



BSED Executive Committee Meeting
“Breakfast with the Executive Director”

August 2, 2023

7:00 AM to 9:00 AM

Stockman Bank Boardroom (Downtown Branch, 2nd floor)

DRAFT Agenda

- A. Call to Order--Welcome and Grab Breakfast – Judi Powers, EDA Board Chair
- B. Purpose of the Meeting—Steve
- C. Defining Expectations - Ex Director Focus Areas—**Outcomes that are Essential in These Areas**
 - 1. SOP for Executive Director Performance Evaluation
 - 2. Update Succession Plan
 - 3. Update Salary Administration Guidelines
- D. Review Current Plans/Processes
 - 1. Succession Plan (Attachment A)
 - Next Steps
 - 2. Salary Administration Guidelines (Attachment B)
 - Scope of Work with Associated Employers--Jessa
 - Next Steps (Kick off committee process in Sept)
- E. Other Hot Items
 - 1. Updates
 - Re-Structuring and Staffing
 - Budget and Mill Levy Discussions
 - Nominating Committee—EDC and EDA Board Selection Processes
 - 2. Other Items
- F. Adjourn



BIG SKY
ECONOMIC DEVELOPMENT

EDA • EDC CREATING MONTANA BUSINESS OPPORTUNITIES

ATTACHMENT A



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LEADERSHIP DEVELOPMENT AND SUCCESSION PLAN

**As adopted by the EDA and EDC Board of Directors
December 14, 2017**

BSED Leadership Development and Succession Plan
Proposed to the EDA/EDC Boards December 14, 2017
(Final as Recommended by the EDC/EDA Executive Committee—Dec. 6, 2017)

Leadership Development and Succession Plan Policy as Adopted by the EDC and EDA Board of Directors December 14, 2017.

I. Purpose of the Plan

The purpose of this Leadership-Succession Plan is to establish a framework that will—

- Build our internal leadership capacity, both for the Board and staff
- Provide guidance and practices for the Board of Directors to assure the succession of key organizational leadership
- Maintain the continued economic development and community leadership role of BSED and its executive director position

II. Building our Leadership Capacity within the Organization

A. Board of Directors--Practices

1. Board Member Appointments and Elections shall serve to maintain strong, experienced leadership representing key private sector industries and community organizations. The Board will annually evaluate representation on the Board considering industry and the continuity of Board leadership. Consideration will also be given to the integration of emerging leaders in industry and community on both the EDA and EDC Board of Directors.
2. The Board and Executive Director will annually conduct a Board orientation session for first-year Board members.
3. Board Chairs and the Executive Director will monitor and encourage Board member attendance and engagement at Board meetings and committees.

B. Staff Leadership Development—Practices

1. Professional Development Plans—Each BSED staff member will have an annual professional development plan, as developed by the staff person and their immediate supervisor. Review of the professional development plan will be a part of routine performance evaluations. Travel and training costs for the professional development of BSED staff will be a part of the annual budget setting process.
2. Leadership Skills Academy—The Executive Director will administer a training program for all program manager/director level staff members that is designed to further the leadership skills of these key staff positions.
3. Evaluation of BSED Management Structure—The organizational leadership structure of BSED should be subject to periodic review by the Executive Director and Executive Committee of the Board. (See current Org. Chart, Attachment A).

