

2020 MPEX SALARY SCALE

Benchmarking & Update

FAQ

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What is a compensation benchmarking exercise?

A compensation benchmarking exercise is the process of measuring each salary grade and current pay practices against those of other organizations in a given “market” with comparable positions that have similar responsibilities.

Why did McGill carry out this review?

The objective of benchmarking is to ensure continued alignment with the evolving market and identify opportunities for improvement.

McGill invested in this review, in line with the best practices in compensation, to ensure the continued recognition of our hardworking employees through competitive pay, along with the ever-evolving benefits package.

How is “the market” defined?

The market is determined by:

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- The recruitment pool for employees
- The mobility of employees
- The transferability of skills

For MPEX positions at McGill, the market is therefore defined as including:

- employers in the Montreal area,
- in both the public and private sectors
- including other universities.

What does “MPEX” mean?

MPEX stands for Management, Professional and Excluded positions. Positions in this category are non-academic and non-unionized. This category also includes M1 employees who recently became part of the new MUNACA bargaining unit but continue to be covered by the personnel policies for non-unionized non-academic staff *until a new collective agreement comes into effect*.

MPEX contracts can be either regular, term or casual. No MPEX employee should be paid below the minimum of his/her grade, regardless of the type of contract.

MPEX is one of several employee groups within the University, each of which has a corresponding salary scale based on the relevant employment market.

Excluded positions are clerical positions which are not unionized as they have been “excluded” from the MUNACA union according to the definition of the bargaining unit.

The MPEX group is often known informally at McGill as the “Ms.”

What is the “midpoint”?

The midpoint of each grade is aligned to the 50th percentile (median) of the market and represents the market value of the position.

In other words, if an employee is being paid near the midpoint of the scale, they are being paid what a fully competent performer who consistently reaches objectives would be paid on the market.

Midpoints are used in benchmarking because they are proven, reliable indicators of market value. Once the midpoints are established, the minimums and maximums of the scales are calculated as percentages of the midpoint. Therefore, when the midpoint changes, the minimums and maximums are adjusted accordingly.

Because markets are moving targets, salaries within the “target zone” are considered to be paid at market (see [What are the “zones”?](#)).

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What is a “compa-ratio”?

The compa-ratio is the *percentage* obtained by dividing an employee’s annual salary by the midpoint of the salary grade for her/his position. Therefore, a salary equivalent to the midpoint of a grade represents 100% compa-ratio.

Compa-ratio is an important number in compensation because it is used to show the positioning of your salary within your grade, including which “zone” you are in (see [What do the “zones” mean?](#)).

What are the results of this benchmarking exercise?

The findings are that the market has evolved. The maximums of MPEX grades are currently competitive (and will NOT be lowered); the minimums and midpoints of most grades will be increased.

As a result, the scale was revised as follows:

- Midpoints were aligned with market.
- Salary ranges (minimum to maximum) are now symmetrical for most grades, resulting in higher minimums.
- The percentage differential between each midpoint is now consistent.

Effective June 1, 2020, the [scale](#) will be as follows:

Level	Grade	Min in % of mid	Minimum	Midpoint	Maximum	Max % of the mid	Midpoint progression (%)
4	11	75%	\$116,840	\$155,780	\$202,510	130%	12%
	10	75%	\$104,320	\$139,090	\$180,820	130%	12%
	9	75%	\$93,140	\$124,190	\$161,450	130%	12%
3	8	80%	\$88,700	\$110,880	\$133,060	120%	12%
	7	80%	\$79,200	\$99,000	\$118,800	120%	12%
	6	80%	\$70,710	\$88,390	\$106,070	120%	12%
2	5	80%	\$63,140	\$78,920	\$94,700	120%	12%
	4	80%	\$56,370	\$70,460	\$84,550	120%	12%
1	3	80%	\$50,330	\$62,910	\$75,490	120%	11%
	2	80%	\$45,340	\$56,680	\$68,020	120%	11%
Excluded	1	85%	\$43,400	\$51,060	\$58,720	115%	11%
	1A	85%	\$39,100	\$46,000	\$52,900	115%	--

The range for Excluded positions is smaller (85% to 115%) because the learning and progression in these roles is faster. Employees at this level are expected to become autonomous quickly.

On the other hand, employees in level 4 positions have a much broader salary range because the progression and evolution in these roles is much longer.

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What are the “zones”?

Each grade is made up of three zones:

<i>ZONES</i>	<i>Range by compa-ratio</i>	<i>Description</i>
<i>Entry – zone 1</i>	< 95%	<i>Employee is new in the role and gaining experience but not yet fully autonomous in the job</i>
<i>Target – zone 2</i>	95% - 110%	<i>Employee meets all requirements of the role, shows consistent achievements and possesses key competencies (technical and behavioural)</i>
<i>Exception – zone 3</i>	≥ 110%	<i>Employee significantly and consistently exceeds role requirements, possesses high demand skills and/or is recognized as an expert in their field</i>

The “zones” were also adjusted in line with the [updated scale](#).

What do the “zones” mean?

The positioning of your salary in the scale (compa-ratio and corresponding zone) is based on your contributions, your performance, and your expertise. This is assessed by your Manager with the guidance of your Human Resources Advisor. There are guidelines to determine where an employee’s salary should be positioned:

- An employee who has been recently promoted (two years or less) is expected to be in *zone 1*.
- An employee who has been in the role for 5 years and has been exceeding objectives for at least the past 3 years is expected to reach *zone 2* (95% compa-ratio or above).
- Most employees’ salaries will fall in *zone 2*. This zone is aligned to the 50th percentile (median) of the market and represents the market value for the position.
- Employees whose salaries reach *zone 3* are an exception. Most employees whose salaries shifted from *zone 3* to *zone 2* as a result of the benchmarking exercise are now correctly positioned in the scale.

Performance is the main driver for progressing in the scale. Employees who significantly exceed objectives are expected to progress much faster than performers in the other categories.

What happens if my current salary is below the new minimum?

Employees whose salaries would be below their grade’s new minimum as of June 1, 2020 will receive an automatic increase to the new minimum of the grade.

For employees in Regular positions, performance increases will be applied to this new base salary, with an effective date of December 6, 2020.

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How does this new scale impact me if my salary is above the minimum?

In general, the updates do not affect current salaries. If your salary remains above the new minimum, it will not be changed in the context of the salary scale update.

However, the compa-ratio of all salaries will effectively decrease because all midpoints have been raised. Consequently, the salary of some employees may change zones.

What are the benefits if my salary is above the minimum?

For current employees, the changes provide the possibility for a higher salary increase in the case of future internal promotion.

Moreover, since the zone is a factor in the annual compensation review, the salary increase opportunity will be higher for employees who changed zone.

What is the “internal equity review”?

Following the implementation of the updated salary scale, the salary of most employees will be correctly positioned within their grade.

A university wide assessment to verify the positioning of all MPEX salaries will be carried out in May 2020, in collaboration with each Director of Administration for her/his Faculty or Unit, Human Resources Advisors and Total Compensation.

In these work sessions, individual cases will be examined. If it is determined that an inequity exists, individual employees will be advised by the end of May that their base salary will be increased in December.

How does this relate to the usual June 1, 2020, salary increase?

The Annual Compensation Review (formerly known as Salary Policy) will still be performed following the usual process.

On June 1, 2020, eligible employees will receive the 1.8% economic increase or an increase to the updated minimum of their grade, whichever is higher. Performance-based increases will be effective December 6, 2020.