

JER HR Group · **CompBldr®** · Nonprofit Webinar

Compensation Begins **Before Pay**

Fair pay, made defensible.

How nonprofits connect job roles, pay, governance, and trust.



 Job Evaluation

 Pay Equity

 Governance

 Built for the Nonprofit & Public Sector

YOUR HOSTS

Meet your presenters



PRESENTS • PART 1

Larry F. Beers

Director of Consulting • JER HR Group

Leads today's nonprofit compensation walkthrough — the “why” behind people, pay, and performance.

✉ lfbeers@jerhrgroup.com

☎ 646-453-7562

🌐 jerhrgroup.com



PRESENTS • PART 2

Mahesh Kumar

Managing Director & Founder
TraineryHCM

Leads the live CompBldr® demo — turning the framework into a working system.

✉ mkumar@traineryHCM.com

☎ (646) 453-7565

🌐 compbldr.ai

PART 1 • PRESENTED BY LARRY F. BEERS

Compensation Built for the Nonprofit Mission

A practical compensation platform for organizations balancing mission, people, market competitiveness, and limited resources.

IN THIS SECTION

The employee's reality

The 5 symptoms

The pay-transparency mandate

What a real framework is



Larry F. Beers

Director of Consulting • JER HR Group

PART 1- WEBINAR OVERVIEW

Learning objectives

By the end of this session, you'll be able to:

01



Identify

the foundational elements of a connected compensation strategy.

02



Explore

how connected compensation practices strengthen pay equity, employee development, retention, and organizational trust.

03



Understand

how to create a transparent, defensible compensation program that supports nonprofit regulatory compliance.

PART 1 - GOVERNANCE

Governance starts with the board

Compensation governance begins with clear board-level expectations and oversight.



Mission & Values

- Compensation decisions should reflect the nonprofit's mission, values, and operating realities.
- Pay practices should support the organization's purpose and long-term sustainability.



Board Composition

- The board provides independent oversight and accountability.
- The right governance structure supports consistent, defensible compensation decisions.



Compensation Oversight

- Establish clear authority for compensation decisions.
- Define the role of the board, compensation committee, executives, and HR.
- Ensure executive pay is reviewed, documented, and periodically monitored.

KEY TAKEAWAY

PART 1 - GOVERNANCE • WHY IT MATTERS

Why effective compensation governance matters

Strong governance protects trust, supports fairness, and strengthens organizational credibility.



PART 1 - GOVERNANCE • IN PRACTICE

Three governance practices to put in place

Effective governance becomes meaningful when it is translated into repeatable practices.

1



Establish a Compensation Philosophy

- Align compensation with mission, values, and strategy.
- Define compliance, internal equity, and market competitiveness.
- Set market criteria, target positioning, and decision authority.
- Clarify board and committee oversight.



2



Monitor and Report

- Review salary actions and compensation changes.
- Monitor pay equity and market competitiveness.
- Track filings, compliance requirements, and risks.
- Report to the board, committee, and funders as appropriate.



3



Communicate Clearly

- Educate managers on principles and processes.
- Explain practices to employees consistently.
- Provide clear board and committee reporting.
- Prepare for questions from all stakeholders.

Establish → **Monitor** → **Communicate**

PART 1 - GOVERNANCE • THE BRIDGE

From governance principles to compensation practice

Governance principles create the guardrails; a repeatable process turns them into consistent decisions.



Governance Expectations

Mission, values, compliance, oversight, and accountability.



THE BRIDGE



Repeatable Compensation Process

Job architecture, job evaluation, market benchmarking, pay structures, pay equity, and compensation planning.



Documented Decisions

Clear rationale, approvals, reporting, communication, and ongoing monitoring.

How it connects

- Compensation philosophy creates the decision-making guardrails.
- Job architecture and job evaluation support internal consistency.
- Market benchmarking supports external competitiveness.
- Pay structures, pay equity, and planning translate policy into action.
- Documentation and reporting make decisions explainable and defensible.

