

Human Resource Committee Meeting Agenda
Quorum = 3 (50%) (Total Committee Members = 6)
Tuesday, April 18, 2023
12:30 p.m. – 1:45 p.m.
ZOOM Virtual Meeting Room

Be the Driving Force to meet our roles and responsibilities as a committee by:

- *Recommending personnel strategies*
- *Ensuring labor level compliance*
- *Providing guidelines for HR policy strategies*

I. Call to Order & Chair Comments – Karen McDonald

A. Welcome

II. Approval of Minutes *

A. November 15, 2022 – Open Session

III. Policy

A. HR 419 Flexible Spending Account (Revision – Effective June 1, 2023) *

IV. Personnel

A. Personnel Changes Memo (Effective May 1, 2023) *

B. Organizational Chart (Effective May 1, 2023) *

V. President's Report

VI. Information ^Δ

Human Resources Updates

1. Salary Classification and Temporary Assignment Pay Policies (Memo)
2. Travel Procedures Single/Double Occupancy
3. Personnel Updates
 - a. Filled Positions – Program Manager (Family Services)
 - b. Open Positions – Coach, Play Facilitator, Parent Educator
 - i. Candidates can apply at

<https://www.indeed.com/cmp/Partnership-For-Children-of-Cumberland-County/about>

*Needs Action

^Δ Information Only

Upcoming Committee Meetings

MEETING	MEETING DATE	MEETING TIME
Executive	April 27, 2023	9:00 am – 11:00 am
Family connects	May 2, 2023	2:00 pm – 3:00 pm
CED	May 4, 2023	9:00 am – 11:00 am
Board Development	May 10, 2023	9:30 am – 11:00 am
Facility & Tenant	May 15, 2023	11:30 am – 1:00 pm
Finance	May 16, 2023	3:00 pm – 5:00 pm
Board of Directors / NC Pre-K	May 18, 2023	12:00 pm – 2:00 pm
Family Connects	June 6, 2023	2:00 pm – 3:00 pm
Planning and Evaluation	June 6, 2023	1:00 pm – 3:00 p.m.
CCR&R	June 15, 2023	9:00 am – 11:00 am
Facility & Tenant	June 20, 2023	11:30 am – 1:00 pm
Human Resources	June 20, 2023	12:30 pm – 1:45 pm
Executive	June 29, 2023	9:00 am – 11:00 am

Upcoming Events/Volunteer Opportunities

EVENT	DATE	LOCATION	CONTACT

Holiday Schedule

HOLIDAY	DATE CLOSED
Memorial Day	Monday, May 29, 2023
Juneteenth	Monday, June 19, 2023
Independence Day	Tuesday, July 4, 2023



Partnership for Children of Cumberland County, Inc.
Human Resource Committee Meeting Minutes
February 21, 2023 (12:31p-1:23p)
Be the Driving Force



MEMBERS PRESENT: Heather Skeens, Karen McDonald, Lonnie Ballard, Terrasine Gardner MEMBERS ABSENT: Lisa Childers, Van Gunter NON-VOTING ATTENDEES: Anthony Ramos, Mary Sonnenberg, Carole Mangum, Marie Lilly			
AGENDA ITEM	DISCUSSION & RECOMMENDATION	ACTION	FOLLOW-UP
I. Call to Order	The scheduled meeting of the Human Resource Committee was held via ZOOM virtual conference due to the COVID-19 pandemic, on February 21, 2023 beginning 12:31p pursuant to prior written notice to each committee member. Karen McDonald, Chair, determined that a quorum was present and called the meeting to order. Anthony Ramos was Secretary for the meeting and recorded the minutes.	Called to Order	None
II. President’s Report	See attached report.	None	None
III. Approval of Meeting Minutes A. November 15, 2022 (Open Session)	The open session minutes of the November 15, 2022 Human Resource Committee meeting were distributed and reviewed by the committee members. Lonnie Ballard moved to accept the November 15, 2022 Human Resource committee meeting minutes, as presented. Heather Skeens seconded the motion. Hearing no further discussion, the Chair put the motion to a vote. All votes were unanimous. There were no abstentions. The motion carried.	Motion Carried	None
IV. Policies A. HR 308 Salary Administration revisions – effective July 1, 2022	<p>Anthony presented revisions to HR 308 as summarized on the policy revisions memo. The revisions are in alignment with recent changes to the Region 5 grants. Effective July 1, 2022, Region 5 grants will allow up to a 10% increase in personnel salaries. Prior to this change, the maximum increase allowed was 3%. The revised allowance does not guarantee or indicate a specific salary increase awarded each year. The Partnership is limited by available funds and budget capacity and will make determinations based on this each year. HR committee suggested the following changes to the policy as presented: In section 1, replace “company” with “organization.” In section 2d, replace the 10% maximum with “not to exceed the allowance of grants and funders.”</p> <p>Lonnie Ballard moved to approve the policy revisions with the noted changes. Heather Skeens seconded the motion. Hearing no further discussion, the Chair put the motion to a vote. All votes were unanimous. There were no abstentions. The motion carried.</p>	Motion Carried	None
B. Travel Reimbursement Policies – double occupancy lodging	Lonnie Ballard inquired about the Partnership’s procedures to require staff to share lodging or pay a portion of the lodging rate for single occupancy. Partnership staff highlighted that the procedure helped keep travel expenses reasonable, especially for smaller activity budgets. However, the committee expressed that, given current post-pandemic environment, the Partnership should reconsider such a procedure and allow	None	None



