

RECOMMENDATION HIGHLIGHTS:

Total Compensation		
	Description	Implementation Timeline
27	Review and audit of implementation and application of program changes	<ul style="list-style-type: none">• July 2017 and ongoing
28	Amend letters to employees regarding their annual salary increase to reflect all increase adjustments	<ul style="list-style-type: none">• July 2016
29	Flexible benefits programs: The Sub-Committee agreed that the introduction of a Health Care Spending Account would be positively viewed by TMG and recommend that this be brought forward for future consideration	<ul style="list-style-type: none">• To be determined
30	Program design elements are intended to integrate with other related programs for TMG	<ul style="list-style-type: none">• Ongoing



NEXT STEPS

Kevin Beatty



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CONTEXT

- Comprehensive proposal with recommendations for short, mid and long-term plan design changes
- Multi-year transition with 3-year phased implementation beginning in July 2016
- Recommendation elements are in development
- For some aspects, formal approval up to and including the Board of Governors will be required



NEXT STEPS

- Smaller group sessions to take place beginning in the summer
- TMG Total Compensation Plan Design Sub-Committee will continue working over the next year on the program elements, communication, implementation and assessment
- Recruiting up to 5 new members for the Sub-Committee
- University review and approval of recommendations



TARGET IMPLEMENTATION SCHEDULE

YEAR 1

July 2016 to June 2017

(Numbers in brackets reference the recommendation number)

- Merit groupings (6)
- Salary increase letters to reflect all increases (28)
- Roll-out of job evaluation changes for JE Committee begins (16, 17, 18, 19)
- Job evaluation manual (24)
- Revised job description and job posting format for TMG (20)
- Roll out of generic job descriptions begins (21)
- Total Rewards philosophy (1)
- Compensation policy and salary administration guidelines (11)
- Pilot of new TMG Achievement Program (4)
- Elimination of Bands C, D and E (2)
- Revised salary range structure (3)
- Phase 1 of narrowing the salary ranges for bands F through I (3)
- Band descriptions (22)
- Title guidelines (23)
- Highlights summary of Total Rewards (25)

**Ongoing communication, education,
review and refinement**



TARGET IMPLEMENTATION SCHEDULE

YEAR 2

July 2017 to June 2018

(Numbers in brackets reference the recommendation number)

- Revise approach to maintain P60 relationship to market (10)
- Performance Excellence program for Bands F through M (8)
- Variable Pay Program for Bands N through Q - pilot (9)
- Commence review and audit of implementation and application of program changes (27)
- Introduce career frameworks (13)
- Phase 2 of narrowing the salary ranges for bands F through H (3)
- Recognition program updates (14)
- Pre-retirement Vacation Exchange Program (12)
- New merit matrix for the July 2017 salary review (5)
- Calibration approach for performance and salary review (7)
- Options available through Sun Life for those not eligible for post-retirement benefits (15)
- Expand pilot of the TMG Achievement Program (4)

**Ongoing communication, education,
review and refinement**



TARGET IMPLEMENTATION SCHEDULE

YEAR 3

July 2018 to June 2019

(Numbers in brackets reference the recommendation number)

- Phase 3 of narrowing the salary ranges for bands F and G (phased approach) (3)
- Target date for Total Rewards Statements (note: subject to capability within Mosaic and BI) (25)
- Integration with other programs takes place throughout (30)
- Full implementation of the TMG Achievement Program (4)

**Ongoing communication, education,
review and refinement**





HOW DO THE
RECOMMENDATIONS
ADDRESS
THE THEMES?

How do the recommendations address the themes?



- Total rewards philosophy
- Compensation policy and salary administration guidelines
- Band descriptions
- Job evaluation manual
- Enhanced communications
- Education materials for supervisors of TMG
- Career Frameworks

How do the recommendations address the themes?



- TMG Achievement program
- Merit matrix that connects performance achievement level and position in the salary range with pay
- Performance Excellence Program
- Variable Pay Program
- Recognition program changes specific for TMG

How do the recommendations address the themes?

- Future consideration of flexible benefits program
- Retain flexibility for managers



How do the recommendations address the themes?



- Total Rewards Philosophy
- Compensation Policy and Salary Administration Guidelines
- Elimination of bands C, D, and E
- Groupings of bands: F-I, J-M, N-Q
- Update approach to maintain relationship to market
- Narrowing of salary ranges for Bands F-I
- Groupings of departments to facilitate better management of the merit pools
- Calibration process
- Job evaluation changes

How do the recommendations address the themes?



- Pre-retirement Vacation Exchange program
- Work with Sun Life to provide options with preferred rates for employees in TMG not eligible for post-retirement benefits
- Future consideration of Health Care Spending Account

How do the recommendations address the themes?

- Total Rewards Statements
- Future consideration for a Health Care Spending Account
- Career Frameworks
- Integration with other programs for TMG (Leadership Development)



TMG TOTAL COMPENSATION DESIGN SUB-COMMITTEE

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QUESTIONS AND COMMENTS



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