



# Space Florida

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## Compensation and Performance Management Guidelines

Prepared for Review by



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# Section 1

## SALARY ADMINISTRATION

### A. PURPOSE AND USE

The purpose of the Space Florida, Inc. (SPACE FLORIDA) salary program is to ensure fair, competitive and consistent pay practices that attract, retain and motivate the best qualified employees.

Specifically, the objectives of the Salary Program are:

- To provide a uniform method for determining the relative value of all jobs and for documenting job responsibilities. This will ensure a proper relationship between salaries paid for positions with similar requirements and responsibilities within SPACE FLORIDA. Additionally this objective will provide a basis for comparing job responsibilities and salary levels with the external labor market.
- To compensate each employee based on the value of individual contribution to the success of SPACE FLORIDA and in relation to their assigned job responsibilities.
- To provide opportunities for advancement without regard to Race, color, creed, sex, sexual orientation, age, national origin or ancestry, physical or mental disability, veteran status, marital status, HIV-positive status, as well as any other category protected by federal, state, or local laws. To ensure compliance with all federal and state laws and regulations governing pay practices.
- To provide a salary pay and reward system that encourages and recognizes excellent performance, and improves SPACE FLORIDA'S effectiveness and the quality of service to its customers.

All Space Florida salary guideline information is available to all through the Human Resources Department. Employees will receive personal communications on matters related to their individual compensation.

### B. POLICY

The salary policy of SPACE FLORIDA is to establish and maintain wage and salary levels that reflect job responsibilities and individual performance and ensure opportunities to attract, retain, and motivate qualified, competent employees. Exceptions to the policy require the approval of the President and Chief Executive Officer (CEO) and will be handled on a case-by-case basis. Changes to this policy can be approved by the SPACE FLORIDA Board of Directors Governance and Compensation Committee (G&C Committee).

## C. SALARY PROGRAM ELEMENTS & RESPONSIBILITIES

### 1. *Salary Program Elements*

The basic elements of SPACE FLORIDA'S Salary Program consist of:

#### *I. Job Classification:*

The methodical, standardized process of defining the duties and responsibilities of each job, grouping jobs of similar value into the same category, level or classification, and establishing written job descriptions

#### *II. Employee Performance Evaluation:*

For all employees, goals and objectives should be set to:

- a. Assist the employee to focus efforts on achieving results that are fully aligned with the SPACE FLORIDA business strategy, and
- b. Prepare each employee for increased responsibility and career advancement.

Since SPACE FLORIDA is a “pay-for-performance” employer, evaluation of an employee's current performance enables SPACE FLORIDA to translate performance results in a manner that supports alignment of compensation increase opportunity with the level of responsibility and individual job performance outcomes. The evaluation focuses on each employee's contribution to excellence and is a foundational piece of our total rewards philosophy including base pay, performance pay, benefits and special awards, opportunity, skills improvement, and recognition.

### 2. *Salary Program Responsibilities*

*The Human Resources Department* is responsible for the following functions in the administration of the salary program:

- a. Fair and consistent administration of the compensation program, development and maintenance of relevant documentation, and maintenance of all policies relating to compensation and performance management.
- b. Preparation of recommendations for salary policy modifications and additions for submission to the Chief Financial Officer (CFO) and CEO.
- c. Development and implementation of the compensation programs for SPACE FLORIDA.
- a. Communication and collaboration with all departments to ensure that compensation policies are understood and followed.
- e. Research and acquisition of competitive salary data at least every three (3) years.
- f. Job analysis and evaluation for new jobs and jobs submitted for reclassification.
- g. Examination of employee compensation increases to ensure compliance with authorized guidelines. Review and analysis of out-of-policy salary activity, and reporting of variances to the CEO with recommendations as to appropriate action to maintain overall compensation system within policy guidelines.

**Department Heads** are responsible for supporting the administration of the compensation program as follows:

- a. Maintain a thorough knowledge of salary policies and procedures and apply them to recommendations for salary adjustments.
- b. Keep subordinates informed as to the compensation systems and program elements to support a goal of common understanding of the program across the organization.
- c. Submit complete, accurate, and timely performance evaluation form with each request for a salary adjustment and review all applicable description and evaluation forms as part of the salary review process.
- d. Document justifications for any requests for exceptions to salary policy.
- b. Review job descriptions as needed to ensure that they consistently reflect the current job duties and responsibilities of each position.

**Top Management** is responsible for the following:

- a. The CFO, Treasurer & Executive Vice President, and the CEO will review the recommendations provided by the Human Resources Department with respect to policy modifications and additions and present their recommendations to the Governance and Compensation Committee.
- b. Review and authorize changes to job evaluations as submitted by the Human Resources Department.
- c. Review the recommendations of the Human Resources Department as to out-of-policy salary activity and determine appropriate actions to be taken to maintain the equity and competitiveness of the overall compensation system, working within the intent of the policy guidelines.

**The Governance & Compensation Committee** is responsible for the following:

- a. Complete annual performance evaluation of CEO and Treasurer & Executive Vice President including the calculation of recommended performance pay. The evaluation will be in cooperation with the Chair of SPACE FLORIDA Board of Directors.
- b. Recommend contract salary and performance pay actions for CEO to SPACE FLORIDA Board of Directors.
- c. Annually recommend a budget for awards to be granted under SPACE FLORIDA performance pay program, for approval by the SPACE FLORIDA Board of Directors.
- d. Review, evaluate and approve the Compensation and Performance Management Guidelines, including base compensation ranges and reports of job classifications, benchmarking results and recommendations obtained every three (3) years.

## Section 2

### SALARY RANGES AND PAY GRADES

#### A. PURPOSE

To provide structure and limits to the amount of variation allowed in base salaries for jobs of similar value to SPACE FLORIDA, while at the same time maintaining compensation opportunity that is competitive within the labor market from which SPACE FLORIDA draws talent.

