

---

# THE UNIVERSITY OF BRITISH COLUMBIA



**Human Resources**  
Room 350 - 2075 Wesbrook Mall  
Vancouver, BC  
Canada V6T 1Z1  
<http://www.hr.ubc.ca>



**Date:** July 22, 2009

**To:** **Deans, Directors, Department Heads, Administrators**

**From:** Linda McKnight, Director, HR – Advisory Services  
Michelle Berner, Director, HR – Total Compensation  
Bernice Urbaniak, President AAPS  
Gordon Nickel, Associate Director, HR – UBC Okanagan

**CC:** AAPS Executive, HR Advisory Services, Total Compensation

**Re:** **Implementation of the M&P Compensation Review**

**[FOR INFORMATION]**

---

Further to our update of April 6, 2009, the University and the Association of Administrative and Professional Staff (AAPS) are pleased to provide another update on the 2008-09 Compensation Review of M&P jobs.

## **Background**

The Agreement between AAPS and the University recognizes the essential nature of a fair and competitive compensation system to retaining and recruiting Management and Professional Staff. One of our principles is that the University should endeavour to compensate at the 50<sup>th</sup> percentile of a representative comparator market. In order to approach this fundamental objective in a structured way, the University has committed to conducting a salary survey of a representative comparator market at appropriate intervals.

The University engaged Mercer to conduct a market survey to evaluate the competitiveness of the University's M&P compensation. Survey results were compiled in early 2009, and presented by Mercer to the University and AAPS in late February 2009.

The University's Compensation team conducted an extensive costing analysis utilizing the market survey and current M&P compensation data, and arrived at a proposal for changes to the M&P compensation matrix. This proposal is in keeping with the GPO budget the University committed to for this purpose for fiscal years 2008/09 and 2009/10.

The AAPS Board engaged Caliber Leadership Systems (consultants to the Board for the 2004 survey process) to analyze the survey data and the University's proposal. Given the University's budgetary constraints and the current economic conditions, the AAPS Board believes that this is a fair proposal that goes a long way to address the job families and levels that are below market.

The UBC Executive and the Public Sector Employers' Council (PSEC) have reviewed the compensation survey and the University's proposal. We are now in a position to implement the recommendations.

### Implementation of Results

It is important to note that this compensation review will *not* result in a general wage increase (GWI) for all M&P staff. Adjustments are targeted at those job family levels that have fallen behind the 50<sup>th</sup> percentile of the relevant comparator market.

It is also important to note that the changes that are going to be implemented will not result in any lifting of the overall pay structure, but rather will result in rearrangement of the classification of targeted levels within job families.

For your reference, a list of M&P job family levels that will be changed is attached at the end of this memo. Please contact Kathleen Cheng or your Human Resources Advisor if the implementation of these changes results in issues within your department or unit.

### Implementation Rules

Even if a job family level is adjusted, this does not mean that every staff member within that level will receive a salary adjustment. Much depends upon where the M&P staff member's salary is within the pay grade. Here are the implementation rules:

- [1]** If the staff member's salary fell below the minimum of the "new pay grade", then it will be increased to the minimum of the "new pay grade". This will occur effective each of the following dates: July 1, 2008, and July 1, 2009.
- [2]** If the staff member's salary was at or above the midpoint of the "old pay grade", but fell below the midpoint of the "new pay grade", then it will be increased to the midpoint of the "new pay grade". This will occur effective each of the following implementation dates: July 1, 2008, and July 1, 2009.
- [3]** Staff members who were above the midpoint of the "old pay grade", and who remain above the midpoint of the "new pay grade" will not receive a salary increase.
- [4]** Staff members who were between the minimum and midpoint of the "old pay grade" and who remain between the minimum and midpoint of the "new pay grade" will not receive a salary increase.

### Implementation Date

It is anticipated that the changes, including any retroactive pay from July 1, 2008, will be paid out on the August 31, 2009 pay cheque. Note that this is a target date only, and we will keep you apprised of the actual date we are able to achieve.

Department Administrators will receive a spreadsheet from Human Resources with changes denoted for each eligible M&P staff member in the faculty/department. The spreadsheet will be sent in the next week or so, and prior to implementation. In addition, staff members whose salaries are impacted will receive a letter directly from Human Resources in mid-August advising them of their new salary as a result of the changes.

