

**NWSRA Personnel Committee Meeting  
October 28, 2015 – 11:00 A.M.  
Park Central Conference Room**

**Agenda**

- I. Management Association's Comprehensive Salary Survey
  - a. Management Association's Recommended Pay Grade Assignments
  - b. New Job Descriptions
  - c. New Face to Face Evaluations
  
- II. Proposed Salary Ranges
  - a. NWSRA 2015 Ranges
  - b. NWSRA Proposed 2016 Ranges
  - c. Proposed 2016 Merit Increase/Pool
    - i. Merit Increase/Pool Survey
  
- III. Proposed Health Insurance
  - a. PDRMA Health Insurance Options
  - b. Proposed 2016 Health Insurance Options
  
- IV. Proposed NWSRA Succession Plan Process



# Market Benchmarking & Compensation Structure Development Project

Northwest Special Recreation Association  
October 2015

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## **Northwest Special Recreation Association**

### Market Benchmarking and Compensation Structure Development Project

October 2015

<b>Final Report</b>	<b>Tab 1</b>
<b>Benchmarking Spreadsheet</b>	<b>Tab 2</b>
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<b>Sample Compensation Policy</b>	<b>Tab 6</b>



**Northwest Special Recreation Association**

**Market Benchmarking &  
Compensation Structure Project Report**

**October 2015**

**Prepared by:  
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## A. Objectives

1. To develop a competitive compensation structure using benchmarking analysis of the appropriate regional labor market.
2. To analyze the current competitive pay practices of the Northwest Special Recreation Association to provide advice on updating and improving administration of the compensation program.

## B. Purpose

1. Northwest Special Recreation Association's primary purpose *externally* is to ensure that its job rates are comparable to the going rates offered by its labor market competitors.
2. Northwest Special Recreation Association's primary purpose *internally* is to ensure that its positions are ranked appropriately within the organization.
3. Develop a custom competitive pay structure for the Rolling Meadows, Illinois region.
4. Analyze the relationship between pay grades and employee pay rates to determine how rates of pay outside of the depicted ranges will affect future labor costs.

## C. Benchmarking

The benchmarking analysis was developed using compensation data from the following surveys:

- Management Association's 2015 Non-Profit Survey
- Employer Associations of America 2015 National Executive Compensation Survey
- Economic Research Institute Online Compensation Assessor
- Management Association's 2015 Salary Survey
- 2015 Illinois Park & Recreation Association Survey (using NWSRA selected comparable organizations)

Job descriptions from the Northwest Special Recreation Association were reviewed by the compensation analyst and were used to benchmark positions to the surveys. During this analysis, particular attention was paid to the actual job duties being performed by each job. When possible, data was collected from multiple surveys.

Compensation data from the surveys was adjusted to January 1, 2016. Hourly rates are also included, and useful when calculating annual salaries for individuals that do not work a 2,080 hour work year (40 hours per week).

#### D. **Structure Development**

Regression analysis and standard statistical calculations were used to derive a set of pay ranges. Minimums and maximums of each pay range have been set at 20% above and 20% below the midpoints for grade 14 and higher. Moving downwards from grade 14, a gradation was applied. Therefore, Grade 13 has a pay range spread of 18% above and 18% below the midpoint; grade 12 has a range spread of 16% above and 16% below the midpoint; grade 11 has a range spread of 14% above and 14% below the midpoint; and grade 10 has a range spread of 12% above and 12% below the midpoint. There is an average midpoint to midpoint progression of 12.15% between the 13 grades created for the Northwest Special Recreation Association.

Northwest Special Recreation Association positions were slotted into the pay grade structure based on the survey data compiled for each position. Positions were assigned a pay grade by identifying the pay grade midpoint that most closely matched the market rate for each job. Northwest Special Recreation Association had one job that did not match available survey data. Therefore, the *Sr. Manager of Special Recreation (Brochure)* position was manually slotted into the pay grade structure by NWSRA management. The custom pay grade structure for the Northwest Special Recreation Association has three pay grades that are empty. These grades will remain on the structure in case positions are restructured, need to be reanalyzed, or if new positions are created.

The regional structure can be immediately adopted as a compensation planning tool. It will provide guidelines for the Northwest Special Recreation Association to use in formulating a strategy to effectively recruit and retain employees possessing the desired qualifications and talents.

#### E. **Exempt/Non-exempt Status**

The exemption status of each position was determined based on the information contained in the job description. The exemption status of each position is listed, and positions with a job code of "E" were determined to be exempt and positions with a "NE" were determined to be non-exempt by our compensation analyst according to the Fair Labor Standards Act (FLSA), and current Illinois wage and hour laws. During the analysis, the compensation analyst was particularly concern over the exemption status of a number of jobs. The *Administrative Coordinator, Operations Coordinator, and Registration Office Coordinator* positions should immediately be reclassified as non-exempt. The consultant also recommended the *Program Specialist, Program Specialist (Day Camp), School/Commercial Facility/Special Event Coordinator, Park District Facility/Leisure Education Coordinator, Support Staff Coordinator, and Volunteer Recruitment Coordinator* positions should be classified as non-exempt. Through phone conversations with Northwest Special Recreation Association's Superintendent of Administrative Services, however, it was confirmed a BA/BS degree in Therapeutic Recreation, Parks and Recreation, or related field of study was an essential job requirement. Furthermore, NWSRA management expressed confidence that the curriculum covered in the third and fourth year of these college programs was essential to competently performing job duties. Therefore, these positions were

classified as exempt under the Professional exemption test. Moving forward, NWSRA should be aware there are proposed rules to change the Fair Labor Standards Act. At that time, the status of all exempt positions will need to be re-evaluated.

**F. Outcomes**

Overall, in the administration of base pay, the Northwest Special Recreation Association is slightly lagging its labor market competition. This is illustrated through the included Payroll Analysis Report. Individual employee rates of pay were compared to the structure midpoints. Adjustments were made for part-time employees.

Information from the Payroll Analysis Report is summarized in the table below:

<b><u>COMPETITIVE POSITION</u></b>	<b><u># OF EMPS</u></b>	<b><u>ANNUAL COST</u></b>
Under Minimum	3	\$2,360
Under Midpoint	27	\$139,557
Over Midpoint	11	\$42,063
Over Maximum	3	\$3,949

Compa-ratio is an analytical tool used by compensation professionals that compares employees' individual annual salaries to the structure midpoint for their positions' grades. The midpoint is defined as the amount the Northwest Special Recreation Association would expect to pay for a given grade of work under normal circumstances. A rate of pay which is exactly the same as the midpoint would have a compa-ratio of 100%. In this case, we have utilized the midpoint of each model range, since the midpoints are most reflective of the actual data in the selected surveys and are the basis for the model range.

When using compa-ratios as an analytical or budgeting tool, the Northwest Special Recreation Association should look for wide variations from 100%. In analyzing pay in relationship to the model ranges as shown in the Payroll Analysis, we have calculated these findings:

The overall average compa-ratio for the Northwest Special Recreation Association is 96.1%. This indicates that according to the compensation structure developed, the Northwest Special Recreation Association is compensating its employees 3.9% less than selected similarly situated organizations according to the utilized survey sources. With respect to individual compa-ratios, a range from 78.9% to 118.5% can be seen.

**G. Communication**

With the general tendency being in favor of employees knowing more about how the Northwest Special Recreation Association determines their rates of pay, management should disclose to them as much information about its pay practices as it feels comfortable

revealing. The just-completed thorough study of position duties and responsibilities, and the subsequent pay ranges, gives the Northwest Special Recreation Association a solid foundation for explaining additions, changes or deletions in its compensation program.

Listed below are basic guidelines for effectively disclosing to employees, on an ongoing basis, how the Northwest Special Recreation Association determined their pay in addition to explaining the purpose and effect on the individual pay of the position evaluation project.

- Thoroughly instruct supervisors and managers on all aspects of the Northwest Special Recreation Association pay policies.
- Use supervisors and managers to inform employees of these policies and answer specific and general pay questions.
- Explain position duties and responsibilities, pay grades and ranges to employees.
- Inform newly hired individuals of the Northwest Special Recreation Association pay policies and the specifics about their opportunities for merit increases in the future.

## **H. Administration**

The success of a compensation program based on market benchmarking depends on formulating and enforcing impartial rules for ensuring that not only is each employee correctly classified in a position having a current and accurate job description, but that the employee is equitably paid within the rate range decided upon. In addition, it is necessary to set up a plan to identify and take action with respect to exceptional cases and to correct inequities. A sample Wage Administration Policy and Procedure has been included to assist the Northwest Special Recreation Association in development of its plan. This example is not intended to simply represent a popular approach, but rather to illustrate different methods of systematically setting or changing an employee's rate of pay.

## **I. Implementation**

The Management Association staff is available to assist with questions that may arise. We will continue to be vitally interested in the continued effectiveness of this project. Additionally, once the Northwest Special Recreation Association puts job descriptions and pay ranges into effect, provisions should be made to update these plans and documents annually.

The Northwest Special Recreation Association is encouraged to view this analysis only as a guide in determining if actual inequities exist, taking into consideration factors such as individual job performance, labor market availability, newly assigned or inexperienced personnel or other criteria which may logically have a bearing on individual rates of pay.



Northwest Special Recreation Association  
Market Benchmarking Spreadsheet  
Data Effective January 1, 2016

FLSA	Position Title	Survey	Survey Description	Survey Base Pay	Aged to January 1, 2016	Weight	Composite Base Wage	New Pay Grade
E	Executive Director	A	1 Executive Director, \$5-10 mill	\$147,622	\$151,140	12.50%	\$132,504	22
		A	1 Executive Director, Less than 100	\$136,172	\$139,417	12.50%		
		B	700 Chief Executive - Not-For-Profit, Social Services, Adjusted for Rolling Meadows	\$135,656	\$139,760	25.00%		
		C	Executive Director CEO, SIC 8300, Rolling Meadows, \$5.3 mill	\$136,836	\$136,836	25.00%		
		E	Executive Director, Selected Organizations	\$108,141	\$108,141	25.00%		
E	Superintendent of Administrative Services	A	70 Top HR Position, \$5-10 mill	\$78,031	\$79,891	16.66%	\$85,348	18
		C	Administrative Services Manager, SIC 8300, Rolling Meadows, \$5.3 mill	\$80,360	\$80,360	16.67%		
		D	306.174 Human Resources Manager, Northwest Suburbs	\$89,455	\$91,099	25.00%		
		D	306.441 Safety Manager, Total Responses	\$86,447	\$88,035	25.00%		
		E	Superintendent of Administrative Services, Selected Organizations	\$83,138	\$83,138	16.67%		
E	Superintendent of Recreation (1)	A	118 Program Director, \$5-10 mill	\$79,479	\$81,373	12.50%	\$82,630	18
		A	118 Program Director, Less than 100	\$77,214	\$79,054	12.50%		
		B	705 Program Director, Social Services, Adjusted for Rolling Meadows	\$83,102	\$85,616	25.00%		
		C	Social Services Director, SIC 8300, Rolling Meadows, \$5.3 mill	\$84,716	\$84,716	25.00%		
		E	Superintendent of Recreation, Selected Organizations	\$79,975	\$79,975	25.00%		
E	Superintendent of Recreation (2)	A	118 Program Director, \$5-10 mill	\$79,479	\$81,373	12.50%	\$82,630	18
		A	118 Program Director, Less than 100	\$77,214	\$79,054	12.50%		
		B	705 Program Director, Social Services, Adjusted for Rolling Meadows	\$83,102	\$85,616	25.00%		
		C	Social Services Director, SIC 8300, Rolling Meadows, \$5.3 mill	\$84,716	\$84,716	25.00%		
		E	Superintendent of Recreation, Selected Organizations	\$79,975	\$79,975	25.00%		
E	Superintendent of Development	A	29 Annual Giving Director, All Organizations Combined	\$65,077	\$66,628	33.33%	\$75,773	17
		C	Fundraising Manager, SIC 8300, Rolling Meadows, \$5.3 mill	\$79,604	\$79,604	33.33%		
		E	Superintendent of Development, Selected Organizations	\$81,087	\$81,087	33.34%		
E	Manager of PR & Marketing/Assistant Superintendent	A	11 Marketing Manager, \$5-10 mill	\$58,176	\$59,563	6.25%	\$64,185	16
		A	11 Marketing Manager, Less than 100	\$61,790	\$63,263	6.25%		
		A	10 PR Manager, All Organizations Combined	\$73,127	\$74,870	12.50%		
		D	311.447 Marketing Generalist II, Northwest Suburbs	\$64,369	\$65,552	50.00%		
		E	Manager of PR/Marketing, Selected Organizations	\$57,496	\$57,496	25.00%		
E	Sr. Manager of Special Recreation (Brochure)		Manually Slotted by NWSRA Management					15
E	Business Services Coordinator	A	52 Accountant, \$5-10 mill	\$47,498	\$48,630	12.50%	\$53,761	14
		A	52 Accountant, Less than 100	\$51,466	\$52,693	12.50%		
		C	Accountant, SIC 8300, Rolling Meadows, \$5.3 mill	\$61,785	\$61,785	25.00%		
		D	301.001 Accountant II, Northwest Suburbs	\$50,374	\$51,300	50.00%		
E	Manager of Support Services	A	120 Volunteer Services Manager, \$5-10 mill	\$52,105	\$53,347	5.55%	\$52,268	14
		A	72 Human Resources Generalist, \$5-10 mill	\$47,462	\$48,593	5.55%		
		A	72 Human Resources Generalist, Less than 100	\$47,534	\$48,667	5.56%		
		C	Department Supervisor, SIC 8300, Rolling Meadows, \$5.3 mill	\$55,991	\$55,991	16.67%		
		D	306.175 Human Resources Generalist, Northwest Suburbs	\$49,642	\$50,554	50.00%		
E	Manager of Special Recreation (Athletics)	E	Manager of Support Services, Selected Organizations	\$55,750	\$55,750	16.67%	\$51,528	14
		A	119 Program Manager, \$5-10 mill	\$48,594	\$49,752	33.33%		
		C	Department Supervisor, SIC 8300, Rolling Meadows, \$5.3 mill	\$55,991	\$55,991	33.33%		
E	Manager of Special Recreation (Day Camp)	E	Manager of Special Recreation (Athletics), Selected Organizations	\$48,841	\$48,841	33.33%	\$51,461	14
		A	119 Program Manager, \$5-10 mill	\$48,594	\$49,752	33.33%		
		C	Department Supervisor, SIC 8300, Rolling Meadows, \$5.3 mill	\$55,991	\$55,991	33.33%		
		E	Manager of Special Recreation (Day Camp), Selected Organizations	\$48,639	\$48,639	33.33%		

