



# COMPENSATION POLICY

Adopted: November 17,2022



## **Compensation Policy**

### **Compensation Administration Policy**

It is the policy of DESEU to develop and implement a fair, consistent, and competitive Compensation Administration program to attract, motivate, and retain qualified employees. The program is specifically designed to compensate employees based on their performance, consistent with DESEU's needs and financial capabilities.

DESEU will administer its compensation program without regard to sex, sexual orientation gender identity, mental status, pregnancy, family care obligations, military service, age, race, color, religion, national origin, disability, or any other protected group or status. DESEU will adhere to all federal and state laws and regulations regarding job classification, amount of pay, and equitable compensatory treatment of employees

### **Responsibility of Administration**

In order to achieve an effective and consistent Compensation Program, specific responsibility and authority are assigned as follows:

#### **DESEU Oversight Board:**

The DESEU Oversight Board is responsible for evaluating the performance of the Executive Director each year and determining compensation for that position.

#### **Executive Director:**

The Executive Director has the responsibility to establish this program and to approve any changes to the Compensation program consistent with DESEU's stated mission, vision, and strategic plan, and has the responsibility for approving compensation decisions that are outside of the guidelines of this program. The Executive Director is also responsible for reviewing the performance of his/her direct reports, and recommending salary increases.

#### **Supervisors:**

Supervisors are accountable to be fully knowledgeable about the Compensation Program and prepared to communicate to their employees the pertinent portions of the Program, and to keep the Executive Director apprised of all communications that take place. Supervisors are responsible for ensuring that performance evaluations of all staff are completed. They are also accountable for communicating to their employees and ensuring employee understanding of pertinent portions of the Program.

## Compensation Structure

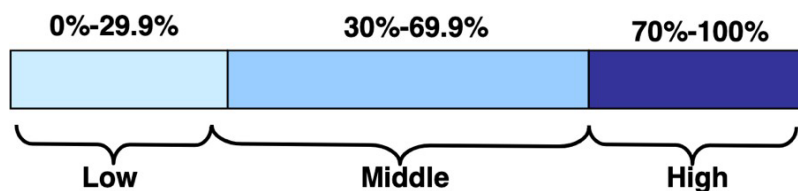
The Compensation Structure provides a systematic grouping of salary grades and ranges that cover all positions. Salary grades are used to reflect the appropriate relationship between positions.

Each of the grades within a salary structure consists of a minimum, midpoint, and maximum.

DESEU has established and maintains a suitable salary structure to provide competitive salary range opportunities appropriate to its needs. The salary structure has been developed based on a detailed analysis of DESEU's relevant competitive labor market, general industry trends within its geographic locations, and peer organizations. The salary structure will be reviewed every (2) two years by the Executive Director with the outside assistance of trained human resources professionals and updates made as appropriate to ensure that it remains competitive and **to examine compensation trends within the DESEU to ensure fairness in hiring practices**. Updated salary structures shall be review and approved by the DESEU Oversight Board.

Each of the grades within the salary structure consist of a minimum, midpoint, and maximum. Each salary grade is further divided into three bands: Low, Middle, and High. These bands are defined as follows:

- **Low Band:** The bottom 30 percent of the salary ranges that typically represent the range for newly hired, entry level, and newly promoted employees.
- **Middle Band:** The middle 40 percent of the salary ranges that represent the competitive market value for assigned jobs and is typically the band for employees who are performing at expectation.
- **High Band:** The top 30 percent of the salary ranges that is generally reserved for employees who have demonstrated outstanding performance, and employees with longer tenure.



## Performance Evaluations

Performance evaluation refers to the evaluation of an employee's job-related performance with the primary objective being to provide feedback and identify areas of development of an individual's performance. The evaluation will focus on professional skills and performance objectives and accomplishments that are set for the review period. It also provides justification for determining an employees' compensation and promotability.

An employee's overall performance may be evaluated into one (1) of five (5) levels of performance, as follows, for the purposes of determining personnel actions:

**5** - Requirements of the position were fully achieved and far exceed defined expectations. The knowledge or skill was acquired, demonstrated, contributed to meeting the team's program and financial goals were significantly above stated objectives.

**4** - Requirements of the position were achieved in such a way that the scope and impact of performance extended beyond expectations. The knowledge or skill was acquired, demonstrated, and contributed to the successful achievement of the goal. The employee's contribution towards meeting the program and/or financial goals exceeded stated objectives.

**3** - Requirements of the position were fully achieved or perhaps exceeded in some areas. The knowledge or skill was acquired AND demonstrated. The employee's contribution towards meeting the team's program and/or financial goals fully met stated objectives.

**2** - Some, but not all requirements of the position were met. The knowledge or skill was acquired but not demonstrated. The employee's contribution to the team's program and/or financial goals only partially met stated objectives. Reasons for not meeting goals should be analyzed to determine if performance can be improved through training or if reassignment to a position more in line with skills should be considered.

**1** - Few requirements of the position were achieved. The knowledge or skill was not acquired or demonstrated. The employee's contributions towards reaching the team's program and/or financial goals was below stated objectives. Without significant immediate improvement, separation may be warranted.

It is the intent of DESEU to conduct performance evaluations no less than once in each twelve (12) month period. It is intended that this process will provide adequate feedback, allow for corrective action and substantiate merit increases and related personnel actions. The performance of all employees is generally evaluated according to an ongoing 12-month cycle, starting July 1, after which time employees may be eligible for merit increases. **However, DESEU reserves the right to evaluate employees more or less frequently depending upon business needs and employee performance.**

The prime consideration in the performance evaluation process is continual feedback in order to achieve superior overall performance. The process is expected to enhance the development of meaningful communication between the employee and his/her immediate supervisor, which in turn should lead to improvement in the employees' overall performance.

