	$ 340,286
Gayle Gorrill, VP Finance & Operations[3]	$ 252,332	$ -	$ 7,857	$ 31,213	$ 158	$ 291,561	$ 291,824	$ 306,102
Carmen Charette, VP External Relations[5]	$ 240,000	$ -	$ 5,389	$ 29,647	$ 350	$ 275,387	$ 188,336	$ -
J. Howard Brunt, VP Research[6]	$ 238,478	$ -	$ 7,303	$ 29,454	$ 2,429	$ 277,664	$ 275,798	$ 267,751

Summary Other Compensation Table at FISCAL, 2013

Name and Position(a)	All Other Compensation	Severance (f)	Vacation payout (g)	Admin Leave Accrual (h)	Transportation Allowance (i)	Perquisites / other Allowances (j)	Other (k)
David Turpin, President & Vice Chancellor	$ 5,154	$ -	$ -	$ 5,154	$ -	$ -	$ -
Jamie Cassels, President & Vice Chancellor[7]	$ 59,888	$ -	$ -	$ 16,288	$ -	$ -	$ 43,600
Reeta Tremblay, VP Academic & Provost[8]	$ 39,286	$ -	$ -	$ 17,686	$ -	$ -	$ 21,600
Gayle Gorrill, VP Finance & Operations[9]	$ 158	$ -	$ -	$ -	$ -	$ -	$ 158
Carmen Charette, VP External Relations[10]	$ 350	$ -	$ -	$ -	$ -	$ -	$ 350
J. Howard Brunt, VP Research	$ 2,429	$ -	$ -	$ 2,429	$ -	$ -	$ -

Notes:

1. Both employer and employee contributions to the Combination Pension Plan increased in May 2011 in accordance with actuarial recommendations.
2. The potential liability to the University resulting from the interaction of recognition of past service and the approved 2009-2015 compensation framework was actuarially estimated. The potential impact of this is approximately $71,700 in each year of the contract (prorated in year 1) and the University has accommodated this accordingly.
3. Salary ceiling reached in 2011.
4. Term ended June 30, 2012. Partial admin leave payout reported in 2011/12.
5. Term started August 1, 2012.
6. Salary ceiling reached July 1, 2012.
7. Column "k" records the contracted payout of accumulated faculty study leave.
8. Column "k" includes taxable benefit for interest free home relocation loan and forgivable portion of home purchase loan.
9. Column "k" includes taxable benefit for interest free home relocation loan and
10. Column "k" includes taxable benefit for interest free home relocation loan.

Other:

Salaries have been frozen since September 2012. Salary range progression, if eligible, last occurred on July 1, 2012.
The slight increase in benefit costs is due to an expected increase in CPP (up 2.15%), EI (up 6.1%), and WSBC (est. of 2%) on Jan. 1/14.
The President is the only member of executive who is a member of the board.
The President receives no additional compensation for these duties.

Summary Compensation Table for Fiscal 2012/13

Name and Position (a)	Salary (b)	Bonus and / or Incentive Plan Compensation (c)	Benefits (d)	Pension[1] (e)	All Other Compensation (expanded below)	2012/13 Total	Previous Two Years Totals 2011 / 12	2010 / 11
David Turpin, President & Vice Chancellor[2]	$ 373,700	$ 56,055	$ 8,093	$ 46,639	$ 20,617	$ 505,104	$ 504,114	$ 494,809
Reeta Tremblay, VP Academic & Provost	$ 264,490	$ 6,734	$ 7,268	$ 33,625	$ 38,674	$ 350,792	$ 340,286	$ 80,821
Gayle Gorrill, VP Finance & Operations[3]	$ 252,332	$ -	$ 7,687	$ 31,226	$ 194	$ 291,824	$ 306,102	$ 297,200
Valerie Kuehne, VP External Relations[4]	$ 59,034	$ -	$ 1,125	$ 7,293	$ -	$ 67,453	$ 333,649	$ 255,132
Carmen Charette, VP External Relations[5]	$ 160,000	$ -	$ 8,316	$ 19,772	$ 248	$ 188,336	$ -	$ -
J. Howard Brunt, VP Research	$ 229,568	$ 7,452	$ 7,173	$ 29,281	$ 2,324	$ 275,909	$ 267,751	$ 249,557

Summary Other Compensation Table at FISCAL, 2013

Name and Position(a)	All Other Compensation	Severance (f)	Vacation payout (g)	Admin Leave Accrual (h)	Vehicle / Transportation Allowance (i)	Perquisites / other Allowances (j)	Other (k)
David Turpin, President & Vice Chancellor	$ 20,617	$ -	$ -	$ 20,617	$ -	$ -	$ -
Reeta Tremblay, VP Academic & Provost[6]	$ 38,674	$ -	$ -	$ 16,924	$ -	$ -	$ 21,750
Gayle Gorrill, VP Finance & Operations[7]	$ 194	$ -	$ -	$ -	$ -	$ -	$ 194
Valerie Kuehne, VP External Relations	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Carmen Charette, VP External Relations[8]	$ 248	$ -	$ -	$ -	$ -	$ -	$ 248
J. Howard Brunt, VP Research	$ 2,324	$ -	$ -	$ 2,324	$ -	$ -	$ -

Notes:

1. Both employer and employee contributions to the Combination Pension Plan increased in May 2011 in accordance with actuarial recommendations.
2. The potential liability to the University resulting from the interaction of recognition of past service and the approved 2009-2015 compensation framework was actuarially estimated. The potential impact of this is approximately $71,700 in each year of the contract (prorated in year 1) and the University has accommodated this accordingly.
3. Salary ceiling reached in 2011.
4. Term ended June 30, 2012. Partial admin leave payout reported in 2011/12.
5. Term started August 1, 2012.
6. Column "k" includes taxable benefit for interest free home relocation loan and forgivable portion of home purchase loan.
7. Column "k" includes taxable benefit for interest free home relocation loan.
8. Column "k" includes taxable benefit for interest free home relocation loan.

Other:

The President is the only member of executive who is a member of the board.
The President receives no additional compensation for these duties.

Zacharuk, Christina PSEC:EX

From: Kane Kilbey <kanek@uvic.ca>
Sent: Friday, August 28, 2015 12:07 PM
To: Zacharuk, Christina PSEC:EX
Cc: Rathbone, Chris PSEC:EX; Blair Littler
Subject: Re: Excluded Management and Decanal Compensation Adjustments - For Approval
Attachments: image001.jpg

Hi again. Just to be clear about the order of requested approvals, I am only seeking official approval of the July 1 increases for the ME group and the decanal proposal at this stage.

I do need to take the revised compensation plan to our BoG at the end of September and will resubmit it officially at that stage. Your conditional or directional approval on the draft plan and the January adjustments would be of assistance.

Thanks again.

Kane

Sent from my iPhone

> On Aug 28, 2015, at 11:43 AM, Kane Kilbey <kanek@uvic.ca> wrote:
>
> This message cannot be displayed because of the way it is formatted. Ask the sender to send it again using a different format or email program. message/rfc822

Zacharuk, Christina PSEC:EX

From: Kane Kilbey <kanek@uvic.ca>
Sent: Friday, August 28, 2015 11:43 AM
To: Zacharuk, Christina PSEC:EX
Cc: Rathbone, Chris PSEC:EX; Blair Littler
Subject: Excluded Management and Decanal Compensation Adjustments - For Approval
Attachments: ME Terms and Conditions - Draft October 2015 vAugust 28.pdf; PSEC Decanal Submission August 28, 2015.pdf; PSEC ME Submission August 28, 2015.pdf; ME Freeze Exit Plan July 2015 Draft Names Removed.xlsx

Hi Christina and Chris. The attached proposals are further to the June 25, 2015 letter inviting public sector employers to submit a business case for modest, targeted increases for excluded management employees. Attached to these proposals are the completed templates detailing each affected position, the associated proposed adjustments, and the applicable updated compensation plan. I have also attached the Excel worksheet for your reference. If you have any questions, please feel free to contact me by phone or e-mail. Thank you, Kane

Kane Kilbey
Associate Vice President

Human Resources
University of Victoria

T 250-721-8031
F 250-721-8094
kanek@uvic.ca
www.uvic.ca/hr

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University of Victoria

MANAGEMENT EXCLUDED

TERMS & CONDITIONS OF EMPLOYMENT

October 1, 2015

Introduction

Welcome to the University of Victoria and congratulations on your appointment to a Management Excluded staff position.

This document sets out expectations and commitments on a wide variety of matters pertaining to the relationship between the University of Victoria and Management Excluded employees; and forms an integral part of the employment contract for each Management Excluded employee.

These Terms and Conditions dated October 1, 2015 replace and supersede all previous Terms and Conditions of Employment for Management Excluded employees of the university.

The university reserves the right to make additions, deletions, or changes to the Terms and Conditions of Employment as required.

Note that if the provisions of British Columbia's Employment Standards Act ("ESA"), read as a whole and as amended from time to time, provide an employee with a term or condition of employment which is superior to the comparable term or condition of employment found in this document, the term or condition of employment found in the ESA will replace the comparable term or condition of employment found in this document.

Employees should also note that other statutes and regulations may from time to time govern the University's interpretation and application of the terms and conditions of employment contained in this contract. The University will, at all times, conform with the requirements of such statutes and regulations.

Any questions related to this document or to the material contained herein should be brought to the attention of your supervisor and/or a senior human resources representative.

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1.0 Beginning a Career at the University

1.1 Vacancies within the Management Excluded Group: Equal Opportunity

As outlined in the University of Victoria's Strategic Plan, the university's goal is to recruit and retain a diverse group of exceptionally talented students, faculty and staff and to support them in ways that allow them to achieve their highest potential. The university has a policy on employment equity to ensure that equal opportunity is afforded to all participants.

1.2 Appointment Classifications

1.2.1 Continuing Positions

A continuing position is expected to be ongoing and permanent in nature and does not have a defined end date.

Vacancies for continuing positions will be posted and include information about the nature of the position, the competencies required to succeed in the position, and any particular skills and qualifications that are being sought. Continuing vacancies will generally be advertised internally and externally.

Continuing positions at the university are filled using a selection committee. Typically a selection committee is chaired by the hiring manager and has members representing the areas of the university that have a direct interest in the success of this position. Under the guidance of the Chair the selection committee determines the selection criteria using the university's competencies, reviews applications, interviews candidates and recommends a candidate for the position. The responsibility for the hiring decision is ultimately vested in the hiring manager.

1.2.2 Limited Term Positions

A term position has a defined end date and is not considered to be continuing in nature. Term positions will normally be posted unless this is precluded because of operational requirements or where the position has been identified as providing a professional development opportunity for an internal candidate.

1.3 Orientation

New employees to the university are invited to attend the Employee Orientation held regularly. New employees and the respective supervisor will be notified of the next scheduled orientation session. Prior to these sessions, new employees are encouraged to visit the staff orientation page on the human resources website to obtain the orientation checklist, become familiar with university policies and procedures and learn more about available campus services and supports.

1.4 Probationary Period

Employees that are new to UVic are subject to a twelve (12) month probationary period. If an employee is not proving satisfactory in his/her job, then he/she will normally be released during the probationary period.

The University is not required to provide notice or pay compensation to employees whose employment is terminated ~~receive notice of termination~~ during the first three (3) months of probation. The University will give notice of termination and pay compensation of one (1) month upon termination for employees ~~on probation~~ who have been in the position for greater than three (3) months but have not completed the probationary period.

If a person on contract, or performing temporary/casual work, is offered regular employment, the probationary period will apply from the date that regular employment began, not the date the contract or temporary/casual work began.

Where an existing employee is appointed to a different position than that currently held, that employee will serve a trial period of six (6) months during which time suitability for the new position will be assessed. If the position is deemed to be unsuitable, the employment relationship may be discontinued in accordance with s. 13.3.2 below.

In exceptional circumstances the employee's supervisor may extend the probationary/trial period by a further six (6) months. This probationary/trial period extension must be confirmed in writing with a copy provided to the employee.

It is generally expected that new employees meet with the appropriate supervisor during the first two weeks of employment to begin the probationary planning and review process. The purpose of this process is to ensure there is effective communication and feedback during the probationary period. During the probationary period and as an ongoing practice, it is essential that new employees communicate with their supervisor if experiencing any difficulties. Effective communication is the best way to resolve any difficulties that might arise.

1.5 Hours of Work

Full-time employment is calculated based on 35 hours per week, usually configured as 5 days of 7 hours per day. Given the professional nature of excluded management positions, it will not be uncommon to work longer periods. The university recognizes this situation and provides Special Leave arrangements as outlined in section 7.

In a small number of cases, an employee who is a member of the Management Excluded Group may not perform duties that would result in his/her exclusion by law from either the ESA as a whole or from the Overtime and Hours of Work provisions of the ESA. In such cases, which will be dealt with on an individual basis, the employee will receive compensation for overtime, calculated in conformity with the provisions of ESA, for hours worked in excess of 8 in a day or 40 in a week. Such employees will not be eligible for the Special Leave described in section 7 below.

1.6 Pay Schedule

Pay is computed on an annual salary basis but paid semi-monthly. Salaries will be paid on the 15th and last day of each month (or the business day before if these dates fall on a weekend or a statutory holiday).

2.0 General Conditions of Employment

2.1 Policies, Procedures and General Conditions of Employment

Management employees are expected to adhere to all policies and procedures of the University of Victoria. As such, new employees are expected to be familiar with all administrative policies and stay current with policy updates. An entire listing of University policies can be viewed at the Policies and Procedures section of the university website.

2.2 Harassment/Discrimination Free Workplace

The university is committed to providing an environment that affirms and promotes the dignity of human beings of diverse backgrounds and needs. All university members have the right to participate equally in activities at the university without fear of harassment. Employees who believe they are experiencing any form of harassment or discrimination are encouraged to discuss it with their supervisor. Employees who are not comfortable doing this are encouraged to contact the Office of Equity and Human Rights or Human Resources for assistance.

2.3 Equity and Diversity

The University of Victoria is committed to providing an environment which protects and promotes human rights and affirms the dignity of all persons, including those of diverse backgrounds and needs, and which provides equitable access to employment opportunities. The University recognizes that it will benefit from a workforce that reflects the rich diversity of Canadian society and has established an employment equity program. Further, the University is committed to creating an inclusive and welcoming environment for members of any group protected by the Human Rights Code. Specifically the university has implemented the following measures in its employment equity program to:

- make provision for fair treatment with respect to all aspects of employment, including recruitment and hiring, training and promotion, retention and accommodation in the workforce;
- improve the participation rate of members of designated groups in all jobs and at all levels where they are under-represented, and achieve a workforce representative of the qualified labour force;
- promote employment practices which achieve equity and access for all

2.4 Workplace Safety

The university is committed to providing a safe work environment for everyone. To ensure this, employees will be provided with appropriate training and the necessary protective equipment to undertake hazardous work if it is required.

Employees are expected at all times to observe all safety rules, practice safe work procedures, report any accidents or unsafe conditions, and comply with existing safety legislation at all times. Employees are further encouraged to participate on local safety and emergency committees and promote safe work practices.

2.5 Prevention of Violence in the Workplace

Members of the University Community and visitors to University Property should be able to pursue their activities in a safe environment which is free from Violence or Threatening Behaviour. All university members and staff are responsible for maintaining a violence free environment. This responsibility will be exercised by not engaging in violent behaviour and by taking safe and effective steps to prevent or stop violence when it happens. The University is committed to maintaining a University Violence Prevention Program that is in accordance with the Workers Compensation Act and Occupational Health and Safety Regulation, details of which are contained in Policy number SS9120.

2.6 Conflict of Interest and Confidentiality

Employees are required to maintain the security of all confidential information regarding the affairs of the University of Victoria, its students, employees, clients and vendors. Confidential information includes anything not readily available to the public. Employees may not participate in any University activity that could reasonably be perceived as a conflict of interest nor may any employee use confidential information for personal gain. University policies in this regard are available on the Policies and Procedures section of the university website.

2.7 Exempt and Save Harmless

The University will exempt and save harmless employees from any liability action arising from the proper performance of their duties for the University. The University will assume all costs, legal fees and expenses of the employee arising from such action.

2.8 Performance Planning and Development

Performance Development is a strength-based approach to performance planning, review and improvement. Performance Development focuses on employee growth, tapping into existing strengths, improving performance and developing new skills and knowledge.

The purpose of the development may be focused on attaining current job expectations or stretch goals, expanding capabilities within the work unit or organization, improving performance and job satisfaction and/or developing the employee for possible future career opportunities as part of a larger career and succession planning strategy. The University believes that a well-designed and supportive Performance Development Program presents a significant opportunity to:

- Improve 2-way communication between supervisors and employees
- Develop clear expectations
- Link individual, work unit and organization goals
- Ensure employee development plans are in place

- Address performance issues and help the employee get 'back on track'
- Facilitate career and succession planning
- Provide a record of accomplishments and performance Recognize employee achievements and celebrate successes
- Provide a basis for merit-based pay progression.

Within this model, it is expected that performance plans will be established annually. Annual goals are set by the employee in collaboration with their supervisor. Goals need to be verifiable, accountable to the employee, linked to the department/university plan, useful and easily tracked. Goals also need to have clear measures that are specific, measurable, achievable, realistic and time bound (e.g. quality, quantity, cost, time). The process is ongoing and largely driven by the employee with the supervisor as coach and partner. Information about the Performance Development Process and the associated planning tools/forms is available in the Manager Support section of the Human Resources website.

3.0 Total Rewards - Compensation Policy and Practice

3.1 Compensation Philosophy

The University's reward philosophy is aligned with the vision, mission and values so that reward programs enable and support the university and its strategy and reflect the values of the public we serve. UVic's overall reward strategy and individual reward programs are designed to:

- motivate performance and achievement by individuals, teams and the organization, where performance relates to social, financial and environmental accountability and the core mission of the university;
- promote teamwork, collaboration and inclusion;
- support the development of individuals and of our collective knowledge and practices;
- encourage leadership at all levels;
- value ethical, sustainable and community-minded behaviour;
- demonstrate investment in individuals and contribute to their financial security; and
- be adaptable, resilient and ready for change – and encourage these qualities in UVic's culture.

3.2 Guiding Principles:

UVic's approach to putting the reward philosophy into action will be characterized by the following guiding principles:

3.2.1 Total Rewards Perspective

Challenge, growth and the opportunity to make a difference and to contribute to research and learning are significant parts of the value proposition for UVic's employees. To attract and retain employees, UVic will consider the whole of the value

proposition – taking a "Total Rewards" perspective – rather than seeing elements in isolation. UVic will provide rewards that are meaningful and worthwhile to employees. UVic will strive to be a competitive and attractive employer from a Total Rewards perspective rather than on an element-by-element basis.

3.2.2 Rewards for Performance

To support excellence, achievement and personal growth, UVic will measure and provide feedback on individual performance, considering the financial, social and environmental contributions of employees towards the core mission of the university. This will be complemented and balanced by the goals of promoting collaboration and providing employees with a sense of security. Rewards, including compensation, personal growth and development, and career progression, will be supported by performance feedback and measurement.

3.2.3 Differentiation (delete Flexible and Scalable)

Differentiation of salary is supported where there are differences in the scope of the position and/or the personal growth, development and performance of individuals.

3.2.4 Transparency, Simplicity and Clarity

So that the public and employees understand the rewards program and how it relates to individual and team performance, the role and the market, UVic will strive for simplicity and clarity in program design and communication. To build employee momentum and trust, the principles and processes for reward programs will be shared in an open, honest and direct manner, while protecting individual personal information. Criteria and rationale for program design will be shared, tying concepts back to reward strategy.

3.2.5 Management Involvement

To ensure that roles are properly understood and employee contributions properly measured, supervisors at all levels will provide input. The nature and extent of supervisor involvement will vary by level, but the goal is to have decisions and recommendations made at the level where there is good insight into individuals' contributions.

3.2.6 Equitable

UVic believes in treating employees equitably and strives to achieve equity through its compensation policies and practices in three (3) key areas:

- **Internal equity** - through an internal evaluation system;
- **External equity** - comparison to relevant external market comparators; and
- **Individual equity** by acknowledging that employees have varying degrees of service, performance and contribution levels.

Direct compensation will be:

- Internally equitable in relation to the value of each position;
- Externally competitive in relation to relevant market comparators; and
- Linked to performance.

Given that the University of Victoria has introduced the Hay Group ™ Job Evaluation System, salary ranges are established using the Hay Group ™ National Public Sector database. In situations where individual salary benchmarking is necessary, primary comparators include British Columbia public sector organizations, including the B.C. Public Service, the B.C. research university sector, and other research universities in Canada.

Indirect Compensation

Indirect compensation will be competitive with the practices relevant to market comparators. Given the nature of the work and the research university context, primary comparators for indirect compensation include British Columbia public sector organizations, including the B.C. Public Service, the B.C. research university sector, and other research universities in Canada.

3.3 Roles, Responsibilities and Accountability

Salary administration at UVic is founded on *shared responsibilities and accountabilities*:

The Human Resources Department is accountable for:

- Developing and revising policies governing salary administration for approval by the Board of Governors and in compliance with applicable statutes and regulations and demonstrating the appropriate expenditure of public funds and student tuition;
- Establishing competitive salary ranges;
- Directing the salary administration process; and
- Providing guidelines to supervisors to ensure that salary decisions are made on a sound and consistent basis throughout the organization.

Supervisors are accountable for:

- Administering compensation policies consistent with the University's compensation philosophy and framework;
- Evaluating the performance of their employees on an annual basis; and
- Establishing actual rates of pay within established ranges in discussion with Human Resources.

3.4 Salary Plan

The salary plan is designed to respond to the needs of the organization, and more specifically to enable the attraction and retention of skilled, and motivated employees.

The Salary Plan

- Applies to all management excluded positions;
- Establishes a salary range for each position and a mechanism for salary progression within the salary range;
- Offers flexibility to manage pay while considering a combination of factors;
- Provides a common review period for annual salary progression; and
- Provides for and links annual salary progression to individual performance and contribution to organizational goals.

3.5 Nomenclature – Common Terms Used in an Organization

Position Titles
To promote consistency throughout the organization, position titles will be established by Human Resources and in accordance with the overall organizational direction.

Service Units/ Departments
The nomenclature (terms used) for service units/departments will reflect the organizational structure of the University and will be linked to position title guidelines.

Employee Status
There are five (5) categories of employee status used to determine employee compensation, benefits and terms and conditions of employment. These are:

- **Regular Full-time**: employed on an ongoing basis to work full-time hours, 35 hours per week or 1,820 hours per annum.
- **Regular Part-time:** employed for less than 35 hours per week.
- **Temporary Full-time:** employed for a defined period to work full-time hours.
- **Temporary Part-time**: employed for a defined period to work part-time hours.
- **Casual**: employed on an intermittent basis, as required.

4.0 Salary Administration

4.1 Salary Ranges

The university reviews the salary structure and undertakes market surveys as required, but no less frequently than every 4 years. Adjustments to the salary ranges will be done as needed consistent with the University's compensation philosophy and guiding principles. A copy of the current salary structure is available from Human Resources.

Ranges are divided into three portions as illustrated: Developmental, Competitive and Performance.

Performance Level	Developmental Portion 80% - 90%	Competitive Portion 90%-110%	Performance Portion 110% - 115%
Not Achieved	No increase	No increase	no increase
Partially Achieved	Discretionary increase up to 3%	Discretionary increase up to 2.5%	no increase
Fully Achieved	3%	2.5%	Discretionary increase up to 2.0%
Exceeded	Discretionary increase up to 5%	3%	Discretionary increase up to 2.5%

Note: Scores of "Exceeded" are intended to recognize exceptional achievement situations (i.e. less than 10% of employees), requiring written justification and VP sign-off.

Developmental Portion: Salaries established in the Developmental Portion are generally reserved for individuals who are on a steep learning curve toward mastering the responsibilities and accountabilities associated with their position. The Developmental portion is viewed as a temporary compensation arrangement. The goal is to move the employee into the Competitive portion of the range as quickly as possible based on a robust development plan.

Competitive Portion: Salaries established in the Competitive portion are normally reserved for individuals who display full competence in their role.

Performance Portion: Salaries established in the Performance portion are normally reserved for high performing employees. All performance-informed salary increases in this portion of the range require Vice President approval.

4.2 Range Progression

Progression through the salary range is based primarily on job performance and, if approved, is adjusted annually on July 1. Progression through each portion of the range is illustrated above.

4.3 Pay for New Hires

The following process will be used to determine the starting salary for new employees:

- The job will be defined, documented, evaluated, and assigned a salary range in accordance with the salary plan.
- The starting salary will be determined following consultation with Human Resources and will take into account the new employee's experience, skills, competencies, and current placement of incumbents in comparable jobs and will normally not exceed the midpoint of the salary range.

4.4 Promotional Increases

For a promotion to a position with a higher salary range, employee placement in the new range will be determined following consultation with Human Resources and will take into account the employee's experience, skills and competencies, and current placement of incumbents with comparable positions. The salary increase will normally be up to 10% of the employee's former base salary; however, in no case shall the maximum of the new range be exceeded as a result of the promotion.

4.5 Acting Assignments

An acting assignment is defined as a temporary assignment in a higher rated position where the acting employee assumes a substantive portion of the absent incumbent's responsibilities. A temporary assignment can come about as a result of an appointment or a posting. An employee who is officially designated as "acting" in the absence of an incumbent for a minimum of one month will normally receive a salary increase of no more than 10% for the duration of the assignment. Other than salary recognition, the employee will not normally be eligible for any other benefits or entitlements.

4.6 Delegation of Authority

Delegation of Authority where a supervisor is away from the office does not trigger a salary adjustment.

4.7 Reclassification of a Position to a Higher Salary Range

Upon reclassification, placement in the new range will be determined by Human Resources, ~~Total Rewards~~ in consultation with the supervisor.

4.8 Voluntary Transfer to a Position with a Lower Salary Range

If an employee voluntarily transfers to a position with a lower salary range, he/she will be placed at a point in the new range that takes into account experience, skill and competencies. This new placement will not exceed his/her former rate of pay.

4.9 Involuntary Transfer to a Job with a Lower Salary Range

If an employee is transferred to a job with a lower salary range as a result of restructuring, the employee will be given the option of accepting:

- The new position; or
- A notice period pursuant to section (13.3.2) of the Terms and Conditions of Employment (Termination of Employment – Involuntary: Without Cause).

4.10 Lateral Transfer

A lateral transfer, defined as a different position at the same salary range, will not necessarily trigger a salary adjustment.

4.11 Wage Protection

Where, through reclassification or a new assignment pursuant to Section 4.9, an employee's

current salary is greater than five percent (5%) in excess of the competitive market rate maximum of their new job to which they are now assigned, their salary will be adjusted.

The employee's salary will be frozen at the higher rate for a period of one year after which their salary will be reduced to one-half the difference between the higher rate and the competitive market rate maximum for the reclassified or new job. The reduced rate shall be frozen until such time as the rate of the reclassified or new job equals or exceeds that of the frozen rate.

4.12 Salary Differentials Related to Supervisory Relationships

To alleviate compression, which may result from the supervision of bargaining unit employees, as a general guideline, the actual base salary of the supervisor may be adjusted up to a maximum of 10% higher than the actual base salary of his/her highest paid bargaining unit employee.

The Manager determines whether the supervisor's salary should be adjusted and recommends the amount of the salary differential to Human Resources. This guideline provides for a differential of up to 10% but is not an automatic adjustment as other factors are considered, such as the skills, knowledge, experience, and abilities of the supervisor. After analyzing the particular circumstances of each salary compression application, Human Resources will develop a recommended approach for approval by the Associate Vice-President Human Resources or designate.

4.13 Special Adjustments

On occasion, adjustments outside of the normal salary schedule and guidelines may be necessary to improve or correct pay relationships between individuals in the same or comparable jobs. Special adjustments must be brought forward to the Director, Total Compensation and Recruitment for approval from the Associate Vice-President Human Resources or designate.

5.0 Health & Welfare Benefit Plans

5.1 Benefits for Employees in Continuing Positions

A significant element of the total reward package is the comprehensive benefit program provided to continuing employees. The University has designed a program to meet the health and welfare needs of the Management Excluded group and their families and is delivered on a cost shared basis. Continuing part time employees will receive prorated benefits. Please refer to the Benefits Information for Regular Management Excluded for a detailed description of eligible benefits coverage.

Medical Services Plan: provides basic provincial medical coverage. Participation is required unless already covered through a spousal plan.

Extended Health Plan: provides reimbursement for eligible medical expenses that are not covered by MSP. Participation is required.

Dental Plan: provides reimbursement for basic services, restorative services and orthodontia. Participation is required.

The cost-sharing arrangement for the above medical, extended and dental premiums is 25% (employee) and 75% (employer) paid through payroll deduction.

The university also sponsors and/or administers the following life and income protection benefit programs:

Basic Group Life Insurance: provides a lump sum amount in the event of death. Premiums are paid 100% by the university. Participation is required. Benefits are pro-rated for part-time employees.

Optional Group Life Insurance: provides additional employee and/or spousal life insurance in the event of death. Participation is voluntary with premiums paid 100% by the employee.

Long-Term Disability Insurance: provides continuing income should eligible employees become totally disabled. Participation is required with premiums paid 100% by the employee. Benefits are pro-rated for part-time employees.

University Pension Plans: provides a retirement income for eligible continuing full and part-time staff. Details concerning these plans, including eligibility, premium costs and university contributions please contact the Pension and Investments department.

Employee and Family Assistance Program: provides confidential counselling for employees and eligible dependents. The university pays the full cost of this program.

All benefits coverage normally begins on the first of the month coinciding with or following the commencement of employment. For complete details on eligibility, premium costs and plan provisions please contact the Benefits Office in the Human Resources department.

5.2 Benefits for Employees in a Term Position

5.2.1 Basic Benefits Coverage

Employees in a term appointment of half time or more that is scheduled to be of at least three months duration, are eligible for the following benefits:

- medical
- extended health
- employee and family assistance program

The university pays for 75% of the premium costs for medical and extended health and the employee pays 25%. The university pays the full cost of the employee and family

assistance program. These benefits are normally effective the first of the month following appointment.

Employees in a term appointment of half time or more for 12 months continuous service are eligible for these additional benefits:

- Dental
- Basic Group Life
- Optional Group Life
- Money Purchase Pension Plan

The university pays for 75% of the premium costs for the dental plan and employees pay 25%. Basic group life insurance is 100% paid by the university. Optional group life insurance is 100% paid for by the employee.

Participation in all of these plans is voluntary on the part of an eligible employee in a term position. However, once eligible, employees must decide at the time of eligibility to accept or decline coverage. All benefits coverage normally begins on the first of the month coinciding with or following the month of eligibility. Term staff members who choose to enrol are required to stay in these plans until the end of their term or contiguous terms. For complete details on eligibility, premium costs and plan provisions please contact the Benefits Office in the Human Resources department.

6.0 Vacation

The university encourages employees to use the full vacation allowance in the year it is earned to ensure work life balance is achieved. It is the responsibility of the employee and supervisor to manage the employee's vacation allotment and ensure time off is scheduled and the allotment is fully utilized each year.

The annual vacation allotment is determined by the number of years of continuous employment and is calculated on a calendar year basis. During the first year at the university, vacation credits will be accrued monthly from the initial date of appointment to December 31 of that calendar year.

Calendar Years of Vacation Days Per Year Continuous Employment (Includes Long Service)	
First year	prorated based on 22 days per year
2 through 5 years	22 working days
6 through 10 years	24 working days
11 through 15 years	27 working days
16 through 20 years	28 working days
20 years onward	29 working days

Part-time employees receive vacation entitlement on a pro-rated basis, proportionate to their FTE.

Employees, who leave the university before using all earned and accrued vacation, will receive a lump sum payment for the unused vacation with the final salary payment. In the event that vacation has been taken in excess of the annual entitlement, this amount will be deducted from the final cheque.

Note: Effective January 1, 2003 government regulations require that all vacation (including long service vacation) must be used either in the year it is earned or in the following year, or paid out within the same time period. Employees may carry forward a maximum of ten (10) days of unused vacation into the following year with the prior written approval of their supervisor. Any carried forward vacation must normally be used by June 30th. Outstanding carried forward vacation will be paid out as at July 1st with prior written approval of the supervisor. In exceptional circumstances, special requests to carry forward vacation in excess of ten (10) days or beyond June 30th may be made in writing to a member of the Executive team. If not used by December 31st, any approved carried forward vacation will be paid out. To reduce scheduling problems or tax implications, the long service vacation which previously existed for service after 10, 15, or 20 years and every five years thereafter, has been incorporated into the annual vacation allotment, and from January 1, 2003 has been granted yearly as earned. Long service vacation earned prior to January 1, 2003 is not affected by these changes.

Term employees initially appointed for one year or longer will earn vacation on the same basis as outlined above for continuing employees. Term employees whose initial appointment is for less than one year will be eligible for 15 working days per year. Term employees, who are initially appointed for less than one year and then extended beyond the year, will earn vacation on the same basis as continuing employees from the point their position is extended beyond the year. Vacation is pro-rated for part-time and part year service.

6.1 Statutory Holidays

The university acknowledges the following holidays:

New Year's Day (Jan. 1)
B.C. Family Day
Good Friday
Easter Monday
Victoria Day
Canada Day (Jul. 1)
B.C. Day
Labour Day
Thanksgiving Day
Remembrance Day (Nov. 11)
Christmas Day (Dec. 25)
Boxing Day (Dec. 26)

Management Excluded employees will be paid and will not normally be scheduled to work on the above holidays. If any of these holidays fall on a Saturday or Sunday, the university will designate an alternate day that will be observed as the holiday. If a designated holiday falls during a scheduled vacation, the holiday shall not count as a day of vacation.

