

PIKES PEAK LIBRARY DISTRICT BOARD OF TRUSTEES
MARCH 28, 2017
PENROSE LIBRARY
4 PM



SPECIAL MEETING OF THE PIKES PEAK LIBRARY DISTRICT BOARD OF TRUSTEES

- I. CALL TO ORDER
- II. ITEMS TOO LATE FOR THE AGENDA
- III. PUBLIC COMMENT (*3 Minute Time Limit per Person*)
- IV. BUSINESS ITEMS
 - A. Unfinished Business
 - 1. PPLD Comprehensive Compensation/Job Analysis Study: Findings & Recommendations: Report to the Board by the Singer Group and the PPLD Leadership Team
 - 2. PPLD Compensation Philosophy: Decision 17-3-4 (J. Spears)
 - B. New Business
- V. ADJOURNMENT

Pikes Peak Library District
March 28, 2017

17-3-4

Pikes Peak Library District Compensation Philosophy

This statement was first presented at the December 2016 Board of Trustees meeting for discussion. As one of the final steps in the formulation of recommendations we are now asking the Board to approve this statement as the guiding compensation philosophy for the Pikes Peak Library District.

PIKES PEAK LIBRARY DISTRICT Compensation Philosophy

*MISSION: Providing resources and opportunities that change individual lives and build community.
Seek. Engage. Transform.*

Our Goals

The Pikes Peak Library District (PPLD) is committed to offering and maintaining a compensation system that is fair, competitive and fosters a quality work environment while being fiscally responsible. Our compensation system aims to support the recruitment, motivation, and retention of a diverse group of talented employees who are dedicated to advancing our District's goals, contributing to our mission, and providing exemplary service to all our customers.

PPLD's compensation philosophy lays out the values, principles and guidelines for the District's compensation structure and supports our culture and strategy. The overarching goals of an effective compensation plan for the District are to:

- Attract and retain a talented workforce of high performers interested in pursuing a career in the field and fostering organizational innovation that consistently exceeds customer expectations.
- Incent, through compensation and work environment, employees to provide outstanding service and demonstrate value to customers that make PPLD a welcoming and inspiring place.
- Identify and benchmark against the comparable market of PPLD in order to stay competitive within our identified market (see below).
- Pay employees within their market range for District positions and achieve internal equity among all positions.
- Develop and provide a job classification system that is the right fit for PPLD that provides for broad and flexible job classifications.
- Develop and consistently utilize information, compensation tools, and structure to plan and communicate during the compensation process both the monetary and non-financial rewards (benefits, time off, training, etc.) offered by PPLD.
- Use performance reviews and continuous feedback as part of the overall PPLD approach to reinforce needed competencies for the effective operation of the District, provide accountability, promote life-long learning, and offer development experiences for all staff.
- Reward outstanding performers and promote a high performance culture.
- Maintain a workplace that respects and appreciates the efforts of all employees.
- Conduct a compensation market review every 3 – 5 years to remain competitive within the market place.

To achieve these goals PPLD will strive to:

- Communicate compensation and classification policies and actions clearly and transparently.
- Adjust pay ranges to stay competitive within our identified markets as determined by salary surveys, benchmarks and in consideration of budgetary considerations (external competitiveness).
- Review jobs that may warrant reclassification due to changes in duties and responsibilities (internal equity).
- Maintain an effective, fair and consistent performance management and evaluation process.
- Create a workplace culture that encourages and recognizes excellent performance.

- Provide training, development and career opportunities to enhance employee and organizational development, recruitment and retention efforts, and succession planning.
- Develop, administer, and maintain fair, consistent, and compliant salary administration policies and procedures.

Identified markets for employees are comprised of:

- Local and regional public libraries and library systems;
- Local governments and government employers, public school districts and institutions of higher education; and
- Other local employers to whom PPLD might lose talent or from whom PPLD recruits employees.

A broader geographic market may be considered for senior professional-level staff and management positions.

Our Compensation System

We recognize the value of our employees and the contributions they make to our Library's success. Our compensation system reflects the value of both direct and indirect compensation and includes the following rewards:

- **Base pay:** Your hourly or salaried rate of pay, reviewed on an annual basis.
- **Comprehensive Benefits Package:** Including medical, dental, retirement, life insurance, time off benefits and wellness programs.
- **Professional Development:** Provided through challenging work, opportunities to attend professional workshops and conferences, recognition programs and the District's commitment to staff development.

The Executive Director, in collaboration with the Human Resources Officer, assumes responsibility for the on-going administration, updating and revision of the compensation and classification plans and compensation philosophy. Library leadership will also ensure that staff are informed about changes to the compensation philosophy and any associated compensation policy.

PPLD's Board of Trustees are responsible for approving the overall compensation program and budget for implementation.