

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

**2021**  
**Wage and Benefit Survey**  
**of Southwestern Pennsylvania**  
**Nonprofit Organizations**



**BAYER CENTER FOR  
NONPROFIT MANAGEMENT**

# 2021 Wage and Benefit Survey of Southwestern Pennsylvania Nonprofit Organizations

Copyright © 2021 by The Bayer Center for Nonprofit Management at Robert Morris University and Nonprofit Compensation Associates, Inc. All rights reserved. Published in the United States by Nonprofit Compensation Associates, Inc. No portion of this survey may be reproduced in any form without written permission from the publishers.

The Bayer Center for Nonprofit Management at Robert Morris University  
Benjamin Rush Center  
6001 University Drive  
Moon Township, PA 15108  
412-397-6000 phone  
[www.rmu.edu/bcnm](http://www.rmu.edu/bcnm)

Nonprofit Compensation Associates, Inc.  
P.O. Box 10737  
Oakland, CA 94610  
510-645-1005 phone  
[www.nonprofitcomp.com](http://www.nonprofitcomp.com)  
[survey@nonprofitcomp.com](mailto:survey@nonprofitcomp.com)

This survey has been produced by Nonprofit Compensation Associates using FAIRPAY, a nonprofit salary and benefits model and software. Based on more than 35 years of 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.



<b>Introductory Letter</b>	ix
<b>Preface</b>	xi
<b>I GUIDE TO USING THE SURVEY</b>	
Matching Jobs	1
Determining/Comparing Compensation	2
Terminology and Abbreviations	2
Positions	5
Data Confidentiality	5
Job Titles with Insufficient Data	6
Survey Highlights	7
<b>II PARTICIPANT OVERVIEW</b>	
Effective Date	9
Participants	9
Annual Operating Expenses	9
Using Annual Expenses Data to Evaluate Pay	9
Staff Size	10
Field of Service and Annual Expenses	11
Primary Sources of Funding and Annual Expenses	11
Supervisory Responsibility	12
Geographic Location and Annual Expenses	12
Fiscal Year Calendar and Annual Expenses	13
Workforce by Sex of Employee and Annual Expenses	13
Workforce by Race of Employee and Annual Expenses	13
Turnover Rates	14
<b>III COMPENSATION &amp; BENEFITS PRACTICES</b>	
<b>Compensation Practices</b>	<b>15</b>
Salary Increase Budgets for Current Fiscal Year	15
Salary Increase Practices	15
Salary Grades and Ranges	16
Incentive Pay or Bonuses	16
On-Call Practices	16
Extensive Overtime by Exempt Staff	17
Compensatory Time Off	17
Employee Eligibility for Public Assistance	17
<b>Employment Practices</b>	<b>18</b>
Introductory Period	18
Performance Reviews	18
Full-Time Work Week by Organizations' Annual Expenses	18
Miscellaneous Employee Benefits	19
Attracting and Retaining Talent	20
Impact of the Economic Environment	20
Time-Off Practices	22

<b>Insurance and Retirement Benefits</b>	<b>26</b>
Insurance Coverage Offered	26
Waiting Period for New Employees	27
Domestic Partner Benefits	27
Part-Time Employee Benefits	27
Special Insurance-Related Accounts	27
Employer Contribution – HMO Insurance (Traditional)	28
Employer Contribution – EPO Insurance (Traditional)	29
Employer Contribution – PPO Insurance (Traditional)	30
Employer Contribution – Dental Care (Traditional)	31
Employer Contribution – Vision Care (Traditional)	32
Employer Contribution – Life Insurance (Traditional)	33
Employer Contribution – Short-Term Disability (Traditional)	33
Employer Contribution – Long-Term Disability (Traditional)	33
Employer Contribution – Long-Term Care (Traditional)	34
Section 125 Plans	34
Retirement Benefits	35
Retirement Benefits—Funding	35
Retirement Benefits—Contributions	35
Retirement Benefits—Vesting Period	36
Projected Retirement Among Current Employees	36
<b>Executive Director/CEO Profile</b>	<b>37</b>
Employment Contract	37
Gender and Compensation	37
Age	38
Education and Compensation	38
Time in Position and Compensation	38
Setting the Compensation of the Executive Director/CEO	39
Succession and Transition Planning	39
Executive Director/CEO Search	39
Additional Perquisites and Benefits	40

## IV COMPENSATION BY POSITION

<b>Executive</b>	<b>42</b>
Executive Director/Chief Executive Officer	42
Associate Director/Chief Operating Officer	43
Director, Program(s)	44
Chief Development Officer	45
Chief Human Resources Officer	46
Chief Financial Officer	47
<b>Administrative</b>	<b>48</b>
Director, Administration	48
Office Manager	49
Executive Assistant	50
Administrative Assistant, Senior Level	51
Administrative Assistant, Intermediate Level	52
Administrative Assistant, Junior Level	53
Receptionist	54
Business Development Manager	55
Quality Assurance Manager	56
Quality Assurance Specialist	57

<b>Accounting/Finance</b>	<b>58</b>
Controller	58
Accounting Manager	59
Accounting Supervisor	60
Senior Accountant	61
Staff Accountant	62
Payroll Specialist	63
Accounting Clerk	64
<b>Development</b>	<b>65</b>
Director, Development	65
Development Manager, General	66
Grant Writer, All Types of Funding	67
Special Event Coordinator	68
Development Associate	69
<b>Education &amp; Recreation</b>	<b>70</b>
School Principal	70
Director, Education	71
Educator or Teacher, Adult Education	72
Site Supervisor	73
Teacher, K-12	74
Teacher, Pre-School	75
Teaching Assistant, K-12	76
Teaching Assistant, Pre-School	77
Special Education Teacher, K-12	78
Community Educator	79
Recreation or Activity Leader, Children or Youth	80
<b>Employment/Work Training</b>	<b>81</b>
Job Developer	81
Vocational Counselor	82
Job Coach	83
<b>Food Service</b>	<b>84</b>
Food Service Manager or Supervisor	84
Cook	85
Food Service Assistant/Worker	86
<b>Gift/Thrift Shop, Warehouse &amp; Food Bank</b>	<b>87</b>
Gift/Thrift Shop Manager	87
Gift/Thrift Shop Retail Sales Clerk	88
Warehouse Manager	89
Warehouse Worker	90
Food Bank/Pantry Manager	91
<b>Government Affairs, Advocacy &amp; Research</b>	<b>92</b>
Director or Manager, Government Affairs	92
<b>Human Resources</b>	<b>93</b>
Director, Human Resources	93
Human Resources Manager	94
Human Resources Generalist	95
Benefits Manager	96
Human Resources Representative or Specialist	97
Human Resources Assistant	98

<b>Information Technology</b>	<b>99</b>
Director, Information Technology/Services	99
Information Technology Manager	100
Systems Administrator	101
Database Administrator	102
Tech Support Specialist	103
Data Entry Operator	104
<b>Legal Services &amp; Community Organizing</b>	<b>105</b>
Community Organizer	105
<b>Library</b>	<b>106</b>
Library Director	106
Assistant Library Director	107
Library Department Head	108
Librarian (MLS)	109
Librarian	110
Library Program and Services Coordinator	111
Library Assistant/Customer Service Assistant	112
Library Clerk	113
<b>Maintenance, Grounds &amp; Purchasing</b>	<b>114</b>
Facilities Manager	114
Maintenance Supervisor	115
Maintenance Technician or Specialist	116
Janitor or Custodian	117
Driver	118
Security Guard or Officer	119
<b>Medical &amp; Clinic Services</b>	<b>120</b>
Registered Nurse	120
Licensed Vocational/Practical Nurse	121
Medical Records Clerk	122
Billing Clerk	123
Physical Therapist	124
Occupational Therapist	125
Speech Pathologist	126
<b>Program Management, Other than Social Srvs/Mental Health</b>	<b>127</b>
Program Director/Administrator	127
Program Manager/Administrator	128
Program Coordinator	129
Program Assistant	130
<b>Social Services &amp; Mental Health</b>	<b>131</b>
Program Director/Administrator, Social Services/ Mental Health	131
Program Manager/Administrator, Social Services/ Mental Health	132
Program Coordinator, Social Services/ Mental Health	133
Program Assistant, Social Services/ Mental Health	134
Clinical Supervisor	135
Behavior Analyst	136
Case Manager, Master Level	137
Case Manager	138
Counselor, Master Level	139
Counselor	140

---

Family Advocate	141
Eligibility Specialist	142
Intake Coordinator	143
Senior or Adult Program Assistant	144
Personal Attendant/Home Health Care Worker	145
Direct Care Counselor	146
Behavior Therapist	147
<b>Volunteer, Membership &amp; Marketing</b>	<b>148</b>
Volunteer Director	148
Volunteer Coordinator	149
Communications Director or Manager	150
Public Relations Manager	151
Marketing Director or Manager	152
Marketing Coordinator	153
Social Media Coordinator	154
Graphic Artist	155
Membership Director or Manager	156
Membership Assistant	157
Customer Service Representative	158
Community Outreach Coordinator	159

## APPENDICES

Appendix A: Average Annual Base Salary by Position	161
Appendix B: Survey Participants	163
Appendix C: Wage Conversion Formulas and Tables	167
Appendix D: About The Bayer Center for Nonprofit Management at Robert Morris University	170





February 2021

Dear Nonprofit Leader:

We are very pleased to present to you this 2021 Wage and Benefit Survey Report. Now in its eleventh 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 to fairly compensate all their employees. Job seekers also make regular use of this information. This is the most comprehensive study of nonprofit employment in our region over time.

We are particularly grateful this year for those who provided information for analysis. In this truly unprecedented year in the world, good data is key to good decisions – and the nonprofit sector has been buffeted by the myriad challenges of life in 2020. Thank you for being part of the record – and part of the progress we are hoping to see.

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. Progress has been slower than hoped, but progress has been made.

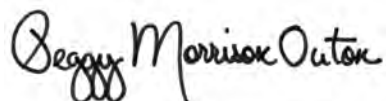
In 2018, we released the findings from *“What Now? How will the impending retirement of nonprofit leaders change the sector?”*. This study looked at a range of human resources issues, including the sector’s readiness for executive transition and the need for more intentional professional development of upcoming leaders.

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

The 2021 survey report captures information on 185 local nonprofit employees who provided information on 11,000 employees. Not only you will find the most current information on comparative salaries, but there is also updated information on benefits administration. We would like to thank Rita Haronian for her many years of faithful collection and translation of 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,



Robert Morris University



# PREFACE

---

This report provides you with the results of the **2021 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

---

The 2021 Wage and Benefit Survey of Southwestern Pennsylvania Nonprofit Organizations contains data from the 185 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, 2020.

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, 2020, as reported by 185 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.

**TIP:** We strongly recommend using the job descriptions rather than the job titles alone to match your jobs to those in the survey.

- 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 expects substantial growth in the immediate future, 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, 2020. 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 0.17% for each month that has passed since October 1, 2020, or around 2.0% 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>
<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.

Term	Definition
<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>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>Term</b>	<b>Definition</b>
<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>	<p>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,</p> <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 249 job titles and received enough data to print reports for 118 of those titles. For many of these jobs, especially those core positions found particularly in nonprofits, there are very limited data available elsewhere. Nearly 8,000 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 Communications Officer  
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*

Artistic Director  
Curator  
Resident Director  
Resident Designer  
Subscription/Group Sales Manager  
Production Manager/Coordinator  
House Manager  
Stage Manager  
Costume Shop Manager  
Box Office/Sales Manager  
Technical Staff  
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*

Admissions Director  
Curriculum Specialist  
Tutor  
Child Care Assistant  
Recreation Program Manager  
Life Guard/Swim Instructor  
Fitness Instructor

### *Food Service*

Nutritionist/Dietician

### *Foundation/Philanthropy*

Program Officer  
Program Associate  
Grants Manager/Administrator

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

Food Bank/Pantry Assistant/Clerk

### *Government Affairs, Advocacy, Research*

Data Manager  
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*

Network Technician  
Personal Computer Technician  
Web Site Developer  
Accidental Techie

### *Legal Services and Community Organizing*

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

### *Library*

Library Branch Manager

### *Maintenance, Grounds & Purchasing*

Gardener  
Purchasing Coordinator or Specialist

### *Medical and Clinical Services*

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

### *Social Services & Mental Health*

Psychiatrist  
Licensed Clinical Social Worker  
Psychiatric Social Worker  
Psychologist  
Chaplain/Clergy  
Therapeutic Counselor, MFCC/MFT  
Clinician (Pre-license)  
Children or Youth Program Assistant  
Rehabilitation Specialist

### *Volunteer, Membership & Marketing*

Writer/Editor

## Survey Highlights

### Surveyed Organizations

This report provides data collected from 185 nonprofit employers of all sizes across Southwestern Pennsylvania for wages and benefits they provided to 11,366 employees as of October 1, 2020. Participating nonprofits are divided into two regions: those in Allegheny County, and those in the surrounding area. One hundred fifty-seven organizations included in this Survey are located in Allegheny County and twenty-eight are located in other counties.

