



2026

HR Compensation Guidelines



Human Resources

Algonquin College

5/1/2026

TABLE OF CONTENTS

Introduction	1
Definitions of Employee Categories	2
Administrative Staff.....	2
Academic Staff.....	2
Full-Time Support Staff.....	3
Part-Time Support Staff.....	3
New Hire Compensation	6
Administrative Staff Process.....	6
Full-Time Academic Staff Salary Calculation Process	7
Part-Time & Partial-Load Academic Staff Salary Calculation Process	7
Optional Salary Steps for Academic Salary Calculation Process.....	8
Academic Salary Calculation Complaint Process.....	9
When to complete a new Academic Salary Calculation	9
Full-Time Support Staff Process.....	10
Part-Time Support Staff Process.....	11
Job Classification	12
Administrative Staff.....	12
Academic Staff.....	12
Full-Time Support Staff.....	13
Part-Time Support Staff.....	14
Part-Time Support Staff Comparator Jobs.....	15
Comparator Review Process.....	16
Job Classification Process	17
New Pay Rate for Employees in Reclassified Positions	18
Administrative Staff Process.....	18
Fixed-Term Administrative Staff Process.....	20
Full-Time Support Staff Process.....	21
Part-Time Support Staff Process.....	23
Managing Changes for a Classified Position	25

New Position.....	25
Existing Position.....	25
Classification Grievance Settlements	26
Re-classification to a Lower Pay Band	26
Step Movements	28
Academic Step Movements Based on Credentials Process.....	28
Academic Other than Full Time (OTFT) Step Increment.....	28
Academic Partial-Load STEP INCREMENT.....	29
Academic Step Alignment.....	29
full-time administrative & support staff step movements process	29
Part-Time Support Staff Step Movements Process	29
Fixed_TERM Admin STEP MOVEMENTS PROCESS.....	29
TRAINING AND MEETING RATES.....	30
Legislated and Mandated Training for Employees	30
Academic Partial-Load and Other than Full Time (OTFT)	30
Coordinator Allowances – Academic Staff	32
Process	32
Special Allowance – Support Staff	32
Overtime.....	33
Academic	33
Academics - The 11 th Month.....	33
Full-Time Support Staff.....	34
Part-Time Support Staff.....	35
Internal Movement	36
Promotion.....	36
Lateral Appointment.....	36
Acting Assignment.....	37
Under Filling.....	37
Exceptional and Institutional Performance Incentive	38
Exceptional Performance Incentive (EPI)	38

Institutional Performance Incentive (IPI)	39
Program Governance and Administration.....	39
Colleges of Applied Arts and Technology (CAAT) Pension Plan.....	40
Colleges of Applied Arts and Technology Benefit Plans	41
Appendix.....	42
Appendix 1 - Salary Calculation Process.....	42
Appendix 2 – Evaluation Request Form – NBJEC.....	42
Appendix 3 – Position Description Form (PDF)	42
Appendix 4 – JOB FACT SHEET (JFS).....	42
Appendix 5 – BI Tool Guide	42
Appendix 6 - Salary Scales	43
Appendix 7 – BENEFIT GUIDES	43
Appendix 8 – Exceptional and Institutional Performance INCENTIVES GUIDE	43

INTRODUCTION

Algonquin College is committed to ensuring that individual salaries are assigned commensurate with the skills and competencies of each employee. Individual salary decisions are the responsibility of Human Resources based on the salary policies. Decisions are based on several factors including – a) the job grade and its respective salary range, b) the performance of the individual, c) internal and external market competitiveness.

Algonquin College is committed to maintaining an appropriate level of internal equity between jobs of equal work and equal value. The Ontario Government through its Employment Standards Act ensures employers pay individuals the same for equal work, and through the Pay Equity Act ensures that employers pay women equally where their work is of equal value to that of men.

Human Resources (HR), through coaching, consulting and auditing, has a responsibility under this program to ensure compensation is being paid fairly, to keep abreast of industry market trends, and to ensure internal equity amongst Algonquin College employees. This document provides guidelines for making fair and equitable salary decisions.

Human Resources will monitor the placement of employees and make appropriate recommendations for changes where required. Managers who have concerns about internal equity for their employees should review the situation with their HR representative.

The purpose of this Compensation Guide is to help maintain consistent treatment of pay administration for all employees. The compensation structure for staff consists of a salary range within each pay grade. This protocol is to govern, standardize and ensure consistency in Algonquin College's compensation practices. This document will be reviewed and updated on an annual basis.

The information in this Guideline is meant to assist managers in their compensation decisions. The Guidelines were designed to provide general guidance to managers; however, in some cases, additional information or steps may be required. These guidelines do not supersede the requirements in any Collective Agreement or statutory requirement.

DEFINITIONS OF EMPLOYEE CATEGORIES

ADMINISTRATIVE STAFF

Administrative Staff are defined as persons “employed in a managerial or confidential capacity” at the College as per Article 5 of Schedule 1 to the [Colleges Collective Bargaining Act, 2008](#).

The salary schedule for this group of staff is located on the Human Resources website at [Administrative Salary portal](#).

To be considered an Administrative role, the position would need to meet the criteria below.

Definition

“person employed in a managerial or confidential capacity” means a person who,

- a. is involved in the formulation of organization objectives and policy in relation to the development and administration of programs of the employer or in the formulation of budgets of the employer;
- b. spends a significant portion of his or her time in the supervision of employees;
- c. is required by reason of his or her duties or responsibilities to deal formally on behalf of the employer with a grievance of an employee;
- d. is employed in a position confidential to any person described in clause (a), (b) or (c),
- e. is employed in a confidential capacity in matters relating to employee relations;
- f. is not otherwise described in clauses (a) to (e) but who, in the opinion of the Ontario Labour Relations Board, should not be included in a bargaining unit by reason of his or her duties and responsibilities to the employer.

ACADEMIC STAFF

Compensation for Academic Staff is covered by the [Academic Employees Collective Agreement](#) and includes employees of the College engaged as professors, instructors, teachers, counsellors and librarians as set out in Article 14 of the Collective Agreement.

The salary schedule for Full-Time, Partial Load and Other than Full-Time Academic group of staff are located on the Human Resources website at [Full-Time Academic Salary](#), [Partial Load Academic Salary](#) and [Other than Full-Time Salary](#).

Exclusions from the above are as follows:

- i. Chairs, Department Heads and Directors;
- ii. persons above the rank of Chair, Department Head or Director;

- iii. persons covered by the Memorandum of Agreement with the Ontario Public Service Employees Union in the support staff bargaining unit;
- iv. other persons excluded by the legislation;
- v. teachers, counsellors and librarians employed on a part-time or sessional basis.

NOTE A: Part-time in this context shall include persons who teach six hours per week or less.

NOTE B: Sessional in this context shall mean an appointment of not more than 12 months duration in any 24-month period.

FULL-TIME SUPPORT STAFF

Compensation for Full-Time Support Staff is covered by the Full-Time [Support Staff Collective Agreement](#) as defined in Appendix E. The salary schedule for this group of staff is located on the Human Resources website at [Full-Time Support Salary](#).

