

Nonprofit Organizations Salary Report



2017 Nonprofit Organizations Salary Report

Based on a Salary and Benefits Survey of Nonprofit Organizations in the U.S.A.,
Authored and Administered by



All rights reserved. No part of this publication may be reproduced, distributed, or transmitted in any form or by any means, or stored in a database or retrieval system, except as permitted under the U.S. Copyright Act of 1976, without the prior written permission of both the copyright owner and the publisher of this report.

The scanning, uploading and distribution of this report via the Internet or via any other means without the written permission of both the copyright owner and the publisher is illegal and punishable by law. Please purchase only authorized electronic editions, and do not participate in or encourage electronic piracy of copyrighted materials. Your support of the author's rights is appreciated.

Limit of Liability/Disclaimer of Warranty: While the publisher and the author have used their best efforts in preparing this report, they make no representation or warranties with respect to the accuracy or completeness of the contents of this report and specifically disclaim any implied warranties of merchantability or fitness for a particular purpose. No warranty may be created or extended by sales representatives or written sales materials. You should consult with a professional where appropriate. Neither the publisher nor the author shall be liable for any loss of profit or any other commercial damages, including but not limited to special, incidental, consequential, or other damages.

The information contained in this report is not intended to serve as a replacement for professional compensation and benefits advice. Any use of the information in this report is at the reader's discretion. The author and the publisher specifically disclaim any and all liability arising directly or indirectly from the use or application of any information contained in this report. A human resources professional should be consulted regarding your specific situation.

Published by NPT Publishing Group and The NonProfit Times
201 Littleton Road -2nd floor
Morris Plains, NJ 07950
Tel: (973) 401-0202
Fax: (973) 401-0404

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.thenonproffitimes.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

Contact Information:

Bluewater Nonprofit Solutions
11285 Elkins Road, Suite D4
Roswell, GA 30076
Office Phone: 770-777-4828
Email: info@bwnps.com

Table of Contents

	Page		Page
I. Introduction	9	f. Data Entry Supervisor Position	44
1. Developing the Survey	9	g. Executive Assistant Position	46
2. Data Effective Date	9	h. File Clerk Position	48
3. Data Sources	9	i. Mail Clerk Position	50
4. Data Confidentiality	9	j. Meetings & Events Manager/Planner Position	52
5. Survey Data Collection	9	k. Office Manager Position	54
6. Survey Participation	10	l. Receptionist Position	56
7. Survey Completion	10	4. Advocacy / Government Affairs Job Family	58
a. Organizational Data	10	a. Government Relations Director/Manager Position	60
b. Position Matching and Entering Composition Data	10	b. Grassroots Advocacy/Campaign Manager Position	62
8. Understanding what Survey Responses are Displayed	11	c. Lobbyist Position	64
a. Position Data Titles Removed for Insufficient Data	11	d. Policy Advisor Position	66
b. Survey Responses Not Displayed	11	e. Policy Analyst Position	68
c. Displaying Statistical Data (AVG, MIN, 25 th PCTL, Median, 75 th PCTL, MAX)	11	5. Animal Care Job Family	70
II. Overview of Survey Participants	12	a. Animal Shelter Manager Position	72
1. Characteristics of Participating Organizations	12	6. Athletics/ Recreation Job Family	74
2. Survey Participants	13	a. Aquatics Director Position	76
III. Guide to Locating and Using the Report Data	18	b. Recreation/Activity Leader Position	78
1. Changes in Data from 2015 to 2016	18	7. Call Center Job Family	80
2. Finding and Using the Compensation Data	19	a. Inbound Call Center Associate Position	82
a. Individual Job Title Reports	19	b. Inbound Call Center Manager Position	84
b. Job Family Reports	20	c. Inbound Call Center Supervisor Position	86
c. Operating Unit Compensation Costs & Practice Rpt	20	d. Outbound Call Center Associate Position	88
d. Employee Turnover & Salary Increases Report	21	e. Outbound Call Center Supervisor Position	90
3. Report Presentation Views	22	8. Communications / Marketing Job Family	92
4. Explanation of Data Fields Used	24	a. Communications/Marketing/Public Rel Assistant Position	94
a. Data Field Abbreviations	24	b. Communications/Public Relations Director Position	96
5. Compensation Data Field Definitions	25	c. Communications/Public Relations Manager Position	98
6. Navigating the Report Using Bookmarks	26	d. Editor Position	100
IV. Compensation Section	27	e. Editorial Services Manager Position	102
1. Operating Unit Compensation Costs & Practices	28	f. Marketing Coordinator Position	104
2. Employee Turnover & Salary Increases	30	g. Marketing Director Position	106
3. Administrative/General Office Job Family	32	h. Videographer/Video Producer Position	108
a. Administration Director Position	34	i. Writer Position	110
b. Administration Assistant, Intermediate Level Position	36	9. Conservation / Environmental Programs Job Family	112
c. Administration Assistant, Junior Level Position	38	a. Conservation/Environmental Program Manager Position	114
d. Administration Assistant, Senior Level Position	40	b. Environmental/Sustainability Educator Position	116
e. Data Entry Operator Position	42	10. Culture / Performing Arts Job Family	118
		a. Artistic Director Position	120
		b. Curator Position	122
		c. Exhibits Manager Position	124

