

COMPENSATION POLICY FOR SENIOR ADVANCEMENT STAFF

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This policy covers the compensation program for Professional/Managerial advancement positions including Senior Development Officers and Program Managers throughout the University of Toronto and it will be administered and maintained through the Vice President and Chief Development Officer's Compensation Committee. All other terms and conditions of employment for such employees are contained within the document *Policies for Professionals/Managers* and/or the general University policies.

SALARY RANGES

There are two broad pay bands for Senior Advancement Staff, as follows:

<u>Level</u>	<u>Range Minimum</u>	<u>Range Maximum</u>
1-AP	\$50,000	\$120,000
2-AP	\$100,000	

Movement through the salary range is achieved through merit increases.

STARTING SALARIES, PROBATIONARY PERIODS AND INCREASES

Starting salaries to be offered to successful applicants for positions in this field of advancement must be approved taking into account market data on comparable positions and the University's target position as a market leader in this field, as well as the individual applicant's experience, skills, abilities, qualifications and anticipated contribution. Consideration may be given to a salary adjustment at the conclusion of the probationary period of up to twelve months.

ANNUAL SALARY ADJUSTMENT PROGRAM

Salaries will be reviewed on an annual basis on July 1. Individual salaries may be reviewed and adjusted more frequently as appropriate. Increases will be awarded solely on a performance basis, related to quantitative and qualitative measures of effort invested and achievement of goals. Individual base increases will normally range between 0% to 10%.

OTO and INCENTIVE PAYMENTS

For employees whose salaries are in the 1-AP range, lump sum payments may be awarded to an employee to recognize extraordinary effort and/or contribution. Such payments are not part of the employee's regular salary.

For employees whose salaries are in the 2-AP range, a regular part of the annual compensation package will include an incentive lump-sum payment component, not additive to base salary, of up to 15% of base salary. The amount of this 'at risk' award will be determined annually based on the achievement of pre-established and agree-upon contracted deliverables, set at the start of the each year. All employees subject to this policy will be held to consistently high standards of performance; the achievement of goals and objectives will be the subject of rigorous review on a regular basis, normally quarterly with their division heads, and at least annually with the both the Vice President and the Division Head.

Although such payments are variable in amount depending upon a given year's achievements, they are considered for pension purposes to be included in the calculation of the total annual compensation.

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EMPLOYMENT CONTRACTS

Each individual at the 2-AP level will have a unique, mutually agreed-upon employment contract with the University outlining the particulars of her/his appointment and compensation arrangements, such as base salary, probationary period, incentive pay opportunities and schedules, severance arrangements, based on factors including divisional requirements, goals, campaign strategy and status.

PROMOTIONAL INCREASES

A staff member will be eligible for a promotional increase when his/her position is reclassified from 1-AP to 2-AP or when s/he moves to a position classified at 2-AP. The amount of the increase in salary should reflect the higher level of the position.

A staff member may be eligible for a base salary increase if he/she takes on additional on-going responsibilities but remains within the current band.

APPROVAL MECHANISM

Starting salaries and all subsequent salary adjustments, one-time-only lump sum payments, and variable pay awards, position titles and objectives must be approved by the Vice President and C.D.O.'s Compensation Committee.

THE COMPENSATION COMMITTEE

This committee, chaired by the Vice President and Chief Development Officer, will consist of the Vice President, Human Resources, the Director of Alumni and Development, two division heads and a designated Human Resources Professional. The committee will be responsible for: monitoring the advancement function from an institutional H.R./compensation perspective; assessing external salary market data and H.R. employment trends in the advancement field; ensuring consistent performance standards and expectations; reviewing and approving promotions and hiring salaries; reviewing anomalies and recommending adjustments as required; monitoring increases and incentive payments for all advancement staff; and reporting salary increases for advancement employees in the Senior Salary Category.