



2022 Salary Guidelines

OVERVIEW

The National Young Farmers Coalition (“Young Farmers” or “the Coalition”) depends on talented, dedicated, and passionate staff to be successful. Our organization seeks to not only generously compensate our talented staff but to also provide them with transparency on our salary structure and personnel budgeting decisions. This document aims to provide more clarity, transparency, and process to our salary allocations. While we recognize that these guidelines will be contingent on funding and the financial position of the organization, the compensation philosophy outlined below attempts to articulate our salary-setting for the upcoming calendar year.

PART 1: Our Compensation Philosophy

How salary is determined at Young Farmers is a direct reflection of the organization’s values and universal competencies. While our organizational values are represented throughout these guidelines, the most salient are:

- **Advancement Opportunity** (*Gracious & Celebratory*) - Our salary guidelines aim to help staff and managers better articulate justifications for advancement by clarifying the additional responsibilities that may recommend promotions. Advancement is earned by staff initiative and innovation, as well as the ability to properly assess organizational needs.
- **Tenure/Institutional Knowledge** (*Gracious & Celebratory*) - We believe that the longer staff stay at Young Farmers, the deeper their expertise and relationship to our farmers. We celebrate and honor our long-term staff by providing an avenue to stay at the Coalition by applying an adjustment to salaries for staff who have worked at the organization for an equivalent of 4+ (excludes promotions) years in their current role, or 5+ years in any role (includes lateral moves and promotions).
- **Competitive Compensation** (*Grounded & Focused*) - We know that to recruit and retain our talented staff we must offer pay that is competitive. In some cases, the market compensates some roles more than others and our compensation reflects this reality in order to attract and retain strong candidates and employees with expertise in these fields. Additionally, we recognize areas where the market undervalues foundational work taking place at this Coalition, namely organizing. Our compensation attempts to mitigate this reality in order to demonstrate the value we recognize in organizing work.
- **Internal Transparency** (*Transparent & Direct*) - These guidelines express our commitment to transparency and fair compensation across the organization. We believe that access to information is a way to distribute power and leads to better decision-making. Relating to advancement, we want opportunities to be clear and open to all staff, and for staff to have clear, written guidelines to which we can hold ourselves accountable.
- **Annual Evaluation** (*Adaptable & Dynamic*) - We update the Compensation Guidelines annually, using updated national survey data that reflects the continuous increase in cost of living. As such, staff salaries generally increase annually.

PART 2: Determining Factors for Job Levels

This section outlines the five job levels at the organization. It aims to clarify the increasing responsibilities as staff advance, and provide transparency on the role of leadership positions. There are currently five “levels” at the organization - these levels correspond to a set of common responsibilities across the organization. As outlined in the rubric below, each level is defined by varying degrees of expectations for three main areas of professional growth. These responsibilities are determined as key priorities required to achieve the organization’s strategic plan:

1. **Planning strategic initiatives and priority-setting:** responsibility to direct, plan, implement, manage, and execute organizational strategy, and set staff priorities in alignment. We expect that roles in the associate level, for example, will be primarily responsible for executing on their role’s responsibilities, whereas leadership leads goal-setting and annual planning for an entire team.
2. **Strategic plan and organizational values alignment:** role in monitoring, evaluation, and reporting processes. All staff are responsible for ensuring their work aligns with the strategic plan and organizational values, and contributing to evaluation and reporting processes, but ultimately directors are responsible for executing evaluation and grant reporting efforts in alignment with the strategic plan.
3. **Staff management:** responsibility for managing staff. Staff management responsibilities increase as level increases.

<p>Level 1 Associate</p>	<ul style="list-style-type: none"> ● Executes team work plans and manages routine job processes, individual priorities are set by supervisor ● No responsibility for strategy design but participates in annual planning and aligns work with strategic plan and values ● Offered opportunities but not required to participate in decision-making ● No staff management responsibilities
<p>Level 2 Manager</p>	<ul style="list-style-type: none"> ● Manages and co-owns team work plans, able to set individual priorities with guidance ● No responsibility for strategy design but participates in annual planning and aligns work with strategic plan and values ● Weighs in on decision-making processes ● Can include staff management responsibilities
<p>Level 3 Director</p>	<ul style="list-style-type: none"> ● Helps determine new workflows and team initiatives, able to set individual and team priorities ● Begin to lead strategy design, significantly contributing to annual planning and alignment with strategic plan/evaluation ● Advises leadership on decision-making ● Usually includes staff management responsibilities
<p>Level 4 Leadership</p>	<ul style="list-style-type: none"> ● Acts as team leader, executes on organizational strategy and planning, sets individual and team priorities ● Leads and executes strategy design, annual planning processes, budget management, and accountability to strategic plan and organizational values ● Advises executive leadership on major organizational decisions ● Must include staff management or advisory responsibilities
<p>Level 5 Executive</p>	<ul style="list-style-type: none"> ● Serves as a model for organizational leadership, holds responsibility for organization success, and sets organization priorities ● Oversees and evaluates organization strategy design, annual planning and accountability processes ● Holds major organizational decision-making responsibilities ● Always includes staff management responsibilities

PART 3: Pay Scale & Compensation Factors

This section outlines the process by which Young Farmers will determine salaries and wages for staff in 2022. The section provides transparency on the process by which we decide salaries. In other words, each employee's salary is set with reference to the factors below at the time of hire. These guidelines will be followed except when in conflict with state or federal legal requirements.