The annual operating expenses of participating nonprofits range from under \$50,000 to over \$100,000,000 per year. The median annual operating expenses among survey participants is \$1,200,000.

Fifty-seven percent of the organizations' Executive Directors are women; 43% are men. In the total sample of employees, 77% are women and 23% are men. Fewer than 1% of employees are identified as non-binary/gender non-conforming.

Seventy-two percent of the 11,366 employees of the participating organizations work full-time; 28% 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-seven 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 6% are mostly small organizations with a less formal policy.

Fifty-nine percent of participating nonprofits offer paid time off to part-time employees. Of those, 60% require that those employees work at least 22 hours per week, on average, to be eligible.

Most (81%) 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; 13% 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-five percent of participating nonprofits define a full-time workweek as 40 hours per week, 18% use 37.5 hours, and 11% use 35 hours.

### **Benefits: Insurance**

Eighty-eight percent of surveyed nonprofits offer some type of medical insurance coverage to full-time employees including 10% 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), 40% of those pay the full cost of premiums for single employees.

Twenty-eight 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 72% of surveyed organizations provide insurance benefits only to full-time employees.

### **Benefits: Retirement**

The great majority (75%) of surveyed nonprofits provide some type of retirement benefit to their full-time employees. Tax-deferred annuities are the most popular type of plan (53% of all surveyed organizations), followed by IRAs/SEP-IRAs/SIMPLE IRAs (16%). Most (85%) of those with retirement benefits have plans in which both the employer and the employee contribute. In 7% only the employee contributes, and in 8% only the employer contributes.

Ninety-four 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 25%, with a median response of 4%.

### **Compensation**

On average, male Executive Directors/CEOs earn higher pay than do females, but the gap is narrower than in the 2019 survey results. A majority (57%) of all Executive Directors/CEOs in the sample are women, and they are represented relatively equally among organizations of different sizes. This reflects a shift compared with previous surveys, in which more women were found in the Executive Director/CEO positions of the smallest organizations and fewer in the positions of the largest organizations.

Overall, 67% of participating nonprofits expect to give salary increases during their current fiscal year, with a median expected increase of 2.0%. Merit/performance is the most common factor cited, with 35% of organizations planning merit/performance increases during the next twelve months. Twenty-eight percent expect an across-board pay increase, 15% anticipate a cost-of-living increase, 11% expect to consider external labor market information such as survey data, 5% expect to consider internal job equity issues and 4% expect to consider employee length of service. Some organizations use more than one method to grant salary increases.

Seventy-six percent of the participating nonprofits report a merit review interval of one year, 6% conduct reviews every six months, 5% conduct quarterly reviews and 12% 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

---

### Effective Date

We asked the participants to provide salary data as of October 1, 2020.

### Participants

This year, 185 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
Less than \$500,000	50	\$288,378
\$500,000 - \$999,999	29	\$676,066
\$1,000,000 - \$2,499,999	50	\$1,583,795
\$2,500,000 - \$9,999,999	36	\$4,875,014
\$10,000,000 and more	20	\$29,400,667
<b>Total</b>	<b>185</b>	<b>\$4,739,073</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
Less than \$500,000	\$72,607
\$500,000 - \$999,999	\$90,698
\$1,000,000 - \$2,499,999	\$115,629
\$2,500,000 - \$9,999,999	\$146,238
\$10,000,000 and more	\$217,102
<b>Average of all</b>	<b>\$122,822</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
Less than \$500,000	4	47%
\$500,000 - \$999,999	7	46%
\$1,000,000 - \$2,499,999	18	30%
\$2,500,000 - \$9,999,999	52	28%
\$10,000,000 and more	327	26%
<b>Average of all participants</b>	<b>53</b>	<b>28%</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	60
From 6 to 20 employees	60
From 21 to 50 employees	28
From 51 to 150 employees	21
More than 150 employees	16
<b>Total</b>	<b>185</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 16 fields of service:

Field of Service	Total # of Orgs	Less than \$500K	\$500K to \$1M	\$1M to \$2.5M	\$2.5M to \$10M	\$10M and more
Basic Material Need	13	1	1	5	3	3
Counseling/Behavioral Health & Wellness	5	0	0	0	4	1
Culture/Arts	18	4	7	5	2	0
Economic/Neighborhood Development	11	7	1	2	1	0
Education and Child Care Services	15	2	2	5	3	3
Employment and Economic Opportunity	7	3	2	2	0	0
Environment/Animal Welfare	17	7	1	5	2	2
Family Support and Preservation	4	0	1	1	0	2
Foundation/Philanthropy	6	2	1	2	1	0
Health and Health Education	9	3	0	3	2	1
Legal/Advocacy	6	1	0	2	3	0
Library	23	11	8	3	1	0
Management/Technical Assistance	7	1	2	2	1	1
Religious	5	1	1	2	1	0
Social Support	34	5	2	8	12	7
Youth/Recreation	5	2	0	3	0	0
<b>Total</b>	<b>185</b>	<b>50</b>	<b>29</b>	<b>50</b>	<b>36</b>	<b>20</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	Less than \$500K	\$500K to \$1M	\$1M to \$2.5M	\$2.5M to \$10M	\$10M and more
Contributions from individuals	24	9	1	7	5	2
Contributions from foundations or trusts	54	16	12	20	5	1
United Way	0	0	0	0	0	0
Government	68	17	11	16	15	9
Service membership dues	4	1	2	1	0	0
Program service fees	26	5	2	4	9	6
Revenue from sales, investments, etc.	9	2	1	2	2	2
<b>Total</b>	<b>185</b>	<b>50</b>	<b>29</b>	<b>50</b>	<b>36</b>	<b>20</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	Less than \$500K	\$500K to \$1M	\$1M to \$2.5M	\$2.5M to \$10M	\$10M and more
Allegheny	157	37	28	44	31	17
Other Counties:						
Armstrong	1	1				
Beaver	2	1		1		
Butler	7	2		1	2	2
Cambria	1				1	
Fayette	3	3				
Greene	1	1				
Indiana	2	1			1	
Washington	6	3		2	1	
Westmoreland	5	1	1	2		1
Total Other Counties	28	13	1	6	5	3
<b>Total</b>	<b>185</b>	<b>50</b>	<b>29</b>	<b>50</b>	<b>36</b>	<b>20</b>



## Fiscal Year Calendar and Annual Expenses

Participating organizations report fiscal year calendars as follows:

Month Beginning Fiscal Year	Total # of Orgs	Less than \$500K	\$500K to \$1M	\$1M to \$2.5M	\$2.5M to \$10M	\$10M and more
January	83	35	18	22	6	2
May	1	0	0	1	0	0
June	4	1	1	2	0	0
July	82	9	8	22	26	17
August	3	2	0	1	0	0
September	3	1	1	0	1	0
October	8	2	1	1	3	1
December	1	0	0	1	0	0
<b>Total</b>	<b>185</b>	<b>50</b>	<b>29</b>	<b>50</b>	<b>36</b>	<b>20</b>

## Workforce by Sex of Employee and Annual Expenses

Participating organizations report male, female and non-binary employees as follows:

Sex of Employee	Total # of Emps	Less than \$500K	\$500K to \$1M	\$1M to \$2.5M	\$2.5M to \$10M	\$10M and more
Male	1,931	50	58	255	438	1,130
Female	6,436	211	215	662	1,507	3,841
Non-Binary/Gender Non-Conforming	21	7	3	5	6	0
<b>Total</b>	<b>8,388</b>	<b>268</b>	<b>276</b>	<b>922</b>	<b>1,951</b>	<b>4,971</b>
Female Employees as % of Total	<b>77%</b>	<b>79%</b>	<b>78%</b>	<b>72%</b>	<b>77%</b>	<b>77%</b>

## Workforce by Race of Employee and Annual Expenses

Participating organizations report race of employees as follows:

Race of Employee	Total # of Emps	Less than \$500K	\$500K to \$1M	\$1M to \$2.5M	\$2.5M to \$10M	\$10M and more
American Indian/Alaska Native	8	0	1	3	2	2
Asian	76	2	7	6	21	40
Black or African American	1,396	20	34	132	348	862
Hispanic/Latinx	158	0	3	13	30	112
Native Hawaiian/Other Pacific Islander	6	1	0	0	2	3
White	6,553	236	222	750	1,434	3,911
Mixed Race	110	6	4	14	18	68
Unknown	25	1	1	5	9	9
<b>Total</b>	<b>8,332</b>	<b>266</b>	<b>272</b>	<b>923</b>	<b>1,864</b>	<b>5,007</b>

## Turnover Rates

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 13% for full-time and 16% for 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	7%	0%	11%	1%
From 6 to 20 employees	10%	1%	9%	0%
From 21 to 50 employees	9%	2%	15%	3%
From 51 to 150 employees	14%	3%	15%	1%
More than 150 employees	10%	3%	16%	3%
<b>Overall Percentage Turnover</b>	<b>11%</b>	<b>2%</b>	<b>14%</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 2.0%, as detailed in the following table:

Salary Increase Budgets for Current Fiscal Year	
# of Organizations Responding	185
# Organizations Responding with 0.0%	61
# Organizations Responding with an Increase Budget	124
All Organizations - 25th Percentile	0.00%
All Organizations - Median	2.00%
All Organizations - 75th Percentile	3.00%
Average (Including those reporting 0.00%)	2.10%
Average (Excluding those reporting 0.00%)	3.13%

Close to half of organizations (48%) report that the COVID-19 pandemic has impacted planned salary increases. For more details about the impact of the pandemic, see pages 20 -21.

##### 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	37%	3.67%	35%	3.09%
Across the board	30%	2.85%	28%	3.11%
Cost of living	20%	2.23%	15%	2.19%
Length of service	4%	2.69%	4%	3.56%
External labor market considerations such as survey data	11%	6.08%	11%	3.15%
Internal job equity considerations	6%	4.60%	5%	2.95%

*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	64	35%
Do not use grades and ranges	121	65%
<b># Organizations Responding</b>	<b>185</b>	

### Incentive Pay or Bonuses

Of the 185 respondents, 38% indicate they provide the Executive Director/CEO with some type of incentive or bonus opportunity. Between 20% and 32% of nonprofits provide bonus opportunities for some other staff members, as follows:

Employee Group – Bonus Eligible	# of Organizations	% of Orgs
Executive Director/CEO	70	38%
Associate Director/COO	37	20%
Development Director	42	23%
Department Heads	59	32%
Support and Administrative Staff	55	30%

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-one respondents (28% of the 185 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)	11	6%
Pay a flat rate for being on call	17	9%
Provide compensatory time off or flex-time	9	5%
Do not pay or provide time off (exempt staff)	7	4%
Pay a show-up rate and hourly pay for time worked	5	3%
Other	2	1%
<b>Total Responses</b>	<b>51</b>	<b>28%</b>

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

When dealing with overtime by exempt staff, 25% of organizations surveyed report that they have no formal policy. The practice of providing compensatory time-off is reported by 31% of organizations. (Note that the Wage and Hour laws do not mandate overtime pay for exempt staff.) Thirty-four percent (34%) of respondents indicate that they do not compensate exempt staff for overtime.

Practice	# of Responses	% of Orgs
No formal policy	46	25%
Provide compensatory time off	57	31%
Pay straight time	4	2%
Pay overtime rates	10	5%
Do not compensate for extensive overtime	62	34%
Other	6	3%
<b># Organizations Responding</b>	<b>185</b>	

### Compensatory Time Off

Sixty-five nonprofits (35%) 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, 14% of surveyed organizations reported that at least some of their full-time employees were eligible. These organizations report an average of 11% 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 130 nonprofits with an introductory period report an average of **3.96** months. The most common responses were 3 months and 6 months.

Length of Introductory Period	# of Organizations	% of Orgs
None	53	29%
Two months	6	3%
Three months	89	49%
Four months	1	<1%
Six months	31	17%
Nine months	2	1%
Twelve months	3	2%
<b># Organizations responding</b>	<b>185</b>	

Of those organizations that report an introductory period, 34% indicate that employees are eligible for paid-time off benefits and 44% 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	5	3%
Quarterly	9	5%
Every six months	11	6%
Annually	140	76%
No set schedule	16	9%
Other	4	2%
<b>Total responses</b>	<b>185</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	Less than \$500K	\$500K to \$1M	\$1M to \$2.5M	\$2.5M to \$10M	\$10M and more
40 hours	65%	66%	62%	80%	58%	40%
37.5 hours	18%	14%	21%	8%	19%	45%
35 hours	11%	12%	14%	8%	17%	5%
Other	6%	8%	3%	4%	6%	10%

### 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 40.

Benefit	% of Organizations Offering Benefit to:	
	Executives (other than Executive Director/CEO)	Other Staff
Employee Assistance Program (EAP)	38%	40%
Telecommuting	72%	66%
Financial planning services	28%	28%
Reimbursement for cost of professional license/credential	41%	35%
Professional conference attendance	76%	62%
Professional development classes	75%	74%
Low-interest or no-interest loan program	2%	2%
Transportation and/or travel	28%	28%
Spouse's/domestic partner's travel expenses	0%	0%
Local mass transit subsidy	4%	4%
Car leasing	1%	0%
Car ownership	1%	0%
Housing or housing allowance	1%	1%
Cellular phone use	41%	31%
Home computer purchase or lease	9%	5%
Cost of home internet provider	3%	1%
Personal legal expenses	1%	0%
Personal liability insurance	3%	2%
Professional liability insurance	31%	26%
Membership in country club/residential club	0%	0%
Membership in health club	2%	2%
Membership in fraternal club	0%	0%
Professional membership dues	42%	31%
Sabbatical (paid time off)	7%	6%
Benefit	Executives (other than Executive Director/CEO)	
Additional vacation time	18%	
Additional contribution to medical insurance	10%	
Additional contribution to life insurance	5%	
Additional contribution to disability insurance	5%	
Additional contribution to long-term care insurance	0%	
Additional contribution to retirement plan	9%	

### Attracting and Retaining Talent

Survey respondents were asked about their organizations’ specific efforts to attract and/or retain talent. Ninety-eight percent (98%) 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	124	67%
Allocate at least 2% of operating budget to professional or leadership development	32	17%
Provide formal coaching and/or mentorship opportunities for employees throughout the organization	36	19%
Measure performance for ALL employees on an annual basis	130	70%
Encourage participation in professional networks or associations	134	72%
Provide financial assistance for collegiate-level continuing education	33	18%
Offer flexible hours/schedules	160	86%
Provide technology to work remotely	130	70%

### Impact of the Economic Environment

The following questions were added for the 2021 survey to provide an assessment of COVID-19 pandemic’s impact on Southwestern Pennsylvania nonprofit organizations.

