



UNICEF USA SALARY GUIDELINES



FY 2025

UNICEF USA SALARY GUIDELINES 2025

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EFFECTIVE DATE: JULY 2024

NEXT REVISION: JULY 2025

INTRODUCTION

UNICEF USA (“UUSA”) is committed to remunerating staff fairly and equitably for the work they perform and awards achieving the mission and vision of the organization, and the UUSA Salary Guidelines has been designed to reflect this commitment. The organization will maintain this system to ensure it meets the ongoing business needs, as well as being reflective of market conditions to attract and retain top talent.

To support this goal, UUSA strives to provide a total rewards package that includes:

- Competitive and equitable salary and benefits across and at all levels of the organization and across all labor markets in which it operates within the United States.
- Salary growth based on performance.
- Greater transparency in communicating pay scales and compensation practices.
- A goal-oriented performance management approach that fosters job success and professional growth.
- Job-specific and organization-relevant professional and career development opportunities.
- A diverse, inclusive, and collaborative work environment across the organization and across labor markets.

It is essential that employees, either in doing their current jobs or in preparing to take on new and different responsibilities, continue to develop and expand their skills to keep pace with change and ready themselves for opportunities as they become available. It is also vital that supervisors provide employees with opportunities to grow and learn.

GUIDING PRINCIPLES

In establishing the organization's total compensation philosophy, UUSA is guided by the following principles:

- Compensation policies and practices must comply with all applicable laws and conform to the organization's values and equal opportunity principles.
- The compensation program and structures must align with UUSA's organizational structure and provide opportunities for salary growth consistent with job performance and professional development within the organization.
- Salary ranges will allow UUSA to remain competitive with peer organizations working in the not-for-profit sector, while ensuring internal equity across employees in comparable positions and equity across geographic labor markets.
- Total rewards should include an appropriate mix of salary, benefits, perquisites, recognition, and professional development opportunities.
- The total rewards program, including base pay, benefits, and the practices utilized to administer them, will strive to compare favorably with UUSA industry sector and target labor market standards.

COMPENSATION DECISIONS

General compensation decisions are made by People and Culture and Finance, under the supervision of the Managing Director, People and Culture, and the Assistant Director, Financial Planning and Analysis, based on the compensation program described in the UUSA Salary Guidelines. The Managing Director, People and Culture will seek input and approval, as needed, from the President and CEO, Chief People and Operations Officer, Chief Financial Officer, and Leadership Team (LT).

The President and CEO provides direct oversight in setting the compensation for Leadership Team and approves the overall compensation approach of the organization.

Compensation decisions relating to the President and CEO are made by UUSA's Board of Directors, based on recommendations provided by the Compensation and Human Resources Committee, inclusive of the Board Chair(s).

ESTABLISHING COMPARABILITY

UUSA will review salaries for positions performing substantially similar responsibilities and requiring comparable qualifications as follows:

- At least annually, UUSA's People and Culture department will participate in salary surveys and monitor salary trends for selected benchmark positions.
- New positions created during the year may be benchmarked by People and Culture using available survey sources or, if the position is specialized or technical in nature, benchmarking may be outsourced to an external advisor; and
- Complete benchmarking of market salary data for a representative sampling of job titles in each job grade and functional unit will be conducted as necessary; typically, this is done at least every five years.

The salary information will allow UNICEF USA to determine how its salaries compare to the market and if any adjustments are necessary to ensure market competitiveness. The data will also be used to adjust salary ranges to ensure a competitive range of pay opportunities reflective of employee qualifications, tenure and performance.

UUSA has identified the following types of organizations as the peer group for comparing its total rewards program to the external labor market:

- Not-for-profit organizations of comparable size and scope who are preferably engaged in fundraising, education and advocacy, particularly in support of global relief and development; and
- Other not-for-profit organizations of comparable size and scope.

JOB EVALUTATION METHODOLOGY

The Managing Director, People and Culture and People and Culture Generalist will be responsible for evaluating all position requests, including promotions, salary adjustments, and compensation for existing staff new hires.

