

POLICY

Series: HR-Practices **COA: HR 5.03; GOV 6.07**
CFOP:

Procedure Name: Total Compensation & Benefits

Procedure Number: HR 2501

Reviewed Date: 12/1/15, 2/27/2020, 7/1/2020

Revision #/Date: (1) 1/18/13, (2) 4/6/13, (3) 8/11/14, (4) 8/7/19, (5) 8/27/2020

Effective Date: 09/06

Applicable to: All Brevard Family Partnership Family of Agencies (BFP FOA) Staff

PURPOSE:

To analyze on a regular basis the agency's total compensation and benefits plans in relation to industry practices, local market data and legal and regulatory authority. To provide competitive pay and benefits (pending funding) in order to attract and retain the skilled workforce required to serve the clients of the agency and to minimize turnover due to noncompetitive total compensation programs.

References:

PROCEDURE:

1. The BFP FOA participates annually (or when available) in industry specific compensation and benefit surveys (which include health, welfare, time off practices and other benefits) to evaluate the level of its "total compensation" package with other like organizations in the defined market area. The agency also accesses local market data through local surveys and may also participate in requests for data by its partners in the System of Care network.
2. The Human Resources Director participates in these surveys and receives the survey data. The data is then analyzed in comparison to the agency's benefit and compensation plans.
3. When the analysis is completed, the Human Resources Director provides an executive summary to the Vice President of Operations and the Chief Executive Officer with an evaluation overview and any recommendations if applicable.
4. Based on the result of this discussion, the data and recommendations, if any, are presented to the Executive Team members for review and consideration.
5. Any final recommendations regarding increases to the salary ranges are presented to the CEO for approval to submit to the Board of Directors for review, approval and subsequent implementation whenever recommendations to the overall salary ranges and plan are made.
6. On an annual basis the agency is provided with the health insurance renewal allocations and at this time, has the option to determine the cost sharing contribution of the agency and the employee.
7. The Human Resources Director receives this data and completes a financial analysis of the increase to the agency based on current cost sharing contributions. Based upon this analysis, an executive summary is prepared for the Vice President of Operations and Chief Executive

Officer to evaluate the impact to the agency with and without changing the cost sharing percentages.

8. After this review, the data and resulting recommendations are presented to the BFP FOA Executive team for consideration and discussion and to the CEO for final approval.
9. The Executive Team addresses the financial impact to the agency and staff based on the factors included in the total compensation package. Following the CEO's decision, the information is then shared throughout the organization at Division meetings.
10. The agency, as part of its "Total Compensation" package has implemented the potential for a pay for performance merit system (pending funding). This program, when budgeted, is based on an annual available pool for "merit" increases. Based on this pool determined by the Chief Executive Officer, the Human Resources Director creates a merit matrix which provides for specific merit increase percentage ranges based on the employee's annual rating on the performance evaluation and the employee's placement in the salary range for the position. There may also be annual Cost of Living Adjustments (COLA). Any modification to the CEO's salary is exclusively addressed and approved by the BFP Board of Directors.
11. When funding is not available to allow for merit increases, alternately, across the board increases may be applied to employees according to the available funding pool as approved by the Board of Directors.
12. The Board of Directors conducts an annual evaluation of the Chief Executive Officer based on established goals and requirements for the year. In accordance with BFP Board Governance Policy GOV 007, the BFP Board of Directors possesses the authority to establish an Employment Agreement with the CEO to define terms, limits, and the nature of the relationship. This agreement may outline salary and benefits arrangements, merit related opportunities, and other appropriate terms and conditions of the employment relationship between the CEO and the BFP FOA.
13. Pending funding the agency has also afforded all staff the opportunity for Incentive Payments. When available, these are based on the annual performance evaluation score and all employees have the same opportunity to earn this Incentive Payment.
14. The agency has implemented an "on-call" holiday pay policy for those staff who serve in this capacity, pending funding.
15. The agency provides annual "Total Compensation" statements to staff after the conclusion of the last full payroll in July of the year. These statements provide each employee with information that identifies the total dollar value the agency has invested in everyone. Items include, but not limited to the agency contribution to payroll taxes, health care and other programs, the 401(k)-agency contribution, the value of the paid time off program and holidays. These statements also have a pie chart graphic and include what the employee also contributed. This statement allows the employee to see clearly what he or she has contributed for the programs elected and what investment the agency has made on his or her behalf.



16. Due to the fluctuations of available funding, the CEO may approve one-time payments to agency staff in lieu of recurring merit increases. The one-time payments are available to all agency staff not currently on performance improvement plans and may be determined by longevity and current salary. The CEO will inform the Board of the plan to make merit payouts and seek approval when deemed appropriate by the Board Chair. The CEO is not included in any merit payouts proposed. CEO compensation modifications are addressed by the Board or those delegated authority by the Board.

NOTE: For programs that are funded by grants and awards other than the DCF contract, those staff benefits, salaries and potential merit payments must be in accordance with the specific funding source, budget and the terms and conditions of that specific grant in conjunction with applicable federal and state law and the client services agreement with any PEO (Professional Employer Organization) relationship.

Approved by the Brevard Family Partnership Board of Directors on August 27, 2020.

As Approved by the Board of Directors:

By Direction of the Chief Executive Officer:

BARBARA J. LOFTUS
Board Chair

PHILIP J. SCARPELLI
Chief Executive Officer

APPROVAL DATE: 9/1/2020

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