



# UNIVERSITY OF TORONTO

UNIVERSITY OF TORONTO  
Governing Council

Policies for Professional and Managerial Staff

March 5, 2012  
(effective April 1, 2012)

(On April 26, 2010, the Business Board of the Governing Council approved revisions to this policy in relation to Compensation: Senior Advancement Staff [3.01.06(b)] on the understanding that “that, in the immediate term, implementation of the policy changes will be undertaken in accordance with the relevant provisions of the *Public Sector Compensation Restraint to Protect Public Services Act, 2010*”. As a result, the terms of the policy for Advancement Professionals approved in 2005 will remain in effect and is included here.)

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## POLICIES FOR PROFESSIONAL & MANAGERIAL STAFF

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**SECTION II: APPOINTMENT CONDITIONS****CODE NUMBER: 2.01.01**

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**POLICY: TYPES OF EMPLOYEES**

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**DEFINITIONS****Continuing Employees**

Continuing employees have no predetermined end date and hold positions that are considered by the employing unit as part of the staff complement of the unit and whose employment will continue unless terminated by the University in accordance with the *Policies for Professionals/Managers Staff* or by an employee through resignation or retirement.

**Term Employees**

Term employees are hired for an initial appointment of at least six (6) months in length and have a predetermined end date at which time the appointment will terminate.

**Part-time Employees**

A part-time appointment is based on less than 100% of the full-time hours of work, i.e., 36-1/4 hours per week (33-3/4 hours per week during July and August), for an annual total of 1863 hours.

**EMPLOYMENT PROVISIONS**

All staff appointed administrative Professionals/Managers employees are governed by the *Policies for Professionals/Managers Staff* or as may be agreed to in writing by the University and the employee.

The University retains the right to modify or amend the policies in whole or in part from time to time on the giving of written notice to employees of changes in the policies as the University, in its sole discretion, considers appropriate.

The University's senior administration will convene meetings with the Professionals/Managers staff, at least two times per year, for the purposes of information sharing, consultation and/or professional development

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**SECTION II: APPOINTMENT CONDITIONS****CODE NUMBER: 2.01.02**

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**POLICY: RECRUITMENT, SELECTION & HIRING**

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**INTRODUCTION**

The staffing process for administrative Professionals/Managers positions is intended to meet the following objectives:

- to foster excellence in the work place and contribute to the achievement of the mission of the University through hiring the best qualified candidate in accordance with the policies of the University; and
- to encourage and provide opportunities for career development of Professionals/Managers staff.

**a) THE STAFFING PROCESS****RECRUITMENT**

- Any administrative Professionals/Managers staff member, full-time or part-time, who has completed his/her initial probationary period may apply for an internal transfer.
- All continuing staff appointed Professionals/Managers job opportunities which are not filled within the hiring department will be advertised:
  - consecutively, University-wide and as required, externally; or
  - externally, concurrently with a University-wide posting when the position requires specialized or expert skills not typically found in the University's work force.
- Term staff appointed job opportunities may be advertised accordingly or may be filled by a secondment which may or may not be advertised within the University or externally. (See Secondments section below)
- University-wide job opportunities will be advertised on the HR website for a minimum of six days and will include the typical duties and qualifications required, the classification, salary range and source of funding, the type of appointment including end date, if applicable.
- Employees must submit a written application, including an up-to-date resume, within the period indicated on the posting. Late applications may be accepted at the discretion of the University in extenuating circumstances.

**SELECTION**

- Selection, if any, will be based on the best qualified candidate for the position taking into account factors such as the candidate's qualifications, skill, education, training, previous related experience, ability and potential, and the requirements of the position.
- Where these factors are equal between an internal and external applicant, the internal applicant will be selected.

## **HIRING**

- A new staff member to the University shall be considered probationary until s/he has successfully completed his/her probationary period, which may be up to 12 months of active employment, to be determined by the supervisor. The staff member's employment may be terminated at any time during the probationary period without notice other than as may be required under the *Employment Standards Act* of Ontario. (See Termination Policy, 5.01.01, *Policies for Professionals/Managers*)
- In cases of internal transfer, while there is no probationary period, an appropriate review period will be established of up to six (6) months, the length of which will be based on the applicant's skills and experience in relation to the requirements of the position. The review period should be used to orient the staff member to his/her new department, set goals for performance, identify and plan for any required training, provide and receive feedback on performance and enhance ongoing communication between the supervisor and staff member.

## **b) SECONDMENTS**

A secondment is an appointment to another position for a limited term, i.e., up to 18 months, at the conclusion of which the incumbent will normally return to his/her previous position which, by mutual agreement of the division/department head, will have been kept vacant or filled on a term or temporary basis.

Secondments may be used to borrow particular expertise for projects or to temporarily replace a staff member while, at the same time, providing an opportunity for career development.

Secondment opportunities may be advertised in accordance with the staffing process described in a) above OR through a posting within the division/department or through an employment equity initiative or through an exchange program with another division, department or institution or through a career development planning process designed to broaden exposure and experience of staff members.

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**SECTION III: EMPLOYMENT CONDITIONS**  
**POLICY: STAFF BENEFITS**

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**CODE NUMBER: 3.01.01**

**I. PENSION & BENEFITS**

**Eligibility**

All administrative Professionals/Managers employees of the University who hold full-time appointments or part-time appointments of 25% or more, or sessionals are eligible for a wide range of benefit plans. In the case of part-time staff members, the benefit will be pro-rated in accordance with the part-time appointment.

**Benefit Plans**

Eligibility for benefits coverage and the nature and extent of that coverage are governed by the terms and conditions of the relevant benefit plans. The following is only a summary and to the extent the summary is inconsistent with the terms of any relevant benefit plan, the terms of the plan prevail.

Benefit Plans include Pension Plan; Long Term Disability Plan (mandatory); Group Life & Survivor Income Plan; Dental Care Plan (mandatory); Extended Health Care Plan; Semi-Private Hospital Accommodation Plan; Vision Care Plan (mandatory); and, Joint Membership Plan.

The University retains the right to alter or modify pension or benefit plans from time to time.

**Continuation of Benefit Plans while On Leave**

**1. Leave of Absence Without Pay**

The University will continue its normal subsidy for staff members on leave of absence without salary for one calendar month or less.

Staff members on leave of absence without salary for more than one calendar month may choose the benefit plans they wish to continue during the period of unpaid leave and remain enrolled in these plans by paying both the University's and the staff member's portion of the premium cost.

**2. Self-Funded Leave**

For the period of self-funded leave, staff members may choose the benefit plans they wish to continue and remain enrolled in these plans by paying both the University's and the staff member's portion of the premium cost.

**3. Staff Members on Long Term Disability**

Staff members will continue to accrue pension credits during the period of disability providing they remain employees of the University. Staff members are required to pay their portion of the premium cost of all benefits plans in which they are participating except for Long Term Disability, Group Life Insurance and Pension, for which the employee portion is waived.

**4. Staff Members on WSIB**

The University and the staff member continue to pay their respective portion of the premium cost of all benefit plans in which the staff member is participating.