4. **Building-Up Interim/Transitional Leadership**—a “bullpen” of 2 or 3 staff members that are trained and prepared to function in the role of Acting or Interim Executive Director is essential to the daily continuity of leadership within the organization. The Executive Director shall select staff members for inclusion in the “bullpen” based on the following criteria: a) demonstrated skills and experience which would assure success in this role; b) capacity within the scope of duties and responsibilities that would allow dedicated time for added responsibilities; and c) completion of cross-training needed to understand the responsibilities of the executive director position
 5. **Acting Director Designation**-- During short-term absences (vacation, extended sick leave) the Executive Director will designate an Acting Executive Director for purposes of managing the daily organizational duties. In preparation for such designations, the role/duties of the Acting Director should be defined by the Executive Director and the “bullpen” of leaders should be trained in those operational areas. (see Section V—Scope of Authority, Roles and Responsibilities of Acting Director)
- C. Capacity Development and Talent Retention—Practices**
1. **Critical Succession Positions**—succession planning/cross training should be considered for the following positions—Executive Director, Controller, Marketing Director/Member Investor Program, Operations Director, and Program-Level Management. Each program area, operations director and controller will assure proper cross training within their program area and will have a summary Standard Operating Procedure (SOP) completed.
 2. **Work, Thrive, Live Initiative**—this is designed to encourage the retention and attraction of the best talent, and give each BSED staff member the chance to be successful in their professional role, while maintaining a balance that supports their personal life. Key elements of this program include:
 - a. *Work—the tools and resources that help us execute our mission and find a sense of accomplishment from our work*
 - b. *Thrive—the encouragement, programs and training that help us grow professionally, stay engaged, and ensure we have fun in the process*
 - c. *Live—the policies and organizational structure that contribute to work/life integration*
 3. **Professional Development Sabbatical**—the Board may grant a sabbatical for the executive director at year-10 or more of service; and, likewise the Executive Director may grant a professional development sabbatical to program directors at year-10 or more of service. The leave time shall be a shared responsibility (BSED and staff person both allocated time) and include focused professional development, with the requirement to provide a written assessment of the training and how it will serve to positively impact the organization and the individual.

III. Guidelines for Executive Director Succession

- A. Background---the Executive Director, like other organizational employees, is an employee of the EDA and performs leadership duties on behalf of the EDC under the EDA/EDC Management Services Agreement. While the Executive Director is an EDA employee under our public/private partnership structure, the EDA and EDC Boards should act together to execute the Succession Plan. Therefore, decisions items called for in this Plan, including, as may be necessary, the hiring of a new Executive Director, should be a decision of the joint Board of Directors.
- B. Preparation for Executive Director Succession
 - 1. Define Core Competencies and Professional Characteristics for “Ideal Executive Director”, which will become the basis of the interim appointment and search process
 - 2. Conduct routine evaluation and updates to Executive Director Job Description (every two to three years)
 - 3. Define Executive Director Search Parameters as follows:
 - a. A regional/national search will be conducted
 - b. The Board may consider the assistance of a professional executive search firm
 - c. Equal consideration will be given to all qualified internal candidates
 - d. The option of a shared executive director role with other organizations should be considered before launching a search process
- C. Steps for Executive Director Succession—upon the planned or sudden departure, or for purposes of filling the position to address an extended leave of absence of the Executive Director, the Board Chairs, Executive Committee, and/or the Board of Directors shall take the following steps as outline below:
 - 1. Take Immediate Action at Time of Sudden Departure—In the event of a sudden departure of the Executive Director, the Board Chairs shall: a) meet and designate an Acting Executive Director to serve in a leadership role for the organization until an Interim Executive Director is selected; b) call an emergency meeting of the Executive Committee for purposes of executing the organizational Succession Plan as needed, giving at least 24-hour legal notice of the meeting.
 - 2. Designate an Interim Executive Director—Choosing from among internal staff (the Bullpen) or outside resource, as warranted by the circumstances, the Executive Committee of the Board will select an Interim Executive Director. Following this appointment, the Board of Directors should act to confirm the appointment by a vote of the full Board (EDA and EDC).
 - 3. Set Salary and Define Roles and Responsibilities for Interim Ex. Director---The Executive Committee should also set the salary of the Interim Executive Director and define the specific roles and responsibilities under this interim status (See Section 5, Scope of Authority, Roles and Responsibilities). The Interim Executive Director reports directly to the Board through the Board Chairs and Executive Committee process.