7.0 Special Leave

Subject to the provisions of section 1.5 above, the university recognizes that given the professional nature of excluded management positions, it will not be uncommon to work longer periods. The university recognizes this situation and provides special leave arrangements as follows:

- In lieu of any compensation or compensatory time away, the university will provide a special leave consisting of 1 week with pay in each year of continuous service within any continuing excluded management appointment. Part time and partial year service will be prorated accordingly. Special leave is intended to be utilized similar to vacation time and it is therefore normally expected to be scheduled by the supervisor and the employee and taken in the year earned.

- Special leave balances that have been approved to carry forward must be taken by June 30th of the following year. Payment for unused, carried forward special leave balances requires Vice President approval and will occur on the June 30th pay day.

- Excluded management employees with unused special leave balances as of December 31, 2011 are entitled to archive the existing unused balances to be used or paid out at their discretion while in their current position.

- Term employees whose initial appointment is for one year or longer will be eligible for the 1 week of special leave prorated for part-time or partial year service. Term employees initially appointed for less than one year and then extended beyond the year will be eligible for special leave from the point their position is extended beyond the year.

Employees who are on leave from the university or not working during the year are not eligible for special leave (e.g. personal leave without pay, maternity or parental leave, sick leave or disability leave).

8.0 Absence from Work

In keeping with the understanding that Management Excluded employees have some flexibility in arranging their work schedule, it is understood that employees may need to be absent for short periods of time to attend to unavoidable personal business. Supervisory approval should be sought in advance of such an absence.

The university also recognizes that employees will occasionally have an illness or encounter some other similar situation beyond the employee's control that prevents employees from performing work. The following plans are provided to ensure income maintenance:

8.1 Sick Leave

Paid sick leave is designed to insure employees against the impact of unanticipated illnesses that necessitate short-term absences from work. Any employee who is unable to report for

work as a result of an illness shall notify their supervisor at the earliest opportunity.

Staff with continuing appointments who have completed their probationary period, and who are absent due to illness or injury will receive full salary up to 6 months, subject to receipt of satisfactory medical documentation.

Sick leave entitlements are prorated for part-time continuing staff.

Probationary staff and staff with a term appointment accrue sick leave at the rate of 1.5 days per month.

If after 3 months' absence an appropriate physician considers that it is unlikely that recovery will occur by the end of the total of 6 months, employees will need to apply for long term disability benefits. The Benefits Office in Human Resources will supply the long term disability application package. It is the responsibility of the employee and his/her attending physician to coordinate necessary medical information directly with the LTD plan carrier. The insurance carrier makes all related decisions regarding eligibility for LTD benefits. Additional plan details are available in the benefits information booklet for the management excluded group

Attendance is considered a criterion of performance and is measured when assessing overall employee performance at work. Employees who are incapable of providing regular and consistent attendance may fail to meet the requirements for continued employment.

8.2 Return to Work Program

The university is committed to facilitating the reintegration of employees to the workplace in a fair and consistent manner, as soon as is reasonably possible. The university administers a comprehensive Return to Work Program that includes early intervention and accommodation to assist employees in returning to work following extended absences due to illness or injury. For more information contact Human Resources.

8.3 Compassionate Leave

With supervisory approval, employees will have reasonable leave of absence with pay for compassionate reasons. Supervisor should be notified at the earliest opportunity so that appropriate arrangements can be made.

8.4 Leave for Court and Tribunal Appearances

Employees will be granted paid leave, unless already on a leave without pay, if subpoenaed to serve as a juror or witness in any court action or statutorily established tribunal. If paid leave has been granted by the university, any payment for these appearances will be remitted to the university.

In cases where an employee's private affairs have occasioned a court/tribunal appearance, employees may apply for a leave of absence without pay.

8.5 Leave of Absence

Employees may apply for personal leave of absence without pay. Approval of leave will be granted by the immediate supervisor and is subject to operational requirements. During a period of unpaid leave of absence, employees may continue in the benefits programs by paying the full permission costs. Vacation and special leave entitlements do not accrue during this period of absence.

9.0 Maternity and Parental (including adoption) Leave

9.1 Maternity Leave

An employee who has given birth to a child is entitled to 17 consecutive weeks of maternity leave without pay from the university. Further maternity leave without pay may be granted for up to 6 consecutive weeks if the employee is unable to return to work for reasons related to the birth as certified by a medical practitioner. Where the pregnancy is terminated the employee is eligible to apply for sick leave benefits.

9.2 Parental (including adoption) Leave

a) An employee who has given birth to a child is entitled to either 35 consecutive weeks' parental leave of absence without pay, beginning immediately after the end of the maternity leave, or 37 consecutive weeks of leave without pay if maternity leave is not taken. The total maternity and parental leave must not exceed 52 weeks unless further leave is granted due to complications related to the birth or the medical condition of the child, as outlined in the *Employment Standards Act*.

b) A birth father of a child, or another person who is recognized by the child's birth mother as her life partner, and who will act as a parent in relation to the child is entitled to 37 consecutive weeks' parental leave of absence without pay from the university, which may be taken anytime within one year of the birth.

c) An employee who is the adoptive parent of a child is entitled 37 consecutive weeks' parental leave of absence without pay from the university, which may be taken anytime within one year of the placement of the child.

In special cases where a child has a physical, psychological or emotional condition certified by a qualified medical practitioner and requires an additional period of parental care, parental leave without salary may be provided for up to 5 additional weeks beginning immediately after the end of the normal parental leave.

9.3 Supplementary Benefit

Continuing employees, excluding continuing employees who are either on layoff or leave of absence without pay, unless that leave of absence is for medical reasons associated with the pregnancy, are entitled to receive up to 18 weeks of supplementary benefit, provided they have applied for and are eligible to receive at least 18 weeks of employment insurance

maternity or parental benefits. The supplementary benefit will be paid as follows:

a) Where an employee is required to serve a 2 week waiting period for employment insurance maternity or parental benefits, the university will pay 95% of the regular salary during this waiting period, providing application has been made for EI parental leave benefits. During the next 16 weeks the university will pay 95% of the regular salary, less the amount of EI maternity or parental leave benefits for which the employee is eligible.

b) Where a 2 week waiting period of EI maternity or parental benefits is not required, the university will pay the employee for up to 18 weeks a salary payment equal to the difference between 95% of the employee's normal basic earnings and the amount of employment insurance maternity or parental benefits which the employee is receiving EI.

c) If both parents of a child are continuing employees who are eligible for the supplementary benefit from the university, then either parent may apply for the supplementary benefit in its entirety, or the supplementary benefit may be divided between them. In no case will the supplementary benefit be paid for a period or combined period in excess of 18 weeks.

9.4 Benefits While on Maternity or Parental Leave

Employees are required to contribute their share of the cost of the personnel benefits programs in which they are enrolled while they are in receipt of supplementary benefits and the university will continue to contribute its share of the cost of the programs.

If an employee is not eligible to receive supplementary benefits, or once supplementary benefits have been exhausted, or during any period of maternity or parental leave without pay, the university will continue to contribute its share of the cost of the personnel benefits programs unless the employee elects in writing not to continue to pay the employee's share. Vacation entitlement and eligibility for professional development leave continue to accrue during a maternity leave.

10.0 Personnel Records

Key documents that relate to employment at the university are included in the personnel file. Employees have access to the complete file by requesting to review it in the Human Resources department. Employees are also entitled to copies of any documents contained in their file. Access to personnel records is governed by the requirements of the *Freedom of Information and Protection of Privacy Act* and consistent with university policies pertaining to Records Management and Protection of Privacy.

11.0 Appeal Process

The university subscribes to the principles of fairness in its relationships with all of its employees. Employees who believe that they have been unfairly treated with respect to their employment relationship at the university are expected to initially discuss the matter with their immediate supervisor. If an employee feels uncomfortable with this or the matter is not resolved in this manner, the employee may refer the issue to the appropriate Vice-President. If the employee reports to the President, he or she may appeal to the Associate Vice-President Human Resources.

12.0 Employment Expenses

12.1 Business / Travel

Reasonable out-of-pocket expenses for business-related activities incurred on University business shall be reimbursed to employees according to the Travel and Business Expense Policy which describes the responsibilities and enforcement of eligible travel and business expenses. It is the responsibility of the employee to familiarize themselves with these arrangements prior to incurring any expenses while working on behalf of the University.

12.2 Professional Development Expenses

Continuing regular Excluded Management and Confidential staff members are eligible for reimbursement of certain expenses related to professional development activities which enhance their performance, ability or effectiveness in their job. Details describing eligible expenses and procedures are described in policy HR 6400 Professional Development Expenses – Excluded Management and Confidential Staff.

13.0 Leaving the University

13.1 Resignation

Employees are expected to inform their supervisor or manager of their desire to resign their employment as far in advance as possible. A minimum of 1 month's notice in writing is required. Management employees, as defined by the Employment Standards Act, will normally provide 2 months written notice unless waived by the supervisor. The university retains the sole discretion to schedule the balance of any leave due prior to the effective date of resignation. Any unused portion of vacation entitlement remaining will be paid out.

13.2 Retirement

In accordance with the BC Human Rights Code there is no mandatory retirement age. For the purpose of calculating pension benefits, the normal retirement date is June 30th coinciding with or following the 65th birthday. It is important to note that there are changes to certain elements of insurance and benefits coverage at retirement. Similarly if retirement is deferred,

there will be important changes to Long Term Disability Coverage and Life Insurance. Information in this regard can found in the benefits information booklet for the management excluded group.

13.3 TERMINATION OF EMPLOYMENT – INVOLUNTARY

13.3.1 With Cause

Where an employee gives cause, the University, acting in its sole discretion, may terminate the employee's contract of employment immediately without any obligation either to give the employee reasonable notice of termination or to pay damages instead of giving such notice.

The University will pay an employee who has been terminated for cause any unpaid salary and the value of any unused vacation entitlement which has accrued as of the date of termination.

13.3.2 Without Cause

The University, acting in its sole discretion, may terminate the employee's contract of employment at any time by providing the employee with reasonable notice of termination ("Notice"), calculated from the date on which Notice is given, or by paying the employee damages instead of giving such notice ("Severance"). Severance will be calculated as the value of the salary the employee would have received during the Notice plus a per cent of that value to compensate for the employee's loss of benefits.

The University, acting in its sole discretion, may also terminate the contract of employment without cause by providing the employee with a combination of Notice and Severance that equals in value the amount of Notice or Severance to which the employee would have been entitled had the University chosen either to give the employee Notice or to pay Severance, exclusively.

Subject to a maximum Notice entitlement of eighteen months, the University will calculate the employee's Notice in conformity with the common law principles applicable from time to time subject to any limits and requirements imposed by the Employment Termination Standards regulation as amended from time to time and other laws of general application. The University will administer the employee's Notice or Severance or combination of Notice and Severance in conformity with the requirements of the Employment Termination Standards regulation as amended from time to time and other laws of general application. The Notice or Severance provided by the University to an employee will incorporate the notice or severance to which an employee is entitled under the ESA.

13.3.3 Fixed Term Employment Relationships

The University, acting in its sole discretion, may terminate an employee with a fixed term-employment contract at any time without cause by providing the employee with Notice or Severance or a combination of Notice and Severance that equals in value the

amount of Notice or Severance to which the employee would have been entitled had the University chosen either to give the employee Notice or to pay Severance exclusively. Subject to a maximum limit of 18 months, such Notice will equal the lesser of

I. the remaining term of the contract; or

II. the notice to which the employee would be entitled under the common law principles applicable from time to time if the employment contract was for an indefinite term and without a provision regarding severance and subject to any limits and requirements imposed by the Employment Termination Standards regulation as amended from time to time and other laws of general application.

The University will administer the employee's Notice or Severance or combination of Notice and Severance in conformity with the requirements of the Employment Termination Standards regulation as amended from time to time and other laws of general application. The Notice or Severance provided by the University to an employee will incorporate the notice or severance to which an employee is entitled under the ESA.

13.3.4 Indefinite Term Employment Relationships

During a Notice period, whether given to an employee on a contract with an indefinite term or a contract with a fixed term, the University, acting in its sole discretion, may:

- Require the employee to continue with his/her duties, assignments, tasks or projects,
- Assign the employee to other duties, assignments, tasks or projects with the same or a successor Employer, notwithstanding that the assignment may amount to a constructive dismissal, if: the assignment is reasonably consistent with the employee's ability and responsibility at the time of the assignment; and, the employee is not required to relocate unreasonably,
- Assign the employee to a non-successor Employer, with the agreement of the non-contract employee, or
- Excuse the employee from performing all or part of their duties.

Refusal to perform duties assigned by the University, in accordance with this section, shall be deemed to be a voluntary resignation of employment. In the event of a deemed resignation, the employee is not entitled to continuation of the Notice period or to any payment in lieu of Notice.

Any vacation entitlement still standing to the credit of the employee on termination of employment will be paid out.

13.3.5 No Compensation Required

The University does not have any obligation either to give Notice or to pay Severance if the contract of employment is terminated by:

i. the employee's resignation;
ii. the employee's retirement;
iii. circumstances beyond the University's control that frustrate the parties' continuing ability to discharge the employment contract; or
iv. the University offered and the employee refused reasonable alternative employment.

13.3.6 Severance Payments

The University has, in its sole discretion, the additional option of terminating the employee's employment immediately and, unless the parties otherwise agree, paying the employee an amount equivalent to the amount of salary and benefits that the employee would have earned during the Notice Period (the Severance Payment).

Severance Payments will be in the form of periodic payments unless the University, in its sole discretion, considers a lump sum payment to be more appropriate. Severance payments in excess of six (6) months will normally be in the form of salary continuance.

An employee will not be given a Notice Period or Severance Payment in the case of a voluntary resignation or retirement.

13.3.7 Duty to Mitigate

In the event The University terminates an employee, the employee has a duty to actively seek and obtain employment. Employment includes entering into a contract for services either individually or through a sole proprietorship, partnership or corporation.

If an employee obtains employment during the Notice Period, the employee must immediately advise the University in writing of the details of the new employment and comply with the following:

- If an employee commences employment with a public sector employer, as defined by the Public Sector Employers' Act, during the Notice Period or period of notice in lieu of which severance is provided:
    - no severance covering this period of re-employment is payable; and
    - the employee must pay the University any amount that is attributable to the period during which the employee is re-employed.

- If an employee is re-employed in the public sector at a lower level of compensation the University will provide to the employee an amount equivalent to the difference between the employee's former compensation level and the employee's compensation level upon re-employment for the remainder of the Notice Period.

- If an employee accepts similar employment with an employer not in the public sector, then all salary continuance and benefit coverage will cease immediately on the date

that the employee starts the new employment and the employee will receive a lump sum payment equal to fifty (50) percent of the salary the employee would have received during the remainder of the Notice Period.

13.3.8 Long-Term Disability at the Time of Termination

If the employee is receiving long-term disability benefits at the time of the termination of employment, the employee will be entitled to the continued disability benefits as provided for in the employer's benefit plan, or to receive salary in lieu of working notice; but the employee will not receive both.

13.3.9 Outplacement Services

An employee whose employment is terminated on an involuntary basis will normally be offered outplacement services to assist them with career transitioning.

Appendix A

University of Victoria
Management Excluded Salary Procedures
Market and Retention Adjustments

1.0 Scope

This procedure applies to positions that currently exist, or may be created as part of the Management Excluded Group. Management Excluded positions have managerial, senior managerial, executive, and /or confidential labour relations responsibilities. These positions are excluded from trade union membership under the BC Labour Code.

2.0 Market Adjustments

Criteria:

1. The position is required to initiate and/or introduce and deliver a strategic change in the focus and/or design and delivery of services of a department or major function. The position has been identified by the appropriate Vice President as necessary to lead strategic change to achieve a key outcome in one or more of the University's Strategic Goals as set out in the University's strategic plan.

OR

2. A unit can identify consistent inability to recruit for a position as identified by one or more failed searches where the position has been aggressively marketed through a variety of sources.

OR

3. In exceptional circumstances where there is current and timely market salary data which clearly shows that the job rate for UVIC salaries is below the median. Without limiting the quality of the market survey data:
    - Market survey data must be for the geographic area that the position would normally be recruited from.
    - Market survey data should be from employers, or substantially from employers (in the case of a purchased survey) that the University would normally be competing with in terms of hiring employees.

    It is important to note that Human Resources has a very limited capacity to do original salary survey work and as a result Managers may have to do their own surveying (e.g. provide valid surveys from professional organizations) and present the results to substantiate a request for a market adjustment based on survey data.

3.0 Approval

In all cases a position must be qualified to receive a market adjustment prior to the commencement or re-commencement of a search.

For a position to qualify for a Market Adjustments there must be a positive recommendation by the AVP of Human Resources and approval by the appropriate Vice President.

Approval to qualify will not be granted without written evidence from the hiring manager that alternatives to a market salary adjustment have been employed or will be employed to hire the appropriate candidate e.g., targeting equity candidates, flexible working arrangements, evidence of marketing the full UVIC compensation packages, training and development of internal candidates etc. Human Resources Consultants can work with Managers to develop these strategies.

An explanation must be provided as to why the hiring manager believes that the alternative measures will be insufficient, or have not worked in the past.

4.0 Retention Allowances

In exceptional circumstances a retention allowance may be considered where a manager can demonstrate that the costs to the institution of replacing the employee will be excessive in terms of performance excellence, institutional reputation, cost of replacement and direct costs. Managers must be prepared to demonstrate that they have reviewed a number of retention strategies other than salary.

5.0 Approval

The appropriate Vice President approves on recommendation from the AVP Human Resources. Even where all criteria are met a retention allowance may still not be approved.

6.0 Funding

In all cases, Managers must identify the source of funding of a Market and Retention Adjustment as part of the case that is being made to allow this payment.

7.0 Size and Structure of Market Adjustments

Market Adjustments may be up to 10% of the ceiling of the position. With the approval of the AVP Human Resources and only in exceptional circumstances, the market adjustment could exceed 10% of the ceiling of the position.

Market Adjustments may be:

a) in addition to base salary
b) in addition to base salary but decline as base salary increases on a previously agreed to

scale

c) in addition to base salary but be eliminated on a schedule over a defined period of time
d) all or partially built into the existing salary scale by an initial placement on salary scale above the mid-point
e) may be expressed in percentage or dollar terms

The AVP of Human Resources or designate must approve all market adjustment amounts and how they are structured prior to finalizing with a potential candidate or employee (in the case of a retention allowance). It is the responsibility of the Hiring Manager to notify Human Resources in a timely manner of what is being considered for an offer so that the negotiations proceed in an orderly fashion. No commitments can be made by a Hiring Manager to an employee or candidate without prior Human Resource approval.

When a person receiving a market adjustment receives a reclassification, the normal expectation will be that the market adjustment is reduced by the amount of the reclassification.

University of Victoria

Associate Vice-President Human Resources
Human Resources
PO Box 1700 STN CSC
Victoria British Columbia V8W 2W2 Canada
Tel (250) 721-8031, Fax (250) 721-8094

August 28, 2015

Christina Zacharuk
President and CEO
Public Sector Employers' Council Secretariat
PO Box 9400 Stn Prov Govt
Victoria, BC V8W 9V1

Dear Ms. Zacharuk,

Re: Decanal Team Compensation Adjustments – For Approval

This proposal is further to your June 25, 2015 letter inviting public sector employers to submit a business case for modest, targeted increases for excluded management employees. Attached to this proposal is the completed Excel template detailing each affected decanal position and the associated proposed adjustments, effective July 1, 2015.

1.0 Overview of Issues Being Addressed

- Decanal compensation is relatively straightforward at UVic. Deans are temporarily recruited and seconded from a base academic position and paid a modest, fixed administrative stipend (normally $22,000 per year) in addition to their base academic compensation.
- For nearly all other salary matters, decanal compensation is governed by the parallel application of the Faculty Collective Agreement. For example, annual salary increases are applied to their base academic salary using the faculty and librarian merit and career progress increment system and negotiated general wage increases. Market supplements or retention adjustments are applied, as appropriate, to the base academic position; using the same policies that apply to regular faculty and librarians. Similarly, deans belong to the same pension and benefit plans and have access to the same leave provisions as their academic colleagues.
- This alignment is deliberate in order to ensure a smooth transition back and forth between the base academic position and the temporary academic administrator role. Note that Deans are normally only permitted to serve two 5-year terms and thus they are expected to return to the ranks and continue in their academic position.

- The university extended the Management and Executive Compensation Freeze Policy to our Deans, freezing both the stipend (which is already fixed during the life of the term) and the base underlying academic salary.
- In retrospect, while symbolically important to the internal community in the short term, our decision to freeze the base underlying academic salary for three years has significantly distorted the normal progression of the underlying academic salary.
- Additionally, our decision has created inversion, compression and retention issues at UVic because it has ensured that a Dean's base academic salary will not kept pace with his or her faculty colleagues. The stipend is fixed during the term. As such, our Deans, who have achieved their temporary academic administrative role largely on the strength of their exceptional scholarly contributions, have not received the same compensatory recognition as their academic colleagues.
- In practical terms base academic salaries for all academics except the Deans have grown between 11% and 14% during the past three years. Seven (7) of twelve (12) Deans have turned over since September 2012.

2.0 Proposal

- We are proposing to exempt the base underlying academic appointment from the Compensation Freeze Policy, effective July 1, 2015. As such, base academic salaries would be adjusted in parallel with unionized base academic salaries.
- For one Dean and the University Librarian, who do not have a base underlying academic appointment, we are proposing targeted, modest salary increases as of July 1, 2015 followed by a return to the normal cycle and application of basic salary adjustments and merit-based progression.
- In all cases, the increases represent approximately 4% of the current base academic salary and no more than 4% of the total salary.
- Increases will be funded within the existing university budget.
- No retroactivity before the effective date of July 1, 2015.
- This proposed exemption represents a step towards making base academic salaries whole. Administrative stipends will remain frozen in 2015 because the acute compensation issue is occurring on the base academic salary. A combined 4% adjustment represents approximately one-third of the forgone base academic salary adjustments since September 2012. As such, the proposed increases do not create future pressures within the ranks.

3.0 Affected Employees

This exemption proposal focuses on providing differentiated base academic salary adjustments for existing Deans to address the above-noted compensation challenges. The criteria used to determine the suitability of all proposed in-range movements include:

- Recognition of individual performance (assessed each year).

- Relative impact of the timing of the freeze policy in connection with the loss of base academic salary adjustments. Recently hired Deans are not eligible for any adjustment.

4.0 Proposed Costs

The proposal to exempt the Deans will involve adjustments of approximately 4% on July 1, 2015 for 9 Deans and the University Librarian. These increases are summarized below and detailed in the attached template.

- July 1, 2015 cost: $71,290

Thank you for the opportunity to provide this business case. I trust that this information is of assistance. If you have any follow-up questions, please feel free to contact me at 250-721-8031.

Yours truly,

Kane Kilbey
Associate Vice President
University of Victoria

Cc: B. Littler

Enclosures (1)
Final Salary Reporting Template – University of Victoria

The following is a template to help us better understand the nature of the changes made to your compensation philosophy and quantify the increase in salary and what issues it was addressing.

Please enter your employer name in cell B20

For each employee receiving an increase please enter:
Job title
Current Annualized Salary this is the salary an invididual would receive in a 12 month period at full time pay.
Proposed New Annualized Salary this is the salary an invididual will be receiving based on a 12 month period at the new full time pay.

Please put an **X** in one of the boxes to indicate if the increase was used to address compression, inversion or another issue.

Compression occurs if one has subordinates who earn 90% or more of the supervisor's salary.
Inversion occurs if one has subordinates who earn more than the supervisor's salary.
Other, if choosing other please provide details in the documents sent to PSEC.

Employer: University of Victoria

		Total increase to salaries	$ 71,290		This increase is addressing (mark one):			
	Job Title	**CURRENT Base Academic Annualized Salary**	**Proposed NEW Base Academic Annualized Salary**	**% increase**	**Compression**	**Inversion**	**Other**	**Other Details**
1	Dean, Business	$202,500.00	$210,576.00	4.0%		x		
2	Dean, Continuing Studies	$137,805.00	$143,317.20	4.0%			x	inversion and compression relative to all faculty and librarians at UVic
3	Dean, Education	$170,000.00	$177,283.00	4.3%		x		
4	Dean, Engineering	$178,170.00	$185,652.35	4.2%		x		
5	Dean, Grad Studies	$185,000.00	$192,649.00	4.1%		x		
6	Dean, Human and Social Development	$163,000.00	$163,000.00	0.0%				not eligible. Hired July 1, 2015
7	Dean, Law	$165,000.00	$172,161.00	4.3%		x		
8	Dean, Medical Science (IMP)	$175,000.00	$182,405.00	4.2%		x		inversion and compression relative to all faculty and librarians at UVic
9	Dean, Science	$164,465.00	$171,612.95	4.3%		x		
10	Dean, Social Sciences	$180,000.00	$187,527.00	4.2%		x		
11	Head Librarian	$151,174.00	$157,220.96	4.0%			x	inversion and compression relative to all faculty and librarians at UVic

University of Victoria

Associate Vice-President Human Resources
Human Resources
PO Box 1700 STN CSC
Victoria British Columbia V8W 2W2 Canada
Tel (250) 721-8031, Fax (250) 721-8094

August 28, 2015

Christina Zacharuk
President and CEO
Public Sector Employers' Council Secretariat
PO Box 9400 Stn Prov Govt
Victoria, BC V8W 9V1

Dear Ms. Zacharuk,

Re: Excluded Management Compensation Adjustments – For Approval

This proposal is further to your June 25, 2015 letter inviting public sector employers to submit a business case for modest, targeted increases for excluded management employees. Attached to this proposal is the completed Excel template detailing each affected position and the associated proposed adjustments, effective July 1, 2015 and January 1, 2016.

1.0 Overview of Issues Being Addressed

- The freeze policy has been particularly inequitable for those impacted within the excluded management ranks at UVic. In early 2012, these employees gave up an annual allocation of five days of special leave, a superior severance formula, and their professional development leave accrual plan in exchange for access to new, market based ranges (set at the median).

- The new compensation plan was introduced as a measure to address some core concerns with the former plan including:
    - The need for enhanced system and process transparency
    - Perceived inequities and misalignment with organizational priorities
    - Current pay bands that did not match market; many market adjustments in place to compensate
    - Increasing requests for reclassification; no clear process to manage
    - Rewards not linked to performance

- In short, there was a universal lack of confidence in the former system and the new system was designed to instill accountability, transparency, and trust.

- The unexpected freezing of salaries so soon after giving up these benefits has been a palpable source of tension between the university and its middle and senior managers because it is a measureable loss of benefits and represents an unfulfilled promise by the University. Some managers have explored forming a bargaining unit (association) while at least one has recently retained counsel with a view to challenging the statutory basis for the freeze policy at UVic.

- So despite introducing a differentiated, performance-informed salary progression process and plan, the freeze policy has left the vast majority (80%) of excluded managers below the salary range midpoint for the last three years. The median compa-ratio is 0.94 and only 15 of 84 are paid above range midpoint. In short, we have been unable to provide the promised compensatory recognition in return for their performance, reduced access to professional development and lost benefits.

- In practical terms, longer term managers are facing compression issues and, in some cases, inversion as new staff are hired at market rates, as non-managers' salaries leap-frog managers' salaries and as direct reports continue to benefit from collectively bargained general wage increases and collective agreement provided salary progression (excluded managers who supervise PEA employees have experienced between 11% and 14% compression during the past three years).

2.0 Proposal

- This proposal includes targeted, differentiated and modest increases as of July 1, 2015 and January 1, 2016.
- It is understood that the proposed January 1, 2016 adjustments are subject to receiving PSEC approval on our updated compensation plan and philosophy (see section 5 below).
- Increases will be funded within the existing university budget.
- No increase is greater than 2% in each period (4% maximum).
- No retroactivity in advance of the effective date of July 1, 2015.
- Increases remain well within existing, approved salary bands and do not create future pressures.
- In addition to the compression, inversion and retention issues created by three years of frozen salaries, these increases are a step towards reconciling and recognizing the unique-to-UVic and inequitable impact of the timing of the compensation freeze policy relative to other changes to excluded management compensation as described above. A combined 4% adjustment represents approximately one-half of the foregone range progression since September 2012 and one-third of the increases awarded to non-managers and bargaining unit staff.

3.0 Affected Employees

This proposal focuses on providing differentiated in-range movement for existing incumbents to address the above-noted compensation challenges. The criteria used to determine the suitability of all proposed in-range movements include:

- Recognition of individual performance and experience.
- Relative impact of the timing of the freeze policy in connection with the loss of benefits and unfulfilled promise associated with the introduction of the 2012 compensation plan.

4.0 Proposed Costs

The proposed increases involve in-range adjustments of between 0.03% and 2% on both July 1, 2015 and January 1, 2016 to 84 excluded managers pursuant to the University of Victoria's approved compensation plan, following which we would like to return to the normal operation of our compensation plan. These increases are summarized below and detailed in the attached template.

- July 1, 2015 cost: $159,467
- July 1, 2015 average increase: 1.8%

- January 1, 2016 cost: $163,702
- January 1, 2016 average increase: 1.8%

5.0 Updated Compensation Plan

Also enclosed is a draft of our updated *Management Excluded Terms and Conditions of Employment.* The current salary ranges and a list of the positions in each range are also enclosed.

As you will recall, we modernized this compensation plan in 2012 and addressed the issues and compensation trade-offs identified above, including integrating compensation principles that embody the core principles outlined in your letter. The enclosed draft, dated October 2015, further strengthens that alignment (see Section 3) although I am confident that in practice, we were already there.

The updated compensation plan also provides more information about our benchmarking methodology. As you may recall, we introduced the Hay Group™ Job Evaluation system in 2012 and thus rely on the Hay Group ™ National Public Sector Database to establish salary ranges. Our goal in 2012 was to establish salary ranges, in exchange for a reduced level of benefits that neither lead nor lag the market. As such, we established the 2012 ranges at the median (P50) of the National Public Sector Database. When necessary, we will also benchmark individual salaries primarily using B.C. public sector organizations, including the B.C. Public Service and particularly within the research university sector, and other research universities in Canada.

The only other updates to the compensation plan include the recognition of Family Day and a few grammatical corrections discovered since 2012.

Thank you for the opportunity to provide this business case. I trust that this information is of assistance. If you have any follow-up questions, please feel free to contact me at 250-721-8031.

Yours truly,

Kane Kilbey
Associate Vice President
University of Victoria

Cc: B. Littler

Enclosures (4)
Final Salary Reporting Template – University of Victoria
Draft Management Excluded Terms & Conditions of Employment
Current Management Excluded Salary Ranges
List of Management Excluded positions at each Salary Range

The following is a template to help us better understand the nature of the changes made to your compensation philosophy and quantify the increase in salary and what issues it was addressing.

Please enter your employer name in cell B20

For each employee receiving an increase please enter:
Job title
Current Annualized Salary this is the salary an invididual would receive in a 12 month period at full time pay.
Proposed New Annualized Salary this is the salary an invididual will be receiving based on a 12 month period at the new full time pay.

Please put an X in one of the boxes to indicate if the increase was used to address compression, inversion or another issue.

Compression occurs if one has subordinates who earn 90% or more of the supervisor's salary.
Inversion occurs if one has subordinates who earn more than the supervisor's salary.
Other, If choosing other please provide details in the documents sent to PSEC.