PART 1 – REQUIREMENTS • REGULATORY ENVIRONMENT

The regulatory environment

Nonprofit compensation requires ongoing attention to employment rules, executive-pay limits, documentation, and oversight.



Broad Employment Requirements

- Comply with applicable employment and compensation requirements.
- Apply pay practices consistently, and document and monitor them.



IRC § 4958 • Intermediate Sanctions

- Applies to certain excess-benefit transactions with disqualified persons.
- Executive pay should be reasonable and supported by comparability data.
- Noncompliance may result in taxes or penalties.



IRC § 4960 • Excise Tax

- May apply to pay above the applicable threshold for covered employees.
- May apply to certain excess parachute payments.
- Monitor compensation levels and reporting obligations.



Governance implication: Executive compensation must be reasonable, documented, reviewed, and monitored — with comparability information and decision rationale retained on an ongoing basis.

PART 1- THE CHALLENGE

The nonprofit compensation challenge

Nonprofit compensation means balancing four competing pressures at once.



01 Mission vs. Market

Balancing a mission-driven pay philosophy against a competitive labor market.



02 Internal Fairness

Valuing every role consistently and equitably across the organization.



03 Limited Resources

Delivering competitive, compliant pay within tight, scrutinized budgets.



04 Governance

Making pay decisions that are documented, defensible, and board-ready.

PART 1 – BEYOND MARKET DATA

Why nonprofits need more than market data

KEY POINT



Market pricing tells you what a job pays elsewhere — not what it's worth inside your organization.



External, not internal

Market data shows what jobs pay elsewhere, not how roles relate inside your org.



Missing benchmarks

Many mission-specific nonprofit roles have no clean survey match.



Fairness is internal

Internal equity is a question market pricing simply can't answer.



Defensible rationale

Boards and funders expect documented reasoning, not just a number.

PART 1 – TWO QUESTIONS

Two questions every nonprofit should answer

INTERNAL VALUE

Are we paying our people fairly relative to each other?

HOW YOU ANSWER IT



Job Architecture



JESAP® Job Evaluation

EXTERNAL VALUE

Are we paying competitively relative to the market?

HOW YOU ANSWER IT



Market Benchmarking



Survey Data

The takeaway: Answer both — and every pay decision becomes explainable.

PART 1 - GOVERNANCE

Job evaluation as a governance tool



Job Evaluation

turns pay from opinion into governed, defensible decisions.



Consistency

One systematic method applied to every role.



Defensibility

A documented rationale behind every grade.



Transparency

Clear logic employees and boards can trust.



Equity

Internal value based on job content, not negotiation.



Auditability

A paper trail that holds up under scrutiny.

PART 1 METHODOLOGY • JESAP®

JESAP®: a structured 15-factor approach

Every role is evaluated across 15 factors, grouped into four dimensions.



GROUP 01

Knowledge & Skills

Education, experience, and technical expertise the role requires.



GROUP 02

Responsibilities

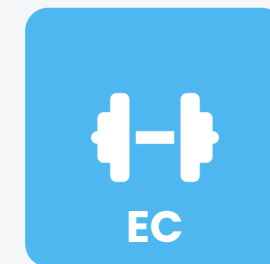
Scope, accountability, and the impact of the role's decisions.



GROUP 03

Human Relations

Communication, collaboration, and influence the role demands.