Compensation for each level is calculated annually using data from comparable organizations. Our 2022 guidelines are based on data from the 2021 Nonprofit Times Salary Report (available from Operations Team upon request) for organizations with an operating budget of \$5M-\$10M and the 2020 National Salary Report from Association Trends for organizations with operating budgets between \$5M-\$10M. We supplemented this data with PNP Staffing Group's Nonprofit Salaries for the Washington, DC Area and other public salary data from comparable organizations. The Coalition does not believe in compensating staff based on the lowest common denominator. Because of this, we used the median salaries for comparable roles to inform our annual salary for each level.

In some cases, the market compensates some types of work more than others, specifically DC-based policy roles, and our compensation reflects this reality in order to remain competitive. Our guidelines adjust for this with the addition of levels that were benchmarked against DC-based policy roles. We have also added sub-levels to account for high costs of living in California and DC. Additionally, while the market does not compensate for our Level 1 roles at a higher rate, the Coalition greatly values the work of these roles and is, therefore, investing in that work by increasing salary guidelines for that level.

The range between salaries and wages with and without tenure is \$4,500 for all levels. The pay scale is based on a 40-hour per week schedule. Compensation for hourly employees directly correlates to annual salaries (e.g., \$54,000 annual salary equates to 26 pay periods of 80 hours each - or an hourly wage of \$25.96/hr).

Tenure Adjustment - Beginning on your fifth work anniversary with Young Farmers, your salary will be adjusted by \$4,500 to reflect our compensation for long-term dedication to the organization. Beginning in 2022, part-time employees qualify for placement in the Tenure tier and will receive a prorated adjustment based on hours worked.

			Salary - Wage		Salary - Wage + Tenure	
			Annual Salary	Hourly Wage	Annual Salary	Hourly Wage
Level 1 Associate	A	State Organizers, Campaign Organizers, Associates, Coordinators	\$54,000	\$25.96	\$58,500	\$28.13
	B	DC-Based Policy Associates*	\$65,000	\$31.25	\$69,500	\$33.41
	C	CA-Based Organizers	\$67,500	\$32.45	\$72,000	\$34.62
Level 2 Manager	A	Organizing Managers, Coalition Manager, Communications Manager, Operations Managers, Development and Finance Managers, Farmer Leadership Manager, Food Safety Manager	\$64,500	\$31.01	\$69,000	\$33.17
	B	DC-Based Policy Managers (Economic Justice Policy Manager, Immigration Policy Manager)	\$70,000	\$33.65	\$74,500	\$35.82
Level 3 Director	A	Campaign Directors, Field Director, Organizing Directors, Base-Building Director	\$72,500	\$34.86	\$77,000	\$37.02
	B	DC-Based Campaign Directors	\$76,125	\$36.60	\$80,625	\$38.76
	C	DC-Based Federal Policy Directors (i.e. Access and Accountability Director)	\$82,500	\$39.66	\$87,000	\$41.83
	D	CA-Based Campaign Directors	\$87,000	\$41.83	\$91,500	\$43.99
Level 4 Leadership	A	Water Director, Organizing and Advocacy Director, Communications Director, Finance Director	\$86,100	\$41.39	\$90,600	\$43.56
	B	Development Director	\$90,200	\$43.37	\$94,700	\$45.53
	C	DC-Based Senior Policy Advisor, Operations and Evaluation Director	\$90,400	\$43.46	\$94,900	\$45.63
	D	DC-Based Policy Campaigns Director	\$109,500	\$52.64	\$114,000	\$54.81
Level 5 Executive	A	Chief of Staff	\$98,200	\$47.21	\$102,700	\$49.38
	B	Co-Executive Directors	TBD (Co-ED salaries are set by the Young Farmers Board of Directors)			

*Note: Currently, we do not have any Federal Policy Associates (or the equivalent) on staff. This line is here to demonstrate consistency across levels.

Part 4: Implementation Details

Salary adjustments will be implemented by the operations team through the drafting of offer letters for 2022. We will not decrease any existing salaries for employees who are currently above our pay scale.

The operations team will send offer letters to managers and staff by December 13th, 2021, with signatures required by December 20th, 2021. Managers should review and communicate their reports opportunity for tenure at this time. If you have any questions about your or your report's eligibility for tenure, reach out to the Operations team.

Tenure adjustments will happen *automatically* on the 5th anniversary of your hire date (5+ years option) or most recent role/level change date (4+ years option). For example, if you begin the calendar year without a tenure adjustment, but reach the 5-year anniversary of your current role in July, your adjustment to Tenure will be triggered in July.

Throughout 2022, managers who believe their reports are performing above their current level should report level change requests to their manager as these instances are identified. Submitting requests does not guarantee approval and decisions will be made at the discretion of the Co-EDs.

If an employee lives in a state with a salary exempt minimum requirement, and their salary falls below that minimum, that employee will either get an adjustment to meet the minimum salary.

These Guidelines are not a contract and do not confer any contractual or quasi-contractual rights on employees of the Coalition. These Guidelines may be terminated or changed in whole or in part at any time, with or without notice, at the sole discretion of the Coalition.

Neither these Guidelines nor any compensation provided in accordance with these Guidelines constitutes a guarantee of future employment with the Coalition or a guarantee of any future compensation. Employees of the Coalition are employed at-will.