Employer: University of Victoria: July 1, 2015 Adjustments

		Total Increase to salaries	$ 159,467		This increase is addressing (mark one):			
	Job Title	**CURRENT Annualized Salary**	**Proposed NEW Annualized Salary**	**% increase**	**Compression**	**Inversion**	**Other**	**Other Details**
1	Administrative Officer	$ 83,606	$ 85,278	2.0%			x	compensatory recognition for benefit trade off in 2012
2	Registrar	$ 136,467	$ 139,196	2.0%			x	compensatory recognition for benefit trade off in 2012
3	Director - Community Relations	$ 115,600	$ 117,912	2.0%			x	compensatory recognition for benefit trade off in 2012
4	Manager, Emergency Planning	$ 90,556	$ 92,367	2.0%			x	compensatory recognition for benefit trade off in 2012
5	Exec Director, Financial Srvcs	$ 140,252	$ 143,057	2.0%			x	compensatory recognition for benefit trade off in 2012
6	Manager, Data Centre Srvs	$ 97,656	$ 98,877	1.3%			x	compensatory recognition for benefit trade off in 2012
7	Manager-Client Technologies	$ 97,656	$ 98,877	1.3%			x	compensatory recognition for benefit trade off in 2012
8	Director, Customer Service	$ 97,607	$ 99,559	2.0%			x	compensatory recognition for benefit trade off in 2012
9	Executive Assistant	$ 90,193	$ 91,997	2.0%			x	compensatory recognition for benefit trade off in 2012
10	Security Manager	$ 80,000	$ 81,600	2.0%			x	compensatory recognition for benefit trade off in 2012
11	Exec Director, Coop Education	$ 134,282	$ 136,968	2.0%			x	compensatory recognition for benefit trade off in 2012

Employer: University of Victoria: July 1, 2015 Adjustments

		Total increase to salaries	$ 159,467		This increase is addressing (mark one):			
	Job Title	CURRENT Annualized Salary	Proposed NEW Annualized Salary	% increase	Compression	Inversion	Other	Other Details
12	Assoc Director,Stdnt Recruitmt	$ 83,800	$ 83,826	0.0%			x	compensatory recognition for benefit trade off in 2012
13	Director - Operations/Finance	$ 107,517	$ 109,667	2.0%			x	compensatory recognition for benefit trade off in 2012
14	Director, President's Office	$ 102,222	$ 104,266	2.0%			x	compensatory recognition for benefit trade off in 2012
15	Ex Director, UVic Commun/Mrktg	$ 134,282	$ 136,968	2.0%			x	compensatory recognition for benefit trade off in 2012
16	Director, Research Accounting	$ 109,242	$ 111,427	2.0%			x	compensatory recognition for benefit trade off in 2012
17	Director-Campus Security Srvs	$ 104,000	$ 106,080	2.0%			x	compensatory recognition for benefit trade off in 2012
18	Associate Director Research	$ 120,146	$ 122,549	2.0%			x	compensatory recognition for benefit trade off in 2012
19	Director,Research Partnerships	$ 130,000	$ 132,600	2.0%			x	compensatory recognition for benefit trade off in 2012
20	Associate Director	$ 99,245	$ 100,486	1.3%			x	compensatory recognition for benefit trade off in 2012
21	Adviser Provo. Eq & Diversity	$ 104,000	$ 106,080	2.0%			x	compensatory recognition for benefit trade off in 2012
22	Associate Registrar	$ 91,000	$ 92,285	1.4%			x	compensatory recognition for benefit trade off in 2012
23	Director, Acad Advising & ISS	$ 110,000	$ 111,375	1.3%			x	compensatory recognition for benefit trade off in 2012
24	Director,Pensions & Investment	$ 109,242	$ 111,427	2.0%			x	compensatory recognition for benefit trade off in 2012
25	Director, Campus Services	$ 126,128	$ 128,651	2.0%			x	compensatory recognition for benefit trade off in 2012
26	Dirctr,Counsel/Multifaith Srvc	$ 115,000	$ 116,438	1.3%			x	compensatory recognition for benefit trade off in 2012
27	Director, LR & HR Cnslt	$ 126,018	$ 128,538	2.0%			x	compensatory recognition for benefit trade off in 2012
28	Director of Budgets	$ 109,242	$ 111,427	2.0%			x	compensatory recognition for benefit trade off in 2012
29	UVic On-Line Director	$ 114,562	$ 116,853	2.0%			x	compensatory recognition for benefit trade off in 2012
30	Desktop Support Services Mangr	$ 97,656	$ 98,877	1.3%			x	compensatory recognition for benefit trade off in 2012
31	Director, Occup/Health/Safety	$ 102,500	$ 104,550	2.0%			x	compensatory recognition for benefit trade off in 2012
32	Dir, Inst Planning / Analysis	$ 115,121	$ 117,423	2.0%			x	compensatory recognition for benefit trade off in 2012

Employer: University of Victoria: July 1, 2015 Adjustments

		Total increase to salaries	$ 159,467		This increase is addressing (mark one):			
	Job Title	**CURRENT Annualized Salary**	**Proposed NEW Annualized Salary**	**% increase**	**Compression**	**Inversion**	**Other**	**Other Details**
33	Director Admin. & Faculty HR	$ 93,414	$ 95,282	2.0%			x	compensatory recognition for benefit trade off in 2012
34	Acting Dir of Faculty Relatns	$ 107,426	$ 109,575	2.0%			x	compensatory recognition for benefit trade off in 2012
35	Manager, Network Services	$ 97,656	$ 98,877	1.3%			x	compensatory recognition for benefit trade off in 2012
36	Manager, Treasury Services	$ 92,034	$ 93,184	1.3%			x	compensatory recognition for benefit trade off in 2012
37	Director, Health Services	$ 100,749	$ 102,764	2.0%			x	compensatory recognition for benefit trade off in 2012
38	Assoc Director,Engn & Operatns	$ 133,094	$ 135,756	2.0%			x	compensatory recognition for benefit trade off in 2012
39	Manager Development Services	$ 97,656	$ 98,877	1.3%			x	compensatory recognition for benefit trade off in 2012
40	Manager,Prodctn & Tech Support	$ 97,656	$ 98,877	1.3%			x	compensatory recognition for benefit trade off in 2012
41	Manager Info. Security Office	$ 89,447	$ 91,236	2.0%			x	compensatory recognition for benefit trade off in 2012
42	Manager, Fin Acctng /VPFO	$ 94,335	$ 96,222	2.0%			x	compensatory recognition for benefit trade off in 2012
43	Director, Acad & Admin Servcs	$ 108,213	$ 110,377	2.0%			x	compensatory recognition for benefit trade off in 2012
44	Manager, Benefits	$ 76,733	$ 78,268	2.0%			x	compensatory recognition for benefit trade off in 2012
45	Dir, Infrastructure Services	$ 110,558	$ 112,769	2.0%			x	compensatory recognition for benefit trade off in 2012
46	Assistant Treasurer	$ 98,133	$ 100,096	2.0%			x	compensatory recognition for benefit trade off in 2012
47	Director Equity & Human Rights	$ 103,324	$ 105,390	2.0%			x	compensatory recognition for benefit trade off in 2012
48	Associate Registrar	$ 91,000	$ 92,820	2.0%			x	compensatory recognition for benefit trade off in 2012
49	Director, Athletics/Rec'l Srv	$ 126,806	$ 129,342	2.0%			x	compensatory recognition for benefit trade off in 2012
50	Computer Help Desk Manager	$ 97,656	$ 98,877	1.3%			x	compensatory recognition for benefit trade off in 2012
51	Director, Indigenous Affairs	$ 90,400	$ 92,208	2.0%			x	compensatory recognition for benefit trade off in 2012
52	Administrative Director	$ 101,726	$ 103,761	2.0%			x	compensatory recognition for benefit trade off in 2012
53	Associate University Secretary	$ 93,291	$ 95,157	2.0%			x	compensatory recognition for benefit trade off in 2012

Employer: University of Victoria: July 1, 2015 Adjustments

		Total increase to salaries:	$ 159,467		This increase is addressing (mark one):			
	Job Title	CURRENT Annualized Salary	Proposed NEW Annualized Salary	% increase	Compression	Inversion	Other	Other Details
54	Director of Advancement Serv	$ 103,324	$ 105,390	2.0%			x	compensatory recognition for benefit trade off in 2012
55	Dir, Campus Planning / Sustn.	$ 109,242	$ 111,427	2.0%			x	compensatory recognition for benefit trade off in 2012
56	Parking and Transptn Manager	$ 87,187	$ 88,931	2.0%			x	compensatory recognition for benefit trade off in 2012
57	Manager, Employee Relations	$ 93,364	$ 95,231	2.0%			x	compensatory recognition for benefit trade off in 2012
58	Manager, Payroll	$ 92,267	$ 94,112	2.0%			x	compensatory recognition for benefit trade off in 2012
59	Manager, Office of VP Research	$ 86,838	$ 88,575	2.0%			x	compensatory recognition for benefit trade off in 2012
60	Chief Privacy Officer	$ 92,984	$ 94,844	2.0%			x	compensatory recognition for benefit trade off in 2012
61	Exec Dir, Government Relations	$ 155,943	$ 156,384	0.3%			x	compensatory recognition for benefit trade off in 2012
62	Director, Capital Development	$ 108,506	$ 110,676	2.0%			x	compensatory recognition for benefit trade off in 2012
63	Exec Director, Student Srvs	$ 148,000	$ 150,960	2.0%			x	compensatory recognition for benefit trade off in 2012
64	Asoc Dir,Judcl Afrs/Stdt Advoc	$ 88,000	$ 89,760	2.0%			x	compensatory recognition for benefit trade off in 2012
65	Director, Residence Services	$ 115,000	$ 117,300	2.0%			x	compensatory recognition for benefit trade off in 2012
66	Assoc Director, User Services	$ 91,000	$ 92,820	2.0%			x	compensatory recognition for benefit trade off in 2012
67	Controller, Univ of Victoria	$ 104,030	$ 106,111	2.0%			x	compensatory recognition for benefit trade off in 2012
68	Director, Alumni Relations	$ 99,444	$ 101,433	2.0%			x	compensatory recognition for benefit trade off in 2012
69	Assoc Director of Engineering	$ 130,262	$ 132,867	2.0%			x	compensatory recognition for benefit trade off in 2012
70	Manager, Media Relations	$ 105,328	$ 107,435	2.0%			x	compensatory recognition for benefit trade off in 2012
71	Director, Internal Audit	$ 121,360	$ 123,787	2.0%			x	compensatory recognition for benefit trade off in 2012
72	Director,Ceremonies/Farquhar	$ 107,367	$ 109,514	2.0%			x	compensatory recognition for benefit trade off in 2012
73	Dirctr,Stdnt Recrt/Globl Engmt	$ 124,000	$ 126,480	2.0%			x	compensatory recognition for benefit trade off in 2012
74	Director, Univ Art Collections	$ 100,000	$ 102,000	2.0%			x	compensatory recognition for benefit trade off in 2012

Employer: University of Victoria: July 1, 2015 Adjustments

		Total increase to salaries	$ 159,467		This increase is addressing (mark one):			
	Job Title	**CURRENT Annualized Salary**	**Proposed NEW Annualized Salary**	**% increase**	**Compression**	**Inversion**	**Other**	**Other Details**
75	Director, Fund Development	$ 118,800	$ 121,176	2.0%			x	compensatory recognition for benefit trade off in 2012
76	Director, Commun & Prof Pgms	$ 102,315	$ 104,361	2.0%			x	compensatory recognition for benefit trade off in 2012
77	Internal Auditor	$ 92,022	$ 93,862	2.0%			x	compensatory recognition for benefit trade off in 2012
78	Exec. Director, Facilities Mgt	$ 153,000	$ 156,060	2.0%			x	compensatory recognition for benefit trade off in 2012
79	Manager, Fin Acctng / Training	$ 83,000	$ 84,660	2.0%			x	compensatory recognition for benefit trade off in 2012
80	Director, Purchasing Services	$ 118,420	$ 120,788	2.0%			x	compensatory recognition for benefit trade off in 2012
81	Director,Org Devl & Learn Serv	$ 108,500	$ 109,800	1.2%			x	compensatory recognition for benefit trade off in 2012
82	Associate Director, Purchasing	$ 105,000	$ 105,820	0.8%			x	compensatory recognition for benefit trade off in 2012
83	Director of Operations	$ 108,506	$ 108,732	0.2%			x	compensatory recognition for benefit trade off in 2012
84	Manager, Equity & Human Rights	$ 87,000	$ 87,091	0.1%			x	compensatory recognition for benefit trade off in 2012

The following is a template to help us better understand the nature of the changes made to your compensation philosophy and quantify the increase in salary and what issues it was addressing.

Please enter your employer name in cell B20

For each employee receiving an increase please enter:
Job title
Current Annualized Salary this is the salary an invididual would receive in a 12 month period at full time pay.
Proposed New Annualized Salary this is the salary an invididual will be receiving based on a 12 month period at the new full time pay.

Please put an X in one of the boxes to indicate if the increase was used to address compression, inversion or another issue.

Compression occurs if one has subordinates who earn 90% or more of the supervisor's salary.
Inversion occurs if one has subordinates who earn more than the supervisor's salary.
Other, if choosing other please provide details in the documents sent to PSEC.

Employer: University of Victoria: January 1, 2016 Adjustments

		Total increase to salaries	$ 163,702		This increase is addressing (mark one):			
	Job Title	**CURRENT Annualized Salary**	**Proposed NEW Annualized Salary**	**% Increase**	**Compression**	**Inversion**	**Other**	**Other Details**
1	Administrative Officer	$ 85,278	$ 86,984	2.0%			x	compensatory recognition for benefit trade off in 2012
2	Registrar	$ 139,196	$ 141,980	2.0%			x	compensatory recognition for benefit trade off in 2012
3	Director - Community Relations	$ 117,912	$ 120,270	2.0%			x	compensatory recognition for benefit trade off in 2012
4	Manager, Emergency Planning	$ 92,367	$ 94,214	2.0%			x	compensatory recognition for benefit trade off in 2012
5	Exec Director, Financial Srvcs	$ 143,057	$ 145,918	2.0%			x	compensatory recognition for benefit trade off in 2012
6	Manager, Data Centre Srvs	$ 98,877	$ 100,113	1.3%			x	compensatory recognition for benefit trade off in 2012
7	Manager-Client Technologies	$ 98,877	$ 100,113	1.3%			x	compensatory recognition for benefit trade off in 2012
8	Director, Customer Service	$ 99,559	$ 101,550	2.0%			x	compensatory recognition for benefit trade off in 2012
9	Executive Assistant	$ 91,997	$ 93,837	2.0%			x	compensatory recognition for benefit trade off in 2012
10	Security Manager	$ 81,600	$ 83,232	2.0%			x	compensatory recognition for benefit trade off in 2012
11	Exec Director, Coop Education	$ 136,968	$ 139,707	2.0%			x	compensatory recognition for benefit trade off in 2012
12	Assoc Director,Stdnt Recruitmt	$ 83,826	$ 85,503	2.0%			x	compensatory recognition for benefit trade off in 2012

Employer: University of Victoria: January 1, 2016 Adjustments

		Total increase to salaries	$ 163,702		This increase is addressing (mark one):			
	Job Title	**CURRENT Annualized Salary**	**Proposed NEW Annualized Salary**	**% increase**	**Compression**	**Inversion**	**Other**	**Other Details**
13	Director - Operations/Finance	$ 109,667	$ 111,861	2.0%			x	compensatory recognition for benefit trade off in 2012
14	Director, President's Office	$ 104,266	$ 106,352	2.0%			x	compensatory recognition for benefit trade off in 2012
15	Ex Director, UVic Commun/Mrktg	$ 136,968	$ 139,707	2.0%			x	compensatory recognition for benefit trade off in 2012
16	Director, Research Accounting	$ 111,427	$ 113,655	2.0%			x	compensatory recognition for benefit trade off in 2012
17	Director-Campus Security Srvs	$ 106,080	$ 108,202	2.0%			x	compensatory recognition for benefit trade off in 2012
18	Associate Director Research	$ 122,549	$ 125,000	2.0%			x	compensatory recognition for benefit trade off in 2012
19	Director,Research Partnerships	$ 132,600	$ 135,252	2.0%			x	compensatory recognition for benefit trade off in 2012
20	Associate Director	$ 100,486	$ 101,742	1.3%			x	compensatory recognition for benefit trade off in 2012
21	Adviser Provo. Eq & Diversity	$ 106,080	$ 108,202	2.0%			x	compensatory recognition for benefit trade off in 2012
22	Associate Registrar	$ 92,285	$ 93,570	1.4%			x	compensatory recognition for benefit trade off in 2012
23	Director, Acad Advising & ISS	$ 111,375	$ 112,767	1.3%			x	compensatory recognition for benefit trade off in 2012
24	Director,Pensions & Investment	$ 111,427	$ 113,655	2.0%			x	compensatory recognition for benefit trade off in 2012
25	Director, Campus Services	$ 128,651	$ 131,224	2.0%			x	compensatory recognition for benefit trade off in 2012
26	Dirctr,Counsel/Multifaith Srvc	$ 116,438	$ 117,893	1.3%			x	compensatory recognition for benefit trade off in 2012
27	Director, LR & HR Cnslt	$ 128,538	$ 131,109	2.0%			x	compensatory recognition for benefit trade off in 2012
28	Director of Budgets	$ 111,427	$ 113,655	2.0%			x	compensatory recognition for benefit trade off in 2012
29	UVic On-Line Director	$ 116,853	$ 119,190	2.0%			x	compensatory recognition for benefit trade off in 2012
30	Desktop Support Services Mangr	$ 98,877	$ 100,113	1.3%			x	compensatory recognition for benefit trade off in 2012
31	Director, Occup/Health/Safety	$ 104,550	$ 106,641	2.0%			x	compensatory recognition for benefit trade off in 2012
32	Dir, Inst Planning / Analysis	$ 117,423	$ 119,772	2.0%			x	compensatory recognition for benefit trade off in 2012
33	Director Admin. & Faculty HR	$ 95,282	$ 97,188	2.0%			x	compensatory recognition for benefit trade off in 2012

Employer: University of Victoria: January 1, 2016 Adjustments

		Total increase to salaries	$ 163,702		This increase is addressing (mark one):			
	Job Title	CURRENT Annualized Salary	Proposed NEW Annualized Salary	% increase	Compression	Inversion	Other	Other Details
34	Acting Dir of Faculty Relatns	$ 109,575	$ 111,766	2.0%			x	compensatory recognition for benefit trade off in 2012
35	Manager, Network Services	$ 98,877	$ 100,113	1.3%			x	compensatory recognition for benefit trade off in 2012
36	Manager, Treasury Services	$ 93,184	$ 94,349	1.3%			x	compensatory recognition for benefit trade off in 2012
37	Director, Health Services	$ 102,764	$ 104,819	2.0%			x	compensatory recognition for benefit trade off in 2012
38	Assoc Director,Engn & Operatns	$ 135,756	$ 138,471	2.0%			x	compensatory recognition for benefit trade off in 2012
39	Manager Development Services	$ 98,877	$ 100,113	1.3%			x	compensatory recognition for benefit trade off in 2012
40	Manager,Proccin & Tech Support	$ 98,877	$ 100,113	1.3%			x	compensatory recognition for benefit trade off in 2012
41	Manager Info. Security Office	$ 91,236	$ 93,061	2.0%			x	compensatory recognition for benefit trade off in 2012
42	Manager, Fin Acctng /VPFO	$ 96,222	$ 98,146	2.0%			x	compensatory recognition for benefit trade off in 2012
43	Director, Acad & Admin Servcs	$ 110,377	$ 112,585	2.0%			x	compensatory recognition for benefit trade off in 2012
44	Manager, Benefits	$ 78,268	$ 79,833	2.0%			x	compensatory recognition for benefit trade off in 2012
45	Dir, Infrastructure Services	$ 112,769	$ 115,025	2.0%			x	compensatory recognition for benefit trade off in 2012
46	Assistant Treasurer	$ 100,096	$ 102,098	2.0%			x	compensatory recognition for benefit trade off in 2012
47	Director Equity & Human Rights	$ 105,390	$ 107,498	2.0%			x	compensatory recognition for benefit trade off in 2012
48	Associate Registrar	$ 92,820	$ 94,676	2.0%			x	compensatory recognition for benefit trade off in 2012
49	Director, Athletics/Rec'l Srv	$ 129,342	$ 131,929	2.0%			x	compensatory recognition for benefit trade off in 2012
50	Computer Help Desk Manager	$ 98,877	$ 100,113	1.3%			x	compensatory recognition for benefit trade off in 2012
51	Director, Indigenous Affairs	$ 92,208	$ 94,052	2.0%			x	compensatory recognition for benefit trade off in 2012
52	Administrative Director	$ 103,761	$ 105,836	2.0%			x	compensatory recognition for benefit trade off in 2012
53	Associate University Secretary	$ 95,157	$ 97,060	2.0%			x	compensatory recognition for benefit trade off in 2012
54	Director of Advancement Serv	$ 105,390	$ 107,498	2.0%			x	compensatory recognition for benefit trade off in 2012

Employer: University of Victoria: January 1, 2016 Adjustments

		Total increase to salaries	$ 163,702		This increase is addressing (mark one):			
	Job Title	CURRENT Annualized Salary	Proposed NEW Annualized Salary	% increase	Compression	Inversion	Other	Other Details
55	Dir, Campus Planning / Sustn.	$ 111,427	$ 113,655	2.0%			x	compensatory recognition for benefit trade off in 2012
56	Parking and Transptn Manager	$ 88,931	$ 90,709	2.0%			x	compensatory recognition for benefit trade off in 2012
57	Manager, Employee Relations	$ 95,231	$ 97,136	2.0%			x	compensatory recognition for benefit trade off in 2012
58	Manager, Payroll	$ 94,112	$ 95,995	2.0%			x	compensatory recognition for benefit trade off in 2012
59	Manager, Office of VP Research	$ 88,575	$ 90,346	2.0%			x	compensatory recognition for benefit trade off in 2012
60	Chief Privacy Officer	$ 94,844	$ 96,741	2.0%			x	compensatory recognition for benefit trade off in 2012
61	Exec Dir, Government Relations	$ 156,384	$ 156,384	0.0%			x	compensatory recognition for benefit trade off in 2012
62	Director, Capital Development	$ 110,676	$ 112,890	2.0%			x	compensatory recognition for benefit trade off in 2012
63	Exec Director, Student Srvs	$ 150,960	$ 153,979	2.0%			x	compensatory recognition for benefit trade off in 2012
64	Asoc Dir,Judd Afrs/Stdt Advoc	$ 89,760	$ 91,555	2.0%			x	compensatory recognition for benefit trade off in 2012
65	Director, Residence Services	$ 117,300	$ 119,646	2.0%			x	compensatory recognition for benefit trade off in 2012
66	Assoc Director, User Services	$ 92,820	$ 94,676	2.0%			x	compensatory recognition for benefit trade off in 2012
67	Controller, Univ of Victoria	$ 106,111	$ 108,233	2.0%			x	compensatory recognition for benefit trade off in 2012
68	Director, Alumni Relations	$ 101,433	$ 103,462	2.0%			x	compensatory recognition for benefit trade off in 2012
69	Assoc Director of Engineering	$ 132,867	$ 135,525	2.0%			x	compensatory recognition for benefit trade off in 2012
70	Manager, Media Relations	$ 107,435	$ 109,583	2.0%			x	compensatory recognition for benefit trade off in 2012
71	Director, Internal Audit	$ 123,787	$ 126,263	2.0%			x	compensatory recognition for benefit trade off in 2012
72	Director,Ceremonies/Farquhar	$ 109,514	$ 111,705	2.0%			x	compensatory recognition for benefit trade off in 2012
73	Dirctr,Stdnt Recrt/Globl Engmt	$ 126,480	$ 129,010	2.0%			x	compensatory recognition for benefit trade off in 2012
74	Director, Univ Art Collections	$ 102,000	$ 104,040	2.0%			x	compensatory recognition for benefit trade off in 2012
75	Director, Fund Development	$ 121,176	$ 123,600	2.0%			x	compensatory recognition for benefit trade off in 2012

Employer: University of Victoria: January 1, 2016 Adjustments

		Total increase to salaries	$ 163,702		This increase is addressing (mark one):			
	Job Title	**CURRENT Annualized Salary**	**Proposed NEW Annualized Salary**	**% increase**	**Compression**	**Inversion**	**Other**	**Other Details**
76	Director, Commun & Prof Pgms	$ 104,361	$ 106,449	2.0%			x	compensatory recognition for benefit trade off in 2012
77	Internal Auditor	$ 93,862	$ 95,740	2.0%			x	compensatory recognition for benefit trade off in 2012
78	Exec. Director, Facilities Mgt	$ 156,060	$ 159,181	2.0%			x	compensatory recognition for benefit trade off in 2012
79	Manager, Fin Acctng / Training	$ 84,660	$ 86,353	2.0%			x	compensatory recognition for benefit trade off in 2012
80	Director, Purchasing Services	$ 120,788	$ 123,204	2.0%			x	compensatory recognition for benefit trade off in 2012
81	Director,Org Devl & Learn Serv	$ 109,800	$ 111,115	1.2%			x	compensatory recognition for benefit trade off in 2012
82	Associate Director, Purchasing	$ 105,820	$ 106,647	0.8%			x	compensatory recognition for benefit trade off in 2012
83	Director of Operations	$ 108,732	$ 108,959	0.2%			x	compensatory recognition for benefit trade off in 2012
84	Manager, Equity & Human Rights	$ 87,091	$ 87,181	0.1%			x	compensatory recognition for benefit trade off in 2012

Grades	Salary Range: July 1, 2014 (0% range increase as per Economic Stability Mandate)				
	Development Floor (80%)	Competitive Floor (90%)	Competitive Midpoint (100%)	Competitive Ceiling (110%)	Performance Ceiling (115%)
16	$121,628	$136,831	$152,035	$167,238	$174,840
15	$108,789	$122,388	$135,986	$149,585	$156,384
14	$100,331	$112,873	$125,414	$137,955	$144,226
13	$94,736	$106,578	$118,420	$130,262	$136,183
12	$88,217	$99,245	$110,272	$121,299	$126,813
11	$81,808	$92,034	$102,260	$112,486	$117,599
10	$77,492	$87,179	$96,865	$106,552	$111,395
9	$75,433	$84,862	$94,292	$103,721	$108,435
8	$68,615	$77,193	$85,770	$94,347	$98,635
7	$61,439	$69,119	$76,799	$84,478	$88,319
6	$55,128	$62,018	$68,909	$75,800	$79,246
5	$50,371	$56,667	$62,964	$69,260	$72,408
4	$45,521	$51,211	$56,902	$62,591	$65,436

Note: Public Sector Management and Executive Compensation Freeze in place for ranges 10 to 16

Grades	Salary Range: July 1, 2015 (1% increase for ML4-9 as per Economic Stability Mandate)				
	Development Floor (80%)	Competitive Floor (90%)	Competitive Midpoint (100%)	Competitive Ceiling (110%)	Performance Ceiling (115%)
16	$121,628	$136,831	$152,035	$167,238	$174,840
15	$108,789	$122,388	$135,986	$149,585	$156,384
14	$100,331	$112,873	$125,414	$137,955	$144,226
13	$94,736	$106,578	$118,420	$130,262	$136,183
12	$88,217	$99,245	$110,272	$121,299	$126,813
11	$81,808	$92,034	$102,260	$112,486	$117,599
10	$77,492	$87,179	$96,865	$106,552	$111,395
9	$76,187	$85,711	$95,235	$104,758	$109,519
8	$69,301	$77,965	$86,628	$95,290	$99,621
7	$62,053	$69,810	$77,567	$85,323	$89,202
6	$55,679	$62,638	$69,598	$76,558	$80,038
5	$50,875	$57,234	$63,594	$69,953	$73,132
4	$45,976	$51,723	$57,471	$63,217	$66,090

Note: Public Sector Management and Executive Compensation Freeze in place for ranges 10 to 16

Note: July 1, 2015 Salary Range still subject to final PSEC approval.

University of Victoria ME Group

Grading Structure

June 3, 2015

Grade	Position Title (Alphabetical List)
16	Executive Director, Finance
16	Executive Director, FMGT
16	Executive Director, Student Services
15	Executive Director, Co-op Education Program and Career Services
15	Executive Director, Government Relations
15	Registrar
15	Executive Director, University Communications and Marketing
14	Director, Athletics and Recreation
14	Director, Campus Services
14	Director, Student Recruitment and Global Engagement
14	ONC Chief Financial and Admin Officer
13	Associate Director, Engineering (NEPTUNE)
13	Associate Director, Engineering and Operations (VENUS)
13	Controller
13	Director, Academic Advising and International Student Services
13	Director, Academic and Administrative Services (IT)
13	Director, Budgets
13	Director Campus Planning and Sustainability
13	Director, Campus Security Services
13	Director, Capital Management - FMGT
13	Director, Counselling and Multi-Faith Services
13	Director, Food Services
13	Director, Fund Development
13	Director, Health Services
13	Director, Infrastructure Services (University Systems)
13	Director, Institutional Planning and Analysis
13	Director, Internal Audit
13	Director, Labour Relations and HR Consulting Services
13	Director, Maintenance and Operations - FMGT
13	Director, OHSE
13	Director, Pensions and Investments
13	Director, Purchasing Services
13	Director, Research Accounting
13	Director, Research Partnerships and Knowledge Mobilization
13	Director, Residence Services
13	Director, Total Compensation and Recruitment
13	Director, UVic Online
12	Admin Director, IMP and DMS
12	Assistant Treasurer
12	Associate Director, Research (VENUS)
12	Associate Director, User Services (ONC)
12	Associate Director, Vikes Athletics and Recreation
12	Associate Registrar, Undergrad. Records/Admissions, etc
12	Associate Registrar, Student Info Systems, etc
12	Director, Advancement Services
12	Director, Alumni Relations
12	Director, Community Relations
12	Director, Corporate Relations and Operations
12	Director, Equity and Human Rights
12	Director, Indigenous Affairs and First Peoples House Manager

University of Victoria ME Group

Grading Structure

June 3, 2015

Grade	Position Title (Alphabetical List)
12	Director, Office of the President
13	Director, Organization Development and Learning
12	Director, Principle Gifts and Campaigns
12	Director, University Centre Farquhar Auditorium and Ceremonies and Events
12	Director, University Marketing
11	Associate University Secretary
11	Chief Privacy Officer
11	Client Technologies Manager
11	Computer Help Desk Manager
11	Data Centre Services Manager
11	Desktop Support Services Manager
11	Development Services Manager
11	Director, Administration and Faculty Human Resources
11	Director, Customer Service and Integration
11	Director, International Office
11	Director, University Art Collections
11	Manager Employee Relations
11	Manager, Financial Accounting and Training
11	Manager, Media Relations
11	Manager, Office of the VPFO
11	Manager, Treasury Services
11	Network Services Manager
11	Operations Support Manager, Campus Security
11	Payroll Manager
11	Production and Technical Support Manager
11	Associate Director, Supply Management
10	Associate Director, Global Engagement
10	Associate Director, Judicial Affairs and Strategic Advocacy Initiatives
10	Associate Director, NEPTUNE CANADA
10	Associate Director, Operations, Admin and Finance - Proteomics Centre
10	Associate Director, Student Recruitment
10	Director, Academic Initiatives and Advisor to the Provost on Equity and Diversity
10	Manager, Emergency Planning
10	Security Manager
10	Parking and Transportation Manager
10	Manager, Internal Audit
10	Manager, Office of the VPR
9	Administrative Manager, External
9	Benefits Manager
9	Governance Manager
9	Human Resources Consultant
9	Legal Counsel
9	Manager, Equity and Human Rights
9	Manager, Information Security Office
9	Organizational Development Consultant
9	WorkLife Consultant

University of Victoria ME Group

Grading Structure

June 3, 2015

Grade	Position Title (Alphabetical List)
8	Learning Consultant
8	Human Rights Advisor (Complaints)
8	OHSE Consultant
8	Risk and Insurance Analyst
8	Senior Internal Auditor
7	Communication and Research Analyst
7	Financial Planning Analyst
7	Financial Services Business Analyst
7	HR Advisor, Classification
7	HR Systems and Workforce Analytics Manager
7	Human Rights Advisor (Education)
7	VPAC Budget Officer
6	Access Officer
6	Admin Officer to the Provost
6	Human Resources Advisor (Strategic Recruitment)
6	Human Resources Projects Manager
6	Paralegal
6	Projects Officer, VP Research Office
6	Projects Officer, VPFO Office
6	Projects Officer, President's Office
4	Administrative Coordinator, OHSE
4	Coordinator, Learning and Development
4	Human Resources Associate (HRC)
4	Human Resources Coordinator

The following is a template to help us better understand the nature of the changes made to your compensation philosophy and quantify the increase in salary and what issues it was addressing.

Please enter your employer name in cell B20

For each employee receiving an increase please enter:
Job title
Current Annualized Salary this is the salary an invididual would receive in a 12 month period at full time pay.
Proposed New Annualized Salary this is the salary an invididual will be receiving based on a 12 month period at the new full time pay.

Please put an **X** in one of the boxes to indicate if the increase was used to address compression, inversion or another issue.

Compression occurs if one has subordinates who earn 90% or more of the supervisor's salary.
Inversion occurs if one has subordinates who earn more than the supervisor's salary.
Other, if choosing other please provide details in the documents sent to PSEC.

