



# Compensation for Out-of-Scope Employees

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## Introduction

The mission of the First Nations University of Canada is to enhance the quality of life, and to preserve, protect and interpret the history, language, culture and artistic heritage of First Nations. The First Nations University of Canada will acquire and expand its base of knowledge and understanding in the best interests of First Nations and for the benefit of society by providing opportunities of quality bi-lingual and bi-cultural education under the mandate and control of the First Nations of Saskatchewan. To achieve this First Nations University of Canada must recruit and retain outstanding faculty and staff.

This policy governs compensation for incumbents in all positions at First Nations University that are excluded from union membership by the Saskatchewan Labour Relations Board – referred to as the out-of-scope positions.

The intent of this policy is to ensure that University out-of-scope salaries are competitive within the local market and the Canadian University sector. The intent, further, is to compensate out-of-scope employees within salary ranges aligned with the applicable sector and not significantly above or below that.

## Policy

Each year the Board of Governors will determine financial guidelines for the adjustment of out-of-scope compensation. Compensation for out-of-scope positions will be reviewed and adjusted in accordance with the results of performance reviews and the compensatory guidelines approved by the Board of Governors.

## FIRST NATIONS UNIVERSITY OF CANADA

The salary of each out-of-scope employee will be determined at the time of appointment and adjusted annually in accordance with this policy.

The following principles will guide out-of-scope salary compensation:

- **Equitable administration:** The administration of the policy will be consistent, taking into account similar information for all positions covered by the policy.
- **Performance based:** All persons covered by the policy will participate in regular (at least annual) appraisals of their individual performance with their supervisors.
- **Market realities:** Compensation for a position at the University should be related to compensation for similar positions of the applicable sector.
- **Differential outcomes:** Individual out-of-scope salaries will in part be determined by an employee's experience, level of development, and performance, and in part by market comparisons so that salaries for employees at the same rank are unlikely to be identical. Depending on these factors, compensation will generally vary within the salary range.
- **Flexibility:** Changing needs of the University and the out-of-scope group must be taken into account and may from time to time necessitate adjustments in salary compensation.
- **Affordability:** The costs entailed by the policy must fit within the University's means.

All out-of-scope salaries should be based on where the University position falls within an agreed upon market along with experience, stage of growth and development. The University administration must ensure the salary is reasonable, appropriate and defensible based on these elements.

Salary compensation will be determined by a combination of:

- Economic Environment
- Annual Performance
- Market

All components of total compensation will be communicated to each out-of-scope employee to ensure an understanding of the salary and benefits programs and the opportunities available based on performance and development.

### **Academic Appointments**

Each senior administrator who also holds an academic appointment:

- will have a proxy academic salary established on appointment that reflects the qualification and accomplishments of the employee
- is eligible for research and professional development leave (for positions at the rank of Associate Vice President or equivalent or above)

- will be provided research support (for positions at the rank of Associate Vice President or equivalent or above)

### **APEA Support**

APEA allocations will be provided to all out-of-scope positions.

## **Role and Responsibilities**

### **Board of Governors**

- will, each year by annual resolution, determine the financial adjustment of out-of-scope compensation
- may establish additional benefits for one or more groups of out-of-scope employees

### **University Administration**

- must ensure out-of-scope salaries are reasonable, appropriate and defensible

### **Human Resources**

- will administer the management of the compensation and benefit systems
- will conduct research and analysis of market conditions and Federal and Provincial economic assumptions
- will conduct “best practices” analysis
- will develop strategies for implementing recommendations
- will communicate all components of total compensation to each out-of-scope employee
- will communicate annual salary adjustments to each out-of-scope employee

## **Consequences for Noncompliance**

If the University does not offer competitive salaries for out-of-scope positions, it will not be able to attract and retain outstanding employees and consequently will not be a preferred place to work or study.

## **Processes**

### **Academic Salary**

The academic salary is intended to be a fair and reasonable proxy for the salary the senior administrator would have received as a faculty member if an administrative appointment had not

been accepted. The academic salary is the salary that will be paid should the senior administrator return to the academic ranks. The academic salary is reviewed, adjusted and communicated annually.