#### B. POLICY

At least once year, SPACE FLORIDA will consult compensation trends surveys to determine the pace at which employers in its labor markets have adjusted pay ranges during the prior year and plan to adjust ranges in the coming year. Based on this information, management may make a recommendation to apply a modest percentage adjustment to the entire range structure to remain competitive in their markets. No employees will receive pay adjustments based on the updating of pay ranges unless new ranges have minimum rates that are above an employee's current rate of pay. In that event a special one-time equity adjustment to just over the minimum of the new range will be recommended and implemented for the affected employee(s) only.

Every three (3) years, as many of SPACE FLORIDA'S positions as possible will be compared published survey data providing current market value for the matched roles in SPACE FLORIDA'S labor market. Human Resources and other representatives of top management will review the results of the study and may recommend revision of compensation ranges, as necessary to position the organization to be able to effectively attract, retain and motivate qualified, competent talent.

Ranges will normally be established to reflect projected salary and wage rates in advance of the budgetary cycle for the following year. As with the annual assessment of range movement trends, employees do not receive increases due to adoption of new or modified compensation ranges, but those ranges will be the guidance utilized at the next time an employee's pay is assessed.

#### C. PROCEDURES

1. This section contains the guidelines for the application of compensation ranges. Each pay grade has a range with a minimum, control point (which is the midpoint of the range), and maximum salary level. The ranges have other distinctions as well such as the following: First Quartile resides at the rate that is equal to the difference between the range maximum and the range minimum (range spread), divided by four and added to the range minimum. (E.g. Range Maximum at \$20.00 with Range Minimum at \$10.00; Range spread =  $\$20.00 - \$10.00 = \$10.00$  / 4 = \$2.50 [the value of each quartile] + \$10.00 [the Minimum] = the First Quartile \$12.50. The Third Quartile is calculated by adding one quartile value, \$2.50 to the Control Point/Midpoint of the range [ $\$15.00 + 2.50 = \$17.50$ ])

##### a. *Minimum of Range to 1st Quartile*

As a general rule, employees who possess the minimum qualifications for the job should be paid no less than the minimum of the range. The ability to consistently hire below the range minimum may constitute the need for job re-evaluation. **Guideline:** Normally, employees or candidates within their first two years of experience at this level should be paid a base salary within the first quartile of the pay grade.

**b. Control Point or Midpoint**

Salaries between the first quartile and the control point or midpoint of the range, or just slightly above the midpoint represent the anticipated compensation level of employees who are identified as fully functional; having consistently performed all of the job duties and requirements at or above a satisfactory level. **Guideline:** Normally, employees or candidates with between three to five years of directly relevant experience at this level should be paid a base salary in the second quartile of the pay grade under normal economic circumstances.

**c. Above Midpoint to 3rd Quartile**

To ensure that SPACE FLORIDA can attract and retain experienced professionals in key positions, the compensation ranges are designed to allow for flexibility. In cases where the experience level of the incumbent or candidate justifies base pay above the midpoint, the third quartile may be used for initial salaries and increases. **Guideline:** Normally employees or candidates with between six to eight years of directly relevant experience at this level should be paid a base salary in the third quartile of the pay grade under normal economic circumstances. In cases where the experience level is greater than eight years, the maximum may be used for candidates with authorization by the CEO and CFO.

**d. From the 3<sup>rd</sup> Quartile to the Maximum of Range**

The maximum of the range is the maximum dollar value that the job warrants within SPACE FLORIDA and represents the maximum that SPACE FLORIDA is willing to pay for the job. The maximum should be high enough to motivate employees to perform in an outstanding manner. Employees will not normally progress to the maximum of the range unless they are consistently excellent performers and have many years of experience in the same grade. As well, only the most superior performance should be rewarded with pay rates in the third quartile of the range, and approaching the range maximum.

"Red Circle" Salary Adjustment: Employees may not be paid more than their salary grade maximum. Increases to an employee's salary if they have reached the upper limit of their salary grade, while rare, are possible and will generally be awarded in a lump sum payment and must be fully substantiated by the recommending manager and/or department head, with an explanation of the employee's status, promotion readiness, and a retention plan if the employee cannot or will not be promoted.

2. In order to maintain a competitive salary structure, Human Resources will research trends in salary range movement annually, and specific, in depth market studies by job at least every three years. From this information the Human Resources Department will be responsible for providing recommendations to the CEO regarding adjustments or full revisions to salary ranges.
3. The salary ranges will be adjusted if competitive data warrants realignment due to market indicators. Adjustments to the salary structure will not be passed onto the employees in the form of a general increase; however, the employee's earning potential will increase. Individual salary increases will reflect the employee's performance evaluation results as well as the limitations of the range to which the employee's role is classified.

4. Current salary ranges for each level in the job classification structure are maintained and kept current by the Human Resources Department, and pertinent information will be distributed to department heads.
5. In some cases, an employee's salary may be below the salary range minimum for reasons other than the implementation of new salary ranges. Assuming performance remains at an acceptable level, a manager should recommend that the employee's rate be adjusted to the minimum or above within a 12-month period.
6. In those instances where an employee has a question about job classification or salary, the employee is encouraged to discuss the question with his/her immediate manager. The employee also has the option to schedule a meeting with the next higher level of management. Management has the option to invite Human Resources to the meeting to clarify compensation policy and guidelines.

