



Position Valuation Guideline – 2012/13 Budget Year (effective December 1, 2011)

Creation of Incremental Positions, Deletion of Existing Positions, Funding for Vacant Positions, Funded Recruitment Rates

This document summarizes the adopted guidelines on position valuation for each major employee group: Faculty, ASPA, Exempt and CUPE. It updates and replaces the prior year guidelines conceptually approved at Deans' Council.

I. General:

These guidelines primarily address valuation considerations related to base-budget funded positions. However, in order to maintain consistency when developing budgets based on external funding sources, the sponsoring College/Administrative Unit should utilize the rates specified herein for the valuation of vacant positions and, to the extent applicable, for the creation of incremental positions and the deletion of existing positions.

For the creation of incremental positions and the deletion of existing positions, it is appropriate that the same rate generally apply to both transactions. From the perspective of overall University resources, it seems reasonable that no party be advantaged or disadvantaged by this transaction. Adoption of one rate provides equitable treatment in cases where, for example, a position is created in one Department and deleted in another within the same College.

As such, the value determined for the creation of a position should also be used in the situation where a College/Administrative Unit is deleting a position. An exception to this may occur during major downsizing exercises. In those situations, positions deleted may be valued using the actual salary of the incumbent. Such exceptions would apply because of special circumstances and would require the consent of PCIP/Provost Office.

The rate utilized for creation of positions is based on an all-inclusive rate, including employee benefits (as specified within the annual Operating Budget benefit parameter schedules), applicable Accountable Professional Expense Funds (APEFs) and, where applicable, stipend costs. Rates are determined by reference to applicable salary scales and grids.

As the intent of the position creation calculation is to develop a representative ongoing annual cost of creating an incremental position, one-time costs such as start-up grants, moving costs, etc. are excluded from the calculation of total cost for the position.

II. Faculty

Valuation of Created/Deleted Positions:

This amount is intended to be a reasonable estimate of the cost, including increments provided over time, of adding an incremental faculty position. An all-in position creation/deletion rate will be calculated each year by Financial Services Division (Budget & Special Projects). This all-in rate will be based on the average salary for the previous year across all professorial ranks for base-budget funded positions, plus benefits, APEFs and, where applicable, stipend costs. Detailed calculations for the rates below are provided in Appendix 1.

- 12/13 creation/deletion rate for Professorial position: \$146,318
- 12/13 creation/deletion rate for Department Head/Assistant Dean position: \$153,331
- 12/13 creation/deletion rate for Academic Programming position: \$134,066
- 12/13 creation/deletion rate for Librarian position: \$118,950
- 12/13 creation/deletion rate for Lecturer position: \$100,070

If positions are created for planning purposes before they are filled, they will be funded at the creation/deletion rate in the year of creation, until an incumbent is appointed (thereby keeping Colleges' funding at a neutral level during the first year of vacancy while an incumbent is recruited). Once an incumbent is appointed, the position will be valued consistent with the normal valuation on hiring.

Any special situations relating to funding sources and recruitment difficulties will require further discussion between the College/Unit and the Vice-Provost, Faculty Relations and/or the Director, Budget Strategy & Planning (Integrated Planning Office) in order to determine the final valuation.

Funding for Vacant Positions [TBA or direct turnover]:

For vacant faculty positions, funding is intended to cover the cost of teaching replacement (typically accomplished by the term appointment of Instructors or Lecturers) and should be roughly equivalent for all Colleges.

TBA funding for faculty positions will be based upon the floor of the lecturer. For vacant Librarian positions, funding will be based on the floor of the Librarian I level. For vacant Lecturer positions, funding will be based on the floor of the Instructor level. As all noted rates are linked to instructional scales, these rates will be modified upon settlement of a new Faculty collective agreement.

- 12/13 TBA rate for vacant Professorial position: \$68,348 + benefits*
(Professorial TBA rates are applied to vacant Department Head/Assistant Dean and Academic Programming positions)
- 12/13 TBA rate for vacant Librarian position: \$60,537 + benefits*
- 12/13 TBA rate for vacant Lecturer position: \$55,500 + benefits*

* Note: Unused benefits (i.e. difference between budgeted and actual benefits for replacement) will be taken back centrally as part of the year-end benefit fall-in adjustment.

Valuation on Hiring:

Each year, Colleges submit a complement plan describing hiring priorities aligned with strategic plans. The complement planning process provides an opportunity for the College to discuss special circumstances or challenges in filling vacant positions. Once the complement plan is approved by the Vice-Provost, Faculty Relations, College Deans authorize recruitment of new faculty through *Form A* sign-off.