Northwest Special Recreation Association  
Market Benchmarking Spreadsheet  
Data Effective January 1, 2016

FLSA	Position Title	Survey	Survey Description	Survey Base Pay	Aged to January 1, 2016	Weight	Composite Base Wage	New Pay Grade
E	Manager of Inclusion Services	A	119 Program Manager, \$5-10 mill	\$48,594	\$49,752	50.00%	\$50,091	14
		E	Inclusion Manager, Selected Organizations	\$50,430	\$50,430	50.00%		
E	Adult Day Program Coordinator	A	119 Program Manager, \$5-10 mill	\$48,594	\$49,752	50.00%	\$49,736	13
		E	Program Manager, Selected Organizations	\$49,719	\$49,719	50.00%		
E	Foundation Coordinator	A	30 Grant Writer, \$5-10 mill	\$42,458	\$43,470	16.66%	\$49,726	13
		A	30 Grant Writer, Less than 100	\$48,514	\$49,670	16.67%		
		A	31 Special Events Coordinator, \$5-10 mill	\$45,527	\$46,612	16.67%		
		A	31 Special Events Coordinator, Less than 100	\$43,059	\$44,085	16.67%		
		C	Grant Coordinator, SIC 8300, Rolling Meadows, \$5.3 mill	\$57,261	\$57,261	33.33%		
NE	Administrative Coordinator	A	5 Executive Assistant, \$5-10 mill	\$54,779	\$56,085	10.00%	\$48,612	13
		A	5 Executive Assistant, Less than 100	\$55,855	\$57,186	10.00%		
		A	54 Accounting Clerk/Accounting Assistant, \$5-10 mill	\$37,097	\$37,981	5.00%		
		A	54 Accounting Clerk/Accounting Assistant, Less than 100	\$40,857	\$41,831	5.00%		
		D	202.037 Administrative Assistant III, Northwest Suburbs	\$49,898	\$50,815	40.00%		
		D	201.004 Accounting Clerk II (Experienced), Northwest Suburbs	\$37,041	\$37,722	10.00%		
		C	Administrative Assistant, SIC 8300, Rolling Meadows, \$5.3 mill	\$45,981	\$45,981	20.00%		
NE	Operations Coordinator	C	Building Superintendent, SIC 8300, Rolling Meadows, \$5.3 mill	\$47,738	\$47,738	33.33%	\$48,529	13
		C	Fleet Supervisor, SIC 8300, Rolling Meadows, \$5.3 mill, 1 Year	\$55,504	\$55,504	33.33%		
		C	Vehicle Maintenance Scheduler, SIC 8300, Rolling Meadows, \$5.3 mill, 1 Year	\$42,344	\$42,344	33.33%		
NE	Public Information Coordinator	A	13 Graphic Artist, \$5-10 mill	\$41,797	\$42,793	12.50%	\$48,253	13
		A	13 Graphic Artist, Less than 100	\$51,144	\$52,363	12.50%		
		C	Graphic Artist, SIC 8300, Rolling Meadows, \$5.3 mill, 3 Years	\$47,906	\$47,906	25.00%		
		D	311.307 Graphic Artist, Northwest Suburbs	\$47,885	\$48,765	50.00%		
NE	Registration Office Coordinator	A	4 Office Manager, \$5-10 mill	\$40,655	\$41,624	12.50%	\$47,770	13
		A	4 Office Manager, Less than 100	\$43,154	\$44,183	12.50%		
		C	Cashier Supervisor, Rolling Meadows, \$5.3 mill	\$48,991	\$48,991	50.00%		
		E	Registration Office Coordinator, Selected Organizations	\$50,194	\$50,194	25.00%		
E	Volunteer Recruitment Coordinator	A	121 Volunteer Coordinator, \$5-10 mill	\$37,133	\$38,018	8.33%	\$46,665	13
		A	121 Volunteer Coordinator, Less than 100	\$39,499	\$40,440	8.33%		
		A	120 Volunteer Services Manager, \$5-10 mill	\$52,105	\$53,347	8.34%		
		D	Department Supervisor, SIC 8300, Rolling Meadows, \$5.3 mill, 2 Years	\$47,976	\$47,976	50.00%		
		D	206.077 Human Resources Assistant, Northwest Suburbs	\$45,925	\$46,769	25.00%		
E	Support Staff Coordinator	A	73 Human Resources Assistant, \$5-10 mill	\$35,889	\$36,744	6.25%	\$46,595	13
		A	73 Human Resources Assistant, Less than 100	\$43,292	\$44,324	6.25%		
		C	Human Resources Scheduler Personnel, SIC 8300, Rolling Meadows, \$5.3 mill	\$46,787	\$46,787	12.50%		
		D	Department Supervisor, SIC 8300, Rolling Meadows, \$5.3 mill, 2 Years	\$47,976	\$47,976	50.00%		
		D	206.077 Human Resources Assistant, Northwest Suburbs	\$45,925	\$46,769	25.00%		
E	Inclusion Coordinator	C	Recreational Therapist, SIC 8300, Rolling Meadows, \$5.3 mill	\$49,625	\$49,625	50.00%	\$46,171	13
		E	Inclusion Coordinator, Selected Organizations	\$42,716	\$42,716	50.00%		
E	School/Commercial Facility/Special Event Coordinator	A	122 Program Coordinator, \$5-10 mill	\$35,780	\$36,633	25.00%	\$41,490	12
		A	122 Program Coordinator, Less than 100	\$39,274	\$40,210	25.00%		
		D	202.038 Administrative Assistant, Northwest Suburbs	\$45,458	\$46,293	25.00%		
		C	Special Events Coordinator, SIC 8300, Rolling Meadows, \$5.3 mill, 2 Years	\$42,823	\$42,823	25.00%		

Northwest Special Recreation Association  
Market Benchmarking Spreadsheet  
Data Effective January 1, 2016

FLSA	Position Title	Survey	Survey Description	Survey Base Pay	Aged to January 1, 2016	Weight	Composite Base Wage	New Pay Grade
E	Park District Facility/Leisure Education Coordinator	A	122 Program Coordinator, \$5-10 mill	\$35,780	\$36,633	25.00%	\$41,490	12
		A	122 Program Coordinator, Less than 100	\$39,274	\$40,210	25.00%		
		D	202.038 Administrative Assistant, Northwest Suburbs	\$45,458	\$46,293	25.00%		
		C	Special Events Coordinator, SIC 8300, Rolling Meadows, \$5.3 mill, 2 Years	\$42,823	\$42,823	25.00%		
NE	Registrar	A	27 Data Entry Operator, All Organizations Combined	\$39,410	\$40,349	16.66%	\$39,461	11
		C	Data Control Clerk, SIC 8300, Rolling Meadows, \$5.3 mill	\$37,685	\$37,685	16.67%		
		D	211.277 Customer Service Representative II, Northwest Suburbs	\$39,062	\$39,780	50.00%		
E	Program Specialist (Day Camp)	E	Registrar, Selected Organizations	\$39,395	\$39,395	16.67%	\$39,251	11
		A	122 Program Coordinator, \$5-10 mill	\$35,780	\$36,633	16.66%		
		A	122 Program Coordinator, Less than 100	\$39,274	\$40,210	16.67%		
		C	Recreational Therapist, SIC 8300, Rolling Meadows, \$5.3 mill, 1 Year	\$40,372	\$40,372	16.67%		
E	Program Specialist	C	Recreation Supervisor, SIC 8300, Rolling Meadows, \$5.3 mill, 1 Year	\$33,663	\$33,663	16.67%	\$39,251	11
		E	Program Specialist, Selected Organizations	\$42,314	\$42,314	33.33%		
		A	122 Program Coordinator, \$5-10 mill	\$35,780	\$36,633	16.66%		
		A	122 Program Coordinator, Less than 100	\$39,274	\$40,210	16.67%		
		C	Recreational Therapist, SIC 8300, Rolling Meadows, \$5.3 mill, 1 Year	\$40,372	\$40,372	16.67%		
NE	Administrative Assistant	C	Recreation Supervisor, SIC 8300, Rolling Meadows, \$5.3 mill, 1 Year	\$33,663	\$33,663	16.67%	\$39,181	11
		E	Program Specialist, Selected Organizations	\$42,314	\$42,314	33.33%		
		A	6 Administrative Assistant, \$5-10 mill	\$36,552	\$37,423	8.33%		
		A	6 Administrative Assistant, Less than 100	\$38,354	\$39,268	8.33%		
		C	Secretary, SIC 8300, Rolling Meadows, \$5.3 mill	\$37,035	\$37,035	16.67%		
NE	Receptionist	D	202.039 Administrative Assistant I, Northwest Suburbs	\$39,143	\$39,862	50.00%	\$33,466	10
		E	Administrative Assistant, Selected Organizations	\$40,118	\$40,118	16.67%		
		A	8 Receptionist/Switchboard Operator, \$5-10 mill	\$30,008	\$30,723	8.33%		
		A	8 Receptionist/Switchboard Operator, Less than 100	\$29,009	\$29,700	8.33%		
		C	Receptionist, SIC 8300, Rolling Meadows, \$5.3 mill	\$34,047	\$34,047	16.67%		
		D	202.044 Telephone Operator/Receptionist/Secretary, Northwest Suburbs	\$33,759	\$34,379	50.00%		
		E	Receptionist, Selected Organizations	\$33,397	\$33,397	16.67%		
Survey Key								
A	Management Association's 2015 Non-Profit Survey							
B	Employer Associations of America 2015 National Executive Compensation Survey							
C	Economic Research Institute							
D	Management Association's 2015 Salary Survey							
E	2015 IPRA Survey (Illinois Park and Recreation Association)							

Northwest Special Recreation Association  
Competitive Pay Structure  
Effective January 1, 2016  
Based on a 40 Hour Workweek

	Minimum	Midpoint	Maximum
Grade 10	\$29,450	\$33,466	\$37,482
Grade 11	\$32,278	\$37,532	\$42,787
Grade 12	\$35,358	\$42,093	\$48,828
Grade 13	\$38,710	\$47,207	\$55,705
Grade 14	\$42,355	\$52,943	\$63,532
Grade 15	\$47,501	\$59,376	\$71,252
Grade 16	\$53,273	\$66,591	\$79,909
Grade 17	\$59,746	\$74,682	\$89,619
Grade 18	\$67,005	\$83,757	\$100,508
Grade 19	\$75,147	\$93,934	\$112,721
Grade 20	\$84,278	\$105,347	\$126,417
Grade 21	\$94,518	\$118,148	\$141,777
Grade 22	\$106,003	\$132,504	\$159,004

Northwest Special Recreation Association  
Pay Grade Assignments  
Effective January 1, 2016  
Based on a 40 Hour Workweek

Grade	FLSA	Position Title	Minimum	Midpoint	Maximum
10	NE	Receptionist	\$29,450	\$33,466	\$37,482
			\$14.16	\$16.09	\$18.02
11	NE	Administrative Assistant	\$32,278	\$37,532	\$42,787
	NE	Registrar	\$15.52	\$18.04	\$20.57
	E	Program Specialist			
	E	Program Specialist (Day Camp)			
12	E	Park District Facility/Leisure Education Coordinator	\$35,358	\$42,093	\$48,828
	E	School/Commercial Facility/Special Event Coordinator	\$17.00	\$20.24	\$23.47
13	NE	Administrative Coordinator	\$38,710	\$47,207	\$55,705
	NE	Operations Coordinator	\$18.61	\$22.70	\$26.78
	NE	Public Information Coordinator			
	NE	Registration Office Coordinator			
	E	Adult Day Program Coordinator			
	E	Foundation Coordinator			
	E	Inclusion Coordinator			
	E	Support Staff Coordinator			
	E	Volunteer Recruitment Coordinator			
14	E	Business Services Coordinator	\$42,355	\$52,943	\$63,532
	E	Manager of Support Services	\$20.36	\$25.45	\$30.54
	E	Manager of Special Recreation (Athletics)			
	E	Manager of Special Recreation (Day Camp)			
	E	Manager of Inclusion Services			
15	E	Sr. Manager of Special Recreation (Brochure)	\$47,501	\$59,376	\$71,252
			\$22.84	\$28.55	\$34.26
16	E	Manager of PR & Marketing/Assistant Superintendent	\$53,273	\$66,591	\$79,909
			\$25.61	\$32.01	\$38.42
17	E	Superintendent of Development	\$59,746	\$74,682	\$89,619
			\$28.72	\$35.90	\$43.09
18	E	Superintendent of Administrative Services	\$67,005	\$83,757	\$100,508
	E	Superintendent of Recreation (1)	\$32.21	\$40.27	\$48.32
	E	Superintendent of Recreation (2)			
19		<i>Hold for future restructuring</i>	\$75,147	\$93,934	\$112,721
			\$36.13	\$45.16	\$54.19
20		<i>Hold for future restructuring</i>	\$84,278	\$105,347	\$126,417
			\$40.52	\$50.65	\$60.78
21		<i>Hold for future restructuring</i>	\$94,518	\$118,148	\$141,777
			\$45.44	\$56.80	\$68.16
22	E	Executive Director	\$106,003	\$132,504	\$159,004
			\$50.96	\$63.70	\$76.44

