



University of Toronto

HUMAN RESOURCES AND EQUITY

TO: Business Board

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AGENDA ITEM: 6

ITEM IDENTIFICATION:

Revisions to the Policies for Professionals/Managers re: Compensation and Problem Resolution

JURISDICTIONAL INFORMATION:

Under section 5.9 of its terms of reference, the Business Board has responsibility for approval of personnel policies for non-union administrative staff and approval of changes to the process of determining salaries and benefits.

PREVIOUS ACTION TAKEN:

The Business Board previously approved revisions to the Compensation Policy for Professionals/Managers in April, 2004. The policy on Problem Resolution has not been revised since it was originally issued in 2001.

HIGHLIGHTS:

The PM group consists of approximately 800 administrative staff ranging from junior business officers to the most senior members of the University's administrative staff. Amendments are proposed to two of the policies applicable to this group.

1. Compensation

Several relatively minor amendments are proposed to the Compensation Policy to better reflect the University's compensation philosophy and practices for this group. The

specific changes are underlined in the attached policy document. Highlights include:

(1) Statements have been added to the policy to articulate the University's commitment to reward employee performance and contribution while being fiscally prudent and transparent in compensation programs. These statements also clarify how individuals move through the salary range.

(2) Since 2004 the most senior members of the PM group (at PM levels 7 to 9) have received annual increases that are based solely on merit. The salary ranges for this group are structured with a "notional" maximum to allow continued progression for these experienced, high performing senior administrative professionals. In June, 2006 the Business Board approved the addition of PM's at level 6 to this group. The proposed policy amendments reflect this previously approved change.

(3) Three statements have been added to the policy to clarify approvals and processes for administering salaries above maximums and lump sum ("one-time-only") payments. These changes are aligned with the changes to the Senior Appointments and Compensation Committee.

2. Problem Resolution

As in any organization, conflicts arise from time to time between colleagues. The policy on Problem Resolution provides mechanisms to facilitate constructive resolution where conflicts arise between a P/M staff members and a colleague. The proposed amendments provide more options for resolution and more clarity with respect to the process. The key amendments to the policy include:

- An increased emphasis on the importance of early resolution of issues.
- Additional supports such as the opportunity to seek advice from a Human Resource Manager from any HR office.
- A clear process whereby the employee may discuss a matter or present a complaint to the person to whom their immediate supervisor reports and then through successively higher levels of management OR to the Vice-President, Human Resources & Equity.
- Options to assist with resolution, such as mediation, facilitation or use of the Employee and Family Assistance Program
- A clearer statement outlining what employees who raise a complaint can expect in terms of a response.

The proposed revised policy is attached along with a copy of the current policy for comparison purposes.

FINANCIAL AND/OR PLANNING IMPLICATIONS:

There are no financial and/or planning implications associated with the proposed changes to policy.

RECOMMENDATION:

It is recommended THAT the proposed revised policy on Compensation for Professionals/Managers, a copy of which is attached, be approved.

It is recommended THAT the proposed revised policy on Problem Resolution for Professionals/Managers, a copy of which is attached, be approved.