



How to Avoid Random Acts of Executive Compensation



**Presented to YMCA
Chief Human Resource Officers
2013 Meeting**

Presented by:

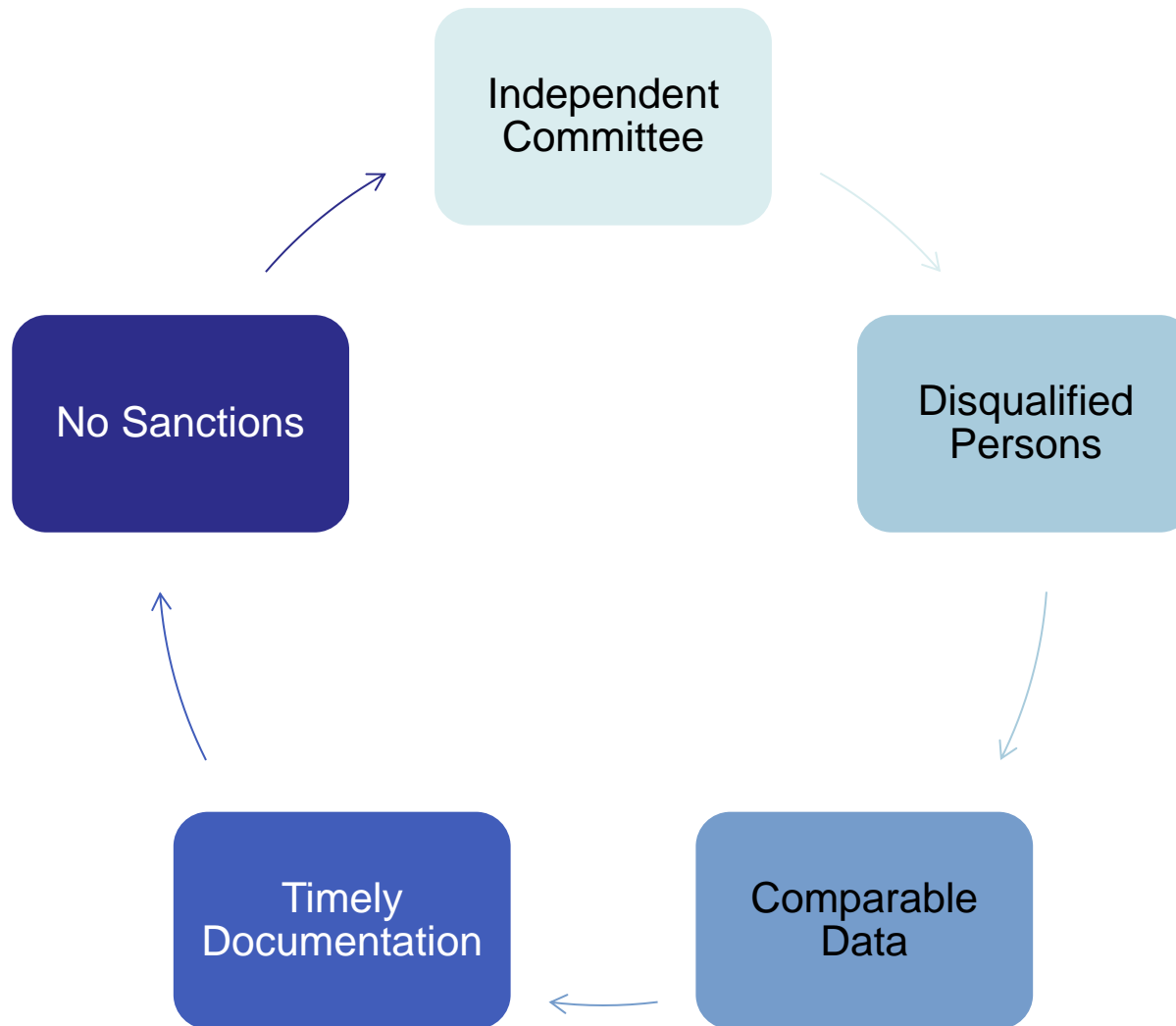


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Not For Profit Executive Compensation in the News



Overview of Intermediate Sanctions





Philosophy

- Guiding principles that govern policy like mission

Policies

- What and how of achieving philosophy

Practices

- What is actually being done often in spite of above!

Total Reward Framework



Intangible

Internal value or motivation

Tangible

Rewards to which an objective dollar value can be assigned

| COMMON EXAMPLES | | DEFINITION |
|--|---|----------------------------------|
| <ul style="list-style-type: none"> • Work culture and climate • Leadership and direction • Career/ growth opportunities • Work/life balance • Job enablement • Recognition | Intangibles (typically intrinsically valued) | Total reward |
| <ul style="list-style-type: none"> • Cars • Clubs • Severance | Perquisites | |
| <ul style="list-style-type: none"> • Retirement • Health and welfare • Time off with pay • Statutory programs • Income replacement | Benefits | |
| <ul style="list-style-type: none"> • Long-term | Long-term incentives | |
| <ul style="list-style-type: none"> • Annual incentive • Bonus/spot awards | Short-term variable | |
| <ul style="list-style-type: none"> • Base salary • Hourly wage | Base cash | |
| | | Total remuneration |
| | | Total direct compensation |
| | | Total cash |



Custom

Other

990s

YMCA Survey



Supported by
Stakeholders

Internally
Equitable

“Fair”

Externally
Competitive

Affordable

Case Study

YMCA of Greater Charlotte



- Background
- Roles
 - ➔ Board
 - ➔ Executive Compensation Committee
 - ➔ CEO
 - ➔ Human Resources
 - ➔ Consultant
- Results



- Casagrande Consulting, LLC is a boutique firm of ten plus (10+) consultants focused on providing insight to institutions of higher education and not-for-profits in the areas of: Advancement & Development, Board Effectiveness, Compensation, Employee Benefits, Enrollment Management, Human Resources Strategy & Planning, Institutional Strategy & Planning, Labor Relations, Leadership Development, Marketing, Online Learning Readiness, Performance Management, Presidential Evaluations, and Talent Management.
- Frank A. Casagrande has more than 30 years of experience in consulting and education. He is a frequent speaker on executive compensation in the not-for-profit sector. Prior to launching the firm in 2009, he was Higher Education Sector Practice Leader for Hay Group, a global management consulting firm. Other consulting experience includes work for KPMG and Buck Consultants. Frank's education experience includes work as a teacher and lecturer for Passaic Board of Education, Montclair State University, and Rutgers University. He has Masters of Arts in Teaching from Montclair State University, a Bachelor of Science in Applied Mathematics from Union College, and was an enrolled actuary.
- For more information about Casagrande Consulting and Frank visit our website.



Maggie is a Certified Professional Performance Coach and also holds her Senior Professional Human Resources certification, a combination that makes her uniquely qualified to design and implement talent solutions.

Maggie is strategic, practical, disciplined and has strong professional integrity.

- 20 years with GE in HR and Leadership Development
- 5 years with YMCA of Greater Charlotte as SVP HR and Leadership Development
- 2 years with private equity firm as Global Organizational Development Director

Areas of expertise include:

Talent Development - Developing the next generation of leaders

- Creating and formalizing succession planning and retention processes

Accountability coaching for leaders and executives

- Rigorous coaching for upcoming and established leaders ready to create superior results

Strengthening impact of employee engagement processes

- Training leaders how to use engagement tools and processes