

Committed to one goal: ensuring the success  
of your organization and your employees



Paradox Compensation Advisors specializes in helping clients, both non-profit and for-profit, develop and implement competitive, fair and compliant compensation programs that are aligned with their mission

and objectives. With decades of cumulative experience, our consultants deliver “big firm” experience – without the extraordinary overhead or bureaucratic inertia.

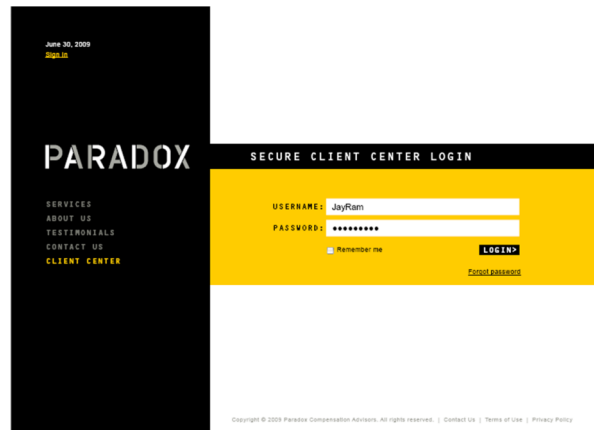
Armed with state-of-the-art proprietary technology and data, Paradox enables your organization to access independent compensation consulting expertise on a cost-effective basis. Paradox is at the leading edge of providing **co-sourced, technology based tools** that support compensation decision-making, document actions and facilitate compliance. Further, Paradox understands the changing regulatory landscape impacting compensation processes and reporting for non-profit organizations.

**Compensation Co-Sourcing** - Available by subscription to non-profit organizations, this web-based service allows Paradox to become your virtual “back office,” supporting all compensation processes **cost-effectively**.

The Paradox co-sourcing solution enables your organization to:

- Support better, more efficient decision-making
- Proactively address escalating regulatory and public scrutiny
- Obtain competitive data economically
- Free up internal resources for mission critical activities
- Access independent compensation consulting expertise, comprehensive data and leading edge technology

Under your co-sourcing arrangement Paradox with internal staff provides front-end contact with management, the board and employees. **Paradox, through a unique combination of robust technology and highly experienced consultants, provides 24/7 web access to full compensation management support – including integrated reporting and analyses on employees, jobs, comparable market data and your total compensation programs.** We can also maintain forms and communications ranging from job descriptions to executive agreements. There are no special software or other technical requirements.



Updated reports, analyses and other program-related documents are always available by signing in to our secure client area via the Paradox website. In addition, many reports are available in spreadsheet format for you to filter and sort data further and meet your *ad hoc* needs. Our relational databases allow wide flexibility in reporting capabilities and easy data management.

**Market analysis** is a core component of making justifiable compensation decisions. Paradox provides quick access to up-to-date, relevant competitive information that allows you to value the talent needed to meet organizational goals. We can utilize our data or yours in order to price jobs and compare your compensation practices to the market.

# Doing more with less is not an option; it's a mandate.

The Job Pricing Report summarizes market data for each benchmarked position. Analyses can also provide a predicted grade or band based on market and/or internal value.

JOB PRICING REPORT TOTAL CASH COMPENSATION (\$000s)									
Job Code: 1		Job Title: PRESIDENT/TOP EXECUTIVE OFFICER		# EE's: 1		Base: \$260.0		Target Total Cash: \$286.0	
<b>Job Overview:</b> Serves as the top leader and executive officer for the organization. Responsible for overall strategic management, administration and operation of the organization with the goal of ensuring the organization successfully fulfills its mission.				<b>Market Summary</b>					
				<b>Base</b>		<b>Total Cash</b>			
				25th:	\$203.9	25th:	\$227.2		
				50th:	\$273.2	50th:	\$296.5		
				Mean:	\$291.5	Mean:	\$322.0		
				75th:	\$331.5	75th:	\$399.5		
<b>Survey Source</b>		<b>Survey Job Title</b>		<b>Weight</b>		<b>Data Cut</b>		<b># of Org.</b>	
SOURCE 9		President/Top Executive Officer		1		>\$15M		68	
SOURCE 8		President/Top Executive Officer		1		TX ARTS >\$15M		6	
				<b>Base</b>		<b>Total Cash</b>			
				25th:	\$229.0	25th:	\$256.9	25th:	\$384.7
				50th:	\$348.9	50th:	\$343.9	50th:	\$385.0
				Mean:	\$404.5	Mean:	\$259.0	Mean:	\$531.0
				75th:	\$178.9	75th:	\$197.4	75th:	\$259.0

The Market Summary Report allows you to view competitive values on all jobs or a sub-set of jobs (selected by department, level, etc.). Other reports display the relationship between market data and employee pay.