As part of this process, a total of seven job factors commonly found in positions will be used to help determine the appropriate level and salary band:

- Scope of Responsibility/Accountability
- Decision-Making
- Relationships
- Communications
- Managing/Directing Work
- Job Knowledge
- Experience

Within each factor, descriptions have been created that illustrate progression from entry-level positions up to the senior executive level. At each level, there is an assigned a point value.

The Managing Director, People and Culture and/or People and Culture Generalist will review the job descriptions of any positions that are put forward for evaluation (promotions, etc.) and compare it to the descriptions under each factor and determine the level that best fits the position. If a position appears to fully meet the definition at one level, but also has elements of the next level, points will be added to better calibrate the values. Once this process has been conducted for each request, the points will be totaled, and the position will be ranked appropriately within the UUSA salary band.

JOB QUALIFICATIONS AND LEVELING

The criteria for each band have been defined in terms of consistently establishing the minimum educational and years of experience requirements for every position as follows:

BAND	EDUCATION	EXPERIENCE
1	High School Diploma or Equivalent. Bachelor's Degree preferred	0 - 2 years
2	Bachelor's degree or equivalent required	2 - 4 years
3	Bachelor's degree or equivalent required	4 - 6 years
4	Bachelor's degree or equivalent required	6 - 8 years
5	Bachelor's degree or equivalent required	8 - 10 years
6	Bachelor's degree or equivalent required	10 - 12 years
7	Bachelor's degree or equivalent required Master's Preferred	12 - 14 years

When an employee has education outside the US, UUSA will determine the US equivalent of academic achievement (e.g., high school diploma, college degree or professional certification). In addition, 1.5 years of relevant experience may be used as an equivalent for one year of Bachelor's degree education. For example, two years of higher education and three years of relevant experience will be the equivalent of a Bachelor's degree.

SALARY RANGES

UUSA will create and implement a salary grade structure that is consistent with its organizational structure. The salary band structure will include salary ranges that will ensure horizontal equity between jobs by classifying positions requiring similar levels of responsibility within the same band levels.

While base salaries are targeted to be competitive, individual salaries may vary depending upon an employee's skills, experience and performance. UUSA uses the following model to help guide and provide context to salary activity within an employee's salary range. Further, UUSA periodically reviews the salary ranges to ensure they remain reflective of the market.

PAY RANGE	Lower range	Midpoint range	Upper range
EXPERIENCE	New to position.	Possesses strong experience from within or outside the organization.	Has significant experience and understanding of UUSA's unique systems, processes and purposes.
SKILL AND PERFORMANCE	Solid, but still developing; room to grow.	Consistent performer who has sustained record of performance; has consistently demonstrated required skills for position.	Has long and sustained record of superior performance; level of skill has developed to the point it would be difficult to replace.
KNOWLEDGE	Sufficient; likely requires a bit more guidance.	Strong grasp of all job requirements and organization processes; operates independently in accord with the job's responsibilities.	Deep knowledge of job requirements and organization processes; has a consistent record of operating independently and managing responsibilities without a lot of oversight.

***A note about Leadership Team compensation** - It is considered a best practice to stop the ranges at the Senior Vice President level as those positions are very specific as to responsibilities and authority and, thus, are much more individualized as to market value. For example, there is quite a bit of distinction between such positions as Chief People and Operations Officer, Chief Marketing Officer, Chief Philanthropy Officer, etc. Trying to put them all into a single range could be difficult because of the wide variance in value. In terms of a process, LT positions will be benchmarked separately, and the CEO makes pay determinations based on individual market value and the incumbent's qualifications, tenure and performance. Most LT salaries are made available via the annual 990 filing.

