



ASPA MERIT PROGRAM GUIDE FOR

PEOPLE LEADERS



BE WHAT THE WORLD NEEDS

Salary Adjustments for USask Employees in scope of ASPA

It is important to understand how the revised merit program fits within the overall compensation model for ASPA so the following is a summary of the various ways in which employees in scope of ASPA will receive adjustments to their salary this year.

Negotiated salary increase

The negotiated increases are implemented annually, as negotiated in **Article 9.11** of the collective agreement.

Increment

Provided annually May 1, all employees in scope of ASPA will receive a salary increase based on a differential increment percentage dependent upon which salary range quartile the employee’s salary is located. This is a change from the previous increment model where employees received a 2% increment only up to the target point for their salary range.

Placement within a quartile is determined by the Range Position of the employee’s salary after any May 1 Adjustment to Salary (**Article 9.11**) has been applied.



- Quartile 1** = 0% < Range Position ≤ 25% → 2% salary increase
- Quartile 2** = 25% < Range Position ≤ 50% → 1.5% salary increase
- Quartile 3** = 50% < Range Position ≤ 75% → 1.0% salary increase
- Quartile 4** = 75% < Range Position ≤ 100% → 0.5% salary increase, up to salary band maximums

Employees hired between August 1 and April 30 of the previous year will receive an increment pro-rated on the basis of the number of days by which the effective date precedes May 1.

Increments are 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 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 an increment will be grievable subject to provisions of the grievance procedure (**Article 17.2**)

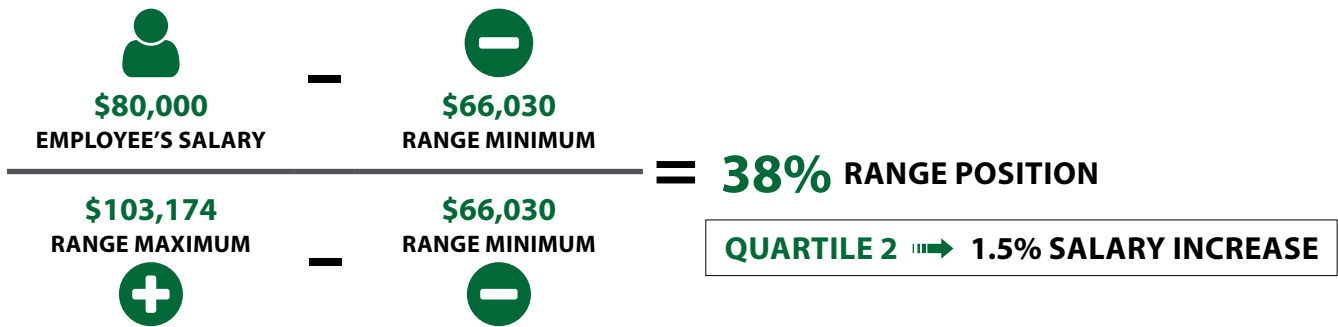
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Range Position/Salary Band Quartile Example

Employee A has a salary of \$80,000 as a member placed within Specialist/Professional, Phase 2.

Employee Information
Employee's Salary: \$80,000
Family/Phase: Specialist/Professional, Phase 2
Range Min: \$66,030
Range Max: \$103,174

Calculating Range Position



Quartile 1 = 0% < Range Position \leq 25% \Rightarrow 2% salary increase

Quartile 2 = 25% < Range Position \leq 50% \Rightarrow 1.5% salary increase

Quartile 3 = 50% < Range Position \leq 75% \Rightarrow 1.0% salary increase

Quartile 4 = 75% < Range Position \leq 100% \Rightarrow 0.5% salary increase, up to salary band maximums

Conclusion

Employee's range position: 38%
Quartile: 2
Increment Salary Adjustment: 1.5%

All employees in scope of ASPA will receive a letter outlining their individual circumstances and total salary increase for this year. The total salary increase outcomes for employees in scope of ASPA will vary depending on their start date and salary range position. Within the letters, all employees are also encouraged to review their Online Total Rewards statements where they can find additional compensation, benefit and pension information that is easy to understand.



paws.usask.ca/go/mytotalrewards

One-time Performance Bonus Merit Program

1. Eligibility (unchanged from previous merit program)

This program applies to all full-time and part-time Permanent, Temporary and Seasonal employees of ASPA that have been continuously employed as of November 1 of the current fiscal year. Casual employees are not eligible to receive a bonus award.

2. Unit merit budgets

Merit budgets are calculated by determining a unit's equitable proportion of the overall 1.0% of the total annual membership salary from the previous fiscal year plus a small per unit top up amount to fulfill funding requirements of the collective agreement; this value is rounded to the nearest hundred and will equal roughly 1% of the unit's combined ASPA salaries.

Whereas previously a unit received a certain number of merit allocations with an award size that was not determined until all award recipients were known, they will now receive a merit pool based on the 1% calculation. To fulfill the obligations of the collective agreement, a unit must fully distribute their merit pool.

Awards will continue to be charged to the same funding source as the employee's normal payroll costs.

