

Performance Excellence and Variable Pay Plan Programs

June 2024

Should you require assistance with the Performance Excellence / Variable Pay Plan programs, please contact your [designated HR representative](#).

Contents

- Purpose3
- Eligibility3
- Assessment Criteria3
- Plan Features4
- Program Administration and Timeline4

Purpose

Both the Performance Excellence Program (PEP) and Variable Pay Program (VPP) were designed to reward exceptional TMG performers who directly advance the University's strategic priorities through their involvement in activities within or beyond the scope of their position.

PEP is offered to employees in Bands F through M, while VPP is intended for employees in Bands N through Q. There are some differences in how the programs are designed, which is explained below.

Eligibility

To be eligible for a nomination for PEP/VPP, the employee must be in the role for the full performance cycle from July to June and must be actively employed by the University on the date of payment.

Nominees must have completed a documented Annual Performance Review.

Employees who participate in other variable pay or bonus plans are not eligible to participate in this program.

Assessment Criteria

TMG employees with a performance rating of Outstanding or Successful who demonstrated extraordinary work effort are eligible for nomination.

Eligible members nominated for this recognition should demonstrate the following behaviours:

- Deliver exceptional results by building trust and credibility among partners
- Advance the University's strategic priorities
- Perform strongly in financial, operational service, leadership, and community goals
- Lead or co-lead strategic, institution-wide projects or initiatives that are aimed at delivering:
 - Advancement of the academic and research mission of the University
 - Revenue growth
 - Administrative efficiencies which have a broad, cross-University impact
 - Exceptional improvements to service levels
- Advance leadership and equity, diversity and inclusion
- Provide exceptional leadership and expertise to design, develop and implement transformative change

- Promote and actively facilitate collaboration and partnership with colleagues in cross-university teams that are delivering University objectives that are outside the scope of the incumbent's role.

Plan Features

For July 2024, PEP and VPP will share a combined pool of \$500,000. The pool will be distributed to the President and the Vice-Presidents on a pro-rata basis reflective of employee salaries. Departments are required to self-fund the payments. If the total pool allocation is not utilized in a given year, it does not carry forward.

The department head may nominate employees for payment from the applicable program. The President and Vice-Presidents are responsible for review of all submissions for their area and may approve, amend, or decline recommendations. The value of individual payments should reflect the level of achievement relative to the above eligibility criteria.

If the value of the recommended payments exceeds the available pool, the payments will be reduced so that the program pool is not exceeded.

Each program has limits on individual payments:

	Performance Excellence Program	Variable Pay Program
Eligible Bands	F to M	N to Q
Maximum Payment	\$1,500 (bands F through I) \$2,000 (bands J through M)	3% of base salary


This program is paid as a one-time, lump-sum payment, subject to applicable taxes and deductions. Payments are not eligible for pension, Group RRSP or benefit purposes.

Individuals may be awarded a payment in some years and not in others and payment amounts will vary based on specific project leadership, contributions and degree of success in a given year. Receipt of a PEP/VPP payment in any given year is not a predictor of receipt of subsequent payments.

Program Administration and Timeline

PEP/VPP are being run concurrently with the salary review; however, the program administration, including the timeline, is separate from the salary review.

Timeline



July 25	HR sends a spreadsheet of eligible employees to reviewers
July 26 – August 22	Reviewers develop recommendation for recognition through PEP/VPP programs
August 26	HR shares recommendation with President and Vice-Presidents
August 27 – September 20	The President and Vice-Presidents send approved recommendations to HR
September 27	HR will cascade final decisions, including drafted recognition letters to Deans / AVPs and department heads
September 27 – October 3	The department heads to communicate the payments to employees
October 4	One-time, lump-sum payments (less applicable deductions) deposited in employees' accounts