
Series:	FM – Fiscal Management	COA: FIN 8.01, HR 5.03, GOV 6.07 CFOP: NA
Procedure Name:	Incentive Compensation	
Procedure Number:	FM-203	
Revision #/Date:	(1) 2/3/09/ (2) 6/20/10/ (3) 9/1/2011	
Effective Date:	11/21/2005	
Applicable to:	All BFP Staff, Brevard C.A.R.E.S. and performance identified contracted partner agencies within the System of Care	

PURPOSE: To reward and incentivize staff and performance-based subcontracted partners (pending funding) for the achievement of measurable outcomes, meeting/exceeding performance targets, and/or achieving strategic work plan goals which positively impact the System of Care by increasing efficiencies, enhancing the System of Care through capacity building, and improving the overall performance of the System of Care. The utilization of an Incentive program also ensures that the expenses are paid pending available funding thereby not increasing recurring increases in expense both for salary and benefits costs. This program is also an approach to offset the limitations of the Agency compared to state run organizations in terms of accrued "sick" and "vacation" pay out and the defined benefit retirement plan. Elements of this "incentive compensation" also address "on call" payments to staff as well as an Employee Recognition Program.

PROCEDURE:

References:

BFP Policies/Procedures: FM-205, GOV 202, OP-1009, OMB A122

Overview: It is the philosophy of Brevard Family Partnership that performance-based contracting and rewards are an essential component of its strategic plan and goals and is a way to improve performance, increase efficiencies, establish targets that will ensure quality care is provided to the children and families served, and build capacity throughout the local System of Care. Incentive programs are built on performance targets, overall staff performance levels and/or the achievement of strategic goals or initiatives which enhance the local System of Care and are only available when:

- The payment of these incentive programs has no negative impact on the service delivery system impacting our consumers; and
- adequate funding is available;

Incentive payments covered by this procedure are in compliance with OMB Circular 122-A and are processed (for BFP staff) through the agency payroll system.

Types of Incentive Programs:**System of Care Partner Organizations:**

In accordance with the philosophy of Brevard Family Partnership to reward our system partners, BFP utilizes a performance based contracting approach to incentivize organizations to meet/exceed specific performance targets which enhance the local system of care, improve performance and increase efficiencies; all of which are designed to improve the safety, well being and permanence of those we serve. This element of the Incentive Program is evaluated on an annual basis to set those targets, milestones and/or specific strategic goals which would qualify for an incentive payment should adequate funding be available.

- Specific targets, goals and milestones are generally established at the beginning of each fiscal year and communicated in writing with system partners.
- The results are evaluated and should funding be available an assessment of performance to goals is conducted and payments are authorized if appropriate based on the achievement of performance targets.

Brevard Family Partnership Staff:**On-Call Rotation:**

For BFP staff who serve “on call” during evenings, weekends and holidays, a program has been designed to compensate these individuals for their time. This program is evaluated on an annual basis during budget preparation to ensure its financial viability in whole or in part for the new fiscal year. While the program has been supported by eligible staff who volunteer should the need for staff increase, a process to designate additional staff will be developed for review and approval of the CEO.

- Employees who serve on the 1st tier of the on-call rotation may receive payment of \$25.00 per calendar day.
- Employees who serve on the 1st tier of the on call rotation may receive \$100.00 per calendar day that is an Agency Recognized Holiday (excluding the one Cultural Holiday)
- Employees who serve on the 2nd and 3rd tier of the on-call rotation are not compensated by incentive pay.
- For these payments based on the approved program, the CEO and Finance Director are not required to sign the documentation utilized for payroll input.

Individual Incentive Program:

In consideration of the financial resources available for staff, Brevard Family Partnership offers a compensation plan and benefits that can be supported by the budget. In comparison to a state system, BFP can not match the vacation and sick time accrual which can be paid out upon employee separation nor can it provide a robust defined benefit program for retirement. In an attempt to offset those deficits the Agency philosophy has been devised to provide an Incentive Program (pending funding) on an annual basis, based on the attainment individual performance ratings based on the annual evaluation tool, increased efficiencies, the achievement of strategic goals or objectives, output and/or contribution to the Agency.

