

Report of the Senior Salary Committee for 2003-2004

Appendix 2

**Memorandum from the Vice-President, Human Resources and Equity on
Professionals / Managers Annual Performance Reviews and Merit Increases**

HR #481

May 25, 2004

Memorandum

To: President & Vice-Presidents
Principals, Deans, Academic Directors & Chairs
Professionals/Managers
Divisional HR Offices

From: Angela Hildyard
Vice-President, Human Resources & Equity



Re: Professionals/Managers – Annual Performance Reviews and Merit Increases

This document is a description of the **annual salary adjustment program and process** for Professionals/Managers staff, in conjunction with the new Job Evaluation and Compensation Program being implemented July 1, 2004.

An overview of the new Job Evaluation and Compensation Program for Professionals/Managers is available on the HR website at: <http://www.utoronto.ca/hrhome/pmmain.htm>. The revised Compensation Policy for Professionals/Managers, approved by Business Board of the Governing Council in April, is also available at the same website address.

Any questions concerning the salary adjustment program should be directed to your Divisional HR Office.

Performance Reviews

Last year, we introduced the Activity Report for Professionals/Managers. The Activity Report is used by the staff member to record his/her accomplishments for the previous year and serves as the basis for planning goals, objectives and priorities for the staff member for the coming year.

In April of this year, a new performance assessment process for Professionals/Managers was announced. The performance assessment process along with the Activity Report are documented in the Performance Planning, Feedback and Development document, which Professionals/Managers staff and their immediate supervisors should use for this year's annual salary adjustment program.

For your convenience, the complete Performance Planning, Feedback and Development document is available on the Human Resources website at:
<http://www.utoronto.ca/hrhome/downloads/pmguide1.htm>.

Questions concerning the performance assessment process and/or completion of the Activity Report may be directed to your Divisional HR Office.

Across-the-Board (ATB) Increase

The new compensation policy for Professionals/Managers provides for an Across-the-Board (ATB) for all employees in PM Salary Levels 1 to 6. The Across-the-Board increase for July 1, 2004 is expected to be 3%, pending final approval of the Business Board on June 17, 2004.

Note that Professionals/Managers in PM Salary Levels 7, 8 and 9 are not eligible for an Across-the-Board increase; the ATB amount will be added in to the merit pool for staff in these levels and distributed based on performance.

The salary ranges for Professional/Managerial staff (see Appendix A) will be increased by the ATB amount effective July 1, 2004.

The Merit Component

Please note the following:

- i) All recommended performance ratings must be reviewed by the Division Head. Performance ratings for Professionals/Managers are described in Appendix B;
- ii) There will be three merit pools established for purposes of calculating merit: one for PM Salary Levels 1, 2, 3; one for PM Salary Levels 4, 5, 6; and, one for PM Salary Levels 7, 8, 9. Each merit pool is based on 2.5% of the salary base of the Professional/Managerial employees in that pool;
- iii) The amount of merit pay will be determined based on the performance rating. As described in the overview of the new Job Evaluation and Compensation Program for Professionals/Managers, the rate of progression through the range is slower above the breakpoint. Therefore merit increases for those whose current salaries are above the breakpoint will be somewhat lower than for those below the breakpoint;
- iv) In accordance with the new compensation policy for Professionals/Managers, a staff member whose annualized salary is currently at the maximum of his/her new PM salary range is not entitled to a merit increase to base salary. However, the staff member may be eligible for an OTO merit award based on performance;
- v) Salaries for all Professionals/Managers in Levels 8 and 9 and all other P/Ms whose new annualized salary is greater than \$120,000, will be reported to the Senior Salary Committee for review following the merit pool process;
- vi) Merit awards will be communicated to departments the week of July 5: subsequent to this and prior to July 16, supervisors should advise their Professionals/Managers staff, in writing, of their performance rating and merit increase.

The July 1, 2004 merit process is as follows:

A. Merit Process for Professionals/Managers in New Salary Levels PM1 to PM6

Once the staff member has completed and submitted Part A of his/her Activity Report, the immediate supervisor should complete the following sections of the Performance Planning, Feedback and Development document:

- i) Section B: Competencies Summary using the Competencies Worksheet; and
- ii) Section C: Overall Performance Rating.

The supervisor should then meet with the staff member to discuss the performance assessment.