GROUP 04

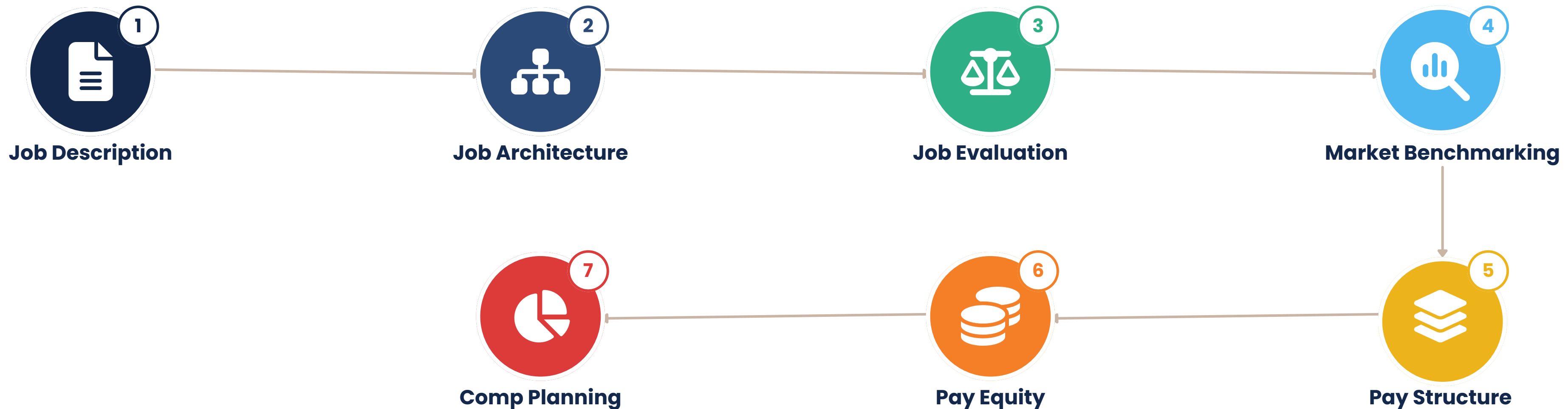
Effort & Conditions

Mental and physical demands and the work environment.

PART 1 - THE WORKFLOW

From job description to pay decision

One connected path from defining a role to deciding its pay.



The payoff: Each stage feeds the next — no disconnected spreadsheets, one governed source of truth end to end.

PART 2 • PRESENTED BY MAHESH KUMAR

CompBldr® — The Framework in Action

From concept to working system — a live walkthrough of the platform HR uses to build, connect, and govern job architecture.

IN THIS SECTION



CompBldr Live Demo



Mahesh Kumar

Managing Director & Founder · TraineryHCM

TraineryHCM.com

PART 2 • END-TO-END = COMPBldr PLATFORM

An end-to-end compensation solution

One connected platform — not seven disconnected tools.



01

One Platform

Job data, evaluation, market, and pay in a single system.



02

Fully Connected

Every stage links directly to the one before it.



03

Real-Time Modeling

See the impact of changes before you commit.



04

Documented

Every decision logged and audit-ready.



05

Built to Maintain

Structures stay current between engagements.



Every stage connected. Every decision documented.

PART 2 – DESIGNED FOR NONPROFITS

Built around nonprofit realities



Mission-Specific Roles
Structure jobs that standard surveys don't cover.



Budget Discipline
Model competitive pay within real financial limits.



Multiple Stakeholders
Serve HR, finance, executives, and the board at once.

Lean HR Teams
Do more with fewer people and less time.



Transparency
Explain every pay decision clearly and openly.



Growth & Change
Adapt the structure as the organization evolves.