GUIDELINES FOR DETERMINING SALARIES FOR NEW HIRES

The following criteria will be used when determining the salaries for new hires:

- The position specification of the role, which includes education, minimum number of years of relevant work experience or assets
- Level of recruiting difficulty (in terms of size of qualified applicant pool)
- Comparable internal salaries with jobs in the same grade
- Employee's knowledge, skills, experience compared to others performing similar work
- Budget
- The candidate's salary expectations

It is expected that most new hires will be placed between the minimum and midpoint for the pay range in their grade, and under no circumstance will a new hire be paid below the minimum of their pay range.

New hires will not be set at or over the maximum in their pay range except under very exceptional circumstances. In cases like these, the new hire will be informed so they are aware how this will impact their salary increases during their time with the organization.

Consultation between the Director for Recruitment, the Managing Director, People and Culture and Assistant Director, Financial Planning and Analysis is expected in all cases. In cases when a salary decision exceeds the maximum for the grade, approval must be obtained from either the Chief People and Operations Officer, President and CEO and/or the Chief Financial Officer.

If a staff member who is over the maximum of their pay range leaves the organization, the salary of the new hire will not be based on the former incumbent but on their experience and the range of their salary band.

SALARY RANGES

UUSA's salary ranges are based on the New York City salary benchmark. Ranges will be adjusted periodically based on an independent analysis conducted by an external compensation consultant.

[Please see Appendix A for the current salary grade structure for non-IT positions and IT positions.](#)

GUIDELINES AND PROCESS FOR PROMOTIONS

Promotions will be considered on a rolling basis, recognizing the fluid nature of departmental reorganizations and other operational factors that occur throughout the year.

A promotion is defined as an increase in an employee's responsibilities substantive enough to warrant a change in job title and, in some instances, placement in a higher salary band. This most often occurs when (1) a higher-level position is vacant, and a more junior employee applies for and is selected to perform the higher-level job, or (2) an employee demonstrates the capacity to perform responsibilities significantly beyond their current role and a new position is created for them at a higher level if the organization has a need for and can finance this new more senior-level job.

Employees who are hired below the Director level are typically not eligible for promotions until the completion of a minimum of two years of employment following their hire date. Employees who join UUSA at the Director or above level are typically not eligible to be promoted until the completion of three years of employment following their hire date.

Employees below Director are typically not eligible to be considered for promotions more than once every two years; employees above Director are typically not eligible to be considered for promotions more than once every three years. Exceptions to the timing described above, and to the Salary Guidelines more generally, must be submitted in writing by the relevant LT member to the Managing Director, People and Culture for review and approval. ***Please note that employees are eligible to apply for any internal vacancies, regardless of position level, after six-months of employment.***

To be eligible for a promotion, an employee must have demonstrated performance that often exceeds expectations. The guidelines for these cases are as follows:

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- Promotional salary increase amount depends on the increased level of responsibility and other key considerations.
- A promotional increase must bring the employee to at least the minimum of their new salary band.
- The effective date of a promotion will coincide with the completion of the Promotion Process.

PROCESS

- The position supervisor develops an accurate and up-to-date position description. Both the current and proposed descriptions are shared with the designated Leadership Team (“LT”) member for approval. [Please see Appendix B for the approved job description template.](#)
- Following approval from the designated LT member, supervisor submits the current and proposed job description, along with the Promotion Request Form in FormStack, to the Managing Director, People and Culture. [Please see Appendix C for a sample of the Promotion Request Form.](#)
- The Managing Director, People and Culture and the People and Culture Generalist reviews the request utilizing the information provided and job evaluation process and decide on whether to approve the promotion and any salary activity. This proposed decision is shared with Assistant Director, Financial Planning and Analysis, who will be responsible for ensuring the salary recommendation is consistent with UUSA’s financial and budget procedures.
- The rationale for the proposed promotion and salary decision is shared by the Managing Director, People and Culture with the Chief Executive Officer, Chief Financial Officer, and Chief People and Operations Officer for final approval.
- The final decision about the promotion and corresponding salary activity is communicated to the supervisor by the Managing Director, People and Culture. As a general guideline, salary increases resulting from promotions are typically around 10%. Please note that any salary activity associated with promotions taking place between April 1 - June 30 will be inclusive of the merit-based salary increase.
- If an employee has increased their responsibilities within their current job but not enough to warrant a promotion, please refer to the *Guidelines and Process for Increased Position Responsibilities and Movement Within the Salary Range*.