It is important that you contact Kathleen Cheng (604.822.8148) immediately if there are any issues, concerns, or corrections.

## **Merit**

In each of the two years of adjustments (i.e., July 1, 2008, and July 1, 2009), the order of changes is as follows: (1) the 2% GWI and changes that result from implementation of the Compensation Review results (changes result in salaries being increased to the “new midpoint”, which already includes the GWI), and (2) merit. In other words, merit is added, where applicable, *after* adjustment of staff members’ salaries to the midpoint of the new pay grade.

If a staff member was at or above the maximum of their pay grade and received their 2008 merit in the form of an honorarium, the department administrator may request conversion of the amount equal to the honorarium to ongoing base salary on a going forward basis, as long as this new salary does not exceed the new pay grade maximum. There is no obligation to make this conversion, because merit, as always, can be in the form of a one-time payment such as an honorarium. The conversion requires management approval, and requires completion of a Staff Appointment Form (SAF) indicating the reason for the change (forward SAFs to Kathleen Cheng in Human Resources). This conversion may only be done for the 2008 merit program, and the adjustment would be made effective June 30, 2009.

## **Eligibility for Retroactive Payment**

Former staff members who are no longer employed by UBC as of July 1, 2009 are not entitled to any retroactive pay.

Staff members on salary continuance at July 1, 2009 who are eligible for a salary adjustment, will receive retroactive pay.

If a staff member moved to another M&P position without a break in service, then *both* positions are eligible for any adjustments and retroactive pay.

## **Funding**

The University will fund salary adjustments and retroactive payments for GPO-funded positions. Departments/faculties are responsible for funding salary adjustments and retroactive payments for non-GPO-funded positions.

## **Conclusion**

We are pleased to have progressed to this point of the M&P compensation review, and to be responsive to the principles in the AAPS Agreement, especially in light of the current economic climate. It is important to the University and to AAPS that M&P compensation remains competitive, given its fundamental nature in retaining and recruiting outstanding staff.

We look forward to expeditiously implementing the changes.

Please share this information with M&P staff in your department.

Thank you.

## M&P Compensation Review 2008-09

### Summary of Effect on Job Families

#### Job Families and Levels Affected by the Compensation Review

**Note:** Only Job Family Levels that were affected are indicated below. Job Family Levels that are not indicated in the table below will not be changed.

Job Family	Job Family Level	Current Pay Grade	Pay Grade After Compensation Review Implementation	
			Effective July 1, 2008 (Retroactively)	Effective July 1, 2009
Accounting	E	9	9	10
Accounting	F	10	10	11
Accounting	G	11	11	12
Administration	E	10	11	11
Administration	F	11	12	12
Administration	G	12	13	13
Athletics & Recreation	C	9	10	10
Business Operations Management	A	2	3	3
Business Operations Management	B	3	4	4
Business Operations Management	B2	4	5	5
Business Operations Management	C	5	6	6
Business Operations Management	D	6	7	7
Business Operations Management	E	7	8	8
Business Operations Management	F	8	9	9
Conferences, Accommodations, Ceremonies & Events	C	5	5	6
Conferences, Accommodations, Ceremonies & Events	D	6	6	7
Conferences, Accommodations, Ceremonies & Events	E	7	7	8
Editorial & Production Services	A	4	4	5
Editorial & Production Services	B	5	5	6
Editorial & Production Services	B2	6	6	7
Editorial & Production Services	C	8	8	9
Editorial & Production Services	D	11	11	12
Educational Programming	C	7	7	8
Educational Programming	C2	8	8	9
Facilities, Planning & Engineering	A	7	7	8
Facilities, Planning & Engineering	B	8	8	9
Facilities, Planning & Engineering	C	9	9	10
Facilities, Planning & Engineering	D	10	10	11
Facilities, Planning & Engineering	E	11	11	12
Facilities, Planning & Engineering	F	12	12	13
Facilities, Planning & Engineering	G	13	13	14
Facilities, Planning & Engineering	H	14	14	15
Graphic Design & Illustration	A	4	4	5
Graphic Design & Illustration	B	5	5	6
Graphic Design & Illustration	C	6	6	7
Graphic Design & Illustration	D	7	7	8
Information Services	A	4	5	5
Information Services	B	6	7	7
Information Services	C	7	8	8

