



A JUST FUTURE BEGINS WITH BOLD IDEAS



## IWPR COMPENSATION PROGRAM





## OVERVIEW

Over the past year, IWPR partnered with Working Ideal to conduct a compensation study to help ensure that our compensation program is in alignment with our values and the market. While many choose to work at mission-driven organizations because of their commitment to social change, we know fair and equitable compensation is key to attracting and retaining top talent.

Recent research shows that traditional education and experience-based hiring and compensation models are a barrier to inclusive hiring. This equity issue is rooted in the educational attainment gap that exists by race and ethnicity.

We hope that IWPR's new experience-based compensation framework is consistent and promotes equity and transparency for existing IWPR employees, applicants and new hires.

## KEY COMPONENTS OF THE IWPR COMPENSATION FRAMEWORK

In the new framework, compensation is connected to an individual's role in the organization, and their level of experience and expertise. It also outlines defined salary growth opportunities over time.

There are three categories of roles with distinct levels: **Research, Administration and Policy/Advocacy**. The levels within each role category are based on required knowledge and skills for that particular role, and scope of responsibility.

Employee placement within the band is based on a combination of educational attainment and related experience.



## EMPLOYEE PLACEMENT WITHIN COMPENSATION BANDS



Employees are placed within the compensation band for their respective level based on their total amount of related experience and their educational attainment. For each role, there are defined experience benchmarks for placement that correspond to a point in the pay range, from zero to 100 percent.

For Executive and some senior level positions, placement is determined by a combination of experience and scope of responsibility. The compensation of the President/CEO and COO are determined by the IWPR Board of Directors.

### Example of Band Placement Based on Experience and Education:

Role/Level	Education and Experience	Placement in range	Salary in 2021
Researcher II (Research Associate)	Masters plus 3-5 years related experience	50 percent	\$ 65,000
Admin II (Specialist/ Manager)	Bachelors' plus 5-6 years related experience	Minimum	\$58,000
Researcher III (Sr Research Assoc or Study Director or Assoc Director)	PhD plus 2-5 years related experience	25 percent	\$ 92,5000

## USING EDUCATION AND RELATED EXPERIENCE TO BENCHMARK COMPENSATION

Research positions at IWPR often require deep experience or expertise on a particular subject. As a result, for many positions, there is a preference for individuals to hold a relevant Master's degree or PHD.

In the labor market, related experiences is an important factor in determining someone's level of compensation, and it is a standard practice to pay individuals who have more experience a higher salary than someone with less experience in the same role.

