Executive Committee Meeting Agenda

Nov 20th 2024 1:00pm - 2:00pm

1. **Call to Order** — Beth Rovazzini — 1:00pm

2. **Strategic Planning for 2025** — Marie Mackintosh

3. **Overview of Executive Review Process** — Beth Rovazzini

   - 2025 Proposed Salary Ranges.pdf
   - President and CEO Performance Approval Process.docx
   - 2023 Nonprofit Salary Survey 25.pdf

   a. **Adjournment: Move to Closed Session**

   b. **Performance Review: President & CEO**

      - EmployIndy Marie Mackintosh Performance Review 2024 (1).pdf

END
2:00pm

Grade	Annual Min	Annual Mid	Annual Max	EmployIndy Level
1	$ 43,900	$ 47,412	$ 50,924	Coordinator
2	$ 47,412	$ 51,442	$ 55,472	Senior Coordinator, Specialist
3	$ 51,442	$ 56,072	$ 60,702	Senior Specialist, Case Manager
4	$ 56,072	$ 61,399	$ 66,726	Senior Case Manager, Program Manager
5	$ 61,399	$ 67,539	$ 73,678	Senior Program Manager, Acct Mgr-Product
6	$ 67,539	$ 74,630	$ 81,722	Senior Acct Mgr-Product, Account Manager-All
7	$ 74,630	$ 82,839	$ 91,049	Senior Account Manager-All, Associate Director
8	$ 82,839	$ 92,366	$ 101,893	Director
9	$ 92,366	$ 103,450	$ 114,534	Senior Director
10	$ 103,450	$ 116,381	$ 129,312	VP
11	$ 116,381	$ 131,511	$ 146,640	SVP
12	$ 131,511	$ 149,265	$ 167,019	EVP-Development & Comms/CDO
13	$ 149,265	$ 170,162	$ 191,059	EVP-Finance & Ops/CFO
14	$ 170,162	$ 194,835	$ 219,509	EVP-Programs/COO
15	$ 194,835	$ 224,060	$ 253,286	President/CEO

EmployIndy

Date: January 11, 2024

To: EmployIndy Board of Directors, Executive Committee

From: Angela Smith Jones, Board Chairperson

Re: EmployIndy President & CEO Performance Appraisal Process

Dear Executive Committee Members,

As part of our commitment to ensuring accountability and effective governance within the EmployIndy organization, I would like to outline the process for the President & CEO performance approval.

1. Performance Review Committee:
    a. A committee comprised of the Board of Directors Executive Committee will oversee the evaluation of the CEO's performance. This committee is responsible for conducting the assessment based on the predefined criteria and performance Indicators.
2. Established Evaluation Criteria:
    a. Clear and measurable criteria will be established against which the President & CEO's performance will be evaluated. The criteria will be both qualitative and quantitative based on the KPIs created by the organization. Those KPIs will include but not limited to:
        i. Strategic goals and objectives
        ii. Financial performance and metrics
        iii. Leadership
        iv. Board member relations
        v. Operational processes
3. Evaluation Process: (**September-October)**
    a. Evaluations will be completed yearly utilizing the following timeline:
        i. EmployIndy program year data and KPIs will be finalized in **September** of the respective calendar year.
        ii. President & CEO will prepare and provide the committee with KPI results and additional context related to performance indicators by **October** of the respective calendar year.
        iii. The committee will meet with the President & CEO no later than the end of **November** each calendar year to analyze the information, review the results, and provide feedback.
4. Communication of Results: **(October-November)**
    a. Following the performance review meeting, the executive committee of the board of directors will communicate their decision and feedback to the President & CEO.
    b. The Chairperson of the Board of Directors will provide the results and any compensation adjustments regarding bonus structure, cost of living increase, and/or performance adjustment in writing to the President & CEO along with the EVP of Finance and Operations for payroll processing to be put in affect **January 1st** of the following calendar year.

The review process is confidential, and the executive committee reserves the right to request the President & CEO remove themselves from the performance review meeting so that the committee can have a confidential discussion regarding the performance review.

