

CLEVELAND PUBLIC LIBRARY

Special Board Meeting
July 6, 2021

RESOLUTION TO REVISE THE HUMAN RESOURCES MANUAL

WHEREAS, Pursuant to Section 121.2 of the Human Resources Manual, the Board of Library Trustees must approve all changes to the Human Resources Manual; and

WHEREAS, The Library's Human Resources Department is in the process of conducting a comprehensive review and revision of the Human Resources Manual to reflect the prevailing practices in today's workplaces; and

WHEREAS, The Library Administration recommends that the Human Resources Manual be revised to include a rewritten Section 351, titled "Total Compensation" as set forth in Exhibit "A" to this Resolution and to rescind existing Sections 351, 352, and 353 of the Human Resources Manual; now therefore be it

RESOLVED, That the Cleveland Public Library Board of Trustees hereby approves the proposed revisions to the Human Resources Manual as set forth in Exhibit "A" of this Resolution to update Section 351 and to rescind Sections 352 and 353, to become effective July 7, 2021, and instructs the Library's management to be responsible for implementation and execution of the provisions of these policies and their related procedures.

Exhibit “A”

COMPENSATION PRACTICES – 300

TOTAL COMPENSATION – 351

Cleveland Public Library’s Total Compensation policy and strategy serves as a guideline for the formulation and implementation of non-bargaining unit employee compensation and benefit policies, programs, and practices.

Objective

Cleveland Public Library (CPL) is committed to maintaining compensation and benefits programs that will attract, motivate, develop and reward highly qualified and effective individuals throughout the organization. These programs reflect CPL’s values, its standing as a premier public and research library system, and support the achievement of its mission by:

- Assuring competitive compensation pay and benefit practices with the external market
- Assuring internally equitable compensation pay and benefit practices
- Recognizing and rewarding employee performance
- Complying with all related legal requirements

Strategy

CPL must be able to attract qualified personnel from other libraries, public sector and non-profit entities as well as the private sector. Additionally, CPL must retain quality individuals and position the Library to remain competitive by appropriately positioning pay and benefit practices in the various markets in which the organization recruits employees.

CPL believes that levels of individual compensation must be linked to individual merit and demonstrated achievement. Recognizing this relationship among compensation, merit and achievement, CPL will consider, as appropriate, the applicability of performance-based compensation systems.

CPL will also maintain benefit programs that are competitive with the markets where it recruits employees.

Competitive Markets

To better define appropriate competitive markets, CPL’s employees have been divided into two groups:

1. Executives, members of management, and specialized professional staff whose position skills are highly specific to CPL’s operations and who may be in limited supply.

2. Administrative and technical staff whose skills are transferable to a wide variety of environments.

In general, CPL competes on a regional basis for senior managerial and specialized professional talent and on a local basis for administrative and technical staff. Base salary ranges are positioned at or above the median of the designated market.

Total Compensation Components

Base Salary

CPL's compensation system consists of a series of pay grades and ranges that have been established to reflect the relative value of positions, both internally and externally.

To establish internal job relationships and assure internal equity, CPL measures job duties, accountabilities and required skills through a formal position evaluation process. To maintain external competitiveness, CPL compiles and analyzes market data periodically and adjusts pay ranges as required.

Employee Benefits

CPL's benefit programs are designed to be responsive to employee needs and competitive considerations. Employee benefit programs assist employees in protecting themselves and their families against physical and financial loss due to accident, illness, disability or death as well as providing retirement income.

Benefit programs are designed to comply with all government regulations and will be integrated with related statutory plans to optimize plan design, control costs and realize financial advantages.

Administration

The Board of Trustees approves CPL's total compensation policy and strategy.

The Human Resource Committee of the Board of Trustees will study, investigate, consult and make recommendations for appropriate action to the library on total compensation matters.

Overall administration of CPL's compensation and benefit programs is the responsibility of the Executive Director and, to the extent delegated, the Chief Talent and Chief Financial Officers. The Chief Talent Officer is responsible for:

- Recommending changes to the compensation program to support CPL's total compensation philosophy and strategy and maintain its competitive position.
- Directing the salary administration program, assuring conformance with CPL's policies and applicable statutes.
- Administering the position evaluation, performance management and merit pay programs.

The Chief Talent Officer and Chief Financial Officer are responsible for:

- Administering employee benefit programs.

- Supporting the Executive Director and the Board of Trustees with respect to compensation and benefit issues.

Ethical standards are applied to all decisions dealing with total compensation. CPL administers total compensation in the best interest of its various stakeholders and provides total compensation without regard to race, color, religion, sex, age, national origin, sexual orientation, ancestry, disability, veteran status, socio-economic status or other protected classes. The Total Compensation strategy does not imply or guarantee continued employment or compensation for any employee.

Revised July 7, 2021

Rescind 351, 352 and 353