PART 2 – THE PAYOFF

What nonprofit leaders gain

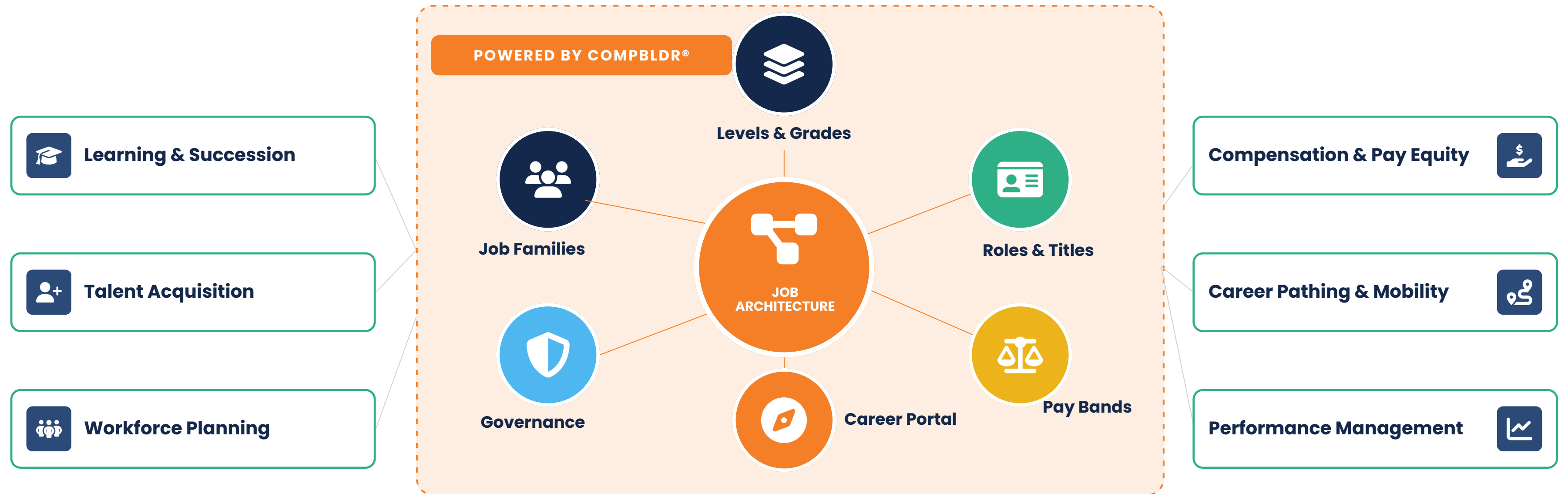


PART 2 - JOB ARCHITECTURE • THE MISSING LINK

CompBldr® modules

TraineryHCM programs

One architecture powers **CompBldr®** and every area of **TraineryHCM**



Why it matters: CompBldr builds and governs the architecture; TraineryHCM puts it to work — so pay, performance, talent, and careers all run on one source of truth.

PART 2 - THE PLATFORM

CompBldr®: pick the capabilities you need

Modular by design — start where you are, add what you need.



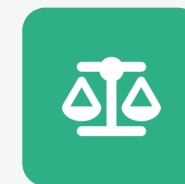
JobBldr

Create, manage, and govern job descriptions in one library.



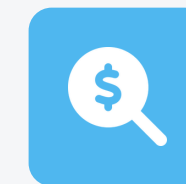
Job Architecture

Define families, grades, and levels across the org.



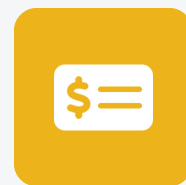
Job Evaluation

Score internal value with the JESAP® method.



Benchmarking

Compare pay to the market using survey data.



Compensation

Build, model, and run pay structures and cycles.



Pay Equity

Surface and address unjustified pay disparities.



Total Rewards

Communicate the full value of employment.