## II. SCHOLARSHIP PROGRAM FOR DEPENDANTS

### Eligibility

Scholarships shall be awarded by the University of Toronto to eligible students who are dependants of staff appointed administrative Professionals/Managers employees, full-time or part-time of 25% or more, or sessionals, who are enrolled in full-time studies in an eligible program of study at an eligible institution as defined below. The Tuition Waiver for Dependants program shall remain in effect for the purpose of part-time studies.

Professionals/Managers employed with the University as of June 30, 2001 and who are eligible for the Tuition Waiver for Dependants program, will be granted a ninety (90) day period to opt for the proposed Scholarship Program.

Professionals/Managers who commence employment with the University on or after July 1, 2001, will be eligible only for the Scholarship Program.

### Value of Scholarship

The scholarship awarded to those who qualify shall, in each year, be an amount equal to one-half the amount of the tuition for Arts and Science at the University of Toronto in that same year, excepting that, where the eligible staff member holds an appointment of less than 100% FTE, the ordinary amount shall be pro-rated to the actual FTE.

### Definitions

*Dependant* means a son, stepson, daughter, stepdaughter, or spouse of a Professionals/Managers staff member.

*Eligible Institution* means any four-year-degree granting institution (or its equivalent if the institution is outside North America) which is recognized by the University of Toronto for transfer credit purposes or Ontario Colleges of Applied Arts and Technology or the Ontario College of Art and Design.

*Eligible Student* means a student who is the dependant of a Professionals/Managers staff member and who is enrolled as a full-time student in an eligible institution in an eligible program of study and who:

- a) having attained at least an 80% average in the student's best six OAC mid-term or final marks or the equivalent, is enrolling in the first year of studies (Admission Scholarship); or
- b) has attained an average of at least B in the student's most recent year of eligible program of studies (In-program Scholarship); or
- c) having been granted a scholarship under this program in the previous year, continues to be eligible to proceed in the student's eligible program of study and who is not on academic probation (Continuing Scholarship).

*Program of Study* means a program of study leading to a first undergraduate degree or certificate and which does not require prior undergraduate preparation.

*Spouse* means a person who is living with the eligible staff member in a conjugal relationship, whether or not the persons are legally married to each other, and includes persons who are of the same sex or of the opposite sex of the eligible staff member.

## III. DEATH IN SERVICE

In the event of the death of a staff member, the University will pay his/her estate the full salary and vacation pay accrued to the end of the month in which the death occurred.

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**SECTION III: EMPLOYMENT CONDITIONS**  
**POLICY: SHORT TERM DISABILITY LEAVE**

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**CODE NUMBER: 3.01.02**

**INTRODUCTION**

Short Term Disability Leave is defined as absence due to a staff member's illness or injury, not incurred in the performance of his/her regular job duties, or absence due to quarantine through exposure to contagious disease, or because of an accident for which compensation under *the Workplace Safety and Insurance Act* is not payable.

The purpose of Short Term Disability Leave is to provide against loss of earnings for staff members who are prevented by sickness or injury from performing their duties.

**ELIGIBILITY**

All administrative Professionals/Managers staff, full-time or part-time or sessional, who have completed three (3) months of continuous (staff appointed) service with the University.

Staff members with less than three (3) months of continuous (staff appointed) service may be granted up to two weeks of leave with regular salary, at the discretion of his/her Department Head.

Staff members whose employment is for a defined period of more than three (3) months will not be eligible for benefits beyond the contractual period unless they are re-appointed or the disability commenced more than two (2) months prior to the contractual termination date.

**PROVISIONS**

Eligible staff members will be granted leave with regular salary for periods of up to fifteen (15) weeks for each separate and unrelated illness or injury, regardless of the length of time between illnesses or injuries.

Where there is a reoccurrence of the same or related illness, a staff member will be eligible for up to fifteen (15) weeks of leave with regular salary if s/he has attended work for a minimum of three (3) months from the last day of the previous Short Term Disability Leave.

A physician's certificate may be required by the University for any absence due to illness or injury, regardless of the duration.

The University reserves the right to require that an employee seeking to return to work following a period of illness or injury first provide a medical certificate satisfactory to the University confirming that the employee is medically fit to return to work.

A staff member who is hospitalized or confined by order of a doctor because of sickness or accident while on scheduled vacation will be considered eligible for Short Term Disability Leave during the period of hospitalization or confinement providing the staff member provides a doctor's note confirming the period of hospitalization or confinement.



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**SECTION III: EMPLOYMENT CONDITIONS**  
**POLICY: PREGNANCY LEAVE**

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**CODE NUMBER: 3.01.03**  
**ISSUED: JULY 1, 2001**  
**REVISED: JUNE 22, 2006**  
**REVISED: APRIL 1, 2012**

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**PREAMBLE**

The following set of Policies includes: Pregnancy Leave (3.01.03), Primary Caregiver Leave (3.01.04) and Parental Leave (3.01.05). The provisions of these Policies are in compliance with the Employment Standards Act of Ontario and the Employment Insurance Act.

Staff members who wish to receive assistance with the completion of Employment Insurance forms or to receive further information on child care or on combining work and family life may contact the University's Family Care Office or attend the Maternity/Parental/Adoption/Primary Caregiver Leave Planning Seminar, offered by the Office.

Questions concerning these Policies or related procedures may be directed to the appropriate divisional HR Office.

**PREGNANCY LEAVE**

A Maternity Leave package in electronic form containing forms and information is available to all employees upon request from the Family Care Office.

**ELIGIBILITY FOR LEAVE**

Staff appointed Professionals/Managers employees, full or part-time or sessional, who have completed thirteen (13) weeks of service with the University prior to the probable date of delivery are entitled to a pregnancy leave of absence of up to seventeen (17) weeks.

Not less than three (3) months before the expected date of delivery, the staff member should notify the appropriate administrative officer, in writing, of her pregnancy and include a doctor's certificate or certificate from a midwife stating that the employee is pregnant and indicating the probable date of delivery. An employee must give two (2) weeks' notice of any change of the commencement of her pregnancy leave.

If an employee on pregnancy leave wishes to change the date of her return to work to an earlier date, she must give the University four (4) weeks' written notice of the date on which she intends to return. If the employee wishes to change the date of return to a later date (but subject to the maximum length of leave set out in these policies), she must give the University four (4) weeks' written notice before the date the leave was to end.

**ELIGIBILITY FOR SUB (Supplementary Unemployment Benefit) BENEFITS**

For staff appointed Professionals/Managers employees with one (1) year of service or more with the University, the University will pay ninety-five (95) percent of regular salary during the two (2) week waiting period for Employment Insurance benefits, and for up to the next sixteen (16) weeks, will pay the difference between Employment Insurance benefits and ninety-five (95) percent of regular salary, provided that the employee applies for and receives Employment Insurance benefits. In no case will the total amount of the University paid supplement plus Employment Insurance benefits plus any other earnings received by the staff member exceed 95% of regular earnings.

For staff appointed Professionals/Managers employees with less than one (1) year of service, the University will pay the above noted top-up, pro-rated according to the percentage of a whole year

## Policies for Professional & Managerial Staff

and FTE that the employee worked before the first day of the leave, provided that the employee applies for and receives Employment Insurance benefits.

### **Other**

During the period of paid pregnancy leave the University will continue to pay the employer share of the premium costs of benefits and the employee continues to pay her share through regular payroll deductions.

