



COMPENSATION & BENEFITS CONFESSIONS

What We Learned from Hundreds of Failed Programs



September 10, 2025



SAMPLE COMPENSATION PHILOSOPHY AND STRATEGY

XYZ Organization
March 20XX 1st Draft

A comprehensive compensation philosophy and strategy must incorporate the mission, vision, values and strategic direction of the organization.

Mission, Vision, Values & Strategic Plan Goals

- **Mission Statement**
 - **Comprehensive Care**
 - To passionately provide a broad range of excellent services and an environment to ***exceed the needs and expectations*** of our patients and loved ones.
 - **Compassionate Treatment**
 - To ***always remain sensitive to*** the impact that illness has on the patient, their loved ones, and the community.
 - **Continuing Education & Continuous Improvement**
 - To ***continuously improve*** our services and ourselves. ***To be innovative*** in our solutions to healthcare challenges.
 - **Community Service**
 - To ***continually search for new ways*** to serve the healthcare needs of our community.

- **Vision Statement**
 - **An integral part of the community it serves, providing professional and personal excellence in all services along the continuum of care to individuals from all cultures.**
 - **A leader and an innovator in healthcare.**
 - **Strives to provide seamless services that are on the cutting edge of technology and medical knowledge.**
 - **Highest level of personal attention.**
 - **Strives to be second to none aided by a superb information system.**
 - **An educational resource center to the community.**
 - **Highest quality and ethical standards with a focus on patient-centered care.**
 - **Staff dedicated to making the vision a reality, possessing pride in teamwork and a deep satisfaction.**



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- **Values**
 - **Quality and Excellence**
 - Excellence must be present in all aspects of its operations. Committed to exceeding customer expectations and being the facility of choice.
 - **Service/Loyalty**
 - Excellent service to patients, students, medical staff, employees and all who use, work in, or visit our facilities. Goal is to be the employer of choice. Seek to do the right thing consistently on behalf of those we serve.
 - **Collaboration and Respect**
 - Committed to collaboration among the entire Hospital Center community. Show respect and consideration to others, encompassing teamwork and courtesy.
 - **Integrity**
 - Highest standards of ethical and professional conduct in all relationships. Truthful and forthright, honest is action and deeds.
 - **Compassion**
 - Committed to compassionate approach to care that recognizes the individual's right to respect, privacy, dignity, comfort, understanding spiritual guidance.
 - **Responsibility**
 - Committed to managing all resources in a fiscally responsible manner. Obligation to make the most prudent use of financial, human and physical resources. Be accountable both clinically and fiscally for our actions and roles.
- **Strategic Plan Goals**
 - **Excellent Quality**
 - Organize and develop programs and systems so that the hospital may provide a broad range of services exceeding the needs and expectations of our patients and community.
 - **Best Service**
 - Create an efficient, value-driven organization dedicated to exceeding the needs and expectations of its internal and external customers and achieve the highest status in customer surveys.
 - **Employer of Choice**
 - Continue to improve programs that focus on the importance of our human resources in achieving our goals in order to be the employer of choice.
 - Reach status of "Employer of Choice"
 - Reduce Employee Turnover and maintain turnover less than 10%
 - Improve employee satisfaction to greater than 80th percentile nationwide.
 - Provide ongoing education to 100% of staff.
 - Maintain competitive wage, salary and benefits structure.
 - Continue a management development program for training supervisory employees and provide ongoing education to all staff.



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- Continue a management development program for training supervisory employees and provide ongoing education to all staff.
- Improve the performance evaluation process to accurately assess performance, manage programmatic and productivity goals, provide recognition and maintain a direct link between performance and compensation.
- **Financial Viability**
 - Manage decreasing reimbursements and continue the development of information systems that will link patient care and administrative systems into one functional network capable of supporting corporate priorities while improving the quality of care.
- **Growth**
 - Develop informal and formal relationships with targeted providers and organizations to further develop a regional integrated delivery system and provide educational programs to prepare the public, staff and health care providers regarding the changing environment of health care delivery.

