

University of Saskatchewan
ASPA Bargaining
Employer's Offer to Settle
May 16, 2007

The following represents a full and complete package offer in an effort to reach a tentative agreement. This offer includes:

- items signed off and agreed to in principle,
- compromise and agreements in principle reached on compensation at the table from May 4, 2007 to May 15, 2007 and,
- the Employer's position on outstanding compensation matters.

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 (benefits, leaves, etc).

TERM OF THE AGREEMENTS

The Employer believes that it is important to achieve long-term labour stability, set salary ranges to facilitate recruitment and retention, and support multi-year planning initiatives by determining the cost of salaries and benefits into the multi year period.

The Employer has packaged this offer as two agreements covering May 1, 2005 to April 30, 2008 (three (3) year agreement) and May 1, 2008 to April 30, 2010 (two (2) year agreement).

Introduction

After extended interest-based discussions, the Employer is prepared to table a revised offer to settle, which takes into careful consideration the Union's expressed interests and proposals surrounding compensation.

This proposal reflects the Employer's ability to meet the interests of the Union's membership, while addressing the University's commitment to our compensation principles (see below) and strategies to support recruitment and retention.

Compensation Principles

- 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 - cost neutral in the multi-year planning period - phased in over the long term
- Fair and equitable access to funding (centralized)
- 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 (benefits etc)

Our latest offer, as discussed with the Union over the last week and a half, represents the best financial package the University can offer.

Our Proposal

ASPA members have and continue to be a strategically important and valued employee group. Their work as leaders and professionals is critical to the University's on-going success. The Employer is proposing a compensation system that reflects the value of job duties and responsibilities, offers competitive and equitable pay, and provides opportunities for pay growth based on available resources, experience, job growth and performance contributions.

Our proposal focuses on the following key areas:

- 1. *Broad banding - maintaining the system of compensation which has achieved high standards of transparency, equity and understanding. A system that recognizes that the individual brings skills to the job that grow the job, which adds value to the University and that should be recognized and rewarded.**

The Employer proposes that the current compensation model and the principles upon which it was built be maintained. The current pay structure has provided greater flexibility in designing jobs and improved career development opportunities and there is a high level of transparency and understanding around pay administration that previously did not exist.

**(agreement in principle has been reached on this item during discussions between May 4 to May 15, 2007 discussions)*

- 2. *Market Salary Ranges – anchoring our compensation ranges to national 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 using public and private sector data ensures that our compensation system is competitive and aligned with our strategic goals. Our market data covers comparable salaries for at least half of the jobs within each family and phase, in some instances up to three-quarters of the jobs within a phase and family are matched.

In the salary offer below, the market target points (formerly target points) of the ranges are anchored at the average (50th percentile) of national market data and salary ranges are adjusted over the life of the Collective Agreements to ensure that this relationship is maintained. This competitive pay structure sets a clear direction for how the University intends to pay members of ASPA now and into the future. These salary ranges represent a significant investment into the future for ASPA members. The compensation goal is to ensure the majority of ASPA members are paid at or above the market target point in their job family and phase. The revised salary ranges are attached.

**(agreement in principle has been reached on this item during discussions between May 4 to May 15, 2007 discussions)*

3. Base Pay Adjustments – providing predictable pay increases which recognize growth from experience and national market trends over time

The Employer proposes base pay adjustments in the form of across-the-board increases for 2005 and 2006 as indicated below. These adjustments will be retro-active to July 1, 2005 and July 1, 2006 respectively, to those members who are actively employed as a member of ASPA on the date of signing. These adjustments will apply to all members regardless of their base salary in relation to the salary range (the maximum of the salary range will not apply).

Starting in 2007, the Employer proposes base pay adjustments to members as indicated in the table below. These adjustments (an amalgamation of the former scale and regular increment adjustments) will reward job growth and recognize increases in the market for all members.