Participants were asked for an overall assessment of the degree to which their organization’s operations have been impacted by the COVID-19 outbreak. Well over half (63%) respond that their organization has been either severely or significantly impacted.

Overall Impact	# of Organizations	% of Organizations
Severe	30	16%
Significant	87	47%
Moderate	52	28%
Slight	14	8%
Not at all	1	1%
<b># Organizations Responding</b>	<b>185</b>	

Almost half report that the pandemic has impacted planned salary increases. For more details about salary increases, please see page 15.

Planned Salary Increases Impacted	# of Organizations	% of Organizations
Yes	89	48%
No	96	52%
<b># Organizations Responding</b>	<b>185</b>	



Close to half expect their organizations will be operating under an employee salary freeze for at least part of the twelve months between October 1, 2020 and September 30, 2021.

Expect salary freeze from 10/1/20 through 9/30/21	# of Organizations	% of Organizations
Yes, for the entire twelve months	46	25%
Yes, for part of the twelve months	34	18%
No	105	57%
<b># Organizations Responding</b>	<b>185</b>	

Participants were asked about pandemic-related increases and decreases with respect to specific types of revenue. For most revenue categories below the percentage of organizations reporting a significant decrease is far greater than the percentage reporting a significant increase.

Type of Revenue	% of Organizations Reporting Significant Increase	% of Organizations Reporting Significant Decrease
Individual giving	16%	31%
Foundation funding	20%	19%
Corporate funding	4%	26%
Government funding, including contracts for services	11%	21%
Fees for service/program fees	2%	47%
Special event revenue, including sponsorships	1%	62%
Rental income	1%	16%

Survey participants were asked whether their organizations have experienced pandemic-related pay reductions, furloughs and/or layoffs up to the time when they submitted their survey response (during the period from October 2020 through mid-January 2021.)

Experienced these actions	# of Organizations	% of Organizations	Impact on Employees
Pay reductions	16	9%	Median % of employees affected: 65% Median % of pay reduced: 10%
Furloughs	31	17%	Median % of employees affected: 19% Median % of work time reduced: 100%
Layoffs	26	14%	Median % of employees affected: 6%
<b># Organizations Responding</b>	<b>185</b>		

Survey participants were asked whether they anticipate further pay reductions, furloughs and/or layoffs during the next six months.

Expect these actions during next six months	# of Organizations	% of Organizations
Pay reductions	7	4%
Furloughs	16	9%
Layoffs	17	9%
<b># Organizations Responding</b>	<b>185</b>	

**Time-Off Practices**

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

- Separate vacation, sick leave and holiday benefits: 105 organizations (57%) are reported
- Paid time off (PTO): 69 organizations (37%) are reported

In addition, 11 respondents (6%) report different time-off policies for their staff, including no formal time-off policies.

Of the respondents who have part-time employees, 59% indicate that their part-time employees are eligible for paid time off benefits while 41% 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, 60% require the part-time employee to work a minimum number of hours per week to be eligible. On average, this minimum is 22 hours per week. The remaining 40% 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 89 survey participants (48%) 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	10.3	8.9	10.5	2.0	31.7
Second Year	11.8	8.9	10.5	2.0	33.2
Third Year	13.5	8.9	10.5	2.0	34.9
Fourth Year	14.1	8.9	10.5	2.0	35.5
Fifth Year	16.2	8.9	10.5	2.0	37.6
Sixth to Ninth Years	17.6	8.9	10.5	2.0	39.0
Tenth Year	19.9	8.9	10.5	2.0	41.3
Eleventh Year	20.9	8.9	10.5	2.0	42.3

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

The survey results show that 16 survey participants (9%) 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	16.2	8.0	9.1	1.8	35.1
Second Year	17.0	8.0	9.1	1.8	35.9
Third Year	18.0	8.0	9.1	1.8	36.9
Fourth Year	18.1	8.0	9.1	1.8	37.0
Fifth Year	20.1	8.0	9.1	1.8	39.0
Sixth to Ninth Years	20.7	8.0	9.1	1.8	39.6
Tenth Year	22.5	8.0	9.1	1.8	41.4
Eleventh Year	24.4	8.0	9.1	1.8	43.3

<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	9.2	8.0	9.1	1.8	28.1
Second Year	10.4	8.0	9.1	1.8	29.3
Third Year	11.1	8.0	9.1	1.8	30.0
Fourth Year	12.1	8.0	9.1	1.8	31.0
Fifth Year	14.3	8.0	9.1	1.8	33.2
Sixth to Ninth Years	14.8	8.0	9.1	1.8	33.7
Tenth Year	17.5	8.0	9.1	1.8	36.4
Eleventh Year	20.3	8.0	9.1	1.8	39.2

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

Sixty-one survey respondents (33%) 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	14.5	9.8	24.3
Second Year	16.4	9.8	26.2
Third Year	17.4	9.8	27.2
Fourth Year	18.4	9.8	28.2
Fifth Year	20.3	9.8	30.1
Sixth to Ninth Years	21.7	9.8	31.5
Tenth Year	24.1	9.8	33.9
Eleventh Year	25.5	9.8	35.3

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

Eight survey respondents (4%) 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	20.3	8.3	28.6
Second Year	20.5	8.3	28.8
Third Year	20.8	8.3	29.1
Fourth Year	21.0	8.3	29.3
Fifth Year	23.8	8.3	32.1
Sixth to Ninth Years	24.0	8.3	32.3
Tenth Year	25.3	8.3	33.6
Eleventh Year	25.3	8.3	33.6

Non-Exempt Staff Years of Service	Paid Time- Off	Holidays	Total Days
First Year	12.5	8.3	20.8
Second Year	12.8	8.3	21.1
Third Year	13.0	8.3	21.3
Fourth Year	13.3	8.3	21.6
Fifth Year	16.0	8.3	24.3
Sixth to Ninth Years	16.3	8.3	24.6
Tenth Year	18.8	8.3	27.1
Eleventh Year	18.8	8.3	27.1

**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	154	83%
Jury service	143	77%
Maternity/paternity	81	44%
Military service	76	41%
Family illness	68	37%
Job-related education/training	29	16%
Volunteer service	13	7%

## Insurance and Retirement Benefits

### Insurance Coverage Offered

The great majority of survey participants (88%) offer some type of medical insurance to their employees, at an average cost of \$717 per employee per month. This includes 10% 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.

*Types of Medical Insurance Offered	# of Organizations	% of Orgs
Health Maintenance Organization (HMO)	16	9%
Exclusive Provider Organization (EPO)	48	26%
Preferred Provider Organization (PPO)	101	55%
Monthly stipend paid directly to employees	19	10%
Do not provide medical insurance	22	12%
<b>**Total Organizations Responding</b>	<b>185</b>	

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

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

*Other Types of Insurance Offered	# of Organizations	% of Orgs
Dental Care Insurance	131	71%
Vision Care Insurance	131	71%
Life Insurance	113	61%
Short-Term Disability Insurance	90	49%
Long-Term Disability Insurance	96	52%
Long-Term Care Insurance	54	29%
Do not provide other types of insurance	50	27%
<b>*Total Organizations Responding</b>	<b>185</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 28 through 34 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 34, 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)	57	42%
up to 1 month	37	27%
up to 2 months	14	10%
up to 3 months	28	21%
<b>Total Organizations Responding</b>	<b>136</b>	

### Domestic Partner Benefits

Fifty-seven percent (57%) of respondents offer medical insurance coverage to domestic partners of employees. This includes 29% of respondents that contribute to the cost of the premium for domestic partners, and 28% of respondents that do not pay any of the premium. The remaining forty-three percent (43%) do not offer any medical coverage to domestic partners.

### Part-Time Employee Benefits

Of the respondents who have part-time employees, 74% provide insurance benefits only to full-time employees.

Twenty-two percent (22%) offer medical insurance benefits to part-time employees who maintain a minimum weekly work schedule. This includes 16% percent offering full benefits to qualifying part-time employees, who must work an average of 28 hours per week to be eligible. The other 6% provide pro-rated benefits to qualifying part-time employees, who must work an average of 22 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-six organizations in this survey’s sample (14%) offer an HRA to employees, reporting annual contributions ranging from \$350 to \$9,000 with a median of \$1,050.

**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. Twenty-six organizations (14%) offer health insurance policies that are compatible with Health Savings Accounts, reporting annual contributions ranging from \$250 to \$2,000 with a median of \$1,000.

**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 46% 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	6	46%
Pay 90 to 99% of premium	1	8%
Pay 80 to 89% of premium	2	15%
Pay 70 to 79% of premium	2	15%
Pay 60 to 69% of premium	0	0%
Pay 50 to 59% of premium	2	15%
Pay from 1 to 49% of premium	0	0%
Do not pay any of the premium	0	0%
<b>Total Offering HMO</b>	<b>13</b>	

Twenty-three percent (23%) 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	2	15%
Pay 90 to 99% of premium	0	0%
Pay 80 to 89% of premium	0	0%
Pay 70 to 79% of premium	0	0%
Pay 60 to 69% of premium	0	0%
Pay 50 to 59% of premium	1	8%
Pay from 1 to 49% of premium	0	0%
Do not pay any of the premium	10	77%
<b>Total Offering HMO</b>	<b>13</b>	

Co-payments for HMO plans range from \$20 to \$40, with a median of \$25. Median deductibles, when applicable, are \$1,500 for a single employee and \$3,000 for family coverage.



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

The following tables show the average payment of premiums by employers for both employees and their dependents for medical insurance through an **Exclusive Provider Organization (EPO)** plan. Results show that all respondents who offer EPO coverage pay at least 50% of the cost *for the employee*, and 26% pay the entire cost. Note that the information in these tables does not include organizations that offer EPO coverage through a flexible benefit plan.

<b>EPO—Employee Health Insurance Employer Contribution</b>	<b># of Organizations</b>	<b>% of Orgs</b>
Pay 100% of premium	11	26%
Pay 90 to 99% of premium	10	24%
Pay 80 to 89% of premium	8	19%
Pay 70 to 79% of premium	10	24%
Pay 60 to 69% of premium	1	2%
Pay 50 to 59% of premium	2	5%
Pay from 1 to 49% of premium	0	0%
Do not pay any of the premium	0	0%
<b>Total Offering HMO</b>	<b>42</b>	

Forty-five percent (45%) of respondents pay at least 50% of the cost of EPO coverage for the employee’s dependents.

<b>EPO—Dependent Health Insurance Employer Contribution</b>	<b># of Organizations</b>	<b>% of Orgs</b>
Pay 100% of premium	4	10%
Pay 90 to 99% of premium	2	5%
Pay 80 to 89% of premium	8	19%
Pay 70 to 79% of premium	3	7%
Pay 60 to 69% of premium	0	0%
Pay 50 to 59% of premium	2	5%
Pay from 1 to 49% of premium	3	7%
Do not pay any of the premium	20	48%
<b>Total Offering HMO</b>	<b>42</b>	

Co-payments for EPO plans range from \$10 to \$55, with a median of \$25. Median deductibles, when applicable, are \$1,350 for a single employee and \$2,750 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 40% 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	35	40%
Pay 90 to 99% of premium	21	24%
Pay 80 to 89% of premium	17	20%
Pay 70 to 79% of premium	7	8%
Pay 60 to 69% of premium	3	3%
Pay 50 to 59% of premium	4	5%
Pay from 1 to 49% of premium	0	0%
Do not pay any of the premium	0	0%
<b>Total Offering PPO</b>	<b>87</b>	

Forty-six percent (46%) 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	5	6%
Pay 90 to 99% of premium	10	11%
Pay 80 to 89% of premium	9	10%
Pay 70 to 79% of premium	4	5%
Pay 60 to 69% of premium	4	5%
Pay 50 to 59% of premium	8	9%
Pay from 1 to 49% of premium	2	2%
Do not pay any of the premium	45	52%
<b>Total Offering PPO</b>	<b>87</b>	

Co-payments for PPO plans ranged from \$10 to \$60, with a median of \$20. Median deductibles, when applicable, are \$1,200 for a single employee and \$2,750 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**. Eighty-two percent (82%) of survey participants that offer dental insurance pay at least 50% of the premiums *for the employee*, and 55% pay the entire cost. Note that the information in these tables does not include organizations that offer dental coverage through a flexible benefit plan.