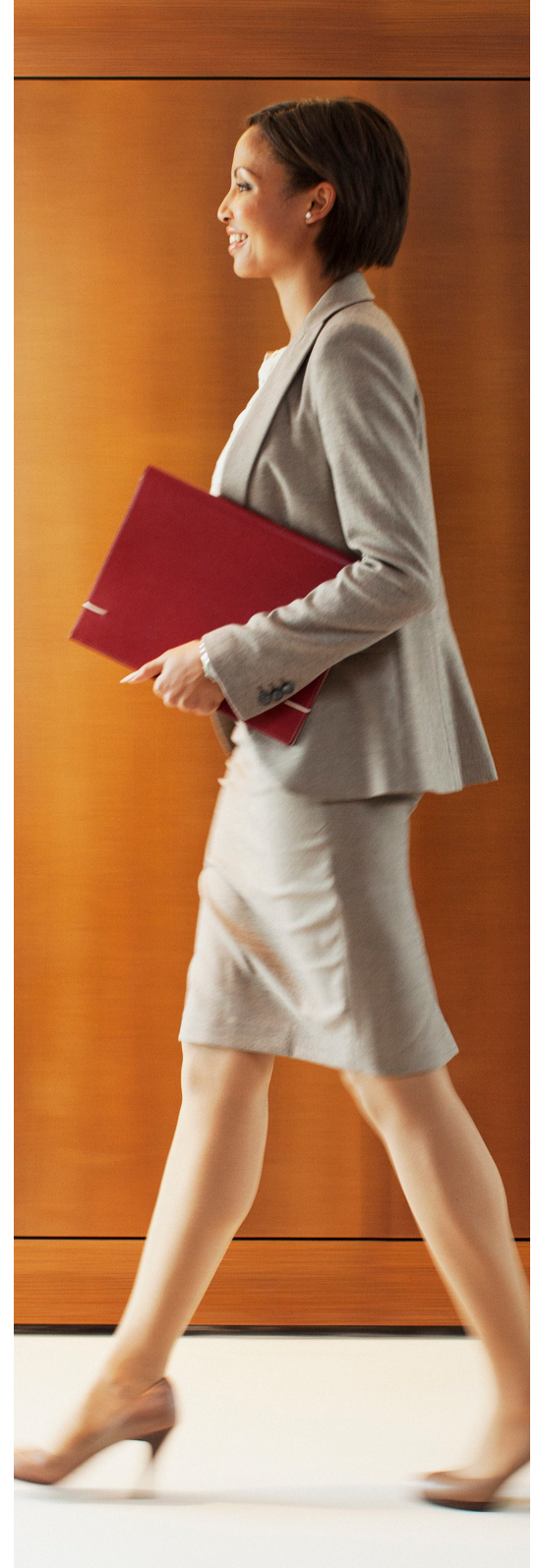
Experience is also a measurable factor that is reasonably objective and will provide consistency and transparency. Incorporating experience also allows IWPR to provide more defined opportunities for salary growth for individuals who stay with the organization over time, as accumulating more experience will lead to regular pay increases at set times.

Where a position's minimum qualifications are a PhD or equivalent experience, the minimum level of experience for an individual with a Masters' degree will be higher.

## **DETERMINING COMPENSATION BASED ON RELATED EXPERIENCE: WHAT COUNTS**

Experience is measured based on prior work experience in jobs and activities that are related to the role that an employee has or is applying for. The experience included will depend on the employee's role in the organization. The following principles also apply:

- **Tenure at IWPR.** Time at IWPR in a regular employment status is included in calculation of related experience. Time at IWPR as an intern is treated like other internships, as part of educational attainment (see below). Time at IWPR in a contract position will be included if the work is related to your current regular employment position.
- **Administrative Roles:** Experience in your professional or subject matter area is always included in the calculation of related experience, for example:
  - Prior work or experience in the same or related field for an Administrative role or position.
  - Administrative and management experience.
- **Policy roles — policy, advocacy and organizing experience,** including:
  - Direct experience work with policy or advocacy organizations or issue campaigns related to any of our issue areas, or specific to the position.
  - Policy research and analysis related to any of our issue areas, or specific to the position.
  - Policymaking or legislative work related to any of our issue areas, or specific to the position.
- **Internships and Positions held as a Part-time or Full-time student.** Any paid or unpaid internships and any paid work experience at your educational institution accumulated while a part-time or full-time student is considered part of educational attainment, and is not included in related experience.



Full time related work experience that overlaps with graduate work will be included in related experience. Part-time work experience that overlaps with graduate work will not be included in related experience.

- **Post Doc Positions.** These are considered part of educational attainment and will be weighted at 50 percent.
- **Related and Overlapping Experience:** Related experience will be measured based on total months in the position. If you hold multiple related positions during the same time period, that does not increase your total months of related experience.
- **Part-Time work and employment while not enrolled in a degree program.** Related part-time work experience will be counted as .50 full-time equivalent (F.T.E.).
- **Consultancies:** Full-time consultancy will be weighed at .50 F.T.E. Less than full-time consultancy will be weighed at .25 F.T.E.

### **Determining Individual Placement on the Compensation Grid?**

IWPR Employee placement is based on your position, as determined by IWPR using the position or job description. Placement within the band was determined by related experience and education (as reflected on your resumes) and calculated by Working Ideal and confirmed by IWPR.