4. **Execute the Communications Plan**—To inform the staff, Board members, Yellowstone County Commissioners, Member Investors, partner organizations, the public and the media, the Executive Committee shall, in partnership with the Director of Marketing, execute the Leadership Transition Communication Plan. Start communication with the internal audiences (Board, staff), and then engage critical stakeholders (Board of County Commissioners, Billings Chamber of Commerce, Downtown Billings, City of Billings, Member Investors, etc. (See complete Communications Plan, Attachment B).
5. **Appoint a Search Committee**—as the circumstances warrant, the Board should appoint the Executive Committee of the Board to serve as the Executive Director Search Committee, unless otherwise determined by the Board. The role of the Search Committee shall be to facilitate the search and selection process on behalf of the Board, with the final selection to be determined by a vote of the full Board of Directors (EDA and EDC). The Search Committee may also include representation from among key stakeholders, as determined by the Board.
6. **Executive Director Search Committee Duties/Responsibilities**—the following represents the basic duties of the Search Committee:
 - a. Evaluate and update Executive Director Job Description and Salary Survey, and set a target hiring range for the Executive Director starting salary. Consultation with the Associated Employers of Montana, or the hired search firm can aid in this evaluation. An evaluation of the organizational management structure should also be considered.
 - b. Draft job posting and “ideal candidate” qualifications, experience, and professional characteristics.
 - c. Confirm Board guidance on the “search parameters” (see Section III, A, 3 above).
 - d. Conduct the search and evaluation process
 - e. Present to the Board recommendations for the finalist candidate or candidates as deemed appropriate
7. **Maintain integrity of the process**, while assuring that all public notice requirements are met, and the organization’s stakeholders are routinely informed. To assure best practices in this area, consultant with BSED legal counsel (Kevin Heaney, Crowley Fleck Law Firm)

IV. Preparing for Leadership Transition

- A. **Executive Director**—In anticipation of the retirement of the Executive Director, the Board of Directors and Executive Director will establish a transition timeline and plan. To support this transition effort, the incumbent Executive Director should provide ample notice in advance of planned retirement date (6 month notice would be recommended).
- B. **Other Key Positions**—In anticipation of the retirement of key organizational positions, the Executive Director and the incumbent in the key position will establish a transition timeline and plan. To support this transition effort, the incumbent in these key positions (Operations Director, Controller, Marketing Director, and Program Directors) should provide ample notice in advance of planned retirement date (3 month notice would be recommended).

V. Scope of Authority, Roles and Responsibilities Acting/Interim Executive Director

- A. Purpose**—Upon designation of an Acting Executive Director (by Executive Director for short-term absences) or appointment of Interim Executive Director (by Board Chairs/Executive Committee or Boards), such designee shall perform his/her duties within the follow scope.
- B. Scope of Authority**—Acting or Interim Executive Director shall have managerial responsibilities over all BSED personnel and programs of the organization. Personnel/staffing matters will be addressed as needed in consultation with the Director of Operations and Program Directors, as appropriate for the situation. All necessary personnel actions are within the scope under this status, expect that hiring decisions will be limited to those prescribed by the Executive Director in advance of departure, and disciplinary actions shall be considered interim and subject to final review and determination by the Executive Director.

All financial decisions will remain within the scope of the current fiscal-year budget and will be managed in consultation with the Controller and/or Executive Committee of the Board, as needed. Consideration of unbudgeted items, in excess of \$2,000, should be referred to the Executive Committee for guidance.

Board meetings and Executive Committee meetings should function within the current framework, and agendas will be set in consultation with the EDA and EDC Board Chairs.

All management responsibilities shall be exercised within the scope of existing organizational/Board policies. Needed policy changes shall be referred to the Executive Committee for evaluation/consideration.