Key Components of the Compensation Strategic Plan

- **Four Pillars of Compensation**
 - **External Competitiveness:** How we determine the value of jobs in terms of our ability to recruit and retain employees in relation to specific markets.
 - **Internal Equity:** How we value jobs in terms of their contribution to the mission, vision, values and strategic imperatives of the organization.
 - **Individual Pay Determination:** How we determine the pay levels of employees as it relates to their contribution to the success of XYZ Organization in meeting its obligations to the community it serves.
 - **Ability to Pay:** Regardless of decisions impact the first three pillars, the organization has an obligation to utilize all its resources in meets and exceeding customer quality and service expectations. The funding of the compensation program must remain in alignment with this objective.



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- **External Competitiveness (March – April, 20XX)**

- XYZ Organization is committed to a compensation system that will first and foremost recognize the need to maintain competitive pay rates in the market or markets it finds itself competing for talent. The primary market for talent has been defined as:
 - Hospitals and other healthcare related organizations found within a 30-mile radius of XYZ Organization.
 - Other service-related industries within a 30-mile radius of XYZ Organization.
 - XYZ Organization will focus the design of the pay system on the 50th percentile of the reported and verified minimum or starting rate for each position matched to the market.
 - XYZ Organization will adopt a “Market Job Family” compensation philosophy in which jobs will be grouped according to similar competitive markets. On a preliminary basis, the following market families will be adopted:
 - **Nursing**
 - **Clinical**
 - **Facilities Support**
 - **Business Administration**
 - Benchmark jobs for each family will be selected and compared to the appropriate external market to determine the competitive minimum or start rate.
 - Jobs will then be grouped, within each job family, based on common start rates. Each grouping will be given a “job grade” designation within the appropriate family.

- **Internal Equity (April – May, 20XX)**

- XYZ Organization is also committed to recognizing the internal impact of jobs in support of its strategic objectives. To this end, the organization will institute an internal job evaluation process awarding points in the determination of job pay rates.
- While the market competitiveness of jobs will be the final determinate of job pay levels, the internal equity process will be used to determine the appropriate pay levels, with the job family, of jobs that do not have clear correlation with the external market.
- The following job factors, and weights will be used for the initial analysis and placement of non-market related jobs in the system.



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Skill Factors	35%		
		Technical Skills	10%
		Job Related Experience	10%
		Education, Licensing, Certification	8%
		Updating Knowledge	7%
Responsibility Factors	50%		
		Impact on Patients and Customers	12%
		Impact on Financial Resources	12%
		Managing and Developing Human Capital	10%
		Working With and Through Others	8%
		Freedom to Act	8%
Working Conditions	5%		
Mental and Physical Effort	10%		

- XYZ Organization will utilize an automated process, based on Microsoft Access, to evaluate and determine the appropriate levels on non-market jobs within the designated job family.

- **Individual Pay Determination (May, 20XX)**

- Formal pay minimum, midpoint and maximum levels will be established for each grade within each job family. XYZ Organization will initially focus on a consistent 50% pay range spread from minimum to maximum.
- Employees will be placed into the market family/grade corresponding to their current job title.
- XYZ Organization is strategically committed to recognizing and reward performance and contributions in the compensation system. To that end, alternatives will be explored as to the most effective way to achieve a consistent and meaningful pay for performance process. XYZ Organization will be benchmarked against best practice models in healthcare and other industries.

- **Ability to Pay (May, 20XX)**

- XYZ Organization has made a strategic commitment to maintaining financial viability for the future success of the organization in meeting and exceeding customer expectations. To this end, the revised compensation system must be fiscally sound.



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- Analysis will be conducted and alternatives presented as to the best utilization of current fiscal resources in the implementation of compensation system recommendations.
- **Supportive Policies. Procedures and Implementation Strategies (June, 20XX)**
 - A comprehensive compensation policy and procedure will be required to ensure consistent application of revised compensation processes as well as clarity in communicating the program to all impacted.
 - In support of the strategic commitment to education and development, extensive communication of the proposed program will be further required. This will include compensation operation manuals and employee “Question & Answer” flyers.



