Establishing a Salary Offer

Level of pay for initial appointments is determined through the consideration of several factors including: 1) salary range established for the position, 2) specific skills and experience required in the position, 3) level of skills, knowledge, abilities and previous experience attained, 4) difficulty in recruiting for the position, 5) equity with similar positions within the unit and 6) equity with external labor market salary rates.

Staff Positions

For initial appointment to a staff position, selected candidates are usually appointed within the first quartile of the salary range of the classification to which they are appointed. When it is necessary to appoint a candidate at a salary rate above the first quartile of the service salary range, the Dean/Director shall submit a written request to the Human Resources Department with justification relating to the factors listed above.

Within the first quartile of the salary range – the Dean/Director makes the determination

Within the second quartile of the service salary range – written justification by the Dean/Director, endorsement by the Compensation Manager and the Appropriate Vice President is required.

Within the third or fourth quartile of the service salary range or the performance range - written justification from the Dean/Director, endorsement by the Human Resources Director Manager and approval by the appropriate Vice President is required.

While the salary of the previous incumbent may serve as a budgetary placeholder, it is NOT the best guide for determining an appropriate starting salary for a new employee. This decision is based on an analysis of that specific candidate’s capabilities and qualifications in relation to the position requirements and other internal and external comparability considerations. Following are the considerations, guidelines and approval requirements for appointment salaries. The actual appointment salary must be approved prior to extending an offer.

Key factors to consider in establishing the hiring range and appointment salary:

An analysis of applicable market data for the position.

An assessment of the candidate’s knowledge, skills and abilities against the overall requirements for the position.

An internal assessment of salaries of existing employees in comparable MPP positions.

An internal assessment of salaries in relation to employees supervised, especially those covered by collective bargaining agreements.

Actual budget funds available.

Salary guidelines for appointment offers

Hiring salaries will generally fall within the hiring range established for the position.

Hiring salaries that fall outside of the established hiring range, or that are higher than the identified market rate require additional documentation and justification including the following:

Clear recruitment and retention issues as evidenced by difficult and prolonged recruitments and/or constant turnover in the position.

The exceptional qualifications of a preferred candidate in relation to the applicant pool and position requirements.

A “Hiring Range” is a subset of the Salary Range. It is used to define the salary parameters based on the AGL as well as internal and external factors.
Prevention of substantial salary loss by the preferred candidate