Once reviewed by the Division Head, a copy of the completed Performance Planning, Feedback and Development document for each Professionals/Managers staff member should be forwarded to your Divisional HR Office, no later than Friday, June 11. Note: Where a performance rating of '5' is recommended the immediate supervisor should also provide a one-paragraph summary outlining the rationale for this rating.

B. Merit Process for Professionals/Managers in New Salary Levels PM7, PM8 and PM9

Once the staff member has completed and submitted Part A of his/her Activity Report, the immediate supervisor should complete the following sections of the Performance Planning, Feedback and Development document:

- i) Section B: Competencies Summary using the Competencies Worksheet; and
- ii) Section C: Overall Performance Rating.

The supervisor should then meet with the staff member to discuss the performance assessment.

Once reviewed by the Division Head, a copy of the completed Performance Planning, Feedback and Development document for each Professionals/Managers staff member should be forwarded to your Divisional HR Office, no later than Friday, June 11. Note: Where a performance rating of '5' is recommended the immediate supervisor should also provide a one-paragraph summary outlining the rationale for this rating.

This year, a Central Review Committee will review all recommended performance ratings and resulting salary increases for staff in Levels 7, 8 and 9 only. The Committee will be chaired by me and have senior academic and administrative representation.

Funding of Merit

Central funding into the merit pools will be calculated at 2.5% of the salary base of the operating budgets for each merit pool group.

Questions related to the performance assessment and/or merit increase process should be directed to your Divisional Human Resource Office.

* Appendices and an easy-print version of this memorandum are available on the Human Resources website at: http://www.utoronto.ca/hrhome/comp_hr.htm.

**UNIVERSITY OF TORONTO
SALARY RANGES FOR PROFESSIONALS/MANAGERS STAFF
EFFECTIVE PRE-JULY 1, 2004**

(Note: These salary ranges will be adjusted by the ATB amount approved by Business Board at its June 17 meeting: adjusted salary ranges will be distributed after that date)

SALARY LEVEL	SALARY RANGE			
	MINIMUM	ANCHOR POINT	BREAKPOINT	MAXIMUM
PM 1	\$43,915	\$54,893	\$61,626	\$68,359
PM 2	\$47,878	\$59,847	\$67,187	\$74,528
PM 3	\$52,623	\$65,779	\$73,846	\$81,914
PM 4	\$58,361	\$72,951	\$81,899	\$90,846
PM 5	\$65,310	\$81,638	\$91,651	\$101,664
PM 6	\$73,748	\$92,185	\$103,491	\$114,798
PM 7	\$84,028	\$105,035	\$117,918	\$130,800 (Open)
PM 8	\$96,607	\$120,759	\$135,570	\$150,381 (Open)
PM 9	\$111,670	\$139,588	\$156,708	\$173,829 (Open)

←-----Hiring Zone-----→

←-----Target Zone-----→ ←-----Premium Zone-----→

Minimum: Represents the minimum of the salary range. Salaries are administered at or above the minimum of the salary range.

Target Zone: Salaries for most employees are managed within the Target Zone. The starting salary for a new employee may fall lower in the Target Zone. Each salary range has a Hiring Zone, i.e., where an applicant is typically hired based on his/her qualifications in relation to the requirements of the position.

Anchor Point: Represents the top of the Hiring Zone.

Premium Zone: Represents the upper end of the salary range. Generally, salaries for exceptional performers, long service employees and/or positions requiring a market premium are managed within the Premium Zone.

Maximum: Represents the maximum of the salary range for Levels 1 to 6. The Maximum for Salary Ranges 7, 8 and 9 is 'open', i.e., salaries may be administered above the published maximum with senior management approval.

UNIVERSITY OF TORONTO
PERFORMANCE RATINGS
FOR PROFESSIONAL/MANAGERIAL STAFF

PERFORMANCE CATEGORY	DESCRIPTION	MERIT RATING
Exceptional Performance	Consistently and substantially exceeded goals and job expectations; consistent exceptional performance of superior quality.	5
Excellent Performance	Consistently achieved and frequently exceeded goals and job expectations. Performance of excellent quality in all areas.	4
High Quality Performance	Work is of high quality in all significant areas of responsibility. Consistently achieved performance expectations.	3+ 3
Partially Achieves Performance Expectations	Partially achieved some objectives; improvement is needed.	2+ 2
Unsatisfactory Performance	Did not meet majority of goals; needs to be addressed immediately.	1

Please note that the majority of staff would be expected to receive a rating of 3 or 4.