COMPENSATION PROGRAM POLICY AND PROCEDURE

I. Policy

The compensation program is designed to establish and maintain pay levels that will attract, retain, and motivate the high-caliber work force necessary for the continued success of the organization. This is accomplished by establishing job grades and pay ranges that are based on internal equity and market pay rates.

II. Objectives

The objectives of the program are to:

- Maintain internal equity by objectively analyzing jobs and placing them in a salary grade level consistent with the competitive market and contribution to the organization;
- Provide employees with information on the compensation process; and
- Provide flexibility, as the system will remain responsive to changes in the marketplace, internal needs of the organization, and the economic conditions within the organization and our industry.

III. Procedure

The compensation program has the following components:

- A. Job Descriptions
- B. Creating New Jobs
- C. Job Enlargement Process
- D. Job Classification Process
- E. Salary Ranges
- F. Individual Salary Determination
- G. Administrative Responsibilities
- H. Communication of the Compensation Program

A. Job Descriptions

Each job at the organization will have a written job description addressing the essential skills, responsibilities, working conditions, and required efforts. As changes in jobs occur, it is imperative that accurate information be prepared by the appropriate management level and approved by Human Resources. The job description provides the foundation for many human resource decisions including recruitment and setting appropriate pay levels.



B. Creating New Jobs

Creation of a new job requires justification, budgetary authorization, and a job description. The Human Resource Department will review the job and recommend a temporary assignment of a salary grade and range based first on external market analysis as well as internal equity analysis. New jobs must have an approved salary grade and range, and approval by the appropriate ADMINISTRATION member.

C. Job Enlargement Process (See Attached Job Review Form)

- This process should be followed when an employee's current position is expanded or enlarged by adding similar job tasks that the employee is competent to perform.
- Managers with this situation should complete the required form and submit to Human Resources.
- A job enlargement occurs when additional duties or tasks, equivalent to more than 20% but less than 50% of the current job activity, are added to the current position.
- There are no additional qualifications.
- Approval of such a job enlargement is accompanied by a salary adjustment equivalent to the average budgeted salary adjustment associated with the organization's salary plan up to 5%.

C. Job Classification Process (See Attached Job Review Form)

1. All jobs at the organization have been slotted into pay grades based first on market value and second on internal value. For jobs with no clear market comparisons, their placement into a grade is based on the results of the internal equity analysis process, which takes into account skills, responsibilities, working conditions and, required efforts of the job. This process involves a review of each job, by the senior management team, in relation to other jobs at the organization.
2. Request for Job Reclassification
 - a. The Request for Job Reclassification process will be incorporated into the annual budget recommendation process of each year.
 - b. Request for consideration for job review is completed and approved by the appropriate management level and forwarded to Human Resources for review and approval.
 - c. The Department forwards to Human Resources:
 1. The "Request for Job Reclassification" form
 2. New or revised job description and/or position description questionnaire for the position with obsolete or outdated job duties identified.



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3. New information regarding new job duties and responsibilities (i.e., statements on new duties and responsibilities that do not appear on current job descriptions).
 4. Any suggested changes in hiring requirements (i.e., any increase or decrease in the amount of education and experience cited on the original job description).
 5. If entrance requirements are increased, please cite reasons for the increase (i.e., agency/regulatory body). Please include a statement to justify changes.
 6. The appropriate management level provides a statement summarizing what will be accomplished with the newly proposed position that could not be accomplished with the present job structure.
 7. The appropriate management level will indicate what other jobs would be affected by a change in this position's job duties and responsibilities (i.e., are duties and responsibilities being taken from other jobs and assigned to this position).
 8. The appropriate management level will submit the form to their immediate supervisor for review and approval.
- d. Upon senior management approval, Human Resources will review submitted material, conferring with appropriate management level as necessary.
1. If the review concludes re-analysis is not warranted, the appropriate management level is advised.
 2. If the review determines analysis is warranted, Human Resources will confer with senior management and agree to the appropriate grade level for the job. Employees impacted will be eligible for the minimum of the new range or an adjustment of no more than 10%.
 3. Departments with questions or concerns about the results of the review will address this issue with their appropriate senior manager for clarification.