Partnership for Children of Cumberland County, Inc.
Human Resource Committee Meeting Minutes
February 21, 2023 (12:31p-1:23p)
Be the Driving Force



<p>C. Temporary Assignment Pay Policy</p>	<p>staff a single occupancy room at no cost to the employee. Committee and the Partnership resolved that the organization will review those procedures internally, request feedback from NCPC and necessary funders, and determine what changes can be made to the double occupancy procedures for travel lodging. The Partnership will update committee at a future meeting.</p> <p>During discussions about travel reimbursement policies, committee also recommended that the Partnership consider implementing temporary assignment pay to compensate employees for taking on additional work for a period of time. Karen McDonald offered to share the city’s policy for reference. The Partnership will begin researching and drafting a policy and will update committee in a future meeting.</p>	<p>None</p>	<p>None</p>
<p>V. Information</p>	<p>Anthony provided HR updates to committee members including hiring updates, upcoming holidays, events and meetings.</p>	<p>None</p>	<p>None</p>
<p>VI. Adjournment</p>	<p>As there was no further business; the acting chair announced the meeting adjourned. The meeting was adjourned at 1:23 pm.</p>	<p>Adjourned</p>	<p>None</p>

Submittal: The minutes of the above stated meeting are submitted for approval.

Approval: Based on Committee consensus, the minutes of the above stated meeting are hereby approved as presented and/or corrected.

Secretary of Meeting Date

Committee Chair Date



MEMO

HR 419 Policy Revisions – Effective 6/1/2023

Background

HR Committee and Board approved revisions to insurance benefits policies in November 2022 to allow part-time employees to participate in certain insurances such as vision and dental. These revisions were in support of our mission and values to strengthen and empower families. With a 300% increase in part-time employees since the pandemic (increase from 1 to 4 part-time employees), the Partnership believed extending certain benefits to part-time employees was necessary to attract and retain part-time employees.

Issue

The Partnership identified an additional benefit that should be made available to part-time employees: the medical and dependent care flexible spending accounts (FSA). The FSA is a voluntary benefit and 100% funded by the employee, so extending it to part-time employees costs the Partnership nothing. The FSA is a separate account from the fully integrated health reimbursement account (HRA), the latter of which is available to full-time and abbreviated schedule employees participating in the Partnership's health plan. Part-time employees are still not eligible for the health plan.

Additional revisions include:

- Removing the dollar figure for maximum contribution limits to avoid small annual revisions to the policy. Instead, the policy will follow limits set by the IRS.
- Updating the policy to include the rollover provision allowed by the plan.
- Removing the requirement for all employees to complete an enrollment form each year since it is a voluntary benefit.

Action

Recommend for approval revisions to HR 419 Flexible Spending Account as presented.

From: Anthony Ramos
To: HR Committee
Dated: 04/18/2023

Partnership for Children of Cumberland County, Inc.
Human Resources Policies and Procedures

Employment Information – Benefits
Section 419 – Flexible Spending Account

1. General Information

- a. The Partnership for Children of Cumberland County, Inc. (PFC) provides a Flexible Spending Account (FSA) program that allows employees to have pre-tax dollars deducted from their salaries to pay for eligible out-of-pocket expenses.
- b. The pre-tax contributions made to the FSA can be used to pay for predictable non-reimbursed health care expenses and dependent (under the age of 13) care expenses during the plan year.
- c. Through the FSA program, an employee can reduce his/her taxable income without reducing his/her real income.
- d. Participation in the health care and dependent care benefits in the FSA program is optional and determined on an annual basis for the plan year.
- ~~e. All employees will complete the enrollment form each plan year~~
- e. The employee determines how much to contribute to the account, up to a specified maximum, based on anticipated expenses during the plan year.
- f. Maximum allowed contributions will follow contribution limits set by the IRS.
- ~~g. A maximum of \$2,500 dollars may be contributed each year for the Health Care FSA.~~
- ~~h. The maximum contribution for the Dependent Care FSA is \$5,000 dollars per year.~~
- i.g. Contributions are directed to the account through salary reduction on a pre-tax basis. This set-aside or deferred amount is then available to the employee for reimbursement of out-of-pocket expenses.
- ~~j.h. Participants may choose to rollover unused funds from the ending plan year to the next plan year up to 20% of the maximum contribution as set by the IRS. Any amount over this limit is forfeited. Any deferred amounts that remain in the account at the end of the plan year are forfeited; therefore, employees should make every effort not to “over fund” their accounts.~~
- k.i. The plan year (period during which expenses may be incurred) and deadline for reimbursement requests for each plan year will be specified by the provider. Employees will be notified of these dates via an annual email sent by the Human Resources Coordinator.
- ~~l.j. Additional details of the FSA program are described in the Summary Plan Description at ccpfc.org/portal/reimbursement-accounts.~~

2. Policies

- a. Regular full-time, abbreviated schedule, **and part-time** employees are eligible to participate in the FSA program.
- b. Employees choosing to participate will complete an enrollment form for the FSA program upon completion of the introductory period, ~~or~~ at the start of a new plan year, or before the end of 30 days following a qualifying life event.
- c. Once started, a deduction may be stopped or changed only:
 - 1) at the start of a new plan year;

**Partnership for Children of Cumberland County, Inc.
Human Resources Policies and Procedures**

**Employment Information – Benefits
Section 419 – Flexible Spending Account**

- 2) when there's a change in family status (such as divorce or the death of a qualifying dependent); or upon termination.