# Grades and Salary Ranges

(Based on a market analysis performed in October 2012)

<b>UNIT I &amp; II NONEXEMPT RANGES</b>					
<b>GRADE</b>	<b>MINIMUM</b>	<b>1ST</b>	<b>CONTROL</b>	<b>3RD</b>	<b>MAXIMUM</b>
		<b>QUARTILE</b>	<b>POINT</b>	<b>QUARTILE</b>	
3	\$21,470	\$23,365	\$25,259	\$27,153	\$29,048
4	\$24,549	\$26,715	\$28,882	\$31,048	\$33,214
5	\$28,070	\$30,547	\$33,024	\$35,500	\$37,977
6	\$32,096	\$34,928	\$37,760	\$40,592	\$43,424
7	\$36,699	\$39,937	\$43,175	\$46,413	\$49,651
8	\$41,962	\$45,664	\$49,367	\$53,069	\$56,772
9	\$47,980	\$52,213	\$56,446	\$60,680	\$64,913
10	\$54,860	\$59,701	\$64,542	\$69,382	\$74,223

<b>UNIT III EXEMPT RANGES</b>					
<b>GRADE</b>	<b>MINIMUM</b>	<b>1 ST</b>	<b>CONTROL</b>	<b>3 RD</b>	<b>MAXIMUM</b>
		<b>QUARTILE</b>	<b>POINT</b>	<b>QUARTILE</b>	
17	\$98,984	\$109,548	\$136,223	\$154,661	\$172,740
16	\$91,109	\$99,982	\$123,673	\$139,795	\$155,595
15	\$83,860	\$91,261	\$112,280	\$126,353	\$140,152
14	\$77,188	\$83,311	\$101,937	\$114,200	\$126,242
13	\$71,047	\$76,061	\$92,546	\$103,213	\$113,713
12	\$65,395	\$69,450	\$84,021	\$93,279	\$102,427
11	\$60,192	\$63,420	\$76,281	\$84,298	\$92,261
10	\$55,403	\$57,224	\$69,253	\$76,179	\$83,104
9	\$50,299	\$6,287	\$62,874	\$69,161	\$75,448

### UNIT IV EXECUTIVE RANGES

GRADE	MINIMUM	1 ST QUARTILE	CONTROL POINT	3 RD QUARTILE	MAXIMUM
24	\$176,848	\$222,400	\$267,952	\$313,504	\$359,056
23	\$162,989	\$203,128	\$243,268	\$283,407	\$323,546
22	\$150,183	\$185,520	\$220,857	\$256,194	\$291,532
21	\$138,353	\$169,432	\$200,511	\$231,591	\$262,670
20	\$127,428	\$154,734	\$182,040	\$209,346	\$236,652
19	\$117,342	\$141,306	\$165,270	\$189,234	\$213,198
18	\$108,032	\$129,039	\$150,045	\$171,051	\$192,058

# Section 3

## STARTING SALARY FOR NEW EMPLOYEES

### A. PURPOSE

To provide guidelines for the beginning salary rate for new employees.

### B. POLICY

1. Minimum Starting Salary: New hires meeting the minimum job requirements should be hired within the first quartile of the assigned salary range.
2. Maximum Starting Salary: No starting salary shall exceed the third quartile upper threshold of the salary range for that job without prior approval of the CEO or CFO.

### C. PROCEDURES

1. New positions must be approved by the CEO or CFO.
2. When developing a job requisition, the Human Resources Department will indicate the salary range for the job based on positioning the job description within the applicable pay grade and organization level, utilizing the aforementioned job classification methods.
3. The Human Resources Department will verify that a proposed offer is within the appropriate range prior to the offer being extended to the applicant. If the offer is above the range's third quartile threshold, the Human Resources Department will work with the manager and department head to request approval of the offer by the CEO or CFO.
4. The actual level of pay offered to a new employee will be based on the employee's qualifications for the job.
5. Rehired employees will be regarded as new hires for purposes of salary and performance management administration. Employees rehired in the same or similar job will be compensated at the applicable skill level. Any exceptions require approval from the Human Resources Department.

# Section 4

## MAXIMUM SALARY

### A. PURPOSE

To establish limits on the maximum amount SPACE FLORIDA is willing to pay for a particular job.

### B. POLICY

Employees may not receive a salary increase that will cause their pay to exceed the maximum of their job's salary range.

### C. PROCEDURES

1. Employees may reach the maximum of their salary range after several years of excellent performance in a particular job.
2. If an employee at the top of a range is performing at an outstanding level and is unable to be promoted to a job with a higher salary range for personal or business reason, the Human Resources Department and the CEO will review the particulars of the situation and determine the action, if any, to be taken.

# Section 5

## PERFORMANCE PLANNING, REVIEW AND REWARD

### A. PURPOSE

To motivate performance consistent with company goals and objectives; specifically to attract, retain, and motivate qualified, competent talent, and facilitate a high performance culture.

### B. POLICY

Performance based compensation is discretionary and contingent upon the availability of non-appropriated funds. The program represents an opportunity for employees to earn a lump sum bonus reflective of the organization's performance, and individual employee performance and contribution to the organization. The program is a structured component of SPACE FLORIDA'S total rewards compensation philosophy.

The elements that are the basis for reward under the system are the achievement of corporate, departmental, and individual performance measures against pre-established targets or goals. The plan year runs from July 1 to June 30; SPACE FLORIDA'S fiscal year.

### C. PROCEDURES

1. Establishing Measures: All employees have three categories of measures of success at SPACE FLORIDA: Corporate, Department and Individual. The SPACE FLORIDA Business Plan provides the roadmap for establishing performance measures. The Business Plan identifies corporate and department goals and objectives. Measures established at the corporate level reflect metrics pertaining to overall SPACE FLORIDA'S success, such as achievement of Department of Economic Opportunity (DEO) contract deliverables, financial viability and client/partner satisfaction. Department goals are aligned with the corporate goals and set by the department heads. Department Heads also establish individual goals, measures, and/or behaviors that align with and support corporate and department goals.
2. Eligibility: All regular and permanent part-time employees on active payroll at the time of the performance compensation declaration by the Board of Directors, and those who retire having worked at least six months of the plan year will be eligible to receive performance compensation awards based on the following criteria:
  - a. Employee must be in good standing without any pending or current disciplinary actions or investigative procedures.
  - b. Employees must have at least a 3.0 (Meets Expectations) rating on their individual year-end performance evaluation to participate in the performance pay for the year.

