

## **TAP Pay Increase and Salary Adjustment Procedure**

**Effective Date:** 03.15.2026  
**Policy Number:** 10.06.00  
**Next Scheduled Review:** December 2027

---

### **1 PURPOSE**

---

Toro Auxiliary Partners (TAP) is committed to maintaining fair, equitable, and legally compliant compensation practices. This procedure establishes the standardized process for reviewing, approving, and processing employee pay increases and other compensation adjustments.

The purpose of this procedure is to ensure that all compensation actions:

- Comply with applicable federal, state, and local laws and regulations;
- Adhere to internal control standards and fiscal oversight requirements;
- Align with the Board-Approved TAP Compensation Policy & Manual; and
- Support equitable and consistent pay practices across the organization.

Managers are strictly prohibited from promising or guaranteeing pay increases, salary adjustments, bonuses, or other compensation changes prior to final review and written approval from TAP Human Resources and any other required approving authority.

### **2 EQUAL OPPORTUNITY STATEMENT**

---

In alignment with TAP's employment practices, compensation and promotion decisions shall be made in accordance with the principles of equal opportunity. All personnel actions under this procedure shall be administered without regard to race, color, religion, sex, national origin, disability, military and/or veteran status, or any other classification protected under federal or state law.

### **3 SCOPE**

---

This procedure applies to all managers and supervisors with oversight responsibility for TAP employees, including full-time, part-time, student, and temporary employees. It governs the initiation, review, approval, and processing of any pay increase, salary adjustment, or additional compensation action.

Covered actions include, but are not limited to, merit increases, equity or market adjustments, interim or additional pay assignments, promotional increases, retention increases, general

standard increases, bonuses, and any other form of supplemental or adjusted compensation. All such actions must follow the requirements outlined in this procedure to ensure consistency, transparency, fiscal responsibility, and compliance with TAP policies.

#### **4 TYPES OF PAY INCREASES**

---

**Merit Increases** – is a permanent adjustment to an employee’s base salary that is awarded based on individual job performance, achievement of goals, and demonstrated competencies.

**Equity Adjustments** – is a permanent pay increase made to ensure fairness in salaries. It is not based on job performance but is used when employees in similar roles are being paid differently, market rates for similar jobs are higher than current pay, or new hires are earning the same or more than employees with more experience (pay compression). Equity adjustments help keep pay fair, competitive, and consistent across the organization.

**Additional Pay** – is a temporary increase in pay when an employee is asked to take on the duties of a higher-level position for a set period. It is used when someone is filling in for a vacant role or covering major responsibilities outside of their regular job. The increase lasts only during the temporary assignment. When the interim/acting role ends, pay returns to the employee’s regular salary.

**Promotional Increases** – is a permanent pay raise that happens when an employee is promoted to a higher-level position. It recognizes the new responsibilities and duties that come with the promotion. The increase is based on the pay range of the new position, as well as fairness across similar roles. Once approved, the increase becomes part of the employee’s regular base salary. This ensures employees are fairly compensated when they advance to higher-level roles.

**Retention Increase** – a permanent salary adjustment used to retain critical talent whose skills, experience, or institutional knowledge are essential to the organization. Typically used to address situations where there is significant risk to employee turnover due to external job offers or market pay disparities.

**Salary Compression Adjustment** – To be used to maintain appropriate compensation differentials and preserve organizational hierarchy, the salary of a Manager shall, as a general guideline, exceed the straight salary or average hourly wage equivalent the direct subordinates by no less than ten percent (10%).

**Movement to the Minimum** - When an employee's salary becomes sub-minimal by virtue of change in the salary range of his or her position, the employee should receive an increase that will bring them to the minimum of the range as soon as possible.

**General Standard Increase (GSI)** – is a standard percentage increase applied to eligible employees to maintain internal and external pay competitiveness, cost-of-living

changes, or recognize general market movement. The increase is typically applied uniformly across eligible salary grades and employee groups.

