

OPEN FORUM FOUNDATION

Goals

This document establishes the guidelines by which compensation is determined at the Open Forum Foundation. These guidelines intend to:

1. Outline a process that is consistent, duplicable, well-documented, and transparent.
2. Determine compensation at arm's length from its recipient, using all appropriate safeguards.
3. Establish wages and benefits that are in keeping with those of similar organizations.
4. Compensate individuals in accordance with their skills and ability to deliver results that improve the effectiveness of the Open Forum Foundation to accomplish its mission.
5. Allow for both fixed and non-fixed payments, with the total of both for any individual having a pre-determined maximum ceiling.
6. Ensure that non-fixed payments reward both individual efforts and group success, as appropriate to organizational goals.

Guidelines

1. Compensation shall be determined by members of the Board of Directors or their delegates, taking note of the Open Forum Foundation's conflict of interest policy in Article VIII of the Bylaws.
 1. This process shall be repeated annually to ensure that the organization is compensating its employees appropriately and competitively.
2. **Documentation**
 1. The board shall accurately record their compensation research so that it is consistent, duplicatable, well-documented, and transparent. The results of this research will be made available on the website and may include the following information:
 1. Similar positions
 1. This refers to the position as defined in the job description.
 2. What qualify as similar positions?
 3. Examples
 2. Similar skills and experience
 1. This refers to the employee themselves.
 2. What skills and experience do they have that is relevant to their compensation?
 3. Similar organizations
 1. Who qualifies as a similar organization?
 2. Examples
 4. Data sources used
 5. Calculations made
 6. Assumptions made
3. **Salary Range**

OPEN FORUM

FOUNDATION

1. This is the result of the research, and is a range in which similar organizations compensate similar employees for a similar position.
4. **Actual Salary**
1. Will be determined as a percentage within the Salary Range.
 1. For example, as a new organization the initial salaries may be within the lower 50% of the Salary Range, but as the organization becomes respected and responsibilities accrue, the salaries may raise to be in the upper 25% of the Salary Range.
 2. This establishes a consistency for the organization's compensation and simplifies the determination of appropriate salaries throughout the organization.
 2. Salary Types
 1. Fixed Salary plus non-fixed payments
 1. Where possible and appropriate, non-fixed payments will be used to supplement a Fixed Salary.
 2. In these cases, the Fixed Salary shall be positioned near the lower end of the Determined Salary Range.
 3. A maximum upper limit, or Ceiling Salary shall be determined. The total of the Fixed Salary and all non-fixed payments may not exceed the Ceiling Salary.
 4. Non-fixed payments will be guided by metrics that:
 1. Further the mission of the organization.
 2. Encourage individuals to excel in their work or to collaborate effectively with others.
 3. These metrics may be based on individual, team, department, or organizational accomplishments, as is appropriate.
 2. Fixed Salary only
 1. If there is no appropriate metric by which to judge an employee's contributions, they may be paid a fixed salary only.
5. **Benefits**
1. Benefits shall be determined to be in keeping with those offered by similar organizations for similar positions.