<b>Employee Dental Care Employer Contribution</b>	<b># of Organizations</b>	<b>% of Orgs</b>
Pay 100% of premium	63	55%
Pay 90 to 99% of premium	11	10%
Pay 80 to 89% of premium	8	7%
Pay 70 to 79% of premium	10	9%
Pay 60 to 69% of premium	0	0%
Pay 50 to 59% of premium	2	2%
Pay from 1 to 49% of premium	2	2%
Do not pay any of the premium	19	17%
<b>Total Offering Dental Care</b>	<b>115</b>	

Thirty-seven percent (37%) of respondents pay at least 50% of the cost of dental care for the employee’s dependents.

<b>Dependent Dental Care Employer Contribution</b>	<b># of Organizations</b>	<b>% of Orgs</b>
Pay 100% of premium	17	15%
Pay 90 to 99% of premium	4	3%
Pay 80 to 89% of premium	8	7%
Pay 70 to 79% of premium	5	4%
Pay 60 to 69% of premium	1	1%
Pay 50 to 59% of premium	8	7%
Pay from 1 to 49% of premium	3	3%
Do not pay any of the premium	69	60%
<b>Total Offering Dental Care</b>	<b>115</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**. Eighty-two percent (82%) of survey participants that offer vision insurance pay at least 50% of the premiums *for the employee*, and 57% 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	66	57%
Pay 90 to 99% of premium	9	8%
Pay 80 to 89% of premium	9	8%
Pay 70 to 79% of premium	6	5%
Pay 60 to 69% of premium	1	1%
Pay 50 to 59% of premium	3	3%
Pay from 1 to 49% of premium	1	1%
Do not pay any of the premium	20	17%
<b>Total Offering Vision Care</b>	<b>115</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	20	17%
Pay 90 to 99% of premium	3	3%
Pay 80 to 89% of premium	6	5%
Pay 70 to 79% of premium	2	2%
Pay 60 to 69% of premium	1	1%
Pay 50 to 59% of premium	8	7%
Pay from 1 to 49% of premium	4	3%
Do not pay any of the premium	71	62%
<b>Total Offering Vision Care</b>	<b>115</b>	

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

Eighty-four percent (84%) 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	82	84%
Pay 50 to 99% of premium	0	0%
Pay 1 to 49% of premium	0	0%
Do not pay premium for employee	16	16%
<b>Total Offering Life Insurance</b>	<b>98</b>	

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

Sixty-eight percent (68%) 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	53	68%
Pay 50 to 99% of premium	0	0%
Pay 1 to 49% of premium	0	0%
Do not pay premium for employee	25	32%
<b>Total Offering Short Term Disability</b>	<b>78</b>	

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

Seventy-five percent (75%) 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	63	75%
Pay 50 to 99% of premium	0	0%
Pay 1 to 49% of premium	0	0%
Do not pay premium for employee	21	25%
<b>Total Offering Long Term Disability</b>	<b>84</b>	

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

Fourteen percent (14%) 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	7	14%
Pay 50 to 99% of premium	0	0%
Pay 1 to 49% of premium	0	0%
Do not pay premium for employee	44	86%
<b>Total Offering Long Term Care</b>	<b>51</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.

Nineteen survey participants (10% 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)	3	16%
Exclusive Provider Organization (EPO)	6	32%
Preferred Provider Organization (PPO)	14	74%
Dental Care Insurance	16	84%
Vision Care Insurance	16	84%
Life Insurance	15	79%
Short-Term Care Insurance	12	63%
Long-Term Disability Insurance	12	63%
Long-Term Care Insurance	3	16%
Any Organization-Sponsored Retirement Plan	14	74%
<b>Total Offering a Flexible Benefit Plan</b>	<b>19</b>	

Other types of Section 125 plans include:

- **Premium-Only Plan**, which is a simplified version of the cafeteria plan. Thirty percent (30%) 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-one percent (21%) of surveyed organizations offer an HCSA to employees. The most frequently reported maximum amount an employee can allocate to the HCSA is \$2,750. Seventeen percent (17%) of surveyed organizations offer a DCSA to employees.

### Retirement Benefits

Seventy-five percent (75%) of survey participants indicate they offer some type of retirement benefit to their employees.

Of the respondents who have part-time employees, 33% 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, 21 hours per week), while 36% make benefits available to employees regardless of the number of hours worked. The remaining 31% cover only full-time employees.

Overall, 60% of full-time employees at the 185 organizations that participated in this survey are enrolled in an employer-sponsored retirement plan. Nineteen percent (19%) 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)	98	53%
Other Defined Contribution Plan	8	4%
IRA/SEP-IRA/SIMPLE IRA	29	16%
Defined Benefit Plan	9	5%
Other	1	<1%
Do not offer retirement benefits	47	25%
<b>*Total Organizations Responding</b>	<b>185</b>	

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

### Retirement Benefits—Funding

Of those 138 organizations that offer some type of retirement benefit, 85% offer plans that share responsibility for funding with their staff. Seven percent (7%) offer plans funded solely by the employee.

Funding of Retirement Plans*	# of Responses	% of Orgs
Employee contribution only	10	7%
Organization contribution only	11	8%
Organization contributes/employee may contribute	39	28%
If employee contributes, organization contributes	78	57%
<b>Total Organizations Responding</b>	<b>138</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 94% 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 25%, with an average response of 4.87% and a median response of 4%.

### **Vesting Period**

Organizations that contribute to retirement plans were asked about the vesting period for that benefit. Forty-two percent of organizations have no vesting period. Vesting periods given by the other 58% of organizations ranged from six months to twelve 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. Overall, participants anticipate that 5% of the entire sample's current full-time workforce is likely to retire within the next five years.



## Executive Director/CEO Profile

### Employment Contract

Only 16% of the Executive Directors/CEOs in this Survey have an employment contract:

Employment Contract	# of Organizations	% of Orgs
Executive Director/CEO has contract	25	16%
Executive Director/CEO does not have contract	127	84%

### 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	65	43%
Female Executive Director/CEO	86	57%
Non-Binary Executive Director/CEO	1	<1%

On average, male Executive Directors/CEOs earn significantly higher pay than do females, though the gap is narrower than reported in the 2019 survey. The average annual base pay for all Executive Directors/CEOs in the sample is \$122,822; for men, the average Executive Director/CEO pay is \$129,218 per year; for women, the average Executive Director/CEO pay is \$118,767 per year. There is not sufficient data to report average base pay for Non-Binary Executive Directors/CEOs.

A majority (57%) of all Executive Directors/CEOs in the sample are women, and women are represented relatively equally among the different size categories. This appears to reflect a shift compared with previous surveys, in which more women were found in the Executive Director/CEO positions of the smallest organizations and fewer in the positions of the largest organizations.

The following chart illustrates Executive Director/CEO pay for men and women according to organizations' annual operating expenses. The average pay levels for women are higher at the smaller organizations, but men are paid more at the higher-paying larger organizations, resulting in higher overall pay for men.

Annual Operating Expenses	% Male	Average Salary, Males	% Female	Average Salary, Females	Female Pay as % of Male Pay
Less than \$500,000	42%	\$66,997	58%	\$77,590	116%
\$500,000 - \$999,999	45%	\$86,869	55%	\$93,831	108%
\$1,000,000 - \$2,499,999	43%	\$119,023	57%	\$113,115	95%
\$2,500,000 - \$9,999,999	47%	\$168,914	53%	\$126,082	75%
\$10,000,000 and more	37%	\$237,611	63%	\$205,138	86%
All Responses	43%	\$129,218	57%	\$118,767	92%

### Age

On average, individuals in this position are 54 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	26	17%
46 -55	43	28%
56 - 65	53	35%
Over 65	19	13%

### Education and Compensation

Seventy percent (70%) 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
High School	1	Insufficient data
Some College	2	Insufficient data
Bachelor’s Degree	43	\$108,948
Master’s Degree	88	\$121,855
Doctorate	18	\$167,275

### 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	58	\$114,742
6 – 10 years	31	\$106,615
11 – 20 years	41	\$123,250
Over 20 years	22	\$166,165
<b>Average of 10.2 years</b>	<b>152</b>	<b>\$122,822</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-five percent (95%) 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	90	59%
Informal survey of similar organizations performed internally	74	49%
Form 990s of similar organizations	52	34%
Outside consultant	31	20%
Other/Unknown	21	14%
<b># Organizations Responding</b>	<b>152</b>	

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

### Succession and Transition Planning

Thirty-two percent (32%) of surveyed organizations have a completed and updated emergency succession plan in place for the Executive Director/CEO position.

Twenty-eight percent (28%) of surveyed organizations have a formal, non-emergency transition plan in place for the Executive Director/CEO position.

Among all surveyed organizations, thirty-four percent (34%) 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 locate this individual as a candidate to fill the position at the time of hire.

Search Method	# of Organizations	% of Organizations
Word of mouth	6	10%
Craigslist or other online service	4	7%
Executive search firm	16	28%
Internal candidate/former employee	24	41%
Current or former Board member or founder of organization	8	14%
<b># Organizations Responding</b>	<b>58</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)	38%
Telecommuting	76%
Financial planning services	29%
Reimbursement for cost of professional license/credential	39%
Professional conference attendance	83%
Professional development classes	82%
Low-interest or no-interest loan program	1%
Transportation and/or travel	32%
Spouse's/domestic partner's travel expenses	1%
Local mass transit subsidy	3%
Car leasing	3%
Car ownership	3%
Housing or housing allowance	4%
Cellular phone use	47%
Home computer purchase or lease	10%
Cost of home internet provider	3%
Personal legal expenses	1%
Personal liability insurance	3%
Professional liability insurance	31%
Membership in country club/residential club	3%
Membership in health club	2%
Membership in fraternal club	1%
Professional membership dues	45%
Sabbatical (paid time off)	10%
Additional vacation time	27%
Additional contribution to medical insurance	12%
Additional contribution to life insurance	10%
Additional contribution to disability insurance	9%
Additional contribution to long-term care insurance	1%
Additional contribution to retirement plan	14%

## IV. COMPENSATION BY POSITION

---

---

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	Annual Cash Compensation					Average
				25th %ile	Median (50%)	75th %ile	90th %ile		
<b>Salary and Incentives - All Organizations:</b>									
Base Salary - All Employees	152	152	\$60,000	\$85,000	\$107,779	\$147,065	\$203,982	\$122,822	
# Eligible for Incentive/Bonus	89	89							
Actual Bonus Paid	53	53	440	1,500	5,000	10,750	20,000	8,394	
Total Cash Compensation (Base + Bonus)	152	152	60,000	85,002	111,444	151,447	208,975	125,749	
<b>Annual Base Salary</b>									
<b>By Annual Expenses:</b>									
Less than \$500,000	32	32	50,300	54,250	66,000	89,000	99,700	72,607	
\$500,000 - \$999,999	20	20	60,150	75,938	90,034	105,501	119,624	90,698	
\$1,000,000 - \$2,499,999	47	47	76,536	91,042	107,856	130,000	177,065	115,629	
\$2,500,000 - \$9,999,999	34	34	94,000	113,750	139,710	162,466	223,713	146,238	
\$10,000,000 and more	19	19	128,216	173,420	205,000	266,667	307,590	217,102	
<b>By Geographic Location:</b>									
Allegheny County	130	130	60,000	85,424	111,698	152,476	217,600	126,855	
Outside of Allegheny County	22	22	58,020	66,750	90,000	114,230	162,999	98,994	
<b>By Field of Service:</b>									
Basic Material Need	13	13	70,819	97,840	120,000	159,209	255,264	134,167	
Counseling - Behavioral Health & Wellness	5	5			142,376			136,982	
Culture/Arts	18	18	52,849	60,509	90,034	134,377	241,623	110,321	
Economic/Neighborhood Development	10	10			89,500			92,071	
Education and Child Care Services	13	13	67,400	98,593	115,529	192,178	230,000	135,978	
Employment & Economic Opportunity	6	6			86,705			89,046	
Environment/Animal Welfare	17	17	49,667	60,924	86,000	140,000	311,204	119,874	
Foundation/Philanthropy	6	6			117,456			138,397	
Health and Health Education	8	8			86,500			109,582	
Legal/Advocacy	6	6			125,000			134,945	
Management/Technical Assistance	7	7			113,000			125,991	
Social Support	31	31	68,346	91,042	115,000	175,000	234,840	135,474	
Youth/Recreation	5	5			85,000			87,255	
<b>By Primary Source of Funding:</b>									
Contributions from individuals	19	19	51,000	72,010	100,000	139,419	231,525	113,485	
Contributions from foundations or trusts	53	53	54,400	68,000	99,000	117,019	169,378	104,929	
Government	43	43	68,707	91,042	115,529	158,288	231,250	132,192	
Program services fee	25	25	66,000	90,000	138,500	188,497	210,600	137,062	
Revenue from sales, investments, etc.	9	9			147,420			169,385	
<b>By Number of Employees:</b>									
1 - 5	46	46	51,000	56,405	84,500	100,000	125,248	86,276	
6 - 20	45	45	61,171	85,000	105,515	123,163	157,487	105,960	
21 - 50	25	25	79,190	91,521	116,975	142,710	186,385	122,455	
51 - 150	21	21	101,000	142,800	173,420	225,263	299,405	182,343	
More than 150	15	15	110,616	142,376	200,000	246,667	307,864	202,768	
<b>By Level of Education Required:</b>									
Bachelor's Degree	72	72	57,952	85,000	107,019	143,603	189,789	117,068	
Master's Degree	56	56	62,363	88,500	111,500	154,509	231,676	130,706	
Doctoral Degree	5	5			186,667			176,616	
<b>By Sex of Employee:</b>									
Male	65	65	58,830	82,603	110,000	155,295	229,666	129,218	
Female	86	86	62,117	85,000	107,413	143,282	198,174	118,767	
<b>By Race/Ethnicity of Employee:</b>									
Black/African American	16	16	52,945	93,296	114,000	122,134	147,398	107,087	
White/Caucasian	133	133	60,271	84,399	107,123	151,151	219,888	124,824	
<b>By Number of Years in Position:</b>									
Up to 5 Years	58	58	51,751	72,150	98,093	139,524	221,585	114,742	
6 - 10 Years	31	31	54,615	66,000	100,000	136,150	183,767	106,615	
11 - 20 Years	41	41	69,490	86,500	113,000	146,188	190,193	123,250	
Over 20 Years	22	22	88,342	109,084	147,506	205,956	299,086	166,165	