IWPR reserves the right and discretion to determine individual employee placement on the compensation grid. It also reserves the right and discretion to determine how to weigh and count related or past work experience.

### **Determining Salary Increases at IWPR**

**COLA Increases:** At the beginning of the new fiscal year, all IWPR employees employed at the organization for 4 months or more will receive a cost of living allowance (COLA) as determined by the Federal Register of the Social Security Administration. COLA is not compulsory and each year a determination will be made based on the fiscal health of the organization as to whether or not staff will receive the allowance. For more information related to COLA, please see the IWPR Employee Handbook.



COLA increases are not merit increases. COLA Increases happen at the beginning of the new fiscal year, and may place employees slightly above their current experience benchmark.

**Periodic Step Increases:** IWPR employees are eligible for periodic step increases when they gain additional work-related experience or education. The additional work-related experience or education may move an employee to higher level on the salary band. Period step increases occur at the end of the fiscal year to be implemented at start of the new fiscal year.

It is important to note: increases are not additive. If the step increase is higher than your cost of living increase at the end of the year, an employee will get the step increase instead of the cost of living increase.

**Example A:** A new employee is hired into a Researcher II position in September of 2020. They have a Masters' degree and 1.5 years of related experience, which places them at the 12.5% benchmark for a salary of \$59,750. In July of 2021, IWPR provides a 1.5% cost of living increase, which raises their salary to \$60,646. They also now have an additional nine months of related experience, which moves them to the 25% benchmark. That raises their salary further to \$61,500.

**Example B:** A new employee is hired into an Admin III position in September of 2020. They have a bachelors' degree and five years of related experience, which places them at the 25% benchmark for a salary of \$79,500. In July of 2021, IWPR provides a 1.5% cost of living increase, which raises their salary to \$80,693. They now have six years of related experience, so they do not get a step increase to the next experience benchmark which is at 7 years of related experience. If they remain with the organization, they will be eligible for that increase the following year.

**All future COLA, annual or step increases are contingent on the financial health of the organization.**

**Merit-based Bonus Structure:** In FY2022 IWPR will be moving to a merit-based bonus structure. Bonuses will occur twice per year (December and June) and will be up to 5 percent annually as determined by the fiscal health of the organization at the start of the new fiscal year. The bonuses will be based on employee mid-year and annual reviews.