In the months July and August, the performance evaluation is conducted between the employee and his/her immediate supervisor, in which the supervisor evaluates the performance of the employee. The employee provides a self-evaluation to his/her supervisor detailing perspectives on performance during the review period. The supervisor provides feedback to the employee regarding his/her performance, and areas of development or unsatisfactory performance. The evaluated performance level will be used as the basis for personnel actions relative to promotion, transfer, salary adjustments, and continued employment.

An employee who receives an overall rating of a 1 or 2 should be given a formal Performance Improvement Plan to help the employee to improve his/her performance. The supervisor and employee will create a specific plan of action, including the frequency of **supplemental** reviews, and performance will be monitored closely. Performance evaluations will occur more frequently for these employees until performance has improved. If the employee has not shown significant improvement, then further disciplinary action may be taken, which could include termination.

Although the evaluation process provides the formal structure in which to conduct evaluations, it is the intent and desire of DESEU that performance evaluations be an on-going, interactive process between the employee and his/her immediate supervisor to foster career development and progress.

### **Merit Increases**

Merit increases are increases to the employee's base salary, designed to reward the employee based on documented performance and contribution to DESEU. Merit increases are determined based on the approved merit increase budget, the employee's performance rating, and position in the salary range.

All regular full-time and part-time employees may be eligible to receive a merit increase at the beginning of the fiscal year and after completing his/her performance evaluation, if DESEU's budget allows.

If warranted, the employee may receive a merit increase, which will be calculated based upon the appropriate Merit Increase Matrix; the matrix will consider the individual's level of performance and his/her Compa-Ratio position within the assigned range (See Merit Matrix Appendix A). The Compa-Ratio is the employee's current salary divided by the midpoint of their respective salary range.

An employee whose performance does not meet the required standards will not be eligible to receive a salary increase until such time as he/she has been evaluated as meeting the minimum performance requirements of the position. If the employee has shown legitimate improvement after three (3) to six (6) months, at that time the employee may receive a merit increase. This increase will not be retroactive.

Merit increases will be considered by DESEU approximately every twelve (12) months. Merit increases, if approved, will be retro-active to July 1<sup>st</sup>.

If an employee has reached the maximum of the range, no merit increase will be granted on that review date; however, he/she may be eligible for a lump sum award if performance standards are met. The employee can be considered for a merit increase later when his/her salary falls within the range due to a grade change or adjustment in the overall salary structure.

Employees hired after April 1 will not be eligible to receive a merit increase during their first year of employment. All salary actions must be approved and communicated by the Executive Director.

### **Lump Sum Awards**

A lump sum award is an award that may be granted to an employee whose salary falls at or above the range maximum for his/her position, but whose performance would otherwise warrant an increase in pay. Lump sum awards are meant to recognize employees whose performance meets or exceeds the standards of the position, without an increase to base pay.

For employees whose salary is at or over the maximum of their respective salary grade, no merit increase will be granted. However, at the discretion of the Executive Director, and if the DESEU budget allows, a lump sum award payment may be provided. Employees whose salary is within the range, but at the high end may receive a combination of a merit increase up to the range maximum, and a lump sum award for the portion of the merit increase that is over the maximum.

Lump sum awards will be granted to coincide with annual review periods. The lump sum award will not be added to the employee's current base salary. The recommended amount of the lump sum award must be consistent with the employee's performance rating; otherwise, it will be considered an exception to the policy and will require appropriate justification.

The employee will continue to be eligible for a lump sum award each year, until such time that the range adjusts upwards, or he/she is transferred to a higher grade.

### **Starting Salaries – New Hires**

Starting salaries are established rates of pay that provide a consistent and systematic method for determining the initial rate of pay for individuals being placed in a new or open position.

Whenever possible, new employees will be hired below the mid-point of their job's respective salary range. In extremely tight labor markets or where an individual possesses a needed expertise and high level of experience, the starting salary may be adjusted. Consideration should also be given to the pay equity within DESEU, as well as the employee's overall experience, training, and skill level. Furthermore, no employee shall be hired below the minimum of the applicable salary range.

When a starting salary is determined for a new employee, the salary will be consistent with the established range of the job for which the individual is being hired.

Before recruitment for a position may begin, the Executive Director will assign an appropriate position title and salary range, based on a clear definition of the position responsibilities and is the only one who is able to authorize all job offers before they are extended to prospective hires.

### **Promotions**

Promotions are defined as the advancement of an employee to a position with a definite increase in responsibilities and authority and change in duties signified by an increase in salary grade.

Promotions may occur at any time during the year, without regard to the scheduled review date. A salary increase may be given at the time of the promotion, and the amount of increase shall recognize the position title and placement in compensation structure. If an increase is not provided, a Bring to

Minimum Adjustment may be required, in order to bring the employee up to the minimum of his/her new grade.

At the time of promotion, a request must be completed by the appropriate Supervisor, with details specific to increases in duties, responsibility, and authority, and then approved by the Executive Director. For the promotion to be processed, an employee must have had a formal performance evaluation completed within the past twelve (12) months and must currently meet required performance standards. If there is no evaluation on file, a performance evaluation must be conducted at that time. After approval, the promotion and corresponding salary increase, if applicable, will be communicated to the employee.

The actual amount of the increase should be governed by the present salary (position in current salary range), level of performance, and number of ranges being promoted or placement of the position within the grade. (For example, if increasing from a Program Manager I to a Program Manager II, both positions fall within the same pay grade, however movement towards the upper 30% band should be considered.

The pay progress of a promoted employee should be greater than the increase that would have been granted had the promotion not occurred.