Northwest Special Recreation Association  
Payroll Analysis

PAY GRADE	JOB TITLE	EMPLOYEE	HOURS WEEK	HOURS YEAR	ANNUAL SALARY	COMPA-RATIO	UNDER MINIMUM	UNDER MIDPOINT	OVER MIDPOINT	OVER MAXIMUM	HOURLY STRUCTURE MIDPOINT	PRORATED STRUCTURE MIDPOINT	STRUCTURE MIDPOINT
22	Executive Director	CRAWFORD, TRACEY	40	2080	\$111,997	84.5%		(\$20,507)			\$63.70	\$132,504	\$132,504
# OF EMPS		1					0	1	0	0			
GROUP SUM								(\$20,507)					
AVERAGES						84.5%		(\$20,507)					
18	Superintendent of Administrative Services	BREITLOW, TRISHA	40	2080	\$72,216	86.2%		(\$11,541)			\$40.27	\$83,757	\$83,757
	Superintendent of Recreation II	FINGER, JAYNE	40	2080	\$90,155	107.6%			\$6,399		\$40.27	\$83,757	\$83,757
	Superintendent of Recreation I	GRIFFIN, ANDREA C	40	2080	\$70,173	83.8%		(\$13,583)			\$40.27	\$83,757	\$83,757
# OF EMPS		3					0	2	1	0			
GROUP SUM								(\$25,124)	\$6,399				
AVERAGES						92.5%		(\$12,562)	\$6,399				
17	Superintendent of Development	SOWA, NANETTE	40	2080	\$70,456	94.3%		(\$4,227)			\$35.90	\$74,682	\$74,682
# OF EMPS		1					0	1	0	0			
GROUP SUM								(\$4,227)					
AVERAGES						94.3%		(\$4,227)					
16	Manager of PR & Marketing/Assistant Superintendent	SELDERS, BRIAN	40	2080	\$60,762	91.2%		(\$5,829)			\$32.01	\$66,591	\$66,591
# OF EMPS		1					0	1	0	0			
GROUP SUM								(\$5,829)					
AVERAGES						91.2%		(\$5,829)					
15	Sr. Manager of Special Recreation (Brochure)	SNYDER, JO ANN	40	2080	\$64,569	108.7%			\$5,192		\$28.55	\$59,376	\$59,376
# OF EMPS		1					0	0	1	0			
GROUP SUM									\$5,192				
AVERAGES						108.7%			\$5,192				
14	Business Services Coordinator	DECORREVONT, KELLY	40	2080	\$48,058	90.8%		(\$4,886)			\$25.45	\$52,943	\$52,943
	Manager of Inclusion Services	HUBSCH, RACHEL	40	2080	\$47,500	89.7%		(\$5,443)			\$25.45	\$52,943	\$52,943
	Manager of Special Recreation (Athletics)	MILES, RENEE	40	2080	\$48,958	92.5%		(\$3,985)			\$25.45	\$52,943	\$52,943
	Manager of Support Services	SCHULTZ, JODI	40	2080	\$53,490	101.0%			\$547		\$25.45	\$52,943	\$52,943
	Manager of Special Recreation (Day Camps)	LEE, ANGELA	40	2080	\$48,283	91.2%		(\$4,661)			\$25.45	\$52,943	\$52,943
# OF EMPS		5					0	4	1	0			
GROUP SUM								(\$18,975)	\$547				
AVERAGES						93.0%		(\$4,744)	\$547				
13	Administrative Coordinator	VASALOS, JESSICA	40	2080	\$50,676	107.3%			\$3,469		\$22.70	\$47,207	\$47,207
	Adult Day Program Coordinator	THOMAS, LIZ	40	2080	\$48,161	102.0%			\$953		\$22.70	\$47,207	\$47,207
	Foundation Coordinator	SPLETT, CATHERINE	40	2080	\$47,040	99.6%		(\$167)			\$22.70	\$47,207	\$47,207
	Inclusion Coordinator	ADATTO, TED	40	2080	\$46,000	97.4%		(\$1,207)			\$22.70	\$47,207	\$47,207
	Inclusion Coordinator	AGUILAR, MANUEL	40	2080	\$38,500	81.6%	(\$210)	(\$8,707)			\$22.70	\$47,207	\$47,207

Northwest Special Recreation Association  
Payroll Analysis

PAY GRADE	JOB TITLE	EMPLOYEE	HOURS WEEK	HOURS YEAR	ANNUAL SALARY	COMPA-RATIO	UNDER MINIMUM	UNDER MIDPOINT	OVER MIDPOINT	OVER MAXIMUM	HOURLY STRUCTURE MIDPOINT	PRORATED STRUCTURE MIDPOINT	STRUCTURE MIDPOINT
13	Inclusion Coordinator	KOURLIOUROS, EVELYN	40	2080	\$37,270	78.9%	(\$1,440)	(\$9,937)			\$22.70	\$47,207	\$47,207
	Inclusion Coordinator	THOMPSON, VALERIE	40	2080	\$45,589	96.6%		(\$1,619)			\$22.70	\$47,207	\$47,207
	Registration Office Coordinator	PARADISE, MICHELE	40	2080	\$46,693	98.9%		(\$514)			\$22.70	\$47,207	\$47,207
	Operations Coordinator	BASSETT, BARBARA M.	40	2080	\$48,141	102.0%			\$934		\$22.70	\$47,207	\$47,207
	Public Information Coordinator	PLENCNER, JANET S.	38	1950	\$47,708	107.8%			\$3,451		\$22.70	\$44,257	\$47,207
	Recruitment/Volunteer Coordinator	MAZZAROLI, MARY	40	2080	\$46,000	97.4%		(\$1,207)			\$22.70	\$47,207	\$47,207
	Support Services Coordinator	LUCENTE, CORTNEY	40	2080	\$39,500	83.7%		(\$7,707)			\$22.70	\$47,207	\$47,207
	Support Services Coordinator	STANKO, ERICA	40	2080	\$38,000	80.5%	(\$710)	(\$9,207)			\$22.70	\$47,207	\$47,207
# OF EMPS		13					3	9	4	0			
GROUP SUM							(\$2,360)	(\$40,275)	\$8,807				
AVERAGES						94.9%	(\$787)	(\$4,475)	\$2,202				
12	Park District Facility/Leisure Education Coordinator	KRONES, SUMMER	40	2080	\$45,896	109.0%			\$3,803		\$20.24	\$42,093	\$42,093
	School/Commercial Facility/Special Events Coordinator	WAITE, THERESA	40	2080	\$39,095	92.9%		(\$2,998)			\$20.24	\$42,093	\$42,093
# OF EMPS		2					0	1	1	0			
GROUP SUM								(\$2,998)	\$3,803				
AVERAGES						101.0%		(\$2,998)	\$3,803				
11	Administrative Assistant	GACH, SHERRY	35	1820	\$38,707	117.9%			\$5,866	\$1,268	\$18.04	\$32,841	\$37,532
	Program Specialist	EARHART, JESSICA	40	2080	\$34,759	92.6%		(\$2,774)			\$18.04	\$37,532	\$37,532
	Program Specialist (Day Camp)	GONZALEZ, VICTORIA	40	2080	\$34,161	91.0%		(\$3,371)			\$18.04	\$37,532	\$37,532
	Program Specialist	IRELAN, MACKENZIE	40	2080	\$34,960	93.1%		(\$2,572)			\$18.04	\$37,532	\$37,532
	Program Specialist	JOHNSEN, JESSICA	40	2080	\$34,759	92.6%		(\$2,774)			\$18.04	\$37,532	\$37,532
	Program Specialist (Day Camp)	MAGER, KATHRYN	40	2080	\$34,516	92.0%		(\$3,017)			\$18.04	\$37,532	\$37,532
	Program Specialist (Day Camp)	MOORE, JACKLYN	40	2080	\$34,960	93.1%		(\$2,572)			\$18.04	\$37,532	\$37,532
	Program Specialist (Day Camp)	TREBELS, VICTORIA	40	2080	\$34,161	91.0%		(\$3,371)			\$18.04	\$37,532	\$37,532
	Program Specialist	ZBRZEZNY, GREG	40	2080	\$36,361	96.9%		(\$1,172)			\$18.04	\$37,532	\$37,532
	Registrar	SOBKIEWICZ, ZOFIA	40	2080	\$44,486	118.5%			\$6,953	\$1,699	\$18.04	\$37,532	\$37,532
# OF EMPS		10					0	8	2	2			
GROUP SUM								(\$21,623)	\$12,819	\$2,967			
AVERAGES						97.9%		(\$2,703)	\$6,410	\$1,484			
10	Receptionist	D'ASTICE, MARY LOU	35	1820	\$33,779	115.4%			\$4,496	\$982	\$16.09	\$29,283	\$33,466
# OF EMPS		1					0	0	1	1			
GROUP SUM									\$4,496	\$982			
AVERAGES						115.4%			\$4,496	\$982			
<b>TOTAL</b>		<b>38</b>			<b>\$1,846,495</b>		<b>3</b>	<b>27</b>	<b>11</b>	<b>3</b>			
<b>GROUP SUM</b>							<b>(\$2,360)</b>	<b>(\$139,557)</b>	<b>\$42,063</b>	<b>\$3,949</b>			
<b>AVERAGES</b>						<b>96.1%</b>	<b>(\$787)</b>	<b>(\$5,169)</b>	<b>\$3,824</b>	<b>\$1,316</b>			

**SAMPLE**

**SALARY ADMINISTRATION  
POLICY AND PROCEDURE**

**INDIVIDUAL PAY RATE  
DETERMINATION**

\* (This is a sample policy that can be adapted for your use.)





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- II. Scope
- III. Objectives
- IV. Statements of Policy
- V. Responsibilities
- VI. Appendix

## **I. PURPOSE**

Provide administrative guidance and delineate responsibilities for the maintenance of the salary administration program and the processing of salary recommendations.

## **II. SCOPE**

The guidelines in this policy apply to all employees.

## **III. OBJECTIVES**

- A. Attract and retain competent personnel.
- B. Provide for recognition of and reward for differences in individual ability and performance.
- C. Establish and maintain competitive salary ranges consistent with the economic requirements of the organization and commensurate with those industries within which the organization operates.
- D. Relate salaries paid to the duties and responsibilities of positions to provide a stimulus for employee self-improvement and advancement to greater responsibilities.
- E. Maintain a program of performance appraisal which identifies opportunities for employee development and places compensation rewards on an objective basis.
- F. Provide an effective management control system which will permit delegation of responsibility within a framework of policy and procedures.

## **IV. STATEMENTS OF POLICY**

### **A. POSITION DESCRIPTION**

All positions will be defined in terms of their reflective duties and responsibilities.

### **B. POSITION EVALUATION**

All positions will be evaluated and classified in order of their relative value, utilizing approved evaluation techniques.

## **C. SALARY STRUCTURE**

The organization will maintain a competitive salary structure which consists of salary grades and ranges.

### 1. Salary Grades

All positions will be classified by salary grade, which indicates the range of their minimum and maximum salary value.

### 2. Salary Ranges

Salary ranges are the means by which the relative value of positions is expressed in dollar terms, and will be sufficiently broad to provide salary growth potential for competent personnel. Salary ranges specifically establish the lowest dollar amount generally paid for minimum acceptable performance and the highest dollar amount generally paid for outstanding performance, relative to position market value and other positions in the program.

### 3. Maintenance

Salary grades and ranges will be reviewed annually by the Human Resources department and appropriate changes will be recommended to the President.

## **D. MERIT BUDGET**

The Human Resources Department will annually evaluate the manpower market in terms of competitive factors, changes in living costs, organization economics and objectives. From this analysis, a salary increase budget expressed as percentages will be developed and justified for approval by the President and Board of Directors.

To develop a salary increase budget in dollars, the President will apply the approved percentages to the aggregate of salary range control points, weighted by the number of job incumbents in each salary range.

The details of this salary budget will allocate dollars to each employee. This budget will indicate employee name, current salary and control point, performance level and the amount and percentage of planned salary adjustments. This salary budget will then be reviewed and approved by the Board of Directors.

## **E. SALARY PROGRESSION REQUIREMENTS**

Before an employee can receive a salary adjustment, the employee's position must have been described, evaluated and assigned a salary grade.

It is the policy of the organization to grant salary adjustments on the basis of individual performance. To this end, all employees included in the program should be reviewed at least annually. This does not mean that salary increases are automatic or annual. Performance, salary increase budget and individual position within the salary range are the prime considerations in determining amount and frequency of salary adjustments.

## **F. MAKING A SALARY CHANGE**

### **1. Salary Recommendations**

A recommended salary adjustment, if it is provided for in the salary increase budget, must be initiated by the President. The Human Resources Department will audit all changes for policy and budget compliance prior to payroll submission. A summary of all proposed salary adjustments will be prepared each quarter for review by the President and the Board of Directors.

### **2. Salary Exceptions**

A proposed salary increase, if not budgeted, or if it is an exception to salary guidelines, must be approved by the Board of Directors. Exceptions and supporting documentation will be considered by the President, who will recommend disposition of exceptions to the Board of Directors.

### **3. Merit Increases**

The amount of merited increases is governed by the Guide to Annual Salary Adjustments (see Appendix). Increases which exceed guidelines or recommendation of no increase will be considered exceptions.

### **4. Promotional Increases**

A promotion is a permanent reassignment from a position evaluated in a lower salary grade to another position evaluated in a higher grade.

When an employee is promoted, the new salary shall be set at least at the salary range minimum of the higher salary grade, except:

- a. If the salary range minimum for the higher valued position is not at least 10% higher than the employee's current salary, pay should be increased to an approximate level within the higher salary range by a normal promotional increase of 5% to 10% of current salary.
- b. If the salary range minimum of the new position is more than 10% higher than the employee's current salary, the employee's initial promotional increase should not exceed 10 to 15%. Should the individual's new salary remain below minimum, the salary may be increased up to 10% at six month intervals until it reaches the minimum of the higher range.

### **5. Ability Increases**

Where an employee has been hired below salary grade control point and the individual evidences above average or outstanding potential, an ability increase may be recommended within six months (180 days) of the date of employment. This adjustment should be in compliance with the Guide to Annual Salary Adjustments, but treated as an exception for approval purposes.

6. Upgrades

An upgrade is a re-evaluation of a position to a higher salary grade. The salary increase for an incumbent will be administered in the same manner as a promotional or ability increase.

7. Salary Adjustments for Demotions

A demotion is a permanent reassignment from a position evaluated in a higher salary grade to another position evaluated in a lower salary grade.

