



# Freedom Network USA

## **FNUSA Compensation Philosophy**

Freedom Network USA is committed to a transparent and equitable compensation program. FNUSA's goal is to attract, retain, and engage a committed, talented, and diverse workforce by providing a fair compensation package that includes competitive salaries and generous benefits. Salaries are designed to be competitive based on the Washington, DC nonprofit market, and benefits are intended to meet the needs of a diverse workforce and provide a healthy work-life balance. For more information on the full range of benefits available, please refer to the Personnel Manual.

FNUSA aims to create a collaborative process for making compensation decisions. Decisions will be made by a combination of the Human Resources, Finance, and Director-level staff. Decisions about the Executive Director's compensation will be made by the Board of Directors.

### Compensation Chart

Human Resources will work with the Executive Director to develop a Compensation Chart that provides the pay ranges for each position in the organization. The chart will be drafted by Human Resources, then reviewed and approved by the Executive Director. Pay ranges will be based on benchmark data acquired from compensation reports relevant to the organization's size, budget, and location. Within each range, pay levels will be based on the individual's relevant work experience, education, language skills, diversity, lived experience, and their overall contribution to the organization. A market survey should be completed at least every 4 years to ensure that pay levels remain competitive. The Compensation Chart will be updated as needed to support organizational growth. To promote transparency, FNUSA will make the chart available to all employees.

### Hiring Procedure

For all job postings, hiring managers should consult with the Finance Manager, HR, and the Executive Director to determine a pay range that fits within the budget and complies with the Compensation Chart. A pay range must be included in all job postings. The compensation chart and philosophy may be included in job postings as well.

Once a candidate is selected, the hiring manager will consult with HR to determine the appropriate compensation to offer, based on the pay ranges included in the Compensation Chart and the employee's experience. The program director will propose the salary to the Management team for approval before making the offer to the candidate. In order to ensure

pay equity, FNUSA will not ask for or take into consideration the applicant's previous compensation level or compensation requests when deciding on an offer.

Compensation will not be offered beyond the maximum in the Compensation Chart for the position except under very exceptional circumstances. In such cases, the new hire will be advised that this may impact possible pay increases during their time with the organization.

### Negotiation Policy

FNUSA recognizes that compensation negotiations create the opportunity for pay inequities. Minorities are typically at a disadvantage when negotiating. Since minorities have historically been underpaid, they may have trouble estimating the true value of their work when negotiating. Additionally, companies often have biases against women and people of color who negotiate aggressively. Furthermore, we do not want to overly reward employees who are good negotiators while depriving capable workers who do not possess this skill. FNUSA will attempt to prevent inequities in pay by not engaging in compensation negotiations with any employee. Job applicants will be notified of this policy during the hiring process. Our aim is to establish competitive pay ranges and benefits packages that provide fair compensation based market research and the objective factors of each person's relevant skills and experience.

### Annual Pay Increases

FNUSA will endeavor to provide annual increases to all employees and to reward employees for outstanding work performed. At the end of the year, Directors, HR, and Finance will work together to determine what funding is available to provide increases across all programs. Increases must conform with the ranges provided in the Compensation Chart. Pay increases will only be available to employees who have been in their current position for at least six months.

### 90-Day and Annual Reviews

During 90-day and annual reviews, supervisors should compare their staff's roles, responsibilities, education, and experience to the requirements listed on the job description and the pay ranges provided on the compensation chart. Employees should notify their supervisor of any changes in their education or skills that have been made since the last evaluation period. Using this information, supervisors will decide if adjustments should be made to their staff's responsibilities and/or job title to bring them in alignment with the compensation chart.

If a supervisor determines that changes are necessary, they will propose these adjustments to Human Resources and the Executive Director for approval. HR and the Executive

Director will review the proposed changes and also consider changes to the employee's compensation level. If a case occurs where an employee is being overpaid for their level, it may be decided that instead of changing the employee's job title or compensation, the employee will be disqualified from annual pay increases.