- C. Roles and Responsibilities**—the work of the Interim/Acting Executive Director shall fall within the following outline of roles and responsibilities:
- A. Daily Operations**
 - Budget management w/ the Controller
 - Administrative/operations w/ the Director of Operations
 - Human resources management w/ Director of Operations
 - Strategic Planning
 - B. Board Meetings and Communication**
 - Routine Board member communication
 - Board meeting agenda w/ EDA and EDC Board Chairs
 - Guide preparation and execution of Ex. Committee and Board meetings
 - C. Partnership Engagement**
 - Service on prescribed Boards (Chamber of Commerce, MEDA, Downtown Billings Partnership)
 - Maintain critical relationships (Member Investors, SD2, RMC, MSUB, Downtown, Chamber, GOED)
 - D. Program Support**
 - Routine meetings with Program Directors, including the “Directors Meeting”
 - BillingsWorks Steering Committee
 - SBDC Advisory Committee
 - Loan Committee
 - BEAR Resource Team

E. Strategic Priorities/Special Projects (As of Dec. 2017, and subject to change)

- CTE Advisory Committee
- TEDD Project
- Big Sky Finance Growth Plan
- Coulson Park Project
- Future Facilities Taskforce
- Billings Now
- Chamber Air Service Taskforce
- Business Growth/Entrepreneurship—Business Model
- One Big Sky Center/Downtown Project

The BSED Succession Plan, as adopted December __, 2017, by the EDA and EDC Board of Directors acting jointly, is consistent with the Powers and Authorities of the Boards as articulated in the EDA Bylaws [Section III-Board of Directors, Item (F) 1 and Section VIII Committees/Standing Committees, Item, (B) g]; and the EDC Bylaws [Section 4.1-Governing Body, Powers and Responsibilities, Item (3) and Section 6.8-Executive Director].



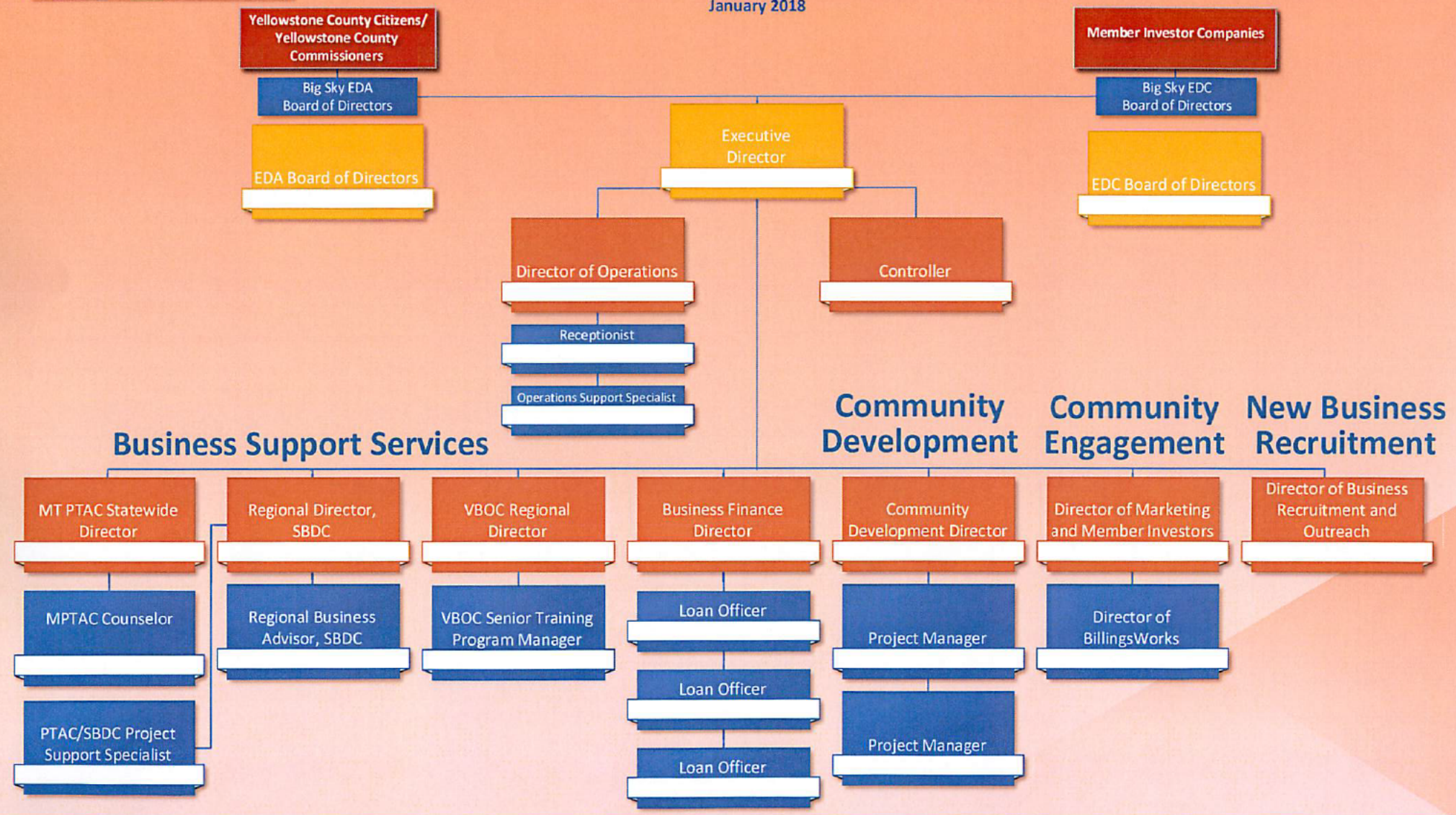
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ATTACHMENT A