July 1 of each year	Base Pay Adjustment
2005	2.5% (retroactive)
2006	2.0% (retroactive)
2007	4.5% of new market target up to the maximum of the new salary ranges <ul style="list-style-type: none"> ▪ Operational/Admin \$1,887 <ul style="list-style-type: none"> ▪ Phase 1 \$2,167 ▪ Phase 2 \$2,818 ▪ Phase 3 \$3,563
2008	4.75% of new market target up to the maximum of the new salary ranges <ul style="list-style-type: none"> ▪ Operational/Admin \$2,051 <ul style="list-style-type: none"> ▪ Phase 1 \$2,356 ▪ Phase 2 \$3,064 ▪ Phase 3 \$3,873
2009	4.25% of new market target up to the maximum of the new salary ranges <ul style="list-style-type: none"> ▪ Operational/Admin \$1,891 <ul style="list-style-type: none"> ▪ Phase 1 \$2,172 ▪ Phase 2 \$2,824 ▪ Phase 3 \$3,570

Base pay adjustments will provide a level of certainty and predictability for members, a principle which the Union has expressed as being key to their interests. They will also serve to recognize the growth and experience that every member brings to their position.

The 2007, 2008 and 2009 (4.5%, 4.75% and 4.25% of the market target) base pay adjustments will apply to all members up to the maximum of the new salary ranges and will be given as a flat dollar amount added to base salary effective July 1, 2007, July 1, 2008 and July 1, 2009 respectively. The application of base pay adjustments in this manner is not unlike the former regular increment and will allow for more aggressive increases for those members below the market target. This application will assist in

ensuring that the majority of ASPA members are being paid at or above the market average (50th percentile market value) in their job family/phase. Under our revised proposal, those members above the market target will continue to receive base pay adjustments.

The Employer is proposing that there be no provisions to withhold all or any portion of a base salary adjustment.

Future base pay adjustments beyond July 1, 2009 will form the substance of future collective bargaining. This will allow the parties to align base pay adjustments with future needs/interests and developing market trends.

To assist with the re-alignment of the compensation model the Employer is proposing two one-time transition bonuses of \$1,000 each for all active members, prorated based on FTE. The first transition bonus will be effective the date of signing and the second will be effective July 1, 2008.

4. Merit – providing a fair and competitive program for rewarding high 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 based salary increases 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 “key value creators” for the institution.

The Employer continues to believe that merit pay must form an important component of the ASPA compensation system.

We recognize that our current merit program is somewhat ineffective in clearly linking pay and performance and is in need of review to ensure that it more effectively meets the needs of the individual and the institution. As a result, the Employer is proposing the following:

- ***Continued application of merit adjustments for 2007 in accordance with the current collective agreement.**

**(agreement in principle has been reached on this item during discussions between May 4 to May 15, 2007 discussions)*

- **Increases to merit funding phased in for 2008 and 2009.**

Year	Adds to Base Merit	**One-time Merit
2008	From 0.35% to 0.5% of payroll for eligible members	From 0.45% to 0.5% of payroll for eligible members
2009	From 0.5% to 0.75% of payroll for eligible members	From 0.5% to 0.75% of payroll for eligible members

**Including one-time special action funding.

- ***A Joint Merit Committee (JMC) that will undertake to execute the intent of the current MOA re: JMC based on the attached terms of reference.** The work of the committee

would be expected to conclude by January 31, 2008 in order to facilitate implementation of recommendations for the 2008 merit process. The JMC will not negotiate issues beyond the scope of the terms of reference, including such items as standards for awarding merit. The standards or criteria for awarding merit will not form part of the collective agreement and must be developed at an institutional leadership level to ensure alignment with strategic directions and to be responsive to changing business needs.

**(agreement in principle has been reached on this item during discussions between May 4 to May 15, 2007 discussions)*

- **The Employer commits to undertake the following changes to its management of the merit review and recommendation process:**
 - Specific training for leaders on merit processes and effective methods for evaluation and review
 - Guidance for managers on the awarding of merit
 - Consultation with Financial Services in an effort to ensure budget development enables fair access to merit for all members regardless of funding source

These changes will not be negotiated nor will they form part of the collective agreement.

- **It is the Employer's position that the Memorandum of Agreement (MOA) re: JMC be deleted from the second collective agreement (May 1, 2008 – April 30, 2010) as its full implementation will have been achieved by January 31, 2008.**
- **The Employer proposes changes to the language of Article 9.3 (see attached).**

5. *Performance Feedback Process

In an effort to promote more timely and effective feedback the Employer is proposing new language for Article 9.3.1.1 Annual Performance Feedback of Permanent, Seasonal, and Eligible Term Employees (see attached).

