



Interstate Medical Licensure Compact

IMLCC – Personnel Committee Meeting Summary

Meeting Date: January 21, 2025

The meeting was called to order at approximately 3:00 pm Eastern Time by Commissioner Spangler.

Members present: Chair Spangler (WV), Commissioner Seamon (AL), Commissioner McSorley (AZ), Commissioner MacArthur (ME), Commissioner Hunt (ME), Commissioner Gater (NJ), Commissioner Chou (WI), Commissioner Manhan (MN) and Commissioner Cleveland (MS)

Staff present: Marschall Smith and David Clark

Other Commissioners and public present: None were noted

Discussion Items:

1. Approval of the meeting agenda. Motion by Commissioner McSorley, seconded by Commissioner Gater, to adopt the agenda as presented. The motion passed unanimously.
2. Review of the Meeting Summary document. The Committee members were provided a copy of this document prior to the meeting. The meeting summary from November 18, 2024 was amended and now accurately reflects the meeting. Motion by Commissioner Seamon, seconded by Commissioner MacArthur, to approve the meeting summary as amended. Motion passed unanimously.
3. Executive Director position description. Commissioner Gater asked if a copy of the current ED position description could be provided to the committee for discussion at the February 2025 meeting. The Chair stated that the current position description was out-of-date and should be review and updated. This will be an agenda item at the next meeting.
4. Review of the current FY2025 IMLCC Organizational Chart and the proposed FY2026 IMLCC Organizational Chart. The committee endorsed the FY2025 IMLCC Organizational Chart. The committee reviewed and discussed the 1st draft of the FY2026 document. There was a general discussion regarding the positions being created, a request to clarify confusion about the IT department positions, the position of in-house legal counsel, and the importance of cross-training positions. After the discussion, the executive director was requested to make revisions to the document based on the input from the committee and provided a 2nd draft for discussion at the next meeting.



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5. Review of the 1st draft of the IMLCC Salary Range and Compensation Plan for FY2026. There was a general discussion about the Cost-of-Living (COLA) information and how the data was gathered. The salary range information and pay-for-performance (PFP) percentage were reviewed and discussed. The committee agreed that a 7.18% overall pay increase (COLA and PFP) was a reasonable amount, but would like to review another draft at the next meeting. The committee decided against an adjustment to the QSEHRA healthcare benefit for family/spouse increased coverage and to continue with the employee only compensation level.
6. Other business. The committee members asked for more information about the Employers Council, the organization that assists the IMLCC with salary range information and other employment related support, including providing payroll services. A link to the Employers Council website will be sent to the committee members prior to the next meeting.
7. Future meetings.
 - a. March 2025 – Continued review of the organizational chart and Executive Director’s FY2026 Employee Compensation plan.
 - b. April 2025 – Final Review and consideration of endorsement for FY2026.
8. Next meeting. The next meeting is scheduled for Tuesday, February 18, 2025 at 3:00 pm Eastern.
9. Adjournment. The meeting ended at approximately 4:17 pm Eastern Time.

Meeting Date: November 18, 2024

The meeting was called to order at approximately 4:02 pm Eastern Time by Commissioner Spangler.

Members present: Chair Spangler (WV), Commissioner Seamon (AL), Commissioner McSorley (AZ), Commissioner Chopski (ID), Commissioner Goyal (IL), Commissioner MacArthur (ME), Commissioner Boone (MS), Commissioner Gater (NJ), and Commissioner Chou (WI).

Staff present: Marschall Smith

Other Commissioners and public present: Commissioner Loucka (OH) and Commissioner Cleveland (MS)

Discussion Items:

2. Approval of the meeting agenda. Motion by Commissioner Seamon, seconded by Commissioner Chopski, to adopt the agenda as presented. Motion passed unanimously.



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3. Review of the Meeting Summary document. The Committee members were provided a copy of this document prior to the meeting. Motion by Commissioner Gater, seconded by Commissioner Chopski, to approve the meeting summary as presented. Motion passed unanimously.
4. IMLCC FY2025 Organization Chart and review of new positions. A copy of the current IMLCC organizational chart and salary ranges was provided to the members prior to the meeting. There was a general discussion about staffing levels and a review of the positions added. Special focus was on ensuring that staffing levels were adequate for the workload and how changes/additions might be needed should the IMLCC be awarded a contract to act as a Secretariat for other commissions. The committee agreed with the structure that is in place and confirmed its endorsement of the salary ranges as currently published.
5. IMLCC FY2026 Proposed changes to the Organization Chart and staffing philosophy. There was a discussion about a move to create 3 levels of staff starting in FY2026: An executive level, a management level, and a staff level. The goal is to create career paths and advancement opportunities for staff. After the discussion the committee requested more information on the subject be presented at the January 2025 meeting. There was a request to add 3 new positions starting in FY2026, an administrative assistant position, a human resources position and retaining in-house counsel. After discussion, the executive director was requested to discuss the in-house counsel idea with IMLCC's General Counsel and to continue the discussion at the next meeting. The development and consideration of these positions should be prioritized.

There is a requirement of employers in Colorado to make a statement regarding hiring practices as they relate to hiring within the established salary ranges. The executive director stated that the IMLCC's statement was that as an organization we hire qualified and experienced employees, so generally, starting salaries are near the mid-point of a salary range for a position. All current IMLCC employees are compensated using this position statement.

6. Deputy Director position. The executive director requested endorsement from the committee to hire a deputy director from current staff without announcing the position. The committee endorsed the idea with the following comments:
 - a. An accurate position must be finalized prior to offering the position to the candidate.
 - b. The candidate should complement the skills of the executive director. The executive director and deputy must possess strengths to cover areas of weakness in the other.
 - c. The candidate must be able to work in a team/collaborative environment.
 - d. The position will change and evolve over time.
7. Other discussion items.