Organizational Chart

January 2018





BIG SKY
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ATTACHMENT B

PLAN A: Communication Plan for Planned Departure of Executive Director (Six Months)

FIRST NOTICE

Executive Director notifies Board Chairs of planned departure

Executive Director notifies Director of Operations and Director of Marketing

Planned Departure notice will be added to the agenda of the next Executive Board meeting at which time the Executive Committee will implement the Succession Plan. (Such meeting may include Executive Session as appropriate.)

If information is leaked prior to Board/staff notification, Director of Marketing & Executive Director will manage with immediate Board/staff/key stakeholder notification followed by a formal press release and possible interviews.

No media will be given information or access until the Board/staff/key stakeholders/Member Investors have been notified.

STAFF

The day before the Executive Board meeting the Executive Director will hold a staff meeting and share the information available. The Director of Marketing and Executive Director will instruct staff in their communications.

Social media will go dark until the Executive Board meeting and all stakeholders are notified. This includes personal social media.

Communication by staff is to be kept internal until a public announcement and key stakeholders can be notified.

If staff is contacted by media or any outside entity they need to direct them to the Director of Marketing or the Director of Operations immediately.

BOARD OF DIRECTORS

Formal Announcement will be added to the agenda for the next Board meeting.

Executive Director will contact each Board member to notify them of the planned departure.

Executive Director will make a public statement about planned departure and Board Chair(s) will outline the succession plan process.

KEY STAKEHOLDERS

Following the Board meeting the Executive Director will notify key stakeholders.

Yellowstone County Commissioners
CEO of Billings Chamber of Commerce
Chancellor of MSU Billings
President of Rocky Mountain College
Mayor of Billings
Superintendent of Public Schools
CEO of Downtown Billings Partnership
MEDA Representative
Governor's Office of Economic Development Liaison
City Administrator
Laurel Mayor

BIG SKY ECONOMIC DEVELOPMENT MEMBER INVESTORS

Big Sky Economic Development Member Investors will be notified just prior to the media press release. This information will be sent by the Director of Member Investors in a private email to the primary contact of each company. The Executive Director and Director of Marketing will approve the communication before it is sent.

MEDIA

Following the Board of Directors meeting the Director of Marketing will submit a press release to regional media with information approved by the Board and Executive Director about the planned departure and the succession planning process.

