

Compensation Policy

Overview

Full Plates Full Potential depends on talented, dedicated, and passionate staff to be successful. Our organization has a responsibility to not only adequately compensate our talented staff but to also provide them with transparency on our compensation structure and personnel budgeting decisions. This document is an attempt to provide more clarity, transparency, and process to our compensation guidelines. These guidelines are meant to provide a framework for pay scale decisions, not to identify individual salaries. While we recognize that these guidelines will be contingent on funding and the financial position of the organization, the compensation philosophy outlined in these guidelines articulates our process for making decisions on salary-setting.

Our Compensation Philosophy

How compensation is determined at an organization is a direct reflection of the organization's values.

- **Competitive compensation:** We know that to end child food insecurity will require us to recruit and retain talented staff. To do so we must offer pay that is competitive, not just with similar nonprofits of our size, but also government and the for-profit sector, with whom we compete for talent. We also know that nonprofits are notorious for underpaying staff and that we must strive to do better than our peers and be leaders in paying living wages to our staff. We periodically use regional survey data to inform and update our guidelines and ensure consistency, striving to pay above-average wages compared to our competitors with a particular emphasis on those roles that are lower on the pay scale, acknowledging that these roles have traditionally been undervalued in the nonprofit sector.
- **Internal equality:** We believe in equal pay for equal work. These compensation guidelines aim to compensate staff who are at the same level in the organization and doing the same kind of work at the same rate, while eliminating negotiation (a practice that historically favors white men over women and BIPOC). Given the small size of Full Plates and the critical importance of each department's contribution to the whole, we have chosen not to value certain departments (eg. Development) over others (eg. Programs) – a purposeful choice to go against market data in order to properly value the actual work.
- **Honoring diversity of experience:** We know that folks bring a wide range of relevant experience to Full Plates and strive to value that in determining starting salary tier. Critically, we aim to recognize the full range of folks' experiences, including lived and/or living experience with food insecurity and/or systemic oppression, rather than solely focusing on traditional, corporate markers of experience such as work and educational history.



- **High performance:** Conversely, performance is not a factor in determining to which tier each staff member is assigned. We expect everyone to perform with creativity, exhibit leadership, embrace our mission and core values, and to welcome responsibility. We expect our staff to meet expectations, achieve aims set in job descriptions and annual planning, and follow through on promises to our community. Staff who do not perform to our standards will not remain at the organization – so mediocre performance is not considered or reflected in these compensation guidelines.
- **Transparency:** These guidelines are an expression of our commitment to transparency. We believe that when staff understand how decisions are made and why, they will feel more commitment and ownership of our organization. We want opportunities for organizational advancement to be clear and open to all. Full Plates will publish this policy publicly on our webpage and will include starting salaries with all job postings

Our Job Levels & Common Responsibilities

There are currently four “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 four main areas of responsibility. These responsibilities are determined as key priorities for the organization, and can be mapped to job descriptions and annual performance goals:

- **Project & Program Strategy:** This relates to staff’s responsibility to implement, plan, manage, and direct organizational efforts related to our strategy.
- **Staff Management:** Simply put, this is a staff member’s responsibility for managing and developing other staff.
- **External Engagement:** All staff represent Full Plates, and our work depends on partnerships with a wide range of stakeholders. These levels acknowledge the varying expectations for representing the organization and responsibility for stewarding partnerships.
- **Budget Management:** Staff are responsible for budgets and fiscal oversight (both related to expenses and revenue) to varying degrees depending on their level within the organization.

The general rule is staff will fall within the “level” that most closely reflects their responsibility in at least three of the main areas described below. This is intended to acknowledge that some staff may have a responsibility in one of these areas that “expand” the expectations for their level, or conversely, their current role may not require them to “match” all expectations.

