

**Purpose:**

These procedures outline the approach used to establish and implement salary ranges for all WESTAR-WRAP staff positions.

**Definitions:**

*Benchmark position:* A salary range against which WESTAR-WRAP staff salaries are to be measured.

**General Notes:**

WESTAR's articles of incorporation and strategic plan establish the basic functions of the organization. WESTAR-WRAP staff are responsible for carrying out the activities and tasks that collectively achieve the goals and objectives of the organization. As outlined in WESTAR and WRAP's organization chart, current staff and their responsibilities are as follows:

**Executive Director:** The Executive Director's responsibilities include: establishment of grants and contracts on behalf of the Council; supervision and leadership of WESTAR-WRAP staff, management of the financial affairs of the Council under the oversight of the Treasurer; preparing agendas for Council meetings (for the President's approval); and preparation and distribution of minutes. As authorized by the membership or the officers of the Council, the Executive Director is authorized to negotiate and enter into agreements and contracts with other organizations and to conduct projects and studies authorized by the Council. The Executive Director is responsible for preparation of quarterly reports describing Council activities, financial status and other Council business matters. The Executive Director is supervised by, and reports directly to the President of the Council.

**Senior Policy Analyst:** The Senior Policy Analyst manages the association's planning projects; provides staff assistance to Committee Chairs; and prepares reports, surveys, letters, and recommendations to the Council on technical and policy matters.;

**WRAP Program Manager:** The WRAP Program Manager organizes the work of the WRAP in accordance with the WRAP Charter and workplan; coordinates

with other regional planning organizations on issues of national importance; works with EPA on national projects; and serves as an expert on regional technical issues.

**Training Manager:** The Training Manager's primary responsibility is to plan for, prepare, and deliver high quality, relevant air quality related training to WESTAR members and others through the Western Regional Training Center; coordinate with other training organizations to leverage other course offerings; keep abreast of the training needs of its members; and prepare work plans and budgets for review by the Executive Director and consideration by the Council.

**Business Manager:** The Business Manager handles the administration of the WESTAR home office; performs full-charge bookkeeping; maintains files and records for review by Grantors; assists the Executive Director with calendaring, scheduling, meeting and conference call arrangements; prepares routine correspondence; makes arrangements for twice annual meetings; performs a quarterly financial review; prepares financial portion and distribution of Quarterly Reports; and assists the Policy Analyst, WRAP Program Manager and Training Manager as needed.

Detailed position descriptions, including duties and qualifications, have been established for each of WESTAR's staff positions. For the purpose of establishing salary ranges, the duties and qualifications of each position is compared to the duties and qualifications of similar positions within state government, and an appropriate salary benchmark is set based on the position that is most similar in terms of duties and responsibilities. The benchmark positions are used to set salary ranges for WESTAR staff positions, as outlined in the steps below.

**Process Steps/Descriptions:**

1. Review WESTAR's mission statement and current strategic plan. Each staff position should be assigned duties and responsibilities that are consistent with, and necessary to achieve the goals and objectives of the organization.
2. Determine the benchmark position for the position that is comparable to that paid for similar work in labor markets in which WESTAR competes for employees with similar experience, education, duties and responsibilities. Salary comparisons will consider not only salary, but also benefits provided.

3. The Executive Director will conduct a performance appraisal of each employee at least once each year. Each appraisal will include an assessment of performance relative to the duties and responsibilities assigned to the position, and with respect to performance objectives established during the prior performance review. The Executive Director will make salary recommendations for consideration by the WESTAR President based on her/his assessment of performance and the employee's capabilities. In general, the Executive Director will assess whether the employee has increased her/his capacity to take on more responsibilities and whether the labor markets in which WESTAR competes have adjusted salaries. The Executive Director may recommend a salary adjustment within the benchmark salary range that reflects the increased capabilities and enhances WESTAR's ability to retain a highly-qualified staff.
  
4. The duties, responsibilities, and qualifications of the Executive Director are established by the WESTAR Council, and overseen by the WESTAR President on behalf of the Council. Likewise, the Executive Director's salary is set based on the priorities of the Council and the performance of the organization under the Executive Director's leadership.

**References:**

- OMB A-122 Appendix B, Section 8: Compensation for Personal Services
- WESTAR Policy # P-00-01: WESTAR Council Personnel Policies
- WESTAR Policy # P-00-02: Cost of Living Adjustment
- Current WESTAR documents: Strategic Plan; Grant Work Plan