## 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	27	33	\$80,396	\$90,052	\$108,000	\$138,293	\$174,197	\$117,116
# Eligible for Incentive/Bonus	14	16						
Actual Bonus Paid	4	4						
Total Cash Compensation (Base + Bonus)	27	33	80,396	90,052	108,000	138,355	174,197	117,199
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$1,000,000 - \$2,499,999	5	5			90,330			85,327
\$2,500,000 - \$9,999,999	10	10			118,413			126,127
\$10,000,000 and more	11	17	88,798	90,052	121,806	149,042	179,718	123,466
By Geographic Location:								
Allegheny County	22	27	88,598	91,500	119,882	147,041	179,718	123,283
Outside of Allegheny County	5	6			90,051			89,363
By Field of Service:								
Social Support	7	7			129,839			140,373
By Primary Source of Funding:								
Contributions from foundations or trusts	7	7			119,882			124,363
Government	8	11			90,330			108,094
Program services fee	9	12	79,797	97,000	115,972	143,281	175,163	119,636
By Number of Employees:								
21 - 50	8	8			95,750			102,998
51 - 150	7	9			110,240			122,833
More than 150	9	13	86,394	96,815	125,050	149,042	182,609	127,617
By Level of Education Required:								
Bachelor's Degree	13	14	69,753	89,939	107,447	130,379	173,179	112,663
Master's Degree	12	16	88,197	90,623	124,196	150,043	190,680	126,376
By Sex of Employee:								
Male	7	8			147,814			138,854
Female	22	25	72,168	90,001	106,101	125,818	162,425	110,160
By Race/Ethnicity of Employee:								
White/Caucasian	25	31	79,198	90,101	110,240	144,585	176,235	118,293
By Number of Years in Position:								
Up to 5 Years	9	11			90,002			103,723
6 - 10 Years	10	10			118,367			122,384
11 - 20 Years	7	7			108,000			113,503
By Number of Employees Managed:								
4 to 8	8	9			103,528			105,862
9 to 14	6	7			151,043			149,549
15 and over	11	13	70,500	90,002	119,882	129,920	182,862	116,240

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	18	38	\$85,357	\$95,000	\$107,850	\$127,654	\$170,932	\$116,992
# Eligible for Incentive/Bonus	11	15						
Actual Bonus Paid	5	9			500			4,044
Total Cash Compensation (Base + Bonus)	18	38	85,822	95,000	109,244	131,250	170,932	117,950
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$2,500,000 - \$9,999,999	7	7			95,000			99,786
\$10,000,000 and more	11	31	86,919	100,638	110,400	135,000	176,528	120,877
By Geographic Location:								
Allegheny County	17	37	84,762	95,000	107,100	128,436	171,732	117,135
By Field of Service:								
Social Support	7	14	75,901	84,464	107,004	143,783	203,333	117,859
By Primary Source of Funding:								
Government	7	14	75,901	84,464	94,951	126,290	203,333	114,131
By Number of Employees:								
51 - 150	8	8			105,754			106,458
More than 150	8	28	85,038	101,156	109,615	137,143	178,448	121,572
By Level of Education Required:								
Bachelor's Degree	11	29	85,953	95,000	106,908	122,696	170,133	114,793
Master's Degree	5	5			104,600			100,740
By Sex of Employee:								
Male	7	11			111,675			122,951
Female	14	27	84,960	95,000	106,201	126,872	157,023	114,564
By Race/Ethnicity of Employee:								
White/Caucasian	17	37	84,762	95,330	108,600	128,436	171,732	117,586
By Number of Years in Position:								
Up to 5 Years	10	10			108,750			109,549
11 - 20 Years	5	14	78,400	96,967	105,401	126,071	159,595	111,550
By Number of Employees Managed:								
4 to 8	7	7			104,600			105,390
15 and over	7	14	85,000	102,193	107,004	115,190	133,929	108,595



## Chief Development Officer

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	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	9	9			\$120,000			\$124,510
# Eligible for Incentive/Bonus	6	6						
Actual Bonus Paid	3	3						
Total Cash Compensation (Base + Bonus)	9	9			130,000			126,793
					<b>Annual Base Salary</b>			
By Annual Expenses:								
\$10,000,000 and more	5	5			117,700			120,756
By Geographic Location:								
Allegheny County	9	9			120,000			124,510
By Number of Employees:								
51 - 150	6	6			123,850			128,249
By Level of Education Required:								
Bachelor's Degree	8	8			118,850			123,824
By Sex of Employee:								
Female	6	6			106,850			115,613
By Race/Ethnicity of Employee:								
White/Caucasian	9	9			120,000			124,510

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	6	6			\$121,420			\$120,726
# Eligible for Incentive/Bonus	5	5						
Actual Bonus Paid	4	4						
Total Cash Compensation (Base + Bonus)	6	6			121,645			126,534
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$10,000,000 and more	5	5			134,618			124,871
By Geographic Location:								
Allegheny County	5	5			134,618			123,227
By Level of Education Required:								
Bachelor's Degree	5	5			134,618			123,227
By Sex of Employee:								
Female	5	5			134,618			123,227
By Race/Ethnicity of Employee:								
White/Caucasian	6	6			121,420			120,726

## Chief Financial Officer

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	37	37	\$87,321	\$92,230	\$112,579	\$148,950	\$158,864	\$121,856
# Eligible for Incentive/Bonus	20	20						
Actual Bonus Paid	15	15	630	1,500	3,500	5,777	17,800	5,193
Total Cash Compensation (Base + Bonus)	37	37	88,821	95,118	116,156	150,852	159,976	123,961
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$1,000,000 - \$2,499,999	5	5			90,569			91,853
\$2,500,000 - \$9,999,999	13	13	83,109	89,798	110,000	122,177	145,698	108,166
\$10,000,000 and more	16	16	93,756	118,957	142,554	157,168	202,127	144,192
By Geographic Location:								
Allegheny County	31	31	85,955	90,856	114,354	151,694	161,970	124,015
Outside of Allegheny County	6	6			99,111			110,697
By Field of Service:								
Social Support	13	13	82,198	94,352	127,358	153,919	232,301	133,178
By Primary Source of Funding:								
Contributions from foundations or trusts	6	6			120,000			117,477
Government	17	17	83,504	89,655	103,938	143,279	192,069	120,339
Program services fee	7	7			127,358			124,346
By Number of Employees:								
6 - 20	5	5			90,856			90,361
51 - 150	14	14	83,887	101,702	113,467	133,326	142,554	115,264
More than 150	12	12	89,038	107,536	152,505	161,712	242,359	147,546
By Level of Education Required:								
Bachelor's Degree	27	27	84,399	90,856	116,156	147,889	160,653	124,840
Master's Degree	6	6			97,908			108,102
By Sex of Employee:								
Male	20	20	88,923	101,696	129,805	151,351	162,488	131,236
Female	16	16	82,506	88,902	101,230	134,911	160,218	111,896
By Race/Ethnicity of Employee:								
White/Caucasian	33	33	86,410	90,858	114,354	150,852	160,935	122,989
By Number of Years in Position:								
Up to 5 Years	15	15	84,664	90,856	130,000	150,010	166,585	123,092
6 - 10 Years	6	6			105,824			114,609
11 - 20 Years	9	9			103,938			103,986
By Number of Employees Managed:								
1 to 3	15	15	82,874	88,740	94,994	116,156	159,860	108,383
4 to 8	9	9			133,952			128,454
15 and over	6	6			118,679			117,801

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	44	55	\$52,528	\$61,344	\$71,000	\$90,197	\$104,262	\$76,291
# Eligible for Incentive/Bonus	22	24						
Actual Bonus Paid	11	11			2,000			2,174
Total Cash Compensation (Base + Bonus)	44	55	52,528	61,344	72,000	90,197	105,580	76,726
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$500,000 - \$999,999	7	7			56,650			57,802
\$1,000,000 - \$2,499,999	16	16	51,589	56,863	66,678	74,195	82,990	66,272
\$2,500,000 - \$9,999,999	8	11			75,000			76,536
\$10,000,000 and more	9	17	67,342	80,182	96,000	108,635	131,544	96,110
By Geographic Location:								
Allegheny County	41	51	52,760	61,344	71,000	90,197	104,987	76,250
By Field of Service:								
Basic Material Need	6	6			71,100			71,900
Culture/Arts	7	8			64,134			66,032
Social Support	11	13	54,460	61,672	68,355	95,475	102,454	76,055
By Primary Source of Funding:								
Contributions from individuals	8	9			72,000			73,330
Contributions from foundations or trusts	16	16	51,700	55,625	62,919	70,800	78,300	63,940
Government	14	18	52,143	58,008	71,921	87,890	101,533	74,276
By Number of Employees:								
1 - 5	9	9			57,500			64,310
6 - 20	14	14	51,000	56,238	62,919	70,400	75,391	63,489
21 - 50	8	8			64,430			66,574
51 - 150	6	9			84,000			83,122
More than 150	7	15	65,843	77,131	100,950	113,733	133,040	96,511
By Level of Education Required:								
Bachelor's Degree	34	41	52,760	61,672	71,781	91,099	111,694	77,405
By Sex of Employee:								
Male	14	18	60,800	73,750	87,000	101,716	123,423	88,551
Female	36	37	52,216	57,075	65,021	77,122	97,895	70,326
By Race/Ethnicity of Employee:								
White/Caucasian	40	51	52,356	58,588	71,781	92,000	104,987	76,958
By Number of Years in Position:								
Up to 5 Years	22	24	51,500	56,863	67,896	82,750	102,244	71,629
6 - 10 Years	8	8			76,500			81,518
11 - 20 Years	6	6			55,794			68,418
Over 20 Years	11	14	55,581	64,250	74,456	98,736	133,789	82,945
By Number of Employees Managed:								
1 to 3	16	17	52,016	56,794	66,950	96,475	107,201	76,590
4 to 8	15	16	50,700	60,935	73,391	92,808	132,292	79,747
15 and over	6	8			81,240			85,218

## Office Manager

065

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	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	37	41	\$35,674	\$36,887	\$43,000	\$51,002	\$59,581	\$44,538
# Eligible for Incentive/Bonus	20	22						
Actual Bonus Paid	13	15	100	500	1,000	2,134	3,458	1,279
Total Cash Compensation (Base + Bonus)	37	41	36,207	37,409	43,000	52,000	59,821	45,006
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$500,000 - \$999,999	8	9			45,000			48,028
\$1,000,000 - \$2,499,999	12	12	35,447	36,048	39,264	46,591	54,373	41,730
\$2,500,000 - \$9,999,999	9	11			42,412			45,019
By Geographic Location:								
Allegheny County	33	35	35,720	36,500	43,936	52,000	61,337	45,309
By Field of Service:								
Culture/Arts	5	5			43,050			47,095
Social Support	9	9			42,412			44,594
By Primary Source of Funding:								
Contributions from foundations or trusts	15	15	36,941	43,050	52,000	55,390	64,796	50,228
Government	10	11			37,274			39,570
Program services fee	7	10			41,600			41,390
By Number of Employees:								
1 - 5	9	10			49,556			50,829
6 - 20	15	15	35,535	36,026	38,800	45,028	54,072	41,354
51 - 150	6	7			42,412			44,475
By Level of Education Required:								
High School Diploma	14	15	35,618	36,026	45,028	50,003	54,072	44,172
Bachelor's Degree	17	17	36,026	36,887	43,000	53,500	63,598	45,457
By Sex of Employee:								
Female	33	37	35,634	36,887	43,000	51,002	60,983	44,568
By Race/Ethnicity of Employee:								
White/Caucasian	32	34	35,709	37,081	41,894	48,501	55,195	43,891
By Number of Years in Position:								
Up to 5 Years	18	20	35,424	36,269	39,794	46,155	53,800	41,991
11 - 20 Years	7	7			43,936			47,611
Over 20 Years	6	6			46,070			47,751
By Number of Employees Managed:								
1 to 3	8	8			50,153			48,449