3. Anticipated distribution and award size

While there are no restrictions on the total number of one-time performance bonus awards a unit can allocate, we do recommend that award allocation be provided to 25% to 50% of a unit's merit eligible employees in scope of ASPA. This suggested range considers the minimum and maximum award sizes, as well as allows for appropriate differentiation and ensuring meaningful awards for the employees who have made the most significant contributions to the success of the unit over the past year.

With unit award budgets equaling 1% of the unit's eligible ASPA payroll and an expectation that only 25% to 50% of eligible members would receive a bonus award, we expect the average award sizes for all units to range between 2% of salary (if closer to 50% of the unit receiving a bonus award) and 4% of salary (if closer to 25% of the unit receiving a bonus award), though the individual award decisions should range to higher and lower percentages if ensuring appropriate differentiation of performance levels.

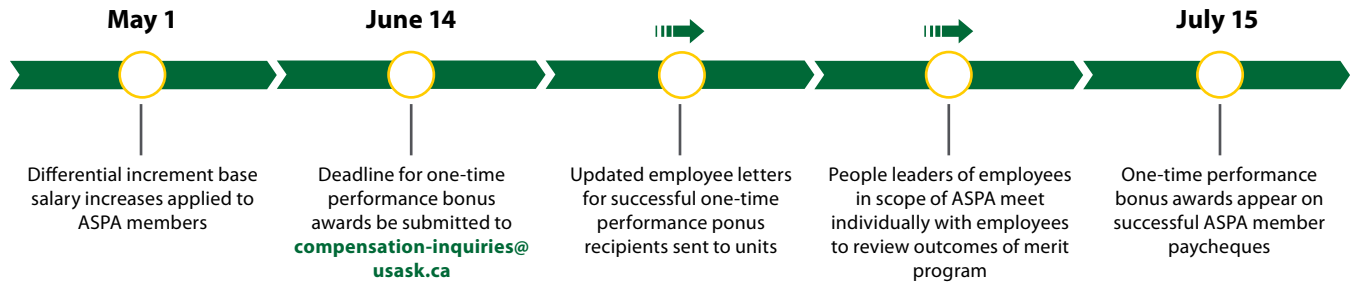
There is a **\$1,000 minimum award size required** as part of the program design to ensure a meaningful award to all recipients (this amount can be pro-rated for part-time employees). The collective agreement states a **maximum award size of 8% of an employee's salary**.

4. How to submit merit awards

The only document that needs to be submitted to confirm the One-time Performance Bonus awards is the completed unit merit spreadsheet with identified award amounts that should be paid to each individual employee. Merit rationale forms or supporting information for the merit awards can be used at the unit level but do not need to be sent to the Compensation team. To fulfill the obligations of the collective agreement, a unit must fully distribute their merit pool. Spreadsheets that do not allocate the unit's entire budget will be returned.

Completed One-time Performance Bonus award merit spreadsheets should be submitted to compensation-inquiries@usask.ca as well as the unit's Human Resources Strategic Business Advisor.

Important dates



Criteria for One-time Performance Bonus Awards

Merit pay sends a powerful message about how performance is differentiated among our top performing employees and is a tool that can be used to make sure that our best performing employees feel as though they are adequately compensated for their contributions. We encourage meaningful differentiation of awards with notably higher amounts to your highest performers, who typically make larger contributions to your unit's success. It is intended that only between 25% and 50% of eligible employees in scope of ASPA will receive a bonus.

Ensuring aligned consistency in the decision-making process across campus is one of the goals in this program. Keeping a decentralized decision-making process will create situations where work defined as meritorious in one unit may not be meritorious in another. The Compensation Team has provided a recommended set of guidelines for merit awards (see following page) that focuses on providing higher award amounts to employees that are deemed top performing employees. We recommend these criteria guidelines are utilized during the program but the ultimate decision for merit criteria used in the unit will be at the College Dean/Unit Leader discretion.

When performance bonus awards are appropriate

- Accomplishments or large contributions that clearly and significantly advance the strategic objectives of the unit
- Recognizing critical talent employees
- Extraordinary efforts during times of critical department need
- Innovative ideas, well beyond standard job requirements, that significantly improve operational efficiencies or contribute to cost avoidance

When performance bonus awards are not appropriate

- Annual performance of regular job duties and responsibilities or for achievements that would be reasonably expected from an employee in scope of ASPA based on their job profile
- Accomplishment of personal goals, professional degrees, or certifications
- Recognition for long-term service
- Efforts that have no significant impact or advance the strategic objectives of the unit
- Recognizing a very narrow aspect of an employee's performance that may otherwise create a misleading message about their overall level of performance during the review year

Guidelines for merit bonuses for USask employees in scope of ASPA

The compensation model for USask employees in scope of ASPA continues to focus on a competitive market strategy to support recruitment, and a merit strategy to reward high performance and retain key contributors, all while ensuring financial sustainability.

We encourage meaningful differentiation of awards with notably higher amounts to Exemplary and Excellent performance levels. Spreading bonuses too “thin” can ultimately send an unintended message to your highest performers, who typically make larger contributions to your unit’s success. It is intended that only between 25% and 50% of employees in scope of ASPA will receive a performance bonus.

