



Agency Compensation Philosophy & Administrative Guide

(Effective 7/8/12)

Philosophy and Goals

The goal of our total compensation system is to attract and retain the most highly qualified staff members who will be able to help the organization achieve its mission.

At the same time, the system must be consistent with budget objectives, grant requirements, market salary rates and other existing fiscal and operational constraints.

Through ongoing monitoring of market data and based upon our fiscal capacity, we maintain competitive market based hiring ranges. In addition, based upon our fiscal capacity, we monitor existing staff salaries to implement market rates for well experienced employees with sustained good performance who are performing 100% of the duties with 100% efficiency under normal supervision.

Position Classification

Every position at Community Action is assigned a pay grade in accordance with market pricing and internal evaluation. This analysis is done by Human Resources and occurs when new positions are created or when Human Resources makes changes to position duties/descriptions which are substantial enough to warrant a new analysis.

What is a Pay Scale?

The pay scale indicates where positions fall into established pay grades. The pay grade identifies the competitive minimum and maximum hiring rates, and the market rate which is defined below. The Human Resource Director will monitor and perform analysis of market data annually in preparation for the budgeting process using comparative market surveys and data analysis to sustain competitive pay scales to the best of fiscal abilities. If pay scale adjustment is needed, the Human Resources Director will make recommendations to the Executive Director and Human Resources Committee for applicable changes. All changes must be endorsed by the Human Resources Committee and approved by the Board of Directors and the Head Start Policy Council.

Pay Scale Relative to Market Definitions

New Hire Min - the level of competitive pay to which an employee who meets the qualifications of the job is entitled.

New Hire Max – the highest level of competitive pay which a director can authorize in conjunction with Human Resources and to which an employee who exceeds the minimum qualifications is entitled. Typically this rate would be used to recruit candidates with current wages in excess of our new hire minimum and for whom this is justified after an analysis of qualifications in excess of the minimum and a review of internal equity. This rate cannot be exceeded without the approval of the Human Resources Director and the Executive Director.

Market Rate - this represents the target rate for a seasoned, highly skilled and well established employee who has reached and consistently sustained good performance with 100% of the job duties at 100% efficiency under normal supervision and has completed seven years in the same job function with Community Action.

Hiring Wage Philosophy

The new hire minimum rate represents a competitive starting rate based upon market conditions for those applicants meeting minimum qualifications.

The new hire maximum rate represents the highest level of competitive pay which a director can authorize in conjunction with Human Resources and to which an employee who exceeds the minimum qualifications is entitled. Typically the new hire maximum rate would be used to offset and compete with the employee's present rate and is assigned based on analysis of qualifications, skills and experience in excess of the minimum giving careful consideration to internal equity.

For applicants with extensive qualifications and/or years of experience, the new hire maximum rate may be exceeded with the approval of the Human Resources Director and the Executive Director. If approval is granted, it will be based upon careful review of the applicants qualifications, experience, internal equity and budget. The final rate approved will typically never be at a rate equal to or above the market rate for the position.

Remember, exceeding the new hire maximum rate may be warranted and is an important recruitment tool for individuals with truly extensive qualifications and/or years of experience. The approval of the Executive Director and the Director of Human Resources is required for this type of action. Consult of the Director of Human Resources should be sought to assist you in determining if submitting such a request to the Executive Director is warranted. Be careful to consider the nature of the qualifications and experience against any potential wage compression to existing staff wages in the same job title, same qualifications, same experience

and who have consistently demonstrated good performance. Human Resources should always be consulted to assist you with these determinations.

Monitoring of Progression Within Pay Grades

The following guidelines apply to potential pay adjustments which are always contingent upon budget availability:

- Human Resources shall monitor progression of staff wages within their pay grade to ensure existing staff with consistently good performance are progressing appropriately. It is expected that staff will achieve penetration in their pay grade to the market rate by the start of the fiscal year following completion of seven years of service in the same job function. This, **provided** they have reached and consistently sustained good performance with 100% of the job duties at 100% efficiency under normal supervision. Human Resources will monitor and make recommendations for adjustment of individuals who at the start of the fiscal year following completion of seven years of service in the job function are still below market rate provided they have reached and consistently sustained good performance with 100% of the job duties at 100% efficiency under normal supervision.
- If at any time changes in the pay scales result in an existing staff member's wage to fall below the pay range's new hiring minimum, an automatic adjustment will occur to raise them to the new hiring minimum.
- Outside of a promotion or demotion, "Adjustment" actions to wages are typically only for unusual circumstances such as lead designations or temporarily covering significant additional responsibilities and can only occur if budget dollars allow. Any adjustment recommendation exceeding 5% or which potentially places the employee at or above Market Rate will also require the review and approval of the Director of Human Resources and the Executive Director.