8. Downgrades

It is not the organization's practice to reduce an employee's salary simply because of position re-evaluation into a lower salary grade. This action is not considered a demotion and the employee's existing salary shall continue, if approved by the Board of Directors.

9. Transfers

A transfer is a change from one position to another within the same salary grade, or a change from a position in one organizational unit to a position of equal value in another organizational unit.

Transfers will not normally be rewarded by a salary adjustment. However, the employee's past performance and salary grade level should be considered for purposes of determining desirable merit increases. Thus, merited increases may be coincidental with transfers when justified by such considerations. An employee shall not be transferred to a new or revised position until the position has been described, evaluated and classified.

10. Adjustments Above Salary Range Maximums

The salary range maximum does not in itself limit rewards to an employee whose performance is clearly well above position expectations. Accordingly, consideration may be given to adjusting an individual's salary above the range maximum of the salary grade in which the position is classified, provided that:

- a. No promotional opportunity exists for the incumbent and the individual has demonstrated, beyond doubt, truly outstanding ability in the present position.
- b. The incumbent has not received a salary adjustment in the last 12 months.
- c. All such adjustments are authorized by the Board of Directors.
- d. The salary increase will not cause the employee's salary to exceed the range maximum of the next higher salary grade.

11. Temporary Assignments

When employees are temporarily assigned positions classified in higher or lower salary grades (for example, as a result of a temporary increase or decrease in production) or assigned to special tasks that are normally performed by employees in higher or lower salary grades, their salary and title shall remain unchanged. If a temporary assignment becomes permanent, individual salaries will be adjusted in accordance with promotion and demotion policies. An employee will be regarded as permanently reassigned when the person is expected to continue to perform temporary duties and responsibilities beyond three months (90 days).

12. New Hires

A new employee's salary shall not exceed salary range control point, with certain permissible exceptions. If the employee offers qualifications in excess of those normally required, the individual may be hired at a salary above range control point to a new or revised position, a tentative description and evaluation must have been prepared and the establishment of the position authorized.

13. Red Circle and Green Circle Salaries

A red circle salary is that which exceeds salary range maximum, while a green circle salary is below salary range minimum.

As a result of salary program introduction, some employees' salaries may be red or green circled. These salaries should be administered according to promotion and demotion policies.

**G. PERFORMANCE APPRAISAL**

1. In keeping with salary progression policy, formal performance appraisals shall be conducted annually to assist in determining salary adjustments.
2. A standard form is to be used when evaluating performance to ensure accuracy and consistency regarding factors to be appraised and performance level definitions.
3. Appraisals are to be made by the immediate supervisor having first hand knowledge of the person being appraised, the circumstances under which they work and the nature of the work in order to obtain the most satisfactory results.
4. The performance appraisal process should include completion of the appraisal form and a performance appraisal interview to review the employee's performance to determine progress, potential and areas requiring improvement.
5. Upon establishment of the overall performance level and in conjunction with the salary increase budget and the employee's position within the salary range, a salary adjustment can be determined by consulting the Guide to Annual Salary Adjustments.

## **V. RESPONSIBILITIES**

### **A. BOARD OF DIRECTORS**

1. Approve Salary Administration Policy.
2. Approve overall salary structure increase percentages, salary policy ranges and total salary budget.
3. Make disposition of salary policy exceptions.

### **B. PRESIDENT**

1. Recommend overall salary structure increase percentages, salary ranges and total salary budget.
2. Recommend revisions in salary budget.
3. Forward to Board of Directors recommended exceptions in organization salary policy.

### **C. HUMAN RESOURCES DIRECTOR**

1. Develop data to support recommended overall salary structure increase percentages, total salary budget and revisions in salary policy or ranges.
2. Advise the President and executives regarding salary policy and the disposition of proposed exceptions.
3. Maintain equitable relationships among all salary positions.
  - a. Provide guidance to management in the development, analysis and evaluation of positions.
  - b. Audit position relationships and organization salary structure annually.
  - c. Complete relevant salary surveys periodically.
4. Annually submit recommendations supported by cost information for revision of salary structure.
5. Review all salary actions for consistency with organization policies and forward exceptions according to policy.
6. Study the economics of the organization's business community and recommend changes to the percentages shown in the Guide to Annual Salary Adjustments.



7. Recommend revisions in salary policy or procedures to maintain the program on a current basis.
8. Summarize each period all salary adjustments.
9. Communicate salary policy and range changes to appropriate management throughout the organization.

## VI. APPENDIX

### GUIDE TO ANNUAL SALARY ADJUSTMENTS

#### Current Position In Salary Range

<b>Performance Level</b>	<b>Below Minimum</b>	<b>Lower Third</b>	<b>Middle Third</b>	<b>Upper Third</b>
Outstanding	8%	7%	6%	5%
Above Average	7%	6%	5%	4%*
Average	6%	5%	4%*	No adjustment
Below Average **	5%	4%*	No adjustment	No adjustment
Marginal	No adjustment	No adjustment	No adjustment	No adjustment

\* Average percent increase in salary levels determined from survey data. This base figure and the other related percentages are reviewed annually.

\*\* Increases to below average employees should only be given in cases where the incumbent is in training and does show promise of meeting job performance standards.

Note: The structure shown has not been filled in with actual survey data. This chart is meant as an example only and may not correspond to your organization objectives.

# Northwest Special Recreation Association

## Manager of PR & Marketing Job Description

(Updated July 15, 2015)

### **JOB IDENTIFICATION:**

#### **JOB TITLE:**

Manager of PR & Marketing

#### **DEPARTMENT:**

Management

#### **HOURLY:**

NA

#### **SALARY/SALARY RANGE:**

This is a salaried position.

#### **FLSA:**

Exempt

#### **BENEFITS:**

Complete medical/health/life/vision and dental package; vacation, holidays, personal and sick days; pension plan, IPRA and NRPA Membership, continuing education, and the Member District leisure benefits.

### **SUPERVISORY RELATIONSHIPS:**

#### **DIRECTLY REPORTS TO:**

The Executive Director

#### **RESPONSIBLE FOR DIRECTLY SUPERVISING:**

One Public Information Coordinator, One Receptionist, One Registration/Office Coordinator, One Registrar

### **JOB PURPOSE:**

To coordinate the comprehensive agency public relations and marketing program for the Northwest Special Recreation Association (NWSRA) and Special Leisure Services Foundation (SLSF). To oversee the informational technology initiatives for the Association by determining the technology budget, serving as the liaison for the computer network support company, managing the technology plan including hardware, software and other IT services, and implementing the staff technology training. Managing multiple websites and social media sites for NWSRA and SLSF. Overseeing the operation of the administrative office including supervision and scheduling of three office staff. Represent NWSRA and SLSF at meetings, presentations, events and expos supporting community access to recreation for individuals with disabilities and advocating for the development of recreation programs for everyone.

### **POSITION QUALIFICATIONS:**

1. Graduate from accredited college or university with a BA/BS degree in Therapeutic Recreation, Parks and Recreation, Business Administration, Communications, Marketing or related field of study.
2. Must have the ability to work effectively with individuals with disabilities.

3. Current National Council on Therapeutic Recreation Certification (NCTRC) or Certified Park and Recreation Professional (CPRP) or the ability to get certified within an allotted amount of time determined by the policy of the Association and/or the Executive Director.
4. Minimum of five years of full time staff supervision and experience with human service agencies or local government agencies is preferred.
5. Knowledge of current technology, marketing and customer service trends and issues, procedures, policies as related to the NWSRA Personnel Policy Manual.
6. Knowledge of current standards of professional practice and ability to apply these standards to daily work. Highly motivated, self-starter, outgoing and confident with excellent interpersonal and communication skills in the oral and written format is required.
7. Demonstrate knowledge of the philosophy of recreation, leisure and therapeutic recreation and have a commitment to persons with disabilities.
8. Management style that includes well-developed organizational skills, proven leadership and positive interactions with staff, participants, families, and the general public.
9. Able to work independently, solve problems, provide training to others, and convey a positive attitude to others.
10. Strong knowledge of budget processes, application and analysis.
11. Serve as the official medium of communication between the Executive Director and the employees, clearly communicating mission, vision, policies and procedures of the association to all employees.
12. Strong knowledge of computer skills. Experience with database oversight, website management, accounting software, HR software, server applications, design applications, printer networking, phone system integration, and Cloud based applications.
13. Strong interpersonal skills and the ability to effectively communicate with full-time staff, student interns, part-time staff, volunteers, parents/guardians, participants, park district and school district personnel, as well as members of the general public.
14. Ability to perform required duties under stressful situations without supervision.
15. First Aid/CPR certification required.
16. Ability to drive agency vehicles based on driver's abstract.
17. Must pass the pre-employment drug testing, physical and criminal background check.

#### **ESSENTIAL DUTIES & RESPONSIBILITIES:**

##### ***SUPERVISORY/PERSONNEL MANAGEMENT***

1. Recruit, hire, orient, train, supervise, and evaluate one PR Information Coordinator, one Registration/Office Coordinator, one Registrar and one Receptionist including ongoing communication through meetings and in writing, and oversight of responsibilities.
2. Evaluate the progress of employees and make recommendations to the Executive Director for salary adjustments.
3. Monitor development and the coordination of the PR Coordinator's project areas including designing marketing and public relation materials for NWSRA and SLSF.

4. Supervise one Registrar, one Receptionist and one Office Coordinator responsible for answering phones, office security, mail, program and event registration, bank deposits, payment records and billing.
5. Assist in the hire process for all Superintendents, Managers, Coordinators, Program Specialists and Support Staff.
6. Guide the development of the professional and personal skills of staff under supervision by seeking and creating opportunities for their further development and assist Administrative Team in coordinating a training program to continue growth and development of the agency staff.
7. Provide proper orientation, job instruction training and in-service training to staff.

**AGENCY OPERATIONS AND ADMINISTRATION**

8. Prepare reports, recommendations and complete special projects as required by the Executive Director.
9. Select, recommend and inventory supplies and equipment, which are associated with areas of supervision and responsibilities through inventorying, cleaning, inspection, and re-stocking equipment.
10. Complete administrative assignments, including writing board reports, articles, letters and other correspondence; assisting with budget planning and preparation; proofreading staff work and other documents and planning staff recognition activities.
11. Cooperatively work with the Executive Director and the Administrative Team to plan the agency budget, produce of quarterly reports, determine annual goals and objectives, and monitor all timelines and tasks for self and staff within the department.
12. Utilize established purchasing procedures for purchasing, price quotes, formal bids and vendors for supplies, equipment and services.
13. Develop and recommend policies and procedures for use by NWSRA in providing safe and enjoyable programs and services.
14. Perform other duties related to the duties of the Manager of Marketing and PR, or duties in the best interest of the Association.
15. Coordinate agency operations with Administrative Team in relation to planning, staff training, development of new operational procedures and/or systems, operations manuals, reports, calendars, surveys, computer reports enhancements, board reports, public relations activities, formal bid requirements, etc.
16. Assist the Executive Director with agency planning and development including drafting and monitoring annual goals, budgets, long range plans, annual participation reports, developing of new policies and procedures, completion of annual reports, distinguished agency requirements, wish list, supply and equipment needs, productivity and efficiency systems, and staff development activities that may affect the Association's overall financial resources development.
17. Effectively use cell phones, computers, computer software, tablets and the Internet for the performance of job assignments.
18. Maintain all required certifications.

19. Actively participate in assigned team meetings, individual/supervision meetings planning or other agency meetings.
20. Drive an agency or personal vehicle to all work related events, programs and/or meetings as required.
21. Prepare, receive, and understand written material, whether by mail, facsimile, text, or e-mail.
22. Solve complex problems and work efficiently and effectively under pressure and meet all deadlines for all projects, assignments, and events.
23. Participate regularly in continuing education opportunities, in-house in-services, state and national opportunities as appropriate to increase awareness and knowledge, and to develop new skills and techniques.
24. Maintain a neat work area with easily accessible information in a logical filing system.

### ***STRATEGIC PLANNING***

25. Develop and maintain effective communications with school districts, social service agencies, community agencies, businesses, press, legislators, commissioners, public figures, member districts, parents, and agency personnel.
26. Represent NWSRA and SLSF at meetings, presentations, events and expos supporting community access to recreation for individuals with disabilities related to the disability groups served by the Association, gather program suggestions and build awareness of Association services.
27. Communicate effectively with small and large groups of people by providing information and assistance to member district staff, community groups, staff, parents and participants through presentations, speaking opportunities, and training.
28. Treat public complaints and concerns with the utmost attention. Is courteous in all cases.

### ***POSITION SPECIFIC RESPONSIBILITIES***

29. Develop and maintain working relationships with area media and draft and/or edits a wide variety of materials for broad array of media such as press releases, public service announcements and advertisements in collaboration with NWSRA and SLSF staff.
30. Work with the Public Information Coordinator to maintain and increase the Association and Foundation's photo and video library; archive historical materials, slides and photos; and coordinate photo coverage of programs and special events. Update display board annually.
31. Develop presentation material for SLSF, NWSRA, Speakers Bureau Program, business and community expos including the development of packages or kits with power point presentations and material to take to presentations. Update the NWSRA/SLSF display board, banners, and related materials.
32. Oversee payment records and billing with the Office Coordinator and make periodic reports to the Executive Director.
33. Oversee the informational technology initiatives for the Association by determining the technology budget, serving as the liaison for the computer network support company, managing the technology plan including hardware, software and other IT services, and implementing the staff technology training.
34. Managing multiple websites and social media sites for NWSRA and SLSF.

35. Assist in planning a year-round fundraising event calendar and attend fundraising events, assist with set up through take down and provide information to all guest.
36. Oversee the phone systems and copiers for the Association.
37. Utilize social media to increase awareness of NWSRA and SLSF program and events.
38. Maintain current website information, and develop the NWSRA and SLSF email blast system.
39. Oversight and management of the database, website, accounting software, HR software, server applications, design applications, printer networking, phone system integration, and Cloud based applications.
40. Coordinate the annual awards for agency including but not limited to NRPA, IPRA and IAPD. Research new awards with local business, village, chambers, etc.
41. Create monthly electronic Board updates for NWSRA Trustees and SLSF Directors and staff.
42. Create bi-monthly electronic newsletters for NWSRA and SLSF.
43. Assist with SLSF events, NWSRA large special events and other community events as appropriate.