Consideration of a promotion does not guarantee that a promotion will be granted. **Supervisors are not to communicate any information about promotion or salary decisions to their direct reports until this decision is shared by the** Managing Director, People and Culture. If an individual is not promoted, they may be considered for a promotion in the future as they continue to grow and UUSA’s needs change.

GUIDELINES AND PROCESS FOR INCREASED POSITION RESPONSIBILITIES AND MOVEMENT WITHIN SALARY RANGE

Increased position responsibilities and requests for movement within the salary range will be formally considered once each year as part of the annual merit-based salary review process, with an effective date of July 1. Increases resulting from factors such as equity adjustments, departmental reorganizations or other operational reasons also be considered on a case-by-case basis throughout the year, with approval from the Managing Director, People and Culture and the designated LT member.

During the course of employment in a given role, an employee is expected to acquire and apply new skills, take on additional ongoing responsibilities, and demonstrate a greater capacity to perform more advanced job functions. These do not substantially alter the position's primary purpose or warrant a promotion. However, since these new skills or responsibilities may affect the internal or external value of the job, UUSA may recognize the employee's development with an in-grade salary adjustment beyond the regular merit increase.

GUIDELINES

- Increases with growth in job responsibility depend on the increased level of responsibility and other key considerations.
- An increase would occur with changes in responsibilities or a measurably higher degree of complexity within the current role.
- An increase in the volume of activity or transactions will not typically warrant additional pay.
- Similarly, an increase in the number of staff will not always lead to a pay increase for supervisory employees (if responsibilities remain similar).

PROCESS

- The position supervisor submits an accurate and up-to-date position description. When there are changes to the current job description, both the current and proposed descriptions are shared with the designated LT member for approval.
- Following approval from the designated LT member, supervisor submits the job description(s), along with Movement in the Range Salary Increase Request Form, to the Managing Director, People and Culture. [Please see Appendix D for the Movement in the Range Salary Increase Request Form.](#)

- The Managing Director, People and Culture reviews the request utilizing the information provided and job evaluation process and decides on whether to approve the revised position and any salary activity. This proposed decision is shared with the Assistant Director, Financial Planning and Analysis, who will be responsible for ensuring the salary decision is consistent with UUSA's financial and budget procedures. As a general guideline, approved salary adjustments are typically around 5%.
- The final decision about the position and corresponding salary activity is communicated to the supervisor by the Managing Director, People and Culture. **Supervisors are not to communicate any information about promotion or salary decisions to their direct reports until this decision is shared by the Managing Director, People and Culture.**

Consideration of salary adjustments does not guarantee that an increase will be granted. If an individual is not provided with an adjustment, they may be considered for it in the future as they continue to grow and UUSA's needs change.

PERFORMANCE RELATED PAY

At the discretion of the LT, staff may be eligible to receive a merit-based salary increase effective each year on July 1.

Typically, the amount of the merit-based salary increase pool will be based on a variety of factors including the unrestricted revenue and expenses for the year, market data provided by the Bureau of Labor Statistics, as well as organizational performance. Merit funding is designed to reward strong annual performance (employees with known performance concerns are ineligible). The merit increase pool will be managed at the discretion of the LT, who will be responsible for working with their department heads and other senior staff to determine appropriate distribution. All salary increases will be approved by People and Culture to ensure equity is maintained during the process.

Increases for new hires will be provided as follows:

New hires Hired between:	Pro-rated %
7/1 - 9/30	100%
10/1 - 12/31	75%
1/1 - 3/31	50%
4/1 - 6/30	0%

BENEFITS AND PERQUISITES

It is UUSA's intent that the benefits and perquisites it provides to its employees are at least consistent with or better than those provided by peer organizations within the external labor market, as substantiated by surveys, published reports, professional contacts with peer organizations, etc.