In the case of a staff member on a sessional appointment, or whose employment is limited to a defined term, the pregnancy leave will be limited to the period of time remaining in the session or contract of employment. In these situations, the staff member may be eligible for Employment Insurance benefits for the remaining period beyond her session or contract of employment.

The date of commencement of pregnancy leave and its length (up to 17 weeks) shall be at the discretion of the staff member, with a minimum of two (2) weeks' notice being given to the University. If the employee has been on her pregnancy leave for seventeen (17) weeks but the baby has not yet been born, the pregnancy leave will end when the baby is born and the employee will be entitled to take a parental leave immediately after the birth.

If pregnancy-related complications require the employee to stop work before she has arranged her pregnancy leave, she has two (2) weeks from that date to give the University written notice of the date the pregnancy leave began (e.g., if the child has been born) or when the leave is to begin, with a medical certificate confirming the circumstances and the expected or actual date of birth. In such case the provisions of the Paid Sick Leave policy and the Long Term Disability Plan (if eligible) shall come into effect until a) the actual date the employee's baby is born or b) the expected date of delivery or c) the date she intended to start her pregnancy leave as stated in her written notice, whichever comes first.

Length of service and vacation credits will continue to accrue during pregnancy leave.

Pregnancy Leave, amended; approved by the Business Board, March 5, 2012

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**SECTION III: EMPLOYMENT CONDITIONS**  
**POLICY: PRIMARY CAREGIVER LEAVE**

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**CODE NUMBER: 3.01.04**  
**ISSUED: JULY 1, 2001**  
**REVISED: JANUARY 1, 2009**  
**REVISED: APRIL 1, 2012**

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A Primary Caregiver Leave package in electronic form containing forms and information is available to all employees upon request from the Family Care Office.

**ELIGIBILITY FOR LEAVE**

Primary Caregiver Leave is available to any staff appointed Professionals/Managers employee, full or part-time or sessional, who is a parent, other than a biological mother, who has primary responsibility for the care of a child for up to thirty-seven (37) weeks immediately following: i) the birth of a child; or ii) the coming of a child into the custody, care and control of a parent for the first time, and who has completed thirteen (13) weeks of service with the University prior to the date of application.

Primary caregiver leave of absence must be applied for and granted in writing with a minimum of two (2) weeks' notice. An employee making such application must confirm in writing that the employee will in fact have the primary responsibility for the care of the child during the period of the leave applied for (e.g., for a father or same-sex parent, because the mother is unavailable or has returned to work; for an adoptive parent, because the parent will be the primary caregiver for some period of time after the child comes into the custody, care and control of an adoptive parent for the first time.)

If both parents are employees of the University and eligible for the SUB Benefit, the Primary Caregiver Leave benefit may be split. The total benefit paid will not exceed that which would have been paid had only one of the parents taken the entire leave.

In the case of an adoption, the Primary Caregiver Leave shall not apply to adoptions which arise through the blending of families.

**ELIGIBILITY FOR SUB (Supplementary Unemployment Benefit) BENEFIT**

For staff appointed Professionals/Managers employees with one (1) year of service or more with the University, the University will pay the following to supplement Employment Insurance benefits:

- a) ninety-five (95) percent of regular salary during the two (2) week waiting period for Employment Insurance benefits, and
- b) for the next sixteen (16) weeks, the difference between Employment Insurance benefits and ninety-five (95) percent of regular salary, provided that the employee applies for and receives Employment Insurance benefits. In no case will the total amount of the University paid supplement plus Employment Insurance benefits plus any other earnings received by the staff member exceed 95% of regular earnings.

The balance of the leave, i.e., up to nineteen (19) weeks, is taken as unpaid parental leave.

For staff appointed Professionals/Managers employees with less than one (1) year of service, the University will pay the above noted top-up, pro-rated according to the percentage of a whole year and FTE that the employee worked before the first day of the leave, provided that the employee applies for and receives Employment Insurance benefits.

**Other**

During the period of primary caregiver leave the University will continue these individuals on their full benefits through regular payroll deductions.

## Policies for Professional & Managerial Staff

In the case of a staff member on a sessional appointment, or whose employment is limited to a defined term, any primary caregiver leave will be limited to the period of time remaining in the session or contract of employment. In these situations, the staff member may be eligible for Employment Insurance benefits for the remaining period beyond his/her session or contract of employment.

Length of service and vacation credits will continue to accrue during primary caregiver leave.

Primary Caregiver Leave, amended; approved by the Business Board, March 5, 2012

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**SECTION III: EMPLOYMENT CONDITIONS**  
**POLICY: PARENTAL LEAVE**

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**CODE NUMBER: 3.01.05**  
**ISSUED: JULY 1, 2001**  
**REVISED: JANUARY 1, 2009**  
**REVISED: APRIL 1, 2012**

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A Parental Leave package in electronic form containing forms and information is available to all employees upon request from the Family Care Office.

**ELIGIBILITY FOR LEAVE**

This provision is not available to employees who have taken Primary Caregiver Leave.

Staff appointed Professionals/Managers employees, full or part-time or sessional, who have completed thirteen (13) weeks of service with the University are entitled to parental leave following the birth of the child or the coming of the child into a parent's custody, care and control for the first time, as follows:

- Birth mothers who took pregnancy leave are eligible to take up to 35 weeks of parental leave; and,
- All other new parents, such as birth fathers, adoptive parents and same-sex partners, may take up to 37 weeks of parental leave.

**PROVISIONS**

For employees who take pregnancy leave, parental leave commences when her pregnancy leave ends or when the baby first comes into custody, care and control of the birth mother. For other parents, parental leave must commence within the fifty-two (52) weeks following the baby's birth or for adoptive parents, within the fifty-two (52) weeks after the child first comes into the custody, care and control of a parent. Note that if the parent wishes to collect Employment Insurance benefits during parental leave, the parental leave must be completed within the fifty-two (52) week period as described above.

For employees with one (1) year of service or more, the University will pay ninety-five (95) percent of salary during the two (2) week waiting period for Employment Insurance benefits, and for the next eight (8) weeks, will pay the difference between Employment Insurance benefits and ninety-five (95) percent of salary, provided that the employee applies for and receives Employment Insurance benefits.

Eligible employees must give two (2) weeks' written notice prior to commencement of the leave. If s/he does not specify when the leave will end, it will be assumed that s/he wishes to take the maximum leave.

An employee who has given notice to begin a parental leave may change the notice to an earlier date by giving at least two (2) weeks' notice before the earlier date, or to a later date by giving two (2) weeks' notice before the leave was to begin.

If the employee stops work because the child has arrived earlier than expected, the employee has two (2) weeks from that date to give the University written notice of his/her intent to take the parental leave.

If an employee on parental leave wishes to change the date of return to work to an earlier date, s/he must give the University four (4) weeks' written notice of the date on which s/he intends to return. If the employee wishes to change the date of return to a later date (but subject to the maximum length of leave set out in these policies), s/he must give the University four (4) weeks' written notice before the date the leave was to end.

## Policies for Professional & Managerial Staff

During the period of parental leave the University will continue the employer subsidy of any benefit plan for which the person continues to pay the employee portion.

In the case of a staff member on a sessional appointment, or whose employment is limited to a defined term, any parental leave will be limited to the period of time remaining in the session or contract of employment. In these situations, the staff member may be eligible for Employment Insurance benefits for the remaining period beyond his/her session or contract of employment.