This planned departure will not be on social media

Editor of the Billings Gazette
CEO of KTVQ
CEO of KULR
Owner of Big Sky Business Journal
Owner of Northern Ag Broadcasting
Director of Yellowstone Public Radio
Editor of the Laurel Outlook

Planned departure interviews will be scheduled by the Director of Marketing after the press release. The Board Chairs and Search committee will work with the Executive Director and/or Director of Marketing to release information as the search begins and progress is made.

The Succession Plan will be followed until such time that a permanent Executive Director is in place. The Executive Director, Board Chairs, Director of Operations and Director of Marketing will meet regularly to determine a continuing communication strategy during the search process. A final press release will be submitted when a new Executive Director is selected. In the event an Interim Executive Director is assigned that information will be released to staff/Board, key stakeholders, BSED Member Investors, Media at the time of the decision.

PLAN B: Communication Plan for a **Short-Term Departure of the Executive Director**

FIRST NOTICE

Short Term Departure could include but is not limited to a two-week notice, resignation, firing or immediate need for departure.

Executive Director notifies Board Chairs of short term departure
Board Chairs and/or Executive Director notifies Director of Operations and Director of Marketing.

Board Chairs convene an immediate meeting of the Executive Committee of the Board of Directors who will implement the succession plan. Required public notice will be implemented for the Executive Board meeting. Director of Operations will post the public notice to the Executive Committee meeting.

Director of Marketing will work with the Board Chairs on communications during this public notice period of time in case they are approached by the media.

No media will be given information or access until the Board/staff/key stakeholders/Member Investors have been notified and then only with the approval of the Board Chairs.

If information is leaked prior to Board/staff notification, Director of Marketing, Board Chairs and/or Executive Director (if appropriate) will manage with immediate Board/staff/key stakeholder notification followed by a formal press release and possible interviews.

STAFF

Board Chairs and/or Executive Director will call a staff meeting immediately, prior to public notice, share the information available, and direct staff in their communications.

Communication by staff is to be kept internal until a public announcement and key stakeholders can be notified.

Social media will go dark for all BSED outlets and staff's personal outlets.

If staff is contacted by media or any outside entity they need to direct them to the Director of Marketing or the Director of Operations immediately.

BOARD OF DIRECTORS

Depending on circumstances, the Board Chair(s) and/or Executive Director will notify all EDA/EDC Board Members of the unplanned departure.

Executive Director (if approved by Board Chairs) will make a public statement about unplanned departure and Board Chair(s) will outline the Succession Plan process.

Depending on circumstances, the Board Chair(s) and/or Executive Director or Director of Marketing will personally contact the following key stakeholders:

Yellowstone County Commissioners
CEO of Billings Chamber of Commerce
Chancellor of MSU Billings
President of Rocky Mountain College
Mayor of Billings
Superintendent of Public Schools
CEO of Downtown Billings Partnership
MEDA Representative
Governor's Office of Economic Development Liaison
City Administrator
Laurel Mayor

BIG SKY ECONOMIC DEVELOPMENT MEMBER INVESTORS

Big Sky Economic Development Member Investors will be notified by the Director of Member Investors in a private email to the primary contact of each company. Board Chair(s) and if applicable the Executive Director and Director of Marketing will approve the communication before it is sent.

MEDIA

As soon as Board, staff and key stakeholders are informed the Director of Marketing will call media outlets and issue a press release. The press release will be approved by both Board Chairs. The press release should go no later than 24 hours after the notification to the Board of Directors, staff, key stakeholders and Member Investors. Media contacts to include:

Editor of the Billings Gazette
CEO of KTVQ
CEO of KULR
Owner of Big Sky Business Journal
Owner of Northern Ag Broadcasting
Director of Yellowstone Public Radio
Editor of the Laurel Outlook

Any media calls or interviews will be planned by the Director of Marketing and conducted by the Executive Director (if appropriate), Board Chairs or the Director of Marketing and only after approval from the Board Chairs.