HR #439

20 May 2003

Memorandum

To: President & Vice-Presidents
Principals, Deans, Academic Directors & Chairs
Professionals/Managers
Decentralized HR Offices

From: Angela Hildyard
Vice-President, Human Resources



Re: Professionals/Managers – 2003 Performance Reviews and Merit Increases

As you may be aware, it has been over a year since the University undertook a major review of its job evaluation and compensation program for the Professional/Managerial employees. While we are not as far along as we had hoped to be at this time, we are making good progress. The Winter Group consulting firm held interviews with several hundred of the Professional/Managerial staff, and the University is finalizing the “job profiles” that have come out of this process. These documents will be the main information source for the job evaluation exercise that will take place over the next few months. The final product will be a hierarchy of jobs based on current and consistent information, which will provide the structural underpinning of the compensation program.

The University is also reviewing how compensation is delivered to this group, and in particular, the role of performance in the determination of salary increases through merit increases. We have held focus groups with a number of Professional and Managerial staff to ensure we obtain input from those directly affected. The outcome of this initiative will be a revitalized salary increase program, with the tools, guidelines and performance management training required to ensure its success.

Performance Assessments

The critical starting point in the annual salary increase process is the formal performance review. Performance assessment should be an ongoing process of communication between managers and their staff, and at least annually, a formal review and discussion.

This year we would like to introduce and encourage the use of an “Activity Report” format (see *Appendix A), which is similar to that used for faculty and librarians. The employee will complete the document that then provides the basis for the assessment and discussion referred to above. Page 2 of the Activity Report completes the cycle by setting goals and objectives for the next review period. I expect that some departments will wish to customize the document for local use, and this is fine. If you do choose to customize the Activity Report, I would ask you to submit your proposed modifications on the form to Mary Ann Ross, Director of Central H.R. Services (mary_ross@utoronto.ca) for information. I would appreciate your feedback after introducing the Activity Report as to its value to the process, in anticipation of our formally introducing a version of it next year.

The Across-the-Board Increase

The compensation policy for Professionals/Managers provides for an annual salary increase program with two components, ‘Across-the-Board’ and ‘Merit’ for all employees in the P/M group below the senior salary cut-off of \$128,600. The Across-the-Board increase for July 1, 2003 is 3%, and the salary ranges for Professional/Managerial staff will also be increased by 3%. The July 1, 2003 salary ranges are attached (please see *Appendix “B”)

The Merit Component

1) Merit Process for Professionals/Managers in the 3 P/M, 4 P/M and 5 P/M Salary Ranges

Five separate groups have been created, each with a merit pool worth 2.5% of the salary base of the P/M employees in that group. A Co-ordinator has been named for each group, whose responsibility is to convene a meeting of the division heads of P/M staff in that group in order to review the substance and distribution of performance ratings and to approve and finalize the merit awards within the overall 2.5% envelope. The groupings are attached as *Appendix "C".

The immediate supervisor of the P/M employee prepares a written performance assessment and assigns an overall numerical performance rating (see *Appendix "D") and meets with the employee to discuss the assessment. The immediate supervisor provides a one-paragraph to one-page summary for each employee rated to the Division Head who will bring this information to the Merit Pool Group meeting mentioned above. Division Heads are urged to attend this meeting personally if at all possible, where ratings will be discussed and compared and merit awards altered or approved. The Co-ordinator will inform Division Heads of the final merit awards as soon as possible thereafter. The value of the merit increases will be calculated based on the total points awarded in each of the groupings.

Merit Process for Professionals/Managers in the 1 P/M and 2 P/M Salary Ranges

The immediate supervisor of the P/M employee prepares a written performance assessment and assigns an overall numerical performance rating (see *Appendix "D") and meets with the employee to discuss the assessment.

The immediate supervisor, through the Department Head, provides the recommended performance rating to the Division Head, who will compile the information for all employees in the 1P/M and 2 P/M levels in the division for discussion at the Merit Pool Group meeting. While this discussion is not intended to focus on individual ratings or awards, the distribution patterns will be reviewed, and this could result in certain Department Heads being asked to reconsider ratings. The Co-ordinator will inform Division Heads of the outcome of the review of their Departments' 1 P/M and 2 P/M merit awards as soon as possible thereafter.

In accordance with the compensation policy, a staff member whose salary is currently at the maximum of his or her salary range is not entitled to a merit increase to base salary, however, provided an employee at maximum is a superior performer, he or she is eligible for an OTO merit award to be determined in consultation with the divisional Human Resources office.