**SAFETY**

44. Demonstrate familiarity with the Safety Manual contents, maintain a working knowledge of all general and departmental-specific safety rules and inspects work and program areas (use checklists) for compliance with safe work practices and rules.
45. Enforce safety rules and improve employee and public knowledge of the same by confronting and correcting unsafe behavior and conditions.
46. Cooperate and assist in the investigation of accidents and incidents and attends all required safety program and in-service education meetings.

**COMPENTENCIES:**

**COLLABORATION:**

Promotes and supports work teams and groups

**RELIABILITY:**

Performs responsibilities dependably and accurately, fulfills promised actions

**RESPONSIVENESS:**

Focuses on the customer, willingly helps others and provides prompt service

**ASSURANCE:**

Conveys trusts and inspires confidence

**EMPATHY:**

Deals with individuals, appreciates their differences, handles emotions and shows compassion for others

**SELF CONFIDENCE:**

Recognizes the contributions of others and is conscious of own ability

**INTIATIVE:**

Begins and follows through energetically with plans and tasks

**COMMUNICATION:**

Shares information, listens to what others are saying

**ADAPTABILITY:**

Makes decisions and solves complex problems

**JOB STRENGTH REQUIREMENTS:**

The Manager of PR & Marketing must, with or without reasonable accommodations, be able to perform the following functions:

**WEIGHTBEARING:**

- Ability to safely lift and transfer event and equipment at a minimum of 10 lbs per load.
- Ability to move heavy equipment such as tables, chairs, and promotional items at the office and at special event fundraisers.

**AGILITY/FLEXIBILITY/BALANCE:**

- Ability to kneel down, rotate body position, and reach into small spaces such as wheelchair tie down areas on vehicles.

**MANUAL DEXERITY:**

- Ability to manipulate various tools needed to perform the responsibilities of the job such as; writing utensils (pen, pencil, computer keyboard), communication devices (telephone, TTY keyboard), recreation equipment of all types, office equipment (copy machine, fax machine, paper cutter, stapler, hole punch, tape dispenser, etc.)

**STAMINA:**

- Ability to work a varied scheduled of days, evenings, weekends, and overnights, and possess the stamina to perform with limited sleep on some events.

**PSYCHOLOGICAL CONSIDERATIONS:**

- Ability to work with individuals from all backgrounds and special interests in a respectable manner and to maintain a positive attitude in public places.
- Ability to handle multiple projects, quick transitions between duties each day, and a varied schedule each week.
- Ability to trouble-shoot, problem-solve, and handle stress in a calm, professional manner.

**ENVIRONMENTAL CONSIDERATIONS:**

- Ability to perform in a variety of weather conditions, ranging from mild to severe, year round, and in facilities that may range in temperature, and/or have various exposures.
- Ability to perform in situations where there is potential exposure to insects and ultraviolet light.

**COGNITIVE CONSIDERATIONS:**

- Ability to navigate, read maps, and become quickly oriented to unfamiliar places.
- Ability to monitor large groups at big events or in public places and manage intense situations.

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**Northwest Special Recreation Association**  
**Manager of Special Recreation (Brochure) Job Description**  
(Updated July 9, 2015)

**JOB IDENTIFICATION:**

**JOB TITLE:**

Manager of Special Recreation (Brochure)

**DEPARTMENT:**

Management

**HOURLY:**

NA

**SALARY/SALARY RANGE:**

This is a salaried position.

**FLSA:**

Exempt

**BENEFITS:**

Complete medical/health/life/vision and dental package; vacation, holidays, personal and sick days; pension plan, IPRA and NRPA Membership, continuing education, and the Member District leisure benefits.

**SUPERVISORY RELATIONSHIPS:**

**DIRECTLY REPORTS TO:**

The Superintendent of Recreation (1)

**RESPONSIBLE FOR DIRECTLY SUPERVISING:**

One Facility Coordinator (Park District/Leisure Education), One Facility Coordinator (Commercial/Special Events), One Adult Day Coordinator

**JOB PURPOSE:**

To coordinate all aspects of the seasonal brochures including program planning, development, delivery and distribution within the Northwest Special Recreation Association (NWSRA). Oversee the Association's program development, brochure development, park district, school district, special education and community and commercial facility relations. To supervise two Facility Coordinators and an Adult Day Coordinator responsible for facility usage and scheduling, leisure education, special events, and the Adult Day program. Represent NWSRA at meetings, support community access to recreation for individuals with disabilities and advocate for the development of recreation programs for everyone.

**POSITION QUALIFICATIONS:**

1. Graduate from accredited college or university with a BA/BS degree in Therapeutic Recreation, Parks and Recreation, or related field of study.
2. Must have knowledge of and ability to work effectively with individuals with disabilities.
3. Current National Council on Therapeutic Recreation Certification (NCTRC) or Certified Park and Recreation Professional (CPRP) or the ability to get certified within an allotted amount of time determined by the policy of the Association and/or the Executive Director.

4. Minimum 5 years full time experience with planning and implementation of recreation programs for people with disabilities.
5. Must demonstrate strong leadership qualities.
6. Ability to assess, plan, develop, implement, and evaluate activity programs for recreation, leisure and the therapeutic recreation programs.
7. Experience training, supervising, and evaluating part time employees and volunteers.
8. Knowledge of current standards of professional practice and ability to apply these standards to daily work. Highly motivated, self-starter, outgoing and confident with excellent interpersonal and communication skills in the oral and written format is required.
9. Must demonstrate thorough knowledge of the theory and philosophy of recreation, leisure and therapeutic recreation and have a commitment to persons with disabilities.
10. Management style that includes well-developed organizational skills, proven leadership and positive interactions with staff, participants, families, and the general public.
11. Must be able to work independently, solve problems, provide training to others, and convey a positive attitude to others.
12. Must have strong knowledge of budget processes, application and analysis.
13. Must have strong knowledge of computer skills and application.
14. Serve as the official medium of communication between the Admin Team and the employees, clearly communicating mission, vision, policies and procedures of the association to all employees.
15. Strong interpersonal skills and the ability to effectively communicate with full-time staff, student interns, part-time staff, volunteers, parents/guardians, participants, park district and school district personnel, as well as members of the general public.
16. Ability to engage in activities requiring physical exertion. Ability to perform required duties under stressful situations without supervision.
17. First Aid/CPR/CPI certification required.
18. Ability to drive agency vehicles based on driver's abstract.
19. Ability to attain Illinois Commercial Drivers License (CDL).
20. Must pass the pre-employment drug testing, physical and criminal background check.

#### **ESSENTIAL DUTIES & RESPONSIBILITIES:**

##### ***SUPERVISORY/PERSONNEL MANAGEMENT***

1. Supervise two Facility Coordinators and one Adult Day Coordinator responsible for the facility usage and scheduling, Leisure Education, Special Events, and the Adult Day Program.
2. Recruit, hire, orient, train, supervise, and evaluate two Facility Coordinators and one Adult Day Program Coordinator including ongoing communication through meetings and in writing, and oversight of responsibilities.

3. Evaluate the progress of employees and make recommendations to the Superintendent of Recreation (1) for salary adjustments.
4. Guide the development of the professional and personal skills of staff under supervision by seeking and creating opportunities for their further development.
5. Assist the Managers in the hire process for Coordinators and Program Specialists.
6. Provide proper orientation, job instruction training and in-service training to staff.

#### **AGENCY OPERATIONS AND ADMINISTRATION**

7. Prepare reports, recommendations and complete special projects as required by the Superintendent of Recreation (1) and Executive Director.
8. Select, recommend and inventory supplies and equipment, which are associated with areas of supervision and responsibilities through inventorying, cleaning, inspection, and re-stocking equipment.
9. Complete management assignments, including writing board reports, articles, letters and other correspondence; assisting with budget planning and preparation; proofreading staff work and other documents and planning staff recognition activities.
10. Cooperatively work with the Superintendents and Managers to assist with the planning the agency budget, the production of quarterly reports, the completion of the annual goals and objectives, and the monitoring all timelines and tasks for self and staff within the department.
11. Utilize established purchasing procedures for purchasing, price quotes, formal bids and vendors for supplies, equipment and services.
12. Develop and recommend policies and procedures for use by NWSRA in providing safe and enjoyable programs and services.
13. Perform other duties related to the duties of the Manager of Special Recreation (Brochure) or duties in the best interest of the Association.
14. Effectively use cell phones, computers, computer software, tablets and the Internet for the performance of job assignments.
15. Provide input to supervisory staff related to determining goals, budgets, supply and equipment needs, risk management resources, productivity and efficiency systems, and staff development activities that may affect the Association's overall financial resources development.
16. Maintain all required certifications.
17. Actively participate in assigned team meetings, individual/supervision meetings planning or other agency meetings.
18. Drive an agency or personal vehicle to all work related events, programs and/or meetings as required.
19. Prepare, receive, and understand written material, whether by mail, facsimile, text, or e-mail.
20. Solve complex problems and work efficiently and effectively under pressure and meet all deadlines for all projects, assignments, and events.

21. Participate regularly in continuing education opportunities, in-house in-services, state and national opportunities as appropriate to increase awareness and knowledge, and to develop new skills and techniques.
22. Maintain a neat work area with easily accessible information in a logical filing system.

### ***STRATEGIC PLANNING***

23. Develop and maintain effective communications with special education teachers, social service workers, community members, parents, member district staff, and agency personnel.
24. Represent NWSRA at support group meetings related to the disability groups served by the Association, gather program suggestions and build awareness of Association services.
25. Provide physical and emotional support to both children and adults with limitations when working and participating in activities requiring assistance. Must be able to respond to the needs of individuals with disabilities.
26. Communicate effectively with small and large groups of people by providing information and assistance to member district staff, community groups, staff, parents and participants through presentations, speaking opportunities, and training.
27. Treat public complaints and concerns with the utmost attention. Is courteous in all cases.

### ***POSITION SPECIFIC RESPONSIBILITIES***

28. Assist the Superintendent of Recreation (1) with the development of policies and procedures for use by NWSRA for coordinating recreation and leisure programs for individuals with disabilities, consistent with the NWSRA philosophy approved and supported by the Board of Trustees.
29. Team Leader for program development, brochure, facility usage, and park district and school district relations.
30. Oversee the development and distribution of agency flyers and group home letters.
31. Responsible for all aspects of the seasonal brochures including seasonal program planning, development, delivery and distribution.
32. Serve as the Association's Instructor for First Aid and CPR maintaining instructor certifications in FA & CPR 02, AED, Communicable Disease Transmission and work with the Superintendent of Recreation (2) to provide training in the annual in-service calendar.
33. Overall PAL Coordinator responsible for coordination of total program including program development, overall activity planning, hiring, training and supervision of part time staff, subbing as needed, attending parent committee meetings, monitoring expenditure, setting up outings with transportation, communication with Clearbrook and NSSEO, flyer and promotional information.
34. Assisting the Superintendent of Recreation (1) with participant and parent feedback by serving as the Voice of the Customer Committee Chair conducting meetings when necessary.
35. Assist the Superintendent of Recreation (1) with the completion of quarterly and the Annual Report including statistics on participation, registration, facility usage, programs, expenditures and evaluations.
36. Work with the Superintendent of Administrative Services to coordinate contracted instructors for seasonal programs.

37. Effectively navigate to and from designated points in the member districts assigned quickly and without hesitation.
38. Implement programs of all types including weekly, clubs, special events, Leisure Education, camps, trips/overnights, Lightning Athletics, cooperative programs or inclusive placements.

**SAFETY**

39. Demonstrate familiarity with the Safety Manual contents, maintain a working knowledge of all general and departmental-specific safety rules and inspects work and program areas (use checklists) for compliance with safe work practices and rules.
40. Enforce safety rules and improve employee and public knowledge of the same by confronting and correcting unsafe behavior and conditions.
41. Cooperate and assist in the investigation of accidents and incidents and attends all required safety program and in-service education meetings.

**COMPETENCIES:**

**COLLABORATION:**

Promotes and supports work teams and groups

**RELIABILITY:**

Performs responsibilities dependably and accurately, fulfills promised actions

**RESPONSIVENESS:**

Focuses on the customer, willingly helps others and provides prompt service

**ASSURANCE:**

Conveys trusts and inspires confidence

**EMPATHY:**

Deals with individuals, appreciates their differences, handles emotions and shows compassion for others

**SELF CONFIDENCE:**

Recognizes the contributions of others and is conscious of own ability

**INTIATIVE:**

Begins and follows through energetically with plans and tasks

**COMMUNICATION:**

Shares information, listens to what others are saying

**ADAPTABILITY:**

Makes decisions and solves complex problems

**JOB STRENGTH REQUIREMENTS:**

The Manager of Special Recreation (Brochure) must, with or without reasonable accommodations, be able to perform the following functions:

**WEIGHTBEARING:**

- Ability to safely lift, transfer and/or position individuals with mobility impairments in wheelchairs at a minimum of 60 pounds per individual.
- Ability to lift wheelchairs over obstructions such as curbs, small stairs, and other barriers.
- Ability to safely lift and transfer bundles of brochures and flyers for delivery at a minimum of 20pounds per load.
- Ability to gather and transfer program equipment or trip luggage at a minimum of 20 pounds for an item.
- Ability to move heavy equipment such as tables, chairs, volleyball standards, bowling balls, etc., at the program location. Ability to safely lift ambulatory participants at a minimum of 30 pounds per individual, as needed.

**AGILITY/FLEXIBILITY/BALANCE:**

- Ability to maneuver wheelchairs through narrow or small spaces, such as doorways, washrooms, and vehicles, while operating doors and lifts.
- Ability to kneel down, rotate body position, and reach into small spaces such as wheelchair tie down areas on vehicles.
- Ability to kneel, crawl, reach, and run, to maintain interaction with participants in programs who may need individualized assistance or close supervision.