- c. Top 15% of staff grading over “3” and meeting 100% of corporate and department goals will be placed in an additional exceptional performance pool with a target award to each participant of 6% of base salary. Participation in the exceptional performance pool must be approved by the CEO and CFO
  - d. Employees must be employed a minimum of six (6) months of retirement criteria for award. Full credit will be given for the month if employee is employed by the 15th.
3. Awarding Performance Pay: The determination of the actual award is based on a combination of corporate, department, and individual performance measures.
- a. First year employees and qualifying retirees are awarded performance compensation calculated on a pro-rata basis of the months worked.
  - b. If promotion results in a change in the target award during the year, final award will be based on the current grade level at last day of fiscal year.
4. Target Award Levels: Award levels are defined by the classification to which the employee’s current job is assigned. Current performance award maximum opportunity levels are as follows:

## PERFORMANCE PAY OPPORTUNITY LEVELS BY GRADE

NONEXEMPT GRADE	MAXIMUM AWARD OPPORTUNITY % OF BASE PAY
3	5%
4	5%
5	5%
6	5%
7	5%
8	5%
9	5%
10	5%

EXEMPT GRADE	MAXIMUM AWARD OPPORTUNITY % OF BASE PAY
9	10%
10	10%
11	10%
12	10%
13	10%
14	15%
15	15%
16	20%
17	20%

EXECUTIVE GRADE	MAXIMUM AWARD OPPORTUNITY % OF BASE PAY
18	30%
19	30%
20	30%
21	40%
22	40%
23	40%
24	50%

## Section 6

### ADJUSTMENTS TO BASE SALARY

#### A. PURPOSE

To recognize employee growth and development that increase job responsibilities beyond their stated job objectives.

#### B. POLICY

To reward initiative, leadership and activities that improve SPACE FLORIDA as measured by its tactical plan results and reflected in the individual's achievement against performance measures.

#### C. PROCEDURES

1. Salary Adjustment: A salary adjustment is the payment of a higher base salary within the same salary range. Sustained individual performance is the only basis for an adjustment; length of service does not, in itself, justify an increase. Employees whose performance is unsatisfactory are not eligible for salary increases.
2. Timing: Employees normally will be considered for an increase at the time of the performance review process.
3. Performance Evaluation's Effect on Salary Increases
  - a. Salary increases will be made on the basis of employee performance.
  - b. Managers are responsible for assessing employee performance relative to:
    - Objectives and specific goals outlined during the performance planning process.
    - Other performance factors rated as part of the evaluation.
  - c. Managers will communicate these assessments to Human Resources.
4. Salary Increases: Annually, salary guidelines and salary target percentages will be developed as a part of SPACE FLORIDA'S normal budgetary cycle. The line item detail of the proposed increases and budgeted salaries will be approved by the CEO. The proposed consolidated annual budget will be approved by the Finance & Compensation Committee.

SPACE FLORIDA recognizes that sometimes there are valid reasons to depart from budget recommendations. Managers who feel that a specific employee's performance is an exception to the guidelines should submit the recommended amount of increase they feel is equitable along with their justification to Human Resources and the CEO for consideration. Human Resources will advise the affected managers of the decision regarding the request. In most cases, however, the salary guidelines will provide ample opportunity for management to reward employees for their performance.

# Section 7

## SALARY INCREASES FOR PROMOTIONS

### A. PURPOSE

To provide guidelines for adjusting an employee's salary because of a promotion.

### B. POLICY

When an individual is promoted, the employee may receive a salary increase that is generally based on job classifications and the employee's prior meritorious performance.

### C. PROCEDURES

1. For purposes of SPACE FLORIDA'S compensation program, a promotion is defined as reassignment to a job that is classified in a higher organization level or pay grade than the employee's present job.
2. The effective date of promotions and new salaries will not be discussed with the affected employee until after the promotion has been approved by the appropriate manager, department head, and the Human Resources Department and all documentation has been returned to the manager with the CEO's approval/signature to the manager.
3. Newly promoted employee will be paid at least the grade minimum but should normally be paid in the lower half of the range for the new job.
4. Promotional increases generally will be effective at the beginning of the pay period in which the promotion occurs, regardless of the employee's normal review date.
5. After receiving a promotion, the employee will be scheduled for his or her next calendar review for salary consideration based on performance.
6. Those employees below the range minimum for their new position will be placed on a salary plan to bring their salary into the range within 12 months after promotion. However, increases totaling more than 15% within a 12-month period must be approved by the Human Resources Department and the CEO.
7. Conversions from temporary to regular status are not regarded as promotions.

# Section 8

## TRANSFERS AND DEMOTIONS

### A. PURPOSE

To provide guidelines for the proper processing of non-promotional employee reassignments within SPACE FLORIDA

### B. POLICY

Employees transferring laterally from one job to another within the same grade generally will not receive an increase. Demoted employees, or those who request reassignment to a lower-level job, may have their compensation reduced to be aligned line with the new position's pay range, at the discretion of management.

### C. PROCEDURES

1. The required documentation should be completed by the Human Resources Department and approved by both the former and the new manager as soon as the transfer has been determined and prior to the actual transfer of the employee. The employee is not to be offered of the transfer until all appropriate managers and the CEO have approved the paperwork.
2. A transferred employee's salary increase schedule will not change due to transfer. The former manager will prepare a performance review at the time of transfer and submit it to the Human Resources Department. That data will be used in combination with the performance review provided by the new manager to define the overall evaluation of the employee's performance for the whole of the performance period in which a transfer took place.
3. When an employee is demoted or requests reassignment to a lower-level job, the new salary will be the lower of:
  - Maximum of the new position's salary range,
  - The employee's current pay, or
  - The new manager may offer a lower salary within the new job's salary range at his or her discretion.

In any case, the employee's future increases will be defined by the salary range for the new position and will be based on the employee's performance in the new job.

## Section 9

### SPECIAL OR OUT-OF-CYCLE COMPENSATION INCREASES

#### A. PURPOSE

To outline circumstances under which an employee may receive an unscheduled salary increase.

#### B. POLICY

Under certain circumstances, an employee may receive a special pay increase.

##### 1. Re-evaluation of Existing Job Classifications

In cases where a particular job classification is re-evaluated and found to be at a higher level, individuals in that job classification may receive commensurate pay raises. Normally, such increases will be given when the responsibility is assigned.