D. Salary Ranges

1. The process of job review establishes groups of jobs of similar value into salary grades. Range minimums, maximums, and maximum hire in rates (Q2) have been developed for each grade. The maximum of each range has been set 60% above the minimum of the range. The maximum hire in rate has been set approximately 15% above the range minimum. Department managers will have access to the salary ranges for the jobs under their authority. Offers above 15% but below the midpoint of the range will require appropriate Vice President Approval. Offers above the midpoint of the range will require the approval of the Vice President and CEO. **All job offers will be extended through the Human Resources Department.**



E. Individual Salary Determination

1. New or Returning Employees

- a. New hires whose qualifications equal the minimum requirements outlined in the job description should begin employment at the established minimum for that job.
- b. New hire starting rates will be based on the following factors:
 1. The degree to which the candidate's skills and qualifications exceed the minimum requirements of the job.
 2. An analysis of the pay level of current employees in the same position with similar skills and experience.
 3. Market conditions that may be affecting the organization's ability to recruit for the job.
 4. The candidate's current pay.
- c. If the new employee's base pay creates compression with current employees, Human Resources will review for appropriate action.
- d. Newly hired and returning employees will be eligible for transfers or promotions after completing one hundred eighty (180) days in their present position.
- e. Department managers may share job minimum with potential employees. Human Resources, in conjunction with the manager, will determine the starting pay. **Human Resources will make all starting salary offers.**
- f. Employees returning to the same job from a leave of absence will begin at the pay rate in effect prior to commencement of the leave of absence (unless a market adjustment has occurred).

2. Salary Adjustments

A. Promotions

A promotion will occur for one of the following reasons:

1. An employee has applied and has been selected for a new job at a higher-grade level through the internal posting process.
2. A formal, multi-grade promotional path has been established within a department and an employee moves to a job of higher grade.
3. The current job is assigned to a higher salary grade.

A promotion may occur separately or in conjunction with the general increase. There are no limits on the number of promotions. Employees must be in their current position a minimum of 6 months to be eligible.



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Employees will be eligible for a salary adjustment equivalent to the minimum of the new pay range or the Q2 of the range depending on applicable experience. A promotion is normally associated with a salary adjustment of no more than 10%. Adjustments resulting in a pay level above the Q2 of the job will require appropriate Vice President approval.

B. Demotions

A demotion is defined as the movement of an employee to a job with a lower salary grade because of job performance. The appropriate management level and Human Resources will determine the new salary. An employee who is demoted is not eligible for further transfers for one hundred and eighty (180) days.

C. Transfers to Jobs at a Lower Grade

A transfer to a job at a lower grade is defined as the movement of an employee, either at their request or due to reorganization, to a job at a lower grade. In the case of reorganization, the employee's pay will not be adjusted. In the case of an employee request, the appropriate management level and Human Resources will determine the new salary. An employee who transfers is not eligible for further transfers within one hundred eighty (180) days.

D. Lateral Transfers

A lateral transfer is defined as the movement of an employee to a job within the same salary grade. Lateral transfers are affected without a change in pay. The employee who transfers is not eligible for further transfers within one hundred eighty (180) days.

3. Changes in the Salary Grade Minimum and Maximum

Each salary grade is assigned a salary range minimum, midpoint, and maximum. These ranges are adjusted as follows:

- a. Adjustments will be made to salary minimums and maximums effective October 1 of each year as necessitated by current market conditions and The organization's ability to pay.
- b. Adjustments will be based on local and national market data that is appropriate to the organization.
- c. Minimums and maximums will be uniformly adjusted.
- d. Salary grade minimum and maximum adjustments will be approved prior to October 1 of each year.



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- e. Employees who fall below the adjusted pay range minimum will be eligible for an adjustment to the new minimum.
- f. Any additional salary adjustments related to the adjustment of the salary range will be decided by ADMINISTRATION as part of the overall expense budgeting process and will be decided based upon current labor market conditions and the organization's ability to fund the program.