MEMO

Position Changes – Effective 05/01/23

Dissolve Positions

- Program Manager (Parent Education)
- Division Administrator (Family Services)

Title Change

- Division Administrator (Provider Services) > Programs Administrator

Position Reevaluation

- Programs Administrator
 - With the change from Division Administrator to Programs Administrator, we determined that the position will move from a pay grade 14 to a pay grade 16.
 - We determined this pay grade change using our regular point factor evaluation method in coordination with our HR Consultant, Mike Womble.
 - The position will have an increase in character of supervision, scope of supervision, and experience required (from minimum 3 years to minimum 5 years).
 - The updated job description is included in the agenda materials for reference.

Supervisor Change

- Program Manager (Region Specialists) and Program Manager (Coaches)
 - **Division Administrator (Provider Services)** > **Programs Administrator**
- Program Manager (Family Services) and Program Manager (NC Pre-K)
 - **Division Administrator (Family Services)** > **Programs Administrator**
- Parent Educator
 - **Program Manager (Parent Education)** > **Program Manager (Family Services)**
- Play Facilitator
 - **Program Manager (Parent Education)** > **Program Manager (Coaches)**
- Coach (Region)
 - **Program Manager (Coaches)** > **Program Manager (Region Specialists)**

From: Anthony Ramos

To: HR Committee

Dated: 04/18/2023



Organizational Chart

- You will find two org charts: one effective 12/1/22 and another effective 5/1/23. Between the two you can see a visual representation of these changes.
- The tool that the Partnership used to create the older org chart is no longer available.
- The Partnership switched to a new tool to create the newer org chart. That explains why the two charts look different stylistically.

Action

Recommend for approval the position changes presented on the Position Changes Memo and Org Chart, to be effective May 1, 2023.

From: Anthony Ramos
To: HR Committee
Dated: 04/18/2023

Board of Directors

President

VP of Programs

VP of Finance

VP of Planning & Evaluation

IT Administrator

Community Engagement Administrator

Division Administrator (Provider Services)

Division Administrator (Family Services)

Executive Specialist

Executive Specialist

Contracts Coordinator

Facilities Manager

HR Manager

Program Manager (Coaches)

Program Manager (NC Pre-K)

Accounting Manager

Quality Assurance Specialist I

IT Technician

Visual Communications Designer

Program Manager (Specialists)

Program Manager (Parent Education)

Grants Manager

Quality Assurance Specialist II x2 seats

IT Engineer x2 seats

Community Relations Specialist

Coach x8 seats

Program Specialist x2 seats

Purchasing Specialist

MAC Coordinator

Fiscal Monitor

HSB Fidelity Coach

Program Specialist (part-time)

HSB Specialist x3 seats

Parent Educator x2 seats

Infant/Toddler Specialist x2 seats

Play Facilitator (Kaleidoscope) x2 seats

Lead Coach (Region 5)

Program Manager (Caseworkers)

Accounting Coordinator

Accounting Specialist

Information Assistant

Information Assistant (PT)

Community Alignment Specialist (FC)

Community Support Specialist (FC)

