THE NONPROFIT TIMES™
The Leading Business Publication For Nonprofit Management

2017

Nonprofit Organizations
Salary & Benefits Report

BLUEWATER
NONPROFIT SOLUTIONS

About The NonProfit Times Publishing Group

NPT Publishing Group, Inc. is structured for success in an increasingly more engaged, more connected media environment. Since 1987, NPT Publishing has been the leading information provider for the nonprofit sector delivering the most comprehensive, nonpartisan news and analysis to global audiences across many platforms. NPT's publishing platforms include: The NonProfit Times, Exempt Magazine, NPT-TV, nonprofit jobs, special reports, educational webinars, and informational E-Newsletters. For additional information please visit www.thenonprofittimes.com

About Bluewater Nonprofit Solutions

Bluewater Nonprofit Solutions is a leading provider of salary and benefits surveys and credit card processing to nonprofit organizations. Their leading edge survey tools offer unlimited customization and flexible reporting options that allow quick, affordable tailoring of a survey to meet the needs of any associations, industry groups, professional societies, or chambers of commerce. Bluewater was founded by former nonprofit executives, and was created out of their deep knowledge and experiences providing day-to-day leadership within charitable organizations for more than 25 years. To learn more, visit www.bwnps.com

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Introduction

Developing the Survey

The 2017 Nonprofit Organizations Salary and Benefits Survey was designed to address the unique compensation and benefit practices of nonprofits in the U.S.A. Prior to developing the survey, extensive research was completed to ensure the survey reports would satisfy the needs of the nonprofit sector. The survey used a state-of-the-art online questionnaire to collect total cash compensation data on 311 nonprofit specific positions from entry-level to executive directors. Where possible, detailed benefits information was collected to cover plan costs, participation rates and eligibility for medical, dental, vision, life, disability, and retirement plans. More than 34 general benefit offerings from employee leave to telecommuting are covered as well. An executive benefits section provides additional information on these benefits and on employment agreements.

Data Effective Date

Survey participants were asked to provide responses to all survey questions with data that was valid for their organization as of January 1, 2016.

Data Sources

Participation in the survey was open to all U.S. based nonprofit organizations with at least 1 full time employee working 30 or more hours per week. All Data within the 2017 Nonprofit Organizations Salary and Benefits Reports were obtained directly from nonprofit organizations. As a condition to participating in the survey, each participant was asked to verify that they were an employee that had been authorized by their organization to provide the information requested in the survey. Additionally, they acknowledged that they would provide accurate survey information for their organization. No third party data was used in this report.

Data Confidentiality

All questionnaire data have been handled in the strictest confidence by Bluewater Nonprofit Solutions. The data within this report is presented in aggregate to protect the confidentiality of participating organizations. In the case where data specific to a particular organization could possibly be identified, the results have not been published or the presentation of the data has been changed to protect the identity of the organization.

Survey Data Collection

Data was collected through an online questionnaire on the Bluewater Nonprofit Solutions' website. Nonprofits were invited to complete the survey from January 15th through November 7th, 2016. Prior to completing the questionnaire, participants were asked to register and verify that they were authorized by their organizations to complete the survey.

Survey Participation

Participation in the survey was promoted through a variety of channels. The NonProfit Times invited its subscribers to participate in the survey through a series of vehicles including email communications, social media, advertisements on its website, and print and electronic advertisements in its magazines, newsletters and publications. Bluewater Nonprofit Solutions promoted participation in the survey to its customers and other nonprofit organizations through emails, social media, and by advertising on its website. Additionally, the New York Council of Nonprofits (NYCON) invited their members to participate in the survey.

Survey Completion

Organizational Data
Survey participants were asked to provide information about their nonprofit organization to make it possible for the survey results to be displayed by operating budget size, number of full-time employees, geographic region, and field of work (based on the classifications in the National Taxonomy of Exempt Organizations). These data are used extensively throughout the report.

Position Matching and Entering Compensation Data
Prior to completing the compensation section of the questionnaire, participants were asked to match the organization's positions to benchmark jobs found in one of 28 job families. Job families are used to group relevant jobs together by functional area of responsibility (e.g., all jobs related to income development). The survey questionnaire made use of benchmark jobs during the - Position Code: matching process to accommodate the many differences between the size, field, and programs offered by various nonprofit organizations. Because of these differences, similar job titles used across multiple organizations are likely to have differing levels of responsibility and scope associated with them. The use of benchmark jobs helps level the playing field by asking survey participants to match their organization's positions to a predefined list of positions using job descriptions, not job titles.

Once the appropriate benchmark jobs were selected, participants were asked to enter compensation data for each position. They were instructed to enter data for full-time employees only and to match each employee to only one benchmark job description. If more than one employee was being reported for a position, participants were asked to provide average annual compensation data for the group. The majority of the fields on the - Position Code: entry page were mandatory to ensure data completeness. Participants were given the option to enter the - Position Code: title used by their organization.

Organizations that completed the survey by the deadline were provided a complimentary Executive Summary report of the survey results and were given a discount on the purchase price of the full survey report.

Understanding what Survey Responses are Displayed

The online survey questionnaire was designed with functionality and tools that helped survey participants provide accurate data. A series of business rules were used during the data entry process. These business rules help improve the quality of the survey data by providing data validation in real time. Once participation in the survey was closed, a series of additional data quality checks are made. Survey participants were contacted directly to verify suspect responses, and changes were made to these survey participants' data as necessary.

Salary data was not collected for part-time positions. However, the data can be used as a starting point for determining part-time pay by calculating a percentage of the base salary amount reported in the data.

As part of the quality control process, data display rules are used to determine what information is presented throughout the report. The following data display guidelines are utilized throughout the report.

Position Data Titles Removed For Insufficient Data

Individual job title reports are not displayed where fewer than 5 organizations have provided a response. In cases where fewer than 5 responses are available, the data is still used for the aggregated data reporting in the Job Family and Operating Unit Compensation Costs & Practices reports.

Survey Responses Not Displayed

Survey responses are displayed as a hyphen (-) in cases where data is not available or where an insufficient number of organizations provided a response to the survey question. In the case where a zero is displayed, this data should be considered valid and the response accurate.

Displaying Statistical Data (AVG, MIN, 25th PCTL, Median, 75th PCTL, MAX)

The key statistical measures of Average (AVG), Minimum (MIN), 25th Percentile (25th PCTL), Median (50th PCTL), 75th Percentile (75th PCTL), and Maximum (MAX) are used to display data throughout the report. In cases where fewer than 4 organizations have provided valid data, only the AVG field will display data. All other statistical fields will display a hyphen (-) when data is not available.

Throughout the report, survey responses will be displayed as numbers unless otherwise indicated by the use of a percentage (%) or dollar ($) sign.

Overview of Survey Participants

Characteristics of Participating Organizations

This section provides information about the 487 nonprofit organizations that completed the 2017 Nonprofit Organizations Salary and Benefits Survey. These organizations provided detailed information on benefit practices and compensation data on 220 different nonprofit positions. The tables in this section provide an overview of the participants based upon where they are located, their operating budget size, field of services and the number of full time staff they employ.

Full-Time Employees	Number of Organizations
1-10	201
11-25	96
26-50	60
51-100	61
101-200	30
201 or more	39

Operating Budget	Number of Organizations
Less than $499,999	79
$500,000 - $999,999	67
$1,000,000 - $2,499,999	110
$2,500,000 - $4,999,999	69
$5,000,000 - $9,999,999	69
$10,000,000 - $24,999,999	47
$25,000,000 - $49,999,999	22
$50,000,000 or more	24

Field of Work	Number of Organizations
Arts, Culture, and Humanities	42
Education	20
Environment and Animals	36
Health	61
Human Services	214
International, Foreign Affairs	8
Public, Societal Benefit	65
Religion Related	21
Mutual/Membership Benefit	9
Unknown, Unclassified	11

Geographic Region	Number of Organizations
Northeast U.S.	217
Southeast U.S.	92
North Central U.S.	67
South Central U.S.	24
Northwest U.S.	61
Southwest U.S.	26

Survey Participants

826 National
A Foundation Building Strength
Ability Garden New Hanover
  County Extension Service
  Arboretum
Academy For Lifelong Learning
Access
Access New Jersey
Adaptive Sports Center
Adirondack Center For Writing
Adirondack Historical
  Association
Adirondack Lakes Center For
  The Arts
Advance Housing Incorporated
Adventure Cycling Association
AIDS Resource Center
Albemarle Area United Way
Alcohol & Drug Council Of
  Tompkins County
  Incorporated
Alcohol And Drug Services
Aldo Leopold Foundation
  Incorporated
Alisa Ann Ruch Burn Foundation
Alliance For Strong Families And
  Communities
Allied Churches Of Alamance
  County
Almost Home Incorporated
American Heart Association
American Association Of
  Engineering Societies
American Conference Of
  Cantors
American Craft Council
American Farm Bureau
  Federation
American Humane Association