**Bonuses** – A discretionary one-time, non-recurring payment in recognition of exceptional performance, achievement of defined objectives or other organizational priorities. Bonuses are not a guaranteed form of earned wages.

## **PROCEDURE**

---

### **Step 1: Pay Adjustment Initiation and Supporting Documentation**

All pay increases or pay adjustments must be initiated in writing using the Personnel Transaction Request (PTR) Form. Verbal requests or informal communications will not be accepted or processed.

- The Supervisor or Manager is responsible for initiating the request by completing the PTR form in its entirety. All required fields must be fully completed to avoid processing delays. The **Salary Change** section of the PTR form must clearly indicate the type of salary action being requested. If the appropriate salary change type is not specifically listed on the form, the Supervisor or Manager must select the **“Other”** option and clearly specify the requested salary change type.
- Submission of the PTR form does not constitute approval. A pay increase or adjustment is not considered approved until it has been formally reviewed and authorized by TAP Human Resources and any additional required approving authority.
- Managers and Supervisors must not communicate, imply, or promise any pay increase or salary adjustment to an employee prior to receiving written confirmation of approval from TAP Human Resources.

### **Required Supporting Documentation**

Written justification must accompany the Personnel Transaction Request Form to support the request for salary change. A memo written on letterhead explaining the reason for the salary change and a revised position description are the standard documentation required for all increase types. In other circumstances, additional support is required for certain increase types as outlined below.

**Merit Increases:** Must be accompanied by signed performance evaluations form complete with overall rating. Rate of increase should be determined by the recommended merit increase range communicated to managers by TAP Human Resources each fiscal year.

- In the event the merit increase exceeds the human resources recommended merit increase range, a written justification is required to explain why the increase is out of range.

**Equity & Movement to Minimum Adjustment:** Must be accompanied the [TAP Salary Range Guide](#) to confirm the salary change request reflects the most recent salary recommendations for movement to minimum.

- If the position is not referenced on [TAP Salary Range Guide](#) to support the equity adjustment, TAP HR will conduct a salary analysis during the review process and provide the appropriate salary range information.

### **Step two: Departmental Internal Review**

The Personnel Transaction Form along with supporting documentation should be reviewed internally and within the department for operational and financial alignment. Before the request is submitted to TAP Human Resources, an authorized account signer is required on all submissions.

### **Step Three: HR Documentation Review**

Upon receipt of the documentation, TAP Human Resources will review the request and all support submitted within 12 business days. During this time human resources will evaluate the following:

- Procedural compliance;
- Internal equity considerations;
- FLSA Compliance;
- Legal and regulatory compliance;
- Alignment with TAP compensation guidelines.

HR may request additional documentation or clarification before making a determination.

### **Step Four: (If applicable)**

Requests exceeding delegated authority thresholds or requiring additional oversight such as Post Award, Philanthropic, or Executive Leadership approvals will be routed by TAP Human Resources accordingly.

### **Step Five: Final Approval and Notification**

Upon final approval, the manager will be notified by TAP Human Resources. Managers may only communicate the compensation change to the employee after receiving written confirmation of approval. At that time, the manager should present the pay adjustment PTR to the employee for signature. The signed PTR should then be submitted to TAP Human Resources.

### **Step Six: Payroll Processing**

TAP Human Resources will record the new salary adjustment in the Paychex system as of the effective date submitted on the Personnel Transaction Form. A copy of the Personnel Transaction Form will be routed to Payroll to ensure pay is accurately applied on the next scheduled pay day. If the Personnel Transaction Form requires retroactive pay, the Payroll Specialist will automatically calculate the retroactive pay and include it on the next scheduled payday.

### **RECORDKEEPING**

---

- HR retains approved PTR and documentation in employee personnel file.
- Payroll maintains audit trail of pay rate change in Paychex.

### **COMPLIANCE NOTES**

---

- Pay increases must comply with FLSA, State, and Federal regulations as well as TAP policies.
- This procedure will be reviewed every two years