Program Support Specialist (FC) x3 seats

Manager Level

Executive Level

New Position

Dissolved Position

Coordinator Level

Administrator Level

Supervisor Change

Title Change

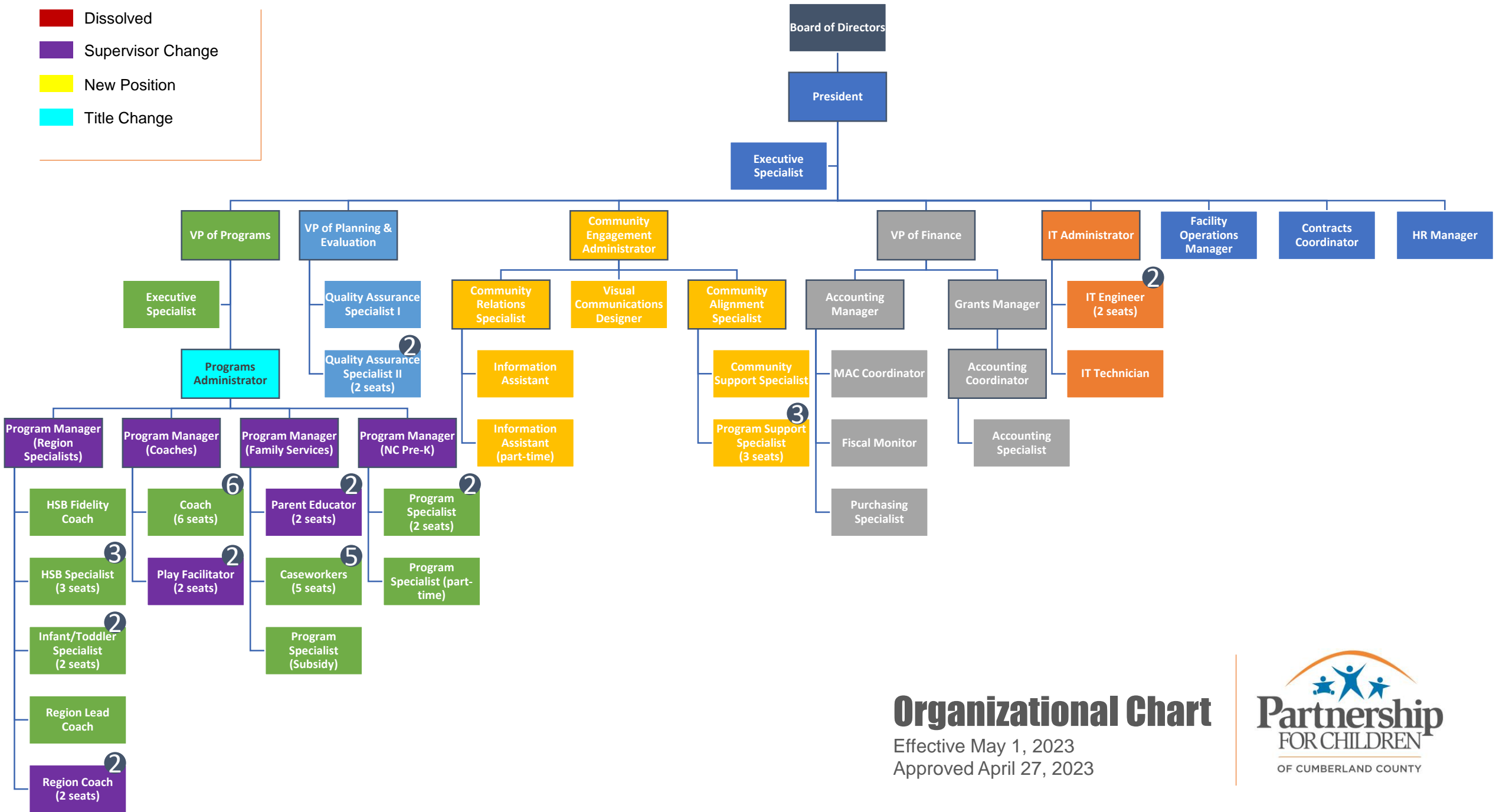
What the different shadings mean



Organizational Chart

Approved November 17, 2022
Effective December 1, 2022

- Dissolved
- Supervisor Change
- New Position
- Title Change



Organizational Chart
 Effective May 1, 2023
 Approved April 27, 2023



Programs Administrator

Reports To

The Programs Administrator will report to the Vice President of Programs.

Classification and Hiring Range

Regular Full-time // Exempt // \$59,828-\$67,306

Job Overview

We are looking for an organized administrator with strong leadership and project management skills to set out strategic goals for early childhood services and execute grant activities successfully. The Programs Administrator is responsible for overseeing daily programs operations including supervision of program managers, managing activity budgets, monitoring compliance, and collaborating with community stakeholders to ensure children benefit from high quality services and learning experiences.

To be successful as a Programs Administrator, candidates must be able to manage several ongoing, concurrent projects. A good Programs Administrator has excellent time management, planning, communication, problem solving, and systems evaluation skills. Most importantly, the Programs Administrator must have the ability to lead and coach a team of specialized professionals.

Responsibilities

- Administer grant activities to meet objectives as defined by contract activity descriptions, logic models, or scopes of work.
- Coach and supervise staff by providing support, directing work, conducting performance evaluations, reviewing timesheets/expense reports, and promptly addressing areas of concern.
- Develop and maintain programmatic guidance and policies.
- Monitor, analyze, and evaluate programmatic requirements to ensure that services are of high quality, delivered to model fidelity, and contract compliant.
- Interact directly with the public by conducting formal and informal needs assessments and addressing areas of concern.
- Counsel staff, outside agencies, and the public regarding the purpose of the services provided and how to access services.
- Plan and administer activity budgets to include the use of program income.

Position Requirements

- Four-year bachelor's degree. Degrees in early childhood, human services, or public administration preferred.
- Five years of program management and staff supervision experience. Experience working in childcare, human services, or public administration preferred.
- Knowledge of administration and management to include grants, strategic planning, resource allocation, leadership techniques, and coordination of people and resources.



Job Description

Programs Administrator

- Knowledge of education, technical assistance, and training to include principles for adult learning, coaching individuals and groups, and measurement of learning outcomes.
- Knowledge of computer software and databases

Disclaimer

Duties, responsibilities and activities may change or new ones may be assigned at any time with or without notice.

About Partnership for Children

We are an established, family-focused, and child-centered non-profit serving Fayetteville, NC, and surrounding counties. We offer our employees a wide range of core and family-focused benefits like health, vision and dental, flexible schedules, paid child involvement leave, and parental leave.

Partnership for Children has received numerous awards and recognition for the great care we take in improving outcomes for young children and their families. Most recently, we were voted Best Non-Profit for several consecutive years by the Fayetteville Observer's Readers' Choice Awards.