IWPR Compensation Grid																																
Role	Job Title(s)	Min	Mid	Max	Minimum Education Qualification	Min Qualification and Experience	12.50%	25%	37.50%	Midpoint Quals	62.50%	75%	87.50%	Max Quals	Minimum	12.50%	25%	37.50%	50%	62.50%	75%	87.50%	100%		12.50%	25%	37.50%	50%	62.50%	75%	87.50%	100%
Researcher I	Research Assistant/Fellow	50000	54000	58000	Bachelors or Equiv*	Bachelor's* + 0 years	1 year	2 years	3 years	4 years	5 years	6 years	7 years	8+ years	\$50,000.00	\$51,000.00	\$52,000.00	\$53,000.00	\$54,000.00	\$55,000.00	\$56,000.00	\$57,000.00	\$58,000.00		2.00%	1.96%	1.92%	1.89%	1.85%	1.82%	1.79%	1.75%
Researcher II	Research Associate	58000	65000	72000	Masters or Equiv*	Master's* + 0 years	1 year	2 years	3 years	4 years	5 years	6 years	7 years	8+ years	\$58,000.00	\$59,750.00	\$61,500.00	\$63,250.00	\$65,000.00	\$66,750.00	\$68,500.00	\$70,250.00	\$72,000.00		3.02%	2.93%	2.85%	2.77%	2.69%	2.62%	2.55%	2.49%
Admin I	Assistant/Associate	50000	54000	58000	Bachelors or Equiv*	Bachelor's* + 0 years	1 year	2 years	3 years	4 years	5 years	6 years	7 years	8+ years	\$50,000.00	\$51,000.00	\$52,000.00	\$53,000.00	\$54,000.00	\$55,000.00	\$56,000.00	\$57,000.00	\$58,000.00		2.00%	1.96%	1.92%	1.89%	1.85%	1.82%	1.79%	1.75%
Admin II	Specialist/Manager	58000	65000	72000	Bachelors or Equiv*	Bachelor's* + 3 years	4 years	5 years	6 years	7 years	8-9 years	10-11 years	12-13 years	14+ years	\$58,000.00	\$59,750.00	\$61,500.00	\$63,250.00	\$65,000.00	\$66,750.00	\$68,500.00	\$70,250.00	\$72,000.00		3.02%	2.93%	2.85%	2.77%	2.69%	2.62%	2.55%	2.49%
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Policy I	Policy Assistant/Associate	50000	53500	58000	Bachelors or Equiv*	Bachelor's* + 0 years	1 year	2 years	3 years	4 years	5 years	6 years	7 years	8+ years	\$50,000.00	\$50,125.00	\$51,250.00	\$52,375.00	\$53,500.00	\$54,625.00	\$55,750.00	\$56,875.00	\$58,000.00		2.30%	2.24%	2.20%	2.15%	2.10%	2.06%	2.02%	1.98%
Policy II	Policy Analyst	58000	65000	72000	Masters or Equiv*	Master's* + 0 years	1 year	2 years	3 years	4 years	5 years	6 years	7 years	8+ years	\$58,000.00	\$59,750.00	\$61,500.00	\$63,250.00	\$65,000.00	\$66,750.00	\$68,500.00	\$70,250.00	\$72,000.00		3.02%	2.93%	2.85%	2.77%	2.69%	2.62%	2.55%	2.49%
Researcher IIIa	Senior Research Associate	85000	90000	95000	PhD or Equiv*	PhD* + 0 years	1 year	2 years	3 years	4 years	5 years	6 years	7 years	8+ years	\$85,000.00	\$86,250.00	\$87,500.00	\$88,750.00	\$90,000.00	\$91,250.00	\$92,500.00	\$93,750.00	\$95,000.00		1.47%	1.45%	1.43%	1.41%	1.39%	1.37%	1.35%	1.33%
Researcher IIIb	Study Director	92500	102500	112500	PhD or Equiv*	PhD* + 3 years	4 years	5 years	6 years	7 years	8 years	9 years	10 years	11+ years	\$92,500.00	\$95,000.00	\$97,500.00	\$100,000.00	\$102,500.00	\$105,000.00	\$107,500.00	\$110,000.00	\$112,500.00		2.70%	2.63%	2.56%	2.50%	2.44%	2.38%	2.33%	2.27%
Researcher IIIc	Associate Director	95000	105000	115000	PhD or Equiv*	PhD* + 3 years	4 years	5 years	6 years	7 years	8 years	9 years	10 years	11+ years																		
Researcher IV	Senior Research Staff	115000	122500	130000	PhD or Equiv*	PhD* + 10 years	11-12 years	13-14 years	15-16 years	17-18 years	19-20 years	21-22 years	23-24 years	25+ years	\$115,000.00	\$116,875.00	\$118,750.00	\$120,625.00	\$122,500.00	\$124,375.00	\$126,250.00	\$128,125.00	\$130,000.00		1.63%	1.60%	1.58%	1.55%	1.53%	1.51%	1.49%	1.46%