**MANUAL DEXERITY:**

- Ability to safely drive vehicles transporting up to 29 passengers, to manipulate vehicle controls and operate wheelchair lift equipment.
- Ability to manipulate a variety of objects to perform personal care activities for participants, such as changing clothes, diapering, toileting, feeding, dispensing medication, administering First Aid and CPR and other types of specialized care when identified through the Participant Care Guidelines.
- Ability to grasp and physically restrain participants who are out of control and may injure themselves or others.
- Ability to manipulate various tools needed to perform the responsibilities of the job such as; writing utensils (pen, pencil, computer keyboard), communication devices (telephone, TTY keyboard), recreation equipment of all types, office equipment (copy machine, fax machine, paper cutter, stapler, hole punch, tape dispenser, etc.)

**STAMINA:**

- Ability to work a varied scheduled of days, evenings, weekends, and overnights, and possess the stamina to perform with limited sleep on some events.
- Ability to drive long distances on trips and overnight events.
- Ability to keep pace with active participants who may: have hyperactivity disorders, be aggressive (bite, pinch, hit, kick etc.), or run from the group.

**PSYCHOLOGICAL CONSIDERATIONS:**

- Ability to work with individuals with disabilities, degenerative diseases, and communicable diseases in an empathetic and respectful manner, and to maintain a positive attitude and demonstrate and advocacy role in public places.
- Willingness to handle multiple projects, quick transitions between duties each day, and a varied schedule each week.
- Ability to trouble-shoot, problem-solve, and handle stress in a calm, professional manner.

**ENVIRONMENTAL CONSIDERATIONS:**

- Ability to perform in a variety of weather conditions, ranging from mild to severe, year round, and in facilities that may range in temperature, and/or have various exposures such as pool chemicals.
- Ability to perform in outdoor situations where there is potential exposure to poisonous plants, insects, and wild animals.

**COGNITIVE CONSIDERATIONS:**

- Ability to navigate, read maps, and become quickly oriented to unfamiliar places.

- Ability to perform head counts and monitor large groups at big events or in public places, and manage intense situations.
- Ability to observe group dynamics, anticipate escalating behaviors, and intervene to diffuse potentially intense situations.

U DRIVE/JOB DESCRIPTIONS/MANAGER STAFF/MANAGER OF SPECIAL RECREATION (BROCHURE)  
2015.DOC

**Northwest Special Recreation Association**

**MANAGER OF PUBLIC RELATIONS AND MARKETING - FACE TO FACE EVALUATION**

**Annual Discussion Format or Six Month Discussion Format**

**Name of Employee:** \_\_\_\_\_ **Position:** \_\_\_\_\_

**Date of Hire:** \_\_\_\_\_ **Evaluator:** \_\_\_\_\_

**PART 1: Removing Barriers and Improving Systems and Process:**

- a. What do you want to accomplish professionally?
  
  
  
  
  
  
  
  
  
  
- b. How can I, as your supervisor, make it possible for you to succeed?
  
  
  
  
  
  
  
  
  
  
- c. Where do you need help so that you can improve your performance?
  
  
  
  
  
  
  
  
  
  
- d. What are the barriers you are facing in your work?
  
  
  
  
  
  
  
  
  
  
- e. What can be done to improve work systems and processes to remove those barriers so that you can work effectively and achieve job satisfaction?

**List those work processes and procedure improvements that will help you work more effectively and achieve greater job satisfaction.**

Process or Procedure: \_\_\_\_\_  
Improvement(s): \_\_\_\_\_

Process or Procedure: \_\_\_\_\_  
Improvement(s): \_\_\_\_\_

Process or Procedure: \_\_\_\_\_  
Improvement(s): \_\_\_\_\_



## PART 2: Effectiveness Areas, Performance Standards, Duties and Job Expectations

Review the listed duties and responsibilities for the Manager of PR and Marketing and evaluate the performance of the employee in each area.

**The following rating scale will be used to assign a numerical score:**

- 3      Work consistently exceeds expectations**
- 2      Work meets expectations**
- 1      Work requires improvement**

### ***SUPERVISORY/PERSONNEL MANAGEMENT***

<b>1. Recruit, hire, orient, train, supervise, and evaluate one PR Information, one Registration/Office Coordinator, one Registrar and one Receptionist including ongoing communication through meetings and in writing, and oversight of responsibilities.</b>	
Comments:	Rating
<b>2. Evaluate the progress of employees and make recommendations to the Executive Director for salary adjustments.</b>	
Comment:	Rating
<b>3. Monitor development and the coordination of the PR Coordinator's project areas including marketing and public relation materials for NWSRA and SLSF.</b>	
Comment:	Rating
<b>4. Supervise one Registrar, one Receptionist and one Office Coordinator responsibility for answering phones, office security, mail, program and event registration, bank deposits, payment records and billing.</b>	
Comment:	Rating
<b>5. Assist in the hire process for all Superintendents, Managers, Coordinators, Program Specialists and Support Staff.</b>	
Comment:	Rating

6. Guide the development of the professional and personal skills of staff under supervision by seeking and creating opportunities for their further development and assist the Co-Superintendents in coordinating a training program to continue the growth and development of the agency staff.

Comment:

Rating

7. Provide proper orientation, job instruction training and in-service training to staff.

Comment:

Rating

### ***AGENCY OPERATIONS AND ADMINISTRATION***

8. Prepare reports, recommendations and complete special projects as required by the Executive Directors.

Comments:

Rating

9. Select, recommend, and inventory supplies and equipment, which are associated with areas of supervision and responsibilities through inventorying, cleaning, inspection, and re-stocking equipment.

Comments:

Rating

10. Complete administrative assignments, including writing board reports, articles, letters and other correspondence; assisting with budget planning and preparation; proofreading staff work and other documents and planning staff recognition activities.

Comments:

Rating

11. Cooperatively work with the Executive Director and the Administrative Team to plan the agency budget, produce quarterly reports, determine annual goals and objectives, and monitor all timelines and tasks for self and staff within the department.

Comments:

Rating

12. Utilize established purchasing procedures for purchasing, price quotes, formal bids and vendors for supplies, equipment and services.

Comments:	Rating
<b>13. Develop and recommend policies and procedures for use by NWSRA in providing safe and enjoyable programs and services.</b>	
Comments:	Rating
<b>14. Perform other duties related to the duties of the Manager of PR and Marketing, or duties in the best interest of the Association.</b>	
Comments:	Rating
<b>15. Coordinate agency operations with the Administrative Team in relation to planning, staff assignments, staff training, development of new operational procedures and/or systems, operations manuals, reports, calendars, surveys, computer reports enhancements, board reports, public relations activities, formal bid requirements, etc.</b>	
Comments:	Rating
<b>16. Assist the Executive Director with agency planning and development including drafting and monitoring annual goals and program budget, long range plans, annual participation reports, developing of new policies and procedures, completion of annual reports, fundraising opportunities, distinguished agency requirements, wish list, etc.</b>	
Comments:	Rating
<b>17. Effectively use cell phones, computers, computer software, tablets and the Internet for the performance of job assignments.</b>	
Comments:	Rating
<b>18. Maintains all required certifications.</b>	
Comments:	Rating
<b>19. Actively participate in assigned team meetings, individual/supervision meetings planning or other agency meetings.</b>	

Comments:	Rating
<b>20. Drive an agency personal vehicle to all work related events, programs and/or meetings as required.</b>	
Comments:	Rating
<b>21. Prepare, receive, and understand written material, whether by mail, facsimile, text, or e-mail.</b>	
Comments:	Rating
<b>22. Solve complex problems and work efficiently and effectively under pressure and meet all deadlines for all projects, assignments, and events.</b>	
Comments:	Rating
<b>23. Participate regularly in continuing education opportunities, in-house in-services, state and national opportunities as appropriate to increase awareness and knowledge, and to develop new skills and techniques.</b>	
Comments:	Rating
<b>24. Maintain a neat work area with easily accessible information in a logical filing system.</b>	
Comments:	Rating

**STRATEGIC PLANNING**

<b>25. Develop and maintain working relationships with area media and draft and/or edits a wide variety of materials for broad array of media such as press releases, public service announcements and advertisements in collaboration with NWSRA and SLSWF staff.</b>	
Comments:	Rating

26. Represent NWSRA and SLSF at meetings, presentations, events and expos supporting community access to recreation for individuals with disabilities related to the disability groups served by the Association, gather program suggestions and build awareness of Association services.

Comments:

Rating

27. Communicate effectively with small and large groups of people by providing information and assistance to member district staff, community groups, staff, parents and participants through presentations, speaking opportunities, and training.

Comments:

Rating

28. Treat public complaints and concerns with the utmost attention. Is courteous in all cases.

Comments:

Rating

#### ***POSITION SPECIFIC RESPONSIBILITIES***

29. Develop and maintain working relationships with area media and draft and/or edits a wide variety of materials for broad array of media such as press releases, public service announcements and advertisements in collaboration with NWSRA and SLSF staff.

Comments:

Rating

30. Work with Public Information Coordinator to maintain and increase the Association and Foundation's photo and video library; archive historical materials, slides and photos; and coordinate photo coverage of programs and special events. Update display board annually.

Comments:

Rating

31. Develop presentation material for SLSF, NWSRA, Speakers Bureau Program, business and community expos including the development of packages or kits with power point presentations and material to take to presentations. Update the NWSRA/SLSF display board, banners, and related materials.

Comments:

Rating

<b>32. Oversee payment records and billing with the Office Coordinator and make periodic reports to the Executive Director.</b>	
Comments:	Rating
<b>33. Oversee the informational technology initiatives for the Association by determining the technology budget, serving as the liaison for the computer network support company, managing the technology plan including hardware, software and other IT services, and implementing the staff technology training.</b>	
Comments:	Rating
<b>34. Managing multiple websites and social media sites for NWSRA and SLSF.</b>	
Comments:	Rating
<b>35. Assist in planning a year-round fundraising event calendar and attend fundraising events, assist with set up through take down and provide information to all guest.</b>	
Comments:	Rating
<b>36. Oversee the phone systems and copiers for the Association.</b>	
Comments:	Rating
<b>37. Utilize social media to increase awareness of NWSRA and SLSF program and events.</b>	
Comments:	Rating
<b>38. Maintain current website information, and develop the NWSRA and SLSF program and events.</b>	
Comments:	Rating

39. Oversight and management of the database, website, accounting software, HR software, server applications, design applications, printer networking, phone system integration, and Cloud based applications.	
Comments:	Rating
40. Coordinate the annual awards for agency including but not limited to NRPA, IPRA, and IAPD. Research new awards with local business, village, chambers, etc.	
Comments:	Rating
41. Create monthly electronic Board updates for NWSRA Trustees and SLSF Directors and staff.	
Comments:	Rating
42. Create bi-monthly electronic newsletters for NWSRA and SLSF.	
Comments:	Rating
43. Assist with SLSF events, NWSRA large special events and other community events as appropriate..	
Comments:	Rating

**SAFETY**

44. Demonstrate familiarity with the Safety Manual contents, maintains a working knowledge of all general and departmental-specific safety rules and inspects work and program areas (use checklists) for compliance with safe work practices and rules.	
Comments:	Rating
45. Enforce safety rules and improve employee and public knowledge of the same by confronting and correcting unsafe behavior and conditions.	
Comments:	Rating

46. Cooperate and assists in the investigation of accidents and incidents and attends all required safety program and in-service education meetings.

Comments:

Rating

**List those goals that will help you more effectively achieve your job functions.**

Goal: \_\_\_\_\_

Comment(s):

Goal: \_\_\_\_\_

Comment(s):

Goal: \_\_\_\_\_

Comments(s):

### **PART 3: Achieving Competence**

Review the competencies listed:

- Collaboration - Promotes and supports work teams and groups
- Reliability - Performs responsibilities dependably and accurately, fulfills promised actions
- Responsiveness - Focuses on the customer, willingly helps others and provides prompt service
- Assurance - Conveys trusts and inspires confidence
- Empathy - Deals with individuals, appreciates their differences, handles emotions and shows compassion for others
- Self Confidence - Recognizes the contributions of others and is conscious of own ability
- Initiative - Begins and follows through energetically with plans and tasks
- Communication - Shares information, listens to what others are saying
- Adaptability - Makes decisions and solves problems



**What strengths are evident?**

**List your plan of action for achieving those competencies that you and your supervisor have identified that are in need of improvement.**

Competency: \_\_\_\_\_  
Plan of Action:

Competency: \_\_\_\_\_  
Plan of Action:

Competency: \_\_\_\_\_  
Plan of Action:

#### **PART 4: Obtaining Feedback**

**Are you receiving enough feedback?**

**If not, do you feel comfortable asking me for more?**

**What can I do to help you?**

**What is going well in our relationship?**

**How can we work together better?**

### **PART 5: Embracing Continuous Learning and Professional Development**

**List the skills, education and certification programs that you will be working to attain during the next year.**

**List those additional job responsibilities and your plan of action for undertaking them to achieve a greater degree of job satisfaction.**

Responsibility: \_\_\_\_\_  
Plan of Action:

Responsibility: \_\_\_\_\_  
Plan of Action:

Responsibility: \_\_\_\_\_  
Plan of Action:

**Overall Performance Comments:**

**Current Rate:** \_\_\_\_\_

**Anniversary Date:** \_\_\_\_\_

**Recommended Merit Increase (%):** \_\_\_\_\_

**This discussion took place on:** \_\_\_\_\_

**Employee signature:** \_\_\_\_\_

**Executive Director's signature:** \_\_\_\_\_

To: Tony LaFrene, NWSRA Personnel Committee Chairman  
 From: Tracey Crawford, Executive Director  
 Re: Proposed 2015 Merit Increase/Pool  
 Date: October 16, 2015

To calculate this year's proposed merit increase, the 2015 NWSRA Partner Agency Merit Increase/Pool Survey was sent to all 17 park districts and the results were compiled along with the results from the five neighboring Special Recreation Associations. Attached are the results of the survey. The calculations below use the NWSRA actual annual salary for 2015 plus adjustments to be made based on the 2016 salary structure. Staff used the actual annual salary totals versus the PYE 2015 salary figures to calculate the FY 2016 salaries. Due to all of the employment changes that occurred in 2015, the actual annual salary for 2015 most accurately represents the amount NWSRA staff will need to budget to cover the employee costs.