NC Pre-K Planning Committee & Board of Directors Meeting
Thursday, March 30, 2023
President’s Report

A. NCPC/DCDEE Updates / Legislative Updates

1. NCPC

- **Funding for Family Connects Program** – This is the final year of the Federal PDG Grant for Regional Pilots for Family Connects. The Community Foundation funding for the Community Alignment Specialist position ends December 2024. State level meetings are occurring around sustainability beyond the PDG funding for the Family Connects Pilot sites. Data summary attached. Videos have been produced for the pilot regions.
- **ASA and Budget preparation** – we are working with NCPC staff as we begin planning for the upcoming fiscal year.
- **ROR (Reach Out and Read)** – Smart Start funding for this program ends June 30. Transition to the NC ROR program is in process.
- **DPIL** – An increase in funding for the statewide DPIL program has been requested.
- **NCPC monitoring and our annual audits have been completed.**
- **MAC Lead Site update** – We will be adding Wilson County as a MAC affiliate after Richmond County transferred to another Mac Lead Site. Our number of affiliate sites remains at 5, which is the minimum required number to be a MAC Lead site.

2. DCDEE

- DCDEE is in process for the roll-out of the \$20M for NC Pre-K start-up, quality and capital expenses. There has been a delay in the roll-out. Continue to be on the look-out for an announcement from DCDEE on these funds.
- **NC Pre-K**
 - a. Subcontract amendments have been executed for almost all sites for the rate increases. January and February reimbursements were based on the new rates. Retro-payments are being worked on along with Smart Start NC Pre-K Enhancements.
 - b. **LETRS** – we are waiting for additional information from DCDEE on eligibility guidance for any stipends for this training.
 - c. Monitoring documents for NC Pre-K have been requested by DCDEE.

3. State Level – Early Childhood Caucus Bills, Governor’s budget.

- The legislative session is moving quickly with the big appropriations bills! We will be closely tracking five (5) bills filed March 9, in addition to others. These bills include:

Bill Number(s)	Title(s)
HB 321 (= SB 294)	Reduce Maternal Morbidity/Mortality/Medicaid.
HB 322 (= SB 293)	Tri-Share Child Care Pilot Funds.
HB 342 (= SB 292)	Extend Child Care Compensation Grants.
HB 343 (= SB 288)	Increase Rates/Set Floor/Child Care Subsidy.
HB 344 (= SB 291)	QRIS/Star Rating System Reform.

- The General Assembly is working on their budgets. The House budget was released March 29th. More details to come.

- The Governor’s Budget was released March 15th. The North Carolina Office of State Budget & Management summarized Governor Cooper’s budget proposal. Under **Ensuring a Sound Basic Education**, there are increases in funding for a number of early childhood initiatives. The first column is FY 23/24, and the second one is FY24/25.

	FY 23/24	FY 24/25
Early Childhood Learning Opportunities		
NC Pre-K	\$108,300,000	\$199,500,000
Early Intervention	\$15,250,000	\$74,500,000
Birth – Age 3 Early Learning Pilot and Evaluation	\$24,300,000	\$20,000,000
	\$250,00 NR	\$250,000 NR
Smart Start and Child Care Subsidy Rate Floor	\$122,400,000	\$224,800,000
Family Connects Expansion	\$26,200,000	\$52,400,000
Child Care WAGE\$	\$27,500,000	\$29,000,000
Child Care Workforce Recruitment	\$2,800,000	\$4,300,000
Pre-K to K Transitions	\$5,000,000	\$5,000,000
Collaborative Family Engagement Plans	\$320,000	\$320,000
Early Childhood Data Systems and Technical Assistance	\$1,150,000	\$1,400,000
	\$500,000 NR	
Sub Total R	\$333,220,000	\$611,220,000
	NR	\$750,000
		\$250,000

B. Grant Opportunities/Updates/RFPs

- City of Fayetteville ARPA funding – Submitted Scope and timeline modifications to city staff and the amendment has been executed. Based on new Census data, the qualified census tracts have been expanded, adding a few more eligible programs. A virtual information session was held February 21. Applications are being reviewed for the first round of awards.

C. PFC Updates & Highlights

- Position openings posted: website link** (<https://www.indeed.com/cmp/Partnership-For-Children-of-Cumberland-County>). Please go to our website for new postings and share opportunities.
- Congratulations** – Jasmine Harris on her new position as Program Manager for Family Services. Jasmine has been working alongside Josh Morris during his transition to going to graduate school.
- Infrastructure Project:** Pinam Construction started their work on February 13 as planned. They are in the process of demolition and are ahead of schedule at this point. We received a Cannon Foundation Grant of \$30,000 for the current construction project.

D. Events/Community Outreach

- Drive-Through Truckload of Hope Diaper Bank: March 11** – This was the last monthly distribution. Families in attendance were given information on the change. After consideration of how to more widely support families in Cumberland County, the Diaper Bank of NC has worked with two community sites to function as open sites so that diapers are more widely available to families. The new community-based model will begin on April 17, 2023. The new partners are the Armed Forces YMCA on post and Catholic Charities. We will update our website and push out the information to former registrants and post on our social media closer to April 17th. The Truckload of Hope was an innovative collaboration to bring diapers to our area and has grown to the point that a more permanent and equitable distribution will meet the needs of families better. We are proud of our collaboration with this project over the last 5+ years. We will continue to coordinate with the Diaper Bank through this transition and for referrals for resources.
- Little Land: Big Play for Families –The event was held on Saturday, March 25 at the Crown Expo Center.** Fun was had by all. We had a little over 1,000 children and families in attendance. In addition, we had about 100 staff, vendors and volunteers supporting the activity. It was truly a community outreach event.
- All Staff Team Development Day** – was held on Monday, March 27 with an afternoon of team building activities. The focus of the afternoon was on collaboration and the collective power of the organization.