Length of service and vacation credits will continue to accrue during parental leave.

Parental Leave, amended; approved by the Business Board, March 5, 2012

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<b>SECTION III: EMPLOYMENT CONDITIONS</b>	<b>CODE NUMBER: 3.01.06 (a)</b>
<b>POLICY: COMPENSATION</b>	<i>- Issued July 1, 2001</i>
	<i>- Revised April 28, 2008</i>

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## INTRODUCTION

The University of Toronto is committed to creating and maintaining a work environment in which employees are valued, and performance and contributions are rewarded. As a public institution, fiscal prudence and transparency in our compensation programs is essential.

The objectives of the University's compensation program for Professionals/Managers are to:

- i) Enable the University to retain and attract highly qualified staff through a fair and competitive total compensation program;
- ii) Maintain pay equity and ensure internal equity;
- iii) Differentiate pay levels on the basis of performance as well as job content; and
- iv) Reward excellence.

## JOB EVALUATION

The University's Job Evaluation Plan for Professionals/Managers 2004, is a gender-neutral comparison system, which reflects both the values of the University and factors important to the provision of professional and managerial services. The job evaluation system compares positions within the Professional/Managerial group on the basis of the following four main factors with 11 subfactors:

### **Skill:**

- Technical & Professional Knowledge
- Interpersonal Skills

### **Responsibility:**

- Independence of Action
- Well Being of Students and Others
- Resources
  - Complexity
  - Scope
- Supervision
- Functional Advice
- Health & Safety

### **Effort:**

- Problem Solving

### **Working Conditions:**

- Working Environment/Hazards
- Sensory Demands

Positions are assigned to classification levels based on the point scores determined through the job evaluation process; positions of comparable value will be assigned to the same classification level.

## **SALARY RANGES**

There are 9 salary ranges for Professional/Managerial staff. Salary ranges for levels 1 to 5 are structured with a minimum, a breakpoint and a maximum. Generally new employees would start at the lower end of the salary range. The portion of the range above the breakpoint is generally reserved for exceptional performers and/or long service employees. Progression through the range is achieved through merit increases. The ranges are adjusted each year by the amount of the across-the-board increase.

Salary ranges for levels 6, 7,8 and 9 are structured with a notional maximum –an upper threshold is set for each level above which centralized approval from the Vice President of Human Resources and Equity of starting salary and annual salary increase is required.

Salary ranges are published annually in the Professionals/Managers Annual Salary Increase Instructions.

## **MARKET COMPETITIVENESS**

The University monitors market pay for benchmark positions through participation in surveys and conducting its own surveys, as required, to determine market pay practices and total compensation comparability and competitiveness. Positions may be paid at a higher level than the applicable salary range would otherwise indicate in response to demonstrated market pressures and skills shortages.

## **ANNUAL SALARY ADJUSTMENT PROGRAM**

Annual assessment of performance is the primary tool for pay increases for P/M staff, and is the only measure for our PM 6-9 employees. Movement through salary ranges for P/M staff should be accelerated up to the breakpoint, and rise more slowly above the breakpoint.

Salaries will be reviewed on an annual basis on July 1. There are two salary adjustment programs:

1. Staff in Levels 1 to 5:
  - a) Receive an annual across-the-board (ATB) adjustment, with some exceptions as outlined in the Annual Salary Increase Instructions.
  - b) Are eligible to receive a merit increase based solely on performance up to the range maximum.
2. Staff in Levels 6, 7, 8 and 9:
  - a) Are eligible to receive a merit increase based solely on performance. There is no ATB adjustment for this group.

Increases for individuals whose salaries are above notional maximums shall be administered in accordance with the Senior Appointments and Compensation Committee Regulations.

## **SPECIAL RECOGNITION PROGRAM**

A lump sum (OTO) payment may be awarded to a staff member to recognize extraordinary effort and/or contribution. A staff member whose base salary is at the maximum of the salary range for his/her position but is an exceptional performer may be awarded a lump sum merit increase.

Note: Such payments are not part of the staff member's regular salary and are not pensionable.



## Policies for Professional & Managerial Staff

Special efforts or accomplishments may also be recognized in non-monetary formats, for example educational opportunities, special educational leave and/or funding, appreciation events and other forms of recognition appropriate to the specific circumstances.

Approval is required from the Vice President, Human Resources and Equity for any lump sum (OTO) payments awarded to staff members in excess of a level set by the Vice President, Human Resources and Equity and reported to the Senior Appointments and Compensation Committee.

### **PROBATIONARY PERIODS AND INCREASES**

There is no provision for merit increases during the probationary period. However, if the staff member's probationary period overlaps with the annual salary adjustment program, consideration may be given to awarding a deferred merit increase on the successful completion of the probationary period.

### **PROMOTIONAL INCREASES**

A staff member may be eligible for a promotional increase when his/her position is re-evaluated to a higher classification level or when s/he is appointed to a position at a higher classification level. The amount of the promotional increase should reflect the higher level of responsibility and will be determined by the staff member's supervisor in consultation with Human Resources.

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**SECTION III: EMPLOYMENT CONDITIONS** **CODE NUMBER: 3.01.06 (b)**  
**POLICY: COMPENSATION: SENIOR ADVANCEMENT STAFF - Issued 2001/07/01**  
**- Revised 2005/07/01\***

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**COMPENSATION POLICY FOR ADVANCEMENT PROFESSIONALS**

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 Advancement 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 band salary ranges for Advancement Professionals. The salary range for positions classified as 1AP is structured with a minimum and a maximum. The salary range for positions classified as 2AP is structured with a minimum and no maximum. Movement through the salary range is based solely on performance.

Salary ranges are published annually in the Advancement Professionals Annual Salary Adjustment Instructions.

**STARTING SALARIES & PROBATIONARY PERIODS**

Starting salaries must be approved, taking into account market data on comparable positions, both within and external to the University, as well as the individual applicant's experience, skills, abilities, qualifications and anticipated contribution. Newly appointed Advancement Professionals shall be considered probationary until successful completion of a probationary period, which will be a minimum of 9 months and may be up to 12 months of active employment. The length of the probation is to be determined by the hiring manager taking into consideration an individual's experience and qualifications in relation to the requirements of the position.

**ANNUAL SALARY ADJUSTMENT PROGRAM**

Salaries will be reviewed on an annual basis, with adjustments to be made effective July 1. Individual salaries may be reviewed and adjusted more frequently as appropriate. Increases will be awarded solely on performance, related to quantitative and qualitative measures of effort invested and achievement of goals, as set out in an annual accountability contract. The actual amounts for each component of the annual program will be communicated to Advancement Professionals each year.

For employees classified as 2-AP, a regular part of the annual compensation package will include an incentive lump-sum payment component, not additive to base salary. The amount of this 'at risk' award will be determined annually based on the achievement of pre-established and agreed upon contracted deliverables, established each year. Although such payments vary in amount based on a given year's achievements, they are considered, for pension purposes, to be included in the calculation of the total annual compensation.

All employees subject to this policy will be held to consistently high standards of performance; the achievement of goals and objectives will be subject to rigorous review on a regular basis, normally quarterly with division heads, and at least annually with both the Vice President and the Division Head.