UUSA's benefits and perquisites include:

- Welfare benefits plans such as health, dental, vision insurance, disability and life insurance, wellness programs, retirement savings, paid time off, pre-tax health/dependent and commuter program
- Perquisites such as paid parental leave, teleworking/flexible schedules, and tuition reimbursement.

TEMPORARY STIPENDS

In cases where a staff member is placed in an Acting role, the position supervisor and Director, People and Culture/Sr. Generalist will determine the stipend amount that is appropriate, fair and within budget. Factors such as the minimum of scale of the higher grade, number of months in the acting position, and current compensation will be considered in this decision, The Managing Director, People and Culture will be authorized to approve stipends of up to \$5,000. Any stipends in excess of \$5,000 will be made at the discretion of the Chief Executive Officer, Chief People and Operations Officer and/or the Chief Financial Officer.

CAREER DEVELOPMENT

UNICEF USA encourages employees to pursue advancement in their careers and increase their capacity to contribute meaningfully to the delivery of UUSA mission. To assist in understanding this further, UUSA provides a chart showing UUSA's Competency Model, [which can be found in Appendix E](#). Additional resources that further outline critical attributes for more senior level positions, as provided by the BridgeSpan Group, [can be found in Appendix F](#).

It should be emphasized that advancement from level to level is not a passive process by which an employee is promoted once they have met the required amount of service for a higher-level job. Employees are expected to be active participants in their own career growth by taking on additional responsibilities or special projects that will advance their understanding of job duties and prepare them for higher level work. They may also be required to take outside courses to increase their understanding of professional principles, participate in UUSA-sponsored professional development activities, attend webinars or conferences relating to their work, or other activities that allow them to contribute at a higher level to our work.

It is also important to note that employees may advance at different rates; two employees hired at the same time may be promoted at different times, or not at all. Career advancement is dependent on a variety of factors, such as:

- **Rate of learning:** some employees may intuitively grasp the concepts that apply to their job duties and take on higher level duties more quickly than a co-worker in a similar role. This can reflect different learning styles and may be addressed by providing a variety of opportunities or activities through which employees can increase their understanding of their roles.
- **Individual performance:** not every employee performs at the same level. One individual may be highly motivated and “go the extra mile” to exceed given expectations; another may be content to perform the job duties assigned to them - they may be perfectly competent and meet all standards and expectations. However, the individual whose performance goes beyond expectations is likely to be promoted sooner.
- **Potential growth rate:** some jobs may have limited opportunity for growth by their design. They may have a very finite set of tasks assigned to them and, while these jobs are important, there may be little chance for advancement unless the employee learns additional skills beyond those required for the current role or is able to perform very

different job duties. In other cases, an employee may advance to some degree but reach a plateau where future opportunities are finite. This occurs where the organization is not able to justify the creation of a higher-level role in the context of the work being performed, or where the employee has reached a level where the only possibility for advancement is if a higher-level incumbent leaves the organization.

UUSA encourages staff to work with their supervisors to identify potential career paths for their own positions and to have ongoing conversations about the professional development activities necessary to achieve their desired career advancement.