Employer: University of Victoria: July 1, 2015 Adjustments

		Total increase to salaries	$ 159,467		This increase is addressing (mark one):			
	Job Title	**CURRENT Annualized Salary**	**Proposed NEW Annualized Salary**	**% increase**	**Compression**	**Inversion**	**Other**	**Other Details**
1	Administrative Officer	$ 83,606	$ 85,278	2.0%			x	compensatory recognition for benefit trade off in 2012
2	Registrar	$ 136,467	$ 139,196	2.0%			x	compensatory recognition for benefit trade off in 2012
3	Director - Community Relations	$ 115,600	$ 117,912	2.0%			x	compensatory recognition for benefit trade off in 2012
4	Manager, Emergency Planning	$ 90,556	$ 92,367	2.0%			x	compensatory recognition for benefit trade off in 2012
5	Exec Director, Financial Srvcs	$ 140,252	$ 143,057	2.0%			x	compensatory recognition for benefit trade off in 2012
6	Manager, Data Centre Srvs	$ 97,656	$ 98,877	1.3%			x	compensatory recognition for benefit trade off in 2012
7	Manager-Client Technologies	$ 97,656	$ 98,877	1.3%			x	compensatory recognition for benefit trade off in 2012
8	Director, Customer Service	$ 97,607	$ 99,559	2.0%			x	compensatory recognition for benefit trade off in 2012
9	Executive Assistant	$ 90,193	$ 91,997	2.0%			x	compensatory recognition for benefit trade off in 2012
10	Security Manager	$ 80,000	$ 81,600	2.0%			x	compensatory recognition for benefit trade off in 2012
11	Exec Director, Coop Education	$ 134,282	$ 136,968	2.0%			x	compensatory recognition for benefit trade off in 2012

Employer: University of Victoria: July 1, 2015 Adjustments

		Total increase to salaries	$ 159,467		This increase is addressing (mark one):			
	Job Title	**CURRENT Annualized Salary**	**Proposed NEW Annualized Salary**	**% increase**	**Compression**	**Inversion**	**Other**	**Other Details**
12	Assoc Director,Stdnt Recruitmt	$ 83,800	$ 83,826	0.0%			x	compensatory recognition for benefit trade off in 2012
13	Director - Operations/Finance	$ 107,517	$ 109,667	2.0%			x	compensatory recognition for benefit trade off in 2012
14	Director, President's Office	$ 102,222	$ 104,266	2.0%			x	compensatory recognition for benefit trade off in 2012
15	Ex Director, UVic Commun/Mrktg	$ 134,282	$ 136,968	2.0%			x	compensatory recognition for benefit trade off in 2012
16	Director, Research Accounting	$ 109,242	$ 111,427	2.0%			x	compensatory recognition for benefit trade off in 2012
17	Director-Campus Security Srvs	$ 104,000	$ 106,080	2.0%			x	compensatory recognition for benefit trade off in 2012
18	Associate Director Research	$ 120,146	$ 122,549	2.0%			x	compensatory recognition for benefit trade off in 2012
19	Director,Research Partnerships	$ 130,000	$ 132,600	2.0%			x	compensatory recognition for benefit trade off in 2012
20	Associate Director	$ 99,245	$ 100,486	1.3%			x	compensatory recognition for benefit trade off in 2012
21	Adviser Provo. Eq & Diversity	$ 104,000	$ 106,080	2.0%			x	compensatory recognition for benefit trade off in 2012
22	Associate Registrar	$ 91,000	$ 92,285	1.4%			x	compensatory recognition for benefit trade off in 2012
23	Director, Acad Advising & ISS	$ 110,000	$ 111,375	1.3%			x	compensatory recognition for benefit trade off in 2012
24	Director,Pensions & Investment	$ 109,242	$ 111,427	2.0%			x	compensatory recognition for benefit trade off in 2012
25	Director, Campus Services	$ 126,128	$ 128,651	2.0%			x	compensatory recognition for benefit trade off in 2012
26	Dirctr,Counsel/Multifaith Srvc	$ 115,000	$ 116,438	1.3%			x	compensatory recognition for benefit trade off in 2012
27	Director, LR & HR Cnslt	$ 126,018	$ 128,538	2.0%			x	compensatory recognition for benefit trade off in 2012
28	Director of Budgets	$ 109,242	$ 111,427	2.0%			x	compensatory recognition for benefit trade off in 2012
29	UVic On-Line Director	$ 114,562	$ 116,853	2.0%			x	compensatory recognition for benefit trade off in 2012
30	Desktop Support Services Mangr	$ 97,656	$ 98,877	1.3%			x	compensatory recognition for benefit trade off in 2012
31	Director, Occup/Health/Safety	$ 102,500	$ 104,550	2.0%			x	compensatory recognition for benefit trade off in 2012
32	Dir, Inst Planning / Analysis	$ 115,121	$ 117,423	2.0%			x	compensatory recognition for benefit trade off in 2012

Employer: University of Victoria: July 1, 2015 Adjustments

		Total increase to salaries	$ 159,467		This increase is addressing (mark one):			
	Job Title	**CURRENT Annualized Salary**	**Proposed NEW Annualized Salary**	**% increase**	**Compression**	**Inversion**	**Other**	**Other Details**
33	Director Admin. & Faculty HR	$ 93,414	$ 95,282	2.0%			x	compensatory recognition for benefit trade off in 2012
34	Acting Dir of Faculty Relatns	$ 107,426	$ 109,575	2.0%			x	compensatory recognition for benefit trade off in 2012
35	Manager, Network Services	$ 97,656	$ 98,877	1.3%			x	compensatory recognition for benefit trade off in 2012
36	Manager, Treasury Services	$ 92,034	$ 93,184	1.3%			x	compensatory recognition for benefit trade off in 2012
37	Director, Health Services	$ 100,749	$ 102,764	2.0%			x	compensatory recognition for benefit trade off in 2012
38	Assoc Director,Engn & Operatns	$ 133,094	$ 135,756	2.0%			x	compensatory recognition for benefit trade off in 2012
39	Manager Development Services	$ 97,656	$ 98,877	1.3%			x	compensatory recognition for benefit trade off in 2012
40	Manager,Prodctn & Tech Support	$ 97,656	$ 98,877	1.3%			x	compensatory recognition for benefit trade off in 2012
41	Manager Info. Security Office	$ 89,447	$ 91,236	2.0%			x	compensatory recognition for benefit trade off in 2012
42	Manager, Fin Acctng /VPFO	$ 94,335	$ 96,222	2.0%			x	compensatory recognition for benefit trade off in 2012
43	Director, Acad & Admin Servcs	$ 108,213	$ 110,377	2.0%			x	compensatory recognition for benefit trade off in 2012
44	Manager, Benefits	$ 76,733	$ 78,268	2.0%			x	compensatory recognition for benefit trade off in 2012
45	Dir, Infrastructure Services	$ 110,558	$ 112,769	2.0%			x	compensatory recognition for benefit trade off in 2012
46	Assistant Treasurer	$ 98,133	$ 100,096	2.0%			x	compensatory recognition for benefit trade off in 2012
47	Director Equity & Human Rights	$ 103,324	$ 105,390	2.0%			x	compensatory recognition for benefit trade off in 2012
48	Associate Registrar	$ 91,000	$ 92,820	2.0%			x	compensatory recognition for benefit trade off in 2012
49	Director, Athletics/Rec'l Srv	$ 126,806	$ 129,342	2.0%			x	compensatory recognition for benefit trade off in 2012
50	Computer Help Desk Manager	$ 97,656	$ 98,877	1.3%			x	compensatory recognition for benefit trade off in 2012
51	Director, Indigenous Affairs	$ 90,400	$ 92,208	2.0%			x	compensatory recognition for benefit trade off in 2012
52	Administrative Director	$ 101,726	$ 103,761	2.0%			x	compensatory recognition for benefit trade off in 2012
53	Associate University Secretary	$ 93,291	$ 95,157	2.0%			x	compensatory recognition for benefit trade off in 2012

Employer: University of Victoria: July 1, 2015 Adjustments

		Total increase to salaries	$ 159,467		This increase is addressing (mark one):			
	Job Title	CURRENT Annualized Salary	Proposed NEW Annualized Salary	% increase	Compression	Inversion	Other	Other Details
54	Director of Advancement Serv	$ 103,324	$ 105,390	2.0%			x	compensatory recognition for benefit trade off in 2012
55	Dir, Campus Planning / Sustn.	$ 109,242	$ 111,427	2.0%			x	compensatory recognition for benefit trade off in 2012
56	Parking and Transptn Manager	$ 87,187	$ 88,931	2.0%			x	compensatory recognition for benefit trade off in 2012
57	Manager, Employee Relations	$ 93,364	$ 95,231	2.0%			x	compensatory recognition for benefit trade off in 2012
58	Manager, Payroll	$ 92,267	$ 94,112	2.0%			x	compensatory recognition for benefit trade off in 2012
59	Manager, Office of VP Research	$ 86,838	$ 88,575	2.0%			x	compensatory recognition for benefit trade off in 2012
60	Chief Privacy Officer	$ 92,984	$ 94,844	2.0%			x	compensatory recognition for benefit trade off in 2012
61	Exec Dir, Government Relations	$ 155,943	$ 156,384	0.3%			x	compensatory recognition for benefit trade off in 2012
62	Director, Capital Development	$ 108,506	$ 110,676	2.0%			x	compensatory recognition for benefit trade off in 2012
63	Exec Director, Student Srvs	$ 148,000	$ 150,960	2.0%			x	compensatory recognition for benefit trade off in 2012
64	Asoc Dir,Judcl Afrs/Stdt Advoc	$ 88,000	$ 89,760	2.0%			x	compensatory recognition for benefit trade off in 2012
65	Director, Residence Services	$ 115,000	$ 117,300	2.0%			x	compensatory recognition for benefit trade off in 2012
66	Assoc Director, User Services	$ 91,000	$ 92,820	2.0%			x	compensatory recognition for benefit trade off in 2012
67	Controller, Univ of Victoria	$ 104,030	$ 106,111	2.0%			x	compensatory recognition for benefit trade off in 2012
68	Director, Alumni Relations	$ 99,444	$ 101,433	2.0%			x	compensatory recognition for benefit trade off in 2012
69	Assoc Director of Engineering	$ 130,262	$ 132,867	2.0%			x	compensatory recognition for benefit trade off in 2012
70	Manager, Media Relations	$ 105,328	$ 107,435	2.0%			x	compensatory recognition for benefit trade off in 2012
71	Director, Internal Audit	$ 121,360	$ 123,787	2.0%			x	compensatory recognition for benefit trade off in 2012
72	Director,Ceremonies/Farquhar	$ 107,367	$ 109,514	2.0%			x	compensatory recognition for benefit trade off in 2012
73	Dirctr,Stdnt Recrt/Globl Engmt	$ 124,000	$ 126,480	2.0%			x	compensatory recognition for benefit trade off in 2012
74	Director, Univ Art Collections	$ 100,000	$ 102,000	2.0%			x	compensatory recognition for benefit trade off in 2012

Employer: University of Victoria: July 1, 2015 Adjustments

		Total increase to salaries	$ 159,467		This increase is addressing (mark one):			
	Job Title	**CURRENT Annualized Salary**	**Proposed NEW Annualized Salary**	**% increase**	**Compression**	**Inversion**	**Other**	**Other Details**
75	Director, Fund Development	$ 118,800	$ 121,176	2.0%			x	compensatory recognition for benefit trade off in 2012
76	Director, Commun & Prof Pgms	$ 102,315	$ 104,361	2.0%			x	compensatory recognition for benefit trade off in 2012
77	Internal Auditor	$ 92,022	$ 93,862	2.0%			x	compensatory recognition for benefit trade off in 2012
78	Exec. Director, Facilities Mgt	$ 153,000	$ 156,060	2.0%			x	compensatory recognition for benefit trade off in 2012
79	Manager, Fin Acctng / Training	$ 83,000	$ 84,660	2.0%			x	compensatory recognition for benefit trade off in 2012
80	Director, Purchasing Services	$ 118,420	$ 120,788	2.0%			x	compensatory recognition for benefit trade off in 2012
81	Director,Org Devl & Learn Serv	$ 108,500	$ 109,800	1.2%			x	compensatory recognition for benefit trade off in 2012
82	Associate Director, Purchasing	$ 105,000	$ 105,820	0.8%			x	compensatory recognition for benefit trade off in 2012
83	Director of Operations	$ 108,506	$ 108,732	0.2%			x	compensatory recognition for benefit trade off in 2012
84	Manager, Equity & Human Rights	$ 87,000	$ 87,091	0.1%			x	compensatory recognition for benefit trade off in 2012

Bergthorson, Sheena PSEC:EX

From: Dawson, Ken PSEC:EX
Sent: Thursday, September 10, 2015 2:15 PM
To: 'kanek@uvic.ca'
Cc: Rathbone, Chris PSEC:EX; Knittelfelder, Stuart PSEC:EX
Subject: Excluded Management and Decanal Compensation Adjustments - Approved
Attachments: ME Terms and Conditions - Draft October 2015 vAugust 28.pdf; PSEC Decanal Submission August 28, 2015.pdf; PSEC ME Submission August 28, 2015.pdf; ME Freeze Exit Plan July 2015 Draft Names Removed.xlsx

Hi Kane,

Thanks for submitting to PSEC a request for increases to excluded management compensation at UVIC pursuant to the direction as outlined in the June 2015 Employers' Guide. We have reviewed and approved your request as submitted on August 28th; salary increases can be made retroactive to July 1 as is proposed in the submission.

The Decanal Compensation Proposal is also approved as submitted, further to your discussions with Chris.

We are endorsing the approach outlined in the draft Management / Excluded Terms and Conditions, which is to be presented to the UVIC Board of Governors later this year. Once this is approved by UVIC, please forward it to PSEC for final approval.

Kindly contact me directly if you have any questions on this.

Thanks,
Ken

Ken Dawson | Director, Labour Relations
Public Sector Employers' Council Secretariat
Suite 210 – 880 Douglas Street
Victoria, BC V8W 2B7
Mobile: 778.679.0891
Office: 250.356.5978
Email: Ken.Dawson@gov.bc.ca

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Thank you.

From: Kane Kilbey [mailto:kanek@uvic.ca]
Sent: Friday, August 28, 2015 11:43 AM
To: Zacharuk, Christina PSEC:EX
Cc: Rathbone, Chris PSEC:EX; Blair Littler
Subject: Excluded Management and Decanal Compensation Adjustments - For Approval

Hi Christina and Chris. The attached proposals are further to the June 25, 2015 letter inviting public sector employers to submit a business case for modest, targeted increases for excluded management employees. Attached to these proposals are the completed templates detailing each affected position, the associated proposed adjustments, and the

applicable updated compensation plan. I have also attached the Excel worksheet for your reference. If you have any questions, please feel free to contact me by phone or e-mail. Thank you, Kane

Kane Kilbey
Associate Vice President

Human Resources
University of Victoria

T 250-721-8031
F 250-721-8094
kanek@uvic.ca
www.uvic.ca/hr

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University of Victoria

MANAGEMENT EXCLUDED

TERMS & CONDITIONS OF EMPLOYMENT

October 1, 2015

Introduction

Welcome to the University of Victoria and congratulations on your appointment to a Management Excluded staff position.

This document sets out expectations and commitments on a wide variety of matters pertaining to the relationship between the University of Victoria and Management Excluded employees; and forms an integral part of the employment contract for each Management Excluded employee.

These Terms and Conditions dated October 1, 2015 replace and supersede all previous Terms and Conditions of Employment for Management Excluded employees of the university.

The university reserves the right to make additions, deletions, or changes to the Terms and Conditions of Employment as required.

Note that if the provisions of British Columbia's Employment Standards Act ("ESA"), read as a whole and as amended from time to time, provide an employee with a term or condition of employment which is superior to the comparable term or condition of employment found in this document, the term or condition of employment found in the ESA will replace the comparable term or condition of employment found in this document.

Employees should also note that other statutes and regulations may from time to time govern the University's interpretation and application of the terms and conditions of employment contained in this contract. The University will, at all times, conform with the requirements of such statutes and regulations.

Any questions related to this document or to the material contained herein should be brought to the attention of your supervisor and/or a senior human resources representative.

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1.0 Beginning a Career at the University

1.1 Vacancies within the Management Excluded Group: Equal Opportunity

As outlined in the University of Victoria's Strategic Plan, the university's goal is to recruit and retain a diverse group of exceptionally talented students, faculty and staff and to support them in ways that allow them to achieve their highest potential. The university has a policy on employment equity to ensure that equal opportunity is afforded to all participants.

1.2 Appointment Classifications

1.2.1 Continuing Positions

A continuing position is expected to be ongoing and permanent in nature and does not have a defined end date.

Vacancies for continuing positions will be posted and include information about the nature of the position, the competencies required to succeed in the position, and any particular skills and qualifications that are being sought. Continuing vacancies will generally be advertised internally and externally.

Continuing positions at the university are filled using a selection committee. Typically a selection committee is chaired by the hiring manager and has members representing the areas of the university that have a direct interest in the success of this position. Under the guidance of the Chair the selection committee determines the selection criteria using the university's competencies, reviews applications, interviews candidates and recommends a candidate for the position. The responsibility for the hiring decision is ultimately vested in the hiring manager.

1.2.2 Limited Term Positions

A term position has a defined end date and is not considered to be continuing in nature. Term positions will normally be posted unless this is precluded because of operational requirements or where the position has been identified as providing a professional development opportunity for an internal candidate.

1.3 Orientation

New employees to the university are invited to attend the Employee Orientation held regularly. New employees and the respective supervisor will be notified of the next scheduled orientation session. Prior to these sessions, new employees are encouraged to visit the staff orientation page on the human resources website to obtain the orientation checklist, become familiar with university policies and procedures and learn more about available campus services and supports.

1.4 Probationary Period

Employees that are new to UVic are subject to a twelve (12) month probationary period. If an employee is not proving satisfactory in his/her job, then he/she will normally be released during the probationary period.

The University is not required to provide notice or pay compensation to employees whose employment is terminated ~~receive notice of termination~~ during the first three (3) months of probation. The University will give notice of termination and pay compensation of one (1) month upon termination for employees ~~on probation~~ who have been in the position for greater than three (3) months but have not completed the probationary period.

If a person on contract, or performing temporary/casual work, is offered regular employment, the probationary period will apply from the date that regular employment began, not the date the contract or temporary/casual work began.

Where an existing employee is appointed to a different position than that currently held, that employee will serve a trial period of six (6) months during which time suitability for the new position will be assessed. If the position is deemed to be unsuitable, the employment relationship may be discontinued in accordance with s. 13.3.2 below.

In exceptional circumstances the employee's supervisor may extend the probationary/trial period by a further six (6) months. This probationary/trial period extension must be confirmed in writing with a copy provided to the employee.

It is generally expected that new employees meet with the appropriate supervisor during the first two weeks of employment to begin the probationary planning and review process. The purpose of this process is to ensure there is effective communication and feedback during the probationary period. During the probationary period and as an ongoing practice, it is essential that new employees communicate with their supervisor if experiencing any difficulties. Effective communication is the best way to resolve any difficulties that might arise.

1.5 Hours of Work

Full-time employment is calculated based on 35 hours per week, usually configured as 5 days of 7 hours per day. Given the professional nature of excluded management positions, it will not be uncommon to work longer periods. The university recognizes this situation and provides Special Leave arrangements as outlined in section 7.

In a small number of cases, an employee who is a member of the Management Excluded Group may not perform duties that would result in his/her exclusion by law from either the ESA as a whole or from the Overtime and Hours of Work provisions of the ESA. In such cases, which will be dealt with on an individual basis, the employee will receive compensation for overtime, calculated in conformity with the provisions of ESA, for hours worked in excess of 8 in a day or 40 in a week. Such employees will not be eligible for the Special Leave described in section 7 below.

1.6 Pay Schedule

Pay is computed on an annual salary basis but paid semi-monthly. Salaries will be paid on the 15th and last day of each month (or the business day before if these dates fall on a weekend or a statutory holiday).

2.0 General Conditions of Employment

2.1 Policies, Procedures and General Conditions of Employment

Management employees are expected to adhere to all policies and procedures of the University of Victoria. As such, new employees are expected to be familiar with all administrative policies and stay current with policy updates. An entire listing of University policies can be viewed at the Policies and Procedures section of the university website.

2.2 Harassment/Discrimination Free Workplace

The university is committed to providing an environment that affirms and promotes the dignity of human beings of diverse backgrounds and needs. All university members have the right to participate equally in activities at the university without fear of harassment. Employees who believe they are experiencing any form of harassment or discrimination are encouraged to discuss it with their supervisor. Employees who are not comfortable doing this are encouraged to contact the Office of Equity and Human Rights or Human Resources for assistance.

2.3 Equity and Diversity

The University of Victoria is committed to providing an environment which protects and promotes human rights and affirms the dignity of all persons, including those of diverse backgrounds and needs, and which provides equitable access to employment opportunities. The University recognizes that it will benefit from a workforce that reflects the rich diversity of Canadian society and has established an employment equity program. Further, the University is committed to creating an inclusive and welcoming environment for members of any group protected by the Human Rights Code. Specifically the university has implemented the following measures in its employment equity program to:

- make provision for fair treatment with respect to all aspects of employment, including recruitment and hiring, training and promotion, retention and accommodation in the workforce;
- improve the participation rate of members of designated groups in all jobs and at all levels where they are under-represented, and achieve a workforce representative of the qualified labour force;
- promote employment practices which achieve equity and access for all

2.4 Workplace Safety

The university is committed to providing a safe work environment for everyone. To ensure this, employees will be provided with appropriate training and the necessary protective equipment to undertake hazardous work if it is required.

Employees are expected at all times to observe all safety rules, practice safe work procedures, report any accidents or unsafe conditions, and comply with existing safety legislation at all times. Employees are further encouraged to participate on local safety and emergency committees and promote safe work practices.

2.5 Prevention of Violence in the Workplace

Members of the University Community and visitors to University Property should be able to pursue their activities in a safe environment which is free from Violence or Threatening Behaviour. All university members and staff are responsible for maintaining a violence free environment. This responsibility will be exercised by not engaging in violent behaviour and by taking safe and effective steps to prevent or stop violence when it happens. The University is committed to maintaining a University Violence Prevention Program that is in accordance with the Workers Compensation Act and Occupational Health and Safety Regulation, details of which are contained in Policy number SS9120.

2.6 Conflict of Interest and Confidentiality

Employees are required to maintain the security of all confidential information regarding the affairs of the University of Victoria, its students, employees, clients and vendors. Confidential information includes anything not readily available to the public. Employees may not participate in any University activity that could reasonably be perceived as a conflict of interest nor may any employee use confidential information for personal gain. University policies in this regard are available on the Policies and Procedures section of the university website.

2.7 Exempt and Save Harmless

The University will exempt and save harmless employees from any liability action arising from the proper performance of their duties for the University. The University will assume all costs, legal fees and expenses of the employee arising from such action.

2.8 Performance Planning and Development

Performance Development is a strength-based approach to performance planning, review and improvement. Performance Development focuses on employee growth, tapping into existing strengths, improving performance and developing new skills and knowledge.

The purpose of the development may be focused on attaining current job expectations or stretch goals, expanding capabilities within the work unit or organization, improving performance and job satisfaction and/or developing the employee for possible future career opportunities as part of a larger career and succession planning strategy. The University believes that a well-designed and supportive Performance Development Program presents a significant opportunity to:

- Improve 2-way communication between supervisors and employees
- Develop clear expectations
- Link individual, work unit and organization goals
- Ensure employee development plans are in place

- Address performance issues and help the employee get 'back on track'
- Facilitate career and succession planning
- Provide a record of accomplishments and performance Recognize employee achievements and celebrate successes
- Provide a basis for merit-based pay progression.

Within this model, it is expected that performance plans will be established annually. Annual goals are set by the employee in collaboration with their supervisor. Goals need to be verifiable, accountable to the employee, linked to the department/university plan, useful and easily tracked. Goals also need to have clear measures that are specific, measurable, achievable, realistic and time bound (e.g. quality, quantity, cost, time). The process is ongoing and largely driven by the employee with the supervisor as coach and partner. Information about the Performance Development Process and the associated planning tools/forms is available in the Manager Support section of the Human Resources website.

3.0 Total Rewards - Compensation Policy and Practice

3.1 Compensation Philosophy

The University's reward philosophy is aligned with the vision, mission and values so that reward programs enable and support the university and its strategy and reflect the values of the public we serve. UVic's overall reward strategy and individual reward programs are designed to:

- motivate performance and achievement by individuals, teams and the organization, where performance relates to social, financial and environmental accountability and the core mission of the university;
- promote teamwork, collaboration and inclusion;
- support the development of individuals and of our collective knowledge and practices;
- encourage leadership at all levels;
- value ethical, sustainable and community-minded behaviour;
- demonstrate investment in individuals and contribute to their financial security; and
- be adaptable, resilient and ready for change – and encourage these qualities in UVic's culture.

3.2 Guiding Principles:

UVic's approach to putting the reward philosophy into action will be characterized by the following guiding principles:

3.2.1 Total Rewards Perspective

Challenge, growth and the opportunity to make a difference and to contribute to research and learning are significant parts of the value proposition for UVic's employees. To attract and retain employees, UVic will consider the whole of the value

proposition – taking a "Total Rewards" perspective – rather than seeing elements in isolation. UVic will provide rewards that are meaningful and worthwhile to employees. UVic will strive to be a competitive and attractive employer from a Total Rewards perspective rather than on an element-by-element basis.

3.2.2 Rewards for Performance

To support excellence, achievement and personal growth, UVic will measure and provide feedback on individual performance, considering the financial, social and environmental contributions of employees towards the core mission of the university. This will be complemented and balanced by the goals of promoting collaboration and providing employees with a sense of security. Rewards, including compensation, personal growth and development, and career progression, will be supported by performance feedback and measurement.

3.2.3 Differentiation (delete Flexible and Scalable)

Differentiation of salary is supported where there are differences in the scope of the position and/or the personal growth, development and performance of individuals.

3.2.4 Transparency, Simplicity and Clarity

So that the public and employees understand the rewards program and how it relates to individual and team performance, the role and the market, UVic will strive for simplicity and clarity in program design and communication. To build employee momentum and trust, the principles and processes for reward programs will be shared in an open, honest and direct manner, while protecting individual personal information. Criteria and rationale for program design will be shared, tying concepts back to reward strategy.

3.2.5 Management Involvement

To ensure that roles are properly understood and employee contributions properly measured, supervisors at all levels will provide input. The nature and extent of supervisor involvement will vary by level, but the goal is to have decisions and recommendations made at the level where there is good insight into individuals' contributions.

3.2.6 Equitable

UVic believes in treating employees equitably and strives to achieve equity through its compensation policies and practices in three (3) key areas:

- **Internal equity** - through an internal evaluation system;
- **External equity** - comparison to relevant external market comparators; and
- **Individual equity** by acknowledging that employees have varying degrees of service, performance and contribution levels.

Direct compensation will be:

- Internally equitable in relation to the value of each position;
- Externally competitive in relation to relevant market comparators; and
- Linked to performance.

Given that the University of Victoria has introduced the Hay Group ™ Job Evaluation System, salary ranges are established using the Hay Group ™ National Public Sector database. In situations where individual salary benchmarking is necessary, primary comparators include British Columbia public sector organizations, including the B.C. Public Service, the B.C. research university sector, and other research universities in Canada.

Indirect Compensation

Indirect compensation will be competitive with the practices relevant to market comparators. Given the nature of the work and the research university context, primary comparators for indirect compensation include British Columbia public sector organizations, including the B.C. Public Service, the B.C. research university sector, and other research universities in Canada.

3.3 Roles, Responsibilities and Accountability

Salary administration at UVic is founded on *shared responsibilities and accountabilities*:

The Human Resources Department is accountable for:

- Developing and revising policies governing salary administration for approval by the Board of Governors and in compliance with applicable statutes and regulations and demonstrating the appropriate expenditure of public funds and student tuition;
- Establishing competitive salary ranges;
- Directing the salary administration process; and
- Providing guidelines to supervisors to ensure that salary decisions are made on a sound and consistent basis throughout the organization.

Supervisors are accountable for:

- Administering compensation policies consistent with the University's compensation philosophy and framework;
- Evaluating the performance of their employees on an annual basis; and
- Establishing actual rates of pay within established ranges in discussion with Human Resources.

3.4 Salary Plan

The salary plan is designed to respond to the needs of the organization, and more specifically to enable the attraction and retention of skilled, and motivated employees.

The Salary Plan

- Applies to all management excluded positions;
- Establishes a salary range for each position and a mechanism for salary progression within the salary range;
- Offers flexibility to manage pay while considering a combination of factors;
- Provides a common review period for annual salary progression; and
- Provides for and links annual salary progression to individual performance and contribution to organizational goals.

3.5 Nomenclature – Common Terms Used in an Organization

Position Titles
To promote consistency throughout the organization, position titles will be established by Human Resources and in accordance with the overall organizational direction.

Service Units/ Departments
The nomenclature (terms used) for service units/departments will reflect the organizational structure of the University and will be linked to position title guidelines.

Employee Status
There are five (5) categories of employee status used to determine employee compensation, benefits and terms and conditions of employment. These are:

- **Regular Full-time**: employed on an ongoing basis to work full-time hours, 35 hours per week or 1,820 hours per annum.
- **Regular Part-time:** employed for less than 35 hours per week.
- **Temporary Full-time:** employed for a defined period to work full-time hours.
- **Temporary Part-time**: employed for a defined period to work part-time hours.
- **Casual**: employed on an intermittent basis, as required.

4.0 Salary Administration

4.1 Salary Ranges

The university reviews the salary structure and undertakes market surveys as required, but no less frequently than every 4 years. Adjustments to the salary ranges will be done as needed consistent with the University's compensation philosophy and guiding principles. A copy of the current salary structure is available from Human Resources.

Ranges are divided into three portions as illustrated: Developmental, Competitive and Performance.

Performance Level	Developmental Portion 80% - 90%	Competitive Portion 90%-110%	Performance Portion 110% - 115%
Not Achieved	No increase	No increase	no increase
Partially Achieved	Discretionary increase up to 3%	Discretionary increase up to 2.5%	no increase
Fully Achieved	3%	2.5%	Discretionary increase up to 2.0%
Exceeded	Discretionary increase up to 5%	3%	Discretionary increase up to 2.5%

Note: Scores of "Exceeded" are intended to recognize exceptional achievement situations (i.e. less than 10% of employees), requiring written justification and VP sign-off.

Developmental Portion: Salaries established in the Developmental Portion are generally reserved for individuals who are on a steep learning curve toward mastering the responsibilities and accountabilities associated with their position. The Developmental portion is viewed as a temporary compensation arrangement. The goal is to move the employee into the Competitive portion of the range as quickly as possible based on a robust development plan.

Competitive Portion: Salaries established in the Competitive portion are normally reserved for individuals who display full competence in their role.

Performance Portion: Salaries established in the Performance portion are normally reserved for high performing employees. All performance-informed salary increases in this portion of the range require Vice President approval.

4.2 Range Progression

Progression through the salary range is based primarily on job performance and, if approved, is adjusted annually on July 1. Progression through each portion of the range is illustrated above.

4.3 Pay for New Hires

The following process will be used to determine the starting salary for new employees:

- The job will be defined, documented, evaluated, and assigned a salary range in accordance with the salary plan.
- The starting salary will be determined following consultation with Human Resources and will take into account the new employee's experience, skills, competencies, and current placement of incumbents in comparable jobs and will normally not exceed the midpoint of the salary range.

4.4 Promotional Increases

For a promotion to a position with a higher salary range, employee placement in the new range will be determined following consultation with Human Resources and will take into account the employee's experience, skills and competencies, and current placement of incumbents with comparable positions. The salary increase will normally be up to 10% of the employee's former base salary; however, in no case shall the maximum of the new range be exceeded as a result of the promotion.

4.5 Acting Assignments

An acting assignment is defined as a temporary assignment in a higher rated position where the acting employee assumes a substantive portion of the absent incumbent's responsibilities. A temporary assignment can come about as a result of an appointment or a posting. An employee who is officially designated as "acting" in the absence of an incumbent for a minimum of one month will normally receive a salary increase of no more than 10% for the duration of the assignment. Other than salary recognition, the employee will not normally be eligible for any other benefits or entitlements.

4.6 Delegation of Authority

Delegation of Authority where a supervisor is away from the office does not trigger a salary adjustment.

4.7 Reclassification of a Position to a Higher Salary Range

Upon reclassification, placement in the new range will be determined by Human Resources, ~~Total Rewards~~ in consultation with the supervisor.

4.8 Voluntary Transfer to a Position with a Lower Salary Range

If an employee voluntarily transfers to a position with a lower salary range, he/she will be placed at a point in the new range that takes into account experience, skill and competencies. This new placement will not exceed his/her former rate of pay.

4.9 Involuntary Transfer to a Job with a Lower Salary Range

If an employee is transferred to a job with a lower salary range as a result of restructuring, the employee will be given the option of accepting:

- The new position; or
- A notice period pursuant to section (13.3.2) of the Terms and Conditions of Employment (Termination of Employment – Involuntary: Without Cause).

4.10 Lateral Transfer

A lateral transfer, defined as a different position at the same salary range, will not necessarily trigger a salary adjustment.

4.11 Wage Protection

Where, through reclassification or a new assignment pursuant to Section 4.9, an employee's

current salary is greater than five percent (5%) in excess of the competitive market rate maximum of their new job to which they are now assigned, their salary will be adjusted.

The employee's salary will be frozen at the higher rate for a period of one year after which their salary will be reduced to one-half the difference between the higher rate and the competitive market rate maximum for the reclassified or new job. The reduced rate shall be frozen until such time as the rate of the reclassified or new job equals or exceeds that of the frozen rate.

4.12 Salary Differentials Related to Supervisory Relationships

To alleviate compression, which may result from the supervision of bargaining unit employees, as a general guideline, the actual base salary of the supervisor may be adjusted up to a maximum of 10% higher than the actual base salary of his/her highest paid bargaining unit employee.

The Manager determines whether the supervisor's salary should be adjusted and recommends the amount of the salary differential to Human Resources. This guideline provides for a differential of up to 10% but is not an automatic adjustment as other factors are considered, such as the skills, knowledge, experience, and abilities of the supervisor. After analyzing the particular circumstances of each salary compression application, Human Resources will develop a recommended approach for approval by the Associate Vice-President Human Resources or designate.

4.13 Special Adjustments

On occasion, adjustments outside of the normal salary schedule and guidelines may be necessary to improve or correct pay relationships between individuals in the same or comparable jobs. Special adjustments must be brought forward to the Director, Total Compensation and Recruitment for approval from the Associate Vice-President Human Resources or designate.

5.0 Health & Welfare Benefit Plans

5.1 Benefits for Employees in Continuing Positions

A significant element of the total reward package is the comprehensive benefit program provided to continuing employees. The University has designed a program to meet the health and welfare needs of the Management Excluded group and their families and is delivered on a cost shared basis. Continuing part time employees will receive prorated benefits. Please refer to the Benefits Information for Regular Management Excluded for a detailed description of eligible benefits coverage.

Medical Services Plan: provides basic provincial medical coverage. Participation is required unless already covered through a spousal plan.

Extended Health Plan: provides reimbursement for eligible medical expenses that are not covered by MSP. Participation is required.

Dental Plan: provides reimbursement for basic services, restorative services and orthodontia. Participation is required.