Kind regards,

Angela Smith Jones
Board Chairperson
EmployIndy

Executive Director/President/ Chief Executive Officer (CEO)

- Advises, makes recommendations to and assists in formulating policies for the Board of Directors
- Implements Board policies and directives
- Oversees all agency's daily activities
- May represent the agency to the public
- Reports to the Board of Directors
- May be called Chief Professional Officer (CPO)

Number of Staff

STAFF SIZE	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	87	$84,448	$20,592	$65,110	$79,897	$95,755	$202,000
6-10 FT Staff	56	$116,515	$64,000	$94,910	$110,000	$135,500	$198,423
11-30 FT Staff	69	$144,850	$56,000	$100,000	$128,000	$165,000	$442,000
31-50 FT Staff	17	$153,176	$98,000	$124,200	$147,350	$180,548	$238,700
51-99 FT Staff	23	$221,357	$115,000	$137,248	$215,280	$260,500	$456,000
100 or More FT Staff	10	$255,795	$138,675	$200,213	$232,890	$273,338	$410,000

Annual Budget

ANNUAL BUDGET	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than $250,000	8	$59,201	$20,592	$56,021	$62,500	$67,500	$83,931
$250,000 - $999,000	78	$85,303	$30,000	$68,871	$81,500	$97,750	$202,000
$1 Million to $2.9 Million	89	$114,295	$58,600	$93,000	$106,000	$130,000	$200,000
$3 Million to $4.9 Million	27	$150,356	$91,000	$118,616	$149,566	$176,000	$230,800
$5 Million to $9.9 Million	35	$187,379	$88,000	$130,178	$164,000	$231,561	$368,000
Greater than $10 Million	25	$267,900	$137,000	$200,000	$220,595	$340,000	$456,000

Primary Work Classification

PRIMARY WORK CLASSIFICATION	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	29	$135,726	$30,000	$82,425	$112,290	$195,396	$303,877
Community Development	15	$121,646	$65,000	$80,519	$110,000	$145,988	$224,422
Community/Family/Private Foundation	12	$155,017	$50,000	$83,500	$91,540	$157,000	$425,204
Health, Disease, Disorders	13	$134,982	$60,000	$94,000	$109,500	$149,566	$403,000
Human and Social Services (including youth programs/mentoring)	122	$116,397	$20,592	$81,550	$105,000	$134,834	$410,000
Professional, Trade, or Membership Association	32	$151,949	$60,000	$105,054	$143,850	$184,250	$360,000
Other	34	$143,995	$45,000	$88,095	$117,640	$182,465	$442,000

EmployIndy

To: EmployIndy Board of Directors
From: Marie Mackintosh
Re: Performance Review
Date: November 17, 2024

As I continue to evolve my leadership at EmployIndy, I appreciate the opportunity to receive annual feedback from the executive committee of the Board on my performance as President and CEO. Your insights and perspectives are critical in helping me to lead our organization effectively. Your candid feedback will assist me in better aligning our organization's strategies and goals with your expectations and the needs of our stakeholders.

To facilitate this feedback process, below you will find an overview of what I have accomplished over the last year. You will also receive a link to a performance review form to complete that mirrors the topic areas outlined below. Your responses will remain confidential, and I encourage you to be open and honest in your assessments.

Thank you for your ongoing support and commitment.

Self- Assessment of Performance

Below I have outlined key areas of performance for my role and what I have accomplished in the last year.

Strategic Direction

President and CEO has clearly articulated and represented the current strategic direction of EmployIndy and how it aligns with our long-term vision and mission.

We are in the middle of our current strategic plan, which runs through the end of PY2025, and we have shared strategies with multiple stakeholders and funders. As a reminder, you can review the tenets of the strategic plan on our website at: Strategic Goals & Initiatives | EmployIndy. You can also take a deeper dive by reviewing this presentation. Finally, you can also review some of the accomplishments we made in calendar year 2023 by reviewing: 2023 Year in Review | EmployIndy.

As we look ahead to 2025, I have engaged the EmployIndy Board as well as our senior leaders in initial sessions to consider where and how we should focus and streamline our strategies, given some of the expected funding cliffs that are coming in the next twelve to eighteen months. Here is a summary of the conversations, and our team is currently focusing its efforts on projects that are highlighted.

Building a Team and Shared Accountability

President & CEO has built an effective and representative executive leadership team and is focused on plans for continued development and succession.