Categorization of Support Staff is covered in Article 1.1 of the Support Staff Collective Agreement and provides exclusions for the following employees:

- i. foremen and supervisors;
- ii. persons above the rank of foreman or supervisor;
- iii. employees performing duties that require the use of confidential information relating to employee relations and the formulation of the College budget or the Campus budget, as the case may be;
- iv. persons regularly employed for twenty-four (24) hours per week or less;
- v. students employed on a cooperative educational training program, with a school, college or university;
- vi. graduates of the College employed for up to twelve (12) months following completion of their courses and associated with certification, registration or other licensing requirements;
- vii. persons hired for a project of a non-recurring kind.

PART-TIME SUPPORT STAFF

Compensation for this group is governed by the [Part-Time Support Staff Collective Agreement](#) and the CAAT Job Evaluation Manual for Non-bargaining Unit Positions. The [Part-Time Classification and Compensation Guide](#) that had been used for Part-time Support jobs would be applicable. However, it is not being used for creating any new positions or revising the current positions

The Collective Agreement covers the following:

- a. All persons regularly employed by an employer for not more than twenty-four (24) hours a week in positions or classifications in the office, clerical, technical, health care, maintenance, building service, shipping, transportation, cafeteria and nursery staff, and
- b. all persons employed by an employer for a project of a non-recurring kind in positions or classifications in the office, clerical, technical, health care, maintenance, building service, shipping, transportation, cafeteria and nursery staff.

The [salary ranges](#) for this group can be located on the Human Resources website.

Definitions for this group of staff are outlined in Article 2 of the [Part-Time Support Staff Collective Agreement](#) and are reflected below.

- **Regular Part-Time Employees** - employees employed in a continuous position of indefinite extent with regularly scheduled weekly hours.*
- **Casual Employees** – employees who work on a call-in basis and/or do not have weekly regularly scheduled hours.
- **Temporary Employees** - employees who are employed to replace Regular Part-Time Employees on leave or who are employed for a period of up to nine (9) consecutive months, or such longer period as the College and the Local Union may agree.
- **Student Employees** - students who are occupying positions that are only made available to current students of the College.
- **Project of a Non-Recurring Kind Employees** - employees who are employed in projects of a non-recurring kind.

* Some Regular Part-Time employees may occupy less than twelve (12) month positions.

Exclusions - The Part-Time support staff bargaining unit does not include,

- a) foremen or supervisors;
- b) persons above the rank of foreman or supervisor;
- c) persons employed in a confidential capacity in matters related to employee relations or the formulation of a budget of a college or of a constituent campus of a college, including persons employed in clerical, stenographic or secretarial positions;
- d) other persons employed in a managerial or confidential capacity within the meaning of Article 5 of Schedule 1 to the Colleges Collective Bargaining Act, 2008;

- e) students employed in a co-operative educational training program undertaken with a school, college or university;
- f) a graduate of a college during the period of twelve (12) months immediately following completion of a course of study or instruction at the college by the graduate if the employment of a graduate is associated with a certification, registration or other licensing requirement;
- g) a person who is a member of the architectural, dental, engineering, legal or medical profession, entitled to practise in Ontario and employed in a professional capacity; or
- h) a person employed outside Ontario.

NEW HIRE COMPENSATION

ADMINISTRATIVE STAFF PROCESS

Step I: In consultation with the Hiring Manager, review the candidate's experience and education with regards to the requirements of the position.

Step II: Present the salary offer at the minimum of the pay range unless there are specific reasons and/or exceptional circumstances as to why a higher compensation should be offered. These reasons include but are not limited to the following:

- Higher educational credentials, above the job specification
- Significantly greater related work experience than is required in the job specification
- A specialized area of expertise
- Market conditions
- Internal equity within the unit and/or across Algonquin College

Step III: Where the salary is proposed to be above the minimum of the salary range the following analysis/business case and authorization is required:

- Current and recommended compensation
- Internal Equity Review/Evaluation of peers in comparable jobs
- Unique circumstances e.g. # failed searches, salaries of direct reports
- Scarcity of resource (e.g. difficult to hire)
- Market equity

Authorization/ Approval hierarchy for exceptions is as follows:

- Senior Total Compensation Specialist
- Manager, Total Compensation

Step IV: Once the appropriate salary has been determined and approved (if necessary), the Talent Team will update the offer through Workday.

FULL-TIME ACADEMIC STAFF SALARY CALCULATION PROCESS

Step I: Chair/The department/Admin staff enters key expectations from job posting for review in the salary calculation tool and sends a link (The employee form) to the desired candidate.

Step II: Candidate completes the web form employee version of the salary calculation form with requirements and reply with their resume and submits the form to AC-compensations email.

Step III: Submission is reviewed by the Compensation Team. If all the requirements are correctly entered the team validates or adjusts the submission to ensure equity (based on system guidelines). Reviewed submission is sent to the Chair for review and approval. Where additional information is required the form is returned to the candidate for the data to be added.

Step IV: Chair reviews recommended compensation and confirms decision. Where the submission is not approved it is returned to the Compensation Team for further review or adjustment.

Step V: Submission is reviewed by the Compensation Team. The team reviews the concerns from the Chair and collaborates to finalize salary calculation.

Step VI: Once the appropriate salary has been determined and approved the Talent Team will update the offer through Workday.

Additional details on this process can be found in [Appendix 1](#).

Authorization/ Approval for exceptions is done by the Manager, Total Compensation.

PART-TIME & PARTIAL-LOAD ACADEMIC STAFF SALARY CALCULATION PROCESS

Step I: The chair /The department/Admin staff sends the salary calculation link (The employee form) to the desired candidate.

Step II: Candidate completes the web form employee version of the salary calculation form with required information, attaches their resume and copies of educational credentials (Photo/scan), and submits everything to the AC-compensations email.

Step III: Submission is reviewed by the Compensation Team. If all the requirements are correctly entered the team validates or adjusts the submission to ensure equity (based on system guidelines). Reviewed

submission is sent to the Chair for review and approval. Where additional information is required, the form is returned to the candidate for the data to be added.

Step IV: Chair reviews recommended compensation and confirms the decision. Where the submission is not approved it is returned to the Compensation Team for further review or adjustment.

Step V: Submission is reviewed by the Compensation Team. The team reviews the concerns from the Chair and collaborates to finalize salary calculation.

Where a salary calculation is received for a new OTFT hire and the individual does not hold the required credentials, the salary calculation is not to be processed unless SVPA approval has been obtained.

Step VI: Once the appropriate salary has been determined and approved the Academic Chair/Manager will update the offer through Workday.

Additional details on this process can be found in [Appendix 1](#).

Authorization/ Approval for exceptions is done by the Manager, Total Compensation.

OPTIONAL SALARY STEPS FOR ACADEMIC SALARY CALCULATION PROCESS

In limited circumstances, up to seven (7) optional salary steps may be added after the base salary is determined using the Salary Calculation Excel Tool, which is based on the candidate's education and experience.