The cost-sharing arrangement for the above medical, extended and dental premiums is 25% (employee) and 75% (employer) paid through payroll deduction.

The university also sponsors and/or administers the following life and income protection benefit programs:

Basic Group Life Insurance: provides a lump sum amount in the event of death. Premiums are paid 100% by the university. Participation is required. Benefits are pro-rated for part-time employees.

Optional Group Life Insurance: provides additional employee and/or spousal life insurance in the event of death. Participation is voluntary with premiums paid 100% by the employee.

Long-Term Disability Insurance: provides continuing income should eligible employees become totally disabled. Participation is required with premiums paid 100% by the employee. Benefits are pro-rated for part-time employees.

University Pension Plans: provides a retirement income for eligible continuing full and part-time staff. Details concerning these plans, including eligibility, premium costs and university contributions please contact the Pension and Investments department.

Employee and Family Assistance Program: provides confidential counselling for employees and eligible dependents. The university pays the full cost of this program.

All benefits coverage normally begins on the first of the month coinciding with or following the commencement of employment. For complete details on eligibility, premium costs and plan provisions please contact the Benefits Office in the Human Resources department.

5.2 Benefits for Employees in a Term Position

5.2.1 Basic Benefits Coverage

Employees in a term appointment of half time or more that is scheduled to be of at least three months duration, are eligible for the following benefits:

- medical
- extended health
- employee and family assistance program

The university pays for 75% of the premium costs for medical and extended health and the employee pays 25%. The university pays the full cost of the employee and family

assistance program. These benefits are normally effective the first of the month following appointment.

Employees in a term appointment of half time or more for 12 months continuous service are eligible for these additional benefits:

- Dental
- Basic Group Life
- Optional Group Life
- Money Purchase Pension Plan

The university pays for 75% of the premium costs for the dental plan and employees pay 25%. Basic group life insurance is 100% paid by the university. Optional group life insurance is 100% paid for by the employee.

Participation in all of these plans is voluntary on the part of an eligible employee in a term position. However, once eligible, employees must decide at the time of eligibility to accept or decline coverage. All benefits coverage normally begins on the first of the month coinciding with or following the month of eligibility. Term staff members who choose to enrol are required to stay in these plans until the end of their term or contiguous terms. For complete details on eligibility, premium costs and plan provisions please contact the Benefits Office in the Human Resources department.

6.0 Vacation

The university encourages employees to use the full vacation allowance in the year it is earned to ensure work life balance is achieved. It is the responsibility of the employee and supervisor to manage the employee's vacation allotment and ensure time off is scheduled and the allotment is fully utilized each year.

The annual vacation allotment is determined by the number of years of continuous employment and is calculated on a calendar year basis. During the first year at the university, vacation credits will be accrued monthly from the initial date of appointment to December 31 of that calendar year.

Calendar Years of Vacation Continuous Employment (Includes Long Service)	Days Per Year
First year	prorated based on 22 days per year
2 through 5 years	22 working days
6 through 10 years	24 working days
11 through 15 years	27 working days
16 through 20 years	28 working days
20 years onward	29 working days

Part-time employees receive vacation entitlement on a pro-rated basis, proportionate to their FTE.

Employees, who leave the university before using all earned and accrued vacation, will receive a lump sum payment for the unused vacation with the final salary payment. In the event that vacation has been taken in excess of the annual entitlement, this amount will be deducted from the final cheque.

Note: Effective January 1, 2003 government regulations require that all vacation (including long service vacation) must be used either in the year it is earned or in the following year, or paid out within the same time period. Employees may carry forward a maximum of ten (10) days of unused vacation into the following year with the prior written approval of their supervisor. Any carried forward vacation must normally be used by June 30th. Outstanding carried forward vacation will be paid out as at July 1st with prior written approval of the supervisor. In exceptional circumstances, special requests to carry forward vacation in excess of ten (10) days or beyond June 30th may be made in writing to a member of the Executive team. If not used by December 31st, any approved carried forward vacation will be paid out. To reduce scheduling problems or tax implications, the long service vacation which previously existed for service after 10, 15, or 20 years and every five years thereafter, has been incorporated into the annual vacation allotment, and from January 1, 2003 has been granted yearly as earned. Long service vacation earned prior to January 1, 2003 is not affected by these changes.

Term employees initially appointed for one year or longer will earn vacation on the same basis as outlined above for continuing employees. Term employees whose initial appointment is for less than one year will be eligible for 15 working days per year. Term employees, who are initially appointed for less than one year and then extended beyond the year, will earn vacation on the same basis as continuing employees from the point their position is extended beyond the year. Vacation is pro-rated for part-time and part year service.

6.1 Statutory Holidays

The university acknowledges the following holidays:

New Year's Day (Jan. 1)
B.C. Family Day
Good Friday
Easter Monday
Victoria Day
Canada Day (Jul. 1)
B.C. Day
Labour Day
Thanksgiving Day
Remembrance Day (Nov. 11)
Christmas Day (Dec. 25)
Boxing Day (Dec. 26)

Management Excluded employees will be paid and will not normally be scheduled to work on the above holidays. If any of these holidays fall on a Saturday or Sunday, the university will designate an alternate day that will be observed as the holiday. If a designated holiday falls during a scheduled vacation, the holiday shall not count as a day of vacation.

7.0 Special Leave

Subject to the provisions of section 1.5 above, the university recognizes that given the professional nature of excluded management positions, it will not be uncommon to work longer periods. The university recognizes this situation and provides special leave arrangements as follows:

- In lieu of any compensation or compensatory time away, the university will provide a special leave consisting of 1 week with pay in each year of continuous service within any continuing excluded management appointment. Part time and partial year service will be prorated accordingly. Special leave is intended to be utilized similar to vacation time and it is therefore normally expected to be scheduled by the supervisor and the employee and taken in the year earned.

- Special leave balances that have been approved to carry forward must be taken by June 30th of the following year. Payment for unused, carried forward special leave balances requires Vice President approval and will occur on the June 30th pay day.

- Excluded management employees with unused special leave balances as of December 31, 2011 are entitled to archive the existing unused balances to be used or paid out at their discretion while in their current position.

- Term employees whose initial appointment is for one year or longer will be eligible for the 1 week of special leave prorated for part-time or partial year service. Term employees initially appointed for less than one year and then extended beyond the year will be eligible for special leave from the point their position is extended beyond the year.

Employees who are on leave from the university or not working during the year are not eligible for special leave (e.g. personal leave without pay, maternity or parental leave, sick leave or disability leave).

8.0 Absence from Work

In keeping with the understanding that Management Excluded employees have some flexibility in arranging their work schedule, it is understood that employees may need to be absent for short periods of time to attend to unavoidable personal business. Supervisory approval should be sought in advance of such an absence.

The university also recognizes that employees will occasionally have an illness or encounter some other similar situation beyond the employee's control that prevents employees from performing work. The following plans are provided to ensure income maintenance:

8.1 Sick Leave

Paid sick leave is designed to insure employees against the impact of unanticipated illnesses that necessitate short-term absences from work. Any employee who is unable to report for

work as a result of an illness shall notify their supervisor at the earliest opportunity.

Staff with continuing appointments who have completed their probationary period, and who are absent due to illness or injury will receive full salary up to 6 months, subject to receipt of satisfactory medical documentation.

Sick leave entitlements are prorated for part-time continuing staff.

Probationary staff and staff with a term appointment accrue sick leave at the rate of 1.5 days per month.

If after 3 months' absence an appropriate physician considers that it is unlikely that recovery will occur by the end of the total of 6 months, employees will need to apply for long term disability benefits. The Benefits Office in Human Resources will supply the long term disability application package. It is the responsibility of the employee and his/her attending physician to coordinate necessary medical information directly with the LTD plan carrier. The insurance carrier makes all related decisions regarding eligibility for LTD benefits. Additional plan details are available in the benefits information booklet for the management excluded group

Attendance is considered a criterion of performance and is measured when assessing overall employee performance at work. Employees who are incapable of providing regular and consistent attendance may fail to meet the requirements for continued employment.

8.2 Return to Work Program

The university is committed to facilitating the reintegration of employees to the workplace in a fair and consistent manner, as soon as is reasonably possible. The university administers a comprehensive Return to Work Program that includes early intervention and accommodation to assist employees in returning to work following extended absences due to illness or injury. For more information contact Human Resources.

8.3 Compassionate Leave

With supervisory approval, employees will have reasonable leave of absence with pay for compassionate reasons. Supervisor should be notified at the earliest opportunity so that appropriate arrangements can be made.

8.4 Leave for Court and Tribunal Appearances

Employees will be granted paid leave, unless already on a leave without pay, if subpoenaed to serve as a juror or witness in any court action or statutorily established tribunal. If paid leave has been granted by the university, any payment for these appearances will be remitted to the university.

In cases where an employee's private affairs have occasioned a court/tribunal appearance, employees may apply for a leave of absence without pay.

8.5 Leave of Absence

Employees may apply for personal leave of absence without pay. Approval of leave will be granted by the immediate supervisor and is subject to operational requirements. During a period of unpaid leave of absence, employees may continue in the benefits programs by paying the full permission costs. Vacation and special leave entitlements do not accrue during this period of absence.

9.0 Maternity and Parental (including adoption) Leave

9.1 Maternity Leave

An employee who has given birth to a child is entitled to 17 consecutive weeks of maternity leave without pay from the university. Further maternity leave without pay may be granted for up to 6 consecutive weeks if the employee is unable to return to work for reasons related to the birth as certified by a medical practitioner. Where the pregnancy is terminated the employee is eligible to apply for sick leave benefits.

9.2 Parental (including adoption) Leave

a) An employee who has given birth to a child is entitled to either 35 consecutive weeks' parental leave of absence without pay, beginning immediately after the end of the maternity leave, or 37 consecutive weeks of leave without pay if maternity leave is not taken. The total maternity and parental leave must not exceed 52 weeks unless further leave is granted due to complications related to the birth or the medical condition of the child, as outlined in the *Employment Standards Act*.

b) A birth father of a child, or another person who is recognized by the child's birth mother as her life partner, and who will act as a parent in relation to the child is entitled to 37 consecutive weeks' parental leave of absence without pay from the university, which may be taken anytime within one year of the birth.

c) An employee who is the adoptive parent of a child is entitled 37 consecutive weeks' parental leave of absence without pay from the university, which may be taken anytime within one year of the placement of the child.

In special cases where a child has a physical, psychological or emotional condition certified by a qualified medical practitioner and requires an additional period of parental care, parental leave without salary may be provided for up to 5 additional weeks beginning immediately after the end of the normal parental leave.

9.3 Supplementary Benefit

Continuing employees, excluding continuing employees who are either on layoff or leave of absence without pay, unless that leave of absence is for medical reasons associated with the pregnancy, are entitled to receive up to 18 weeks of supplementary benefit, provided they have applied for and are eligible to receive at least 18 weeks of employment insurance

maternity or parental benefits. The supplementary benefit will be paid as follows:

a) Where an employee is required to serve a 2 week waiting period for employment insurance maternity or parental benefits, the university will pay 95% of the regular salary during this waiting period, providing application has been made for EI parental leave benefits. During the next 16 weeks the university will pay 95% of the regular salary, less the amount of EI maternity or parental leave benefits for which the employee is eligible.

b) Where a 2 week waiting period of EI maternity or parental benefits is not required, the university will pay the employee for up to 18 weeks a salary payment equal to the difference between 95% of the employee's normal basic earnings and the amount of employment insurance maternity or parental benefits which the employee is receiving EI.

c) If both parents of a child are continuing employees who are eligible for the supplementary benefit from the university, then either parent may apply for the supplementary benefit in its entirety, or the supplementary benefit may be divided between them. In no case will the supplementary benefit be paid for a period or combined period in excess of 18 weeks.

9.4 Benefits While on Maternity or Parental Leave

Employees are required to contribute their share of the cost of the personnel benefits programs in which they are enrolled while they are in receipt of supplementary benefits and the university will continue to contribute its share of the cost of the programs.

If an employee is not eligible to receive supplementary benefits, or once supplementary benefits have been exhausted, or during any period of maternity or parental leave without pay, the university will continue to contribute its share of the cost of the personnel benefits programs unless the employee elects in writing not to continue to pay the employee's share. Vacation entitlement and eligibility for professional development leave continue to accrue during a maternity leave.

10.0 Personnel Records

Key documents that relate to employment at the university are included in the personnel file. Employees have access to the complete file by requesting to review it in the Human Resources department. Employees are also entitled to copies of any documents contained in their file. Access to personnel records is governed by the requirements of the *Freedom of Information and Protection of Privacy Act* and consistent with university policies pertaining to Records Management and Protection of Privacy.

11.0 Appeal Process

The university subscribes to the principles of fairness in its relationships with all of its employees. Employees who believe that they have been unfairly treated with respect to their employment relationship at the university are expected to initially discuss the matter with their immediate supervisor. If an employee feels uncomfortable with this or the matter is not resolved in this manner, the employee may refer the issue to the appropriate Vice-President. If the employee reports to the President, he or she may appeal to the Associate Vice-President Human Resources.

12.0 Employment Expenses

12.1 Business / Travel

Reasonable out-of-pocket expenses for business-related activities incurred on University business shall be reimbursed to employees according to the Travel and Business Expense Policy which describes the responsibilities and enforcement of eligible travel and business expenses. It is the responsibility of the employee to familiarize themselves with these arrangements prior to incurring any expenses while working on behalf of the University.

12.2 Professional Development Expenses

Continuing regular Excluded Management and Confidential staff members are eligible for reimbursement of certain expenses related to professional development activities which enhance their performance, ability or effectiveness in their job. Details describing eligible expenses and procedures are described in policy HR 6400 Professional Development Expenses – Excluded Management and Confidential Staff.

13.0 Leaving the University

13.1 Resignation

Employees are expected to inform their supervisor or manager of their desire to resign their employment as far in advance as possible. A minimum of 1 month's notice in writing is required. Management employees, as defined by the Employment Standards Act, will normally provide 2 months written notice unless waived by the supervisor. The university retains the sole discretion to schedule the balance of any leave due prior to the effective date of resignation. Any unused portion of vacation entitlement remaining will be paid out.

13.2 Retirement

In accordance with the BC Human Rights Code there is no mandatory retirement age. For the purpose of calculating pension benefits, the normal retirement date is June 30th coinciding with or following the 65th birthday. It is important to note that there are changes to certain elements of insurance and benefits coverage at retirement. Similarly if retirement is deferred,

there will be important changes to Long Term Disability Coverage and Life Insurance. Information in this regard can found in the benefits information booklet for the management excluded group.

13.3 TERMINATION OF EMPLOYMENT – INVOLUNTARY

13.3.1 With Cause

Where an employee gives cause, the University, acting in its sole discretion, may terminate the employee's contract of employment immediately without any obligation either to give the employee reasonable notice of termination or to pay damages instead of giving such notice.

The University will pay an employee who has been terminated for cause any unpaid salary and the value of any unused vacation entitlement which has accrued as of the date of termination.

13.3.2 Without Cause

The University, acting in its sole discretion, may terminate the employee's contract of employment at any time by providing the employee with reasonable notice of termination ("Notice"), calculated from the date on which Notice is given, or by paying the employee damages instead of giving such notice ("Severance"). Severance will be calculated as the value of the salary the employee would have received during the Notice plus a per cent of that value to compensate for the employee's loss of benefits.

The University, acting in its sole discretion, may also terminate the contract of employment without cause by providing the employee with a combination of Notice and Severance that equals in value the amount of Notice or Severance to which the employee would have been entitled had the University chosen either to give the employee Notice or to pay Severance, exclusively.

Subject to a maximum Notice entitlement of eighteen months, the University will calculate the employee's Notice in conformity with the common law principles applicable from time to time subject to any limits and requirements imposed by the Employment Termination Standards regulation as amended from time to time and other laws of general application. The University will administer the employee's Notice or Severance or combination of Notice and Severance in conformity with the requirements of the Employment Termination Standards regulation as amended from time to time and other laws of general application. The Notice or Severance provided by the University to an employee will incorporate the notice or severance to which an employee is entitled under the ESA.

13.3.3 Fixed Term Employment Relationships

The University, acting in its sole discretion, may terminate an employee with a fixed term-employment contract at any time without cause by providing the employee with Notice or Severance or a combination of Notice and Severance that equals in value the

amount of Notice or Severance to which the employee would have been entitled had the University chosen either to give the employee Notice or to pay Severance exclusively. Subject to a maximum limit of 18 months, such Notice will equal the lesser of

I. the remaining term of the contract; or

II. the notice to which the employee would be entitled under the common law principles applicable from time to time if the employment contract was for an indefinite term and without a provision regarding severance and subject to any limits and requirements imposed by the Employment Termination Standards regulation as amended from time to time and other laws of general application.

The University will administer the employee's Notice or Severance or combination of Notice and Severance in conformity with the requirements of the Employment Termination Standards regulation as amended from time to time and other laws of general application. The Notice or Severance provided by the University to an employee will incorporate the notice or severance to which an employee is entitled under the ESA.

13.3.4 Indefinite Term Employment Relationships

During a Notice period, whether given to an employee on a contract with an indefinite term or a contract with a fixed term, the University, acting in its sole discretion, may:

- Require the employee to continue with his/her duties, assignments, tasks or projects,
- Assign the employee to other duties, assignments, tasks or projects with the same or a successor Employer, notwithstanding that the assignment may amount to a constructive dismissal, if: the assignment is reasonably consistent with the employee's ability and responsibility at the time of the assignment; and, the employee is not required to relocate unreasonably,
- Assign the employee to a non-successor Employer, with the agreement of the non-contract employee, or
- Excuse the employee from performing all or part of their duties.

Refusal to perform duties assigned by the University, in accordance with this section, shall be deemed to be a voluntary resignation of employment. In the event of a deemed resignation, the employee is not entitled to continuation of the Notice period or to any payment in lieu of Notice.

Any vacation entitlement still standing to the credit of the employee on termination of employment will be paid out.

13.3.5 No Compensation Required

The University does not have any obligation either to give Notice or to pay Severance if the contract of employment is terminated by:

i. the employee's resignation;
ii. the employee's retirement;
iii. circumstances beyond the University's control that frustrate the parties' continuing ability to discharge the employment contract; or
iv. the University offered and the employee refused reasonable alternative employment.

13.3.6 Severance Payments

The University has, in its sole discretion, the additional option of terminating the employee's employment immediately and, unless the parties otherwise agree, paying the employee an amount equivalent to the amount of salary and benefits that the employee would have earned during the Notice Period (the Severance Payment).

Severance Payments will be in the form of periodic payments unless the University, in its sole discretion, considers a lump sum payment to be more appropriate. Severance payments in excess of six (6) months will normally be in the form of salary continuance.

An employee will not be given a Notice Period or Severance Payment in the case of a voluntary resignation or retirement.

13.3.7 Duty to Mitigate

In the event The University terminates an employee, the employee has a duty to actively seek and obtain employment. Employment includes entering into a contract for services either individually or through a sole proprietorship, partnership or corporation.

If an employee obtains employment during the Notice Period, the employee must immediately advise the University in writing of the details of the new employment and comply with the following:

- If an employee commences employment with a public sector employer, as defined by the Public Sector Employers' Act, during the Notice Period or period of notice in lieu of which severance is provided:
    - no severance covering this period of re-employment is payable; and
    - the employee must pay the University any amount that is attributable to the period during which the employee is re-employed.

- If an employee is re-employed in the public sector at a lower level of compensation the University will provide to the employee an amount equivalent to the difference between the employee's former compensation level and the employee's compensation level upon re-employment for the remainder of the Notice Period.

- If an employee accepts similar employment with an employer not in the public sector, then all salary continuance and benefit coverage will cease immediately on the date

that the employee starts the new employment and the employee will receive a lump sum payment equal to fifty (50) percent of the salary the employee would have received during the remainder of the Notice Period.

13.3.8 Long-Term Disability at the Time of Termination

If the employee is receiving long-term disability benefits at the time of the termination of employment, the employee will be entitled to the continued disability benefits as provided for in the employer's benefit plan, or to receive salary in lieu of working notice; but the employee will not receive both.

13.3.9 Outplacement Services

An employee whose employment is terminated on an involuntary basis will normally be offered outplacement services to assist them with career transitioning.

Appendix A

University of Victoria
Management Excluded Salary Procedures
Market and Retention Adjustments

1.0 Scope

This procedure applies to positions that currently exist, or may be created as part of the Management Excluded Group. Management Excluded positions have managerial, senior managerial, executive, and /or confidential labour relations responsibilities. These positions are excluded from trade union membership under the BC Labour Code.

2.0 Market Adjustments

Criteria:

1. The position is required to initiate and/or introduce and deliver a strategic change in the focus and/or design and delivery of services of a department or major function. The position has been identified by the appropriate Vice President as necessary to lead strategic change to achieve a key outcome in one or more of the University's Strategic Goals as set out in the University's strategic plan.

OR

2. A unit can identify consistent inability to recruit for a position as identified by one or more failed searches where the position has been aggressively marketed through a variety of sources.

OR

3. In exceptional circumstances where there is current and timely market salary data which clearly shows that the job rate for UVIC salaries is below the median. Without limiting the quality of the market survey data:
    - Market survey data must be for the geographic area that the position would normally be recruited from.
    - Market survey data should be from employers, or substantially from employers (in the case of a purchased survey) that the University would normally be competing with in terms of hiring employees.

    It is important to note that Human Resources has a very limited capacity to do original salary survey work and as a result Managers may have to do their own surveying (e.g. provide valid surveys from professional organizations) and present the results to substantiate a request for a market adjustment based on survey data.

3.0 Approval

In all cases a position must be qualified to receive a market adjustment prior to the commencement or re-commencement of a search.

For a position to qualify for a Market Adjustments there must be a positive recommendation by the AVP of Human Resources and approval by the appropriate Vice President.

Approval to qualify will not be granted without written evidence from the hiring manager that alternatives to a market salary adjustment have been employed or will be employed to hire the appropriate candidate e.g., targeting equity candidates, flexible working arrangements, evidence of marketing the full UVIC compensation packages, training and development of internal candidates etc. Human Resources Consultants can work with Managers to develop these strategies.

An explanation must be provided as to why the hiring manager believes that the alternative measures will be insufficient, or have not worked in the past.

4.0 Retention Allowances

In exceptional circumstances a retention allowance may be considered where a manager can demonstrate that the costs to the institution of replacing the employee will be excessive in terms of performance excellence, institutional reputation, cost of replacement and direct costs. Managers must be prepared to demonstrate that they have reviewed a number of retention strategies other than salary.

5.0 Approval

The appropriate Vice President approves on recommendation from the AVP Human Resources. Even where all criteria are met a retention allowance may still not be approved.

6.0 Funding

In all cases, Managers must identify the source of funding of a Market and Retention Adjustment as part of the case that is being made to allow this payment.

7.0 Size and Structure of Market Adjustments

Market Adjustments may be up to 10% of the ceiling of the position. With the approval of the AVP Human Resources and only in exceptional circumstances, the market adjustment could exceed 10% of the ceiling of the position.

Market Adjustments may be:

a) in addition to base salary
b) in addition to base salary but decline as base salary increases on a previously agreed to

scale

c) in addition to base salary but be eliminated on a schedule over a defined period of time
d) all or partially built into the existing salary scale by an initial placement on salary scale above the mid-point
e) may be expressed in percentage or dollar terms

The AVP of Human Resources or designate must approve all market adjustment amounts and how they are structured prior to finalizing with a potential candidate or employee (in the case of a retention allowance). It is the responsibility of the Hiring Manager to notify Human Resources in a timely manner of what is being considered for an offer so that the negotiations proceed in an orderly fashion. No commitments can be made by a Hiring Manager to an employee or candidate without prior Human Resource approval.

When a person receiving a market adjustment receives a reclassification, the normal expectation will be that the market adjustment is reduced by the amount of the reclassification.

University of Victoria

Associate Vice-President Human Resources
Human Resources
PO Box 1700 STN CSC
Victoria British Columbia V8W 2W2 Canada
Tel (250) 721-8031, Fax (250) 721-8094

August 28, 2015

Christina Zacharuk
President and CEO
Public Sector Employers' Council Secretariat
PO Box 9400 Stn Prov Govt
Victoria, BC V8W 9V1

Dear Ms. Zacharuk,

Re: Decanal Team Compensation Adjustments – For Approval

This proposal is further to your June 25, 2015 letter inviting public sector employers to submit a business case for modest, targeted increases for excluded management employees. Attached to this proposal is the completed Excel template detailing each affected decanal position and the associated proposed adjustments, effective July 1, 2015.

1.0 Overview of Issues Being Addressed

- Decanal compensation is relatively straightforward at UVic. Deans are temporarily recruited and seconded from a base academic position and paid a modest, fixed administrative stipend (normally $22,000 per year) in addition to their base academic compensation.
- For nearly all other salary matters, decanal compensation is governed by the parallel application of the Faculty Collective Agreement. For example, annual salary increases are applied to their base academic salary using the faculty and librarian merit and career progress increment system and negotiated general wage increases. Market supplements or retention adjustments are applied, as appropriate, to the base academic position; using the same policies that apply to regular faculty and librarians. Similarly, deans belong to the same pension and benefit plans and have access to the same leave provisions as their academic colleagues.
- This alignment is deliberate in order to ensure a smooth transition back and forth between the base academic position and the temporary academic administrator role. Note that Deans are normally only permitted to serve two 5-year terms and thus they are expected to return to the ranks and continue in their academic position.

- The university extended the Management and Executive Compensation Freeze Policy to our Deans, freezing both the stipend (which is already fixed during the life of the term) and the base underlying academic salary.
- In retrospect, while symbolically important to the internal community in the short term, our decision to freeze the base underlying academic salary for three years has significantly distorted the normal progression of the underlying academic salary.
- Additionally, our decision has created inversion, compression and retention issues at UVic because it has ensured that a Dean's base academic salary will not kept pace with his or her faculty colleagues. The stipend is fixed during the term. As such, our Deans, who have achieved their temporary academic administrative role largely on the strength of their exceptional scholarly contributions, have not received the same compensatory recognition as their academic colleagues.
- In practical terms base academic salaries for all academics except the Deans have grown between 11% and 14% during the past three years. Seven (7) of twelve (12) Deans have turned over since September 2012.

2.0 Proposal

- We are proposing to exempt the base underlying academic appointment from the Compensation Freeze Policy, effective July 1, 2015. As such, base academic salaries would be adjusted in parallel with unionized base academic salaries.
- For one Dean and the University Librarian, who do not have a base underlying academic appointment, we are proposing targeted, modest salary increases as of July 1, 2015 followed by a return to the normal cycle and application of basic salary adjustments and merit-based progression.
- In all cases, the increases represent approximately 4% of the current base academic salary and no more than 4% of the total salary.
- Increases will be funded within the existing university budget.
- No retroactivity before the effective date of July 1, 2015.
- This proposed exemption represents a step towards making base academic salaries whole. Administrative stipends will remain frozen in 2015 because the acute compensation issue is occurring on the base academic salary. A combined 4% adjustment represents approximately one-third of the forgone base academic salary adjustments since September 2012. As such, the proposed increases do not create future pressures within the ranks.

3.0 Affected Employees

This exemption proposal focuses on providing differentiated base academic salary adjustments for existing Deans to address the above-noted compensation challenges. The criteria used to determine the suitability of all proposed in-range movements include:

- Recognition of individual performance (assessed each year).

- Relative impact of the timing of the freeze policy in connection with the loss of base academic salary adjustments. Recently hired Deans are not eligible for any adjustment.

4.0 Proposed Costs

The proposal to exempt the Deans will involve adjustments of approximately 4% on July 1, 2015 for 9 Deans and the University Librarian. These increases are summarized below and detailed in the attached template.

- July 1, 2015 cost: $71,290

Thank you for the opportunity to provide this business case. I trust that this information is of assistance. If you have any follow-up questions, please feel free to contact me at 250-721-8031.

Yours truly,

Kane Kilbey
Associate Vice President
University of Victoria

Cc: B. Littler

Enclosures (1)
Final Salary Reporting Template – University of Victoria

The following is a template to help us better understand the nature of the changes made to your compensation philosophy and quantify the increase in salary and what issues it was addressing.

Please enter your employer name in cell B20

For each employee receiving an increase please enter:
Job title
Current Annualized Salary this is the salary an invididual would receive in a 12 month period at full time pay.
Proposed New Annualized Salary this is the salary an invididual will be receiving based on a 12 month period at the new full time pay.

Please put an **X** in one of the boxes to indicate if the increase was used to address compression, inversion or another issue.

Compression occurs if one has subordinates who earn 90% or more of the supervisor's salary.
Inversion occurs if one has subordinates who earn more than the supervisor's salary.
Other, if choosing other please provide details in the documents sent to PSEC.

Employer: University of Victoria

		Total increase to salaries:	$ 71,290		This increase is addressing (mark one):			
	Job Title	**CURRENT Base Academic Annualized Salary**	**Proposed NEW Base Academic Annualized Salary**	**% increase**	**Compression**	**Inversion**	**Other**	**Other Details**
1	Dean, Business	$202,500.00	$210,576.00	4.0%		x		
2	Dean, Continuing Studies	$137,805.00	$143,317.20	4.0%			x	Inversion and compression relative to all faculty and librarians at UVic
3	Dean, Education	$170,000.00	$177,283.00	4.3%		x		
4	Dean, Engineering	$178,170.00	$185,652.35	4.2%		x		
5	Dean, Grad Studies	$185,000.00	$192,649.00	4.1%		x		
6	Dean, Human and Social Development	$163,000.00	$163,000.00	0.0%				not eligible. Hired July 1, 2015
7	Dean, Law	$165,000.00	$172,161.00	4.3%		x		
8	Dean, Medical Science (IMP)	$175,000.00	$182,405.00	4.2%		x		Inversion and compression relative to all faculty and librarians at UVic
9	Dean, Science	$164,465.00	$171,612.95	4.3%		x		
10	Dean, Social Sciences	$180,000.00	$187,527.00	4.2%		x		
11	Head Librarian	$151,174.00	$157,220.96	4.0%			x	Inversion and compression relative to all faculty and librarians at UVic

The following is a template to help us better understand the nature of the changes made to your compensation philosophy and quantify the increase in salary and what issues it was addressing.

Please enter your employer name in cell B20

For each employee receiving an increase please enter:
Job title
Current Annualized Salary this is the salary an invididual would receive in a 12 month period at full time pay.
Proposed New Annualized Salary this is the salary an invididual will be receiving based on a 12 month period at the new full time pay.

Please put an **X** in one of the boxes to indicate if the increase was used to address compression, inversion or another issue.

Compression occurs if one has subordinates who earn 90% or more of the supervisor's salary.
Inversion occurs if one has subordinates who earn more than the supervisor's salary.
Other, if choosing other please provide details in the documents sent to PSEC.