**(agreement in principle has been reached on this item during discussions between May 4 to May 15, 2007 discussions)*

6. Procedures Document and Criteria Matrix

It remains our position that the criteria matrix is a document outside of the Collective Agreement. The criteria matrix was never intended to form part of the Collective Agreement. It is not a term and condition of employment but a management tool to assist in the administration of placing jobs into the broad salary bands. It cannot form part of the Collective Agreement as it needs to be changed as the organization's needs change. We will continue to consult ASPA prior to any revisions to the criteria matrix. It is a well grounded management right to organize the work and set qualifications.

***Given the disagreement on this Article the Employer agrees to the Union's proposal of status quo language on Article 9.1.**

**(agreement in principle has been reached on this item during discussions between May 4 to May 15, 2007 discussions)*

7. Job Evaluation Maintenance Program

The Employer agrees that through the 2004 Job Evaluation (JE) negotiations the job evaluation issues were resolved with a new pay structure and strategies for implementation as ASPA has suggested. It is the Employer's position that the processes for maintenance were also addressed. Maintenance of the ASPA compensation system is about equitable placement of jobs on the broad salary ranges and is accomplished through placement and review processes that will continue to be in place in years to come. We consulted with the union to develop this on-going maintenance process in 2004.

As part of the JE implementation process ASPA members were awarded adds-to-base salary increases and lump-sum payments to address equity matters and compensate for the protracted time those members were subjected to a position review freeze. There was no commitment to provide further adjustments except for ensuring certain individuals were at the target point (of the 2004 salary ranges) by May of 2007.

It is our position that all matters relating to JE are resolved and all references to JE must be deleted from the Collective Agreement. There is a thorough process to ensure the placement of jobs into the correct families and phases that is open and transparent. There is appropriate overlap in the salary ranges and consideration is given to maintaining internal equity when hiring new staff.

SUMMARY OF FINANCIAL AGREEMENT**Offer of Settlement over Two Agreements**

	Year	Adjustment
3 year Agreement (May 1, 2005 to April 30, 2008)	July 1, 2005	Service based and merit adjustments <ul style="list-style-type: none"> Regular increments and merit adjustments (previously awarded on July 1, 2005) Base salary adjustment Base salary increase of 2.5% for all active members (including those at or above maximum of the 2005 salary ranges); retroactive to July 1, 2005
	July 1, 2006	Service based and merit adjustments <ul style="list-style-type: none"> Regular increments and merit adjustments (previously awarded on July 1, 2006) Base salary adjustments <ul style="list-style-type: none"> Base salary increase of 2% for all active members (including those at or above maximum of the 2006 salary ranges); retroactive to July 1, 2006
	Date of Signing	To support the transition <ul style="list-style-type: none"> A one-time payment of \$1,000 for all active members, prorated based on FTE, at date of signing
	July 1, 2007	Salary Ranges: to ensure salary ranges remain competitive and align with national market data, salary range adjustments as follows: <ul style="list-style-type: none"> 7% range increase (Phase 3 and Operational Administrative) 9% range increase (Phase 2) 11% range increase (Phase 1 excluding Operational Administrative) Base salary adjustments (which includes market and job growth) <ul style="list-style-type: none"> Base salary increase of 4.5% of the new market targets for all members up to the range maximum Merit: Adds to Base <ul style="list-style-type: none"> Maintain 0.35% of payroll for eligible members Merit: One-time <ul style="list-style-type: none"> Maintain 0.35% of payroll for eligible members Special Action: One-time <ul style="list-style-type: none"> Maintain 0.10% of payroll for eligible members