**2.0% Merit Pool**

Actual Annual 2015 Total	\$1,931,496.31	Proposed FY 2016	\$ 1,970,126.26
Proposed 2.0% Merit	<u>\$ 38,629.95</u>	FY 2015	<u>\$ 1,992,047.75</u>
<b>Total Proposed FY 2016</b>	<b>\$1,970,126.26</b>	<b>Difference</b>	<b>\$-21,921.49</b>

**2.50% Merit Pool**

Actual Annual 2015 Total	\$1,931,496.31	Proposed FY 2016	\$ 1,979,783.74
Proposed 2.5% Merit	<u>\$ 48,287.43</u>	FY 2015	<u>\$ 1,992,047.75</u>
<b>Total Proposed FY 2016</b>	<b>\$1,979,783.74</b>	<b>Difference</b>	<b>\$-12,264.01</b>

**3.0% Merit Pool**

Actual Annual 2015 Total	\$1,931,496.31	Proposed FY 2016	\$ 1,989,441.23
Proposed 3.0% Merit	<u>\$ 57,944.92</u>	FY 2015	<u>\$ 1,992,047.75</u>
<b>Total Proposed FY 2016</b>	<b>\$1,989,441.23</b>	<b>Difference</b>	<b>\$-2,606.52</b>

**3.5% Merit Pool**

Actual Annual 2015 Total	\$1,931,496.31	Proposed FY 2016	\$	1,999,098.72
Proposed 3.5% Merit	<u>\$ 67,602.41</u>	FY 2015	\$	<u>1,992,047.75</u>
<b>Total Proposed FY 2016</b>	<b>\$1,999,098.72</b>	<b>Difference</b>		<b>\$7,050.97</b>

Based on the results of the merit surveys, an analysis of the NWSRA 2015 projected year end numbers and the preliminary fiscal year 2016 numbers, a 3% merit pool is recommended by the staff.

The proposed 3% merit increase is \$2,606.52 below the FY2015 budget due to retirement and resignation of employees at higher level salary ranges in 2015.

**RECOMMENDATION FOR STAFF EXCEEDING SALARY RANGE**

As discussed in the memo regarding proposed salary ranges for 2016, the Registrar is exceeding the maximum salary range. Based on responses from the survey and discussion with Management Association, staff recommend freezing the salary and giving a merit increase as a bonus (not to exceed 3% of the current salary).

NWSRA annually adjusts salary ranges based on an aging factor, therefore Management Association recommends staff review this position to monitor if it re-aligns within the appropriate range. NWSRA will continue to monitor this position to see if the salary falls within range or if alternate compensation needs to be considered.

**NWSRA 2015 Proposed Salary Ranges**

<b>Pay Grade</b>	<b>Position Title</b>	<b>2015 Minimum</b>	<b>2015 Mid-Point</b>	<b>2015 Maximum</b>
2	Receptionist	\$26,921.62	\$34,295.05	\$41,668.49
3	Registrar	\$29,371.74	\$37,416.23	\$45,460.71
4	Registration/Office Coord	\$32,043.50	\$40,819.75	\$49,595.99
4	Administrative Assistant	\$32,043.50	\$40,819.75	\$49,595.99
5	Program Specialist	\$34,960.20	\$44,535.28	\$54,110.37
5	Operations Coord	\$34,960.20	\$44,535.28	\$54,110.37
5	Facility Coord	\$34,960.20	\$44,535.28	\$54,110.37
5	Spec Events/LED Coord	\$34,960.20	\$44,535.28	\$54,110.37
5	Adult Day Coord	\$34,960.20	\$44,535.28	\$54,110.37
5	Recruitment Coord	\$34,960.20	\$44,535.28	\$54,110.37
6	Administrative Coord	\$38,141.10	\$48,587.39	\$59,033.67
6	Foundation Coord	\$38,141.10	\$48,587.39	\$59,033.67
6	Inclusion Coord	\$38,141.10	\$48,587.39	\$59,033.67
6	Program Leader/Volunteer Coord	\$38,141.10	\$48,587.39	\$59,033.67
6	Support Services Coord	\$38,141.10	\$48,587.39	\$59,033.67
7	Public Information Coord	\$41,612.70	\$53,009.81	\$64,406.92
8	Business Services Coord	\$45,399.91	\$57,834.28	\$70,268.65
8	Manager of Spec Rec	\$45,399.91	\$57,834.28	\$70,268.65
8	Manager of Support Services	\$45,399.91	\$57,834.28	\$70,268.65
8	Manger of Inclusion Services	\$45,399.91	\$57,834.28	\$70,268.65
8	Manager of PR & Marketing	\$45,399.91	\$57,834.28	\$70,268.65
13	Superintendent of Development	\$70,173.36	\$89,392.81	\$108,612.26
13	Superintendent of Recreation	\$70,173.36	\$89,392.81	\$108,612.26
13	Superintendent of Admin Services	\$70,173.36	\$89,392.81	\$108,612.26
17	Executive Director	\$99,420.62	\$126,650.47	\$153,880.32

\*Used the FY 2014 Salary Ranges

\* The 2014 Salary Survey Midpoints were multiplied by the 2.3%, the recommended Aging Factor

\*The new grade midpoints were multiplied by .785 (the minimum pay range spread factor)

to create the new 2015 Minimum Ranges

\*The new grade midpoints were multiplied by 1.215 (the maximum pay range spread factor)

to create the new 2015 Maximum Ranges

**NWSRA 2016 Proposed Salary Ranges**

<b>Pay Grade</b>	<b>Position Title</b>	<b>2016 Minimum</b>	<b>2016 Mid-Point</b>	<b>2016 Maximum</b>
10	Receptionist	\$29,450.00	\$33,466.00	\$37,482.00
11	Administrative Assistant	\$32,278.00	\$37,532.00	\$42,787.00
11	Program Specialist	\$32,278.00	\$37,532.00	\$42,787.00
11	Program Specialist (Day Camp)	\$32,278.00	\$37,532.00	\$42,787.00
11	Registrar	\$32,278.00	\$37,532.00	\$42,787.00
12	Park District Facility/Leisure Education Coord	\$35,358.00	\$42,093.00	\$48,828.00
12	School/Commercial Facility/Special Event Coord	\$35,358.00	\$42,093.00	\$48,828.00
13	Adult Day Program Coord	\$38,710.00	\$47,207.00	\$55,705.00
13	Foundation Coord	\$38,710.00	\$47,207.00	\$55,705.00
13	Inclusion Coord	\$38,710.00	\$47,207.00	\$55,705.00
13	Administrative Coord	\$38,710.00	\$47,207.00	\$55,705.00
13	Operations Coord	\$38,710.00	\$47,207.00	\$55,705.00
13	Public Information Coord	\$38,710.00	\$47,207.00	\$55,705.00
13	Registration Office Coord	\$38,710.00	\$47,207.00	\$55,705.00
13	Support Staff Coord	\$38,710.00	\$47,207.00	\$55,705.00
13	Volunteer/Recruitment Coord	\$38,710.00	\$47,207.00	\$55,705.00
14	Business Services Coord	\$42,355.00	\$52,943.00	\$63,532.00
14	Manager of Support Services	\$42,355.00	\$52,943.00	\$63,532.00
14	Manager of Special Recreation (Athletics)	\$42,355.00	\$52,943.00	\$63,532.00
14	Manager of Special Recreation (Day Camp)	\$42,355.00	\$52,943.00	\$63,532.00
14	Manager of Inclusion Services	\$42,355.00	\$52,943.00	\$63,532.00
15	Sr. Manager of Special Recreation (Brochure)	\$47,501.00	\$59,376.00	\$71,252.00
16	Manager of PR & Marketing/Assistant Superintendent	\$53,273.00	\$66,591.00	\$79,909.00
17	Superintendent of Development	\$59,746.00	\$74,682.00	\$89,619.00
18	Superintendent of Admin Services	\$67,005.00	\$83,757.00	\$100,508.00
18	Superintendent of Recreation (1)	\$67,005.00	\$83,757.00	\$100,508.00
18	Superintendent of Recreation (2)	\$67,005.00	\$83,757.00	\$100,508.00
22	Executive Director	\$106,003.00	\$132,504.00	\$159,004.00

NOTES: Based on recommendations from Management Association in the compensation study completed in 2015:

- 1) A new pay grade structure was created in 2016.
- 2) Staff recommends renaming the position of Manager of PR & Marketing to "Manager of PR & Marketing/ Assistant Superintendent"
- 3) Staff recommends renaming the Manager of Special Recreation (Brochure) to "Sr. Manager of Special Recreation (Brochure)"

## 2016 NWSRA Merit Increase/Pool Survey

17 Responses

Member Park District/SRA	2015 Merit	2016 Merit
Arlington Heights Park District	3.00%	3.00%
Bartlett Park District	2.25%	Unknown
Buffalo Grove Park District	3.00%	3.00%
Elk Grove Park District	2.50%	2.50%
Hanover Park Park District	2.00%	2.00%
Hoffman Estates Park District	2.00%	1.00%
Inverness Park District		
Mount Prospect Park District	3.00%	3.00%
Palatine Park District	3.00%	3.00%
River Trails Park District	3.00%	3.00%
Prospect Heights Park District	1.50%	0.00%
Rolling Meadows Park District	3.00%	3.00%
Salt Creek Park District		
Schaumburg Park District	3.00%	3.00%
South Barrington Park District	3.00%	2.00%
Streamwood Park District		
Wheeling Park District	3.00%	3.00%
<b>NEDSRA</b>		
<b>NISRA</b>	3.00%	3.00%
<b>NSSRA</b>	3.00%	3.00%
<b>WDSRA</b>		
<b>MNASR</b>	3.00%	3.00%
<b>WSSRA</b>		
<b>Average Merit Increase</b>	2.72%	2.53%
<b>Minimum %</b>	2.00%	1.00%
<b>Maximum %</b>	3.00%	3.00%

Agencies with Designated Pay Grades/Salary Ranges: 14

Agencies with an Employee who Reached or Exceeded the Pay Grade/Salary Range Max: 10

Employee' Salary Frozen or Capped:	4
Employee continued to receive a merit increase:	2
Employee received a restricted merit increase:	1
Employee received a bonus that did not increase salary:	3



**To: Tony LaFrener, NWSRA Personnel Committee Chairman**  
**From: Tracey Crawford, Executive Director**  
**Re: NWSRA 2015 Proposed Health Insurance**  
**Date: October 16, 2015**

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In preparing the 2016 health insurance budget, the NWSRA staff used the following assumptions:

#### GENERAL PLAN INFORMATION

- In 2015, in order to stabilize the agency's health insurance contribution cost, employee contribution rates were raised as well as tiered based on type of coverage (single, employee + child, employee + spouse, family).
- The 2016 plan from PDRMA is based on a \$1,500 deductible. The current \$1,000 plan is no longer available.
- The increase in the total health insurance plan costs for the PDRMA plan from 2015 to 2016 is 0.6%.
- The total increase in the health insurance costs for NWSRA (agency impact) will be \$2,806.55 from 2015 to 2016.
- In accordance with the Affordable Care Act (ACA), no employee's health care costs can exceed 9.5% of their annual income, based on single employee coverage.
- Based on entry level salary, the annual single employee contribution for NWSRA must stay below \$2,797.75.
- NWSRA did not conduct a health insurance survey in 2015, due to the major changes in the PDRMA plan offerings.

#### DEDUCTIBLE

- In 2015, NWSRA reimburses \$250 out of the \$1000 deductible.
- The employee is reimbursed up to \$250 after they have paid \$750 of their deductible.
- NWSRA self-insures \$9,750 to cover the reimbursement.
- NWSRA staff project that only 12 employees will meet the 2015 deductible reimbursement, costing the agency \$3,000.
- Per recommendation by the NWSRA Personnel Committee and staff from the last two years, the deductible reimbursement is being removed for 2016.

#### ELIGIBLE EMPLOYEE ENROLLMENT STATUS

- Currently, NWSRA has 40 employees eligible to enroll in the NWSRA health insurance plan.
- Ten out of the 40 eligible employees have opted out of being on the NWSRA health insurance plan.
- The NWSRA 2015 health care costs are based on the following breakdown:

Employee:	17 (1 is HMO)
Employee + Spouse:	3 (1 is HMO)
<u>Employee + Family:</u>	<u>10 (1 is HMO)</u>
Total Enrolled:	30

- The total number of lives covered in 2015: 61
- To project the 2016 health insurance budget, all 40 employees were factored into the following breakdown:
  - Employee: 24 (1 for HMO)
  - Employee + Child: 0
  - Employee + Spouse: 3 (1 for HMO)
  - Employee + Family: 13 (1 for HMO)
  - Total Projected: 40
- The total number of projected lives covered for 2016: 79

#### CHANGES IN PDRMA HEALTH PLAN

- PDRMA has changed its plan options to offer choices related to PPO plan design, HRA funding levels and pharmacy co-pays.
- Beginning in 2016, PDRMA is offering five plans, and eliminated the \$1,000 deductible plan NWSRA currently utilizes.
- The new plans offered by PDRMA provide 30 options, based on PPO with or without an HRA and the HMO plan, as well as two different options for prescription plans for each of those combinations. Plan options include deductibles of \$250, \$500, \$1,500, \$2,000 or \$3,000.
- NWSRA reviewed the plans closest to the agency’s current health coverage.
- A summary of the four plans analyzed is in the chart below:

	Description	2016 Agency Cost	Agency Cost Difference from 2015 plan \$580,346.00
PLAN OPTION 1	\$500 Deductible	\$632,407.44	\$52,061.44
PLAN OPTION 2	\$1,500 Deductible	\$583,152.55	\$2,806.55
PLAN OPTION 3	\$1,500 Deductible + \$1,250 HRA	\$653,778.55	\$73,432.55
PLAN OPTION 4	\$1,500 Deductible + \$1,000 HRA	\$639,652.55	\$59,306.55

- In options 3 and 4, the agency cost includes the maximum exposure for the HRA in those plans. Because NWSRA budgets for 100% participation in health insurance coverage, it would be cost prohibitive to also budget for a plan with maximum HRA exposure.