Any discretionary (optional) steps must be supported by written justification. This justification must demonstrate that the additional steps were awarded in a transparent, fair, and equitable manner.

Approval Requirements

All requests for discretionary steps must receive prior approval from both the Senior Vice-President Academic (SVPA) and the Dean. The SVPA requires that the written justification addresses the following criteria:

- i. Recruitment Efforts (Good Faith Attempt): Evidence that a good faith effort was made to recruit a qualified candidate within the established salary calculation framework. This may include documentation of a failed search or multiple unsuccessful recruitment attempts.
- ii. Exceptional Qualifications and Departmental Need: Evidence that the candidate possesses additional knowledge, skills, or experience beyond what is normally expected for the position, and that such qualifications are demonstrably required by the department.

The additional qualifications must address identified areas of need, support planned program development, or strengthen areas of weakness. The rationale must demonstrate more than attributes that are merely “nice to have.”

The written justification must clearly align with the above criteria.

ACADEMIC SALARY CALCULATION COMPLAINT PROCESS

Refer to the Collective Agreement first.

- Academic Chair contacts Compensation Team to review previously completed salary calculation
- Compensation Team reviews the salary calculation to ensure that it was completed following current practice and the Collective Agreement
- Compensation Team verifies (ensures that all items in the resume are in the Manager’s salary calculation template) calculation and communicates the result to the Academic Chair
- If there is a change in the step placement as a result of the review, the Academic Chair contacts Labour Relations to issue a Memorandum of Settlement (MOS)
- A copy of the signed MOS is sent to the Compensation Team to complete the compensation request in Workday

WHEN TO COMPLETE A NEW ACADEMIC SALARY CALCULATION

- A new Part-Time employee, who has not previously worked for the College, is hired externally OR a Part-Time employee, who is changing to a Partial-Load or Full-Time employee for the first time
- If a Part-Time/Full-Time employee moves to another department and is teaching in a **completely different area of expertise**
- If an employee moves from Instructor to Professor or vice versa
- If the employee has not been employed at the college for more than 2 years

FULL-TIME SUPPORT STAFF PROCESS

Step I: In consultation with the Hiring Manager, review the candidate's experience and education with regards to the requirements of the position.

Step II: Present the salary offer at the minimum of the pay range unless there are specific reasons and/or exceptional circumstances as to why a higher compensation should be offered. These reasons include but are not limited to the following:

- Higher educational credentials, above the job specification
- Significantly greater related work experience than is required in the job specification
- A specialized area of expertise
- Market conditions
- Internal equity within the unit and/or across Algonquin College

Step III: Where the salary is proposed to be above the minimum of the salary range the following analysis/business case and authorization is required:

- Current and recommended compensation
- Internal Equity Review/Evaluation of peers in comparable jobs
- Unique circumstances e.g. # failed searches, salaries of direct reports
- Scarcity of resource (e.g. difficult to hire)
- Market equity

Authorization/ Approval hierarchy for exceptions is as follows:

- Senior Total Compensation Specialist
- Manager, Total Compensation

Step IV: Once the appropriate salary has been determined and approved (if necessary), the Talent Team will update the offer through Workday.

PART-TIME SUPPORT STAFF PROCESS

Step I: In consultation with the Hiring Manager, review the candidate's experience, documented employment hours at Algonquin College and education with regards to the requirements of the position.

Step II: Present the salary offer at the minimum of the [salary range](#) unless there are specific reasons and/or exceptional circumstances as to why a higher compensation should be offered. These reasons include but are not limited to the following:

- Accumulated hours in previous Support Staff role
- Higher educational credentials, above the job specification
- Significantly greater related work experience than is required in the job specification
- A specialized area of expertise
- Market conditions
- Internal equity within the unit and/or across Algonquin College

Step III: Where the salary is proposed to be above the minimum of the [salary range](#) the following analysis/business case and authorization is required:

- Current and recommended compensation
- Internal Equity Review/Evaluation of peers in comparable jobs
- Unique circumstances e.g. # failed searches, salaries of direct reports
- Scarcity of resource (e.g. difficult to hire)
- Market equity

Authorization/ Approval hierarchy for exceptions is as follows:

- Senior Total Compensation Specialist
- Manager, Total Compensation

Step IV: Once the appropriate salary has been determined and approved (if necessary), the Talent Team will update the offer through Workday.

JOB CLASSIFICATION

At Algonquin College it is a requirement that all Non-Academic positions have a job description. To open a new position or fill a vacancy, a job description must be developed, or the previous one must be updated, to reflect the duties and responsibilities of the position. When new duties are assigned to an established position, the job description must also be submitted for re-evaluation.

ADMINISTRATIVE STAFF

The process for the review of job descriptions (Job Fact Sheet) for Administrative Staff (full time, part-time and fixed-term) is covered in the CAAT Job Evaluation Manual for Non-bargaining Unit Positions and HR policy [HR20](#).

All Administrative positions are defined on a [Job Fact Sheet Questionnaire \(JFS\)](#) which is used to obtain job information on the assigned duties and responsibilities. The JFS is submitted to the Classification Team along with the [Evaluation Request Form](#) and an organizational chart showing the reporting relationships for the position.

A [Job Description Database](#), containing job descriptions for Support, Administrative and Part-Time Staff, is available to Managers to assist them in developing or reviewing their job descriptions.

The Non-bargaining Unit Job Evaluation Committee (NBJEC) reviews and evaluates new Administrative positions and those roles that are submitted for re-evaluation. Once the JFS is final, the Manager may proceed with posting the position. If the evaluation is of an established position, the Manager and Employee will be advised in writing. Any change in compensation will be adjusted within a few weeks for positions that result in a reclassification.

ACADEMIC STAFF

The classification definitions for Professors, Counsellors, Instructors and Librarians can be found from page 136 of the [Academic Employees Collective Agreement](#) and the classification plans can be found from page 129.

The Standard Workload Formula (SWF) is a standardized and objective way to assign, measure, and monitor the workload of academic staff. All aspects of workload monitoring and assignment are covered by Article 11 of the [Academic Employees Collective Agreement](#).

FULL-TIME SUPPORT STAFF

The process for the review of job descriptions (Position Description Forms) for Full-Time Support Staff is covered in the CAAT Job Evaluation Manual for Support Staff and also [Articles 7.2.2 and 16 of the Support Staff Collective Agreement](#).

New or revised full-time Support Employees positions in the College system are evaluated using the C.A.A.T. Job Evaluation System that has been agreed to by the College Employers Council and the Ontario Public Service Employees Union.

All positions are defined on a [Position Description Form \(PDF\)](#) that outlines the assigned duties and responsibilities of the position. The description is not intended to represent a detailed working procedure nor a list of miscellaneous duties that are infrequently assigned to the position.

A [Job Description Database](#), containing job descriptions for Support, Administrative and Part-Time Staff, is available to Managers to assist them in developing or reviewing their job descriptions. Additionally a [Guide on How to Write Support Staff PDFs](#) is also available to assist managers.