APPENDIX A – JOB GRADES & TITLES

UNITED STATES FUND FOR UNICEF				
STAFF COMPENSATION RANGES				
SALARY BANDS				
<i>Based on Market Median Data, Effective July 1, 2024</i>				
Band	Categories of Positions	Minimum	Midpoint	Maximum
1	Facilities Assistant, Coordinator, Specialist	\$50,670	\$60,800	\$70,935
2	Associate, Senior Associate, Budget Analyst, Helpdesk Support Associate	\$62,400	\$72,200	\$84,225
2 (technical)	Project Manager, Developer (Front End, Middleware, Full-stack, Data, Cloud, Security), Analyst (Business, Data, Technology, Cloud, Security), Architect (Data, Technology, Cloud, Security)	\$73,750	\$92,190	\$110,630
3 (non technical)	Manager, Program Manager, Senior Budget Analyst, Executive Assistant	\$68,000	\$85,000	\$102,000
3 (technical)	Manager, Senior Manager, Senior Project Manager, Senior (Front End, Middleware, Full-stack, Data, Cloud, Security) Developer, Senior (Business, Data, Technology, Cloud, Security) Analyst, Senior Architect (Data, Technology, Cloud, Security)	\$98,865	\$128,520	\$158,175
4 (non technical)	Assistant Director, Philanthropy Officer, Sr. Philanthropy Officer, Deputy Director	\$81,850	\$106,400	\$130,955
4 (technical)	Deputy Director	\$123,560	\$160,650	\$197,725
5 (non technical)	Directors	\$102,310	\$133,000	\$163,695
5 (technical)	Directors	\$156,530	\$203,490	\$250,450
6 (non technical)	Senior Director, Managing Director, Regional Managing Director, Sr. Regional Managing Director	\$123,150	\$166,250	\$209,350
6 (technical)	Senior Director, Managing Director	\$179,925	\$224,910	\$269,900
7	Vice President, Sr. Vice President	\$184,000	\$230,000	\$276,000

APPENDIX B – JOB DESCRIPTION TEMPLATE



for every child

Position:

Location:

FLSA Status:

Organization Overview

UNICEF USA (“UUSA” or “We”) relentlessly pursues a more equitable world for every child, upholding the rights of all children and empowering every child, everywhere. We also support the fundamental belief that children should have a voice and role in shaping their futures and the futures of their communities.

Over eight decades, the United Nations Children’s Fund (UNICEF) has built an unprecedented global support system for the world’s children, and has boldly taken on the biggest, seemingly impossible challenges facing children. UNICEF relentlessly works day in and day out to deliver the essentials that give every child an equitable chance in life: health care and immunizations, safe water and sanitation, nutrition, education, emergency relief and more. UNICEF USA advances the global mission of UNICEF by rallying the American public to support the world’s most vulnerable children.

We know that sustainable change is attainable, but it can’t be achieved alone. It takes a committed team - individuals, governments, corporations, volunteers and staff - who demonstrate a relentless commitment to working tirelessly, day in and day out in some of the toughest, hardest to reach places. Big problems need big solutions, and we harness our collective, global voice and energy to do more good, in more places for children. We will never stop supporting UNICEF to develop smarter, more cost-effective solutions; scaling up proven, data-driven programs; and harnessing new technologies to create measurable change for children.

UUSA is organized under the laws of New York State as a not-for-profit corporation. As such, UUSA is a tax-exempt organization as defined under Section 501C(3) of the Internal Revenue Code and is governed by an independent, non-salaried Board of Directors.

Position Description

(text summarizing the most significant duties and responsibilities of the position)

Position Responsibilities

Responsibility #1 (%)

Responsibility #2 (%)

Responsibility #3 (%)

Qualifications:

- Education
- Years of Experience
- Specific qualifications

APPENDIX C – PROMOTION REQUEST FORM ([PLEASE COMPLETE FORM IN FORMSTACK \(LINK TO FORM *HERE*\)](#))



Employee Name:	New Salary Requested amount: \$
Current Title:	Requested New Title:
Hire Date:	Date to assume new role:
Current no. of staff managed:	No. of staff managed in new role:
Length of time in position:	Request Submitted By:

Instructions

Position Supervisor completes this request form, obtains approval from your Leadership Team member and submits it to Managing Director, People and Culture along with an updated job description.

Note that all requests will go through an evaluation process. The Managing Director, People and Culture will follow-up with information on next steps.

Promotion Request Justification

Promotion Criteria	Comments & Examples
A history of excellent performance.	
A summary of the skills gained in the preceding years noting especially how the employee's skills and experience align with the higher level or position.	
Three concrete examples of significant contributions to UUSA and samples of such work, if relevant.	
A description of the employee's expanded or additional responsibilities.	