## Policies for Professional & Managerial Staff

Individuals on probation on July 1 are not eligible for the annual salary adjustment until the following July 1 after successful completion of probation.

### **One Time Only (OTO) PAYMENTS**

For employees whose salaries are in the 1-AP range, OTO 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.

### **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, 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 salary band.

The creation of any new AP positions is to be approved through the Vice President and Chief Advancement Officer on behalf of the Advancement Compensation Committee.

### **APPROVAL PROCESS AND THE ADVANCEMENT COMPENSATION COMMITTEE**

Starting salaries, promotional increases, OTO lump sum payments, position titles and objectives must be approved by the Vice President and Chief Advancement Officer on behalf of the Advancement Compensation Committee, in accordance with the *Policy on Appointments and Remuneration* and the regulations of the Senior Salary Committee.

The Advancement Compensation Committee, chaired by the Vice President of Human Resources and Equity, will consist of the Vice President and Chief Advancement Officer, the Assistant Vice President of Advancement, two division heads and a designated Human Resources Professional. Annually, the committee will be responsible for determining the base salary increase amounts and incentive lump-sum payments for the annual salary adjustment program which can range up to a maximum increase of 10% of base salary; and for 2-AP positions, the incentive lump-sum payment component of the program can range up to 15%.

The committee will also be responsible for: monitoring the advancement function from an institutional compensation perspective, assessing external salary market data and employment trends in the advancement field; ensuring consistent performance standards and expectations; reviewing promotions and hiring salaries; reviewing anomalies and recommending adjustments as required; approving all annual salary adjustment increases and for 2-AP positions, incentive lump sum payments; monitoring increases and incentive payments for all advancement staff; and reporting or seeking approval, as required for salary increases for advancement employees in the Senior Salary Category in accordance with the *Policy on Appointments and Remuneration* and the regulations of the Senior Salary Committee.

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Approved June 23, 2005 meeting of Business Board\*

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**SECTION III: EMPLOYMENT CONDITIONS** **CODE NUMBER: 3.01.07**  
**POLICY: HOURS OF WORK, VACATIONS AND LEAVES**

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**ELIGIBILITY**

All staff appointed administrative Professionals/Managers employees.

**a) HOURS OF WORK**

Professionals/Managers are expected to schedule their own work to meet the requirements of their position and to arrange their work schedule to accommodate both their obligations to the University and their family care responsibilities, health care appointments, religious observances, bereavement leave and other personal needs. Staff members are expected to consult with their supervisor regarding individual work schedules, as appropriate.

As employees whose work is supervisory or managerial in character, Professionals/Managers are not eligible for overtime pay.

**Note: Please see the Personal Leave Guidelines for Professionals/Managers on the HR & Equity website at:**

[http://www.hrandequity.utoronto.ca/current-staff/professionals/pay/vacation\\_leaves.htm](http://www.hrandequity.utoronto.ca/current-staff/professionals/pay/vacation_leaves.htm)

**b) VACATIONS**

Professionals/Managers are entitled to vacation in accordance with the following schedule. Years of service for the purpose of vacation accrual are based on the staff member's employment anniversary date.

<b>Length of Service</b>	<b>Monthly Accrual Rate</b>	<b>Annual Vacation Entitlement</b>
0 to 132 months	1.667 days per month	20 days
133 to 156 months	1.75 days per month	21 days
157 to 168 months	1.833 days per month	22 days
169 or more months	2.083 days per month	25 days

Vacation credits may be used up to the amount which has been earned. Under exceptional circumstances, a supervisor may allow use of vacation credits prior to their being earned.

With the approval of the supervisor, a staff member may accumulate a maximum of five weeks of vacation credits above the annual entitlement, have them paid out in the form of salary or banked toward a planned leave.

Should the staff member transfer to a different division/department before going on leave, funds equivalent to the banked credits should be transferred to the new employing department. Should the supervisor not agree to the planned leave, vacation credits may be:

- i) taken as vacation prior to transfer to the new department;
- ii) accumulated up to the maximum; or
- iii) paid out to the staff member by his/her previous employing department.

## Policies for Professional & Managerial Staff

With regard to the transfer of earned vacation credits other than those which have been banked toward a planned leave, upon transfer to the new department, the previous employing department would transfer the vacation credits along with sufficient funds to cover all unused vacation credits.

On termination of employment, outstanding vacation credits will be paid out as a lump sum including vacation credits which had been banked toward a planned leave, and any other unused vacation credits to a maximum of ten weeks' salary.

### **c) LEAVES**

#### **Leave of Absence without Pay**

- i) Educational Leave: Professionals/Managers may, with the agreement of their supervisor, be granted an educational leave for a period of up to one year;
- ii) Personal or Professional Development Leave: Professionals/Managers may be granted for up to six months by the supervisor or for a longer period with the agreement of the Vice-President to whom the supervisor reports.

During the period of leave, the staff member's position will only be filled on a term or temporary basis.

The staff member will have the option of maintaining full membership in the University's benefit plans by paying both the employee and employer portions of the premiums.

#### **Leave of Absence with Pay**

Occasionally, with the agreement of the supervisor, and where the purpose of the leave is of significant benefit to the department, division or the University, such as conducting administrative research on behalf of the University or participating in international or inter-University exchanges, the leave may be granted with full or partial salary. If the staff member elects to maintain full benefits coverage while on partial salary, the University will continue to pay the full employer contribution to premiums.

#### **Self-Funded Leave Plan**

The self-funded leave plan provides employees with the opportunity of taking a minimum of three (3) months and a maximum of one (1) year as a self-funded leave without pay to be used as the employee wishes providing that use does not contravene with Income Tax Act Regulations.

Any full or part-time administrative Professionals/Managers staff member who has been staff appointed for three (3) years or more is eligible to apply for a self-funded leave. No staff member may take a leave in the twelve months prior to his/her retirement.

Eligible staff members shall make a written application to their Department Head with a copy to the appropriate divisional HR Office at least six (6) months prior to the intended commencement date of the salary deferral. Approval of the request will rest with the appropriate Principal, Dean, Director or Division Head after consultation with the Department Head and the staff member and the decision will be based on the operational requirements of the work unit.

For more details and an application form, please contact the appropriate divisional HR Office.

**Part-time Appointments for Family Care**

Full-time employees who have continuous responsibilities for the care of their family may request a change to part-time status for a defined period, in order to devote more time to their family care responsibilities.

The terms and conditions of the part-time arrangement including the percentage of time to be worked, the duration of the part-time appointment and the duties and responsibilities, must be mutually agreed to between the employee and the division or department head, to whom the employee should direct his/her request. Employees requesting a change in status on this basis should make their request as far in advance as possible but in any event, no less than one month prior to the commencement of the requested change in status. The terms of the part-time appointment should be outlined by the department, in writing, and agreed to and signed by the staff member in advance of the change.

Salary and benefits will be appropriately pro-rated according to the percentage time worked.