American Institute Of
  Ultrasound In Medicine
American Kidney Fund
American Life League
American Morgan Horse
  Association
American Society For The
  Prevention of Cruelty of
  Animals
American-Scandinavian
  Foundation
Anacostia Watershed Society
Animal Lifeline Of Iowa
AOAC International
Arvada Community Food Bank
Ashtabula Arts Center
Association For Retarded
  Citizens Otsego
Association For Retarded
  Citizens Of Monroe
Autism Society Of Colorado
Barrett Art Center Home Of
  Dutchess County Art
  Association
Battery Dance Company
Belle W Baruch Foundation
Berkeley Rental Housing
  Coalition
Bible League International
Big Apple Greeter
Big Brothers Big Sisters
Birmingham Regional
  Empowerment And
  Development Center
  Incorporated
Boise Public Schools Education
  Foundation
Boy Scouts Of America
Boys & Girls Club Of Greater

Lowell
Bright Horizons Foundation For
  Children
Brooklyn Academy Of Music
Brooklyn Bar Association
Volunteer Lawyers Project
Broome County Arts Council
Broome County Medical Society
Brother's Brother Foundation
  Buffalo
Building Bridges
Camp Fire Central Texas
Camp Sunshine
Capabilities Partnership
Incorporated
Capital Region Theological
  Center
Carelink Community Support
Services
Caritas Family Solutions
Catholic Charities Brooklyn And
  Queens
Catholic Club
Catskill Area Hospice &
  Palliative Care Incorporated
Catskill Center For
  Independence
Catskill Symphony Orchestra
Cayuga Community Health
  Network
Cen-Tex Alcoholic Rehabilitation
  Center Incorporated
Cenikor Foundation
Center For Family Life And
  Recovery Incorporated
Center for Prevention Services
Chenango Health Network
Chesterfield Colonial Heights
Alliance For Social Ministry

Chicken & Egg Pictures
Child Advocacy Center
  Incorporated
Child Care Council Incorporated
Child Care Council Of Nassau
  Incorporated
Child Development Council Of
  Central New York Incorporated
Child Start Incorporated
Children's Action Alliance
Children's Home Society Of
  Florida
Children's Tumor Foundation
Cincinnati Public Radio
Civilian Marksmanship Program
Clark County Food Bank
Cleveland Manor Incorporated
Coalition On Temporary Shelter
Coastal Bend Community
  Foundation
Colorado Physician Health
  Program
Commerce Chenango
Community Access Unlimited
Community Action Partnership
  For Dutchess County
  Incorporated
Community Assessment And
  Treatment Services
  Incorporated
Community Foundation Of The
  Eastern Shore Incorporated
Community Foundation Of The
  Upper Peninsula
Community Foundations Of The
  Hudson Valley
Community Interface Services
Community Involved In
  Sustaining Agriculture

Community Loan Fund Of The Capital Region Incorporated
Community Shares
Community Shares Of Mid Ohio
Connecticut Community Care Incorporated
Consolidated Communications
Converge Midamerica
Cornell Cooperative Extension Sullivan County
Corporate Supportive Housing Corporation
Corporation For Supportive Housing
Cottage Theatre
Council Of Major Superiors Of Women Religious
Council On Undergraduate Research
Creek Recovery And Restoration Program
Crossroads House
Curamericas Global
Dallas Casa
Day Nursery Of Abilene
Debra Of America
Delta Montrose Youth Services Incorporated DBA Partners Of Delta, Montrose And Ouray
Demos
Devereux Foundation
DoSomething.Org
Drexel University
Drueding Center
Dutchess County Local Development Corporation
Dutchess Tourism
Early Care And Learning Council
East Coast Greenway Alliance
Easter Seals Florida Incorporated
Eastside Baby Corner

EcoAdapt
Economic Opportunity Council Of Suffolk Incorporated
Emmanuel Gospel Center Incorporated
Employee Assistance Programs Of WWS Counties Incorporated
Epilepsy Foundation Of Florida
Epilepsy Foundation Of Northeastern New York Incorporated
Epilepsy Foundation Of Texas
Exchange Club Center For The Prevention Of Child Abuse Of Iredell Incorporated
Fairview Recovery Services Incorporated
Family Justice Center Of Erie County
Family Life Broadcasting
Family Planning Of South Central New York Incorporated
Family Service Of The Chautauqua Region Incorporated
Family Services Incorporated
Family Services Of Westchester Incorporated
Fayette County Cultural Trust
Fearrington Cares
Feeding America
First North Carolina
Fiscal Policy Institute
Fish & Wildlife Foundation Of Florida Incorporated
Food Runners Collaborative Incorporated
Foodbank Of Southeastern Virginia
Foodnet Meals On Wheels
Foodshare
Foothold Foundation

Foreign Policy Research Institute
ForKids Incorporated
Fort Worth Pregnancy Center
Foundation For The Preservation Of The Mayhayana Tradition
Foundation Of New York State Nurses Incorporated
Friends Of KEXP
Friends Of Scotchman Peaks Wilderness
Friends Of The Columbia Gorge
Friends of the National Multiple Sclerosis Society
Friends Of The Rockridge-Temescal Greenbelt
Friends Of Van Cortlandt Park
Fulton Friendship House Incorporated
Garces Foundation
Garden Empire Volleyball Association
Girl Scout Council Of Southern Appalachians
Girl Scouts In The Heart Of Pennsylvania
Girl Scouts Of Silver Sage
Givewell Community Foundation Incorporated
Global Footprint Network
Global Health Action
Grace Smith House
Gracepoint Church
Grand Rapids Community Foundation
Grant Writing Training Foundation
Greater Washington Jewish Coalition Against Domestic Abuse
GRID Alternatives

Gulf Coast Community Foundation
Habitat For Humanity Choptank
Habitat For Humanity Of New York State
Habitat For Humanity Of Pitt County
Hanford Mills Museum
Harlem RBI Dream Charter School
Health Assessment And Research For Communities Incorporated
Health Care Access
Heights-Hill Mental Health Service, South Beach Psychiatric Center Community Advisory Board Incorporated
Hellenic American Neighborhood Action Committee Harmony JVL Innovative Senior Center
Hemophilia Federation Of America
Heritage Homes Incorporated
Hero Dogs Incorporated
Home Builders Association Of Northern Michigan
Homework Hotline
Hope Harbor Incorporated
Hope Haven Incorporated
Hope International
Housing Leadership Council Of Palm Beach County Incorporated
Housing Opportunities & Maintenance For The Elderly (H.O.M.E.)
Houston Area Women
Houston Area Women's Center
Hudson Highlands Nature Museum

Hudson River Maritime
  Museum
Hudson Valley Mental Health
  Incorporated
Human Development Services
  Of Westchester
Human Services Leadership
  Council Of Central New York
Human Support Services
Ideas
Immaculata Academy
Indiana Forest Alliance
  Incorporated
Indianhead Community Action
  Agency Incorporated
Institute For Human Services
Institute For Strategic Clarity
Interface Children & Family
  Services
Interim Incorporated
International Christian
  Ministries
International Rescue Committee
Ithaca Carshare
Ithaca Health Alliance
  Incorporated
Jannus Incorporated
Jazz Forum Arts
Jewish Adoption and Foster
  Care Options
Jewish Community
Jewish Community Centers
Jewish Community Foundation
  Of Greater Hartford
  Incorporated
Jewish Community Housing For
  The Elderly
Jewish Council For The Aging Of
  Greater Washington
Jewish Family & Career Services
Jewish Vocational Services
Julie Incorporated

Kairos
Kalusugan Community Services
Kentucky Coalition Of Nurse
  Practitioners & Nurse
  Midwives
L'Arche Syracuse Incorporated
Lakeview High School
  Incorporated
Land Trust Alliance Of British
  Columbia
Leadership Jacksonville
  Incorporated
Legal Aid Society Of
  Northeastern New York
Legal Services For Seniors
LeMay - America's Car Museum
Lexington Habitat For Humanity
Liberty Resources Incorporated
Lifetrack
Lincoln Training Center
Livengrin Foundation
Living Well Disability Services
Lummi Island Heritage Trust
LUNGevity Foundation
Lutheran Community Services
Lutheran Family And Children's
  Services
Lutheran Social Services Of
  Illinois
Lutheran Social Services Of
  Wisconsin & Upper Michigan
Make-A-Wish Mid-Atlantic
Make-A-Wish Mid-South
Manes And Tails Organization
Manna Food Bank
MANTEC Incorporated
Maryland Society For The
  Prevention of Cruelty of
  Animals
Massachusetts Legal Assistance
  Corporation
McHenry County Community

  Foundation
Meals At Home
Meals On Wheels Of Chemung
  County Incorporated
Medical Teams International
Mental Health Association In
  Orange County Incorporated
Methodist Conference Home
  Incorporated
Metro United Way
Mid-Erie Counseling And
  Treatment Services
Mid-Michigan Industries
  Incorporated
Midwest Assistance Program
  Incorporated
Millbrook School
Ministry With Community
Mission Aviation Fellowship
Mission India
Mobile Baykeeper
Mohonk Preserve Incorporated
Monroe County Bar Association
Monroe Harding Incorporated
Montgomery Area Community
  Wellness Coalition
Morningside Center For
  Teaching Social Responsibility
  Incorporated
Morningside Retirement And
  Health Services Incorporated
Mothers Against Drunk Driving
Mozambique Initiative
MRC Industries Incorporated
National Academy Museum And
  School
National Association Of Church
  Personnel Administration
National Association Of Trial
  Lawyer Executives
National Committee On Us-
  China Relations