For all Colleges and Departments, the funded standard recruitment rate will be the floor of the Assistant Professor for Faculty and Academic Programming Appointment positions, floor of Librarian II for Librarians and floor of Lecturer for Lecturer positions. As all recruitment rates are linked to instructional scales, these rates will be modified upon settlement of a new Faculty collective agreement.

- 12/13 funded recruitment rate for Professorial position: Floor of Assistant (\$85,984) + benefits (Professorial recruitment rates are also applied to the recruitment of Academic Programming positions)
- 12/13 funded recruitment rate for Librarian position: Floor of Librarian II (\$74,817) + benefits
- 12/13 funded recruitment rate for Lecturer position: Floor of Lecturer (\$68,348) + benefits

As in past years, Colleges can work with the Vice-Provost, Faculty Relations regarding special circumstances that may justify appointment above the standard funded recruitment rate. Requests that occur outside of the faculty complement process will be considered by the Vice-Provost, Faculty Relations on a case-by-case basis. The considerations for pre-approval by the Vice-Provost, Faculty Relations of central funding above the standard funded recruitment rate are outlined in Appendix 3 of this document. Such approval of central funding above the standard funded recruitment rate will need to be provided in writing by the Vice-Provost, Faculty Relations with a copy to Human Resources Division and Financial Services Division – Budget & Special Projects.

If incremental funding for hiring at a rate other than the standard recruitment rate is not pre-approved by the Vice-Provost, Faculty Relations, a one-time payment or funding adjustment will be required from the College (or made to the College, if hiring is below the standard recruitment rate).

This one-time funding adjustment would be calculated as follows:

- ✧ Determine the differential between approved hiring rate and actual hiring rate, excluding stipends, market supplements and benefits.
- ✧ Multiply this differential by five (this multiplier will be reviewed periodically).
- ✧ If the faculty member leaves within five years, the College/Unit can fill this position at the actual salary rate in effect prior to the faculty member leaving rather than reverting to the vacant position funding rate. In these situations, the onus is on the College/Unit to notify the Vice-Provost, Faculty Relations and seek authorization for such special circumstances when the position turns over.

An exception to the Position Valuation Guideline one-time funding adjustment will be made for term appointments (as defined in the USFA collective agreement) to permanent faculty positions. The term appointment will be funded at the standard hiring rate, or approved hiring rate per the approval of the Vice-Provost, Faculty Relations, as per this guideline, with no adjustment made for hiring differential. Any difference in actual salary and benefits for the term faculty member will be the responsibility of the College/Unit. If the term appointment is subsequently approved as

permanent, the hiring differential will be applied using values as of the conversion date of the term hire becoming permanent.

These faculty valuation guidelines (excluding exceptions) can be summarized as follows:

Faculty Position Valuation – 2012/13 (effective December 1, 2011)
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Creation of Incremental Position:

- ✧ All-in cost (based on prior year average salary of professorial pool, benefits, APEF, stipends [where applicable])

Deletion of Existing Position:

- ✧ All-in cost (based on prior year average salary of professorial pool, benefits, APEF, stipends [where applicable])

Vacant Positions:

- ✧ Floor of Lecturer for Professorial positions; floor of Librarian I/Instructor for vacant Librarian/ Lecturer positions.

Valuation on Hiring:

- ✧ Standard recruitment rate is based on floor of Assistant Professor/Librarian II/Lecturer for Professorial positions, Librarians and Lecturers respectively. Funding will be provided at actual rate of incumbent appointed to position – with any variance from standard recruitment rate funded centrally if pre-approved, or funded by the College with a one-time charge/credit equal to five (5) times (x) the rate differential.

III. Summary – ASPA/Exempt and CUPE

See attached Appendix 2 for rates in effect for 2012/13

ASPA/Exempt Position Valuation – 2012/13 (effective December 1, 2011)

Creation of Incremental Position:

- ☒ At target point/midpoint* of family/phase plus benefits and APEF

Deletion of Existing Position:

- ☒ At target point/midpoint* of family/phase plus benefits and APEF

Vacant Positions:

- ☒ At minimum* of family/phase plus benefits

Valuation on Hiring:

- ☒ At actual rate of incumbent appointed into position** (subject to compliance with Human Resources Divisions hiring processes)

* Rate will be revisited annually and upon renegotiation of a new collective agreement.

** Position must be within the same family/phase as the original/incrementally created base-budget funded position. Hires occurring outside the family/phase of the position will require a permanent budget adjustment for the differential between the target points of family/phases.

CUPE Position Valuation – 2012/13 (effective December 1, 2011)

Creation of Incremental Position:

- ☒ At the phase midpoint* plus benefits

Deletion of Existing Position:

- ☒ At the phase midpoint* plus benefits

Vacant Positions:

- ☒ At the phase minimum* in the respective salary scale. (Casual salary lines are based on the minimum of Phase 1)

Valuation on Hiring:

- ☒ At actual rate of incumbent appointed into position** (subject to compliance with Human Resources Divisions hiring processes)

* Rate will be revisited annually and upon renegotiation of a new collective agreement.