F. Administrative Responsibilities

1. Management

- a. Communicates all aspects of the compensation program to staff to ensure understanding of its policies and procedures and its application on an individual basis.
- b. Advises Human Resources of any change in existing jobs.
- c. Determines employees' pay with Human Resources, within established guidelines.
- d. With Human Resources, determines job pay offers for new and returning employees.

2. Human Resources

- a. Ensures all jobs are properly classified as exempt or non-exempt in accordance with the Fair Labor Standards Act.
- b. Provides and maintains administrative control of the compensation program.
- c. Reviews and approves proposed changes in salary grade minimums and maximums and analyzes the impact on employee wages and salaries.
- d. Prepares and submits to ADMINISTRATION recommended program changes.
- e. Ensures job grade and individual salary determination practices and procedures are followed.
- f. Participates in, conducts, and analyzes salary surveys applicable to The organization.
- g. Advises and assists departments relative to their salary administration responsibilities.
- h. Ensures the integration of the total wage and salary expense budget into the annual budget.
- i. Recommends contingency funds to be available for unexpected market adjustments throughout the year.



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- j. Reviews new policies, procedures, or changes in established policies and procedures for wage administration and submits to ADMINISTRATION for approval.

G. Communication of the Compensation Program

It is the policy of The organization to ensure that all employees are informed of compensation program policies, procedures, and processes, and to ensure all employees fair and equitable treatment within the program. An overview of the compensation program is available during employee orientation procedures and explained, as necessary, by each employee's supervisor and the Human Resource Department. At the time of hire, each employee will be informed of his or her salary grade, range of pay, and their rate of pay.



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REQUEST FOR JOB REVIEW

Employee Name:

Date:

Job Title:

Department:

Manager/Director:

List Additional Tasks and/or Responsibilities:

1. _____
2. _____
3. _____
4. _____
5. _____

Why were they added to the current job?

How are these additional tasks accomplished today?



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What will be accomplished with the revised job that could not be accomplished within the present job structure?

How will a salary adjustment be accounted for in the budget forecast?

What percent of this job will be impacted by the proposed additional responsibilities?

20-50%

51-100%

Approvals:

Director, Human Resources Date

Vice President Date



Career Path Program Sample Policy and Procedure

I. Policy

The career path program is designed to establish opportunities for employees to advance within a specific job classification without having to transfer out of the job classification or their department. The career path program will focus on identifying the complexities associated with the job, the individual competencies required for advancement, and the need of the department and its ability to fund the program.

II. Objectives

- To provide an internal promotion and recognition process as part of a comprehensive retention strategy.
- To focus the organization's limited resources in compensating individuals based on their ability to perform at various job complexity levels.
- To provide a structured process of determining the appropriate placement of external applicants based on their current competency and their ability to perform at various job complexity levels.

III. Procedure

The career path program has the following components:

- Eligibility Requirements and Readiness Diagnostic
- Funding Requirements
- Job Complexity Determination
- Individual Employee Competency Levels
- Career Path Matrix Salary Schedule
- Employee Placement Process
- Employee Advancement
- Administrative Responsibilities



Eligibility Requirements and Readiness Diagnostic

Departments will submit a formal request to their appropriate senior manager to establish a competency/complexity matrix for a select position. This request must address the following issues.

Is there a recruitment and retention issue?

If established, will the department and/or the organization realize a savings that will offset the cost of the program?

Does the culture of the department allow for the success of implementing a career path program?

Is the department prepared to support the program by developing training processes or allowing employees the time to obtain training independently?

Does the department have the technology to support and measure employee progress in the system?

Funding Requirements

Each career path program is to be funded by the requesting department. The funding is to cover the support required to design the program, employee communication materials, and on-going training required to prepare employees for future career path advancement. Each department will submit the estimated expenses and how the expense will be funded as part of their request to establish the program. Once approved, the department will be required to include the expense of the career path program in all future operating budgets.

