

**The Bayer Center for Nonprofit Management  
at Robert Morris University**  
In service to the nonprofit community  
presents the ...

**2019**  
**Wage and Benefit Survey**  
**of Southwestern Pennsylvania**  
**Nonprofit Organizations**



**BAYER CENTER FOR  
NONPROFIT MANAGEMENT**

# 2019 Wage and Benefit Survey of Southwestern Pennsylvania Nonprofit Organizations

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This survey has been produced by Nonprofit Compensation Associates using FAIRPAY, a nonprofit salary and benefits model and software. Based on over 50 years of combined experience in conducting nonprofit salary and benefits surveys, this stand-alone application, in conjunction with a specially formatted questionnaire, allows nonprofit organizations and associations to publish a survey with accurate and detailed data for their local community or constituency.



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February 2019

Dear Nonprofit Leader:

We are very pleased to present to you this 2019 Wage and Benefit Survey Report. Now in its tenth iteration, this bi-annual survey forms a unique picture of nonprofit employment in the southwestern Pennsylvania region. Since the year 2002, we have charted the shape of nonprofit employment, gathering data on compensation, benefits and careers. It is a useful tool for all nonprofits to benchmark their executive compensation against the market as required on the IRS Form 990. It also remains useful to nonprofit boards hiring new staff or seeking fair compensation for the thousands of hard-working nonprofit employees in our region. Job seekers also make regular use of this information. This is the most comprehensive study of nonprofit employment in our region over time.

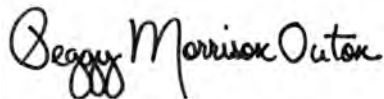
In keeping with the subject of fair compensation, it is important to note that the information gleaned from this survey on issues of gender pay inequity launched the BCNM project, *"74%: Exploring the Lives of Women in Non-Profit Organizations."* We put that data to work! Those findings have generated over seven million media impressions and created a sustained national conversation about pay equity in the nonprofit sector. In 2018, we released the findings from *"What Now? How will the impending retirement of nonprofit leaders change the sector?"*. This study looked at a range of human resources issues, including the sector's readiness for executive transition and the need for more intentional professional development of upcoming leaders.

For more information, please see <http://bcnm.rmu.edu/ProgramsServices/WhatNowResearch>.

The 2019 survey report captures information on 188 local nonprofit employees who provided information on 13,000 employees. Not only you will find the most current information on comparative salaries, but there is also updated information on benefits administration and the myriad challenges that they present to nonprofit organizations. We would like to thank Bob Orser, the Nonprofit Doctor, and Rita Haronian, for collecting and translating the data into a meaningful document.

For other questions about the survey or its content please contact the Bayer Center at 412-397-6000. We hope that you find this information useful and relevant.

Sincerely,



Executive Director

Bayer Center for Nonprofit Management

Robert Morris University



# PREFACE

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This report provides you with the results of the **2019 Wage and Benefit Survey of Southwestern Pennsylvania Nonprofit Organizations**.

The purpose of this survey is to present a snapshot of compensation and benefits practices within the Southwestern Pennsylvania region. A primary and critical goal of nonprofit organizations is to attract, recruit, and retain well-qualified professional and support staff. Competitive compensation, attractive benefit packages, and equitable policies support this goal. One of the challenges to developing such programs is to locate accurate and comprehensive data on salaries and benefits in the nonprofit field. This survey provides you with the information needed to evaluate your own benefit and compensation practices and determine what changes may be required in your own human resources programs.

This report is divided into the following sections:

- I Guide to Using the Survey:** Offers information on how to compare your own practices to the survey data including matching jobs, definitions of terms used, and how to calculate pay movement.
- II Participant Overview:** Provides detail on the participants including organizations' financial size, location, field of service, and numbers of employees.
- III Compensation and Benefits Practices:** Includes data on vacation, holiday, sick leave, and other time-off policies as well as insurance premium and retirement program practices. Also included are data on salary budgets, salary increases, bonus practices, overtime and shift differential policies, executive director benefits, and other related items.
- IV Compensation By Position:** Details the compensation (base pay and total compensation) for each position in the survey according to several variables, including organizations' annual expenses, field of service, location, and managerial responsibility.

## Appendices

- Appendix A: Average Annual Base Salary by Position**
- Appendix B: Survey Participants**
- Appendix C: Wage Conversion Formulas and Tables**
- Appendix D: About The Bayer Center for Nonprofit Management  
at Robert Morris University**



# I. GUIDE TO USING THE SURVEY

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The 2019 Wage and Benefit Survey of Southwestern Pennsylvania Nonprofit Organizations contains data from the 188 nonprofit organizations that completed and returned the Survey questionnaire distributed by The Bayer Center for Nonprofit Management at Robert Morris University. This questionnaire was designed so that the resulting report would provide a comprehensive and accurate picture of wages, benefits, and other organizational practices as they exist in Southwestern Pennsylvania's nonprofit sector, as of October 1, 2018.

When using the data in this report, we suggest you consider the following:

- The survey reports the compensation and benefit practices in effect on October 1, 2018, as reported by 188 nonprofit organizations in Southwestern Pennsylvania.
- The survey findings are representative of actual practices reported by the participants in the survey. The survey, therefore, is not a scientifically selected sample from which conclusions can be drawn about all nonprofits in the area. Also, the results are not intended to represent an ideal of what compensation and benefits should be.
- A job in one organization often has a different title than that in another. We recommend using the job description to match jobs rather than the job title alone.
- When developing compensation or benefits programs, a nonprofit organization should consider its compensation philosophy and the internal value of jobs in addition to survey data.

## Matching Jobs

When seeking information for a particular job, it is important to carefully match your job's duties and responsibilities with that of the survey positions:

- Each job title is defined by an accompanying job description. Individual organizations may use the same job title to designate very different jobs.

<p><b>TIP:</b> We strongly recommend using the job descriptions rather than the job titles alone to match your jobs to those in the survey.</p>
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- To find compensation data for a specific job in your organization, first match the position to a job description that is found at the top of each *Compensation by Position* page. Jobs are grouped under general classifications or functions. It is often useful to review several job descriptions within a function to determine the best match.
- To ensure that the job description you choose is as similar as possible to the actual job at your organization, at least 80 percent of the job responsibilities and requirements should be the same or comparable.

## Determining/Comparing Compensation

- Review all the data subsets (such as organizations’ annual expenses or field of service) to locate those most relevant to your organization. Note that the pay for senior management positions is most often influenced by the size of a nonprofit organization, with larger organizations paying higher salaries. However, organization size typically has little or no effect on lower-level supervisory, professional, or support jobs.
- You may also consider the variable information provided within a subset of data. For example, if your organization’s annual operating expenses are \$4.5 million, it may be appropriate to compare third quartile salary data in the expenses group from \$2 to \$5 million against your Executive Director’s salary. If you are planning substantial growth in the immediate future and the operating expenses next year are expected to be \$5.5 million, then consider using the compensation information from the data subset providing pay levels for larger organizations.
- Keep in mind that pay is a moving target. The data in this report are salaries in effect October 1, 2018. Therefore, when evaluating your organization’s pay levels after that date, the data in this report will need adjusting upward to reflect pay movement. We recommend you use 0.25% for each month that has passed since October 1, 2018, or 3.0% annually, to adjust pay levels to the current rate.

## Terminology and Abbreviations

The following terms and abbreviations are used in the *Compensation by Position* tables and throughout this document:

Term	Definition
<b>Across-the-board salary increase</b>	A general pay increase, usually of a certain percent, given to every eligible employee in an organization. The increase may be linked to cost of living or other economic indicators; <i>see also Cost of Living Increase.</i>
<b>Actual bonus paid</b>	Not all employees who are eligible for bonuses actually receive them. The data in this row of the <i>Compensation by Position</i> tables detail the numbers of employees receiving bonuses and, where there are sufficient data, information on the amounts paid.
<b>Average salary</b>	The sum of all salaries or cash compensation divided by the number of incumbents. Average salary figures may be unduly influenced by a few extremely high or low salaries or by the wage practices of a small number of organizations if they employ large numbers of employees in a particular category. Median salaries are less influenced by extremes.
<b>Base salary – All Employees</b>	In the <i>Compensation by Position</i> tables, the average full-time, annual base salary paid for the position. Part-time salaries have been annualized based on a 40-hour workweek. Base salaries do not include the cost of benefits, incentive pay, or perquisites. To convert annual salaries to hourly, weekly, or monthly figures, consult Appendix C of this report.
<b>Cafeteria plan</b>	<i>See Flexible benefit plan.</i>

Term	Definition
<b>Cost of living increase</b>	Periodic, across-the-board increases in base pay, designed to keep employees' salaries in line with the rising cost of living.
<b>Defined benefit plan</b>	A retirement plan in which a retired employee receives a specific amount based on salary history and years of service, and in which the employer bears the investment risk. Contributions may be made by the employee, the employer, or both.
<b>Defined contribution plan</b>	A retirement plan that specifies the amount of an agency's contribution, but may not have a formula for determining eventual benefits. The agency's contribution is usually a certain percentage of the worker's salary, and a vesting period – specific length of employment – may be required. <i>See Individual Retirement Account (IRA), Tax-sheltered annuity 401(k), Tax-sheltered annuity 403(b).</i>
<b>Dependent Care Spending Account (DCSA)</b>	One of the two types of FSA (Flexible Spending Account), which holds pre-tax dollars set aside by employees for their dependent care expenses. No amount may be left in the DCSA by the end of the year, or it will be lost.
<b>Eligible for incentive/bonus</b>	The data in this row of the <i>Compensation by Position</i> tables indicate the organizations that provide opportunity for an employee to receive a bonus, regardless of whether one is awarded. These may include formal plans based upon achievement of pre-determined goals or be discretionary with leadership and/or board approval.
<b>Exempt vs. Non-Exempt employees</b>	Employees are classified as "exempt" or "nonexempt" in reference to the FLSA (Fair Labor Standards Act). An exempt employee is paid a salary and is not compensated for overtime hours worked. The three categories under which an employee may be considered exempt are administrative, executive and professional. These categories generally define an exempt employee as one who customarily and regularly exercises discretion and independent judgment in the performance of his/her duties. Exempt employees must pass a Salary Basis Test; that is, they must be compensated at a minimum weekly salary of at least \$455. A non-exempt employee is paid for all overtime hours worked. Non-exempt employees generally perform operational functions such as routine clerical duties, maintenance work, and checking and inspecting equipment.
<b>Flexible benefit plan</b>	Benefit plan that allows employees to choose the benefits they want from a predetermined list. Employers provide a certain number of credits or dollars to each worker to ensure core coverage, and additional benefits may be purchased at an individual employee's expense. <i>Also called Cafeteria plan</i> in this document.
<b>Flexible Spending Account (FSA)</b>	A type of Section 125 accounts, an FSA holds pre-tax dollars set aside by employees for their health care or dependent care expenses. No amount may be left in the FSA by the end of the year, or it will be lost. There are two types of FSA: Health Care Spending Account (HCSA) and Dependent Care Spending Account (DCSA).

<b>Term</b>	<b>Definition</b>
<b>Full-time equivalent (FTE)</b>	Either one full-time position (as defined by an organization’s policy regarding the hours required for a full-time workweek), or two or more part-time positions that, when taken together, make up the work schedule of one full-time position.
<b>Health Care Spending Account (HCSA)</b>	One of the two types of FSA (Flexible Spending Account), which holds pre-tax dollars set aside by employees for their health care expenses. No amount may be left in the HCSA by the end of the year, or it will be lost.
<b>Health Reimbursement Arrangement (HRA)</b>	An arrangement in which the employer contributes a certain amount per employee per year for health care expenses. This money may be rolled from one year to the next but is not portable if an employee leaves his/her job.
<b>Health Savings Account (HSA)</b>	Employee and/or employer make pre-tax contributions that are used by the employee for future medical, retirement, or long-term care premium expenses. These accounts are used in conjunction with a high-deductible health insurance policy. The funds can roll over from year to year and the account is portable.
<b>Incentive or bonus pay</b>	A periodic or one-time financial reward that compensates employees for outstanding job performance. Bonuses may be given for specific instances of employee achievement or initiative or when a worker meets or exceeds preset performance goals.
<b>Individual Retirement Account (IRA)</b>	A defined contribution benefit plan that allows employees to make tax-deductible contributions to their own retirement accounts.
<b>Median</b>	The data point at which 50 percent of the sample is lower and 50 percent of the sample is higher. The median is synonymous with the 50th percentile.
<b>Number of employees</b>	In the <i>Compensation by Position</i> tables, the total number of individuals reported in the job; the size of the sample.
<b>Number of Organizations</b>	In the <i>Compensation by Position</i> tables, the number of organizations reporting employees in the position.
<b>Paid Time Off (PTO) program</b>	In a Paid Time Off program, employees are given a set number of days off each year to be taken at their discretion (as opposed to separate time off for vacation days, sick days and holidays).
<b>Paid time-off benefits</b>	Employer-paid time off the job; that is, vacation, sick days and holidays.
<b>Percentiles</b>	<ul style="list-style-type: none"> <li>• The 25th percentile is the data point below which 25 percent of the sample falls.</li> <li>• The 75th percentile is the data point below which 75 percent of the sample falls; conversely, the level above which the top 25 percent of the sample falls.</li> </ul>
<b>Performance-based or merit increases</b>	Salary increases based on employee merit or performance over a given period of time.



<b>Term</b>	<b>Definition</b>
<b>Personal days</b>	Days off taken at the discretion of the employee. Also called floating holidays.
<b>Tax-sheltered annuity 401(k)</b>	A defined contribution retirement plan that allows workers to make pre-tax contributions through salary reduction agreements with their employers. Following a change in tax regulations in 1997, 401(k) plans can now be offered by nonprofit organizations.
<b>Tax-sheltered annuity 403(b)</b>	A defined contribution plan, similar to a 401(k), but specifically designed for use by nonprofit and public organizations.
<b>Total cash compensation</b>	Calculated by adding base salary and bonus together and dividing by the total number of incumbents in the job, regardless of whether they received a bonus. For example, <ul style="list-style-type: none"> <li>• Average base salary for 5 Executive Directors is \$50,000</li> <li>• Two received bonuses: one was \$5,000 and one was \$1,000</li> <li>• <math>(5 \times \\$50,000) + (\\$5,000 + \\$1,000) / 5 = \\$51,200</math> (Total Cash Compensation)</li> </ul>

## Positions

This year, we collected data on 238 job titles and received enough data to print reports for 129 of those titles. For many of these jobs, especially those core positions found particularly in nonprofits, there are very limited data available elsewhere. Nearly 9,000 individual salaries were reported and included in this report.

Each wage chart contains data broken out by the following parameters, given a sufficient response:

- Organization’s annual operating expenses
- Organization’s location
- Organization’s primary field of work
- Organization’s primary source of funding
- Total number of employees
- Educational requirement of this particular position
- Employee’s sex
- Employee’s race
- Number of years the employee has held this position
- Number of employees managed directly or indirectly by this employee

## Data Confidentiality

To ensure the confidentiality of all data, a minimum number of responses is required for each statistic. A minimum of five organizations is required to report compensation in any data subset. At least five incumbents in a data subset are required to report the average and the median. The 10th, 25th, 75th and 90th percentiles are reported for samples of at least twelve incumbents. When not enough data is collected to meet these minimum levels, cells in the individual reports are left blank.

## Job Titles with Insufficient Data

Job titles that were not reported by the minimum of five organizations have been omitted from the survey due to insufficient data. The job titles that were omitted this year are:

### *Executive*

Chief Information Officer  
Chief Strategy Officer

### *Administrative*

Regional Manager/Center Manager  
Contracts Administrator

### *Accounting/Finance*

Cashier

### *Animal Welfare*

Veterinarian  
Veterinary Clinic Manager  
Humane Officer  
Senior Registered Veterinary Technician  
Registered Veterinary Technician  
Veterinary Technician  
Animal Care Worker  
Animal Adoption Counselor  
Animal Shelter Manager  
Animal Behaviorist  
Humane Educator

### *Cultural, Artistic & Performing Arts*

Resident Director  
Resident Designer  
Subscription/Group Sales Manager  
House Manager  
Stage Manager  
Costume Shop Manager  
Box Office/Sales Manager  
Production Assistant  
Actor  
Instrumental Musician  
Visitor Services Manager  
Visitor Services Specialist  
Director of Exhibits  
Exhibits Developer  
Exhibits Designer  
Exhibits Fabricator  
Exhibit Guide/Docent

### *Development*

Development Manager, Annual Giving  
Development Manager, Major Gifts  
Development Manager, Capital Campaign  
Development Manager, Planned Giving  
Grant Writer, Government Funding  
Direct Mail Coordinator

### *Education & Recreation*

School Principal  
Admissions Director  
Tutor  
Recreation Program Manager  
Life Guard/Swim Instructor  
Fitness Instructor

### *Food Service*

Nutritionist/Dietician

### *Foundation/Philanthropy*

Program Associate  
Grants Manager/Administrator

### *Gift/Thrift Shop, Warehouse & Food Bank*

Warehouse Manager  
Food Bank/Pantry Manager  
Food Bank/Pantry Assistant/Clerk

### *Government Affairs, Advocacy, Research*

Lobbyist  
Staff Scientist  
Research Analyst: Social Sciences  
Research Analyst: Technology/Life Sciences  
Research Assistant

### *Housing/Community Development*

Director of Real Estate Development  
Project Developer  
Construction Manager  
Director or Resident/Community Services  
Program Manager: Resident/Community Services  
Resident Services Coordinator  
Director of Property Management  
Property Supervisor  
Site Administrator  
Shelter Manager  
Shelter Supervisor  
Occupancy Specialist  
Desk Clerk  
Program Manager: Housing  
Program Manager: Economic Development  
Asset Manager (Compliance & Monitoring)  
Asset Manager (Financial Analyst)  
Shelter Coordinator

### *Information Technology*

Web Site Developer  
Accidental Techie

### *Legal Services and Community Organizing*

Managing Attorney  
Staff Attorney  
Attorney, Legal Aid/Advocacy  
Attorney, Corporate  
Paralegal  
Legal Secretary/Assistant

### *Maintenance, Grounds & Purchasing*

Purchasing Coordinator or Specialist

### *Medical and Clinical Services*

Director, Medical Services  
Physician, Family/General Practice  
Physician, Internal Medicine  
Physician, Obstetrics & Gynecology  
Physician, Pediatrics  
Physician, Other Specialty  
Director of Nursing  
Physician's Assistant  
Dental Director  
Dentist  
Registered Dental Hygienist  
Dental Assistant  
Laboratory Technician/Technologist  
Phlebotomist  
Radiology Technician  
Community Health Worker  
Case Manager, Medical  
Patient Financial Services Manager  
Medical Records Transcriber

### *Social Services & Mental Health*

Psychiatrist  
Psychiatric Social Worker  
Psychologist  
Chaplain/Clergy  
Behavior Analyst  
Clinician (Pre-license)

### *Volunteer, Membership & Marketing*

Writer/Editor

## Survey Highlights

### Surveyed Organizations

This report provides data collected from 188 nonprofit employers of all sizes across Southwestern Pennsylvania for wages and benefits they provided to 12,930 employees as of October 1, 2018. Participating nonprofits are divided into two regions: those in Allegheny County, and those in the surrounding area. One hundred fifty-six organizations included in this Survey are located in Allegheny County and thirty-two are located in other counties.

The annual operating expenses of participating nonprofits range from under \$50,000 to over \$50,000,000 per year. The median annual operating expenses among survey participants is \$1,268,049.

Fifty-eight percent of the organizations' Executive Directors are women; 42% are men. In the total sample of employees, 74% are women and 26% are men.

Sixty-nine percent of the 12,930 employees of the participating organizations work full-time; 31% work part-time.

### Benefits: Paid Time Off

More than half (57%) of participating nonprofits provide full-time employees with specific, separate numbers of paid days off for vacation, holiday, and sick leave. Thirty-five percent have a PTO (Paid Time Off) program instead, giving employees a set number of days off to be taken for any purpose. The remaining 8% are mostly small organizations with a less formal policy.

Fifty-two percent of participating nonprofits offer paid time off to part-time employees. Of those, 65% require that those employees work at least 21 hours per week, on average, to be eligible.

Most (80%) participating nonprofits have one vacation schedule for all employees, which often gives an increasing number of vacation days the longer an employee remains with the organization; 12% have two or more schedules depending on the type of employee. Surveyed nonprofits provide an average of 10 paid holidays and 9 paid sick days per year.

Organizations are most likely to provide other paid time off for bereavement and jury service. Fewer than half provide paid time off for military service, maternity/paternity and family illness. They are much less likely to provide paid time off for job-related education/training or volunteer service.

Sixty-eight percent of participating nonprofits define a full-time workweek as 40 hours per week, 17% use 37.5 hours, and 10% use 35 hours.

### **Benefits: Insurance**

Eight-six percent of surveyed nonprofits offer some type of medical insurance coverage to full-time employees including 8% that pay employees a monthly cash stipend to purchase their own insurance. Among organizations that offer a “traditional” health plans (rather than flexible benefit plans), 47% of those pay the full cost of premiums for single employees.

Thirty-one percent of surveyed organizations provide insurance to part-time employees, usually requiring that employees work a minimum of 26 hours per week on average. The other 69% of surveyed organizations provide insurance benefits only to full-time employees.

### **Benefits: Retirement**

The great majority (74%) of surveyed nonprofits provide some type of retirement benefit to their full-time employees. Tax-deferred annuities are the most popular type of plan (54% of all surveyed organizations), followed by IRAs/SEP-IRAs/SIMPLE IRAs (16%). Most (84%) of those with retirement benefits have plans in which both the employer and the employee contribute. In 6% only the employee contributes, and in 8% only the employer contributes.

Ninety-one percent of organizations that contribute to employees’ retirement plans describe their contributions as a percentage of each employee’s annual salary, usually the same for all employees. If the percentage increases with an employee’s length of service, organizations entered the highest percentage, or cap, of an employee’s salary that would be contributed. The range of all percent of salary responses is from 1% to 18%, with a median response of 4%.

### **Compensation**

On average, male Executive Directors/CEOs earn significantly higher pay than do females, with a gap between male and female Executive Director/CEO pay similar to that reported in the 2017 report. The average pay for all Executive Directors/CEOs in the sample is \$120,436 per year; for men the average pay is \$134,384 per year and for women the average pay is \$110,226 per year. While a majority (58%) of all Executive Directors/CEOs in the sample are women, a relatively greater proportion of women in this position are found at the smallest organizations, which tend to pay lower wages than larger organizations.

Overall, 88% of participating nonprofits expect to give salary increases during their current fiscal year, with a median expected increase of 3.0%. Merit/performance is the most common factor cited, with 48% of organizations planning merit/performance increases during the next twelve months. Thirty-three percent expect an across-board pay increase, 26% anticipate a cost-of-living increase, 8% expect to consider internal job equity issues, 5% expect to consider employee length of service, and 4% expect to consider external labor market information such as survey data. Some organizations use more than one method to grant salary increases.

Eighty-one percent of the participating nonprofits report a merit review interval of one year, 9% conduct reviews every six months, and 10% have no set interval or do not review.

Thirty-eight percent of surveyed nonprofits offer some form of incentive pay opportunity to their Executive Directors/CEOs.

## II. PARTICIPANT OVERVIEW

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### Effective Date

We asked the participants to provide salary data as of October 1, 2018.

### Participants

This year, 188 nonprofit organizations in Southwestern Pennsylvania participated in the survey. These organizations provided comprehensive information on benefits and compensation for positions common to nonprofits. A list of the participants is included in Appendix A. The tables in this section provide you with an overview of the participants – where they are located, their annual operating expenses, field of service, and the number of staff they employ.

### Annual Operating Expenses

Groups of organizations based on their annual operating expenses are established where natural breaks occur in the data.

Annual Expenses Groups	# of Orgs	Average Annual Expenses
Up to \$250,000	22	\$128,271
\$250,001 - \$750,000	43	\$479,607
\$750,001 - \$2,000,000	52	\$1,227,268
\$2,000,001 - \$5,000,000	31	\$3,252,163
\$5,000,001 - \$15,000,000	21	\$8,568,279
Over \$15,000,000	19	\$35,064,449
<b>Total</b>	<b>188</b>	<b>\$5,501,268</b>

### Using Annual Expenses Data to Evaluate Pay

The financial size of an organization typically affects pay for management-level staff because of the increased complexity of the organization itself, numbers of employees supervised, and overall financial responsibility: the larger the nonprofit, the higher the compensation for a senior manager. This pattern is demonstrated in the following table for the Executive Director/Chief Executive Officer position.

Annual Expenses Groups	Average Base Pay for Executive Director/CEO
Up to \$250,000	\$68,120
\$250,001 - \$750,000	\$88,064
\$750,001 - \$2,000,000	\$103,857
\$2,000,001 - \$5,000,000	\$118,165
\$5,000,001 - \$15,000,000	\$181,496
Over \$15,000,000	\$221,147
<b>Average of all</b>	<b>\$120,436</b>

## Staff Size

Compared with management-level employees, organizational size does not have quite the same impact on pay for professional or support staff as their jobs are similar whether they are in a large organization or a small one. Instead, the pay philosophy of the organization, whether it has a formal salary administration program, and sources of funding may determine the pay levels of these jobs.

**TIP:** We recommend you utilize the annual expenses groupings to determine the pay level of a senior manager, and use other criteria such as location, field of service, or the data for all organizations when analyzing pay for support and professional positions.

The average number of employees in each size group is another measure against which to evaluate pay for those individuals with responsibility for the entire organization, or for a substantial part of it.

Annual Expenses Groups	Average Number of FTE Employees	Part-Time Employees as % of Total
Up to \$250,000	2	51%
\$250,001 - \$750,000	7	31%
\$750,001 - \$2,000,000	13	32%
\$2,000,001 - \$5,000,000	33	34%
\$5,000,001 - \$15,000,000	80	28%
Over \$15,000,000	336	31%
<b>Average of all participants</b>	<b>54</b>	<b>31%</b>

Data are also calculated on employee size groupings. These groups are based on organizations' total full-time equivalent employees.

Employee Size Groups	# of Organizations
From 1 to 5 employees	61
From 6 to 20 employees	58
From 21 to 50 employees	25
From 51 to 150 employees	31
Over 150 employees	13
<b>Total</b>	<b>188</b>

**TIP:** If your organization has a particularly small annual expenses relative to the number of employees, or vice versa, then compare your data based on both annual expenses and employee size groups.

## Field of Service and Annual Expenses

The survey participants represent the following 15 fields of service:

Field of Service	Total # of Orgs	Up to \$250K	\$250K to \$750K	\$750K to \$2M	\$2M to \$5M	\$5M to \$15M	Over \$15M
Basic Material Need	10	1	4	0	3	0	2
Counseling/Behavioral Health & Wellness	4	0	1	0	0	2	1
Culture/Arts	30	1	15	6	3	4	1
Economic/Neighborhood Development	14	3	2	4	3	2	0
Education and Child Care Services	22	4	2	10	3	1	2
Employment and Economic Opportunity	6	0	1	4	0	0	1
Environment/Animal Welfare	13	3	5	2	1	1	1
Family Support and Preservation	3	0	0	3	0	0	0
Foundation/Philanthropy	12	4	3	3	1	1	0
Health and Health Education	11	1	1	4	2	1	2
Legal/Advocacy	6	1	2	2	1	0	0
Management/Technical Assistance	6	1	2	1	0	2	0
Religious	8	1	0	1	3	2	1
Social Support	37	1	4	10	9	5	8
Youth/Recreation	6	1	1	2	2	0	0
<b>Total</b>	<b>188</b>	<b>22</b>	<b>43</b>	<b>52</b>	<b>31</b>	<b>21</b>	<b>19</b>

## Primary Source of Funding and Annual Expenses

The survey participants report their primary sources of funding as follows:

Primary Source of Funding	Total # of Orgs	Up to \$250K	\$250K to \$750K	\$750K to \$2M	\$2M to \$5M	\$5M to \$15M	Over \$15M
Contributions from individuals	24	6	3	5	5	5	0
Contributions from foundations or trusts	50	7	19	15	6	2	1
United Way	1	0	0	1	0	0	0
Government	58	5	7	17	12	9	8
Service membership dues	4	0	1	3	0	0	0
Program service fees	36	2	8	7	7	4	8
Revenue from sales, investments, etc.	15	2	5	4	1	1	2
<b>Total</b>	<b>188</b>	<b>22</b>	<b>43</b>	<b>52</b>	<b>31</b>	<b>21</b>	<b>19</b>

## Supervisory Responsibility

Another measure against which to evaluate your own jobs is the number of staff managed by survey positions. The table below represents the number of employees *directly and indirectly* supervised by the incumbent. Typically, the manager has substantial responsibility for hiring, firing and reviewing performance. The survey provides pay data based upon these groups:

Employees Managed - Groups
1 to 3
4 to 8
9 to 14
15 and over

This measure is particularly valuable when evaluating important supervisory positions. It enables you to determine more precisely the value of your organization's particular job relative to others with similar circumstances. Typically, the more supervisory responsibility held by a manager or supervisor, the higher the salary.

## Geographic Location and Annual Expenses

Compensation levels are reported for the following geographic areas:

County	Total # of Orgs	Up to \$250K	\$250K to \$750K	\$750K to \$2M	\$2M to \$5M	\$5M to \$15M	Over \$15M
Allegheny	156	15	34	47	27	18	15
Other Counties:							
Armstrong	2	2	0	0	0	0	0
Beaver	3	0	0	0	2	1	0
Butler	5	0	1	1	1	1	1
Fayette	2	1	1	0	0	0	0
Greene	1	1	0	0	0	0	0
Indiana	2	0	1	0	0	1	0
Lawrence	2	1	0	1	0	0	0
Washington	9	1	4	2	1	0	1
Westmoreland	6	1	2	1	0	0	2
Total Other Counties	32	7	9	5	4	3	4
<b>Total</b>	<b>188</b>	<b>22</b>	<b>43</b>	<b>52</b>	<b>31</b>	<b>21</b>	<b>19</b>



## Fiscal Year Calendar and Annual Expenses

Participating organizations report fiscal year calendars as follows:

Month Beginning Fiscal Year	Total # of Orgs	Up to \$250K	\$250K to \$750K	\$750K to \$2M	\$2M to \$5M	\$5M to \$15M	Over \$15M
January	69	17	19	19	9	3	2
April	1	0	0	0	0	1	0
May	2	1	0	1	0	0	0
June	6	0	2	4	0	0	0
July	89	2	15	22	19	15	16
August	3	1	2	0	0	0	0
September	7	0	2	3	2	0	0
October	8	0	2	2	1	2	1
December	3	1	1	1	0	0	0
<b>Total</b>	<b>188</b>	<b>22</b>	<b>43</b>	<b>52</b>	<b>31</b>	<b>21</b>	<b>19</b>

## Workforce by Sex of Employee and Annual Expenses

Participating organizations report male and female employees as follows:

Sex of Employee	Total # of Emps	Up to \$250K	\$250K to \$750K	\$750K to \$2M	\$2M to \$5M	\$5M to \$15M	Over \$15M
Male Employees	2,630	15	106	202	302	545	1,460
Female Employees	7,401	52	285	651	838	1,231	4,344
<b>Total</b>	<b>10,031</b>	<b>67</b>	<b>391</b>	<b>853</b>	<b>1,140</b>	<b>1,776</b>	<b>5,804</b>
Female Employees as % of Total	<b>74%</b>	<b>78%</b>	<b>73%</b>	<b>76%</b>	<b>74%</b>	<b>69%</b>	<b>75%</b>

## Workforce by Race of Employee and Annual Expenses

Participating organizations report race of employees as follows:

Race of Employee	Total # of Emps	Up to \$250K	\$250K to \$750K	\$750K to \$2M	\$2M to \$5M	\$5M to \$15M	Over \$15M
American Indian/Alaska Native	7	0	0	1	1	3	2
Asian	63	8	3	8	12	7	25
Black or African American	1,881	7	54	132	250	267	1,171
Hispanic/Latino	132	1	8	7	5	24	87
Native Hawaiian/Other Pacific Islander	19	0	1	13	2	0	3
White	7,533	48	317	626	812	1,368	4,362
Mixed Race	117	0	6	11	17	6	77
Other Racial Identity	53	0	3	8	6	3	33
<b>Total</b>	<b>9,805</b>	<b>64</b>	<b>392</b>	<b>806</b>	<b>1,105</b>	<b>1,678</b>	<b>5,760</b>

## Turnover Rates

This year, we asked for basic information about the number of positions in which an existing employee had left and been replaced by a new employee during the past year, resulting in an overall rate (voluntary and involuntary combined) of 20% for both full-time employees and part-time employees. The table and chart below show the percentage rate of turnover, based on the size of the organization:

Employee Size Groups	Full-Time Turnover		Part-Time Turnover	
	Voluntary	Involuntary	Voluntary	Involuntary
From 1 to 5 employees	10%	2%	20%	1%
From 6 to 20 employees	14%	2%	17%	0%
From 21 to 50 employees	14%	3%	23%	0%
From 51 to 100 employees	17%	4%	22%	3%
Over 100 employees	18%	3%	13%	2%
<b>Overall Percentage Turnover</b>	<b>17%</b>	<b>3%</b>	<b>18%</b>	<b>2%</b>

# III. COMPENSATION & BENEFITS PRACTICES

## Compensation Practices

### Salary Increase Budgets for Current Fiscal Year

The median salary increase budget for the current fiscal year is 3.0%, as detailed in the following table:

Salary Increase Budgets for Current Fiscal Year	
# of Organizations Responding	188
# Organizations Responding with 0.0%	23
# Organizations Responding With an Increase Budget	165
All Organizations - 25th Percentile	2.00%
All Organizations - Median	3.00%
All Organizations - 75th Percentile	3.00%
Average (Including those reporting 0.00%)	2.71%
Average (Excluding those reporting 0.00%)	3.09%

### Salary Increase Practices: Past 12 Months and Next 12 Months

Participants were asked for details about six types of salary increases, both over the past twelve months and projected for the coming twelve months:

Salary Increase Practice	% of Organizations that gave increase in previous 12 months	Average increase given	% of Organizations expecting to give increase in next 12 months	Average increase expected
Merit/performance	51%	3.49%	48%	3.21%
Across the board	35%	3.28%	33%	3.11%
Cost of living	26%	2.49%	26%	2.48%
Length of service	4%	3.06%	5%	3.35%
External labor market considerations such as survey data	5%	4.89%	4%	3.75%
Internal job equity considerations	11%	4.02%	8%	2.80%

*Note: Some organizations report more than one type of salary increase practice.*

### Salary Grades and Ranges

Fewer than half of survey respondents indicate that they use salary grades or ranges in their organizations.

Grades & Ranges	# of Organizations	% of Orgs
Use grades and ranges	68	36%
Do not use grades and ranges	120	64%
<b># Organizations Responding</b>	<b>188</b>	

### Incentive Pay or Bonuses

Of the 188 respondents, 38% indicate they provide the Executive Director/CEO with some type of incentive or bonus opportunity. Between 15% and 26% of nonprofits provide bonus opportunities for some other staff members, as follows:

Employee Group – Bonus Eligible	# of Organizations	% of Orgs
Executive Director/CEO	71	38%
Associate Director/COO	29	15%
Development Director	35	19%
Department Heads	47	25%
Support and Administrative Staff	48	26%

Note that the existence of incentive or bonus plans does not necessarily mean employees in those plans were paid bonuses. Actual payments are detailed in the *Compensation by Position* pages.

### On-Call Practices

Fifty-three respondents (28% of the 188 survey respondents) indicate they have some type of on-call pay practice:

On-Call Pay Practices	# of Organizations	% of Orgs
Pay for hours worked (including overtime)	14	7%
Pay a flat rate for being on call	13	7%
Provide compensatory time off or flex-time	11	6%
Do not pay or provide time off (exempt staff)	5	3%
Pay a show-up rate and hourly pay for time worked	4	2%
Other	6	3%
<b>Total Responses</b>	<b>53</b>	<b>28%</b>

**Practices for Dealing with Extensive Overtime by Exempt Staff**

When dealing with overtime by exempt staff, 23% of organizations surveyed report that they have no formal policy. The practice of providing compensatory time-off is reported by 42% of organizations. (Note that the Wage and Hour laws do not mandate overtime pay for exempt staff.) Twenty-eight percent (28%) of respondents indicate that they do not compensate exempt staff for overtime.

Practice	# of Responses	% of Orgs
No formal policy	43	23%
Provide compensatory time off	79	42%
Pay straight time	3	2%
Pay overtime rates	7	4%
Do not compensate for extensive overtime	52	28%
Other	4	2%
<b># Organizations Responding</b>	<b>188</b>	

**Compensatory Time Off**

Fifty-seven nonprofits (30%) offer employees the option of taking compensatory instead of pay for overtime hours worked.

**Employee Eligibility for Public Assistance**

When asked whether any of their full-time employees were eligible for public assistance benefits, 15% of surveyed organizations reported that at least some of their full-time employees were eligible. On average, these organizations report an average of 9% and a median of 10% of their full-time employees as eligible for public assistance benefits.

Considering the full-time workforce of all survey participants, the employees identified as eligible for public assistance benefits represent approximately 3% of all full-time employees.

## Employment Practices

### Introductory Period

The 142 nonprofits with an introductory period report an average of **2.91** months. The most common responses were 3 months and 6 months.

Length of Introductory Period	# of Organizations	% of Orgs
None	46	25%
Less than two months	1	<1%
Two months	9	5%
Three months	93	50%
Six months	36	19%
Nine months	1	<1%
Twelve months	2	1%
<b># Organizations responding</b>	<b>188</b>	

Of those organizations that report an introductory period, 38% indicate that employees are eligible for paid-time off benefits and 48% indicate that employees are eligible for insurance benefits during the introductory period.

### Performance Reviews

The vast majority of organizations review staff on an annual basis.

Performance Review Period	# of Responses	% of Orgs
Do not review	1	<1%
Every six months	17	9%
Annually	153	81%
No set schedule	17	9%
<b>Total responses</b>	<b>188</b>	

### Full-Time Workweek by Organizations' Annual Expenses

Around two-thirds of organizations have a 40-hour full-time workweek. Organizations with a workweek of fewer than 35 hours tend to be among the smallest in the survey sample.

Full-Time Work Week	All Orgs	Up to \$250,000	\$250,001 to \$750,000	\$750,001 to \$2 Million	\$2 Million to \$5 Million	\$5 Million to \$15 Million	Over \$15 Million
40 hours	68%	64%	74%	67%	74%	67%	53%
37.5 hours	17%	18%	19%	13%	10%	19%	32%
35 hours	10%	9%	5%	13%	6%	14%	16%
Other	5%	9%	2%	6%	10%	0%	0%

### Miscellaneous Employee Benefits

Organizations were asked whether the following benefits are provided to executive-level staff and other staff. For information about miscellaneous benefits provided to the Executive Director/CEO, please see page 38.

