

Performance Excellence Program for TMG in Bands F Through M

The Performance Excellence Program for TMG in Bands F through M is a new pilot program that was introduced in July 2019 with first assessment for potential payment in July 2020.

Purpose:

The Performance Excellence Program for TMG in Bands F through M is intended to reward truly exceptional performers who are clearly leaders amongst their peers and have noticeably excelled in their performance over and above what would normally be expected in their role. It is intended that high potential employees would be included.

High potential employees consistently and significantly outperform their peer groups in a variety of settings and circumstances. While achieving these superior levels of performance, they exhibit behaviors that reflect the university's culture and values in an exemplary manner. Moreover, they show a strong capacity to grow and succeed throughout their careers within an organization – more quickly and effectively than their peers may.¹

Eligibility:

- The Performance Excellence Program applies to members of TMG who are incumbent in positions that have been evaluated in Bands F through M. (Note that employees who participate in other variable pay or bonus plans are not eligible to participate in this program.)
- To be eligible for a payment from the Performance Excellence Program, the recipient must be in their role for the full performance cycle from July to June.
- Recipients must be actively employed by the University on the date of payment.
- Nominees must have a completed Annual Performance Review and received a rating of Outstanding.

Assessment Criteria:

Eligible members are to be assessed based on the following criteria:

- Delivers exceptional results by building trust and credibility among stakeholders
- Initiates or actively participates in broader strategic initiatives that have delivered results which contribute to the advancement of McMaster's strategic goals;
- Actively participates in University project initiatives and/or committees which are external to the TMG member's normal role and which address University goals. Participates at a level that clearly demonstrates potential above and beyond the scope of the TMG member's normal role;
- Grows and demonstrates leadership capabilities that are at an exceptional level and which facilitate University objectives;
- Builds positive relationships, promotes and encourages others while engaging in collaborative projects and University activities;
- Seeks out opportunities to engage in community initiatives that are complex in nature and are in support of University goals.

Program Features:

- The Performance Excellence Program Pool is \$50,000 for July 2020.
- The Performance Excellence Program pool will be distributed to each of the President and the Vice-Presidents on a pro-rata basis reflective of employee salaries.

¹ Adapted from the Article: "Are You a High Potential" in the June 2010 Harvard Business Review

- The President and Vice-Presidents will be responsible for allocating their portion of the Performance Excellence Program pool based on submissions to them using the assessment criteria noted above.
- The Performance Excellence Program Award may provide up to a maximum of \$1,500 for employees in Bands F through I or up to a maximum of \$2,000 for employees in Bands J through M. This will be paid as a one-time, lump sum payment, subject to applicable taxes and deductions. Performance Excellence Program award payments are not eligible for pension, Group RRSP or benefit purposes.
- The Program recognizes exceptional performance results; only those meeting the criteria will be considered. Not all members of TMG will be eligible or receive a payment.
- Individuals may be awarded a payment in some years and not in others and payment amounts will vary based on specific contributions and degree of success in a given year. Receipt of a Performance Excellence Program Award in any given year is not a predictor of receipt of subsequent awards.
- The value of individual awards should reflect the level of achievement relative to the above eligibility criteria.

Program Administration:

- Assessment of the Performance Excellence Program is conducted concurrently with the salary review process for TMG.
- The Department Head reviews the Performance Excellence Program overview and identify eligible employees who qualify based on the program purpose, eligibility and assessment criteria. The Department Head completes the Performance Excellence Program Payment Recommendation Form and submits it via email to their Dean or AVP. Please do not communicate recommendations to employees until the final approval is received as the President or Vice-President might approve, amend, or decline nominations.
- The Dean or AVP reviews the Performance Excellence Program Payment Recommendations with the Department Head. The Dean or AVP may accept, amend or reject recommendations received. The Dean or AVP will email to Human Resources those recommendations they are approving for further consideration by the President or Vice-President. The Dean or AVP should inform the department head of changes to the recommendations and confirm which are moving forward.
- As the program pools are allocated to each of the President and Vice-Presidents, Human Resources will collect the recommendation forms, validate the employees' eligibility, summarize all recommendations, including whether the overall total is within the pool allocated and will forward to each of the President and Vice-Presidents, the recommendations applicable to their area for review and decision.
- The President or Vice-President reviews all recommendations submitted for their area. The President or Vice-President may approve, decline or adjust any payment recommendations. In the event the recommendations exceed the available pool, the President or Vice-President will determine the reductions required to ensure the available pool is not exceeded. To enable these decisions, Human Resources will provide the President and Vice-Presidents with summary information showing the total of all nominations relative to their available pool. The President or Vice-President will forward the approved recommendations to Human Resources for payment.
- If the full allocation is not utilized in a given year, it does not carry forward.
- Departments are required to self-fund Performance Excellence Program Award payments.
- Self-nominations are not permitted.

Notes:

- The Performance Excellence Program amount and maximum payment amounts are subject to review and change.