** Position must be within the same phase as the original/incrementally-created base-budget funded position. Hires occurring outside the phase of the position will require a permanent budget adjustment for the differential between the midpoints of the phases.

IV. Contact Information

- ☒ Faculty positions: Office of the Vice-Provost, Faculty Relations
- ☒ All other employee groups: Financial Services Division – Budget & Special Projects

Appendix 1
Faculty Valuation - Detailed Calculations and Comparative Rates

Creation of Incremental Position/Deletion of Existing Position – 12/13 rates

- 12/13 creation/deletion rate for Professorial position: average 11/12 faculty salary \$127,166 + full benefits of \$17,102 + \$2,050 APEF = \$146,318
- 12/13 creation/deletion rate for Department Head/Assistant Dean position: 12/13 professorial position creation/deletion rate + average stipend cost of \$7,013 = \$153,331
- 12/13 creation/deletion rate for Academic Programming Appointment positions: average 11/12 assistant and associate professor salary \$115,907 + full benefits of \$16,109 + \$2,050 APEF = \$134,066
- 12/13 creation/deletion rate for Librarian position: average 11/12 librarian salary \$101,713 + full benefits of \$15,187 + \$2,050 APEF = \$118,950
- 12/13 creation/deletion rate for Lecturer position: average 11/12 lecturer salary \$84,666 + full benefits of \$13,354 + \$2,050 APEF = \$100,070

*****Comparative rates for 11/12:

- 11/12 creation/deletion rate for Professorial position: average 10/11 faculty salary \$119,468 + full benefits of \$16,322 + \$2,050 APEF = \$137,840
- 11/12 creation/deletion rate for Department Head/Assistant Dean position: 11/12 faculty creation/deletion rate + average stipend cost of \$6,953 = \$144,793
- 11/12 creation/deletion rate for Academic Programming Appointment positions: average 10/11 assistant and associate professors salary \$108,430 + full benefits of \$15,349 + \$2,050 APEF = \$125,829
- 11/12 creation/deletion rate for Librarian position: average 10/11 librarian salary \$97,047 + full benefits of \$14,676 + \$2,050 APEF = \$113,773
- 11/12 creation/deletion rate for Lecturer position: average 10/11lecturer salary \$77,495 + full benefits of \$12,624 + \$2,050 APEF = \$92,169

Funding of Vacant Positions [TBA or Direct Turnover] – 12/13 rates

- 12/13 TBA rate for vacant Professorial position: \$68,348 + benefits (Floor of Lecturer)
- 12/13 TBA rate for vacant Librarian position: \$60,537+ benefits (floor of Librarian I)
- 12/13 TBA rate for vacant Lecturer position: \$55,500+ benefits (floor of Instructor)

*****Comparative rates for 11/12:

- 11/12 TBA rate for vacant Professorial position: \$65,431 + benefits (Floor of Lecturer)
- 11/12 TBA rate for vacant Librarian position: \$57,920+ benefits (floor of Librarian I)
- 11/12 TBA rate for vacant Lecturer position: \$53,077+ benefits (floor of Instructor)

Valuation on Hiring/Standard Recruitment Rate – 12/13 rates:

- 12/13 funded recruitment rate for Professorial position: \$85,934 + benefits (floor of Assistant Professor)
- 12/13 funded recruitment rate for Librarian position: \$74,817 + benefits (floor of Librarian II)
- 12/13 funded recruitment rate for Lecturer position: \$68,348 + benefits (floor of Lecturer)

*****Comparative rates for 11/12:

- 11/12 funded recruitment rate for Professorial position: \$82,388 + benefits (floor of Assistant Professor)
- 11/12 funded recruitment rate for Librarian position: \$71,648 + benefits (floor of Librarian II)
- 11/12 funded recruitment rate for Lecturer position: \$65,431 + benefits (floor of Lecturer)