MEMO

HR 309 Policy Revisions – Effective TBD

HR 314 Policy Creation – Effective TBD

Background

HR Committee recommended during the February 21, 2023 HR committee meeting that the Partnership consider drafting a temporary assignment pay policy to compensate and recognize staff who are temporarily taking on more work in certain situations.

Issue

To meet the committee's recommendation, the Partnership drafted revisions to its salary and position classification plan, HR 309, and drafted a new policy that proposes guidelines for temporary assignment pay. The Partnership modeled this draft on policies from various colleges and universities as well as the city of Fayetteville.

Temporary assignment pay is most commonly used to compensate employees who experience a change in job duties and responsibilities for a specified period of time. Currently, the Partnership's policies do not compensate employees for such instances. Instead, current policies recognize employees in such instances during performance conversations, in team meetings, and in all-staff meetings.

While the Partnership is committed to competitive pay practices, we also must balance fiscal responsibility with several funders, often with different restrictions and guidelines on the use of funds.

The new policy draft proposes:

- A minimum of 30 consecutive days performing higher-level and/or additional duties and responsibilities in most cases.
- A 10% pay increase per pay grade difference for higher-level responsibilities up to 20%.
- Up to a 10% pay increase for similar or lower-level responsibilities if approved, based on the length of the assignment.

Action

No action. Recommend to discuss revisions to HR 309 Salary Classification and Position Plan and draft of HR 314 Temporary Assignment Pay. Partnership leadership has not met as a group to discuss these policies in person. Leadership will carefully consider and discuss committee's guidance and feedback.

From: Anthony Ramos

To: HR Committee

Dated: 04/18/2023

Partnership for Children of Cumberland County, Inc.
Human Resources Policies and Procedures

Employment Information – Compensation
Section 309 – Salary and Position Classification Plan

1. General Information

- a. The Partnership for Children of Cumberland County (PFC) Salary and Position Classification Plan (the Plan) was developed and implemented to determine the relative value of one job to another within the Partnership (internal equity) as well as establishing external “market” equity with other comparable jobs in the recruiting area outside the Partnership. The Plan includes both pay grades and ranges for all positions in the Partnership.
- b. The Plan was developed utilizing the National Position Evaluation Plan as a basis. The factors and criteria upon which each position is evaluated are more descriptive of the positions found in professional organizations and provide a more valid analysis in determining the differences between positions in terms of their relative requirements. Each position is evaluated in terms of its minimum requirements to determine the degree of skill, effort, responsibility, and working conditions in relation to other positions within the organization. The positions are evaluated without considering the qualifications of the incumbents or their rates of pay. Positions are also evaluated without regard to race, religion, gender, national origin, age, disability, or any other characteristic protected by law.

In interviews with the management of the Partnership, and in accordance with the criteria established by the plan, each position has been evaluated based on eleven separate requirement factors:

- TRAINING
 - Knowledge
 - Experience
- INITIATIVE
 - Complexity of duties
 - Supervision received
- RESPONSIBILITY
 - Impact of errors
 - Contacts with others (internal and external)
 - Confidential data
- JOB CONDITIONS
 - Mental attention/visual demands
 - Working conditions
- SUPERVISION
 - Character of supervision
 - Scope of supervision

**Partnership for Children of Cumberland County, Inc.
Human Resources Policies and Procedures**

**Employment Information – Compensation
Section 309 – Salary and Position Classification Plan**

Positions that do not supervise other employees were not evaluated using the “Supervision” factors.

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Each factor being evaluated has up to six degrees with a weighted point factor assigned to each. Points are accumulated for each position and the total number of points for each position determines the level to which the position is assigned.

There are a total of nineteen (19) pay levels in the plan. Each position at the Partnership is assigned to one of the pay levels. The pay differential between each level is ten percent (10%).

- c. Where specified by the funder, salaries and benefits paid from funding sources will be within applicable funder guidelines. (e.g. Smart Start Salary Schedule Implementation Guidelines established by the North Carolina Partnership for Children).