A second press release will be issued directly following the Executive Board Meeting announcing the interim Executive Director and comments from the Board Chairs.

The succession plan will be followed until such time that a permanent Executive Director is in place. The Interim Executive Director, Board Chairs, Director of Operations and Director of Marketing will meet regularly to determine a continuing communication strategy during the search process.

PLAN C: Communication Plan for the Unexpected Departure of the Executive Director

FIRST NOTICE

As soon as information is known – Contact Director of Operations immediately

Director of Operations notifies Director of Marketing

(Director of Operations will confirm that family has been notified before proceeding)

Director of Operations notifies current Board Chairs. The Board Chairs will convene an emergency meeting of the Executive Committee of the Board of Directors who will implement the Succession Plan. (Such meeting may include Executive Session as appropriate.) Required public notice will be implemented. Director of Operations will post the public notice at the Executive Committee Meeting.

Director of Marketing will work with the Board Chairs on communications during this public notice period of time in case they are approached by the media.

STAFF

Director of Operations will call a staff meeting immediately, prior to public notice, share the information available, and direct staff in their communications.

Communication by staff is to be kept internal until a public announcement and key stakeholders can be notified.

Social media will go dark for all BSED outlets and staff's personal outlets

If staff is contacted by media or any outside entity they need to direct them to the Director of Marketing or the Director of Operations immediately.

BOARD OF DIRECTORS

Board Chairs, Director of Operations and Director of Marketing will notify EDA/EDC Board Members.

KEY STAKEHOLDERS

Director of Marketing and/or the Director of Operation will personally contact the following key stakeholders:

(If the incident occurs and BSED is first notified Director of Operations will confirm with authorities that the family has been informed)

Yellowstone County Commissioners
CEO of Billings Chamber of Commerce
Chancellor of MSU Billings
President of Rocky Mountain College
Mayor of Billings

Superintendent of Public Schools
CEO of Downtown Billings Partnership
MEDA Representative
Governor's Office of Economic Development Liaison
City Administrator
Laurel Mayor

BIG SKY ECONOMIC DEVELOPMENT MEMBER INVESTORS

Big Sky Economic Development Member Investors will be notified just prior to the media press release. This information will be sent by the Director of Member Investors in a private email to the primary contact of each company. The Director of Marketing will approve the communication before it is sent.

MEDIA

As soon as key stakeholders are informed the Director of Marketing will call media outlets and issue a press release. The press release should go no later than 24 hours after the notification. Consideration and approval will be given to the family regarding information released. Media contacts to include:

Editor of the Billings Gazette
CEO of KTVQ
CEO of KULR
Owner of Big Sky Business Journal
Owner of Northern Ag Broadcasting
Director of Yellowstone Public Radio
Editor of the Laurel Outlook

Any media calls or interviews will be conducted by the Board Chairs and/or Director of Marketing and only after approval and consideration from the family.

A second press release will be issued directly following the emergency Executive Committee meeting announcing the Interim Executive Director and comments from the Board Chairs regarding the Succession Plan.

The Succession Plan will be followed until such time that a permanent Executive Director is in place. The Executive Director, Board Chairs, Director of Operations and Director of Marketing will meet regularly to determine a continuing communication strategy during the search process.



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**Big Sky Economic Development Authority
222 N. 32nd St., Suite 200
Billings, MT 59101**

SALARY ADMINISTRATION GUIDELINES

June 2014

Final

**Prepared by:
Jackie Swiesz, Human Resources Specialist**



Associated Employers

INTRODUCTION

This manual defines Big Sky Economic Development Authority's ("Authority") compensation philosophy and describes how the pay structure is administered.

Employees covered by this program will be provided their own salary range and job description information. In addition, employees are provided the salary range information on positions other than their own only when the position in question relates to their immediate career path or other promotional opportunities.