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- a. Create a dashboard which shows the change in staffing over time. From the start in 2017 to present day, to serve as a point of reference for new commissioners.
- b. The executive director's job description will be a priority of the committee chair. Please provide feedback no later than December 15, 2024.
- c. Committee purpose:
 - i. To establish personnel policies and programs
 - ii. Review and endorse the executive director's actions as authorized by IMLC Statute, Section 12, paragraph (j) and IMLCC Bylaws
 - iii. Assist the executive director in personnel matters
- d. Committee meeting frequency:
 - i. Monthly during January to May
 - ii. Quarterly and as needed June to December
- e. Estimate of time to be a member of the committee:
 - i. 30 to 45 minutes to review materials and prepare for a meeting
 - ii. 1 to 1.5 hours to attend a committee meeting
- f. Usual meeting date/times:
 - i. The 3rd Tuesday of the month at 3:00 pm Eastern

8. Future meetings.

- a. January 2025 – A review and discussion of the 1st draft of the FY2026 organizational chart and proposed salary ranges.
- b. February 2025 – The initial review of the Executive Director's FY2026 Employee Compensation plan.
- c. March 2025 – Continued review of the organizational chart and Executive Director's FY2026 Employee Compensation plan.
- d. April 2025 – Final Review and consideration of endorsement for FY2026.

9. Next meeting. The next meeting is scheduled for January 21, 2025.

10. Adjournment. The meeting ended at approximately 5:18 pm Eastern time.

Meeting Date: April 1, 2024

The meeting was called to order at approximately 2:30 pm Eastern Time by Commissioner Herlihy (VT).

Members present: Chair Herlihy (VT), Commissioner Seamon (AL), Commissioner McSorley (AZ), Commissioner Chopski (ID), Commissioner Gater (NJ), Commissioner Chou (WI). Ex-officio members present: Chair Silas (AL) and Vice Chair Manahan (MN).

Staff present: Marschall Smith and Rick Masters

Other Commissioners and public present: None



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Discussion Items:

1. Review of the Meeting Summary document. The Committee members were provided a copy of this document prior to the meeting. No comments were provided and the document was accepted.
2. Executive Director's Employee Compensation Plan for FY2025. The final version of the FY2025 Employee Compensation Plan was reviewed. The discussion included:
 - a. A request that the current version of the Employee Handbook be provided to the Committee members prior to the next meeting.
 - b. A request was made that the executive director provide a leave usage report at the next meeting.
 - c. The committee was interested in the leave donation program and asked for an update at the next meeting.

After discussion, the document was accepted.

3. The revised Executive Director evaluation form was reviewed and adopted by the Committee.
 - a. The evaluation period this cycle will be 7/1/2023 to 3/31/2024.
 - b. The evaluation period for next cycle will be 4/1/2024 to 3/31/2025, to match the salary adjustment cycle for all IMLCC employees of 7/1 to 6/30 of each year.
 - c. The overall evaluation process for the executive director will be:
 - i. The IMLCC Chair will distribute the final evaluation form to each Committee Chair.
 - ii. The Committee Chairs will distribute to Committee Members.
 - iii. The Committee Chair will gather comments and evaluations from their committee members and form an evaluation from the Committee, which will be provided to the IMLCC Chair.
 - iv. The IMLCC Chair will review the comments and evaluations from the Committees and Officers.
 - v. A final evaluation will be prepared by the IMLCC for discussion with the executive director.
4. Next meeting. No future meeting date was established.

Meeting Date: March 4, 2024

The meeting was called to order at approximately 2:34 pm Eastern Time by Commissioner Herlihy (VT).

Members present: Chairman Herlihy (VT), Commissioner Seamon (AL), Commissioner McSorley (AZ), Commissioner Chopski (ID), Commissioner Boone (MS), Commissioner Gater (NJ), and Commissioner Chou (WI). Ex-officio members present: Chair Silas (AL) and Vice Chair Manahan (MN).

Staff present: Marschall Smith and Rick Masters



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Other Commissioners and public present: None

Discussion Items:

1. Review of the Meeting Summary document. The Committee members were provided a copy of this document prior to the meeting. No comments were provided and the document was accepted.
2. Deputy Director position. The executive director presented a salary range for the position.
3. Executive Director's Employee Compensation Plan for FY2025 - DRAFT. The executive director presented the first draft of the employee compensation plan. The salary ranges (Item #1) were discussed, including the publication of the executive director and deputy director salary ranges. The cost-of-living increase (Item #2) were presented and accepted without comment. The pay for performance (Item #3) and employer contribution (Item #4) including the alternative options were presented and discussed in detail. The chair shared with the committee the matching funds paid fiscal year to date. Options included:
 - No changes
 - Employer match at 100% for first 3%, then 50% for next 2% - aka "multi-tier formula"
 - 3% COLA, 3% Performance, Multi-tier 457b contribution

The executive director will review the fiscal impact of the options and will present a revised plan at the next meeting for committee discussion and potential endorsement.

The Pay In Lieu of Vacation (Item #5) was presented and discussed. Concern was raised that this may create a negative incentive and encourage employees not to take time off for vacation. Everyone agreed that it is important for staff to utilize vacation time. The IMLCC provided vacation and sick time, accrued and tracked separately, instead of Paid Time Off or PTO. Two alternative options were presented for consideration - #1. Allow accrual at 100% to the maximum, then continue accrual at a discounted rate (75, 50, 25% as examples); #2. Allow for pay in lieu of vacation but at a discounted rate of 75% or 50%. The executive director will continue to work on this item and review the impacts of the options. A revised plan will be presented at the next committee meeting for discussion and potential endorsement.

4. Hiring a summer intern. The executive director presented a proposal to offer a paid internship to a marketing student at the University of Denver or Regis University, a request was made to include the University of Colorado Medical School. The intern would work on the IMLCC's social media and outreach activities up to 20 hours a week. The committee was in favor of continuing to explore this option.
5. Executive Director's compensation plan and performance plan. The chair discussed options with the committee members without the executive director's participation. The general idea is to be able to bring the executive director's performance review and compensation in line with the IMLCC's fiscal year. The performance evaluation form will be revised. The next performance period will be from March to April, with the



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evaluation finalized and provided to the IMLCC Chair in June/July, with any changes in compensation taking place in August. The committee determined that a draft of the revised performance plan and a finalizing of the review scheduled would be discussed at the next committee meeting.

