

1.0 OVERVIEW

These Guidelines support the implementation of this year's academic salary policy and merit exercise. It reflects changes to salary policy for this year, devised in partnership with MAUT in response to the pandemic. These changes were announced in June 2020 in [a joint communication from the Provost and MAUT President](#).

As set out in this communication, merit-based adjustments to academic staff salaries for the reference year 2020 will not, exceptionally, be based on annual reports detailing work during that period. Instead, the merit category will be the average of a staff member's two most recent annual merit assignments. If that average falls between two categories, it will be rounded up. For example, annual merit assignments in adjacent categories will lead to that staff member's being assigned the more favourable of the two:

- a staff member assigned Category 1 merit in 2019 and Category 2 in 2020 will be assigned Category 1 merit in 2021
- a staff member assigned Category 1 in one year and Category 3 in the other will receive the intermediate Category 2 in 2021.

The result of this "rounding up" is that a greater proportion of academic staff than usual will land in the higher merit categories. While the University is maintaining its commitment to increase the global base salary mass for eligible academic staff by **3.75%**, the predictable upwards movement of staff entails slightly reducing the amounts per category. This adjustment was part of the agreement reached with MAUT in June.

1.1 FY2022 Academic Salary Policy

The elements of this year's Academic Salary Policy are as follows:

- a. Across-the-board salary increase (ATB)**
Effective 1 June 2021, there will be an across-the-board increase of **1.00%** applied to base annual academic salary (excluding stipends and awards) for all eligible academic staff as set out in these Implementation Guidelines.
- b. Performance-based merit increase (Merit)**
Effective 1 June 2021, there will be a performance-based merit increase (flat amount) applied to base annual academic salary (excluding stipends and awards) for eligible academic staff, as set out in these Implementation Guidelines.
Further details are set out below.
- c. Anomaly or retention adjustment**
A retention or anomaly adjustment will be added to the base annual academic salary of eligible academic staff for whom a special request made by the Dean has been approved by the Provost and Vice-Principal (Academic).
All requests for a retention or anomaly adjustment must be related to issues of retention or internal equity.
- d. Eligibility**
To be eligible for the across-the-board increase, performance-based merit increase, and retention or anomaly base salary adjustment, the staff member must be employed in an **eligible academic classification**, and must satisfy all of the **eligibility criteria** as detailed in these Implementation Guidelines.
- e. Confirmation**
The across-the-board increase, performance-based merit increase, and any approved retention or anomaly adjustment will be applied to the 31 May 2021 base annual academic salary (excluding stipends and awards). Increases are not compounded and are not retroactive.

Salary increases will be effective 1 June 2021 and will be reflected on the pay of 4 June 2021.

Confirmation of individual salary increases will be available to staff directly through Workday. The electronic confirmation will reflect the across-the-board and merit adjustment, as well as any anomaly or retention adjustment if applicable.

f. Activity Reports

Although merit for the 2020 reference year will be based on the staff member’s most recent two-year merit average, all academic staff should complete an annual activity report as usual. This activity report can include a one-page submission that explains any impacts of the COVID-19 pandemic on their work activities, as explained in the [Guidelines for Assessing COVID-19’s Impact on the Assessment of Academic Performance](#). These Guidelines were produced pursuant to the [Report of the Micro Task Force to Address COVID-19’s Impact on Assessments of Academic Performance](#).

1.2 Promotional Increase Envelope

A portion of the academic salary mass has been allocated to cover salary increases for librarians and professors (full-time ranked CAS professors and tenure-track or tenured professors) who are promoted to the rank of associate or full professor/librarian. This increase also applies to full-time faculty lecturers promoted to the rank of senior faculty lecturer or, exceptionally, to the rank of Assistant Professor (CAS), following a due evaluation process. Upon promotion, the staff member will receive a \$5,000 increase applied to their base academic salary.

1.3 Professional Development Allowance Envelope

A Professional Development Allowance, funded separately by the University and administered by the Office of the Provost and Vice-Principal (Academic) or by the relevant Faculty is also available. Eligible staff members are entitled to an annual allocation of \$750, adjusted for any previous year unused balance, to a cumulative maximum of \$1500. The \$750 may be prorated in the first year of hire depending on the start-date.

Eligibility criteria and conditions regarding the program may be obtained at <https://www.mcgill.ca/apo/staff-guides/professional-development-fund>.

2.0 ELIGIBILITY FOR ACROSS-THE-BOARD AND MERIT INCREASES

To be eligible for across-the-board and merit increases, the staff member must be employed in an **eligible academic classification** and must satisfy all of the **eligibility criteria** set out below. As well, they shall satisfy such other conditions detailed in these Implementation Guidelines.