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	36	41	\$36,246	\$40,233	\$47,923	\$54,578	\$59,157	\$48,268
# Eligible for Incentive/Bonus	16	16						
Actual Bonus Paid	11	11			500			849
Total Cash Compensation (Base + Bonus)	36	41	37,256	40,233	48,104	54,578	59,440	48,496
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$1,000,000 - \$2,499,999	12	12	31,483	37,284	43,307	49,603	53,380	43,026
\$2,500,000 - \$9,999,999	8	8			44,014			44,206
\$10,000,000 and more	15	20	40,110	47,133	54,578	57,659	64,140	53,164
By Geographic Location:								
Allegheny County	33	38	36,010	40,350	49,205	55,431	59,836	48,750
By Field of Service:								
Education and Child Care Services	5	10			50,523			48,819
Social Support	10	10			49,023			48,357
By Primary Source of Funding:								
Contributions from foundations or trusts	8	8			43,290			42,915
Government	12	12	35,111	37,325	48,167	56,925	61,226	47,619
Program services fee	9	14	38,481	44,750	51,292	54,366	57,405	49,422
By Number of Employees:								
6 - 20	6	6			45,557			42,998
21 - 50	7	7			39,250			40,599
51 - 150	8	8			53,066			51,792
More than 150	12	17	39,392	42,807	52,070	57,468	65,519	52,042
By Level of Education Required:								
High School Diploma	15	15	32,966	39,250	46,114	53,664	56,818	45,515
Bachelor's Degree	12	12	37,273	46,197	50,966	56,244	62,113	50,178
By Sex of Employee:								
Female	29	34	38,148	43,404	50,523	55,431	58,667	49,673
By Race/Ethnicity of Employee:								
White/Caucasian	28	33	36,995	41,040	48,410	55,861	58,830	49,144
By Number of Years in Position:								
Up to 5 Years	15	15	32,966	36,962	40,466	48,410	55,235	42,924
6 - 10 Years	8	8			46,811			48,435
Over 20 Years	6	7			54,155			54,586

**Administrative Assistant, Senior Level**

075

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	23	38	\$33,246	\$35,020	\$38,239	\$48,583	\$54,685	\$41,375
# Eligible for Incentive/Bonus	13	22						
Actual Bonus Paid	8	15	179	250	1,143	1,700	2,100	1,077
Total Cash Compensation (Base + Bonus)	23	38	33,246	35,194	40,161	49,100	54,685	41,800
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$2,500,000 - \$9,999,999	9	12	32,941	35,080	37,853	42,432	54,895	40,339
\$10,000,000 and more	9	21	33,338	36,203	43,881	49,134	55,913	42,791
By Geographic Location:								
Allegheny County	20	34	33,030	35,239	40,161	48,583	54,825	41,611
By Field of Service:								
Social Support	8	15	33,438	35,456	38,110	46,241	52,645	40,881
By Primary Source of Funding:								
Contributions from individuals	7	10			39,531			43,282
Government	10	17	33,026	35,242	38,368	46,748	55,322	41,463
By Number of Employees:								
51 - 150	8	9			37,596			41,856
More than 150	7	18	32,840	35,417	42,992	48,583	50,081	41,881
By Level of Education Required:								
High School Diploma	11	15	32,689	35,456	37,596	42,102	47,187	38,820
Associate's Degree	5	9			42,432			41,147
Bachelor's Degree	5	11			44,408			43,449
By Sex of Employee:								
Female	23	36	33,138	35,007	37,853	47,877	52,795	40,810
By Race/Ethnicity of Employee:								
Black/African American	8	11			42,432			43,547
White/Caucasian	17	27	32,544	34,850	36,858	48,422	53,060	40,490
By Number of Years in Position:								
Up to 5 Years	14	18	31,380	33,441	35,387	42,432	52,601	38,543
6 - 10 Years	5	6			45,061			43,975
11 - 20 Years	5	7			36,858			39,606
Over 20 Years	5	5			44,408			46,662

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	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	47	162	\$27,939	\$30,321	\$34,934	\$39,707	\$43,554	\$35,402
# Eligible for Incentive/Bonus	28	90						
Actual Bonus Paid	17	58	100	400	1,500	1,550	1,700	1,193
Total Cash Compensation (Base + Bonus)	47	162	28,499	31,026	35,024	40,002	45,219	35,829
<b>Annual Base Salary</b>								
By Annual Expenses:								
Less than \$500,000	5	5			39,000			38,218
\$1,000,000 - \$2,499,999	15	16	27,672	31,060	35,201	37,146	40,244	34,482
\$2,500,000 - \$9,999,999	13	29	25,958	27,550	31,600	35,108	40,000	32,504
\$10,000,000 and more	12	110	28,663	30,389	35,922	40,783	43,928	36,170
By Geographic Location:								
Allegheny County	40	149	27,914	30,316	34,900	39,875	43,909	35,527
Outside of Allegheny County	7	13	27,073	30,576	35,041	37,596	39,000	33,966
By Field of Service:								
Education and Child Care Services	5	50	28,000	29,148	35,250	42,222	45,313	36,089
Social Support	12	61	27,086	30,316	34,174	38,886	43,926	34,993
By Primary Source of Funding:								
Contributions from individuals	7	16	26,906	30,659	35,092	39,350	40,430	34,514
Contributions from foundations or trusts	14	25	28,238	32,240	36,358	37,367	39,283	35,123
Government	13	57	26,290	29,931	33,108	40,103	46,525	35,486
Program services fee	8	59	28,643	30,122	34,715	40,006	42,482	35,156
By Number of Employees:								
1 - 5	6	6			39,000			39,269
6 - 20	14	15	27,564	31,970	35,041	36,421	45,824	35,098
21 - 50	8	19	26,373	31,034	33,051	35,216	39,000	32,972
51 - 150	9	18	24,900	27,045	30,680	38,227	41,233	32,660
More than 150	10	104	28,742	30,347	35,303	40,971	44,367	36,141
By Level of Education Required:								
High School Diploma	24	60	26,436	30,098	31,918	35,904	37,890	32,527
Associate's Degree	7	63	28,840	30,306	38,085	42,222	43,784	36,782
Bachelor's Degree	12	21	28,222	34,228	35,922	39,417	50,752	37,196
By Sex of Employee:								
Female	44	141	27,764	30,223	34,600	39,359	43,453	34,978
By Race/Ethnicity of Employee:								
Black/African American	15	25	28,671	31,106	34,600	40,143	42,814	35,467
White/Caucasian	35	120	28,000	30,270	34,900	39,413	43,453	35,186
By Number of Years in Position:								
Up to 5 Years	31	79	27,186	30,006	32,469	36,400	39,000	33,176
6 - 10 Years	10	20	27,110	30,317	32,843	39,255	48,988	35,391
11 - 20 Years	10	33	29,836	33,249	39,875	42,387	44,884	38,298
Over 20 Years	7	11			38,438			37,835



**Administrative Assistant, Junior Level**

085

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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	26	54	\$20,800	\$24,002	\$26,520	\$30,155	\$32,407	\$26,800
# Eligible for Incentive/Bonus	15	32						
Actual Bonus Paid	8	18	98	175	202	713	2,018	626
Total Cash Compensation (Base + Bonus)	26	54	21,000	24,002	27,105	30,155	33,026	27,008
<b>Annual Base Salary</b>								
<b>By Annual Expenses:</b>								
\$2,500,000 - \$9,999,999	8	13	23,016	24,003	26,000	30,507	33,068	27,072
\$10,000,000 and more	10	32	20,800	24,190	28,444	30,608	32,719	27,269
<b>By Geographic Location:</b>								
Allegheny County	17	30	20,800	23,590	28,444	31,050	32,727	27,278
Outside of Allegheny County	9	24	21,100	24,003	25,116	29,494	32,022	26,202
<b>By Field of Service:</b>								
Social Support	10	24	20,800	22,568	24,908	29,494	31,596	25,815
<b>By Primary Source of Funding:</b>								
Contributions from individuals	5	6			24,700			26,209
Government	10	22	20,800	20,800	25,543	29,120	30,605	25,667
Program services fee	11	26	23,541	24,658	28,299	31,268	33,118	27,895
<b>By Number of Employees:</b>								
6 - 20	6	7			22,880			23,781
51 - 150	8	13	23,016	24,003	27,477	31,855	37,303	28,581
More than 150	8	30	20,800	23,759	28,070	29,765	32,540	26,699
<b>By Level of Education Required:</b>								
High School Diploma	15	37	20,800	24,097	27,477	29,754	32,348	27,173
<b>By Sex of Employee:</b>								
Female	25	51	20,800	24,003	27,040	30,014	32,240	26,937
<b>By Race/Ethnicity of Employee:</b>								
Black/African American	5	5			25,459			26,740
White/Caucasian	22	47	20,800	24,003	27,040	29,494	32,307	26,689
<b>By Number of Years in Position:</b>								
Up to 5 Years	19	26	20,800	23,722	25,730	29,344	31,612	26,508
6 - 10 Years	8	10			26,552			26,435

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	27	64	\$20,675	\$22,006	\$25,221	\$29,120	\$32,579	\$25,809
# Eligible for Incentive/Bonus	13	35						
Actual Bonus Paid	6	12	200	200	232	866	2,491	666
Total Cash Compensation (Base + Bonus)	27	64	20,775	22,006	25,221	29,120	33,040	25,934
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$2,500,000 - \$9,999,999	9	27	20,550	22,006	24,000	25,440	32,264	24,656
\$10,000,000 and more	14	30	19,182	24,544	27,424	31,028	35,117	27,685
By Geographic Location:								
Allegheny County	22	46	20,344	21,757	25,450	30,077	33,999	26,550
Outside of Allegheny County	5	18	21,969	22,006	23,619	25,142	26,927	23,915
By Field of Service:								
Social Support	12	23	18,096	21,632	24,752	26,042	32,409	24,751
By Primary Source of Funding:								
Government	13	33	19,452	23,702	25,440	28,262	34,423	25,881
Program services fee	7	19	21,757	22,006	23,483	29,120	32,054	25,801
By Number of Employees:								
51 - 150	8	26	21,395	22,006	24,480	25,822	32,369	25,049
More than 150	13	29	18,720	23,910	26,478	30,639	35,303	27,301
By Level of Education Required:								
High School Diploma	19	41	20,550	21,695	23,650	29,183	31,333	25,154
By Sex of Employee:								
Female	23	56	20,800	22,006	25,221	29,014	32,369	25,878
By Race/Ethnicity of Employee:								
Black/African American	12	15	19,406	21,757	25,607	31,200	32,474	25,934
White/Caucasian	19	43	20,650	22,006	24,752	29,120	32,544	25,513
By Number of Years in Position:								
Up to 5 Years	18	40	21,645	22,006	24,981	26,900	29,925	25,078
11 - 20 Years	6	8			26,353			27,429
Over 20 Years	5	5			30,971			28,401

**Business Development Manager**

093

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	7	7			\$66,300			\$74,624
# Eligible for Incentive/Bonus	4	4						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	7	7			66,300			76,838
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	5	5			78,395			79,576
By Race/Ethnicity of Employee:								
White/Caucasian	6	6			72,348			76,315
By Number of Years in Position:								
Up to 5 Years	5	5			66,300			73,741

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	13	13	\$46,800	\$50,758	\$68,979	\$73,157	\$78,804	\$64,707
# Eligible for Incentive/Bonus	8	8						
Actual Bonus Paid	7	7			1,500			1,909
Total Cash Compensation (Base + Bonus)	13	13	47,595	52,258	69,729	74,073	81,114	65,735
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$10,000,000 and more	7	7			68,979			68,457
By Geographic Location:								
Allegheny County	10	10			67,919			63,336
By Field of Service:								
Social Support	7	7			66,859			64,889
By Primary Source of Funding:								
Government	6	6			71,228			65,856
By Number of Employees:								
51 - 150	6	6			61,754			61,701
More than 150	5	5			68,979			70,535
By Level of Education Required:								
Bachelor's Degree	8	8			59,612			60,156
By Sex of Employee:								
Male	6	6			67,919			63,640
Female	7	7			69,992			65,622
By Race/Ethnicity of Employee:								
White/Caucasian	13	13	46,800	50,758	68,979	73,157	78,804	64,707
By Number of Years in Position:								
Up to 5 Years	5	5			69,992			61,289
6 - 10 Years	5	5			65,707			61,651