National Council On Public
  History
National Family Preservation
  Network
National Genealogical Society
National Marine Manufacturers
  Association
National Network To End
  Domestic Violence
National Older Worker Career
  Center
Neighborhood Network Of New
  York
NeighborWorks Orange County
Network Enterprises
  Incorporated
Nevada Public Health
  Foundation
New Hampshire Coalition
  Against Domestic And Sexual
  Violence
New Horizons Mental Health
  Services
New Life Centers Of
  Chicagoland
New Mexico Environmental Law
  Center
New Mexico Environmental Law
  Center
New Opportunity School For
  Women Incorporated
New York Cerebral Palsy
  Association
New York Council For The
  Humanities
New York Foundation
New York Lawyers For The
  Public Interest
New York State Association For
  Computers And Technologies
  In Education
New York State Coalition

Against Sexual Assault
Nexstar Legacy Foundation
Niagara County Historical
  Society
Nisei Goju Ryu Afterschool
NonProfit Quarterly
Northern Maine Development
  Commission
Northwest Oklahoma
  Association Of Realtors
  Incorporated
Oak Tree Corner
Ogden Nature Center
Ohio Ecological Food And Farm
  Association
Old Colony YMCA
Olde Towne Medical And Dental
  Center
On Point For College
  Incorporated
Openlands
Orange Coast Interfaith Shelter
Oregon Supported Living
  Program
Orthodox Christian Mission
  Center Incorporated
Oxfam America
Pathways For Change
  Incorporated
Pearl S. Buck International
  Incorporated
Peconic Land Trust
Penland School Of Crafts
Pet Community Center
Phoenixville Community Health
  Foundation
Piedmont Wildlife Center
Plant With Purpose
Pleasant View Incorporated
Pop Warner Little Scholars
  Incorporated
Portland Home Builders

Association
Positive Futures Network
Pre-Trial Services
Preservation Of Egyptian
  Theatre Incorporated
PrimaryOne Health
Princeton National Rowing
  Association
Project HOPE
Project PAVE
Providence Connections
  Incorporated
Public Employees For
  Environmental Responsibility
Putnam County Housing
  Corporation
Ralph E. Ogden Foundation
  Incorporated
Read Ministries Incorporated
Residence XII
Resource Center For Accessible
  Living Incorporated
River Revitalization Foundation
Roadrunner Food Bank
Rowan County Youth Services
  Bureau, Inc.
Saint Dominic's Home
Salvadori Center
Saratoga Arts
Schenectady Community Action
  Program
Scleroderma Foundation Of The
  Delaware Valley
Seeking Wisdom
Senior Service Incorporated
Seniors First Incorporated
Services For Independent Living
Shenandoah Valley Workforce
Development Board
  Incorporated
Shifa Foundation
Sightlife

Signal Centers Incorporated
Sisters Of St. Dominic
Skid Row Housing Trust
Society Of St. Vincent De Paul
Soles4Souls Incorporated
South Carolina Coastal
  Conservation League
Southern California Golf
  Association Foundation
Southwest Behavioral & Health
  Services
Special Olympics Wyoming
Springfield/Eugene Habitat For
  Humanity
St. Mary Of The Woods
St. Paul's Center
Stardust Building Supplies
Steel Valley Authority
Stepping Stones Foundation
Stepping Stones Learning Center
Stringendo Incorporated
Sullivan County Child Care
  Council Incorporated
Summer Search
Tamb-Jackson Of Tennessee
  Incorporated
Tasks Unlimited Incorporated
Teen Lifeline
Teen Living Programs
Telling The Truth
Temple Chaverim
Tennessee Association Of
  Alcohol, Drug & Other Addition
  Services
The Alpha Workshops
The Amyotrophic Lateral
  Sclerosis Association Of
  Georgia
The Artist-Blacksmith's
  Association of North America
The Association For Retarded
  Citizens Volusia

The Ayn Rand Institute
The Center For Enriched Living
The Children's Law Center New
  York
The Children's Museum At
  Saratoga
The Civic Council Of Greater
  Kansas City
The Council On Alcohol And
  Drugs Incorporated
The Doane Stuart School
The Enrichment Center
The Eye-Bank For Sight
  Restoration Incorporated
The Family Giving Tree
The Financial Clinic
The Ivey
The Learning Center For
  Families
The Legal Project
The Marfan Foundation
  Incorporated
The Mariner's Museum
The Morton Arboretum
The Munshine Group LLC
The Nonprofit Quarterly
The North Carolina Public
  Health Foundation
The Rachel Longstreet
  Foundation Incorporated
The Sergei Foundation
  Incorporated
The Shepherd's Center Of
  Kernersville
The Utility Reform Network
The V Foundation
The Vegetarian Resource Group
The Women's Center
  Incorporated DBA Compass
  Center For Women And
  Families
Theatre Of The Oppressed New

York City
Theodore Roosevelt Inaugural
  Site Foundation
Thomas Dunn Learning Center
Tillamook Estuaries Partnership
Tioga Opportunities
  Incorporated
Tri-Lakes Cares
Troy Savings Bank Music Hall
Tuscarawas County YMCA
Un Mundo
United States Organization Of
  North Carolina
United Way Of Buffalo & Erie
  County
United Way Of Central Ohio
United Way Of Northwest
  Louisiana
Unity Foundation
Unity House Of Troy
Until There's A Cure Foundation
Urban Homesteading Assistance
  Board
Ursuline Academy Of Dallas
Vanguard Charitable
  Endowment Program
Vera House Incorporated
Violence Intervention Program
  Incorporated

VISIONS/Services for the Blind
  and Visually Impaired
Vista Community Clinic
  Vocational Services
  Incorporated
Volunteer Legal Services Project
Volunteers Improving
  Neighborhood Environments
  Incorporated
Warhol Foundation
Wasatch Community Gardens
Wildacres Leadership Initiative
Wilderness Awareness School
Willie M. Knox Family
  Foundation
Willie Mae Rock Camp For Girls
Wisconsin Council Of The Blind
  And Visually Impaired
Women Deliver
Women's Caucus For Art
Women's Independence
  Scholarship Program
  Incorporated
Women's Project Theater
Word Of Life Fellowship
  Incorporated
Workplace Fairness
World Vision Incorporated
Wycliffe Bible Translators

  Incorporated
Yellowstone Association
YMCA Of Rochester New York
Young Survival Coalition
Young Women's Leadership
  Network
Youth Empowered Solutions
Yes!
Youth Enrichment Services
Youth First Incorporated
Youth Haven
YWCA Elmira & The Twin Tiers
YWCA Evanston/North Shore
YWCA Of The Mohawk Valley
YWCA Ulster County
YWCA-Greater Capital Region
  Incorporated

Guide to Locating and Using the Report Data

Changes in Data from 2015 - 2016

Each section within the report contains a table that shows changes in the data for each field from 2015 to 2016. This table gives the user a quick snapshot of the changes and possible future data trends for each area of information. Each positive or negative number shows the percentage change in the data from 2015 to 2016. A hyphen (-) is displayed when comparable data is not available from the previous year. All results presented in this table represent the nationwide average for the data (shown as, All Organizations). Below is a sample report section showing what the table looks like, and how the results will be displayed.

Chief Development Officer -- Position Code: 10004

Detailed Analysis

Scope				Base Salary						Bonus				Total Cash Compensation					
Geographic Region	# of ORGs	# of Full Time EMPs	# of Years With ORG	AVG	MIN	25th PCTL	Median	75th PCTL	MAX	% of ORGs Paying	% of Eligible EMPs RCVNG	MAX % Payout	AVG % Paid	AVG	MIN	25th PCTL	Median	75th PCTL	MAX
Northeast U.S.	34	1	6.4	$136,831	$48,000	$88,070	$117,082	$168,938	$390,000	32.35%	63.64%	10.00%	2.38%	$137,905	$48,000	$88,725	$118,332	$171,250	$390,000
			4.0	$101,507	$40,000	$68,125	$87,300	$146,175	$200,000	36.36%	75.00%	50.00%	7.14%	$104,382	$40,000	$68,963	$87,300	$146,175	$200,000
			5.8	$119,541	$45,000	$82,500	$121,500	$150,000	$215,300	11.76%	50.00%	5.50%	2.86%	$120,129	$45,000	$82,500	$121,500	$150,000	$215,300
			5.8	$95,030	$50,000	$77,250	$100,000	$121,000	$126,900	0.00%	0.00%	0.00%		7,250	$100,000	$121,000	$126,900		
			4.8	$108,752	$35,000	$76,400	$100,000	$132,600	$200,000	35.29%	50.00%	15.00%		6,400	$105,000	$132,600	$200,000		
			6.9	$72,464	$49,920	$62,200	$62,200	$92,000	$96,000	0.00%	0.00%	0.00%		2,200	$62,200	$92,000	$96,000		
All Organizations	101	1	5.5	$116,127	$35,000	$72,000	$100,000	$150,000	$390,000	26.73%	62.96%	50.00%		3,350	$105,000	$150,000	$390,000		

This section of each report shows how the data has changed from 2015 to 2016

Each field in this report will display the positive or negative percentage change in the data from 2015-2016

Changes in Data from 2015 - 2016

The report below shows how the data has changed in each field from 2015 to 2016. A positive percentage represents a number that has increased in value from 2015 to 2016, and a percentage with a negative sign represents a number that has decreased in value from 2015 to 2016. This symbol ">" will be used whenever a positive percentage change is greater than 100 percent. A hyphen (-) is displayed when comparable data is not available.