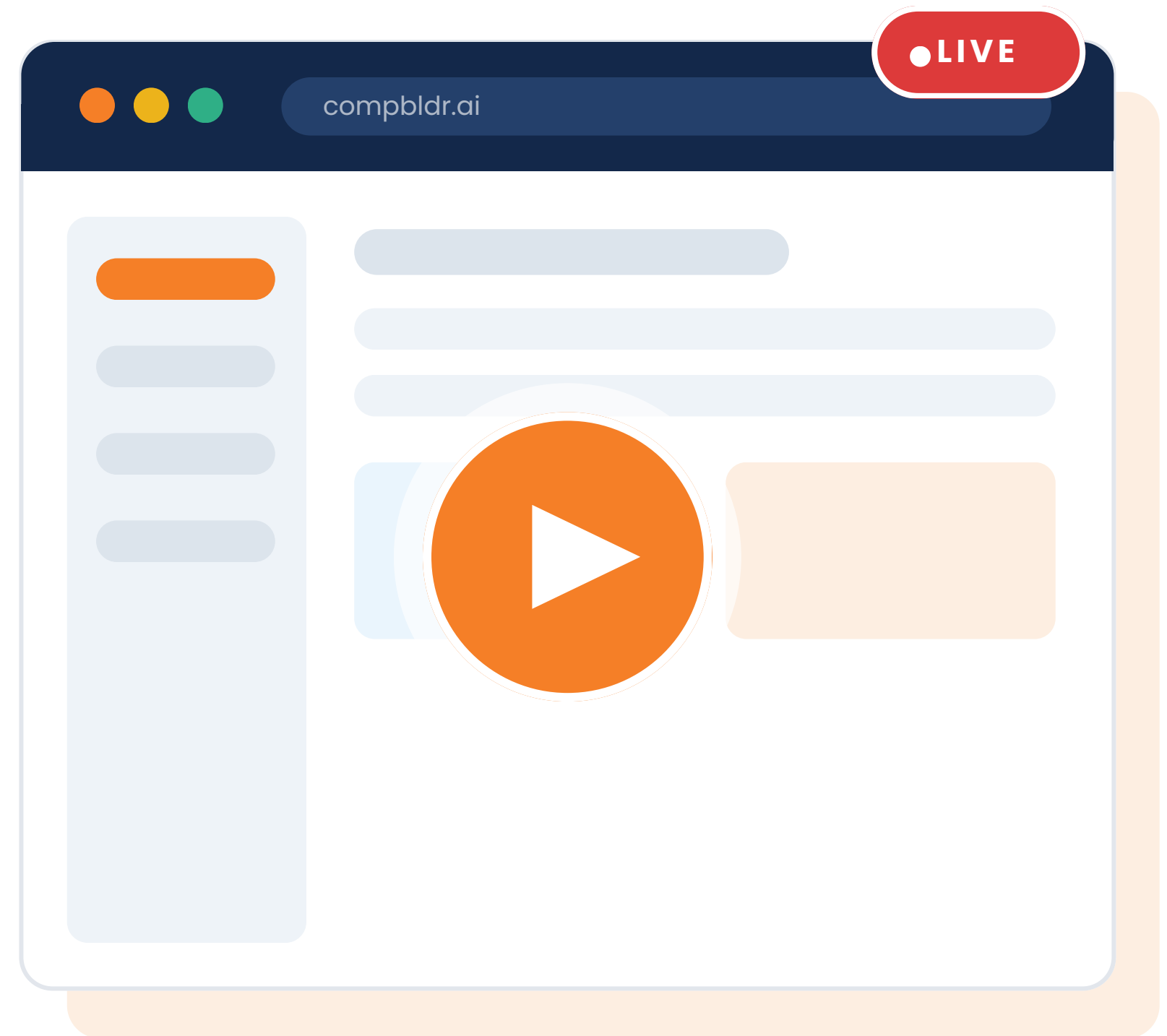
PART 2 • LIVE DEMO

Let's see CompBldr[®] in action

A live walkthrough of the platform — from job roles and evaluation to pay, equity, and governance in one connected system.

IN THIS SECTION

 **CompBldr Live Demo**



JER HR GROUP • COMPBLDR®

Thank you for joining us today.

The webinar recording, survey, slide deck, and SHRM/HRCI credits will be sent by email within 48 hours.

Talk to Us



Mahesh Kumar

Managing Director & Founder · TraineryHCM

Email mkumar@traineryHCM.com

Phone (646) 453-7565



Larry F. Beers

Director of Consulting · JER HR Group

Email lfbears@jerhrgroup.com

Phone 646-453-7562

Scan QR



35+

Years of Consulting Experience

Nationwide

Service — all 50 states



Approved for SHRM & HRCI Credits