- The Performance Excellence Program was introduced as a pilot program and may be amended or cancelled at the discretion of the University.
- Following the first review cycle, the Performance Excellence Program will be reviewed to assess and, where possible, improve the associated administrative process.

Performance Excellence Program Payment Recommendation
 Additional details can be found in the [Performance Excellence Program guide](#)

Employee Nominee Information:

Nominated by the Department Head:

Name		Name	
Position Title		Position Title	
Department		Department	

Assessment Criteria (Check all that apply):

<input type="checkbox"/> Delivers exceptional results by building trust and credibility among stakeholders <input type="checkbox"/> Initiates or actively participates in broader strategic initiatives that have delivered results which contribute to the advancement of McMaster's strategic goals <input type="checkbox"/> Actively participates in University project initiatives and/or committees which are external to the TMG member's normal role and which address University goals. Participates at a level that clearly demonstrates potential above and beyond the scope of the TMG member's normal role <input type="checkbox"/> Grows and demonstrates effective leadership capabilities that are at an exceptional level and which facilitate University objectives <input type="checkbox"/> Builds positive relationships, promotes and encourages others while engaging in collaborative projects and University activities <input type="checkbox"/> Seeks out opportunities to engage in community initiatives that are complex in nature and are in support of University goals

Description of the employee's exceptional contributions:

<p><i>Suggested length is approximately 300 words</i></p>

Recommended one-time, lump-sum payment: \$ ____ ; ____% of salary as at May 1st
 May 1st salary \$ ____ and band ____
 Chartfield: ____

Awards may not exceed \$1,500 (Bands F through I) or \$2,000 (Bands J through M) and are subject to applicable taxes and deductions. Payments are not eligible for pension, Group RRSP or benefit purposes. The Performance Excellence Program pool is capped \$50,000 per year and will be allocated on a pro-rata basis reflective of employee salaries and administered at the President and Vice-Presidents level. Departments are responsible for funding the cost and must provide the chartfield above. **The deadline for Department Heads to submit the application to the Dean / AVP is July 17, 2020.**

Approvals

Dean (Non-FHS only) or AVP			
Once signed please forward the form to Human Resources (Total Rewards) corovic@mcmaster.ca or for FHS andersm@mcmaster.ca . Human Resources will compile the recommendations for the President or Vice-President. The deadline for submission is July 27, 2020.			
Name		Title	Date

President or Vice-President			
Once signed please forward the form to Human Resources (Total Rewards) corovic@mcmaster.ca or for FHS andersm@mcmaster.ca . The deadline for submission is August 14, 2020.			
Name		Title	Date
<input type="checkbox"/> Approve <input type="checkbox"/> Decline <input type="checkbox"/> Amend one-time, lump-sum payment: \$ ____ ; ____% of salary as at May 1 st			

Performance Excellence Program for TMG (Bands F through M)

Process Map

1

•The department head reviews the Performance Excellence Program overview and identify eligible employees who qualify based on the program purpose, eligibility and assessment criteria. The department head completes the Performance Excellence Program Payment Recommendation Form and submits it via email to their Dean or AVP. Please do not communicate recommendations to employees until the final approval is received as the President or Vice-President might approve, amend, or decline nominations. **The deadline for submission to the Dean or AVP is July 17, 2020.**

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•From July 17, 2020 to July 27, 2020 the Dean or AVP reviews the Performance Excellence Program Payment Recommendations with the Department Head. The Dean or AVP may accept, amend or reject recommendations received. The Dean or AVP will email to Human Resources those recommendations they are approving for further consideration by the President or Vice-President. The Dean or AVP should inform the department head of changes to the recommendations and confirm which are moving forward. **The deadline to submit the approved applications to Human Resources is July 27, 2020.**

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•As the program pools are allocated to each of the President and Vice-Presidents, Human Resources will collect the recommendation forms, validate the employees' eligibility, summarize all recommendations, including whether the overall total is within the pool allocated and will forward to each of the President and Vice-Presidents, the recommendations applicable to their area for review and decision. **Human Resources will send the information by August 4th.**

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•From August 4, 2020 to August 14, 2020 the President or Vice-President reviews all recommendations submitted for their area. The President or Vice-President may approve, decline or adjust any payment recommendations. In the event the recommendations exceed the available pool, the President or Vice-President will determine the reductions required to ensure the available pool is not exceeded. To enable these decisions, Human Resources will provide the President and Vice-Presidents with summary information showing the total of all nominations relative to their available pool. The President or Vice-President will forward the approved recommendations to Human Resources for payment. **The deadline to submit the approved recommendations to Human Resources is August 14, 2020.**

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•Human Resources will send to the Dean or AVP and department head copies of the approved Performance Excellence Program Payment Recommendation Forms and letters than can be given to the employee to inform them of the award. These letters will be editable so a personal message may be added. Human Resources will arrange for payment of the approved recommendations. The department head will communicate the award to the employee and give them the letter confirming the award. **The target date to communicate the award is August 26, 2020.**