6. Next meeting. April 1, 2024 at 2:30 pm Eastern.

Meeting Date: January 8, 2024

The meeting was called to order at approximately 2:34 PM Eastern Time by Commissioner Herlihy (VT).

Members present: Chairman Herlihy (VT), Commissioner Seamon (AL), Commissioner McSorley (AZ), Commissioner Boone (MS), Commissioner Gater (NJ), Commissioner Shah (NJ), and Commissioner Chou (WI). Ex-officio members present: Chair Silas (AL) and Vice Chair Manahan (MN)

Staff present: Marschall Smith, Executive Director, and Rick Masters, Legal Counsel

Other Commissioners and public present: None were noted

Discussion Items:

7. Review of the Meeting Summary document. The Committee members were provided a copy of this document prior to the meeting. No comments were provided and the document was accepted.
8. Staffing organizational charts for FY25 and FY26. The Executive Director presented the staff developed organizational charts showing the proposed organizational structure and effort to create staff depth. The charts and the concepts behind the changes were discussed. The committee members requested that a Dashboard be created to show how staffing has changed when compared to the increase of application volume and workload. A draft of the Dashboard will be provided at the next meeting.
9. Final decision regarding staffing and budget impacts. The final decision regarding endorsing the Executive Director's Employee Compensation Plan, which includes the staffing levels and compensation for all employees, is March 31, 2024.
10. Staff Qualities. The executive director presented the program for on-going staff development and creation of a positive, productive work culture. The 2022 and 2023 staff activities were discussed and the 2024 objectives along with the process were provided.
 - 2022 activities related to "Team work makes the Dream work"
 - 2023 activities related to "You are the Difference"
 - 2024 objectives are to defined the core values of:
 - Service
 - Integrity
 - Diligence



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- Accessibility
- Knowledge

11. Proposal to create a Deputy Director position. The executive director presented a request to create a Deputy Director position to be filled in July 2024. The position will be part of the FY2025 budget. After discussion, the committee asked that additional information, such as a position description and salary range be provided at a future meeting and that the discussion continue at future meetings.
12. Motion. Moved by Commissioner Boone (MS), seconded by Commissioner Gater (NJ), that the Personnel Committee authorizes the creation of a new Deputy Director position.

The motion passed unanimously.

13. Closed session. The committee determined that it should enter into a closed session to discuss the executive director's compensation. Legal counsel certified that the reason to close the meeting complied with the IMLC Statutes and Rules. The members were invited to a segregated area of the virtual meeting space.
14. Motion. Moved by Commissioner McSorely (AZ), seconded by Commissioner Gater (NJ), that the Personnel Committee should enter into a closed session to discuss a personnel matter, specifically the executive director's compensation.

The motion passed unanimously.

15. Closed session. The closed session started at 3:37 pm Eastern Time and ended at 4:23 pm Eastern Time.
16. Agenda items to be discussed at the next meeting. The committee intends to review the process of the executive director position and refine the process, the process and schedule for the executive director's compensation, continue the discussion regarding the Deputy Director position, and proposed changes to the IMLCC employee salary ranges.
17. Next meeting. To be established at a future date/time.

Meeting Date: November 13, 2023

The meeting was called to order at approximately 11:32 AM Eastern Time by Commissioner Herlihy (VT).

Members present: Chairman Herlihy (VT), Commissioner Seamon (AL), Commissioner McSorley (AZ), Commissioner Chopski (ID), Commissioner MacArthur (ME), Commissioner Boone (MS), and Commissioner Chou (WI)

Staff present: Marschall Smith

Other Commissioners and public present: None

Discussion Items:



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18. Review of the Meeting Summary document. The Committee members were provided a copy of this document prior to the meeting. No comments were provided and the document was accepted.
19. Request to add a position. The Executive Director presented a request to add a new Customer Service position to the IMLCC staff organization chart. After discussion of the request, the question was called.
20. Motion. Moved by Commissioner Chopski (ID), seconded by Commissioner Seamon (AL), that the Personnel Committee authorizes the creation of a new Customer Service Agent position and further authorizes the executive director to evaluate and hire an employee to fill the position.

The motion passed unanimously.

21. Personnel Committee assignments and future discussion items. Commissioner Herlihy presented the requests from the Executive Committee. The Executive Committee has requested that the committee review and create a proposal for the compensation for the executive director. Additionally, the committee has been asked to consider the creation of a "Deputy Executive Director" position to be filled in FY2024. The committee's findings are to be presented to the Executive Committee at the next available meeting.
22. Transition of the Executive Director's evaluation process. The committee intends to review the process of the executive director position and refine the process.
23. Next meeting. To be established at a future date/time.

Meeting Date: June 7, 2023

The meeting was called to order at approximately 3:04 PM Eastern Time by Commissioner Herlihy (VT).

Members present: Chairman Herlihy (VT), Commissioner Seamon (AL), Commissioner Flores (CO), Commissioner Chopski (ID), Commissioner Boone (MS), and Commissioner Chou (WI)

Staff present: Rick Masters, Marschall Smith

Other Commissioners and public present: Ex-officio member Vice Chair Silas (AL)

Discussion Items:

24. Review of the Meeting Summary document. The Committee members were provided a copy of this document prior to the meeting. No comments were provided and the document was accepted.
25. IMLC Employee Handbook – July 2023 edition. The Committee members were provided with the final draft of the revised handbook prior to the meeting. The executive director provided an explanation about the initial change to the handbook



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defining full-time as 35 hours, which was based on information from Employers Council. There are several definitions for full-time; the ADA, FMLA qualifications, unemployment compensation determinations, etc., however, each employer is allowed to establish what they consider full-time employment. After discussion, it was agreed that the IMLCC will define full-time employment as 40 hours of scheduled work per week and the information in the handbook was reverted back to this definition.

At the next revision, it was requested that a “track-changes” version of the document be made available to the committee and employees so that they could review how the handbook was being changed. It was agreed that this action was important and would be implemented at the next revision.