Please note that meeting dates and deadlines for the implementation processing will be announced shortly.

Funding of Merit

Central funding into the merit pools will be calculated at 2.5% of the salary base of the operating budgets for each grouping.

*Appendices and an easy-print version of this memorandum are available on the Human Resources website at: http://www.utoronto.ca/hrhome/comp_hr.htm

APPENDIX "A"

ACTIVITY REPORT FOR PROFESSIONAL & MANAGERIAL STAFF

Name & Title of Employee _____

Name & Title of Reviewer _____

For the Period: **From** _____ **To** _____

Key Accomplishments

Constraints and Opportunities Encountered

Professional Development Undertaken Personally

Professional Development of Employees Supervised

Service to Profession (where applicable)

Service to the University of Toronto
(beyond requirements of position – e.g. on committees, governance bodies etc.)

Next Review Period

FROM _____
(date)

TO _____
(date)

- Departmental Goals and Priorities

- Personal Goals and Priorities

- Objectives – Targets and Time Frames

- Special Projects

- Professional Development

- Professional Development for Employees Supervised

Employee Signature

Reviewer Signature

Date

Date

APPENDIX "B"

UNIVERSITY OF TORONTO
SALARY RANGES
FOR ADMINISTRATIVE NON-UNIONIZED PROFESSIONAL/MANAGERIAL STAFF

EFFECTIVE JULY 1, 2003

PAY SCALE GROUP	SALARY RANGE	
	MINIMUM	MAXIMUM
1P/M	\$44,040	\$70,460
2P/M	\$54,110	\$86,580
3P/M	\$62,600	\$101,410
4P/M	\$72,780	\$117,980
5P/M	\$86,470	\$142,700
6P/M	\$103,770	-

APPENDIX "C" - PROFESSIONAL/MANAGERIAL MERIT POOL GROUPINGS

*On Leave

GROUP 1, Facilitator – Interim Dean Pekka Sinervo

Surname	Given	Division	Department
De Souza	Raymond C	ARTS & SCIENCE	ARTSC: Ofc of the Dean
Harris	Peter D	ARTS & SCIENCE	ARTSC: Ofc of the Dean
Luke	Kim	ARTS & SCIENCE	ARTSC: Ofc of the Dean
Mccann	Paul Francis	ARTS & SCIENCE	ARTSC: Ofc of the Dean
Meinyk	Vera	ARTS & SCIENCE	ARTSC: Ofc of the Dean
Siboni	Isaak	ARTS & SCIENCE	ARTSC: Ofc of the Dean
Mactavish	Lisa	ARTS & SCIENCE	Commerce Programs
Leowski	Krzysztof	ARTS & SCIENCE	Computing in the Human & Soc. Sci. Facility
Rucinski	Slavek	ARTS & SCIENCE	Dept of Astronomy and Astrophysics
Hine	Kenneth	ARTS & SCIENCE	Dept of Chemistry
Linger	Keith	ARTS & SCIENCE	Dept of Physics
Altmeyer	George	ARTS & SCIENCE	Faculty Registrar
Chow	Richard	ARTS & SCIENCE	Faculty Registrar
Leesti	Elizabeth	ARTS & SCIENCE	Faculty Registrar
Patterson	Barbara	ARTS & SCIENCE	Faculty Registrar
Evans	Marketa	ARTS & SCIENCE	Munk Centre for International Studies
Sparks	Christopher	NEW COLLEGE	New College
Walker	Sally	NEW COLLEGE	New College
Cote	Carolyn Lucille	SCHOOL OF CONTINUING STUDIES	Sch of Continuing Studies
Nishisato	Lorraine	SCHOOL OF CONTINUING STUDIES	Sch of Continuing Studies
Rawle	John	SCHOOL OF CONTINUING STUDIES	Sch of Continuing Studies
Kim	Christy H	SCHOOL OF GRADUATE STUDIES	SGS General Administration
Boyd	Katherine Anne	UNIVERSITY COLLEGE	College Administration
Loney	Glenn A	UNIVERSITY COLLEGE	Ofc of the Registrar
O'Laoghaire	Niamh	UNIVERSITY COLLEGE	UC: Art Centre
Cheng	Alfred YI	UofT LIBRARY	Administrative Serv Area
Edmunds	Michael	UofT LIBRARY	Information Commons
Chase	Veronica	UofT LIBRARY	Ofc of Chief Librarian
Treviranus	Jutta	UofT LIBRARY	Resource Centre for Academic Technology
Capewell	Christine	UofT MISSISSAUGA	Business Services
Donoghue	Paul	UofT MISSISSAUGA	ERIN: Ofc of the Principal
McGrath	Chris	UofT MISSISSAUGA	Housing Department
Collins	Lynda	UofT MISSISSAUGA	Human Resource Services
Kessler	Sol	UofT MISSISSAUGA	Physical Plant
Crocker	Diane	UofT MISSISSAUGA	Registrarial Services
Overton	Mark	UofT MISSISSAUGA	Student Services
Morissette	Helen	UofT SCARBOROUGH	Financial Services
Richard	Kimberley J	UofT SCARBOROUGH	Human Resource Services
Nowers	Tom	UofT SCARBOROUGH	Ofc of Student Affairs & Services
Kempson	Jeevan	UofT SCARBOROUGH	Ofc of the Associate Principal & CAO
MacMillan	Don	UofT SCARBOROUGH	Ofc of the Registrar
Bateman	William H	WOODSWORTH COLLEGE	Woodsworth College
Dundas	Mary Jane	WOODSWORTH COLLEGE	Woodsworth College
Shook	Cheryl	WOODSWORTH COLLEGE	Woodsworth College