The College Job Evaluation Committee (CJEC) reviews and evaluates new support staff positions and those roles that are submitted for re-evaluation. The CJEC is governed by established [Terms of Reference](#) that outlines its roles and responsibilities.

The manager will submit the completed PDF, a [PDF Evaluation](#) Request and the organizational chart showing the reporting relationships for the position to the Classification Team for review. Once the PDF has been evaluated by the CJEC, the Manager will be contacted regarding the results of the evaluation and will be asked to complete revisions to the PDF if required.

When the PDF is final, the Manager may proceed with posting the position. If the evaluation is of an established position, the Manager and Employee will be advised in writing. Any change in compensation will be adjusted within two pay periods for positions that result in a higher pay band.

PART-TIME SUPPORT STAFF

The process for the review of job descriptions for Part-Time Support employees was governed by the CAAT Job Evaluation Manual for Non-bargaining Unit Positions and the [Part-Time Staff Compensation and Classification Guide](#).

New or revised Part-Time Support Staff positions in the College system are evaluated using the CAAT Job Evaluation Manual for Non-bargaining Unit Positions

Those positions were defined on a Short Form Position Description Form that outlines the assigned duties and responsibilities of the position. The description was not intended to represent a detailed working procedure nor a list of miscellaneous duties that are infrequently assigned to the position. Although the current Short Form Position Description Forms are applicable, they won't be created or revised going forward.

A [Job Description Database](#), containing job descriptions for Support, Administrative and Part-Time Staff, is available to Managers to assist them in developing or reviewing their job descriptions.

The Classification team reviews and evaluates new Part-Time Support Staff positions and those roles that are submitted for re-evaluation.

The manager will submit the completed [Job Fact Sheet Questionnaire \(JFS\)](#) to the Classification Team for review along with any additional notes or explanations. Once the JFS has been evaluated, the Manager will be contacted regarding the results of the evaluation.

When the JFS is final and the position created/updated in Workday, the Manager may proceed with posting the position. If the evaluation is of an established position, the Manager and Employee will be advised in writing. Any change in compensation will be adjusted within two pay periods for positions that result in a higher pay band.

PART-TIME SUPPORT STAFF COMPARATOR JOBS

At Algonquin College we seek to pay part-time employees at a rate of pay that is equivalent to a full-time employee performing the same job. Specifically, when they perform substantially the same kind of work in the same establishment and their work requires substantially the same skill, effort and responsibility, and is performed under similar working conditions.

Algonquin College is committed to providing employees with a standardized process of requesting a Rate Review to determine comparability.

In determining if work is substantially the same, the following factors are considered.

Skill means the amount of knowledge, physical skill or motor skills needed to perform a job, including:

- Education, post-secondary diplomas and degrees
- Certifications
- Training, like apprenticeships
- Experience, for example, the number of years required to master a skill or gain expertise
- Manual dexterity

Effort is the physical or mental effort regularly needed to perform a job.

Responsibility includes the number and nature of an employee's job responsibilities, and how much accountability and authority the employee has for those responsibilities.

Working Conditions include:

- The working environment, like an office or outdoors
- Exposure to the weather, like rain or snowstorms
- Health and safety hazards, like exposure to chemicals or heights

Employees may request to have a Rate Review completed by Human Resources.

COMPARATOR REVIEW PROCESS

Step I: Staff are required to submit their requests via the AC-Compensation@algonquincollege.com, along with the current Full-time PDF the minor adjustments to the duties will be considered.

Step II: Review of the comparator position job description with the duties in the part-time position to determine comparability. The review would include the employee, their Union representative, the employee's manager and the HR Classification representative.

Step III: Final review done by the HR Classification Team. Communication of final evaluation to the employee, employee's manager and the employee's Union representative.

Step IV: Adjustment of record in Workday by the Classification and Compensation Team based on the [Comparator Pay Scale](#) (if required).

JOB CLASSIFICATION PROCESS

Where a job description is to be evaluated the following steps, in addition to those outlined above for the specific categories, are to be followed:

Step I: The Manager advises the Classification Team that a specific job description needs to be evaluated (new or existing). The Classification Team works with the Manager to review and revise the job description to capture new or additional work. Any supporting documents (Evaluation Review Request Form and Organizational Chart) or clarification required is also submitted with the job description.

Step II: When the review or revision of the job description is complete, the Classification Team will present the job description for evaluation to either the College Job Evaluation Committee (CJEC) for full-time support positions or the Non-Bargaining Unit Job Evaluation Committee (NBJEC) for non-unionized positions. Where the position is part-time it would be evaluated by the Classification Team.

Step III: Once the job has been evaluated the Classification Team communicates the evaluation results to the relevant Manager. The communication would include the pay band, the effective date of the job description and the previous pay band. The manager and the employee are also required to sign the new job description and return the signed document to HR for filing on the employee file.

Step IV: If the Manager appeals the job evaluation result, the Classification Team will meet with the Manager to discuss and clarify areas of the job description. The Manager may be requested to attend the job evaluation meeting to explain certain factors to the CJEC.

Exceptions for the review of NBJEC jobs would also be governed by HR policy HR 20.

Authorization/ Approval hierarchy for exceptions is as follows:

- Chair - CJEC, NBJEC
- Manager, Total Compensation

NEW PAY RATE FOR EMPLOYEES IN RECLASSIFIED POSITIONS

ADMINISTRATIVE STAFF PROCESS

For employees falling within the Administrative category the process to calculate the new salary is as follows:

Step I: Calculate current salary plus 5% or next increment, if not at top of the pay band.

Step II: Compare the calculated salary in Step 1 to the salary levels in the new pay band. The new salary must be equal to or greater than the calculated amount from Step 1

Step III: Once the new salary is equal to or exceeds a point in the pay range the final new salary will be the next highest value in the pay band.

- For those whose new rate places them over the maximum of the new pay band, the new rate will be the maximum of the new Pay band.

See the example below:

Salary Calculation Example for Administrative Employees			
Item	Pay Band	Annual Salary	Guide
Current Pay Band & Salary	9	\$ 93,061.00	A
5% of Current Salary		\$ 4,653.05	B = A*5%
Total (Min Salary to be Paid)		\$97,714.05	C = A+B

New Pay Band & Range	10	\$87,240.00- \$109,049.00
Step in PB 10 that is equal to or greater than \$97,714.05 = \$100,325.00		
Final Pay Band & Step Salary	10	\$ 100,325.00

Note: Salaries used as at April 1, 2025

FIXED-TERM ADMINISTRATIVE STAFF PROCESS

For employees in the Fixed-Term Administrative category, the process to calculate the new salary is the same as for Administrative Staff, with the only difference being that [hourly rates](#) are used instead of annual rates.