Employees will be provided with a copy of the new handbook and they will be requested to sign an acknowledgement of receipt.

26. 457b Plan administrator update. The contracts for the plan have been signed and the plan will go into effect on 7/1/2023.
27. Executive Director performance evaluation process for FY2024. The committee discussed the processes for the executive director’s evaluation. The executive director was not present during these discussions.
28. Next meeting. To be established at a future date/time.

Meeting Date: May 12, 2023

The meeting was called to order at approximately 12:32 PM Eastern Time by Commissioner Herlihy (VT).

Members present: Chairman Herlihy (VT), Commissioner Seamon (AL), Commissioner McSorley (AZ), Commissioner Boone (MS), and Commissioner Chou (WI)

Staff present: Marschall Smith

Other Commissioners and public present: Ex-officio member Vice Chair Silas (AL)

Discussion Items:

1. Review of the Meeting Summary document. The Committee members were provided a copy of this document prior to the meeting. No comments were provided and the document was accepted.
2. FY2024 Executive Director’s Employee Compensation Plan – final draft. The Committee members were provided with the final draft of the compensation plan prior



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to the meeting. The details of the plan were discussed item by item. After the discussion, the question was called.

3. Motion. Moved by Commissioner McSorley (AZ), seconded by Commissioner Chou (WI), to endorse the FY2024 Executive Director's Employee Compensation Plan.

The motion passed unanimously.

4. IMLC Employee Handbook. The committee members were provided with a final draft of the revised handbook. A question was raised regarding the change of the definition of full-time from 40 hours a week to 32 hours a week. The matter was discussed and the executive director was requested to research the justification for the change and report back at the next committee meeting.
5. 457b Plan administrator update. The executive director updated the committee that John Hancock USA had been selected as the 457b plan administrator and the contracts were being prepared for signature. Additional information would be provided at the next meeting.
6. Next Meeting. The next meeting will be held in early June based on the poll results of committee member's availability.

Meeting Date: February 10, 2023

The meeting was called to order at approximately 3:07 PM Eastern Time by Commissioner Herlihy (VT).

Members present: Chairman Herlihy (VT), Commissioner Seamon (AL), Commissioner McSorley (AZ), Commissioner Strout (ME), Commissioner Boone (MS), Commissioner Shah (NJ), and Commissioner Chou (WI)

Staff present: Marschall Smith

Other Commissioners and public present: Ex-officio member Vice Chair Silas (AL)

Discussion Items:

1. Review of the Meeting Summary document. The Committee members were provided a copy of this document prior to the meeting. No comments were provided and the document was accepted.
2. FY2024 Executive Director's Employee Compensation Plan – final draft. The executive director provided an update on the Plan, including:
 - a. The decision to keep the salary ranges the same as the prior year, based on the



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- salary survey information from Employer's Council;
- b. The Cost-of-Living Allowance (COLA) amount of 4.53%, based on average of the anticipated COLA increases from 31 states to state employees. The information was obtained through a web search.
 - c. The Performance Increase amount of 4.00%. The amount was determined from a sampling of performance increases offered to employees based on a web search.
 - d. An increase in the number of paid holidays from 8 to 12, which will be based on the paid holiday schedule for State of Colorado employees.
3. Tuition Reimbursement. There was a discussion regarding offering Tuition Reimbursement to employees. The committee provided advice on the matter to the Executive Director, which will be used in the development of the final Plan.
 4. Colorado FAMLI Program. The State of Colorado requires a deduction from employee salaries of 0.45% with the option for employer to pay this amount. After discussion it was determined that the IMLCC will not pay this deduction as part of the Plan.
 5. Final Plan. The final version of the Plan will be provided at the next meeting to be scheduled in early May.
 6. Next meeting. The next meeting will be set via a Doodle Poll for early May.

Meeting Date: January 12, 2023

The meeting was called to order at approximately 11:04 AM Eastern Time by Commissioner Herlihy (VT).

Members present: Chairman Herlihy (VT), Commissioner Seamon (AL), Commissioner McSorley (AZ), Commissioner Flores (CO), Commissioner Boone (MS), and Commissioner Chou (WI)

Staff present: Marschall Smith

Other Commissioners and Public Present: Ex-officio member Chair Spangler (WV)

Discussion Items:

1. Review of the Meeting Summary document. The Committee members were provided a copy of this document prior to the meeting. No comments were provided and the document was accepted.
2. Great Place to Work Proposal. The executive director provided an update on the proposal. Not much progress has been made and details about benefits to a small



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organization remain unclear. Investigation into the small organization benefits will continue and reported at the next meeting.

3. Colorado FAMLI Program. The State of Colorado has implemented a next payroll deduction program that took effect on January 1, 2023. The details of the program were discussed and the option of the IMLCC paying the employee portion of the deduction was discussed as an employee benefit. No decision was made on the matter.
4. Colorado SecureSaving Program. The State of Colorado is implementing a voluntary retirement plan for employers who do not offer such plans to their employees. The IMLCC must either offer a retirement plan to employees by June 30, 2023 or will be mandated to join this program. Work on offering a retirement option for employees is an ongoing effort.
5. FY2024 Employee Benefit discussion. The committee continued its discussion with regard to the options for employee benefits for FY2024. The discussion focused on the paid holiday scheduled. The executive director provided information about the 12 paid holidays for State of Colorado Employees. The committee discussed the options of increasing the number of holidays for IMLCC employees from 8 to 12 to match. The majority of the committee members expressed support for this option. Part of the discussion including a balance between paid holidays and vacation time.

The committee felt that the discussion about the increased benefit options was at a point where a comprehensive recommendation from the executive director regarding employee compensation for FY2024 was appropriate and should be provided at the next committee meeting.

6. Next meeting. A Doodle Poll would be sent to committee members for a meeting to be held in early February.

Meeting Date: December 15, 2022

The meeting was call to order at approximately 11:02 AM Eastern Time by Commissioner Herlihy (VT).