Scope		Base Salary						Bonus				Total Cash Compensation					
# of Full Time EMPs	# of Years With ORG	AVG	MIN	25th PCTL	Median	75th PCTL	MAX	% of ORGs Paying	% of Eligible EMPs RCVNG	MAX % Payout	AVG % Paid	AVG	MIN	25th PCTL	Median	75th PCTL	MAX
All Organizations -1.60%	-16.01%	6.26%	16.67%	6.94%	13.48%	11.11%	1.38%	6.93%	4.03%	66.67%	-24.65%	4.87%	16.67%	8.87%	18.09%	9.49%	-22.01%

Finding and Using the Compensation Data

This section will help you understand what information is available within the compensation reports and where to find it. Each report section presents unique information that can be used to quickly assess market competitiveness and benchmark compensation practices. The compensation data is organized and displayed through four different reports. When used in combination, the report sections provide a comprehensive view of compensation practices throughout all levels of an organization.

Quick Guide to the Compensation Report Sections

Type of Information Needed	Where to Find the Information
✓ **Salary and bonus information for a single position**	• **Individual Job Title Reports**
✓ **Compensation data for a department or group of related positions**	• **Job Family Reports**
✓ **Compensation data for all positions within the organization**	• **Operating Unit Compensation Costs & Practices Report**
✓ **Employee data and compensation practices for the whole organization**	• **Employee Turnover & Salary Increases Report**

The information available within each report section is presented by multiple views to allow for easy comparisons against relevant peer organizations by geographic location, operating budget, or field of work. Each compensation segment below contains a brief description of the information available within the report section. Look for the *Suggested Uses for the Data* component for recommendations and guidance on how the data might be used for comparison purposes.

Individual Job Title Reports

Individual Job Title reports provide base salary, bonus information, and total cash compensation data for a specific position title. Each report includes:

- Benchmark Job Description Used for the Position
- Total Number of Organizations Reporting Data for the Position
- Average Number of Full-Time Employees within the Position
- Average Number of Years Employed with the Organization
- Base Salary Compensation Statistics
- Percentage of Organizations Offering Bonus Pay
- Percentage of Employees Receiving Bonus Pay
- Maximum Bonus Offered
- Average Bonus Pay Received
- Total Cash Compensation Statistics

Suggested Uses for the Data:
- ✓ Benchmark your organization's base salary or total cash compensation practices for a specific job title.
- ✓ Compare employee length of service for a specific position within your organization.
- ✓ Evaluate your organization's bonus or incentive pay practices for a particular position.
- ✓ Find comparable data to satisfy IRS Intermediate Sanctions documentation requirements for your organization's top executives.

Job Family Reports

Job Family reports provide a department level view of compensation data for a group of related jobs.   28 unique Job Family Reports are displayed within the compensation section of the report. Each Job Family report includes:
- Listing of the Individual Position Titles Included within the Job Family
- Number of Organizations Reporting Data for the Job Family
- Number of Full-Time Employees within the Job Family
- Number of Years Job Family Employees have been with the Organization
- Total Cash Compensation Cost for each Employee within the Job Family
- Total Cash Compensation Cost Statistics for the Job Family
- Percentage of Job Family Total Cash Compensation Costs Comprised of Bonus Pay
- Percentage of Organizations Offering Bonus Pay to Job Family Positions
- Percentage of Employees within the Job Family Receiving Bonus Pay

Suggested Uses for the Data:
- ✓ Benchmark your organization's compensation costs for a department or group of related positions.
- ✓ Compare employee tenure within your organization at a department level.
- ✓ Evaluate your organization's incentive or bonus pay practices for a particular department.

Operating Unit Compensation Costs & Practices Report

The Operating Unit report provides aggregated compensation data for all positions within an organization. Each report includes:
- Number of Organizations Reporting Data
- Number of Full-Time Employees within the Organization
- Number of Years Employees have been with the Organization
- Total Cash Compensation Costs for each Employee within the Organization
- Total Cash Compensation Cost Statistics for the Organization
- Percentage of Total Cash Compensation Comprised of Bonus Pay
- Percentage of Organizations Offering Bonus Pay
- Percentage of Employees Receiving Bonus Pay

Suggested Uses for the Data:

- ✓ Benchmark your organization's total compensation costs.
- ✓ Compare the organization's overall employee tenure and retention practices.
- ✓ Evaluate your organization's incentive or bonus pay practices.

Employee Turnover & Salary Increases Report

This report section provides aggregated employee turnover & salary increase data at the organization level. Each report includes:

- Number of Organizations Reporting Data
- Number of Full-Time Employees within the Organization
- Percentage of Full-Time Exempt Level Staff
- Number of Part-Time Employees within the Organization
- Number of Years Employees have been with the Organization
- Full-Time Employee Turnover Statistics
- Annual Salary Increases for Prior Year
- Projected Salary Increases for Current Year

Suggested Uses for the Data:

- ✓ Benchmark your organization's full-time employee turnover.
- ✓ Analyze the organization's mix of exempt versus non-exempt employees.
- ✓ Compare the organization's projected and prior year annual salary increase practices.
- ✓ Evaluate the competitiveness of the organization's staffing model.

Finding and Using the Benefits Data

This section will help you understand what information is available within the benefit reports and where to find it. Each report section presents unique information that can be used to quickly assess market competitiveness and benefit practices. The benefits data is organized and displayed through eighteen different reports. When used in combination, the report sections provide a complete view of benefit practices throughout the nonprofit sector.

Quick Guide to the Benefit Report Sections

Type of Information Needed	Where to Find the Information
✓ Information about general benefits offered to employees	• General Benefit Offerings Report
✓ Flexible Spending Accounts offerings and practices	• Flexible Spending Accounts Report
✓ Type of leave benefits provided and number of days offered (e.g. vacation leave)	• Organizational Leave Reports
✓ Methods used to compensate employees for overtime	• Overtime Practices Report
✓ Medical plans offered and employee eligibility and participation rates	• Medical Plan Offerings Report
✓ Dental plans offered and employee eligibility and participation rates	• Dental Plan Offerings Report
✓ Vision plans offered and employee eligibility and participation rates	• Vision Plan Offerings Report
✓ Costs paid by the organization for employee for medical coverage	• Medical Plan Costs Report
✓ Costs paid by the organization for employee for dental coverage	• Dental Plan Costs Report
✓ Costs paid by the organization for employee for vision coverage	• Vision Plan Costs Report
✓ Prescription drug plan benefits and employee costs	• Prescription Drug Plan Offerings & Costs Report
✓ Life insurance and disability plan offerings and employee participation	• Life Insurance & Disability Plan Offerings Report
✓ Timeframe employees must wait before life and disability benefits are available	• Life Insurance & Disability Plan Eligibility Report
✓ Retirement plan options and employee participation	• Retirement Plan Offerings Report
✓ Employee vesting periods for retirement plans	• Retirement Plan Eligibility Report
✓ Maximum organization and employee retirement plan contributions	• Retirement Plan Contributions Report
✓ Additional perks offered to key executive positions	• Executive Benefit Offerings Report
✓ Composition and use of employment agreements for key executives	• Executive Employment Agreement Reports

The information available within each report section is presented by multiple views to allow for easy comparisons against relevant peer organizations by geographic location, operating budget, number of employees, or field of work. Each benefit segment below contains a brief description of the information available within the report section. Look for the *Suggested Uses for the Data* component for recommendations and guidance on how the data might be used for comparison purposes.

General Benefit Offerings Report

This report section provides information about 34 different general benefits that are offered by organizations to their employees. Each report includes:
- Number of Organizations Reporting Data
- Percentage of Organizations Offering Each Benefit Type

Suggested Uses for the Data:
- ✓ Benchmark your organization's general benefit practices.
- ✓ Identify additional benefits that can be offered to increase market competitiveness.
- ✓ Evaluate the competitiveness of the organization's benefit package.

Flexible Spending Accounts Report

The Flexible Spending Account report provides information on healthcare and dependent care account usage and practices. Each report includes:
- Number of Organizations Reporting Data
- Percentage of Organizations Offering Flexible Spending Account Programs
- Maximum Employee Contribution Statistics

Suggested Uses for the Data:
- ✓ Analyze the use of flexible spending account benefit programs within the marketplace.
- ✓ Evaluate the competitiveness of your organization's flexible spending account program.

Organizational Leave Reports

Includes the following 9 Report Sections: Paid Vacation Leave, Paid Sick Leave, Paid Corporate Holidays, Paid Floating Holidays, Paid Personal Days, Paid Bereavement, Extended Sick Leave Pool, Paid Time Off (PTO), Family and Medical Leave (FMLA) with Pay

These reports provide data on the number of leave days provided to employees based upon the length of service with the organization. Each report includes:
- Number of Organizations Reporting Data
- Percentage of Organizations Offering Each Benefit Type
- Number of Leave Days Offered to Employees by Length of Employment with the Organization
- Percentage of Organizations Offering Benefits to Part-Time Employees

Suggested Uses for the Data:
- ✓ Benchmark your organization's employee leave practices.
- ✓ Identify emerging market trends in the use of employee leave programs.
- ✓ Evaluate the competitiveness of the organization's employee leave practices for part-time staff.