##### 2. Adjustment of Salary Ranges/New Salary Ranges

In cases where an overall pay structure adjustment or the development of new salary ranges results in an employee's pay rate falling below the minimum of the appropriate range, the employee will be placed on a salary plan to bring the salary into the range within 12 months after the effective date of the adjustment/range. However, no increase will total more than 15% within a 12-month period. In accordance with these guidelines, SPACE FLORIDA will evaluate adjusting the employee's pay to the range minimum.

#### C. PROCEDURES

1. All requests for special pay increases will be presented in writing to the Human Resources Department by the employee's immediate manager. The request must include detailed justification for the increase and manager approval.
2. Special increases because of re-evaluation of jobs or adjustments to salary ranges will normally be addressed at the discretion of management.
3. Conversions from temporary is not sufficient to justify a salary adjustment.

# Section 10

## COMPENSATION AND PERFORMANCE MANAGEMENT GLOSSARY

**Appropriated Funds:** Funds designated for a specific purpose by the state of Florida legislature on an annual basis.

**Base Pay:** The fixed compensation paid to an employee for performing specific job responsibilities. It is typically paid as a salary or an hourly rate.

**Compensation:** Cash provided by SPACE FLORIDA to an employee for services rendered. Compensation comprises the elements of base pay and performance awards provided an employee in return for his or her services.

**Governance and Compensation Committee:** A committee of the SPACE FLORIDA Board of Directors with the responsibility to monitor the compensation policy and its administration at SPACE FLORIDA. The committee provides guidance to the Board and management on all major financial and compensation issues. The committee completes the annual review of the CEO in conjunction with the Board Chair

**Grades:** Levels defined by the skill, effort, responsibility and job conditions associated with the work of each job and with the market value for that work.

**Green Circled Rate:** Describes a situation where an employee's pay is below the minimum of the pay range to which the job is assigned.

**Market Pricing:** Describes one element of the analyses that determine the value SPACE FLORIDA'S jobs in the markets in which the organization competes for qualified, competent employees.

**Maximum of Range:** The highest dollar value assigned to each pay range. The top rate that is consistent with both the competitive market and the SPACE FLORIDA philosophy of pay

**Midpoint of Range:** The middle dollar value assigned to each pay range. The rate that is consistent with both the competitive market value for the assigned work and the SPACE FLORIDA philosophy of pay. This is the rate around which the Maximum of the Range and the Minimum of the Range are calculated.

**Minimum of Range:** The lowest dollar value assigned to each pay range. The rate that is consistent with both the competitive market value for the assigned work and the SPACE FLORIDA philosophy of pay.

**Non-Appropriated Funds:** Funds derived from sources other than state appropriations, for example facility lease and financing fee revenue.

**Pay Range:** The dollar values established for each grade, consisting of the minimum, midpoint (or control point) and maximum dollar values which are consistent with the SPACE FLORIDA compensation philosophy and based on an assessment of the market values paid by other employers in the same labor market for jobs with like skill and responsibility.

**Pay Range Spread:** The difference between the range maximum and the range minimum divided by the minimum. It refers to the percentage of difference between the minimum of the range to the maximum of the range.

**Performance Evaluation/Appraisal:** The assessment of an employee's performance against the principal responsibilities and expectations for the given position and the specific goals assigned.

**Performance Award:** A form of direct compensation paid when pre-established goals are achieved at or above the SPACE FLORIDA standard.

**Performance Rating:** A measurement of performance, based on a 5 point scale with 5 as the highest point.

- 4.51 to 5.0 - Has consistently demonstrated role model behaviors, represented SPACE FLORIDA as an exceptional contributor, and has been an outstanding contributor to the department and to SPACE FLORIDA. This employee consistently performs above expectations and is recognized by customers and/or peers as a leader and positive example for others.
- 3.76 to 4.50 - Has achieved stretch goals or responded to unexpected challenges or opportunities during the past year. This work has improved SPACE FLORIDA's processes, reputation, or production. This employee performs above expectations in some areas and consistently meets all other expectations.
- 3 to 3.75 - The SPACE FLORIDA Standard. The employee has performed effectively and efficiently as a SPACE FLORIDA employee; has challenged themselves with a substantiated record of accomplishment. This employee performs at the expected level in all areas and consistently meets performance expectations.
- 2.99 to 2.0 - Performance has been weak, goals were not met or employee did not respond to corrective guidance. Needs to improve in one or more areas to be at the expected level of performance. Employee shows potential for improvement and has done some things well.

- 1.99 and below - Achievement of goals was insufficient and/or behavior did not reflect the committed, ethical, customer service oriented performance SPACE FLORIDA expects. Needs significant improvement in one or more areas. A job performance plan is required. Employee will be placed on a performance improvement plan and/or probation.

**Philosophy of Pay:** The statement provided by SPACE FLORIDA regarding the beliefs that form its compensation and rewards policies.

**Private Investments:** Monies that are provided to SPACE FLORIDA from a non-public source. This includes non-restricted private investments as well as revenues received by SPACE FLORIDA from programs not initiated or funded by the State and that are not a reimbursement of expenses.

**Promotion:** The reassignment of an employee to a job with an increased or higher level of requirements for skill, effort and responsibility, as measured by the job evaluation process.

**Quartiles:** The salary range division by fourths applicable to each pay grade. Each pay grade is divided into fourths to allow for new, developing, experienced and expert skill levels within the grade.

**Red Circled Rate:** Describes a situation where an employee's pay is above the maximum of the pay range.

**Restricted Funds:** Describes monies that are given to Space Florida for a state funded program or a designated reason.

**Salary Adjustment:** An increase that is earned by an employee based on a pay-for-performance system. An adjustment to base pay can vary, depending on the employee's overall job performance and where the employee's current rate of pay is within the pay range.

**Total Rewards:** The combination of base pay, performance pay, benefits (health and welfare and paid time off) and the intrinsic value of the work to the employee, equals total rewards.