Appendix 2

CUPE, ASPA, and Exempt – Valuation rates in effect for 2012/13

EMPLOYEE GROUP	2012/13		2011/12	
	Vacant (TBA)	Create/Delete	Vacant (TBA)	Create/Delete
CUPE (60203 & 60207) – collective agreement expires December 31, 2012				
<i>using average of minimum/maximum rates and 35/38 hour work weeks</i>				
	Minimum	All-in Rate	Minimum	All-in Rate
CUPE - Phase 2	32,700	45,041	31,752	43,761
CUPE - Phase 3	35,988	49,270	35,280	48,290
CUPE - Phase 4	38,778	56,230	38,016	55,107
CUPE - Phase 5	47,928	68,734	46,980	67,337
CUPE - Phase 6	56,502	80,525	55,404	78,893
CUPE - Phase I (Casual)	26,766	32,412	25,980	31,463
ASPA (60202 & 60206) - Collective agreement expired April 30, 2011				
	Minimum	All-in Rate	Minimum	All-in Rate
Operational/Admin - Phase 1	39,185	59,108	37,849	57,227
Specialist/Prof/Mgr/IT:				
ASPA - Phase 1	44,873	66,908	43,434	64,760
ASPA - Phase 2	58,530	84,999	56,361	82,232
ASPA - Phase 3	73,759	105,684	71,244	102,209
Exempt (60204) - Board policy expired February 28, 2012				
Administrative	Minimum	All-in Rate	Minimum	All-in Rate
Phase 1	35,209	55,599	35,209	55,366
Phase 2	40,084	62,354	40,084	62,120
Phase 3	53,937	82,050	53,937	81,814
Specialist/Professional				
Phase 1	47,520	73,159	46,136	71,006
Phase 2	59,126	89,241	58,540	88,193
Phase 3	82,761	123,237	78,820	117,502
Leadership				
Phase 1	67,745	101,184	67,074	100,017
Phase 2	82,761	123,237	78,820	117,507
Phase 3	96,909	147,071	92,294	140,222

Note 1> The create/delete amounts shown above (all-in rates) include the mid-point/target salary, benefits, and Accountable Professional Expense Funds (APEF) where applicable. The vacant (TBA) amounts include salary (at the respective minimum of the scale) amounts only.

Note 2> Rates are determined by reference to applicable salary scales and grids.

Appendix 3

Request and Approval Process for Academic Appointments above the Standard Funded Recruitment Rate

Principles Underlying Academic Appointments

In its strategic directions, the University of Saskatchewan is committed to the recruitment and retention of a diverse faculty complement, striving to achieve the highest international standards in teaching, research, and outreach and engagement activities. One initiative to support this commitment to recruitment and retention is the University's competitive faculty compensation strategy, which is based on targeting the 75th percentile of compensation to faculty across comparator institutions.

The University has an obligation to balance recruitment and retention objectives with its fiduciary responsibility of ensuring ongoing financial sustainability in an environment of limited resources. Therefore, it is essential that faculty recruitment is aligned with approved college complement plans that support the university's strategic direction while allowing for the most effective use of resources.

Process for Academic Appointments (including Pre-Approval of Special Recruitment Rates)

At the beginning of each integrated planning cycle, Colleges submit a comprehensive faculty complement plan aligning faculty resources with college and university priorities. This is the first opportunity for Colleges to discuss special circumstances that support a mix of faculty hires at various ranks, including those above the standard funded recruitment rate with the Vice-Provost, Faculty Relations.

Each year, Colleges meet with the Vice-Provost, Faculty Relations to discuss any changes that may be required to their faculty complement plan, which may again include discussion of special circumstances that would require a realignment of allocated positions and approved starting salaries.

Thus, in the context of discussions related to Colleges' complement plans, there are opportunities for Deans to request pre-approval from the Vice-Provost, Faculty Relations for incremental central funding above the standard funded recruitment rate (i.e. floor of the Assistant Professor) for strategically significant faculty appointments.

As faculty vacancies then become available within a given College, the Dean meets with Department Heads to discuss vacant positions and the allocation of positions to support college and university priorities. This is an opportunity for the Dean to clarify, with the department, the approved rank and salary rate based upon the complement plan and pre-approvals to date from the Vice-Provost, Faculty Relations, before the search begins.

When candidates are identified during the search process, it may become apparent that an exceptional pool of candidates is available, and a unique recruitment opportunity may thus be present that was not identified in the respective College's complement plan. In this circumstance, special considerations and waivers of approved rank and salary should be sought prior to short-listing candidates for interviews, i.e. pre-approval from Dean and Vice-Provost, Faculty Relations. The College can then work with the recruitment rate pre-approved by the Vice-Provost, Faculty Relations, when completing a letter of offer to the successful candidate.

If the College elects to offer a rank or salary to the successful candidate that is beyond the approved rank and starting salary, as per the pre-approval provided by the Vice-Provost, Faculty Relations, the College has a responsibility to direct other College resources towards funding support for the appointment (currently through the application of the five-times hiring differential).

The Vice-Provost, Faculty Relations will advise Budget & Special Projects (Financial Services Division) of all specially approved recruitment rates so that these can be factored into the annual budgeting process. Adjustments to Colleges' funding for hiring differentials, etc. are made by Budget & Special Projects as part of the annual budget cycle.