2. Policies

a. Determination of New Position Level

- 1) The pay grade of a new position in the PFC Salary Plan will be determined by using the same criteria for evaluation of all positions as determined by the National Position Evaluation Plan as found elsewhere in the Salary Plan.
- 2) *In the event the key job duties and responsibilities of an existing position are significantly changed, the Department Head will make a recommendation to the President regarding whether or not it is, in fact, a new position or if it is an existing position that has had a significant change in duties. The President will determine whether the position being considered is a new position or an existing “changed” position. Once this determination has been made, the position will be evaluated and leveled in accordance with the appropriate section of this plan.*

b. Placement within a Level: New Hires

- 1) All staff positions should have a position description and be assigned to a pay level. The new employee’s department head and the Chief Operating Officer will then determine an “experience quotient” for the employee using the following weighted values:

Years of experience external to PFC but in the same field
in an equivalent position: 75%

Years of experience at PFC in a lower level or years of
experience external to PFC in the same field of
employment for which the candidate is being hired: 50%

Partnership for Children of Cumberland County, Inc.
Human Resources Policies and Procedures

Employment Information – Compensation
Section 309 – Salary and Position Classification Plan

Other work experience external to PFC: 15%

- 2) Experience is “capped” at 25 years. The highest valued experience is counted first. Part-time is equated to full time, i.e. two (2) years at twenty hours per week equals one (1) year of full time.
 - 3) The estimated starting pay of a newly hired employee (or internal new hires) of PFC will be determined by completing the *Salary Computation Worksheet*. Once the computation has been made and the hiring rate of pay has been determined, the maximum salary offer shall be the computed salary as determined by the *Salary Computation Worksheet* and approved by the President.
 - 4) In the event there is a shortage of qualified candidates available for the position or it is determined to be in the best interest of the PFC to employ an individual with a particular set of skills relevant to the position, a “Demand Factor” may be applied regardless of whether the salary computation is below or above the midpoint. Any requests for a demand factor must be approved by the President.
- c. Placement Within a Level: Reassignment to a Position in a Higher Level
- 1) Employees may be selected for a position in a higher level than their current assignment. When this occurs, the employee’s salary in the new position will be the greater of:
 - i. the new rate of pay will be at the same percent within the new range as the employee’s previous rate of pay is in the previous range not to exceed the maximum of the new level to which the employee is assigned or,
 - ii. the salary as computed on the *Salary Computation Worksheet*.
- d. Placement Within a Level: Reassignment to a Position in a Lower Level.
- 1) If an employee is assigned to a position in a lower level, the new rate of pay will be determined as follows:
 - i. If the assignment to the lower level is requested/required by PFC, the employee will remain at their current rate of pay not to exceed the maximum of the new level to which the employee is assigned.
 - ii. If the assignment to the lower level is the result of a request from the employee, the new rate of pay will be at the same percent within the new range as the employee’s previous rate of pay is in the previous range or the employee’s salary as computed on the *Salary Computation Worksheet*, whichever is greater.
- e. Placement Within a Level: Reassignment to a Position in a Lateral Level.
- 1) If an employee is assigned to a position in a lateral level, the current rate of pay

Partnership for Children of Cumberland County, Inc.
Human Resources Policies and Procedures

Employment Information – Compensation

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will stay the same. (See Section 302 for anniversary and evaluation dates).

- f. If funding is terminated for a specific position or a position is eliminated and the employee chooses to apply for an open position the salary calculation will be completed as follows:

1) Placement Within a Level: Selected to a Position in a Higher Level

- i. Employees may be selected for a position in a higher level than their previous assignment. When this occurs, the employee's salary in the new position will be the greater of:

1. the new rate of pay will be at the same percent within the new range as the employee's previous rate of pay is in the previous range not to exceed the maximum of the new level to which the employee is assigned or,
2. the salary as computed on the *Salary Computation Worksheet*.

2) Placement Within a Level: Selected to a Position in a Lower Level

- i. Employees may be selected for a position in a lower level than their previous assignment. When this occurs, the employee's salary in the new position will be the greater of:

1. the new rate of pay will be at the same percent within the new range as the employee's previous rate of pay is in the previous range not to exceed the maximum of the new level to which the employee is assigned. or,
2. the salary as computed on the *Salary Computation Worksheet*.

3) Placement Within a Level: Selected to a Position in a Lateral Level.

- i. If an employee is assigned to a position in a lateral level, the current rate of pay will stay the same. (See Section 302 for anniversary and evaluation dates).

- g. Temporary Assignment to a Position in a Higher Pay Level

1) Occasionally, employees may be asked to temporarily assume some or all of the duties of a vacant position in a higher level than their regular job. When this occurs, generally, the employee will continue to receive their current rate of pay.

1)2) However, a temporary pay increase may be appropriate in specific circumstances as outlined in HR 314 Temporary Assignment Pay.

~~The temporary assignment will be a strong consideration during the employee's annual performance review and may result in an "Exceeds" standard.~~

- h. Determination of Existing Position Request for Re-evaluation (Re-leveling)