GROUP 2, Facilitator – Vice President Angela Hildyard

Surname	Given	Division	Department
Lewis	Catherine	APPLIED SCIENCE & ENGINEERING	APSC: Ofc of the Dean - Faculty General
Robertson	Jean	APPLIED SCIENCE & ENGINEERING	APSC: Ofc of the Dean - Faculty General
Shah	Barbara	APPLIED SCIENCE & ENGINEERING	APSC: Ofc of the Dean - Faculty General
Ozolins	Austra	APPLIED SCIENCE & ENGINEERING	Dept of Electrical & Computer Eng
Turbini	Laura	APPLIED SCIENCE & ENGINEERING	Dept of Materials Science & Engineering
Poulos	Philip G	APPLIED SCIENCE & ENGINEERING	Engineering Computing Facilities
Prabhakar	Komala	APPLIED SCIENCE & ENGINEERING	Fac of Architecture,Landscape,and Design
Zee	Robert E	APPLIED SCIENCE & ENGINEERING	Inst for Aerospace Studies
Dolman	Leslie	APPLIED SCIENCE & ENGINEERING	Professional Development Centre
Crossan	Donna	DENTISTRY	Faculty of Dentistry
Herbert	Daniel R	DENTISTRY	Faculty of Dentistry
Korzen	Barry H	DENTISTRY	Faculty of Dentistry
Chiang	Lois	LAW	Faculty of Law
Goldberg	Bonnie	LAW	Faculty of Law
Hilton	Katherine	LAW	Faculty of Law
Joachim	Kaye	LAW	Faculty of Law
Krakauer	Lianne	LAW	Faculty of Law
McCormack	Judith	LAW	Faculty of Law
Novogrodsky	Noah	LAW	Faculty of Law
* Portier	Lisa	LAW	Faculty of Law
Shime	Pamela	LAW	Faculty of Law
Tam	Katherine	LAW	Faculty of Law
Hartmann	Michael	MANAGEMENT	Exec Programs & Develop
Christensen	Karen	MANAGEMENT	Joseph L. Rotman School of Management
Kohli	Sukhi	MANAGEMENT	Joseph L. Rotman School of Management
* Neutens	Kimberley	MANAGEMENT	Joseph L. Rotman School of Management
Pierre	Rosemary MJ	MANAGEMENT	Joseph L. Rotman School of Management
Yuan	Hsin-Li Sherry	MANAGEMENT	Joseph L. Rotman School of Management
Fogels	Egils A	MEDICINE	Computing Support Division
Banks	Kate	MEDICINE	Div of Comparative Med.
Renlund	Richard	MEDICINE	Div of Comparative Med.
Nowgesic	Earl	MEDICINE	Inst of Aboriginal People's Health
McDermott	Nicola	MEDICINE	Inst of Human Dev, Child & Youth Health
Di Ruggiero	Erica	MEDICINE	Inst of Population and Health
Keeling	David	MEDICINE	MED: Ofc of the Dean
Low	Michael	MEDICINE	MED: Ofc of the Dean
MacDonald	Kathleen	MEDICINE	MED: Ofc of the Dean
McConkey	Laura A	MEDICINE	MED: Ofc of the Dean
* Crescenzi	Anne Marie	MEDICINE	Postgrad Medical Educ
Wright Irvine	Judith	MEDICINE	Undergrad Medical Educ.
Lopers-Sweetman	Rosanne	NURSING	Faculty of Nursing
Stager	Mary	OISE/UT	Dean's Office
Cook	Robert	OISE/UT	Education Commons
Burke	Kenneth P	OISE/UT	Finance
Ng	Wing	OISE/UT	Finance
Snellings	Susan	OISE/UT	Human Resource Services
Alleyne	Eucline C	OISE/UT	Registrar's Office
Yandreski	Susan	OISE/UT	University of Toronto Schools
Hoffman	Elizabeth	PHYSICAL EDUCATION & HEALTH	Faculty of Physical Education & Health
Jones	Jennifer	PHYSICAL EDUCATION & HEALTH	Faculty of Physical Education & Health
Lewis	Karen	PHYSICAL EDUCATION & HEALTH	Faculty of Physical Education & Health
Rubenstein	Terry	PHYSICAL EDUCATION & HEALTH	Faculty of Physical Education & Health