Researcher V	Managing Director	115000	132500	150000	PhD or Equiv*	PhD* + 7 years	7 years	8-9 years	10-11 years	12-13 years	14-15	16-17 years	18-19 years	20+ years	\$115,000.00	\$119,375.00	\$123,750.00	\$128,125.00	\$132,500.00	\$136,875.00	\$141,250.00	\$145,625.00	\$150,000.00		3.80%	3.66%	3.54%	3.41%	3.30%	3.20%	3.10%	3.00%
Researcher VI	VP (Research)	150000	167500	185000	PhD or Equiv*	PhD* + 10 Years	11 years	12 years	13-14 years	15-16 years	17-18 years	19-20 years	21-22 years	23+ years	\$150,000.00	\$154,375.00	\$158,750.00	\$163,125.00	\$167,500.00	\$171,875.00	\$176,250.00	\$180,625.00	\$185,000.00		2.92%	2.83%	2.76%	2.68%	2.61%	2.55%	2.48%	2.42%
Admin III	Senior Manager/Associate Director	72000	87000	102000	Masters or Equiv*	Master's* + 3 years	4 years	5 years	6-7 years	8-9 years	10-11 years	12-13 years	14-15 years	16+ years	\$72,000.00	\$75,750.00	\$79,500.00	\$83,250.00	\$87,000.00	\$90,750.00	\$94,500.00	\$98,250.00	\$102,000.00		5.21%	4.95%	4.72%	4.50%	4.31%	4.13%	3.97%	3.82%
Admin IV	Operations Director	102000	111000	120000	Masters or Equiv*	Master's* + 10 years	11 years	12 years	13-14 years	15-16 years	17-18 years	19-20 years	21-22 years	23+ years	\$102,000.00	\$104,250.00	\$106,500.00	\$108,750.00	\$111,000.00	\$113,250.00	\$115,500.00	\$117,750.00	\$120,000.00		2.21%	2.16%	2.11%	2.07%	2.03%	1.99%	1.95%	1.91%
Admin V	VP (Operations)	150000	162500	175000	Masters or Equiv*	Master's* + 10 years	11 years	12 years	13-14 years	15-16 years	17-18 years	19-20 years	21-22 years	23+ years	\$150,000.00	\$153,125.00	\$156,250.00	\$159,375.00	\$162,500.00	\$165,625.00	\$168,750.00	\$171,875.00	\$175,000.00		2.08%	2.04%	2.00%	1.96%	1.92%	1.89%	1.85%	1.82%
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Policy III	Senior Policy Analyst	75000	85000	95000	Masters or Equiv*	Master's* + 5 years	6 years	7 years	8-9 years	10-11 years	12-13 years	14-15 years	16-17 years	18+ years	\$75,000.00	\$77,500.00	\$80,000.00	\$82,500.00	\$85,000.00	\$87,500.00	\$90,000.00	\$92,500.00	\$95,000.00		3.33%	3.23%	3.13%	3.03%	2.94%	2.86%	2.78%	2.70%
Policy IV	Policy Director	105000	115000	125000	Masters or Equiv*	Master's* + 10 years	11 years	12 years	13-14 years	15-16 years	17-18 years	19-20 years	21-22 years	23+ years	\$105,000.00	\$107,500.00	\$110,000.00	\$112,500.00	\$115,000.00	\$117,500.00	\$120,000.00	\$122,500.00	\$125,000.00		2.38%	2.33%	2.27%	2.22%	2.17%	2.13%	2.08%	2.04%
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Admin VI	COO	175000	192500	210000	PhD	PhD* + 10 Years	11 years	12 years	13-14 years	15-16 years	17-18 years	19-20 years	21-22 years	23+ years	\$175,000.00	\$179,375.00	\$183,750.00	\$188,125.00	\$192,500.00	\$196,875.00	\$201,250.00	\$205,625.00	\$210,000.00		2.50%	2.44%	2.38%	2.33%	2.27%	2.22%	2.17%	2.13%
Admin VII	CEO	210000	257500	305000	PhD	PhD* + 10 Years	11 years	12 years	13-14 years	15-16 years	17-18 years	19-20 years	21-22 years	23+ years	\$210,000.00	\$221,875.00	\$233,750.00	\$245,625.00	\$257,500.00	\$269,375.00	\$281,250.00	\$293,125.00	\$305,000.00		5.65%	5.35%	5.08%	4.83%	4.61%	4.41%	4.22%	4.05%