### **Career Development Plan**

A Career Development Plan is a written list of the short and long-term goals that employees have pertaining to their current and future positions, and a planned sequence of formal and informal experiences to assist the employees in achieving their goals. These goals should be linked to each person's strengths and potential.

Career Development Plans are optional for all employees who are in good standing. This development opportunity will ensure that their short-term growth and development objectives are aligned and supported by their managers or supervisors and their long-term career expectations are realistic.

Ultimately, the purpose of a Career Development Plan is to assist employees in achieving their goals. In doing so, an organization also increases the likelihood of retaining employees, because employees recognize that managers have helped employees achieve their career goals within the organization, rather than employees believing they need to leave to pursue these goals somewhere else.

Employees will use the Career Development Plan form maintained by the Executive Director.

### **Communication to Employees**

Communication refers to the timely and appropriate dissemination of applicable information to employees regarding the Salary Administration Program.

Communications will be consistent and on-going, which establishes employee trust and forestalls any negative perceptions or false expectations. In addition, communications help to build a sense of ownership and acceptance of the Salary Administration Program.

DESEU will provide each employee with the applicable salary information regarding his/her own grade assignment and corresponding range, the method for determining merit increases, and other pertinent aspects of the Salary Administration Program. In addition, the Executive Director is responsible for

communicating changes to policies and procedures to the appropriate personnel in a timely manner, and for ensuring that the staff understands and can effectively implement the changes.

At the Time of Employment and Promotion: The Executive Director will provide each employee with a job description outlining the official job title, the duties and responsibilities of his/her job, the base salary, and the salary grade and range.

At Each Salary Review: The employee will be informed of the present grade assignment, his/her potential for increases, and date of next salary review. In addition, the employee's Supervisor and the employee will discuss specific annual objectives, and any other outside factors such as requests for transfers, etc.

At the Time of Performance Evaluation: The employee will be informed of the goals, duties, responsibilities, and criteria upon which performance will be evaluated for the upcoming review period. In addition, the supervisor will discuss with the employee his/her evaluated performance for the current review period, with a focus on the individual's strengths, areas of improvement, performance, and career development plan if the employee has opted to maintain one. The date of the next performance evaluation will also be discussed.

### **Exceptions**

This Compensation Administration Policy outlines the customary and typical salary administration policies and practices of DESEU. From time to time, extenuating circumstances and situations may arise which suggests that an exception to the policy is appropriate. All recommendations for exceptions to the policies regarding starting salaries, transfers, promotional increases, demotions, and merit increases must be substantiated in a written explanation that accompanies the proposed action. Final approval must be obtained from the Executive Director.

### **Compensation Terminology:**

**Pay Grade:** A pay grade refers to a grouping of jobs at an organization that have approximately the same relative internal worth and are paid at the same or similar rate.

**Pay Range:** A pay range, also known as a salary range, sets the upper and lower compensation limits for jobs within a particular pay grade at an organization.

**Minimum:** The minimum amount an employee can be paid in a position that falls in a particular pay grade.

**Mid-Point:** The salary midpoint is **the middle point of a salary range's minimum and maximum**. The salary midpoint should represent a fair and competitive salary based on market pay levels and should indicate internal salary progression for individual employees is reasonable and promotes pay equity.

**Maximum:** The maximum amount an employee can be paid in a position that falls in a particular pay grade.



**Compa-ratio:** Compa-ratio is a measure that expresses current pay rates as a percentage of midpoints. Where the midpoint of a pay range represents full market pay, the ratio of the employee's actual salary to that midpoint indicates whether the employee is paid below, at or above market rates.

Merit Matrix Guide				
Performance Rating	Compa-Ratio			
	87 or below	88-99	1.00-1.12	>1.13
5	6% - 8%	4% - 6%	3% - 5%	2% - 4%
4	4% - 6%	3% - 5%	2% - 4%	0% - 2%
3	3% - 5%	2% - 4%	1% - 3%	0% - 2%
2	1% - 3%	0% - 2%	0	0
1	0	0	0	0

Note: For employees whose salary is at or over the maximum of their respective salary grade, no merit increase will be granted. However, at the discretion of the Executive Director, and if the DESEU budget allows, a lump sum award payment may be provided. Employees whose salary is within the range, but at the high end may receive a combination of a merit increase up to the range maximum, and a lump sum award for the portion of the merit increase that is over the maximum. (See "Lump Sum" in DESEU's Salary Administration Policy)



## COMPENSATION STRUCTURE

Adopted: November 17,2022



2022

DESEU Compensation Structure				
Grade	Title	Minimum	Midpoint	Maximum
10	Office Manager I	\$38,480	\$45,281	\$52,083
11	Office Manager II Program Manager I Communications & Marketing I	\$49,342	\$58,050	\$66,758
12	Office Manager III Communications & Marketing II	\$53,520	\$66,900	\$80,280
13	Marketing & Communications III Program Manager II	\$60,008	\$75,000	\$90,002
14	Program Manager III Director of Development	\$71,200	\$89,000	\$106,800
15	Deputy Executive Director	\$89,600	\$112,000	\$134,400
16	Executive Director	\$108,000	\$135,000	\$162,000

Grade Bands								
Low Band ( 0-29.9 %)			Mid- Band (30%-69.9%)			High-Band (70%-100%)		
\$38,480	-	\$42,560	\$42,561	-	\$48,002	\$48,003	-	\$52,083
\$49,342	-	\$54,566	\$54,567	-	\$61,533	\$61,534	-	\$66,758
\$53,520	-	\$61,547	\$61,548	-	\$72,251	\$72,252	-	\$80,280
\$60,008	-	\$69,005	\$69,006	-	\$81,003	\$81,004	-	\$90,002
\$71,200	-	\$81,879	\$81,880	-	\$96,119	\$96,120	-	\$106,800
\$89,600	-	\$103,039	\$103,040	-	\$120,959	\$120,960	-	\$134,400
\$108,000	-	\$124,199	\$124,200	-	\$145,799	\$145,800	-	\$162,000



## DESEU CAREER PATHS

Adopted: November 17, 2022

## Career Path Overview

This document outlines Energize Delaware's career paths and can be used to provide employees with a comprehensive summary of expected performance competencies for each position they may hold during their employment with the organization.