Employer: University of Victoria: July 1, 2015 Adjustments

		Total increase to salaries	$ 159,467		This increase is addressing (mark one):			
	Job Title	**CURRENT Annualized Salary**	**Proposed NEW Annualized Salary**	**% increase**	**Compression**	**Inversion**	**Other**	**Other Details**
1	Administrative Officer	$ 83,606	$ 85,278	2.0%			x	compensatory recognition for benefit trade off in 2012
2	Registrar	$ 136,467	$ 139,196	2.0%			x	compensatory recognition for benefit trade off in 2012
3	Director - Community Relations	$ 115,600	$ 117,912	2.0%			x	compensatory recognition for benefit trade off in 2012
4	Manager, Emergency Planning	$ 90,556	$ 92,367	2.0%			x	compensatory recognition for benefit trade off in 2012
5	Exec Director, Financial Srvcs	$ 140,252	$ 143,057	2.0%			x	compensatory recognition for benefit trade off in 2012
6	Manager, Data Centre Srvs	$ 97,656	$ 98,877	1.3%			x	compensatory recognition for benefit trade off in 2012
7	Manager-Client Technologies	$ 97,656	$ 98,877	1.3%			x	compensatory recognition for benefit trade off in 2012
8	Director, Customer Service	$ 97,607	$ 99,559	2.0%			x	compensatory recognition for benefit trade off in 2012
9	Executive Assistant	$ 90,193	$ 91,997	2.0%			x	compensatory recognition for benefit trade off in 2012
10	Security Manager	$ 80,000	$ 81,600	2.0%			x	compensatory recognition for benefit trade off in 2012
11	Exec Director, Coop Education	$ 134,282	$ 136,968	2.0%			x	compensatory recognition for benefit trade off in 2012

Employer: University of Victoria: July 1, 2015 Adjustments

		Total increase to salaries	$ 159,467		This increase is addressing (mark one):			
	Job Title	**CURRENT Annualized Salary**	**Proposed NEW Annualized Salary**	**% increase**	**Compression**	**Inversion**	**Other**	**Other Details**
12	Assoc Director,Stdnt Recruitmt	$ 83,800	$ 83,826	0.0%			x	compensatory recognition for benefit trade off in 2012
13	Director - Operations/Finance	$ 107,517	$ 109,667	2.0%			x	compensatory recognition for benefit trade off in 2012
14	Director, President's Office	$ 102,222	$ 104,266	2.0%			x	compensatory recognition for benefit trade off in 2012
15	Ex Director, UVic Commun/Mrktg	$ 134,282	$ 136,968	2.0%			x	compensatory recognition for benefit trade off in 2012
16	Director, Research Accounting	$ 109,242	$ 111,427	2.0%			x	compensatory recognition for benefit trade off in 2012
17	Director-Campus Security Srvs	$ 104,000	$ 106,080	2.0%			x	compensatory recognition for benefit trade off in 2012
18	Associate Director Research	$ 120,146	$ 122,549	2.0%			x	compensatory recognition for benefit trade off in 2012
19	Director,Research Partnerships	$ 130,000	$ 132,600	2.0%			x	compensatory recognition for benefit trade off in 2012
20	Associate Director	$ 99,245	$ 100,486	1.3%			x	compensatory recognition for benefit trade off in 2012
21	Adviser Provo. Eq & Diversity	$ 104,000	$ 106,080	2.0%			x	compensatory recognition for benefit trade off in 2012
22	Associate Registrar	$ 91,000	$ 92,285	1.4%			x	compensatory recognition for benefit trade off in 2012
23	Director, Acad Advising & ISS	$ 110,000	$ 111,375	1.3%			x	compensatory recognition for benefit trade off in 2012
24	Director,Pensions & Investment	$ 109,242	$ 111,427	2.0%			x	compensatory recognition for benefit trade off in 2012
25	Director, Campus Services	$ 126,128	$ 128,651	2.0%			x	compensatory recognition for benefit trade off in 2012
26	Dirctr,Counsel/Multifaith Srvc	$ 115,000	$ 116,438	1.3%			x	compensatory recognition for benefit trade off in 2012
27	Director, LR & HR Cnslt	$ 126,018	$ 128,538	2.0%			x	compensatory recognition for benefit trade off in 2012
28	Director of Budgets	$ 109,242	$ 111,427	2.0%			x	compensatory recognition for benefit trade off in 2012
29	UVic On-Line Director	$ 114,562	$ 116,853	2.0%			x	compensatory recognition for benefit trade off in 2012
30	Desktop Support Services Mangr	$ 97,656	$ 98,877	1.3%			x	compensatory recognition for benefit trade off in 2012
31	Director, Occup/Health/Safety	$ 102,500	$ 104,550	2.0%			x	compensatory recognition for benefit trade off in 2012
32	Dir, Inst Planning / Analysis	$ 115,121	$ 117,423	2.0%			x	compensatory recognition for benefit trade off in 2012

Employer: University of Victoria: July 1, 2015 Adjustments

		Total increase to salaries	$ 159,467		This increase is addressing (mark one):			
	Job Title	**CURRENT Annualized Salary**	**Proposed NEW Annualized Salary**	**% increase**	**Compression**	**Inversion**	**Other**	**Other Details**
33	Director Admin. & Faculty HR	$ 93,414	$ 95,282	2.0%			x	compensatory recognition for benefit trade off in 2012
34	Acting Dir of Faculty Relatns	$ 107,426	$ 109,575	2.0%			x	compensatory recognition for benefit trade off in 2012
35	Manager, Network Services	$ 97,656	$ 98,877	1.3%			x	compensatory recognition for benefit trade off in 2012
36	Manager, Treasury Services	$ 92,034	$ 93,184	1.3%			x	compensatory recognition for benefit trade off in 2012
37	Director, Health Services	$ 100,749	$ 102,764	2.0%			x	compensatory recognition for benefit trade off in 2012
38	Assoc Director,Engn & Operatns	$ 133,094	$ 135,756	2.0%			x	compensatory recognition for benefit trade off in 2012
39	Manager Development Services	$ 97,656	$ 98,877	1.3%			x	compensatory recognition for benefit trade off in 2012
40	Manager,Prodctn & Tech Support	$ 97,656	$ 98,877	1.3%			x	compensatory recognition for benefit trade off in 2012
41	Manager Info. Security Office	$ 89,447	$ 91,236	2.0%			x	compensatory recognition for benefit trade off in 2012
42	Manager, Fin Acctng /VPFO	$ 94,335	$ 96,222	2.0%			x	compensatory recognition for benefit trade off in 2012
43	Director, Acad & Admin Servcs	$ 108,213	$ 110,377	2.0%			x	compensatory recognition for benefit trade off in 2012
44	Manager, Benefits	$ 76,733	$ 78,268	2.0%			x	compensatory recognition for benefit trade off in 2012
45	Dir, Infrastructure Services	$ 110,558	$ 112,769	2.0%			x	compensatory recognition for benefit trade off in 2012
46	Assistant Treasurer	$ 98,133	$ 100,096	2.0%			x	compensatory recognition for benefit trade off in 2012
47	Director Equity & Human Rights	$ 103,324	$ 105,390	2.0%			x	compensatory recognition for benefit trade off in 2012
48	Associate Registrar	$ 91,000	$ 92,820	2.0%			x	compensatory recognition for benefit trade off in 2012
49	Director, Athletics/Rec'l Srv	$ 126,806	$ 129,342	2.0%			x	compensatory recognition for benefit trade off in 2012
50	Computer Help Desk Manager	$ 97,656	$ 98,877	1.3%			x	compensatory recognition for benefit trade off in 2012
51	Director, Indigenous Affairs	$ 90,400	$ 92,208	2.0%			x	compensatory recognition for benefit trade off in 2012
52	Administrative Director	$ 101,726	$ 103,761	2.0%			x	compensatory recognition for benefit trade off in 2012
53	Associate University Secretary	$ 93,291	$ 95,157	2.0%			x	compensatory recognition for benefit trade off in 2012

Employer: University of Victoria: July 1, 2015 Adjustments

		Total increase to salaries	$ 159,467		This increase is addressing (mark one):			
	Job Title	**CURRENT Annualized Salary**	**Proposed NEW Annualized Salary**	**% increase**	**Compression**	**Inversion**	**Other**	**Other Details**
54	Director of Advancement Serv	$ 103,324	$ 105,390	2.0%			x	compensatory recognition for benefit trade off in 2012
55	Dir, Campus Planning / Sustn.	$ 109,242	$ 111,427	2.0%			x	compensatory recognition for benefit trade off in 2012
56	Parking and Transptn Manager	$ 87,187	$ 88,931	2.0%			x	compensatory recognition for benefit trade off in 2012
57	Manager, Employee Relations	$ 93,364	$ 95,231	2.0%			x	compensatory recognition for benefit trade off in 2012
58	Manager, Payroll	$ 92,267	$ 94,112	2.0%			x	compensatory recognition for benefit trade off in 2012
59	Manager, Office of VP Research	$ 86,838	$ 88,575	2.0%			x	compensatory recognition for benefit trade off in 2012
60	Chief Privacy Officer	$ 92,984	$ 94,844	2.0%			x	compensatory recognition for benefit trade off in 2012
61	Exec Dir, Government Relations	$ 155,943	$ 156,384	0.3%			x	compensatory recognition for benefit trade off in 2012
62	Director, Capital Development	$ 108,506	$ 110,676	2.0%			x	compensatory recognition for benefit trade off in 2012
63	Exec Director, Student Srvs	$ 148,000	$ 150,960	2.0%			x	compensatory recognition for benefit trade off in 2012
64	Asoc Dir,Judcl Afrs/Stdt Advoc	$ 88,000	$ 89,760	2.0%			x	compensatory recognition for benefit trade off in 2012
65	Director, Residence Services	$ 115,000	$ 117,300	2.0%			x	compensatory recognition for benefit trade off in 2012
66	Assoc Director, User Services	$ 91,000	$ 92,820	2.0%			x	compensatory recognition for benefit trade off in 2012
67	Controller, Univ of Victoria	$ 104,030	$ 106,111	2.0%			x	compensatory recognition for benefit trade off in 2012
68	Director, Alumni Relations	$ 99,444	$ 101,433	2.0%			x	compensatory recognition for benefit trade off in 2012
69	Assoc Director of Engineering	$ 130,262	$ 132,867	2.0%			x	compensatory recognition for benefit trade off in 2012
70	Manager, Media Relations	$ 105,328	$ 107,435	2.0%			x	compensatory recognition for benefit trade off in 2012
71	Director, Internal Audit	$ 121,360	$ 123,787	2.0%			x	compensatory recognition for benefit trade off in 2012
72	Director,Ceremonies/Farquhar	$ 107,367	$ 109,514	2.0%			x	compensatory recognition for benefit trade off in 2012
73	Dirctr,Stdnt Recrt/Globl Engmt	$ 124,000	$ 126,480	2.0%			x	compensatory recognition for benefit trade off in 2012
74	Director, Univ Art Collections	$ 100,000	$ 102,000	2.0%			x	compensatory recognition for benefit trade off in 2012

Employer: University of Victoria: July 1, 2015 Adjustments

		Total increase to salaries	$ 159,467		This increase is addressing (mark one):			
	Job Title	**CURRENT Annualized Salary**	**Proposed NEW Annualized Salary**	**% increase**	**Compression**	**Inversion**	**Other**	**Other Details**
75	Director, Fund Development	$ 118,800	$ 121,176	2.0%			x	compensatory recognition for benefit trade off in 2012
76	Director, Commun & Prof Pgms	$ 102,315	$ 104,361	2.0%			x	compensatory recognition for benefit trade off in 2012
77	Internal Auditor	$ 92,022	$ 93,862	2.0%			x	compensatory recognition for benefit trade off in 2012
78	Exec. Director, Facilities Mgt	$ 153,000	$ 156,060	2.0%			x	compensatory recognition for benefit trade off in 2012
79	Manager, Fin Acctng / Training	$ 83,000	$ 84,660	2.0%			x	compensatory recognition for benefit trade off in 2012
80	Director, Purchasing Services	$ 118,420	$ 120,788	2.0%			x	compensatory recognition for benefit trade off in 2012
81	Director,Org Devl & Learn Serv	$ 108,500	$ 109,800	1.2%			x	compensatory recognition for benefit trade off in 2012
82	Associate Director, Purchasing	$ 105,000	$ 105,820	0.8%			x	compensatory recognition for benefit trade off in 2012
83	Director of Operations	$ 108,506	$ 108,732	0.2%			x	compensatory recognition for benefit trade off in 2012
84	Manager, Equity & Human Rights	$ 87,000	$ 87,091	0.1%			x	compensatory recognition for benefit trade off in 2012

The following is a template to help us better understand the nature of the changes made to your compensation philosophy and quantify the increase in salary and what issues it was addressing.

Please enter your employer name in cell B20

For each employee receiving an increase please enter:
Job title
Current Annualized Salary this is the salary an invididual would receive in a 12 month period at full time pay.
Proposed New Annualized Salary this is the salary an invididual will be receiving based on a 12 month period at the new full time pay.

Please put an **X** in one of the boxes to indicate if the increase was used to address compression, inversion or another issue.

Compression occurs if one has subordinates who earn 90% or more of the supervisor's salary.
Inversion occurs if one has subordinates who earn more than the supervisor's salary.
Other, if choosing other please provide details in the documents sent to PSEC.

Employer: University of Victoria: January 1, 2016 Adjustments

		Total increase to salaries	$ 163,702		This increase is addressing (mark one):			
	Job Title	**CURRENT Annualized Salary**	**Proposed NEW Annualized Salary**	**% increase**	**Compression**	**Inversion**	**Other**	**Other Details**
1	Administrative Officer	$ 85,278	$ 86,984	2.0%			x	compensatory recognition for benefit trade off in 2012
2	Registrar	$ 139,196	$ 141,980	2.0%			x	compensatory recognition for benefit trade off in 2012
3	Director - Community Relations	$ 117,912	$ 120,270	2.0%			x	compensatory recognition for benefit trade off in 2012
4	Manager, Emergency Planning	$ 92,367	$ 94,214	2.0%			x	compensatory recognition for benefit trade off in 2012
5	Exec Director, Financial Srvcs	$ 143,057	$ 145,918	2.0%			x	compensatory recognition for benefit trade off in 2012
6	Manager, Data Centre Srvs	$ 98,877	$ 100,113	1.3%			x	compensatory recognition for benefit trade off in 2012
7	Manager-Client Technologies	$ 98,877	$ 100,113	1.3%			x	compensatory recognition for benefit trade off in 2012
8	Director, Customer Service	$ 99,559	$ 101,550	2.0%			x	compensatory recognition for benefit trade off in 2012
9	Executive Assistant	$ 91,997	$ 93,837	2.0%			x	compensatory recognition for benefit trade off in 2012
10	Security Manager	$ 81,600	$ 83,232	2.0%			x	compensatory recognition for benefit trade off in 2012
11	Exec Director, Coop Education	$ 136,968	$ 139,707	2.0%			x	compensatory recognition for benefit trade off in 2012
12	Assoc Director,Stdnt Recruitmt	$ 83,826	$ 85,503	2.0%			x	compensatory recognition for benefit trade off in 2012

Employer: University of Victoria: January 1, 2016 Adjustments

		Total increase to salaries	$ 163,702		This increase is addressing (mark one):			
	Job Title	**CURRENT Annualized Salary**	**Proposed NEW Annualized Salary**	**% increase**	**Compression**	**Inversion**	**Other**	**Other Details**
13	Director - Operations/Finance	$ 109,667	$ 111,861	2.0%			x	compensatory recognition for benefit trade off in 2012
14	Director, President's Office	$ 104,266	$ 106,352	2.0%			x	compensatory recognition for benefit trade off in 2012
15	Ex Director, UVic Commun/Mrktg	$ 136,968	$ 139,707	2.0%			x	compensatory recognition for benefit trade off in 2012
16	Director, Research Accounting	$ 111,427	$ 113,655	2.0%			x	compensatory recognition for benefit trade off in 2012
17	Director-Campus Security Srvs	$ 106,080	$ 108,202	2.0%			x	compensatory recognition for benefit trade off in 2012
18	Associate Director Research	$ 122,549	$ 125,000	2.0%			x	compensatory recognition for benefit trade off in 2012
19	Director,Research Partnerships	$ 132,600	$ 135,252	2.0%			x	compensatory recognition for benefit trade off in 2012
20	Associate Director	$ 100,486	$ 101,742	1.3%			x	compensatory recognition for benefit trade off in 2012
21	Adviser Provo. Eq & Diversity	$ 106,080	$ 108,202	2.0%			x	compensatory recognition for benefit trade off in 2012
22	Associate Registrar	$ 92,285	$ 93,570	1.4%			x	compensatory recognition for benefit trade off in 2012
23	Director, Acad Advising & ISS	$ 111,375	$ 112,767	1.3%			x	compensatory recognition for benefit trade off in 2012
24	Director,Pensions & Investment	$ 111,427	$ 113,655	2.0%			x	compensatory recognition for benefit trade off in 2012
25	Director, Campus Services	$ 128,651	$ 131,224	2.0%			x	compensatory recognition for benefit trade off in 2012
26	Dirctr,Counsel/Multifaith Srvc	$ 116,438	$ 117,893	1.3%			x	compensatory recognition for benefit trade off in 2012
27	Director, LR & HR Cnslt	$ 128,538	$ 131,109	2.0%			x	compensatory recognition for benefit trade off in 2012
28	Director of Budgets	$ 111,427	$ 113,655	2.0%			x	compensatory recognition for benefit trade off in 2012
29	UVic On-Line Director	$ 116,853	$ 119,190	2.0%			x	compensatory recognition for benefit trade off in 2012
30	Desktop Support Services Mangr	$ 98,877	$ 100,113	1.3%			x	compensatory recognition for benefit trade off in 2012
31	Director, Occup/Health/Safety	$ 104,550	$ 106,641	2.0%			x	compensatory recognition for benefit trade off in 2012
32	Dir, Inst Planning / Analysis	$ 117,423	$ 119,772	2.0%			x	compensatory recognition for benefit trade off in 2012
33	Director Admin. & Faculty HR	$ 95,282	$ 97,188	2.0%			x	compensatory recognition for benefit trade off in 2012

Employer: University of Victoria: January 1, 2016 Adjustments

		Total increase to salaries	$ 163,702		This increase is addressing (mark one):			
	Job Title	**CURRENT Annualized Salary**	**Proposed NEW Annualized Salary**	**% increase**	**Compression**	**Inversion**	**Other**	**Other Details**
34	Acting Dir of Faculty Relatns	$ 109,575	$ 111,766	2.0%			x	compensatory recognition for benefit trade off in 2012
35	Manager, Network Services	$ 98,877	$ 100,113	1.3%			x	compensatory recognition for benefit trade off in 2012
36	Manager, Treasury Services	$ 93,184	$ 94,349	1.3%			x	compensatory recognition for benefit trade off in 2012
37	Director, Health Services	$ 102,764	$ 104,819	2.0%			x	compensatory recognition for benefit trade off in 2012
38	Assoc Director,Engn & Operatns	$ 135,756	$ 138,471	2.0%			x	compensatory recognition for benefit trade off in 2012
39	Manager Development Services	$ 98,877	$ 100,113	1.3%			x	compensatory recognition for benefit trade off in 2012
40	Manager,Prodctn & Tech Support	$ 98,877	$ 100,113	1.3%			x	compensatory recognition for benefit trade off in 2012
41	Manager Info. Security Office	$ 91,236	$ 93,061	2.0%			x	compensatory recognition for benefit trade off in 2012
42	Manager, Fin Acctng /VPFO	$ 96,222	$ 98,146	2.0%			x	compensatory recognition for benefit trade off in 2012
43	Director, Acad & Admin Servcs	$ 110,377	$ 112,585	2.0%			x	compensatory recognition for benefit trade off in 2012
44	Manager, Benefits	$ 78,268	$ 79,833	2.0%			x	compensatory recognition for benefit trade off in 2012
45	Dir, Infrastructure Services	$ 112,769	$ 115,025	2.0%			x	compensatory recognition for benefit trade off in 2012
46	Assistant Treasurer	$ 100,096	$ 102,098	2.0%			x	compensatory recognition for benefit trade off in 2012
47	Director Equity & Human Rights	$ 105,390	$ 107,498	2.0%			x	compensatory recognition for benefit trade off in 2012
48	Associate Registrar	$ 92,820	$ 94,676	2.0%			x	compensatory recognition for benefit trade off in 2012
49	Director, Athletics/Rec'l Srv	$ 129,342	$ 131,929	2.0%			x	compensatory recognition for benefit trade off in 2012
50	Computer Help Desk Manager	$ 98,877	$ 100,113	1.3%			x	compensatory recognition for benefit trade off in 2012
51	Director, Indigenous Affairs	$ 92,208	$ 94,052	2.0%			x	compensatory recognition for benefit trade off in 2012
52	Administrative Director	$ 103,761	$ 105,836	2.0%			x	compensatory recognition for benefit trade off in 2012
53	Associate University Secretary	$ 95,157	$ 97,060	2.0%			x	compensatory recognition for benefit trade off in 2012
54	Director of Advancement Serv	$ 105,390	$ 107,498	2.0%			x	compensatory recognition for benefit trade off in 2012

Employer: University of Victoria: January 1, 2016 Adjustments

		Total increase to salaries	$ 163,702		This increase is addressing (mark one):			
	Job Title	**CURRENT Annualized Salary**	**Proposed NEW Annualized Salary**	**% increase**	**Compression**	**Inversion**	**Other**	**Other Details**
55	Dir, Campus Planning / Sustn.	$ 111,427	$ 113,655	2.0%			x	compensatory recognition for benefit trade off in 2012
56	Parking and Transptn Manager	$ 88,931	$ 90,709	2.0%			x	compensatory recognition for benefit trade off in 2012
57	Manager, Employee Relations	$ 95,231	$ 97,136	2.0%			x	compensatory recognition for benefit trade off in 2012
58	Manager, Payroll	$ 94,112	$ 95,995	2.0%			x	compensatory recognition for benefit trade off in 2012
59	Manager, Office of VP Research	$ 88,575	$ 90,346	2.0%			x	compensatory recognition for benefit trade off in 2012
60	Chief Privacy Officer	$ 94,844	$ 96,741	2.0%			x	compensatory recognition for benefit trade off in 2012
61	Exec Dir, Government Relations	$ 156,384	$ 156,384	0.0%			x	compensatory recognition for benefit trade off in 2012
62	Director, Capital Development	$ 110,676	$ 112,890	2.0%			x	compensatory recognition for benefit trade off in 2012
63	Exec Director, Student Srvs	$ 150,960	$ 153,979	2.0%			x	compensatory recognition for benefit trade off in 2012
64	Asoc Dir,Judcl Afrs/Stdt Advoc	$ 89,760	$ 91,555	2.0%			x	compensatory recognition for benefit trade off in 2012
65	Director, Residence Services	$ 117,300	$ 119,646	2.0%			x	compensatory recognition for benefit trade off in 2012
66	Assoc Director, User Services	$ 92,820	$ 94,676	2.0%			x	compensatory recognition for benefit trade off in 2012
67	Controller, Univ of Victoria	$ 106,111	$ 108,233	2.0%			x	compensatory recognition for benefit trade off in 2012
68	Director, Alumni Relations	$ 101,433	$ 103,462	2.0%			x	compensatory recognition for benefit trade off in 2012
69	Assoc Director of Engineering	$ 132,867	$ 135,525	2.0%			x	compensatory recognition for benefit trade off in 2012
70	Manager, Media Relations	$ 107,435	$ 109,583	2.0%			x	compensatory recognition for benefit trade off in 2012
71	Director, Internal Audit	$ 123,787	$ 126,263	2.0%			x	compensatory recognition for benefit trade off in 2012
72	Director,Ceremonies/Farquhar	$ 109,514	$ 111,705	2.0%			x	compensatory recognition for benefit trade off in 2012
73	Dirctr,Stdnt Recrt/Globl Engmt	$ 126,480	$ 129,010	2.0%			x	compensatory recognition for benefit trade off in 2012
74	Director, Univ Art Collections	$ 102,000	$ 104,040	2.0%			x	compensatory recognition for benefit trade off in 2012
75	Director, Fund Development	$ 121,176	$ 123,600	2.0%			x	compensatory recognition for benefit trade off in 2012

Employer: University of Victoria: January 1, 2016 Adjustments

		Total increase to salaries	$ 163,702		This increase is addressing (mark one):			
	Job Title	**CURRENT Annualized Salary**	**Proposed NEW Annualized Salary**	**% increase**	**Compression**	**Inversion**	**Other**	**Other Details**
76	Director, Commun & Prof Pgms	$ 104,361	$ 106,449	2.0%			x	compensatory recognition for benefit trade off in 2012
77	Internal Auditor	$ 93,862	$ 95,740	2.0%			x	compensatory recognition for benefit trade off in 2012
78	Exec. Director, Facilities Mgt	$ 156,060	$ 159,181	2.0%			x	compensatory recognition for benefit trade off in 2012
79	Manager, Fin Acctng / Training	$ 84,660	$ 86,353	2.0%			x	compensatory recognition for benefit trade off in 2012
80	Director, Purchasing Services	$ 120,788	$ 123,204	2.0%			x	compensatory recognition for benefit trade off in 2012
81	Director,Org Devl & Learn Serv	$ 109,800	$ 111,115	1.2%			x	compensatory recognition for benefit trade off in 2012
82	Associate Director, Purchasing	$ 105,820	$ 106,647	0.8%			x	compensatory recognition for benefit trade off in 2012
83	Director of Operations	$ 108,732	$ 108,959	0.2%			x	compensatory recognition for benefit trade off in 2012
84	Manager, Equity & Human Rights	$ 87,091	$ 87,181	0.1%			x	compensatory recognition for benefit trade off in 2012

Grades	Salary Range: July 1, 2014 (0% range increase as per Economic Stability Mandate)				
	Development Floor (80%)	Competitive Floor (90%)	Competitive Midpoint (100%)	Competitive Ceiling (110%)	Performance Ceiling (115%)
16	$121,628	$136,831	$152,035	$167,238	$174,840
15	$108,789	$122,388	$135,986	$149,585	$156,384
14	$100,331	$112,873	$125,414	$137,955	$144,226
13	$94,736	$106,578	$118,420	$130,262	$136,183
12	$88,217	$99,245	$110,272	$121,299	$126,813
11	$81,808	$92,034	$102,260	$112,486	$117,599
10	$77,492	$87,179	$96,865	$106,552	$111,395
9	$75,433	$84,862	$94,292	$103,721	$108,435
8	$68,615	$77,193	$85,770	$94,347	$98,635
7	$61,439	$69,119	$76,799	$84,478	$88,319
6	$55,128	$62,018	$68,909	$75,800	$79,246
5	$50,371	$56,667	$62,964	$69,260	$72,408
4	$45,521	$51,211	$56,902	$62,591	$65,436

Note: Public Sector Management and Executive Compensation Freeze in place for ranges 10 to 16

Grades	Salary Range: July 1, 2015 (1% increase for ML4-9 as per Economic Stability Mandate)				
	Development Floor (80%)	Competitive Floor (90%)	Competitive Midpoint (100%)	Competitive Ceiling (110%)	Performance Ceiling (115%)
16	$121,628	$136,831	$152,035	$167,238	$174,840
15	$108,789	$122,388	$135,986	$149,585	$156,384
14	$100,331	$112,873	$125,414	$137,955	$144,226
13	$94,736	$106,578	$118,420	$130,262	$136,183
12	$88,217	$99,245	$110,272	$121,299	$126,813
11	$81,808	$92,034	$102,260	$112,486	$117,599
10	$77,492	$87,179	$96,865	$106,552	$111,395
9	$76,187	$85,711	$95,235	$104,758	$109,519
8	$69,301	$77,965	$86,628	$95,290	$99,621
7	$62,053	$69,810	$77,567	$85,323	$89,202
6	$55,679	$62,638	$69,598	$76,558	$80,038
5	$50,875	$57,234	$63,594	$69,953	$73,132
4	$45,976	$51,723	$57,471	$63,217	$66,090

Note: Public Sector Management and Executive Compensation Freeze in place for ranges 10 to 16

Note: July 1, 2015 Salary Range still subject to final PSEC approval.

University of Victoria ME Group
Grading Structure
Wednesday, June 3, 2015

Grade	Position Title (Alphabetical List)
16	Executive Director, Finance
16	Executive Director, FMGT
16	Executive Director, Student Services
15	Executive Director, Co-op Education Program and Career Services
15	Executive Director, Government Relations
15	Registrar
15	Executive Director, University Communications and Marketing
14	Director, Athletics and Recreation
14	Director, Campus Services
14	Director, Student Recruitment and Global Engagement
14	ONC Chief Financial and Admin Officer
13	Associate Director, Engineering (NEPTUNE)
13	Associate Director, Engineering and Operations (VENUS)
13	Controller
13	Director, Academic Advising and International Student Services
13	Director, Academic and Administrative Services (IT)
13	Director, Budgets
13	Director Campus Planning and Sustainability
13	Director, Campus Security Services
13	Director, Capital Management - FMGT
13	Director, Counselling and Multi-Faith Services
13	Director, Food Services
13	Director, Fund Development
13	Director, Health Services
13	Director, Infrastructure Services (University Systems)
13	Director, Institutional Planning and Analysis
13	Director, Internal Audit
13	Director, Labour Relations and HR Consulting Services
13	Director, Maintenance and Operations - FMGT
13	Director, OHSE
13	Director, Pensions and Investments
13	Director, Purchasing Services
13	Director, Research Accounting
13	Director, Research Partnerships and Knowledge Mobilization
13	Director, Residence Services
13	Director, Total Compensation and Recruitment
13	Director, UVic Online
12	Admin Director, IMP and DMS
12	Assistant Treasurer
12	Associate Director, Research (VENUS)
12	Associate Director, User Services (ONC)
12	Associate Director, Vikes Athletics and Recreation
12	Associate Registrar, Undergrad. Records/Admissions, etc
12	Associate Registrar, Student Info Systems, etc
12	Director, Advancement Services
12	Director, Alumni Relations
12	Director, Community Relations
12	Director, Corporate Relations and Operations
12	Director, Equity and Human Rights
12	Director, Indigenous Affairs and First Peoples House Manager

University of Victoria ME Group
Grading Structure
Wednesday, June 3, 2015

Grade	Position Title (Alphabetical List)
12	Director, Office of the President
13	Director, Organization Development and Learning
12	Director, Principle Gifts and Campaigns
12	Director, University Centre Farquhar Auditorium and Ceremonies and Events
12	Director, University Marketing
11	Associate University Secretary
11	Chief Privacy Officer
11	Client Technologies Manager
11	Computer Help Desk Manager
11	Data Centre Services Manager
11	Desktop Support Services Manager
11	Development Services Manager
11	Director, Administration and Faculty Human Resources
11	Director, Customer Service and Integration
11	Director, International Office
11	Director, University Art Collections
11	Manager Employee Relations
11	Manager, Financial Accounting and Training
11	Manager, Media Relations
11	Manager, Office of the VPFO
11	Manager, Treasury Services
11	Network Services Manager
11	Operations Support Manager, Campus Security
11	Payroll Manager
11	Production and Technical Support Manager
11	Associate Director, Supply Management
10	Associate Director, Global Engagement
10	Associate Director, Judicial Affairs and Strategic Advocacy Initiatives
10	Associate Director, NEPTUNE CANADA
10	Associate Director, Operations, Admin and Finance - Proteomics Centre
10	Associate Director, Student Recruitment
10	Director, Academic Initiatives and Advisor to the Provost on Equity and Diversity
10	Manager, Emergency Planning
10	Security Manager
10	Parking and Transportation Manager
10	Manager, Internal Audit
10	Manager, Office of the VPR
9	Administrative Manager, External
9	Benefits Manager
9	Governance Manager
9	Human Resources Consultant
9	Legal Counsel
9	Manager, Equity and Human Rights
9	Manager, Information Security Office
9	Organizational Development Consultant
9	WorkLife Consultant

University of Victoria ME Group
Grading Structure
Wednesday, June 3, 2015

Grade	Position Title (Alphabetical List)
8	Learning Consultant
8	Human Rights Advisor (Complaints)
8	OHSE Consultant
8	Risk and Insurance Analyst
8	Senior Internal Auditor
7	Communication and Research Analyst
7	Financial Planning Analyst
7	Financial Services Business Analyst
7	HR Advisor, Classification
7	HR Systems and Workforce Analytics Manager
7	Human Rights Advisor (Education)
7	VPAC Budget Officer
6	Access Officer
6	Admin Officer to the Provost
6	Human Resources Advisor (Strategic Recruitment)
6	Human Resources Projects Manager
6	Paralegal
6	Projects Officer, VP Research Office
6	Projects Officer, VPFO Office
6	Projects Officer, President's Office
4	Administrative Coordinator, OHSE
4	Coordinator, Learning and Development
4	Human Resources Associate (HRC)
4	Human Resources Coordinator

The following is a template to help us better understand the nature of the changes made to your compensation philosophy and quantify the increase in salary and what issues it was addressing.

Please enter your employer name in cell B20

For each employee receiving an increase please enter:
Job title
Current Annualized Salary this is the salary an invididual would receive in a 12 month period at full time pay.
Proposed New Annualized Salary this is the salary an invididual will be receiving based on a 12 month period at the new full time pay.

Please put an **X** in one of the boxes to indicate if the increase was used to address compression, inversion or another issue.

Compression occurs if one has subordinates who earn 90% or more of the supervisor's salary.
Inversion occurs if one has subordinates who earn more than the supervisor's salary.
Other, if choosing other please provide details in the documents sent to PSEC.

Employer: University of Victoria

		Total increase to salaries	$ 71,290		This increase is addressing (mark one):			
	Job Title	**CURRENT Base Academic Annualized Salary**	**Proposed NEW Base Academic Annualized Salary**	**% increase**	**Compression**	**Inversion**	**Other**	**Other Details**
1	Dean, Business	$202,500.00	$210,576.00	4.0%		x		
2	Dean, Continuing Studies	$137,805.00	$143,317.20	4.0%			x	inversion and compression relative to all faculty and librarians at UVic
3	Dean, Education	$170,000.00	$177,283.00	4.3%		x		
4	Dean, Engineering	$178,170.00	$185,652.35	4.2%		x		
5	Dean, Grad Studies	$185,000.00	$192,649.00	4.1%		x		
6	Dean, Human and Social Development	$163,000.00	$163,000.00	0.0%				not eligible. Hired July 1, 2015
7	Dean, Law	$165,000.00	$172,161.00	4.3%		x		
8	Dean, Medical Science (IMP)	$175,000.00	$182,405.00	4.2%		x		inversion and compression relative to all faculty and librarians at UVic
9	Dean, Science	$164,465.00	$171,612.95	4.3%		x		
10	Dean, Social Sciences	$180,000.00	$187,527.00	4.2%		x		
11	Head Librarian	$151,174.00	$157,220.96	4.0%			x	inversion and compression relative to all faculty and librarians at UVic

Bergthorson, Sheena PSEC:EX

From: Dawson, Ken PSEC:EX
Sent: Monday, October 31, 2016 2:00 PM
To: 'Kane Kilbey'
Cc: Bhatnagar, Pratibha PSEC:EX
Subject: RE: Anomalies

Hi Kane,

Please consider this email as approval to authorize salary increases for the under-implemented employees listed below to their new salary floor. Increases can be phased to a maximum of 5% per 6 month period as discussed.

I removed names from the file - we only require job titles when reviewing these requests.

Thanks,
Ken

From: Kane Kilbey [mailto:kanek@uvic.ca]
Sent: Monday, October 31, 2016 9:59 AM
To: Dawson, Ken PSEC:EX
Subject: Anomalies

Hi Ken. Further to our conversation last week, I would like to address three anomalous situations illustrated in the table below that arise via the implementation of the updated July 1, 2016 salary ranges for our 93 excluded managers affected by this change:

1. Morag has hired at the developmental floor and with the updated salaries, therefore I am proposing to adjust her salary to the new developmental floor, effective July 1, 2016.
2. Michael and Andrea were specifically hired at the competitive floor, therefore I am proposing to adjust their salary to the new competitive floor, effective July 1, 2016.

