

## ***Recruitment and Compensation***

**Employment at will:** All staff at the Massachusetts Housing Partnership (MHP), including the Executive Director, are employees at will and may be terminated at any time without cause.

**Job Descriptions and Performance Evaluations:** All employees, including the Executive Director and senior management, have written job descriptions and are evaluated at least annually in writing and in meetings with their supervisors. The Executive Director meets with the Compensation and Human Resources Committee at least annually for a review of his or her performance and the agency's overall performance.

**Salaries and Salary Comparability:** Compensation of all employees at MHP, including the Executive Director and senior management, must fall within pay ranges reviewed and approved by the board's Compensation and Human Resources Committee based on the recommendations of an outside compensation consultant. The salary ranges for the Executive Director and senior staff are approved by the full Board of Directors. MHP does not provide any across-the-board step or cost of living increases and does not provide any guaranteed raises or bonuses to its employees. MHP's variable compensation plan and retirement plan are taken into account in reviewing pay comparability and establishing appropriate salary ranges. MHP's salary grades and ranges are available on request.

**Merit-based Recruitment:** Appropriate salary grades and ranges have been established for all existing MHP positions. The grade and salary range for a new position is established before candidates are recruited. MHP uses an open and competitive hiring process that includes posting vacant positions on MHP's web site and advertising positions on employment search sites and professional association web sites appropriate to the position. Vacant positions are widely advertised and recruitment is not limited to local candidates. At the discretion of the Executive Director external advertising and recruitment may be waived when there is a qualified internal candidate and the position has been posted internally. The Executive Director may approve other exceptions to these recruitment policies on a case-by-case basis by making a written determination that such an exception is reasonable and in MHP's best interest.

**Executive Director's Compensation:** The Executive Director of MHP may be terminated with or without cause and receives the same benefits as all other MHP employees. In the event of termination without cause, the Executive Director would be paid his regular salary for six months and would continue to receive insurance benefits for 18 months pursuant to an employment and separation agreement.

**Paid Leave:** MHP provides employees with a paid time off (PTO) allowance according to a schedule based upon years of service. PTO may be used for vacation, sick or personal days and MHP does not provide a sick leave allowance. No more than six weeks of PTO may be carried over at the end of any calendar year and any unused PTO is paid out by MHP at the termination of employment as required by law.

**Retirement:** MHP has a defined contribution 403(b) retirement plan and matches employee contributions up to 10 percent of salary, of which 6.2 percent is a federally-mandated replacement for Social Security contributions. MHP contributes an additional 2 percent of salary to the retirement plan for all employees with at least two years of service. MHP employees are not part of the state retirement system and do not earn credit toward Social Security benefits.

**Variable Compensation:** MHP has a variable compensation plan that is incorporated into the annual budget process. Variable compensation may be distributed at fiscal year end at the board's sole discretion based on MHP's financial condition and achievement of agency-wide, team and individual goals during the previous fiscal year. Agency goals are adopted annually by the Board of Directors and performance against those goals is reviewed by the board quarterly. The variable compensation payments, if any, must be approved by the board based on recommendations from the Compensation and Human Resources Committee. Variable compensation payments to the Executive Director, if any, must be expressly approved by the Board of Directors.

**Independence from Management:** The Compensation and Human Resources Committee directly engages MHP's compensation consultants. The Committee meets at least annually without any staff present to discuss the Executive Director's performance and compensation. The MHP board also meets at least annually without staff present to discuss the Executive Director's compensation.