Benefit	% of Organizations Offering Benefit to:	
	Executives (other than Executive Director/CEO)	Other Staff
Employee Assistance Program (EAP)	33%	34%
Telecommuting	49%	38%
Financial planning services	23%	23%
Reimbursement for cost of professional license/credential	33%	26%
Professional conference attendance	75%	63%
Professional development classes	71%	67%
Low-interest or no-interest loan program	1%	1%
Transportation and/or travel	39%	39%
Spouse's/domestic partner's travel expenses	0%	0%
Local mass transit subsidy	3%	3%
Car leasing	1%	0%
Car ownership	1%	0%
Housing or housing allowance	1%	2%
Cellular phone use	41%	28%
Home computer purchase or lease	2%	1%
Cost of home internet provider	2%	1%
Personal legal expenses	0%	0%
Personal liability insurance	1%	1%
Professional liability insurance	26%	22%
Membership in country club/residential club	0%	0%
Membership in health club	4%	4%
Membership in fraternal club	0%	0%
Professional membership dues	35%	25%
Sabbatical (paid time off)	6%	5%
Benefit	Executives (other than Executive Director/CEO)	
Additional vacation time	18%	
Additional contribution to medical insurance	7%	
Additional contribution to life insurance	10%	
Additional contribution to disability insurance	7%	
Additional contribution to long-term care insurance	2%	
Additional contribution to retirement plan	10%	

## Expected Changes to Workforce and Employee Benefits

	Expect to Increase	Expect to Decrease	Expect to keep about the same
In the year ahead, do you expect your organization to change the number of full-time employees?	45%	4%	51%
In the year ahead, do you expect your organization to change the number of part-time employees?	33%	6%	61%
In the year ahead, do you expect your organization to increase its dollar contribution toward employee medical insurance, decrease it or keep it about the same?	24%	3%	73%
In the year ahead, do you expect your organization to increase retirement plan contributions, decrease them or keep them about the same?	9%	1%	90%

## Attracting and Retaining Talent

Survey respondents were asked about their organizations' specific efforts to attract and/or retain talent. Ninety-six percent (96%) of respondents reported at least one of the strategies listed below, and many reported multiple strategies.

Strategies for Attracting and/or Retaining Talent	# of Orgs	% of Orgs
Offer job/positions promotions within the organization	119	63%
Allocate at least 2% of operating budget to professional or leadership development	25	13%
Provide formal coaching and/or mentorship opportunities for employees throughout the organization	50	27%
Measure performance for ALL employees on an annual basis	140	74%
Encourage participation in professional networks or associations	128	68%
Provide financial assistance for collegiate-level continuing education	34	18%
Offer flexible hours/schedules	148	79%
Provide technology to work remotely	107	57%



## Time-Off Practices

The primary methods reported for providing time-off benefits to employees are:

- Separate vacation, sick leave and holiday benefits: 107 organizations (57%) are reported
- Paid time off (PTO): 66 organizations (35%) are reported

In addition, 15 respondents (8%) report different time-off policies for their staff, including no formal time-off policies.

Of the respondents who have part-time employees, 52% indicate that their part-time employees are eligible for paid time off benefits and 48% do not offer these benefits to part-time employees. When offered, these benefits are virtually always pro-rated according to employees' work schedules. Of the organizations that do offer paid time off to part-time employees, 65% require the part-time employee to work a minimum number of hours per week to be eligible. On average, this minimum is 21 hours per week. The remaining 35% offer paid time off benefits to part-time employees regardless of the number of hours they work each week.

### Separate Vacation, Sick Leave, and Holidays—All Employees Receiving the Same Benefit

The survey results show that 95 survey participants (51%) provide the same benefit to both exempt and nonexempt staff, AND accrue vacation, holiday, and sick leave separately:

All Staff Years of Service	Vacation Days	Sick Leave	Holiday	Personal Days	Total Days
First Year	10.6	9.2	10.1	2.2	32.1
Second Year	11.8	9.2	10.1	2.2	33.3
Third Year	12.8	9.2	10.1	2.2	34.3
Fourth Year	13.3	9.2	10.1	2.2	34.8
Fifth Year	15.4	9.2	10.1	2.2	36.9
Sixth to Ninth Years	17.1	9.2	10.1	2.2	38.6
Tenth Year	19.5	9.2	10.1	2.2	41.0
Eleventh Year	20.6	9.2	10.1	2.2	42.1

**Separate Vacation, Sick Leave, and Holidays—Exempt and Non-Exempt Staff Receiving Different Benefits**

The survey results show that 12 survey participants (6%) provide different benefits to exempt and non-exempt staff, AND accrue vacation, holiday, and sick leave separately, as detailed in the following two tables:

<b>Exempt Staff Years of Service</b>	<b>Vacation Days</b>	<b>Sick Leave</b>	<b>Holiday</b>	<b>Personal Days</b>	<b>Total Days</b>
First Year	15.0	9.9	10.0	1.4	36.3
Second Year	16.3	9.9	10.0	1.4	37.6
Third Year	16.9	9.9	10.0	1.4	38.2
Fourth Year	16.9	9.9	10.0	1.4	38.2
Fifth Year	18.1	9.9	10.0	1.4	39.4
Sixth to Ninth Years	19.4	9.9	10.0	1.4	40.7
Tenth Year	20.0	9.9	10.0	1.4	41.3
Eleventh Year	20.6	9.9	10.0	1.4	41.9

<b>Non-Exempt Staff Years of Service</b>	<b>Vacation Days</b>	<b>Sick Leave</b>	<b>Holiday</b>	<b>Personal Days</b>	<b>Total Days</b>
First Year	10.6	9.9	10.0	1.4	31.9
Second Year	11.3	9.9	10.0	1.4	32.6
Third Year	11.3	9.9	10.0	1.4	32.6
Fourth Year	11.3	9.9	10.0	1.4	32.6
Fifth Year	13.1	9.9	10.0	1.4	34.4
Sixth to Ninth Years	14.4	9.9	10.0	1.4	35.7
Tenth Year	15.0	9.9	10.0	1.4	36.3
Eleventh Year	16.3	9.9	10.0	1.4	37.6

**Paid Time-Off (PTO) Policies—All Employees Receiving the Same Benefit**

Fifty-five survey respondents (29%) provide PTO benefits that combine vacation and sick leave, with all employees receiving the same benefits:

All Staff Years of Service	Paid Time- Off	Holidays	Total Days
First Year	17.2	10.1	27.3
Second Year	18.5	10.1	28.6
Third Year	19.7	10.1	29.8
Fourth Year	20.5	10.1	30.6
Fifth Year	22.3	10.1	32.4
Sixth to Ninth Years	24.2	10.1	34.3
Tenth Year	26.3	10.1	36.4
Eleventh Year	27.3	10.1	37.4

**Paid Time-Off (PTO) Policies— Exempt and Non-Exempt Staff Receiving Different Benefits**

Eleven survey respondents (6%) provide PTO benefits that combine vacation and sick leave, with exempt and non-exempt staff receiving different benefits, as shown in the two tables below:

Exempt Staff Years of Service	Paid Time- Off	Holidays	Total Days
First Year	21.0	9.0	30.0
Second Year	21.7	9.0	30.7
Third Year	22.4	9.0	31.4
Fourth Year	23.4	9.0	32.4
Fifth Year	25.1	9.0	34.1
Sixth to Ninth Years	27.4	9.0	36.4
Tenth Year	30.3	9.0	39.3
Eleventh Year	31.4	9.0	40.4

Non-Exempt Staff Years of Service	Paid Time- Off	Holidays	Total Days
First Year	14.0	9.0	23.0
Second Year	15.1	9.0	24.1
Third Year	16.6	9.0	25.6
Fourth Year	17.9	9.0	26.9
Fifth Year	19.4	9.0	28.4
Sixth to Ninth Years	21.7	9.0	30.7
Tenth Year	23.4	9.0	32.4
Eleventh Year	28.0	9.0	37.0

**Other Paid Time Off**

Organizations are most likely to provide other paid time off for bereavement and jury service. Fewer than half provide paid time off for military service, maternity/paternity and family illness. Organizations are much less likely to provide paid time off for job-related education/training or volunteer service.

Type of Paid Time Off	# of Organizations	% of Orgs
Bereavement	152	81%
Jury service	152	81%
Military service	80	43%
Maternity/paternity	77	41%
Family illness	73	39%
Job-related education/training	36	19%
Volunteer service	14	7%

## Insurance and Retirement Benefits

### Insurance Coverage Offered

The great majority of survey participants (86%) offer some type of medical insurance to their employees, at an average cost of \$710 per employee per month. This includes 8% of surveyed organizations that pay employees a cash stipend to purchase their own insurance.

Many respondents offer more than one type of medical insurance and a variety of other insurance benefits, as detailed below. Note that these tables include organizations that offer insurance through a flexible benefit plan, as well as through a traditional insurance plan.

<b>*Types of Medical Insurance Offered</b>	<b># of Organizations</b>	<b>% of Orgs</b>
Health Maintenance Organization (HMO)	19	10%
Preferred Provider Organization (PPO)	137	73%
Monthly stipend paid directly to employees	15	8%
Do not provide medical insurance	26	14%
<b>**Total Organizations Responding</b>	<b>188</b>	

*\*These numbers include organizations offering flexible benefit plans as well as traditional plans.*

*\*\*Some organizations offer more than one type of plan.*

<b>*Other Types of Insurance Offered</b>	<b># of Organizations</b>	<b>% of Orgs</b>
Dental Care Insurance	143	76%
Vision Care Insurance	141	75%
Life Insurance	122	65%
Short-Term Disability Insurance	114	61%
Long-Term Disability Insurance	108	57%
Long-Term Care Insurance	69	37%
Do not provide other types of insurance	42	22%
<b>*Total Organizations Responding</b>	<b>188</b>	

*\*These numbers include organizations offering flexible benefit plans as well as traditional plans.*

*\*\*Many organizations offer more than one type of plan.*

The Employer Contribution tables on pages 27 through 32 detail the percentage of health-care premiums paid by employers who offer traditional plans rather than cafeteria or flexible benefit plans. Use these tables as a guide if you offer your employees a designated set of group health-care benefits. On page 32, see information about Section 125 plans, including flexible benefit (or “cafeteria”) plans.

### Waiting Period for New Employees

Survey participants were asked to specify the waiting period before coverage begins for new employees. Please note that the federal Patient Protection and Affordable Care Act (PPACA) prohibits waiting periods of more than 90 days for group health plans.

Waiting Period for New Employees	# of Organizations	% of Orgs
No waiting period (coverage begins immediately)	53	36%
up to 1 month	49	34%
up to 2 months	18	12%
up to 3 months	26	18%
<b>Total Organizations Responding</b>	<b>146</b>	

### Domestic Partner Benefits

Sixty-four percent (64%) of respondents offer medical insurance coverage to domestic partners of employees. This includes 34% of respondents that contribute to the cost of the premium for domestic partners, and 30% of respondents that do not pay any of the premium. The remaining thirty-five percent (36%) do not offer any medical coverage to domestic partners.

### Part-Time Employee Benefits

Of the respondents who have part-time employees, 69% provide insurance benefits only to full-time employees.

Twenty-seven percent (27%) offer medical insurance benefits to part-time employees who maintain a minimum weekly work schedule. This includes 18% percent offering full benefits to qualifying part-time employees, who must work an average of 27 hours per week to be eligible. The other 9% provide pro-rated benefits to qualifying part-time employees, who must work an average of 24 hours per week to be eligible.

Just 4% of respondents offer insurance coverage to part-time employees regardless of their work schedules. This includes 2% that offer full benefits and another 2% that offer pro-rated insurance benefits to all part-time employees.

### Special Insurance-Related Accounts

**In an HRA** (Health Reimbursement Arrangement) the employer contributes a certain amount per employee per year for health care expenses. This money may be rolled from one year to the next but may not be portable if an employee leaves his or her job. Twenty-four organizations in this survey’s sample (13%) offer an HRA to employees, reporting annual contributions ranging from \$200 to \$5500 with a median of \$1125.

**An HSA** (Health Savings Account) allows the employee and/or employer to make pre-tax contributions that are used by the employee for future medical or long-term care premium expenses. These accounts are used in conjunction with a high-deductible health insurance policy. The funds can roll over from year to year and the account is portable. Eighteen organizations (10%) offer health insurance policies that are compatible with Health Savings Accounts, reporting annual contributions ranging from \$250 to \$2025 with a median of \$1200.

**Employer Contribution—HMO Insurance (Traditional Plans)**

The following tables show the average payment of premiums by employers for both employees and their dependents for medical insurance through a **Health Maintenance Organization (HMO)** plan. Results show that all respondents who offer HMO coverage pay at least 50% of the cost *for the employee*, and 57% pay the entire cost. Note that the information in these tables does not include organizations that offer **HMO** coverage through a flexible benefit plan.

HMO—Employee Health Insurance Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	8	57%
Pay 90 to 99% of premium	2	14%
Pay 80 to 89% of premium	4	29%
Pay 70 to 79% of premium	0	0%
Pay 60 to 69% of premium	0	0%
Pay 50 to 59% of premium	0	0%
Pay from 1 to 49% of premium	0	0%
Do not pay any of the premium	0	0%
<b>Total Offering HMO</b>	<b>14</b>	

Twenty-one percent (21%) of respondents pay at least 50% of the cost of HMO coverage for the employee’s dependents.

HMO—Dependent Health Insurance Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	0	0%
Pay 90 to 99% of premium	0	0%
Pay 80 to 89% of premium	0	0%
Pay 70 to 79% of premium	1	7%
Pay 60 to 69% of premium	0	0%
Pay 50 to 59% of premium	2	14%
Pay from 1 to 49% of premium	1	7%
Do not pay any of the premium	10	71%
<b>Total Offering HMO</b>	<b>14</b>	

Co-payments for HMO plans range from \$10 to \$50, with a median of \$22.50. Median deductibles, when applicable, are \$1000 for a single employee and \$2000 for family coverage.

**Employer Contribution—PPO Insurance (Traditional Plans)**

The following tables show the average payment of premiums by employers for both employees and their dependents for medical insurance through a **Preferred Provider (PPO)** plan. Results show that all respondents who offer PPO coverage pay at least 50% of the cost *for the employee*, and 46% pay the entire cost. Note that the information in these tables does not include organizations that offer **PPO** coverage through a flexible benefit plan.

<b>PPO—Employee Health Insurance Employer Contribution</b>	<b># of Organizations</b>	<b>% of Orgs</b>
Pay 100% of premium	57	46%
Pay 90 to 99% of premium	26	21%
Pay 80 to 89% of premium	19	15%
Pay 70 to 79% of premium	17	14%
Pay 60 to 69% of premium	5	4%
Pay 50 to 59% of premium	1	1%
Pay from 1 to 49% of premium	0	0%
Do not pay any of the premium	0	0%
<b>Total Offering PPO</b>	<b>125</b>	

Forty-nine percent (49%) of respondents pay at least 50% of the cost of PPO coverage for the employee’s dependents.

<b>PPO—Dependent Health Insurance Employer Contribution</b>	<b># of Organizations</b>	<b>% of Orgs</b>
Pay 100% of premium	15	12%
Pay 90 to 99% of premium	12	10%
Pay 80 to 89% of premium	11	9%
Pay 70 to 79% of premium	11	9%
Pay 60 to 69% of premium	1	1%
Pay 50 to 59% of premium	11	9%
Pay from 1 to 49% of premium	9	7%
Do not pay any of the premium	55	44%
<b>Total Offering PPO</b>	<b>125</b>	

Co-payments for PPO plans ranged from \$5 to \$50, with a median of \$20. Median deductibles, when applicable, are \$1000 for a single employee and \$2000 for family coverage.



### Employer Contribution—Dental Care (Traditional Plans)

The following tables show the average payment of premiums by employers for both employees and their dependents for **dental insurance**. Seventy-five percent (75%) of survey participants that offer dental insurance pay at least 50% of the premiums *for the employee*, and 54% pay the entire cost. Note that the information in these tables does not include organizations that offer dental coverage through a flexible benefit plan.

Employee Dental Care Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	70	54%
Pay 90 to 99% of premium	9	7%
Pay 80 to 89% of premium	8	6%
Pay 70 to 79% of premium	8	6%
Pay 60 to 69% of premium	2	2%
Pay 50 to 59% of premium	1	1%
Pay from 1 to 49% of premium	0	0%
Do not pay any of the premium	32	25%
<b>Total Offering Dental Care</b>	<b>130</b>	

Thirty-nine percent (39%) of respondents pay at least 50% of the cost of dental care for the employee's dependents.

Dependent Dental Care Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	27	21%
Pay 90 to 99% of premium	5	4%
Pay 80 to 89% of premium	3	2%
Pay 70 to 79% of premium	5	2%
Pay 60 to 69% of premium	3	2%
Pay 50 to 59% of premium	8	6%
Pay from 1 to 49% of premium	2	2%
Do not pay any of the premium	77	59%
<b>Total Offering Dental Care</b>	<b>130</b>	

**Employer Contribution—Vision Care (Traditional Plans)**

The following tables show the average payment of premiums by employers for both employees and their dependents for **vision insurance**. Seventy-three percent (73%) of survey participants that offer vision insurance pay at least 50% of the premiums *for the employee*, and 53% pay the entire cost. Note that the information in these tables does not include vision coverage offered through a flexible benefit plan.

<b>Employee Vision Care Employer Contribution</b>	<b># of Organizations</b>	<b>% of Orgs</b>
Pay 100% of premium	69	53%
Pay 90 to 99% of premium	7	5%
Pay 80 to 89% of premium	6	5%
Pay 70 to 79% of premium	9	7%
Pay 60 to 69% of premium	1	1%
Pay 50 to 59% of premium	2	2%
Pay from 1 to 49% of premium	0	0%
Do not pay any of the premium	35	27%
<b>Total Offering Vision Care</b>	<b>129</b>	

Thirty-five percent (35%) of respondents pay at least 50% of the cost of vision care for the employee’s dependents.

<b>Dependent Vision Care Employer Contribution</b>	<b># of Organizations</b>	<b>% of Orgs</b>
Pay 100% of premium	25	19%
Pay 90 to 99% of premium	2	2%
Pay 80 to 89% of premium	2	2%
Pay 70 to 79% of premium	7	5%
Pay 60 to 69% of premium	2	2%
Pay 50 to 59% of premium	7	5%
Pay from 1 to 49% of premium	4	3%
Do not pay any of the premium	80	62%
<b>Total Offering Vision Care</b>	<b>129</b>	

**Employer Contribution—Life Insurance Benefits (Traditional Plans)**

Eighty-one percent (81%) of respondents that provide **life insurance** for their staff pay the entire premium for their employees. Note that the information in this table does not include organizations that offer life insurance through a flexible benefit plan.

Employee Life Insurance Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	93	81%
Pay 50 to 99% of premium	0	0%
Pay 1 to 49% of premium	0	0%
Do not pay premium for employee	22	19%
<b>Total Offering Life Insurance</b>	<b>115</b>	

**Employer Contribution—Short-Term Disability (STD) (Traditional Plans)**

Sixty-seven percent (67%) of respondents that provide **short-term disability** insurance for their staff pay the entire premium for their employees. Note that the information in this table does not include organizations that offer short-term disability coverage through a flexible benefit plan.

Employee Short-Term Disability Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	70	67%
Pay 50 to 99% of premium	0	0%
Pay 1 to 49% of premium	0	0%
Do not pay premium for employee	34	33%
<b>Total Offering Short Term Disability</b>	<b>104</b>	

**Employer Contribution—Long-Term Disability (LTD) (Traditional Plans)**

Seventy-eight percent (78%) of respondents that provide **long-term disability** insurance for their staff pay the entire premium for their employees. Note that the information in this table does not include organizations that offer long-term disability coverage through a flexible benefit plan.

Employee Long-Term Disability Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	85	78%
Pay 50 to 99% of premium	0	0%
Pay 1 to 49% of premium	0	0%
Do not pay premium for employee	24	22%
<b>Total Offering Long Term Disability</b>	<b>109</b>	

### Employer Contribution—Long-Term Care (Traditional Plans)

Thirteen percent (13%) of respondents that provide **long-term care** insurance for their staff pay the entire premium for their employees. Note that the information in this table does not include organizations that offer long-term care coverage through a flexible benefit plan.

Employee Long-Term Care Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	9	13%
Pay 50 to 99% of premium	0	0%
Pay 1 to 49% of premium	0	0%
Do not pay premium for employee	58	87%
<b>Total Offering Long Term Care</b>	<b>67</b>	

### Section 125 Plans

Section 125 plans use pre-tax dollars to pay for employee benefits. The most comprehensive type of Section 125 plans reported in this survey is the flexible benefits plan (or “cafeteria plan”), in which employers provide a certain dollar allotment per employee and employees choose their benefits from a list, paying the difference if their chosen benefits cost more than the allotment.

Thirteen survey participants (7% of the total sample) offer employees a choice of benefits through a flexible benefit plan. The plans offered as a part of these programs follow:

Type of Insurance Offered	# of Organizations	% of Orgs
Health Maintenance Organization (HMO)	5	38%
Preferred Provider Organization (PPO)	12	92%
Dental Care Insurance	13	100%
Vision Care Insurance	12	92%
Life Insurance	7	54%
Short-Term Care Insurance	4	31%
Long-Term Disability Insurance	5	38%
Long-Term Care Insurance	2	15%
Any Organization-Sponsored Retirement Plan	9	69%
<b>Total Offering a Flexible Benefit Plan</b>	<b>13</b>	

Other types of Section 125 plans include:

- **Premium-Only Plan**, which is a simplified version of the cafeteria plan. Thirty-two percent (32%) of surveyed organizations administer their insurance benefits through a premium-only plan.
- **Flexible Spending Account (FSA)**, in which pre-tax dollars are set aside by employees for their health care (**Health Care Spending Account or HCSA**) or dependent care (**Dependent Care Spending Account or DCSA**). These accounts are almost exclusively funded by employee contributions. Twenty-two percent (22%) of surveyed organizations offer an HCSA to employees. Most of these organizations report \$2650 as the maximum amount an employee can allocate to the HCSA. Nineteen percent (19%) of surveyed organizations offer a DCSA to employees.

**Retirement Benefits**

Seventy-four percent (74%) of survey participants indicate they offer some type of retirement benefit to their employees.

Of the respondents who have part-time employees, 35% indicate that their part-time employees are eligible for retirement benefits as long as they maintain a minimum number of hours per week (on average, 20 hours per week), while 34% make benefits available to employees regardless of the number of hours worked. The remaining 31% cover only full-time employees.

Overall, 69% of full-time employees at the 188 organizations that participated in this survey are enrolled in an employer-sponsored retirement plan. Twenty-six percent (26%) of part-time employees are enrolled in an employer-sponsored retirement plan.

The types of plans offered are detailed below:

Type of Plan Offered	# of Responses	% of Orgs
Tax Sheltered Annuity: 401(k), 403(b)	102	54%
Other Defined Contribution Plan	11	6%
IRA/SEP-IRA/SIMPLE IRA	30	16%
Defined Benefit Plan	5	3%
Other	1	<1%
Do not offer retirement benefits	49	26%
<b>*Total Organizations Responding</b>	<b>188</b>	

*\*Some organizations offer more than one type of plan.*

**Retirement Benefits—Funding**

Of those 139 organizations that offer some type of retirement benefit, 84% offer plans that share responsibility for funding with their staff. Six percent (6%) offer plans funded solely by the employee.

Funding of Retirement Plans*	# of Responses	% of Orgs
Employee contribution only	9	6%
Organization contribution only	12	8%
Organization contributes/employee may contribute	44	32%
If employee contributes, organization contributes	73	53%
Other	1	<1%
<b>Total Organizations Responding</b>	<b>139</b>	

*\*If organization has more than one type of plan, response is based on plan with higher level of contribution from the organization.*

**Retirement Benefits—Contributions**

Organizations that contribute to employees’ retirement plans were asked to describe that contribution, and 91% indicated that they contribute some percentage of each employee’s annual salary, generally the same percentage for all employees. If the percentage increases with an employee’s length of service, organizations entered the highest percentage, or cap, of an employee’s salary that would be contributed. The range of all percent of salary responses is from 1% to 18%, with an average response of 4.96% and a median response of 4%.

### **Vesting Period**

Organizations that contribute to retirement plans were asked about the vesting period for that benefit. Forty-one percent of organizations have no vesting period. Vesting periods given by the other 59% of organizations ranged from one year to twenty years, with a median of three years.

### **Projected Retirement Among Current Employees**

Surveyed organizations were asked to project how many of their full-time employees were likely to retire within the next five years and also within the next ten years. Overall, participants anticipate that 7% of the entire sample's current full-time workforce is likely to retire within the next five years. Twelve percent of the entire full-time workforce is expected to retire within the next ten years.

## Executive Director/CEO Profile

### Employment Contract

Only 18% of the Executive Directors/CEOs in this Survey have an employment contract:

Employment Contract	# of Organizations	% of Orgs
Executive Director/CEO has contract	30	18%
Executive Director/CEO does not have contract	138	82%

### Gender and Compensation

More than half of Executive Directors/CEOs in the sample are female:

Executive Director/CEO Gender	# of Organizations	% of Orgs
Male Executive Director/CEO	71	42%
Female Executive Director/CEO	97	58%

On average, male Executive Directors/CEOs earn significantly higher pay than do females, with a gap similar to that reported in the 2017 survey. The average annual base pay for all Executive Directors/CEOs in the sample is \$120,436; for men, the average Executive Director/CEO pay is \$134,384 per year; for women, the average Executive Director/CEO pay is \$110,226 per year.

While a majority (58%) of all Executive Directors/CEOs in the sample are women, a relatively greater number of women are found in the Executive Director/CEO positions of the smallest organizations, which tend to pay lower wages. However, the proportion of women leading the largest organizations (59%) is close the proportion of women in this job overall.

The following chart illustrates Executive Director/CEO pay for men and women according to organizations' annual operating expenses. Among the six groups of similarly sized organizations, the pay levels for men are higher than for women in each group but by varying degrees, and are close to equal in two of the six groups.

Annual Operating Expenses	% Male	Average Salary, Males	% Female	Average Salary, Females	Female Pay as % of Male Pay
Up to \$250,000	36%	\$82,455	64%	\$60,156	73%
\$250,001 - \$750,000	32%	\$88,933	68%	\$87,660	99%
\$750,001 - \$2,000,000	37%	\$104,566	63%	\$103,466	99%
\$2,000,001 - \$5,000,000	48%	\$125,407	52%	\$111,440	89%
\$5,000,001 - \$15,000,000	75%	\$188,168	25%	\$161,479	86%
Over \$15,000,000	41%	\$233,983	59%	\$212,162	91%
All Responses	42%	\$134,384	58%	\$110,226	82%

## Age

On average, individuals in this position are 53 years old. Executive Directors/CEOs in this sample are grouped by age as follows:

Age	# of Incumbents	% of Total
26 - 35	11	7%
36 - 45	31	18%
46 -55	47	28%
56 - 65	65	39%
Over 65	14	8%

## Education and Compensation

Sixty-one percent (61%) of the Executive Directors/CEOs in our Survey hold Master's Degrees or Doctorates. As indicated below, salaries generally increase with the level of education.

Level of Education	# of Incumbents	Average Salary
Some College	5	\$99,732
Bachelor's Degree	60	\$112,286
Master's Degree	85	\$117,205
Doctorate	18	\$168,608

## Time in Position and Compensation

The table below illustrates the average salaries of Executive Directors/CEOs in terms of how long they have been in their current position.

Years in Current Job	# of Incumbents	Average Salary
Up to 5 years	73	\$109,039
6 – 10 years	34	\$106,430
11 – 20 years	33	\$119,725
Over 20 years	28	\$167,993
<b>Average of 10.2 years</b>	<b>168</b>	<b>\$120,436</b>

On average, those individuals in Executive Director/CEO positions have been in their jobs for 10.2 years.



### Setting the Compensation of the Executive Director/CEO

Ninety-six percent (96%) of survey participants confirmed that their organization’s Board of Directors formally approved the current compensation of the Executive Director/CEO.

Organizations used various methods to determine reasonable compensation for the Executive Director/CEO.

Methods Used to Determine Compensation*	# of Organizations	% of Organizations
Published survey data	114	68%
Informal survey of similar organizations performed internally	74	44%
Form 990s of similar organizations	63	38%
Outside consultant	33	20%
Other	22	13%
<b># Organizations Responding</b>	<b>168</b>	

*\*Some organizations used more than one method.*

### Succession and Transition Planning

Twenty-six percent (26%) of surveyed organizations have a completed and updated emergency succession plan in place for the Executive Director/CEO position.

Twenty-four percent (24%) of surveyed organizations have a formal, non-emergency transition plan in place for the Executive Director/CEO position.

Among all surveyed organizations, thirty-seven percent (37%) expect to have a transition in the Executive Director/CEO position during the next five years.

### Executive Director/CEO Search

Organizations whose current Executive Director/CEO has been in that position for five years or less were asked how did the organization located this individual as a candidate to fill the position at the time of hire.

Search Method	# of Organizations	% of Organizations
Word of mouth	10	13%
Craigslist or other online service	5	7%
Executive search firm	18	24%
Internal candidate/former employee	26	34%
Current or former Board member or founder of organization	13	17%
Other	4	5%
<b># Organizations Responding</b>	<b>76</b>	

## Additional Benefits

The following benefits were reported for the Executive Director/CEO position. See the section on Miscellaneous Employee Benefits on page 19 for information about benefits given to other employees.

Benefit	% of Organizations Offering Benefit to Executive Director/CEO
Employee Assistance Program (EAP)	32%
Telecommuting	50%
Financial planning services	23%
Reimbursement for cost of professional license/credential	30%
Professional conference attendance	82%
Professional development classes	72%
Low-interest or no-interest loan program	1%
Transportation and/or travel	41%
Spouse's/domestic partner's travel expenses	0%
Local mass transit subsidy	3%
Car leasing	3%
Car ownership	1%
Housing or housing allowance	3%
Cellular phone use	47%
Home computer purchase or lease	3%
Cost of home internet provider	2%
Personal legal expenses	0%
Personal liability insurance	1%
Professional liability insurance	29%
Membership in country club/residential club	3%
Membership in health club	4%
Membership in fraternal club	1%
Professional membership dues	38%
Sabbatical (paid time off)	9%
Additional vacation time	29%
Additional contribution to medical insurance	12%
Additional contribution to life insurance	13%
Additional contribution to disability insurance	9%
Additional contribution to long-term care insurance	1%
Additional contribution to retirement plan	13%

## IV. COMPENSATION BY POSITION

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This section details the compensation (base pay and total compensation) for individual job titles according to several variables, including organizations' annual expenses, location, field of service, primary source of funding, total number of employees, education level required by position, employee's sex, employee's race, number of years in the current position, and managerial responsibility.

Responsible to the Board of Directors for management of the entire nonprofit organization including fundraising/development, human resources, strategic planning, programs, finance and communications. Represents organization to government agencies, community and the public.

Other sample job titles: Head of School, Managing Director, President

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	168	168	\$59,987	\$75,494	\$100,308	\$151,742	\$200,360	\$120,436
# Eligible for Incentive/Bonus	86	86						
Actual Bonus Paid	52	52	500	2,136	5,000	16,225	42,701	12,326
Total Cash Compensation (Base + Bonus)	168	168	60,188	77,309	104,284	151,742	216,690	124,251
<b>Annual Base Salary</b>								
<b>By Annual Expenses:</b>								
Up to \$250,000	14	14	46,748	52,749	59,280	87,994	102,139	68,120
\$250,001 - \$750,000	41	41	58,040	64,335	85,509	102,628	139,813	88,064
\$750,001 - \$2,000,000	49	49	63,981	77,106	94,994	113,142	175,469	103,857
\$2,000,001 - \$5,000,000	27	27	77,626	83,990	112,507	131,123	185,678	118,165
\$5,000,001 - \$15,000,000	20	20	112,615	139,433	165,995	231,473	282,098	181,496
Over \$15,000,000	17	17	158,188	181,917	199,742	267,062	316,705	221,147
<b>By Geographic Location:</b>								
Allegheny County	140	140	60,212	79,997	106,299	163,789	207,792	125,242
Outside of Allegheny County	28	28	52,898	64,782	84,064	103,610	171,033	96,404
<b>By Field of Service:</b>								
Basic Material Need	9	9			91,998			109,112
Culture/Arts	25	25	55,354	59,904	95,668	136,459	258,652	118,191
Economic/Neighborhood Development	12	12	55,345	95,748	129,208	172,806	183,974	128,173
Education and Child Care Services	18	18	59,831	75,899	98,873	115,014	184,494	106,917
Employment & Economic Opportunity	6	6			95,649			118,279
Environment/Animal Welfare	13	13	41,995	62,151	89,981	125,736	258,610	107,640
Foundation/Philanthropy	11	11			115,898			130,692
Health and Health Education	10	10			89,960			121,720
Legal/Advocacy	6	6			95,701			88,359
Management/Technical Assistance	6	6			111,187			132,784
Social Support	36	36	67,053	78,967	113,079	185,309	219,593	134,012
Youth/Recreation	5	5			128,336			134,331
<b>By Primary Source of Funding:</b>								
Contributions from individuals	14	14	64,678	72,176	92,966	116,699	222,955	108,549
Contributions from foundations or trusts	46	46	57,267	67,168	95,331	110,500	169,366	102,554
Government	55	55	64,280	79,872	112,507	162,323	199,705	125,126
Program services fee	35	35	59,201	79,997	101,005	185,994	228,172	133,922
Revenue from sales, investments, etc.	13	13	53,934	83,793	124,509	197,694	278,787	141,643
<b>By Number of Employees:</b>								
1 - 5	51	51	52,200	59,800	75,005	100,277	145,305	87,443
6 - 20	54	54	61,027	76,471	96,305	116,901	153,899	100,474
21 - 50	23	23	76,415	83,990	112,507	171,995	223,816	131,138
51 - 150	28	28	79,985	115,414	156,094	207,480	247,312	167,156
More than 150	12	12	147,851	173,831	198,557	267,732	330,412	220,953
<b>By Level of Education Required:</b>								
Bachelor's Degree	77	77	59,675	74,631	100,339	146,443	206,336	119,152
Master's Degree	67	67	62,937	76,960	101,005	159,994	208,395	123,434
<b>By Sex of Employee:</b>								
Male	71	71	60,008	85,509	115,024	174,990	235,079	134,384
Female	97	97	58,323	72,675	92,997	134,992	188,467	110,226
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	14	14	53,040	82,072	113,662	166,956	193,197	117,558
White	143	143	60,008	74,942	100,006	152,381	211,532	121,264
<b>By Number of Years in Position:</b>								
Up to 5 Years	73	73	55,461	71,271	91,998	129,730	192,454	109,039
6 - 10 Years	34	34	58,136	66,836	96,356	142,985	174,471	106,430
11 - 20 Years	33	33	69,048	84,365	99,840	162,760	203,449	119,725
Over 20 Years	28	28	78,597	103,777	154,399	198,692	311,831	167,993

## Associate Director/Chief Operating Officer

Provides direction and day-to-day management of several key functions other than programs such as finance, administration, human resources, and/or development; assumes responsibility for major projects; assumes responsibility for organization in absence of Executive Director. Participates as a member of the senior management team to formulate and implement policies and plans to meet the organization's short- and long-term objectives.

Other sample job titles: Assistant Director, Deputy Director, Executive Vice President

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	31	34	\$67,766	\$79,209	\$101,005	\$140,878	\$180,950	\$115,780
# Eligible for Incentive/Bonus	17	20						
Actual Bonus Paid	10	10			3,520			8,202
Total Cash Compensation (Base + Bonus)	31	34	67,766	79,209	102,025	140,878	191,706	118,192
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$750,001 - \$2,000,000	7	7			72,093			75,788
\$5,000,001 - \$15,000,000	8	9			105,435			113,626
Over \$15,000,000	11	13	92,872	105,003	138,278	180,950	253,044	150,327
By Geographic Location:								
Allegheny County	25	27	69,959	80,000	108,992	153,005	193,823	121,762
Outside of Allegheny County	6	7			97,178			92,705
By Field of Service:								
Social Support	9	10			98,592			124,429
By Primary Source of Funding:								
Government	14	15	65,973	72,800	95,904	121,992	205,920	107,591
Program services fee	7	8			126,672			135,857
By Number of Employees:								
6 - 20	7	7			72,093			79,606
51 - 150	7	9			110,000			119,490
More than 150	10	11			138,278			156,658
By Level of Education Required:								
Bachelor's Degree	16	17	61,389	74,818	105,435	159,744	227,285	121,997
Master's Degree	10	10			106,002			108,483
By Sex of Employee:								
Male	10	11			120,515			130,769
Female	20	20	61,921	72,270	97,955	124,254	156,466	107,198
By Race/Ethnicity of Employee:								
White	25	28	65,915	73,809	99,476	144,716	177,340	115,184
By Number of Years in Position:								
Up to 5 Years	11	13	65,690	83,419	108,992	161,908	236,571	126,908
11 - 20 Years	10	10			83,065			97,088
By Number of Employees Managed:								
4 to 8	8	8			84,352			90,199
15 and over	12	14	91,666	101,239	123,500	157,456	226,013	136,756

Directs delivery of programs in accordance with the organization's goals and objectives. May write or participate in writing of grant applications, depending on structure of organization. Ensures program activities comply with contracts. Supervises program staff either directly or through intermediary supervisors. Acts as liaison with government agencies, the community and the public relative to funding, contracts and delivery of services. Participates as a member of the senior management team in the development and implementation of organization-wide policies and programs that will contribute to its overall success. This is a single-incumbent position. Report others in the Program Management section or other sections below (e.g. jobs 805, 810, 853, 856, 421, 430, 431).

Other sample job titles: Director of Residential and Homeless Programs, Director of Services, Vice President of Programs & Services

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	21	26	\$78,158	\$86,393	\$102,409	\$133,432	\$141,332	\$109,004
# Eligible for Incentive/Bonus	10	13						
Actual Bonus Paid	5	8			2,700			3,881
Total Cash Compensation (Base + Bonus)	21	26	78,308	88,818	102,409	133,432	145,141	110,198
<b>Annual Base Salary</b>								
By Annual Expenses:								
Over \$15,000,000	8	13	77,339	94,609	121,056	133,037	140,745	113,808
By Geographic Location:								
Allegheny County	17	20	80,266	88,109	99,279	135,835	143,404	110,796
By Field of Service:								
Social Support	7	10			89,991			100,680
By Primary Source of Funding:								
Government	10	10			98,956			105,027
By Number of Employees:								
51 - 150	8	8			98,998			104,605
More than 150	6	11			121,056			112,812
By Level of Education Required:								
Bachelor's Degree	11	14	58,126	82,992	93,880	136,277	161,148	104,574
Master's Degree	8	10			124,775			115,450
By Sex of Employee:								
Male	8	9			99,320			105,685
Female	14	17	78,778	88,733	110,074	133,828	140,987	110,761
By Race/Ethnicity of Employee:								
White	18	23	77,289	87,485	105,498	133,037	138,732	107,917
By Number of Years in Position:								
Up to 5 Years	11	11			99,320			114,383
By Number of Employees Managed:								
15 and over	10	11			110,074			111,127

## Chief Communications Officer

The organization's top communications employee. This position is found only in relatively large organizations that have a communications executive on the senior management team. Has overall responsibility for all aspects of the organization's communications functions. Supervises communications staff, some of whom supervise lower-level department employees. Advises other top executives and the organization's board of directors on communications-related issues.

Other sample job titles: Vice President of Marketing & Communications, Vice President of Public Affairs

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	5			\$125,029			\$120,307
# Eligible for Incentive/Bonus	3	3						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	5	5			125,794			124,609
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	5	5			125,029			120,307
By Race/Ethnicity of Employee:								
White	5	5			125,029			120,307

The organization's top development employee. This position is found only in relatively large organizations that have a development executive on the senior management team. Has overall responsibility for all aspects of the organization's development functions. Supervises development staff, some of whom supervise lower-level department employees. Advises other top executives and the organization's board of directors on development-related issues.

Other sample job titles: Chief Philanthropy Officer, Vice President of Development

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	7	7			\$120,000			\$118,971
# Eligible for Incentive/Bonus	5	5						
Actual Bonus Paid	4	4						
Total Cash Compensation (Base + Bonus)	7	7			125,008			123,743
<b>Annual Base Salary</b>								
<b>By Geographic Location:</b>								
Allegheny County	7	7			120,000			118,971
<b>By Sex of Employee:</b>								
Female	6	6			113,747			117,965
<b>By Race/Ethnicity of Employee:</b>								
White	6	6			113,747			117,965



## Chief Human Resources Officer

The organization's top human resources employee. This position is found only in relatively large organizations that have a human resources executive on the senior management team. Has overall responsibility for all aspects of the organization's human resources functions. Supervises human resources staff, some of whom supervise lower-level department employees. Advises other top executives and the organization's board of directors on human resources-related issues.

