

**AMERICAN LIBRARY ASSOCIATION  
PERSONNEL POLICY MANUAL**

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COMPENSATION POLICY

Issued 09/01/02

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**I. COMPENSATION POLICY**

It is the policy of the American Library Association (“ALA”) to provide a competitive total compensation package to all employees based on their level of responsibilities, qualifications and contributions to the achievement of the association’s mission, goals and objectives, and strategy while respecting membership by maximizing the value of limited resources.

**II. COMPENSATION OBJECTIVES**

ALA’s compensation program, subject to its overall financial capabilities and budgetary priorities, is designed to meet the following objectives:

- To provide competitive total compensation that appropriately recognizes the

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- Reviewing and approving, as appropriate, recommended salary adjustments.

**IV. COMPENSATION PRACTICES**

**A. Salary Grade Structure**

The compensation structure has been designed to allow flexibility with respect to career development and movement within the association. The structure will be reviewed annually to determine its competitiveness with other associations drawing from similar national and local labor markets.

The structure consists of eleven grades and three segments within each salary grade. Each grade reflects the relative worth of the jobs in that pay grade to jobs in other grades.

Segment 1 – The minimum to the first third of the salary range. This segment will generally be occupied by employees who are new to a position and/or have less experience and skill.

Segment 2 – The middle third of the salary range is generally reserved for employees who have the experience, skill and ability to acceptably perform all of the duties of the job. These employees should also be solid performers. The midpoint represents the competitive market rate for the position. Segment 3 – The top third of the salary range is generally occupied by employees who are highly experienced in the position and/or who consistently demonstrate outstanding performance over time.

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conditions. This documentation must also include a formal request for a job re-evaluation, a copy of the current *Position Content Document*, a copy of the changed *Position Content Document*, and a summary document explaining the changes between the current and changed *Position Content Documents*.

Step 2      The Director Human Resources confirms receipt of the aforementioned request to the Unit Manager within 24 hours of receipt. This written confirmation includes a date by which the job evaluation or re-evaluation will be complete. This date will be no more than 14 business days after receipt of the Unit Manager's request for a job evaluation/re-evaluation.

Step 3      Director Human Resources, or designate, will review the request, the *Position Content Documents*, and all supporting documentation. If necessary, a meeting with the Unit Manager may be scheduled to answer any outstanding questions. Once the major responsibilities are clearly understood, the job will be compared to internal and external market data. Internal data includes a comparison of jobs with similar job titles and/or responsibilities across the association. External market data sources may include current data from at least two of the following survey sources - Unifi Network (formerly PricewaterhouseCoopers), Watson Wyatt, William M. Mercer, Reggio and Associates, Inc., Sullivan Cotter and Associates, Inc., Association Forum of Chicagoland or other surveys as appropriate. The listing of external market data sources includes not-for-profit and membership/association organizations and will be periodically reviewed

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Step 7      *For existing jobs:*

The Unit Manager/Department Head schedules a meeting with the affected employee to discuss the job re-evaluation determination and any impact of the salary grade change.

Step 8      *For existing jobs:*

The Unit Manager/Department Head submits all applicable paperwork to affect the grade change within five days of the Step 7 meeting to the



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A merit increase may be granted to reward an employee for achieving an Overall Performance Rating of at least a 2.0 on the Performance Appraisal Form.

Employees may receive additional compensation depending on their performance level as determined by their performance appraisal. The association maintains a system by which merit increases and incentives are determined annually. This system is based on a comprehensive market review of merit and salary increase guidelines for similar associations.

(iii) In-grade Developmental Adjustment

An employee may be eligible for an in-grade developmental adjustment to their base salary when the employee transfers to another job that is within the same salary grade or when there is a significant increase in the responsibilities of the employee's present job that does not result in a grade change. In order to be eligible for an in-grade developmental adjustment, an employee's new job should involve significantly different responsibilities that will provide professional development opportunities and will increase the employee's contribution and value to the association.

In-grade developmental adjustments will vary depending on the individual's performance, experience, skills, current compensation, amount of last increase(s), and the compensation of other incumbents in the same job and in the same salary grade.

Recommendations for in-grade developmental adjustments must be submitted to the Director Human Resources for review and approval prior to any discussion with the employee.

(iv) Out-of-grade Promotion

An out-of-grade promotion is the movement of an employee to a job in a

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In the event that an employee's position is reevaluated into a higher salary grade but no material change has occurred in the job's responsibilities, the employee's salary may not necessarily be increased unless the current salary falls below the minimum of the new salary grade.

Recommendations for out-of-grade promotions must be submitted to the Director Human Resources for review and approval prior to any discussion with the employee.

**In-grade Developmental Adjustment and Out-of-grade Promotion Guidelines**

**In-grade Developmental Adjustment**

Up to 5.0%.

**One Grade Promotion Increase Percent**

Up to minimum of new salary grade and/or up to 7.5%.

**Two Grade Promotion Increase Percent**

Up to minimum of new salary grade and/or up to 10.0%.

(v) Under Minimum Adjustment

Employees are brought to the minimum of the salary grade range.

(vi) Above Maximum Adjustment

It is practice to pay employees within the salary range to which their job has been assigned. The maximum of the range is the highest salary level that ALA pays for that particular job and represents a fully competitive pay rate for a very experienced employee.

Recommendations for an above maximum adjustment must be submitted to the Director Human Resources for review and approval prior to any discussion with the employee.

(vii) Pro-rata Adjustment

In the case where an employee has been hired within the last year, the pay adjustment is prorated to reflect the time period involved since the hire date. The formula used in making this calculation is as follows:



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