Overtime Practices Report

This report section provides information on how organizations compensate employees that work overtime.   The report provides data on employees classified by the Fair Labor Standards Act as exempt and non-exempt. Each report includes:
- Number of Organizations Reporting Data
- Percentage of Organizations Utilizing Each Compensation Method

Suggested Uses for the Data:
- ✓ Benchmark your organization's overtime practices for exempt and non-exempt staff.

Medical, Dental and Vision Plan Offering Reports

These reports provide information on the scope and usage of medical, dental and vision plans made available by organizations to their employees. Each report includes:
- Number of Organizations Reporting Data
- Percentage of Organizations Offering Plan Benefits
- Percentage of Organizations Offering Each Plan Type
- Percentage of Employees Enrolled in Each Plan Type
- Eligibility Time Frame Requirements for Employee Plan Participation
- Percentage of Organizations Offering Plan Coverage to Part-Time Employees
- Percentage of Organizations Offering Reimbursement for Medical Plan Opt-Out

Suggested Uses for the Data:
- ✓ Benchmark your organization's medical, dental, or vision plan offerings.
- ✓ Identify emerging market trends in the use of medical, dental and vision plans.
- ✓ Assess the competitiveness of the organization's employee eligibility time frame for plan participation.
- ✓ Evaluate your organization's practice of providing medical, dental or vision plan benefits to part-time staff.

Medical, Dental and Vision Plan Cost Reports

These reports show the monthly cost and percentage of the cost paid by the organization for all medical, dental and vision plan offerings. Each report includes:
- Number of Organizations Reporting Data
- Total Monthly Cost for Plan Coverage
- Percentage of Monthly Cost Paid By the Organization

- ✓ Benchmark your organization's medical, dental, or vision plan costs.
- ✓ Identify opportunities to reduce medical, dental, and vision plan costs.
- ✓ Evaluate the competitiveness of the organization's premium cost share coverage for each medical, dental, or vision plan offered.

Prescription Drug Plan Offerings & Costs Report

This report provides data on prescription drug plan offerings and the costs associated with filling a prescription through retail and mail order pharmacies.   Each report includes:
- Number of Organizations Reporting Data
- Percentage of Organizations Offering Prescription Drug Plan Benefits
- Cost to Fill a 30-Day Supply of Medication at a Retail Pharmacy
- Cost to Fill a 90-Day Supply of Medication Through a Mail Order Pharmacy

Suggested Uses for the Data:
- ✓ Compare your organization's prescription drug plan costs.
- ✓ Identify opportunities to reduce prescription drug plan costs.

Life Insurance & Disability Plan Offerings Report

This report provides information on the types of life insurance and disability plans offered to employees and participation rates by plan type. Each report includes:
- Number of Organizations Reporting Data
- Percentage of Organizations Offering Each Plan Type
- Percentage of Employees Enrolled in Each Plan Type
- Percentage of Organizations Offering Plan Coverage to Part-Time Employees

Suggested Uses for the Data:
- ✓ Benchmark your organization's life insurance and disability plan offerings.
- ✓ Evaluate the participation rates of your employees within each plan type.

Life Insurance & Disability Plan Eligibility Report

This report provides information on life insurance and disability plans eligibility time frames for each plan type offered to employees. Each report includes:
- Number of Organizations Reporting Data
- Eligibility Time Frame Requirements for Employee Plan Participation

Suggested Uses for the Data:
- ✓ Assess the competitiveness of the organization's employee eligibility time frame for plan participation.

Retirement Plan Offerings Report

This report provides information on the types of retirement plans offered to employees and participation rates by plan type. Each report includes:

- Number of Organizations Reporting Data
- Percentage of Organizations Offering Each Plan Type
- Percentage of Employees Enrolled in Each Plan Type
- Percentage of Organizations Offering Plan Coverage to Part-Time Employees

Suggested Uses for the Data:
- ✓ Compare your organization's retirement plan offerings.
- ✓ Evaluate employee participation rates within each plan type.

Retirement Plan Eligibility Report

This report provides information on retirement benefits eligibility time frames for each retirement plan option offered to employees. Each report includes:

- Number of Organizations Reporting Data
- Eligibility Time Frame Requirements for Employee Plan Participation

Suggested Uses for the Data:
- ✓ Assess the competitiveness of the organization's employee eligibility time frame for plan participation.

Retirement Plan Contributions Report

This report shows the maximum percentage an organization will contribute to each plan type as a percentage of an employee's salary. Each report includes:

- Number of Organizations Reporting Data
- Maximum Organization Contribution by Plan Type

Suggested Uses for the Data:
- ✓ Benchmark your organization's retirement plan benefits.
- ✓ Identify opportunities to reduce retirement plan costs.

Executive Benefit Offerings Report

Reports are provided for the following 15 Executive Positions: Chief Executive Officer/ President/Executive Director, Chancellor/President, Chief Operating Officer/Associate Executive Director, Executive Vice President, Chief Administrative Officer, Chief Advocacy Officer, Chief Development Officer, Chief Financial Officer, Chief Human Resources Officer, Chief Information Officer, Chief Marketing Officer, Chief Medical Officer, Chief Program Officer, Chief Scientific Officer, Chief of Staff

These reports provide market data on the percentage of organizations that offer 11 additional benefits to executive level positions. Each report includes:
- Number of Organizations Reporting Data
- Percentage of Organizations Offering Additional Benefits for Executives
- Percentage of Organizations Offering Each Benefit Type

Suggested Uses for the Data:
- ✓ Evaluate the competitiveness of the organization's executive compensation package.
- ✓ Find comparable data to satisfy IRS Intermediate Sanctions documentation requirements for your organization's top executives.
- ✓ Identify additional benefits that can be offered to increase market competitiveness.

Executive Employment Agreement Reports

Reports are provided for the following 15 Executive Positions: Chief Executive Officer/ President/Executive Director, Chancellor/President, Chief Operating Officer/Associate Executive Director, Executive Vice President, Chief Administrative Officer, Chief Advocacy Officer, Chief Development Officer, Chief Financial Officer, Chief Human Resources Officer, Chief Information Officer, Chief Marketing Officer, Chief Medical Officer, Chief Program Officer, Chief Scientific Officer, Chief of Staff

These reports provide information on the use of five popular contract terms found within employment agreements. The reports also cover the length of the agreement and the percentage of organizations that use employment agreements for each position. Each report includes:
- Number of Organizations Reporting Data
- Percentage of Organizations Utilizing Employment Agreements for Executives
- Number of Years the Employment Agreement Covers
- Percentage of Organizations that Utilize Each Contract Term

Suggested Uses for the Data:
- ✓ Benchmark your organization's employment agreement practices.
- ✓ Identify what components and contract terms are used most frequently.
- ✓ Evaluate the competitiveness of the organization's executive compensation package.

Report Presentation Views

The information within the report is presented by multiple reporting views to allow the user to quickly identify the most relevant data set for comparison. The following four distinct reporting views are used throughout the report to display the data: 1) Operating Budget, 2) Geographic Region, 3) Field of Work, and 4) Number of Employees. Each section within the report utilizes three of the available reporting views to present the data. The reporting views utilized are dependent upon the content and the relevance to the data being displayed. Each of the four reporting views contains predefined "bands" or subcategories that organize the display of the data. One additional aspect of each reporting view is the All Organizations row. The All Organizations row provides a summary of the data being displayed within each band of the reporting view. See the charts below for definitions of the bands displayed within the reporting views.

Geographic Region	States within the Region
Northeast U.S.	Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont
Southeast U.S.	Alabama, District of Columbia, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, West Virginia
North Central U.S.	Illinois, Indiana, Iowa, Michigan, Minnesota, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin
South Central U.S.	Arkansas, Louisiana, Missouri, Oklahoma, Texas, Kansas
Northwest U.S.	Alaska, California, Hawaii, Idaho, Montana, Oregon, Washington, Wyoming
Southwest U.S	Arizona, Colorado, Nevada, New Mexico, Utah

Operating Budget (Organization Fiscal-Year Operating Expenses)
Less than $499,999
$500,000 - $999,999
$1,000,000 - $2,499,999
$2,500,000 - $4,999,999
$5,000,000 - $9,999,999
$10,000,000 - $24,999,999
$25,000,000 - $49,999,999
$50,000,000 or more

Number of Employees (Full Time Staff)
1-10
11-25
26-50
51-100
101-200
201 or more

Field of Work	Sub-Categories
Arts, Culture, and Humanities	Arts, Culture, and Humanities
Education	Educational Institutions
Environment and Animal	Environmental Quality Protection, Beautification Animal Related
Health	Health - General & Rehabilitative Mental Health, Crisis Intervention Disease, Disorders, Medical Disciplines Medical Research
Human Services	Crime, Legal Related Employment, Job Related Agriculture, Food, Nutrition Housing, Shelter Public Safety, Disaster Preparedness and Relief Recreation, Sports, Leisure, Athletics Youth Development Human Services
International, Foreign Affairs	International, Foreign Affairs, and National Security
Public, Societal Benefit	Civil Rights, Social Actions, Advocacy Community Improvement, Capacity Building Philanthropy, Voluntarism, and Grantmaking Science and Technology Research Institutes Social Science Research Institute Public, Society Benefit
Religion Related	Religion, Spiritual Development
Mutual/Membership Benefit	Mutual/Membership Benefit Organizations, Other
Unknown, Unclassified	Unknown