	Year	Adjustment
<p>Two year Agreement (May 1, 2008 to April 30, 2010)</p>	<p>July 1, 2008</p>	<p>To support the transition</p> <ul style="list-style-type: none"> • A one-time payment of \$1,000 for all active members, prorated based on FTE <p>Salary Ranges: to ensure salary ranges remain competitive and align with national market data, salary range adjustments as follows:</p> <ul style="list-style-type: none"> • 3% range increase to all families and phases. <p>Base salary adjustments (which includes market and job growth)</p> <ul style="list-style-type: none"> • Base salary increase of 4.75% of new market target for all members up to the range maximum. <p>Merit: phasing in of merit funding increases to adds to base and one-time merit</p> <ul style="list-style-type: none"> • Increase allocation of funding for adds to base merit from 0.35% to 0.50% of payroll for eligible members • Increase allocation of funding for one-time merit (including one-time special action funding) from 0.45% to 0.50% of payroll for eligible members
	<p>July 1, 2009</p>	<p>Salary Ranges: to ensure salary ranges remain competitive and align with national market data, salary range adjustments as follows:</p> <ul style="list-style-type: none"> • 3% range increase to all families and phases. <p>Base salary adjustment (which includes market and job growth)</p> <ul style="list-style-type: none"> • Base salary increase of 4.25% of new market target for all members up to the range maximum. <p>Merit: increases to adds to base and one-time merit</p> <ul style="list-style-type: none"> • Increase allocation of funding for adds to base merit from 0.50% to 0.75% of payroll for eligible members • Increase allocation of funding for one-time merit (including one-time special action) from 0.50% to 0.75% of payroll for eligible members

SUMMARY OF SALARY OUTCOMES OF THIS PROPOSED OFFER TO SETTLE

Examples of Salary Increases			
Salary Increases*	Average Salaries (April 30, 2005)	Average Salaries* (July 1, 2009)	Average Base Salary* % Increase (Over 5 years)
Instructional Phase 1	\$42,795	\$54,616	28.0%
Instructional Phase 2	\$57,650	\$73,428	27.5%
Information Technology Phase 1	\$42,624	\$54,819	28.9%
Information Technology Phase 2	\$56,113	\$72,077	28.6%
Information Technology Phase 3	\$73,377	\$93,570	27.6%
Managerial Phase 1	\$49,763	\$60,581	22.6%
Managerial Phase 2	\$62,871	\$77,317	23.9%
Managerial Phase 3	\$79,518	\$100,192	26.2%
Operational Administrative Phase 1	\$41,104	\$51,185	25.5%
Specialist Professional Phase 1	\$47,695	\$58,796	24.4%
Specialist Professional Phase 2	\$59,678	\$75,030	26.3%
Specialist Professional Phase 3	\$77,265	\$96,857	26.0%

Examples of the Application of the Employer Proposal			
Assumption: Employee receives no adds to base merit during the 5 year period	SP1	IT2	MN3
	\$47,500	\$52,000	\$82,000
Regular Increment July 1, 2005	\$1,258	\$1,666	\$2,146
	\$48,758	\$53,666	\$84,146
Regular Increment July 1, 2006	\$1,258	\$1,666	\$2,146
	\$50,016	\$55,332	\$86,292
4% Scale Adjustment July 1, 2006	\$2,001	\$2,213	\$3,452
	\$52,017	\$57,545	\$89,744
Base Salary Adjustment July 1, 2007	\$2,167	\$2,818	\$3,563
	\$54,184	\$60,364	\$93,306
Base Salary Adjustment July 1, 2008	\$2,356	\$3,064	\$3,873
	\$56,541	\$63,428	\$97,180
Base Salary Adjustment July 1, 2009	\$2,172	\$2,824	\$3,570
	\$58,712	\$66,252	\$100,749
Overall % Increase	23.60%	27.41%	22.87%
Average increase per year	4.72%	5.48%	4.57%

Examples of the Application of the Employer Proposal			
Assumption: Employee receives full adds to base merit in 2005 and 2008	SP1	IT2	MN3
	\$47,500	\$52,000	\$82,000
Regular Increment July 1, 2005	\$1,258	\$1,666	\$2,146
Full adds to base merit July 1, 2005	\$1,258	\$1,666	\$2,146
	\$50,016	\$55,332	\$86,292
Regular Increment July 1, 2006	\$1,258	\$1,666	\$2,146
	\$51,274	\$56,998	\$88,438
4% Scale Adjustment July 1, 2006	\$2,051	\$2,280	\$3,538
	\$53,325	\$59,278	\$91,976
Base Salary Adjustment July 1, 2007	\$2,167	\$2,818	\$3,563
	\$55,492	\$62,096	\$95,538
Base Salary Adjustment July 1, 2008	\$2,356	\$3,064	\$3,873
Full adds to base Merit July 1, 2008	\$1,439	\$1,871	\$2,365
	\$59,288	\$67,031	\$101,776
Base Salary Adjustment July 1, 2009	\$2,172	\$2,824	\$3,570
	\$61,459	\$69,855	\$105,346
Overall % Increase	29.39%	34.34%	28.47%
Average increase per year	5.88%	6.87%	5.69%

