

P&S AGM – Teams meeting

November 25, 2020

Present: 82 members

Committee: Doug Preddy (Chair), Mike Trinczek (vice-Chair), Aurelia Laxdal (member at large), Anders Mjos (member at large)

AGENDA:

- Notice of election of PSRC Members
- Call for Nominations for PSRC Members
- Presentation on Job Families
- Second Call for Nominations
- Final Call for Nominations
- Determining if an election by secret ballot is necessary or if not, the Election of PSRC Members
- AOB

Doug Preddy started the AGM at 11:30am.

- P&S meeting is supposed to happen annually
- Although the last AGM was in 2016, the committee was still active with the same members
- But, some members have retired or move onto new jobs
- Members were/are involved with hiring of key people (senior staff) other at TRIUMF: the head of Human Resources, Chief Safety Officer, Chief Information Officer and search for a new Director/CEO.
- There have also been three conflict resolutions that we have been asked to take part in.
- Today the main order of business is the election of P&S Representative Committee members (PSRC). The P&S Representative Committee (PSRC) consists of one Chair plus six members-at-large. As per the PSRC constitution, members of the PSRC serve for one-year terms. Members need to be elected each year. The current members of the committee, Anders Mjos, Aurelia Laxdal, and Mike Trinczek have agreed to run as members at large. Doug Preddy has agreed to run as Chair. We have three new member nominations. Allayne McGowan and Violeta Toma have been nominated by Doug Preddy and Carla Rodrigo has been nominated by Aurelia Laxdal. All three have agree to run as members at large.
- There will be three calls for other nominations from the floor: members have to be nominated and accept the nomination.

Doug Preddy made First call for nominations:

- ***Anybody can nominate. The person nominated has to accept.***
- ***Raise your hand or write in the chat***

No nominations were made at the first call.

Doug Preddy gave a brief update on the P3 process, job families and salary increases for this year.

- HR have partnered with LoganHR, a Vancouver-based consulting firm, to enhance our current compensation design to better position TRIUMF to attract, retain, and engage current and prospective talent in an increasingly competitive labour market. The HR team have reached out to our committee for input to this process. There have been several sessions to gather information from stakeholders to gain insights from them in order to have a successful final compensation package. Job leveling/placement and salary reviews with respect to outside compensation are now in the works. This is a huge process to complete and the current work environment, due to COVID restrictions, has created challenges that have delayed the project. The HR team, senior management and others are working to get this package in place as quickly as possible.
- The director has promised an announcement of this year's compensation package before the end of the year.

Doug Preddy opened the floor for questions.

Violeta Toma (chat): What organizations were consulted for salary investigation?

Ian Doyle and Maxine McKay informed that the 2 surveys were bought for the salary investigations:

- 2020 Willis Towers Watson Middle Management & Professional Survey, and the 2020 Radford Global Technology Survey.

Doug Preddy: Similar surveys were purchased 5 years ago.

Doug Preddy: what industries were we comparing to? Were other labs or industries closer to Vancouver?

Ian Doyle

- one important thing was to benchmark within the current geographical market state:
 - o the labour market is relative to the real estate market and the financial market
 - o there are unique characteristics and economic considerations such as supply and demand.
 - o looked at the Canadian marketplace, where possible to the local venture for BC marketplace
 - o in terms of the industry: the public and private sector.

Cynthia Reis (chat): Do we know when the lab will see the new job family structure and what that entails?

Ian Doyle:

- so far 80% completed or maybe more:
 - o done the job leveling and now looking at the compensation data.
- Discussed with the senior leadership team: for developing the compensation strategy for TRIUMF
- Trying to conclude this before the director leaves at the end of December with a perspective rollout plan into the new year: first weeks of January.

Christopher Charles (chat): Does merit or job performance scale with salary under P3? If so, how does that work?

Ian Doyle: Part of this exercise is developing out a compensation strategy, in terms of how we pay at TRIUMF, considering certain parameters:

- both external market and internal market (internal equity),
- pay as: base pay and variable pay;
- certain allotment resources as cash treatment: that can go to salary increase (market) or bonus.

Violeta Toma (chat): I heard this from a number of people: supervisors were P3 trained but not the rest of the staff. I have 19 reports: I have to spend time with each to explain P3 unless HR provides an online training for all, it is a huge workload for supervisors.

Doug Preddy: Phil Jones has a *sitewide P3 questions and answers session* on Nov. 26, at 1pm on Teams.

Kate Boddy (chat): Will the Q&A be recorded for those who can't make it?

Phil Jones (chat): Yes the Q&A will be recorded and posted on the P3 website.

Anders Mjos (chat): <https://www.triumf.ca/human-resources/people-performance-and-potential-p3>

Matt Brownell (chat): Did you take into account that the current level of some people does not reflect their job duties?

Maxine McKay: Yes.

- did a preliminary mapping: current job role description vs. job role description into the new system
- sent them to individual group leader and department head to be reviewed
- if any differences in the leveling and in the role matching happened:
 - o met with each individual, department head and group leader to address the differences, to map everybody, as accurately as possible, to the proper level in the new system

Doug Preddy: This would be discussed again when it gets rolled out to the individual staff members.

Ian Doyle: We got very well-defined job factors, which would help identify how somebody is situated within a job family and a job family level.

