Overview of Salary Classification

Establishing salaries for staff members requires four distinct steps:

1. Define job classifications by their level of responsibility.
2. Determine additional responsibilities outside of an individual's job description.
3. Define salary range based on market assessment and budget constraints.
4. Determine salary range based on seniority/experience (not performance).

1. Define job classifications by their level of responsibility.

Specialized skills or knowledge required for the job:

Knowledge of key issues:

- Legal knowledge
- Specific conservation knowledge
- Specific development knowledge
    - Membership development
    - Major donor fundraising
    - Foundation grant proposal writing
    - Special events
- Specific administrative knowledge
    - Computer hardware/software applications
    - Facilities management
    - Accounting or financial management

Connections to:

- Administrative and congressional/legislative leaders and their staff
- Media contacts
- Key allies and people within the movement

Budget Authority:

- Responsible for estimating revenue and/or expenses for a program
- Responsible for ensuring achievement of revenues/expenses projections

Overview of Salary Classification (continued)

Supervisory Authority:

- Responsible for hiring and firing
- Responsible for providing ongoing supervision
- Responsible for annual evaluations
- Required to work directly with the board around a key portion of work

Involvement in management decisions:

- Responsible for creating major organizational plans or policies that support goals
- Responsible for creating organizational strategies to achieve goals
- Responsible for managing all aspect of a program

Level of difficulty in working conditions:

- Required to work in a specific location
- Requirements for travel, other impacts on personal life

Below are examples of several job classifications within a single organization:

- Director – supervisory responsibility, budget authority, overarching management decisions
- Program Coordinator II – specialized skill or responsibility, limited supervision
- Program Coordinator I – program coordination, ability to work autonomously
- Administrators – administrative oversight for some program or area
- Assistants – support to programs or individuals

2. Determine additional responsibilities outside of an individual's job description.

Some positions will be given additional responsibilities that require specialized training and skills, greater levels of authority, unusual or difficult working conditions, and more experience. These responsibilities justify additional salary for the duration of that responsibility. If the job changes such that the additional responsibility is no longer required, the salary is reduced accordingly.

3. Define salary range based on market assessment and budget constraints.

Salary ranges are divided into eight steps. Steps are used for providing salary increases based on length of service. Employees in probation do not receive a step increase until they are taken off probation.

Overview of Salary Classification (continued)

Start at base

- 6 months   Step One
- 1 year   Step Two
- 3 years   Step Three
- 5 years   Step Four
- 7 years   Step Five
- 9 years   Step Six
- 11 years   Step Seven
- 13 years   Step Eight

When initial hiring takes place, the director has the discretion to place a new employee into the salary range based on previous applicable experience. Once in that job placement, increases are made in the same two-year intervals.

When the budget provides opportunities for salary increases, salary ranges for all positions are raised together.

4. **Determine salary range based on seniority/experience (not performance).**

Seniority is a key determinant to placement. This can be based both on work within the organization and with similar organizations where the experience is transferable. The executive director should determine how much previous experience translates to work within the organization. This is one of the few variables that can be used in negotiating salaries with a new employee.

- Combine the salary level of a person with different job descriptions based on the percentage of time spent with each job. For example, a person who works 75% of her time at the $40,000 level and 25% of her time at the $50,000 level would earn a salary of $42,500.
- Additional salary within budget is applied uniformly to all staff, either as bonuses (when additional funding is temporary) or salary increases (when additional funding can be sustained).