I am proud of the internal work we have done this year at EmployIndy to break down siloes that existed during the pandemic. We are creating an environment where our team members understand the vision and mission of our organization, the role each person plays to create impact, and it has resulted in more of a sense of unity and transparency amongst staff. Here are some of the strategies I have deployed:

- We launched new core values, ACT (Accountability, Commitment, and Trust), for our entire team, and we built those core values through a series of leadership retreats at both the executive and senior VP levels. At our quarterly all-staff meetings, we workshop these core values and celebrate staff members who have received a shout-out from team members for a core value they displayed.
- We built an employee engagement plan to address some of the challenges we were hearing from our staff, and we have made great progress on addressing many internal issues as a result.
- We implemented quarterly off-site meetings of key executive leaders to build trust, focus on healthy conflict, create more commitment to decisions, and hold them accountable—all in an effort to ensure the best and highest impact and results in our organization.
- I worked with our Executive VP of Finance to manage a reduction-in-force of the Finance, HR, and IT teams due to looming shifts in funding and less availability of resources for key administrative functions. We created a better organizational structure, retained and hired new key talent, and were able to downsize the department from 16 people to 10 people.
- We continued to create a sense of shared accountability by reviewing our PY23 Scorecard at regular intervals. More information on the results of PY23 will be shared below in "Key Milestones."

Key Milestones
President and CEO has delivered on key milestones and achievements over the course of the last year which have contributed positively to the strategic goals of the organization.
In January 2024, the executive committee approved key milestones as outlined in the bonus agreement: They included:

1. Connection: **2500 EmployIndy placements** through Wednesdays @ WorkOnes Hiring Events, Talent Network, and other initiatives.
2. Good Jobs: Ensure **62 more businesses** are committed to Good Jobs in Indianapolis through a partnership with EmployIndy (primarily Good Wages Initiative)
3. Career Connected Learning: Ensure an **increase of 10%,** or **37K total work-based learning activities**, facilitated by the EmployIndy team.
4. Finance and Operations: The team has adopted **new core values**; **clear performance management system** in place; team and individual goals are in place for **creating a culture of accountability**; DEIB analysis outlines training opportunities and **appropriate policy changes.**

2023 Strategic Plan KPIs

	Performance Indicator	Data Definition (Data Source)	PY23 Target	PY23 Output (% to Target)
Organizational Indicators	Career-Connected Learning	Total number of WBL + CCL activities facilitated or supported through EmployIndy (Talent Bound Dashboard)	37,000	48,220 (130%)
	Coaching + Training	Total number of participants enrolling in any coaching or training activity through EmployIndy (EI Scorecard)	8,450	10,923 (129%)
	Talent Connection	Total number of EmployIndy participants placed in a good or promising job (EI Scorecard)	2,500	3,309 (132%)
	Good Jobs	Total number of employers with whom EmployIndy works to improve job quality (GWI Dashboard)	140*	100 (72%)
Community-Level Indicators	Educational Attainment*	Increase in the number of residents aged 25+ with postsecondary education/credential	60% by 2030	53.1%
	Good and Promising Jobs*	Increase in the number of jobs in our economy that meet the Good or Promising definition	60% by 2030	81%
	Opportunity Youth	Increase in the number/percentage of youth aged 16-24 that are connected to education and/or employment	10% not connected by 2030	13.8%

*Rolling total; 62 net new target for 2023; **Progress on Community-Level Indicators will be updated annually (August/September 2024)

I am proud of all that our team accomplished over the last year. We exceeded our goal to connect talent to good jobs by 132%, with a total of 3309 individuals being placed in good and promising jobs! This is a huge increase, and we want to continue to build momentum. We also ensured that 10,923 individuals were enrolled into high-quality training programs with associated relationship-based coaching, which greatly exceeded our goals. Lastly, our team facilitated over 48,000 activities across the Talent Bound continuum.

We continued to struggle to gain as much traction as we would like with the Good Jobs metric, but I am pleased with the progress we are making on this important pillar of work. We have seen an uptick in the number of companies enrolling in the Good Wages Initiative, and we are focused currently on reviewing our good wage methodology. We will engage in a community strategic planning process in 2025.

Regarding our internal finance and operations metrics, we successfully launched our new core values. We also created a rudimentary performance management system that allowed for all staff to be evaluated on relevant competencies for their work in calendar year 2023. We conducted mid-year performance check-ins, and we will have everyone evaluated again by the close of 2024. In addition, all team members had to identify at least one goal that connected their work to our strategic plan.

With the work that Ken Clark has led this year around ensuring our leaders analyze positions for equity adjustments, we will have an even better system in place in 2025. We have focused the majority of our DEIB efforts in 2024 on ensuring that we have more transparent pay and HR policies, which will allow our internal staff to determine how they can grow in a career at EmployIndy. Much of the work done by our team led by Jay Styles on job quality has informed how we improve our own organization's policies.