FULL-TIME SUPPORT STAFF PROCESS

For employees falling within the Full-Time Support Staff category the calculation is governed by Article 17.2 of the Full-Time Support Staff Collective Agreement. To calculate the new salary the process is as follows:

Step I: Find the difference of the existing step pay rate minus previous step pay rate (if at the top of the pay band) in the employees existing pay range. If at step 5, then the employee must be paid a minimum of step 6.

Step II: Add the difference calculated at Step 1 to the employee's existing rate to determine a new rate.

Step III: Compare the new rate to the new pay band to determine at what point in the range it would fall.

Step IV: Once the new rate is equal to or exceeds a point in the pay range the determined salary will be the next highest value in the pay band.

- For employees where the new rate places them over the maximum of the new pay band, the new rate will be the maximum of the new Pay band.

See examples below:

Salary Calculation Example for Full Time Support Employees (Where Incumbent is not at Max Rate)				
Item	Step	Pay Band	Hourly Rate	Guide
Current Pay Band & Salary	5	E	\$33.47	A
Pay Rate for next Step	6	E	\$34.42	B
New Salary must be equal to or exceed \$ 33.37				

New Pay Band & Range	F	\$32.10 - \$37.04		
Step in PB F that is equal to or greater than \$34.42 = \$35.02				
Final Pay Band & Step Salary	4	F	\$35.02	

Note: Salaries used as at September 1, 2025

Salary Calculation Example for Full Time Support Employees (Where Incumbent is at Max Rate)				
Item	Step	Pay Band	Hourly Rate	Guide
Current Pay Band & Salary	6	E	\$34.42	A
Pay Rate for previous Step	5	E	\$33.47	B
Difference (Current Rate – Previous Step Rate)			\$0.95	C = A – B
Add Difference to Current Rate			\$ 35.37	D = A + C

New rate must be equal to or exceed \$35.37

New Pay Band & Range		F	\$32.10 - \$37.04
Step in PB F that is equal to or greater than \$35.37 = \$36.02			
Final Pay Band & Step Salary	5	F	\$36.02

Note: Salaries used as at September 1, 2025

PART-TIME SUPPORT STAFF PROCESS

For employees falling within the Part-Time Support Staff category the calculation is as follows:

Step I: Find the difference of the existing step pay rate minus previous step pay rate (if at the top of the pay band) in the employees existing pay range. If at step 4, then the employee must be paid a minimum of step 5.

Step II: Add the difference calculated at Step 1 to the employee's existing rate to determine a new rate.

Step III: Compare the new rate to the new pay band to determine at what point in the range it would fall.

Step IV: Once the new rate is equal to or exceeds a point in the pay range the determined salary will be the next highest value in the pay band.

- For employees where the new rate places them over the maximum of the new pay band, the new rate will be the maximum of the new Pay band.

See examples below:

Salary Calculation Example for Part Time Support Employees (Where Incumbent is not at Max Rate)				
Item	Step	Pay Band	Hourly Rate	Guide
Current Pay Band & Salary	4	Support Services Officer B	\$ 23.5	A
Pay Rate for next Step	5	Support Services Officer B	\$ 24.75	B
New Salary must be equal to or exceed \$ 24.75				

New Pay Band & Range		Support Services Officer C	\$ 23.77 - \$ 27.49	
Step in PB SSO C that is equal to or greater than \$ 24.75= \$ 25.36				
Final Pay Band & Step Salary	3	Support Services Officer C	\$ 25.36	

Note: Salaries used as of February 1, 2026

Salary Calculation Example for Part Time Support Employees (Where Incumbent is at Max Rate)				
Item	Step	Pay Band	Hourly Rate	Guide
Current Pay Band & Salary	5	Support Services Officer B	\$ 24.75	A
Pay Rate for previous Step	4	Support Services Officer B	\$ 23.5	B
Difference (Current Rate – Previous Step Rate)			\$ 1.25	C = A – B
Add Difference to Current Rate			\$ 26	D = A + C

New rate must be equal to or exceed \$26

New Pay Band & Range	Support Services Officer C	\$ 23.77- \$ 27.49
Step in PB SSO C that is equal to or greater than \$ 26 = \$ 26.15		
Final Pay Band & Step Salary	4	Support Services Officer C
		\$ 26.15

Note: Salaries used as of February 1, 2026

MANAGING CHANGES FOR A CLASSIFIED POSITION

NEW POSITION

- Memo or advisory issued to the Hiring Manager and copied to the Administrator, Position Control or positioncontrol@algonquincollege.com email address.
- The Union (if required) is also advised of the changes
- Job Description (PDF or JFS) is added to the Job Description SharePoint site and the old Job Description (PDF or JFS) is deleted
- HR Administrator, Position Control will create the position in Workday. Note that to create a full-time position approval must have been received from the Algonquin College Executive Team (ACET). For part-time positions the [Part-Time Position Request form](#) must be completed and sent to HR for processing
- Job evaluation points are assigned to the role by the Classification Team for full-time and part-time positions. Where a Part-Time position is seasonal the number of months to be worked should be entered in Workday.
- Once created the position will be available in Workday for the Manager to create the job requisition to fill the position
- Once the position is filled the signed job description is to be returned to HR for filing on the employee's file

EXISTING POSITION

- Memo issued to the Manager and copied to the Talent Team and Compensation Analyst
- The Union (if required) is also advised of the changes along with the Incumbent
- Job description (PDF/JFS) is added to the SharePoint job description site and the old PDF/JFS is deleted
- Classification Team uses Change Job to change the position title, grade and compensation on the incumbent in Workday. Updates also processed to the job evaluation points and position restrictions in Workday
- The process then goes to the Manager for approval
- If the position is vacant the Manager will be able to raise a job requisition to fill the position
- The employee and manager are required to sign the job description and return to HR for filing on the employee's file

CLASSIFICATION GRIEVANCE SETTLEMENTS

These changes arise from the settlement of grievances that relate to reviews of job descriptions (PDFs) for Full-Time Support Staff. These arise from Memorandum of Settlements or Arbitrated decisions.

- Memo issued by Labour Relations to Union and the Employee and copied to the Classification Team
- Job description (PDF/JFS) is added to the SharePoint job description site and the old PDF/JFS deleted
- Classification Team uses Change Job to change position title, grade and compensation on the incumbent in Workday
- The process moves to the Manager for approval
- Classification Team uses Edit Position Restrictions to change job for future postings and uses Edit Additional Data to update points in Workday (WD)
- The employee and manager are required to sign the new job description and return to HR for filing on the employee's file

RE-CLASSIFICATION TO A LOWER PAY BAND

Operational and organizational changes occur at the College regularly. A position may be re-classified in a manner that impacts the salary band and/or salary range. If such a re-evaluation occurs, the employee will be given as much notice as possible. The following options may be applied:

1. Administrative employees whose position is re-evaluated and their annual salary is above the new salary range maximum may have their annual salary "half-circled" until such time that the new salary range increases sufficiently to include their actual salary rate. "Half circled" means that when a general increase is granted to the base salary ranges, the employee shall be eligible for a salary increase equal to one half of that general increase, assuming the employee is performing at a satisfactory level.
2. Grandparenting - Where a re-evaluation results in a lower pay grade, the incumbent will maintain their existing salary until the incumbent leaves the position. However, the position will maintain the evaluated grade for the position. Any subsequent hires into the position will be at the evaluated pay band.
3. Red Circling - Red-Circling is when an employee's pay rate is above the established salary maximum for that position. Hence, the employee is usually not eligible for further base pay increases until the range maximum surpasses the employee's pay rate.