These competencies have been developed to accomplish the following goals:

1. Encourage and guide personal and professional growth.
2. Provide a mechanism for both employees and supervisors to have thoughtful and regular dialogue regarding performance and personal development.
3. Ensure the organization aligns the efforts and activities of its workforce with its strategic goals and objectives

## Core Competency Model

Performance expectations should be defined within each level of the organization. The following Level Specific Competencies describe the specific knowledge, skills and behaviors necessary for successful performance within each organizational level.

### Competency Area Definition

**Supports the Mission of DESEU and Orientation Towards Results** - The knowledge, skills, and behaviors, which demonstrate the ability to obtain results, which meet and/or exceed expectations

**Communications** - The knowledge, skills, and behaviors which demonstrate the ability to articulate thoughts, questions, and information clearly, confidently and concisely, and in a manner which effectively reaches the targeted audience

**Customer Management and Relations** - The knowledge, skills, and behaviors which demonstrate a high level of commitment to client success, and the ability to effectively interact and establish professional relationships with both internal and external client, identify critical success factors of each engagement, respond to client concerns or changes, and monitoring and use of client feedback

**Business Development** - The knowledge, skills, and behaviors which demonstrate the ability to support or lead the development of business opportunities with new or existing clients

**Job Knowledge** - The knowledge, skills, or behaviors, which demonstrate appropriate job knowledge relative to the position, the ability to apply knowledge directly to job functions increasing impact and result quality, and a commitment to continual professional development

**Leadership and Supervision** - The knowledge, skills, or behaviors which demonstrate the ability to lead and/or effectively supervise the work of others, delegate work appropriately, utilize resources, facilitate staff development, and create and lead teams



DESEU Executive Career Path

Steps	Title	Education & Relevant Years' Experience	Budget Responsibility	Supervision Received	Staff	Competencies
1	Director	BA/BS in related field with at least 8 years' experience in areas of energy efficiency and/or renewable energy, with at least 5 years' experience in program management. Five years of additional experience may substitute for BA/BS or three additional years with an AA/AS.	Yes	Minimal	Possible	<p><b>Orientation Towards Results</b></p> <ul style="list-style-type: none"> <li>Establishes and oversees the organizational direction for discipline</li> <li>Demonstrates ability to independently deliver results for tasks of high complexity, for which no pre-existing precedent exists, which meet all commitments and requirements</li> <li>Recognizes the application of solutions from a particular task on a broader scope, both within and outside of the existing project</li> <li>Oversees the establishment of organizational techniques, solutions and/or methodologies for standard application throughout respective discipline(s)</li> <li>Demonstrates the ability to leverage the capabilities of Energize Delaware partners to deliver results</li> </ul> <p><b>Communications</b></p> <ul style="list-style-type: none"> <li>Independently develops and leads internal and external presentations to technical and non-technical audiences, at all organizational levels, both internally and client facing</li> <li>Demonstrates the ability to independently articulate, verbally and in writing, complex technical information in a concise, logical manner that is easily understood by both technical and non-technical audiences, at all organizational levels, both internally and client facing</li> <li>Demonstrates effective attentive and critical listening skills</li> </ul> <p><b>Customer Management &amp; Relations</b></p> <ul style="list-style-type: none"> <li>Oversees multiple programs and has final responsibility for program teams meeting/ exceeding client expectations. • Develops strong client relations with senior leadership of client organization</li> <li>Oversees critical success factors for the engagement</li> <li>Delivers products and services which meet and/or exceed client expectations • Demonstrates the ability to anticipate and react to client needs and concerns</li> </ul> <p><b>Business Development</b></p> <ul style="list-style-type: none"> <li>Anticipates growth opportunities and enhances and expands Energize Delaware's service offerings accordingly • Recognizes and leverages knowledge of industry trends and developments to enhance and expand existing Energize Delaware's service offerings</li> <li>Leads the exploration and development of new service/product offerings</li> <li>Recognizes how direct competitors are applying industry trends and developments, and assists the organization in strategic planning</li> <li>Contributes knowledge and expertise to new business development opportunities</li> <li>Completes final review of technical volume for all proposals</li> </ul> <p><b>Job Knowledge</b></p> <ul style="list-style-type: none"> <li>Demonstrates self and is recognized internally and externally as an expert/ authority in his or her discipline, and demonstrates capabilities in one or more additional disciplines</li> <li>Demonstrates expert knowledge of principles, techniques, and practices</li> <li>Demonstrates ability to research significantly complex issues of first impression and perform a complete analysis and application of the results</li> <li>Remains current in best practices and methodologies within discipline and identifies those appropriate for implementation into the practices and methodologies of the organization</li> <li>Is a recognized leader in external professional organizations</li> <li>Identifies and oversees the implementation of system/process improvements</li> <li>Leads and facilitates organizational best practices and knowledge sharing</li> </ul> <p><b>Leadership &amp; Supervision</b></p> <ul style="list-style-type: none"> <li>Recognized and accepted as a leader and role model within the organization</li> <li>Demonstrates understanding of, and is able to use, the organization's infrastructure and internal management systems to manage the business</li> <li>Leads projects of high complexity, without pre-defined methodologies, to completion</li> <li>May lead the work of others</li> </ul>

