

High Hopes Therapeutic Riding, Inc.
Human Resource Advisory Committee (HRAC)
Meeting 4/12/2022
5:00 PM

Attendance: M. Mummert, B. Willkens, L. Olsen, K. Stalsburg. Via Zoom: M. Fader, L. Giordano, D. Welles (Chair). Absent: J. Catlett, J. Kangley

Kitty provided an update on the various positions that are currently open and in active interviews. Development Director position is the hardest to fill with an emphasis on finding the right cultural fit that will compliment current staff. In the interim, Sara Qua will be doing some consulting to help with the appeal, among other things, to help keep us afloat. Kitty reviewed job descriptions for the new Volunteer Director position as well as the Volunteer Operations Manager (currently Jess Morgan) and Volunteer Outreach and Training Manager. Hayley Plas (Part-time Instructor) has been made full-time with the additional volunteer outreach and training duties. She has design and web skills and is working toward PATH Certification. Applications for Riding Instructors are also being reviewed.

Lesley reviewed the Salary Survey process and outcomes. Data was gathered from five PATH TR Centers as well as from current job listing for positions analogous to our staff positions both in CT and out of state. Out of state listing were adjusted to CT's cost of living. The results showed that our salary and wage ranges are not competitive with the current job market, in part because of the shortage of qualified candidates and the current employment atmosphere which favors the employee. Our benefits are robust in comparison to other PATH centers.

The group reviewed the proposed salary ranges and where current staff fall within these new ranges. The proposal is to get current staff to at least the low end of their range in the FY 22-23 budget. Then to move them to appropriate positions within their range over the next couple of budgets base on the skill levels, longevity in the position, specific certifications held or unique pertinent experience.

The group discussed the stresses on current Program Staff with many covering volunteer cancellations in the ring and teaching too many hours. It was recognized that dedicated staff will likely continue to commit more hours than asked as is the nature of skilled professionals. Additional instructional staff is required to return to larger number of service units. The decision to make the volunteer staff their own department with the addition of the Volunteer Director position was also reviewed. It was noted that since FY 16-17 the FTEs have gone from a high of 17 to the current low of 13.8. In order to be successful, the proposal is to add 3.25 FTEs within the next budget cycle. This will increase the personnel budget costs by approximately 40%. Once again, the eb and flow of staff was discussed with an emphasis on staff retention and the need for competitive wages as well as increased staff numbers being key to stability and quality of service.

While the full proposed FY 22-23 budget is still under construction, the consensus of HRAC was to move forward with the proposed salary range changes, increases in staff positions, and increased wages for existing staff.

The meeting adjourned at 6:00 PM

Respectfully submitted,
Lesley Olsen
Finance Director