The Executive Director, in consultation with the Authority's Executive Committee, reserves the right to change or alter this salary administration program at any time.

COMPENSATION PHILOSOPHY

The Authority is committed to a salary administration program designed to:

- attract and retain a highly qualified and dedicated group of individuals;
- provide wages commensurate with job responsibility and experience;
- encourages personal and professional growth;
- relate to the Authority's other human resource philosophies and objectives; and
- consider the Authority's financial position and sustainability.

All Authority employees shall be compensated for assigned duties and responsibilities without regard to race, color, religion, gender, age, national origin, marital status, or sensory, physical or mental disability, veteran status or any other basis of discrimination prohibited by local, state and federal law.

COMPENSATION PROGRAM SUMMARY

An employee's wage is determined by various components: job skills, work experience, education, level of decision-making authority, technical expertise, years of service, and other factors as may be determined.

Each individual position within the organization is assigned a minimum and a maximum dollar amount to establish the salary range for that position. Salary ranges will generally be reviewed every two to three years (see also below, "Process for Comparing Jobs to Market").

JOB DESCRIPTIONS

- Each position at BSEDA has a job description that includes a summary, essential duties, required qualifications, and work environment demands.
- Job descriptions must be kept current to truly reflect the level of responsibility and accurate requirements of every position. The primary responsibility for this rests with the Supervisor.
- Each job description should be reviewed at the time of the employee's performance appraisal, prior to opening a position and prior to the periodic job wage analysis.
- Updates and/or revisions to job descriptions must be submitted to the Executive Director for approval.

EVALUATION CRITERIA

NEW HIRES:

Starting salaries are determined at time of hire by generally placing the new hire within the lower half of the pay range for the position.

Factors such as the following may be applied to the starting wage:

1. Significant combination of education and experience;
2. Proficiencies that exceed minimum qualifications in technical skill sets directly related to the position; and
3. Market pressure (the market demand for the position's skills and experience).

EXISTING EMPLOYEES:

The criteria listed below will be considered when evaluating salary adjustments for existing positions:

1. Salary adjustments are driven by two primary factors: job performance and overall budget status of the organization; a salary adjustment may be either integrated into the salary base or paid as a one-time award.

2. Any proposed increases will be evaluated in relation to its impact on the Authority's budget. Consequently, progression through the salary range will not necessarily occur in conjunction with the performance appraisal.
3. Management, at its discretion, may approve adjustments warranted by market conditions for a particular position or skill. A market adjustment may be either integrated into the salary base or paid as a one-time award. Budget constraints are the primary consideration when implementing a market adjustment.
4. Promotional adjustments may be considered when an incumbent's role, scope of work, and/or responsibilities increase significantly and are ongoing; these added duties/responsibilities should then be included in a revised job description.
5. An adjustment for professional development may be considered when an incumbent achieves significant certifications and/or education directly related to the position.

PROCESS FOR COMPARING JOBS TO THE MARKET

A necessary step in the development and maintenance of a salary administration program is the determination of actual salary levels found in the labor market in which the Authority competes.

SALARY SURVEYS

Salary survey data will generally be reviewed and updated every two to three years, and will be used in benchmarking jobs and monitoring changes to market sensitive positions.

Below is the list of criteria used for generating the individual market data sheets for each position:

- Multiple published wage surveys are used to review similar capsule job descriptions to obtain at least a 70% match in job content between the company job description and the survey capsule description.
- Local data is used when possible. Geographical and time corrections are applied where necessary.
- Weighted average salary is used rather than simple averages or median salaries.
- Base salary is used versus base + variable
- All data for a specific position is examined for trends

BENEFITS

As a part of the total compensation program, eligible employees and their dependents participate in the Authority's benefit programs, including group medical and dental programs as well as the Authority's retirement plan. Additionally, the Authority provides paid leave benefits (vacation, holidays, sick leave, bereavement and jury duty). All benefits are subject to Board approval.