

University of Saskatchewan
ASPA Bargaining
Employer's Offer to Settle
July 7, 2008

This offer replaces all other Offers to Settle provided by the Employer to date. The following represents a full and complete package offer in an effort to reach a tentative agreement. This offer includes:

- proposals agreed to date and;
- the Employer's proposal on all outstanding matters which includes unsocial hours premium, benefits re-alignment, pension adjustment, and compensation adjustments.

PRINCIPLES

This offer has been developed considering the University's core principles of fiscal responsibility, market based salary increases using national comparators, and competitiveness in all aspects of total compensation.

TERM OF THE AGREEMENT

The Employer has packaged this offer as a three-year agreement covering May 1, 2008 to April 30, 2011.

OUTSTANDING ITEMS

Unsocial Hours Premium:

The employer agrees to a Memorandum of Agreement to review the prevalence of unsocial hours and make recommendations on alternative scheduling arrangements through a joint committee. **(See attached proposed Memorandum of Agreement)**

Benefits:

Principles

The changes to benefits programs are being proposed to support the University's long-term, strategic priorities for benefits. Those priorities are:

- Sustainable long-term cost
- Focus on encouraging people to be healthy and at work
- Competitiveness
- Simplified benefits administration and reduction of bureaucratic complexity
- Employee satisfaction
- Sharing benefits costs with employees

Given the principles stated above the Employer proposes benefit changes as follows:

- **Increase eye exam coverage from \$65 - \$80 annually**

The Employer will also agree to a Memorandum of Agreement which would establish a joint committee to undertake a separate review of group benefit plans and make recommendations to the parties on additional changes. It is agreed that the joint

committee would take into consideration the financial health of the plans and the University's long-term strategic priorities for benefits as part of its assessment.

Pension Contribution:

The Employer agrees to increase the allowable pension contribution (Employee and Employer) by an additional half percent (0.5%) effective the first of the month following the date of signing.

Wage Adjustments:

Principles

The changes to compensation programs are being proposed to support the University's long-term, strategic priorities for compensation. Those priorities are:

- Compensation strategy aligned with the strategic directions
- Supports a strategy to recruit, retain, and build capacity of staff to support the strategic directions
- An affordable and sustainable model
- Fair and equitable access to funding
- Move to decentralized decisions based on the compensation strategy and guidelines
- Movement within the compensation models based primarily on performance
- Ensure a total compensation approach

The Employer is proposing a compensation system that reflects the value of job duties and responsibilities, offers competitive pay, and provides opportunities for pay growth based on available resources and performance contributions.

Our proposal focuses on salary adjustments in the following three (3) areas:

1. **Base Salary Adjustments (market)** - provided to all employees to recognize growth and increases in the market. These adjustments take into account the cost of living and the current market pressures at a national level.
2. **Merit Adjustments (merit)** - awarded when proficiency, growth and levels of performance that are considerably better than what might generally be viewed as "normal" and recognizes exceptional merit and the valuable contributions ASPA members make to the University.
3. **Regular Increments** – provided to all employees whose salary is below the target point of their salary range. It acknowledges the ongoing growth and experience the individual develops as they move towards full proficiency for the expectations of their job. The objective is to ensure that those that are fully proficient are paid at or above the target point of their salary range. Salary progression beyond that point would then be achieved through base salary adjustments (market) and merit adjustments.

1. Base Salary Adjustments (market) - anchoring our compensation system and adjustments to market trends

Our salary range structure will remain competitive as we review and adjust against market trends. Our goal is to maintain the broad band salary model to support a compensation

system that attracts, motivates and retains exemplary staff without exhausting the University's limited resources. Anchoring our salary ranges in line with comparable organizations on a national basis ensures that our compensation system is competitive and aligned with our strategic goals.

