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**Appendix A**  
**Definitions and Handling per Salary Administration Policy 4.1.0**

Definition	Handling & Approval Requirements
<p><b>8.3 Critical Attraction</b>                      A critical hire for leading strategic deliverables. Inability to attract candidates in the labour market at or below the midpoint of the salary range of the critical position. This key position is essential to support Council directives/ initiatives.</p>	<p>When there is a bona-fide case to bring a new employee on board with a starting salary above midpoint of the salary range, approval may be awarded upon review and confirmation that there is:</p> <ul style="list-style-type: none"> <li>a. Demonstrated value in hiring a candidate with high potential in achieving organizational priorities, which support the City's Strategic Plan; and/or</li> <li>b. An inability to attract candidates in the labour market with the specific skill(s) required for the critical position due to market conditions.</li> </ul> <p><b>Approval required:</b> Department Head, Human Resources and Chief Administrative Officer.</p>
<p><b>8.20 Promotion</b>                      A permanent position change to a higher grade. The maximum increase to be applied to the employee's base salary is up to 10% or grade minimum, whichever is greater.</p>	<p>There may be circumstances where an internal candidate is highly experienced, possesses critical skills or the role is of significant importance to the corporation. Consideration of the promoted salary may necessitate an increase within the salary range subject to budget approval.</p> <p><b>Approval required:</b> Department Head, Human Resources and Chief Administrative Officer.</p>
<p><b>8.4 Critical Retention</b>                      The potential loss of a critical skill that could result in financial, legal or political consequences. May negatively impact essential services to the Corporation.</p>	<p>When there is a bona-fide case to retain a key employee, a base salary increase within the salary range and subject to budget may be awarded upon review and confirmation that the potential loss could result in financial, legal or political consequences and/or may negatively impact essential services to the Corporation and/or community.</p> <p><b>Approval required:</b> Department Head, Human Resources and Chief Administrative Officer.</p>
<p><b>8.12 Inversion</b>                      This occurs when the salary of a permanent direct report is greater than the salary of the manager based on organizational structure.</p>	<p>Upon realignment, promotion or permanent lateral transfer, when there is a case of a permanent direct report with a base salary higher than the manager, the manager's base salary will be adjusted to match the direct report. Human Resources consultation must be undertaken in all cases of inversion.</p> <p><b>Approval required:</b> Department Head and Human Resources.</p>
<p><b>8.26 Under-fill</b>                      This occurs when an employee is not fully qualified to perform all duties and responsibilities of the position. The salary may commence below the minimum start rate of the salary range.</p>	<p>When an employee is permanently placed in a position for which they are not yet fully qualified, the salary may be established below the minimum start rate of the salary range. The specified time period to fully develop in the role cannot exceed 12 to 18 months.</p> <p><b>Approval required:</b> Department Head, Human Resources and Chief Administrative Officer.</p>
<p><b>8.27 Voluntary Transfer (to a lower grade)</b> This occurs when an employee applies for a lower graded position and is successful in obtaining the position.</p>	<p>When the employee's base salary is above grade maximum of the lower graded position, the employee's base salary will be decreased to grade maximum.</p> <p><b>Approval required:</b> Hiring Manager, Department Head and Human Resources.</p>