Other sample job titles: Chief Talent Officer, Vice President of Human Resources

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	8	8			\$117,208			\$120,676
# Eligible for Incentive/Bonus	7	7						
Actual Bonus Paid	4	4						
Total Cash Compensation (Base + Bonus)	8	8			123,533			126,183
<b>Annual Base Salary</b>								
By Annual Expenses:								
Over \$15,000,000	8	8			117,208			120,676
By Geographic Location:								
Allegheny County	6	6			126,142			124,689
By Field of Service:								
Social Support	5	5			113,173			114,887
By Number of Employees:								
More than 150	6	6			113,724			116,570
By Sex of Employee:								
Female	5	5			114,275			116,883
By Race/Ethnicity of Employee:								
White	7	7			114,275			119,038

Manages the financial resources of the organization including accounting, finance, organization-wide budgets, investments, and treasury in accordance with generally accepted accounting principles and organization/contract policies and procedures; safeguards assets through the maintenance of proper controls. Participates as a member of the senior management team in the development and implementation of organization-wide policies and programs that will contribute to its overall success.

Other sample job titles: Director of Fiscal Services, Finance Director, Treasurer, Vice President of Finance

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	43	43	\$84,589	\$98,000	\$113,880	\$131,997	\$153,983	\$118,373
# Eligible for Incentive/Bonus	22	22						
Actual Bonus Paid	16	16	118	1,203	3,177	13,875	20,628	7,296
Total Cash Compensation (Base + Bonus)	43	43	84,629	98,000	114,275	131,997	167,441	121,088
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$2,000,001 - \$5,000,000	8	8			95,254			96,164
\$5,000,001 - \$15,000,000	12	12	83,009	99,695	109,460	130,610	141,130	111,308
Over \$15,000,000	18	18	103,258	114,244	129,397	153,910	170,980	137,901
By Geographic Location:								
Allegheny County	37	37	84,772	97,568	110,323	133,703	153,900	118,336
Outside of Allegheny County	6	6			114,213			118,605
By Field of Service:								
Education and Child Care Services	5	5			135,408			118,726
Health and Health Education	5	5			100,069			110,377
Social Support	15	15	90,222	98,000	114,275	130,042	199,322	124,754
By Primary Source of Funding:								
Government	20	20	84,452	93,147	111,436	130,032	153,388	113,425
Program services fee	16	16	92,321	100,272	114,015	143,073	187,924	125,767
By Number of Employees:								
6 - 20	5	5			92,830			92,814
21 - 50	10	10			99,820			102,584
51 - 150	16	16	93,317	99,190	111,166	133,168	153,920	116,301
More than 150	12	12	114,188	116,012	138,404	156,463	227,664	144,945
By Level of Education Required:								
Bachelor's Degree	24	24	83,637	98,200	114,015	134,555	157,696	119,275
Master's Degree	14	14	86,341	101,353	111,166	134,321	156,406	117,283
By Sex of Employee:								
Male	25	25	89,573	100,475	126,048	145,434	157,053	127,276
Female	17	17	82,705	90,553	100,360	112,102	132,908	103,611
By Race/Ethnicity of Employee:								
White	39	39	84,406	98,000	112,008	130,000	154,066	117,107
By Number of Years in Position:								
Up to 5 Years	24	24	83,408	93,147	102,326	131,498	151,840	111,341
11 - 20 Years	5	5			103,938			103,047
Over 20 Years	6	6			144,633			154,744
By Number of Employees Managed:								
1 to 3	14	14	79,155	84,001	95,254	113,979	142,928	101,033
4 to 8	11	11			110,323			116,795
15 and over	7	7			114,150			123,552

## Director, Administration

Directs a group of functions for the organization including any or all of the following: human resources, information technology, office services, facilities and grounds, transportation, food service, and purchasing. Manages department budgets. Participates as a member of the senior management team in the development and implementation of organization-wide policies and programs that will contribute to its overall success.

Other sample job titles: Assistant Director, Chief Administrative Officer, Chief of Staff

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	29	33	\$57,254	\$61,714	\$70,043	\$83,263	\$87,031	\$71,293
# Eligible for Incentive/Bonus	15	15						
Actual Bonus Paid	11	11			1,022			2,123
Total Cash Compensation (Base + Bonus)	29	33	57,545	62,757	70,043	83,763	87,031	72,000
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$750,001 - \$2,000,000	9	9			68,295			68,846
\$2,000,001 - \$5,000,000	6	6			60,715			63,343
\$5,000,001 - \$15,000,000	5	5			85,010			76,681
Over \$15,000,000	5	9			81,515			79,364
By Geographic Location:								
Allegheny County	25	27	56,555	60,008	68,295	81,515	87,194	70,347
By Field of Service:								
Culture/Arts	5	5			62,005			62,710
Social Support	7	7			66,810			69,579
By Primary Source of Funding:								
Contributions from individuals	6	6			72,135			70,484
Contributions from foundations or trusts	6	7			68,295			69,118
Government	9	10			63,451			68,619
Program services fee	5	7			81,515			77,545
By Number of Employees:								
6 - 20	11	11			62,005			63,935
51 - 150	6	7			64,896			69,396
More than 150	5	8			83,720			81,042
By Level of Education Required:								
Bachelor's Degree	21	22	57,131	61,069	67,392	80,875	86,631	69,591
By Sex of Employee:								
Male	8	8			72,212			74,323
Female	22	24	56,243	60,008	67,392	84,136	86,975	70,245
By Race/Ethnicity of Employee:								
White	24	28	57,867	62,005	70,912	84,136	87,010	72,035
By Number of Years in Position:								
Up to 5 Years	11	11			62,005			68,979
6 - 10 Years	5	5			66,810			69,609
11 - 20 Years	6	6			68,484			68,293
Over 20 Years	5	5			73,715			75,633
By Number of Employees Managed:								
1 to 3	8	9			76,170			73,616
4 to 8	11	11			62,005			65,414
15 and over	5	5			66,810			73,844

Provides direct supervision of the organization's office services including mail pick up and distribution; records maintenance; copy/print services; reception; office maintenance and cleaning services; communications/telephones; and similar.

Other sample job titles: Administrative Services Manager, Business Manager, Office Administrator

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	43	46	\$31,872	\$37,440	\$42,037	\$48,849	\$55,035	\$42,945
# Eligible for Incentive/Bonus	18	20						
Actual Bonus Paid	13	15	230	300	700	1,000	3,200	965
Total Cash Compensation (Base + Bonus)	43	46	31,872	37,665	42,536	48,911	55,035	43,260
<b>Annual Base Salary</b>								
<b>By Annual Expenses:</b>								
\$250,001 - \$750,000	11	11			39,520			39,268
\$750,001 - \$2,000,000	14	15	34,399	37,440	39,998	48,838	56,581	42,971
\$2,000,001 - \$5,000,000	13	14	31,398	38,642	43,212	51,163	59,863	45,031
<b>By Geographic Location:</b>								
Allegheny County	37	40	31,635	37,440	41,496	48,870	55,322	43,032
Outside of Allegheny County	6	6			42,380			42,366
<b>By Field of Service:</b>								
Culture/Arts	6	6			44,762			44,806
Education and Child Care Services	6	6			41,340			41,666
Social Support	9	10			41,610			41,704
<b>By Primary Source of Funding:</b>								
Contributions from foundations or trusts	14	15	31,674	39,520	42,744	50,003	55,083	43,835
Government	11	12	32,020	37,648	39,718	47,466	51,085	41,125
Program services fee	10	10			40,051			41,249
<b>By Number of Employees:</b>								
1 - 5	13	13	31,200	36,348	40,830	48,867	63,573	43,395
6 - 20	15	17	31,832	36,723	39,998	45,677	50,494	41,069
21 - 50	7	7			48,880			48,993
51 - 150	7	7			42,494			41,564
<b>By Level of Education Required:</b>								
High School Diploma	21	23	35,106	37,440	40,997	50,003	55,178	43,567
Associate's Degree	6	6			42,380			40,383
Bachelor's Degree	14	14	31,398	38,886	42,245	47,932	63,378	44,278
<b>By Sex of Employee:</b>								
Female	40	41	33,409	37,555	42,078	48,859	55,274	43,287
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	6	6			36,078			37,908
White	35	38	35,231	37,997	42,286	49,941	55,657	44,056
<b>By Number of Years in Position:</b>								
Up to 5 Years	22	23	31,516	37,128	39,998	44,429	48,539	40,630
6 - 10 Years	6	6			49,286			48,163
11 - 20 Years	10	11			42,494			43,495
<b>By Number of Employees Managed:</b>								
1 to 3	12	12	36,436	39,359	43,857	51,824	56,579	45,375

## Executive Assistant

Provides a wide variety of skilled administrative and clerical support for chief executive, directors or other senior management staff. Responsibilities involve exposure to sensitive information and require considerable use of tact, diplomacy, discretion and judgment. Assumes responsibility for special projects; attends board or similar meetings to take, transcribe and distribute minutes; prepares board packets; maintains databases; researches/analyzes data and develops reports for management decision-making; may follow up on projects assigned to managers by senior executive.

Other sample job titles: Administrative Secretary, Assistant to the Director, Executive Secretary

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	45	52	\$34,948	\$41,008	\$46,956	\$54,777	\$59,821	\$47,574
# Eligible for Incentive/Bonus	16	18						
Actual Bonus Paid	7	8			1,000			1,178
Total Cash Compensation (Base + Bonus)	45	52	34,948	41,699	46,956	55,621	59,821	47,756
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$750,001 - \$2,000,000	8	8			39,999			42,352
\$2,000,001 - \$5,000,000	7	8			45,053			44,338
\$5,000,001 - \$15,000,000	12	13	36,845	42,516	46,800	55,942	59,568	47,820
Over \$15,000,000	14	19	35,360	49,546	54,746	56,722	61,776	52,445
By Geographic Location:								
Allegheny County	39	46	34,649	40,607	46,956	54,855	58,808	47,595
Outside of Allegheny County	6	6			46,613			47,414
By Field of Service:								
Culture/Arts	6	6			45,511			42,841
Education and Child Care Services	5	6			47,798			47,091
Social Support	13	17	32,448	38,678	50,024	55,391	63,636	48,623
By Primary Source of Funding:								
Contributions from individuals	6	7			39,998			41,585
Contributions from foundations or trusts	5	5			46,509			42,486
Government	19	25	36,421	44,611	49,546	55,921	61,059	49,934
Program services fee	10	10			49,782			48,555
By Number of Employees:								
6 - 20	9	9			43,202			44,544
21 - 50	8	8			43,056			41,439
51 - 150	17	22	36,635	43,779	48,412	56,982	61,418	49,989
More than 150	9	11			54,122			50,809
By Level of Education Required:								
High School Diploma	15	16	34,736	41,221	46,956	54,476	56,110	46,466
Associate's Degree	8	8			50,316			50,050
Bachelor's Degree	16	18	33,519	36,598	44,756	48,609	58,010	44,115
By Sex of Employee:								
Female	41	48	34,998	41,008	46,904	54,777	58,361	47,494
By Race/Ethnicity of Employee:								
Black or African American	5	5			46,904			45,356
White	35	37	34,740	38,054	45,427	54,923	58,673	46,472
By Number of Years in Position:								
Up to 5 Years	19	21	34,008	35,683	40,810	46,707	57,296	43,209
11 - 20 Years	6	7			49,546			50,853
Over 20 Years	11	12	45,138	48,999	54,767	56,540	61,953	53,626
By Number of Employees Managed:								
1 to 3	7	7			47,278			48,835

Provides a variety of administrative and clerical support to managers and/or other staff. Duties may include researching/compiling information; coordinating activities between departments and/or outside services. Maintains data; generates and formats reports and other documents using a full range of computer software skills including spreadsheets, word processing, desktop publishing, database management, presentation software, etc. May assume responsibility for special projects relating to department functions.

Other sample job titles: Administrative Coordinator, Senior Secretary

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	24	44	\$33,519	\$35,885	\$38,938	\$42,557	\$49,109	\$39,726
# Eligible for Incentive/Bonus	9	15						
Actual Bonus Paid	6	11			800			1,134
Total Cash Compensation (Base + Bonus)	24	44	33,919	36,038	38,938	43,106	50,336	40,009
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$750,001 - \$2,000,000	8	9			41,299			40,536
Over \$15,000,000	5	18	32,294	34,570	36,525	42,307	46,944	38,137
By Geographic Location:								
Allegheny County	22	35	33,717	36,171	40,997	43,243	50,053	40,854
By Field of Service:								
Education and Child Care Services	5	7			40,040			38,201
Social Support	6	12	33,398	35,921	41,148	45,568	49,933	40,776
By Primary Source of Funding:								
Government	7	11			38,938			38,167
Program services fee	6	20	32,735	35,521	36,536	41,449	46,145	38,298
By Number of Employees:								
1 - 5	5	6			40,040			42,117
6 - 20	7	9			41,600			40,054
51 - 150	6	10			39,832			40,709
More than 150	5	18	32,294	34,570	36,525	42,307	46,944	38,137
By Level of Education Required:								
High School Diploma	14	28	30,853	35,376	36,536	41,200	45,968	38,021
Bachelor's Degree	9	11			40,997			41,677
By Sex of Employee:								
Female	24	43	33,321	35,838	38,938	42,182	48,064	39,471
By Race/Ethnicity of Employee:								
Black or African American	8	9			41,267			40,337
White	16	30	32,729	35,407	36,660	43,872	50,116	39,750
By Number of Years in Position:								
Up to 5 Years	14	15	30,622	35,838	37,128	41,205	47,457	38,185
11 - 20 Years	9	18	32,294	35,163	36,536	41,418	47,877	38,373
Over 20 Years	6	6			42,240			43,408

**Administrative Assistant, Intermediate Level**

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Performs clerical duties including answering telephones, screening calls, taking messages and acting as receptionist; sets up and maintains files of information; uses computer skills to enter and maintain data; prepares correspondence and develops other routine documents; may make appointments and travel arrangements, coordinates activities relative to department functions.

Other sample job titles: Administrative Specialist, Program Assistant, Secretary

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	47	113	\$26,711	\$29,588	\$33,280	\$38,511	\$42,237	\$34,111
# Eligible for Incentive/Bonus	19	48						
Actual Bonus Paid	8	32	312	600	650	800	955	718
Total Cash Compensation (Base + Bonus)	47	113	27,173	29,851	33,360	38,511	42,641	34,314
<b>Annual Base Salary</b>								
<b>By Annual Expenses:</b>								
\$750,001 - \$2,000,000	15	15	24,960	28,080	33,093	36,213	39,520	32,699
\$2,000,001 - \$5,000,000	9	17	24,935	29,359	31,221	35,131	37,144	31,632
\$5,000,001 - \$15,000,000	8	26	25,172	29,494	33,113	38,797	43,728	33,987
Over \$15,000,000	10	49	28,038	29,630	33,530	40,103	44,075	35,289
<b>By Geographic Location:</b>								
Allegheny County	33	84	28,059	29,770	33,280	38,558	42,235	34,444
Outside of Allegheny County	14	29	22,922	27,092	33,238	37,315	44,075	33,145
<b>By Field of Service:</b>								
Education and Child Care Services	7	15	28,276	28,933	33,093	38,189	40,735	33,953
Social Support	17	51	26,724	29,702	33,218	38,542	42,162	34,348
<b>By Primary Source of Funding:</b>								
Contributions from individuals	7	14	27,685	29,874	36,567	38,797	41,320	35,110
Contributions from foundations or trusts	7	7			35,006			34,424
Government	21	50	25,428	29,120	33,041	35,994	42,116	33,399
Program services fee	11	41	26,678	29,391	32,843	39,323	44,807	34,533
<b>By Number of Employees:</b>								
6 - 20	16	16	24,024	28,018	32,812	36,634	39,281	32,401
21 - 50	5	8			35,079			34,050
51 - 150	14	40	25,738	29,245	33,103	35,284	42,089	33,201
More than 150	8	44	27,425	29,661	34,050	39,556	45,074	35,304
<b>By Level of Education Required:</b>								
High School Diploma	26	63	25,522	28,642	31,200	35,006	38,921	31,936
Associate's Degree	7	19	29,640	36,046	38,938	42,224	46,072	38,684
Bachelor's Degree	15	16	26,992	29,625	35,443	38,542	44,652	35,255
<b>By Sex of Employee:</b>								
Female	44	101	26,678	29,391	33,093	38,023	40,668	33,638
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	7	14	28,465	29,453	31,335	38,719	40,706	33,270
White	39	82	25,796	29,198	34,455	38,547	42,530	34,177
<b>By Number of Years in Position:</b>								
Up to 5 Years	29	52	24,960	28,969	31,585	35,360	38,538	32,297
6 - 10 Years	10	12	28,937	33,061	38,553	40,326	41,544	36,847
11 - 20 Years	14	22	26,980	29,681	33,020	38,766	42,894	34,319
Over 20 Years	6	13	27,427	29,110	34,736	39,853	44,624	34,994

Performs routine clerical duties such as answering telephone, taking and delivering messages, setting up and maintaining files, sorting/delivering mail, entering data into the computer, preparing routine correspondence.

Other sample job titles: Clerical Assistant, Clerk/Typist, General Office Assistant

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	30	88	\$21,622	\$24,565	\$26,936	\$29,167	\$32,188	\$27,066
# Eligible for Incentive/Bonus	13	43						
Actual Bonus Paid	6	23	226	500	722	1,986	2,432	1,040
Total Cash Compensation (Base + Bonus)	30	88	21,622	24,960	26,936	29,287	32,568	27,337
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$250,001 - \$750,000	7	8			28,278			27,960
\$750,001 - \$2,000,000	6	6			28,538			28,116
Over \$15,000,000	9	52	23,001	24,664	27,404	29,182	33,573	27,558
By Geographic Location:								
Allegheny County	22	51	22,855	25,459	27,602	30,139	33,989	27,791
Outside of Allegheny County	8	37	21,424	23,421	25,626	28,080	32,240	26,066
By Field of Service:								
Culture/Arts	6	7			28,995			28,705
Social Support	9	45	23,945	24,565	27,040	29,182	31,262	27,185
By Primary Source of Funding:								
Contributions from individuals	5	6			22,412			22,468
Contributions from foundations or trusts	6	7			31,200			29,344
Government	10	43	22,493	24,960	27,206	29,120	31,762	27,542
Program services fee	7	30	22,094	23,962	25,938	29,182	33,835	26,721
By Number of Employees:								
1 - 5	8	8			26,884			26,747
6 - 20	8	9			28,995			28,489
51 - 150	5	16	19,502	21,164	24,960	27,035	35,485	25,393
More than 150	9	55	23,388	24,565	27,206	29,182	32,344	27,366
By Level of Education Required:								
High School Diploma	18	61	21,715	24,264	25,958	28,902	31,200	26,741
Bachelor's Degree	7	9			31,200			29,468
By Sex of Employee:								
Male	7	7			28,600			27,153
Female	26	80	22,067	24,565	26,791	29,167	31,245	27,062
By Race/Ethnicity of Employee:								
Black or African American	9	12	20,549	25,085	27,321	28,896	31,200	26,966
White	25	71	21,632	24,565	26,603	29,182	33,704	27,028
By Number of Years in Position:								
Up to 5 Years	22	41	20,842	22,693	26,749	28,642	31,096	25,946
6 - 10 Years	6	8			25,064			26,031
11 - 20 Years	6	15	24,565	25,626	29,182	32,656	36,504	29,087



## Receptionist

Receives and greets visitors, determines nature of their visit and notifies appropriate staff members; answers and transfers telephone calls using multiple-line equipment; represents organization to callers and visitors in a friendly, professional manner; may issue security badges; maintains logs; calls for communications and other equipment service; may perform routine clerical duties such as filing, word processing, sorting and distributing the mail. See Receptionist, Medical (job #752) in Medical & Clinic Services section for those responsible for scheduling patient appointments, facilitating patient flow, and referring patients to other resources.

Other sample job titles: Lobby Receptionist, Receptionist/Tour Guide, Switchboard Operator

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	33	82	\$20,010	\$21,959	\$24,960	\$28,657	\$32,843	\$25,602
# Eligible for Incentive/Bonus	11	33						
Actual Bonus Paid	5	13	220	381	600	1,228	2,535	913
Total Cash Compensation (Base + Bonus)	33	82	20,010	21,959	24,960	28,683	33,545	25,746
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$2,000,001 - \$5,000,000	8	15	16,640	17,472	20,800	25,958	35,680	23,107
\$5,000,001 - \$15,000,000	7	25	20,010	20,748	23,691	26,999	32,975	24,964
Over \$15,000,000	13	35	22,181	22,963	26,416	29,245	33,513	27,003
By Geographic Location:								
Allegheny County	26	52	18,250	22,880	25,272	29,480	33,644	26,158
Outside of Allegheny County	7	30	20,010	21,465	23,182	27,040	30,412	24,637
By Field of Service:								
Social Support	11	29	19,240	21,996	25,542	27,820	31,200	25,257
By Primary Source of Funding:								
Government	13	39	22,422	23,421	26,166	28,891	33,800	26,988
Program services fee	12	32	19,471	20,010	22,090	26,000	32,656	24,064
By Number of Employees:								
6 - 20	5	8			22,901			22,995
21 - 50	7	8			32,500			32,747
51 - 150	8	26	18,816	20,010	22,006	26,000	28,954	22,908
More than 150	12	38	22,362	22,942	26,083	28,673	33,338	26,670
By Level of Education Required:								
High School Diploma	25	64	20,010	22,048	24,960	27,893	31,200	25,491
By Sex of Employee:								
Female	26	70	20,010	22,006	24,960	27,685	31,797	25,596
By Race/Ethnicity of Employee:								
Black or African American	12	15	19,136	22,880	26,478	29,557	36,454	26,727
White	23	57	20,010	22,006	24,440	27,519	31,271	25,372
By Number of Years in Position:								
Up to 5 Years	18	32	20,010	20,800	23,920	26,125	29,249	24,513
11 - 20 Years	10	13	22,027	25,054	27,581	32,812	39,462	29,432
Over 20 Years	6	6			29,193			30,756

Responsible for researching and identifying new business opportunities for the organization in support of its mission and goals. Identifies potential projects, analyzes and reports on feasibility, prepares proposals, researches funding sources. Cultivates relationships with potential stakeholders to further organization's growth and impact.

Other sample job titles: Advancement Director

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	8	14	\$55,474	\$69,904	\$70,075	\$75,333	\$85,915	\$71,522
# Eligible for Incentive/Bonus	4	9						
Actual Bonus Paid	3	4						
Total Cash Compensation (Base + Bonus)	8	14	56,474	69,904	70,075	83,901	87,588	73,303
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	8	14	55,474	69,904	70,075	75,333	85,915	71,522
By Number of Employees:								
51 - 150	5	10			69,992			73,068
By Level of Education Required:								
Bachelor's Degree	5	6			71,230			75,584
By Sex of Employee:								
Female	6	8			70,075			73,544
By Race/Ethnicity of Employee:								
White	7	13	53,568	69,815	69,992	78,156	86,220	71,627
By Number of Years in Position:								
Up to 5 Years	6	7			69,992			68,753

## Quality Assurance Manager

Designs and implements quality-control program to ensure that organization's programs and services meet its standards. Works with Program Managers to develop quality assurance policies, collecting data for analysis by program, department and organization-wide. Produces reports showing outcome achievement and customer/client satisfaction. Trains staff on related policies and procedures.

Other sample job titles: Director of Quality, Quality Improvement Coordinator, Performance Manager

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	15	18	\$51,057	\$56,160	\$65,499	\$71,073	\$77,346	\$64,734
# Eligible for Incentive/Bonus	7	7						
Actual Bonus Paid	4	4						
Total Cash Compensation (Base + Bonus)	15	18	52,497	56,160	65,499	71,073	83,826	65,362
<b>Annual Base Salary</b>								
By Annual Expenses:								
Over \$15,000,000	7	9			68,536			68,135
By Geographic Location:								
Allegheny County	14	15	49,916	58,864	68,536	71,323	80,314	65,793
By Field of Service:								
Social Support	6	6			64,449			62,608
By Primary Source of Funding:								
Government	6	6			62,504			61,960
Program services fee	5	7			65,998			65,883
By Number of Employees:								
51 - 150	6	7			58,864			63,677
More than 150	5	7			65,998			64,391
By Level of Education Required:								
Bachelor's Degree	8	9			68,536			62,966
Master's Degree	5	7			65,000			65,843
By Sex of Employee:								
Male	7	7			65,000			63,095
Female	9	11			65,998			65,776
By Race/Ethnicity of Employee:								
White	14	15	49,916	58,864	68,536	71,323	80,314	65,793
By Number of Years in Position:								
Up to 5 Years	6	6			57,003			58,469
6 - 10 Years	5	6			63,700			63,672

Performs a variety of quality assurance assessments of organization's programs and services to ensure that standards and regulations are met. Records and analyzes data. Documents results to indicate degree that standards are met. Recommends modifications to existing standards, or suggests new standards, methods and procedures. Typically reports to Quality Assurance Manager or equivalent.

Other sample job titles: Quality Control Analyst, Utilization Review Specialist

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	10	22	\$33,904	\$35,360	\$36,046	\$47,643	\$53,575	\$40,622
# Eligible for Incentive/Bonus	6	8						
Actual Bonus Paid	4	6						
Total Cash Compensation (Base + Bonus)	10	22	33,904	35,360	36,842	48,768	53,575	40,955
<b>Annual Base Salary</b>								
By Annual Expenses:								
Over \$15,000,000	6	16	34,736	35,360	36,046	45,916	53,566	40,162
By Geographic Location:								
Allegheny County	7	12	33,904	35,360	35,360	43,680	51,721	38,939
By Primary Source of Funding:								
Program services fee	6	16	35,360	35,360	36,046	46,629	53,566	40,603
By Number of Employees:								
More than 150	5	10			41,132			43,043
By Level of Education Required:								
Bachelor's Degree	5	8			39,000			40,464
By Sex of Employee:								
Female	8	19	35,360	35,360	36,046	48,859	53,581	40,719
By Race/Ethnicity of Employee:								
White	9	21	35,360	35,360	36,046	48,048	53,577	40,972
By Number of Years in Position:								
Up to 5 Years	5	15	34,020	35,360	35,942	44,803	53,568	39,381

## Controller

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Manages the accounting operations of the organization including budgeting, auditing, payroll, accounts payable and receivable, general ledger and financial reporting in accordance with generally accepted accounting principles and internal policies and procedures. Oversees development and implementation of financial systems. May interpret accounting reports to management and board. Assumes responsibility for the financial function in the absence of the Chief Financial Officer.

Other sample job titles: Finance Officer, Fiscal Director

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	27	27	\$60,806	\$66,685	\$81,162	\$92,290	\$109,391	\$82,827
# Eligible for Incentive/Bonus	13	13						
Actual Bonus Paid	7	7			2,440			2,552
Total Cash Compensation (Base + Bonus)	27	27	62,758	66,685	82,180	92,290	109,391	83,489
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$2,000,001 - \$5,000,000	5	5			80,766			79,419
\$5,000,001 - \$15,000,000	7	7			74,880			78,823
Over \$15,000,000	11	11			81,162			86,996
By Geographic Location:								
Allegheny County	21	21	63,790	69,004	82,514	93,364	114,022	85,193
Outside of Allegheny County	6	6			73,924			74,547
By Field of Service:								
Social Support	10	10			83,284			85,879
By Primary Source of Funding:								
Government	13	13	60,453	66,071	81,162	86,861	97,947	78,512
Program services fee	7	7			74,880			81,690
By Number of Employees:								
51 - 150	11	11			80,766			79,867
More than 150	8	8			81,079			85,901
By Level of Education Required:								
Bachelor's Degree	18	18	63,397	66,264	83,200	92,342	117,608	83,437
Master's Degree	5	5			87,901			88,783
By Sex of Employee:								
Male	9	9			87,048			88,299
Female	18	18	59,831	64,714	80,527	89,872	107,780	80,092
By Race/Ethnicity of Employee:								
White	24	24	60,507	66,799	83,960	92,446	111,707	84,155
By Number of Years in Position:								
Up to 5 Years	10	10			78,697			81,965
6 - 10 Years	5	5			80,288			79,165
11 - 20 Years	5	5			80,766			76,802
By Number of Employees Managed:								
1 to 3	13	13	61,514	64,428	86,674	92,394	112,478	83,443

Manages and performs various accounting activities including developing, implementing and maintaining the accounting systems, policies and procedures; compiling, analyzing and reporting accounting data for management reports and decision-making purposes; may act as primary liaison with outside auditors and government agencies on contract issues. Manages monthly closings. Typically supervises more than three staff members.

Other sample job titles: Budget Manager, Chief Accountant, Director of Accounting

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	26	30	\$55,711	\$60,866	\$67,080	\$73,445	\$78,599	\$67,516
# Eligible for Incentive/Bonus	12	13						
Actual Bonus Paid	9	10			711			1,354
Total Cash Compensation (Base + Bonus)	26	30	55,936	62,566	67,105	74,911	78,774	67,967
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$2,000,001 - \$5,000,000	6	6			68,464			68,183
\$5,000,001 - \$15,000,000	7	9			71,760			70,299
Over \$15,000,000	6	8			67,735			65,263
By Geographic Location:								
Allegheny County	21	24	55,619	62,249	67,080	73,336	80,954	67,698
Outside of Allegheny County	5	6			68,547			66,789
By Field of Service:								
Social Support	10	11			73,133			70,143
By Primary Source of Funding:								
Contributions from foundations or trusts	5	5			63,606			66,930
Government	13	15	54,446	56,992	70,637	74,880	76,602	66,922
Program services fee	5	6			66,498			66,657
By Number of Employees:								
6 - 20	6	6			65,208			68,241
21 - 50	6	6			71,885			71,109
More than 150	7	9			69,160			66,789
By Level of Education Required:								
Bachelor's Degree	17	20	56,580	62,530	69,795	73,336	82,518	68,569
By Sex of Employee:								
Male	9	9			71,760			70,313
Female	18	20	55,619	57,263	65,208	73,336	82,518	66,318
By Race/Ethnicity of Employee:								
White	23	27	55,619	58,074	67,662	73,570	79,780	67,390
By Number of Years in Position:								
Up to 5 Years	17	19	55,619	58,074	66,498	73,133	75,005	66,445
By Number of Employees Managed:								
1 to 3	16	17	55,764	64,865	70,637	74,225	79,780	69,303

## Accounting Supervisor

Provides day-to-day supervision to one or more general accounting functions such as accounts payable, accounts receivable or payroll. Ensures accuracy and compliance with accounting policies and procedures. Researches and resolves related problems. Typically supervises from one to five hourly accounting staff.

Other sample job titles: Accounts Payable/Receivable Supervisor, Billing Supervisor, Payroll Supervisor

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	12	16	\$43,355	\$46,550	\$55,620	\$59,997	\$65,801	\$54,306
# Eligible for Incentive/Bonus	5	9						
Actual Bonus Paid	3	7						
Total Cash Compensation (Base + Bonus)	12	16	44,234	47,350	55,620	60,597	65,801	54,686
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$2,000,001 - \$5,000,000	5	5			56,493			56,865
By Geographic Location:								
Allegheny County	11	15	43,742	46,550	56,493	60,382	66,401	54,994
By Primary Source of Funding:								
Government	6	6			58,479			59,160
By Number of Employees:								
51 - 150	5	5			57,990			55,165
By Level of Education Required:								
Bachelor's Degree	9	12	44,291	46,550	55,620	59,815	62,916	54,016
By Sex of Employee:								
Female	8	10			57,242			54,438
By Race/Ethnicity of Employee:								
White	10	14	42,931	46,550	57,242	60,382	67,001	55,279
By Number of Years in Position:								
Up to 5 Years	7	7			56,493			55,420

Working under only general supervision, performs relatively complex accounting duties including maintenance and analysis of accounting records, preparation of accounting schedules, reports and financial statements; prepares journal entries and reconciles ledger accounts; ensures compliance with generally accepted accounting principles and organization's policies, procedures and contracts. May prepare federal, state and local tax returns. Does not supervise but may advise less experienced accounting staff.

Other sample job titles: Accountant III, Budget Analyst, Financial Analyst

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	18	22	\$43,824	\$49,983	\$56,618	\$65,354	\$71,223	\$57,061
# Eligible for Incentive/Bonus	7	9						
Actual Bonus Paid	5	7			722			1,334
Total Cash Compensation (Base + Bonus)	18	22	44,576	50,524	57,379	66,250	71,223	57,486
<b>Annual Base Salary</b>								
By Annual Expenses:								
Over \$15,000,000	10	13	43,813	48,693	59,592	66,335	73,845	58,979
By Geographic Location:								
Allegheny County	14	18	48,909	51,766	58,188	65,438	72,697	58,773
By Field of Service:								
Social Support	5	7			55,827			57,491
By Primary Source of Funding:								
Government	10	12	46,166	49,400	54,403	63,892	67,674	55,991
Program services fee	5	5			59,592			55,852
By Number of Employees:								
51 - 150	8	10			58,500			58,977
More than 150	7	9			55,827			56,019
By Level of Education Required:								
Bachelor's Degree	15	19	42,994	50,274	55,827	65,083	72,467	57,045
By Sex of Employee:								
Male	5	6			53,903			54,614
Female	13	15	42,802	49,109	58,968	66,165	73,385	57,290
By Race/Ethnicity of Employee:								
White	16	20	43,271	49,400	55,110	63,892	71,871	56,267
By Number of Years in Position:								
Up to 5 Years	7	7			51,126			51,774



## Staff Accountant

Performs various professional accounting duties including maintenance and analysis of accounting records, preparation of accounting schedules, reports and financial statements; prepares journal entries and reconciles ledger accounts; ensures compliance with generally accepted accounting principles and organization's policies, procedures and contracts. May prepare federal, state and local tax returns.

Other sample job titles: Financial Analyst, Accounting Officer, Grants/Contracts Analyst, Bookkeeper

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	36	48	\$34,601	\$38,002	\$43,935	\$49,675	\$56,992	\$44,778
# Eligible for Incentive/Bonus	14	14						
Actual Bonus Paid	7	7			800			1,089
Total Cash Compensation (Base + Bonus)	36	48	34,601	38,002	43,935	49,675	56,992	44,937
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$750,001 - \$2,000,000	6	7			45,000			45,522
\$2,000,001 - \$5,000,000	6	6			53,498			52,569
\$5,000,001 - \$15,000,000	10	19	34,611	38,002	40,997	47,500	58,861	43,725
Over \$15,000,000	10	12	33,037	34,575	37,856	41,579	53,500	39,631
By Geographic Location:								
Allegheny County	26	33	36,704	40,436	45,760	50,877	60,984	46,762
Outside of Allegheny County	10	15	33,417	34,778	38,002	44,512	53,731	40,413
By Field of Service:								
Social Support	13	16	34,025	37,439	43,935	51,844	57,581	44,614
By Primary Source of Funding:								
Contributions from individuals	7	7			44,512			44,420
Government	13	23	35,169	38,002	44,181	49,440	57,523	44,653
Program services fee	10	12	33,037	35,511	39,853	50,440	60,179	42,817
By Number of Employees:								
21 - 50	9	9			45,760			47,047
51 - 150	11	21	36,163	38,002	40,165	48,470	58,446	43,982
More than 150	8	10			37,326			39,741
By Level of Education Required:								
Associate's Degree	7	8			44,101			45,123
Bachelor's Degree	21	28	34,449	37,783	40,581	49,514	55,047	43,287
By Sex of Employee:								
Male	13	14	34,695	37,742	39,999	46,519	57,200	42,493
Female	22	27	34,207	36,941	44,181	49,753	55,769	44,234
By Race/Ethnicity of Employee:								
Black or African American	5	5			45,000			48,965
White	30	36	34,438	37,815	41,434	47,539	53,433	42,900
By Number of Years in Position:								
Up to 5 Years	22	27	34,207	36,795	40,997	52,000	55,769	43,649

Performs various clerical payroll and accounting tasks such as processing semi-monthly payrolls, entering payroll data into the system database, verifying accuracy of figures and computations, and balancing and reconciling accounts.

Other sample job titles: Payroll Administrator, Payroll Coordinator, Payroll Management Analyst

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	19	20	\$33,141	\$35,620	\$45,189	\$48,568	\$54,773	\$43,021
# Eligible for Incentive/Bonus	10	10						
Actual Bonus Paid	5	5			800			834
Total Cash Compensation (Base + Bonus)	19	20	33,141	35,908	45,241	49,589	54,773	43,229
<b>Annual Base Salary</b>								
By Annual Expenses:								
Over \$15,000,000	12	13	32,249	36,005	47,757	51,002	55,636	45,046
By Geographic Location:								
Allegheny County	17	17	34,058	35,776	44,867	48,423	52,208	42,818
By Field of Service:								
Social Support	12	12	32,515	35,012	38,262	47,476	50,126	40,579
By Primary Source of Funding:								
Government	10	10			45,189			42,848
Program services fee	8	9			45,614			44,325
By Number of Employees:								
51 - 150	7	7			40,186			41,758
More than 150	10	11			45,614			44,100
By Level of Education Required:								
High School Diploma	6	7			47,549			44,759
Associate's Degree	6	6			38,262			40,949
By Sex of Employee:								
Female	15	16	32,629	35,168	45,241	48,568	52,439	42,947
By Race/Ethnicity of Employee:								
White	15	15	32,502	35,464	40,186	47,757	52,828	41,711
By Number of Years in Position:								
Over 20 Years	7	8			47,840			47,939

## Accounting Clerk

Processes/posts a variety of accounting transactions such as invoices, payments, and expenses in accordance with department procedures. Maintains accounting files. Checks and verifies accounting data; enters data into computerized accounting system and uses system to research questions and generate reports. Performs related general clerical duties.

Other sample job titles: Accounting Assistant, Billing Clerk, Bookkeeping Assistant, Finance Assistant, Payroll Clerk

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	48	97	\$26,462	\$31,200	\$33,509	\$40,934	\$46,825	\$35,764
# Eligible for Incentive/Bonus	20	51						
Actual Bonus Paid	10	25	280	600	746	800	1,524	793
Total Cash Compensation (Base + Bonus)	48	97	26,940	31,200	33,914	40,934	46,879	35,969
<b>Annual Base Salary</b>								
<b>By Annual Expenses:</b>								
\$2,000,001 - \$5,000,000	12	16	28,983	30,420	31,408	41,408	46,041	35,578
\$5,000,001 - \$15,000,000	14	25	26,000	31,824	35,360	42,239	46,879	36,173
Over \$15,000,000	15	49	25,646	31,668	33,114	41,153	47,840	35,743
<b>By Geographic Location:</b>								
Allegheny County	36	68	31,200	33,114	36,213	43,685	47,578	38,435
Outside of Allegheny County	12	29	24,461	26,000	29,120	32,781	35,360	29,502
<b>By Field of Service:</b>								
Culture/Arts	5	7			36,005			36,694
Religious	5	7			33,509			34,448
Social Support	17	54	26,094	31,169	33,114	37,523	47,695	35,134
<b>By Primary Source of Funding:</b>								
Contributions from individuals	9	11			35,776			36,587
Contributions from foundations or trusts	7	10			35,683			35,481
Government	19	45	25,501	29,391	32,864	42,361	47,229	35,531
Program services fee	12	30	26,639	32,261	33,114	41,189	47,478	35,920
<b>By Number of Employees:</b>								
6 - 20	7	7			31,990			35,407
21 - 50	5	5			40,352			41,305
51 - 150	22	41	29,120	31,200	36,005	42,762	47,678	37,235
More than 150	11	41	25,530	29,141	33,114	35,235	46,671	33,817
<b>By Level of Education Required:</b>								
High School Diploma	18	35	26,088	31,200	33,114	37,357	41,787	33,924
Associate's Degree	16	26	31,200	33,114	38,626	46,322	47,724	39,023
Bachelor's Degree	13	15	28,700	31,200	34,611	43,784	46,879	36,587
<b>By Sex of Employee:</b>								
Male	9	12	23,304	32,271	34,019	49,665	55,328	38,468
Female	43	82	26,265	31,200	33,114	39,868	46,659	35,161
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	7	7			41,038			41,460
White	39	83	26,058	31,075	33,114	37,856	46,646	34,602
<b>By Number of Years in Position:</b>								
Up to 5 Years	25	34	28,891	31,169	33,312	41,023	46,936	35,857
6 - 10 Years	12	14	31,200	32,100	34,227	47,419	50,867	37,881
11 - 20 Years	11	17	32,261	32,781	37,856	43,899	46,983	38,434
Over 20 Years	6	8			35,090			38,259

Responsible for setting the artistic direction and programming of a performing arts or cultural organization. Organizations reporting this position will also have a CEO/Executive Director who has overall responsibility for running the organization's administrative functions. Both the Artistic Director and CEO/Executive Director report to the Board of Directors.

