



TITLE

**TOTAL COMPENSATION AND REWARDS**

SCOPE

Provincial

DOCUMENT #

1120

APPROVAL AUTHORITY

Executive Leadership Team

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September 30, 2009

SPONSOR

People Legal & Privacy

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April 16, 2018

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Not applicable

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**NOTE:** The first appearance of terms in bold in the body of this document (except titles) are defined terms – please refer to the Definitions section.

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## OBJECTIVE

- To provide Alberta Health Services (AHS) employees with a comprehensive total compensation plan.

## PRINCIPLES

Alberta Health Services provides quality patient-focused care for all Albertans by attracting, retaining and engaging talented and committed employees. This is done with competitive and fair total compensation that motivates and recognizes performance while demonstrating sound fiscal management and sustainability.

## APPLICABILITY

Compliance with this policy is required by all Alberta Health Services employees, members of the medical and midwifery staffs, students, volunteers, and other persons acting on behalf of Alberta Health Services (including contracted service providers as necessary). Applicable collective agreements or other terms and conditions of employment take precedence in the case of a conflict with this policy.

## ELEMENTS

### 1. Total Compensation Philosophy

- 1.1 Alberta Health Services is committed to providing a comprehensive total compensation plan including salary, benefits, pension and other programs and services that support attracting, retaining and engaging talented and committed employees.

- 1.2 The AHS compensation philosophy is guided by the following principles:
- a) Competitive Market Positioning:
    - (i) Total compensation should be competitive with relevant external markets. AHS targets the median of the national health care and Alberta public sector markets.
  - b) Internal Equity:
    - (i) Total compensation should reflect the relative internal value of work.
  - c) Performance:
    - (i) Total compensation should recognize employees for contributing to the organization's results and achieving their own objectives, goals and accomplishments.
  - d) Affordability:
    - (i) Total compensation should be based on sound financial management and demonstrates fiscal responsibility. It should be affordable within the context of our commitment to deliver health care services to Albertans.
  - e) Individual Flexibility:
    - (i) Total compensation should provide employees the framework and tools to define their career with AHS.
  - f) Shared Employee/Employer Responsibility:
    - (i) Total compensation should recognize the shared responsibility AHS and its employees have for creating a balanced total compensation plan and promoting a sense of integrity and equity.

## 2. Human Resources Responsibilities

- 2.1 Human Resources shall:
- a) develop, update, maintain and administer a total compensation plan and programs that allows the organization to effectively attract, recruit, engage, and retain talented and committed employees.
  - b) advise employees or managers as applicable about opportunities to participate in, or opt out of, optional components of the plan; and
  - c) provide answers to managers or employees who have questions about the plan.

- d) Update and maintain NUEE Salary Management Guidelines, which define the appropriate levels required for different salary actions and establish how the total compensation plan is administered.

### 3. Manager Responsibilities

#### 3.1 Managers shall:

- a) administer the total compensation plan, consulting with Human Resources Business Partnerships as necessary;
- b) review and discuss the total compensation plan with employees; and
- c) provide or seek out answers to employee questions about the plan.

### 4. Employee Responsibilities

#### 4.1 Employees shall:

- a) review and discuss the components and details of the total compensation plan with their manager;
- b) ensure they understand the plan and request clarity where needed; and
- c) indicate to Human Resources their participation in, or decision to opt out of, optional components of the plan as required.

### 5. Records Retention

- 5.1 Employee information pertaining to registration in the total compensation plan shall be maintained in the employee file as determined by Human Resources and the AHS *Records Retention Schedule*.

## DEFINITIONS

**Manager** means the individual(s) who has the delegated human resource authority for directly planning, monitoring and supervising direct (employee) reports.

**Total compensation** means all the advantages of working for AHS. This includes direct compensation (pay received as wages, salaries, overtime and premiums) and indirect pay (benefits, pension, terms and conditions and employee appreciation).

## REFERENCES

- Alberta Health Services Governance Documents:
  - *Compensation Practices Procedure* (#1120-01)
  - *Delegation of Approval Authority Policy* (#1168)
  - *Recruitment and Employment Practices Policy* (#1116)
  - *Records Retention Schedule* (#1133-01)
- Alberta Health Services Resources:

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- *Non-Union Exempt Employees Terms and Conditions of Employment*
- *Salary Management Guidelines*
- *Collective Agreements*
- *Delegation of Human Resources (DOHRA) Matrix*

**VERSION HISTORY**

<b>Date</b>	<b>Action Taken</b>
February 22, 2016	Revised
April 16, 2018	Non-substantive change