Job Family	Job Family Level	Current Pay Grade	Pay Grade After Compensation Review Implementation	
			Effective July 1, 2008 (Retroactively)	Effective July 1, 2009
Information Services	C2	8	9	9
Information Services	D	9	10	10
Information Services	E	10	11	12
Information Services	F	13	14	14
Information Systems & Technology	B	5	5	6
Information Systems & Technology	C	6	7	8
Information Systems & Technology	D	8	9	9
Information Systems & Technology	E	9	10	11
Information Systems & Technology	E2	10	11	12
Information Systems & Technology	F	11	12	13
Information Systems & Technology	G	12	13	14
Information Systems & Technology	H	13	14	15
Information Systems & Technology	I	14	15	16
Institutional Analysis	A	2	3	4
Institutional Analysis	B	5	6	7
Institutional Analysis	C	7	7	8
Institutional Analysis	D	8	8	9
Institutional Analysis	E	9	9	10
Institutional Analysis	F	13	13	14
Legal (XMP) (unassigned job family)	C	17	19	19
Media Services	A	4	4	5
Media Services	A2	5	5	6
Media Services	B	6	6	7
Museum	A	3	4	5
Museum	B	4	5	6
Museum	C	5	6	7
Museum	D	6	7	8
Museum	E	7	9	9
Museum	F	8	10	10
Research and Facilitation	A	3	See Note <sup>1</sup>	4
Research and Facilitation	B	5	" "	7
Research and Facilitation	C	6	" "	8
Research and Facilitation	D	8	" "	9
Research and Facilitation	E	9	" "	10
Research and Facilitation	F	10	" "	11
Research and Facilitation	G	11	" "	12

<sup>1</sup> The "Research and Facilitation" job family was created effective June 16, 2009 as a merger of two former job families: (1) Research, and (2) Research Facilitation. As such, the July 1, 2009 reclassifications pertain to the newly created Research and Facilitation job family, and these reclassifications are outlined in the table above in the July 1, 2009 column. However, the July 1, 2008 reclassifications apply to the two former job families. Reclassifications to these two job families for July 1, 2008 are outlined below:

- Research Level A and Research Facilitation Level A reclassified from pay grade 3 to pay grade 4
- Research Level B and Research Facilitation Level B reclassified from pay grade 5 to pay grade 6
- Research Level C and Research Facilitation Level C reclassified from pay grade 6 to pay grade 8
- Research Level D and Research Facilitation Level D reclassified from pay grade 8 to pay grade 9
- Research Level E reclassified from pay grade 9 to pay grade 10
- Research Facilitation Level D2 reclassified from pay grade 9 to pay grade 10
- Research Facilitation Level E reclassified from pay grade 10 to pay grade 11

Job Family	Job Family Level	Current Pay Grade	Pay Grade After Compensation Review Implementation	
			Effective July 1, 2008 (Retroactively)	Effective July 1, 2009
Scientific Engineering	A	3	4	4
Scientific Engineering	B	5	6	6
Scientific Engineering	C	7	8	8
Scientific Engineering	D	8	9	9
Security	C	8	9	9
Security	D	12	13	13
Statistical Analysis	A	5	5	6
Statistical Analysis	B	6	6	7
Statistical Analysis	C	7	8	8
Supply Management	A	4	4	5
Supply Management	C	7	8	8
Supply Management	D	10	11	11
Supply Management	E	12	13	13

**Job Families Not Affected by the Compensation Review**

- Building Maintenance
- Business Development
- Clerk to Board or Senate
- Coop Education,
- Counsellors/Psychologists
- Development Office
- Drug & Poison Information
- Farm Management
- Forest Management
- Genetic Counsellor
- Health Safety & Environment
- Horticulture
- Human Resources
- Industry Liaison
- Investment, Finance and Insurance
- Marketing & Sales
- Nursing
- Residence Life Management
- Student Management

**Amalgamated Job Families**

The following M&P job families were amalgamated prior to implementation of the results of the 2008-09 compensation review:

- The *Research* and *Research Facilitation* job families (now called “Research and Facilitation”); and
- The *Admissions, Awards & Financial Aid*, and *Student Management* job families (now called “Student Management”).

The two consolidated job families above, rather than the five former job families, were included in the compensation review.