2	Deputy Executive Director	BA/BS in related field with at least 10 years' experience in areas of energy efficiency and/or renewable energy, with at least 5 years' experience in program management. Five years of additional experience may substitute for BA/BS or three additional years with an AA/AS.	Yes	Minimal	<p><b>Orientation Towards Results</b></p> <ul style="list-style-type: none"> <li>• Develops and oversees the organizational direction for multiple disciplines</li> <li>• Demonstrates ability to independently deliver results for tasks of high complexity, for which no pre-existing precedent exists, which meet all commitments and requirements</li> <li>• Develops and oversees the establishment of organizational techniques, solutions and/or methodologies for standard application throughout multiple discipline areas</li> <li>• Oversees quantitative measures which demonstrate results for multiple disciplines</li> <li>• Demonstrates the ability to leverage the capabilities of Energize Delaware stakeholders to deliver results</li> </ul> <p><b>Communications</b></p> <ul style="list-style-type: none"> <li>• Oversees the direction of all communications for the discipline.</li> <li>• Independently develops and delivers presentations regarding respective discipline to technical and non-technical audiences, at all organizational levels, both internally and client facing</li> <li>• Demonstrates ability to effectively plan and lead meetings with technical and non-technical audiences, at all organizational levels, both internally and client facing</li> <li>• Demonstrates the ability to articulate, verbally and in writing, complex information in a concise, logical manner to technical and non-technical audiences, at all organizational levels, both internally and client facing</li> <li>• Demonstrates effective attentive and critical listening skills</li> </ul> <p><b>Customer Management &amp; Relations</b></p> <ul style="list-style-type: none"> <li>• Oversees multiple programs and has final responsibility for program teams meeting/ exceeding client expectations</li> <li>• Effectively resolves internal and external client issues which are unable to be resolved by Program Managers without escalating particularly complicated or sensitive issues to the Executive Director</li> <li>• Cultivates and nurtures business relationships between the organization and clients</li> <li>• Allocates and/or re-allocates resources to ensure disciplines have the resources necessary to successfully perform</li> <li>• Demonstrates the ability to anticipate and react to client needs and concerns</li> </ul> <p><b>Business Development</b></p> <ul style="list-style-type: none"> <li>• Supports the Executive Director in the execution and implementation of the business development strategy</li> <li>• Serves as the Executive Director's trusted advisor regarding decisions concerning the pursuit of and/or terms and conditions of new business opportunities</li> <li>• Recognizes how direct competitors are applying industry trends and developments, and assists the organization in strategic planning</li> <li>• Supports the business development process by providing the information necessary to determine which opportunities to pursue and the appropriate terms and conditions of the proposed engagement</li> </ul> <p><b>Job Knowledge</b></p> <ul style="list-style-type: none"> <li>• Is recognized internally and externally as an expert/authority in his or her respective discipline, with working knowledge of other disciplines under his or her supervision</li> <li>• Demonstrates expert knowledge of principles, techniques and practices</li> <li>• Leads the Development of organizational management methodologies</li> <li>• Remains current in best practices and methodologies within one or more disciplinary areas and oversees the implementation of new best practices and methodologies into the organization - Oversees organizational best practices and knowledge sharing for multiple disciplines</li> </ul> <p><b>Leadership &amp; Supervision</b></p> <ul style="list-style-type: none"> <li>• Recognized and accepted as a thought leader and role model within the organization</li> <li>• Maintains management/oversight responsibility</li> <li>• Demonstrates understanding of, and helps develop, the organization's infrastructure and internal management systems to manage the business</li> <li>• Leads the work of others</li> <li>• Has Human Resources responsibility. Human Resources duties may include: <ul style="list-style-type: none"> <li>• Demonstrates effective leadership, managerial, and team building skills and practices</li> <li>• Responsible for the performance management process including setting expectations, managing and monitoring performance and completing performance reviews</li> <li>• Makes recommendations regarding salary reviews</li> <li>• Makes recommendations with regard to hiring and termination decisions</li> </ul> </li> <li>• Engages and guides staff through formal professional development process, assisting in the identification of opportunities for the acquisition of new knowledge, skills and abilities</li> <li>• Recognizes and reinforces staff performance and contribution</li> <li>• Builds and sustains high employee morale</li> <li>• Encourages upward feedback and open communications</li> <li>• Coaches and encourages staff compliance with organizational policies and procedures</li> <li>• Participates in and actively supports recruiting efforts by assisting in the identification and attraction of the right candidates for the organization</li> <li>• Maintains responsibility for documenting and initiating personnel actions for all direct reports</li> </ul>
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3	Executive Director	MA/MS is related field with at least 10 years experience in the areas of energy efficiency and/or renewable energy, with at least 5 years' experience defining strategic vision and annual goals, organizational leadership and management. Reports to the Board of Directors. Three additional years of additional experience may substitute for a MA/MS, and five additional years of experience for a BA/BS and three additional years with an AA/AS	Yes	Minimal	<p><b>Orientation Towards Results</b></p> <ul style="list-style-type: none"> <li>•Maintains a future focus, and is responsible for fostering and advancing the strategic direction of the organization</li> <li>•Demonstrates ability to independently deliver results for tasks of the highest complexity, for which no pre-existing precedent exists, which meet all commitments and requirements</li> <li>•Directs the establishment of organizational techniques, solutions and/or methodologies for standard application throughout multiple disciplines and functional areas</li> <li>•Directs quantitative measures which demonstrate results for multiple disciplines and functional areas</li> <li>•Directs the organizational direction for multiple disciplines and functional areas</li> </ul> <p><b>Communications</b></p> <ul style="list-style-type: none"> <li>•May participate in meetings with government officials</li> <li>•Represents the organization before the press and media</li> <li>•Independently develops and delivers presentations to technical and non-technical audiences, at all organizational levels, both internally and client facing</li> <li>•Demonstrates ability to effectively plan and lead meetings with technical and non-technical audiences, at all organizational levels, both internally and client facing</li> <li>•Demonstrates the ability to articulate, verbally and in writing, complex information in a concise, logical manner to technical and non-technical audiences, at all organizational levels, both internally and client facing</li> <li>•Demonstrates effective, attentive, and critical listening skills</li> </ul> <p><b>Customer Management and Relationships</b></p> <ul style="list-style-type: none"> <li>•Effectively resolves particularly complicated or sensitive internal and external client issues which are unable to be resolved by other senior leaders</li> <li>•Cultivates and nurtures business relationships between the organization and internal and external clients</li> <li>•Allocates and/or re-allocates resources to ensure disciplines and functional areas have the resources necessary to successfully perform</li> </ul> <p><b>Business Development</b></p> <ul style="list-style-type: none"> <li>•Fosters and advances the business development strategy necessary to support the strategic direction of the organization</li> <li>•Responsible for ensuring ongoing alignment between the direction of business development and the strategic goals of the organization</li> <li>•Serves as final decision maker and adjudicator regarding the pursuit of and/or terms and conditions of new business opportunities</li> </ul> <p><b>Job Knowledge</b></p> <ul style="list-style-type: none"> <li>•Demonstrates expertise and mastery in the areas of business management and administration</li> <li>•Directs the Development of organizational management methodologies</li> <li>•Demonstrates a working knowledge of the organization's technical disciplines sufficient to apply and generally articulate potential solutions to clients</li> <li>•Remains current in best practices and methodologies within functional areas and disciplines</li> </ul> <p><b>Leadership &amp; Supervision</b></p> <ul style="list-style-type: none"> <li>•Exemplifies organizational values, without exception</li> <li>•Recognized and accepted as a leader and role model within the organization</li> <li>•Maintains management/ oversight responsibility for multiple disciplines and functional areas of the organization</li> <li>•Creates the organization's infrastructure and internal management systems</li> <li>•Leads the work of others</li> <li>•Has Human Resources responsibilities. Human Resources duties may include:</li> <li>•Demonstrates effective leadership, managerial, and team-building skills and practices</li> <li>•Responsible for the performance management process including setting expectations, managing and monitoring performance and completing performance reviews</li> <li>•Makes recommendations regarding salary reviews</li> <li>•Makes recommendations with regard to hiring and termination decisions</li> <li>•Engages and guides staff through formal professional development process, assisting in the identification of opportunities for the acquisition of new knowledge, skills and abilities</li> <li>•Recognizes and reinforces staff performance and contribution</li> <li>•Builds and sustains high employee morale</li> <li>•Encourages upward feedback and open communications</li> <li>•Coaches and encourages staff compliance with organizational policies and procedures</li> <li>•Participates in and actively supports recruiting efforts by assisting in the identification and attraction of the right candidates for the organization</li> <li>•Maintains responsibility for documenting and initiating personnel actions for all direct reports</li> </ul>
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DESEU Program Manager Career Path