IWPR COMPENSATION GRID 2										
Role	Job Title(s)	87.50%	Max Quals	Minimum	12.50%	25%	37.50%	50%	62.50%	75%
Researcher I	Research Assistant/Fellow	7 years	8+ years	50,000.00	51,000.00	2,000.00	53,000.00	54,000.00	55,000.00	56,000.00
Researcher II	Research Associate	7 years	8+ years	58,000.00	59,750.00	61,500.00	63,250.00	65,000.00	66,750.00	68,500.00
Admin I	Assistant/Associate	7 years	8+ years	50,000.00	51,000.00	52,000.00	53,000.00	54,000.00	55,000.00	56,000.00
Admin II	Specialist/Manager	12-13 years	14+ years	58,000.00	59,750.00	61,500.00	63,250.00	65,000.00	66,750.00	68,500.00
Policy I	Policy Assistant/Associate	7 years	8+ years	49,000.00	50,125.00	51,250.00	52,375.00	53,500.00	54,625.00	55,750.00
Policy II	Policy Assistant/Associate	7 years	8+ years	58,000.00	59,750.00	61,500.00	63,250.00	65,000.00	66,750.00	68,500.00
Researcher IIIa	Senior Research Associate	7 years	8+ years	85,000.00	86,250.00	87,500.00	88,750.00	90,000.00	91,250.00	92,500.00
Researcher IIIb	Study Director	10 years	11+ years	92,500.00	95,000.00	97,500.00	100,000.00	102,500.00	105,000.00	107,500.00
Researcher IIIc	Associate Director	10 years	11+ years							
Researcher IV	Senior Research Staff	23-24 years	25+ years	115,000.00	116,875.00	118,750.00	120,625.00	122,500.00	124,375.00	126,250.00
Researcher V	Managing Director	18-19 years	20+ years	115,000.00	119,375.00	123,750.00	128,125.00	132,500.00	136,875.00	141,250.00
Researcher VI	VP (Research)	21-22 years	23+ years	150,000.00	154,375.00	158,750.00	163,125.00	167,500.00	171,875.00	176,250.00
Admin III	Senior Manager/Associate Director	14-15 years	16+ years	72,000.00	75,750.00	79,500.00	83,250.00	87,000.00	90,750.00	94,500.00
Admin IV	Operations Director	21-22 years	23+ years	102,000.00	104,250.00	106,500.00	108,750.00	111,000.00	113,250.00	115,500.00
Admin V	VP (Operations)	21-22 years	23+ years	150,000.00	153,125.00	156,250.00	159,375.00	162,500.00	165,625.00	168,750.00
Policy III	Senior Policy Analyst	16-17 years	18+ years	75,000.00	77,500.00	80,000.00	82,500.00	85,000.00	87,500.00	90,000.00
Policy IV	Policy Director	21-22 years	23+ years	105,000.00	107,500.00	110,000.00	112,500.00	115,000.00	117,500.00	120,000.00
Admin VI	COO	21-22 years	23+ years	175,000.00	179,375.00	183,750.00	188,125.00	192,500.00	196,875.00	201,250.00
Admin VII	CEO	21-22 years	23+ years	210,000.00	221,875.00	233,750.00	245,625.00	257,500.00	269,375.00	281,250.00



