

**JANUS YOUTH PROGRAMS, INC**  
**COMPENSATION POLICY – 2020**

**Introduction:**

This compensation policy has been developed to provide uniform and objective procedures for the compensation administration within the organization.

It is the policy of Janus Youth Programs, Inc. to pay wages and salaries that are based upon the nature of the job performed such that work of comparable character within each program is compensated equally except for bona fide factors such as education, experience, and merit. In setting salary levels to attract and retain qualified personnel, the organization will monitor the compensation structures and market survey rates of organizations employing similarly skilled persons in the geographic area. Salary increases are given to recognize length of employment and through a performance-based merit system designed to reward competent and contributing performance. In programs under a collective bargaining agreement (CBA), Janus will continue to pay wages in accordance with the CBA.

This compensation policy shall define the terms commonly used, explain the authority and responsibility for the program and its implementation, and detail the procedures relating to salary administration and payroll. The policy will be reviewed periodically and revised, as necessary, to better serve the needs of the organization and its employees. The salary ranges will be evaluated and adjustments made periodically by management.

**General Provisions:**

A. Coverage

All employees, except those subject to a collective bargaining agreement, are subject to this policy.

General Provisions

The establishment of initial rate(s) of pay upon hire, increases, demotions, promotions, transfers and all other changes affecting payroll status must be authorized by submission of Personnel Action Form submitted to the human resources department by the employee's supervisor. Personnel actions resulting in additional budgeted expenditures also require signatory approval of the program director. Assignment of salary range for a new or existing position is made by the human resources department in conjunction with management.

B. Communication of Salary Program Information

Supervisors are required to explain to their staff their individual salary status and the system for reviews and salary increases.

C. Approvals

All job classifications and revisions to pay group ranges are evaluated and recommended by the Human Resources Director to the Executive Director, Program Director, Fiscal Director, and/or

Program Supervisor, depending upon which individual has ultimate supervision over the position assignment.

**Policy and Procedures:**

A. Job Classifications

Each position in the organization is placed in a pay range that establishes the standing of the position in relation to other positions within the organization. Positions are essentially ranked based on consideration of the following job-related factors: knowledge, problem-solving, leadership and supervisory responsibilities, functional responsibility, and accountability.

Pay ranges are designed to be representative of competitive market ranges for jobs in each job classification. Janus will review competitive pay data biennially and make changes to pay group ranges to maintain an active market-based range.

Each pay range is identified by a beginning level, middle level and high level. An employee's position within the range shall be established based on experience, length of time within the position, and demonstrated performance.

Jobs are classified on the basis of specific factors (knowledge, skills and abilities required and duties and responsibilities within the position). These factors are detailed within the job description for each position and are compared to other positions within the organization.

To request evaluation of a new job, a job description must be completed and submitted to the human resources department for review and recommendation of classification. The human resources representative will work with the supervisor and program director to establish appropriate standing of the position within the overall salary classification system.

B. Re-evaluation Requests:

To request re-evaluation of an existing job a written request must be accompanied by a detailed written explanation indicating the concerns about the current assignment or information about why another pay range is thought to be more appropriate. Re-evaluation requests are to be submitted to the human resources department and may be submitted by an employee or supervisor.

Requests for re-evaluation are reviewed by the program director, supervisor, and a human resources department representative. If the review process determines that the position should be placed in a higher pay range, then the employee will receive an increase placing them within the new range at a level appropriate to their length of employment and performance. If the process results in the position being placed in a lower pay range, no decrease in pay will occur; however, the employee will not receive any further increases until they have enough seniority or experience to pass their level of pay in their new wage scale.

Any employee with a concern about the placement of his/her position is encouraged to speak to their supervisor and program director about their concern before contacting the human resources department, but may contact human resources directly if that makes them feel more comfortable.

### C. Salary Ranges

Each position is placed within an established pay range. Generally, individuals are initially hired at the “Starting” end of the beginning range. On occasion, individuals can be hired at a higher Step level within the pay ranges due to education, experience, and/or skill level. Typically, individuals can expect to move to a higher level within the beginning range upon successful completion of their 6-month introductory period and/or after successfully performing the position duties for one year.

The middle range generally reflects what the organization pays for a competent, experienced employee who fully performs all functions of the position and who typically has been within the position for at least 2 years. Increases to the high level of the middle range reflect performance that meets or exceeds standards. Increases into the high range normally require performance consistently exceeding standards and may be reserved for sustained, outstanding performance or substantial length of service.

The maximum of a pay range provides an upper limit to what employees in that pay range shall be paid.

If an employee is being paid in excess of the maximum at the time the range for the position is established, that pay will be maintained but no further increases will be given until the range maximum is higher than the employee's pay and then only if performance warrants.

Pay group ranges are designed to be representative of competitive market ranges for jobs in each pay group. Pay group averages will be approximately equal to market, with periodic surveys for jobs in each pay group. Pay group lows will be established at the 25% of pay group averages; pay group highs will be established at the 90% of pay group averages.

### D. Increases

There are two types of increases that may be given.

1. An increase may be given as a result of a performance review. Performance reviews occur after an employee's introductory period (6 months in a new position); on their one year anniversary; and annually thereafter. Not all performance reviews include pay increase consideration.
2. Adjustments to the pay structure may occur as a result of either market research or to allow employees greater future pay opportunities with completion of the appropriate job evaluation process. An employee may receive a pay adjustment as a result of a change to the pay structure based on the biennial market survey review.

All increases are subject to organizational resources.

### E. Deferral of Pay Increases (Performance Related)

If the employee's performance does not warrant an increase following performance appraisal (for example performance is rated improvement needed or below minimal expectations), a pay increase would not be warranted and would be deferred until performance concerns were remedied.

Assuming the employee's performance improves and an increase is given, the deferred increase will not affect the timing of the next scheduled review.

#### F. Pay Decreases

The reclassification of an employee to a lower pay group may at times be necessary to accommodate special circumstances. These circumstances may include, but are not limited to: reassignment of an employee to a lower pay group because qualifications and experience are deemed insufficient to meet the standards set for the current position; an employee elects to be restored to a former position following a promotion; voluntary reduction in pay group level to pursue a new career path; reevaluation that results in the reduction of a pay group due to a significant reduction in one or more of the job evaluation criteria.

Consideration will be given to the reason for the change, the employee's work history, and the difference between the current pay and the range that the new position is assigned. The new pay range assignment shall be determined by the supervisor, program director, and human resources representative and will be based upon the new job description.

#### G. New Hires – Starting Salaries

A starting salary for a new hire may be established higher than the low end of the beginning pay range if prior education or experience of the employee is sufficient to justify it. Comparisons will be made to the pay of the current employees in the same range with similar backgrounds.

#### H. Promotions

1. Definition: The following are specific types of job level changes which are considered promotional for the purpose of determining appropriate pay increases: transfers to established positions within a higher pay group; progression to the next higher classification/pay group level within an established job family (e.g., from Level I to Level II); reevaluation of positions resulting in approved pay group changes in recognition of significant changes in duties and responsibilities.
2. Promotional Increase: A promoted employee is eligible for a pay adjustment which places them at least at the new minimum, or if the pay already exceeds that, at an increased wage level.

#### I. Lateral Job Change/Transfers

A transfer is the reassignment of an employee to a different job in the same pay range. A transfer may occur within a program/department or between different programs/departments. Although a change in pay (either an increase or a decrease) will not be required in most cases, changes must be considered to assure equitable pay relationships.