#### RECOMMENDATION

NWSRA staff recommend that Plan Option 2 is used to project the 2106 health care costs. The total budgeted health care costs for FY 2016 will be \$583,152.55.

- NWSRA staff met with PDRMA health program administrators in October to discuss the impact of the new plan options on both NWSRA and it’s employees.
- PDRMA staff agreed with NWSRA’s recommendation.
- This option results in a minimal agency cost increase of 0.48% from 2015.

- Based on current health plan use, this option provides a minimal employee contribution increase for PPO family coverage, while PPO single and PPO employee + spouse contributions slightly decrease.
- Employee deductible rates will increase by \$750 (based on single coverage), but the percentage rate of contribution will not change.
- An HMO plan is a continued option for a lower employee contribution and out of pocket amount.
- Due to PDRMA Health Program changes and health care costs, NWSRA will again evaluate and review the multiple plans offered 2017.

# Northwest Special Recreation Association

## 2016 Projected Health Insurance Plan Scenarios

### 2015 Plan - \$1,000 Deductible (no longer offered) + HMO Plan

Annual Plan Total: 661,683.00

Total Annual Employee Contribution: 81,307.00

**Total Agency Impact: 580,346.00**

### Option 1 PPO - \$500 Deductible + HMO Plan

Annual Plan Total: 725,153.45

Total Annual Employee Contribution: 92,746.01

**Total Agency Impact: 632,407.44**

PPO Plan		2015 Annual Employee Contribution	Contribution Change from 2015 to 2016	2016 Annual Employee Contribution	PPO 2016 Total Annual Employee Contribution	HMO Plan	2015 Annual Employee Contribution	Contribution Change from 2015 to 2016	2016 Annual Employee Contribution	HMO 2016 Total Annual Employee Contribution	
EE Only	23	1,130.00	72.12	1,202.12	27,648.76	EE Only	1	762.00	27.47	789.47	789.47
EE + CH	0	1,715.00	167.08	1,882.08	-	EE + CH	0	1,249.00	46.12	1,295.12	-
EE + SP	2	2,643.00	213.97	2,856.97	5,713.94	EE + SP	1	1,844.00	73.10	1,917.10	1,917.10
Family	12	3,936.00	520.03	4,456.03	53,472.36	Family	1	3,147.00	57.38	3,204.38	3,204.38
<b>Total EEs</b>	<b>37</b>				<b>86,835.06</b>	<b>Total EEs</b>	<b>3</b>				<b>5,910.95</b>

### Option 2 PPO - \$1,500 Deductible + HMO Plan

Annual Plan Total: 668,547.65

Total Annual Employee Contribution: 85,395.10

**Total Agency Impact: 583,152.55**

PPO Plan		2015 Annual Employee Contribution	Contribution Change from 2015 to 2016	2016 Annual Employee Contribution	PPO 2016 Total Annual Employee Contribution	HMO Plan	2015 Annual Employee Contribution	Contribution Change from 2015 to 2016	2016 Annual Employee Contribution	HMO 2016 Total Annual Employee Contribution	
EE Only	23	1,130.00	(20.43)	1,109.57	25,520.11	EE Only	1	762.00	27.47	789.47	789.47
EE + CH	0	1,715.00	17.15	1,732.15	-	EE + CH	0	1,249.00	46.12	1,295.12	-
EE + SP	2	2,643.00	(31.48)	2,611.52	5,223.04	EE + SP	1	1,844.00	73.10	1,917.10	1,917.10
Family	12	3,936.00	125.75	4,061.75	48,741.00	Family	1	3,147.00	57.38	3,204.38	3,204.38
<b>Total EEs</b>	<b>37</b>				<b>79,484.15</b>	<b>Total EEs</b>	<b>3</b>				<b>5,910.95</b>

### Option 3 PPO - \$1,500 Deductible / \$1,250 HRA + HMO Plan

Annual Plan Total: 739,173.65

Total Annual Employee Contribution: 85,395.10

**Total Agency Impact: 653,778.55**

PPO Plan		2015 Annual Employee Contribution	Contribution Change from 2015 to 2016	2016 Annual Employee Contribution	PPO 2016 Total Annual Employee Contribution	HMO Plan	2015 Annual Employee Contribution	Contribution Change from 2015 to 2016	2016 Annual Employee Contribution	HMO 2016 Total Annual Employee Contribution	
EE Only	23	1,130.00	(20.43)	1,109.57	25,520.11	EE Only	1	762.00	27.47	789.47	789.47
EE + CH	0	1,715.00	17.15	1,732.15	-	EE + CH	0	1,249.00	46.12	1,295.12	-
EE + SP	2	2,643.00	(31.48)	2,611.52	5,223.04	EE + SP	1	1,844.00	73.10	1,917.10	1,917.10
Family	12	3,936.00	125.75	4,061.75	48,741.00	Family	1	3,147.00	57.38	3,204.38	3,204.38
<b>Total EEs</b>	<b>37</b>				<b>79,484.15</b>	<b>Total EEs</b>	<b>3</b>				<b>5,910.95</b>

### Option 4 PPO - \$1,500 Deductible / \$1,000 HRA + HMO Plan

Annual Plan Total: 725,047.65

Total Annual Employee Contribution: 85,395.10

**Total Agency Impact: 639,652.55**

PPO Plan		2015 Annual Employee Contribution	Contribution Change from 2015 to 2016	2016 Annual Employee Contribution	PPO 2016 Total Annual Employee Contribution	HMO Plan	2015 Annual Employee Contribution	Contribution Change from 2015 to 2016	2016 Annual Employee Contribution	HMO 2016 Total Annual Employee Contribution	
EE Only	23	1,130.00	(20.43)	1,109.57	25,520.11	EE Only	1	762.00	27.47	789.47	789.47
EE + CH	0	1,715.00	17.15	1,732.15	-	EE + CH	0	1,249.00	46.12	1,295.12	-
EE + SP	2	2,643.00	(31.48)	2,611.52	5,223.04	EE + SP	1	1,844.00	73.10	1,917.10	1,917.10
Family	12	3,936.00	125.75	4,061.75	48,741.00	Family	1	3,147.00	57.38	3,204.38	3,204.38
<b>Total EEs</b>	<b>37</b>				<b>79,484.15</b>	<b>Total EEs</b>	<b>3</b>				<b>5,910.95</b>

## NWSRA Succession Plan

The following pages outline the steps and process for Northwest Special Recreation Association (NWSRA) to take in the implementation of a succession plan. The NWSRA Succession Plan is designed to identify key positions and employees to carry through the succession planning process.

### Planning Steps

Below is the list of steps that will be utilized in the process:

- Establishing present and future leadership roles
  - Identifying key employees
  - Evaluating key employees
  - Developing action plans for interested employees
  - Communication to key employees
- 

### STEP 1 – Establishing present and future leadership roles

A Key position is one that dramatically affects performance measures such as revenue, costs, quality or customer-engagement or are critically important to the NWSRA Strategic Goals/Plan. A question to consider when determining a key position is “will things slow down or change drastically if we didn’t have this position?” Other considerations:

- The importance of the position in relation to NWSRA’s mission and vision
- The level of knowledge, skills, and abilities required for the position
- The length of training required until an employee in this position is fully prepared to perform in the role
- The availability of the talent in the external market for the specific position

In this step, key positions eligible to be a part of the NWSRA Succession Plan will be identified. Once the positions have been determined, the next step will be to review the positions as they exists today (Knowledge, Skills, and Abilities [KSA’s]), review the strategic goals/plans for the agency, and develop what the positions will need to look like in the future. To assist in the creation of the list of key positions, complete the “Key Position Analysis Form” in *Appendix A* for each position.

#### Examples to use for the current position analysis:

- Job description
- Interviews with the current employee holding the position
- Interviews with the Administrative Team
- Interviews with the employees supervised by the position

#### Examples to use for the future position analysis:

- External data for that position

- Long term NWSRA Strategic Goals/Plan

## **STEP 2 – Identifying Key Employees**

The focus of this step is to review the Association’s current talent pool to determine potential successors and their level of readiness for the position. Potential candidates will be selected by the Executive Director and the Administrative Team. Candidates will be reviewed based on, but not limited to, the following items:

- Performance reviews
- Awards and accomplishments
- Education and credentials
- Years of relevant experience
- Leadership, management, supervisory skills
- Candidate’s interest in the position

Create a candidate pool for the identified key positions. Determine where the candidates fall on the 9 – Box Grid in *Appendix B*. After reviewing the list, reduce it to 1 -2 top candidates for each key position. Place the final candidates for each position in the “Succession Planning Chart” in *Appendix C*.

The Candidates will also complete a self-assessment form to get a gage on specific positions in the Association they would be interested in, which could be integrated into the process. See “Self-Evaluation for Career Planning” in *Appendix D*.

## **STEP 3 – Evaluating Key Employees**

After the key candidate(s) have been determined, next the employees strengths and weaknesses/or area for development will be evaluated. To assist with this process, the candidate will complete the “Evaluating Key Employees Form” in *Appendix E*.

Examples to use to identify strengths and weaknesses/ areas of development:

- SWOT analysis completed by the candidate
- SWOT analysis completed by the Administrative Team of the candidate
- Interviews with the candidates supervisor and co-workers on his/her team
- Performance reviews

## **STEP 4 – Developing Action Plans for Key Employees**

In this step an action plan will be developed for the potential key candidates. This plan should be designed to identify the individual’s strengths, development needs, and development plan. Complete “Action Plan Outline” form in *Appendix F*. In preparing the development plan section, consider the following:

- On the job activities – What activities/duties will be assigned that are currently part of his/her job? Can we enhance these activities?
- Development assignments – What stretch assignments, projects, task forces, or committees will be assigned to help him/her in their development?
- Training – What seminars, conferences, workshops, or courses should he/she take to develop their skills? How will these be reinforced through the job projects?

#### **STEP 5 – Communicating the Action Plan to Key Employees**

Once the action plan for the key employees has been created, the plan should be communicated to the potential candidate for the position. Review the evaluation tools completed by the candidate with them. Share the plan and discuss areas of development and highlight the identified areas of opportunity. The candidate will meet regularly with their supervisor but the candidate should drive their own plan. The Manager/supervisor should serve as a guide and provide opportunities for the candidate to develop the skills needed for the key position.

## Key Position Analysis

Key Position
Anticipated Vacancy (Date and Reason)
Current knowledge, skills, and abilities (KSAs) needed and the level of complexity of the position.
Future KSAs needed for the position.



## 9 – Box Grid

**Instructions:** This grid is designed to assist in evaluating candidates for the NWSRA Succession Plan. To evaluate the candidates, determine where each candidate sits on the below grid. Ideal Candidates for the NWSRA Succession Plan should be in the high professional or high potential boxes, preferably in boxes 1A -2B.

	<b>Satisfactory Placed (C)</b>	<b>High Professional (B)</b>	<b>High Potential (A)</b>
	Remain at the current level in the organization. Has likely reached highest career level.	Able to do the work or bigger jobs at the same level in the organization over the next 3-5 years.	Able to do the work at the next level within 1 to 2 years or sooner.
	<b>Box 1 (C)</b>	<b>Box 1 (B)</b>	<b>Box 1 (A)</b>
<b>1-Outstanding/Excellent</b>	Highly valued, seasoned professional in current role remain at the current level.	Does extremely well at the current job with potential to do more, give stretch assignments to prepare for next step.	Consistently performs well in a variety of assignments, prime target for recruitment by other agencies.
	<b>Box 2 (C)</b>	<b>Box 2 (B)</b>	<b>Box 1 (A)</b>
<b>2-Effective</b>	Solid performer in current role. Could progress higher in specialty and become a Box 1 (C).	This individual should be considered for a bigger job at the same level if they can deliver better results.	Current role may provide opportunity for growth or development; focus on helping improve performance.
	<b>Box 3 (C)</b>	<b>Box 3 (B)</b>	<b>Box 1 (A)</b>
<b>3-Needs Improvement</b>	Consider reassignment, reclassification or exit.	Performance management is crucial, the need to improve in some areas, consider tools to assist the employee to develop.	Maybe job mismatch, new hire with lots of potential, or new assignment. May require coaching to improve.

### Succession Planning Chart

Position Name	Incumbent Name	Open in <1 year	Open in 1-3 years	Open in >3 years

Candidate's Name	Current Position	Succession Position Desired	Ready in <1 year	Ready in 1-3 years	Ready in >3 years

**Self-Evaluation for Career Planning**

<b>Name:</b>
<b>Date:</b>
<b>1. Describe your career goals/objectives.</b> <b>a. Short-term (1 -5 years):</b>          <b>b. Long-term (5+ years)</b>          <b>c. Ultimate career desired</b>
<b>2. If you have identified a position (s) in question #1 within the Association that you would like to be promoted to, on a scale from 1 -5 (1 being not ready and 5 being ready now), how would you rate your readiness for this position? Circle your answer below.</b>  <p style="text-align: center;">1      2      3      4      5</p>
<b>3. What actions, experiences, trainings, or goals would you need in order to prepare for the position that you have identified above?</b>

## Evaluating Key Employees Form

Name: \_\_\_\_\_

**List Strengths:**

**List Areas of Development:**

**Identify Readiness Level:**

## Action Plan Outline

Name: \_\_\_\_\_

Key Position: \_\_\_\_\_

Overall Performance Summary:

Key Strengths:

Development Needs:

Development Plan:

## Sample Action Plan

**Name:** Richard Smith

**Key Position:** Superintendent of Recreation (1)

**Overall Performance Summary:**

Richard hit the ground running when he was promoted to Manager in 2008. He has the ability to organize and implement numerous projects for the Association. He is a great leader and is able to motivate the staff he supervises.

**Key Strengths:**

- Leader
- Team Player
- Ability to work on complex projects

**Development Needs:**

- Time management – Completion of paperwork and some assignment on time.

**Development Plan:**

- Attend time management workshops, courses and trainings. Work with supervisor to create timelines.