

Real Life™

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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



- Board Request – review salary ranges and relevant market data to determine appropriateness of CIRM compensation levels
- Review of current HR strategy and foundational pieces of the HR function and program and make recommendation on improvements to align with new Strategic Plan

- 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

- Ensure all positions have duty statements and/or job descriptions
- Review leveling of positions across the agency
- Determine any changes in process or programs to ensure transparency of performance expectations, career ladders, and development opportunities.

- CIRM HR staff and leaders reviewed the current levels of positions across the agency with respect to expectations, competencies, and compensation and made corrective reassignments
- Committed to ensure that each position within the agency has a clear job description or duty statement
- Developed detailed competencies for the Associate Director level and above
- Incorporated the descriptions and competencies into revised performance evaluation process
- Realigned VP level so that all VPs were captured in Level 9
- Created a broader Senior Director Level to allow for career advancement between the Director and VP levels
- Created a “fellow” track for Science positions that allows for more career advancement for those in our Core Programs

- Retained MorganHR (MHR) to assist in a complete-organization compensation review to ensure external competitiveness and internal equity among CIRM's jobs and employees.
- A comprehensive review of 60 positions (active and vacant) in over 39 unique jobs was conducted as part of this project. Every job was internally aligned to Radford Global's grade hierarchy and externally matched to benchmark positions using Economic Resources Institute (ERI) compensation data.
- CIRM has an obligation to benchmark compensation to the University of California (UC) education system, as well as private research institutions within California. To accomplish this, MHR collected compensation information from CA public and private medical schools.
- MHR determined that a majority of all salaries were aligned within their job's salary range, based on salary data matching and analysis for the jobs. This salary range reflects the ERI market data's 25th to 75th percentile – consistent with the percentile approved by the Board during previous compensation reviews.

- MHR gathered all existing job descriptions and conducted a preliminary analysis of 28 unique jobs.
- 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 recommended a pay structure that reflects the current HR strategy and directly connects to the company's inherent or explicit compensation philosophy, mission, culture, and business model
- The MHR ranges supported CIRM's goal of aligning with the comparator data and ensuring effective transparency with employees and Board members by calculating the minimums and maximums based on the 25th and 75th percentiles.
- General/broad pay bands (CIRM Levels) were created for each grade by using the lowest and highest values for each band/grade. In addition, numbers were rounded for simplicity.
- MHR used internal job worth to set the job hierarchy in development with Tammi Buettner, CIRM's external HR consultant, Kevin Marks, and Maria Millan. Job hierarchies were established by comparing the scientific or non-scientific relative job worth (scope, accountability, authority, and influence on long-term goals) of all jobs. This process was reviewed by Kevin Marks and approved by Maria Millan.

- After implementing the title changes and respective grades, CIRM intends to develop and deliver core job descriptions to each employee to review and discuss with their manager.
- CIRM will review all job grades and market values at least annually to set the desired pay levels versus relying only on the ERI data.
- CIRM will conduct an annual assessment and track growth in the market by ensuring CIRM manages salaries to desired pay levels versus fluctuations in the market.
- CIRM will utilize this compensation information in this Pay Equity study more frequently when hiring increases to ensure compensation strategies are relevant, pay gaps are reduced effectively, and there is no disparate impact on employees as a result of pay inequities.