Job Title	FTE	Status	Sal Grade	Annual Salary	Dev Floor	Comp. Floor	Comp. Mid
Manager, Office of VP Research	1	A	10	77,492.00	79,003.00	88,879.00	98,754.00
Manager, Fin Acctng / Training	1	A	11	92,034.00	83,403.00	93,829.00	104,254.00
Director of Operations	1	A	11	92,034.00	83,403.00	93,829.00	104,254.00

Of course there are others like Michael and Andrea who will see their relative position in the salary range slip back and, in a few cases (3), into the developmental portion of the range. Are you able to give me an ETA on instructions for the January 2017 interim adjustments? If these instructions are likely to occur in the very near future, I can start planning how to address the other 90 folks.

Thank you again,

Kane

Kane Kilbey
Associate Vice President

Human Resources
University of Victoria

T 250-721-8031
F 250-721-8094
kanek@uvic.ca
www.uvic.ca/hr

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Bergthorson, Sheena PSEC:EX

From: Dawson, Ken PSEC:EX
Sent: Thursday, February 11, 2016 9:33 AM
To: 'kanek@uvic.ca'
Cc: Coburn, Lindsay PSEC:EX; Rathbone, Chris PSEC:EX
Subject: RE: Common Compensation Philosophy - Update
Attachments: ME Freeze Exit Plan July 2015 Draft Names Removed.xlsx; Updated ME January 2016 Spreadsheet - with Compa-ratio Feb 2016.xlsx

Hi Kane,

Thanks for providing further information yesterday on UVIC's request for salary adjustments to management employees. This email will confirm the approvals for you.

The submission is approved as submitted with the following proviso:

- Two positions which are highlighted in the Updated ME attachment (Exec Director Student Services and Exec Director Facilities) are not approved for increases at this time. The proposed increases would place them beyond the level of the competitive salary amount for comparable positions following our review.

I should note that there are other positions proposed for salary increases that also surpass the comparative midpoint, however the salary amounts in those cases are significantly less and are more in line with market comparisons.

You are aware that UVIC's updated compensation philosophy has been approved by the Minister of Finance in January; Chris provided written confirmation of the approvals to UVIC and other employers on January 26th.

Please contact me directly if you have any questions related to this approval.

Regards,

Ken

Ken Dawson | Director, Labour Relations
Public Sector Employers' Council Secretariat
Suite 210 – 880 Douglas Street
Victoria, BC V8W 2B7
Mobile: 778.679.0891
Office: 250.356.5978
Email: Ken.Dawson@gov.bc.ca

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Thank you.

From: Kane Kilbey [mailto:kanek@uvic.ca]
Sent: Tuesday, January 26, 2016 3:34 PM
To: Rathbone, Chris PSEC:EX

Cc: Coburn, Lindsay PSEC:EX; Dawson, Ken PSEC:EX
Subject: RE: Common Compensation Philosophy - Update

Perfect! Thanks all. Kane

From: Rathbone, Chris PSEC:EX [mailto:Chris.Rathbone@gov.bc.ca]
Sent: January 26, 2016 3:31 PM
To: Kane Kilbey <kanek@uvic.ca>
Cc: Coburn, Lindsay PSEC:EX <Lindsay.Coburn@gov.bc.ca>; Dawson, Ken PSEC:EX <Ken.Dawson@gov.bc.ca>
Subject: RE: Common Compensation Philosophy - Update

Lindsay and Ken are going to get back to you by end of day Monday. Promise! ☺

From: Kane Kilbey [mailto:kanek@uvic.ca]
Sent: Tuesday, January 26, 2016 3:27 PM
To: Rathbone, Chris PSEC:EX
Cc: Coburn, Lindsay PSEC:EX
Subject: RE: Common Compensation Philosophy - Update

Thanks for the update Chris. Do you have a sense of timing for confirmation of business case approval? s.22
s.22

Kane

From: Rathbone, Chris PSEC:EX [mailto:Chris.Rathbone@gov.bc.ca]
Sent: January 26, 2016 3:01 PM
To: Kane Kilbey <kanek@uvic.ca>
Cc: Coburn, Lindsay PSEC:EX <Lindsay.Coburn@gov.bc.ca>
Subject: Common Compensation Philosophy - Update

Hi Kane,

I'm writing today to provide an update on your compensation plan and the process for granting some flexibility within the management compensation freeze.

Implementation of a Public Sector Compensation Philosophy

In June, 2015, public sector employers government endorsed the recommendation from the Public Sector Compensation Review to align compensation practices in the broader public sector through a shared, common public sector compensation philosophy. A common philosophy will provide a standardized foundation for compensation decisions across the public sector and support using a taxpayer lens consistent with the Taxpayer Accountability Principles. As such, employers were asked to update and align their individual compensation philosophies for approval by the Minister Responsible for the *Public Sector Employers* Act with a set of shared, core principles.

Thank you for working with your staff and boards to make any necessary changes, including taking action to implement the new philosophy and formally update any relevant organizational materials with PSEC. These changes will provide a revised framework for making compensation decisions that avoid exception requests. Please consider this letter as approval of your revised compensation philosophy to guide future benchmarking and compensation decisions. The approval also covers your revised compensation ranges. A reminder that compensation levels may not increase outside of the current opportunity for flexibility within the freeze.

Modest Flexibility in the Wage Freeze

In June, 2015, employers were also given the ability to provide modest, targeted in-range increases to address pressing issues of compression, inversion, and to ensure retention of high performers. Most employers have submitted and received approval to provide increases effective July 1, 2015. With the approval of a revised compensation philosophy, PSEC is now reviewing business cases for additional flexibility to address the same issues and for performance increases aligned with the new philosophy, effective January 1, 2016.

Currently, the opportunity to provide flexibility within the management compensation freeze continues to apply only to management employees – executive compensation remains frozen.

Please do not hesitate to contact me with any questions or concerns. The Employers Guide to Implementing a Common Compensation Philosophy for the B.C. Public Sector is attached for your reference.

Thank you,

Chris

Chris Rathbone | Executive Director
Public Sector Employers' Council Secretariat | Province of BC
Phone: 250.356.0949 | Mobile: 250.812.3246
email: chris.rathbone@gov.bc.ca

The following is a template to help us better understand the nature of the changes made to your compensation philosophy and quantify the increase in salary and what issues it was addressing.

Please enter your employer name in cell B20

For each employee receiving an increase please enter:
Job title
Current Annualized Salary this is the salary an invididual would receive in a 12 month period at full time pay.
Proposed New Annualized Salary this is the salary an invididual will be receiving based on a 12 month period at the new full time pay.

Please put an **X** in one of the boxes to indicate if the increase was used to address compression, inversion or another issue.

Compression occurs if one has subordinates who earn 90% or more of the supervisor's salary.
Inversion occurs if one has subordinates who earn more than the supervisor's salary.
Other, if choosing other please provide details in the documents sent to PSEC.

Employer: University of Victoria: July 1, 2015 Adjustments

		Total increase to salaries	$ 159,467		This increase is addressing (mark one):			
	Job Title	**CURRENT Annualized Salary**	**Proposed NEW Annualized Salary**	**% increase**	**Compression**	**Inversion**	**Other**	**Other Details**
1	Administrative Officer	$ 83,606	$ 85,278	2.0%			x	compensatory recognition for benefit trade off in 2012
2	Registrar	$ 136,467	$ 139,196	2.0%			x	compensatory recognition for benefit trade off in 2012
3	Director - Community Relations	$ 115,600	$ 117,912	2.0%			x	compensatory recognition for benefit trade off in 2012
4	Manager, Emergency Planning	$ 90,556	$ 92,367	2.0%			x	compensatory recognition for benefit trade off in 2012
5	Exec Director, Financial Srvcs	$ 140,252	$ 143,057	2.0%			x	compensatory recognition for benefit trade off in 2012
6	Manager, Data Centre Srvs	$ 97,656	$ 98,877	1.3%			x	compensatory recognition for benefit trade off in 2012
7	Manager-Client Technologies	$ 97,656	$ 98,877	1.3%			x	compensatory recognition for benefit trade off in 2012
8	Director, Customer Service	$ 97,607	$ 99,559	2.0%			x	compensatory recognition for benefit trade off in 2012
9	Executive Assistant	$ 90,193	$ 91,997	2.0%			x	compensatory recognition for benefit trade off in 2012
10	Security Manager	$ 80,000	$ 81,600	2.0%			x	compensatory recognition for benefit trade off in 2012
11	Exec Director, Coop Education	$ 134,282	$ 136,968	2.0%			x	compensatory recognition for benefit trade off in 2012

Employer: University of Victoria: July 1, 2015 Adjustments

		Total increase to salaries	$ 159,467		This increase is addressing (mark one):			
	Job Title	**CURRENT Annualized Salary**	**Proposed NEW Annualized Salary**	**% increase**	**Compression**	**Inversion**	**Other**	**Other Details**
12	Assoc Director,Stdnt Recruitmt	$ 83,800	$ 83,826	0.0%			x	compensatory recognition for benefit trade off in 2012
13	Director - Operations/Finance	$ 107,517	$ 109,667	2.0%			x	compensatory recognition for benefit trade off in 2012
14	Director, President's Office	$ 102,222	$ 104,266	2.0%			x	compensatory recognition for benefit trade off in 2012
15	Ex Director, UVic Commun/Mrktg	$ 134,282	$ 136,968	2.0%			x	compensatory recognition for benefit trade off in 2012
16	Director, Research Accounting	$ 109,242	$ 111,427	2.0%			x	compensatory recognition for benefit trade off in 2012
17	Director-Campus Security Srvs	$ 104,000	$ 106,080	2.0%			x	compensatory recognition for benefit trade off in 2012
18	Associate Director Research	$ 120,146	$ 122,549	2.0%			x	compensatory recognition for benefit trade off in 2012
19	Director,Research Partnerships	$ 130,000	$ 132,600	2.0%			x	compensatory recognition for benefit trade off in 2012
20	Associate Director	$ 99,245	$ 100,486	1.3%			x	compensatory recognition for benefit trade off in 2012
21	Adviser Provo. Eq & Diversity	$ 104,000	$ 106,080	2.0%			x	compensatory recognition for benefit trade off in 2012
22	Associate Registrar	$ 91,000	$ 92,285	1.4%			x	compensatory recognition for benefit trade off in 2012
23	Director, Acad Advising & ISS	$ 110,000	$ 111,375	1.3%			x	compensatory recognition for benefit trade off in 2012
24	Director,Pensions & Investment	$ 109,242	$ 111,427	2.0%			x	compensatory recognition for benefit trade off in 2012
25	Director, Campus Services	$ 126,128	$ 128,651	2.0%			x	compensatory recognition for benefit trade off in 2012
26	Dirctr,Counsel/Multifaith Srvc	$ 115,000	$ 116,438	1.3%			x	compensatory recognition for benefit trade off in 2012
27	Director, LR & HR Cnslt	$ 126,018	$ 128,538	2.0%			x	compensatory recognition for benefit trade off in 2012
28	Director of Budgets	$ 109,242	$ 111,427	2.0%			x	compensatory recognition for benefit trade off in 2012
29	UVic On-Line Director	$ 114,562	$ 116,853	2.0%			x	compensatory recognition for benefit trade off in 2012
30	Desktop Support Services Mangr	$ 97,656	$ 98,877	1.3%			x	compensatory recognition for benefit trade off in 2012
31	Director, Occup/Health/Safety	$ 102,500	$ 104,550	2.0%			x	compensatory recognition for benefit trade off in 2012
32	Dir, Inst Planning / Analysis	$ 115,121	$ 117,423	2.0%			x	compensatory recognition for benefit trade off in 2012

Employer: University of Victoria: July 1, 2015 Adjustments

		Total increase to salaries	$ 159,467		This increase is addressing (mark one):			
	Job Title	**CURRENT Annualized Salary**	**Proposed NEW Annualized Salary**	**% increase**	**Compression**	**Inversion**	**Other**	**Other Details**
33	Director Admin. & Faculty HR	$ 93,414	$ 95,282	2.0%			x	compensatory recognition for benefit trade off in 2012
34	Acting Dir of Faculty Relatns	$ 107,426	$ 109,575	2.0%			x	compensatory recognition for benefit trade off in 2012
35	Manager, Network Services	$ 97,656	$ 98,877	1.3%			x	compensatory recognition for benefit trade off in 2012
36	Manager, Treasury Services	$ 92,034	$ 93,184	1.3%			x	compensatory recognition for benefit trade off in 2012
37	Director, Health Services	$ 100,749	$ 102,764	2.0%			x	compensatory recognition for benefit trade off in 2012
38	Assoc Director,Engn & Operatns	$ 133,094	$ 135,756	2.0%			x	compensatory recognition for benefit trade off in 2012
39	Manager Development Services	$ 97,656	$ 98,877	1.3%			x	compensatory recognition for benefit trade off in 2012
40	Manager,Prodctn & Tech Support	$ 97,656	$ 98,877	1.3%			x	compensatory recognition for benefit trade off in 2012
41	Manager Info. Security Office	$ 89,447	$ 91,236	2.0%			x	compensatory recognition for benefit trade off in 2012
42	Manager, Fin Acctng /VPFO	$ 94,335	$ 96,222	2.0%			x	compensatory recognition for benefit trade off in 2012
43	Director, Acad & Admin Servcs	$ 108,213	$ 110,377	2.0%			x	compensatory recognition for benefit trade off in 2012
44	Manager, Benefits	$ 76,733	$ 78,268	2.0%			x	compensatory recognition for benefit trade off in 2012
45	Dir, Infrastructure Services	$ 110,558	$ 112,769	2.0%			x	compensatory recognition for benefit trade off in 2012
46	Assistant Treasurer	$ 98,133	$ 100,096	2.0%			x	compensatory recognition for benefit trade off in 2012
47	Director Equity & Human Rights	$ 103,324	$ 105,390	2.0%			x	compensatory recognition for benefit trade off in 2012
48	Associate Registrar	$ 91,000	$ 92,820	2.0%			x	compensatory recognition for benefit trade off in 2012
49	Director, Athletics/Rec'l Srv	$ 126,806	$ 129,342	2.0%			x	compensatory recognition for benefit trade off in 2012
50	Computer Help Desk Manager	$ 97,656	$ 98,877	1.3%			x	compensatory recognition for benefit trade off in 2012
51	Director, Indigenous Affairs	$ 90,400	$ 92,208	2.0%			x	compensatory recognition for benefit trade off in 2012
52	Administrative Director	$ 101,726	$ 103,761	2.0%			x	compensatory recognition for benefit trade off in 2012
53	Associate University Secretary	$ 93,291	$ 95,157	2.0%			x	compensatory recognition for benefit trade off in 2012

Employer: University of Victoria: July 1, 2015 Adjustments

		Total increase to salaries	$ 159,467		This increase is addressing (mark one):			
	Job Title	CURRENT Annualized Salary	Proposed NEW Annualized Salary	% increase	Compression	Inversion	Other	Other Details
54	Director of Advancement Serv	$ 103,324	$ 105,390	2.0%			x	compensatory recognition for benefit trade off in 2012
55	Dir, Campus Planning / Sustn.	$ 109,242	$ 111,427	2.0%			x	compensatory recognition for benefit trade off in 2012
56	Parking and Transptn Manager	$ 87,187	$ 88,931	2.0%			x	compensatory recognition for benefit trade off in 2012
57	Manager, Employee Relations	$ 93,364	$ 95,231	2.0%			x	compensatory recognition for benefit trade off in 2012
58	Manager, Payroll	$ 92,267	$ 94,112	2.0%			x	compensatory recognition for benefit trade off in 2012
59	Manager, Office of VP Research	$ 86,838	$ 88,575	2.0%			x	compensatory recognition for benefit trade off in 2012
60	Chief Privacy Officer	$ 92,984	$ 94,844	2.0%			x	compensatory recognition for benefit trade off in 2012
61	Exec Dir, Government Relations	$ 155,943	$ 156,384	0.3%			x	compensatory recognition for benefit trade off in 2012
62	Director, Capital Development	$ 108,506	$ 110,676	2.0%			x	compensatory recognition for benefit trade off in 2012
63	Exec Director, Student Srvs	$ 148,000	$ 150,960	2.0%			x	compensatory recognition for benefit trade off in 2012
64	Asoc Dir,Judcl Afrs/Stdt Advoc	$ 88,000	$ 89,760	2.0%			x	compensatory recognition for benefit trade off in 2012
65	Director, Residence Services	$ 115,000	$ 117,300	2.0%			x	compensatory recognition for benefit trade off in 2012
66	Assoc Director, User Services	$ 91,000	$ 92,820	2.0%			x	compensatory recognition for benefit trade off in 2012
67	Controller, Univ of Victoria	$ 104,030	$ 106,111	2.0%			x	compensatory recognition for benefit trade off in 2012
68	Director, Alumni Relations	$ 99,444	$ 101,433	2.0%			x	compensatory recognition for benefit trade off in 2012
69	Assoc Director of Engineering	$ 130,262	$ 132,867	2.0%			x	compensatory recognition for benefit trade off in 2012
70	Manager, Media Relations	$ 105,328	$ 107,435	2.0%			x	compensatory recognition for benefit trade off in 2012
71	Director, Internal Audit	$ 121,360	$ 123,787	2.0%			x	compensatory recognition for benefit trade off in 2012
72	Director,Ceremonies/Farquhar	$ 107,367	$ 109,514	2.0%			x	compensatory recognition for benefit trade off in 2012
73	Dirctr,Stdnt Recrt/Globl Engmt	$ 124,000	$ 126,480	2.0%			x	compensatory recognition for benefit trade off in 2012
74	Director, Univ Art Collections	$ 100,000	$ 102,000	2.0%			x	compensatory recognition for benefit trade off in 2012

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	Job Title	**CURRENT Annualized Salary**	**Proposed NEW Annualized Salary**	**% increase**	**Compression**	**Inversion**	**Other**	**Other Details**
75	Director, Fund Development	$ 118,800	$ 121,176	2.0%			x	compensatory recognition for benefit trade off in 2012
76	Director, Commun & Prof Pgms	$ 102,315	$ 104,361	2.0%			x	compensatory recognition for benefit trade off in 2012
77	Internal Auditor	$ 92,022	$ 93,862	2.0%			x	compensatory recognition for benefit trade off in 2012
78	Exec. Director, Facilities Mgt	$ 153,000	$ 156,060	2.0%			x	compensatory recognition for benefit trade off in 2012
79	Manager, Fin Acctng / Training	$ 83,000	$ 84,660	2.0%			x	compensatory recognition for benefit trade off in 2012
80	Director, Purchasing Services	$ 118,420	$ 120,788	2.0%			x	compensatory recognition for benefit trade off in 2012
81	Director,Org Devl & Learn Serv	$ 108,500	$ 109,800	1.2%			x	compensatory recognition for benefit trade off in 2012
82	Associate Director, Purchasing	$ 105,000	$ 105,820	0.8%			x	compensatory recognition for benefit trade off in 2012
83	Director of Operations	$ 108,506	$ 108,732	0.2%			x	compensatory recognition for benefit trade off in 2012
84	Manager, Equity & Human Rights	$ 87,000	$ 87,091	0.1%			x	compensatory recognition for benefit trade off in 2012

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Please put an **X** in one of the boxes to indicate if the increase was used to address compression, inversion or another issue.

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Other, if choosing other please provide details in the documents sent to PSEC.

Employer: University of Victoria: January 1, 2016 Adjustments

		Total increase to salaries	$ 163,702		This increase is addressing (mark one):			
	Job Title	**CURRENT Annualized Salary**	**Proposed NEW Annualized Salary**	**% increase**	**Compression**	**Inversion**	**Other**	**Other Details**
1	Administrative Officer	$ 85,278	$ 86,984	2.0%			x	compensatory recognition for benefit trade off in 2012
2	Registrar	$ 139,196	$ 141,980	2.0%			x	compensatory recognition for benefit trade off in 2012
3	Director - Community Relations	$ 117,912	$ 120,270	2.0%			x	compensatory recognition for benefit trade off in 2012
4	Manager, Emergency Planning	$ 92,367	$ 94,214	2.0%			x	compensatory recognition for benefit trade off in 2012
5	Exec Director, Financial Srvcs	$ 143,057	$ 145,918	2.0%			x	compensatory recognition for benefit trade off in 2012
6	Manager, Data Centre Srvs	$ 98,877	$ 100,113	1.3%			x	compensatory recognition for benefit trade off in 2012
7	Manager-Client Technologies	$ 98,877	$ 100,113	1.3%			x	compensatory recognition for benefit trade off in 2012
8	Director, Customer Service	$ 99,559	$ 101,550	2.0%			x	compensatory recognition for benefit trade off in 2012
9	Executive Assistant	$ 91,997	$ 93,837	2.0%			x	compensatory recognition for benefit trade off in 2012
10	Security Manager	$ 81,600	$ 83,232	2.0%			x	compensatory recognition for benefit trade off in 2012
11	Exec Director, Coop Education	$ 136,968	$ 139,707	2.0%			x	compensatory recognition for benefit trade off in 2012
12	Assoc Director,Stdnt Recruitmt	$ 83,826	$ 85,503	2.0%			x	compensatory recognition for benefit trade off in 2012

Employer: University of Victoria: January 1, 2016 Adjustments

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	Job Title	**CURRENT Annualized Salary**	**Proposed NEW Annualized Salary**	**% increase**	**Compression**	**Inversion**	**Other**	**Other Details**
13	Director - Operations/Finance	$ 109,667	$ 111,861	2.0%			x	compensatory recognition for benefit trade off in 2012
14	Director, President's Office	$ 104,266	$ 106,352	2.0%			x	compensatory recognition for benefit trade off in 2012
15	Ex Director, UVic Commun/Mrktg	$ 136,968	$ 139,707	2.0%			x	compensatory recognition for benefit trade off in 2012
16	Director, Research Accounting	$ 111,427	$ 113,655	2.0%			x	compensatory recognition for benefit trade off in 2012
17	Director-Campus Security Srvs	$ 106,080	$ 108,202	2.0%			x	compensatory recognition for benefit trade off in 2012
18	Associate Director Research	$ 122,549	$ 125,000	2.0%			x	compensatory recognition for benefit trade off in 2012
19	Director,Research Partnerships	$ 132,600	$ 135,252	2.0%			x	compensatory recognition for benefit trade off in 2012
20	Associate Director	$ 100,486	$ 101,742	1.3%			x	compensatory recognition for benefit trade off in 2012
21	Adviser Provo. Eq & Diversity	$ 106,080	$ 108,202	2.0%			x	compensatory recognition for benefit trade off in 2012
22	Associate Registrar	$ 92,285	$ 93,570	1.4%			x	compensatory recognition for benefit trade off in 2012
23	Director, Acad Advising & ISS	$ 111,375	$ 112,767	1.3%			x	compensatory recognition for benefit trade off in 2012
24	Director,Pensions & Investment	$ 111,427	$ 113,655	2.0%			x	compensatory recognition for benefit trade off in 2012
25	Director, Campus Services	$ 128,651	$ 131,224	2.0%			x	compensatory recognition for benefit trade off in 2012
26	Dirctr,Counsel/Multifaith Srvc	$ 116,438	$ 117,893	1.3%			x	compensatory recognition for benefit trade off in 2012
27	Director, LR & HR Cnslt	$ 128,538	$ 131,109	2.0%			x	compensatory recognition for benefit trade off in 2012
28	Director of Budgets	$ 111,427	$ 113,655	2.0%			x	compensatory recognition for benefit trade off in 2012
29	UVic On-Line Director	$ 116,853	$ 119,190	2.0%			x	compensatory recognition for benefit trade off in 2012
30	Desktop Support Services Mangr	$ 98,877	$ 100,113	1.3%			x	compensatory recognition for benefit trade off in 2012
31	Director, Occup/Health/Safety	$ 104,550	$ 106,641	2.0%			x	compensatory recognition for benefit trade off in 2012
32	Dir, Inst Planning / Analysis	$ 117,423	$ 119,772	2.0%			x	compensatory recognition for benefit trade off in 2012
33	Director Admin. & Faculty HR	$ 95,282	$ 97,188	2.0%			x	compensatory recognition for benefit trade off in 2012

Employer: University of Victoria: January 1, 2016 Adjustments

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	Job Title	**CURRENT Annualized Salary**	**Proposed NEW Annualized Salary**	**% increase**	**Compression**	**Inversion**	**Other**	**Other Details**
34	Acting Dir of Faculty Relatns	$ 109,575	$ 111,766	2.0%			x	compensatory recognition for benefit trade off in 2012
35	Manager, Network Services	$ 98,877	$ 100,113	1.3%			x	compensatory recognition for benefit trade off in 2012
36	Manager, Treasury Services	$ 93,184	$ 94,349	1.3%			x	compensatory recognition for benefit trade off in 2012
37	Director, Health Services	$ 102,764	$ 104,819	2.0%			x	compensatory recognition for benefit trade off in 2012
38	Assoc Director,Engn & Operatns	$ 135,756	$ 138,471	2.0%			x	compensatory recognition for benefit trade off in 2012
39	Manager Development Services	$ 98,877	$ 100,113	1.3%			x	compensatory recognition for benefit trade off in 2012
40	Manager,Prodctn & Tech Support	$ 98,877	$ 100,113	1.3%			x	compensatory recognition for benefit trade off in 2012
41	Manager Info. Security Office	$ 91,236	$ 93,061	2.0%			x	compensatory recognition for benefit trade off in 2012
42	Manager, Fin Acctng /VPFO	$ 96,222	$ 98,146	2.0%			x	compensatory recognition for benefit trade off in 2012
43	Director, Acad & Admin Servcs	$ 110,377	$ 112,585	2.0%			x	compensatory recognition for benefit trade off in 2012
44	Manager, Benefits	$ 78,268	$ 79,833	2.0%			x	compensatory recognition for benefit trade off in 2012
45	Dir, Infrastructure Services	$ 112,769	$ 115,025	2.0%			x	compensatory recognition for benefit trade off in 2012
46	Assistant Treasurer	$ 100,096	$ 102,098	2.0%			x	compensatory recognition for benefit trade off in 2012
47	Director Equity & Human Rights	$ 105,390	$ 107,498	2.0%			x	compensatory recognition for benefit trade off in 2012
48	Associate Registrar	$ 92,820	$ 94,676	2.0%			x	compensatory recognition for benefit trade off in 2012
49	Director, Athletics/Rec'l Srv	$ 129,342	$ 131,929	2.0%			x	compensatory recognition for benefit trade off in 2012
50	Computer Help Desk Manager	$ 98,877	$ 100,113	1.3%			x	compensatory recognition for benefit trade off in 2012
51	Director, Indigenous Affairs	$ 92,208	$ 94,052	2.0%			x	compensatory recognition for benefit trade off in 2012
52	Administrative Director	$ 103,761	$ 105,836	2.0%			x	compensatory recognition for benefit trade off in 2012
53	Associate University Secretary	$ 95,157	$ 97,060	2.0%			x	compensatory recognition for benefit trade off in 2012
54	Director of Advancement Serv	$ 105,390	$ 107,498	2.0%			x	compensatory recognition for benefit trade off in 2012

Employer: University of Victoria: January 1, 2016 Adjustments

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	Job Title	**CURRENT Annualized Salary**	**Proposed NEW Annualized Salary**	**% increase**	**Compression**	**Inversion**	**Other**	**Other Details**
55	Dir, Campus Planning / Sustn.	$ 111,427	$ 113,655	2.0%			x	compensatory recognition for benefit trade off in 2012
56	Parking and Transptn Manager	$ 88,931	$ 90,709	2.0%			x	compensatory recognition for benefit trade off in 2012
57	Manager, Employee Relations	$ 95,231	$ 97,136	2.0%			x	compensatory recognition for benefit trade off in 2012
58	Manager, Payroll	$ 94,112	$ 95,995	2.0%			x	compensatory recognition for benefit trade off in 2012
59	Manager, Office of VP Research	$ 88,575	$ 90,346	2.0%			x	compensatory recognition for benefit trade off in 2012
60	Chief Privacy Officer	$ 94,844	$ 96,741	2.0%			x	compensatory recognition for benefit trade off in 2012
61	Exec Dir, Government Relations	$ 156,384	$ 156,384	0.0%			x	compensatory recognition for benefit trade off in 2012
62	Director, Capital Development	$ 110,676	$ 112,890	2.0%			x	compensatory recognition for benefit trade off in 2012
63	Exec Director, Student Srvs	$ 150,960	$ 153,979	2.0%			x	compensatory recognition for benefit trade off in 2012
64	Asoc Dir,Judcl Afrs/Stdt Advoc	$ 89,760	$ 91,555	2.0%			x	compensatory recognition for benefit trade off in 2012
65	Director, Residence Services	$ 117,300	$ 119,646	2.0%			x	compensatory recognition for benefit trade off in 2012
66	Assoc Director, User Services	$ 92,820	$ 94,676	2.0%			x	compensatory recognition for benefit trade off in 2012
67	Controller, Univ of Victoria	$ 106,111	$ 108,233	2.0%			x	compensatory recognition for benefit trade off in 2012
68	Director, Alumni Relations	$ 101,433	$ 103,462	2.0%			x	compensatory recognition for benefit trade off in 2012
69	Assoc Director of Engineering	$ 132,867	$ 135,525	2.0%			x	compensatory recognition for benefit trade off in 2012
70	Manager, Media Relations	$ 107,435	$ 109,583	2.0%			x	compensatory recognition for benefit trade off in 2012
71	Director, Internal Audit	$ 123,787	$ 126,263	2.0%			x	compensatory recognition for benefit trade off in 2012
72	Director,Ceremonies/Farquhar	$ 109,514	$ 111,705	2.0%			x	compensatory recognition for benefit trade off in 2012
73	Dirctr,Stdnt Recrt/Globl Engmt	$ 126,480	$ 129,010	2.0%			x	compensatory recognition for benefit trade off in 2012
74	Director, Univ Art Collections	$ 102,000	$ 104,040	2.0%			x	compensatory recognition for benefit trade off in 2012
75	Director, Fund Development	$ 121,176	$ 123,600	2.0%			x	compensatory recognition for benefit trade off in 2012

Employer: University of Victoria: January 1, 2016 Adjustments

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	Job Title	**CURRENT Annualized Salary**	**Proposed NEW Annualized Salary**	**% increase**	**Compression**	**Inversion**	**Other**	**Other Details**
76	Director, Commun & Prof Pgms	$ 104,361	$ 106,449	2.0%			x	compensatory recognition for benefit trade off in 2012
77	Internal Auditor	$ 93,862	$ 95,740	2.0%			x	compensatory recognition for benefit trade off in 2012
78	Exec. Director, Facilities Mgt	$ 156,060	$ 159,181	2.0%			x	compensatory recognition for benefit trade off in 2012
79	Manager, Fin Acctng / Training	$ 84,660	$ 86,353	2.0%			x	compensatory recognition for benefit trade off in 2012
80	Director, Purchasing Services	$ 120,788	$ 123,204	2.0%			x	compensatory recognition for benefit trade off in 2012
81	Director,Org Devl & Learn Serv	$ 109,800	$ 111,115	1.2%			x	compensatory recognition for benefit trade off in 2012
82	Associate Director, Purchasing	$ 105,820	$ 106,647	0.8%			x	compensatory recognition for benefit trade off in 2012
83	Director of Operations	$ 108,732	$ 108,959	0.2%			x	compensatory recognition for benefit trade off in 2012
84	Manager, Equity & Human Rights	$ 87,091	$ 87,181	0.1%			x	compensatory recognition for benefit trade off in 2012

Grades	Salary Range: July 1, 2014 (0% range increase as per Economic Stability Mandate)				
	Development Floor (80%)	Competitive Floor (90%)	Competitive Midpoint (100%)	Competitive Ceiling (110%)	Performance Ceiling (115%)
16	$121,628	$136,831	$152,035	$167,238	$174,840
15	$108,789	$122,388	$135,986	$149,585	$156,384
14	$100,331	$112,873	$125,414	$137,955	$144,226
13	$94,736	$106,578	$118,420	$130,262	$136,183
12	$88,217	$99,245	$110,272	$121,299	$126,813
11	$81,808	$92,034	$102,260	$112,486	$117,599
10	$77,492	$87,179	$96,865	$106,552	$111,395
9	$75,433	$84,862	$94,292	$103,721	$108,435
8	$68,615	$77,193	$85,770	$94,347	$98,635
7	$61,439	$69,119	$76,799	$84,478	$88,319
6	$55,128	$62,018	$68,909	$75,800	$79,246
5	$50,371	$56,667	$62,964	$69,260	$72,408
4	$45,521	$51,211	$56,902	$62,591	$65,436

Note: Public Sector Management and Executive Compensation Freeze in place for ranges 10 to 16

Grades	Salary Range: July 1, 2015 (1% increase for ML4-9 as per Economic Stability Mandate)				
	Development Floor (80%)	Competitive Floor (90%)	Competitive Midpoint (100%)	Competitive Ceiling (110%)	Performance Ceiling (115%)
16	$121,628	$136,831	$152,035	$167,238	$174,840
15	$108,789	$122,388	$135,986	$149,585	$156,384
14	$100,331	$112,873	$125,414	$137,955	$144,226
13	$94,736	$106,578	$118,420	$130,262	$136,183
12	$88,217	$99,245	$110,272	$121,299	$126,813
11	$81,808	$92,034	$102,260	$112,486	$117,599
10	$77,492	$87,179	$96,865	$106,552	$111,395
9	$76,187	$85,711	$95,235	$104,758	$109,519
8	$69,301	$77,965	$86,628	$95,290	$99,621
7	$62,053	$69,810	$77,567	$85,323	$89,202
6	$55,679	$62,638	$69,598	$76,558	$80,038
5	$50,875	$57,234	$63,594	$69,953	$73,132
4	$45,976	$51,723	$57,471	$63,217	$66,090

Note: Public Sector Management and Executive Compensation Freeze in place for ranges 10 to 16

Note: July 1, 2015 Salary Range still subject to final PSEC approval.

