



Employee Compensation Policy

LVIM management believes that appropriate compensation and benefits is crucial in attracting and retaining the best leadership and staff to continue the important work of LVIM and maintain our mission focus. To that end, every two years LVIM conducts a salary, benefits and total compensation study using a peer-based survey to determine market data relative to the current salary for all positions within the organization. Understanding that LVIM seeks to be competitive it is the intent of LVIM to maintain a compensation and benefit level of at least the median for the peer group survey.

LVIM will use a valid compensation survey such as the "Central Florida Nonprofit Compensation and Benefits Report" compiled every two years by the Edyth Bush Institute for Philanthropy & Nonprofit Leadership.

The CEO's compensation is determined by the Board of Trustees each year following the completion of the annual audit and the CEO's annual State of the Clinic report, usually in April.

Performance Review and Salary Merit Increases

LVIM has adopted a management by objective approach to performance appraisal. Each employee is given the opportunity to set individual written goals to be agreed upon by the supervisor/manager. He or she will be evaluated based on how well these goals have been met. Three months after an employee joins LVIM, the supervisor/manager and employee will meet to establish employment goals consistent with the business objectives of the company and the employee's department. The first performance review will occur near the end of the next three months, preferably on a date agreed to in writing. All future employee performance reviews will be scheduled annually as near as possible to the beginning of the calendar year.

It is the supervisor's/manager's responsibility to develop and maintain a work environment in which employees can openly discuss performance and develop plans. The employee will be notified in writing ten days in advance of the performance review date. Also included in the notification will be the time, place, and the discussion topics for the employee to prepare for the review. The employee, as well as the supervisor/manager, is to bring the following to the review meeting:

- A summary statement of the progress made toward meeting his or her employment goals;
- Examples of job-related areas demonstrating greatest strengths and identifying areas where additional training is needed;
- An outline of job-related tasks in which the employee can participate to improve performance;
- A recommendation of job responsibilities and goals to be established for the next six-month period;
- A summary of overall employment performance.

Policy approved by LVIM Board of Trustees by way of the June 2016 revisions of the LVIM Employee Manual.

The supervisor/manager is responsible for establishing a relaxed atmosphere at the performance review and encouraging two-way communication. The discussion should be conducted in a positive manner, in complete privacy, and with no interruptions. The supervisor/manager shall verify that the employee is familiar with his or her job duties, previous goals, and the appraisal criteria or factors. At the conclusion of the performance appraisal, the employee will be requested to sign the appraisal verifying that he or she participated in the evaluation. The employee should be encouraged to submit comments about the appraisal that will become part of the record. A date for the next appraisal shall be agreed upon and noted on the appraisal form. The employee must be given a signed copy of the appraisal. The appraisal is then submitted for review by the CEO.

LVIM believes that pay increases should be related to an employee's performance.

A decision relating to the employee's merit increase in pay will be made by the CEO after the review has been completed. Any merit increase in pay will be retroactive to the date of performance appraisal. The supervisor/manager will forward a merit increase recommendation with the appraisal to the CEO for approval. **Merit increases in pay are neither automatic nor periodic.** They are reserved for employees who show skills improvement and higher than average performance. Information about rates of pay and merit increases in pay, if any, are deemed to be confidential matters between the company and each employee and are not to be discussed among employees.