PROPOSED SALARY RANGES**Schedule 1**

Salary Ranges				
May 1, 2005 – June 30, 2007				
Family and Phase	Minimum	Target Point	Maximum	Increment
Instructional Phase 1	\$34,714	\$43,392	\$54,240	\$1,258
Instructional Phase 2	\$45,968	\$57,460	\$71,825	\$1,666
Information Technology Phase 1	\$34,714	\$43,392	\$54,240	\$1,258
Information Technology Phase 2	\$45,968	\$57,460	\$71,825	\$1,666
Information Technology Phase 3	\$59,193	\$73,991	\$98,593	\$2,146
Managerial Phase 1	\$34,714	\$43,392	\$54,240	\$1,258
Managerial Phase 2	\$45,968	\$57,460	\$71,825	\$1,666
Managerial Phase 3	\$59,193	\$73,991	\$98,593	\$2,146
Operational Administrative Phase 1	\$31,447	\$39,186	\$49,845	\$1,136
Specialist Professional Phase 1	\$34,714	\$43,392	\$54,240	\$1,258
Specialist Professional Phase 2	\$45,968	\$57,460	\$71,825	\$1,666
Specialist Professional Phase 3	\$59,193	\$73,991	\$98,593	\$2,146

Salary Ranges			
July 1, 2007 - June 30, 2008			
Family and Phase	Minimum	Market Target	Maximum
Instructional Phase 1	\$38,533	\$48,165	\$60,206
Instructional Phase 2	\$50,105	\$62,631	\$78,289
Information Technology Phase 1	\$38,533	\$48,165	\$60,206
Information Technology Phase 2	\$50,105	\$62,631	\$78,289
Information Technology Phase 3	\$63,337	\$79,170	\$105,495
Managerial Phase 1	\$38,533	\$48,165	\$60,206
Managerial Phase 2	\$50,105	\$62,631	\$78,289
Managerial Phase 3	\$63,337	\$79,170	\$105,495
Operational Administrative Phase 1	\$33,648	\$41,929	\$53,334
Specialist Professional Phase 1	\$38,533	\$48,165	\$60,206
Specialist Professional Phase 2	\$50,105	\$62,631	\$78,289
Specialist Professional Phase 3	\$63,337	\$79,170	\$105,495

Salary Ranges**July 1, 2008 – June 30, 2009**

Family and Phase	Minimum	Market Target	Maximum
Instructional Phase 1	\$39,689	\$49,610	\$62,013
Instructional Phase 2	\$51,608	\$64,510	\$80,638
Information Technology Phase 1	\$39,689	\$49,610	\$62,013
Information Technology Phase 2	\$51,608	\$64,510	\$80,638
Information Technology Phase 3	\$65,237	\$81,545	\$108,659
Managerial Phase 1	\$39,689	\$49,610	\$62,013
Managerial Phase 2	\$51,608	\$64,510	\$80,638
Managerial Phase 3	\$65,237	\$81,545	\$108,659
Operational Administrative Phase 1	\$34,658	\$43,187	\$54,934
Specialist Professional Phase 1	\$39,689	\$49,610	\$62,013
Specialist Professional Phase 2	\$51,608	\$64,510	\$80,638
Specialist Professional Phase 3	\$65,237	\$81,545	\$108,659

