

***Provincial Out-of-Scope  
Compensation Guide***

“Equal Pay for Work of Equal Value and Pay Equity”

# Compensation Guide

## OVERVIEW

This document works in conjunction with the Out of Scope Terms and Conditions of Employment and the Provincial Job Evaluation Maintenance Plan

The Job Evaluation Maintenance Plan embraces the principles of “equal pay for work of equal value and pay equity” and follows the Government of Saskatchewan Policy Framework. The Compensation Guide may be reviewed and recommendations made to SAHO by the employer. Any changes require approval by the Ministry of Health.

The Provincial Job Evaluation Maintenance Plan and compensation pay bands apply to the Saskatchewan Health Authority, Saskatchewan Cancer Agency, 3sHealth, Saskatchewan Association of Healthcare Organizations (SAHO), and Affiliates (“employer(s)”) in Saskatchewan for its Out-of-Scope employees.

SAHO and the employers are committed to the principle of equal pay for work of equal value, pay equity. To facilitate this, positions are evaluated using the Hay Group Job Evaluation tool. Information on the evaluation and maintenance processes can be viewed on [www.saho.ca](http://www.saho.ca) (out-of-scope) website.

Employer administration of out-of- scope compensation is the responsibility of the Human Resources Department.

## PURPOSE

This Compensation Guide is intended for all out-of-scope employees except where other employment guidelines apply which may include but not limited to Board Members, physicians and students.

## 1. Salary

### 1.1 Rates of Pay

Pay band information can be viewed at [www.saho.ca](http://www.saho.ca).

### 1.2 Salary on Initial Appointment

This applies to new employees being hired to the organization as well as when appointing in-scope employees to out of scope positions.

Standard practice is to offer a salary at or near the minimum of the pay band. When a rate above the minimum is required to attract a candidate, the manager is guided by the following considerations:

- Competencies of the candidate (what does the candidate bring to the job?).
- Candidates current salary (what is the candidate willing to accept?)
- External market (does the candidate possess credentials and/or competencies which are “in-demand” by other employers and therefore difficult to recruit?)
- Individual qualifications (where the candidate may possess exceptional qualifications, which exceed the position requirements and where the additional qualifications are considered of value to the employer)
- The ability for progression within the pay band?
- Internal equity – does sufficient justification exist for recruiting the employee at a rate higher than the rate being paid to existing staff that evaluate in the same pay band?

### 1.3 In-Range Progression

- Based upon an employee’s work performance during the previous year, the employee may receive a salary increase within their pay band.
- Increments will not be granted once an employee reaches the maximum salary range of their pay band.
- Guidelines for in-range movement based on performance is determined by the employer.

## 2. Compression

Compression is defined as the required salary differential between two positions where a direct reporting relationship exists, when comparing the maximum of the two pay bands. Specific compression situations are listed below which outline the various compression situations and how they should be managed by the employer.

Major guiding principles for compression situations:

- In-scope premium pay(s) such as shift differential or education recognition shall not be added to the base rate when calculating compression.
- An in-scope market supplemented and/or market adjusted rate of pay shall be used when calculating compression.

- Direct report specialized classifications (e.g., Scientists, PhD, Doctor) will not be considered when calculating compression, unless the qualification of the specialized classification is required for the out-of-scope position.
- The position must have at least one direct report.

### **2.1 In-Scope to Out-of-Scope Compression**

In-scope to out-of-scope compression is defined as the salary differential between the annual maximum of the out-of-scope position pay band compared to the top step annualized of an in-scope classification. The compression differential will be 10%.

- Qualified/Credentialed compression:
  - Where an out-of-scope position requires the same qualification(s) as a direct in-scope report classification
- Non-Qualified/Credentialed compression:
  - Where an out-of-scope position supervises one or more in-scope classifications whereby a specific in-scope qualification(s) is not required as determined by the employer
  - The technical direction/standards of practice for these individuals will originate elsewhere, but this supervision includes the accountability and responsibility for service/program delivery that includes these subordinate positions

Compression guidelines include:

- Nurse Managers – Nurse Managers are ‘compressed’ to the Nurse B level, or if a Nurse C reports to them then ‘compressed’ to the Nurse C level (including Nurse Practitioners).
- HSAS Managers – If a HSAS Manager has several professional disciplines reporting to him/her, the compression guideline will not apply to all disciplines. The compression guideline will apply only to the professionals that the manager possesses the qualifications for (i.e. professional designation). However, it is recognized that some form of compression (separate from this guideline) may be needed to additionally compensate the manager in this situation.