The academic salary will be amended yearly in line with the provisions of the FNUniv/URFA collective agreement by adding:

- A scale adjustment (if applicable);
- An increment (if the employee is eligible).

## **Annual Performance Review**

### *Out-of-Scope Employees*

For each out-of-scope employee, an annual performance evaluation will be undertaken by the supervisor in accordance with current out-of-scope practice. The performance review forms are kept in the employee's official human resources file.

### *Acting Appointments*

On occasion, an employee may be appointed to an out-of-scope position in an acting capacity. For such appointments of less than six weeks there will be no additional compensation. For appointments of more than six weeks, a salary will be negotiated, and APEA and research funding (where applicable) will be pro-rated.

For those who hold faculty appointments, service in the position will count towards sabbatical eligibility.

### *Leave for Research and Professional Development*

During their term, senior administrators at the level of Associate Vice President or equivalent or above who hold faculty positions are encouraged to take research and professional leave. The purpose of such leave is to undertake research projects or to participate in professional training programs. Up to a maximum of three months leave in each five-year term may be taken. Unused leave may be carried forward from the first term to the second. Normally, no more than six months leave may be taken in any five-year period. Such leaves may, following submission of a plan, be approved by the supervisor and will normally be for periods of no longer than two consecutive months. The full out-of-scope salary will be retained during the leave.

### *Research Support*

Research support will be provided to all senior administrators at the rank of Associate Vice President or equivalent or above who also hold academic appointments.

In order to encourage and allow senior administrators who hold an academic appointment to maintain and enhance their scholarly work, the University will ensure that each such employee receives an annual allocation to be used exclusively for scholarly purposes, including research-related travel, hiring research assistants, paying page charges and other charges that would normally be permitted by a recognized research-granting agency.

### Eligibility

To be eligible for annual research funding, an employee must hold an academic rank as a Professor, Associate Professor or Assistant Professor and must hold a senior administrative position at the level of Associate Vice-President or Vice-President. In unusual circumstances, with the agreement of the President, an employee who fails to satisfy one of these two eligibility conditions may be granted such funding.

### Status and Funding

Research funding will be provided in respect of each eligible position. The President's Office will arrange funding in respect of eligible employees who report directly to the President or who occupy a staff position. In all other cases, the funding will be provided from the budgets of the academic and administrative units over which the eligible administrators exercise budget control.

Research funding will carry forward from one year to the next, except that no amounts will be carried forward that would cause an account balance to exceed three years' funding, except as provided below.

- An eligible employee who assumes or leaves office during a fiscal year shall receive a pro-rated share of the research funding for that year.
- The research account of an eligible employee who leaves office shall remain available to provide research support provided that the employee remains in the employ of the University.
- Under special circumstances, the University may authorize additional research funding. It is incumbent on the eligible employee to make application to the appropriate Vice-President for, and justify, a larger research account. When such a request is granted, the maximum amount to be carried forward from one fiscal year to the next shall be the total of the amounts allocated to the employee's research account during the previous three years.

### **Benefits**

Each out-of-scope employee covered by this policy is entitled to the perquisites and benefits contained in Out-of Scope Handbook.

The Board of Governors may, from time to time, establish additional benefits for one or more groups of out-of-scope employees. In particular, the positions of Vice-President may carry

specific additional benefits which are set forth in the terms of appointment, or as subsequently modified by the Board of Governors.

### Vacation

The vacation year is September 1 to August 31<sup>st</sup>. Annual vacation entitlement shall be as follows:

- Less than five (5) years service – 1.66 days per month (twenty days)
- After completion of five years of service – 2.08 days per month (twenty-five days)
- After completion of ten years of service – 2.50 days per month (thirty days)

All vacation will be considered to have been used annually unless a carry-over has been approved. Any unused vacation carried forward from one year to the next must be used in the subsequent year. An employee may be entitled to carry over a maximum of ten (10) days annual leave credits to the next vacation year with prior written authorization from the Supervisor.

## Related Information

- The Saskatchewan Employment Act
- FNUUniv / URFA Faculty Agreement