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**SECTION III: EMPLOYMENT CONDITIONS**

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**CODE NUMBER: 3.01.08****POLICY: PROBLEM RESOLUTION**

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*Issued: July 1, 2001**Revised: April 28, 2008*

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**INTRODUCTION**

In any situation where conflicts or other problems arise between a Professional/Managerial (P/M) employee and his or her colleagues, it is anticipated that the issue will be resolved through discussion and possibly through use of conciliatory techniques such as mediation and facilitation. Employees should attempt to resolve issues as early as possible, before they have an opportunity to escalate. Employees are reminded in this Policy of the various supports available to aid them in resolving conflicts and other problems.

**ELIGIBILITY**

All non-probationary P/M staff members who hold full or part-time staff appointments with the University including P/M staff members whose complaint pertains to the termination of their employment with the University.

**CONSULTATION WITH HUMAN RESOURCES**

If a P/M staff member requires assistance prior to raising a complaint, he/she is encouraged to discuss the issue with the manager/director of any human resources office, whether or not it is the HR office for the P/M's own division. The HR manager/director can assist the P/M staff member in determining such matters as whether there is an issue that should be raised, how to raise it, with whom to raise it, and the range of resolutions that might be possible.

Supervisors who receive a complaint are also encouraged to seek advice from their divisional human resources offices.

**PROCESS**

Professionals/Managers are encouraged to resolve problems through full and open discussion of the problem with their immediate supervisor.

Where discussion with his/her immediate supervisor is not appropriate or fails to resolve the problem, the staff member may discuss the matter with, and if he/she wishes, present a written complaint to:

1. the person to whom the P/M's immediate supervisor reports, and from there may proceed to raise the concern through successively higher levels of management to the division head until resolution is reached; or
2. the Vice-President, Human Resources & Equity, or designate if step 1 is not appropriate, for example in the case of employees who report directly to a division head.

If the P/M staff member follows step 1 and is not satisfied with the Division's response, he/she may discuss it directly with the Vice-President, Human Resources & Equity, or designate.

Depending upon the type of issue raised, the University may, in its discretion, investigate further and/or upon the consent of the parties engage in facilitation or mediation.

## Policies for Professional & Managerial Staff

Supervisors who receive complaints are encouraged to consider whether it would be useful to engage any internal or external resources such as mediation, facilitation or the Employee and Family Assistance Program.

A P/M staff member who raises a complaint under this Policy will receive a timely response. Such response may be verbal or written and will include an outline of the complaint, any steps taken to investigate the complaint, and the University's decision regarding the complaint.

No P/M staff member shall be subject to reprisals for any complaint that he/she brings forward in good faith.

For any P/M positions at a level or in a division of the organization where the process outlined above is not appropriate, this should be discussed with the Vice-President, Human Resources and Equity, or designate in order that an analogous process can be provided.

The University reserves the right to decline to apply this Policy in situations where a complaint is also pursued through another avenue.



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**SECTION III: EMPLOYMENT CONDITIONS**  
**POLICY: ACCESS TO PERSONNEL FILES**

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**CODE NUMBER: 3.01.09**

### **INTRODUCTION**

In order to document and administer the employment of staff, the University collects, maintains and uses information relating to pay, benefits/pension, terms of employment, performance, career development, attendance, references and other personal data.

In cases of internal transfer, the staff member's departmental and/or divisional personnel file will be transferred to the staff member's new department or division.

The Access to Personnel Files Policy sets out the staff member's right to access, correct and add to information collected and maintained by the University. This policy is applied in accordance with the basic principles of the University of Toronto Policy on Access to Information and Protection of Privacy.

### **DEFINITIONS**

Personnel File: Records maintained in a departmental or divisional Personnel File or in a Personnel File maintained by the Human Resources Department or on the Human Resource Information System (HRIS), pertaining to the employment of a staff member.

### **CONDITIONS**

Any administrative Professionals/Managers staff member has the right to examine information included in his/her Personnel File, subject to the conditions set out below:

- A staff member must give reasonable notice, in writing, of a request to examine his/her Personnel File to his/her immediate supervisor or HR Generalist, as appropriate.
- The employing department or the Human Resources Generalist will arrange a mutually convenient time and location for the staff member to examine his/her Personnel File in the presence of a departmental or Human Resources representative.
- Access to certain records may be denied at the discretion of the University in accordance with the principles set out in the University Policy on Access to Information and Protection of Privacy. Where access is denied, a list of records removed from the Personnel File will be provided to the staff member.
- A staff member may not remove or alter information in the Personnel File, but may request correction of information where s/he believes there is an error or omission. Staff members also have the right to add rebuttal documents to the file.
- At the staff member's request, documents that recognize his/her job-related accomplishments, including certificates, diplomas, degrees, documentation of service on University committees and University or community offices held will be added to his/her Personnel File.

### **RELEASE OF INFORMATION TO THIRD PARTIES**

## Policies for Professional & Managerial Staff

- No information or records contained in the Personnel File of a staff member shall be released or made available to any other person or institution without the written consent of the staff member, except, as permitted, under the University Policy on Access to Information and Protection of Privacy, or as may be required by law.

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**SECTION III: EMPLOYMENT CONDITIONS****CODE NUMBER: 3.01.10**

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**POLICY: CONFLICT OF INTEREST**

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**INTRODUCTION**

Members of the administrative Professionals/Managers staff of the University of Toronto are committed to achievement of the University's mission. Hence, their primary commitment is to the work of the University and their personal activities may not conflict with the University's interests.

Occasionally, in the course of the exercise of their responsibilities, administrative staff members may develop commitments to persons or organizations other than the University and may perform services for others for which they are paid. In such cases, situations may arise when a staff member's personal or financial interests may conflict, or may seem to conflict, with the staff member's obligations to the University. All staff members have an obligation to report and discuss with the person to whom they report all such conflicts that the staff member believes, or an objective observer would believe, to be significant. If the person to whom the staff member reports concludes the activities constitute a conflict of interest, the staff member may not continue to engage in them.

Any alleged breaches of this policy will be handled under the Termination for Cause section of the Termination of Employment Policy, 5.01.01, *Policies for Professionals/Managers Staff*.

**APPLICATIONS****1. Use of University Resources**

Professionals/Managers may not make more than trivial use of University facilities, supplies or administrative services for personal purposes without authorization. On occasion, a Professionals/Managers staff member may wish to make more than trivial use of University facilities, supplies or services. Application must be made in writing to the person to whom the person reports. If the request is granted, the Professionals/Managers staff member shall reimburse the University for the full cost, including overhead, of the facilities, supplies or support staff used.

**2. Conflict of Interest Resulting from Family or Other Personal Relationships**

- a) Any situation involving the hiring (including casual hiring), supervising, or conferring or denying of any material benefit to any person with whom there exists or has recently existed an intimate personal or family relationship must be discussed by the staff member with his or her supervisor.
- b) Where funds involved are administered by the University, no staff member may, directly or indirectly, purchase from or sell to, or confer or deny any financial or commercial benefit on or engage in any commercial transaction with any person or organization with whom the staff member has, or recently had, an intimate, family or business relationship without the prior approval of the person at the next higher level of authority. In requesting the approval, the staff member shall indicate in writing why the benefit should be conferred on, or the activity should be carried out by the person.

### **3. Conflict of Interest for Supervisor**

If the person to whom an employee normally reports has a personal interest in the matter to be discussed, then that individual shall refer the matter to the person at the next higher level of authority.