Job Complexity Determination

The department will be required to identify the job complexities associated with the career path program. The focus should be on three primary levels of complexity:

- **Entry/Low Complexity**
- **Core/Moderate Complexity**
- **Advanced/High Complexity**



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The determination of the complexity levels should incorporate the following items:

Essential Functions Related to the Level

- Formal Education and Job-Related Experience Required for the Level
- License, Registration, or Cert. Required for the Level
- Minimum Technical Knowledge Required
- Supervision Provided
- Teamwork and Collaboration

Internal and Internal Contact Responsibility

- Communication Skills Required
- Problem Solving Skills Required
- Guidance Provided
- Safety Responsibility
- Quality Responsibility
- Performance Improvement
- Supervisory Responsibility
- Budget Authority

Confidentiality Responsibility

Individual Employee Competency Levels

Three primary competency levels will be utilized in all career path programs.

- Novice/Entry - Knowledge of fundamental concepts, practices and procedures of particular field of specialization. Uses established procedures and works under immediate supervision to perform assigned task. All work is closely reviewed. (Bottom 1/3 of the pay range.)
- Competent - Processes and applies a broad knowledge of principles, practices and procedures of particular field of specialization to the completion of difficult tasks. Usually works with minimum supervision, conferring with superior on unusual matters. May be assisted by lower level staff. Has some latitude for unreviewed action or decision. It is expected that all competent professionals will achieve this level. (Middle 1/3 of the pay range)
- Expert - Possess and applies comprehensive knowledge of particular field of specialization to the completion of significant assignments. Have well developed leadership qualities. Capable of crossing fields of specialization. Reviews progress and evaluate results. May lead and direct projects. May act in liaison capacity with other departments in the organization. Recommends modifications to procedures. Operates with considerable latitude for unreviewed action or decision. (Top 1/3 of the pay range)



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Additional levels in between the three primary levels will be considered based on department requirements.

Establish the Career Path Matrix Salary Schedule

Each matrix established will have its pay range developed as follows:

1. The lowest complexity level of the job (Level I or Minor Complexity) will be the focus in determining the entry or start rate for the position.
2. Each competency level will be assigned a pay range/level designation.

Employee Placement

- New hires whose qualifications equal the requirements outlined in the job level and competency description should begin employment at the established minimum for that cell. Focus should be on hiring Level I/Novice-Entry qualified staff. The hiring department must be able to justify, both financially and based on operational need, the hiring of staff in any pay range placement above Level I/Competent and will require senior team member and Human Resource approval.
- Newly hired and returning employees will be eligible for transfers or promotions, to a position outside the current matrix, after completing one hundred eighty (180) days in their present position.
- Employees returning to the same job from a leave of absence will begin at the pay in effect prior to commencement of the leave of absence (unless a market adjustment has occurred).

Employee Advancement

Movement to the next pay range position will occur in conjunction with the employees normally scheduled performance review. The department must have obtained budgetary approval and be able to justify both operational need for the movement and the employees eligibility. The move of an employee to another pay range position in the matrix will require department management, senior team, and Human Resource authorization. To be eligible, an employee must have been performing in the current pay range position for a minimum of 6 months. An employee may be demoted, with cause, to a cell below their current position within the matrix. Such a demotion will require Human Resource review of the justification, Human Resource approval and senior leadership team approval.



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Career Path Program Job Level/Individual Competency Assessment

Employee Name:		Dept/Unit:	
Effective Date:		Supervisor:	
Current Job Level:		Current Competency:	

Job Level Assessment (Q=Qualified NQ = Not Qualified)

Job Category (Refer to Job Description)	Level I		Level II		Level III	
	Q	NQ	Q	NQ	Q	NQ
1. Essential Functions (Overall)						
2. Formal Education						
3. Job Related Experience						
4. License/Registration/Certification						
5. Minimum Knowledge						
6. Teamwork/Collaboration						
7. Problem Solving						
8. Guidance						
9. Quality						
10. Supervisory Responsibility						



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Comments on Assessment and Recommendations (Specific Examples and Justification for Overall Recommendations)

Recommended Competency Level: _____

Recommended Pay Level

Current Pay	Recommended Pay	\$ Difference	Budgeted	
			Yes	No

Approvals

Immediate Supervisor:	Date:
Director/Vice President:	Date:
Career Path Review Committee:	Date:



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