2.1 Eligible Academic Classifications

The staff member must have an active employment status at one of the eligible academic classifications:

a) Tenure-Track and Tenured Staff:

- Professor
- Associate Professor
- Assistant Professor
- Librarian
- Associate Librarian
- Assistant Librarian

b) Ranked CAS and NTT:

- Professor (CAS)
- Associate Professor (CAS)
- Assistant Professor (CAS)
- Librarian (NTT)
- Associate Librarian (NTT)
- Assistant Librarian (NTT)
- Senior Faculty Lecturer (CAS)
- Faculty Lecturer (CAS)

c) Unranked CAS:

- Academic Associate
- Senior Academic Associate
- Curator
- Associate Curator

d) Historical Classifications: (i.e. classifications no longer in use but held by current staff members)

- Director (Non-stipend)

2.2 Ineligible Academic Classifications

The following academic classifications are ineligible to salary policy:

- Assistant Professor (Special Category) – NOTE, however, that an Assistant Professor (TT) who had been an Assistant Professor (Special Category) during the reference period shall be *eligible* provided that their appointment to tenure-track occurred before 1 September 2020.
- All other unranked CAS (e.g. Adjunct Professor, and all visiting appointments)

- All academic staff governed by collective agreement

2.3 Eligibility Criteria

In addition, the staff member with an active employment status at one of the **eligible academic classifications** listed above must satisfy all of the following criteria:

- i. have been hired before 1 September 2020; and
- ii. have an annual base academic salary (excluding stipends and awards) greater than \$25,000; and
- iii. be supported by funds which have not expired on 1 June 2021; and
- iv. must not have terminated or retired as of 1 June 2021; and
- v. must not otherwise be excluded or deemed ineligible as set out below.

3.0 ACROSS-THE-BOARD INCREASE

General Application

Human Resources will apply the across-the-board increase automatically to the base annual academic salary (excluding stipends) for all those who qualify, regardless of funding source.

University Allocation

For academics who are tenure-track or tenured, the across-the-board increase funded by the University is equal to 1.00% of their total base academic salary (excluding stipends) from both hard and soft funds.

For all other eligible academics, the across-the-board increase funded by the University is limited to 1.00% of their base academic salary (excluding stipends) paid from hard funds only.

Eligibility

Eligible staff members shall meet all of the eligibility criteria cited above.

4.0 PERFORMANCE-BASED MERIT INCREASE

a) Performance-based Merit Increase Process:

Performance Reference Period

The period of evaluation for the merit assessment is **1 January 2020 to 31 December 2020**. In light of the COVID-19 pandemic, the resulting merit category assignment is modified as set out below.

Distribution

The merit increase must be distributed according to the following flat amount categories set out in the Merit Grid appearing below.

A staff member's merit category is intended to reflect the staff member's performance and progress in carrying out his/her academic duties. Merit categories assigned for each reference period are included in the staff member's record with the University.

As indicated above, in light of the COVID-19 pandemic impact on scholarly activities, for the 2021 merit exercise, a staff member's merit rating will be based on an average of that staff member's merit ratings for the reference years 2018 and 2019. If the average is not a whole number, the Chair/Director (or, for Faculties without Departments, the Dean) will round to the better merit score. Example: Professor X was assigned a Category 2 merit in 2018 and a Category 1 merit in 2019. The average is a 1.5. The result for 2020 will be a rounding "up" to Category 1 merit rating.

For academic staff who have fewer than two years of service at McGill, or who received a Category 6, 7 or 8 for 2018 or 2019, the Chair/Director (or, for Faculties without Departments, the Dean) will assign merit based on actual performance, keeping in mind the challenging working conditions that characterize 2020, as well as any past merit ratings.

Academic staff who believe that their exceptional achievements in 2020 (e.g., Royal Society, Steacie, Killam, CRC, publication of a book, award for teaching excellence) justify recognition via merit beyond where the two-year average places them may request that they be considered for an anomaly adjustment to their base salary on this basis. Chairs are instructed to evaluate such requests and to forward to their Deans cases they regard as founded. If in agreement, Deans can request an anomaly adjustment to the base salary.

Communication

The merit exercise is an opportunity for Chairs, Directors or Deans, to review performance with academic staff. Individual staff members should be invited to meet with their supervisor to discuss performance over the reference period and to look ahead to professional development, goals, and opportunities in the future. As such, Chairs and Directors (and Deans in the case of Faculties without Departments) are encouraged to meet with all faculty members individually at the time of the 2021 merit exercise to discuss academic performance following the submission of the staff member's annual activity report for 2020.

Even though, in most cases this year, the process for merit allocation will not be based on an assessment of actual academic performance in the reference period, the principle of transparency in the process by which merit decisions are based remains. As such Deans, Chairs and Directors are urged to inform staff members about how merit decisions are reached. In cases where a Dean, Chair, or Director should be prepared to give reasons for their decisions in regard to assigning merit. This will be especially important in cases where a staff member has fewer than two years of service at McGill or received Category 6, 7 or 8 for 2018 or 2019, in which case merit must be based on actual performance.

Workday Application

Each Faculty will access their eligibility list and enter merit categories directly through Workday. The Workday application provides Faculties with a reporting tool for each department and individual. Faculties are not permitted to exceed their allocated merit envelope. Training for this new tool will be provided in February and March.

