

Power Shift Network's Compensation & Capacity Levels

Purpose: To create a transparent and clear understanding of levels of jobs; what kinds of decision-making, responsibility, and pay they will receive; and an understanding of how people can be considered for promotion.

Outcome: Power Shift Network team members will have a transparent and clear understanding of the above, and this policy will serve as a guide for the organization when building potential new positions or considering whether a colleague is ready for promotion.

Job & Compensation Levels

Level 1: Organizer/Associate - 125-150% living wage

General Definition: Employee serves a team or administrative support role; employee does not supervise others. Expected to drive results with some support. They have experience in the role, can take responsibility, but are still learning the job and will have questions and need significant support. They execute the tactical plan for a project.

Level 2: Manager/Coordinator - 150-175% living wage

General Definition: Employee manages core program(s) or administrative areas that are critical to PSN's mission; employee generally has 3 or more years of full-time, directly equivalent experience. Employee may possess some unique technical skills or aptitudes; employee does not generally supervise others, though maybe assigned to oversee the work of volunteers, interns, fellows, or small contractors.

Level 3: Senior Manager/Coordinator - 175-200% living wage

General Definition Senior Manager: Employee is routinely responsible for both planning and evaluation of outcomes for their team; generally has 5 or more years of directly equivalent experience, and may possess several unique skills or aptitudes. These positions will generally supervise one or more of PSN's employees, contractors, volunteers, and interns.

General Definition: Senior Manager, Department Lead: All of the above, plus employee has responsibility for setting and overseeing planning, strategy, and budget for their department and team. Employee has capacity to cover/back up the performance of all direct reports. These positions may require liaising with external partners.

Level 4: (Executive) Director 210-250% living wage

General Definition: Employee likely possesses specialized skills, an advanced degree(s), and/or has 10 or more years of directly related experience. Employee has responsibility for setting and maintaining vision and leading both their department(s) and organization-wide strategy, both internally and externally. These positions require proficiency in strategy setting, marshaling resources, and evaluating outcomes. They require liaising with external partners (e.g: allies, funders) and representing PSN at private and public events.

TO UPDATE LATER//NOT NOW.

Capacity Levels

Basics that everyone needs to work on, all the time

These are factors that will also be considered when considering a promotion

- Written communications
- Self-reflectiveness
- Adapting to change, learning, dealing with uncertainty
- Learning from and taking responsibility for mistakes
- Being on time & keeping personal and shared calendars up to date

Theory and Framing

Level 1: can find and synthesize relevant research and emerging theories and framing.

Level 2: possesses strong knowledge of established and emerging theory & can clearly communicate existing theory.

Level 3: has developed, tested, contributed to and/or published original theory.

Level 4: your work, thinking, and writing is considered an authoritative source.

Delivery and Practice (carrying out our work)

Level 1: can implement tactics and overarching strategy (including projects and campaigns) with support.

Level 2: has successfully contributed to the development of (or improved) tactical plans and team strategy, is comfortable leading team and external meetings.

Level 3: has successfully led the development of tactical plans and team strategy; supported direct reports in contributing to or improving those plans; has trained others in the organization in their areas of expertise; possesses strong facilitation skills.

Level 4: has developed tactical plans and team strategy that have influenced other teams and/or organizations; has mentored other organizational leaders and led high-performing teams through moments of crisis or change.

Networks and Relationships

Level 1: has a limited network of close friends and colleagues in our movements who might be good partners or team members.

Level 2: has a developed network of junior to mid-level contacts in our movements.

Level 3: has a developed network of mid-level to senior-level contacts in our movements.

Level 4: is sought out by high-level external partners and is considered a mentor/influence within our movements.

Leadership and Administration

Level 1: has maintained and built on already existing systems and processes.

Level 2: has created and implemented new systems and processes.

Level 3: has led teams in creating and implementing new systems and processes; and has responsibility for overseeing and implementing them.

Level 4: has been responsible for overseeing all systems and processes for the organization, with proof of sustained growth and success.

Teamwork

Level 1: can be accountable to team members and shared deadlines, shows care for team members, possesses self-awareness and emotional sophistication.

Level 2: can prepare and facilitate effective team meetings, shows care for team members, gives and receives feedback consistently, possesses strong self-awareness and emotional sophistication.

Level 3: has strong listening and collaboration skills, gives and receives effective and consistent feedback, contributes to collective care culture and practices; possesses strong self-awareness and emotional sophistication.

Level 4: has strong listening and collaboration skills and can train others in the organization; may have skills to lead conflict resolution processes for the organization, leads development and implementation of collective care culture and practices; possesses strong self-awareness, emotional sophistication and ability to manage balance of their individual vs. collective needs.