Promotion/Lateral Transfer/Demotion

Employees who are promoted to a new position of a higher grade shall receive at least a minimum wage increase of 5% or move to the new hire minimum of the new grade whichever is higher. Director's shall consult within Human Resources and comply with budget constraints when determining promotional salaries.

Employees who transfer from one position to another of the same pay grade (a lateral transfer) will not receive any increase. Employees who desire a voluntary demotion or are demoted involuntarily by Community Action may be subject to a reduction in pay pending review of current pay in comparison to the lower pay grade and applicable budget constraints.

Performance review dates for employees who transfer between departments or who are promoted or demoted during the year do not change and should continue to occur once per year within no more than 30 days of the anniversary of the original date of hire or the adjusted date of hire, depending upon specific circumstances. As an exception, employees in the Part Day, Part Year Head Start Program will receive their performance reviews at the end of each program year.

COMMUNITY ACTION PAY SCALE - GRADES/RANGES EFFECTIVE JULY 8, 2012 7/20/2012

Grade and Position	New Hire Min	New Hire Max (E.D.& HR Dir Approval Needed to Exceed)	Market Rate
A School Bus Monitor	\$20,384.00 \$9.80	\$22,422.40 \$10.78	\$25,532.00 \$12.28
B Teacher Aide	\$20,800.00 \$10.00	\$22,880.00 \$11.00	\$26,156.00 \$12.58
C Food Services Assistant	\$22,048.00 \$10.60	\$24,252.80 \$11.66	\$25,387.49 \$13.18
D Bus Driver/Monitor Shelter Resident Assistant	\$23,296.00 \$11.20	\$25,625.60 \$12.32	\$29,120.00 \$14.00
E Assistant Teacher Program Assistant 1	\$24,128.00 \$11.60	\$26,540.80 \$12.76	\$30,056.00 \$14.45
F Bus Driver Courier Van Driver Data Entry Specialist	\$25,376.00 \$12.20	\$27,913.60 \$13.42	\$31,720.00 \$15.25
G Intake Specialist Program Assistant 2	\$26,000.00 \$12.50	\$28,600.00 \$13.75	\$32,448.00 \$15.60
H Community Resource Advocate Family Services Assitant Family Services Worker/Teacher Health & Nutrition Specialist Outreach Worker Program Assistant 3	\$27,456.00 \$13.20	\$30,201.60 \$14.52	\$34,372.00 \$16.53
I Accounting Clerk Homeless Children's Program Specialist Maintenance Specialist	\$30,160.00 \$14.50	\$33,176.00 \$15.95	\$37,960.00 \$18.25
J Auditor/Inspector Accounts Payable Coordinator Accounts Receivable Coordinator Baseload Auditor/Educator Class Coach Early Childhood Specialist Executive Assistant Family Advocate, F&CR Family Advocate, Head Start Family Advocate - Coffee Creek Family Support Worker F&CR Specialist Healthy Start Screener Home Based Teacher Housing Program Specialist Payroll Coordinator Student Advocate Teacher (includes Substitute or Floater) Donor and Volunteer Services Specialist	\$34,320.00 \$16.50	\$37,752.00 \$18.15	\$42,952.00 \$20.65

COMMUNITY ACTION PAY GRADES/RANGES EFFECTIVE JULY 8, 2012

7/20/2012

Grade and Position	New Hire Min	New Hire Max (E.D.& HR Dir Approval Needed to Exceed)	Market Rate
K Community Resource Advocate Supervisor Energy Education Coordinator Fiscal Specialist, Head Start Food Services Coordinator General Ledger Accountant Healthy Start Supervisor Program Area Supervisor Shelter Resident Assistant Supervisor Weatherization Supervisor	\$40,560.00 \$19.50	\$44,616.00 \$21.45	\$50,856.00 \$24.45
L CACFP Coordinator Community Engagement & Communications Manager Development Manager Education Services Coordinator Education Supervisor Enrollment Systems Supervisor Facilities Operations Manager Family Services/Parent Engagement Coordinator Grants & Reports Manager, Head Start Grants Manager, F&CR Health Services Coordinator LAN Administrator Transportation Supervisor	\$45,760.00 \$22.00	\$50,336.00 \$24.20	\$57,200.00 \$27.50
M Child Care Resource & Referral Manager Disabilities Services Coordinator Early Childhood Program Manager Energy and Emergency Program Manager Energy Conservation Manager Housing and Homeless Services Manager Human Resources Business Partner	\$52,000.00 \$25.00	\$57,200.00 \$27.50	\$65,000.00 \$31.25
N Chief Financial & Operations Officer Director of Child Development Director of Development & Community Relations Director of Family and Community Resources Director of Human Resources	\$70,720.00 \$34.00	\$77,792.00 \$37.40	\$88,400.00 \$42.50