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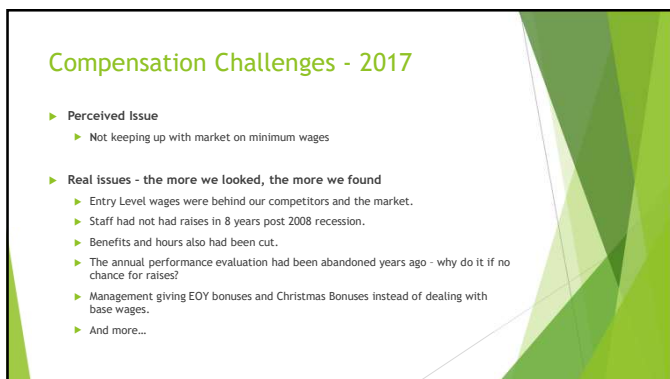
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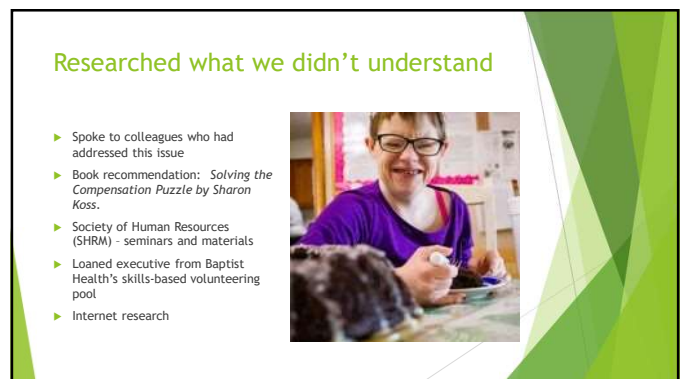
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5



6

## Internal Review

### Current compensation practices

- ▶ Performance Bonuses for certain staff
- ▶ Annual end-of-fiscal-year bonuses if the organization was profitable (10/1)
- ▶ Annual Christmas Bonuses - (12/10)
- ▶ Overtime Totals
- ▶ Wage Compression - long-tenure employees making the same as entry level

### Associated Structural Issues

- ▶ Reviewed exempt vs. Nonexempt employee status for legal compliance
- ▶ Using Paper Timecards - moved to Uattend Time clock - saved money and staff time
- ▶ Surveyed staff on 35 vs. 40 hour week (many had second jobs)
- ▶ Developed an Agency Values Statement
- ▶ Developed succession plans for all C-Level staff and any department director who was close to retirement.

7

## Building a Wage Grid



- ▶ Benchmarking studies - what is the market paying - what is fair?
  - ▶ Nonprofit Center of NE FL - 2016
  - ▶ Nonprofit Center of Orlando -
  - ▶ Our Industry association
- ▶ Researched every single position - put it on a grid - where they were vs. where they should be
- ▶ Biggest part of the project - 3 months work.
- ▶ Guideline for future decisions - not arbitrary
- ▶ Sample will be provided

8

## Developed a Compensation Philosophy

We approached it as a "whole person" project

### Financial

- ▶ Market Rate Salary - takes away arbitrary decisions and guess work
- ▶ Wage Grades - adjustments at 3, 8, 15, 25 years
  - ▶ Included in annual Budget planning
- ▶ Annual Performance Review - goal of 0-3% merit pool annually
- ▶ Retirement Plan Offering
  - ▶ Currently contribute 3% after 1 year, no match required
- ▶ PTO Benefits - earnings rate, pay out, annual cash out
- ▶ Holidays - Federal, and Christmas Break
- ▶ Annual Hidden Paycheck statements

9

## Developed a Compensation Philosophy

### Social

- ▶ Employee of the month / Anniversary Cash Bonuses / Annual Christmas Party

### Mental

- ▶ EAP / Started suggestion box - bonus if idea implemented

### Physical

- ▶ Medical, Dental, Vision
- ▶ PATH health screenings (Personalized Approach to Health) with Baptist / YMCA
- ▶ Walking Track

### Training

- ▶ Onboarding - Pine Castle Experience Tour
- ▶ Planning and Tracking - required by our industry
- ▶ COVID - required training completed electronically - 0 - to 176 courses taken in 6 months
- ▶ In Service - 2 days a year
- ▶ Apprenticeship program - title upgrade and raise
- ▶ Strengths Finders for Leadership Team

10

## Presenting Results

- ▶ 6 months of work
- ▶ Met with all staff monthly to communicate progress
- ▶ FAQ's at every meeting regarding what we were working on
- ▶ Stopped bonus programs in 12/17 in favor of long term wage adjustments
- ▶ Determined wage gap - \$465,000 on a \$6 million annual budget
- ▶ Presented 3 funding scenarios to the Board Executive Committee:
  - ▶ Immediate
  - ▶ Over 1.5 years
  - ▶ Over 3 years



11

## Things we are still working on: (this work is never done)

- ▶ Retirement Plan
  - ▶ Board level Oversight Committee
  - ▶ 5500 Audit review and planning / RFP for Providers
- ▶ PTO policies / Christmas Break Policy
- ▶ Securing a budget placeholder for annual merit pool
- ▶ New Florida standards for Minimum Wage
  - ▶ Pine Castle Compensation Philosophy states we will always pay \$1.00 above Florida minimum wage for Grade 1 entry level employees.
- ▶ Results of Nonprofit Center of Northeast Florida 2020 Compensation Study - planning for market changes in 2022 budget
- ▶ Implementing full HRIS System for seamless management and reporting

12

Questions?



13

Thank You

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14