**Wage/Salary Survey:** Employer reported pay information for specific jobs and reported by geographic, industry, revenue, employment size and other scope factors. This data is used to gauge the value of work within specific labor markets.

# Appendix 1

## PERFORMANCE EVALUATION TOOL

On the following pages see the current tool used for performance planning and review at SPACE FLORIDA.

# Space Florida

## Annual Performance Evaluation Form

Self Assessment

Yes  
No

Employee Name: \_\_\_\_\_ Date Hired: \_\_\_\_\_  
Title: \_\_\_\_\_ Review Period: \_\_\_\_\_  
Reviewer: \_\_\_\_\_ Date: \_\_\_\_\_

### INTRODUCTION

*This Form is used in providing performance feedback to employees. It consists of two key areas of assessment: Core Behaviors and Individual Job Performance. This Form is the instrument used to facilitate dialogue between the Reviewer and Reviewee with respect to these areas.*

### INSTRUCTIONS

Reviewer: Complete the Performance Evaluation Form based on the Reviewee's performance over the entire review period. Do not focus solely on recent events, but consider all activities of the employee during the period. At the end of the Form, transfer all of your ratings to the appropriate sections on page 3 in order to calculate the Reviewee's overall performance score.

Reviewee: Complete a self-assessment using this Form. Complete sections I, and II; do not complete sections III and higher. Submit the self-assessment to your Reviewer at least one week prior to your performance review meeting.

### EXPLANATION OF RATINGS

Ratings are used to evaluate the employee under each section of this Form. An explanation of the alpha and numeric ratings is presented below.

Appraisal Rating
<b>SEE (Substantially Exceeds Expectations) = 5</b> Consistently performs above expectations and is recognized by customers and/or peers as a leader and positive example for others.
<b>EE (Exceeds Expectations) = 4</b> Performs above expectations in some areas and consistently meets all other expectations.
<b>ME (Meets Expectations) = 3</b> Performs at expected level in all areas and consistently meets performance expectations.
<b>MSE (Meets Some Expectations/Developing) = 2</b> Needs to improve in one or more areas to be at the expected level of performance.
<b>NME (Not Meeting Expectations) = 1</b> Needs significant improvement in one or more areas. A job performance plan is required.

**I. CORE BEHAVIORS**

A. Space Florida has identified certain behaviors that it believes are required of all employees. These “core” behaviors reflect the values and mission of Space Florida and should manifest themselves through our actions on a daily basis. The Reviewer should rate the employee on each behavior area based on the performance exhibited during the review period.

	Rating (5-1)		Rating (5-1)
<b>Initiative</b> - Seeks new challenges and responsibility. Self-starter and finisher. Persistent in overcoming obstacles. Does not procrastinate and is highly motivated		<b>Creativity</b> - Develops and applies practical, innovative ideas and approaches. Thinks “outside the box.” Able to find new solutions to old problems.	
<b>Action Oriented</b> - Eagerly seeks new challenges and opportunities for growth. Diligent in performing tasks and produces timely results.		<b>Judgment</b> - Consults with others in dealing with difficult situations. Considers alternatives and consequences before making a decision. Acts decisively when required.	
<b>Customer Focus</b> - Goes above and beyond to ensure that customers are satisfied. Shares information and knowledge through relevant networks to enhance the organization’s service capabilities.		<b>Responsibility</b> - Takes responsibility for work completed and/or directed. Follows up on problems and decisions. Documents actions as appropriate. Adheres to organization policies.	
<b>Teamwork</b> - Willingly helps and provides resources to others’ endeavors. Participates in joint goals and projects. Places team before personal interests. Gives credit to others. Avoids “playing politics.”		<b>Integrity and Trust</b> - Does the right thing. Demonstrates courage, even in the face of strong opposition. Worthy of trust from colleagues. Maintains independence and objectivity in dealing and communicating with customers.	

B. Supervisors have additional behaviors for which they are accountable. The Reviewer is to rate the employee on each of these core areas in addition to those presented in section A.

	Rating (5-1)		Rating (5-1)
<b>Leadership</b> - Provides purpose, values, and vision. Willing and able to make tough decisions and then take responsibility for related actions. Earns trust and loyalty and inspires others to greater performance.		<b>Strategic Agility</b> - Able to look into the future to anticipate consequences and trends accurately. Can envision and articulate future possibilities. Can create competitive breakthrough strategies and plans.	
<b>Directing Others</b> - Able to establish clear direction and to set objectives. Distributes workloads appropriately. Maintains two-way dialogue with others on work and results. Ensures that reports adhere to organization policies.		<b>Developing Direct Reports</b> - Provides challenging tasks and assignments. Routinely holds development discussions. Works with reports to develop career plans and execute them. Is considered a “people builder.”	
<b>Motivating Others</b> - Creates a climate in which people want to do their best. Able to motivate diverse reports and/or teams. Empowers others and values their input. Makes others feel that their work is important.		<b>Conflict Management</b> – Addresses conflicts head on; views them as opportunities. Can effectively settle disputes. Able to find common ground and get cooperation with minimal disruption.	

**II. INDIVIDUAL JOB PERFORMANCE**

Enter up to five key accomplishments for the prior year which you were responsible for. In this section, the Reviewer rates the employee’s level of achievement for each accomplishment.

	Rating (5-1)
<a href="#">Accomplishment #1</a>	
<a href="#">Accomplishment #2</a>	
<a href="#">Accomplishment #3</a>	
<a href="#">Accomplishment #4</a>	
<a href="#">Accomplishment #5</a>	

**III. PERFORMANCE EVALUATION RESULTS**

The Overall Performance Rating for the Reviewee is calculated by aggregating the performance scores from the two previous sections using the tables below.

Performance Evaluation	
Conversion Scale	
SEE	= 5
EE	= 4
ME	= 3
MSE	= 2
NME	= 1

**I. CORE BEHAVIORS:** Transfer the numeric ratings from each core behavior. Average all scores for behaviors as appropriate. This is the Overall Score for Section I.

