

The TMG Total Compensation Plan Redesign Recommendations Implementation Status Update: November 2019

Legend:
Pending
Requires approval
Partially Completed
Completed and/or Ongoing Initiative

Total Compensation			
Description		Target Implementation Timeline	Status and Notes
1	Total Rewards philosophy for TMG	Fall 2019	Completed Introduced in October 2019
2	Reduce the number of bands from 15 to 12 by eliminating bands C, D and E and create three main groupings of remaining bands: <ul style="list-style-type: none"> ▪ F to I ▪ J to M ▪ N to Q 	July 2017	Completed Introduced as part of the July 2017 annual salary review
3	Revise the salary range structure by redefining the components of the range and also by narrowing the salary ranges for bands F through I	Narrowing of the salary ranges will be completed using a phased approach <ul style="list-style-type: none"> ▪ Phase 1: July 2017 ▪ Phase 2: July 2018 ▪ Phase 3: July 2019 	Completed Introduced as part of the July 2017 annual salary review
4	Introduce a new TMG Achievement Program to replace the current performance management program for TMG	Communicated in October 2016 First used for the annual review in Spring 2017	Completed First introduced in October 2016 for all TMG
5	Change the annual salary review process by introducing a merit matrix that better connects performance achievement level and position in the salary range to the merit awarded, while maintaining flexibility for managers	July 2017	Completed First introduced as part of the 2017 annual salary review
6	Introduce groupings of departments to better manage the merit pools	July 2016 salary review	Completed First introduced as part of the annual review in July 2016
7	Introduce a calibration process to promote consistency in application of the performance assessment and the allocation of rewards in the annual salary review	To be used for both the performance management and salary review processes	Completed Introduced as part of the July 2017 annual review
8	Introduce a new Performance Excellence Program for Bands F through M	Implementation targeted for July 2019 with first assessment in Summer 2020	Completed Program introduced in 2019 with first assessment in Summer 2020 concurrent with the Annual Salary Review
9	Introduce a Variable Pay Plan program for TMG in Bands N through Q	Implementation targeted for July 2019 with first assessment in Summer 2020	Completed Program introduced in 2019 with first assessment in Summer 2020 concurrent with the Annual Salary Review
10	Update the approach to maintain P60 relationship to market by amending the definition of comparable organizations <ul style="list-style-type: none"> ▪ Bands F-I: Local (Hamilton, Burlington and surrounding area) ▪ Bands J-M: Regional (Hamilton, Toronto, South Western Ontario) ▪ Bands N-Q: National (All Canada) 	July 2017	Completed Introduced as part of the July 2017 annual review
11	Introduce a Compensation Policy and revise the Salary Administration Guidelines	Fall 2019	Completed Introduced in October 2019
12	Introduce a Pre-retirement Vacation Exchange Program for TMG	July 2018	Completed First introduced in June 2018
13	Introduce Career Frameworks	Fall 2019	Partially completed My Career resources, Career Stories and link to Current Opportunities are completed Development of Career Pathways is in progress and work continues
14	Refine the recognition program by introducing elements specific to TMG	February 2018	Completed Peer to Peer Recognition Program first announced in March 2018
15	Explore with Sun Life the ability to provide employees in TMG who are not eligible for post-retirement benefits the option to purchase at retirement an individual benefit plan at preferred rates	Fall 2019	Completed Preferred rates were not possible Decision made to not recommend any one provider of individual benefit plans Future consideration

Job Evaluation			
Description		Target Implementation Timeline	Status and Notes
16	Adopt the standard Hay Guide Charts for Job Evaluation and Expanded Definitions	July 2016	Completed Implemented September 2016 Tool for the Job Evaluation Committee
17	Define job families for TMG	July 2016	Completed Released October 2016
18	Review and update the selection of benchmark jobs	July 2016 and ongoing (collection of current job information will be underway)	Partially completed Selection of benchmarks completed Update of benchmark jobs in progress
19	Create job profiles by family which will serve as the backbone of evaluation system	July 2016 and ongoing	Completed Provided as a tool for the Job Evaluation Committee
20	Introduce a revised job description and related job posting	July 2016	Completed Released October 2016
21	Utilize generic job descriptions and posting information	Ongoing beginning in Summer 2017	Pending Development of generic job descriptions and postings is work that will begin once the update of benchmark jobs has been completed
22	Introduce band descriptions	Fall 2019	Partially completed
23	Introduce title guidelines	Fall 2019	Partially completed
24	Create a job evaluation manual for members of TMG and their managers	July 2016	Completed Released October 2016

Communication and Education			
Description		Target Implementation Timeline	Status and Notes
25	Improve communications to members of TMG and their supervisors <ul style="list-style-type: none"> ▪ Create a highlight summary of the total rewards package ▪ Improve how we explain value by introducing Total Rewards Statements 	Fall 2017 (highlights summary) Fall 2019 (Total Rewards Statements) – subject to capability within Mosaic and BI	Completed Highlight summary of total rewards package to be posted on web in October 2019 Total Rewards statements to be first released in October 2019 and thereafter in August of each year
26	Create materials targeted to managers of TMG to promote better understanding and consistency of application of the TMG Total Rewards program elements	July 2016 and ongoing	Completed Ongoing initiative
27	Review and audit of implementation and application of program changes	July 2017 and ongoing	Ongoing initiative
28	Amend letters to employees regarding their annual salary increase to reflect all increase adjustments	July 2016 July 2017 (additional updates)	Completed Introduced in July 2016 with additional updates in July 2017 Further updates may be made in future

Other Considerations			
Description		Target Implementation Timeline	Status and Notes
29	Flexible benefits programs: The Sub-Committee agreed that the introduction of a Health Care Spending Account would be positively viewed by TMG and recommend that this be brought forward for future consideration	Not scheduled	Completed Decision made to maintain current traditional benefits program Future consideration
30	Program design elements are intended to integrate with other related programs for TMG	Ongoing	Completed Integration with other related programs is a constant consideration

Revised: November, 2019