Members Present: Chairman Herlihy (VT), Commissioner Seamon (AL), Commissioner McSorley (AZ), Commissioner Flores (CO), Commissioner Strout (ME), Commissioner Bhatia (TX), Commissioner Chou (WI)

Staff Present: Marschall Smith

Other Commissioners and Public Present: Ex-Officio members Commissioner Spangler (WV) and Commissioner Silas (AL)



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Discussion Items:

7. Welcome. Commissioner Flores and Commissioner Bhata were welcomed to the committee and introduced themselves.
8. Review of the Meeting Summary document. The Committee members were provided a copy of this document prior to the meeting. No comments were provided and the document was accepted.
9. Approval of requested new staff positions. A copy of the proposed organization chart was presented, which included a request to add two new positions. The positions were for IT professionals, one to be added in early 2023 and the other to be added in the Fall 2023. These requests were part of the Technology Committee's plan regarding staffing and managing the Commission's IT resources. A memo from the Technology Committee's Chair, Commissioner Manahan (MN) was provided to the Committee members. After discussion, it was determined that the positions would be approved.
10. Motion. Moved by Commissioner McSorley (AZ), seconded by Commissioner Bhatia (TX), that the Personnel Committee authorizes the creation of two new IT Professional positions and authorized the executive director to evaluate and hire the employees to fill the positions.

The motion passed unanimously.

11. Great Place to Work Proposal. An update was provided by the executive director. A general discussion was held, with a focus on how the proposal would benefit the organization and the importance of ensuring that process would provide feedback to the Committee members about the Commission staff and productivity. Of particular interest to the Committee members is the value that such a project would provide to small organizations. This topic would be part of the upcoming meeting with the GPTW organization, which is scheduled for mid-December. The Committee members are interested in continuing to explore this proposal.
12. FY2024 Employee Benefit discussion. The Committee is focusing on three proposals to expand employee benefits. The first is implementing a 401(k) program with an employer match, second is increasing the number of paid holidays, and the third is to increase the sick and vacation accrual amounts and limits.

The executive director was asked to gather information about:

- The State of Colorado paid holiday schedule;
- A regional snapshot of employer 401(k) matches

The results are to be presented at the next meeting.

13. Next meeting. The next meeting is scheduled for January 12, 2023 starting at 11:00



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am Eastern.

Meeting Date: November 7, 2022

The meeting was call to order at approximately 11:03 AM Eastern Time by Commissioner Herlihy (VT).

Members Present: Chairman Herlihy (VT), Commissioner Seamon (AL), Commissioner McSorley (AZ), Commissioner Chopski (ID), Commissioner Strout (ME), Commissioner Boone (MS), Commissioner Shah (NJ), Commissioner Chou (WI)

Staff Present: Marschall Smith

Other Commissioners and Public Present: None were noted

Discussion Items:

1. Review of the Meeting Summary document. Committee members were provided a copy of this document prior to the meeting. It was noted that a meeting held in July/August was not included in the notes. That meeting included a discussion of the executive director's evaluation and the process for the executive director's evaluation, which the Committee decided needed to be revised and updated in the Spring of 2023 for the upcoming year. A draft of those notes will be included in the next meeting summary and provided for comments. Otherwise, the document accepted.
2. Review of IMLCC Organization Chart and Staffing. The Committee members were provided with an updated organization chart. It was noted that a previously approved position for a Customer Service Rep was redesignated to an Accounting Tech by the executive director. A proposal for the committee to authorize the creation of 3 proposed new positions was made by the executive director. The new positions included an Accounting Tech (to be hired in FY2023), an IT Professional (to be hired in FY2023) and a second IT Professional (to be hired in FY2024).

A general discussion was held, including how the roles to be filled by the new positions along with the need for additional space, and office supply costs for these new positions. Discussion was held regarding the IT requests that represented a plan to bring more IT functions "in-house" as opposed to through contractors and 3rd party vendors. The executive director was asked to discuss this process with the Technology Committee and obtain the documentation that the IT function process was agreed supported by the Technology Committee.

An important element of adding more staff was including the opportunity for cross-training and promotional opportunities. The request for the Accounting Tech was part of the Auditor's recommendations regarding creating segregation of duties among the Financial Unit.



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After discussion, it was decided to table consideration of the request to authorize the IT Professional positions, but to authorize the Accounting Tech position immediately.

3. Motion. Moved by Commissioner Seamon (AL), seconded by Commissioner McSorley (AZ), that the Personnel Committee authorizes the creation of a new Accounting Tech position and authorized the executive director to evaluate and hire an employee to fill the position.

The motion passed on a vote of 8 in favor, 0 opposed, and 0 abstaining.

4. Great Place to Work Proposal. A proposal from IMLCC staff to participate in and obtain a Great Place to Work designation was discussed. The Committee provided tentative approval to proceed, with additional information to be obtained and presented at the next meeting. The additional information would need to include a cost estimate.

The motion passed on a vote of 4 in favor, 0 opposed, and 2 abstaining.

5. Discussion of IMLCC employee benefits package. The Committee members were provided a copy of the current IMLCC Employee Handbook prior to the meeting. The Handbook includes an outline of current benefits offered to staff. A range of potential new benefits had been proved to staff and they responded to a survey ranking the various options. The results of the survey and other options were discussed. It was determined that the Committee to continue exploring the top 3 staff survey results –

1. 401k with employer contributions
2. Increasing the number of paid holidays from 8
3. Increasing the “Vacation Leave Accrual” amount earned per pay period and increasing the maximum amount that could be accrued before a “Use-It-Or-Lose-It” situation occurred.

Discussion on this subject would continue at the next committee meeting.

6. Personnel Committee Charge. The Committee’s charge had been revised in February/March 2022 and the members agreed that it was accurate and did not need to be revised.
7. Next meeting. The Committee requested that the members be surveyed and a meeting be scheduled sometime in the first 10 days of December.
8. The meeting concluded at 12:38 PM Eastern Time.

Meeting Date: July/August, 2022



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The meeting was call to order at approximately **XX:XX AM/PM** Eastern Time by Commissioner Herlihy (VT).