- it brings clarity to both leadership and individuals to identify where an individual would generally fit.

Aurelia Laxdal (chat): Any consultations/survey with the Engineering BC association?

Ian Doyle: No.

- believe that any of the organizations from the surveys have similar to TRIUMF: roles, job positions, members.

Maxine McKay:

- One survey covered 563 different Canadian organizations,
- the other 657 different Canadian scientific and technology centers/organizations.
- Both encompass a very wide or roles and both have engineering roles.

Violeta Toma: What exactly are we looking at when we look for the salary comparison?

- What do we compare ourselves to?
- What type of other organizations are we comparing ourselves to?
- Did we look at CLS (the Canadian Light Source)?

Ian Doyle:

- To organizations that have the types of roles/positions that we have.
 - o engineering, applied science, SETs.
- I can't tell you which specific organizations they included in the survey.
 - o the data is grouped based on:
 - industry & sector specific
 - for profit, not for profit
- There are only so many organizations out there that do what we do
 - o Looked for higher area of specializations and tried to align those from a comparison perspective.

Tynan Stack (chat): is it possible to post the surveys that were used? I more mean which surveys were used more so than the data. The reason I asked is these normally have lists of what firms participate that you can look up and examine if you want a more detailed look of what companies we are being compared too.

Maxine McKay (chat): We used the 2020 Willis Towers Watson Middle Management & Professional Survey, and the 2020 Radford Global Technology Survey.

Ian Doyle:

- there is a lot of information that goes into how the data is pull together;
- it's not a straight feed, but more of a manual work to pull the data in.
- very involved process with very complex questions;
- HR is going in deep with the senior leadership team, so they understand it and develop a level of trust
- we'll share some of this insights with the ALDs
- employees will have to trust that:
 - o the process
 - o that the work was embedded properly from the methodology perspective with the leadership team

Christopher Charles (chat): I appreciate that assumptions in the salary comparison data and the manual data selection is complex. However, I do think the protocols used to generate that data should be clearly explained (we are all scientists after all and should be able to follow these decisions)!

Doug Preddy: Ian and Maxine have another meeting soon.

- If there are more questions send them to me
 - o to follow up with Ian and Maxine or with the senior management, and get back to you.
- This is going to be a process – that will go on until next year.

Ian Doyle:

- Employees are welcome to bring the questions to us directly.
- HR is trying not to exclude anybody.
- HR tries to stay as transparent as possible.

Doug Preddy made the Second call for nominations:

- ***Anybody can nominate. The person nominated has to accept.***
- ***Raise your hand or write in the chat***

No nominations were made at the second call.

Doug Preddy:

- Usually surveys do list the names of the companies and their type of business
- From the companies listed one can get a good idea of their business and their business models.
- Last time we went through this: it was very hard to get 200+ of people in and explain what we were doing and how.
- From past experience: we cannot really get this mapping process 100% correct.
 - o Towards the end of the process: when placing people into positions and putting them into levels if there are any question/issues bring them forward to the P&S committee
 - o Even last time we had a number of special cases and things that needed clarifications

Matt Brownell (chat): Does it mean that the PPR we just finished is irrelevant?

Doug Preddy:

- the PPR isn't necessary irrelevant
 - o It will help in the P3 process that we are doing now
- It's going to be a transition year
- It will be a learning curve to do the P3 interviews

Violeta Toma (chat): what is the rush to implement P3 and CPR now, before the entire process is finalized? (salary, job families). Very confusing as we already did PPRs.

Doug Preddy: They were trying to get all this process done by the end of the year:

- have it all in place for our next performance review setup
- get the salary leveling in before the Jonathan Bagger leaves
 - o so have at least part of the process signed off
- but we will continue to work on it in the new year.

Jana Thompson (chat): Will we know who in industry our specific job was compared with?

Doug Preddy: I cannot speak for the surveys that were purchased this time.

Last time:

- it was an amalgamated survey from numerous companies that gave the data
 - o showing the job functions and pays (of each job functions).
- Not trying to compare to a single company and a single job.

Doug Preddy:

Another big change that happened was the change of our governance:

- **TRIUMF Inc.**
- The new **director** will also be a **CEO** of our company.
- for us: we'll see more of a focus on **accountability**.

Also: looking to implement **Workday software**

- for HR, finance, buying
- used at UBC, Fermi Lab
- rolled out to July 1, 2021

So, when reporting back to our licensee and our financial process we'll put more focus on TRIUMF.

Doug Preddy made the Third call for nominations:

- *Anybody can nominate. The person nominated has to accept.*
- *Raise your hand or write in the chat*

At the third call: Matt McClean was nominated by Maxim Kinakin and he accepted.

Doug will organize an on-line voting within the next week and send out the notification to all the P&S members.

Yuri Bylinskii: Were there any comments on the P&S as a group - on the view of the transition to new job families? The P&S group is not mentioned in the new job families.

Doug Preddy: I have asked HR and the senior management.

- we didn't get an absolute answer:
 - o what the job families will be,
 - o and what members will be in each group.
- but there would be 3 liaison committees
- and essentially similar structure behind it.

Doug Preddy: Thank all you very much for coming and we look forward to working with you.

The P&S AGM meeting finished at 12:14pm.