The choice of the options applicable is dependent on the circumstances surrounding the re-classification of the position and the performance of the incumbent. The option chosen will be dependent on a review by HR and management for the Department.

STEP MOVEMENTS

ACADEMIC STEP MOVEMENTS BASED ON CREDENTIALS PROCESS

Step increment for Full-Time Academic employees when a higher credential has been achieved is governed by Article 14.03 of the [Academic Employees Collective Agreement](#). An employee will receive a step increment, if they have not already received the maximum points for their credential in the initial salary calculation and have not maxed out in the step.

Step I: The employee submits submission via AC Compensation email. Original educational qualification documents must be sent from the granting institution directly to the Compensation Team. It is important to note, that in order for a PL Professor/Instructor to receive a step increase, they must receive:

- Prior approval to obtain the further formal education
- Prior approval to receive a step increase upon completion of the education.

Step II: Check if the employee has not exceeded the maximum attainable in Factor B. If no then we can grant the step increase. One step for a one (1) year Masters, two (2) steps for a two (2) year Masters and one (1) or more steps for a PHD (1 step for each completed year at the postsecondary level - on the basis of the explanatory notes set out in Section B of the Appointment Factors on page 131 to 132 of the Academic CA. Note: No credit will be given where to do so would reduce total progression time to the appropriate maximum to less than 4 years).

Step III: Compensation Team initiates the changes in Workday

ACADEMIC OTHER THAN FULL TIME (OTFT) STEP INCREMENT

- An accumulation of a specific minimum number of hours is required to be eligible to shift into the subsequent step. This eligibility is not an entitlement and is put in effect at the manager's discretion.
- The minimum accumulated hours for an increase in step is **455 hours** for Teachers, Instructors and Professors
- The minimum accumulated hours for an increase in step is **1505 hours** for Librarian, Counsellors and Learning Strategist
- [Link to Salary Schedules – Other than Full Time \(OTFT\) Academic](#)

ACADEMIC PARTIAL-LOAD STEP INCREMENT

- An accumulation of 10 month of services of Partial load services is required to be eligible to shift into the subsequent step. This eligibility is not an entitlement and is put in effect at the manager's discretion. The hourly rate schedules shall be in accordance with the Job Classification Plans (pages 133 to 135 of the Academic CA).
- [Link to Salary Schedules – Partial-Load Academic](#)

ACADEMIC STEP ALIGNMENT

If a faculty member alternates between part-time and partial-load assignments, gets a step increment in one classification, the new step will be applied to the other classification, on the new assignment. This is known as PT/PL step alignment.

FULL-TIME ADMINISTRATIVE & SUPPORT STAFF STEP MOVEMENTS PROCESS

All qualified employees receive step increments in the related Pay Bands.

- Step increments are generally applied at the rate of one step per year.
- Exception: For Full-Time Support employees, progression from Step 1 to Step 2 and from Step 2 to Step 3 requires only 6 months of service, after which progression follows the standard rate of one step per year.
- [Link to Salary Schedules - Full-Time Administrative](#)
- [Link to Salary Schedules - Full-Time Academic](#)
- [Link to Salary Schedules - Full-Time Support](#)

PART-TIME SUPPORT STAFF STEP MOVEMENTS PROCESS

All qualified employees receive step increments in the related Pay Bands.

- The minimum accumulated hours from **Step 1 to Step 2** and from **Step 2 to Step 3** is **910** hours.
- The minimum accumulated hours from **Step 3 to Step 4** and from **Step 4 to Step 5** is **1,820** hours.
- [Link to Salary Schedules – Part-Time Support](#)

FIXED_TERM ADMIN STEP MOVEMENTS PROCESS

All qualified employees receive step increments in the related Pay Bands.

- The minimum accumulated hours to move to the next step is 1,885 hours.
- [Link to Salary Schedules – Fixed-Term Admin](#)

TRAINING AND MEETING RATES

LEGISLATED AND MANDATED TRAINING FOR EMPLOYEES

All employees at Algonquin College are required to complete a suite of legislated and mandatory training courses as a condition of employment. Note: employees must have their Algonquin username and password credentials to access the training.

All employees, except for the other-than-full-time Faculty, are required to complete this training during regular work hours at their regular rate of pay. Other-than-full-time Faculty complete this training on personal time and are remunerated according to the applicable rates outlined below and you can see on the [OTFT Academic Compensation webpage](#). Employees are required to complete the training one time only; this also applies to other-than-full-time Faculty who renew their contracts.

The complete list of required training courses by employee group, including the allocated completion time, is available at the link below.

[Legislated and Mandated Training](#)

ACADEMIC PARTIAL-LOAD AND OTHER THAN FULL TIME (OTFT)

Employees will be compensated based on the type of training or meeting attended and their employment category, as outlined below.

1. Mandatory Meetings and Training:
 - Partial Load employees: \$65 per hour
 - Sessional and Part-Time employees: \$25 per hour
 - Minimum of one hour per session applies to Partial Load employees.
 - This rate applies to meetings/training not associated with academic deliverables under the Partial Load Contract.
2. Academic Activities:
 - All employee types (Partial Load, Sessional, Part-Time): \$25 per hour
3. Optional Training (Learning and Teaching Services (LTS) Professional Development Programs):
 - All employee types (Partial Load, Sessional, Part-Time): \$25 per hour

Summary of Rates:

Training Type/Meeting	Partial Load	Sessional	Part Time
Mandatory Meetings and Training	\$65/Hour	\$25/Hour	\$25/Hour
Academic Activities	\$25/Hour	\$25/Hour	\$25/Hour
Optional Training (LTS PD Programs)	\$25/Hour	\$25/Hour	\$25/Hour

COORDINATOR ALLOWANCES – ACADEMIC STAFF

Coordinator Allowances are paid to Academic Professors who, in addition to their teaching responsibilities, are required to provide leadership in the coordination of courses and/or programs.

Effective October 1, 2025, the coordinator will receive an allowance of \$ \$3,544.00This allowance is in addition to the employee’s base salary but does not comprise part of that base salary. The assignment and distribution of the coordinator’s allowances within a program or department is at the discretion of the Chair.

PROCESS

Step I: Department fills out a spreadsheet ([available on the Human Resources website](#)) and submits to the Total Compensation Team

Step II: Compensation Analyst enters the Coordinator Allowances (CA) in Workday

Step III: Manager reviews and approves

Compensation Team does not audit any of the information on the spreadsheet.