Salary Ranges**July 1, 2009 – June 30, 2010**

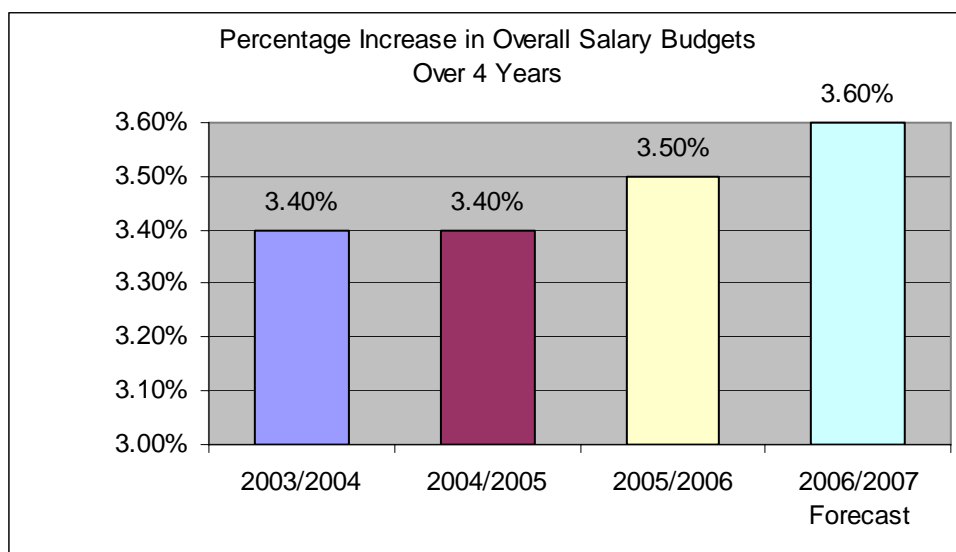
Family and Phase	Minimum	Market Target	Maximum
Instructional Phase 1	\$40,879	\$51,098	\$63,873
Instructional Phase 2	\$53,157	\$66,446	\$83,057
Information Technology Phase 1	\$40,879	\$51,098	\$63,873
Information Technology Phase 2	\$53,157	\$66,446	\$83,057
Information Technology Phase 3	\$67,194	\$83,992	\$111,919
Managerial Phase 1	\$40,879	\$51,098	\$63,873
Managerial Phase 2	\$53,157	\$66,446	\$83,057
Managerial Phase 3	\$67,194	\$83,992	\$111,919
Operational Administrative Phase 1	\$35,697	\$44,482	\$56,582
Specialist Professional Phase 1	\$40,879	\$51,098	\$63,873
Specialist Professional Phase 2	\$53,157	\$66,446	\$83,057
Specialist Professional Phase 3	\$67,194	\$83,992	\$111,919

SUMMARY

The Employer has over the last two collective agreements, invested significantly in enhancing and reformatting the compensation system for ASPA employees. On average salaries have increased by 26% from 2000 to 2005.

The broad banding of the ASPA pay structure in 2004 was designed to compress a large number of salary grades into fewer, wider “bands”. The new pay structure has provided departments with greater flexibility in designing jobs and recognizing changes in job duties and responsibilities. ASPA members continue to be offered improved career development opportunities through expanded responsibilities, training and learning. There is a high level of transparency and understanding around pay administration that previously did not exist. Salary ranges have opened up and nearly 35% of employee’s whose salaries were frozen at the top of ranges under the old model now have room to receive wage increases as they grow their jobs or demonstrate outstanding performance.

The combined cost of the Employer’s proposal including base pay and merit represents a cost of approximately 5.2% per year over five years. This level of salary increase exceeds the industry average when compared to salary increase budgets for major Canadian employers over the last several years.



Source: 2006/2007 Watson and Wyatt Compensation Trends and Directors' Fee Survey

While we will face recruitment and retention challenges with some ASPA positions, we are in the fortunate position of having already addressed the majority of the compensation reform issues with ASPA through our significant investment in the last 5-6 years. This proposal is being made with the intention of addressing the remaining outstanding matters, primarily enhancements to merit based rewards and alignment with market. The transparency and flexibility of our model will continue to be important into the future.

Given the significant recruitment and retention challenges we are facing for faculty positions, now and well into the future, priorities have been re-evaluated. As has been indicated repeatedly in this round of bargaining, the Employer has developed a unique compensation focus for each employee group based on our recruitment and retention challenges. The Employer has introduced a lead pay strategy for faculty and has expended significant resources to re-align the compensation model for that group. Historically annual increases (including merit) for faculty have lagged those for ASPA members. We believe that this is a generous and fair offer.

