The Performance Excellence Program for TMG in Bands F through M is a new pilot program that is being 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 among 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

Please note that Bill 124, *Protecting a Sustainable Public Sector for Future Generations Act, 2019*, is currently before the Ontario legislature, and is being closely monitored. To the extent that Bill 124 or other compensation restraint legislation gives rise to new regulatory requirements that impact this document, it will be amended to ensure compliance.

**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 in University Advancement who participate in similar variable pay 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;

¹ Adapted from the Article: “Are You a High Potential” in the June 2010 Harvard Business Review
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 estimated to be $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.
- 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 identifies eligible employees based on the program purpose, eligibility and assessment criteria and completes and submits the Performance Excellence Program Payment Recommendation form which documents the achievements in support of the recommended payment to the Dean or AVP.
- The Dean or AVP reviews the submissions, determines which recommendations will move forward in the process and submits those Performance Excellence Program Payment Recommendation forms to the President or Vice-President, as determined by the reporting structure for the area.
- The President or Vice-President reviews all submissions for their reporting area and has responsibility to approve, amend, or decline recommendations.
- Approved payments may not exceed their Performance Excellence Program Allocation.
- If the full allocation is not utilized in a given year, it does not carry forward.
- Approved Performance Excellence Program payment recommendations are to be forwarded to Human Resources Services for payment.
- 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 is being 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.

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**Assessment Criteria (Check all that apply):**

- [ ] 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 effective 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

**Description of the employee’s exceptional contributions:**

**Recommended one-time, lump-sum payment:** $_________; ___________% of salary as at May 1st

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 at $50,000 per year and will be allocated by employee count and administered at the President and Vice-Presidents level. Departments are responsible for funding the cost and must provide the chartfield above.

**Approvals:**

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Performance Excellence Program for TMG (Bands F through M)

Process Map

1. Concurrent with the annual salary review for TMG, the Department Head reviews the Performance Excellence Program overview and identifies 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 to the Dean or AVP for consideration.

2. 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.

3. The Dean or AVP will sign those recommendations that they are approving for further consideration by the President or Vice-President and submits the recommendations to Human Resources Services (Total Rewards).

4. Human Resources reviews the Performance Excellence Program Payment Recommendation Form submissions to confirm that overall payment recommendations do not exceed the amount allocated to the President or Vice-President and forwards the recommendations and information about overall payment amounts to the President or Vice-President, as applicable.

5. 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. The President or Vice-President will forward the recommendations to Human Resources Services (Total Rewards) for payment.

6. Human Resources will provide copies of approved Performance Excellence Program Payment Recommendation Forms to the Dean or AVP, will arrange for payment of approved recommendations and will confirm the Performance Excellence Program Award payment to the employee (cc to the Dean or AVP).