Compensation Section

Administrative/General Office Job Family

Detailed Analysis

Administration Director; Administrative Assistant, Intermediate Level; Administrative Assistant, Junior Level; Administrative Assistant, Senior Level; Data Entry Operator; Data Entry Supervisor; Executive Assistant; File Clerk; Mail Clerk; Meetings and Events Manager/Planner; Office Manager; Receptionist

Scope			Operating Metrics		Total Cash Compensation as a % of the Operating Budget						Bonus Practices		
Operating Budget	# of ORGs	# of Full Time EMPs	# of Years With ORG	Cost Per EMP	AVG	MIN	25th PCTL	Median	75th PCTL	MAX	% of Total Cash COMP	% of ORGs Paying	% of Eligible EMPs RCVNG
$0 to $499,999	20	1	6.3	$35,493	15.90%	4.27%	7.64%	12.52%	16.74%	65.00%	1.40%	25.00%	100.00%
$500,000 to $999,999	33	1	4.1	$37,605	6.37%	1.81%	4.06%	5.20%	6.80%	20.00%	0.42%	33.33%	54.55%
$1,000,000 to $2,499,999	70	2	6.7	$38,125	4.53%	1.15%	2.42%	3.56%	5.05%	35.29%	0.49%	37.14%	63.46%
$2,500,000 to $4,999,999	46	2	6.9	$41,236	2.45%	0.63%	1.36%	1.97%	2.78%	7.05%	0.52%	30.43%	60.71%
$5,000,000 to $9,999,999	41	4	5.7	$40,676	2.21%	0.33%	0.89%	1.71%	3.06%	11.04%	0.44%	34.15%	58.57%
$10,000,000 to $24,999,999	24	7	6.8	$38,923	1.66%	0.16%	0.96%	1.25%	2.34%	3.99%	0.49%	25.00%	83.33%
$25,000,000 to $49,999,999	9	8	5.8	$39,942	1.05%	0.17%	0.67%	0.94%	1.15%	2.34%	0.32%	33.33%	66.67%
$50,000,000 or More	6	26	7.6	$42,665	1.34%	0.12%	1.30%	1.46%	1.64%	2.06%	1.01%	33.33%	71.43%
All Organizations	249	3	6.2	$39,092	4.44%	0.12%	1.56%	2.91%	4.94%	65.00%	0.56%	32.53%	64.97%

Scope			Operating Metrics		Total Cash Compensation as a % of the Operating Budget						Bonus Practices		
Field of Work	# of ORGs	# of Full Time EMPs	# of Years With ORG	Cost Per EMP	AVG	MIN	25th PCTL	Median	75th PCTL	MAX	% of Total Cash COMP	% of ORGs Paying	% of Eligible EMPs RCVNG
Arts, Culture, and Humanities	15	2	3.9	$36,518	5.36%	0.66%	1.91%	3.05%	6.35%	24.55%	1.31%	33.33%	80.00%
Education	12	4	5.2	$39,992	4.98%	1.51%	2.88%	3.73%	5.76%	12.25%	0.36%	25.00%	100.00%
Environment and Animals	14	2	4.8	$40,484	3.58%	0.42%	1.79%	2.30%	4.64%	9.30%	0.37%	28.57%	50.00%
Health	36	3	5.1	$42,022	3.65%	0.12%	1.96%	3.06%	4.69%	12.80%	0.70%	44.44%	65.63%
Human Services	109	4	7.3	$36,029	3.96%	0.16%	1.32%	2.45%	4.44%	36.80%	0.41%	30.28%	64.24%
International, Foreign Affairs	4	2	5.3	$46,958	2.07%	1.15%	1.50%	1.70%	2.26%	3.72%	0.96%	75.00%	33.33%
Public, Societal Benefit	34	3	5.6	$45,220	5.36%	0.29%	1.39%	3.03%	4.29%	65.00%	0.44%	26.47%	55.56%
Religion Related	13	4	5.8	$38,467	6.33%	1.07%	2.43%	4.61%	6.81%	16.40%	0.19%	15.38%	100.00%
Mutual, Membership Benefit	7	3	5.2	$37,221	7.37%	1.20%	3.03%	5.73%	9.83%	18.96%	2.39%	57.14%	73.21%
Unknown, Unclassified	5	2	11.8	$42,693	5.68%	0.50%	1.71%	2.16%	3.75%	20.30%	0.35%	40.00%	50.00%
All Organizations	249	3	6.2	$39,092	4.44%	0.12%	1.56%	2.91%	4.94%	65.00%	0.56%	32.53%	64.97%

Administrative/General Office Job Family

Detailed Analysis

Scope			Operating Metrics		Total Cash Compensation as a % of the Operating Budget						Bonus Practices		
Geographic Region	# of ORGs	# of Full Time EMPs	# of Years With ORG	Cost Per EMP	AVG	MIN	25th PCTL	Median	75th PCTL	MAX	% of Total Cash COMP	% of ORGs Paying	% of Eligible EMPs RCVNG
Northeast U.S.	123	4	7.1	$39,907	4.00%	0.12%	1.71%	3.05%	5.09%	24.55%	0.57%	29.27%	63.06%
Southeast U.S.	49	3	3.8	$37,047	5.47%	0.16%	1.69%	2.97%	5.52%	36.80%	0.46%	36.73%	61.11%
North Central U.S.	31	5	7.3	$40,413	4.02%	0.65%	1.27%	2.41%	4.43%	20.00%	0.36%	19.35%	65.48%
South Central U.S.	12	4	9.7	$36,090	4.45%	1.18%	1.90%	2.89%	3.42%	20.30%	1.45%	66.67%	93.75%
Northwest U.S.	23	3	4.0	$40,440	2.65%	0.33%	1.17%	1.80%	3.87%	6.10%	0.45%	34.78%	50.00%
Southwest U.S.	11	2	4.5	$35,811	9.80%	1.12%	1.94%	3.71%	5.81%	65.00%	0.71%	45.45%	70.00%
All Organizations	249	3	6.2	$39,092	4.44%	0.12%	1.56%	2.91%	4.94%	65.00%	0.56%	32.53%	64.97%

Changes in Data from 2015 - 2016

The report below shows how the data has changed in each field from 2015 to 2016. A positive percentage represents a number that has increased in value from 2015 to 2016, and a percentage with a negative sign represents a number that has decreased in value from 2015 to 2016. This symbol ">" will be used whenever a positive percentage change is greater than 100 percent. A hyphen (-) is displayed when comparable data is not available.

Scope		Operating Metrics		Total Cash Compensation as a % of the Operating Budget						Bonus Practices		
	# of Full Time EMPs	# of Years With ORG	Cost Per EMP	AVG	MIN	25th PCTL	Median	75th PCTL	MAX	% of Total Cash COMP	% of ORGs Paying	% of Eligible EMPs RCVNG
All Organizations	24.10%	-5.18%	6.64%	-17.13%	-11.84%	-13.38%	-10.29%	-21.11%	0.00%	50.95%	47.01%	13.69%

Administrative Assistant, Intermediate Level -- Position Code: 2001

Detailed Analysis

Performs routine clerical and administrative functions such as drafting correspondence, scheduling appointments and travel, organizing and maintaining paper and electronic files, updating databases, or providing information to callers. Prepares and formats reports, presentations, program materials, and other documents as necessary using the full suite of office productivity software.

Scope				Base Salary						Bonus				Total Cash Compensation					
Operating Budget	# of ORGs	# of Full Time EMPs	# of Years With ORG	AVG	MIN	25th PCTL	Median	75th PCTL	MAX	% of ORGs Paying	% of Eligible EMPs RCVNG	MAX % Payout	AVG % Paid	AVG	MIN	25th PCTL	Median	75th PCTL	MAX
$0 to $499,999	3	1	6.7	$27,196	-	-	-	-	-	33.33%	100.00%	2.72%	2.72%	$27,362	-	-	-	-	-
$500,000 to $999,999	3	1	2.7	$32,533	-	-	-	-	-	33.33%	100.00%	50.00%	1.67%	$32,700	-	-	-	-	-
$1,000,000 to $2,499,999	22	1	6.0	$32,154	$20,007	$28,357	$31,625	$36,714	$50,000	31.82%	57.14%	5.90%	1.49%	$32,286	$20,007	$28,357	$31,875	$36,714	$50,450
$2,500,000 to $4,999,999	19	2	8.6	$34,325	$23,300	$30,450	$32,000	$35,744	$58,600	26.32%	60.00%	3.00%	2.17%	$34,517	$23,300	$30,900	$32,000	$36,625	$58,600
$5,000,000 to $9,999,999	20	2	6.4	$36,786	$26,000	$31,999	$34,600	$37,425	$72,450	5.00%	100.00%	1.00%	0.95%	$36,803	$26,000	$31,999	$34,600	$37,688	$72,450
$10,000,000 to $24,999,999	20	4	4.6	$32,623	$16,640	$28,550	$33,014	$38,256	$53,700	10.00%	100.00%	4.27%	4.27%	$32,708	$17,840	$28,550	$33,014	$38,256	$53,700
$25,000,000 to $49,999,999	10	5	6.0	$36,808	$27,071	$32,100	$36,206	$41,600	$46,200	0.00%	0.00%	0.00%	0.00%	$36,808	$27,071	$32,100	$36,206	$41,600	$46,200
$50,000,000 or More	13	13	6.5	$36,802	$23,990	$32,580	$36,900	$40,800	$53,987	15.38%	100.00%	6.00%	5.07%	$37,187	$23,990	$32,580	$36,900	$40,800	$56,587
All Organizations	110	4	6.3	$34,304	$16,640	$29,996	$33,514	$37,925	$72,450	17.27%	73.68%	50.00%	2.38%	$34,437	$17,840	$29,996	$33,687	$37,968	$72,450