## Quality Assurance Specialist

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	13	41	\$35,431	\$37,180	\$40,000	\$41,600	\$45,408	\$40,488
# Eligible for Incentive/Bonus	8	25						
Actual Bonus Paid	5	15	75	250	290	1,500	2,755	870
Total Cash Compensation (Base + Bonus)	13	41	35,867	37,468	40,065	41,600	45,652	40,807
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$10,000,000 and more	9	27	35,090	36,400	40,019	41,600	47,024	40,598
By Geographic Location:								
Allegheny County	10	36	35,608	37,050	40,000	41,600	45,907	40,663
By Field of Service:								
Social Support	6	14	36,119	36,920	39,471	41,681	58,558	41,665
By Primary Source of Funding:								
Program services fee	6	26	35,360	38,960	40,395	41,600	44,528	39,964
By Number of Employees:								
More than 150	8	17	33,704	36,920	39,618	42,361	53,494	41,191
By Level of Education Required:								
Bachelor's Degree	9	30	36,920	40,000	40,629	41,600	45,584	40,787
By Sex of Employee:								
Female	12	33	35,360	36,920	40,000	41,000	43,889	39,533
By Race/Ethnicity of Employee:								
White/Caucasian	13	33	35,360	36,660	40,019	41,600	45,056	39,881
By Number of Years in Position:								
Up to 5 Years	9	25	34,819	36,660	40,000	41,000	44,900	40,248

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	30	32	\$62,374	\$70,075	\$83,616	\$89,851	\$102,188	\$83,215
# Eligible for Incentive/Bonus	16	17						
Actual Bonus Paid	9	10			1,475			3,565
Total Cash Compensation (Base + Bonus)	30	32	62,674	70,075	84,267	92,822	102,739	84,329
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$1,000,000 - \$2,499,999	6	6			72,650			75,817
\$2,500,000 - \$9,999,999	5	5			68,000			71,402
\$10,000,000 and more	14	16	68,028	81,008	89,312	97,685	120,869	90,814
By Geographic Location:								
Allegheny County	25	27	62,997	70,300	84,032	91,532	104,600	84,670
Outside of Allegheny County	5	5			72,100			75,357
By Field of Service:								
Social Support	7	8			86,999			88,310
By Primary Source of Funding:								
Contributions from individuals	5	5			85,333			84,707
Contributions from foundations or trusts	7	7			75,000			75,274
Government	10	11			80,000			81,792
By Number of Employees:								
6 - 20	6	6			72,650			73,837
51 - 150	6	6			86,167			81,696
More than 150	11	13	63,957	80,000	88,789	96,123	131,239	90,604
By Level of Education Required:								
Bachelor's Degree	23	24	62,623	70,032	81,600	88,342	101,563	82,685
By Sex of Employee:								
Male	9	10			71,200			76,622
Female	20	21	64,021	77,020	85,208	91,428	109,024	86,356
By Race/Ethnicity of Employee:								
White/Caucasian	27	29	62,000	70,150	85,208	90,694	103,126	84,298
By Number of Years in Position:								
Up to 5 Years	14	15	61,203	70,000	80,000	88,789	94,618	79,495
6 - 10 Years	7	7			72,100			72,314
By Number of Employees Managed:								
1 to 3	9	9			85,333			84,155
4 to 8	7	7			88,789			82,595

## Accounting Manager

115

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	28	34	\$51,170	\$56,230	\$66,946	\$75,871	\$85,224	\$68,344
# Eligible for Incentive/Bonus	16	19						
Actual Bonus Paid	11	12	196	348	975	1,676	4,010	1,278
Total Cash Compensation (Base + Bonus)	28	34	51,759	56,255	67,033	75,933	85,224	68,796
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$1,000,000 - \$2,499,999	5	5			69,010			76,477
\$2,500,000 - \$9,999,999	9	9			63,939			65,968
\$10,000,000 and more	12	18	51,449	54,862	70,367	80,186	85,082	67,730
By Geographic Location:								
Allegheny County	22	23	51,091	58,000	69,992	78,483	86,751	70,504
Outside of Allegheny County	6	11			64,896			63,830
By Field of Service:								
Social Support	8	11			63,814			65,229
By Primary Source of Funding:								
Government	16	22	51,011	54,862	63,877	75,871	84,237	65,356
Program services fee	7	7			69,992			65,268
By Number of Employees:								
21 - 50	6	6			67,551			69,615
51 - 150	6	6			64,355			67,113
More than 150	10	16	51,212	54,554	67,807	78,436	83,157	66,343
By Level of Education Required:								
Bachelor's Degree	14	15	52,793	58,000	69,010	73,000	86,301	68,188
By Sex of Employee:								
Male	5	5			63,939			66,913
Female	22	26	50,656	54,862	66,946	74,371	86,076	67,854
By Race/Ethnicity of Employee:								
White/Caucasian	24	30	50,852	55,754	65,857	72,433	82,312	67,037
By Number of Years in Position:								
Up to 5 Years	14	15	50,229	63,939	70,000	82,347	102,511	73,880
6 - 10 Years	5	6			62,053			61,997
By Number of Employees Managed:								
1 to 3	9	10			68,407			68,912
4 to 8	8	8			66,946			65,525

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	11	16	\$43,905	\$48,428	\$54,356	\$62,819	\$73,626	\$56,306
# Eligible for Incentive/Bonus	6	10						
Actual Bonus Paid	5	9			1,550			1,411
Total Cash Compensation (Base + Bonus)	11	16	44,415	49,599	55,191	63,950	73,626	57,100
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	10	15	43,540	48,428	54,631	62,820	75,057	56,460
By Level of Education Required:								
Bachelor's Degree	10	14	46,436	48,429	54,356	62,817	66,168	55,422
By Sex of Employee:								
Female	9	12	42,445	48,011	54,356	62,957	79,349	56,544
By Race/Ethnicity of Employee:								
White/Caucasian	11	16	43,905	48,428	54,356	62,819	73,626	56,306
By Number of Years in Position:								
Up to 5 Years	5	5			54,631			53,835
By Number of Employees Managed:								
1 to 3	6	6			54,540			56,632



## Senior Accountant

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	11	13	\$49,092	\$53,436	\$59,000	\$66,534	\$75,249	\$59,872
# Eligible for Incentive/Bonus	4	4						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	11	13	49,092	53,436	59,000	66,915	75,345	60,042
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$10,000,000 and more	6	8			59,000			60,990
By Geographic Location:								
Allegheny County	10	12	52,321	53,904	60,055	67,800	76,153	60,933
By Field of Service:								
Social Support	8	9			59,000			58,068
By Primary Source of Funding:								
Government	5	5			53,872			55,823
By Number of Employees:								
More than 150	5	6			53,500			56,538
By Level of Education Required:								
Bachelor's Degree	9	11			61,110			61,654
By Sex of Employee:								
Female	7	8			60,055			60,779
By Race/Ethnicity of Employee:								
White/Caucasian	10	12	48,602	53,904	60,055	67,800	76,153	60,444
By Number of Years in Position:								
Up to 5 Years	5	7			62,400			62,875

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	31	41	\$35,360	\$38,417	\$42,494	\$49,452	\$52,829	\$43,817
# Eligible for Incentive/Bonus	16	21						
Actual Bonus Paid	7	8			950			1,021
Total Cash Compensation (Base + Bonus)	31	41	35,360	38,417	42,557	49,559	52,829	44,016
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$1,000,000 - \$2,499,999	8	8			43,160			46,524
\$2,500,000 - \$9,999,999	11	13	34,443	39,619	43,784	49,475	55,470	44,457
\$10,000,000 and more	9	16	34,936	38,382	42,495	49,091	53,509	43,318
By Geographic Location:								
Allegheny County	25	29	35,360	38,417	43,555	50,430	57,117	44,862
Outside of Allegheny County	6	12	33,758	37,255	42,463	43,342	48,795	41,290
By Field of Service:								
Social Support	10	15	35,693	39,546	42,640	47,380	51,102	43,397
By Primary Source of Funding:								
Contributions from foundations or trusts	6	7			44,720			44,724
Government	13	20	35,998	38,209	42,422	45,666	49,760	43,066
Program services fee	8	9			43,784			43,073
By Number of Employees:								
6 - 20	7	8			41,080			41,259
21 - 50	5	5			43,784			49,620
51 - 150	9	11			42,494			43,413
More than 150	9	16	34,936	39,527	42,599	49,959	53,509	44,058
By Level of Education Required:								
Bachelor's Degree	22	25	35,360	38,417	42,494	49,860	54,647	44,654
By Sex of Employee:								
Male	6	8			42,047			42,997
Female	24	32	35,360	39,003	42,599	49,678	55,626	44,358
By Race/Ethnicity of Employee:								
White/Caucasian	28	36	35,360	39,003	42,463	49,223	54,235	43,979
By Number of Years in Position:								
Up to 5 Years	18	21	34,229	37,751	42,411	48,224	52,572	42,806
6 - 10 Years	5	5			41,350			42,799
11 - 20 Years	5	5			49,837			51,097

## Payroll Specialist

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	18	20	\$35,141	\$37,653	\$44,970	\$50,790	\$60,970	\$45,669
# Eligible for Incentive/Bonus	9	10						
Actual Bonus Paid	5	5			1,450			1,291
Total Cash Compensation (Base + Bonus)	18	20	35,228	38,031	45,123	52,815	60,970	45,991
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$2,500,000 - \$9,999,999	6	7			46,010			45,043
\$10,000,000 and more	12	13	32,727	36,712	43,930	55,877	62,750	46,006
By Geographic Location:								
Allegheny County	15	17	34,252	37,378	46,010	50,527	61,583	45,312
By Field of Service:								
Social Support	11	13	32,727	37,035	43,930	49,600	59,469	44,171
By Primary Source of Funding:								
Government	11	11			41,517			44,230
Program services fee	6	7			46,010			47,304
By Number of Employees:								
51 - 150	7	8			43,389			44,056
More than 150	11	12	32,346	36,608	46,320	58,289	63,042	46,744
By Level of Education Required:								
Bachelor's Degree	7	8			41,440			46,496
By Sex of Employee:								
Female	15	17	34,252	37,378	43,930	49,881	60,761	44,804
By Race/Ethnicity of Employee:								
White/Caucasian	14	15	33,490	37,149	41,517	48,709	60,821	44,108
By Number of Years in Position:								
Up to 5 Years	6	6			40,234			43,381
Over 20 Years	5	5			48,147			48,719

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	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	43	85	\$29,706	\$32,760	\$35,110	\$40,019	\$44,137	\$36,413
# Eligible for Incentive/Bonus	21	51						
Actual Bonus Paid	14	33	237	675	1,500	1,700	1,700	1,250
Total Cash Compensation (Base + Bonus)	43	85	29,903	32,845	36,145	40,019	44,841	36,899
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$1,000,000 - \$2,499,999	10	10			36,338			36,602
\$2,500,000 - \$9,999,999	14	22	29,338	31,200	35,100	39,333	45,726	35,783
\$10,000,000 and more	15	49	30,368	34,029	35,256	40,276	47,133	37,048
By Geographic Location:								
Allegheny County	34	64	31,221	33,915	36,275	41,224	46,717	37,754
Outside of Allegheny County	9	21	26,042	29,307	31,658	34,902	40,477	32,329
By Field of Service:								
Basic Material Need	5	8			37,685			37,390
Environment/Animal Welfare	5	5			41,454			40,768
Social Support	14	43	30,144	33,571	34,445	38,210	46,742	36,080
By Primary Source of Funding:								
Contributions from individuals	10	14	30,524	31,200	35,126	40,763	43,277	36,341
Government	19	47	30,293	33,571	34,445	38,314	44,828	35,902
Program services fee	8	16	28,508	30,155	36,275	39,375	44,207	35,664
By Number of Employees:								
6 - 20	6	6			32,074			34,209
21 - 50	7	8			36,338			35,995
51 - 150	16	26	30,044	32,464	36,731	40,533	44,572	36,953
More than 150	12	43	29,694	33,571	34,744	38,621	47,360	36,546
By Level of Education Required:								
High School Diploma	16	30	29,863	32,490	34,445	38,700	47,095	35,998
Associate's Degree	14	19	31,200	34,445	36,275	43,706	46,842	38,045
Bachelor's Degree	12	16	28,596	31,637	37,460	40,405	44,554	36,580
By Sex of Employee:								
Male	9	14	25,335	30,680	34,445	40,148	41,691	34,200
Female	40	68	29,979	33,571	35,006	40,768	46,617	36,875
By Race/Ethnicity of Employee:								
Black/African American	5	5			36,275			36,577
White/Caucasian	40	76	29,742	32,667	34,882	40,405	44,757	36,504
By Number of Years in Position:								
Up to 5 Years	27	36	29,630	31,804	35,183	39,375	43,025	35,614
6 - 10 Years	9	11			34,570			35,059
11 - 20 Years	12	18	28,945	32,978	34,092	36,628	47,038	35,635
Over 20 Years	8	10			37,066			38,527

