

## PROCEDURE

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<b>Series:</b>	<b>Fiscal Management</b>	<b>COA: FIN 8.01, HR 5.03, GOV 6.07 CFOP: NA</b>
<b>Procedure Name:</b>	Additional Compensation	
<b>Procedure Number:</b>	FM-203	
<b>Revision #/Date:</b>	(1) 2/3/09/ (2) 6/20/10/ (3) 9/1/11 (4) 4/26/12 (5) 08/11/2020	
<b>Reviewed Date:</b>	10/22/15	
<b>Effective Date:</b>	11/21/2005	
<b>Applicable to:</b>	All Family of Agency Staff and performance identified contracted partner agencies within the System of Care	

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**PURPOSE:** To reward staff and subcontracted partners (pending funding) for the achievement of measurable outcomes, meeting/exceeding performance targets, and/or achieving strategic work plan goals which positively impact the System of Care by increasing efficiencies, enhancing the System of Care through capacity building, and improving the overall performance of the System of Care. The utilization of additional compensation also ensures that expenses are paid pending available funding thereby limiting recurring increases in expense both for salary and benefits costs. This program also serves to promote recruitment and retention by creating an equitable compensation package.

### PROCEDURE:

**References:** BFP Policies/Procedures: FM-205, HR 2802, Employee Recognition Program, OMB A122

Overview: It is the philosophy of Brevard Family Partnership that performance-based contracting and incentives are an essential component of its strategic plan and goals and is a way to improve performance, increase efficiencies, establish targets that will ensure quality care is provided to the children and families served, and build capacity throughout the local System of Care. These programs are built on performance targets, overall staff performance levels and/or the achievement of strategic goals or initiatives which enhance the agency and local System of Care and are only available when:

- The payment of this additional compensation has no negative impact on the service delivery system impacting our consumers; and
- adequate funding is available.

Payments covered by this procedure comply with OMB Circular 122-A and are processed (for Family of Agency staff) through the agency payroll system.

## **Types of Programs:**

### **System of Care Partner Organizations:**

In accordance with the philosophy of Brevard Family Partnership to reward our system partners, BFP utilizes a performance based contracting approach to incentivize organizations to meet/exceed specific performance targets which enhance the local System of Care, improve performance and increase efficiencies; all of which are designed to improve the safety, well being and permanence of those we serve. This element of the Program is evaluated on an annual basis to set those targets, milestones and/or specific strategic goals and/or performance measures which would qualify for a payment, should adequate funding be available.

- Specific targets, goals, measures, and milestones are generally established at the beginning of each fiscal year and communicated in writing with system partners.
- The results are evaluated, and should funding be available an assessment of performance to goals is conducted and payments are authorized, if appropriate, based on the achievement of performance targets.

### **Brevard Family Partnership Staff:**

#### **Individual Program:**

In consideration of the financial resources available for staff, Brevard Family Partnership offers a compensation plan and benefits based on an equitable market analysis that can be supported by the budget. In comparison to a state system, BFP cannot match the vacation and sick time accrual which can be paid out upon employee separation nor can it provide a robust defined benefit program for retirement. In an attempt to offset those deficits the agency philosophy has been devised to provide additional compensation on an annual basis, based on the overall performance rating of the most recent annual evaluation tool, increased efficiencies, the achievement of strategic goals, initiatives or objectives, output and/or contribution to the agency.

- At the beginning or during the fiscal year a determination is made as to whether there will be funding available for the Program (for both Family of Agency staff and partner agencies).
- Agency targets are set annually based on the strategic work plan, then by division and department goals which are incorporated into performance targets for staff.
- If it is determined that based on projections, this program can be funded, the Board approved program is implemented.

The current Board approved program details for BFP staff are outlined below. However, annually a decision is made regarding the availability of funding which may result in a reduced program or none.

Eligible employees who have completed a minimum of one (1) year of service to the agency, are not currently on a Performance Improvement Plan and who achieved a minimum of a 3.0 overall rating on the most recent performance evaluation may receive a merit increase (pending availability of funding).



**Interim Role Assignment and Additional Responsibilities:**

There may also be times when in lieu of hiring temporary staff or consultants an employee is assigned temporary additional duties or a specific project of a large magnitude in addition to regular duties, may assume leadership of a project/department/function(s) on a permanent basis and/or may be required to fill another position on an extended interim basis while performing their core responsibilities. In this event, it may be determined the employee will be compensated for these added responsibilities. This type of payment must be approved in advance by the CEO and accompanied by a document outlining the timeframe and outcomes associated with the additional duties. Before this is executed, the manager must address the source of the funds to pay for this and this must be approved by the CEO. The agency also recognizes that there may be situations that warrant an "equity adjustment" which may result from a staff member assuming leadership of a new function or department or as a result of the analysis of salary surveys where agency staff base salaries are considered not to be competitive within the local market and/or industry standard for the level of responsibilities. In these cases, recommendations will be made in concert with the Human Resources Director and will be presented to the CEO for consideration. A decision will be made in terms of available funding and the rationale presented.

**Group Incentive Program:**

This type of program is applicable when it is not possible to attribute the achievement of a goal, milestone, or target to one individual. It generally is implemented to reward a group activity, teamwork, and coordination of activities or other team-oriented results that positively impacts the agency, its goals, objectives, targets, or efficiencies to the System of Care, pending availability of funding.

**Employee Recognition Program: Please refer to HR 2802 for the Employee Recognition Program.**

BY DIRECTION OF THE CHIEF EXECUTIVE OFFICER:

PHILIP J. SCARPELLI  
Chief Executive Officer  
Brevard Family Partnership

APPROVAL DATE: 8/25/2020