Evaluations should focus on both the behavior demonstrated and the outcomes accomplished over the course of the year for each individual employee. Remember, meritorious performance is not defined as more effort and time worked. It is about making appropriate choices to focus on what is necessary and important. It is about taking full responsibility and accountability for outcomes to support the success of the college, administrative unit and/or the University. It is also about growth, learning, and demonstrated initiative.

	EXEMPLARY \$\$\$	EXCELLENT \$\$	STRONG \$	MEETS EXPECTATIONS (NO MERIT)
Definitions	Outcomes and behaviors are exemplary on a consistent and sustained basis	Outcomes and behaviors significantly exceed normal job requirements	Outcomes and behaviors often exceed normal job expectations	Outcomes and behaviors meet position requirements
What this might look like....	<ul style="list-style-type: none"> Identifies/anticipates opportunities and drives improvement for the benefit of the unit and/or university Significantly contributes to the success of the college/ unit and or university Leads significant change and identifies improvements Provides visionary leadership and challenges the status quo Takes full responsibility for identifying and finding solutions to problems Delivers outstanding results-beyond what is expected Seeks, accepts and achieves extraordinary success on additional responsibilities Adds significant value to team, university, and customers through results of projects and goals Makes and keeps clear commitments Seeks to build and enhance relationships, and co-workers/work group(s)'performance Continually seeks to learn and puts learning into action Takes personal risks in order to put the interests of the unit and/or the organization first Willingly shares knowledge and expertise Regarded as a leader and influencer 	<ul style="list-style-type: none"> Provides significant leadership Has a positive effect on the work group Anticipates and proactively responds to changing situations and encourages a supportive response to change in others Efforts contribute significantly to the college/ unit and or organizations success Contributes innovative and workable solutions to projects and problems Completes work in a way that expands the scope and impact of the assignment Increases the value of the role to the unit and/or university Viewed as making notable contributions to the organization Self-starter-continually seeks to improve and learn Supports and embraces changing situations and additional work assignments 	<ul style="list-style-type: none"> Increases job knowledge/ skills to accomplish objectives Seeks, accepts and achieves noteworthy success on additional responsibilities Develops new approaches and implements solutions to projects/problems Produces superior work quality and productivity beyond standards Seeks and implements improvements in service Exhibits positive behavior which promotes and influences cooperation from others Demonstrates proactive problem solving to improve and/or adjust work processes Pursues opportunities to increase job knowledge/ skills and applies the new knowledge/skills to complete objectives 	<ul style="list-style-type: none"> Achieves established goals and objectives Occasionally exceeds requirements and may have areas for development, but overall meets expectations Provides solid, competent performance that demonstrates mastery of the position requirements Exercises initiative, resourcefulness and good judgment in the accomplishment of goals Makes a solid, reliable and meaningful contribution to the organization Maintains positive relationships Adjusts to changing situations and additional work assignments Produces results dependably, accurately and on time Development required, learning the job or needs to respond to developmental feedback records

Stakeholder Responsibilities

Compensation team

The compensation team is the primary administrator of the USask ASPA Merit program. The compensation team will create unit budgets, provide unit spreadsheets of employees eligible to receive a merit award, as well as create individual employee communication letters that detail changes to salary as a result of the May 1 negotiated increase and increment. Updated letters will be provided for employees that are also successful in receive a One-time Performance Bonus award after merit decisions have been submitted.

Any questions, requests, or other inquiries about the merit program should be sent to or compensation-inquiries@usask.ca and our team will help. The HR SBA responsible for the unit should also be included on these communications.

College dean/unit leader

The College Dean/Unit Leader is accountable to lead the ASPA merit process within their unit including delegation of the unit's merit process, determining the decision-making criteria for Performance Bonus awards, and approval of submitted Performance Bonus award amounts with individual unit support provided by the Human Resources Strategic Business Advisor. Final decision of the unit's merit process is at the discretion of the College Dean/Unit Leader.

People leaders of employees in scope of ASPA

Decision making authority may be delegated by the College Dean/Unit Leader to the individual People Leader/Supervisor level who will have a unique and more complete understanding of their employee(s) performance over the past review period and what work should be viewed as meritorious. Decisions made at this level are still subject to final approval from the College Dean/Unit Leader.

People Leaders should also reach out to other units on campus if a report of theirs has a dual reporting relationship or provides support to another unit. Only contributions completed in a dual reporting relationship that help further USask's strategic priorities should be considered as meritorious.

People Leaders are also accountable to help communicate the program and its outcomes to employees in scope of ASPA within their area (i.e. the rationale for employees receiving or not receiving an award).

Human Resources Strategic Business Advisor (HR SBA)

The HR SBA is the primary support position for the unit's merit process and should act as the primary contact point between the Compensation team and the unit. The HR SBA is also expected to assist unit leaders with communication to their unit's employees.

Executive assistant to the college dean/unit leader

The Executive Assistant to the College Dean/Unit Leader is accountable to ensure that all program deadlines are met and any potential concerns for delay are communicated ahead of deadlines.