The following is a template to help us better understand the nature of the changes made to your compensation philosophy and quantify the increase in salary and what issues it was addressing.

Please enter your employer name in cell B20

For each employee receiving an increase please enter:
Job title
Current Annualized Salary this is the salary an invididual would receive in a 12 month period at full time pay.
Proposed New Annualized Salary this is the salary an invididual will be receiving based on a 12 month period at the new full time pay.

Please put an **X** in one of the boxes to indicate if the increase was used to address compression, inversion or another issue.

Compression occurs if one has subordinates who earn 90% or more of the supervisor's salary.
Inversion occurs if one has subordinates who earn more than the supervisor's salary.
Other, if choosing other please provide details in the documents sent to PSEC.

Employer: University of Victoria: January 1, 2016 Adjustments

		Total increase to salaries	$ 161,414			This increase is addressing (mark one):			
	Job Title	**CURRENT Annualized Salary**	**Proposed NEW Annualized Salary**	**% increase**	**New Compa-Ratio**	**Compression**	**Inversion**	**Other**	**Other Details**
1	Administrative Officer	$ 85,278	$ 86,984	2.0%	0.92			x	compensatory recognition for benefit trade off in 2012
2	Registrar	$ 139,196	$ 141,980	2.0%	1.04			x	compensatory recognition for benefit trade off in 2012
3	Director - Community Relations	$ 117,912	$ 120,270	2.0%	1.09			x	compensatory recognition for benefit trade off in 2012
4	Manager, Emergency Planning	$ 92,367	$ 94,214	2.0%	0.97			x	compensatory recognition for benefit trade off in 2012
5	Exec Director, Financial Srvcs	$ 143,057	$ 145,918	2.0%	0.96			x	compensatory recognition for benefit trade off in 2012
6	Manager, Data Centre Srvs	$ 98,877	$ 100,113	1.3%	0.98			x	compensatory recognition for benefit trade off in 2012
7	Manager-Client Technologies	$ 98,877	$ 100,113	1.3%	0.98			x	compensatory recognition for benefit trade off in 2012
8	Director, Customer Service	$ 99,559	$ 101,550	2.0%	0.99			x	compensatory recognition for benefit trade off in 2012
9	Executive Assistant	$ 91,997	$ 93,837	2.0%	0.92			x	compensatory recognition for benefit trade off in 2012
10	Security Manager	$ 81,600	$ 83,232	2.0%	0.86			x	compensatory recognition for benefit trade off in 2012
11	Exec Director, Coop Education	$ 136,968	$ 139,707	2.0%	1.03			x	compensatory recognition for benefit trade off in 2012
12	Assoc Director,Stdnt Recruitmt	$ 83,826	$ 85,503	2.0%	0.88			x	compensatory recognition for benefit trade off in 2012

Employer: University of Victoria: January 1, 2016 Adjustments

		Total increase to salaries	$ 161,414			This increase is addressing (mark one):			
	Job Title	**CURRENT Annualized Salary**	**Proposed NEW Annualized Salary**	**% increase**	**New Compa-Ratio**	**Compression**	**Inversion**	**Other**	**Other Details**
13	Director - Operations/Finance	$ 109,667	$ 111,861	2.0%	1.01			x	compensatory recognition for benefit trade off in 2012
14	Director, President's Office	$ 104,266	$ 106,352	2.0%	0.96			x	compensatory recognition for benefit trade off in 2012
15	Ex Director, UVic Commun/Mrktg	$ 136,968	$ 139,707	2.0%	1.03			x	compensatory recognition for benefit trade off in 2012
16	Director, Research Accounting	$ 111,427	$ 113,655	2.0%	0.96			x	compensatory recognition for benefit trade off in 2012
17	Director-Campus Security Srvs	$ 106,080	$ 108,202	2.0%	0.91			x	compensatory recognition for benefit trade off in 2012
18	Associate Director Research	$ 122,549	$ 125,000	2.0%	1.13			x	compensatory recognition for benefit trade off in 2012
19	Director,Research Partnerships	$ 132,600	$ 135,252	2.0%	1.14			x	compensatory recognition for benefit trade off in 2012
20	Associate Director	$ 100,486	$ 101,742	1.3%	0.92			x	compensatory recognition for benefit trade off in 2012
21	Adviser Provo. Eq & Diversity	$ 106,080	$ 108,202	2.0%	1.12			x	compensatory recognition for benefit trade off in 2012
22	Associate Registrar	$ 92,285	$ 93,570	1.4%	0.85			x	compensatory recognition for benefit trade off in 2012
23	Director, Acad Advising & ISS	$ 111,375	$ 112,767	1.3%	0.95			x	compensatory recognition for benefit trade off in 2012
24	Director,Pensions & Investment	$ 111,427	$ 113,655	2.0%	0.96			x	compensatory recognition for benefit trade off in 2012
25	Director, Campus Services	$ 128,651	$ 131,224	2.0%	1.05			x	compensatory recognition for benefit trade off in 2012
26	Dirctr,Counsel/Multifaith Srvc	$ 116,438	$ 117,893	1.3%	1.00			x	compensatory recognition for benefit trade off in 2012
27	Director, LR & HR Cnslt	$ 128,538	$ 131,109	2.0%	1.11			x	compensatory recognition for benefit trade off in 2012
28	Director of Budgets	$ 111,427	$ 113,655	2.0%	0.96			x	compensatory recognition for benefit trade off in 2012
29	UVic On-Line Director	$ 116,853	$ 119,190	2.0%	1.01			x	compensatory recognition for benefit trade off in 2012
30	Desktop Support Services Mangr	$ 98,877	$ 100,113	1.3%	0.98			x	compensatory recognition for benefit trade off in 2012
31	Director, Occup/Health/Safety	$ 104,550	$ 106,641	2.0%	0.90			x	compensatory recognition for benefit trade off in 2012
32	Dir, Inst Planning / Analysis	$ 117,423	$ 119,772	2.0%	1.01			x	compensatory recognition for benefit trade off in 2012
33	Director Admin. & Faculty HR	$ 95,282	$ 97,188	2.0%	0.95			x	compensatory recognition for benefit trade off in 2012

Employer: University of Victoria: January 1, 2016 Adjustments

		Total increase to salaries	$ 161,414			This increase is addressing (mark one):			
	Job Title	**CURRENT Annualized Salary**	**Proposed NEW Annualized Salary**	**% increase**	**New Compa-Ratio**	**Compression**	**Inversion**	**Other**	**Other Details**
34	Acting Dir of Faculty Relatns	$ 109,575	$ 111,766	2.0%	1.09			x	compensatory recognition for benefit trade off in 2012
35	Manager, Network Services	$ 98,877	$ 100,113	1.3%	0.98			x	compensatory recognition for benefit trade off in 2012
36	Manager, Treasury Services	$ 93,184	$ 94,349	1.3%	0.92			x	compensatory recognition for benefit trade off in 2012
37	Director, Health Services	$ 102,764	$ 104,819	2.0%	0.89			x	compensatory recognition for benefit trade off in 2012
38	Assoc Director,Engn & Operatns	$ 135,756	$ 136,183	0.3%	1.15			x	compensatory recognition for benefit trade off in 2012
39	Manager Development Services	$ 98,877	$ 100,113	1.3%	0.98			x	compensatory recognition for benefit trade off in 2012
40	Manager,Prodctn & Tech Support	$ 98,877	$ 100,113	1.3%	0.98			x	compensatory recognition for benefit trade off in 2012
41	Manager Info. Security Office	$ 91,236	$ 93,061	2.0%	0.99			x	compensatory recognition for benefit trade off in 2012
42	Manager, Fin Acctng /VPFO	$ 96,222	$ 98,146	2.0%	0.96			x	compensatory recognition for benefit trade off in 2012
43	Director, Acad & Admin Servcs	$ 110,377	$ 112,585	2.0%	0.95			x	compensatory recognition for benefit trade off in 2012
44	Manager, Benefits	$ 78,268	$ 79,833	2.0%	0.85			x	compensatory recognition for benefit trade off in 2012
45	Dir, Infrastructure Services	$ 112,769	$ 115,025	2.0%	0.97			x	compensatory recognition for benefit trade off in 2012
46	Assistant Treasurer	$ 100,096	$ 102,098	2.0%	0.93			x	compensatory recognition for benefit trade off in 2012
47	Director Equity & Human Rights	$ 105,390	$ 107,498	2.0%	0.97			x	compensatory recognition for benefit trade off in 2012
48	Associate Registrar	$ 92,820	$ 94,676	2.0%	0.86			x	compensatory recognition for benefit trade off in 2012
49	Director, Athletics/Rec'l Srv	$ 129,342	$ 131,929	2.0%	1.05			x	compensatory recognition for benefit trade off in 2012
50	Computer Help Desk Manager	$ 98,877	$ 100,113	1.3%	0.98			x	compensatory recognition for benefit trade off in 2012
51	Director, Indigenous Affairs	$ 92,208	$ 94,052	2.0%	0.85			x	compensatory recognition for benefit trade off in 2012
52	Administrative Director	$ 103,761	$ 105,836	2.0%	0.96			x	compensatory recognition for benefit trade off in 2012
53	Associate University Secretary	$ 95,157	$ 97,060	2.0%	0.95			x	compensatory recognition for benefit trade off in 2012
54	Director of Advancement Serv	$ 105,390	$ 107,498	2.0%	0.97			x	compensatory recognition for benefit trade off in 2012

Employer: University of Victoria: January 1, 2016 Adjustments

		Total increase to salaries	$ 161,414			This increase is addressing (mark one):			
	Job Title	**CURRENT Annualized Salary**	**Proposed NEW Annualized Salary**	**% increase**	**New Compa-Ratio**	**Compression**	**Inversion**	**Other**	**Other Details**
55	Dir, Campus Planning / Sustn.	$ 111,427	$ 113,655	2.0%	0.96			x	compensatory recognition for benefit trade off in 2012
56	Parking and Transptn Manager	$ 88,931	$ 90,709	2.0%	0.94			x	compensatory recognition for benefit trade off in 2012
57	Manager, Employee Relations	$ 95,231	$ 97,136	2.0%	0.95			x	compensatory recognition for benefit trade off in 2012
58	Manager, Payroll	$ 94,112	$ 95,995	2.0%	0.94			x	compensatory recognition for benefit trade off in 2012
59	Manager, Office of VP Research	$ 88,575	$ 90,346	2.0%	0.93			x	compensatory recognition for benefit trade off in 2012
60	Chief Privacy Officer	$ 94,844	$ 96,741	2.0%	0.95			x	compensatory recognition for benefit trade off in 2012
61	Exec Dir, Government Relations	$ 156,384	$ 156,384	0.0%	1.15			x	compensatory recognition for benefit trade off in 2012
62	Director, Capital Development	$ 110,676	$ 112,890	2.0%	0.95			x	compensatory recognition for benefit trade off in 2012
63	Exec Director, Student Srvs	$ 150,960	$ 153,979	2.0%	1.01			x	compensatory recognition for benefit trade off in 2012
64	Asoc Dir,Judcl Afrs/Stdt Advoc	$ 89,760	$ 91,555	2.0%	0.95			x	compensatory recognition for benefit trade off in 2012
65	Director, Residence Services	$ 117,300	$ 119,646	2.0%	1.01			x	compensatory recognition for benefit trade off in 2012
66	Assoc Director, User Services	$ 92,820	$ 94,676	2.0%	0.86			x	compensatory recognition for benefit trade off in 2012
67	Controller, Univ of Victoria	$ 106,111	$ 108,233	2.0%	0.91			x	compensatory recognition for benefit trade off in 2012
68	Director, Alumni Relations	$ 101,433	$ 103,462	2.0%	0.94			x	compensatory recognition for benefit trade off in 2012
69	Assoc Director of Engineering	$ 132,867	$ 135,525	2.0%	1.14			x	compensatory recognition for benefit trade off in 2012
70	Manager, Media Relations	$ 107,435	$ 109,583	2.0%	1.07			x	compensatory recognition for benefit trade off in 2012
71	Director, Internal Audit	$ 123,787	$ 126,263	2.0%	1.07			x	compensatory recognition for benefit trade off in 2012
72	Director,Ceremonies/Farquhar	$ 109,514	$ 111,705	2.0%	1.01			x	compensatory recognition for benefit trade off in 2012
73	Dirctr,Stdnt Recrt/Globl Engmt	$ 126,480	$ 129,010	2.0%	1.03			x	compensatory recognition for benefit trade off in 2012
74	Director, Univ Art Collections	$ 102,000	$ 104,040	2.0%	1.02			x	compensatory recognition for benefit trade off in 2012
75	Director, Fund Development	$ 121,176	$ 123,600	2.0%	1.04			x	compensatory recognition for benefit trade off in 2012

Employer: University of Victoria: January 1, 2016 Adjustments

		Total increase to salaries	$ 161,414			This increase is addressing (mark one):			
	Job Title	**CURRENT Annualized Salary**	**Proposed NEW Annualized Salary**	**% increase**	**New Compa-Ratio**	**Compression**	**Inversion**	**Other**	**Other Details**
76	Director, Commun & Prof Pgms	$ 104,361	$ 106,449	2.0%	0.90			x	compensatory recognition for benefit trade off in 2012
77	Internal Auditor	$ 93,862	$ 95,740	2.0%	0.99			x	compensatory recognition for benefit trade off in 2012
78	Exec. Director, Facilities Mgt	$ 156,060	$ 159,181	2.0%	1.05			x	compensatory recognition for benefit trade off in 2012
79	Manager, Fin Acctng / Training	$ 84,660	$ 86,353	2.0%	0.84			x	compensatory recognition for benefit trade off in 2012
80	Director, Purchasing Services	$ 120,788	$ 123,204	2.0%	1.04			x	compensatory recognition for benefit trade off in 2012
81	Director,Org Devl & Learn Serv	$ 109,800	$ 111,115	1.2%	1.01			x	compensatory recognition for benefit trade off in 2012
82	Associate Director, Purchasing	$ 105,820	$ 106,647	0.8%	1.04			x	compensatory recognition for benefit trade off in 2012
83	Director of Operations	$ 108,732	$ 108,959	0.2%	0.92			x	compensatory recognition for benefit trade off in 2012
84	Manager, Equity & Human Rights	$ 87,091	$ 87,181	0.1%	0.92			x	compensatory recognition for benefit trade off in 2012

Bergthorson, Sheena PSEC:EX

From: Kane Kilbey <kanek@uvic.ca>
Sent: Monday, November 16, 2015 3:21 PM
To: Dawson, Ken PSEC:EX
Cc: Rathbone, Chris PSEC:EX
Subject: Re: Excluded Management and Decanal Compensation Adjustments - Approved
Attachments: image001.jpg

Thanks Ken. That's exactly what I needed for my update. I will hang tight and hope to hear back from you in the new year. Kane

Sent from my iPhone

On Nov 16, 2015, at 3:10 PM, Dawson, Ken PSEC:EX <Ken.Dawson@gov.bc.ca> wrote:

> Hi Kane,
> The updated compensation philosophies require approval by the Minister and we will be sending them to him as a comprehensive package. Our office will not be approving them, but will be providing recommendations to the Minister on approval. I cannot give a definitive timeline on when this will occur – although it is not expected to be late into the New Year - and the proposed January increases are contingent upon approval of the updated compensation philosophies.
> Keep in mind that the January increases will be retroactive to January 1st so employees will not be negatively impacted due to any delay in approval.
> Does this clarify things for you in updating your BoG? If not, just give me a call and am happy to discuss.
> Ken
> **Ken Dawson | Director, Labour Relations**
> **Public Sector Employers' Council Secretariat**
> Suite 210 – 880 Douglas Street
> Victoria, BC V8W 2B7
> Mobile: 778.679.0891
> Office: 250.356.5978
> Email: Ken.Dawson@gov.bc.ca
> This e-mail (including any attachments) is confidential and for the sole use of the intended recipients. If you are not an intended recipient, any review, reproduction, dissemination, or other use is prohibited. If you receive this email in error, please immediately notify me by return email or telephone and destroy this e-mail and any copies.
> Thank you.
>
> **From:** Kane Kilbey [mailto:kanek@uvic.ca]
> **Sent:** Monday, November 16, 2015 1:52 PM
> **To:** Dawson, Ken PSEC:EX
> **Subject:** RE: Excluded Management and Decanal Compensation Adjustments - Approved
> Hi Ken. Just following up to ask if you have an update concerning our Oct 16 submission containing the final updated Compensation Plan, as approved by our BoG, and the January 1, 2016 salary adjustment proposal (unchanged since Aug 28 package). Are you approving these as they arrive or are these being reviewed only after the November 30 deadline? Knowing either answer will assist me to update my BoG next Monday. Thank you,
>
> Kane

Kane Kilbey
Associate Vice President
Human Resources
University of Victoria
T 250-721-8031
F 250-721-8094
kanek@uvic.ca
www.uvic.ca/hr

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From: Dawson, Ken PSEC:EX [mailto:Ken.Dawson@gov.bc.ca]
Sent: September 10, 2015 2:15 PM
To: Kane Kilbey <kanek@uvic.ca>
Cc: Rathbone, Chris PSEC:EX <Chris.Rathbone@gov.bc.ca>; Knittelfelder, Stuart PSEC:EX <Stuart.Knittelfelder@gov.bc.ca>
Subject: Excluded Management and Decanal Compensation Adjustments - Approved

Hi Kane,

Thanks for submitting to PSEC a request for increases to excluded management compensation at UVIC pursuant to the direction as outlined in the June 2015 Employers' Guide. We have reviewed and approved your request as submitted on August 28th; salary increases can be made retroactive to July 1 as is proposed in the submission.

The Decanal Compensation Proposal is also approved as submitted, further to your discussions with Chris.

We are endorsing the approach outlined in the draft Management / Excluded Terms and Conditions, which is to be presented to the UVIC Board of Governors later this year. Once this is approved by UVIC, please forward it to PSEC for final approval.

Kindly contact me directly if you have any questions on this.

Thanks,

Ken

Ken Dawson | Director, Labour Relations
Public Sector Employers' Council Secretariat
Suite 210 – 880 Douglas Street
Victoria, BC V8W 2B7
Mobile: 778.679.0891
Office: 250.356.5978
Email: Ken.Dawson@gov.bc.ca

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Thank you.

From: Kane Kilbey [mailto:kanek@uvic.ca]
Sent: Friday, August 28, 2015 11:43 AM
To: Zacharuk, Christina PSEC:EX
Cc: Rathbone, Chris PSEC:EX; Blair Littler
Subject: Excluded Management and Decanal Compensation Adjustments - For Approval

Hi Christina and Chris. The attached proposals are further to the June 25, 2015 letter inviting public sector employers to submit a business case for modest, targeted increases for excluded management employees. Attached to these proposals are the completed templates detailing each affected position, the associated proposed adjustments, and the applicable updated compensation plan. I have also attached the Excel worksheet for your reference. If you have any questions, please feel free to contact me by phone or e-mail. Thank you, Kane

Kane Kilbey
Associate Vice President
Human Resources
University of Victoria
T 250-721-8031
F 250-721-8094
kanek@uvic.ca
www.uvic.ca/hr

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Bergthorson, Sheena PSEC:EX

From: Dawson, Ken PSEC:EX
Sent: Monday, August 8, 2016 9:48 AM
To: 'Kane Kilbey'
Cc: Coburn, Lindsay PSEC:EX
Subject: RE: small detail question

Hi Kane,

Thanks for this, the Employers' Guide contemplates that employers will adjust their management compensation ranges "consistent with the increases provided to unionized employee groups"....and that "if unionized employees have multiple increases within a year, management ranges should be adjusted on the later date." So while we don't anticipate that compounding the increases would occur within the year for management increases, if there are issues with your payroll system that would cause unnecessary challenges in having different approaches for the two groups, I'm around this week and happy to discuss off line. As you say, the difference is small....

Thanks,
Ken

Ken Dawson | Director, Labour Relations
Public Sector Employers' Council Secretariat
Suite 210 – 880 Douglas Street
Victoria, BC V8W 2B7
Mobile: 778.679.0891
Office: 250.356.5978
Email: Ken.Dawson@gov.bc.ca

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Thank you.

From: Kane Kilbey [mailto:kanek@uvic.ca]
Sent: Friday, August 5, 2016 3:57 PM
To: Coburn, Lindsay PSEC:EX
Cc: Dawson, Ken PSEC:EX
Subject: small detail question

Hi again. One last (maybe) small detail clarification:

I noticed the sample range adjustment chart on page 6 does not compound the increases within each year. The difference is small but I wondered if that was intended and connected to the need for the criteria for contemplating range adjustments once annually....etc?

Thanks,

Kane

Kane Kilbey
Associate Vice President

Human Resources
University of Victoria

T 250-721-8031
F 250-721-8094
kanek@uvic.ca
www.uvic.ca/hr

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Bergthorson, Sheena PSEC:EX

From: Dawson, Ken PSEC:EX
Sent: Thursday, February 11, 2016 12:00 PM
To: 'Kane Kilbey'
Cc: Coburn, Lindsay PSEC:EX
Subject: RE: Common Compensation Philosophy - Update

HI Kane,

I am glad you followed up, it is timely for me to cover off a few points for you.

Firstly, the management compensation freeze remains in effect. The increases that UVIC received approvals on today in order to allow some "modest flexibility within the freeze" that the Minister has authorized. To be clear, the positions that were approved today are not able to receive any further increases or in-range moves for the rest of 2016. The Employers' Guide outlines the parameters for salary increases and I have worked to adjust UVIC's request to work within these confines.

To the points you raised, UVIC can apply any non-compensatory terms and conditions associated with their newly updated and approved compensation plan. Any further wage increases or cash incentives other than those specifically approved by PSEC are not permitted at this time. This includes in-range movement.

The Canadian National Public Service Data Base (Hay) is different from making comparisons to the BC public sector. Consideration of scope and accountability has been considered in the context of Assistant Deputy Minister (executive level) positions in the BC public service and senior Directors at other crowns. Both positions that were not approved for an increase are minimally at their competitive range mid-point.

Hopefully this clarifies - thanks again for your assistance with UVIC's request.

Ken

Ken Dawson | Director, Labour Relations
Public Sector Employers' Council Secretariat
Suite 210 – 880 Douglas Street
Victoria, BC V8W 2B7
Mobile: 778.679.0891
Office: 250.356.5978
Email: Ken.Dawson@gov.bc.ca

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Thank you.

From: Kane Kilbey [mailto:kanek@uvic.ca]
Sent: Thursday, February 11, 2016 10:49 AM
To: Dawson, Ken PSEC:EX
Subject: RE: Common Compensation Philosophy - Update

Thanks for the quick turnaround Ken. Our management team will be pleased to be exiting the freeze. I have a couple of questions connected to our business case and your e-mail:

1. Our proposal included a return to the normal operation of the approved compensation plan. Can you please confirm that is the case?
2. Can you please explain what you mean by comparable positions for the two excluded positions? It is my experience that comparisons in title may not adequately describe the scope of responsibility. Further, these are people who have given up benefits, including a superior severance formula, in exchange for access to the approved compensation framework. In terms of benchmarking, these positions have been evaluated using the Hay system, the most widely used compensation system in the world, and priced using the Hay Group's Canadian National Public Sector Database. Lastly, I market-checked the Facilities job in 2014 with other comparable Canadian universities – because we tend to bundle the work in a similar fashion and have similar complexities in a research intensive environment, and this market survey demonstrated that we are paying in the bottom quartile ($178,000 was the 25th percentile, the median = $190,000).

Feel free to call me if you have any questions. Thanks again for the approvals.

Kane

Kane Kilbey
Associate Vice President

Human Resources
University of Victoria

T 250-721-8031
F 250-721-8094
kanek@uvic.ca
www.uvic.ca/hr

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From: Dawson, Ken PSEC:EX [mailto:Ken.Dawson@gov.bc.ca]
Sent: February 11, 2016 9:33 AM
To: Kane Kilbey <kanek@uvic.ca>
Cc: Coburn, Lindsay PSEC:EX <Lindsay.Coburn@gov.bc.ca>; Rathbone, Chris PSEC:EX <Chris.Rathbone@gov.bc.ca>
Subject: RE: Common Compensation Philosophy - Update

Hi Kane,

Thanks for providing further information yesterday on UVIC's request for salary adjustments to management employees. This email will confirm the approvals for you.

The submission is approved as submitted with the following proviso:

- Two positions which are highlighted in the Updated ME attachment (Exec Director Student Services and Exec Director Facilities) are not approved for increases at this time. The proposed increases would place them beyond the level of the competitive salary amount for comparable positions following our review.

I should note that there are other positions proposed for salary increases that also surpass the comparative midpoint, however the salary amounts in those cases are significantly less and are more in line with market comparisons.

You are aware that UVIC's updated compensation philosophy has been approved by the Minister of Finance in January; Chris provided written confirmation of the approvals to UVIC and other employers on January 26th.

Please contact me directly if you have any questions related to this approval.

Regards,

Ken

Ken Dawson | Director, Labour Relations
Public Sector Employers' Council Secretariat
Suite 210 – 880 Douglas Street
Victoria, BC V8W 2B7
Mobile: 778.679.0891
Office: 250.356.5978
Email: Ken.Dawson@gov.bc.ca

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Thank you.

From: Kane Kilbey [mailto:kanek@uvic.ca]
Sent: Tuesday, January 26, 2016 3:34 PM
To: Rathbone, Chris PSEC:EX
Cc: Coburn, Lindsay PSEC:EX; Dawson, Ken PSEC:EX
Subject: RE: Common Compensation Philosophy - Update

Perfect! Thanks all. Kane

From: Rathbone, Chris PSEC:EX [mailto:Chris.Rathbone@gov.bc.ca]
Sent: January 26, 2016 3:31 PM
To: Kane Kilbey <kanek@uvic.ca>
Cc: Coburn, Lindsay PSEC:EX <Lindsay.Coburn@gov.bc.ca>; Dawson, Ken PSEC:EX <Ken.Dawson@gov.bc.ca>
Subject: RE: Common Compensation Philosophy - Update

Lindsay and Ken are going to get back to you by end of day Monday. Promise! ☺

From: Kane Kilbey [mailto:kanek@uvic.ca]
Sent: Tuesday, January 26, 2016 3:27 PM
To: Rathbone, Chris PSEC:EX
Cc: Coburn, Lindsay PSEC:EX
Subject: RE: Common Compensation Philosophy - Update

Thanks for the update Chris. Do you have a sense of timing for confirmation of business case approval? s.22
s.22

Kane

From: Rathbone, Chris PSEC:EX [mailto:Chris.Rathbone@gov.bc.ca]
Sent: January 26, 2016 3:01 PM
To: Kane Kilbey <kanek@uvic.ca>
Cc: Coburn, Lindsay PSEC:EX <Lindsay.Coburn@gov.bc.ca>
Subject: Common Compensation Philosophy - Update

Hi Kane,

I'm writing today to provide an update on your compensation plan and the process for granting some flexibility within the management compensation freeze.

Implementation of a Public Sector Compensation Philosophy

In June, 2015, public sector employers government endorsed the recommendation from the Public Sector Compensation Review to align compensation practices in the broader public sector through a shared, common public sector compensation philosophy. A common philosophy will provide a standardized foundation for compensation decisions across the public sector and support using a taxpayer lens consistent with the Taxpayer Accountability Principles. As such, employers were asked to update and align their individual compensation philosophies for approval by the Minister Responsible for the *Public Sector Employers* Act with a set of shared, core principles.

Thank you for working with your staff and boards to make any necessary changes, including taking action to implement the new philosophy and formally update any relevant organizational materials with PSEC. These changes will provide a revised framework for making compensation decisions that avoid exception requests. Please consider this letter as approval of your revised compensation philosophy to guide future benchmarking and compensation decisions. The approval also covers your revised compensation ranges. A reminder that compensation levels may not increase outside of the current opportunity for flexibility within the freeze.

Modest Flexibility in the Wage Freeze

In June, 2015, employers were also given the ability to provide modest, targeted in-range increases to address pressing issues of compression, inversion, and to ensure retention of high performers. Most employers have submitted and received approval to provide increases effective July 1, 2015. With the approval of a revised compensation philosophy, PSEC is now reviewing business cases for additional flexibility to address the same issues and for performance increases aligned with the new philosophy, effective January 1, 2016.

Currently, the opportunity to provide flexibility within the management compensation freeze continues to apply only to management employees – executive compensation remains frozen.

Please do not hesitate to contact me with any questions or concerns. The Employers Guide to Implementing a Common Compensation Philosophy for the B.C. Public Sector is attached for your reference.

Thank you,

Chris

Chris Rathbone | Executive Director
Public Sector Employers' Council Secretariat | Province of BC
Phone: 250.356.0949 | Mobile: 250.812.3246
email: chris.rathbone@gov.bc.ca

FREQUENTLY ASKED QUESTIONS
Public Sector Management & Executive Compensation Freeze
Policy
October 2012

1. What is the purpose of this policy?

- The purpose of this policy is to freeze compensation paid to managers and executives employed by public sector employers in British Columbia at current levels in an effort to control public sector compensation costs.

2. Who is included in this freeze?

- This policy applies wages and salaries paid to managers and executives employed by a Public Sector Employer or Employers' Association as defined in the *Public Sector Employers Act*.

3. Who is defined as a Manager?

- In the context of this policy, a Manager will usually be an individual classified or compensated according to a management compensation or classification structure. This will usually be a person whose responsibilities include supervising or directing staff, although there are instances where this may not be the case. Public Sector employers should contact the Public Sector Employers' Council Secretariat with any questions that they may have on who is covered by the definition of manager.

4. Who isn't covered by the policy?

- This policy does not apply to employees whose compensation is tied to collective agreement salary structures. This will include employees who are covered by a collective agreement or similar document, employees who are employed in bargaining-unit equivalent positions (e.g., "Schedule A" employees employed in the Public Service), and positions excluded from membership by the *Labour Relations Code*.

5. When does it take effect, and when does it end?

- This policy is effective September 13, 2012, and will continue while Government undertakes a review of spending.

6. What does this policy mean to my organization?

- The compensation paid to Managers and Executives at a Public Sector Employer who is covered by this policy is now frozen. Managers and Executives may not receive any increases in cash compensation, including increases based on length of service, merit, or progression through salary ranges.

7. How does this affect reclassifications of positions?

- Employers may not use organizational restructuring or reclassification of positions in order to avoid the purpose of the freeze and the intent of this policy.

8. Can I renew a contract that will result in an increase to the salary?

- No. During the freeze, employers may not renew contracts that will result in a compensation increase. However, employers may include reopener provisions in contracts that will allow a discussion of compensation increases at a later time should Government policy on the freeze change.

9. Can I add a new retention bonus to ensure key Managers and Executives do not resign from my organization during this freeze?

- No. A retention bonus is not acceptable under the terms of the policy as it would be considered a compensation increase.

10. Can I rehire a Manager or Executive to a more highly paid position if he/she resigns the previously held job?

- Employers may not circumvent the intent of the policy by rehiring existing managers or executives at a higher rate of pay.

11. What if my contracts stipulate that I must pay bonuses to my managers and executives?

- Managers and Executives may continue to receive re-earnable incentives that are part of a legally-binding employment contract and approved compensation plan.
- Managers and Executives may also receive compensation increases that are specified by time and amount in legally-binding contracts and approved compensation plans.

12. Does this offset or change any direction coming out of the Crown Corporation Executive Compensation Policy?

- No. This policy does not delay or otherwise change any aspect of the implementation of modified executive and excluded compensation plans that are required by the July 2012 Crown Corporation Executive Compensation Policy.[1]

13. Under what authority is this freeze being directed?

- The legislative authority for this policy is the *Public Sector Employers Act*. The *Act* requires that employee compensation plans and contracts be approved by the Minister responsible for the *Act* prior to implementation of those plans and contracts and provides the Minister with the authority to direct public sector employers to prepare compensation plans consistent with the Minister's direction.

14. What should I do if I have an exceptional circumstance and require assistance?

- The PSEC Secretariat will work with Public Sector Employers to resolve issues in a manner that is consistent with this policy's intent.

[1] http://www.fin.gov.bc.ca/psec/disclosuredocs/crown_corporation_executive_compensation_july_2012.pdf.

Bergthorson, Sheena PSEC:EX

From: Kane Kilbey <kanek@uvic.ca>
Sent: Wednesday, October 17, 2012 11:34 AM
To: Vincent, Tom PSEC:EX
Cc: Patterson, Ted HLTH:EX
Subject: Compensation freeze

Sensitivity: Confidential

Hi Tom. I think Ted gave you a heads up that I wanted to run something past you concerning the application of the new compensation policy on our recently updated compensation plan for the Management Excluded employee group at UVic.

The short version is that we introduced access to expanded ranges in return for a permanent reduction in benefits this year. The freeze, depending on how long it lasts, will arguably have the effect of a net compensation reduction.

When would be a good time to call you to review? Should only take about 10 minutes. Thank you, Kane

Kane Kilbey
Associate Vice President
Human Resources
University of Victoria
PO Box 1700 STN CSC Victoria, BC V8W 2Y2
phone: (250) 721-8031
fax: (250) 721-8094
e-mail: kanek@uvic.ca