Steps	Title	Education & Relevant Years' Experience	Advanced Degree (MA, MS, PhD)	Preferred Certifications	Supervision Received	Staff Management	Competencies
1	Program Manager I	BA/BS in related field with at least 1 year of experience in field of energy efficiency and/or renewable energy program management. Five years of additional experience may substitute for BA/BS or three additional years with an AA/AS.			Close	No	<p><b>Orientation Towards Results</b></p> <ul style="list-style-type: none"> <li>•Demonstrates ability to execute routine, specifically defined tasks, which meet all commitments and requirements</li> <li>•Implements solutions and strategies to meet pre-defined quantitative measures, which demonstrate results for functional area</li> </ul> <p><b>Communications</b></p> <ul style="list-style-type: none"> <li>•Demonstrates the ability to articulate, verbally and in writing, fundamental information in a concise, logical manner</li> <li>•Demonstrates effective attentive listening skills</li> </ul> <p><b>Customer Management &amp; Relations</b></p> <ul style="list-style-type: none"> <li>•Supports the delivery of products and services which meet and/or exceed internal client expectations</li> <li>•Positively represents the organization in all internal and external interactions</li> </ul> <p><b>Business Development</b></p> <ul style="list-style-type: none"> <li>•Understands and can articulate the work and services of the organization Positively represents the business internally and externally</li> </ul> <p><b>Job Knowledge</b></p> <ul style="list-style-type: none"> <li>•Demonstrates introductory knowledge of his or her functional area</li> <li>•Participates in organizational best practices and knowledge sharing</li> </ul> <p><b>Leadership &amp; Supervision</b></p> <ul style="list-style-type: none"> <li>•Shows an appreciation for the successes of others</li> </ul>
2	Program Manager II	BA/BS in related field with at least 4 years of experience in fields or energy efficiency and/or renewable energy program management. Five years of additional experience may substitute for BA/BS or three additional years with an AA/AS.			Moderate	Possible	<p><b>Orientation Towards Results</b></p> <ul style="list-style-type: none"> <li>•Demonstrates ability to deliver results for moderately complex tasks through the application of established techniques, solutions and/or methodologies, with minimal guidance, which meet all commitments and requirements</li> <li>•Executes quantitative measures which demonstrate results for technical area</li> </ul> <p><b>Communications</b></p> <ul style="list-style-type: none"> <li>•Supports and may participate in the development and delivery of internal and external presentations to technical and non-technical audiences</li> <li>•May independently develop and deliver internal presentations</li> <li>•Demonstrates the ability to articulate, verbally and in writing, complex technical information in a concise, logical manner to technical audiences</li> <li>•Demonstrates effective attentive and critical listening skills</li> </ul> <p><b>Customer Management &amp; Relations</b></p> <ul style="list-style-type: none"> <li>•Executes expectations of Manager and/or Senior Staff member with regard to moderately complex engagements</li> <li>•Demonstrates knowledge of critical success factors of engagement</li> <li>•Delivers products and services which meet and/or exceed client expectations</li> <li>•Demonstrates the ability to react to client needs and concerns</li> </ul> <p><b>Business Development</b></p> <ul style="list-style-type: none"> <li>•Knows how to succinctly communicate Energize Delaware business</li> <li>•Able to provide targeted information and ideas on potential new opportunities with current clients/customers</li> <li>•Participates in proposals</li> </ul> <p><b>Business Development</b></p> <ul style="list-style-type: none"> <li>•Knows how to succinctly communicate Energize Delaware business</li> <li>•Able to provide targeted information and ideas on potential new opportunities with current clients/customers</li> <li>•Participates in proposals</li> </ul> <p><b>Job Knowledge</b></p> <ul style="list-style-type: none"> <li>•Seeks advanced knowledge in best practices and methodologies within functional area of expertise</li> <li>•Demonstrates intermediate knowledge of principles, techniques and practices</li> <li>•Quickly processes large volumes of information, discerning relevant and irrelevant data</li> <li>•Recommends and supports the implementation of system/process improvements</li> <li>•Participates in organizational best practices and knowledge sharing</li> </ul> <p><b>Leadership &amp; Supervision</b></p> <ul style="list-style-type: none"> <li>•Demonstrates the ability to lead projects</li> <li>•May lead/oversee the work of others</li> </ul>