### **4. Purchases Involving University Funds**

If a staff member has received or is receiving supplementary income from a company, or if the staff member or a member of his or her family or a person with whom the staff member has or has recently had an intimate personal relationship, has a significant financial interest in a company, the staff member must disclose the nature of the involvement with the company in any situation in which the staff member is in a position to influence whether or not University funds will be used to purchase goods and services from that company or where the company may otherwise receive some benefit from the University.

### **5. Approval of Expenses**

All expense claims made by staff members involving funds administered by the University require the signature of the person to whom the staff member reports.

### **6. Acceptance of Gifts**

The acceptance of gifts or any other material benefit or favour from individuals who are associated with the University activities of the staff member, with the exception of minor gifts as token courtesies, is not normally permitted. If a staff member has any doubts about the propriety of accepting a particular gift or favour, s/he should discuss the matter with the person to whom s/he reports.

### **7. Paid Professional or Commercial Activities**

While administrative staff members may in some circumstances engage in professional or commercial activities from which they derive supplementary income, such activities must be fully disclosed to, and receive the approval of, the person to whom the staff member reports. Where, in the opinion of that person, these activities constitute a conflict of interest, the supervisor may insist on the staff member's withdrawal from engaging in them. (This provision does not require disclosure of personal activities with minor financial implications such as renting a basement apartment or cottage, operating a hobby farm, and which have no impact on the staff member's University's responsibilities.)

### **8. Confidentiality**

All information about a staff member gathered under this Policy shall be held in strict confidence and not divulged to any other person, except for internal University administrative purposes required by Policy, or under the compulsion of the law, without the written consent of the staff member.

### **9. Supplementary Divisional or Departmental Guidelines**

More detailed guidelines may be developed for particular divisions or departments, as appropriate and must be approved by the appropriate Vice-President.

#### **10. Protection of Staff Members Reporting Suspected Conflict of Interest**

The University or person(s) acting on its behalf shall not i) dismiss or threaten to dismiss or suspend a staff member; ii) discipline or suspend or threaten to discipline or suspend a staff member; iii) impose any penalty upon a staff member; or, iv) intimidate or coerce a staff member, because the staff member has provided information relating to an alleged conflict of interest to an appropriate officer of the University or has sought the enforcement of this Policy through appropriate University channels.

In cases of suspected financial impropriety, staff members should follow the University of Toronto 'Reporting Incidents of Suspected Financial Impropriety' procedure which details the University's protocol for responding to allegations of financial impropriety including procedures for individual staff members.

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**SECTION III: EMPLOYMENT CONDITIONS**

**CODE NUMBER: 3.01.11**

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**POLICY: TUITION ASSISTANCE FOR DEPENDANTS OF STAFF WHO DIED IN SERVICE OR RETIRED FROM SERVICE**

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**INTRODUCTION**

In order to assist the dependants of Professionals/Managers staff who died in service or retired Professionals/Managers staff members who have dependants of University age or dependants who, at a later age, wish to pursue University studies, the University will extend to the dependants of these retired or former staff members the dependent Scholarship program OR the dependant waiver program, whichever program was in effect for the staff member at the time of retirement or death.

The terms and conditions of the Scholarship Program are described in the Staff Benefits/Scholarship Program policy (See 3.01.01, *Policies for Professionals/Managers*). The dependant waiver program is described below.

**TUITION WAIVER PROGRAM**

**TERMS OF REFERENCE**

A dependant must meet the admission requirements for the qualifying program and follow the normal procedures regarding application for admission and registration before application is made for tuition to be waived under this policy.

For the purposes of this policy, *dependant* shall mean a spouse, including same-sex spouse, daughter or son (legal common-law, adopted or step), of an eligible staff member. Children from a subsequent marriage after the retired or former staff member's death will not qualify for benefits under this policy.

*Academic tuition fee* by definition excludes application, registration, service, examination and other incidental fees.

**ELIGIBILITY**

This benefit is available to:

**Retired or Former Professionals/Managers Staff Members:**

All Professionals/Managers staff members of the University and faculty members of the Federated Colleges (as described in the Memorandum of Understanding) who died in service or retired from service and held a full-time or part-time appointment of 25% or more. In the case of retired or former part-time staff members, the benefit will be pro-rated in accordance with the last part-time appointment held.

**Students:**

Dependants proceeding towards a first degree or certificate in a qualifying program (not special students). Qualifying programs are described under PROVISIONS.

**PROVISIONS**

The academic tuition fee waiver is applicable to programs which lead to a first undergraduate degree or certificate and which do not require prior undergraduate preparation since admission is gained directly from high school. Eligible dependants enrolled in these programs will have their academic tuition fee waived for each academic year of the program until the degree or certificate is awarded. The waiver is not applicable to all programs in:

Dentistry  
Education  
Law  
Medicine  
Royal Conservatory of Music  
School of Graduate Studies  
Library Science  
OISE/UT  
Management Studies  
Nursing  
Pharmacy  
Social Work  
School of Continuing Studies  
Woodsworth College Diploma  
Transitional Year Program  
Pre-University Program

Where a student receives a scholarship which provides for the payment of fees, the terms of the scholarship will apply prior to any waiver of tuition under this policy.

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**SECTION III: EMPLOYMENT CONDITIONS****CODE NUMBER: 3.01.12****POLICY: EDUCATIONAL ASSISTANCE****ISSUED: APRIL 1, 2012**

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**INTRODUCTION**

In keeping with its goal of providing staff with opportunities for personal and career development, the University provides staff members with financial assistance to further their formal education.

**ELIGIBILITY**

All Professional/Managerial staff who hold full-time appointments or part-time appointments of 25% or more, are eligible providing the staff member has academic acceptability by the institution from whom the course is to be taken and has the approval of the Department Head, if required, before beginning the course.

In the case of part-time staff members, for the first three years of continuous service, the funding is prorated according to the percentage of their appointment.

**PROVISIONS****1. Degree/ Credit Courses****a) Taken At the University of Toronto**

100% of tuition fees will be waived for a qualifying staff member who is enrolled in:

i. A part-time University of Toronto or OISE degree/credit course, up to and including the Master's level, to a maximum of \$3,000 per academic year, or

ii. A flex-time/part-time Doctoral program at the University of Toronto, to a maximum of \$3,000 per academic year, or

iii. A diploma or certificate program offered through Woodsworth College, to a maximum of \$3,000 per academic year.

**b) At a Recognized Post Secondary Institution External to the University of Toronto**

50% of tuition fees will be reimbursed to a maximum of \$1,500 per academic year, to a qualifying staff member who shows successful completion of courses, taken on a part-time basis and pre-approved by the Organizational Development and Learning Centre (ODLC), leading to a degree, diploma or certificate program, up to and including the Master's level.

Such courses must be either an asset to the staff member in the performance of his/her current position or directly related to his/her potential career.

**2. Non Degree/ Credit Courses****a) At the University of Toronto**

100% of tuition fees will be waived for a qualifying staff member who takes courses offered by the School of Continuing Studies, to a maximum \$500 per course and up to six (6)



## Policies for Professional & Managerial Staff

courses per academic year.

A number of courses offered by the School of Continuing Studies are covered by the Educational Assistance Policy. However, a number of courses have been excluded for which the registrant must pay the full fee. Further information on eligibility for coverage may be obtained through the staff member's divisional HR Office.

