

Real Life™

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ICOC
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CIRM
CALIFORNIA'S STEM CELL AGENCY

OUR MISSION

Accelerating world class science
to deliver transformative
regenerative medicine treatments
in an equitable manner to a
diverse California and world



- Deliver a detailed summary of the relative worth of jobs – competitive and internal alignment
- Identify and collect competitive data sources
- Recommend a compensation structure that reflects the current HR strategy and directly connects to the company's inherent or explicit compensation philosophy, mission, culture, and business model
- A documented process that illustrates the steps from job analysis, internal and external evaluation, and ultimate assignment to a grade, pay level, and role within the job structure

- Reviewed the Board recommendations related to the scope of responsibilities for the Chair and Vice-Chair and recommend to maintain their levels in Level 10 and 9, respectively
- Realigned VP level so that all VPs were captured in Level 9
- At the request of the Governance Committee Co-Chairs, reevaluated the salary data with respect to Levels 10 and 9 and benchmarked each position to the University of California (UC) medical schools, as well as private research institutions within California. Further, industry benchmarks were referenced and incorporated when needed.

- MHR used ERI data reflecting the median of other organizations with the same NAICS code as CIRM. Furthermore, the data reflects the geographic location of Oakland, California. MHR created a preliminary match to the benchmark and after several back-n-forth reviews, established a salary range for each job,
- Four data sources were identified as relevant data sources for this project. Three of which were used to develop the competitive data included in this report.
 1. California Education Institutions
 - a. Custom Survey.
 - b. Publicly available information
 2. Survey Data
 - a. Economic Research Institute.
 - b. Additional Data (Validation Only)
- MHR – together with CIRM staff - provided various percentile targets that allow the Governance Subcommittee to recommend the appropriate ranges for Levels 10 and 9.

- Level 9 encompasses the following positions:
 - Vice-Chair
 - General Counsel
 - VP, Medical Affairs
 - VP, Board Governance and Public Outreach
 - VP, Review
 - VP, Scientific Programs
 - VP, Therapeutics
- For those roles, CIRM staff excluded the VP, Medical Affairs data as the proposed benchmarks for the role did not seem to be adequate matches for the scope of duties and responsibilities.
- Due to the current and expected externally-facing duties of the Vice-Chair, CIRM staff believes the market data acquired for the VP, Board Governance position (which is largely based upon a blend of Communications, External Relations, and Government Affairs) to be an appropriate match for the Vice-Chair. The Governance Subcommittee agreed with that recommendation.

- The relevant market ranges for the Level 9 positions are as follows (MIN-MEDIAN-MAX):
 - General Counsel - \$305,000-\$383,000-\$435,000
 - VP, BGPO - \$238,000-\$289,000-\$312,000
 - VP, Review - \$250,000-\$306,000-\$355,000
 - VP, Scientific Programs - \$269,000-\$336,000-\$394,000
 - VP, Therapeutics - \$269,000-\$336,000-\$394,000
- Using the same methodology as the Board adopted in July for Levels 1-8, which sets the Level compensation range at the lowest minimum and highest maximum for the positions within the level, the recommended compensation range is: Minimum - \$238,000 and Maximum - \$435,000

- Level 10 encompasses the following positions:
 - Chair
 - President
- Historically, the relevant market ranges for both positions were the same.
- The market percentiles for Level 10 is:

• 25 th Percentile	-	\$427,000
• Median	-	\$569,000
• 55 th Percentile	-	\$601,000
• 60 th Percentile	-	\$628,000
• 65 th Percentile	-	\$632,000
• 70 th Percentile	-	\$637,000
• 75 th Percentile	-	\$658,000

- Previously, the Board adopted the 25th and 65th percentiles for minimum and maximum of the range for Level 9 employees. To allow for consistency between Level 10 and Level 9, CIRM staff recommends using the same percentiles for both Levels.
- For Level 10 – the recommended range is as follows (rounded to nearest thousand):
 - Minimum (25th) - \$427,000
 - Median - \$569,000
 - Maximum (65th) - \$632,000
- For Level 9 – the recommended range is as follows (rounded to the nearest thousand):
 - Minimum (25th) - \$238,000
 - Maximum (65th) - \$435,000
- These Recommendations were adopted by the Governance Subcommittee on 12 Sept.