

COMPENSATION PHILOSOPHY

Community Action is committed to ensuring that our compensation program is directly linked to our Mission and Values. Each team member is vital in empowering people to increase economic opportunity by celebrating diversity and inclusion, honoring social justice and equality and engaging community members and partners in our work.

Our goal is to attract, retain, and engage a committed, talented and diverse workforce by providing a positive environment with career growth opportunities, successful work-life balance and market competitive compensation and benefits.

Our organization's culture embraces integrity and accountability, respectful relationships, cultural diversity, and understanding and support as we create a community that challenges poverty in our community, our region and nation.

We have defined our strategy and guiding principles for how pay will be determined, managed, and communicated to our valued team members:

Market Definition	Market is defined for each position based on factors such as geography, industry (blend of nonprofit and for-profit, depending on role), and complexity. For most staff positions, we define "market" as the local (the Twin Cities metropolitan area) or regional labor market. Although Community Action is a nonprofit, we compete against all organizations for most talent. For senior management and specialized skillsets, we may seek candidates on a national
Competitive Positioning	Salary ranges will target the median (50 th percentile) using a blend of both nonprofit and, as appropriate, for-profit survey data. Availability of financial resources may also influence our ability to target pay at these levels. When significant differences exist between our pay and the market, the need for adjustment is assessed to maintain market competitiveness.
Internal/External Value	Community Action's pay ranges will balance the need to be externally competitive with the desire to be internally equitable among jobs having similar scope of responsibilities, knowledge, experience, and organizational impact. Pay is commensurate with experience, skills, and performance.
Link to Performance	High performance is both an expectation and a necessity within Community Action and is recognized and rewarded. Salary increases are based on the position in salary range and performance factors, including demonstration of our core competencies (e.g., cultural sensitivity, effective communication, professionalism, and demonstration of alignment to Community Action mission and values).
New Hire Pay	Starting pay is generally set between minimum and midpoint for new hires or developing employees. Individual pay is adjusted as performance is demonstrated and sustained at increasingly competent levels over time. With approval, experienced employees with critical skills may be hired above this guideline.
Careers	Community Action supports career development and progression through meaningful work assignments and other learning opportunities to increase capability and personal/professional growth among all associates. We expect every associate to assume responsibility to continually develop their expertise and to proactively seek out opportunities for personal learning and insight.
Promotional Pay	Promotions are awarded when employees apply for a job opening and move to a higher grade through a competitive interview process and/or organizational need. Promotional increases generally result in an employee's pay adjustment at the time of promotion.
Communication and Openness	Community Action advocates an open and transparent compensation program that achieves understanding by all. However, managers and supervisors are mindful that information about individual employee pay levels and pay decisions are sensitive and private.
Administration	Our compensation program strives to be simple, easy to understand, and administer. Community Action will conduct a formal assessment at least every five years. In addition, our compensation program may be reviewed to respond to changes in the market place, support organizational priorities, and needs.
Governance	Human Resources works with leadership to maintain fair and consistent salary administration practices in compliance with all applicable collective bargaining agreements, local, state, federal laws and requirements of regulatory agencies.
Total Rewards Alignment	Compensation is one element of Community Action's total rewards program. Other elements include benefits, work-life effectiveness, recognition, performance management, and talent development. The integration of these elements helps to attract, retain, and motivate the talent required to achieve the important work of Community Action.