- Initiative \_\_\_\_\_
- Creativity \_\_\_\_\_
- Action Oriented \_\_\_\_\_
- Judgment \_\_\_\_\_
- Customer Focus \_\_\_\_\_
- Responsibility \_\_\_\_\_
- Teamwork \_\_\_\_\_
- Integrity and Trust \_\_\_\_\_

*For supervisory personnel only.*

- Leadership \_\_\_\_\_
- Strategic Agility \_\_\_\_\_
- Directing Others \_\_\_\_\_
- Developing Direct Reports \_\_\_\_\_
- Motivating Others \_\_\_\_\_
- Conflict Management \_\_\_\_\_

**Total Score**  
(sum of above scores)

**Number of Behaviors**

Divide TOTAL SCORE by NUMBER OF BEHAVIORS to calculate the **Overall Score for Section I.**

**II. INDIVIDUAL JOB PERFORMANCE:** Transfer the numeric ratings for each accomplishment. Average all scores. This is the Overall Score for Section II.

- Accomplishment #1 \_\_\_\_\_
- Accomplishment #2 \_\_\_\_\_
- Accomplishment #3 \_\_\_\_\_
- Accomplishment #4 \_\_\_\_\_
- Accomplishment #5 \_\_\_\_\_

**Total Score**  
(sum of above scores)

**Number of Accomplishments**

Divide TOTAL SCORE by NUMBER OF ACCOMPLISHMENTS to calculate the **Overall Score for Section II.**

Calculate the **Overall Performance Rating** by

- 1) Transferring the overall numeric score from the two sections to the appropriate box below;
- 2) Applying the appropriate weighting;
- 3) Adding the Weighted Scores; and
- 4) Converting the Overall Performance Score back to an Alpha Rating using the scale below.

Overall Score for <b>Section I.</b>		Weighting		Weighted Score	<b>Overall Performance Rating Scale</b> 4.30 to 5.00 = SEE 3.51 to 4.29 = EE 2.50 to 3.50 = ME 1.26 to 2.49 = MSE 1.00 to 1.25 = NME
<input style="width: 80px; height: 30px;" type="text"/>	X	<input style="width: 80px; height: 30px; text-align: center; border: 1px solid black;" type="text" value="40%"/>	=	<input style="width: 80px; height: 30px;" type="text"/>	
Overall Score for <b>Section II.</b>		Weighting		Weighted Score	
Overall Score for <b>Section II.</b>		Score		Weighted Score	
<input style="width: 80px; height: 30px;" type="text"/>	X	<input style="width: 80px; height: 30px; text-align: center; border: 1px solid black;" type="text" value="60%"/>	=	<input style="width: 80px; height: 30px;" type="text"/>	

<b>Total Score</b> (sum of two Weighted Scores)	<input style="width: 80px; height: 30px;" type="text"/>	<b>Overall Alpha Rating</b> (overall performance rating)	<input style="width: 80px; height: 30px;" type="text"/>
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**IV. DEVELOPMENT OF ACTION STEPS**

Based on the assessment components above, the Reviewer will indicate below the areas in which the employee excels (“Strengths”) and the areas that may require developmental attention (“Areas for Improvement”). Action steps should be prepared for areas that need improvement or development.

Strengths	Areas for Improvement

Action Steps	Time Frame

**V. SIGNATURES**

**Performance Evaluation Review and Discussion:** The signatures below indicate that the employee's performance has been reviewed and discussed with the employee.

**Reviewer's Signature**

\_\_\_\_\_ **Date** \_\_\_\_\_

\_\_\_\_\_  
*Title*

**Employee Signature**

\_\_\_\_\_ **Date** \_\_\_\_\_

*Signature indicates that evaluation has been reviewed with the employee but does not necessarily reflect agreement.*

**Reviewing Official  
Signature**

\_\_\_\_\_ **Date** \_\_\_\_\_  
*The evaluation is not complete until the Reviewing Official has reviewed and signed the evaluation form. .*

# Appendix 2

## MODEL PERFORMANCE COMPENSATION DISTRIBUTION MATRIX

For budgeting and distribution purposes, SPACE FLORIDA will create a matrix, as shown below for budgeting purposes and then used for distribution of performance compensation based on reward opportunity levels and individual performance ratings.

In the event that base salary adjustments are to be considered, a similar matrix may be developed for budgeting and then used to distribute salary adjustments on the basis of individual performance ratings and current position in range of each employee.

For Period Ending		PERFORMANCE COMPENSATION MATRIX								
RATING		OPPORTUNITY AS A PERCENTAGE OF BASE SALARY								
Performance Assumptions ↓	Opportunity Assumptions→	27.5%	38.6%	11.1%	13.8%	6.0%	3.0%	100.0%		
	MAXIMUM AWARD	8%	12.5%	18%	24%	35%	45%			
	TARGET AWARD	<b>5%</b>	<b>10%</b>	<b>15%</b>	<b>20%</b>	<b>30%</b>	<b>40%</b>			
4.0%	4.51 TO 5.0 Substantially Exceeds Expectations	8.0%	12.5%	18.0%	24.0%	35.0%	45.0%			
		0.08%	0.19%	0.08%	0.13%	0.08%	0.05%			
15.0%	3.76 TO 4.50 Exceeds Expectations	6.0%	11.0%	16.00%	22.0%	32.0%	42.0%			
		0.25%	0.64%	0.27%	0.46%	0.29%	0.19%			
70.0%	3.0 TO 3.75 Meets Expectations	5.0%	10.0%	15.0%	20.0%	30.0%	40.0%			
		0.96%	2.70%	1.17%	1.93%	1.26%	0.84%			
9.0%	2.0 TO 2.99 Meets Some Expectations	2.0%	6.00%	8.00%	12.0%	18.0%	25.0%			
		0.05%	0.21%	0.08%	0.15%	0.10%	0.07%			
2.0%	1.0 TO 1.99 Never Meets Expectations	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%			
1.00		1.35%	3.74%	1.58%	2.67%	1.73%	1.15%			
								PAYROLL COST	\$3,000,000	
								\$ COST	12.23%	
									\$366,846	