If the promotion is approved with the requested salary increase, please describe the plan to ensure your department/division will remain within budget.	
Additional Comments	

Supervisor signature:

Date:

LT Signature:

Date:

APPENDIX D – MOVEMENT IN THE RANGE SALARY INCREASE REQUEST (PLEASE COMPLETE FORM IN FORMSTACK. LINK TO FORM [HERE](#))



Employee Name:	Employee Title:
Employee Hire Date:	Employee Position Effective Date:
Current Salary:	

Instructions

Position Supervisor completes this request form, obtains approval from your Leadership Team member and submits it to the Managing Director, People and Culture.

The Managing Director, People and Culture will follow-up with information on next steps.

Request

Requested Salary:	Requested effective date of new salary:
Increase Percent:	Increase Amount:
Request Submitted By:	Request Date:

Justification for Movement in the Range Increase (if the salary increase is approved, please include the plan to ensure your department will still remain within budget)

Supervisor signature:

Date:

LT Signature:

Date:

Movement in the Salary Range

Pay Range	Lower Range	Midpoint Range	Upper Range
Employee Profile	Developing →	Proficient →	Exceptional →
Experience	New to position	Possesses strong experience from within or outside the organization	Has significant experience and understanding of UUSA's unique systems, processes and purposes
Skill and Performance	Solid, but still developing; room to grow	Consistent performer who has sustained record of performance; has consistently demonstrated required skills for position	Has long and sustained record of superior performance; level of skill has developed to the point it would be difficult to replace
Knowledge	Sufficient; likely requires a bit more guidance	Strong grasp of all job requirements and organization processes; operates independently in accord with the job's responsibilities	Deep knowledge of job requirements and organization processes; has a consistent record of operating independently and managing responsibilities without a lot of oversight

COMPETENCY MODEL

Deep Human Connection

Communication & Active Listening

We act with curiosity, seeking to understand others. We act with transparency, sharing ideas. We act with influence, using our power for the greater good.

Emotional Intelligence

We lead with empathy, deep self-awareness, vulnerability, and humility.

Inclusive Mindset

We treat others with respect and dignity, building relationships across individual, organizational, and global differences.

Courageous Leadership

Adaptability & Change Management

We respond flexibly and lead with intentionality in uncertain or changing circumstances.

Innovation

We experiment with new approaches and ideas. We learn from failures and celebrate successes.

Responsibility & Accountability

We make evidence-based decisions and solve complex problems. We take ownership for our individual and team's actions and the associated consequences of those actions.

Collective Learning & Growth

Self-Development

We are committed to excellence. We reflect on our performance and remain open to feedback. We seek out learning opportunities.

Coaching & Developing Others

We invest in others, giving autonomy, providing honest feedback, encouraging work/life balance, and celebrating each other.

Functional Skills

We perform our jobs with expertise, excellence, and impact.

APPENDIX F – BRIDGESPAN GROUP CRITICAL ATTRIBUTES OF EFFECTIVE NONPROFIT LEADERS

Critical Attributes of Effective Nonprofit Leaders

1. General Leadership Competencies

Competencies largely consistent across fields and roles

Leading the Organization	Leading Others	Leading Oneself
<ul style="list-style-type: none">• Strategic thinking• Problem solving• Decision making• Change leadership• Project management• Systems thinking• Business and operations management	<ul style="list-style-type: none">• Trust and collaboration• Communication and influence• Developing others• Cultural competence• Conflict resolution	<ul style="list-style-type: none">• Growth mindset• Self-awareness• Motivation• Empathy• Openness to change

2. Context-specific Competencies

Skill and expertise required to lead within a specific field or role

- **Knowledge and expertise** in the specific field of work
- **Specific skills** required by the context of organization or field
- **Role-specific competencies** for specific functions

3. Core Values and Beliefs

Values leaders must endorse and embody to lead authentically and achieve impact

- Fundamental beliefs and values underlying the **organization’s theory of change**
- Values and behaviors **consistent with the culture of the organization**

This framework was adapted from research that Bridgespan did in partnership with education leadership organization, EdFuel.