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- 1) If a position has incurred significant change in the duties/responsibilities, a *Request for Position Re-evaluation (re-leveling)* must be completed and submitted to Human Resources~~the President~~. ~~The President will either approve or disapprove the request.~~The requesting department will complete a job analysis of the position with HR's help. Position changes are approved by HR Committee and the Board of Directors. Requests for re-evaluation (re-leveling) will normally be considered once each year and must be submitted to the President not later than November 1.
- 2) Requests for re-evaluation (re-leveling) need not always result in an assignment to a new pay level. If the re-evaluation results in the position being placed in a lower level, the employee's pay will not be reduced but will remain at the same rate as before the re-evaluation (re-leveling). If the re-evaluation (re-leveling) results in the position being placed in a higher level than previously assigned, a request will be considered for the new rate of pay to remain at the same percent within the new range as the employee's previous rate of pay is in the previous range.
 - i. Conversion of Salary to Hourly Rate of Pay
 - 1) A "salary" that is expressed in terms of an annual salary may be converted to an hourly rate of pay by taking the annual salary and dividing that amount by 2080 hours.
 - j. Periodic Review of Pay Levels
 - 1) In an effort to maintain the integrity of the PFC Pay Plan and to ensure that the pay ranges in each level remain competitive with the "market", PFC will periodically undertake a review of its pay levels. As a general rule, this study will take place at least every three years and the Partnership reserves the right to utilize an independent consultant to conduct the study. All adjustments to pay level ranges must be approved by the Board of Directors.
 - k. Wage Compression Plan Adjustments
 - 1) Wage Compression is defined as pay inequities that arise when new employees demand and receive wages higher than those being paid to current employees. To minimize the effects of wage compression, the Partnership will periodically implement equity increases as allowed by HR 308 Salary Administration. The Partnership will also periodically~~an outside consultant will be utilized to~~ review inflation indicators, such as data from the Consumer Price Index for All Urban Consumers and the Social Security Administration, in January of each year.~~The review and the impact on salary costs and budgets will be forwarded to Human Resource Committee, Finance Committee and the Board of Directors. Any salary increases will be subject to the availability of funds, the approval of the Board and effective on July 1st of each fiscal year.~~

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A sample of the inflation indicators utilized are listed below:

	2006 _(for-2007)	2007 _(for-2008)
Consumer Price Index (CPI)	2.5	2.7
SS Cost of Living Adjustment (COLA)	3.3	3.3
Capital Associated Industries Survey	3.1	3.2
NC Dept of State Personnel	5.5	4.0
Average:	3.6	+ 3.3 = 6.9

Policy:

~~Created/Approved December 2009; Effective January 2010~~

~~Revised September 2014; Effective September 2014 (Added 2E)~~

~~Revised January 2015; Effective January 2015 (Added 2F)~~

~~Revised October 2016; Effective August 2016 (Added 2F position eliminated)~~

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Section 314 – Temporary Salary Increase Policy

Purpose

It is the policy of the Partnership for Children of Cumberland County to ensure fair and consistent application of temporary salary increases for Partnership employees.

Definitions

Acting – an employee who is placed in charge during the temporary absence of a superior or assumes responsibility for a higher-level position during the temporary absence of another employee. The acting employee maintains their regular role and responsibilities in addition to the new responsibilities.

Interim – an employee who assumes full responsibility for a position that is vacant. The interim employee does not maintain their regular role and responsibilities. The position left by the interim employee becomes vacant and may be back-filled. The interim employee should consider this before accepting an interim position.

Long-term absence – a period of more than one month.

Policies

An employee will receive a temporary salary increase under the following conditions:

- When the employee is appointed as an interim for a higher-level position.
- When the employee is serving in an acting capacity for a period of time exceeding one month.
- When an employee assumes a significant amount of higher-level responsibilities in addition to their own responsibilities on a temporary basis when that service is expected to be for a period of one month or longer.

An employee may be eligible for a temporary salary increase under the following conditions:

- When an employee's scope of responsibility is significantly increased due to a long-term absence of a co-worker. The temporary salary increase would conclude no later than the start/return date of the absent employee.
- An employee performs a long-term additional assignment as part of their normal obligation that substantially increases and/or expands the scope of the employee's obligation. These are typically anticipated to be temporary in nature or for a specific project, and will conclude when the assignment and/or funding ends.

An employee is typically not eligible for a temporary salary increase under the following conditions:

- When an employee assumes responsibilities for a subordinate. A role of a supervisor is to appropriately manage staff turnover and provide coverage for such turnover as needed. If the

Approved –
Effective –

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amount of work or duration of the work is significant, the supervisor should seek to provide opportunity to other employees within the department, and/or hire a temporary employee.

- When the employee is serving as an interim in a position when the employee's current salary meets or exceeds that of the interim position.
- When the employee assumes additional responsibilities for a period of less than one month.
- Exceptions to this section shall not routinely be approved but may be considered based on the following:
 - When a vacancy in the department remains vacant for an extended period of time, longer than the time it typically takes to recruit and hire a replacement.
 - When multiple vacancies in a department exist creating a sustained increase in workload.
 - The quantity of work being assumed significantly increases the employee's obligation for a prolonged period of time.
 - Other possible alternatives have been explored or exercised, including reassignment to other staff in the office.

Procedures

- A. Interim/Acting and higher-level responsibilities
 - a. Employees who assume a higher-level position on an interim basis or who serve in an acting capacity for a period of time exceeding one month will be paid additional money.
 - b. There is no change to the employee's base pay.
 - c. The amount paid will be based on the Partnership's compensation policies. In most cases, the interim/acting employee will receive a 10% temporary salary increase for each pay grade higher than their regular position, not to exceed 20% of the employee's base annual salary.
- B. All other temporary salary increases (including similar or lower-level responsibilities)
 - a. Employees who assume a significant increase in responsibilities in addition to their own may be paid additional money.
 - b. There is no change to the employee's base pay.
 - c. In most cases, the employee may receive a 5 or 10% temporary salary increase, depending on the length of the assignment. Approved assignments lasting less than 30 days may receive a 5% temporary increase while assignments lasting more than 30 days may receive a 10% temporary increase.