Members Present: **Needed**

Staff Present: None

Other Commissioners and Public Present: None were noted

Discussion Items:

1. Review of the executive director's performance evaluation process. Committee members were reviewed the evaluation form and established a process for gathering information from Commissioners regarding the executive director's performance.

The evaluation process and forms will be examined again in the Spring of 2023. Key focus items include:

- Obtaining meaningful comments and evaluations from Commission Chairs
- Revising and finalizing a new evaluation form, to include a discussion regarding creating a differentiation between an input gathering process and the formal evaluation process
- Finalizing the evaluation schedule – with a tentative outline as follows:
 - September - Committee chairs gather comments and evaluations from Commissioners on their respective committees
 - October – The Commission Chair will gather comments and finalize the evaluation
 - November – The Commission Chair and executive director will meet to review and sign the final evaluation
 - January – Any pay adjustments will be made

Meeting Date: May 26, 2022

The meeting was call to order at approximately 12:10 PM Eastern Time by Commissioner Herlihy (VT).

Members Present: Commissioner Farrelly (MD), Commissioner Boone (MS), Commissioner Chou (WI), and Commissioner Spangler (WV).

Staff Present: Rick Masters and Marschall Smith

Other Commissioners and Public Present: None were noted

Discussion Items:



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2. Review of the Meeting Summary document. Committee members were provided a copy of this document prior to the meeting. No comments were provided and the document accepted.
3. Review of the Executive Director's determination regarding staff compensation for FY2023. The discussion continued from the prior meeting.

A copy of the Executive Director's FY2023 Compensation Plan (Plan) was provided to the members prior to the meeting. The Plan includes three (3) items that were discussed and considered separately. The committee members requested that the salary range information in Item #1 be modified to reflect the mathematical mid-point. The Executive Director assured the committee members that the salary range would be reviewed annually. A request that the process for establishing new hire salary information be documented as part of a modification of Administrative Memo No.8 and the revised memo be provided for review at the next committee meeting. The Executive Director was requested to provide current staff salary information along with the Plan at the June 7th Executive Committee meeting.

After discussion and review of the Plan, motions were made regarding the Executive Director's request for the Committee's endorsement of the Plan.

4. Motion #1. Moved by Commissioner Farrelly (MD), seconded by Commissioner Herlihy (VT), that the Personnel Committee declines to endorse the Executive Director's FY2023 Employee Compensation Plan, Item #1. The Committee holds that the indicated salary ranges are excessive when compared to the salaries of State employees working for member boards in comparable positions. The Committee intends, over the course of the next fiscal year, to develop alternatives to the salary ranges identified in the FY2023 Employee Compensation Plan to include exploring the types and amounts of benefits offered to Compact employees, so that the total compensation plan in future years would be comparable to those offered to State government employees.

The motion passed on a vote of 4 in favor, 0 opposed, and 2 abstaining.

5. Motion #2. Motion by Commissioner Farrelly (MD), seconded by Commissioner Herlihy (VT), that the Personnel Committee endorses the FY2023 Employee Compensation Plan, Item #2.

The motion passed on a vote of 4 in favor, 0 opposed, and 2 abstaining.

6. Motion #3. Motion by Commissioner Farrelly (MD) to decline to endorse the Executive Director's FY2023 Employee Compensation Plan, Item #3. The motion failed to obtain a second.

7. Motion #4. Motion by Commissioner Herlihy (VT), seconded by Commissioner Boone (MS), that the Personnel Committee endorses the FY2023 Employee Compensation



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Plan, Item #3.

The motion passed on a vote of 2 in favor, 1 opposed, and 3 abstaining.

8. Chair's report of the Committee decisions. The Chair will prepare a report of the Committee's decisions regarding the FY2023 Employee Compensation Plan for the June 7, 2022 Executive Committee meeting. The Chair expressed appreciation for the committee members time and effort to work through this difficult, but important process.
9. The meeting concluded at 12:56 PM Eastern Time. The next meeting date will be established at a later time.

Meeting Date: May 5, 2022

The meeting was call to order at approximately 3:02 PM Eastern Time by Commissioner Herlihy (VT).

Members Present: Commissioner Seamon (AL), Commissioner Chopski (ID), Commissioner Farrelly (MD), Commissioner Boone (MS), Commissioner Reed (NV), Commissioner Chou (WI), and Commissioner Spangler (WV).

Staff Present: Marschall Smith

Other Commissioners and Public Present: None were noted

Discussion Items:

1. Review of the Meeting Summary document. Committee members were provided a copy of this document prior to the meeting. No comments were provided and the document accepted.
2. Review of the Executive Director's determination regarding staff compensation for FY2023. The discussion continued from the prior meeting.

Information regarding the new salary survey information was provided to the members prior to the meeting. The new information included specific salary surveys from 3 additional sources using the factors requested from the prior meeting. Six member states provided salary and salary range information for the state employees of that state. This information was also provided prior to the meeting.

A general discussion was held regarding the proposed salary ranges indicated from the IMLCC HR consultant, Employers Council. Concern was expressed that that ranges seem excessive, although most committee members expressed support for providing some level of increases. The concept of a total compensation package was raised as part of the understanding of base pay and benefits offered by state government and the IMLCC. The State of Colorado provided a detailed study of the compensation



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package offered to employees which was approximately 69.0% base pay and 31.0% benefits. A similar calculation was done by the Executive Director resulting in an IMLCC compensation package of 93.27% base pay and 6.73% benefits.

A question was raised about reviewing and increasing the benefit levels offered to employees. The committee accepted as a task to research the level and types of benefits that could be offered to IMLCC employees in the future.

The committee determined that, while it supports and agrees with providing staff with a FY2023 increase, the committee determined that it would withhold its endorsement of Executive Director's proposed compensation plan.

The next committee meeting will include a review of the Executive Director's final compensation plan and salary ranges.

3. The next meeting of the Committee will be established by Doodle Poll, but will take place on May 24th, 25th, 26th, 31st, or June 3rd.

Meeting Date: April 1, 2022

The meeting was call to order at approximately 3:05 PM Eastern Time by Commissioner Herlihy (VT).