Common Responsibilities by Level

Level	Project & Program Strategy	Staff Management	Budget Management	External Engagement
Level 1: Coordinator	<i>Executes project plans; understands project goals and the importance of project management principles (time, cost, and quality management).</i>	<i>No staff management responsibilities outside of incidental cases related to project management.</i>	<i>Responsible for managing expenses and expense reporting for any relevant projects as assigned. No specific revenue targets. Participates in annual budgeting process but is not responsible for budget creation.</i>	<i>Demonstrates in-depth knowledge of Full Plates and can professionally represent us to a diverse array of stakeholders.</i>
Level 2: Manager	<i>May be asked to develop and lead project plans with oversight from other staff but does not set overall strategy.</i>	<i>May manage up to 1 FTE or volunteer, assigning tasks, conducting regular check-ins, driving accountability, and supporting employee growth and development. Will be expected to manage non-direct reports as related to execution of specific projects.</i>	<i>Responsible for revenue/expense targets for assigned project(s). Reviews budgets to actuals for their project(s), making recommendations for adjustments.</i>	<i>Builds strong relationships with a diverse array of stakeholders on behalf of Full Plates. May be responsible for ongoing relationship management of a small portfolio of partners/donors (no more than 25).</i>
Level 3: Director	<i>Develops and directs strategy for their department/project area with input from other staff and stakeholders, and in alignment with overall organizational strategy. Sets SMART goals</i>	<i>May manage a team of up to 4 FTEs or volunteers. Responsible for ensuring effective staff management and development is happening with both direct and indirect reports. Leads any department/project area team meetings.</i>	<i>Responsible for development and ongoing management of annual budget for their department/project area (including revenue targets as relevant).</i>	<i>Builds and manages relationships with key stakeholders through effective cultivation and stewardship practices. Develops and implements departmental partnership approach(es). Effectively and professionally represents Full Plates in various settings related to their department.</i>
Level 4: Executive Director	<i>Develops overall organizational strategy with broad input and works with Directors to build sub-strategies that align. Oversees ongoing evaluation of strategy and reports to Board of Directors.</i>	<i>Manages Director team and responsible for fostering and modeling overall organizational culture that aligns with core values including, leading development/identification of staff training/resources; leading Full Plates' commitment to Diversity, Equity, Inclusion, and Justice; and identifying opportunities for cross-department work and learnings to drive accountability and impact.</i>	<i>Creates and owns annual budget process, setting expense and revenue goals, identifying opportunities for efficiencies, and ensuring alignment with all financial policies and processes. Ultimately responsible for overall organizational expenses and revenue targets.</i>	<i>"Face of the organization," comfortably and effectively representing Full Plates in diverse settings as primary spokesperson. Owns top relationships, stewarding them effectively. Develops overarching partnership strategy and ensures alignment.</i>



Relevant Experience & Starting Salaries

For each level of role, there are three possible starting salaries, dependent on the years of relevant experience a candidate brings to the role. The number of years of relevant experience required to qualify for the mid- and high-level starting salaries increase by role level to account for the increasing responsibility and expectations for each role. Relevant experience will be calculated by the hiring manager and approved by the Executive Director, factoring in:

- Years of past work experience relevant to the role, including at Full Plates in the case of internal promotions
- Graduate-level degree(s) in a field relevant to the role (*1 year for a focused certificate program, 2 years for a Masters, 4 years for a PhD*)
- Relevant lived and/or living experience (eg. with child hunger, poverty, systems of oppression, etc.)

Starting salaries will be advertised on all job postings and throughout the hiring process. Finalists will be made aware of which starting salary they will be eligible for based on experience prior to any final interview.

Executive Director Compensation & Pay Equity Ratio

In accordance with our bylaws, the Board of Directors is responsible for setting and approving the Executive Director's compensation. In doing so, they may choose to conduct additional benchmarking or data to inform their decision in ways that vary from the rest of the team. However, Full Plates is committed to a transparent and equitable ratio between the lowest paid and highest paid employee. This ratio is 1:2.5, meaning that the highest paid employee can make no more than 2.5 times what the lowest paid employee earns.