## Appendix 3

### COMPENSATION AND PERFORMANCE MANAGEMENT TIMING, ACCOUNTABILITY, AND PROCESS TABLE

<b>TIMING (WHEN)</b>	<b>ACCOUNTABILITY (WHO)</b>	<b>RESPONSIBILITY (WHAT)</b>
<b>(Prior to the new FY)</b>	<b>CEO and Treasurer &amp; Executive Vice President</b>	Develop the strategic goals and annual plan for the coming fiscal year and submit to the Board of Directors for review and authorization.
<b>(Prior to the new FY)</b>	<b>CEO</b>	Communicate the organization's authorized strategic goals for the coming fiscal year to all Department Heads.
<b>(Prior to the new FY)</b>	<b>Human Resources Department</b>	Ensure that all Department Heads and positions with supervisory responsibility have received training in the development of SMART goals and the SPACE FLORIDA goal development process
<b>(Prior to the new FY)</b>	<b>Human Resources Department</b>	Ensure that all job descriptions and evaluations are up-to-date. Furnish job descriptions to Department Heads for use in the development of Performance Goal Plans jointly with position incumbents.
<b>(Prior to the new FY)</b>	<b>Human Resources Department</b>	Communicate the process and timing for the development of employee Performance Goal Plans for the coming fiscal year and distribute documentation to Department Heads for use in the process.
<b>(Prior to the new FY)</b>	<b>Department Heads</b>	Submit all Performance Goal Plans and any requested modifications to job descriptions to Human Resources for review and authorization.
<b>(Prior to the new FY)</b>	<b>Human Resources Department</b>	Review and process requests for job description updates and make required modifications. Review Performance Goal Plan for new fiscal year to ensure conformance with standards, sign and return those in compliance to Department Heads and incumbents and consult with Department Heads on modifications required to non-compliant Performance Goal Plans and assist with updates and authorize for use.

<b>(Prior to the new FY)</b>	<b>Governance &amp; Compensation Committee (G&amp;C)</b>	Management will submit to the G&C for its review and recommendation to the Board for their approval: (1) Company Level Performance Metrics, and (2) An estimate of the potential payout range.
<b>(Approximately 4 months into the FY)</b>	<b>Human Resources Department</b>	Notify Department Heads and all who supervise other employees of the requirement for meeting with incumbents to monitor interim performance against plan and provide counsel and coaching to assist employee on achieving best performance.
<b>(Approximately 6 months before FY end.)</b>	<b>Human Resources Department</b>	Arrange for an annual assessment of base compensation ranges to determine if adjustments are required. Every third year arranges for a complete review of market values for all roles and the development of new base compensation ranges.
<b>(Prior to budgeting for new FY)</b>	<b>Human Resources Department</b>	Submit recommendations for new FY base compensation ranges to Top Management and inclusion in the new budget.
<b>(Prior to budgeting for new FY)</b>	<b>Top Management</b>	Review recommendations for base pay range modifications for new fiscal year and include required modifications in budget.
<b>(Prior to budgeting for new FY)</b>	<b>Governance &amp; Compensation Committee (G&amp;C)</b>	Seek consultation from compensation professional as to the market values for base and total cash compensation for the positions of CEO and Treasurer & Executive Vice President
<b>(Approximately one month before end of FY)</b>	<b>Human Resources Department</b>	Arrange for and ensure that all raters attend annual rater training program prior to the end of the fiscal year.
<b>(Approximately one month before the end of FY)</b>	<b>Human Resources Department</b>	Ensure that all year end performance evaluation meetings have been completed and that all final reviews submitted to HR. Review submittals, analyze ratings for conformance to standards, and review non-conforming reviews with Department Heads for clarification and any required action.
<b>(Typically one month following end of FY)</b>	<b>Human Resources Department</b>	Notify Department Heads and all who supervise other employees of the requirement complete performance evaluations and meetings with employees and the timing of these requirements including submission of final reviews after communication with employee.

<b>(Typically second month following end of FY)</b>	<b>Human Resources Department</b>	Submit Performance Evaluation analysis results with bonus recommendations to Top Management.
<b>(Typically second month following end of FY)</b>	<b>Human Resources Department</b>	Submit recommendations as to Top Management for individual bonus payments.
<b>(Typically second month following end of FY)</b>	<b>Top Management</b>	Review recommendations for individual bonus payments, make revisions or accept recommendations and communicate bonus levels to Department Heads for their departments an individually to each employee reporting directly to Top Management.
<b>(Typically Second Month Following end of FY)</b>	<b>Governance &amp; Compensation Committee (G&amp;C)</b>	Management is to submit to the G&C, for its review and recommendation to the board for their approval: (1) The performance results of the company level metrics, (2) The average performance results on Department and Individual level metrics, and (3) the proposed payout.
<b>(Typically second month following end of FY)</b>	<b>Governance &amp; Compensation Committee (G&amp;C)</b>	Meet with the CEO and separately with the Treasurer & Executive Vice President to conduct year end performance evaluation.
<b>(Typically second month following end of FY)</b>	<b>Governance &amp; Compensation Committee (G&amp;C)</b>	Review recommendations of the compensation consultant for base and total cash compensation for the CEO and the Treasurer & Executive Vice President, and make recommendations for modifications to base and total cash compensation to the Board for their approval. Communicate any authorized changes in compensation to the CEO and the Treasurer & Executive Vice President, individually. Inform the CFO of any change to base compensation and any bonus compensation due the aforementioned Top Management employees.
<b>(Typically end of second month following end of FY)</b>	<b>CFO</b>	Arrange for the processing and distribution of bonus checks to Department Heads for distribution to incumbents. Arrange for the adjustment of individual salary rates as defined by policy and budgets to maintain base salaries compliant with the philosophy and policy of SPACE FLORIDA.