Other sample job titles: Music Director

	Number of Organizations	Number of Employees	10th %ile	Annual Cash Compensation				Average
				25th %ile	Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	6	7			\$57,491			\$59,265
# Eligible for Incentive/Bonus	2	2						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	6	7			57,491			59,265
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	6	7			57,491			59,265
By Field of Service:								
Culture/Arts	5	6			53,747			55,380
By Sex of Employee:								
Male	6	6			58,542			61,010
By Race/Ethnicity of Employee:								
White	6	6			58,542			61,010

**Curator**

Directs, coordinates and may participate in the activities involved in operating a museum, art gallery or zoo. Directs instructional activities, acquisition of new items, special and standing exhibits, safekeeping, research and public service objectives of the organization.

Other sample job titles: Archivist, Collections Registrar

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	10			\$66,748			\$64,472
# Eligible for Incentive/Bonus	2	5						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	5	10			66,748			64,484
					<b>Annual Base Salary</b>			
By Geographic Location:								
Allegheny County	5	10			66,748			64,472

Supervises all technical elements of a performing arts production including sets, props, costumes, lighting, sound system and movement.

Other sample job titles: Communications Specialist, Marketing Assistant

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	6			\$37,180			\$37,551
# Eligible for Incentive/Bonus	1	1						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	5	6			37,180			37,551
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	5	6			37,180			37,551
By Field of Service:								
Culture/Arts	5	6			37,180			37,551
By Primary Source of Funding:								
Contributions from foundations or trusts	5	6			37,180			37,551

## Technical Staff

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Participates in the construction and fabrication of one or more creative elements of a performing arts production, such as costumes, lighting, sound, props, or scenery. Works with Resident Designer to implement creative decisions. Responsible for equipment and property related to their field. Some examples of technical staff are wardrobe supervisors, cutters, electricians, carpenters, and set crew.

Other sample job titles: Assistant Conservator, Stage Crew, Wardrobe Supervisor

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	14	\$26,998	\$31,288	\$38,293	\$42,058	\$45,823	\$36,878
# Eligible for Incentive/Bonus	3	5						
Actual Bonus Paid	2	3						
Total Cash Compensation (Base + Bonus)	5	14	26,998	32,046	38,293	42,058	45,823	37,020
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	5	14	26,998	31,288	38,293	42,058	45,823	36,878
By Sex of Employee:								
Male	5	13	26,894	30,566	37,440	41,278	46,101	36,419
By Race/Ethnicity of Employee:								
White	5	13	26,894	30,566	39,146	42,058	46,417	37,038
By Number of Years in Position:								
Up to 5 Years	5	9			34,798			34,281

Provides leadership to the organization's efforts to obtain financial and other support to sustain its work, including planned, annual and deferred giving; approaches to individuals, foundations and corporations. Manages the overall marketing and promotional functions to construct and market an appropriate image, develop ties with the community, and achieve membership/participation goals. Manages department budgets. Formulate and implements policies and plans to meet the organization's short- and long-term objectives. May report to the Executive Director/CEO, or in the case of larger organizations, to an executive-level development employee (see job #025).

Other sample job titles: Vice President of Development, Director of Corporate Sponsorship, Director of Resource Development

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	37	39	\$62,005	\$69,992	\$76,898	\$88,580	\$104,541	\$80,113
# Eligible for Incentive/Bonus	18	18						
Actual Bonus Paid	10	10			1,700			2,432
Total Cash Compensation (Base + Bonus)	37	39	62,006	69,992	76,898	88,580	107,541	80,736
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$750,001 - \$2,000,000	6	6			62,432			69,916
\$2,000,001 - \$5,000,000	12	13	60,333	70,388	73,715	77,210	92,219	74,517
\$5,000,001 - \$15,000,000	11	11			83,200			89,347
Over \$15,000,000	7	8			81,041			83,770
By Geographic Location:								
Allegheny County	32	33	61,406	69,337	76,647	92,286	107,885	80,358
Outside of Allegheny County	5	6			77,990			78,763
By Field of Service:								
Culture/Arts	5	5			83,200			90,351
Social Support	11	11			72,696			80,504
By Primary Source of Funding:								
Contributions from individuals	7	8			77,262			83,642
Contributions from foundations or trusts	9	10			74,776			75,627
Government	13	13	56,318	69,004	72,696	81,474	105,739	76,362
Program services fee	5	5			85,904			86,719
By Number of Employees:								
6 - 20	8	8			71,292			73,318
21 - 50	9	10			76,274			78,928
51 - 150	15	16	67,284	72,722	81,041	98,379	110,683	84,692
More than 150	5	5			71,198			78,699
By Level of Education Required:								
Bachelor's Degree	25	27	60,166	72,093	77,522	95,992	106,034	81,649
Master's Degree	7	7			72,696			80,659
By Sex of Employee:								
Male	9	10			77,210			83,116
Female	28	28	60,586	68,183	76,326	90,226	100,868	79,164
By Race/Ethnicity of Employee:								
White	35	37	61,805	70,595	77,002	90,123	105,656	80,598
By Number of Years in Position:								
Up to 5 Years	22	23	61,406	68,682	73,902	83,200	94,262	76,666
6 - 10 Years	5	5			78,458			84,315
By Number of Employees Managed:								
1 to 3	16	16	56,562	63,674	74,797	84,365	102,457	76,513
4 to 8	9	10			73,258			80,192



## Development Manager, General

Manages one or more functions within development such as foundation and corporate grants, direct mail, special events, communications, annual giving, major gifts, planned/deferred giving, etc. Supervises grant writers and administrative/support staff.

Other sample job titles: Annual Giving Manager, Planned Giving Manager, Associate Director of Corporate Sponsorship

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	33	37	\$47,324	\$51,137	\$55,141	\$64,699	\$90,422	\$60,687
# Eligible for Incentive/Bonus	15	16						
Actual Bonus Paid	6	6			525			2,229
Total Cash Compensation (Base + Bonus)	33	37	47,324	51,200	55,441	64,699	90,422	61,049
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$750,001 - \$2,000,000	10	11			51,834			51,701
\$5,000,001 - \$15,000,000	8	9			57,990			61,674
Over \$15,000,000	7	8			63,079			63,112
By Geographic Location:								
Allegheny County	31	35	48,335	51,376	55,578	65,395	90,842	61,226
By Field of Service:								
Culture/Arts	6	6			51,948			53,220
Education and Child Care Services	5	5			55,578			59,796
Social Support	8	9			51,834			52,021
By Primary Source of Funding:								
Contributions from individuals	7	9			52,998			58,002
Contributions from foundations or trusts	9	11			62,400			65,964
Government	7	7			55,016			54,773
Program services fee	8	8			63,627			64,186
By Number of Employees:								
6 - 20	10	11			55,141			64,550
21 - 50	6	7			50,898			52,175
51 - 150	9	11			62,962			63,088
More than 150	5	5			61,859			59,733
By Level of Education Required:								
Bachelor's Degree	26	29	49,442	51,366	55,578	70,492	92,102	62,507
By Sex of Employee:								
Female	29	32	46,918	50,726	55,360	67,669	91,472	61,131
By Race/Ethnicity of Employee:								
White	27	30	46,756	50,841	55,079	63,161	73,351	58,718
By Number of Years in Position:								
Up to 5 Years	22	22	46,918	50,841	54,995	69,732	91,472	60,558
By Number of Employees Managed:								
1 to 3	15	17	43,680	53,279	59,779	69,504	93,600	63,318

Researches grant opportunities that match the goals and objectives of the organization. Gathers information from various departments and coordinates/writes grant proposals for government, corporate and foundation funds. Develops/maintains effective, long-term working relationships with grantors to facilitate approval of grants. Follows up with grantors to determine/monitor grant status. Report grant writers responsible for government funding only in job #216 below.

Other sample job titles: Grants & Contracts Writer, Assistant Development Manager, Foundations Coordinator, Grants Specialist

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	11	12	\$38,233	\$39,250	\$44,491	\$51,273	\$53,965	\$45,159
# Eligible for Incentive/Bonus	4	4						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	11	12	38,233	39,250	44,941	51,273	53,965	45,317
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	10	11			43,992			45,174
By Number of Employees:								
51 - 150	6	6			42,494			43,975
By Level of Education Required:								
Bachelor's Degree	10	11			44,990			45,293
By Sex of Employee:								
Female	10	10			44,335			44,591
By Race/Ethnicity of Employee:								
White	11	12	38,233	39,250	44,491	51,273	53,965	45,159
By Number of Years in Position:								
Up to 5 Years	8	8			44,990			46,353

## Special Event Coordinator

Develops and coordinates special events to generate funds, attendance, and/or increased membership, volunteers and/or clients for the organization. Identifies types of special events appropriate to the organization's image and purpose; plans budget, locates and books facilities, food, entertainment and equipment; solicits donations and participation; plans and organizes ticket sales; attends events to resolve problems, coordinates activities and ensure the event runs smoothly; oversees promotion and marketing of the event. Conducts an appraisal after the event to determine its success, improvements needed the next time the event occurs. Develops and maintains donor and participant databases.

Other sample job titles: Event Planner, Manager of Special Events

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	18	20	\$33,380	\$35,256	\$42,952	\$52,109	\$55,940	\$44,309
# Eligible for Incentive/Bonus	8	8						
Actual Bonus Paid	3	3						
Total Cash Compensation (Base + Bonus)	18	20	33,392	35,256	43,202	52,109	57,847	44,470
<b>Annual Base Salary</b>								
<b>By Annual Expenses:</b>								
\$5,000,001 - \$15,000,000	8	10			51,137			47,607
<b>By Geographic Location:</b>								
Allegheny County	15	16	32,656	35,240	42,952	52,811	59,182	44,783
<b>By Field of Service:</b>								
Culture/Arts	5	5			51,251			48,634
<b>By Primary Source of Funding:</b>								
Contributions from individuals	6	8			47,934			45,300
<b>By Number of Employees:</b>								
51 - 150	8	9			44,782			46,628
<b>By Level of Education Required:</b>								
Bachelor's Degree	12	13	35,035	36,619	44,782	52,863	62,371	46,331
<b>By Sex of Employee:</b>								
Female	15	17	34,078	35,464	43,430	52,863	58,120	44,787
<b>By Race/Ethnicity of Employee:</b>								
White	15	17	34,078	35,464	43,430	51,823	58,120	44,668
<b>By Number of Years in Position:</b>								
Up to 5 Years	14	14	33,779	35,672	43,628	52,302	61,308	45,245

Performs a variety of skilled administrative and clerical duties directly related to development activities. These include maintaining donor databases, developing/sending mass mailings, coordinating placement of advertisements, assisting and participating in special events, arranging for pick up of donated items, acknowledging gifts and donations, developing effective working relationships with donors, volunteers, government and foundation representatives and others to nurture their connection to the organization. May provide secretarial support to development managers and staff.

Other sample job titles: Annual Fund Assistant, Campaign Associate, Development Coordinator

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	41	52	\$31,054	\$34,138	\$37,140	\$43,919	\$47,881	\$38,860
# Eligible for Incentive/Bonus	13	13						
Actual Bonus Paid	5	5			1,000			695
Total Cash Compensation (Base + Bonus)	41	52	31,172	34,169	37,140	43,919	47,881	38,927
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$250,001 - \$750,000	6	7			37,440			37,520
\$750,001 - \$2,000,000	9	9			34,091			37,750
\$2,000,001 - \$5,000,000	9	10			40,415			39,962
\$5,000,001 - \$15,000,000	9	12	30,965	32,006	34,840	38,912	46,342	36,279
Over \$15,000,000	7	13	34,944	36,639	40,622	45,396	52,137	41,415
By Geographic Location:								
Allegheny County	39	50	31,013	34,231	37,296	44,190	47,964	39,050
By Field of Service:								
Culture/Arts	8	10			34,736			34,994
Education and Child Care Services	7	8			46,238			47,416
Social Support	12	14	29,557	33,306	36,702	43,571	47,798	37,767
By Primary Source of Funding:								
Contributions from individuals	6	6			32,958			33,204
Contributions from foundations or trusts	11	18	31,855	36,645	39,073	45,245	56,016	40,867
Government	15	19	30,160	34,008	37,152	45,427	47,590	39,215
Program services fee	8	8			36,702			38,319
By Number of Employees:								
6 - 20	11	11			35,194			37,325
21 - 50	8	9			43,701			41,020
51 - 150	13	22	31,387	33,566	37,140	42,744	47,881	38,575
More than 150	6	7			37,003			39,451
By Level of Education Required:								
High School Diploma	6	6			36,879			39,424
Associate's Degree	5	6			36,015			38,289
Bachelor's Degree	27	35	30,659	34,674	38,542	44,782	47,756	39,496
By Sex of Employee:								
Female	37	47	31,200	34,278	37,152	44,782	48,405	39,329
By Race/Ethnicity of Employee:								
White	34	45	31,117	34,050	37,128	43,847	47,756	38,847
By Number of Years in Position:								
Up to 5 Years	33	36	30,874	32,084	37,024	44,741	48,605	38,361

## Director, Education

Develops, organizes and implements community education programs and activities for targeted clients including adult education programs, school-aged programs and pre-school activities. Ensures programs meet needs of community and goals and objectives of organization. Manages program budgets. Participates as a member of the senior management team in the development and implementation of organization-wide policies and programs that will contribute to its overall success.

Other sample job titles: Director of Community Education, Training Director, Vice President of Educational Services

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	19	24	\$49,036	\$58,198	\$69,920	\$82,930	\$109,939	\$74,818
# Eligible for Incentive/Bonus	14	16						
Actual Bonus Paid	7	9			3,650			5,281
Total Cash Compensation (Base + Bonus)	19	24	50,536	58,198	69,920	85,868	118,001	76,798
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$750,001 - \$2,000,000	5	5			60,008			65,990
Over \$15,000,000	5	10			79,280			90,432
By Geographic Location:								
Allegheny County	16	21	47,145	57,710	72,509	85,249	113,115	75,573
By Field of Service:								
Culture/Arts	5	5			61,506			60,715
Education and Child Care Services	5	10			84,251			90,738
Social Support	5	5			58,760			63,615
By Primary Source of Funding:								
Contributions from foundations or trusts	6	6			61,901			66,616
Government	8	13	47,744	58,386	72,509	104,063	136,648	80,115
By Number of Employees:								
6 - 20	7	7			60,008			63,535
By Level of Education Required:								
Bachelor's Degree	10	10			61,652			62,768
Master's Degree	6	9			72,509			78,585
By Sex of Employee:								
Female	17	22	47,776	57,673	69,920	84,558	112,056	75,239
By Race/Ethnicity of Employee:								
White	14	19	52,187	58,760	73,632	88,504	115,232	78,551
By Number of Years in Position:								
Up to 5 Years	12	12	47,004	57,496	61,901	79,638	82,868	66,271
By Number of Employees Managed:								
1 to 3	5	5			67,330			70,774
15 and over	6	6			57,710			62,157

Develops instructional material, coordinate educational content, and incorporate current technology into educational programs. Monitor progress of students and teachers to assess effectiveness of programs. Requires instructional experience and teacher credential.

Other sample job titles: Curriculum Developer, Education Supervisor

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	9	18	\$35,325	\$50,627	\$68,089	\$94,453	\$97,475	\$69,164
# Eligible for Incentive/Bonus	2	2						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	9	18	35,325	50,627	68,089	94,453	97,475	69,164
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	9	18	35,325	50,627	68,089	94,453	97,475	69,164
By Primary Source of Funding:								
Government	5	13	50,136	58,594	85,384	94,880	98,338	79,182
By Sex of Employee:								
Female	9	18	35,325	50,627	68,089	94,453	97,475	69,164
By Race/Ethnicity of Employee:								
White	7	15	38,143	51,501	77,522	94,765	97,993	71,419
By Number of Years in Position:								
Up to 5 Years	6	8			55,016			54,571

**Educator or Teacher, Adult Education**

Determines needs of adult clients and develops/implements appropriate curricula to meet those needs. Conducts educational sessions with adult clients to improve skills and functioning. May provide supervision to teaching assistants.

Other sample job titles: Adult Education Specialist, Classroom Trainer, Family Educator

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	9	41	\$38,322	\$41,008	\$49,941	\$49,941	\$69,368	\$49,521
# Eligible for Incentive/Bonus	5	15						
Actual Bonus Paid	2	9						
Total Cash Compensation (Base + Bonus)	9	41	38,339	41,508	49,941	49,941	72,376	49,926
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	8	33	38,289	39,697	48,360	49,941	49,941	45,636
By Level of Education Required:								
Bachelor's Degree	5	18	37,030	38,345	40,550	46,249	49,206	41,993
By Sex of Employee:								
Male	5	25	39,828	49,546	49,941	57,086	72,072	53,261
Female	6	15	37,898	38,938	45,718	48,360	50,973	44,305
By Race/Ethnicity of Employee:								
White	8	39	38,355	41,205	49,941	49,941	69,368	49,901
By Number of Years in Position:								
Up to 5 Years	6	23	38,289	40,810	49,941	49,941	65,291	49,050
6 - 10 Years	5	10			49,140			51,016

Responsible for all facets of operation of an educational program site. Assures compliance with state, local and federal regulations. Conveys program policies and expectations to staff and the community. Supervises and coaches staff, ensuring effective program delivery. Develops and implements staff training and performance evaluations.

Other sample job titles: Pre-School Director, School Age Site Director

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	11	34	\$29,807	\$36,218	\$48,942	\$68,224	\$78,760	\$52,185
# Eligible for Incentive/Bonus	6	18						
Actual Bonus Paid	2	3						
Total Cash Compensation (Base + Bonus)	11	34	29,807	36,218	48,942	68,936	78,760	52,476
<b>Annual Base Salary</b>								
By Geographic Location: Allegheny County	9	21	29,070	32,760	62,462	73,726	85,463	54,758
By Primary Source of Funding: Government	6	24	35,079	48,942	49,390	68,988	83,304	56,631
By Number of Employees: 51 - 150	5	7			68,910			60,222
By Level of Education Required: Bachelor's Degree	9	28	29,550	33,707	48,942	52,608	69,894	48,423
By Sex of Employee: Female	10	28	31,978	37,601	48,942	67,876	80,426	52,842
By Race/Ethnicity of Employee: White	9	29	29,619	33,884	48,942	57,990	79,706	49,868
By Number of Years in Position: Up to 5 Years	7	15	28,725	29,994	48,942	49,837	75,088	45,523
11 - 20 Years	7	10			65,229			63,490
By Number of Employees Managed: 15 and over	5	10			48,942			50,929



**Teacher, K-12**

Develops and implements grade appropriate curricula to meet the academic and other needs of children in a K-12 classroom setting. Ensures safety and health of students. Participates in development and implementation of IEP's for specific students, as needed. Assesses and documents students' progress. May participate in implementing therapeutic programs for students. May supervise teaching assistant(s).

Other sample job titles: Classroom Teacher, Homeroom Teacher, Instructor, Lead Teacher

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	34	\$30,888	\$35,828	\$39,094	\$42,042	\$46,343	\$38,789
# Eligible for Incentive/Bonus	2	12						
Actual Bonus Paid	1	11						
Total Cash Compensation (Base + Bonus)	5	34	31,088	35,972	39,094	42,042	46,443	38,854

Provides a safe, nurturing environment for pre-school children. Develops and implements a curricula program with the goal of developing kindergarten-readiness skills. Ensures the safety and health of students. Assists children with physical needs. Maintains effective communications with parents and guardians. May supervise a teacher's assistant.

Other sample job titles: Child Development Specialist, Early Childhood Teacher

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	6	87	\$29,087	\$34,070	\$35,610	\$37,440	\$40,094	\$35,667
# Eligible for Incentive/Bonus	2	15						
Actual Bonus Paid	1	3						
Total Cash Compensation (Base + Bonus)	6	87	29,494	34,445	35,610	37,440	40,094	35,750
<b>Annual Base Salary</b>								
By Primary Source of Funding:								
Government	5	84	28,725	34,164	35,610	37,445	41,143	35,684
By Sex of Employee:								
Female	6	87	29,087	34,070	35,610	37,440	40,094	35,667
By Race/Ethnicity of Employee:								
White	5	85	28,846	34,258	35,610	37,523	40,793	35,704
By Number of Years in Position:								
Up to 5 Years	5	35	28,970	34,070	35,568	35,922	36,837	34,558

## Teaching Assistant, K-12

Assists the teacher in implementing educational plans and curricula in a classroom with special emphasis on maintenance of discipline and tutoring one on one with students. Reviews lesson plans with teacher to contribute information and ideas as appropriate. Supervises and works with students in small group learning situations. Implements behavior management techniques. Corrects/grades completed work.

Other sample job titles: Teacher's Aide, Education Coordinator

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	10	210	\$20,800	\$24,960	\$28,372	\$31,200	\$32,573	\$28,096
# Eligible for Incentive/Bonus	3	8						
Actual Bonus Paid	2	3						
Total Cash Compensation (Base + Bonus)	10	210	20,800	24,960	28,372	31,200	32,573	28,098
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	8	205	21,840	24,960	28,517	31,200	32,573	28,275
By Primary Source of Funding:								
Government	7	203	21,216	24,960	28,330	31,200	32,573	28,162
By Level of Education Required:								
High School Diploma	7	114	20,800	24,180	29,120	31,200	32,365	28,223
By Sex of Employee:								
Male	5	39	24,274	25,750	30,181	31,200	35,006	29,385
Female	9	171	20,800	24,960	28,142	31,075	32,573	27,802
By Race/Ethnicity of Employee:								
Black or African American	5	23	23,566	24,960	29,702	31,824	41,134	30,025
White	7	166	20,800	24,960	27,466	30,181	32,573	27,443
By Number of Years in Position:								
Up to 5 Years	10	151	20,800	24,960	27,310	30,701	31,616	27,217
11 - 20 Years	5	18	25,466	29,687	31,439	35,298	42,869	32,672

Under the supervision of a teacher, participates in the direct supervision of children to ensure their health and safety. Provides nurture, care, and guidance to each child. Interacts with the children in the implementation of learning programs and activities. Assists children with physical needs. Supervises children in play areas.

Other sample job titles: Teacher's Aide, Education Coordinator

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	6	102	\$18,720	\$20,769	\$22,818	\$26,593	\$29,037	\$23,697
# Eligible for Incentive/Bonus	2	36						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	6	102	18,720	20,769	22,984	26,593	29,037	23,723
<b>Annual Base Salary</b>								
By Primary Source of Funding:								
Government	5	91	18,720	20,301	22,651	25,771	27,685	23,049
By Sex of Employee:								
Female	6	100	18,720	20,706	23,047	26,614	29,037	23,736
By Race/Ethnicity of Employee:								
White	5	92	18,720	20,706	22,714	26,535	28,937	23,570
By Number of Years in Position:								
Up to 5 Years	5	37	22,447	22,714	25,771	27,071	28,787	25,171

**Special Education Teacher, K-12**

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Develops and implements curricula to meet the academic and other needs of school-age children with cognitive, emotional and/or physical disabilities. Ensures safety and health of students. Participates in development and implementation of IEP's for specific students, as needed. Assesses and documents students' progress. May participate in implementing therapeutic programs for students. May supervise teaching assistant(s).

Other sample job titles: Integration Specialist, Resource Teacher

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	8	215	\$34,507	\$40,560	\$52,811	\$64,251	\$75,021	\$53,697
# Eligible for Incentive/Bonus	1	5						
Actual Bonus Paid	1	5						
Total Cash Compensation (Base + Bonus)	8	215	34,507	41,214	52,811	64,251	75,021	53,716
<b>Annual Base Salary</b>								
By Annual Expenses:								
Over \$15,000,000	5	175	33,509	39,312	50,107	60,154	71,427	51,116
By Geographic Location:								
Allegheny County	8	215	34,507	40,560	52,811	64,251	75,021	53,697
By Primary Source of Funding:								
Government	6	166	33,509	42,224	54,912	65,328	75,646	55,321
By Number of Employees:								
More than 150	6	179	33,509	39,478	50,107	60,029	71,427	50,903
By Sex of Employee:								
Female	7	157	33,509	41,912	54,413	64,438	75,529	54,728
By Race/Ethnicity of Employee:								
White	6	143	33,010	41,600	52,291	58,552	71,244	51,539
By Number of Years in Position:								
Up to 5 Years	5	99	34,174	43,493	53,643	58,323	67,330	52,217

Provides a safe, nurturing, welcoming environment for young children; attends to physical needs of children; serves snacks and drinks; plays indoor and/or outdoor games with children; reads to children; supervises children playing. Maintains communications with parents and guardians.

Other sample job titles: Child Care Worker, Early Child Services, Preschool Aide

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	13	175	\$19,240	\$20,488	\$22,048	\$22,880	\$26,865	\$22,290
# Eligible for Incentive/Bonus	2	4						
Actual Bonus Paid	2	4						
Total Cash Compensation (Base + Bonus)	13	175	19,240	20,488	22,048	22,880	26,865	22,318
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	11	92	19,240	20,587	22,828	25,683	27,310	22,995
By Primary Source of Funding:								
Government	6	78	19,240	20,717	22,422	22,630	27,310	22,462
By Number of Employees:								
51 - 150	6	67	19,240	20,800	23,421	26,104	27,310	23,714
By Level of Education Required:								
High School Diploma	9	121	19,240	20,488	21,403	22,433	26,312	21,866
By Sex of Employee:								
Male	6	11			20,779			20,802
Female	12	131	19,240	20,488	21,403	22,443	27,310	21,839
By Race/Ethnicity of Employee:								
Black or African American	5	22	19,978	20,488	20,800	22,079	22,626	21,103
White	10	102	19,240	20,488	21,403	22,422	22,630	21,410
By Number of Years in Position:								
Up to 5 Years	9	74	20,488	20,488	21,403	22,422	27,310	22,338
11 - 20 Years	5	13	19,764	20,873	21,403	22,256	25,642	21,821

## Community Educator

Works collaboratively with staff to design, coordinate and present educational programs on behalf of the organization to school and/or community groups. Presentations may be either at organization's facilities or elsewhere in the community. May assist with administration of educational program including marketing, fund raising, managing supplies, creating assessments, and supervising volunteers.

Other sample job titles: Community Trainer, Prevention Educator

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	8	19	\$31,595	\$33,738	\$36,005	\$44,990	\$54,475	\$38,595
# Eligible for Incentive/Bonus	1	2						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	8	19	31,595	33,738	36,005	44,990	54,475	38,595
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	7	18	31,556	33,624	36,026	44,990	55,076	38,825
By Level of Education Required:								
Bachelor's Degree	6	10			34,092			35,922
By Sex of Employee:								
Female	7	15	31,437	35,006	36,046	44,990	56,879	39,946
By Race/Ethnicity of Employee:								
White	8	17	31,516	33,509	36,005	40,737	55,677	38,370
By Number of Years in Position:								
Up to 5 Years	6	8			35,246			36,426

Develops program content, organizes and leads recreation activities to enhance the social development of clients (children or youth). Activities may include individual or group sports, arts and crafts, music, dance, drama. Teaches and participates in activities, assesses/reports progress toward goals.

Other sample job titles: Crafts Instructor, Day Camp Counselor, Youth Activity Specialist

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	11	99	\$16,640	\$16,640	\$21,965	\$27,040	\$30,077	\$23,282
# Eligible for Incentive/Bonus	2	7						
Actual Bonus Paid	1	3						
Total Cash Compensation (Base + Bonus)	11	99	16,640	16,640	21,965	27,040	30,994	23,312
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	10	97	16,640	16,640	21,424	26,874	30,011	23,181
By Level of Education Required:								
High School Diploma	8	60	16,640	16,640	19,760	21,830	26,000	20,067
Bachelor's Degree	5	34	24,742	25,974	27,383	30,015	35,880	28,886
By Sex of Employee:								
Male	6	25	16,640	18,200	21,424	25,428	27,785	21,852
Female	10	73	16,640	16,640	23,504	27,123	30,817	23,679
By Race/Ethnicity of Employee:								
Black or African American	5	8			25,480			25,449
White	7	71	16,640	16,640	21,965	26,499	30,031	22,482
By Number of Years in Position:								
Up to 5 Years	10	59	16,640	17,680	21,424	25,522	29,994	23,093



**Recreation or Activity Leader, Adults**

Develops program content, organizes and leads recreation activities to enhance the social development of adult clients. Activities may include individual or group sports, arts and crafts, music, dance, drama. Teaches and participates in activities, assesses/reports progress toward goals.

Other sample job titles: Activity Coordinator, Enrichment Program Coordinator

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	9	17	\$26,832	\$28,704	\$31,200	\$31,325	\$38,672	\$31,396
# Eligible for Incentive/Bonus	5	5						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	9	17	26,832	28,704	31,200	31,325	38,672	31,396
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	7	12	26,312	30,186	31,200	31,902	43,258	32,089
By Primary Source of Funding:								
Government	6	11			31,200			32,316
By Sex of Employee:								
Female	7	14	27,352	28,704	31,200	31,622	41,424	31,735
By Race/Ethnicity of Employee:								
White	6	14	27,872	28,704	31,200	31,263	41,424	31,742
By Number of Years in Position:								
Up to 5 Years	8	13	26,416	28,704	31,200	31,325	34,957	30,517

Locates and develops job openings for placement of clients through personal visits to companies, telephone calls and other communication. Develops and maintains effective working relationships with representatives of employment agencies, companies, sheltered workshops and other sources of employment.

Other sample job titles: Employment Specialist, Workforce Development Coordinator

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	6	21	\$29,761	\$31,242	\$34,133	\$39,583	\$44,766	\$35,834
# Eligible for Incentive/Bonus	2	14						
Actual Bonus Paid	2	11						
Total Cash Compensation (Base + Bonus)	6	21	30,205	31,753	34,619	39,583	45,413	36,208
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	5	20	29,711	31,221	33,832	39,624	44,784	35,854
By Level of Education Required:								
Bachelor's Degree	6	17	29,199	30,899	31,990	39,583	46,409	35,242
By Sex of Employee:								
Male	6	11			38,106			38,562
By Race/Ethnicity of Employee:								
White	6	17	29,598	31,242	33,530	38,886	46,559	35,562

## Vocational Counselor

Provides individual and group vocational guidance services. Assesses client interests, aptitudes, abilities, and personality characteristics for vocational planning purposes. Assists clients in understanding and overcoming social and emotional issues through counseling. Ensures accurate, complete files are established and maintained. Prepares associated reports. Develops and implements client habilitation plans.

Other sample job titles: Career Coach, Vocational Evaluator

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	7	25	\$31,225	\$34,653	\$43,118	\$45,781	\$54,114	\$41,213
# Eligible for Incentive/Bonus	3	12						
Actual Bonus Paid	2	4						
Total Cash Compensation (Base + Bonus)	7	25	31,225	34,653	43,118	46,456	54,114	41,319
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	7	25	31,225	34,653	43,118	45,781	54,114	41,213
By Level of Education Required:								
Bachelor's Degree	5	17	32,086	34,300	39,250	43,814	55,027	40,865
By Sex of Employee:								
Male	5	10			43,202			43,125
Female	6	15	26,362	33,946	39,250	44,512	52,490	39,938
By Race/Ethnicity of Employee:								
White	7	24	30,795	34,653	41,423	44,778	54,252	40,902
By Number of Years in Position:								
Up to 5 Years	7	17	32,885	34,830	43,118	44,689	49,650	40,857

Works with employers to determine skills and behavioral requirements for a job that will be filled by a client. Coaches the employee/client prior to reporting for the job on expectations including transportation to job, behavior at work, required job skills and work production. Coaches employee/client on-the-job in meeting production and behavioral expectations of employer. Sets goals for employee/client and works with him/her to achieve those goals. Periodically assesses employee/client achievement. Maintains associated records. Maintains effective working relationship with employer to promote placement of other clients. Note: Employer may be a sheltered workshop or other company in the community.

Other sample job titles: Career Aide, Career Services Coordinator, Employment Consultant

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	9	51	\$26,944	\$30,472	\$33,010	\$37,107	\$49,204	\$34,785
# Eligible for Incentive/Bonus	6	43						
Actual Bonus Paid	3	22						
Total Cash Compensation (Base + Bonus)	9	51	27,442	31,013	33,142	37,807	49,204	35,078
<b>Annual Base Salary</b>								
By Annual Expenses: Over \$15,000,000	6	33	30,472	30,472	32,261	36,733	40,730	33,978
By Geographic Location: Allegheny County	8	50	30,472	30,878	33,114	37,544	49,604	35,023
By Field of Service: Social Support	6	45	24,789	30,472	32,261	36,764	42,295	33,626
By Primary Source of Funding: Government	6	13	24,153	32,105	39,998	48,007	54,483	39,451
By Number of Employees: More than 150	6	35	30,472	30,472	32,261	36,358	40,660	33,814
By Level of Education Required: Bachelor's Degree	6	47	30,472	31,013	33,218	37,107	50,003	35,163
By Sex of Employee: Male	5	16	30,472	30,623	32,500	40,040	53,641	36,475
Female	8	34	22,703	30,472	33,218	36,545	48,007	34,071
By Race/Ethnicity of Employee: White	8	46	25,107	30,472	32,636	36,593	44,903	33,990
By Number of Years in Position: Up to 5 Years	6	31	24,115	31,637	33,218	37,107	50,003	35,072

## Food Service Manager or Supervisor

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Supervises food preparation facilities to ensure the preparation and serving of nutritionally balanced meals for clients, staff and others; ensures kitchen activities comply with licensing, sanitation and safety regulations; ensures quality of food. Participates in preparing menus. Selects and orders food and supplies. Recommends purchase of new equipment. Supervises kitchen staff in the safe preparation and serving of food.

Other sample job titles: Dietary Supervisor, Nutrition Site Manager, Cafeteria Manager

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	11	14	\$28,954	\$38,808	\$46,936	\$50,195	\$68,338	\$46,281
# Eligible for Incentive/Bonus	7	9						
Actual Bonus Paid	4	4						
Total Cash Compensation (Base + Bonus)	11	14	31,679	39,629	47,843	50,195	68,401	46,951
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	9	10			44,949			45,456
By Level of Education Required:								
Bachelor's Degree	5	7			48,942			54,668
By Sex of Employee:								
Male	7	8			46,936			49,130
By Race/Ethnicity of Employee:								
White	11	14	28,954	38,808	46,936	50,195	68,338	46,281
By Number of Years in Position:								
Up to 5 Years	5	5			41,538			43,064
By Number of Employees Managed:								
4 to 8	5	5			41,538			41,896

Prepares, cooks and serves nutritionally balanced meals for clients and employees of organization, ensuring health and safety standards are met. Plans menus. Maintains inventory of stock and orders more as necessary. Prepares food (e.g., chops, peels, bakes); cooks using deep fryers, grills, ovens and stove tops; hand mixes small items; bakes breads and pastry; cuts meat; cooks foodstuffs in quantities according to menu and number of persons to be served; may wash dishes.

Other sample job titles: Chef, Food Services Coordinator, Kitchen Staff

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	11	54	\$21,320	\$22,225	\$24,887	\$28,657	\$44,700	\$27,914
# Eligible for Incentive/Bonus	5	17						
Actual Bonus Paid	3	13						
Total Cash Compensation (Base + Bonus)	11	54	21,403	22,225	24,887	28,657	44,700	27,985
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	9	31	21,320	22,880	26,437	41,309	47,857	31,224
By Level of Education Required:								
High School Diploma	9	38	20,800	21,825	22,693	26,036	28,623	24,386
By Sex of Employee:								
Male	8	25	21,112	23,847	27,456	42,599	48,398	32,533
Female	7	29	21,403	21,882	22,506	26,000	28,600	23,932
By Race/Ethnicity of Employee:								
Black or African American	10	17	20,738	22,662	25,875	28,975	48,751	28,702
White	8	36	21,403	21,996	23,088	28,054	43,940	27,748
By Number of Years in Position:								
Up to 5 Years	9	24	21,622	22,422	23,088	25,480	35,610	26,100
11 - 20 Years	5	10			26,520			34,062

## Food Service Assistant/Worker

Assists cooks in preparation and serving of foods, including washing and chopping vegetables. Receives and stores supplies and food. Performs a wide variety of cleaning duties including mopping floors, bussing and cleaning tables and kitchen equipment; loads/unloads dishwashers; washes large items by hand. May assist in serving food to clients, employees and others.

Other sample job titles: Assistant Cook, Kitchen Assistant

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	9	22	\$16,640	\$19,240	\$21,528	\$24,731	\$28,371	\$22,085
# Eligible for Incentive/Bonus	1	4						
Actual Bonus Paid	1	4						
Total Cash Compensation (Base + Bonus)	9	22	16,670	19,340	21,528	24,731	28,371	22,103
<b>Annual Base Salary</b>								
By Annual Expenses:								
Over \$15,000,000	5	11			23,754			24,682
By Geographic Location:								
Allegheny County	7	19	16,640	17,680	21,216	24,648	28,995	21,856
By Level of Education Required:								
High School Diploma	8	17	17,472	20,644	23,566	25,740	29,107	23,182
By Sex of Employee:								
Female	8	15	18,533	21,216	23,608	26,499	29,220	23,736
By Race/Ethnicity of Employee:								
Black or African American	5	8			18,637			20,187
White	7	12	18,522	21,060	23,587	26,036	28,371	23,530
By Number of Years in Position:								
Up to 5 Years	5	11			23,566			22,687

Plans the short-term and long-term development of respective program area, encourages grant proposals that advance Foundation grantmaking goals. Maintains current, working knowledge in particular field(s), performs assessments of grant/loan proposals, develops funding recommendations, develops program and policy recommendations, monitors grants once awarded, and maintains community outreach.

Other sample job titles: Senior Program Officer, Vice President for Program

	Number of Organizations	Number of Employees	10th %ile	Annual Cash Compensation				Average
				25th %ile	Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	7	7			\$72,509			\$68,643
# Eligible for Incentive/Bonus	1	1						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	7	7			72,509			68,643
<b>Annual Base Salary</b>								
<b>By Geographic Location:</b>								
Allegheny County	7	7			72,509			68,643
<b>By Field of Service:</b>								
Foundation/Philanthropy	6	6			73,393			70,214
<b>By Level of Education Required:</b>								
Bachelor's Degree	5	5			74,277			69,755
<b>By Race/Ethnicity of Employee:</b>								
White	6	6			73,393			71,750
<b>By Number of Years in Position:</b>								
Up to 5 Years	5	5			59,218			66,743



**Gift/Thrift Shop Manager**

Responsible for managing the gift/thrift shop consistent with the organization's goals and ensuring reasonable profits. In a gift shop, plans and purchases mix of merchandise that will sell profitably. In a thrift shop, evaluates sale patterns to determine customer preferences and locates more, similar items. Receives, checks and shelves inventory; maintains attractive displays of items; ensures the store is maintained in a clean, neat and attractive manner. Supervises retail clerks and volunteers who staff the shop; provides training and guidance to employees and volunteers to ensure high levels of customer service, promotion and sale of products. Maintains financial and other records. Monitors budgets. Promotes store throughout the community.

