

1.0 OVERVIEW

1.1 FY2022 Academic Salary Policy

The components of the FY2021-2022 Academic Salary Policy amount to a **4.10%** increase in global base salary mass of eligible academic staff. The elements of this year's Academic Salary Policy are as follows:

a. Across-the-board salary increase (ATB)

Effective 1 June 2022, there will be an across-the-board increase of **1.35%** 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 2022, 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. Internal equity is assessed with reference to an eligible staff member's Department.

d. Department

Throughout this document all references to "Department" include:

- academic departments within Faculties;
- Institutes and Schools that are distinct academic units within Faculties;
- A Faculty, where the Faculty does not have academic departments; or
- in Faculties that do not have academic departments, areas of specialization clearly defined by the Faculty for the purpose of hiring and compensation (e.g., <https://www.mcgill.ca/desautels/research/specializations>).

e. 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.

f. Confirmation

The across-the-board increase, performance-based merit increase, and any approved retention or anomaly adjustment will be applied to the 31 May 2022 base annual academic salary (excluding stipends and awards). Increases are not compounded and are not retroactive.

Salary increases will be effective 1 June 2022 and will be reflected on the pay of 3 June 2022.

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.

g. Activity Reports

All academic staff are required to submit an annual activity report. As was the case last year, all academic staff may include with their annual activity reports 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's unused balance, to a cumulative maximum of \$1500. The \$750 is prorated in the first year of hire depending on the start-date within the University Fiscal Year.

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 within 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 for 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 2021.
- 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 within one of the **eligible academic classifications** listed above must satisfy all of the following criteria:

- i. have been hired before 1 September 2021; 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 2022;
- iv. must not have terminated or retired as of 1 June 2022; 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 1.35% 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 1.35% 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 2021 to 31 December 2021**.

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 their academic duties. Merit categories assigned for each reference period are included in the staff member's record with the University.

Communication

The merit exercise is an opportunity for Chairs/Directors, or Deans in Faculties without Departments¹, 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 2022 merit exercise to discuss academic performance following the submission of the staff member's annual activity report for 2021.

The process for assessing performance must be clear and transparent. These rubrics should be explicit and communicated to staff members. Deans, Chairs and Directors are urged to inform staff members about the weighting assigned to each category of academic duty (teaching, research, service/collegial governance) in their review, the activities or achievements that may be accounted for within each category, and how such activities or achievements are weighted. A Dean, Chair, or Director should be prepared to give reasons for their decisions in regard to assigning merit.

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.

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 8 April 2022 at noon**. Upon receiving confirmation from Human Resources, Deans should inform the staff members of their performance review and merit increase between **14 and 22 April 2022**.

Appeals

Staff members may appeal their merit increase any time from the date they are informed of that increase **until 6 May 2022** 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 12 May 2022**.

b) **Merit Grid**

The reference period for performance assessment is 1 January 2021 to 31 December 2021.

CATEGORIES	AMOUNTS	INSTRUCTIONS
Category 1	\$4,750	
Category 2	\$3,050	
Category 3	\$1,800	
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 2021; 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 8	TBD	For staff members on who were on a leave associated with the birth or adoption of a child during the reference period, 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.

Note that previously a Category ("Category 7") applied to hires appointed between 1 Jan and 31 Aug of the reference year, and aligned the merit amount for this group with Category 4. Based on discussions and a decision within the Committee on Academic Staff Compensation, this Category is eliminated. Staff members appointed between 1 Jan 2021 and 31 August 2021 shall be assessed for merit, with expectations calibrated to reflect the relatively short amount of time the colleague has held their position at McGill.

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 salary inequities within a given Department.

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 **8 April 2022 at noon**. The Provost's decisions will be confirmed with the Deans by **2 May 2022**.

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 2022 or if the staff member is absent from work on 1 June 2022 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 2022** and will be reflected on the pay of **3 June 2022**.

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).