Maintaining Financial Stability and Mitigating Risk

President & CEO has successfully managed the fiscal and fiduciary responsibilities of EmployIndy while simultaneously mitigating risks and challenges facing the organization.
I have made great progress managing the fiscal and fiduciary responsibilities of EmployIndy while simultaneously mitigating risks. This remains the biggest challenge for our organization; we expect to have all issues resolved by the end of 2025.

- Risk identification
    - Our PY21 audit was completed in October 2023, and our PY22 audit was finished in March 2024. There were multiple findings across both audits that included: controls for booking expenses; net position on financial statements; SEFA preparation errors; WIOA Cash management; supporting documentation for WIOA allowable costs, etc.
    - We identified that our books had not been closed properly going back 18 months, which greatly compromised our ability to manage cost control, especially in the restricted space of administrative fund usage.
    - We also identified processes with the least amount of controls and implemented solutions. We have better controls on accounts payables, accounts receivables, travel, and more.
- Risk mitigation
    - We have systematically addressed many of the issues identified in previous audits and believe our most recent audit for PY23 will resolve some findings.
    - We have partnered with DWD to manage additional controls and questions that they have related to our fiscal management processes.
    - Through the diligence of Ken Clark and his team, we have reduced administrative costs significantly, saving hundreds of thousands of dollars in total on our IT contract, deferred fee waivers, insurance coverage, and more.
    - We managed a reduction-in-force of our administrative staff and identified strategies for reducing costs across other teams as well as we look to 2025.

Elevating EmployIndy
President & CEO is elevating the brand of EmployIndy and building up its reputation as an effective intermediary locally, statewide, and nationally.
I have shared the vision and mission of EmployIndy at local, statewide, and national events, celebrated key milestones for different initiatives, and participated in thought leadership publications or podcasts to elevate the work of EmployIndy. Some highlights fromthe last year include:

- Elevating work-based learning as a talent pipeline strategy in: From Classroom to Career: Work-Based Learning for Indiana's Students.
- US Department of Labor's ETA Vision 2030 Summit Panel Discussion.
- RALLY and InnoPower Minority Business Week: Investing in the Central Indiana Talent Ecosystem.

- IU Spirit of Philanthropy Award for Indy Achieves and New Skills Ready Network initiatives.
- Good Wages Employer events
- Indiana Workforce Summit Panelist

EmployIndy

Executive Committee Meeting

Wed Nov 20, 2024 1:00 PM - 2:00 PM EST

Attendance

Members

Present: Marie Mackintosh, Belinda Denning, Janet St. Peters, Beth Rovazzini, Matthew Rust, Twana Ellis, Ken Clark, Mackenzie Higgins

1. Call to Order

Meeting was called to order at 1:09pm. by Beth Rovazzini.

2. Strategic Planning for 2025

1. Marie Mackintosh alerted the committee that the organization will be looking to create a new strategic plan in the coming year as the current one is through 2025.
2. Beth Rovazzini asked if there was a board member that we could invite to help in the strategic planning process.
3. Marie Mackintosh shared that we have to be mindful of our compliance issues with our board but could potentially invite another business sector board member.
4. Discussion ensued on potential succession plan for Marie Mackintosh and needing that individual to be involved in the planning process.

Marie Mackintosh is going to work on preparing a succession plan for the committee.
Assigned to: Marie Mackintosh

3. Overview of Executive Review Process

1. Ken Clark reviewed the Charitable Advisors salary market data based on an organization with a budget over $10 million.
2. All staff will get a COLA of 2.9% this year.
3. Ken Clark shared the pay grades for EmployIndy and explained the process by which it was built using a ladder of percentages. Additionally, grade 14 is left blank for a potential successor to be hired and trained to replace the President and CEO.
4. Mackenzie Higgins asked for refresher on the details of Marie's increase and what she is eligible to receive. Ken Clark shared that she is eligible for COLA, merit, and bonus. It would be 2.9% plus up to 4% merit with the majority of staff being around 2%. Marie's bonus

structure is laid out in her offer letter and that is a onetime payment. All increases will go into place in January 2025 for the previous program year.

a. Adjournment: Move to Closed Session

1. The informational portion of the meeting was adjourned at 12:34pm in order for the executive committee to proceed to a closed session review of Marie Mackintosh.

b. Performance Review: President & CEO

1. This was a closed session of the executive committee.