## IWPR ROLE AND FUNCTION SCHEME: ADMINISTRATIVE

	Administrative VII	Administrative VI	Administrative V	Administrative IV	Administrative III	Administrative II	Administrative I
POSITION/TITLE	President/CEO	COO	Vice President (Operations/ Administrative)	Operations Director	Senior Manager/ Associate Director	Specialist/ Manager	Assistant/ Associate
Fundraising Responsibility	High	Low					
Supervision Responsibility	High	High	High	Moderate to Low	Low to Moderate	Low to None	Low to None
Strategy and Vision	High	High	High	Moderate to High	Moderate	Low	Low
Produce Reports related to Duties and Responsibilities	High	High	High	High	High	High	Moderate
Project/Program Management	High	High	High	High	Moderate to High	High	Moderate
Fundraising Responsibility	High	Low	High	Moderate to Low	Low	None	None
Media and Communications	High	Low	High	Low	Low	None	None
Policy Analysis and Awareness	High	Low	High	Low	Low	Low	Low
Financial Management and Oversight	Moderate	High	High to Moderate	Moderate to High	Moderate to Low	Low	Low
Operations Management	Low to Moderate	Very High	Low to Moderate	Moderate	Moderate	Moderate	Moderate
Networks and Partnership Building	High	Low	High	Moderate	Low	Low	Low
Engagement with Board of Directors	High	High	High	Low	Low	Low	Low
Education	PhD Preferred	PhD Preferred or advanced degree	Masters or Equivalent experience	Masters or Equivalent experience	Masters or Equivalent Experience	Bachelors or Equivalent	Bachelors or Equivalent
Minimum Experience Level	10+	10+	10+	10+	5+	2+	0+

IWPR ROLE AND FUNCTION SCHEME: RESEARCH						
	Researcher VI	Researcher V	Researcher IV	Researcher III	Researcher II	Researcher I
<b>POSITION/TITLE</b>	Vice President of Research and Policy	Managing Director	“Senior Research Staff, Senior Fellow, Chief Data Analyst”	Study Director / Senior Research Associate / Fellow/ Assoc Dir.	Research Associate	Research Assistant
<b>Scope of Responsibility</b>	“Department wide scope, member of Executive Team”	Program Area	Position Specific	Project/Area - owning discrete projects and supporting program area with senior staff capacity (Study Dir & Assoc Dir increasingly more)		
<b>Fundraising Responsibility</b>	Very High (Responsible for overseeing fundraising for department and reaching/ exceeding fundraising goals)	High (responsible for reaching fundraising goals for program area)	“Moderate (responsible for meeting fundraising with support from seniors leaders, development staff)”	Low to Moderate (responsible for Fundraising \$100K annually with support from Senior Level Staff)	Low	None
<b>Supervision Responsibility</b>	High (2nd level supervision)	High (1st level supervision)	Low to Moderate	Low to Moderate	Low	None
<b>Strategy and Vision</b>	High (responsible for setting strategy for department)	High (sets the strategy and vision for respective program area)	High	Moderate	Low	None
<b>Produce Research Reports and Briefs (independently)</b>	Managing / Process Owner / Capable of oversight	“High (Direct authorship, overseeing research and writing by other staff on team)”	“High (direct authorship, overseeing research and writing by other staff members)”	High (direct authorship and analysis)	Moderate	None
<b>Project/Program Management</b>	High (Oversight of all research program areas)	High (managing multiple projects/ grants or a large project grant)	High (managing multiple projects/ grants or a large project grant)	High	Moderate	Low to Moderate
<b>Funder and Donor Relations</b>	High	High	Moderate to High	Low to Moderate	Low	None
<b>Issue Area Expertise</b>	High	High	High	Moderate to High	Low to Moderate	Low
<b>Networks and Partnership Building</b>	High	High	Moderate to High	Moderate to High	Low to Moderate	None
<b>Engagement with Board of Directors</b>	High	Moderate	Moderate	Low to Moderate	Low	None
<b>Media and Communications</b>	High	Moderate	Moderate	Low to Moderate	Low to Moderate	None
<b>Policy Analysis and Awareness</b>	High	High	High	Moderate	Low to Moderate	Low to Moderate
<b>Education</b>	“PhD preferred, but not required/ Masters Required”	“PhD preferred, but not required / Masters Required”	“PhD preferred, but not required / Masters Required”	“PhD preferred, but not required / Masters Required”	M.A. Required	B.A. required
<b>Minimum Experience Level</b>	“PhD plus 10, Masters + 15”	“PhD plus 7, Master’s + 12”	“PhD plus 10, Master’s degree + 15”	“PhD + 0 or MA + 5 for IIIa, PhD + 3 or MA + 8 for IIIb or IIIc”	None beyond Master’s or equivalent	None beyond Bachelors’ or equivalent