**b) At a Recognized Post Secondary Institution External to the University of Toronto**

50% of tuition fees will be reimbursed to a maximum of \$1,500 per academic year, to a qualifying staff member who shows successful completion of a pre-approved work related course which is related to the staff member's present position. Courses must be approved by the Organizational Development & Learning Centre.

**c) At Other (Non Post Secondary) Institutions External to the University of Toronto**

A qualifying staff member who shows successful completion of a pre-approved work related non degree or non credit course, will be reimbursed to a maximum of \$500 per course and up to two (2) courses per academic year.

### **CONDITIONS**

Courses should be taken outside of normal working hours. However, if the course is not otherwise available, one such course at a time may be taken during normal working hours provided the approval of the staff member's manager is obtained and alternative work arrangements are made.

### **PROCEDURES**

**1. Application for Tuition Waiver for Courses Taken at the University of Toronto**

For details on how to apply for a tuition waiver, the application is available on the HR Forms page on the HR & Equity website.

**2. Application for Reimbursement for Courses Taken at Institutions External to the University of Toronto**

For details on how to apply for educational assistance reimbursement, the application is available on the HR Forms page on the HR & Equity website.

### **EXCLUSIONS**

The University's Educational Assistance policy excludes the following:

- a) Conferences, seminars, webinars and workshops;
- b) Costs of course materials, books, registration and examination fees;
- c) Professional association membership fees; and,
- d) Any other incidental fees.

Policy approved by the Business Board, March 5, 2012

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**SECTION IV: PERFORMANCE MANAGEMENT**  
**POLICY: PERFORMANCE MANAGEMENT**

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**CODE NUMBER: 4.01.01**

### **ELIGIBILITY**

This policy applies to all staff appointed administrative Professionals/Managers employees.

### **OBJECTIVES**

The objectives of the performance management process are:

- to link planning, assessment and rewarding of results of each Professionals/Managers staff member to the achievement of University and divisional/departmental objectives; and
- to foster excellence in the work place and contribute to the achievement of the mission of the University.

### **THE PROCESS**

#### **Performance Assessment**

In consultation with the staff member, the supervisor establishes goals and objectives, appropriate to the responsibilities of the staff member's position which will support the achievement of the objectives of both the University and the division/department.

During the year, the supervisor will monitor and provide periodic feedback to the staff member on his/her progress toward the achievement of established goals and objectives, identifying any obstacles and providing advice, training support and other assistance as may be needed to enable the staff member to perform to full potential.

On at least an annual basis, the supervisor will review and discuss the staff member's activity report which summarizes his/her achievement of established goals and objectives and will provide written feedback on these achievements, identifying any areas requiring improvement and plans for further development. The achievement of goals and objectives, quality of work and the staff member's contribution to both the division/department and the University, will be taken into consideration in determining the annual merit increase.

#### **Managing Unsatisfactory Performance**

Where the performance of a Professionals/Managers staff member remains unsatisfactory following the provision of appropriate support, the supervisor will provide a written warning including what improvement is required if the staff member's employment is to be continued, any further assistance to be provided and the period of time within which improved performance must be demonstrated.

Depending on the degree of improvement in performance, if any, the supervisor may, at the end of this warning period, extend the warning period OR provide written notice that employment will continue provided that the improved level of performance is maintained OR proceed to termination. The supervisor must have the approval of his/her Division Head prior to the termination of the staff member's employment (see Termination of Employment Policy, 5.01.01, *Policies for Professionals/Managers Staff*).

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**SECTION V: TERMINATION OF EMPLOYMENT****CODE NUMBER: 5.01.01**

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**POLICY: TERMINATION OF EMPLOYMENT**

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**INTRODUCTION**

Employment may be terminated as a result of reorganization or changing requirements for which the staff member is not suited or other circumstances where no cause for termination exists. Where termination occurs for reasons other than cause, individuals must be treated fairly and appropriate severance arrangements made. Where termination is for cause, employment may be terminated without notice or severance.

**TERMINATION FOR CAUSE**

Where the decision to terminate the employment of an administrative Professionals/Managers staff member is for cause such as unsatisfactory performance\*, including the culminating incident in a series of performance problems, fraud, violence, gross negligence of duty, or breach of confidentiality, the supervisor, may, after seeking the advice of Human Resources and receiving the approval of his/her Division Head, initiate an immediate termination without notice or severance.

\* See the Performance Management Policy, 4.01.01, *Policies for Professionals/Managers Staff*.

**INVOLUNTARY TERMINATION OTHER THAN FOR CAUSE**

This policy applies to all staff appointed administrative Professionals/Managers staff holding continuing appointments.

Termination other than for cause may include circumstances such as departmental reorganizations or business process changes. In all cases, the supervisor must receive the approval of his/her Division Head prior to the termination of a staff member's employment.

Where the University decides to terminate employment without cause employees will be provided with working notice or severance pay, or a combination of both, on the basis of one (1) month per completed year of continuous service\*\* with the University, to a maximum of twenty-four (24) months, provided that in no case will an employee receive less working notice than the minimum working notice required under the *Employment Standards Act* of Ontario or less severance pay than the severance pay, if any, required under the *Employment Standards Act* of Ontario.

\*\* Continuous service is defined as years of service from the staff member's most recent employment date as a full- or part-time staff appointed employee.

Formal notice of termination shall be in writing and will be delivered personally to a staff member or by registered mail to his/her home address most recently provided by the employee to the University, and will specify the employee's termination date.

All benefits coverage and pensionable service ceases effective the date of termination of employment and employees shall have no claim whatsoever for benefits coverage or pensionable service beyond the date of termination of employment.

The staff member will be required to sign a full and final release before receipt of any severance pay.

The staff member will be entitled to career transition services for up to three months following the date of termination.

## Policies for Professional & Managerial Staff

Policy approved by the Business Board, May 7, 2001

Administrative change made to policy 3.01.05, Parental Leave, concerning employer subsidy of benefits prior to implementation July 1, 2001 (change made on this copy)

Section 3.01.06 (a), Compensation, amended; approved by the Business Board, April 14, 2004

Section 3.01.06 (b), Compensation: Senior Advancement Staff added; approved by the Business Board, June 23, 2005

Section 3.01.03, Pregnancy Leave, amended; approved by the Business Board, June 22, 2006

Sections 3.01.06 (a), Compensation, and 3.01.08, Problem Resolution, amended; approved by the Business Board, April 28, 2008

Sections 3.01.04, Primary Caregiver Leave, and 3.01.05, Parental Leave, amended; approved by the Business Board, December 15, 2008

\* On April 26, 2010, the Business Board approved revisions to this policy in relation to Compensation: Senior Advancement Staff [3.01.06(b)] on the understanding that "that, in the immediate term, implementation of the policy changes will be undertaken in accordance with the relevant provisions of the *Public Sector Compensation Restraint to Protect Public Services Act, 2010*". As a result, the terms of the policy for Advancement Professionals approved in 2005 will remain in effect and is included here.

Section 3.01.03, Pregnancy Leave, 3.01.04, Primary Caregiver Leave, and 3.01.05, Parental Leave, amended; approved by the Business Board, March 5, 2012

Section 3.01.12, Educational Assistance, approved by the Business Board, March 5, 2012