- **Joint Appointments**

Staff with joint appointments may be allocated different merit categories by their departments. However, the primary Faculty inputs one category only and the total merit increase for the individual may not exceed the amount for Category 1.

b) **Special Circumstances**

While a review of academic performance and the merit category must relate to a faculty member's performance in the given reference period, in some cases, special considerations must be taken into account in weighting a particular category of academic duty or assessing overall performance. Periods of absence are not considered for performance assessment and the performance-based merit increase should be determined on a *pro rata basis* during the reference period, with the exception of maternity and parental leave [see Merit Grid (Category 8), below].

- **Sabbatic Leave**

Performance review should ascribe predominant or full weight to research activity and achievements.

- **Leaves of Absence**

Periods of leaves of absence are not considered for performance assessment and the performance-based merit increase.

- **Maternity, Parental and Extended Parental Leave**

Performance of academic duties is not expected during such leaves, hence the performance should not be assessed during that period. Any productivity or accomplishment that may occur during the leave(s) may be counted in the subsequent reference period. Periods of leave of 13 or more weeks during the reference period will result in the application of a salary increase according to Category 8 (see Merit Grid below).

- **Medical Leave**
Performance of academic duties is not expected during such leaves, hence performance should not be assessed during that period.
- **Redistributed academic activities**
Where a staff member’s academic duties are redistributed, for example, on account of holding an administrative appointment (thus taking on greater service/governance activity) or having been awarded a research chair (thus taking up greater research activity), the staff member’s performance assessment and associated merit category should reflect this redistribution.
- **FTE of less than 1 or reduced academic activities**
Where a staff member has an FTE of less than 1 (including staff on phased retirement and tenure-track and tenured staff on reduced load), the performance assessment must account for reductions in academic responsibilities and any merit increase should be prorated in accordance with the FTE.

Deadlines

Recommendations for performance-based salary increases must be submitted via Workday for approval **by 9 April 2021 at noon**. Upon receiving confirmation from Human Resources, Deans should inform the staff members of their performance review and merit increase between **15 and 23 April 2021**.

Appeals

Staff members may appeal their merit increase between the date they are informed **until 7 May 2021** by making representations to their Dean. If, upon review, the Dean decides to modify the merit category they shall do so by notifying Human Resources **no later than 13 May 2021**.

b) Merit Grid

The reference period for performance assessment is 1 January 2020 to 31 December 2020.

CATEGORIES	AMOUNTS	INSTRUCTIONS
Category 1	\$4,400	
Category 2	\$2,770	
Category 3	\$1,700	
Category 4	\$1,000	
Category 5	\$0	
Category 6	\$0	*Not applicable* For staff members who do not undergo performance review: Assistant Professor (Special Category); new hires on or after 1 September 2020; or otherwise eligible staff on leave of absence without pay or on medical leave during the entire reference period. Do not use Category 6 for stipend or non-applicable sources of funds.
Category 7	\$1,000	For new hires (between 1 January 2020 and 31 August 2020). Category 7 is reserved for tenure-track and tenured staff only.
Category 8	TBD	For staff members on who were on a leave associated with the birth or adoption of a child during the reference period, regardless of the length of that leave, the salary increase attributed to merit will be based on the average of the staff member’s two most recent merit ratings. If the academic staff member has less than two years of active service, the assessment will be based on the period of active service.

5.0 ANOMALY OR RETENTION ADJUSTMENTS

Eligibility

Consideration for an anomaly or a retention salary increase is limited to eligible staff members holding an active tenure-track or tenured appointment.

Guidelines

In assessing a staff member for an anomaly or a retention increase, the staff member's current salary should be considered in relation to such parameters as:

- rank and Faculty-specific median salary,
- years of service at the current rank, and
- merit category history during the last 5 performance review exercises.

Anomaly and retention adjustment requests submitted concurrently must be ranked by the Dean and be supported by a written justification. Deans and Chairs/Directors are cautioned to guard against creating salaries inequities within a unit.

Deadlines

Proposed anomaly or retention adjustments will be submitted for approval directly through Workday at the same time as merit categories are submitted. The deadline for submission of any anomaly or retention adjustment request is **9 April 2021 at noon**. The Provost's decisions will be confirmed with the Deans by **3 May 2021**.

6.0 GENERAL

Implementation restrictions due to absences from work

While a staff member may be eligible for salary adjustments under the Academic Salary Policy, the application of the base annual academic salary increase or adjustment can only occur if the staff member is actively at work on 1 June 2021 or if the staff member is absent from work on 1 June 2021 because of maternity leave, parental leave, extended parental leave, or salary continuation by McGill while on short-term disability.

Confirmation

Salary increases are effective **1 June 2021** and will be reflected on the pay of **4 June 2021**.

Confirmation of individual salary increases will be available directly through Workday. The electronic confirmation will reflect the across-the-board increase, merit increase and any anomaly or retention adjustment.

Questions

- **Office of the Provost & Vice-Principal (Academic):**
Concerning performance assessment and merit allocation, the general application of the Academic Salary Policy, and retention or anomaly issues, please contact the [Associate Provost \(Equity and Academic Policies\)](#).
- **Human Resources:**
Concerning the list of eligible academic staff members and the implementation of these Guidelines, please contact [Daniel Gélinas](#), Total Compensation (Human Resources).