Table of Contents

	Page		Page
11. Education Job Family	126	d. Accounts Receivable Manager/Supervisor Position	208
a. Admissions Director Position	128	e. Assistant Controller/Assistant Dir of Accounting Position	210
b. Adult Education Teacher Position	130	f. Bookkeeper Position	212
c. Dean Position	132	g. Budget Analyst Position	214
d. Instructor Position	134	h. Budget Director Position	216
e. Librarian Position	136	i. Director of Accounting/Controller Position	218
f. Registrar Position	138	j. Director of Finance Position	220
g. School Principal/Headmaster Position	140	k. Finance Administrator Position	222
h. Teacher, K–12 Position	142	l. Financial Analyst Position	224
i. Teacher, Pre-School/Kindergarten Position	144	m. Internal Auditor Position	226
j. Teacher Assistant, Pre-School/Kindergarten Position	146	n. Senior Accountant Position	228
12. Executive Job Family	148	o. Staff Accountant Position	230
a. Chancellor/President Position	150	15. Food Services Job Family	232
b. Chief Administrative Officer Position	152	a. Cafeteria Manager Position	234
c. Chief Advocacy Officer Position	154	b. Cook Position	236
d. Chief Development Officer Position	156	c. Food Service Assistant/Worker Position	238
e. CEO/President/Executive Director Position	158	d. Food Service Manager or Supervisor Position	240
f. Chief Financial Officer Position	160	16. Grant Making Job Family	242
g. Chief Human Resources Officer Position	162	a. Foundation Program Assistant Position	244
h. Chief Information Officer Position	164	b. Foundation Program Associate Position	246
i. Chief Marketing Officer Position	166	c. Foundation Program Officer Position	248
j. Chief Medical Officer Position	168	17. Graphics / Printing Job Family	250
k. Chief of Staff Position	170	a. Creative Services Director/Manager Position	252
l. Chief Operating Officer/Associate Exec Director Position	172	b. Graphic Artist Position	254
m. Chief Program Officer Position	174	18. Housing Job Family	256
n. Chief Scientific Officer Position	176	a. Construction Manager Position	258
o. Executive Vice President Position	178	b. Desk Clerk Position	260
13. Facilities / Maintenance Job Family	180	c. Director of Property Management Position	262
a. Building Manager Position	182	d. Director of Resident Services Position	264
b. Driver Position	184	e. Resident Services Coordinator Position	266
c. Facilities Manager Position	186	f. Shelter Supervisor Position	268
d. Groundskeeper Position	188	19. Human Resources Job Family	270
e. Janitor or Custodian Position	190	a. Compensation Analyst Position	272
f. Maintenance Supervisor Position	192	b. Compensation & Benefits Specialist Position	274
g. Maintenance Technician/Specialist Position	194	c. Employee Benefits Administrator Position	276
h. Security Guard/Officer Position	196	d. Employee Training Manager/Specialist Position	278
i. Security Manager Position	198	e. Human Resources Assistant Position	280
14. Finance Job Family	200	f. Human Resources Director/Manager Position	282
a. Accounting Clerk Position	202	g. Human Resources Generalist Position	284
b. Accounting Manager Position	204	h. Payroll Clerk Position	286
c. Accounts Payable Manager/Supervisor Position	206	i. Payroll Manager Position	288

