

Performance Excellence and Variable Pay Plan Programs

June 2023

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

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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 are 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:

- Delivers exceptional results by building trust and credibility among stakeholders;
- Advances the University's strategic priorities;
- Performs strongly in financial, operational service, leadership, and community goals;
- Leads or co-leads strategic, institution-wide projects or initiatives that are aimed at delivering:
 - Advancement of the academic and research missions of the University
 - Revenue growth
 - Administrative efficiencies which have a broad, cross-University impact
 - Exceptional improvements to service levels
- Advances leadership and equity, diversity and inclusion;
- Provides exceptional leadership and expertise to design, develop and implement transformative change;

- Promotes and actively facilitates 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 2023, 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.

July 4 to 19

The deadline for submission to HR is July 19, 2023.

- The department head nominates eligible employees and sends the Recommendation Spreadsheet via email to HR.
- HR to consolidate departmental nominations for each Dean / AVP.
- In some areas a calibrator may review and consolidate the submissions and send them directly to the Dean or AVP.

July 26 to August 11

The deadline to submit the spreadsheet to HR is August 11, 2023.

- The Dean / AVP reviews the payment recommendations with the department head.
- The Dean / AVP to confirm approved nominations to HR.
- The Dean / AVP should inform the department head of any changes to the initial departmental recommendations.

August 11 to 16

HR will send the information by August 16.

- HR to collect the Dean / AVP recommendations and summarizes all recommendations. This step includes a review of the overall total nominations against the allocated pool.
- HR forwards the recommendations to each of the President and Vice-Presidents.

August 16 to September 1

The deadline to submit the approved recommendations to HR is September 1, 2023.

- The President or Vice-President review the recommendations and approve, decline or adjust recommended payments.
- In the event the recommendations exceed the available pool, the President or Vice-President to determine the required reductions to recommended payments.
- The President or Vice-President to email the approved recommendations to HR for payment.

September 18 to 22

The target date to communicate the payment is September 20, 2023.

Payment will be desposited on September 22, 2023.

- Human Resources to send to the Dean / AVP and department head employee letters confirming the award of the payment.
- The department head to communicate the payment to each employee.