In the salary offer below, the market target points of the ranges are anchored at the 50th percentile of national market data and salary ranges are adjusted over the life of the collective agreement to ensure that this relationship is maintained. This competitive pay policy sets a clear direction for how the University intends to pay members of ASPA now and into the future. **The revised salary ranges being proposed have been adjusted by 4.0% in each year of the contract (see attached).**

The Employer proposes individual base salary adjustments (market) of 4.0% to eligible members up to the maximum of the new salary ranges for each year of the contract. These adjustments will be paid only to members who are actively employed as a member of ASPA on the eligibility date (July 1st of each year). These adjustment amounts are based on comparable salary settlements across the country and forecasted salary trends which combine the cost of living and inflation with the market value of jobs.

2. Merit Adjustments – providing a fair and competitive program for rewarding exceptional performance

The ASPA compensation system utilizes merit pay and career paths to provide financial incentives, varied work, and advancement opportunities for members. Merit pay along with regular increments, base salary adjustments (market) and competitive total rewards programs provide the environment which is intended to improve performance and motivation. The goal of merit pay is to invest in members who are “value creators” for the institution. As managers and professional staff, who make significant contributions to the success of the University, ASPA members should be recognized and rewarded in terms of the value and results they create.

We recognize that the merit program for ASPA members was ineffective in clearly linking pay and performance. As a result of the work of the Joint Merit Committee we are confident that this program will be renewed and re-aligned with its original goals and intent. We will ensure on-going evaluation as the new program moves into its first year of implementation.

The Employer is proposing that 1.0% of payroll be allocated to support base merit increases and 1.0% of payroll be allocated to support lump sum bonuses. The Employer agrees that all merit funds will be expended each year, allowing maximum allocation to the ASPA members. This additional funding will allow for an expanded application of merit increases/bonuses to cover up to 60% of ASPA members.

3. Regular Increments - providing an adjustment to those employees whose salary is below the target point of their salary range to ensure ongoing progression through the pay bands

The regular increment ensures employees will move through the broad band model with predictable increases until they reach the target point of their range. The Employer proposes regular increments of 2.0% up to the target point of the salary

range to be awarded to recognize development in the skills and experience necessary to be fully proficient in a position. The Employer proposes that the same language as it existed in the previous contract would be applied. Once an employee has reached the target point of their salary range their salary increases would be based on market and merit adjustments.

The combined cost of the Employer's proposal represents a cost of approximately 5.8% per year over three years.

Memorandum of Agreement Unsocial Hours

The Association and the University jointly recognize the need to establish a joint committee for the purpose of reviewing assignment of duties outside the core hours of the University.

The joint committee will have two objectives:

- 1) As soon as reasonably possible, review current practices and make recommendations to the Administrative Employees Consultative Committee (AECC) on initiatives to minimize the impact of unsocial hours.
- 2) Prior to the expiration of the contract expiring will collect data on current practices and occurrences of hours scheduled outside the core hours of the University. This data will be collected for the purpose of bargaining such that the parties may have an informed discussion at the table.

This Memorandum will expire on April 30, 2011 and will be removed from the Collective Agreement.

SUMMARY OF OFFER TO SETTLE OVER THREE (3) YEARS

Year	Salary, Pension & Benefits Adjustments
2008	<p><u>Salary Ranges</u></p> <ul style="list-style-type: none"> ▪ 4.0% Adjustment to all salary ranges <p><u>Salary Adjustments</u></p> <ul style="list-style-type: none"> ▪ Market Adjustment – 4.0% ▪ Merit Adjustments – increase to 1.0% of payroll for both one-time and adds-to-base adjustments to be awarded to up to 60% of members ▪ Regular Increments – 2.0% for all employees below the target point of their salary range <p><u>Pension & Benefits</u></p> <ul style="list-style-type: none"> ▪ 0.5% Increase to Pension ▪ 1FTE release time for association executive ▪ Increase to annual eye exam coverage from \$65 to \$80 ▪ \$125,000 in retraining funds over the life of the contract ▪ Payment of 2 week waiting period at 95% of earnings for those on parental/adoption/maternity leave
2009	<p><u>Salary Ranges</u></p> <ul style="list-style-type: none"> ▪ 4.0% Adjustment to all salary ranges <p><u>Salary Adjustments</u></p> <ul style="list-style-type: none"> ▪ Market Adjustment – 4.0% ▪ Merit Adjustments – maintain at 1.0% of payroll for both one-time and adds-to-base adjustments to be awarded to up to 60% of members ▪ Regular Increments – 2.0% for all employees below the target point of their salary range
2010	<p><u>Salary Ranges</u></p> <ul style="list-style-type: none"> ▪ 4.0% Adjustment to all salary ranges <p><u>Salary Adjustments</u></p> <ul style="list-style-type: none"> ▪ Market Adjustment – 4.0% ▪ Merit Adjustments – maintain 1.0% of payroll for both one-time and adds-to-base adjustments to be awarded to up to 60% of members ▪ Regular Increments – 2.0% for all employees below the target point of their salary range