## MARKET BASE SALARY VS. EMPLOYEE PAY ALL JOBS

Job Code	Job Title	25th	50th	Market Base Mean	75th	Avg EE Base Pay	% v Base 50th
1	PRESIDENT/TOP EXECUTIVE OFFICER	Avg \$203.9	\$273.2	\$291.5	\$331.5	\$260.0	-4.8%
Range in EE's vs MM (1 employee)		Max	-4.8%	Min	-4.8%		
2	TOP FINANCE	Avg \$108.7	\$155.3	\$144.5	\$166.6	\$142.0	-8.5%
Range in EE's vs MM (1 employee)		Max	-8.5%	Min	-8.5%		
3	ACCOUNTANT	Avg \$52.1	\$62.9	\$63.7	\$70.3	\$61.6	-2.1%
Range in EE's vs MM (2 employees)		Max	1.1%	Min	-5.3%		
4	BOOKKEEPER	Avg \$34.9	\$40.9	\$41.1	\$44.1	\$42.6	-4.1%
Range in EE's vs MM (1 employee)		Max	4.1%	Min	4.1%		
5	ADMINISTRATIVE ASSISTANT	Avg \$37.6	\$41.9	\$43.5	\$48.4	\$41.1	-2.0%
Range in EE's vs MM (1 employee)		Max	-2.0%	Min	-2.0%		

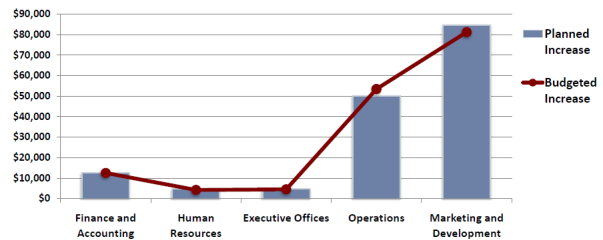
Merit and Incentive Planning Tools enable managers to enter pay recommendations and review their plans versus budget.

### Manager Merit Planning Tool

Budget Information														
Manager Name: David Bernstein		Budgeted %		2.7%		Planned %		2.2%						
Department: Finance & Accounting		Budgeted \$		\$5,583		Planned \$		\$4,558						
Name	Job Code	Job Title	Current Base	Annual Base	MM 50th	Annual Base vs MM 50th	Pct	% Increase	\$ Increase	Planned % Increase	Planned % Increase	Planned Base (E)	Planned Base (N)	Planned Base vs MM 50th
Hilary	3	Accountant	\$5,550	\$5,550	\$62,970	1.1%	3	2.0%	\$1,191	2.0%	2.0%	\$1,172	\$61,277	-1.1%
Kathy Brown	3	Accountant	\$5,550	\$5,550	\$62,970	-3.3%	3	2.0%	\$1,191	2.0%	2.0%	\$1,172	\$61,277	-2.5%
Kiraan Patel	4	Bookkeeper	\$20.48	\$42,557	\$40,364	4.1%	3	2.0%	\$35	2.0%	2.0%	\$1,106	\$20,99	6.8%
Stacy Michael	5	Administrative Assistant	\$19,75	\$41,080	\$41,939	-2.0%	4	3.5%	\$1,438	3.5%	4.2%	\$1,725	\$20,38	2.1%

Various roll-up analyses and reports allow management to determine fairness, consistency and cost impact of merit and incentive recommendations.

Planned vs. Budgeted Dollars



These are just a few samples of our full capabilities. Contact one of our senior consultants or go to our website for more information.

**Compensation Consulting** - Paradox offers a full spectrum of services for compensation program development, training and communications, including:

**Total Rewards Strategy & Compensation Program Design** - Paradox can help you design and implement base salary structures, short- and long-term incentives and other approaches that align your compensation program with key organizational objectives.

**Governance & Regulatory Support** - The new Form 990 and requirements to obtain IRC "rebuttable presumption of compensation reasonableness" have affected most non-profit organizations. Paradox can guide you through the often murky details of establishing appropriate governance policies and complying with regulatory requirements.

**Implementation** - The success of any compensation program hinges on effective implementation. Paradox specializes in compensation communications, training and orientation.

### Paradox Senior Consultants

**Marsha Cameron** - Her approach focuses on the integration of a organization's strategy and objectives with its reward programs. Ms. Cameron specializes in pay programs for both executive and broad-based employees and has worked with both for-profit and non-profit organizations for almost three decades.

**Billie Day** - She is known as a business-oriented advisor who finds customized solutions to support organizational and employee performance. Ms. Day specializes in broad-based pay programs (both base pay and incentives).

**David Snow** - David provides technology support and consulting for Paradox co-sourcing clients.

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