### Promotions

An employee may be promoted when their assigned duties and responsibilities have increased beyond what is standard for their current role. As supervisors add new responsibilities to a staff member's position, they should consult with the job description and career pathways chart to determine when these additional responsibilities warrant a promotion to a higher position. To get approval for a promotion, the supervisor should propose the change to the Management team. The team will decide whether to promote the employee based on the organization's goals and budget. A promotion can be approved at any time during the year. Additionally, if a new higher-level position opens up, current employees are welcome to apply.

### Compensation Philosophy Updates

This compensation philosophy is only one part of FNUSA's commitment to anti-racism work and creating a diverse, equitable, and inclusive workplace. As FNUSA continues to work to improve our policies and evolve our work culture, changes to this compensation philosophy will be needed. This philosophy should be reviewed at least every 4 years by Human Resources and the Executive Director to ensure it continues to advance our organization's values.

**FNUSA Pay Ranges**

Position	Years of Relevant Experience Above Requirements			
	0-4	5-9	10-14	15+
Executive Director	100-109K	110-119K	120-129K	130-145K
Senior Director	80-84K	85-89K	90-94K	95-100K
Directors	70-74K	75-79K	80-84K	85-90K
Associate Directors	65-69K	70-74K	75-79K	80-85K
Finance Manager	75-79K	80-84K	85-90K	85-90K
Senior Managers	65-69K	70-74K	75-80K	75-80K
Managers	60-64K	65-69K	70-75K	70-75K
Associate Managers	55-59K	60-64K	65-70K	65-70K
Legal Fellow	55-59K	60-64K	65-69K	70-75K
Dev & Comms Spec.	55-59K	60-64K	65-69K	70-75K
Senior Specialists	50-54K	55-59K	60-64K	65-70K
Specialists	45-49K	50-54K	55-59K	60-65K
Senior Coordinators	45-49K 21.50-23.50/hr	50-54K 24-26/hr	55K-60K 26.5-28.75hr	55K-60K 26.5-28.75hr
Coordinators	40-44K 19.25-21.15/hr	45-49K 21.50-23.50/h	50K-55K 24-26.5/hr	50K-55K 24-26.5/hr
Interns	\$19/hour	\$20/hour		

**Annual Leave Amounts for Full-Time Staff**

Years of Employment	Annual Leave Granted Per Year
Years 1 and 2	120 hours (15 days)- prorated based on start date
Years 3, 4, and 5	144 hours (18 days)
Years 6 and 7	192 hours (24 days)
Years 8 and above	240 hours (30 days)

**Sick Leave Amounts for Full-Time Staff**

Years of Employment	Sick Leave Granted Per Year
Years 1 and 2	80 hours (10 days)- prorated based on start date
Years 3, 4, and 5	96 hours (12 days)
Years 6 and 7	120 hours (15 days)
Years 8 and above	144 hours (18 days)

**General notes on the chart:**

This chart will be used as a guide by FNUSA's leadership team when making compensation decisions. Every effort should be made to not offer compensation outside of the minimum or maximum amounts for the positions as listed above. This chart will be reviewed and updated as needed to support organizational growth. A market survey should be completed at least every 4 years to ensure pay ranges remain competitive. All pay ranges are dependent on the organization reaching it's revenue goals.

**Determining years of relevant experience:**

Years of relevant experience refers to the number of years of experience that are above the basic requirements for a position (e.g. if a position requires 3 years of experience and an employee has 5 years of experience, the employee has 2 years of experience above requirements and would fall in the 1-4 year category above).

Only attributes that are considered relevant will be considered when determining an employee's years of experience. These attributes can include, but are not limited to, work experience, education, lived experience, and fluency in additional languages. An attribute will only be considered relevant if it will directly impact and improve the employee's ability to accomplish the roles and responsibilities of their position. Lived experience as a human trafficking survivor will always be considered relevant. Other forms of lived experience will be considered relevant depending on the responsibilities of the specific position.