If an OOS employee possesses the same qualifications as a ‘compressed’ in-scope classification (regardless if the position supervises/manages them) and the position requires those qualifications then the compression guideline would apply

### **2.2 Out-of-Scope to Out-of-Scope**

Out-of-scope compression is defined as the salary differential between the annual maximum of the out-of-scope position pay band as compared to the annual maximum of the pay band of a direct report out-of-scope position.

- In situations where an out-of-scope position is receiving a compression adjustment, the compression salary will be used in determining if an out-of-scope to out-of-scope compression situation exists.
- The compression differential will be 10 % for the first level of out-of-scope to out-of-scope compression and 5 % thereafter for direct reporting relationships.

### **3. Out of Scope Employee Movement**

#### **3.1 Promotion**

- A promotion means appointed to a position in a pay band with a higher maximum salary.
- Promotions can be to either temporary or permanent positions.
- If a temporary promotion, the salary adjustment will only be for the duration of the appointment.
- Promotional salary adjustments will be an 8% increase or the minimum of the pay band whichever is greater but not to exceed the maximum of the pay band.
- Performance adjustment review is one year from the effective date of the promotion date, unless determined otherwise by the employer.

#### **3.2 Demotion**

- A demotion means when an employee is transferred by the employer to a position with a lower pay band,
- The employee's annual salary shall be adjusted to the next closest annual salary within the new pay band. If the present annual salary is within the new pay band, the salary remains unchanged.
- If the current annual salary is greater than the maximum of the lower pay band, the incumbent will be provided with appropriate notice based upon employment law principles. At the completion of the notice period, the incumbent's salary will be adjusted to the maximum of the appropriate pay band.

#### **3.3 Lateral Transfers**

When an employee transfers (either employer or employee initiated) to a position in the same pay band there will be no salary adjustment or change in increment date.

#### **3.4 Temporary Assignment**

- A temporary salary adjustment will apply to temporary assignments of greater than six (6) weeks and will be in effect for the duration of the assignment. A temporary salary adjustment will not apply to temporary assignments less than 6 weeks in duration.
- If the duties and responsibilities of a position have changed on a temporary basis, and the duties are considered to be at a higher level the incumbent is eligible for a 5% temporary higher rate of pay.
- If the temporary duties are the full duties of a position with a higher pay band the incumbent is eligible for an 8% increase or the minimum of the pay band whichever is greater but not to exceed the maximum of the pay band.

### **4. Position Re-evaluation**

- The employer shall request a re-evaluation of a position where the position has had significant change to the functionality. A maintenance request form must be completed and forwarded along with a revised position description.
- In situations where the new evaluation places the position in a higher pay band, the incumbent is entitled to an 8% increase or movement to the minimum of the new pay band, whichever is greater.

- In situations where the new evaluation places the position in a lower pay band, and the incumbent's current annual salary is greater than the maximum of the lower pay band, the incumbent will be provided with appropriate notice based upon employment law principles. At the completion of the notice period, the incumbent's salary will be adjusted to the maximum of the appropriate pay band.

## **5. Temporary Salary Supplement**

Temporary salary supplements beyond the pay band of the evaluated position are applied only in exceptional circumstances with authorization from the Chief Executive Officer (CEO) in consultation with the Vice President of Human Resources. The following outlines considerations to be given when considering salary supplements.

- Is the supplement necessary to attract and retain qualified employees
- Is the current pay band competitive with the external market
- Are there special circumstances (including a secondment to another health employer at a higher paid position)
- Service Delivery Impact

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Revision History:

This document is a revision to the Compensation Policy Guidelines, which were last updated in July, 2014.