Other sample job titles: Bookstore Manager, Retail Manager

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	10	11			\$37,253			\$39,303
# Eligible for Incentive/Bonus	4	4						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	10	11			37,253			39,314
					<b>Annual Base Salary</b>			
<b>By Geographic Location:</b>								
Allegheny County	8	9			37,253			41,376
<b>By Field of Service:</b>								
Culture/Arts	6	7			37,253			39,163
<b>By Primary Source of Funding:</b>								
Contributions from foundations or trusts	5	5			33,446			36,508
<b>By Level of Education Required:</b>								
Bachelor's Degree	5	6			37,253			42,890
<b>By Sex of Employee:</b>								
Female	8	8			33,696			37,989
<b>By Race/Ethnicity of Employee:</b>								
White	10	11			37,253			39,303
<b>By Number of Years in Position:</b>								
Up to 5 Years	9	10			37,253			39,926

Checks, shelves and prices stock. Maintains store in a neat, attractive manner. Provides service to customers, helping them locate needed items, operating cash register and credit card machine to take money and make change, wrapping and bagging merchandise.

Other sample job titles: Sales Associate, Store Assistant

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	8	28	\$19,760	\$20,363	\$20,800	\$21,809	\$27,612	\$22,187
# Eligible for Incentive/Bonus	4	9						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	8	28	19,760	20,363	20,800	22,184	27,612	22,205
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	7	27	19,760	20,363	20,800	21,840	27,664	22,238
By Field of Service:								
Culture/Arts	5	20	19,760	20,280	20,467	21,481	27,872	21,692
By Primary Source of Funding:								
Contributions from foundations or trusts	6	21	19,760	20,280	20,571	21,674	27,664	21,699
By Sex of Employee:								
Female	8	25	19,760	20,322	20,800	21,674	27,568	21,822
By Race/Ethnicity of Employee:								
White	7	24	19,760	20,363	20,686	24,929	27,820	22,396
By Number of Years in Position:								
Up to 5 Years	7	19	19,760	20,280	20,363	21,029	27,227	21,460

**Warehouse Worker**

Receives, sorts and stocks materials onto warehouse shelves. Maintains records of inventory. Maintains warehouse in a neat and clean manner. May drive panel, stake-bed or other small truck to pick up and deliver items.

Other sample job titles: Material Handler, Shipping Assistant, Warehouse Coordinator

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	6	18	\$23,629	\$26,525	\$32,552	\$36,577	\$41,600	\$31,638
# Eligible for Incentive/Bonus	4	7						
Actual Bonus Paid	3	4						
Total Cash Compensation (Base + Bonus)	6	18	24,179	26,759	32,552	36,577	41,600	31,710
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	5	16	24,222	26,806	32,843	36,806	41,600	32,343
By Level of Education Required:								
High School Diploma	6	16	23,462	26,120	30,784	34,840	36,920	30,393
By Sex of Employee:								
Male	6	14	24,076	26,962	32,843	36,920	41,600	32,564
By Race/Ethnicity of Employee:								
White	6	10			32,843			32,471
By Number of Years in Position:								
Up to 5 Years	5	9			26,728			26,758

Directs government affairs and advocacy activities for the agency. Manages staff involved in advocating for government policies and laws supporting the agency's field(s) of interest. This includes research and analysis of proposed and current legislation, budgets, ballot initiatives and state programs. Directs agency's grassroots activities including building and participating in coalitions. Develops and maintains effective working relationships with state, local and/or federal elected officials and advocates on behalf of the agency's interests and goals.

Other sample job titles: Director of Advocacy and Public Policy, Legislative Director

	<b>Number of Organizations</b>	<b>Number of Employees</b>	<b>10th %ile</b>	<b>25th %ile</b>	<b>Annual Cash Compensation</b>			<b>Average</b>
					<b>Median (50%)</b>	<b>75th %ile</b>	<b>90th %ile</b>	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	8	8			\$68,854			\$75,801
# Eligible for Incentive/Bonus	2	2						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	8	8			68,854			76,051
<b>Annual Base Salary</b>								
<b>By Geographic Location:</b>								
Allegheny County	8	8			68,854			75,801
<b>By Race/Ethnicity of Employee:</b>								
White	7	7			65,208			76,272

**Data Manager**

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Responsible for managing the organization's research-related database system, reporting and analytics tools and software, document handling applications, and web applications. Facilitates collaboration between non-technical users and technical staff to define the strategy and implementation of projects. Supervises data/research analysts and/or assistants in this area.

Other sample job titles: Research Analysis Manager, Research Information Manager

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	5			\$65,998			\$59,650
# Eligible for Incentive/Bonus	2	2						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	5	5			65,998			59,675
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	5	5			65,998			59,650
By Race/Ethnicity of Employee:								
White	5	5			65,998			59,650

Responsible for the design and administration of library services and policies. Plans, organizes and develops collections and resources, including books, multimedia, serials and archival materials. Provides reference advice and assistance to library users. Serves as a liaison to organization staff.

Other sample job titles: Chief Librarian, Library Director

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	7	32	\$32,781	\$35,168	\$40,706	\$45,869	\$58,490	\$41,978
# Eligible for Incentive/Bonus	1	1						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	7	32	32,781	35,168	40,706	45,869	58,490	41,978
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	6	31	32,781	34,986	40,706	45,698	54,051	41,292
By Field of Service:								
Education and Child Care Services	5	30	32,781	34,601	40,706	45,308	54,451	41,039
By Primary Source of Funding:								
Government	5	30	32,781	34,601	40,706	45,308	54,451	41,039
By Level of Education Required:								
Master's Degree	6	31	32,881	35,714	40,706	45,926	59,010	42,429
By Sex of Employee:								
Female	7	26	31,826	35,532	40,706	46,613	60,087	42,121
By Race/Ethnicity of Employee:								
White	6	30	32,781	35,532	40,706	45,755	59,530	42,040
By Number of Years in Position:								
Up to 5 Years	6	15	30,869	33,280	36,400	43,160	53,410	39,257

## Library Assistant

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Under general supervision, assists with library services and resources. Helps to manage collections, process and monitor serials, locate library material for patrons, check books in and out, re-shelve returned materials, and answer basic reference questions.

Other sample job titles: Library Associate, Library Resources Specialist

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	7	45	\$18,720	\$20,800	\$22,880	\$27,394	\$31,125	\$24,226
# Eligible for Incentive/Bonus	1	2						
Actual Bonus Paid	1	2						
Total Cash Compensation (Base + Bonus)	7	45	18,720	20,800	22,880	27,394	31,125	24,240
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	6	43	18,720	20,800	22,880	28,267	31,150	24,376
By Field of Service:								
Education and Child Care Services	6	44	18,720	20,800	22,880	26,349	30,722	24,067
By Primary Source of Funding:								
Government	6	44	18,720	20,800	22,880	26,349	30,722	24,067
By Sex of Employee:								
Female	7	41	18,720	20,800	22,922	27,394	31,175	24,414
By Race/Ethnicity of Employee:								
White	7	43	18,720	20,800	22,880	26,520	30,792	24,023
By Number of Years in Position:								
Up to 5 Years	7	27	18,720	20,800	21,424	24,960	28,438	22,640

Directs human resources functions including employment, compensation, benefits, training, affirmative action/equal employment, employee relations and services in support of organization objectives. Advises management on labor and other legal issues relative to employment. Develops and implements organization-wide policies and programs that will contribute to its overall success. Typically reports to either the Executive Director/CEO or, in the case of larger organizations, to an executive-level Human Resources employee (see job #030). The primary differences between the Director and Manager position (see job #510) are that the Manager position may be the sole human resources practitioner in a small organization, may supervise just one or two staff members, and may have responsibility for implementing the human resources program but be less involved in the design of human resources strategy.

Other sample job titles: Corporate Officer for Human Resources, Director of Personnel

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation				Average
					Median (50%)	75th %ile	90th %ile		
<b>Salary and Incentives - All Organizations:</b>									
Base Salary - All Employees	20	20	\$71,864	\$74,303	\$81,006	\$96,335	\$103,994	\$85,207	
# Eligible for Incentive/Bonus	10	10							
Actual Bonus Paid	5	5			2,362			2,111	
Total Cash Compensation (Base + Bonus)	20	20	72,246	74,810	81,902	96,382	103,994	85,734	
<b>Annual Base Salary</b>									
<b>By Annual Expenses:</b>									
\$5,000,001 - \$15,000,000	7	7			79,997			82,998	
Over \$15,000,000	11	11			85,010			88,081	
<b>By Geographic Location:</b>									
Allegheny County	17	17	72,155	74,308	81,557	94,255	107,794	85,824	
<b>By Field of Service:</b>									
Social Support	8	8			79,654			85,085	
<b>By Primary Source of Funding:</b>									
Government	11	11			81,557			87,668	
<b>By Number of Employees:</b>									
51 - 150	12	12	71,947	73,097	76,784	87,493	99,101	80,606	
More than 150	6	6			98,478			95,885	
<b>By Level of Education Required:</b>									
Bachelor's Degree	11	11			87,329			88,142	
Master's Degree	6	6			78,136			80,878	
<b>By Sex of Employee:</b>									
Female	17	17	70,795	73,507	80,454	98,478	107,794	85,781	
<b>By Race/Ethnicity of Employee:</b>									
White	16	16	72,113	74,303	83,284	98,493	109,639	87,118	
<b>By Number of Years in Position:</b>									
Up to 5 Years	5	5			81,557			92,286	
11 - 20 Years	7	7			80,454			83,455	
<b>By Number of Employees Managed:</b>									
1 to 3	8	8			78,136			81,383	



## Human Resources Manager

510

Manages several functions in the human resources department such as employment, compensation, benefits, training, and employee relations. Advises managers and staff on employment laws, policies and practices. Ensures organization practices are in compliance with laws. Participates in the development and implementation of new policies and practices. May manage hourly positions, or is the sole human resources practitioner in a smaller organization. The primary differences between the Director (see job #505) and Manager position are that the Manager position may be the sole human resources practitioner in a small organization, may supervise just one or two staff members, and may have responsibility for implementing the human resources program but be less involved in the design of human resources strategy.

Other sample job titles: Employee Relations Manager, Manager of Employment Services

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	21	24	\$49,723	\$52,161	\$56,753	\$64,152	\$66,165	\$57,582
# Eligible for Incentive/Bonus	12	15						
Actual Bonus Paid	8	10			1,261			2,346
Total Cash Compensation (Base + Bonus)	21	24	50,149	52,541	57,364	64,449	68,101	58,560
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$2,000,001 - \$5,000,000	6	6			52,426			52,568
\$5,000,001 - \$15,000,000	5	5			54,995			56,576
Over \$15,000,000	9	12	50,405	53,872	61,776	65,354	66,165	60,098
By Geographic Location:								
Allegheny County	17	19	49,525	52,062	56,243	63,544	66,165	57,306
By Field of Service:								
Social Support	11	14	49,723	50,342	54,663	63,778	66,165	56,915
By Primary Source of Funding:								
Government	8	11			61,006			58,516
Program services fee	7	7			60,008			60,157
By Number of Employees:								
51 - 150	9	9			54,995			56,084
More than 150	9	12	49,737	52,614	59,759	64,449	66,165	58,814
By Level of Education Required:								
Bachelor's Degree	18	20	49,951	52,161	56,753	64,152	66,165	57,839
By Sex of Employee:								
Female	18	21	49,604	52,260	56,243	63,950	66,061	57,272
By Race/Ethnicity of Employee:								
White	16	19	49,525	52,062	57,262	64,480	66,165	58,039
By Number of Years in Position:								
Up to 5 Years	10	10			55,619			57,275
6 - 10 Years	5	5			52,458			55,665
By Number of Employees Managed:								
1 to 3	13	15	48,768	50,232	54,995	64,480	66,165	56,439

Under limited supervision by a senior Human Resources staff member, is responsible for several functions in the Human Resources department such as employment, compensation, benefits, training, and employee relations. Advises managers and staff on employment laws, policies and practices. Ensures organization practices are in compliance with laws. Participates in the development and implementation of new policies and practices. This position do not generally have a supervisory role over other department employees.

Other sample job titles: Human Resources Business Partner

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	14	16	\$31,200	\$40,451	\$46,208	\$52,359	\$59,540	\$46,290
# Eligible for Incentive/Bonus	8	9						
Actual Bonus Paid	4	5						
Total Cash Compensation (Base + Bonus)	14	16	31,200	40,901	46,208	52,809	59,875	46,531
<b>Annual Base Salary</b>								
By Annual Expenses:								
Over \$15,000,000	11	13	33,280	40,633	46,405	52,239	56,884	46,034
By Geographic Location:								
Allegheny County	11	13	31,200	40,633	49,046	54,444	61,880	47,064
By Field of Service:								
Social Support	8	9			49,920			49,150
By Primary Source of Funding:								
Government	8	9			46,405			48,600
By Number of Employees:								
51 - 150	5	5			49,046			45,635
More than 150	8	10			43,056			44,747
By Level of Education Required:								
Bachelor's Degree	9	10			46,208			45,253
By Sex of Employee:								
Female	9	11			46,010			45,444
By Race/Ethnicity of Employee:								
White	10	12	32,760	40,451	46,208	51,839	56,963	45,817
By Number of Years in Position:								
Up to 5 Years	9	11			46,405			48,313

## Benefits Manager

Under general supervision, develops and administers organization's employee benefits program, including health insurance and retirement plans. Assists in developing an overall benefits philosophy for the organization. Researches, designs and evaluates benefits options. Serve as liaison between organization and various benefits vendors. Manages employee enrollment process.

Other sample job titles: Benefits Coordinator, Benefits Specialist, Human Resources Benefits Administrator

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	5			\$47,840			\$48,585
# Eligible for Incentive/Bonus	3	3						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	5	5			47,840			48,889
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	5	5			47,840			48,585
By Sex of Employee:								
Female	5	5			47,840			48,585

Performs a wide variety of professional level human resources functions including recruiting, interviewing and hiring staff; administering benefits and/or compensation programs; resolving employee relations issues; counseling staff and advising managers and supervisors; conducting exit interviews; interpreting human resources policies and laws.

Other sample job titles: Benefits Analyst, Human Resources Recruiter, Workers Comp Specialist

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	21	28	\$35,977	\$38,064	\$39,739	\$45,006	\$49,488	\$41,313
# Eligible for Incentive/Bonus	11	17						
Actual Bonus Paid	6	9			722			1,067
Total Cash Compensation (Base + Bonus)	21	28	36,913	38,272	40,201	45,006	49,488	41,656
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$5,000,001 - \$15,000,000	5	5			38,002			39,516
Over \$15,000,000	9	16	35,840	37,710	39,063	43,404	47,191	40,672
By Geographic Location:								
Allegheny County	14	17	36,479	39,125	42,474	45,376	50,319	42,748
Outside of Allegheny County	7	11			38,251			39,095
By Field of Service:								
Social Support	9	15	34,836	37,523	39,499	45,616	50,465	41,567
By Primary Source of Funding:								
Government	11	14	34,705	38,085	41,195	46,573	50,950	42,166
Program services fee	6	10			39,063			40,666
By Number of Employees:								
21 - 50	5	5			38,750			39,882
51 - 150	7	7			45,011			44,233
More than 150	9	16	34,967	37,710	39,063	43,404	47,191	40,482
By Level of Education Required:								
Associate's Degree	6	6			38,709			42,075
Bachelor's Degree	11	14	38,127	38,538	42,578	45,256	47,736	42,341
By Sex of Employee:								
Female	18	24	35,703	38,064	39,739	45,105	49,671	41,450
By Race/Ethnicity of Employee:								
White	16	23	35,634	37,523	38,626	45,011	48,077	40,686
By Number of Years in Position:								
Up to 5 Years	12	14	37,263	38,189	39,364	45,042	47,736	41,208
Over 20 Years	5	5			45,616			45,993

## Human Resources Assistant

520

Performs a variety of skilled administrative and clerical duties directly related to human resources activities. These include maintaining employee databases and files; processing status changes; assisting employees to sign up/apply for benefits; screening resumes/application forms; scheduling interviews for others; checking references; compiling data and preparing routine and special reports; providing information to employees on policies and procedures; participating in employee activities; etc. May provide secretarial support to human resources managers and staff.

Other sample job titles: Employee Benefits Coordinator, Human Resources Generalist

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	23	29	\$24,960	\$28,829	\$32,074	\$36,900	\$40,102	\$32,436
# Eligible for Incentive/Bonus	15	20						
Actual Bonus Paid	7	9			800			838
Total Cash Compensation (Base + Bonus)	23	29	24,960	29,255	32,562	36,993	40,102	32,696
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$5,000,001 - \$15,000,000	7	8			31,949			33,584
Over \$15,000,000	11	15	25,493	29,578	32,282	33,862	37,968	31,974
By Geographic Location:								
Allegheny County	19	21	27,248	31,117	33,280	37,367	40,402	34,099
By Field of Service:								
Social Support	13	18	22,880	27,435	31,814	33,280	40,520	31,437
By Primary Source of Funding:								
Government	13	16	22,880	26,146	32,178	34,840	41,619	31,838
Program services fee	5	7			31,866			33,470
By Number of Employees:								
51 - 150	11	13	22,880	31,117	33,280	38,210	42,761	33,858
More than 150	10	14	25,491	27,820	31,814	33,426	36,327	31,102
By Level of Education Required:								
High School Diploma	9	10			33,821			34,347
Bachelor's Degree	6	8			31,845			31,892
By Sex of Employee:								
Female	20	26	24,336	27,820	31,845	36,723	39,316	31,959
By Race/Ethnicity of Employee:								
White	17	22	23,504	26,655	31,481	33,800	39,260	31,283
By Number of Years in Position:								
Up to 5 Years	8	9			31,200			31,297

Determines organization needs for information management and manages the development and implementation systems and programs to meet those needs in a cost-effective, timely manner. Manages information technology functions including systems applications and development, database administration, financial systems, desktop support, web site development and maintenance, intra- and inter-networks, and internal telecommunications. Advises on purchase of new computer hardware and software. May report to the Executive Director/CEO, the CFO, or in the case of larger organizations, to an executive-level IT employee (see job #035).

Other sample job titles: MIS Director, Chief Technology Officer

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	7	7			\$88,005			\$87,049
# Eligible for Incentive/Bonus	5	5						
Actual Bonus Paid	3	3						
Total Cash Compensation (Base + Bonus)	7	7			93,005			90,263
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	7	7			88,005			87,049
By Level of Education Required:								
Bachelor's Degree	6	6			90,252			87,104
By Sex of Employee:								
Male	5	5			88,005			85,546
By Race/Ethnicity of Employee:								
White	6	6			90,252			87,104

## Information Technology Manager

560

Provides day-to-day management of information technology functions including computer operations, applications and systems programming and networks. Analyzes the needs of departments and plans, organizes and implements new and/or modified systems to handle those needs; determines costs and budgets for information technology projects and controls costs to approved budgets; identifies training needs among staff and develops/implements training programs to enhance computer skills throughout the organization.

Other sample job titles: Senior Technology Consultant, Systems Administrator

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	17	19	\$53,040	\$56,410	\$66,560	\$71,344	\$79,997	\$66,053
# Eligible for Incentive/Bonus	8	9						
Actual Bonus Paid	3	3						
Total Cash Compensation (Base + Bonus)	17	19	53,040	56,410	68,516	73,560	79,997	66,596
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$5,000,001 - \$15,000,000	5	6			69,899			70,169
Over \$15,000,000	9	10			65,666			65,730
By Geographic Location:								
Allegheny County	13	15	53,705	65,645	68,516	75,000	80,022	68,003
By Field of Service:								
Social Support	7	8			63,295			63,781
By Primary Source of Funding:								
Government	9	10			67,091			65,148
By Number of Employees:								
51 - 150	8	9			69,992			69,009
More than 150	7	8			65,656			63,869
By Level of Education Required:								
Bachelor's Degree	15	17	54,034	57,242	66,560	72,496	80,009	66,507
By Sex of Employee:								
Male	13	13	52,279	56,337	66,560	70,668	79,485	65,627
Female	6	6			67,725			66,975
By Race/Ethnicity of Employee:								
White	13	15	52,532	54,995	65,666	69,992	80,022	64,689
By Number of Years in Position:								
Up to 5 Years	7	8			67,725			65,686
6 - 10 Years	6	6			66,113			64,550
By Number of Employees Managed:								
1 to 3	8	8			67,902			67,260

Responsible for the organization's IT operations with respect to computer operating systems and related software. Recommends, implements and maintains systems. Performs tests, troubleshoots and resolves software and networking problems. Performs and monitors systems backups. Works under limited direction, regularly exercising independent judgment.

Other sample job titles: Business Systems Manager, IT Systems Manager, Systems Engineer

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	14	14	\$41,954	\$45,859	\$51,896	\$65,697	\$84,596	\$57,090
# Eligible for Incentive/Bonus	6	6						
Actual Bonus Paid	3	3						
Total Cash Compensation (Base + Bonus)	14	14	42,890	46,172	51,896	69,089	84,596	57,637
<b>Annual Base Salary</b>								
By Annual Expenses:								
Over \$15,000,000	7	7			53,040			57,084
By Geographic Location:								
Allegheny County	10	10			59,998			61,082
By Primary Source of Funding:								
Government	7	7			58,157			60,017
By Number of Employees:								
51 - 150	6	6			57,439			59,066
By Level of Education Required:								
Bachelor's Degree	10	10			49,962			56,707
By Sex of Employee:								
Male	9	9			49,171			55,196
By Race/Ethnicity of Employee:								
White	10	10			49,962			56,339
By Number of Years in Position:								
Up to 5 Years	5	5			48,006			50,311



## Database Administrator

Develops and maintains computerized databases including base definition, structure, documentation, operations and security. Sets up master files and ensures accuracy and completeness of all data; participates in exchanges of data (e.g. the "Big List"). Protects integrity of data using proper security controls.

Other sample job titles: Data Services Manager, Database Programmer, MIS Coordinator

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	9	11			\$46,800			\$44,911
# Eligible for Incentive/Bonus	3	5						
Actual Bonus Paid	2	4						
Total Cash Compensation (Base + Bonus)	9	11			46,800			45,320
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	6	6			47,497			48,163
By Level of Education Required:								
Bachelor's Degree	5	7			46,800			44,188
By Sex of Employee:								
Male	5	5			46,800			45,186
Female	5	6			46,166			44,682
By Race/Ethnicity of Employee:								
White	8	10			45,916			44,585

Installs, modifies, tests and maintains the organization's data communication network equipment; Responds to network problems, troubleshoots and performs repairs in a timely manner; maintains associated records detailing downtime, changes, updates and related information.

Other sample job titles: Network Engineer, Systems Analyst, Technology Coordinator

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	7	8			\$51,095			\$50,328
# Eligible for Incentive/Bonus	3	3						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	7	8			51,095			50,428
<b>Annual Base Salary</b>								
By Annual Expenses:								
Over \$15,000,000	5	6			52,594			50,773
By Geographic Location:								
Allegheny County	6	7			52,187			50,375
By Sex of Employee:								
Male	6	7			50,003			49,947
By Race/Ethnicity of Employee:								
White	6	7			50,003			49,691

**Personal Computer Technician**

575

Installs, modifies, and maintains the organization's personal computers and related systems. Installs, upgrades and backs-up software and hardware applications. Troubleshoots software and hardware failures and resolves as appropriate; trains users in resolving routine problems, using new software and providing advice and guidance as needed.

Other sample job titles: PC Support Specialist, Systems Specialist

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	7			\$40,810			\$40,281
# Eligible for Incentive/Bonus	4	6						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	5	7			40,810			40,299

Supports staff in use of organization's technology systems. Responds to helpdesk questions and resolves problems. Develops training materials, performs one-on-one and/or group training. Creates documentation for users. May perform routine software updates.

Other sample job titles: IT Support Technician, PC Support Specialist, Technology Coordinator

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	14	18	\$29,592	\$37,440	\$41,195	\$44,325	\$47,417	\$40,431
# Eligible for Incentive/Bonus	6	8						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	14	18	29,592	37,440	41,195	44,325	47,417	40,489
<b>Annual Base Salary</b>								
By Annual Expenses:								
Over \$15,000,000	9	13	29,041	36,858	37,877	43,940	46,945	39,062
By Geographic Location:								
Allegheny County	10	13	32,797	37,659	42,557	45,219	48,114	41,470
By Field of Service:								
Social Support	5	9			37,440			36,245
By Primary Source of Funding:								
Government	5	9			37,440			36,869
By Number of Employees:								
51 - 150	5	6			42,776			41,805
More than 150	6	9			37,648			38,739
By Level of Education Required:								
Associate's Degree	5	8			39,624			40,425
Bachelor's Degree	5	5			43,493			43,622
By Sex of Employee:								
Male	12	15	29,261	37,440	40,789	43,493	47,836	39,757
By Race/Ethnicity of Employee:								
White	12	15	33,205	37,440	41,600	43,992	47,836	40,799
By Number of Years in Position:								
Up to 5 Years	5	9			37,648			38,119

## Data Entry Operator

Enters data from source documents into computer databases; verifies information and makes changes where necessary; may run routine reports and perform related clerical duties.

Other sample job titles: Computer Operator, Data Entry Clerk, Data Processor

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	8	9			\$30,181			\$30,118
# Eligible for Incentive/Bonus	2	2						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	8	9			30,181			30,118
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	6	7			25,958			26,886
By Level of Education Required:								
High School Diploma	5	6			24,877			26,971
By Sex of Employee:								
Female	5	6			24,877			29,113
By Race/Ethnicity of Employee:								
White	5	6			27,352			30,621
By Number of Years in Position:								
Up to 5 Years	5	5			30,181			28,450

Organizes, mobilizes and informs organization's target population. May recruit and train volunteers to assist within the realm of the organization's mission statement. Creates campaigns and makes presentations to community, business and media leaders.

Other sample job titles: Community Educator, Community Liaison, Outreach Worker

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	5			\$39,582			\$40,722
# Eligible for Incentive/Bonus	3	3						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	5	5			40,482			41,152
					<b>Annual Base Salary</b>			
By Number of Years in Position:								
Up to 5 Years	5	5			39,582			40,722

## Facilities Manager

Manages the construction and maintenance of facilities, grounds and equipment. Plans, budgets and schedules facility modifications. Ensures compliance with government health and safety standards. Reviews/analyzes proposals for capital projects and advises senior management on acceptance. Manages capital projects to ensure compliance with budgets and contracts. Manages service contracts. Supervises maintenance and technical staff. May have responsibility for maintenance of organization's vehicles.

Other sample job titles: Chief of Maintenance & Security, Director of Physical Plant

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	15	15	\$55,191	\$57,138	\$63,606	\$74,090	\$89,344	\$67,854
# Eligible for Incentive/Bonus	7	7						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	15	15	55,191	57,263	63,606	74,090	89,344	67,975
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$5,000,001 - \$15,000,000	5	5			59,738			69,759
Over \$15,000,000	6	6			70,481			70,377
By Geographic Location:								
Allegheny County	12	12	55,103	56,732	66,279	73,383	91,098	67,534
By Primary Source of Funding:								
Government	6	6			58,677			59,190
By Number of Employees:								
51 - 150	6	6			64,865			67,697
By Level of Education Required:								
Bachelor's Degree	7	7			62,566			66,126
By Sex of Employee:								
Male	13	13	55,132	57,107	63,606	72,676	89,332	67,205
By Race/Ethnicity of Employee:								
White	13	13	55,823	57,377	63,606	72,676	89,332	67,368
By Number of Years in Position:								
Up to 5 Years	6	6			58,677			61,794

Manages and coordinates the organization's housekeeping operations to ensure facilities are maintained in a clean, safe manner. Ensures custodial and maintenance activities comply with health, fire and other safety regulations. Tours facilities to identify custodial needs. Emphasizes preventive maintenance. Ensures adequate stock of cleaning tools and supplies. Coordinates cleaning and maintenance activities with departments and responds quickly to emergency problems. Supervises and trains staff.

Other sample job titles: Assistant Facilities Manager, Building Supervisor, Maintenance Foreman

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	31	38	\$38,911	\$41,075	\$45,760	\$50,097	\$65,112	\$47,375
# Eligible for Incentive/Bonus	15	16						
Actual Bonus Paid	6	7			1,022			922
Total Cash Compensation (Base + Bonus)	31	38	38,911	41,187	45,760	50,397	65,239	47,545
<b>Annual Base Salary</b>								
<b>By Annual Expenses:</b>								
\$2,000,001 - \$5,000,000	12	12	36,305	39,042	45,511	50,429	65,643	46,861
\$5,000,001 - \$15,000,000	8	9			45,885			48,145
Over \$15,000,000	9	15	39,316	40,934	46,758	54,517	60,566	47,933
<b>By Geographic Location:</b>								
Allegheny County	25	31	39,208	41,600	46,010	50,814	65,170	48,195
Outside of Allegheny County	6	7			42,702			43,745
<b>By Field of Service:</b>								
Social Support	13	15	39,778	42,162	46,010	54,517	60,324	48,059
<b>By Primary Source of Funding:</b>								
Contributions from individuals	6	6			45,126			43,992
Contributions from foundations or trusts	5	6			58,001			56,576
Government	12	17	37,648	40,082	42,702	48,558	58,731	45,504
Program services fee	6	7			45,635			46,681
<b>By Number of Employees:</b>								
6 - 20	6	6			43,493			46,859
21 - 50	6	6			46,426			49,643
51 - 150	12	14	37,409	41,304	47,414	56,607	65,448	48,956
More than 150	7	12	38,711	40,373	42,432	48,069	54,236	44,656
<b>By Level of Education Required:</b>								
High School Diploma	17	19	38,106	40,186	45,594	48,818	54,517	45,657
Associate's Degree	5	8			41,569			43,392
Bachelor's Degree	5	5			49,130			54,621
<b>By Sex of Employee:</b>								
Male	29	34	38,553	41,075	45,760	50,097	61,121	47,149
<b>By Race/Ethnicity of Employee:</b>								
White	26	31	38,285	40,186	45,178	49,130	63,053	46,275
<b>By Number of Years in Position:</b>								
Up to 5 Years	12	12	36,305	39,260	43,389	49,052	60,894	44,829
6 - 10 Years	6	7			53,581			50,880
11 - 20 Years	9	12	40,423	42,859	46,613	50,575	62,502	48,189
<b>By Number of Employees Managed:</b>								
1 to 3	9	9			45,178			45,277
4 to 8	6	6			46,384			49,972



**Maintenance Technician or Specialist**

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Performs a wide variety of semi-skilled maintenance duties related to the organization's residential, program, and office facilities. Duties include: routine maintenance of office equipment, painting of facilities, routine plumbing (e.g. repair/replace leaking faucets, unplug blockages), light construction (e.g. shelves, door repair, replacing ceiling tiles), routine electrical (e.g. replace light switches and electric outlets, troubleshooting/repairing fuse outages), preventive maintenance (e.g. clean furnace and air conditioning screens, oil motors and moving parts) and similar activities.

Other sample job titles: Maintenance Mechanic, Structural Trades Worker

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	38	98	\$23,920	\$26,484	\$31,200	\$37,461	\$45,219	\$32,702
# Eligible for Incentive/Bonus	16	43						
Actual Bonus Paid	10	25	100	100	322	722	1,142	471
Total Cash Compensation (Base + Bonus)	38	98	23,920	26,484	31,250	37,640	45,219	32,823
<b>Annual Base Salary</b>								
<b>By Annual Expenses:</b>								
\$750,001 - \$2,000,000	7	8			31,200			34,154
\$2,000,001 - \$5,000,000	6	12	22,058	28,928	32,511	35,843	52,358	33,726
\$5,000,001 - \$15,000,000	11	27	24,511	28,080	32,885	37,814	40,789	33,212
Over \$15,000,000	14	51	23,920	25,293	28,891	37,523	45,219	31,964
<b>By Geographic Location:</b>								
Allegheny County	31	74	23,920	27,144	32,240	37,861	45,219	33,447
Outside of Allegheny County	7	24	23,785	25,043	27,383	33,717	44,138	30,407
<b>By Field of Service:</b>								
Culture/Arts	5	15	26,208	29,120	32,573	37,440	40,194	32,684
Social Support	16	39	24,960	26,874	31,970	36,982	47,632	33,406
<b>By Primary Source of Funding:</b>								
Contributions from individuals	5	12	22,058	28,585	33,863	37,643	45,523	33,433
Government	15	45	23,920	25,293	28,080	37,482	47,382	31,511
Program services fee	10	23	23,687	27,726	32,781	39,270	45,219	34,417
<b>By Number of Employees:</b>								
6 - 20	8	11			31,970			34,078
51 - 150	15	26	22,714	30,306	33,675	38,938	49,904	35,172
More than 150	11	47	23,920	25,293	27,726	33,862	44,624	30,570
<b>By Level of Education Required:</b>								
High School Diploma	28	63	23,404	25,709	29,120	34,944	41,887	31,325
<b>By Sex of Employee:</b>								
Male	36	88	24,239	26,916	31,200	36,977	44,541	32,463
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	11	21	24,960	27,040	31,200	34,320	39,287	31,227
White	27	65	23,778	25,387	30,597	37,326	47,382	32,468
<b>By Number of Years in Position:</b>								
Up to 5 Years	25	47	23,512	25,480	29,120	33,093	46,783	31,430
6 - 10 Years	10	14	24,066	26,988	30,015	37,435	49,036	32,724
11 - 20 Years	7	9			34,278			35,896

Maintains planted areas or gardens in an attractive, neat manner. Selects and plants appropriate annuals and perennials, shrubs and trees. Tends gardens and grounds with an emphasis on land conservation and care of plant life. Weeds, prunes, trims trees, maintains sprinkler system; controls pests. May maintain parking lots, driveways and other areas.

Other sample job titles: Field Technician, Groundskeeper, Landscaper

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	7	20	\$19,240	\$24,960	\$31,408	\$42,271	\$43,805	\$31,545
# Eligible for Incentive/Bonus	4	17						
Actual Bonus Paid	2	10						
Total Cash Compensation (Base + Bonus)	7	20	19,290	25,608	31,408	42,271	43,805	31,708
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	6	19	19,240	24,960	31,408	43,056	43,888	31,514
By Level of Education Required:								
High School Diploma	5	13	19,240	19,240	25,626	32,115	44,288	28,298
By Sex of Employee:								
Male	7	14	19,240	24,960	31,346	40,700	43,472	31,571
By Race/Ethnicity of Employee:								
White	7	17	19,240	28,049	31,491	43,056	44,021	33,341

## Janitor or Custodian

Cleans facilities and work areas including furnishings, bathrooms, fixtures, walls and floors to ensure they meet health and safety standards and present an attractive appearance. Uses maintenance supplies; removes waste material; maintains inventory of tools and supplies. May perform routine repair of equipment and facilities and load/unload deliveries.

Other sample job titles: Facilities Assistant, Housekeeper, Utility Worker

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	32	116	\$20,274	\$21,320	\$24,097	\$28,309	\$30,728	\$24,682
# Eligible for Incentive/Bonus	12	18						
Actual Bonus Paid	3	5						
Total Cash Compensation (Base + Bonus)	32	116	20,274	21,320	24,097	28,309	30,742	24,692
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$750,001 - \$2,000,000	6	9			26,270			26,067
\$2,000,001 - \$5,000,000	10	34	16,640	18,481	24,212	26,645	30,077	23,608
\$5,000,001 - \$15,000,000	8	45	21,195	22,090	24,440	28,309	30,742	25,592
Over \$15,000,000	7	27	20,488	20,779	21,403	28,704	30,560	24,294
By Geographic Location:								
Allegheny County	27	91	19,261	21,736	25,397	28,309	30,738	25,220
Outside of Allegheny County	5	25	20,488	20,634	21,403	23,005	30,967	22,726
By Field of Service:								
Social Support	11	38	22,868	24,030	26,687	28,309	30,742	26,737
By Primary Source of Funding:								
Contributions from foundations or trusts	6	24	20,270	21,320	23,660	24,440	29,640	23,667
Government	14	37	21,216	24,960	28,309	28,715	31,200	27,060
Program services fee	6	32	20,488	21,008	22,142	26,323	29,802	23,858
By Number of Employees:								
6 - 20	8	12	20,800	20,800	26,260	30,940	33,170	26,106
21 - 50	6	22	22,137	23,795	25,158	27,482	31,841	26,193
51 - 150	11	58	16,640	21,320	24,440	28,309	30,218	24,598
More than 150	6	23	20,488	20,779	21,403	22,880	29,062	22,985
By Level of Education Required:								
High School Diploma	27	97	20,721	21,403	24,440	28,309	30,742	25,292
By Sex of Employee:								
Male	26	71	16,890	21,320	24,440	28,725	31,108	24,910
Female	14	44	20,488	21,320	23,067	26,759	28,559	24,249
By Race/Ethnicity of Employee:								
Black or African American	16	33	21,008	21,726	23,920	26,791	30,784	24,554
White	20	74	17,597	20,800	24,024	28,309	30,732	24,432
By Number of Years in Position:								
Up to 5 Years	20	67	16,840	20,779	23,400	26,291	28,820	23,433
6 - 10 Years	9	19	21,403	21,424	26,333	28,309	32,136	26,048
11 - 20 Years	11	15	21,245	22,880	28,309	32,115	35,963	27,814

Operates vehicles such as cars, vans and pickup trucks to transport clients, materials, merchandise and equipment to assigned destinations. Loads/unloads vehicles as necessary. Cleans, services and maintains vehicles and performs minor repairs. May assist clients unable to enter or exit vehicle independently. A valid Pennsylvania driver's license is required.

Other sample job titles: Courier, Van Driver

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	16	123	\$21,403	\$22,443	\$24,960	\$27,040	\$40,560	\$26,892
# Eligible for Incentive/Bonus	9	23						
Actual Bonus Paid	5	10			281			679
Total Cash Compensation (Base + Bonus)	16	123	21,403	22,443	24,960	27,040	40,560	26,947
<b>Annual Base Salary</b>								
By Annual Expenses:								
Over \$15,000,000	7	56	21,403	21,403	22,911	40,560	40,560	28,934
By Geographic Location:								
Allegheny County	13	46	22,183	24,960	29,786	40,560	40,560	32,178
By Field of Service:								
Social Support	6	19	20,800	22,880	24,960	30,160	36,171	27,235
By Primary Source of Funding:								
Government	9	72	24,960	24,960	24,960	24,960	30,888	26,339
By Number of Employees:								
More than 150	6	49	20,800	21,403	21,403	26,437	29,411	24,312
By Level of Education Required:								
High School Diploma	13	116	21,403	21,434	24,960	26,245	40,560	26,731
By Sex of Employee:								
Male	14	102	21,403	21,403	24,960	26,458	40,560	26,872
Female	10	20	20,860	23,774	24,960	29,120	37,313	26,882
By Race/Ethnicity of Employee:								
Black or African American	7	28	20,798	21,403	24,960	30,680	40,560	27,567
White	15	93	21,403	23,379	24,960	26,052	40,560	26,640
By Number of Years in Position:								
Up to 5 Years	12	73	21,403	24,960	24,960	24,960	28,288	25,157
6 - 10 Years	5	19	20,779	21,403	21,403	24,960	32,032	23,856

**Security Guard or Officer**

Patrols organization premises to control access to those having legitimate business with the organization. Investigates unusual or suspicious situations. Maintains visitor and other records. Enforces organization policies and procedures during and after normal working hours. Escorts staff and clients to vehicles after hours. Assists in emergencies. May operate fire equipment and radios. May administer CPR and first aid. May act as reception and provide identification cards.

Other sample job titles: Client Safety Assistant, Safety Monitor

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	7	44	\$22,506	\$24,107	\$24,710	\$27,482	\$30,066	\$26,293
# Eligible for Incentive/Bonus	2	3						
Actual Bonus Paid	1	2						
Total Cash Compensation (Base + Bonus)	7	44	22,506	24,107	24,710	27,482	30,066	26,299
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	7	44	22,506	24,107	24,710	27,482	30,066	26,293
By Sex of Employee:								
Male	5	30	22,506	23,566	24,710	27,461	30,663	26,436

Provides direction and supervision of the day-to-day activities of the clinic's medical programs; manages, implements and monitors the quality assurance programs; develops and implements programs to retain volunteers and clinical staff; implements credentialing, re-credentialing and in-service training programs; assists in long- and short-term planning.