3	Program Manager III	BA/BS in related field with at least 7 years of experience in fields of energy efficiency and/or renewable energy program management. Five years of additional experience may substitute for BA/BS or three additional years with an AA/AS.	Yes	PMP a plus	Minimal	Possible	<p><b>Orientation Towards Results</b></p> <ul style="list-style-type: none"> <li>•Demonstrates ability to independently deliver results for tasks of high complexity, for which no pre-existing precedent exists, which meet all commitments and requirements</li> <li>•Recognizes the application of solutions from a particular task on a broader scope, both within and outside of the existing project</li> <li>•Oversees the establishment of organizational techniques, solutions and/or methodologies for standard application throughout respective discipline(s)</li> <li>•Demonstrates the ability to leverage the capabilities of Energize Delaware partners to deliver results</li> </ul> <p><b>Communications</b></p> <ul style="list-style-type: none"> <li>•Independently develops and leads internal and external presentations to technical and non-technical audiences, at all organizational levels, both internally and client facing</li> <li>•Demonstrates the ability to independently articulate, verbally and in writing, complex technical information in a concise, logical manner that is easily understood by both technical and non-technical audiences, at all organizational levels, both internally and client facing</li> <li>•Demonstrates effective attentive and critical listening skills</li> </ul> <p><b>Customer Management &amp; Relations</b></p> <ul style="list-style-type: none"> <li>•Oversees multiple programs and has final responsibility for program teams meeting/ exceeding client expectations.</li> <li>•Develops strong client relations with senior leadership</li> <li>•Oversees critical success factors for the engagement</li> <li>•Delivers products and services which meet and/or exceed client expectations</li> <li>•Demonstrates the ability to anticipate and react to client needs and concerns</li> </ul> <p><b>Business Development</b></p> <ul style="list-style-type: none"> <li>•Anticipates growth opportunities and enhances and expands Energize Delaware's service offerings accordingly</li> <li>•Recognizes and leverages knowledge of industry trends and developments to enhance and expand existing Energize Delaware's service offerings</li> <li>•Leads the exploration and development of new service/product offerings</li> <li>•Recognizes how direct competitors are applying industry trends and developments, and assists the organization in strategic planning</li> <li>•Contributes knowledge and expertise to new business development opportunities</li> <li>•Completes final review of technical volume for all proposals</li> </ul> <p><b>Job Knowledge</b></p> <ul style="list-style-type: none"> <li>•Demonstrates self and is recognized internally and externally as an expert/ authority in his or her discipline, and demonstrates capabilities in one or more additional disciplines</li> <li>•Demonstrates expert knowledge of principles, techniques and practices</li> <li>•Demonstrates ability to research significantly complex issues of first impression and perform a complete analysis and application of the results</li> <li>•Remains current in best practices and methodologies within discipline, and identifies those appropriate for implementation into the practices and methodologies of the organization</li> <li>•Is a recognized leader in external professional organizations</li> <li>•Identifies and oversees implementation of system/process improvements</li> <li>•Leads and facilitates organizational best practices and knowledge sharing</li> </ul> <p><b>Leadership &amp; Supervision</b></p> <ul style="list-style-type: none"> <li>•Recognized and accepted as a leader and role model within the organization</li> <li>•Demonstrates understanding of, and is able to use, the organization's infrastructure and internal management systems to manage the business</li> <li>•Leads projects of high complexity, without pre-defined methodologies, to completion</li> <li>•May lead the work of others</li> </ul>
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Note: Program Manager III's become eligible to next move to the Executive Career Path