GROUP 3, Facilitator – Vice President Angela Hildyard

Surname	Given	Division	Department
Charpentier	Louis	GOVERNING COUNCIL OFFICE	Ofc of Governing Council
Dobbs	Neil H	GOVERNING COUNCIL OFFICE	Ofc of Governing Council
Girard	Susan C	GOVERNING COUNCIL OFFICE	Ofc of Governing Council
Oke	Cristina	GOVERNING COUNCIL OFFICE	Ofc of Governing Council
Stefureak	Beverley	GOVERNING COUNCIL OFFICE	Ofc of Governing Council
Ward	Mary	GOVERNING COUNCIL OFFICE	Ofc of the Ombudsperson
Britt	Mark	OFFICE OF THE PRESIDENT	Internal Audit
Moore	Michael A	OFFICE OF THE PRESIDENT	Internal Audit
Ryan	Dixie	OFFICE OF THE PRESIDENT	Internal Audit
Gray	Georgina	OFFICE OF THE PRESIDENT	Ofc of the President
Stamp	Patricia	OFFICE OF THE PRESIDENT	Ofc of the President
Simon-Edwards	Deborah E	VP DEVELOPMENT AND UNIVERSITY RELATIONS	DUR - Central Admin.
Meneill	Christopher	VP HUMAN RESOURCES	Environmental Hlth&Safety
Ashmore	Susan	VP HUMAN RESOURCES	Human Resources
Draper	Janice C	VP HUMAN RESOURCES	Human Resources
Dyce	Stephen G	VP HUMAN RESOURCES	Human Resources
Lefkowitz	Myra	VP HUMAN RESOURCES	Human Resources
Loach	Jacqueline	VP HUMAN RESOURCES	Human Resources
Ross	Mary Ann	VP HUMAN RESOURCES	Human Resources
Tatham	Rhiannon	VP HUMAN RESOURCES	Human Resources
Parnass	Rosie	VP HUMAN RESOURCES	Ofc of the Vice Pres. Human Resources
Mather	Farhana	VP RESEARCH AND INTERNATIONAL RELATIONS	International Liaison
Fraumeni	Paul	VP RESEARCH AND INTERNATIONAL RELATIONS	Ofc of Vice Pres. Research
McGinn	Erin	VP RESEARCH AND INTERNATIONAL RELATIONS	Ofc of Vice Pres. Research
Munsche	Peter	VP RESEARCH AND INTERNATIONAL RELATIONS	Ofc of Vice Pres. Research
Newton	Adele	VP RESEARCH AND INTERNATIONAL RELATIONS	Ofc of Vice Pres. Research
Bechtel	Jason	VP RESEARCH AND INTERNATIONAL RELATIONS	Research Services
Chadwick	Judith L	VP RESEARCH AND INTERNATIONAL RELATIONS	Research Services
Cheung	Audrey	VP RESEARCH AND INTERNATIONAL RELATIONS	Research Services
Harapa	George	VP RESEARCH AND INTERNATIONAL RELATIONS	Research Services