Other sample job titles: Clinic Administrator, Director of Clinical Services

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	5			\$65,000			\$71,173
# Eligible for Incentive/Bonus	2	2						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	5	5			65,000			71,353
					<b>Annual Base Salary</b>			
By Geographic Location:								
Allegheny County	5	5			65,000			71,173
By Sex of Employee:								
Female	5	5			65,000			71,173

## Registered Nurse

Assesses patient's condition; plans and provides professional nursing care to clinic patients; performs medical examinations; evaluates and documents progress; provides health care instruction to patients; may dispense and administer medications; may provide leadership within area of expertise and/or direct supervision to para-professionals and support staff. Position requires a current Pennsylvania Registered Nurse's license.

Other sample job titles: Acute Care Nurse, Charge Nurse, Health Center Nurse

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	17	141	\$52,000	\$54,080	\$59,030	\$64,262	\$69,347	\$59,623
# Eligible for Incentive/Bonus	6	12						
Actual Bonus Paid	3	5						
Total Cash Compensation (Base + Bonus)	17	141	52,000	54,080	59,030	64,262	69,347	59,637
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$5,000,001 - \$15,000,000	6	11			54,995			59,834
Over \$15,000,000	8	121	52,000	54,320	60,216	64,657	69,347	59,919
By Geographic Location:								
Allegheny County	14	122	52,000	54,834	60,736	64,730	69,347	60,837
By Field of Service:								
Social Support	7	11			54,080			55,229
By Primary Source of Funding:								
Government	10	27	51,617	52,000	58,136	64,917	74,323	60,261
Program services fee	5	112	52,000	54,080	59,467	63,986	69,347	59,403
By Number of Employees:								
51 - 150	6	92	54,080	57,304	61,100	64,958	69,347	61,854
More than 150	7	37	43,489	52,000	53,310	61,059	65,645	55,293
By Level of Education Required:								
RN/NP	17	133	52,000	54,080	59,030	64,334	69,347	59,667
By Sex of Employee:								
Female	16	135	52,000	54,080	59,904	64,334	69,347	59,702
By Race/Ethnicity of Employee:								
Black or African American	5	12	52,000	52,000	52,749	55,390	59,606	53,877
White	13	125	52,000	54,320	60,216	64,657	69,347	60,004
By Number of Years in Position:								
Up to 5 Years	13	105	52,000	53,404	59,030	62,566	69,347	58,615

Provides primary care to clinic patients including taking histories; performing physical examinations; conducting laboratory tests; diagnosing and determining/providing appropriate treatment for common illnesses and injuries. Prescribes medications with furnishing license. Performs duties independently within the scope and limitations of licensure. Position requires a master's degree in nursing and advanced education in the primary care of patients.

Other sample job titles: Certified Nurse Midwife, Clinician

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	6	20	\$72,447	\$81,406	\$92,654	\$101,068	\$111,671	\$93,586
# Eligible for Incentive/Bonus	4	10						
Actual Bonus Paid	3	8						
Total Cash Compensation (Base + Bonus)	6	20	72,547	81,506	92,654	101,068	111,671	93,729
<b>Annual Base Salary</b>								
By Geographic Location: Allegheny County	5	19	72,010	81,141	91,998	100,568	108,638	92,616
By Level of Education Required: RN/NP	6	20	72,447	81,406	92,654	101,068	111,671	93,586
By Sex of Employee: Female	6	20	72,447	81,406	92,654	101,068	111,671	93,586
By Race/Ethnicity of Employee: White	6	13	82,094	92,654	98,592	107,162	136,993	101,901
By Number of Years in Position: Up to 5 Years	6	13	64,796	80,694	93,309	103,460	136,993	94,917



**Licensed Vocational/Practical Nurse**

720

Interviews patients and documents patient histories; assists physicians in examinations; provides treatment in accordance with physician's instructions; administers medications; draws blood; provides health care instruction to patients. Requires licensure by the State of Pennsylvania as a Licensed Vocational Nurse or a Licensed Practical Nurse.

Other sample job titles: Licensed Practical Nurse

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	9	23	\$33,725	\$34,424	\$42,390	\$48,235	\$52,911	\$41,303
# Eligible for Incentive/Bonus	3	7						
Actual Bonus Paid	1	2						
Total Cash Compensation (Base + Bonus)	9	23	33,800	34,424	42,390	48,235	52,911	41,358
<b>Annual Base Salary</b>								
By Annual Expenses:								
Over \$15,000,000	5	13	33,775	34,424	35,693	46,311	52,092	39,723
By Geographic Location:								
Allegheny County	5	9			45,635			44,736
By Field of Service:								
Social Support	5	10			43,264			41,746
By Level of Education Required:								
LVN/LPN	9	22	33,713	34,299	39,832	48,376	53,073	41,107
By Sex of Employee:								
Female	9	23	33,725	34,424	42,390	48,235	52,911	41,303
By Race/Ethnicity of Employee:								
White	7	19	33,675	33,925	37,274	48,235	53,560	40,899
By Number of Years in Position:								
Up to 5 Years	7	15	33,692	33,925	34,445	48,797	53,851	41,077

Meets with patient to take history, check and record vital signs; ensures physician or nurse has needed supplies, instruments and equipment; sterilizes/cleans equipment; prepares/sets-up treatment rooms; ensures treatment rooms are maintained in a clean and orderly manner; assists physicians and nurses in providing treatment. Requires technical school certification as a medical assistant or equivalent working experience.

Other sample job titles: Certified Nursing Assistant, Health Center Assistant, Nurse Tech

	Annual Cash Compensation							
	Number of Organizations	Number of Employees	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Average
Salary and Incentives - All Organizations:								
Base Salary - All Employees	8	54	\$25,917	\$26,577	\$27,477	\$28,881	\$31,741	\$28,046
# Eligible for Incentive/Bonus	2	2						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	8	54	25,917	26,577	27,477	28,881	31,741	28,048
<b>Annual Base Salary</b>								
By Annual Expenses:								
Over \$15,000,000	5	48	25,917	26,437	27,352	27,976	30,601	27,601
By Geographic Location:								
Allegheny County	7	49	25,917	26,686	27,477	28,995	32,282	28,252
By Primary Source of Funding:								
Program services fee	5	51	25,917	26,437	27,227	28,600	30,768	27,741
By Sex of Employee:								
Female	7	51	25,917	26,437	27,477	28,600	32,066	27,998
By Race/Ethnicity of Employee:								
Black or African American	5	14	23,723	26,437	27,352	31,190	37,399	28,909
By Number of Years in Position:								
Up to 5 Years	6	44	25,917	26,640	27,477	28,444	31,741	28,058

**Health Educator**

724

Develops curricula and conducts training programs in response to the health care needs of the general community in such topics as substance abuse, HIV/AIDS, violence prevention, and pregnancy/family planning; leads discussions and group activities; arranges schedules and space; develops or orders educational materials; identifies community needs and participates in development of new education programs; may supervise volunteers or others. Typically, this position requires a degree (or equivalent) in health education, psychology, social work, education or a related field.

Other sample job titles: Childbirth Educator, Community Trainer, Seminar Leader

			Annual Cash Compensation					
	Number of Organizations	Number of Employees	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Average
Salary and Incentives - All Organizations:								
Base Salary - All Employees	6	12	\$33,091	\$34,019	\$38,002	\$41,496	\$45,893	\$38,250
# Eligible for Incentive/Bonus	2	7						
Actual Bonus Paid	1	3						
Total Cash Compensation (Base + Bonus)	6	12	33,091	34,019	38,302	41,496	46,103	38,325
<b>Annual Base Salary</b>								
By Field of Service:								
Social Support	5	11			37,814			37,637
By Primary Source of Funding:								
Government	5	11			37,814			37,637
By Sex of Employee:								
Female	5	8			38,002			37,679
By Race/Ethnicity of Employee:								
White	5	9			35,006			38,110
By Number of Years in Position:								
Up to 5 Years	5	7			35,006			37,271

Interviews and assists patients in making claims for payments for medical services; works with insurance carrier and government agencies to determine available benefits; prepares and submits documents for reimbursement; bills patients and follows up to collect on delinquent accounts; works with patient to determine payment schedules.

Other sample job titles: Benefit Coordinator, Patient Account Processor

			Annual Cash Compensation					
	Number of Organizations	Number of Employees	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Average
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	32	\$24,492	\$25,376	\$27,373	\$33,337	\$39,581	\$29,728
# Eligible for Incentive/Bonus	1	2						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	5	32	24,492	25,376	27,373	33,337	39,581	29,736

**Medical Records Clerk**

Maintains accurate and complete medical records files on patients; sets up files in accordance with standard procedures; files all documents relating to a client; pulls and prepares files for daily clinic sessions; responds to requests for medical records in accordance with clinic protocols/procedures.

Other sample job titles: Records Specialist

	<b>Number of Organizations</b>	<b>Number of Employees</b>	<b>10th %ile</b>	<b>25th %ile</b>	<b>Annual Cash Compensation</b>			<b>Average</b>
					<b>Median (50%)</b>	<b>75th %ile</b>	<b>90th %ile</b>	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	7			\$33,467			\$36,233
# Eligible for Incentive/Bonus	1	1						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	5	7			33,467			36,534

Processes patient-related billing; processes and submits billings for reimbursement from Medi-Cal, CPSP, EAPC, CVRs for family planning, Public-Private partnership and other sources; verifies patient charts for accuracy and completeness, signatures and assembly in accordance with reimbursing agency requirements; routes charts for follow-up; performs data entry; prepares statistical and other reports related to billings. The position typically requires prior experience in Medi-Cal billings.

Other sample job titles: Accounts Representative, Insurance Coordinator, Reimbursement Manager

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	9	26	\$23,040	\$27,976	\$33,010	\$36,629	\$42,969	\$32,625
# Eligible for Incentive/Bonus	4	9						
Actual Bonus Paid	4	7						
Total Cash Compensation (Base + Bonus)	9	26	23,594	29,214	33,743	36,704	42,999	32,947
<b>Annual Base Salary</b>								
By Annual Expenses:								
Over \$15,000,000	7	20	26,866	29,952	33,613	36,728	41,924	33,591
By Geographic Location:								
Allegheny County	6	12	30,730	33,447	34,799	38,173	43,851	36,060
By Primary Source of Funding:								
Program services fee	5	17	22,006	25,512	30,202	35,506	45,057	31,229
By Number of Employees:								
More than 150	6	19	26,749	29,869	33,280	37,253	42,307	33,546
By Level of Education Required:								
High School Diploma	7	20	22,154	27,040	31,491	34,554	38,453	31,357
By Sex of Employee:								
Female	9	25	22,892	27,956	33,280	36,837	43,189	32,735
By Race/Ethnicity of Employee:								
White	8	24	22,745	27,935	32,084	35,012	40,394	31,971
By Number of Years in Position:								
Up to 5 Years	5	9			27,914			28,166
11 - 20 Years	6	8			35,787			35,651

## Receptionist (Medical)

Receives and registers patients; makes/cancels appointments; provides referrals to other departments or services; helps walk-in patients obtain appropriate appointments or services; facilitates patient flow; assists patients to complete required documents. (Report receptionists working outside of medical services programs in the Receptionist job in the Administrative Positions section, job #090.)

Other sample job titles: Customer Service Representative, Registrar, Scheduler

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	6	12	\$21,114	\$27,040	\$28,860	\$31,470	\$37,754	\$29,117
# Eligible for Incentive/Bonus	4	5						
Actual Bonus Paid	3	4						
Total Cash Compensation (Base + Bonus)	6	12	21,740	27,040	28,910	32,012	37,754	29,303
<b>Annual Base Salary</b>								
<b>By Level of Education Required:</b>								
High School Diploma	5	9			29,744			29,231
<b>By Sex of Employee:</b>								
Female	6	11			28,600			28,193
<b>By Number of Years in Position:</b>								
Up to 5 Years	5	9			28,600			28,025

Under the direction of a physician, works with clients to overcome disabilities through therapeutic exercise, massage and other methods. Responsibilities include reviewing and evaluating patients' conditions and medical records, performing tests or measurements, developing programs for treatment plans, helping patients attain maximum muscle strength and motor skills as well as accepting and adjusting to the limiting effects of their disabilities.

Other sample job titles: Aquatic Physical Therapist, Pediatric Physical Therapist

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	37	\$56,796	\$62,775	\$75,566	\$79,040	\$80,858	\$70,951
# Eligible for Incentive/Bonus	2	4						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	5	37	56,796	62,775	75,566	79,040	80,858	70,973



# Occupational Therapist

Under the direction of a physician, works with mentally, emotionally and physically disabled clients to gain self-sufficiency. Designs programs that include educational, vocational and rehabilitative activities. Helps clients re-learn daily living routines, designs special equipment to help clients perform tasks, directs activities that help clients perform tasks.

Other sample job titles: Lead Occupational Therapist, Pediatric Occupational Therapist

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	6	53	\$50,207	\$53,082	\$69,659	\$78,635	\$79,315	\$67,998
# Eligible for Incentive/Bonus	2	3						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	6	53	50,207	53,082	69,659	78,635	79,315	67,998
<b>Annual Base Salary</b>								
<b>By Geographic Location:</b>								
Allegheny County	5	51	50,157	52,957	68,349	79,040	79,406	67,701
<b>By Sex of Employee:</b>								
Female	5	24	51,667	56,030	67,507	75,868	97,355	69,408
<b>By Race/Ethnicity of Employee:</b>								
White	5	25	51,667	56,732	68,141	77,137	94,752	70,004

Helps children and adults with language and hearing disorders develop the communication skills needed for self expression, social interaction, academic success, and employment. Diagnoses and treats such disorders as stuttering, delayed or impaired language, and voice and speaking problems. Observes and tests speech, language, hearing, and perception.

Other sample job titles: Pediatric Speech Pathologist, Speech Therapist

	<b>Number of Organizations</b>	<b>Number of Employees</b>	<b>10th %ile</b>	<b>25th %ile</b>	<b>Annual Cash Compensation</b>			<b>Average</b>
					<b>Median (50%)</b>	<b>75th %ile</b>	<b>90th %ile</b>	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	7	79	\$50,669	\$56,451	\$66,997	\$79,040	\$79,040	\$66,803
# Eligible for Incentive/Bonus	3	7						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	7	79	50,669	56,451	66,997	79,040	79,040	66,813
<b>Annual Base Salary</b>								
<b>By Geographic Location:</b>								
Allegheny County	5	73	50,802	56,493	68,141	79,040	79,564	67,679
<b>By Sex of Employee:</b>								
Female	6	38	51,667	54,600	58,708	68,874	85,434	63,785
<b>By Race/Ethnicity of Employee:</b>								
White	6	38	51,667	54,600	58,708	68,874	85,434	63,785

**Program Director/Administrator, Other**

805

Provides overall management and direction to one or more large programs including management of staff, developing/controlling the budget, developing/ implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating program with others in the organization. Typically, this position reports to the Executive Director/Chief Executive Officer, is a member of the senior executive team and directly or indirectly manages a minimum of ten staff. Report smaller programs in job #810 below.

Other sample job titles: Director of Consulting, Environmental Programs Director, Training Director, Youth Services Director

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	32	57	\$61,755	\$69,161	\$78,998	\$91,488	\$114,205	\$83,778
# Eligible for Incentive/Bonus	13	17						
Actual Bonus Paid	11	13	900	1,515	3,200	12,000	34,800	8,302
Total Cash Compensation (Base + Bonus)	32	57	62,005	69,161	79,040	99,454	118,568	85,671
<b>Annual Base Salary</b>								
<b>By Annual Expenses:</b>								
\$250,001 - \$750,000	6	10			69,992			70,163
\$750,001 - \$2,000,000	9	9			69,681			72,243
\$2,000,001 - \$5,000,000	8	15	61,714	76,482	80,080	90,000	123,360	84,335
\$5,000,001 - \$15,000,000	5	16	64,667	80,797	107,601	108,857	129,391	98,170
<b>By Geographic Location:</b>								
Allegheny County	29	53	61,880	69,161	80,080	99,487	115,602	84,943
<b>By Field of Service:</b>								
Economic/Neighborhood Development	6	18	62,005	70,414	90,000	107,708	122,537	90,082
Social Support	7	10			70,013			74,797
<b>By Primary Source of Funding:</b>								
Contributions from foundations or trusts	11	16	58,954	62,005	73,237	78,957	91,930	72,903
Government	12	25	64,493	70,294	84,989	107,708	114,449	87,154
<b>By Number of Employees:</b>								
1 - 5	5	7			69,992			74,292
6 - 20	10	12	57,579	67,376	73,601	84,739	124,184	80,290
21 - 50	5	11			76,835			77,941
51 - 150	10	23	61,765	69,681	87,901	107,708	120,308	90,592
<b>By Level of Education Required:</b>								
Bachelor's Degree	23	37	61,606	68,318	77,272	89,576	122,778	83,117
Master's Degree	5	8			74,152			77,366
<b>By Sex of Employee:</b>								
Male	17	19	60,112	66,664	76,482	105,997	122,262	82,736
Female	24	33	61,672	69,316	79,040	88,588	101,687	80,705
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	6	6			65,843			77,172
White	25	40	62,455	70,133	78,915	88,931	112,905	82,274
<b>By Number of Years in Position:</b>								
Up to 5 Years	18	27	60,008	62,005	72,051	85,259	114,205	76,900
6 - 10 Years	9	10			87,454			93,708
11 - 20 Years	7	7			70,554			74,158
<b>By Number of Employees Managed:</b>								
1 to 3	12	15	58,602	66,290	70,720	86,195	123,360	79,355
4 to 8	10	12	64,424	72,062	76,523	85,223	124,374	81,683
15 and over	8	9			80,080			88,985

Provides overall management and supervision to one or two program(s) including supervision of staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating program with others in the organization. Typically, this position directly or indirectly manages fewer than ten staff. Report larger programs in job #805 above.

Other sample job titles: Community Outreach Manager, Head of Collections, Land Use Program Director, Recreation Program Manager

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Average
<b>Annual Cash Compensation</b>								
Salary and Incentives - All Organizations:								
Base Salary - All Employees	62	163	\$37,665	\$45,885	\$52,000	\$63,170	\$78,736	\$55,270
# Eligible for Incentive/Bonus	21	50						
Actual Bonus Paid	11	25	200	250	1,500	3,150	3,780	1,975
Total Cash Compensation (Base + Bonus)	62	163	37,665	46,135	52,270	63,370	79,559	55,573
<b>Annual Base Salary</b>								
By Annual Expenses:								
Up to \$250,000	5	5			34,632			41,113
\$250,001 - \$750,000	11	20	38,002	44,325	49,962	54,995	60,289	49,858
\$750,001 - \$2,000,000	17	36	35,344	40,305	47,382	56,378	72,274	51,106
\$2,000,001 - \$5,000,000	15	41	37,652	47,289	52,270	59,727	66,331	53,139
\$5,000,001 - \$15,000,000	9	48	39,018	48,334	61,880	74,176	87,802	62,962
Over \$15,000,000	5	13	35,397	45,854	62,400	74,891	78,736	58,888
By Geographic Location:								
Allegheny County	54	135	37,440	44,990	52,000	62,858	79,998	55,117
Outside of Allegheny County	8	28	38,095	47,486	52,520	66,503	78,123	56,005
By Field of Service:								
Culture/Arts	12	27	37,419	38,626	51,501	61,797	70,158	52,575
Economic/Neighborhood Development	9	28	39,045	50,570	60,008	80,434	88,718	63,792
Education and Child Care Services	7	21	38,093	45,199	49,067	56,815	73,707	52,460
Environment/Animal Welfare	5	19	38,771	43,410	48,006	62,525	79,997	53,403
Social Support	9	26	33,663	36,754	46,342	56,566	78,000	49,254
By Primary Source of Funding:								
Contributions from individuals	8	21	35,643	48,527	57,595	62,733	73,187	56,893
Contributions from foundations or trusts	19	42	37,609	41,881	51,751	63,752	82,254	55,871
Government	19	56	38,168	45,999	50,002	59,290	78,368	53,869
Program services fee	13	39	37,003	47,070	54,018	69,992	85,010	56,707
By Number of Employees:								
1 - 5	10	12	31,824	34,712	38,002	57,486	66,406	44,724
6 - 20	23	41	37,090	40,550	48,547	57,928	69,905	51,658
21 - 50	11	40	45,773	47,804	52,895	63,466	82,957	57,203
51 - 150	15	59	38,626	47,486	55,994	67,496	85,010	58,217
By Level of Education Required:								
High School Diploma	7	14	33,166	36,005	44,762	54,127	62,463	45,650
Bachelor's Degree	43	105	38,002	46,114	52,749	63,056	78,491	55,513
Master's Degree	11	24	45,750	49,941	52,000	60,648	69,503	55,450
By Sex of Employee:								
Male	25	42	38,989	47,772	53,997	65,421	87,006	58,470
Female	51	111	37,552	43,992	50,003	60,008	70,242	52,993
By Race/Ethnicity of Employee:								
Black or African American	14	20	38,601	39,998	48,651	59,405	79,423	52,206
White	52	122	38,002	47,486	52,541	62,936	77,064	55,515
By Number of Years in Position:								
Up to 5 Years	38	76	37,833	45,906	50,003	60,008	79,458	54,175
6 - 10 Years	19	27	37,336	43,410	53,040	63,856	71,282	53,289
11 - 20 Years	14	21	39,815	48,839	56,430	62,848	68,677	56,063
Over 20 Years	5	5			78,000			75,005
By Number of Employees Managed:								
1 to 3	37	56	37,010	40,175	50,815	62,026	72,230	52,471
4 to 8	24	41	38,339	47,226	50,398	61,537	84,635	55,537
9 to 14	9	14	34,975	43,004	48,381	60,637	70,585	50,682
15 and over	6	7			53,290			56,748

**Program Coordinator, Other**

Assumes responsibility for the implementation of a single program ensuring compliance with the stated objectives of the project. Coordinates the work of others within the program or project; works with other departments as necessary.

Other sample job titles: Business Resource Coordinator, Educational Program Specialist, Gallery Coordinator

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	72	212	\$29,994	\$33,067	\$38,002	\$46,098	\$58,015	\$41,002
# Eligible for Incentive/Bonus	33	78						
Actual Bonus Paid	16	39	125	250	870	1,800	3,230	1,343
Total Cash Compensation (Base + Bonus)	72	212	30,000	33,067	38,002	46,922	58,874	41,249
<b>Annual Base Salary</b>								
<b>By Annual Expenses:</b>								
\$250,001 - \$750,000	12	20	25,465	35,516	39,229	44,980	57,666	40,709
\$750,001 - \$2,000,000	24	70	30,326	33,213	37,721	45,001	55,068	40,530
\$2,000,001 - \$5,000,000	17	42	26,000	29,708	32,750	39,967	45,427	34,362
\$5,000,001 - \$15,000,000	9	50	31,437	33,280	37,669	62,987	67,494	45,337
Over \$15,000,000	7	22	36,046	39,531	47,102	51,642	54,575	45,748
<b>By Geographic Location:</b>								
Allegheny County	60	184	29,921	32,432	38,002	46,930	59,478	41,236
Outside of Allegheny County	12	28	32,098	36,046	38,231	43,867	48,878	39,461
<b>By Field of Service:</b>								
Culture/Arts	11	30	28,080	31,278	34,403	38,002	52,262	36,385
Economic/Neighborhood Development	7	28	30,892	37,596	41,996	59,753	67,380	47,160
Environment/Animal Welfare	8	25	30,726	33,197	37,752	42,141	49,246	38,185
Health and Health Education	5	10			43,680			43,376
Social Support	16	39	29,994	31,574	36,046	44,834	53,955	37,842
<b>By Primary Source of Funding:</b>								
Contributions from individuals	7	24	26,177	31,959	42,286	62,707	68,463	45,588
Contributions from foundations or trusts	21	61	28,434	31,751	35,360	39,998	45,190	36,166
Government	19	57	28,700	35,058	39,998	44,949	51,202	40,227
Program services fee	19	60	31,231	33,280	41,018	54,158	64,800	44,653
<b>By Number of Employees:</b>								
1 - 5	11	11			39,998			44,516
6 - 20	29	84	29,703	31,678	36,951	43,758	51,907	38,528
21 - 50	14	44	31,741	33,280	38,543	44,990	65,312	42,630
51 - 150	11	59	28,267	31,990	38,002	49,608	62,982	42,012
More than 150	7	14	31,294	36,717	42,973	51,252	56,462	43,708
<b>By Level of Education Required:</b>								
High School Diploma	16	44	25,657	29,858	34,476	43,987	48,693	36,140
Associate's Degree	5	6			61,825			60,246
Bachelor's Degree	50	136	30,326	33,067	38,002	46,098	61,604	41,638
<b>By Sex of Employee:</b>								
Male	33	50	30,326	33,239	39,998	47,382	58,004	42,099
Female	63	161	29,050	32,823	37,918	45,365	58,523	40,577
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	20	25	29,761	34,039	39,582	44,912	61,581	41,952
White	60	164	29,931	33,280	38,096	47,273	59,478	41,481
<b>By Number of Years in Position:</b>								
Up to 5 Years	58	136	30,008	32,432	37,014	43,898	55,355	39,523
6 - 10 Years	16	21	32,111	38,231	46,051	53,467	66,531	46,810
11 - 20 Years	11	17	36,966	39,967	47,486	52,187	58,547	46,967
Over 20 Years	5	5			42,141			45,751
<b>By Number of Employees Managed:</b>								
1 to 3	15	22	30,326	31,559	39,791	49,442	58,527	41,983
4 to 8	9	13	32,714	39,790	44,834	46,852	62,799	44,841
9 to 14	7	11			43,971			40,214

Performs a variety of skilled administrative and clerical duties directly related to program management activities. These include maintaining databases, preparing routine correspondence, providing customer service to clients; and assisting and participating in program events.

Other sample job titles: Client Services Assistant, Reference Assistant, Training Assistant, Visitor Services Aide

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	38	125	\$20,800	\$24,700	\$29,120	\$35,787	\$41,600	\$30,782
# Eligible for Incentive/Bonus	12	26						
Actual Bonus Paid	4	11						
Total Cash Compensation (Base + Bonus)	38	125	20,800	24,700	29,390	35,787	41,600	30,831
<b>Annual Base Salary</b>								
<b>By Annual Expenses:</b>								
\$250,001 - \$750,000	6	7			33,259			34,798
\$750,001 - \$2,000,000	13	32	26,658	29,120	32,729	35,360	44,799	34,063
\$2,000,001 - \$5,000,000	6	32	20,800	22,381	26,333	29,947	39,518	27,679
\$5,000,001 - \$15,000,000	6	35	20,280	20,280	28,808	37,710	41,716	29,823
<b>By Geographic Location:</b>								
Allegheny County	34	119	20,800	24,440	29,120	35,360	41,600	30,600
<b>By Field of Service:</b>								
Economic/Neighborhood Development	7	10			30,747			31,925
Social Support	6	31	20,800	22,360	26,395	33,988	40,800	28,098
<b>By Primary Source of Funding:</b>								
Contributions from foundations or trusts	9	36	20,280	20,280	27,519	29,182	35,112	26,927
Government	15	29	24,960	30,327	31,990	40,063	46,072	34,480
Program services fee	9	40	20,800	22,474	28,184	33,821	39,855	28,906
<b>By Number of Employees:</b>								
1 - 5	5	7			27,040			33,438
6 - 20	15	31	28,014	29,120	31,990	35,360	45,178	33,921
21 - 50	6	29	20,800	22,235	26,270	29,078	39,125	27,206
51 - 150	9	49	20,280	21,320	29,120	37,336	41,205	30,226
<b>By Level of Education Required:</b>								
High School Diploma	15	42	22,662	26,145	29,120	33,457	37,043	29,567
Bachelor's Degree	20	73	20,280	21,320	29,203	37,523	41,866	30,903
<b>By Sex of Employee:</b>								
Male	14	18	20,280	23,140	32,552	39,640	41,552	31,990
Female	31	105	20,800	24,700	29,120	35,183	41,600	30,623
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	12	25	24,369	29,120	34,528	38,137	40,960	33,241
White	28	87	20,280	22,443	28,995	35,006	42,112	30,062
<b>By Number of Years in Position:</b>								
Up to 5 Years	31	87	20,280	22,568	29,120	34,528	39,204	29,861
6 - 10 Years	5	10			27,373			32,469
11 - 20 Years	5	6			25,782			30,046

**Program Director/Administrator, Social Services/Mental Health****853**

Provides overall management and direction to one or more large social service or mental health programs including management of staff, developing/controlling the budget, developing/ implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating program with others in the organization. Typically, this position reports to the Executive Director/Chief Executive Officer, is a member of the senior executive team and directly or indirectly manages a minimum of ten staff. Report smaller programs in job #856 below.

Other sample job titles: Day Treatment Services Director, Director of Children's Services, Disabilities Program Administrator

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	21	70	\$58,794	\$65,739	\$70,481	\$79,467	\$93,544	\$72,826
# Eligible for Incentive/Bonus	12	29						
Actual Bonus Paid	8	18	500	652	1,108	2,463	5,000	1,809
Total Cash Compensation (Base + Bonus)	21	70	59,471	65,954	70,897	79,867	93,544	73,291
<b>Annual Base Salary</b>								
<b>By Annual Expenses:</b>								
\$5,000,001 - \$15,000,000	6	16	45,771	61,490	70,960	72,800	77,088	66,931
Over \$15,000,000	12	51	60,220	66,082	71,427	82,514	96,741	75,068
<b>By Geographic Location:</b>								
Allegheny County	17	46	57,138	63,794	70,481	77,570	86,087	70,888
<b>By Field of Service:</b>								
Social Support	15	46	57,138	62,853	69,374	75,021	81,700	69,349
<b>By Primary Source of Funding:</b>								
Government	15	41	57,138	63,482	69,504	75,764	95,476	70,969
Program services fee	5	26	61,166	66,685	73,393	82,722	94,981	75,557
<b>By Number of Employees:</b>								
51 - 150	8	25	51,829	62,858	69,722	73,851	81,111	68,128
More than 150	9	41	62,387	66,685	73,008	83,003	97,777	76,484
<b>By Level of Education Required:</b>								
Bachelor's Degree	14	32	55,881	65,000	71,937	79,580	95,874	72,384
Master's Degree	9	27	66,489	66,706	72,072	82,514	96,454	76,445
<b>By Sex of Employee:</b>								
Male	10	19	57,138	65,707	71,427	78,853	92,144	71,973
Female	18	51	60,220	66,082	70,366	79,621	96,741	73,144
<b>By Race/Ethnicity of Employee:</b>								
White	19	59	59,842	66,685	72,072	79,621	93,558	73,788
<b>By Number of Years in Position:</b>								
Up to 5 Years	11	21	55,174	62,848	65,707	73,778	79,490	67,490
6 - 10 Years	8	13	51,385	60,206	66,706	83,835	95,522	71,035
11 - 20 Years	7	10			70,601			70,628
Over 20 Years	9	20	69,291	72,114	79,706	93,205	98,270	81,524
<b>By Number of Employees Managed:</b>								
4 to 8	7	11			72,072			79,550
9 to 14	7	7			75,525			75,656
15 and over	11	24	51,116	65,177	69,774	78,453	81,963	69,764

Provides overall management and supervision to one or two social service or mental health program(s) including supervision of staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating program with others in the organization. Typically, this position directly or indirectly manages fewer than ten staff. Report larger programs in job #853 above.

Other sample job titles: Adoption Program Supervisor, Case Management Director, Family Services Supervisor

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	47	274	\$42,110	\$46,467	\$51,646	\$57,018	\$63,836	\$52,435
# Eligible for Incentive/Bonus	21	116						
Actual Bonus Paid	16	50	500	755	1,250	1,930	3,035	1,448
Total Cash Compensation (Base + Bonus)	47	274	42,397	46,467	51,646	57,534	63,996	52,699
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$750,001 - \$2,000,000	13	19	39,998	46,509	56,202	58,906	73,923	55,477
\$2,000,001 - \$5,000,000	9	20	42,496	49,920	54,091	58,557	61,610	53,338
\$5,000,001 - \$15,000,000	9	42	31,990	40,316	46,010	52,167	63,902	46,794
Over \$15,000,000	13	189	45,781	47,092	51,709	56,732	63,565	53,312
By Geographic Location:								
Allegheny County	40	168	40,995	47,715	52,250	58,542	65,539	53,563
Outside of Allegheny County	7	106	43,840	46,467	49,920	53,581	58,825	50,648
By Field of Service:								
Education and Child Care Services	7	17	38,996	49,369	59,738	79,487	85,092	62,355
Social Support	23	127	38,804	44,990	49,920	55,037	59,534	49,875
By Primary Source of Funding:								
Contributions from foundations or trusts	8	17	38,952	42,214	54,000	61,288	76,373	54,065
Government	27	161	39,641	45,802	51,210	56,659	64,666	51,469
Program services fee	8	89	46,467	47,092	53,581	57,273	60,362	53,604
By Number of Employees:								
6 - 20	12	19	39,998	44,990	56,202	58,510	73,923	54,501
21 - 50	5	11			51,397			50,990
51 - 150	17	44	38,973	48,942	54,706	61,465	65,822	54,351
More than 150	11	198	43,512	46,467	51,646	55,432	61,628	51,816
By Level of Education Required:								
Associate's Degree	6	16	42,750	50,196	54,267	56,862	60,874	53,374
Bachelor's Degree	32	171	43,497	46,467	51,646	55,661	62,142	51,519
Master's Degree	15	45	44,604	51,574	56,160	62,716	71,177	57,290
By Sex of Employee:								
Male	21	59	42,016	46,467	51,646	58,510	71,635	54,085
Female	41	215	42,324	46,467	51,646	56,659	61,931	51,983
By Race/Ethnicity of Employee:								
Black or African American	14	29	34,008	46,239	51,646	58,250	64,771	51,595
White	41	240	42,594	46,478	51,646	56,987	63,517	52,596
By Number of Years in Position:								
Up to 5 Years	30	100	38,202	45,838	49,702	53,706	59,715	49,716
6 - 10 Years	13	32	41,012	46,634	51,646	56,638	64,613	52,501
11 - 20 Years	22	50	46,392	48,750	52,811	58,604	63,886	54,504
Over 20 Years	17	49	47,445	53,467	56,971	63,378	72,987	58,851
By Number of Employees Managed:								
1 to 3	13	22	37,594	47,201	51,356	56,878	64,133	51,540
4 to 8	22	76	39,839	45,698	51,646	58,458	65,537	51,895
9 to 14	13	47	42,141	46,467	50,294	54,954	57,757	50,295
15 and over	17	74	42,484	46,915	51,667	55,432	59,759	51,335



## Program Coordinator, Social Services/Mental Health

859

Assumes responsibility for the implementation of a single social services or mental health program ensuring compliance with the stated objectives of the project. Coordinates the work of others within the program or project; works with other departments as necessary.

Other sample job titles: Assistant Director of Health Services, Infant/Child Development Specialist, Prevention Coordinator

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	33	334	\$29,765	\$36,005	\$39,998	\$44,387	\$47,518	\$39,829
# Eligible for Incentive/Bonus	14	226						
Actual Bonus Paid	9	125	600	700	800	1,346	2,000	1,090
Total Cash Compensation (Base + Bonus)	33	334	29,765	36,725	40,727	44,842	48,078	40,237
<b>Annual Base Salary</b>								
<b>By Annual Expenses:</b>								
\$2,000,001 - \$5,000,000	6	25	33,422	36,005	38,230	42,463	45,881	38,781
\$5,000,001 - \$15,000,000	6	22	31,815	35,204	39,440	46,353	55,669	41,589
Over \$15,000,000	14	264	28,787	36,525	40,706	44,252	47,393	39,765
<b>By Geographic Location:</b>								
Allegheny County	26	207	36,733	38,210	42,494	45,011	48,697	42,175
Outside of Allegheny County	7	127	27,664	29,536	34,320	41,538	45,698	36,006
<b>By Field of Service:</b>								
Social Support	17	247	28,779	33,571	39,360	43,888	46,413	38,864
<b>By Primary Source of Funding:</b>								
Contributions from individuals	6	16	30,751	31,793	37,263	39,998	48,190	37,446
Government	17	159	27,706	31,283	36,982	43,992	47,528	37,677
Program services fee	7	131	37,898	39,458	42,411	45,906	47,948	42,714
<b>By Number of Employees:</b>								
21 - 50	5	15	29,228	31,075	37,523	42,182	43,642	36,265
51 - 150	11	65	36,005	37,710	39,360	44,834	48,804	41,232
More than 150	12	242	28,717	33,977	40,747	44,309	47,522	39,614
<b>By Level of Education Required:</b>								
High School Diploma	10	39	32,240	35,298	38,230	43,576	47,632	39,185
Associate's Degree	8	84	37,149	38,334	42,494	43,789	46,041	41,297
Bachelor's Degree	19	121	38,002	39,749	41,600	45,274	48,772	42,936
Master's Degree	6	12	41,714	43,347	47,767	52,499	55,742	48,041
<b>By Sex of Employee:</b>								
Male	19	76	33,347	37,898	41,090	44,622	47,559	40,772
Female	27	254	28,767	34,227	39,749	44,283	47,278	39,511
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	17	48	32,240	36,421	41,299	44,754	47,632	40,250
White	25	269	28,787	35,974	39,749	43,992	47,507	39,663
<b>By Number of Years in Position:</b>								
Up to 5 Years	26	116	34,268	37,898	42,494	44,834	47,890	41,579
6 - 10 Years	10	34	38,438	39,749	41,860	44,827	46,634	42,460
11 - 20 Years	9	28	38,337	39,988	42,526	46,639	48,200	43,551
Over 20 Years	10	32	35,493	38,012	44,450	49,317	53,945	44,049
<b>By Number of Employees Managed:</b>								
1 to 3	15	26	31,236	40,462	44,834	46,353	50,538	42,931
4 to 8	9	56	28,163	31,314	39,749	42,806	47,339	38,213
9 to 14	7	50	36,005	39,188	42,910	45,032	46,170	41,648

Performs a variety of skilled administrative and clerical duties directly related to program management activities. These include maintaining databases, preparing routine correspondence, providing customer service to clients, assisting and participating in program events.

Other sample job titles: Adult Day Service Staff, Family Services Assistant, Resource Assistant

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	22	68	\$26,308	\$28,111	\$31,855	\$35,162	\$38,912	\$32,125
# Eligible for Incentive/Bonus	10	27						
Actual Bonus Paid	5	17	322	661	1,022	1,284	2,532	1,113
Total Cash Compensation (Base + Bonus)	22	68	26,308	28,304	32,016	35,380	38,912	32,403
<b>Annual Base Salary</b>								
By Annual Expenses:								
Over \$15,000,000	9	41	25,917	27,872	31,824	34,663	39,545	31,569
By Geographic Location:								
Allegheny County	14	37	27,814	30,004	32,698	35,754	40,314	33,357
Outside of Allegheny County	8	31	25,917	27,040	30,222	34,278	37,698	30,654
By Field of Service:								
Social Support	15	42	27,227	30,217	32,958	35,568	39,961	33,157
By Primary Source of Funding:								
Government	13	36	26,728	29,791	32,823	35,910	40,472	33,050
Program services fee	5	26	26,021	27,030	29,079	32,495	36,367	30,187
By Number of Employees:								
51 - 150	10	23	26,416	30,430	32,032	35,440	38,683	32,939
More than 150	6	36	26,021	27,903	31,855	35,266	40,386	31,783
By Level of Education Required:								
High School Diploma	14	41	26,133	27,914	31,200	33,093	35,921	31,148
Bachelor's Degree	9	14	26,895	28,933	33,613	37,225	39,340	33,173
By Sex of Employee:								
Male	8	8			32,552			33,478
Female	21	60	26,108	27,940	31,824	35,266	38,775	31,944
By Race/Ethnicity of Employee:								
Black or African American	7	13	25,226	26,343	28,621	31,939	33,368	29,048
White	18	54	26,895	29,302	32,084	35,568	39,936	32,825
By Number of Years in Position:								
Up to 5 Years	16	35	26,483	27,851	32,000	35,200	39,282	32,390

## Clinical Supervisor

Supervises clinical mental health staff who are in the process of acquiring their professional licenses, as required by licensing boards. Provides regular supervision of trainees both individually and in groups. Oversees trainee client record-keeping of client cases. Evaluates trainees as required by their academic institutions. Conducts assessment interviews of new clients and participates in the process of assigning new clients to trainees. Meets directly with trainees' clients as needed. This position requires a Master's degree or PhD, licensing in the appropriate discipline, and several years of work experience while licensed.