Proposed Salary Ranges

Date of Signing - April 30, 2009 Salary Ranges

Family	Phase	Minimum	Target Point	Maximum
Instructional	1	\$ 40,073	\$ 50,092	\$ 62,615
	2	\$ 52,109	\$ 65,136	\$ 81,420
Information Technology	1	\$ 40,073	\$ 50,092	\$ 62,615
	2	\$ 52,109	\$ 65,136	\$ 81,420
	3	\$ 65,869	\$ 82,337	\$ 109,508
Managerial	1	\$ 40,073	\$ 50,092	\$ 62,615
	2	\$ 52,109	\$ 65,136	\$ 81,420
	3	\$ 65,869	\$ 82,337	\$ 109,508
Specialist Professional	1	\$ 40,073	\$ 50,092	\$ 62,615
	2	\$ 52,109	\$ 65,136	\$ 81,420
	3	\$ 65,869	\$ 82,337	\$ 109,508
Operational Administrative	1	\$ 34,885	\$ 43,606	\$ 55,380

May 1, 2009- April 30, 2010 Salary Ranges

Family	Phase	Minimum	Target Point	Maximum
Instructional	1	\$ 41,676	\$ 52,095	\$ 65,119
	2	\$ 54,193	\$ 67,742	\$ 84,677
Information Technology	1	\$ 41,676	\$ 52,095	\$ 65,119
	2	\$ 54,193	\$ 67,742	\$ 84,677
	3	\$ 68,504	\$ 85,630	\$ 113,888
Managerial	1	\$ 41,676	\$ 52,095	\$ 65,119
	2	\$ 54,193	\$ 67,742	\$ 84,677
	3	\$ 68,504	\$ 85,630	\$ 113,888
Specialist Professional	1	\$ 41,676	\$ 52,095	\$ 65,119
	2	\$ 54,193	\$ 67,742	\$ 84,677
	3	\$ 68,504	\$ 85,630	\$ 113,888
Operational Administrative	1	\$ 36,280	\$ 45,350	\$ 56,688

May 1, 2010- April 30, 2011 Ranges

Family	Phase	Minimum	Target Point	Maximum
Instructional	1	\$ 43,343	\$ 54,179	\$ 67,724
	2	\$ 56,361	\$ 70,451	\$ 88,064
Information Technology	1	\$ 43,343	\$ 54,179	\$ 67,724
	2	\$ 56,361	\$ 70,451	\$ 88,064
	3	\$ 71,244	\$ 89,055	\$ 118,444
Managerial	1	\$ 43,343	\$ 54,179	\$ 67,724
	2	\$ 56,361	\$ 70,451	\$ 88,064
	3	\$ 71,244	\$ 89,055	\$ 118,444
Specialist Professional	1	\$ 43,343	\$ 54,179	\$ 67,724
	2	\$ 56,361	\$ 70,451	\$ 88,064
	3	\$ 71,244	\$ 89,055	\$ 118,444
Operational Administrative	1	\$ 37,732	\$ 47,164	\$ 59,899