GROUP 4, Facilitator – Vice President & Provost Shirley Neuman

Surname	Given	Division	Department
Hancock	Margaret	Uof T HART HOUSE	Hart House
Martin	Janice	VP & PROVOST	Accessibility Services
Allen	Carol A	VP & PROVOST	Admissions and Awards
Chan	Hung Sun	VP & PROVOST	Admissions and Awards
Leigh	Jennifer M	VP & PROVOST	Admissions and Awards
Remmel	Merike	VP & PROVOST	Admissions and Awards
Swift	Karel	VP & PROVOST	Admissions and Awards
Rodney	Yvonne	VP & PROVOST	Career Centre
Van Norman	Marilyn	VP & PROVOST	Career Centre
Chambers	Robert	VP & PROVOST	Computing&Networking Serv.
Currie	Thomas A	VP & PROVOST	Computing&Networking Serv.
Housley	Norman	VP & PROVOST	Computing&Networking Serv.
Lauriston	William	VP & PROVOST	Computing&Networking Serv.
Molnar	Thomas	VP & PROVOST	Computing&Networking Serv.
Nishri	Alex	VP & PROVOST	Computing&Networking Serv.
Siciunas	Eugene	VP & PROVOST	Computing&Networking Serv.
Sikorski	Tadeusz	VP & PROVOST	Computing&Networking Serv.
Sutherland	David John	VP & PROVOST	Computing&Networking Serv.
Thomas	Ian	VP & PROVOST	Computing&Networking Serv.
Minsky	Sam	VP & PROVOST	Counsel & Learn Skill Serv
Stewart	Deborah Anne	VP & PROVOST	Lic.Contracts & Telecomm.
Vander Kraats	Ronald	VP & PROVOST	Lic.Contracts & Telecomm.
Addario	Susan M	VP & PROVOST	Ofc of Student Affairs
Silver	Florence	VP & PROVOST	Ofc of Student Recruitment
Lewis	Lesley	VP & PROVOST	Ofc of Vice Pres. & Provost
McGee	Mary	VP & PROVOST	Ofc of Vice Pres. & Provost
Nolan	Janice	VP & PROVOST	Ofc of Vice Pres. & Provost
Robb	Carol S	VP & PROVOST	Ofc of Vice Pres. & Provost
Snowden	Lynn	VP & PROVOST	Ofc of Vice Pres. & Provost
Debaeremaeker	Kenneth	VP & PROVOST	Ofc of Vice-Provost, Planning & Budget
England	Martin	VP & PROVOST	Ofc of Vice-Provost, Planning & Budget
Garner	Sally P	VP & PROVOST	Ofc of Vice-Provost, Planning & Budget
Harris	John C.	VP & PROVOST	Ofc of Vice-Provost, Planning & Budget
Malik	Sandeep	VP & PROVOST	Ofc of Vice-Provost, Planning & Budget
McKenna	Judy	VP & PROVOST	Ofc of Vice-Provost, Planning & Budget
Murphy	J Barry	VP & PROVOST	Ofc of Vice-Provost, Planning & Budget
Scully	Marny	VP & PROVOST	Ofc of Vice-Provost, Planning & Budget
Sisam	Elizabeth	VP & PROVOST	Space & Facilities Planning
Yasui	William	VP & PROVOST	Space & Facilities Planning
Hayward	Richard H	VP & PROVOST	Student Information Systems
Howe	Sandra	VP & PROVOST	Student Information Systems
Lund	Derek	VP & PROVOST	Student Information Systems
Snikkar	Angela J	VP & PROVOST	Student Information Systems
Swenson	Eva V	VP & PROVOST	Student Information Systems