Other sample job titles: Counseling Services Supervisor, Lead Clinician, MFT Intern Supervisor

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	13	23	\$44,766	\$47,008	\$54,850	\$61,443	\$79,564	\$56,812
# Eligible for Incentive/Bonus	4	4						
Actual Bonus Paid	3	3						
Total Cash Compensation (Base + Bonus)	13	23	44,766	47,008	54,850	61,443	79,564	56,924
<b>Annual Base Salary</b>								
By Annual Expenses:								
Over \$15,000,000	7	15	43,393	47,486	55,578	61,760	84,506	58,473
By Geographic Location:								
Allegheny County	10	17	44,004	46,124	54,579	60,883	72,272	54,282
By Field of Service:								
Social Support	10	15	45,140	48,006	56,992	61,760	77,372	58,378
By Primary Source of Funding:								
Government	12	19	44,616	47,008	54,850	61,443	72,987	56,220
By Number of Employees:								
51 - 150	5	10			57,825			57,804
More than 150	6	11			51,106			56,109
By Level of Education Required:								
Master's Degree	8	17	44,004	45,854	51,106	59,915	75,458	54,934
By Sex of Employee:								
Female	12	19	44,616	46,467	55,578	61,443	72,987	56,481
By Race/Ethnicity of Employee:								
White	11	21	44,691	47,247	55,578	61,602	81,757	57,457
By Number of Years in Position:								
Up to 5 Years	7	11			50,003			54,040
11 - 20 Years	5	6			58,189			58,233

Evaluates needs of clients and develops treatment plan in coordination with others; implements counseling and mental health services in accordance with treatment plans; provides individual, marital, group and family psychotherapy; provides drug and/or alcohol counseling services; may develop and implement specialized therapy programs; maintains accurate and complete client records. Requires Pennsylvania State licensure (LCSW).

Other sample job titles: Clinician, Group Leader, Social Service Coordinator

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	11	28	\$37,702	\$47,263	\$53,092	\$57,772	\$72,999	\$54,204
# Eligible for Incentive/Bonus	4	7						
Actual Bonus Paid	2	4						
Total Cash Compensation (Base + Bonus)	11	28	37,746	47,263	53,092	57,772	72,999	54,274
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$5,000,001 - \$15,000,000	5	12	35,006	38,002	51,720	55,969	57,720	47,891
By Geographic Location:								
Allegheny County	9	26	37,103	45,687	53,092	57,252	75,354	53,704
By Primary Source of Funding:								
Government	7	24	36,504	45,028	53,092	57,606	77,709	54,061
By Level of Education Required:								
LCSW/MFT/MFCC	11	28	37,702	47,263	53,092	57,772	72,999	54,204
By Sex of Employee:								
Female	9	23	36,204	51,002	52,978	58,032	78,886	55,171
By Race/Ethnicity of Employee:								
White	7	23	36,204	46,016	52,749	56,326	78,886	53,492
By Number of Years in Position:								
Up to 5 Years	6	11			52,000			50,293

**Therapeutic Counselor, MFCC/MFT**

877

Provides individual and/or group counseling to assist clients in achieving more effective personal, educational, vocational development and adjustment. Provides safe, supportive environment for organization's clients. Maintains observation and progress records. Provides crisis intervention and conflict resolution services. Requires certification as a Marriage, Family and Child Counselor or as a Marriage and Family Therapist.

Other sample job titles: Family Therapist, Mental Health Clinician, Prevention Counselor

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	6	11			\$55,702			\$55,638
# Eligible for Incentive/Bonus	3	3						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	6	11			55,702			56,002
					<b>Annual Base Salary</b>			
By Geographic Location:								
Allegheny County	5	10			55,141			55,632
By Race/Ethnicity of Employee:								
White	5	10			54,902			55,122
By Number of Years in Position:								
Up to 5 Years	5	7			54,101			54,338

Counsels and aids individuals and families requiring social service organization assistance. Interviews and evaluates applicants for services, formulates and implements treatment plan of action and goals; assists applicants in applying for and obtaining social and other services. Requires a MSW degree. Positions not requiring a MSW degree should be reported in job #880. (Case Managers working in a medical setting are reported in the Case Manager, Medical position in the Medical & Clinic Services section.)

Other sample job titles: Lead Case Worker, Senior Social Worker

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	12	69	\$36,046	\$38,002	\$41,538	\$45,011	\$50,003	\$42,090
# Eligible for Incentive/Bonus	5	18						
Actual Bonus Paid	4	14						
Total Cash Compensation (Base + Bonus)	12	69	36,067	38,002	41,671	45,011	50,315	42,209
<b>Annual Base Salary</b>								
By Annual Expenses:								
Over \$15,000,000	6	47	35,006	36,941	41,538	45,011	50,065	41,730
By Geographic Location:								
Allegheny County	9	52	35,143	37,721	41,891	45,011	50,221	41,940
By Field of Service:								
Social Support	5	23	36,404	38,002	41,995	44,554	47,537	41,792
By Primary Source of Funding:								
Government	7	44	35,006	37,533	40,685	45,011	48,620	41,306
By Number of Employees:								
More than 150	5	41	35,006	36,941	41,538	45,011	48,002	40,803
By Level of Education Required:								
Master's Degree	11	62	35,639	37,596	41,538	44,668	48,196	41,465
By Sex of Employee:								
Female	12	62	36,046	37,908	41,663	45,063	49,691	42,179
By Race/Ethnicity of Employee:								
Black or African American	6	11			38,002			39,876
White	11	52	36,046	38,002	41,902	45,011	49,485	42,191
By Number of Years in Position:								
Up to 5 Years	10	38	36,065	37,596	41,538	44,761	48,450	41,688
11 - 20 Years	5	9			42,390			43,134

## Case Manager

Counsels and aids individuals and families requiring social service organization assistance. Interviews and evaluates applicants for services, formulates and implements treatment plan of action and goals; assists applicants in applying for and obtaining social and other services. Most Case Manager positions require a bachelor's degree in psychology or other behavioral science. Senior-level positions requiring a MSW degree should be reported in job #879. (Case Managers working in a medical setting are reported in the Case Manager, Medical position in the Medical & Clinic Services section.)

Other sample job titles: Community Outreach Worker, Family Advocate, Social Worker

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	30	671	\$31,075	\$33,010	\$34,445	\$37,170	\$41,147	\$35,555
# Eligible for Incentive/Bonus	12	226						
Actual Bonus Paid	8	176	278	612	1,107	1,905	2,867	1,381
Total Cash Compensation (Base + Bonus)	30	671	31,260	33,669	34,507	37,710	41,645	35,917
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$750,001 - \$2,000,000	6	21	29,099	30,000	32,344	34,289	40,560	33,110
\$2,000,001 - \$5,000,000	5	13	24,960	34,008	36,712	39,281	44,279	35,678
\$5,000,001 - \$15,000,000	5	62	27,997	30,160	33,010	35,535	43,408	33,851
Over \$15,000,000	11	559	32,656	33,467	34,445	37,315	40,934	35,819
By Geographic Location:								
Allegheny County	23	237	31,200	33,124	35,880	40,467	44,050	36,925
Outside of Allegheny County	7	434	31,075	32,656	34,320	36,109	40,747	34,807
By Field of Service:								
Social Support	15	376	31,075	32,656	33,987	36,046	40,529	34,594
By Primary Source of Funding:								
Government	21	327	31,400	33,488	35,360	37,440	42,973	36,114
Program services fee	5	331	31,075	32,656	34,299	36,504	40,747	34,918
By Number of Employees:								
21 - 50	7	21	26,333	32,667	34,008	38,907	43,430	35,417
51 - 150	9	69	29,349	32,037	35,440	39,780	44,533	36,218
More than 150	10	570	31,200	33,030	34,445	36,941	40,922	35,513
By Level of Education Required:								
High School Diploma	5	37	25,792	29,110	33,925	34,445	52,000	34,281
Bachelor's Degree	17	558	31,200	33,030	34,445	36,400	40,502	35,299
Master's Degree	6	34	33,010	40,347	40,747	43,363	54,122	42,001
By Sex of Employee:								
Male	12	115	31,200	32,656	34,445	37,440	42,145	35,843
Female	29	555	31,075	33,030	34,445	37,170	40,953	35,483
By Race/Ethnicity of Employee:								
Black or African American	16	86	30,000	33,005	34,362	36,109	40,878	35,125
Hispanic/Latino	5	6			34,466			37,277
White	23	561	31,075	33,010	34,445	37,170	41,159	35,590
Mixed Race	6	8			34,570			33,990
By Number of Years in Position:								
Up to 5 Years	24	393	31,075	32,656	34,008	35,953	40,747	34,784
6 - 10 Years	13	62	33,694	34,424	35,631	40,498	41,766	36,827
11 - 20 Years	14	88	34,430	35,402	37,877	41,782	44,088	38,769
Over 20 Years	7	14	33,717	35,449	40,259	45,261	54,122	41,527

Responsible for providing a safe and supportive environment for organization's clientele. Adheres to laws regarding confidentiality and reporting requirements. Maintains observation and progress records as needed. Provides crisis intervention and/or conflict resolution to individuals and groups. Requires a Master degree. Positions not requiring a Master degree should be reported in job #883.

Other sample job titles: Lead Counselor, Senior Family Counselor

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	13	229	\$37,710	\$41,538	\$47,091	\$56,160	\$61,443	\$48,974
# Eligible for Incentive/Bonus	3	13						
Actual Bonus Paid	2	5						
Total Cash Compensation (Base + Bonus)	13	229	37,710	41,538	47,091	56,160	61,443	49,003
<b>Annual Base Salary</b>								
By Annual Expenses:								
Over \$15,000,000	6	189	37,710	41,236	47,091	56,160	62,899	49,195
By Geographic Location:								
Allegheny County	10	116	37,710	37,710	44,803	54,101	59,748	47,028
By Field of Service:								
Social Support	6	12	36,696	40,622	45,282	52,375	54,415	45,817
By Primary Source of Funding:								
Government	10	118	37,710	37,710	44,803	54,101	59,685	47,039
By Number of Employees:								
More than 150	5	186	37,710	41,387	47,091	56,160	62,949	49,298
By Level of Education Required:								
Master's Degree	11	187	37,710	40,934	49,504	56,160	62,899	49,267
By Sex of Employee:								
Male	8	40	37,789	41,538	47,091	56,160	56,235	48,082
Female	12	189	37,710	41,538	46,925	56,160	62,899	49,163
By Race/Ethnicity of Employee:								
Black or African American	8	21	37,710	38,334	42,557	53,019	56,160	45,103
White	11	201	37,710	41,538	49,442	56,160	62,882	49,415
By Number of Years in Position:								
Up to 5 Years	11	149	37,710	41,538	47,091	56,160	56,160	48,636
6 - 10 Years	6	19	41,621	42,994	55,952	58,573	62,525	51,996
11 - 20 Years	5	21	40,373	44,429	46,197	57,044	65,828	50,089



**Counselor**

Responsible for providing a safe and supportive environment for organization's clientele. Adheres to laws regarding confidentiality and reporting requirements. Maintains observation and progress records as needed. Provides crisis intervention and/or conflict resolution to individuals and groups. Senior-level positions requiring a Master's degree should be reported in job #882.

Other sample job titles: Behavior Specialist, Crisis Line Counselor, Substance Abuse Counselor

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	19	265	\$26,657	\$30,711	\$31,678	\$37,710	\$42,175	\$34,161
# Eligible for Incentive/Bonus	6	50						
Actual Bonus Paid	5	17	308	420	622	1,091	3,463	1,149
Total Cash Compensation (Base + Bonus)	19	265	26,657	30,711	31,678	37,710	42,175	34,235
<b>Annual Base Salary</b>								
<b>By Annual Expenses:</b>								
\$750,001 - \$2,000,000	5	18	27,547	29,776	33,953	37,149	42,900	33,900
Over \$15,000,000	7	161	30,368	31,200	31,678	39,468	41,987	34,994
<b>By Geographic Location:</b>								
Allegheny County	14	191	26,000	30,160	31,678	36,864	44,096	33,878
Outside of Allegheny County	5	74	27,997	31,569	34,445	39,520	39,520	34,891
<b>By Field of Service:</b>								
Social Support	11	95	24,985	27,830	31,678	38,210	44,553	33,503
<b>By Primary Source of Funding:</b>								
Government	14	206	26,364	30,160	31,678	36,766	42,698	33,759
<b>By Number of Employees:</b>								
6 - 20	5	15	26,699	29,120	32,011	33,946	42,203	32,589
51 - 150	5	54	27,779	33,960	36,864	45,838	52,645	39,316
More than 150	7	175	26,000	30,680	31,678	34,445	39,520	32,699
<b>By Level of Education Required:</b>								
High School Diploma	5	119	25,480	28,080	31,200	31,678	32,760	30,313
Bachelor's Degree	15	123	29,932	31,990	36,733	39,520	46,126	37,086
<b>By Sex of Employee:</b>								
Male	12	79	26,000	31,200	31,678	37,710	48,318	34,387
Female	19	186	27,749	30,160	31,678	37,710	41,496	34,065
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	10	59	24,960	26,520	31,200	35,027	40,768	32,171
White	17	152	27,880	30,306	32,583	39,494	41,983	34,553
<b>By Number of Years in Position:</b>								
Up to 5 Years	18	161	26,799	30,160	31,678	37,710	40,235	33,635
6 - 10 Years	10	22	30,316	31,980	34,196	39,978	42,650	35,781
11 - 20 Years	10	26	27,612	31,678	34,716	48,459	55,760	39,554

Promotes effectiveness of program services for clients by acting as liaison between program site and home. Communicate with program staff and family members with respect to goals, concerns and progress. Promotes family involvement through home visits, phone calls or written communication to promote family involvement. Maintains program participant files. Provides referrals for community resources as needed.

Other sample job titles: Family Support Specialist, Family & Community Worker, Home Visitor

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	13	97	\$30,244	\$31,543	\$34,008	\$35,443	\$39,699	\$34,366
# Eligible for Incentive/Bonus	5	30						
Actual Bonus Paid	3	11						
Total Cash Compensation (Base + Bonus)	13	97	30,724	31,595	34,008	35,565	39,699	34,430
<b>Annual Base Salary</b>								
By Annual Expenses:								
Over \$15,000,000	5	57	30,855	31,439	34,445	35,443	41,304	34,756
By Geographic Location:								
Allegheny County	10	74	30,992	31,013	33,717	36,073	41,205	34,588
By Field of Service:								
Social Support	6	35	30,730	31,990	34,986	35,443	37,556	34,349
By Primary Source of Funding:								
Government	9	74	30,992	31,793	34,008	35,532	39,354	34,524
By Level of Education Required:								
Bachelor's Degree	10	65	29,170	30,992	33,925	35,006	38,355	33,963
By Sex of Employee:								
Male	8	16	30,094	31,013	32,271	36,837	45,816	34,648
Female	13	81	30,056	31,990	34,133	35,443	38,979	34,310
By Race/Ethnicity of Employee:								
Black or African American	6	21	30,992	31,595	34,445	40,123	41,205	35,393
White	9	68	29,979	31,013	33,967	35,443	36,816	34,077
By Number of Years in Position:								
Up to 5 Years	11	52	29,082	30,997	32,802	34,965	40,076	33,508
6 - 10 Years	6	7			35,797			37,488

**Eligibility Specialist**

886

Interviews clients/prospective clients to determine their eligibility for a wide range of social services. Gathers and verifies information. Assists clients to complete application forms for government and other social services and submits for approval. (Eligibility Specialists working in housing eligibility programs are reported under the Occupancy Specialist position in Housing/Shelter section.)

Other sample job titles: Intake Specialist, Service Evaluator

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	11	45	\$29,120	\$31,200	\$34,299	\$37,274	\$43,953	\$35,055
# Eligible for Incentive/Bonus	4	12						
Actual Bonus Paid	3	8						
Total Cash Compensation (Base + Bonus)	11	45	29,120	31,460	34,320	37,440	44,086	35,250
<b>Annual Base Salary</b>								
By Annual Expenses:								
Over \$15,000,000	5	10			40,737			39,318
By Geographic Location:								
Allegheny County	8	36	29,120	31,720	33,800	36,400	41,002	34,595
By Field of Service:								
Social Support	5	29	29,120	31,460	34,320	36,400	38,480	34,513
By Primary Source of Funding:								
Government	6	30	29,120	31,200	33,291	36,400	38,376	34,155
By Number of Employees:								
51 - 150	7	15	31,200	31,200	36,421	39,832	46,596	36,699
By Sex of Employee:								
Female	11	38	30,524	31,590	34,320	37,440	44,316	35,577
By Race/Ethnicity of Employee:								
White	9	27	29,120	31,200	35,360	38,480	44,720	35,680
By Number of Years in Position:								
Up to 5 Years	8	23	29,120	30,680	31,720	34,299	38,875	32,831

Meets with possible client/parents/guardians for entrance into organization's clinical program. Assesses suitability of program for individual client. Explains policies, procedures and fees. Completes intake documentation to register a new case into the program. Interacts with any relevant government agencies. Facilitates the assignment of new case to organization's clinical staff. Maintains clinical forms, revising as necessary.

Other sample job titles: Admissions Coordinator, Intake Specialist

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	19	65	\$29,557	\$30,992	\$33,925	\$38,782	\$41,546	\$35,023
# Eligible for Incentive/Bonus	5	10						
Actual Bonus Paid	1	3						
Total Cash Compensation (Base + Bonus)	19	65	29,557	30,992	33,925	39,260	41,546	35,066
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$5,000,001 - \$15,000,000	5	11			36,005			35,191
Over \$15,000,000	7	43	30,077	30,992	33,509	39,874	42,057	35,123
By Geographic Location:								
Allegheny County	14	43	29,994	30,992	33,010	38,563	40,485	34,573
Outside of Allegheny County	5	22	28,116	31,538	33,925	41,085	48,867	35,903
By Field of Service:								
Social Support	8	18	28,635	30,041	35,724	39,539	52,000	36,260
By Primary Source of Funding:								
Government	14	46	29,557	30,992	32,989	38,142	41,284	34,495
By Number of Employees:								
51 - 150	8	19	27,454	30,202	35,714	38,002	39,595	34,015
More than 150	7	40	30,992	30,992	33,717	39,786	41,556	35,413
By Level of Education Required:								
Bachelor's Degree	15	50	29,994	30,992	33,260	38,142	40,729	34,247
By Sex of Employee:								
Male	8	12	26,799	34,892	39,697	41,356	52,000	39,371
Female	16	53	29,557	30,992	33,010	36,307	41,296	34,039
By Race/Ethnicity of Employee:								
White	17	50	29,557	30,992	33,925	39,539	42,307	35,679
By Number of Years in Position:								
Up to 5 Years	14	37	27,489	30,597	33,925	36,629	41,055	33,711
6 - 10 Years	5	7			32,452			35,897

## Senior or Adult Program Assistant

889

Provides support services to adults or senior clients in residence or day programs. Duties include any or all of the following: provides training and assistance with personal skills and care such as hygiene, clothing care, mobility, taking medicines, managing money, meal preparation, household maintenance, etc. Assists adults with transportation, making and meeting medical and other appointments, community participation, communication, meals, etc.

Other sample job titles: Health Aide, Life Skills Trainer, Therapeutic Support Staff

	Number of Organizations	Number of Employees	Annual Cash Compensation					Average
			10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	9	122	\$21,694	\$21,840	\$25,064	\$32,334	\$35,909	\$27,370
# Eligible for Incentive/Bonus	6	98						
Actual Bonus Paid	2	34						
Total Cash Compensation (Base + Bonus)	9	122	21,694	21,840	25,064	32,565	36,012	27,503
<b>Annual Base Salary</b>								
By Annual Expenses:								
Over \$15,000,000	5	75	21,840	21,840	23,421	32,926	36,745	27,037
By Geographic Location:								
Allegheny County	6	50	22,575	28,080	31,470	33,379	35,435	30,851
By Field of Service:								
Social Support	6	103	21,507	21,840	23,192	31,200	33,675	26,213
By Primary Source of Funding:								
Government	5	82	21,395	21,840	22,235	29,001	33,280	25,247
By Number of Employees:								
More than 150	5	75	21,840	21,840	23,421	32,926	36,745	27,037
By Level of Education Required:								
High School Diploma	6	46	21,363	24,346	31,200	34,351	36,469	29,806
Bachelor's Degree	6	17	20,800	23,920	28,725	33,665	38,821	28,927
By Sex of Employee:								
Male	7	14	20,800	21,788	23,775	34,377	36,712	27,472
Female	8	107	21,840	21,840	25,168	31,491	35,377	27,243
By Race/Ethnicity of Employee:								
Black or African American	6	21	24,170	29,505	31,200	33,280	35,218	31,298
White	7	97	21,420	21,840	23,338	31,491	36,167	26,435
By Number of Years in Position:								
Up to 5 Years	7	43	21,008	22,506	28,496	31,200	32,822	27,574

Provides support services to children or youth in residence or day programs. Duties include any or all of the following: provides training and assistance with personal and communication skills. Report jobs exclusively involved with education and/or recreation at job numbers 259 - 277.

Other sample job titles: Children's Services Aide, Youth Mentor

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	7	64	\$23,920	\$24,960	\$26,000	\$30,504	\$36,327	\$27,784
# Eligible for Incentive/Bonus	1	13						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	7	64	23,920	24,960	26,000	30,504	36,327	27,784
<b>Annual Base Salary</b>								
By Geographic Location: Allegheny County	6	52	23,454	24,960	26,593	30,905	36,409	27,901
By Primary Source of Funding: Government	6	62	23,920	24,960	26,000	30,714	36,356	28,009
By Level of Education Required: High School Diploma	7	64	23,920	24,960	26,000	30,504	36,327	27,784
By Sex of Employee: Female	7	45	23,654	24,960	26,000	31,100	36,312	28,066
By Race/Ethnicity of Employee: White	7	25	20,800	23,920	26,000	29,640	36,312	27,159
By Number of Years in Position: Up to 5 Years	5	32	24,960	24,960	27,550	31,200	36,453	28,866

**Personal Attendant/Home Health Care Worker**

891

Provides personal assistance (i.e. cooking, shopping, housekeeping) and care (i.e. bathing, grooming, feeding, dressing) to elderly and people with disabilities in their homes.

Other sample job titles: Home Health Aide

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	6	279	\$21,528	\$21,861	\$22,547	\$25,584	\$28,496	\$24,066
# Eligible for Incentive/Bonus	2	33						
Actual Bonus Paid	2	26						
Total Cash Compensation (Base + Bonus)	6	279	21,528	21,861	22,547	25,584	28,544	24,137
<b>Annual Base Salary</b>								
<b>By Level of Education Required:</b>								
High School Diploma	6	273	21,528	21,861	22,547	25,137	28,509	24,000
<b>By Sex of Employee:</b>								
Male	5	29	21,528	21,851	26,000	29,776	34,112	26,274
Female	6	227	21,528	21,861	22,506	24,066	27,148	23,577
<b>By Race/Ethnicity of Employee:</b>								
White	5	200	21,528	21,861	22,506	25,397	27,982	23,921
<b>By Number of Years in Position:</b>								
Up to 5 Years	6	161	21,528	21,684	22,506	24,586	27,826	23,550

Provides personal assistance (i.e. cooking, shopping, housekeeping) and care (i.e. bathing, grooming, feeding, dressing) to elderly and people with disabilities in an residential program or group home.

Other sample job titles: Community Living Specialist, Life Skills Worker

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	11	1,426	\$23,920	\$25,709	\$27,144	\$29,349	\$31,934	\$27,708
# Eligible for Incentive/Bonus	7	1,165						
Actual Bonus Paid	6	954	300	500	722	1,022	1,322	770
Total Cash Compensation (Base + Bonus)	11	1,426	23,920	26,000	27,663	30,061	32,762	28,223
<b>Annual Base Salary</b>								
By Annual Expenses:								
Over \$15,000,000	5	1,248	24,419	26,000	27,581	29,349	31,824	27,960
By Geographic Location:								
Allegheny County	9	1,327	24,960	26,000	27,581	29,349	32,011	28,098
By Field of Service:								
Social Support	7	1,253	24,710	26,000	27,518	29,349	31,970	27,964
By Primary Source of Funding:								
Government	8	755	24,960	26,000	26,250	28,829	32,011	27,500
By Number of Employees:								
51 - 150	5	171	21,840	23,920	25,376	26,998	32,340	25,862
More than 150	5	1,248	24,419	26,000	27,581	29,349	31,824	27,960
By Level of Education Required:								
High School Diploma	10	1,415	23,920	25,709	27,061	29,349	31,824	27,666
By Sex of Employee:								
Male	9	561	24,943	26,000	27,040	29,349	31,920	27,810
Female	11	865	22,984	25,480	27,290	29,349	31,965	27,641
By Race/Ethnicity of Employee:								
Black or African American	10	713	24,960	26,000	27,040	29,349	31,512	27,698
White	10	632	22,506	25,152	27,539	29,739	32,781	27,791
Mixed Race	5	41	24,453	26,000	27,123	29,110	31,129	27,548
By Number of Years in Position:								
Up to 5 Years	11	862	22,969	25,480	26,489	29,183	31,065	27,065
6 - 10 Years	10	173	23,920	25,979	28,642	31,471	35,244	28,976
11 - 20 Years	9	105	24,939	25,709	27,394	30,129	33,180	28,276
Over 20 Years	7	67	26,100	28,018	32,635	36,067	39,420	32,555



## Rehabilitation Specialist

Provides direct, in-home services to seriously emotionally disturbed clients and their families. Rehabilitative services are provided one-to-one or in a group, in accordance with a treatment plan. Services are designed to enhance the client's positive development, impulse control and skills and competency development. Provides family members with therapeutic techniques to manage client's behavior through family education and resource linkages in the community. Requires an Associate's degree or higher and several years of related experience.

Other sample job titles: Habilitation Specialist, Rehabilitation Aide

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	29	\$25,002	\$26,749	\$26,749	\$29,037	\$39,998	\$29,331
# Eligible for Incentive/Bonus	4	7						
Actual Bonus Paid	1	2						
Total Cash Compensation (Base + Bonus)	5	29	25,002	26,749	26,749	29,037	41,205	29,425
<b>Annual Base Salary</b>								
By Sex of Employee:								
Female	5	21	23,571	26,749	26,749	28,569	40,381	29,081
By Race/Ethnicity of Employee:								
White	5	28	24,823	26,749	26,749	27,924	39,616	28,950

Recruits, trains and coordinates the activities of the organization's volunteers. Maintains volunteer database. Nurtures volunteers to improve their connection to the organization. Identifies work throughout the organization that can be accomplished by volunteers and promotes their services. Recognizes volunteer service on a regular basis, both formally and informally. Identifies leaders among the volunteers and recruits them for additional responsibilities.

Other sample job titles: Community Outreach Director, Volunteer Manager

	Number of Organizations	Number of Employees	10th %ile	Annual Cash Compensation				Average
				25th %ile	Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	10	10			\$49,119			\$50,835
# Eligible for Incentive/Bonus	1	1						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	10	10			49,899			51,075
<b>Annual Base Salary</b>								
<b>By Geographic Location:</b>								
Allegheny County	10	10			49,119			50,835
<b>By Level of Education Required:</b>								
Bachelor's Degree	7	7			49,982			53,711
<b>By Sex of Employee:</b>								
Female	7	7			49,982			52,995
<b>By Race/Ethnicity of Employee:</b>								
White	6	6			49,910			53,889

## Volunteer Coordinator

906

Responsible for recruiting new volunteers, training and coordinating the organization's volunteer staff. Provides administrative support to program.

Other sample job titles: Community Outreach Coordinator, Partnership Development Specialist

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	19	34	\$29,536	\$31,715	\$37,222	\$38,621	\$40,799	\$35,464
# Eligible for Incentive/Bonus	10	11						
Actual Bonus Paid	3	3						
Total Cash Compensation (Base + Bonus)	19	34	29,536	31,715	37,336	38,621	40,799	35,511
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$750,001 - \$2,000,000	5	5			31,886			34,108
\$2,000,001 - \$5,000,000	5	16	33,062	37,336	38,449	38,933	42,224	38,201
\$5,000,001 - \$15,000,000	5	7			32,406			32,693
By Geographic Location:								
Allegheny County	18	32	29,320	31,372	37,336	38,652	41,119	35,529
By Field of Service:								
Social Support	8	8			35,034			35,928
By Primary Source of Funding:								
Contributions from foundations or trusts	5	5			32,406			33,758
Government	7	18	31,705	36,767	38,200	38,922	41,808	37,712
By Number of Employees:								
6 - 20	6	7			31,200			30,659
51 - 150	6	8			31,502			32,990
By Level of Education Required:								
High School Diploma	6	8			31,200			33,179
Bachelor's Degree	11	24	27,259	34,429	37,336	38,652	40,799	35,991
By Sex of Employee:								
Female	18	32	29,320	31,372	37,222	38,626	41,119	35,379
By Race/Ethnicity of Employee:								
White	16	30	29,103	31,200	36,084	38,621	39,913	35,073
By Number of Years in Position:								
Up to 5 Years	13	25	30,177	31,543	37,107	38,449	38,925	35,362
11 - 20 Years	5	5			39,146			38,347

Acts as spokesperson for the organization within the community, to government, prospective funders and others. Markets and promotes the organization's goals and objectives in order to develop grass-roots support within the community. Coordinates media and public relations activities, and supervises public relations staff. May report to the Executive Director/CEO, or in the case of larger organizations, to an executive-level communications employee (see job #020).

Other sample job titles: Community Relations Director, Marketing Director, Public Information Officer

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	22	24	\$47,185	\$53,524	\$62,827	\$69,687	\$81,079	\$62,958
# Eligible for Incentive/Bonus	8	8						
Actual Bonus Paid	6	6			1,546			3,432
Total Cash Compensation (Base + Bonus)	22	24	48,185	53,749	62,827	69,951	86,496	63,816
<b>Annual Base Salary</b>								
<b>By Annual Expenses:</b>								
\$750,001 - \$2,000,000	5	5			62,608			60,654
\$5,000,001 - \$15,000,000	5	6			70,666			74,713
Over \$15,000,000	5	5			52,270			56,285
<b>By Geographic Location:</b>								
Allegheny County	20	22	48,267	54,117	62,827	69,451	77,755	62,719
<b>By Primary Source of Funding:</b>								
Contributions from foundations or trusts	6	8			66,622			67,218
Government	6	6			57,408			58,045
Program services fee	6	6			58,511			60,301
<b>By Number of Employees:</b>								
6 - 20	6	6			60,663			58,044
51 - 150	9	10			66,622			65,823
<b>By Level of Education Required:</b>								
Bachelor's Degree	16	18	46,919	52,988	59,810	69,201	84,613	62,506
<b>By Sex of Employee:</b>								
Male	9	9			58,718			61,609
Female	13	13	48,610	53,820	63,045	69,569	81,207	63,047
<b>By Race/Ethnicity of Employee:</b>								
White	20	22	47,164	52,988	61,755	69,451	82,268	62,459
<b>By Number of Years in Position:</b>								
Up to 5 Years	13	13	49,250	53,820	58,718	67,978	85,030	62,172
<b>By Number of Employees Managed:</b>								
1 to 3	9	9			69,333			69,200

**Public Relations Manager**

Plans and produces print and other advertising programs; develops and implements promotional, publicity and marketing programs; represents the organization to the community, government and media to publicize its programs and needs; seeks and develops opportunities to enhance the image of the organization in the community. Develops public relations budget and controls costs to approved budgets.

Other sample job titles: Communications Specialist, Community Relations Coordinator, Marketing Manager

			Annual Cash Compensation					
	Number of Organizations	Number of Employees	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Average
Salary and Incentives - All Organizations:								
Base Salary - All Employees	9	10			\$57,367			\$57,385
# Eligible for Incentive/Bonus	2	3						
Actual Bonus Paid	1	2						
Total Cash Compensation (Base + Bonus)	9	10			57,367			57,410
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	8	9			56,805			57,188
By Level of Education Required:								
Bachelor's Degree	8	9			56,805			57,325
By Sex of Employee:								
Female	8	8			57,367			56,750
By Race/Ethnicity of Employee:								
White	9	10			57,367			57,385
By Number of Years in Position:								
Up to 5 Years	6	6			57,055			54,784

Has overall responsibility to develop programs and campaigns designed to increase brand awareness, ticket sales, sponsorships, and donations. Also creates and directs strategic marketing plans for the organization, including print, web, visual/signage, social media, and other electronic methods.

Other sample job titles: Marketing & Community Engagement Manager, Marketing & Outreach Manager

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	19	19	\$42,162	\$57,990	\$65,000	\$75,000	\$100,942	\$67,337
# Eligible for Incentive/Bonus	7	7						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	19	19	42,162	57,990	65,000	75,000	100,942	67,426
<b>Annual Base Salary</b>								
<b>By Annual Expenses:</b>								
\$2,000,001 - \$5,000,000	5	5			75,000			71,588
<b>By Geographic Location:</b>								
Allegheny County	19	19	42,162	57,990	65,000	75,000	100,942	67,337
<b>By Field of Service:</b>								
Culture/Arts	5	5			62,504			65,142
<b>By Primary Source of Funding:</b>								
Government	6	6			70,000			70,490
Program services fee	5	5			58,136			65,682
<b>By Number of Employees:</b>								
6 - 20	5	5			62,504			68,449
51 - 150	7	7			65,000			64,642
<b>By Level of Education Required:</b>								
Bachelor's Degree	16	16	41,850	54,844	64,459	76,580	102,340	67,588
<b>By Sex of Employee:</b>								
Female	19	19	42,162	57,990	65,000	75,000	100,942	67,337
<b>By Race/Ethnicity of Employee:</b>								
White	15	15	48,377	57,990	62,504	74,318	90,734	65,611
<b>By Number of Years in Position:</b>								
Up to 5 Years	13	13	41,538	53,134	60,008	72,155	103,738	65,018
<b>By Number of Employees Managed:</b>								
1 to 3	9	9			62,504			67,353

## Marketing Coordinator

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Performs a variety of marketing-related tasks under general supervision, including development of advertising materials, direct mail campaigns and events. Prepares proposals, presentations and reports.

Other sample job titles: Communications Specialist, Marketing Assistant

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	38	44	\$31,595	\$33,395	\$36,972	\$41,861	\$45,823	\$38,493
# Eligible for Incentive/Bonus	16	18						
Actual Bonus Paid	8	8			650			810
Total Cash Compensation (Base + Bonus)	38	44	31,595	33,620	36,972	42,039	45,823	38,641
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$250,001 - \$750,000	7	7			37,482			38,623
\$750,001 - \$2,000,000	8	8			37,658			38,447
\$2,000,001 - \$5,000,000	7	7			36,400			36,225
\$5,000,001 - \$15,000,000	9	13	30,792	35,745	39,000	43,868	56,934	40,658
By Geographic Location:								
Allegheny County	32	36	31,200	33,436	36,972	41,789	45,192	37,975
Outside of Allegheny County	6	8			38,002			40,825
By Field of Service:								
Culture/Arts	11	11			36,067			36,726
Social Support	8	10			40,520			39,878
By Primary Source of Funding:								
Contributions from individuals	9	10			34,248			36,101
Contributions from foundations or trusts	10	10			35,859			37,784
Government	8	10			36,276			36,673
Program services fee	9	12	32,018	36,942	41,912	45,776	53,741	42,070
By Number of Employees:								
1 - 5	11	11			35,944			37,707
6 - 20	11	11			36,400			36,627
51 - 150	7	10			36,036			36,292
More than 150	5	7			40,539			39,752
By Level of Education Required:								
High School Diploma	8	9			37,482			39,125
Bachelor's Degree	27	28	31,200	33,062	36,972	41,821	46,278	38,348
By Sex of Employee:								
Male	12	13	30,792	33,114	35,006	43,724	54,271	38,988
Female	28	29	31,200	34,091	37,398	41,934	45,760	38,245
By Race/Ethnicity of Employee:								
White	33	39	31,990	33,218	37,398	41,872	45,864	38,651
By Number of Years in Position:								
Up to 5 Years	28	33	31,200	33,114	36,067	41,084	45,831	37,783

Develops and implements a social media strategy for the organization. Researches social media outlets that are conducive to the organization's program and service goals. Oversees blogs, podcasts, and other online communication, including fundraising, marketing and advocacy efforts.

Other sample job titles: Web Communications Specialist

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	12	12	\$30,218	\$33,337	\$38,948	\$45,687	\$54,631	\$40,269
# Eligible for Incentive/Bonus	8	8						
Actual Bonus Paid	3	3						
Total Cash Compensation (Base + Bonus)	12	12	30,218	33,337	39,309	47,417	55,381	40,746
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$5,000,001 - \$15,000,000	5	5			35,006			38,896
By Geographic Location:								
Allegheny County	11	11			39,811			40,677
By Number of Employees:								
51 - 150	5	5			35,006			39,458
By Level of Education Required:								
Bachelor's Degree	9	9			42,661			42,977
By Sex of Employee:								
Female	10	10			41,236			41,454
By Race/Ethnicity of Employee:								
White	11	11			38,085			39,796
By Number of Years in Position:								
Up to 5 Years	8	8			44,065			43,974



## Graphic Artist

Uses desktop publishing and related software/hardware to design and develop attractive formats supportive of the organization's mission for all printed materials including stationery, marketing brochures, fundraising materials, grant applications, annual reports, newsletters, posters, advertisements, packaging, etc. May coordinate production of finished products with printers/publishers. May also develop and illustrate materials with other media (e.g. drawings, photographs, paintings).

Other sample job titles: Art Director, Senior Designer, Publications Specialist

	Number of Organizations	Number of Employees	10th %ile	Annual Cash Compensation				Average
				25th %ile	Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	8	10			\$39,572			\$42,447
# Eligible for Incentive/Bonus	2	3						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	8	10			39,572			42,447
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	8	10			39,572			42,447
By Number of Employees:								
51 - 150	6	8			36,515			40,789
By Level of Education Required:								
Bachelor's Degree	6	7			42,827			45,184
By Sex of Employee:								
Female	7	8			42,411			43,995
By Race/Ethnicity of Employee:								
White	7	9			41,995			43,234

Develops and implements programs to attract and retain members of the organization; manages the database; oversees regular communications to members including newsletter, invitations to events and activities, and solicitations; ensures members' inquiries and problems are responded to promptly; researches and develops new methods to increase membership.

Other sample job titles: Customer Service Director, Member Services Manager

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	8	9			\$52,374			\$64,975
# Eligible for Incentive/Bonus	7	8						
Actual Bonus Paid	4	4						
Total Cash Compensation (Base + Bonus)	8	9			54,374			67,597
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	8	9			52,374			64,975
By Level of Education Required:								
Bachelor's Degree	7	8			58,001			66,550
By Sex of Employee:								
Female	7	7			52,374			61,402
By Race/Ethnicity of Employee:								
White	8	9			52,374			64,975
By Number of Years in Position:								
Up to 5 Years	5	5			52,374			63,606

## Membership Assistant

Performs a variety of skilled administrative and clerical duties directly related to membership activities. These include maintaining databases, preparing routine correspondence, developing/sending mass mailings, assisting and participating in special events for members, developing effective working relationships with members to nurture their connection to the organization.

