

Off-Cycle Increase

Original Implementation Date:	April 12, 2012	Approved by:	CAO & Senior Management Team
Date of Last Revision:	August 18, 2021	Approved by:	Caroline Blair-Smith, A/CAO John MacPherson, A/DCAO
Effective Date of Last Revision:	June 26, 2022	Approved by:	Caroline Blair-Smith, A/CAO John MacPherson, A/DCAO

1 – Policy Name

Off-Cycle Increase

2 – Purpose

To provide clear direction to managers regarding the process for requesting a mid-year increase for a non-union employee.

3 – Objectives

To provide managers the ability to increase a non-union employee's base salary outside of the annual Individual Salary Adjustment (ISA) process.

4 – Scope

This applies to all non-union employees.

5 – Definitions

In the context of this document:

Individual Salary Adjustment (ISA) Process means the modifications made annually to Non-Union Employees' salary based on performance. Salary increases are awarded to non-union employees based on their success in achieving the previous year's performance objectives of their position. Increases are awarded for future service in recognition of the employees' increased value to the organization.

Market indices means the average salary of comparative positions in other organizations.

Performance ratings means the rating scale level assigned through the annual ISA process.

Position in range means what the employee's salary is in comparison to the minimum and maximum salaries for their position level.

6 – Roles and Responsibilities

Executive Directors

Executive Directors are responsible for:

- Reviewing mid-year increase requests and business cases and providing final approval.

Directors/Managers

Directors/Managers are responsible for:

- Working with their Human Resources Business Partner to prepare a business case for the increase.

Human Resources

Human Resources is responsible for:

- Human Resources Business Partners - Assisting managers in preparing a business case for the increase.
- Total Rewards - Reviewing mid-year increase requests and business cases and providing a recommendation on whether or not to proceed with the increase as well as the amount of the increase, if appropriate.

7 – Policy Regulations

If a manager determines that a non-union employee may require an increase in base salary prior to the annual ISA process they, in conjunction with their HR Business Partner, should build a business case for review by Total Rewards.

The business case should outline the rationale for requiring the increase (e.g., retention, exceptional performance, internal equity, etc.) and as well as justification for the urgency. Total Rewards will review the business case as well as organizational factors, such as:

- A. Internal equity at the Divisional, Business Unit and Organizational level.
- B. Market indices as applicable.
- C. Employee's past performance ratings.
- D. Employee's current position in range.
- E. Employee's salary increase history.

Upon completion of its review Total Rewards will provide its recommendation on whether or not to proceed with the increase as well as the amount of increase, if appropriate. Final approval of the increase must be signed off by the Business Unit Executive Director.

It is important to note that the costs associated with a mid-year increase must be funded out of the applicable business unit's existing annual budget.

8 – Repeal

Replaces the Mid Year Increase Business Practice from April 12, 2012.

9 – Effective Date

June 26, 2022

10 – Related Policies and Practices

Non-Union Compensation Toolkit
Pension Guide

11 – Policy Review

Review every 2 years.

12 – Contact

Director, Total Rewards, People, Communications & IT.

13 – Attachments

N/A