

## **Salary Administration**

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*Staff Manual*

*Approving Authority: President and Vice Chancellor*

*Established: April 2019*

*Date of Last Review/Revision: February 2026 (Replaces April 2019)*

*Office of Accountability: Human Resources*

### **1. Policy Statement**

St. Jerome's University recognizes the importance of administering a salary system which pays new and current staff fairly and equitably, acknowledges the qualifications and experience that a staff member brings to the position, and grants any eligible salary increases in accordance with the annual salary schedule and in compliance with pay equity legislation.

The purpose of this policy is to:

1. Ensure the fair and equitable treatment of new and current staff.
2. Attract and retain skilled and committed staff.
3. Establish consistent processes for salary progression.
4. Provide transparency in the salary progression process.
5. Provide procedures for staff salary administration.
6. Comply with Pay Equity legislation.
7. Ensure that staff salary administration is aligned with the University's mission and values.

### **2. Scope**

This policy applies to all regular ongoing staff members (full-time and part-time).

Staff on contracts greater than one (1) year follow the same salary determination process upon hire as regular ongoing staff. The process outlined for annual salary increases apply to staff on contracts greater than two (2) years unless otherwise stated. Contract staff members may be eligible for a salary increase at such time that their contract may be extended.

### **3. Procedures**

#### **3.1 Salary Schedules**

Every staff position within the scope of this policy is assigned a salary schedule determined using the University's point factor job evaluation tool that meets the requirements and principles of Ontario Pay Equity legislation.

Salary schedules are salary ranges established and maintained to ensure fair and competitive staff salaries as compared to the appropriate labour market(s). Salary schedules are built with seven (7) steps from the minimum to the maximum (market) rate, with the same percentage increase between each step.

An external compensation consultant is engaged periodically to do a full review of relevant labour markets. This review will provide the University with relevant data to inform any adjustments to salary schedules in order to remain aligned with appropriate peer institutions and consistent with the University's mission and values. The overall appropriateness of the salary schedules is also assessed in relation to economic conditions and cost of living patterns. During this review, individual benchmarked positions are assessed against labour market data to ensure they are appropriately evaluated within the University's salary schedules.

Each year in between full labour market reviews, a general review of available information will be conducted to assess whether the salary schedules remain appropriate. Information assessed will include any available and relevant salary surveys, cost of living patterns, and economic conditions. All of these factors, in conjunction with budget considerations and core commitments to the University's mission, form the basis upon which periodic adjustments to the salary schedules are made. Should salary schedules be changed, they will be effective on the 1st day of May and staff salaries will be adjusted accordingly as applicable.

St. Jerome's University will publish and communicate the staff salary schedules for the upcoming fiscal year once they have been approved by the Board of Governors through the annual budgeting process.

### 3.2 Step Progression

Eligible staff members shall progress to the next step of their assigned salary schedule on the first day of May annually, subject to any budget considerations and the University's ability to pay.

The following staff are not eligible for step progression increases:

- i. Staff members who have yet to successfully complete their probationary period. Procedures for new staff are listed below.
- ii. Staff members who are at or above the maximum rate of their salary schedule (Step 7). Such staff are eligible only for an adjustment equal to any percentage increase to their assigned salary schedule.
- iii. Staff members who have received an overall rating of Needs Improvement on their most recent Annual Reflection performance review. Such staff will be eligible to move to the next step of the salary schedule upon successful completion of a Performance Improvement Plan, as outlined in the Performance Development Program policy.

### 3.3 New and Revised Positions

All staff positions within the scope of this policy must have a job description prepared and evaluated using the University's job evaluation tool prior to filling a vacant position. This ensures that all positions are assigned a salary schedule that is consistent and equitable with the internal pay structure for staff and that a fair and competitive salary will be advertised.

### 3.4 New Staff Members

Human Resources will provide a recommendation to the hiring manager of an appropriate starting salary for new staff members, taking into consideration the candidate's salary expectations, qualifications and experience in relation to job requirements, and internal equity. New staff with the minimum qualifications for the position

normally should start at the first step in the salary schedule. In the exceptional circumstance that the external market dictates a starting salary beyond the maximum of the salary schedule, HR will establish a recommendation using available market data and will seek approval from the President for such an exception.

New staff members shall be on probation for a period of six (6) months and shall not be eligible for step progression until successfully completing their probationary period. New staff members shall progress to the next step in their salary schedule on the first day of May after the successful completion of their probationary period. Starting salaries for new staff will take into consideration the expected timing of their first salary increase to ensure their salary remains aligned with internal equity. If the salary structure is adjusted during their probationary period an assessment will be made by HR about whether such an increase should be applied prior to the completion of their probationary period. At no point shall a staff member's salary be less than Step 1 of the salary schedule for their position.

#### **4. Related Information**

[St. Jerome's University Mission and Values](#)

[Ontario Pay Equity Act](#)

[Performance Development Program](#)