Members Present: Commissioner Seamon (AL), Commissioner McSorley (AZ), Commissioner Farrelly (MD), Commissioner Reed (NV), and Commissioner Nagala (ND).

Staff Present: Marschall Smith

Other Commissioners and Public Present: None were noted

Discussion Items:

1. Review of the Meeting Summary document. Committee members were provided a copy of this document prior to the meeting. Changes were requested to the January 28, 2022 summary and those changes have been incorporated.
2. Personnel Committee Charge. The committee reviewed and discussed the final draft document. Changes were requested and incorporated. The final document will be presented and discussed at the April 5, 2022 Executive Committee meeting.
 - Moved by Commissioner McSorley (AZ), seconded by Commissioner Reed (NV), to approve the "IMLC Personnel Committee Charge" document as amended.
 - The motion passed unanimously.
3. Review of the Executive Director's determination regarding staff compensation for FY2023. The discussion continued from the prior meeting.



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A copy of the IMLCC specific “Compensation Market Analysis” from Employers Council was provided to the members prior to the meeting. The Analysis was a review of the salary ranges paid to comparable positions from over 100 local and state, quasi-government, and non-profit organizations in Colorado and the surrounding states. The Analysis compared position descriptions of IMLCC positions to these comparable organizations and then provided a report of salary ranges for the positions. Some of the IMLCC positions were a mix of different salary ranges based on an estimate of time spent at the different levels.

The IMLCC profile for the review included the following factors:

1. Gross annual revenues of \$15m to \$20m,
2. 10 to 15 staff size, and
3. Detailed IMLC staff position duty descriptions.

The committee members discussed the Analysis. Concern was raised about the position descriptions and that net revenues not gross revenue amounts should be used when finding comparable organizations.

The executive director reported that other health care related compacts do not generally pay for staff beyond the executive director level. The staff resources are provided to the compact by the professional organization, like the FSMB would be for the IMLCC, through a variety of arrangements. One compact, which was willing to provide compensation information, stated that the compensation range for their executive director was \$150,000.00 to \$250,000.00 annually plus benefits.

The State of Colorado compensation was the only state that information was obtained, after several attempts to obtain the information about other member states was unsuccessful. The Colorado information will be shared with the committee members prior to the next meeting.

The executive director was requested to seek a new Analysis from Employers Council prior to the next meeting. The factors would be modified to compare ranges that used the following factors:

1. \$2.5 million in operating expenses or gross revenues
2. Staff size of 5 to 10 employees
3. Detailed IMLCC staff position descriptions

The Cost-of-Living Adjustments (COLA) information was provided state-by-state. It was requested that the information be reviewed again prior to the next meeting and an updated list/report be provided. Most of the committee members agreed that COLA should be part of the compensation for employees, however, the rate or level was not determined. It was also generally agreed that Performance Pay increases should be part of the compensation for employees. Again, the rate or level was not determined.



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As a follow-up, the committee members were requested to determine if they could find their state's compensation levels, and if they could share that information, then provide it to the executive director prior to the next meeting.

It is important to note that the proposals presented relate to staff, as the executive director's compensation is controlled by the commission.

The discussion will be continued at the next meeting.

4. Executive Director's job description, performance plan and evaluation form. The discussion was tabled until the next meeting.
5. The next meeting of the Committee will be established by Doodle Poll, but will take place on May 5th, 6th, 12th, or 13th at 3:00 PM Eastern.

Meeting Date: January 28, 2022

The meeting was called to order at approximately 3:05 PM Eastern Time by Commissioner Herlihy (VT).

Members Present: Commissioner McSorley (AZ), Commissioner Boone (MS), Commissioner Farrelly (MD), Commissioner Reed (NV), Commissioner Chou (WI), and IMLC Chair Spangler (WV).

Staff Present: Marschall Smith

Other Commissioners and Public Present: None were noted

Discussion Items:

1. Review of the IMLC employee performance review process. Committee members were provided with the documents used by IMLC management to evaluate performance and the Administrative Procedure #8. Comments regarding changes to the Administrative Procedure were provided and will be included in the updated version.
2. Review of the Executive Director's determination regarding staff compensation for FY2023. There was a lengthy and involved discussion which included reviewing the proposed adjustments to staff pay. It is important to note that the proposals presented relate to staff, as the executive director's compensation is controlled by the commission. After the discussion, it was determined that additional information was needed to create a broader view of the compensation ranges. Information will be obtained regarding staff compensation by other compacts, medical boards, the FSMB, and other sources to be determined. The results would be collected to the data available from the Employer's Council. The information gathered will be presented at the February meeting for further discussion, including Cost-of-Living Adjustments beyond those proposed by the U.S. Social Security Administration.



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3. Executive Director's job description, performance plan and evaluation form. A draft of the documents will be prepared and presented at the next meeting for discussion and approval.
4. Personnel Committee Charge. The committee discussed changes to the current document. Suggestions were provided regarding process by which evaluations of the executive director's performance would be gathered and reported to the IMLC Chair. The changes were noted and a new draft of the document would be prepared for discussion at the next meeting.
5. The next meeting of the Committee will be Friday, February 25, 2022 at 3:00 PM Eastern time.

Meeting Date: November 15, 2021

The meeting was called to order at approximately 3:05 PM Eastern Time by Commissioner Herlihy (VT)

Members Present: Commissioner Seamon (AL), Commissioner McSorley (AZ), Commissioner Durrett (KS), Commissioner Boone (MS), and Commissioner Chou (WI)

Staff Present: Marschall Smith, Rick Masters

Other Commissioners and Public Present: None were noted

Discussion Items:

1. Executive Director's evaluation. A general discussion was held regarding how the performance evaluation for the executive director was conducted in the past. It was noted that the process has changed every year and that no performance plan exists other than those established in the IMLC Statute, Section 12, paragraph (j) and IMLC Bylaws, Article IV, Section 2. The discussion included a decision that a standard performance plan and evaluation should be created and forwarded to the Executive Committee to be used in the current year (if possible) and for future year evaluations. The executive director evaluations should be on the same review and finalization schedule as all other IMLC employees. Two motions came from the discussion.
2. Motion #1. Moved by Commissioner Durrett (KS), seconded by Commissioner McSorley (AZ), to take the steps necessary to bring the executive director's evaluation cycle and forms in line with those for other commission staff. The motion passed unanimously.
3. Motion #2. Motion by Commissioner Durrett (KS), seconded by Commissioner McSorley (AZ), that the Personnel Committee role should continue as advisory in nature, with recommendations and advice communicated to the executive committee through the Chair of the Personnel Committee and the process should be documented and discussed at the next committee meeting. The motion passed unanimously.