GROUP 5, Facilitator – Vice President Felix Chee

Surname	Given	Division	Department
Choy	Helen	VP BUSINESS AFFAIRS	Accounting-Comptroller Ofc
Piche	Pierre	VP BUSINESS AFFAIRS	Accounting-Comptroller Ofc
Ranalli	Lou	VP BUSINESS AFFAIRS	Accounting-Comptroller Ofc
Voudouris	Demetrios	VP BUSINESS AFFAIRS	Accounting-Comptroller Ofc
Hutt	Daniel	VP BUSINESS AFFAIRS	Admin&Gen Ser-Camp. Police
Rodrigues	Joseph E	VP BUSINESS AFFAIRS	Admin&Gen Serv-12
Wilkinson	Trevor	VP BUSINESS AFFAIRS	Admin&Gen Serv-12
Eberts	Cathy	VP BUSINESS AFFAIRS	Administrative Management Systems
Heslin	Patricia	VP BUSINESS AFFAIRS	Administrative Management Systems
Joiner	Anne M	VP BUSINESS AFFAIRS	Administrative Management Systems
Matthew	Judith A	VP BUSINESS AFFAIRS	Administrative Management Systems
Paul	Marden	VP BUSINESS AFFAIRS	Administrative Management Systems
Roth	Paul M	VP BUSINESS AFFAIRS	Administrative Management Systems
Dodds	Bruce	VP BUSINESS AFFAIRS	Asst V-P Operations & Serv
Garment	Philip D	VP BUSINESS AFFAIRS	Asst V-P Operations & Serv
Macdonald	Anne E.	VP BUSINESS AFFAIRS	Asst V-P Operations & Serv
Swail	Ronald	VP BUSINESS AFFAIRS	Asst V-P Operations & Serv
Beaton	Donald Angus	VP BUSINESS AFFAIRS	Capital Projects Department
Miszuk	Steve	VP BUSINESS AFFAIRS	F.&S. Bldgs & Grounds -04
Cheung	Ray	VP BUSINESS AFFAIRS	F.&S. Utilities -05
Fok	Andy	VP BUSINESS AFFAIRS	F.&S. Utilities -05
Ivanenko	Erik	VP BUSINESS AFFAIRS	F.&S. Utilities -05
Keszei	Attila J	VP BUSINESS AFFAIRS	F.&S. Utilities -05
Krueger	Helmut	VP BUSINESS AFFAIRS	F.&S. Utilities -05
* Gaudio	Lorena	VP BUSINESS AFFAIRS	Financial Services Department
Brown	Sheila W	VP BUSINESS AFFAIRS	Ofc of the Vice Pres. Business Affairs
Fleming	Eric G	VP BUSINESS AFFAIRS	Ofc of the Vice Pres. Business Affairs
Kemp	Graham	VP BUSINESS AFFAIRS	Ofc of the Vice Pres. Business Affairs
Whittaker	Stephen	VP BUSINESS AFFAIRS	Ofc of the Vice Pres. Business Affairs
Alaggia	Vincent	VP BUSINESS AFFAIRS	Procurement Services
Binks	Julian	VP BUSINESS AFFAIRS	Prop Mgmt Design&Constr-09
Derenzis	Jimmy Richard	VP BUSINESS AFFAIRS	Prop Mgmt Design&Constr-09
Kotowycz	Ihor A	VP BUSINESS AFFAIRS	Prop Mgmt Design&Constr-09
McAlister	Peter L.	VP BUSINESS AFFAIRS	Prop Mgmt Design&Constr-09
Zouravlioff	Nicolas	VP BUSINESS AFFAIRS	Prop Mgmt Design&Constr-09
Hung	Henton	VP BUSINESS AFFAIRS	Prop Mgmt Design&Constr-11
Lam	Chi-Yung	VP BUSINESS AFFAIRS	Prop Mgmt Design&Constr-11
Lewis	Anne	VP BUSINESS AFFAIRS	Student Accounts

APPENDIX "D"

**Professional/Managerial Staff
Performance Rating Categories**

QUALITATIVE RATING CATEGORIES	DESCRIPTION	NUMERICAL RATING RECOMMENDED
Exceptional	Achieved all goals and objectives and made an outstanding contribution to the division/department or to the University. Work was of consistently superior quality.	7 – 8 (7, 7.5, 8)
Surpasses Expectations	Achieved all goals and objectives and made other significant contributions to the division/department or to the University. Work was of consistently high quality.	5 – 6 (5, 5.5, 6)
Achieves Expectations	Achieved all major goals and objectives or made other contributions which offset any major goals or objectives not fully achieved. Work was of consistently good quality.	3 – 4 (3, 3.5, 4)
Below Expectations	Did not achieve all major goals and objectives and did not make other contributions that would be sufficient to offset goals and objectives not fully achieved. Work was not of consistently good quality.	1 – 2 (1, 1.5, 2)
Unsatisfactory/ Needs Improvement	Failed to achieve major goals and objectives without any offsetting contributions. Quality of work was well below that expected or inconsistent.	No Merit Awarded

Please note that the category 'Achieves Expectations' reflects the very good level of performance that is to be expected of the Professional/Managerial Group. It therefore follows that this category should be the most frequently used.