Scope				Base Salary						Bonus				Total Cash Compensation					
Field of Work	# of ORGs	# of Full Time EMPs	# of Years With ORG	AVG	MIN	25th PCTL	Median	75th PCTL	MAX	% of ORGs Paying	% of Eligible EMPs RCVNG	MAX % Payout	AVG % Paid	AVG	MIN	25th PCTL	Median	75th PCTL	MAX
Arts, Culture, and Humanities	3	1	1.0	$32,967	-	-	-	-	-	66.67%	100.00%	50.00%	1.31%	$33,250	-	-	-	-	-
Education	4	4	6.9	$33,738	$28,000	$32,146	$34,264	$35,856	$38,422	0.00%	0.00%	0.00%	0.00%	$33,738	$28,000	$32,146	$34,264	$35,856	$38,422
Environment and Animals	4	2	5.3	$38,825	$33,300	$34,575	$37,900	$42,150	$46,200	25.00%	100.00%	6.43%	6.43%	$39,388	$33,300	$36,263	$39,025	$42,150	$46,200
Health	19	3	3.9	$34,979	$16,640	$31,649	$35,000	$40,200	$53,987	21.05%	75.00%	5.00%	3.36%	$35,205	$17,840	$31,649	$35,487	$40,200	$56,587
Human Services	47	5	7.3	$33,009	$18,354	$28,650	$31,900	$36,131	$72,450	17.02%	50.00%	3.00%	1.13%	$33,063	$18,354	$28,650	$31,900	$36,131	$72,450
International, Foreign Affairs	2	3	7.5	$39,500	-	-	-	-	-	0.00%	0.00%	0.00%	0.00%	$39,500	-	-	-	-	-
Public, Societal Benefit	13	3	4.7	$34,927	$21,800	$31,997	$34,000	$39,000	$45,000	7.69%	100.00%	5.96%	5.96%	$35,027	$23,100	$31,997	$34,000	$39,000	$45,000
Religion Related	13	3	5.8	$33,802	$20,800	$31,250	$32,000	$37,400	$50,000	15.38%	100.00%	2.00%	1.25%	$33,875	$20,800	$31,750	$32,000	$37,400	$50,450
Mutual, Membership Benefit	4	2	9.0	$34,300	$29,000	$30,650	$31,600	$35,250	$45,000	25.00%	100.00%	6.00%	5.33%	$34,900	$29,000	$30,650	$31,600	$35,850	$47,400
Unknown, Unclassified	1	1	35.0	$58,600	-	-	-	-	-	0.00%	0.00%	0.00%	0.00%	$58,600	-	-	-	-	-
All Organizations	110	4	6.3	$34,304	$16,640	$29,996	$33,514	$37,925	$72,450	17.27%	73.68%	50.00%	2.38%	$34,437	$17,840	$29,996	$33,687	$37,968	$72,450

Administrative Assistant, Intermediate Level -- Position Code: 2001

Detailed Analysis

Scope				Base Salary						Bonus				Total Cash Compensation					
Geographic Region	# of ORGs	# of Full Time EMPs	# of Years With ORG	AVG	MIN	25th PCTL	Median	75th PCTL	MAX	% of ORGs Paying	% of Eligible EMPs RCVNG	MAX % Payout	AVG % Paid	AVG	MIN	25th PCTL	Median	75th PCTL	MAX
Northeast U.S.	46	4	7.1	$35,312	$18,387	$30,100	$35,000	$38,150	$72,450	15.22%	57.14%	50.00%	2.23%	$35,440	$18,887	$30,425	$35,000	$38,150	$72,450
Southeast U.S.	20	5	6.0	$33,218	$23,990	$29,531	$31,898	$37,237	$45,600	15.00%	100.00%	3.00%	1.92%	$33,313	$23,990	$29,531	$31,898	$37,362	$45,600
North Central U.S.	18	4	7.2	$33,989	$18,354	$29,925	$32,250	$37,275	$50,000	22.22%	75.00%	6.00%	1.96%	$34,175	$18,354	$29,925	$32,250	$37,275	$50,450
South Central U.S.	4	5	4.1	$29,071	$16,640	$27,875	$32,574	$33,770	$34,497	25.00%	100.00%	7.21%	7.21%	$29,371	$17,840	$28,175	$32,574	$33,770	$34,497
Northwest U.S.	16	3	3.4	$36,336	$28,000	$32,525	$36,806	$40,100	$45,000	6.25%	100.00%	1.00%	0.95%	$36,358	$28,000	$32,525	$36,981	$40,100	$45,000
Southwest U.S.	6	1	7.3	$29,206	$21,800	$27,920	$30,339	$31,920	$33,200	50.00%	66.67%	5.90%	2.64%	$29,531	$23,100	$27,920	$30,339	$31,920	$33,845
All Organizations	110	4	6.3	$34,304	$16,640	$29,996	$33,514	$37,925	$72,450	17.27%	73.68%	50.00%	2.38%	$34,437	$17,840	$29,996	$33,687	$37,968	$72,450

Changes in Data from 2015 - 2016

The report below shows how the data has changed in each field from 2015 to 2016. A positive percentage represents a number that has increased in value from 2015 to 2016, and a percentage with a negative sign represents a number that has decreased in value from 2015 to 2016. This symbol ">" will be used whenever a positive percentage change is greater than 100 percent. A hyphen (-) is displayed when comparable data is not available.

Scope		Base Salary						Bonus				Total Cash Compensation					
	# of Full Time EMPs	# of Years With ORG	AVG	MIN	25th PCTL	Median	75th PCTL	MAX	% of ORGs Paying	% of Eligible EMPs RCVNG	MAX % Payout	AVG % Paid	AVG	MIN	25th PCTL	Median	75th PCTL	MAX
All Organizations	-6.47%	11.72%	4.03%	10.93%	7.13%	2.37%	1.81%	20.75%	0.18%	8.46%	> 100%	52.80%	4.18%	18.93%	7.13%	2.89%	1.38%	20.75%

Employee Benefits Section

Medical Plan Offerings

Detailed Analysis

Scope			Medical Plan Offerings & Employee Participation Rates									
			PPO Plan		HMO Plan		POS Plan		HDHP Plan		Indemnity Plan	
# of Employees	# of ORGs	% of ORGs Offering	% of ORGs Offering	% of EMPs in Plan	% of ORGs Offering	% of EMPs in Plan	% of ORGs Offering	% of EMPs in Plan	% of ORGs Offering	% of EMPs in Plan	% of ORGs Offering	% of EMPs in Plan
1-10	151	69.54%	73.33%	68.21%	19.05%	42.57%	8.57%	58.22%	18.10%	49.16%	0.95%	50.00%
11-25	72	95.83%	59.42%	63.82%	28.99%	62.13%	8.70%	61.67%	20.29%	42.51%	0.00%	0.00%
26-50	51	100.00%	50.98%	65.23%	29.41%	29.75%	11.76%	36.93%	43.14%	49.25%	5.88%	68.67%
51-100	52	98.08%	70.59%	47.08%	29.41%	54.53%	7.84%	25.38%	47.06%	57.54%	0.00%	0.00%
101-200	29	100.00%	65.52%	50.84%	34.48%	60.00%	10.34%	26.67%	37.93%	34.92%	6.90%	80.00%
201 or more	36	97.22%	60.00%	40.69%	42.86%	44.39%	25.71%	43.88%	42.86%	29.52%	0.00%	0.00%
All Organizations	391	86.96%	64.71%	59.46%	27.94%	48.68%	10.88%	45.73%	30.88%	45.91%	1.76%	69.33%

Scope			Eligibility Time Frame for Employee Participation in Medical Plans			
# of Employees	# of ORGs	% of ORGs Offering	% of ORGs Offering on EMP Start Date	% of ORGs Offering on 1st of the Month Following EMP Start Date	% of ORGs Offering at 30 Days Following EMP Start Date	% of ORGs Offering at 90 Days Following EMP Start Date
1-10	151	69.54%	20.95%	32.38%	26.67%	18.10%
11-25	72	95.83%	17.39%	36.23%	26.09%	14.49%
26-50	51	100.00%	17.65%	43.14%	31.37%	7.84%
51-100	52	98.08%	9.80%	29.41%	45.10%	13.73%
101-200	29	100.00%	6.90%	34.48%	34.48%	24.14%
201 or more	36	97.22%	11.43%	20.00%	45.71%	20.00%
All Organizations	391	86.96%	15.88%	33.24%	32.65%	15.88%