DESEU Office Manager Career Path

Title	Education & Relevant Years' Experience	Preferred Certifications	Supervision Received	Staff Management	Competencies
Office Manager I	High school Diploma or an accredited equivalency program, plus an associate's degree and a minimum of at least one year of full time work experience in a business setting. Reports to Executive Director with close supervision. Three years of additional experience can substitute for associate's degree.		Close	No	<p><b>Orientation Towards Results</b></p> <ul style="list-style-type: none"> <li>•Demonstrates ability to execute routine, specifically defined tasks, which meet all commitments and requirements</li> <li>•Implements solutions and strategies to meet pre-defined quantitative measures, which demonstrate results for functional area</li> </ul> <p><b>Communications</b></p> <ul style="list-style-type: none"> <li>•Demonstrates the ability to articulate, verbally and in writing, fundamental information in a concise, logical manner</li> <li>•Demonstrates effective attentive listening skills</li> </ul> <p><b>Customer Management &amp; Relations</b></p> <ul style="list-style-type: none"> <li>•Supports the delivery of products and services which meet and/or exceed internal client expectations</li> <li>•Positively represents the organization in all internal and external interactions</li> </ul> <p><b>Business Development</b></p> <ul style="list-style-type: none"> <li>•Understands and can articulate the work and services of the organization</li> <li>•Positively represents the business internally and externally</li> </ul> <p><b>Job Knowledge</b></p> <ul style="list-style-type: none"> <li>•Demonstrates introductory knowledge of his or her functional area</li> <li>•Participates in organizational best practices and knowledge sharing</li> </ul> <p><b>Leadership &amp; Supervision</b></p> <ul style="list-style-type: none"> <li>•Shows an appreciation for the successes of others</li> </ul>
Office Manager II	A Bachelors' Degree with one year of related work experience or an Associates Degree with three years' related work experience. Reports to Executive Director with moderate supervision. Five years of additional experience can substitute for Bachelors degree.		Moderate	Possible	<p><b>Orientation Towards Results</b></p> <ul style="list-style-type: none"> <li>•Demonstrates ability to deliver results for moderately complex tasks through the application of established techniques, solutions and/or methodologies, with minimal guidance, which meet all commitments and requirements</li> <li>•Executes quantitative measures which demonstrate results for technical area</li> </ul> <p><b>Communications</b></p> <ul style="list-style-type: none"> <li>•Supports and may participate in the development and delivery of internal and external presentations to technical and non-technical audiences</li> <li>•May independently develop and deliver internal presentations</li> <li>•Demonstrates the ability to articulate, verbally and in writing, complex information in a concise, logical manner to audiences</li> <li>•Demonstrates effective attentive and critical listening skills</li> </ul> <p><b>Customer Management &amp; Relations</b></p> <ul style="list-style-type: none"> <li>•Executes expectations of Manager and with regard to moderately complex engagements</li> <li>•Demonstrates knowledge of critical success factors of engagement</li> <li>•Delivers products and services which meet and/or exceed client expectations</li> <li>•Demonstrates the ability to react to client needs and concerns</li> </ul> <p><b>Business Development</b></p> <ul style="list-style-type: none"> <li>•Knows how to succinctly communicate Energize Delaware's mission</li> <li>•Able to provide targeted information and ideas on potential new opportunities with current clients</li> <li>•Participates in proposals</li> </ul> <p><b>Job Knowledge</b></p> <ul style="list-style-type: none"> <li>•Seeks advanced knowledge in best practices and methodologies within functional area of expertise</li> <li>•Demonstrates intermediate knowledge of principles, techniques and practices</li> <li>•Quickly processes large volumes of information, discerning relevant and irrelevant data</li> <li>•Recommends and supports the implementation of system/process improvements</li> <li>•Participates in organizational best practices and knowledge sharing</li> </ul> <p><b>Leadership &amp; Supervision</b></p> <ul style="list-style-type: none"> <li>•Demonstrates the ability to lead projects to completion</li> <li>•May lead/oversee the work of others</li> </ul>

Office Manager III	A Bachelors' Degree required with 7+ years' related work experience. Reports to Executive Director with minimal supervision. Five years of additional experience can substitute for Bachelors degree.		Minimal	Possible	<p><b>Orientation Towards Results</b></p> <ul style="list-style-type: none"> <li>• Demonstrates ability to deliver results for moderately complex tasks through the application of established techniques, solutions and/or methodologies, with minimal guidance, which meet all commitments and requirements</li> <li>• Executes quantitative measures which demonstrate results for technical area</li> </ul> <p><b>Communications</b></p> <ul style="list-style-type: none"> <li>• Supports and may participate in the development and delivery of internal and external presentations to technical and non-technical audiences</li> <li>• May independently develop and deliver internal presentations</li> <li>• Demonstrates the ability to articulate, verbally and in writing, complex information in a concise, logical manner to audiences</li> <li>• Demonstrates effective attentive and critical listening skills</li> </ul> <p><b>Customer Management &amp; Relations</b></p> <ul style="list-style-type: none"> <li>• Executes expectations of Manager and with regard to moderately complex engagements</li> <li>• Demonstrates knowledge of critical success factors of engagement</li> <li>• Delivers products and services which meet and/or exceed client expectations • Demonstrates the ability to react to client needs and concerns</li> </ul> <p><b>Business Development</b></p> <ul style="list-style-type: none"> <li>• Knows how to succinctly communicate Energize Delaware's mission</li> <li>• Able to provide targeted information and ideas on potential new opportunities with current clients</li> <li>• Participates in proposals</li> </ul> <p><b>Job Knowledge</b></p> <ul style="list-style-type: none"> <li>• Seeks advanced knowledge in best practices and methodologies within functional area of expertise</li> <li>• Demonstrates intermediate knowledge of principles, techniques and practices</li> <li>• Quickly processes large volumes of information, discerning relevant and irrelevant data</li> <li>• Recommends and supports the implementation of system/process improvements</li> <li>• Participates in organizational best practices and knowledge sharing</li> </ul> <p><b>Leadership &amp; Supervision</b></p> <ul style="list-style-type: none"> <li>• Demonstrates the ability to lead projects to completion</li> <li>• May lead/oversee the work of others</li> </ul>
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Note: Office Manager III's become eligible to next move to Executive Career Path