- At the beginning or during the fiscal year a determination is made as to whether there will be funding available for the Incentive Program (for both BFP staff and partner agencies).
- Agency targets are set annually based on the strategic work plan, then by division and department goals which are incorporated into performance targets for staff.
- If it is determined that based on projections, an Incentive Program can be funded, the board approved program is implemented.

The current Board approved Incentive Program details for BFP staff are outlined below. **However, annually a decision is made regarding the availability of funding which may result in a reduced incentive program or none at all.**

Eligible employees are those who are hired prior to (a date is determined each year based on payment date), **not currently on a Performance Improvement Plan and who achieved a minimum of 3.0 on the most recent performance evaluation. Part time staff is eligible for one-half of the allotment/percentages shown below.** The methodology is either as a flat amount or as a percentage of annual compensation based on the most recent annual performance evaluation rating as described below:

Less than 6 months	Flat amount
6 months +	Flat amount
3.0 – 3.49 rating	Flat amount
3.5 – 3.9 rating	%of pay
4.0 – 4.49 rating	% of pay
4.5 – 5.0 rating	% of pay

Additional Duties/Interim Role Assignment:

There may also be times when an employee is charged with completing a specific project of a large magnitude in addition to other duties, may assume leadership of a project/department/function(s) on a permanent basis and/or may be required to fill another position on an extended interim basis while performing their core responsibilities. In this event, an Incentive Payment may be recommended for the successful project completion and achievement of interim goals and objectives. This type of payment must be approved in advance by the CEO of the Agency and a document is crafted with the timeframe and deliverables required in order to achieve the incentive payment. Before this is executed, the manager must address the source of the funds to pay for this incentive payment and this must be approved by the CEO. The Agency also recognizes that there may be situations that warrant an “equity adjustment” which can be as a result of assuming leadership of a new function or department on a permanent basis or as a result of the analysis of salary surveys where Agency staff base salaries are considered not to be competitive within the local market and/or industry standard for the level of competence demonstrated. In these cases recommendations will be made in concert with the Chief Personnel & Administrative Officer and will be presented to the CEO for consideration. A decision will be made in terms of available funding and the rationale presented.

Group Incentive Program:

This type of program is applicable when it is not possible to attribute the achievement of a goal, milestone or target to one individual. It generally is implemented to reward a group activity, teamwork, and coordination of activities or other team-oriented results that positively impacts the Agency, its goals, objectives, targets or efficiencies to the System of Care.

Employee Recognition Program:

The Agency has an Employee Recognition Program which is designed to recognize staff members for demonstrating the values and principles of our Agency. Monthly nominations are made and presented at the All Staff Meetings and a drawing is held to determine the winner of each category.

The Monthly Awards are divided into five (5) categories demonstrating BFP Core Values and Mission:

- **‘Positive Attitude’ Award** – an employee who has maintained a positive attitude; shown their ability to be strength-based; who has displayed a supportive/positive influence on those around.
- **‘It’s Not Easy Being Green’ Award** – an employee who has been seen as ‘being green’ in protecting and preserving our BFP environment. An employee who has shown or improved efficiencies and cost savings for BFP or an employee who recycles.
- **‘Above & Beyond’ Award** – an employee who has gone beyond normal means to provide a service, support and/or guidance to co-workers, customers and/or our stakeholders. An employee who has shown a collaborative spirit.
- **‘All-Around Awesome’ Award** – an employee who shows and adheres to BFP Mission, Values and Vision. An employee who has provided motivation and leadership to co-workers and others.
- **‘Vivacious Volunteer’ Award** – an employee who shows volunteerism and a team spirit in advancing the BFP Mission.

Annually an “Employee of the Year” is selected, along with an employee who is awarded the “Peer Recognition Award” based on the number of nominations received throughout the year. These employees receive BFP apparel, of their choosing, as well as Agency-wide recognition. Additionally, the employee of the year receives a day-off certificate.

Service Awards:

In order to acknowledge length of service for its employees, BFP has developed a Service Award program. Currently this program acknowledges the completion of five (5) years of service. Employees who attain this milestone receive a desk clock. This program will be augmented over time.

BY DIRECTION OF THE CHIEF EXECUTIVE
OFFICER:



DR. PATRICIA NELLIUS-GUTHRIE
Chief Executive Officer
Brevard Family Partnership

APPROVAL DATE: 9/1/11