Other sample job titles: Membership Clerk

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	10	14	\$28,527	\$31,200	\$36,317	\$42,255	\$46,322	\$36,584
# Eligible for Incentive/Bonus	5	9						
Actual Bonus Paid	2	3						
Total Cash Compensation (Base + Bonus)	10	14	28,715	31,275	36,317	42,255	46,322	36,618
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$250,001 - \$750,000	5	5			33,280			34,620
By Geographic Location:								
Allegheny County	8	12	28,515	31,200	34,060	41,522	47,411	36,022
By Number of Employees:								
1 - 5	5	5			37,794			35,938
By Level of Education Required:								
Bachelor's Degree	7	8			40,113			39,752
By Sex of Employee:								
Female	9	11			38,002			37,264
By Race/Ethnicity of Employee:								
White	9	11			38,002			37,533

Following guidelines and procedures, performs office support duties which involve providing information to the public, receiving payments, addressing customer questions, preparing and maintaining records.

Other sample job titles: Customer Specialist, Member Services Representative, Subscriber Services Representative

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	13	176	\$22,568	\$25,106	\$26,811	\$28,080	\$31,200	\$26,987
# Eligible for Incentive/Bonus	4	86						
Actual Bonus Paid	3	66						
Total Cash Compensation (Base + Bonus)	13	176	22,668	25,106	27,040	28,846	32,983	27,326
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$5,000,001 - \$15,000,000	5	81	19,760	24,960	25,272	26,021	27,602	25,243
By Geographic Location:								
Allegheny County	9	161	22,568	25,106	27,040	29,120	31,200	27,163
By Primary Source of Funding:								
Government	8	88	23,600	25,106	25,480	26,572	27,949	26,023
By Number of Employees:								
51 - 150	6	142	25,106	25,480	27,040	29,120	32,864	27,899
By Level of Education Required:								
High School Diploma	9	154	23,795	25,272	27,040	29,120	31,200	27,271
By Sex of Employee:								
Male	9	39	19,760	23,317	25,480	27,040	29,120	25,389
Female	13	137	23,338	25,106	27,040	29,380	31,558	27,442
By Race/Ethnicity of Employee:								
Black or African American	6	40	20,041	25,272	27,040	31,200	31,200	27,489
White	11	119	23,338	25,106	26,499	27,934	31,200	26,818
By Number of Years in Position:								
Up to 5 Years	9	68	23,936	25,272	26,021	29,120	31,408	27,579
6 - 10 Years	5	17	22,976	26,021	26,541	27,040	28,147	26,271

## Appendix A: Average Annual Base Salary by Position

<b>Executive</b>	005	Executive Director/Chief Executive Officer	\$120,436
	010	Associate Director/Chief Operating Officer	115,780
	015	Director, Program(s)	109,004
	020	Chief Communications Officer	120,307
	025	Chief Development Officer	118,971
	030	Chief Human Resources Officer	120,676
	105	Chief Financial Officer	118,373
<b>Administrative</b>	055	Director, Administration	71,293
	065	Office Manager	42,945
	070	Executive Assistant	47,574
	075	Administrative Assistant, Senior Level	39,726
	080	Administrative Assistant, Intermediate Level	34,111
	085	Administrative Assistant, Junior Level	27,066
	090	Receptionist	25,602
	093	Business Development Manager	71,522
	095	Quality Assurance Manager	64,734
	096	Quality Assurance Specialist	40,622
<b>Accounting/Finance</b>	110	Controller	82,827
	115	Accounting Manager	67,516
	120	Accounting Supervisor	54,306
	124	Senior Accountant	57,061
	125	Staff Accountant	44,778
	126	Payroll Specialist	43,021
	130	Accounting Clerk	35,764
<b>Cultural, Artistic, Performing Arts</b>	154	Artistic Director	59,265
	155	Curator	64,472
	160	Production Manager/Coordinator	37,551
	166	Technical Staff	36,878
<b>Development</b>	205	Director, Development	80,113
	210	Development Manager, General	60,687
	215	Grant Writer, All Types of Funding	45,159
	220	Special Event Coordinator	44,309
	225	Development Associate	38,860
<b>Education &amp; Recreation</b>	253	Director, Education	74,818
	255	Curriculum Specialist	69,164
	256	Educator or Teacher, Adult Education	49,521
	258	Site Supervisor	52,185
	259	Teacher, K-12	38,789
	262	Teacher, Pre-School	35,667
	265	Teaching Assistant, K-12	28,096
	268	Teaching Assistant, Pre-School	23,697
	269	Special Education Teacher, K-12	53,697
	271	Child Care Assistant	22,290
	272	Community Educator	38,595
	277	Recreation or Activity Leader, Children or Youth	23,282
	278	Recreation or Activity Leader, Adults	31,396
<b>Employment/Work Training</b>	305	Job Developer	35,834
	310	Vocational Counselor	41,213
	315	Job Coach	34,785
<b>Food Service</b>	355	Food Service Manager or Supervisor	46,281
	365	Cook	27,914
	370	Food Service Assistant/Worker	22,085
<b>Foundation/Philanthropy</b>	960	Program Officer	68,643
<b>Gift/Thrift Shop, Warehouse &amp; Food Bank</b>	455	Gift/Thrift Shop Manager	39,303
	460	Gift/Thrift Shop Retail Sales Clerk	22,187
	465	Warehouse Worker	31,638
<b>Government Affairs, Advocacy, Research</b>	380	Director or Manager, Government Affairs	75,801
	382	Data Manager	59,650
	393	Librarian	41,978
	396	Library Assistant	24,226
<b>Human Resources</b>	505	Director, Human Resources	85,207
	510	Human Resources Manager	57,582
	512	Human Resources Generalist	46,290
	514	Benefits Manager	48,585
	515	Human Resources Representative or Specialist	41,313
	520	Human Resources Assistant	32,436

Appendix A: Average Annual Base Salary by Position

<b>Information Technology</b>	555	Director, Information Technology/Services	87,049
	560	Information Technology Manager	66,053
	562	Systems Administrator	57,090
	565	Database Administrator	44,911
	570	Network Technician	50,328
	575	Personal Computer Technician	40,281
	576	Tech Support Specialist	40,431
	580	Data Entry Operator	30,118
<b>Legal Services &amp; Community Organizing</b>	625	Community Organizer	40,722
<b>Maintenance, Grounds &amp; Purchasing</b>	655	Facilities Manager	67,854
	660	Maintenance Supervisor	47,375
	665	Maintenance Technician or Specialist	32,702
	670	Gardener	31,545
	675	Janitor or Custodian	24,682
	680	Driver	26,892
	685	Security Guard or Officer	26,293
<b>Medical &amp; Clinical Services</b>	704	Clinic Director	71,173
	714	Registered Nurse	59,623
	716	Nurse Practitioner	93,586
	720	Licensed Vocational/Practical Nurse	41,303
	722	Medical Assistant	28,046
	724	Health Educator	38,250
	744	Patient Accounts Representative	29,728
	748	Medical Records Clerk	36,233
	750	Billing Clerk	32,625
	752	Receptionist (Medical)	29,117
	761	Physical Therapist	70,951
	762	Occupational Therapist	67,998
	763	Speech Pathologist	66,803
<b>Program Management (other than Social Service/Mental Health)</b>	805	Program Director/Administrator	83,778
	810	Program Manager/Administrator	55,270
	815	Program Coordinator	41,002
	820	Program Assistant	30,782
<b>Social Services &amp; Mental Health</b>	853	Program Director/Administrator, Social Services/Mental	72,826
	856	Program Manager/Administrator, Social	52,435
	859	Program Coordinator, Social Services/Mental Health	39,829
	862	Program Assistant, Social Services/Mental Health	32,125
	867	Clinical Supervisor	56,812
	868	Licensed Clinical Social Worker	54,204
	877	Therapeutic Counselor, MFCC/MFT	55,638
	879	Case Manager, Master Level	42,090
	880	Case Manager	35,555
	882	Counselor, Master Level	48,974
	883	Counselor	34,161
	885	Family Advocate	34,366
	886	Eligibility Specialist	35,055
	887	Intake Coordinator	35,023
	889	Senior or Adult Program Assistant	27,370
	890	Children or Youth Program Assistant	27,784
891	Personal Attendant/Home Health Care Worker	24,066	
892	Direct Care Counselor	27,708	
893	Rehabilitation Specialist	29,331	
<b>Volunteer, Membership &amp; Marketing</b>	905	Volunteer Director	50,835
	906	Volunteer Coordinator	35,464
	910	Communications Director or Manager	62,958
	915	Public Relations Manager	57,385
	916	Marketing Director or Manager	67,337
	917	Marketing Coordinator	38,493
	918	Social Media Coordinator	40,269
	920	Graphic Artist	42,447
	925	Membership Director or Manager	64,975
	930	Membership Assistant	36,584
	931	Customer Service Representative	26,987

## Appendix B: Survey Participants

Organization	City
3 Rivers Wet Weather, Inc.	Pittsburgh
A Second Chance, Inc.	Pittsburgh
ACHIEVA	Pittsburgh
AIA Pittsburgh	Pittsburgh
Alle-Kiski Area HOPE Center, Inc.	Tarentum
Allegheny Center Alliance Church	Pittsburgh
Allegheny County Library Association	Pittsburgh
Allegheny Trail Alliance	Homestead
Alliance for Nonprofit Resources	Butler
Allies for Health + Wellbeing	Pittsburgh
Apollo Memorial Library	Apollo
Assemble	Pittsburgh
Attack Theatre	Pittsburgh
Auberle	McKeesport
Bayer Center for Nonprofit Management at Robert Morris University	Pittsburgh
Bethel Park Public Library	Bethel Park
Bike Pittsburgh	Pittsburgh
Blind & Vision Rehabilitation Services	Pittsburgh
Bloomfield Development Corporation	Pittsburgh
Blueprints	Washington
Breathe Pennsylvania	Cranberry
Bricolage Production Company	Pittsburgh
Bridgeway Capital Inc.	Pittsburgh
The Buhl Foundation	Pittsburgh
The Community at Holy Family Manor	Pittsburgh
Carnegie Hero Fund Commission	Pittsburgh
Carnegie of Homestead	Munhall
CASA of Westmoreland, Inc.	Greensburg
CCChampions	Pittsburgh
Center for Hearing & Deaf Services, Inc.	Pittsburgh
Chamber Music Pittsburgh	Pittsburgh
The Children's Home of Pittsburgh & Lemieux Family Center	Pittsburgh
The Children's Institute	Pittsburgh
Children's Museum of Pittsburgh	Pittsburgh
City of Asylum Pittsburgh	Pittsburgh
Community Care Connections, Inc	Butler
Community Foundation of Greene County	Waynesburg
Community Foundation Serving the Heart of Western Pennsylvania	Kittanning
Community Guidance Center	Indiana
Conservation Consultants	Pittsburgh
Consumer Health Coalition	Pittsburgh
Contemporary Craft	Pittsburgh
Crisis Center North	Pittsburgh
Crisis Shelter of Lawrence County	New Castle
Crossroads Foundation	Pittsburgh
Dollar Energy Fund	Pittsburgh
Domestic Violence Services of Southwestern Pennsylvania	Washington
Dreams of Hope	Pittsburgh
Dress for Success Pittsburgh	Pittsburgh
Easterseals Western and Central Pennsylvania	Pittsburgh
The Education Partnership	Pittsburgh
Emmaus Community of Pittsburgh	Pittsburgh
Every Child Inc.	Pittsburgh
FAME (Fund for Advancement of Minorities through Education)	Pittsburgh
Family House	Pittsburgh
Familylinks	Pittsburgh

Appendix B: Survey Participants

<b>Organization</b>	<b>City</b>
Fayette County Association for the Blind	Uniontown
Fern Hollow Nature Center	Sewickley
FISA Foundation	Pittsburgh
Frick Art & Historical Center	Pittsburgh
Goodwill SWPA	Pittsburgh
Grantmakers of Western Pennsylvania	Pittsburgh
Greater Pittsburgh Arts Council	Pittsburgh
Greater Pittsburgh Community Food Bank	Duquesne
Greater Washington County Food Bank	Brownsville
Grow Pittsburgh	Pittsburgh
Gwen's Girls, Incorporated	Pittsburgh
Habitat for Humanity of Greater Pittsburgh	Pittsburgh
Haiti H2O	Pittsburgh
Holy Family Institute	Pittsburgh
Human Services Center Corporation	Turtle Creek
Humane Animal Rescue	Pittsburgh
Hunger-Free Pennsylvania	McMurray
InVision Human Services	Wexford
IRETA (Institute for Research, Education and Training in Addictions)	Pittsburgh
Jacobs Creek Watershed Association	Scottdale
Jeremiah's Place	Pittsburgh
Jewish Family & Children's Service	Pittsburgh
Just Harvest	Pittsburgh
Keep Pennsylvania Beautiful	Greensburg
Laughlin Children's Center	Sewickley
Lawrenceville United	Pittsburgh
Lawrence County Youth Ministry	New Castle
Leadership Washington County	Canonsburg
Learning Disabilities Association of America	Pittsburgh
Lifesteps, Inc.	Butler
Light of Life	Pittsburgh
Literacy Pittsburgh	Pittsburgh
LIVING Ministry Inc.	Pittsburgh
Loyalhanna Watershed Association, Inc.	Ligonier
Mainstay Life Services	Pittsburgh
Manchester Craftsmen's Guild	Pittsburgh
The Mendelssohn Choir of Pittsburgh	Pittsburgh
The Mentoring Partnership of SW PA	Pittsburgh
Message Carriers of Pennsylvania, Inc.	Pittsburgh
Metro Community Health Center	Pittsburgh
The Midwife Center	Pittsburgh
Mon Valley Initiative	Homestead
Monroeville Public Library	Monroeville
Mountain Watershed Association	Melcroft
Mt. Lebanon Extended Day Program	Pittsburgh
Neighborhood Legal Services	Pittsburgh
New Century Careers	Pittsburgh
New Sun Rising	Pittsburgh
North Hills Community Outreach	Allison Park
North Versailles Public Library	North Versailles
Northland Public Library Authority	Pittsburgh
Northside Community Development Fund	Pittsburgh
Opportunity Fund	Pittsburgh
Osher Lifelong Learning Institute at Carnegie Mellon University	Pittsburgh
Our Clubhouse	Pittsburgh
Outreach Teen & Family Services	Pittsburgh
PA West Soccer Association	Pittsburgh
Pace School	Pittsburgh
Paralyzed Veterans of America, Keystone Chapter	Pittsburgh



<b>Organization</b>	<b>City</b>
Partner4Work	Pittsburgh
Pennsylvania Environmental Council	Pittsburgh
Pennsylvania Governor's School for the Sciences	Williamsport
Pennsylvania Resources Council	Pittsburgh
Pennsylvania Trolley Museum, Inc.	Washington
Pennsylvania Women Work	Pittsburgh
Pittsburgh Arts & Lectures	Pittsburgh
Pittsburgh Botanic Garden	Oakdale
Pittsburgh Center for Creative Reuse	Pittsburgh
Pittsburgh Community Broadcasting Corporation	Pittsburgh
Pittsburgh Community Television	Pittsburgh
Pittsburgh Cultural Trust	Pittsburgh
Pittsburgh Downtown Partnership	Pittsburgh
Pittsburgh Human Resources Association	Pittsburgh
The Pittsburgh Project	Pittsburgh
Pittsburgh Schweitzer Fellows Program	Pittsburgh
Pittsburgh Urban Christian School	Pittsburgh
Pittsburgh Youth Chorus	Pittsburgh
Pittsburgh Youth Symphony Orchestra	Pittsburgh
Pittsburgh Zoo & PPG Aquarium	Pittsburgh
POISE Foundation	Pittsburgh
POWER (Pennsylvania Association for Women in Early Recovery)	Pittsburgh
Providence Connections	Pittsburgh
PSAHPERD	Pittsburgh
PULSE (Pittsburgh Urban Leadership Service Experience)	Pittsburgh
PUMP	Pittsburgh
Quantum Theatre	Pittsburgh
Rainbow Kitchen Community Services	Homestead
Reading is Fundamental Pittsburgh	Pittsburgh
Renewal, Inc.	Pittsburgh
River City Brass	Pittsburgh
Rivers of Steel Heritage Corporation	Homestead
Roy A. Hunt Foundation	Pittsburgh
SAMS USA	Ambridge
Sarah Heinz House	Pittsburgh
Senator John Heinz History Center	Pittsburgh
Sewickley Presbyterian Church	Sewickley
Silver Eye	Pittsburgh
Sisters of St. Joseph	Baden
Sisters Place, Inc.	Clairton
SLB Radio Productions, Inc.	Pittsburgh
Small Seeds Development, Inc.	Pittsburgh
Snee-Reinhardt Charitable Foundation	Pittsburgh
Sojourner House	Pittsburgh
South Hills Interfaith Movement	Bethel Park
Southwestern Pennsylvania Human Services, Inc. (SPHS)	Charleroi
Southwinds, Inc.	Pittsburgh
Spina Bifida Association of Western Pennsylvania	Wexford
SSPC, The Society for Protective Coatings	Pittsburgh
Sweetwater Center for the Arts	Sewickley
SWPA Environmental Health Project	McMurray
Three Rivers Young Peoples Orchestras	Pittsburgh
Tickets for Kids	Pittsburgh
Tobacco Free Allegheny	Pittsburgh
Travelers Aid	Pittsburgh
Trinity School for Ministry	Ambridge
Trying Together	Pittsburgh
Tuesday Musical Club	Pittsburgh
The Tull Family Theater	Sewickley

<b>Organization</b>	<b>City</b>
The United Way of Southwestern Pennsylvania	Pittsburgh
United Way of Washington County	Washington
University of Pittsburgh Institute for Entrepreneurial Excellence	Pittsburgh
Urban Impact Foundation	Pittsburgh
Urban League of Greater Pittsburgh	Pittsburgh
The Urban Redevelopment Authority Pittsburgh	Pittsburgh
Vibrant Pittsburgh	Pittsburgh
Ward Home, Inc.	Pittsburgh
Washington County Bar Association	Washington
The Watson Institute	Sewickley
Western Pennsylvania Chapter of the National Hemophilia Foundation	Cranberry Township
Western Pennsylvania Diaper Bank	Monroeville
Westmoreland Casemanagement and Supports, Inc.	Greensburg
Woodlands Foundation, Inc.	Wexford

# Appendix C: Wage Conversion Formulas and Tables

These tables are based on the following:

<b>8 hours in a workday 40 hours in a week</b>	<b>52 weeks in a year 4.33 weeks in a month</b>	<b>21.67 days in a month 2080 hours in a year</b>
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Hourly	Monthly	Annual
\$ 7.25	\$ 1,257	\$ 15,080
\$ 7.50	\$ 1,300	\$ 15,600
\$ 7.75	\$ 1,343	\$ 16,120
\$ 8.00	\$ 1,387	\$ 16,640
\$ 8.25	\$ 1,430	\$ 17,160
\$ 8.50	\$ 1,473	\$ 17,680
\$ 8.75	\$ 1,517	\$ 18,200
\$ 9.00	\$ 1,560	\$ 18,720
\$ 9.25	\$ 1,603	\$ 19,240
\$ 9.50	\$ 1,647	\$ 19,760
\$ 9.75	\$ 1,690	\$ 20,280
\$ 10.00	\$ 1,733	\$ 20,800
\$ 10.25	\$ 1,777	\$ 21,320
\$ 10.50	\$ 1,820	\$ 21,840
\$ 10.75	\$ 1,863	\$ 22,360
\$ 11.00	\$ 1,907	\$ 22,880
\$ 11.25	\$ 1,950	\$ 23,400
\$ 11.50	\$ 1,993	\$ 23,920
\$ 11.75	\$ 2,037	\$ 24,440
\$ 12.00	\$ 2,080	\$ 24,960
\$ 12.25	\$ 2,123	\$ 25,480
\$ 12.50	\$ 2,167	\$ 26,000
\$ 12.75	\$ 2,210	\$ 26,520
\$ 13.00	\$ 2,253	\$ 27,040
\$ 13.25	\$ 2,297	\$ 27,560
\$ 13.50	\$ 2,340	\$ 28,080
\$ 13.75	\$ 2,383	\$ 28,600
\$ 14.00	\$ 2,427	\$ 29,120
\$ 14.25	\$ 2,470	\$ 29,640
\$ 14.50	\$ 2,513	\$ 30,160
\$ 14.75	\$ 2,557	\$ 30,680
\$ 15.00	\$ 2,600	\$ 31,200
\$ 15.25	\$ 2,643	\$ 31,720
\$ 15.50	\$ 2,687	\$ 32,240
\$ 15.75	\$ 2,730	\$ 32,760
\$ 16.00	\$ 2,773	\$ 33,280
\$ 16.25	\$ 2,817	\$ 33,800
\$ 16.50	\$ 2,860	\$ 34,320
\$ 16.75	\$ 2,903	\$ 34,840
\$ 17.00	\$ 2,947	\$ 35,360
\$ 17.25	\$ 2,990	\$ 35,880
\$ 17.50	\$ 3,033	\$ 36,400
\$ 17.75	\$ 3,077	\$ 36,920
\$ 18.00	\$ 3,120	\$ 37,440
\$ 18.25	\$ 3,163	\$ 37,960
\$ 18.50	\$ 3,207	\$ 38,480
\$ 18.75	\$ 3,250	\$ 39,000
\$ 19.00	\$ 3,293	\$ 39,520
\$ 19.25	\$ 3,337	\$ 40,040

Hourly	Monthly	Annual
\$ 19.50	\$ 3,380	\$ 40,560
\$ 19.75	\$ 3,423	\$ 41,080
\$ 20.00	\$ 3,467	\$ 41,600
\$ 20.25	\$ 3,510	\$ 42,120
\$ 20.50	\$ 3,553	\$ 42,640
\$ 20.75	\$ 3,597	\$ 43,160
\$ 21.00	\$ 3,640	\$ 43,680
\$ 21.25	\$ 3,683	\$ 44,200
\$ 21.50	\$ 3,727	\$ 44,720
\$ 21.75	\$ 3,770	\$ 45,240
\$ 22.00	\$ 3,813	\$ 45,760
\$ 22.25	\$ 3,857	\$ 46,280
\$ 22.50	\$ 3,900	\$ 46,800
\$ 22.75	\$ 3,943	\$ 47,320
\$ 23.00	\$ 3,987	\$ 47,840
\$ 23.25	\$ 4,030	\$ 48,360
\$ 23.50	\$ 4,073	\$ 48,880
\$ 23.75	\$ 4,117	\$ 49,400
\$ 24.00	\$ 4,160	\$ 49,920
\$ 24.25	\$ 4,203	\$ 50,440
\$ 24.50	\$ 4,247	\$ 50,960
\$ 24.75	\$ 4,290	\$ 51,480
\$ 25.00	\$ 4,333	\$ 52,000
\$ 25.25	\$ 4,377	\$ 52,520
\$ 25.50	\$ 4,420	\$ 53,040
\$ 25.75	\$ 4,463	\$ 53,560
\$ 26.00	\$ 4,507	\$ 54,080
\$ 26.25	\$ 4,550	\$ 54,600
\$ 26.50	\$ 4,593	\$ 55,120
\$ 26.75	\$ 4,637	\$ 55,640
\$ 27.00	\$ 4,680	\$ 56,160
\$ 27.25	\$ 4,723	\$ 56,680
\$ 27.50	\$ 4,767	\$ 57,200
\$ 27.75	\$ 4,810	\$ 57,720
\$ 28.00	\$ 4,853	\$ 58,240
\$ 28.25	\$ 4,897	\$ 58,760
\$ 28.50	\$ 4,940	\$ 59,280
\$ 28.75	\$ 4,983	\$ 59,800
\$ 29.00	\$ 5,027	\$ 60,320
\$ 29.25	\$ 5,070	\$ 60,840
\$ 29.50	\$ 5,113	\$ 61,360
\$ 29.75	\$ 5,157	\$ 61,880
\$ 30.00	\$ 5,200	\$ 62,400
\$ 30.25	\$ 5,243	\$ 62,920
\$ 30.50	\$ 5,287	\$ 63,440
\$ 30.75	\$ 5,330	\$ 63,960
\$ 31.00	\$ 5,373	\$ 64,480
\$ 31.25	\$ 5,417	\$ 65,000
\$ 31.50	\$ 5,460	\$ 65,520

Appendix C: Wage Conversion Formulas and Tables

Hourly	Monthly	Annual
\$ 31.75	\$ 5,503	\$ 66,040
\$ 32.00	\$ 5,547	\$ 66,560
\$ 32.25	\$ 5,590	\$ 67,080
\$ 32.50	\$ 5,633	\$ 67,600
\$ 32.75	\$ 5,677	\$ 68,120
\$ 33.00	\$ 5,720	\$ 68,640
\$ 33.25	\$ 5,763	\$ 69,160
\$ 33.50	\$ 5,807	\$ 69,680
\$ 33.75	\$ 5,850	\$ 70,200
\$ 34.00	\$ 5,893	\$ 70,720
\$ 34.25	\$ 5,937	\$ 71,240
\$ 34.50	\$ 5,980	\$ 71,760
\$ 34.75	\$ 6,023	\$ 72,280
\$ 35.00	\$ 6,067	\$ 72,800
\$ 35.25	\$ 6,110	\$ 73,320
\$ 35.50	\$ 6,153	\$ 73,840
\$ 35.75	\$ 6,197	\$ 74,360
\$ 36.00	\$ 6,240	\$ 74,880
\$ 36.25	\$ 6,283	\$ 75,400
\$ 36.50	\$ 6,327	\$ 75,920
\$ 36.75	\$ 6,370	\$ 76,440
\$ 37.00	\$ 6,413	\$ 76,960
\$ 37.25	\$ 6,457	\$ 77,480
\$ 37.50	\$ 6,500	\$ 78,000
\$ 37.75	\$ 6,543	\$ 78,520
\$ 38.00	\$ 6,587	\$ 79,040
\$ 38.25	\$ 6,630	\$ 79,560
\$ 38.50	\$ 6,673	\$ 80,080
\$ 38.75	\$ 6,717	\$ 80,600
\$ 39.00	\$ 6,760	\$ 81,120
\$ 39.25	\$ 6,803	\$ 81,640
\$ 39.50	\$ 6,847	\$ 82,160
\$ 39.75	\$ 6,890	\$ 82,680
\$ 40.00	\$ 6,933	\$ 83,200
\$ 40.25	\$ 6,977	\$ 83,720
\$ 40.50	\$ 7,020	\$ 84,240
\$ 40.75	\$ 7,063	\$ 84,760
\$ 41.00	\$ 7,107	\$ 85,280
\$ 41.25	\$ 7,150	\$ 85,800
\$ 41.50	\$ 7,193	\$ 86,320
\$ 41.75	\$ 7,237	\$ 86,840
\$ 42.00	\$ 7,280	\$ 87,360
\$ 42.25	\$ 7,323	\$ 87,880
\$ 42.50	\$ 7,367	\$ 88,400
\$ 42.75	\$ 7,410	\$ 88,920
\$ 43.00	\$ 7,453	\$ 89,440
\$ 43.25	\$ 7,497	\$ 89,960
\$ 43.50	\$ 7,540	\$ 90,480
\$ 43.75	\$ 7,583	\$ 91,000
\$ 44.00	\$ 7,627	\$ 91,520
\$ 44.25	\$ 7,670	\$ 92,040
\$ 44.50	\$ 7,713	\$ 92,560
\$ 44.75	\$ 7,757	\$ 93,080
\$ 45.00	\$ 7,800	\$ 93,600
\$ 45.25	\$ 7,843	\$ 94,120
\$ 45.50	\$ 7,887	\$ 94,640
\$ 45.75	\$ 7,930	\$ 95,160

Hourly	Monthly	Annual
\$ 46.00	\$ 7,973	\$ 95,680
\$ 46.25	\$ 8,017	\$ 96,200
\$ 46.50	\$ 8,060	\$ 96,720
\$ 46.75	\$ 8,103	\$ 97,240
\$ 47.00	\$ 8,147	\$ 97,760
\$ 47.25	\$ 8,190	\$ 98,280
\$ 47.50	\$ 8,233	\$ 98,800
\$ 47.75	\$ 8,277	\$ 99,320
\$ 48.00	\$ 8,320	\$ 99,840
\$ 48.25	\$ 8,363	\$ 100,360
\$ 48.50	\$ 8,407	\$ 100,880
\$ 48.75	\$ 8,450	\$ 101,400
\$ 49.00	\$ 8,493	\$ 101,920
\$ 49.25	\$ 8,537	\$ 102,440
\$ 49.50	\$ 8,580	\$ 102,960
\$ 49.75	\$ 8,623	\$ 103,480
\$ 50.00	\$ 8,667	\$ 104,000
\$ 50.25	\$ 8,710	\$ 104,520
\$ 50.50	\$ 8,753	\$ 105,040
\$ 50.75	\$ 8,797	\$ 105,560
\$ 51.00	\$ 8,840	\$ 106,080
\$ 51.25	\$ 8,883	\$ 106,600
\$ 51.50	\$ 8,927	\$ 107,120
\$ 51.75	\$ 8,970	\$ 107,640
\$ 52.00	\$ 9,013	\$ 108,160
\$ 52.25	\$ 9,057	\$ 108,680
\$ 52.50	\$ 9,100	\$ 109,200
\$ 52.75	\$ 9,143	\$ 109,720
\$ 53.00	\$ 9,187	\$ 110,240
\$ 53.25	\$ 9,230	\$ 110,760
\$ 53.50	\$ 9,273	\$ 111,280
\$ 53.75	\$ 9,317	\$ 111,800
\$ 54.00	\$ 9,360	\$ 112,320
\$ 54.25	\$ 9,403	\$ 112,840
\$ 54.50	\$ 9,447	\$ 113,360
\$ 54.75	\$ 9,490	\$ 113,880
\$ 55.00	\$ 9,533	\$ 114,400
\$ 55.25	\$ 9,577	\$ 114,920
\$ 55.50	\$ 9,620	\$ 115,440
\$ 55.75	\$ 9,663	\$ 115,960
\$ 56.00	\$ 9,707	\$ 116,480
\$ 56.25	\$ 9,750	\$ 117,000
\$ 56.50	\$ 9,793	\$ 117,520
\$ 56.75	\$ 9,837	\$ 118,040
\$ 57.00	\$ 9,880	\$ 118,560
\$ 57.25	\$ 9,923	\$ 119,080
\$ 57.50	\$ 9,967	\$ 119,600
\$ 57.75	\$ 10,010	\$ 120,120
\$ 58.00	\$ 10,053	\$ 120,640
\$ 58.25	\$ 10,097	\$ 121,160
\$ 58.50	\$ 10,140	\$ 121,680
\$ 58.75	\$ 10,183	\$ 122,200
\$ 59.00	\$ 10,227	\$ 122,720
\$ 59.25	\$ 10,270	\$ 123,240
\$ 59.50	\$ 10,313	\$ 123,760
\$ 59.75	\$ 10,357	\$ 124,280
\$ 60.00	\$ 10,400	\$ 124,800

Hourly	Monthly	Annual
\$ 60.25	\$ 10,443	\$ 125,320
\$ 60.50	\$ 10,487	\$ 125,840
\$ 60.75	\$ 10,530	\$ 126,360
\$ 61.00	\$ 10,573	\$ 126,880
\$ 61.25	\$ 10,617	\$ 127,400
\$ 61.50	\$ 10,660	\$ 127,920
\$ 61.75	\$ 10,703	\$ 128,440
\$ 62.00	\$ 10,747	\$ 128,960
\$ 62.25	\$ 10,790	\$ 129,480
\$ 62.50	\$ 10,833	\$ 130,000
\$ 62.75	\$ 10,877	\$ 130,520
\$ 63.00	\$ 10,920	\$ 131,040
\$ 63.25	\$ 10,963	\$ 131,560
\$ 63.50	\$ 11,007	\$ 132,080
\$ 63.75	\$ 11,050	\$ 132,600
\$ 64.00	\$ 11,093	\$ 133,120
\$ 64.25	\$ 11,137	\$ 133,640
\$ 64.50	\$ 11,180	\$ 134,160
\$ 64.75	\$ 11,223	\$ 134,680
\$ 65.00	\$ 11,267	\$ 135,200
\$ 65.25	\$ 11,310	\$ 135,720
\$ 65.50	\$ 11,353	\$ 136,240
\$ 65.75	\$ 11,397	\$ 136,760
\$ 66.00	\$ 11,440	\$ 137,280
\$ 66.25	\$ 11,483	\$ 137,800
\$ 66.50	\$ 11,527	\$ 138,320
\$ 66.75	\$ 11,570	\$ 138,840
\$ 67.00	\$ 11,613	\$ 139,360
\$ 67.25	\$ 11,657	\$ 139,880
\$ 67.50	\$ 11,700	\$ 140,400
\$ 67.75	\$ 11,743	\$ 140,920
\$ 68.00	\$ 11,787	\$ 141,440
\$ 68.25	\$ 11,830	\$ 141,960
\$ 68.50	\$ 11,873	\$ 142,480
\$ 68.75	\$ 11,917	\$ 143,000
\$ 69.00	\$ 11,960	\$ 143,520
\$ 69.25	\$ 12,003	\$ 144,040
\$ 69.50	\$ 12,047	\$ 144,560
\$ 69.75	\$ 12,090	\$ 145,080
\$ 70.00	\$ 12,133	\$ 145,600
\$ 70.25	\$ 12,177	\$ 146,120
\$ 70.50	\$ 12,220	\$ 146,640
\$ 70.75	\$ 12,263	\$ 147,160
\$ 71.00	\$ 12,307	\$ 147,680
\$ 71.25	\$ 12,350	\$ 148,200
\$ 71.50	\$ 12,393	\$ 148,720
\$ 71.75	\$ 12,437	\$ 149,240
\$ 72.00	\$ 12,480	\$ 149,760
\$ 72.25	\$ 12,523	\$ 150,280
\$ 72.50	\$ 12,567	\$ 150,800
\$ 72.75	\$ 12,610	\$ 151,320
\$ 73.00	\$ 12,653	\$ 151,840
\$ 73.25	\$ 12,697	\$ 152,360
\$ 73.50	\$ 12,740	\$ 152,880
\$ 73.75	\$ 12,783	\$ 153,400
\$ 74.00	\$ 12,827	\$ 153,920
\$ 74.25	\$ 12,870	\$ 154,440

Hourly	Monthly	Annual
\$ 74.50	\$ 12,913	\$ 154,960
\$ 74.75	\$ 12,957	\$ 155,480
\$ 75.00	\$ 13,000	\$ 156,000
\$ 75.25	\$ 13,043	\$ 156,520
\$ 75.50	\$ 13,087	\$ 157,040
\$ 75.75	\$ 13,130	\$ 157,560
\$ 76.00	\$ 13,173	\$ 158,080
\$ 76.25	\$ 13,217	\$ 158,600
\$ 76.50	\$ 13,260	\$ 159,120
\$ 76.75	\$ 13,303	\$ 159,640
\$ 77.00	\$ 13,347	\$ 160,160
\$ 77.25	\$ 13,390	\$ 160,680
\$ 77.50	\$ 13,433	\$ 161,200
\$ 77.75	\$ 13,477	\$ 161,720
\$ 78.00	\$ 13,520	\$ 162,240
\$ 78.25	\$ 13,563	\$ 162,760
\$ 78.50	\$ 13,607	\$ 163,280
\$ 78.75	\$ 13,650	\$ 163,800
\$ 79.00	\$ 13,693	\$ 164,320
\$ 79.25	\$ 13,737	\$ 164,840
\$ 79.50	\$ 13,780	\$ 165,360
\$ 79.75	\$ 13,823	\$ 165,880
\$ 80.00	\$ 13,867	\$ 166,400
\$ 80.25	\$ 13,910	\$ 166,920
\$ 80.50	\$ 13,953	\$ 167,440
\$ 80.75	\$ 13,997	\$ 167,960
\$ 81.00	\$ 14,040	\$ 168,480
\$ 81.25	\$ 14,083	\$ 169,000
\$ 81.50	\$ 14,127	\$ 169,520
\$ 81.75	\$ 14,170	\$ 170,040
\$ 82.00	\$ 14,213	\$ 170,560
\$ 82.25	\$ 14,257	\$ 171,080
\$ 82.50	\$ 14,300	\$ 171,600
\$ 82.75	\$ 14,343	\$ 172,120
\$ 83.00	\$ 14,387	\$ 172,640
\$ 83.25	\$ 14,430	\$ 173,160
\$ 83.50	\$ 14,473	\$ 173,680
\$ 83.75	\$ 14,517	\$ 174,200
\$ 84.00	\$ 14,560	\$ 174,720
\$ 84.25	\$ 14,603	\$ 175,240
\$ 84.50	\$ 14,647	\$ 175,760
\$ 84.75	\$ 14,690	\$ 176,280
\$ 85.00	\$ 14,733	\$ 176,800
\$ 85.25	\$ 14,777	\$ 177,320
\$ 85.50	\$ 14,820	\$ 177,840
\$ 85.75	\$ 14,863	\$ 178,360
\$ 86.00	\$ 14,907	\$ 178,880
\$ 86.25	\$ 14,950	\$ 179,400
\$ 86.50	\$ 14,993	\$ 179,920
\$ 86.75	\$ 15,037	\$ 180,440
\$ 87.00	\$ 15,080	\$ 180,960
\$ 87.25	\$ 15,123	\$ 181,480
\$ 87.50	\$ 15,167	\$ 182,000
\$ 87.75	\$ 15,210	\$ 182,520
\$ 88.00	\$ 15,253	\$ 183,040
\$ 88.25	\$ 15,297	\$ 183,560
\$ 88.50	\$ 15,340	\$ 184,080

## **Appendix D**

### **About The Bayer Center for Nonprofit Management at Robert Morris University**

In nineteen years of service to the nonprofit community, the Bayer Center has completed over 2,000 consulting engagements and educated over 11,000 students. Our consulting clients include human service, arts, faith-based, community development, environmental and education organizations with budgets ranging from less than \$100,000 to more than \$50,000,000. Our intensive and customized management, governance, and financial consulting services are designed to educate leaders and have resulted in:

- Higher functioning governing boards
- Enhanced financial planning and management
- Increased partnerships and strategic alliances
- More effective approaches to fundraising
- Better informed, evidence-based decisions for future directions
- More capable nonprofit leaders and organizations
- Effective management information systems
- Heightened brand awareness
- A strategic approach to decision-making

The Bayer Center also offers extensive management education on topics in nonprofit management, finance, governance and technology. BCNM provides information and referral services; conducts applied research through initiatives including “74%: Exploring the lives of women leaders in nonprofit organizations” and “What Now: How will the impending retirement of nonprofit leaders change the sector?”; convenes in-depth discussions on issues relevant to the nonprofit sector; and, through the Executive Service Corps program, provides accomplished executives as volunteer consultants to assist nonprofits with a broad range of advisory services and executive coaching.

Our sister center, the Covestro Center Community for Engagement (CCCE), seeks to connect corporate social purpose and nonprofits’ missions for long-term impact. CCCE programs – BoardsWork!, SkillShare and the Executive Service Corps – provide nonprofits with a range of professional services they may otherwise be unable to afford. Through these programs, they provide trained, service-minded corporate volunteers to nonprofits – whether it’s new board directors, or teams of employees charged with solving a specific operational issue you need help with, or seasoned management consultants who can provide one-on-one advice and expertise. CCCE works to strengthen governance, operations improvements, and lasting connections with corporations and their employees.

At the Bayer Center for Nonprofit Management at Robert Morris University, we believe nonprofits build strong communities...we help to build strong nonprofits. With the new help from our business partners, our community thrives!

In short, at the Bayer Center, we work with you to provide effective and practical management and governance tools, information, education and research that strengthen nonprofit missions and multiply all investments of time, talent and money in regional nonprofit organizations.