SPECIAL ALLOWANCE – SUPPORT STAFF

Starting September 1, 2012, on September 1 of each year or in the pay immediately following September 1 of each year, full-time bargaining unit members on active payroll with at least six (6) months continuous service but less than ten (10) years continuous service shall receive a payment of four hundred and twenty-five dollars (\$425) and full-time bargaining unit members on active payroll with at least ten (10) years continuous service shall receive a payment of eight hundred and twenty-five dollars (\$825). ([Article 7.7 of the Collective Agreement](#))

The determination of continuous service shall be governed by the [Collective Agreement](#) (Article 11.2 and 14.2).

OVERTIME

ACADEMIC

When a faculty member's workload exceeds 44 hours/week, they are in an overtime situation. Probationary employees shall not be given overtime assignments under any circumstances, and all overtime agreements must be made on a voluntary basis. A faculty member who is in agreement with their overtime situation must sign their SWF as such.

Overtime shall not exceed one Teaching Contact Hour (TCH) per week and/or three total workload hours per week. This means that a faculty member's workload will not exceed 19 TCHs if they are in a post-secondary program, or 21 TCHs if they are in a non-post-secondary program. It also means that no faculty member's workload will exceed 47 hours / week, regardless of voluntary agreements.

Payment of overtime is calculated in the following manner:

- Each TCH over 18 shall be paid at 0.1% of annual salary
- Each total workload hour over 44 is paid at 0.1% of annual salary
- Payment for the greater amount; no pyramiding

ACADEMICS - THE 11TH MONTH

The 11th Month is also considered to be a type of overtime situation. This occurs when a teacher is assigned to teach for an additional month ("11th Month") over the normal teaching schedule. These faculty members shall be entitled to receive a vacation of one month as scheduled by the College plus a bonus of 10% of the employee's base salary for the completion of the additional assignment. In the event that teacher does not work the full 11th month, their bonus will be pro-rated appropriately.

FULL-TIME SUPPORT STAFF

Overtime for full-time support employees is covered under clause 6.6 of the Full-Time [Support Staff Collective Agreement](#).

An employee shall be paid at the overtime rate of time and one-half the employee's hourly rate for authorized work performed:

- consisting of a work period of at least one-quarter hour in a day over the normal daily hours designated by the College of seven (7), seven and one-quarter (7.25), seven and one-half (7.50) or eight (8) for the employees concerned; or
- consisting of a cumulative work period of at least one-half hour over the normal work week of thirty-five (35), thirty-six and one-quarter (36.25), thirty-seven and one-half (37.50) or forty (40) hours per week as may be designated by the College for the employees concerned; or
- on an employee's sixth day of work in the week concerned.

Seventh Day - Double Time

Employees referred to in Article 6.1.1 (Normal Work Week) shall be entitled to payment at the overtime rate of double the employee's hourly rate for all authorized work performed on the employee's seventh day of work in the week concerned.

Employees engaged in continuous operations or on special shifts excluded from Article 6.1.1 shall nevertheless be entitled to payment at the overtime rate of double the employee's hourly rate for all authorized work performed on what amounts to any second day of rest in their schedule provided they have completed their regularly scheduled days of work and performed work on what amounts to any first day of rest in their schedule. Employees who have completed their regularly scheduled days of work but have not performed work on what amounts to any first day of rest in their schedule shall receive time and one-half their hourly rate for authorized work performed on what amounts to any second day of rest in their schedule.

Overtime Pay - No Pyramiding

There shall be no duplication or pyramiding of overtime payment nor shall the same hours worked be counted as part of the normal work week and also as hours for which an overtime premium is payable.

Payment/Lieu Time

Where an employee has worked and accumulated authorized overtime under Article 6 (except overtime hours performed on a holiday defined in Article 10) such employee shall have the option of electing payment at the applicable overtime rate or time off equivalent to the applicable overtime rate.

Where the employee elects time off at the applicable overtime rate, such time off must be taken within sixty (60) calendar days of the occurrence of the overtime (unless extended by agreement of the College and the employee) at a time determined by the College and satisfactory to the employee.

Where time off in lieu is not taken on the foregoing basis, payment shall be made in accordance with the applicable overtime rate.

Meal Allowance

Where an employee is required to work more than three (3) continuous hours on completion of their regular shift and has not been given notice of such overtime on the prior day or before, they shall be entitled to a meal allowance not to exceed ten dollars (\$10.00).

PART-TIME SUPPORT STAFF

Authorized overtime shall be paid at the rate of time and one-half the employee's hourly rate to employees for each hour of work in excess of forty (40) hours in each work week.

INTERNAL MOVEMENT

PROMOTION

When the College promotes an employee into a position having a higher base salary range than that of their current salary, the employee's adjusted base salary should reflect either the minimum rate of the new base salary range or computed as outlined above under [New Pay Rate for Classified Positions](#).

LATERAL APPOINTMENT

- Where an individual Full-Time Support or Administrative employee transfers to a significantly different position but at the same pay grade (e.g. career development, succession planning, operational/program need), a modest increase can be provided to the individual. This increase will not be greater than 5% or the next step in the range (whichever is lower) and will not exceed the maximum level of the pay band.
- Where a Part-Time Support employee transfers to a different position, even if it involves significantly different duties, but at the same pay grade, the pay rate and current progression date will remain unchanged. If the person is moving within the same department, the pay rate and the current progression date would remain. It is important to ensure the progression date doesn't change to be the effective date of a transfer. If the person is moving to a different department, they should be bumped to the next step and the progression date will be the same as the effective date of the transfer. Where an individual transfers from an Academic position to an Administrative position the salary will be at least 5% of the total of the current salary and the FT Coordinator Allowance (if FT Coordinator Allowance is applicable). The new amount cannot exceed the maximum of the new pay range.
- For those whose original salary places them at the maximum of the new pay band, there will be no increase in compensation.

ACTING ASSIGNMENT

Where an employee is assigned an acting assignment, the following will apply.

- Where an employee is acting in a position with the same pay band there will be no change in compensation.
- Where an employee is acting in a higher-level position they will be compensated at that level. Compensation will be determined similar to the [New Pay Rate for Employees in Reclassified Positions](#) process outlined earlier in this document.
- Where an employee has been assigned a new position/duties in addition to their existing duties they will be compensated at the next higher pay band. Compensation will be determined similar to the [New Pay Rate for Employees in Reclassified Positions](#) process outlined earlier in this document.
- Where an individual is from an Academic/Support position and acting in an Administrative position the salary will be at least 5% of the total of the current salary and the FT Coordinator Allowance (if FT Coordinator Allowance is applicable). The process to place the employee in the range should align with the [New Pay Rate for Employees in Reclassified Positions](#). The new amount cannot exceed the maximum of the new pay range.
- Acting pay does not impact benefits. However, the amount paid is pensionable.

UNDER FILLING

Under normal circumstances no employee should be paid below the Minimum of their salary range. However, there may be two exceptions to this rule for Administrative employees, as follows:

- An employee is promoted internally to a higher-level position; while they do not currently meet all the entry qualifications, they show the potential to develop these within a one-year term and is being given this developmental opportunity, (Note: this can be applied to external hires).
- An employee's job is classified to a higher level through re-structuring, but they have not yet acquired the necessary knowledge or ability to assume some or all of the higher-level responsibilities. However, it is expected that with specific coaching/training they have the potential to acquire these within a one-year term.

