



2023 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 uniform responsibilities across the organization. These responsibilities are determined as key priorities required to achieve the organization’s strategic plan.

<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 ● Directed on most aspects of the work, contributes to planning and collaboration and efforts to align work culture with organizational values ● No responsibility for overarching organizational strategy design but participates in annual planning, budgeting, and aligns work with strategic plan and values ● Supports team work plans, sets individual priorities with support from their manager, directed on collaboration with other teams ● Offered opportunities but not required to participate in strategic plan, staffing, budget, board, and development decision-making or evaluation processes ● No staff management responsibilities, can serve as a project owner to their team
<p>Level 2 Manager</p>	<ul style="list-style-type: none"> ● Directed on some or most aspects of the work, work on specific projects can sometimes be independent based on area expertise ● Responsible for the implementation of our strategic plan and accountability to our organizational values with colleagues ● Supports and co-manages team work plans, able to set individual priorities with guidance, and collaborate across teams effectively ● No responsibility for overarching organizational strategy design, annual planning, budgeting, or evaluation processes but may play a role in their development as support to team leadership ● Weighs in on strategic plan, staffing, budget, board, and development decision-making processes as needed, can serve as a manager of staff, often serves as a project owner
<p>Level 3 Director</p>	<ul style="list-style-type: none"> ● Work is primarily independent, may assume a lead role for the team or work group, setting an example for collaboration ● Responsible for the implementation of our strategic plan and accountability to our organizational values with members of their team ● Helps determine new workflows and team initiatives, is responsible for setting individual and team priorities ● Begins to lead overarching organizational strategy design, significantly contributing to annual planning, budgeting, and evaluation processes ● Includes staff management responsibilities, and may sometimes advise leadership on strategic plan, staffing, budget, board, and development decision-making
<p>Level 4 Leadership</p>	<ul style="list-style-type: none"> ● Works autonomously, goals and problem-solving strategies are aligned with the strategic plan ● Responsible for ensuring program and process compliance, efficiency and equity efforts are executed in alignment with the strategic plan goals ● Required to be familiar with and ensure 501(c)(3) compliance for their program or department ● Provides thought leadership and area expertise, executes on organizational strategy and planning, directs collaboration by setting individual and team priorities ● Leads and executes overarching organizational strategy design, annual planning processes, and budget management ● Responsible for the implementation of our strategic plan and accountability to our organizational values with members of their team ● Advises executive leadership on major organizational decisions, and serves as a problem-solving partner to other managers on staff ● Always includes staff management or advisory responsibilities, often overseeing a team of 2+ staff
<p>Level 5 Executive</p>	<ul style="list-style-type: none"> ● Has complete autonomy over work prioritization, serves as communication between ED(s), the Board, and staff about organization-level decisions ● Responsible for ensuring the organization’s compliance, efficiency, and performance is executed in alignment with the requirements of a 501(c)(3) and with the strategic plan ● Serves as a model for organizational leadership by setting organization and guiding departmental priorities and holding major organizational decision-making responsibilities ● Oversees and evaluates overarching organizational strategy design, annual planning and accountability processes ● Responsible for the organization’s fiscal management, ensuring the organization meets its annual fundraising goals and budget expectations ● May serve as an area specialist, providing guidance and sharing knowledge as necessary to direct the decision-making of the organization’s leadership team ● Always includes staff management responsibilities, serves as problem-solving partner for other managers on staff, especially members of the leadership team

PART 3: Pay Scale & Compensation Factors

This section outlines the process by which Young Farmers determined salaries and wages for staff in 2023. 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.

Salaries for each level are calculated annually using data from comparable organizations. Our 2023 guidelines are based on data from Salary.com's Comp Analyst tool for civic and environmental advocacy nonprofit organizations with operating revenues of \$5M-\$10M and 25-50 employees. This data was supplemented with data from PNP Staffing Group's 2022 Nonprofit Salaries and Staffing Trends report and the 2021 Nonprofit Times Salary Report (available from the Operations Team upon request), as well other public salary data from comparable organizations. Our guidelines attempt to balance the considerable impacts of inflation on rising costs of living with the financial sustainability and budgetary realities of the Coalition. To achieve this balance, a range was established of 4-11% for increases to base salaries (e.g., national salaries) across all levels. Roles that were already compensated at or above the market data increased at the lower end of this range; roles that were compensated below market data were increased at the higher end of this range to arrive at or close to the 40th percentile. The guidelines also include sub-levels to account for high costs of living in California and DC for roles that require staff to reside in those areas.

Additionally, the salary guidelines prioritize raising salaries for Level 1 staff and pushes what the market deems as acceptable pay for these roles. The Coalition greatly values the work of these roles and the salary guidelines continue to compensate Level 1 staff above market rates.

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., \$56,000 annual salary equates to 26 pay periods of 80 hours each - or an hourly wage of \$26.92/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. Part-time employees qualify for placement in the Tenure tier and will receive a prorated adjustment based on hours worked.

			BASE		TENURE	
			<i>Annual Salary</i>	<i>Hourly Wage</i>	<i>Annual Salary</i>	<i>Hourly Wage</i>
Level 1 Associate	A	Field / Campaign Organizers, Associates, Coordinators	\$56,000	\$26.92	\$60,500	\$29.09
	B	DC-Based Policy Associates	\$64,500	\$31.01	\$69,000	\$33.17
	C	CA-Based Organizers	\$68,800	\$33.08	\$73,300	\$35.24
Level 2 Manager	A	Managers	\$68,500	\$32.93	\$73,000	\$35.10
	B	DC and CA-Based Policy and Organizing Managers	\$75,500	\$36.30	\$80,000	\$38.46
Level 3 Director	A	Field Director, Organizing Directors, Farmer Mental Health Director	\$78,000	\$37.50	\$82,500	\$39.66
	B	DC and CA-Based Policy and Organizing Directors	\$81,900	\$39.38	\$86,400	\$41.54
Level 4 Leadership	A	Water Director, Organizing and Advocacy Director, Communications Director, Finance Director, Land Campaign Director	\$96,000	\$46.15	\$100,500	\$48.32
	B	DC-Based Policy Campaigns Directors, Operations and Impact Director; Development Director	\$100,800	\$48.46	\$105,300	\$50.63
Level 5 Executive	A	Chief of Staff	\$105,000	\$50.48	\$109,500	\$52.64
	B	Co-Executive Directors	\$137,200 (Co-ED salaries are set by the Young Farmers Board of Directors)			

Part 4: Implementation Details

Salary adjustments will be implemented by the operations team through the drafting of pay rate adjustment letters (and offer letters where appropriate) for 2023. 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 14th, 2022, with signatures required by December 23rd, 2022. 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.

In 2022 the tenure adjustment was changed from 4 years to 5 years. Staff who were hired prior to January 1, 2022 will receive their tenure adjustment on the 4th anniversary of their hire date if they did not receive a level change or the 5th anniversary of their hire date if they did receive a level change. Staff hired on or after January 1, 2022 will receive their tenure adjustment on the 5th anniversary of their hire date, regardless of whether they receive a level change. Tenure adjustments will be implemented by the operations team with a pay rate adjustment letter to acknowledge the increase in pay rate.

Level changes are traditionally communicated at the end of the annual performance evaluation process. However, 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 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.