Table of Contents

	Page		Page
j. Recruiter Position_____	290	s. Web Developer Position_____	372
k. Recruiting Manager Position_____	292	t. Webmaster Position_____	374
20. Income Development / Fundraising Job Family _____	294	22. Legal Job Family _____	376
a. Annual Giving Director/Officer Position_____	296	a. Attorney/Lawyer Position_____	378
b. Capital Campaign Manager Position_____	298	b. General Counsel/Lawyer Position_____	380
c. Corporate & Foundation Relations Director Position_____	300	c. Legal Assistant Position_____	382
d. Development Associate (Generalist) Position_____	302	d. Paralegal Position_____	384
e. Development Director Position_____	304	e. Senior Attorney/Lawyer Position_____	386
f. Donor Information & Gift Processing Manager Position_____	306	23. Medical Services Job Family _____	388
g. Grant Proposal Writer Position_____	308	a. Clinic Director Position_____	390
h. Grants Administrator Position_____	310	b. Community Health Worker Position_____	392
i. Grants Manager Position_____	312	c. Director of Nursing Position_____	394
j. Major Gifts Director/Officer Position_____	314	d. Medical Assistant Position_____	396
k. Membership Assistant Position_____	316	e. Medical Case Manager Position_____	398
l. Membership Director/Manager Position_____	318	f. Medical Receptionist Position_____	400
m. Online Giving Manager Position_____	320	g. Medical Records Clerk Position_____	402
n. Planned Giving Director/Officer Position_____	322	h. Medical Services Director Position_____	404
o. Prospect Researcher Position_____	324	i. Nurse Practitioner Position_____	406
p. Regional Area Income Development VP/Director Position_____	326	j. Nutritionist/Dietician Position_____	408
q. Sales Clerk Position_____	328	k. Occupational Therapist Position_____	410
r. Shop Manager Position_____	330	l. Patient Accounts Representative Position_____	412
s. Special Events Manager/Specialist Position_____	332	m. Personal Attendant/Home Health Care Worker Position_____	414
21. Information Technology Job Family _____	334	n. Physical Therapist Position_____	416
a. Applications Developer Position_____	336	o. Physician Position_____	418
b. Business Systems Analyst Position_____	338	p. Registered Nurse Position_____	420
c. Database Administrator Position_____	340	q. Speech Pathologist Position_____	422
d. Database Analyst Position_____	342	24. Program Administration Job Family _____	424
e. Database Architect Position_____	344	a. Partnership & Collaboration Manager Position_____	426
f. Desktop Support Manager Position_____	346	b. Program Analyst Position_____	428
g. Desktop Support Specialist Position_____	348	c. Program Assistant Position_____	430
h. Enterprise Architect Position_____	350	d. Program Coordinator Position_____	432
i. Information Technology Manager Position_____	352	e. Program Director/Manager Position_____	434
j. LAN Administrator Position_____	354	f. Project Manager (Non-Technical) Position_____	436
k. Network Engineer Position_____	356	g. Regional Area Program Coordinator Position_____	438
l. Network Manager Position_____	358	h. Regional Area Program Director or Manager Position_____	440
m. Software Engineer Position_____	360	25. Program Delivery Job Family _____	442
n. Systems Analyst Position_____	362	a. Case Manager, Entry-Level Position_____	444
o. Technical Project Manager Position_____	364	b. Case Manager, Mid-Level Position_____	446
p. Technical Support Analyst Position_____	366	c. Case Manager, Senior-Level Position_____	448
q. Technical Support Manager Position_____	368	d. Chaplain/Clergy Position_____	450
r. Web Administrator Position_____	370	e. Child Care Assistant/Babysitter Position_____	452

Table of Contents

	Page		Page
f. Counselor, Entry-Level Position_____	454	a. Area Director/Manager Position_____	496
g. Counselor, Mid-Level Position_____	456	b. Regional Vice President Position_____	498
h. Counselor, Senior-Level Position_____	458	28. Science Job Family _____	500
i. Direct Care Counselor Position_____	460	a. Research Analyst Position_____	502
j. Driver Position_____	462	b. Research Assistant Position_____	504
k. Eligibility Specialist Position_____	464	c. Research Director Position_____	506
l. Job Coach Position_____	466	29. Volunteerism Job Family _____	508
m. Job Placement Coordinator Position_____	468	a. Community Organizer Position_____	510
n. Licensed Psychologist Position_____	470	b. Volunteer Coordinator Position_____	512
o. Psychiatric Social Worker Position_____	472	c. Volunteer Director Position_____	514
p. Psychiatrist Position_____	474	30. Warehousing Job Family _____	516
q. Senior/Adult Program Assistant Position_____	476	a. Distribution Supervisor Position_____	518
r. Social Worker, Entry-Level Position_____	478	b. Inventory Control Clerk Position_____	520
s. Social Worker, Mid-Level Position_____	480	c. Order Picker Position_____	522
t. Social Worker, Senior-Level Position_____	482	d. Shipping/Receiving Clerk Position_____	524
u. Vocational or Placement Counselor Position_____	484	e. Warehouse Manager Position_____	526
26. Purchasing Job Family _____	486	V. Wage Conversion Tables _____	528
a. Buyer Position_____	488		
b. Purchasing Coordinator/Specialist Position_____	490		
c. Purchasing Manager Position_____	492		
27. Regional General Management Job Family _____	494		

SAMPLE

Introduction

Developing the Survey

The 2017 Nonprofit Organizations Salary and Benefits Survey was designed to address the unique compensation 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.

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

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

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

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 Alamanca
 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
 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%		\$77,250	\$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		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	<ul style="list-style-type: none"> • Individual Job Title Reports
✓ Compensation data for a department or group of related positions	<ul style="list-style-type: none"> • Job Family Reports
✓ Compensation data for all positions within the organization	<ul style="list-style-type: none"> • Operating Unit Compensation Costs & Practices Report
✓ Employee data and compensation practices for the whole organization	<ul style="list-style-type: none"> • 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.

SAMPLE

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

SAMPLE

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
\$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
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
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%

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
\$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
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%