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4. Committee charge. A copy of the Committee's charge was provided prior to the meeting and discussed. Suggested changes were provided and it was requested that the continuation of the discussion be added to the agenda at the next meeting.

Meeting Date: October 14, 2021

The meeting was call to order at approximately 3:10 PM Eastern Time by Commissioner Herlihy (VT)

Members Present: Commissioner Reed (NV), and Commissioner Chou (WI)

Staff Present: Marschall Smith, Rick Masters

Other Commissioners and Public Present: None

Discussion Items:

5. Meeting Summary document. A copy of the meeting summary document was provided prior to the meeting. The purpose of this document is to record the meeting without doing formal minutes. Changes or comments to the summary should be provided to the executive director to be included in the document.
6. Organization Chart. A copy of the current IMLCC org chart was reviewed. One of the Customer Service positions is open and remain unfilled until after January 2022. A decision will be made in the Spring whether to leave the position open and unfilled or if it will be eliminated.
7. Staffing. The list of IMLCC staff was reviewed. A discussion was held regarding the process to bring an employee from temporary to employee status. A question was raised about satisfaction or comments from temporary employees about the process. Most employees have favorable comments about the process and a suggestion was provided that was implemented regarding the date used to categorize for leave.
8. 2022 Holiday Schedule. The proposed 2022 schedule was discussed. The executive director will finalize and publish for employees.
9. Meeting time for November Commission meeting. The committee will meet at 3:00 PM Eastern time on Committee Day, November 15, 2021.
10. Closed meeting – Executive Director's Evaluation. The meeting was closed to the public and IMLCC staff in order to discuss a personnel issue as authorized by IMLC Statute, Section 11, paragraph (h)(5). Legal counsel certified that the closing of the meeting was appropriate. The vote to close the meeting was unanimous. discuss a



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personnel issue. The executive director did not participate in the closed session.

Meeting Date: May 24, 2021

The meeting was call to order at approximately 3:00 PM Eastern Time by Commissioner Herlihy (VT)

Members Present: Commissioner McSorley (AZ), Commissioner Durrett (KS), Commissioner Reed (NV), and Commissioner Chou (WI)

Staff Present: Marschall Smith, Rick Masters

Other Commissioners and Public Present: None

Discussion Items:

1. IMLCC Staffing Update. The executive director provided an update on filing positions.
2. Personnel incident. The executive director provided an update on a personnel incident that took place in April 2021 and its resolution. The information provided was de-identified.
3. IMLCC FY2022 Personnel Budget. The executive director provided copies of the proposed budget for FY2022, including a detailed outline of the items related to the personnel budget categories and the addition of a Customer Service Representative position to be filled in January 2022.
4. IMLCC FY2022 Budget Contingency Plan. The Commission meeting scheduled on May 18, 2021 was unable to conduct business because a quorum was not established. As a result, the review and approval of the budget will take place at the Executive Committee meeting scheduled for June 8, 2021. All commissioners are invited to attend the meeting.
5. Executive Director's Evaluation. The committee meeting was closed to the public and IMLCC staff in order to discuss a personnel issue as authorized by IMLC Statute, Section 11, paragraph (h)(5). Legal counsel certified that closing the meeting was appropriate. The vote to close the meeting was unanimous. The executive director did not participate in the closed session.

Meeting Date: March 22, 2021

The meeting was call to order at approximately 3:00 PM Eastern Time by Commissioner Herlihy (VT)

Members Present: Not recorded



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Staff Present: Marschall Smith, Rick Masters

Other Commissioners and Public Present: None

Discussion Items:

1. IMLCC Position Descriptions. The committee provided comments on the position descriptions provided at the January 2021 meeting. The executive director will finalize, provide to employees and managers. They will also be used in job announcements and for performance evaluations. The committee requested that they review the position descriptions on an annual basis.
2. IMLCC Employee Performance Review forms. The committee was provided a copy of the proposed performance evaluation form to be used for the evaluations for FY2021. After review and comments, the committee members requested that final comments be provided directly to the executive director in the next 2 weeks.
3. IMLCC Staffing Update. The executive director provided an update on filling positions.

Meeting Date: January 12, 2021

The meeting was call to order at approximately 4:00 PM Eastern Time by Commissioner Herlihy (VT)

Members Present: Not recorded

Staff Present: Marschall Smith, Rick Masters

Other Commissioners and Public Present: None

Discussion Items:

1. IMLCC Staffing Strategy. The committee reviewed a memo from the executive director regarding the FY2021 staffing strategy, including the request to add 2 positions. The new positions are for a Controller and Administrative Assistance.

Action Item #1: The Executive Director is recommending that the Personnel Committee authorize 2 additional staff positions, effective February 1, 2021.

The recommendation was approved with no objection.

2. IMLCC Position Descriptions. The committee was requested to assist the executive director in creating and finalizing descriptions for the staff roles. A copy of the position descriptions was provided prior to the meeting.



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Action Item #2: The committee will review the position descriptions and provide comments at the next scheduled meeting

3. IMLCC Part-time professional writer contract. The executive director was requesting authorization to contract with a professional writer to ensure that publications and documents were effective. The contractor would also assist with a review of webpage instructions and information.

Action Item #3: The committee was requested endorse the executive director to enter into a contract for a professional writer, but not create a permanent position. The contract could be with an individual or an organization.

The request was approved by the committee without objection.