9.3.1 Annual Performance Feedback and Salary Review of Permanent, Seasonal and Eligible Term Employees

9.3.1.1 Annual Performance Feedback of Permanent, Seasonal and Eligible Term Employees

Twice a year, Human Resources will send a reminder to all supervisors regarding performance feedback. At least once per year, using the work plans as a basis, the supervisor shall meet and discuss the performance of duties with each member. The supervisor will then complete a performance feedback and development plan. A copy will be provided to the member. The member may attach a personal statement to the feedback or may forward it directly to the Associate Vice-President (Human Resources) with a copy to the supervisor. Members who do not receive performance feedback may apply to Human Resources or the AECC requesting an intervention aimed at having their department provide timely feedback.

9.3.2 Regular Increment (expires June 30, 2007)

Regular increments are provided to recognize growth in proficiency from experience and a satisfactory level of performance over a given time span, usually one (1) year. If a member's performance is considered unsatisfactory, the annual increment may be withheld. If the regular increment is to be withheld, the member will be given reasons in writing as soon as possible after the decision is made with a copy provided to the Association. Withholding a regular increment will be grievable subject to the provisions of the grievance procedure (Article 17).

Recurring term employees should be recommended for a regular increase; an approved increase would come into effect with the start of a subsequent term of employment.

9.3.2 Base Salary Adjustments (effective July 1 2007)

Base salary adjustments are provided to recognize growth in proficiency from experience and increases in the market over a given time span.

Effective July 1, 2007, members will receive 4.5% of market target as a base salary adjustment up to the maximum of the salary range. (expires 30 June 2008)

Effective July 1, 2008, members will receive 4.75% of market target as a base salary adjustment up to the maximum of the salary range. (expires 30 June 2009)

Effective July 1, 2009, members will receive 4.25% of market target as a base salary adjustment up to the maximum of the salary range. (expires 30 June 2010)

All future base pay adjustments will be negotiated between the parties.

9.3.2.1 Increment Date (expires June 30, 2007)

The increment date for all members is 1 July. Where the date of appointment is not 1 July, the regular salary increment in the second year of employment shall be determined as follows:

(a) Appointments effective between 1 July and 30 September inclusive will entitle the member to a full regular increment.

9.3.2.1 Base Salary Adjustment Date (effective July 1, 2007)

The base salary adjustment date for eligible members is 1 July. Where the date of appointment is not 1 July, the base salary adjustment in the second year of employment shall be determined as follows:

(a) Appointments effective between 1 July and 30 September inclusive will entitle the member to a full base salary adjustment.

(b) Appointments effective between 1 October and 30 June inclusive will entitle the member to a base salary adjustment pro-rated on the basis of the number of days by which the effective date precedes 1 July.

9.3.3 Merit Increases (expires June 30, 2008)

Merit increases, normally calculated in fractions or multiples of regular increments, may be awarded when proficiency, growth and levels of performance are considerably better than what might generally be viewed as "normal" and recognizes exceptional merit.

Merit increases may be provided in one of two ways – regular merit increases or one-time merit increases. Regular merit increases will be added to a member's base salary providing such an increase does not exceed the maximum of the salary range. One-time merit increases will not be added to a member's base salary. These one-time payments are designed to recognize members who have reached the top of their pay scale and are not eligible for regular merit increases.

All recommendations for merit increases and one-time merit increases must be made with a full rationale and will be considered by the Salary Review Committee.

Up to 0.35% of the total ASPA annual payroll is allocated for regular merit increases. (Effective 1 May 2003)

Up to 0.35% of the total ASPA annual payroll is allocated for one-time merit increases. (Effective 1 May 2003)

9.3.3 Merit Increases (effective July 1, 2008)

Up to 0.5% of eligible ASPA members annual payroll is allocated for merit increases. (Effective 1 July 2008 and expires 30 June 2008).

Up to 0.5% of eligible ASPA members annual payroll is allocated for merit bonuses. (Effective 1 July 2008 and expires 30 June 2008).

Up to 0.75% of eligible ASPA members annual payroll is allocated for merit increases. (Effective 1 July 2008 and expires 30 June 2008).

Up to 0.75% of eligible ASPA members annual payroll is allocated for merit bonuses. (Effective 1 July 2008 and expires 30 June 2008).

9.3.4 Special Action (expires June 30, 2008)

Special action increases are designed to provide recognition to members who have been assigned and have undertaken extra or additional duties beyond the normal scope of their position and for which no other compensation has been provided (Article 9.4.1). All recommendations for special action must be made with a full rationale and will be considered by the Salary Review Committee.