Part Time Employee Coverage	Medical Plan Opt Out
% of ORGs Offering Benefit to Part Time EMPs	% of ORGs Offering Opt Out Benefit Option To EMPs
16.67%	24.76%
24.62%	15.94%
30.00%	21.57%
26.00%	15.69%
10.71%	20.69%
38.24%	28.57%
23.40%	21.18%

Medical Plan Offerings

Detailed Analysis

Scope			Medical Plan Offerings & Employee Participation Rates									
			PPO Plan		HMO Plan		POS Plan		HDHP Plan		Indemnity Plan	
Field of Work	# of ORGs	% of ORGs Offering	% of ORGs Offering	% of EMPs in Plan	% of ORGs Offering	% of EMPs in Plan	% of ORGs Offering	% of EMPs in Plan	% of ORGs Offering	% of EMPs in Plan	% of ORGs Offering	% of EMPs in Plan
Arts, Culture, and Humanities	32	71.88%	73.91%	71.12%	13.04%	53.83%	13.04%	30.67%	30.43%	56.86%	0.00%	0.00%
Education	12	75.00%	77.78%	66.29%	22.22%	54.50%	11.11%	10.00%	11.11%	29.00%	0.00%	0.00%
Environment and Animals	31	74.19%	78.26%	60.28%	34.78%	56.00%	13.04%	48.00%	13.04%	25.94%	0.00%	0.00%
Health	48	87.50%	64.29%	66.44%	14.29%	40.55%	9.52%	58.38%	45.24%	43.41%	7.14%	72.00%
Human Services	181	91.71%	62.65%	54.50%	32.53%	46.36%	9.04%	42.26%	31.93%	44.85%	0.60%	50.00%
International, Foreign Affairs	6	100.00%	83.33%	77.20%	33.33%	48.00%	0.00%	0.00%	16.67%	22.00%	0.00%	0.00%
Public, Societal Benefit	49	89.80%	56.82%	60.44%	29.55%	59.85%	22.73%	49.36%	25.00%	55.55%	2.27%	50.00%
Religion Related	17	88.24%	80.00%	52.54%	26.67%	45.50%	0.00%	0.00%	20.00%	59.67%	0.00%	0.00%
Mutual, Membership Benefit	7	85.71%	33.33%	75.00%	16.67%	25.00%	0.00%	0.00%	50.00%	55.33%	16.67%	100.00%
Unknown, Unclassified	8	75.00%	50.00%	61.00%	33.33%	39.00%	16.67%	85.00%	66.67%	34.00%	0.00%	0.00%
All Organizations	391	86.96%	64.71%	59.46%	27.94%	48.68%	10.88%	45.73%	30.88%	45.91%	1.76%	69.33%

Scope			Eligibility Time Frame for Employee Participation in Medical Plans			
Field of Work	# of ORGs	% of ORGs Offering	% of ORGs Offering on EMP Start Date	% of ORGs Offering on 1st of the Month Following EMP Start Date	% of ORGs Offering at 30 Days Following EMP Start Date	% of ORGs Offering at 90 Days Following EMP Start Date
Arts, Culture, and Humanities	32	71.88%	13.04%	30.43%	34.78%	13.04%
Education	12	75.00%	44.44%	0.00%	22.22%	33.33%
Environment and Animals	31	74.19%	4.35%	65.22%	21.74%	8.70%
Health	48	87.50%	11.90%	40.48%	42.86%	4.76%
Human Services	181	91.71%	11.45%	29.52%	34.94%	21.69%
International, Foreign Affairs	6	100.00%	50.00%	33.33%	16.67%	0.00%
Public, Societal Benefit	49	89.80%	31.82%	25.00%	31.82%	11.36%
Religion Related	17	88.24%	33.33%	33.33%	13.33%	13.33%
Mutual, Membership Benefit	7	85.71%	0.00%	66.67%	33.33%	0.00%
Unknown, Unclassified	8	75.00%	0.00%	50.00%	16.67%	16.67%
All Organizations	391	86.96%	15.88%	33.24%	32.65%	15.88%

Part Time Employee Coverage	Medical Plan Opt Out
% of ORGs Offering Benefit to Part Time EMPs	% of ORGs Offering Opt Out Benefit Option To EMPs
19.05%	21.74%
44.44%	11.11%
17.39%	39.13%
35.71%	16.67%
16.88%	22.89%
16.67%	16.67%
36.36%	13.64%
14.29%	26.67%
0.00%	0.00%
80.00%	16.67%
23.40%	21.18%

Medical Plan Offerings

Detailed Analysis

Scope			Medical Plan Offerings & Employee Participation Rates									
			PPO Plan		HMO Plan		POS Plan		HDHP Plan		Indemnity Plan	
Geographic Region	# of ORGs	% of ORGs Offering	% of ORGs Offering	% of EMPs in Plan	% of ORGs Offering	% of EMPs in Plan	% of ORGs Offering	% of EMPs in Plan	% of ORGs Offering	% of EMPs in Plan	% of ORGs Offering	% of EMPs in Plan
Northeast U.S.	176	90.91%	58.13%	57.81%	30.00%	45.76%	16.88%	41.22%	31.88%	39.51%	1.88%	52.00%
Southeast U.S.	67	80.60%	72.22%	62.96%	20.37%	33.95%	12.96%	51.29%	31.48%	56.35%	1.85%	75.00%
North Central U.S.	57	87.72%	70.00%	53.54%	24.00%	40.70%	2.00%	75.00%	40.00%	51.38%	0.00%	0.00%
South Central U.S.	22	81.82%	77.78%	59.63%	11.11%	25.00%	11.11%	72.50%	27.78%	58.40%	0.00%	0.00%
Northwest U.S.	48	83.33%	57.50%	66.09%	47.50%	68.90%	0.00%	0.00%	15.00%	45.00%	5.00%	92.50%
Southwest U.S.	20	85.00%	88.24%	67.67%	17.65%	69.00%	0.00%	0.00%	29.41%	32.60%	0.00%	0.00%
All Organizations	391	86.96%	64.71%	59.46%	27.94%	48.68%	10.88%	45.73%	30.88%	45.91%	1.76%	69.33%

Scope			Eligibility Time Frame for Employee Participation in Medical Plans			
Geographic Region	# of ORGs	% of ORGs Offering	% of ORGs Offering on EMP Start Date	% of ORGs Offering on 1st of the Month Following EMP Start Date	% of ORGs Offering at 30 Days Following EMP Start Date	% of ORGs Offering at 90 Days Following EMP Start Date
Northeast U.S.	176	90.91%	21.88%	30.63%	26.25%	18.75%
Southeast U.S.	67	80.60%	16.67%	35.19%	29.63%	18.52%
North Central U.S.	57	87.72%	8.00%	36.00%	42.00%	10.00%
South Central U.S.	22	81.82%	22.22%	11.11%	50.00%	11.11%
Northwest U.S.	48	83.33%	5.00%	40.00%	37.50%	15.00%
Southwest U.S.	20	85.00%	0.00%	52.94%	41.18%	5.88%
All Organizations	391	86.96%	15.88%	33.24%	32.65%	15.88%

Part Time Employee Coverage	Medical Plan Opt Out
% of ORGs Offering Benefit to Part Time EMPs	% of ORGs Offering Opt Out Benefit Option To EMPs
33.55%	23.13%
5.56%	20.37%
10.42%	18.00%
5.88%	16.67%
32.43%	17.50%
23.53%	29.41%
23.40%	21.18%

Medical Plan Offerings

Detailed Analysis

Changes in Data from 2015 - 2016

The report below shows how the data has changed in each field from 2015 to 2016. A positive percentage represents a number that has increased in value from 2015 to 2016, and a percentage with a negative sign represents a number that has decreased in value from 2015 to 2016. This symbol ">" will be used whenever a positive percentage change is greater than 100 percent. A hyphen (-) is displayed when comparable data is not available.

Scope		Medical Plan Offerings & Employee Participation Rates									
		PPO Plan		HMO Plan		POS Plan		HDHP Plan		Indemnity Plan	
	% of ORGs Offering	% of ORGs Offering	% of EMPs in Plan	% of ORGs Offering	% of EMPs in Plan	% of ORGs Offering	% of EMPs in Plan	% of ORGs Offering	% of EMPs in Plan	% of ORGs Offering	% of EMPs in Plan
All Organizations	11.26%	5.37%	-8.26%	-3.31%	-14.88%	-7.68%	-14.93%	51.81%	-8.24%	16.03%	18.27%

Scope		Eligibility Time Frame for Employee Participation in Medical Plans				Part Time Employee Coverage	Medical Plan Opt Out
	% of ORGs Offering	% of ORGs Offering on EMP Start Date	% of ORGs Offering on 1st of the Month Following EMP Start Date	% of ORGs Offering at 30 Days Following EMP Start Date	% of ORGs Offering at 90 Days Following EMP Start Date	% of ORGs Offering Benefit to Part Time EMPs	% of ORGs Offering Opt Out Benefit Option To EMPs
All Organizations	11.26%	-16.46%	19.74%	1.61%	-22.65%	6.44%	0.35%