



**ALLIANCE
HEALTHCARE
FOUNDATION**

ADVANCING HEALTH AND WELLNESS FOR THOSE IN NEED

COMPENSATION PRACTICES

How Salaries are Set and Applied | May 2022

AGENDA

1. **People + Culture Philosophy**
2. **What is the market?**
3. **How do we benchmark? What data do we rely on?**
4. **How do we calculate base salary?**
5. **How and when do we adjust salary?**



PEOPLE + CULTURE PHILOSOPHY

Our goal is to attract and retain top quality talent, and to promote a performance-based culture that supports and appreciates the contributions of individual employees and effective teams and prioritizes delivering community-level outcomes and impact as the top priority.

A high-performing team is one in which employees are:

- actively committed to advancing the organization's goals and values, both internally and externally;
- highly productive, motivated and effective; and
- equipped with the resources and support they need to meet and exceed their goals.



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COMPENSATION + BENEFITS



AHF provides the following benefits to all employees:

- Flexible work arrangements
- Hybrid / remote “work from home” arrangements, dependent on job duties
- Generous PTO and holiday schedules (Minimum of 39 paid days off = almost 8 workweeks)
- Up to 4% matching 401k
- Medical, dental, vision, life, disability insurance (Employee premiums covered 100%)
- Up to 12 weeks of fully paid leave for eligible family/parental and/or medical leaves of absence
- Competitive compensation packages (benchmarked to 75th percentile+ of similar foundations)
- Education assistance up to \$1500 per year for undergraduate or graduate courses
- Access to individual professional coaching/mentorship and paid professional development
- Other employee wellness benefits on an ad hoc basis



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HYBRID WORK ENVIRONMENT



- Flexible, hybrid, “work-from-home”/in-person working culture, in service to a local place-based community
- Expectations of local/in-person engagement and presence are based on individual job duties and performance
- Periodic all-staff in-person opportunities prioritized for team cohesion



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WHAT IS THE MARKET?



The “market” for AHF is generally composed of a national field of private foundations of similar asset and operational size, and the general industry more broadly for positions more likely to be found outside of philanthropy.



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HOW DO WE BENCHMARK?



Primary Data Source:

The Council on Foundations Grantmaker Salary And Benefits Report

The data is compiled from 952 foundation respondents across the country representing 9,787 staff members. 474 are private foundations.

Note: Board compensation is also benchmarked using the COF survey.



2021 GRANTMAKER SALARY AND BENEFITS REPORT



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HOW DO WE CALCULATE BASE SALARY?

AHF uses Private Foundations with assets between \$50 - \$99 million as its primary peer group. Because we seek to recruit and retain the highest quality talent, and we believe in fairly compensating our employees, AHF generally benchmarks to the 75th percentile among this peer group. We also consider regional differences for the “west region” when benchmarks for specific roles vary widely based on geography.

Example for Illustration Only

Role	25th percentile	Median	Mean	75th percentile	AHF Salary
Example Title	\$54,000	\$60,000	\$62,000	\$70,000	\$68,000 - \$72,000 depending on experience / competencies



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HOW AND WHEN DO WE ADJUST BASE SALARY?



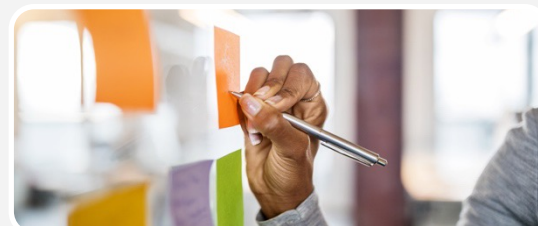
Role Change or Promotion

- Supervisor recommendation, ED approval
- Benchmarked to market
- Based on performance and organizational need



Market Adjustments

- Annual review of benchmark data
- Market adjustments made when AHF falls below 98% of the 75th percentile benchmark
- Annual review of regional cost-of-living and labor market trends. COLA adjustments are case-by-case but always applied org-wide



Merit Increase

- Based on exceptional performance
- Supervisor recommendation, ED approval
- Typically ~5-10% every 3 years for high-performing employees without opportunity for role promotion due to org. structure



Questions?