Up to 0.10% of the total ASPA annual payroll is allocated for special action.

9.3.5 Scale Adjustments (expires June 30, 2007)

All members will receive scale adjustments of 2.5% on July 1, 2005 and 2.0% on July 1, 2006. The exception to this may be appointments where a firm salary is established by the Appointments Committee.

9.3.6 Salary Review Committee

The Salary Review Committee, chaired by the Vice-President (Finance and Resources), makes policy recommendations to the Board of Governors in matters of salary administration, and receives and considers salary increases for permanent, seasonal and eligible term employees. After reviewing these requests, the Salary Review Committee makes recommendations to the Board of Governors through the President. All recommendations made by the Salary Review Committee shall be provided in writing to the Association as soon as possible.

Membership shall consist of at least three (3) representatives appointed by the Association and up to eight (8) representatives appointed by the University from among senior academic and administrative staff. Association members will be full participants, but have non-voting status.

Decisions of the Salary Review Committee are not subject to the grievance procedure, except as provided in this Article.

**Joint Merit Committee
Terms of Reference**

**Between
The University of Saskatchewan
And
Administrative and Supervisory Personnel Association (ASPA)**

Introduction

Whereas the parties to this agreement recognize the value of an effective merit process and hold a joint stake in its successful implementation we agree to proceed with the execution of the Memorandum of Agreement re: Joint Merit Committee (JMC).

Objective of the Review

The main objectives of the review are:

- to negotiate the process for determining merit increases for ASPA members; and
- to develop specific recommendations to improve the merit process;
and
- to develop a merit model to complement the compensation system

More specifically, the review will be limited to examining processes based on the following:

- Roles - composition of the Salary Review Committee (SRC) and roles of the SRC and unit management in merit recommendation and review
- Eligibility & Effective Dates – the definition of who will be deemed eligible/ineligible for merit and the timeline for its application, including those in cost-recovery units
- Value of Merit – the specific allocation used to award one-time and on-going merit to the member, review the definitions of merit, one-time, on-going, and special action, and revise as necessary
- Merit Funding – provisions to determine the allocation of unexpended merit

In addition, the committee may recommend changes in the areas described below. These recommendations will not form part of the Collective Agreement and will be implemented at the discretion of the Employer.

- Merit Budget – suggestions surrounding the budget allocation for the ASPA merit process
- Education – strategies to improve understanding and consistency in the application of merit

Expected Outcome

The JMC shall produce the following:

- A report reviewing the potential strategies for improvement to the ASPA merit process.
- An interim Memorandum of Agreement which identifies specific changes to the collective agreement needed to implement the various recommendations.

The JMC will make recommendations no later than January 31, 2008.

Schedule

Meetings of the JMC will begin no later than one month following the date of signing of the Collective Agreement.

The JMC shall provide monthly progress reports at the Administrative Employees Consultative Committee (AECC) summarizing progress of their work, outlining problems and constraints encountered, and presenting issues for discussion, as required.

Committee

The JMC shall include a maximum of three (3) and a minimum of two (2), representatives of the Association and a maximum of three (3), and minimum of two (2), representatives of the University. Appointments to the JMC shall be made effective as soon as reasonably possible after the date of signing of the Collective Agreement.

Summary of Agreed and Outstanding Compensation Matters		
	Agreed to in principle	Outstanding
Regular Increments (2005 – 2006)	✓	
Broad banding system	✓	
Market Salary ranges (May 1, 2005 to June 30, 2008)	✓	
Merit Adjustments (2005 - 2007)	✓	
JMC Terms of Reference	✓	
Article 9.3.1.1 Annual Performance Feedback of Permanent, Seasonal, and Eligible Term Employees	✓	
Article 9.1 Position Profile, Placement and Review of Positions	✓	
Number and length of agreements	✓	
Merit Funding (2005 – 2008)	✓	
Signing Bonus (2007)	✓	
Base Pay Adjustments (2005 – 2009)		✓
Merit Adjustments (2008 – 2009)		✓
Merit Funding (2008 – 2009)		✓
Signing Bonus (2008)		✓
Job Evaluation Maintenance		✓

EO&E
May 16, 2007