

CHILD PROTECTION SERVICES
STANDARDS FOR EFFECTIVE PRACTICE
STANDARDS FOR HUMAN RESOURCES

11.12 WAGES AND BENEFITS

Council on Accreditation Standard

The Council on Accreditation Standard G4.2 (Personnel Policies and Procedures) links to and supports Standard 11.12 *Wages and Benefits*.

Administrative Code

There are no Ohio Administrative Code Rules that directly address Standard 11.12 *Wages and Benefits*. See Chapter 4000 of the Administrative Procedures Manual (APM).

I. Philosophy

County Public Children Services Agencies should create a healthy, supportive work environment for all staff members. A healthy, supportive work environment helps prevent burnout and turnover and increases job productivity and satisfaction. In creating a supportive work environment, all agencies should consider providing competitive wages and benefits to serve as the foundation for a reward system that enhances the employees value and professional status.

II. Outcome

The agency will design and implement a wage and benefit plan that is competitive, fair and comprehensive, and that provides adequate and appropriate remuneration for the work performed.

III. Evaluation

FACSYS events, CPOE and the Federal Health and Human Services outcomes may be considered when evaluating this standard. In addition, the CFSA may consider the following:

- salaries to labor market standards;
- strategies employed to educate community on importance of work.

IV. Standards for Implementation

Employee compensation may include merit raises, bonuses, career ladder increments, differentials for objective attainment, cost-of-living adjustments and a variety of additional benefits based upon a quality of standard of performance beyond the established baseline.

The agency should also seek to offer a level of compensation to its staff that enables them to maintain standards of living comparable to that received by other professionals in the community. By offering the highest wage possible as a means of employing and retaining the most talented and productive personnel, the PCSA is able to more effectively meet its mission. In counties where there is a labor agreement, agencies should always raise the issue of salaries during contract negotiations and have a plan for offering salary increases commensurate with available financial resources (see Addendum I, *Wages and Benefits*, for a listing of the wages paid by all Ohio PCSAs. The data was collected in September '01).

The agency will establish salary and wage scales in relation to labor market standards. Salaries should also be set in relation to the pay of other staff members employed at the agency, the

agency's ability to pay, the cost of staff member replacement, and the value of the other benefits and incentives the agency offers.

The agency will develop a strategic communications initiative to help the community understand the value of child welfare work to the community, the credentials that are expected of staff who perform child protective services, the fair level of compensation for the job needing to be done, and the recognition that a key contributor to the retention of quality personnel is tied to the excellence of their compensation.

Agencies should consider providing the most comprehensive package of employee benefits possible. These benefits could include:

- a. major medical/health insurance;
- b. medical, dental (could be employer paid);
- c. life insurance;
- d. vision insurance;
- e. employee assistance program;
- f. employee wellness/health club/YMCA discounts;
- g. tuition reimbursement/TOPS;
- h. flexible work hours (i.e., 4 ten hour days, off site work stations);
- i. sick leave conversion;
- j. PERS pick-up;
- k. vacation;
- l. personal days;
- m. professional days;
- n. family medical leave; and/or
- o. deferred compensation program.

**Policy adapted from the Marion County Children Services Board. Salary data compiled by Sue Reasoner, Human Resources Director, Marion County.*