The typical practice for under filling will be to administer the salary one pay grade lower than the job in question. The start rate within the under filled salary range will be determined in consideration of the employee's current salary and/ or experience level.

- The under filled status will be for 12 months with a possible extension of another 12 months and should be accompanied by a development plan that sets out the requirements to remove under fill status.
- During the under-fill period, employees are eligible to receive economic and merit adjustments within the lower salary range, based on performance.
- Upon removal of the under-fill status the employee will be placed into the salary range for the position in question.
- The employee should be positioned at least at the minimum of their new range and consideration may be given to a merit increase depending on the timing of the removal of the under-fill status

EXCEPTIONAL AND INSTITUTIONAL PERFORMANCE INCENTIVE

Algonquin College’s incentive framework reinforces the College’s pay-for-performance philosophy by recognizing both individual excellence and institutional achievement. The program applies to eligible full-time, non-union administrative staff and is designed to reward measurable results, accountability, collaboration, and alignment with the College’s strategic priorities and Core Values.

The incentive framework consists of two complementary components: the Exceptional Performance Incentive (EPI) and the Institutional Performance Incentive (IPI).

EXCEPTIONAL PERFORMANCE INCENTIVE (EPI)

The Exceptional Performance Incentive is a discretionary component of total compensation available to eligible full-time, non-union administrative employees who consistently exhibit exceptional performance or achieve significant results on key projects and initiatives during the plan year.

The EPI recognizes sustained high performance and meaningful individual contributions. Awards are determined based on:

- Achievement of established annual performance goals
- Overall manager assessment of individual performance
- Demonstrated impact and measurable results
- Ongoing performance feedback throughout the year
- Available incentive funding

Participation requires completion of the annual performance review process in accordance with the College's performance management framework. Payout determinations are performance-based and subject to review and approval through the College's established governance process.

INSTITUTIONAL PERFORMANCE INCENTIVE (IPI)

The Institutional Performance Incentive is a discretionary component of total compensation available to eligible full-time, non-union administrative staff and reflects the College's achievement of key institutional performance objectives.

The IPI reinforces shared accountability by linking a portion of incentive compensation to College-wide outcomes measured through established key performance indicators (KPIs). Institutional measures may include financial sustainability, enrolment performance, learner satisfaction, employee engagement, or other strategic priorities as determined annually.

Institutional performance results are evaluated against approved targets, and payout levels are dependent on overall achievement and available funding.

PROGRAM GOVERNANCE AND ADMINISTRATION

Both EPI and IPI are discretionary elements of total compensation and are subject to annual review, approval, and funding availability. Incentive awards are determined based on performance outcomes, financial stewardship considerations, and Executive approval.

Eligibility criteria, performance measures, targets, weightings, payout methodology, and funding levels are reviewed and confirmed annually. Detailed provisions for each plan year are outlined in the Exceptional and Institutional Performance Incentives Guide, which governs the administration of the program for the applicable year.

Incentive payouts, when awarded, are paid in accordance with established payroll practices and applicable taxation requirements.

The College reserves the right to amend, suspend, or discontinue the incentive program at its discretion. Participation in the program does not constitute a guarantee of employment or entitlement to future incentive payments.

COLLEGES OF APPLIED ARTS AND TECHNOLOGY (CAAT) PENSION PLAN

The [CAAT Pension Plan](#) is a defined benefit pension plan with equal cost sharing. Decisions about benefits, contributions, and risk are also shared equally by members and employers through their representatives on the Plan's two governing bodies. The Plan is sponsored by the College Employer Council, on behalf of the college boards of governors, OCASA (Ontario College Administrative Staff Association), and by OPSEU (Ontario Public Service Employees Union).

The mission of the [CAAT Pension Plan](#) is to improve the financial security of members in retirement, with meaningful and secure benefits supported by stable and appropriate contribution rates.

CAAT Pension provides an [Employer's Manual](#) which provides an overview of major areas of plan administration under the two pension plans: Defined Benefit Plus (DB plus) and Defined Benefit Prime (DB prime), including:

- Key policies and procedures
- Explanations of the responsibilities as a participating employer
- Explanations of the responsibilities of the CAAT Pension Plan
- Information on the service level standards for each event
- Links to relevant resources, forms and tools
- Frequently asked questions

The link to the Employer Manual is identified below.

<https://www.caatpension.on.ca/en/employer-manual/Default.htm>

COLLEGES OF APPLIED ARTS AND TECHNOLOGY BENEFIT PLANS

The [College Employer Council \(The Council\)](#) provides group insurance benefits through Sun Life Insurance Company to eligible retirees and employees.

The Council provides various guides to benefits administrators as follows:

Benefits Group Insurance Guide – Retiree



BEN_GroupInsurance
AdministrationGuide_f

Benefits Group Insurance Guide – Partial Load



2021-12-00_Group_In
surance_Admin_Guide

Benefits Group Insurance Guide – Full-Time



2023-04-19_Group_In
surance_Admin_Guide

Additional details on the college's benefits can be found on the HR web site using the following link:

[Benefits at a glance for Administrative Employees](#)

[Benefits at a glance for Academic Employees](#)

[Benefits at a glance for Full Time Support Employees](#)

[Benefits at a glance for Partial Load Employees](#)

APPENDIX

APPENDIX 1 - SALARY CALCULATION PROCESS



Salary Calculation
Process.pdf

APPENDIX 2 – EVALUATION REQUEST FORM – NBJEC



HR20 - Appendix 3 -
Evaluation-Request

APPENDIX 3 – POSITION DESCRIPTION FORM (PDF)



Position
Description Form_Pf

APPENDIX 4 – JOB FACT SHEET (JFS)



Job Fact Sheet (JFS)
Template_Dec 2020.doc

APPENDIX 5 – BI TOOL GUIDE



BIRA-HR User
Guide.pdf

APPENDIX 6 - SALARY SCALES

1. Academic Staff
 - [Full-Time Academic Staff](#)
 - [Part-Time Academic Staff](#)
 - [Partial Load Staff](#)
2. [Administrative Staff](#)
3. Support Staff
 - [Full-Time Support Staff](#)
 - [Part-Time Support Staff](#)
 - [Part-Time Comparator Support Staff](#)

APPENDIX 7 – BENEFIT GUIDES

Benefits Group Insurance Guide – Retiree



BEN_GroupInsurance
AdministrationGuide_f

Benefits Group Insurance Guide – Partial Load



2021-12-00_Group_In
surance_Admin_Guide

Benefits Group Insurance Guide – Full-Time



2023-04-19_Group_In
surance_Admin_Guide

APPENDIX 8 – EXCEPTIONAL AND INSTITUTIONAL PERFORMANCE INCENTIVES GUIDE



2024-25 Exceptional
and Institutional Perfo