## Director, Development

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	39	43	\$56,354	\$68,640	\$75,858	\$94,058	\$112,249	\$80,824
# Eligible for Incentive/Bonus	23	24						
Actual Bonus Paid	16	16	320	513	1,500	3,575	6,500	2,288
Total Cash Compensation (Base + Bonus)	39	43	57,254	69,888	78,990	94,058	112,373	81,675
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$1,000,000 - \$2,499,999	10	10			72,929			76,751
\$2,500,000 - \$9,999,999	15	17	65,128	73,087	78,740	92,030	121,289	84,930
\$10,000,000 and more	10	12	59,466	73,246	79,600	95,713	113,212	84,951
By Geographic Location:								
Allegheny County	37	41	55,677	68,498	76,710	94,204	112,658	81,282
By Field of Service:								
Basic Material Need	5	7			76,710			76,235
Education and Child Care Services	5	5			74,263			77,283
Environment/Animal Welfare	6	7			94,058			91,205
Social Support	11	11			74,173			82,065
By Primary Source of Funding:								
Contributions from individuals	8	11			76,800			77,671
Contributions from foundations or trusts	12	13	54,595	60,250	75,000	94,279	117,740	79,505
Government	14	14	56,693	69,576	74,948	94,761	112,045	80,151
By Number of Employees:								
6 - 20	10	10			72,500			73,495
21 - 50	9	10			77,234			81,863
51 - 150	12	15	67,286	74,173	82,400	94,874	114,778	84,974
More than 150	7	7			74,085			84,661
By Level of Education Required:								
Bachelor's Degree	31	35	55,000	68,640	76,710	94,058	109,517	80,558
By Sex of Employee:								
Male	9	10			75,487			74,427
Female	31	33	59,032	69,264	75,858	94,425	112,373	82,762
By Race/Ethnicity of Employee:								
White/Caucasian	38	41	55,677	68,498	75,858	94,204	112,658	80,840
By Number of Years in Position:								
Up to 5 Years	24	25	57,032	68,744	75,858	89,594	95,321	78,478
6 - 10 Years	9	9			72,000			77,749
By Number of Employees Managed:								
1 to 3	24	25	57,032	67,207	74,263	80,870	94,410	73,701
4 to 8	6	6			79,600			81,919

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	20	23	\$49,184	\$52,000	\$58,698	\$64,921	\$73,543	\$59,885
# Eligible for Incentive/Bonus	11	11						
Actual Bonus Paid	9	9			1,000			2,117
Total Cash Compensation (Base + Bonus)	20	23	49,184	52,500	58,998	65,000	78,583	60,713
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$1,000,000 - \$2,499,999	6	6			55,849			61,825
\$2,500,000 - \$9,999,999	7	8			59,120			56,933
By Geographic Location:								
Allegheny County	18	21	50,187	52,500	59,183	64,961	73,722	60,603
By Primary Source of Funding:								
Contributions from foundations or trusts	8	9			60,000			62,261
Government	6	6			61,532			59,828
By Number of Employees:								
21 - 50	6	6			59,000			62,817
By Level of Education Required:								
Bachelor's Degree	15	16	47,548	51,625	59,120	64,980	80,416	60,283
By Sex of Employee:								
Female	17	19	48,640	51,500	58,239	64,921	73,902	59,993
By Race/Ethnicity of Employee:								
White/Caucasian	18	21	48,912	51,750	58,698	64,644	73,722	59,812
By Number of Years in Position:								
Up to 5 Years	15	16	48,500	51,625	58,469	64,782	68,574	58,053
By Number of Employees Managed:								
1 to 3	9	9			58,698			56,999

## Grant Writer, All Types of Funding

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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	17	17	\$37,161	\$41,236	\$48,000	\$54,632	\$62,600	\$49,120
# Eligible for Incentive/Bonus	9	9						
Actual Bonus Paid	5	5			1,250			1,440
Total Cash Compensation (Base + Bonus)	17	17	37,321	41,736	48,000	54,632	64,760	49,543
<b>Annual Base Salary</b>								
<b>By Annual Expenses:</b>								
\$1,000,000 - \$2,499,999	8	8			43,300			45,627
\$2,500,000 - \$9,999,999	5	5			50,567			49,181
<b>By Geographic Location:</b>								
Allegheny County	13	13	37,136	41,236	47,940	51,284	58,082	46,966
<b>By Field of Service:</b>								
Social Support	6	6			51,284			49,757
<b>By Primary Source of Funding:</b>								
Contributions from foundations or trusts	5	5			45,000			47,082
Government	7	7			50,567			51,457
<b>By Number of Employees:</b>								
6 - 20	6	6			41,236			41,826
51 - 150	5	5			50,567			49,869
<b>By Level of Education Required:</b>								
Bachelor's Degree	12	12	39,401	42,340	48,970	53,545	58,561	48,381
<b>By Sex of Employee:</b>								
Female	16	16	37,022	41,054	49,000	54,918	63,895	49,377
<b>By Race/Ethnicity of Employee:</b>								
White/Caucasian	16	16	37,022	41,794	49,000	54,918	63,895	49,590
<b>By Number of Years in Position:</b>								
Up to 5 Years	12	12	36,464	39,296	47,970	58,515	69,079	49,388

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	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	16	19	\$35,360	\$39,000	\$43,430	\$47,430	\$54,060	\$44,121
# Eligible for Incentive/Bonus	9	11						
Actual Bonus Paid	5	6			1,400			1,383
Total Cash Compensation (Base + Bonus)	16	19	35,360	40,250	44,930	47,430	54,060	44,558
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$2,500,000 - \$9,999,999	7	9			46,155			47,807
By Geographic Location:								
Allegheny County	16	19	35,360	39,000	43,430	47,430	54,060	44,121
By Primary Source of Funding:								
Contributions from foundations or trusts	5	5			42,000			44,487
By Number of Employees:								
51 - 150	7	9			46,155			47,807
By Level of Education Required:								
Bachelor's Degree	10	11			43,430			45,357
By Sex of Employee:								
Female	15	18	35,250	38,403	43,430	46,677	54,628	43,654
By Race/Ethnicity of Employee:								
White/Caucasian	14	17	35,141	37,807	43,430	48,715	55,196	43,866
By Number of Years in Position:								
Up to 5 Years	11	12	34,592	39,250	43,867	47,179	53,601	43,750



## Development Associate

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	36	48	\$32,032	\$34,715	\$37,960	\$42,795	\$45,675	\$38,790
# Eligible for Incentive/Bonus	18	24						
Actual Bonus Paid	11	14	300	500	933	1,500	1,866	1,034
Total Cash Compensation (Base + Bonus)	36	48	32,117	34,715	38,667	43,470	47,063	39,092
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$1,000,000 - \$2,499,999	9	9			38,480			40,150
\$2,500,000 - \$9,999,999	12	17	30,160	32,995	36,896	43,215	45,750	38,111
\$10,000,000 and more	8	14	31,244	37,331	39,884	43,050	47,776	39,771
By Geographic Location:								
Allegheny County	34	46	31,616	35,425	39,000	43,050	45,825	39,013
By Field of Service:								
Social Support	8	11			37,003			39,172
By Primary Source of Funding:								
Contributions from individuals	6	10			36,964			37,925
Contributions from foundations or trusts	11	11			42,000			40,777
Government	13	17	27,838	33,671	36,896	41,200	47,080	37,295
Program services fee	5	7			37,440			38,734
By Number of Employees:								
6 - 20	12	12	33,646	36,240	39,740	44,205	48,500	40,063
21 - 50	5	5			36,254			37,830
51 - 150	9	16	30,160	33,612	39,883	43,815	47,445	39,146
More than 150	6	10			37,440			38,253
By Level of Education Required:								
High School Diploma	7	8			31,200			33,513
Bachelor's Degree	23	28	34,207	35,585	37,960	44,755	46,440	39,684
By Sex of Employee:								
Male	5	5			41,000			38,710
Female	31	42	32,465	35,145	37,960	43,050	45,586	38,844
By Race/Ethnicity of Employee:								
Black/African American	5	5			45,400			45,730
White/Caucasian	28	38	30,160	35,425	37,960	42,338	45,557	38,480
By Number of Years in Position:								
Up to 5 Years	29	39	30,160	34,341	37,440	42,230	45,600	38,386

Lead educational administrator of a primary and/or secondary school comprised of grades within the range of K-12. Reports to the governing board of the school. Responsible for overall operations, including academic standards, curriculum development, hiring of faculty and staff, extracurricular activities and safety. Ensures that the school complies with all relevant regulations as well as board policies.

Other sample job titles: Head of School, School 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	5	14	\$72,075	\$86,514	\$95,730	\$112,180	\$113,755	\$95,933
# Eligible for Incentive/Bonus	1	1						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	5	14	72,075	86,514	95,730	112,180	113,755	95,933
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	5	14	72,075	86,514	95,730	112,180	113,755	95,933

## 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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	12	13	\$48,577	\$50,558	\$65,000	\$73,968	\$84,799	\$64,633
# Eligible for Incentive/Bonus	4	5						
Actual Bonus Paid	2	3						
Total Cash Compensation (Base + Bonus)	12	13	48,746	51,096	65,000	74,718	85,651	64,979
<b>Annual Base Salary</b>								
<b>By Geographic Location:</b>								
Allegheny County	10	11			65,000			64,197
<b>By Primary Source of Funding:</b>								
Government	7	8			63,045			63,765
<b>By Level of Education Required:</b>								
Bachelor's Degree	5	6			57,433			60,041
<b>By Sex of Employee:</b>								
Female	12	13	48,577	50,558	65,000	73,968	84,799	64,633
<b>By Race/Ethnicity of Employee:</b>								
White/Caucasian	9	10			68,550			65,422
<b>By Number of Years in Position:</b>								
Up to 5 Years	5	5			51,250			55,170
6 - 10 Years	5	6			68,550			67,875

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	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	7	40	\$35,568	\$35,755	\$37,709	\$49,941	\$49,941	\$41,735
# Eligible for Incentive/Bonus	2	6						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	7	40	35,568	35,755	37,709	49,941	49,941	41,735
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	7	40	35,568	35,755	37,709	49,941	49,941	41,735
By Race/Ethnicity of Employee:								
White/Caucasian	6	32	35,266	36,138	38,662	49,941	49,941	41,886
By Number of Years in Position:								
Up to 5 Years	5	22	35,266	35,568	37,226	49,941	49,941	40,958

## Site Supervisor

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	9	36	\$35,035	\$39,070	\$40,610	\$48,073	\$56,450	\$43,423
# Eligible for Incentive/Bonus	4	7						
Actual Bonus Paid	1	3						
Total Cash Compensation (Base + Bonus)	9	36	35,035	39,070	40,610	48,073	56,450	43,506
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$10,000,000 and more	5	23	39,124	39,463	41,974	45,374	63,111	44,928
By Geographic Location:								
Allegheny County	7	32	34,603	37,916	39,482	44,883	57,336	43,095
By Field of Service:								
Education and Child Care Services	5	30	34,386	37,049	39,463	43,016	50,349	41,796
By Number of Employees:								
More than 150	5	24	39,161	39,463	42,128	48,073	56,893	44,468
By Level of Education Required:								
Bachelor's Degree	6	21	34,278	35,360	42,000	50,000	57,255	43,777
By Sex of Employee:								
Female	8	32	34,603	39,070	39,482	43,278	55,332	42,526
By Race/Ethnicity of Employee:								
White/Caucasian	8	26	34,278	36,920	40,610	49,229	56,450	43,302
By Number of Years in Position:								
Up to 5 Years	5	15	33,787	35,360	38,979	42,000	53,200	40,487

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	6	140	\$28,080	\$40,751	\$50,753	\$71,971	\$96,396	\$56,766
# Eligible for Incentive/Bonus	1	24						
Actual Bonus Paid	1	3						
Total Cash Compensation (Base + Bonus)	6	140	28,080	40,751	50,753	71,971	96,396	56,768
<b>Annual Base Salary</b>								
By Sex of Employee:								
Male	5	50	29,280	43,211	71,821	96,021	97,296	66,605
Female	6	90	28,080	39,477	44,793	63,907	96,362	51,299
By Race/Ethnicity of Employee:								
White/Caucasian	5	122	28,080	42,187	54,443	72,459	97,224	59,772
By Number of Years in Position:								
Up to 5 Years	6	69	28,080	38,489	42,635	45,585	64,771	43,840

## Teacher, Pre-School

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	7	111	\$31,781	\$33,552	\$34,759	\$36,576	\$42,215	\$35,640
# Eligible for Incentive/Bonus	4	19						
Actual Bonus Paid	3	8						
Total Cash Compensation (Base + Bonus)	7	111	32,222	33,552	34,759	36,576	42,215	35,735
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	6	100	32,332	33,552	34,480	36,576	38,016	35,082
By Sex of Employee:								
Female	6	98	31,661	33,552	35,408	36,604	42,873	35,811
By Race/Ethnicity of Employee:								
White/Caucasian	5	92	31,930	33,552	34,480	36,576	42,917	35,707
By Number of Years in Position:								
Up to 5 Years	6	55	33,443	33,552	34,480	35,632	44,882	35,674

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	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	6	145	\$20,400	\$20,925	\$27,900	\$38,750	\$39,270	\$29,525
# Eligible for Incentive/Bonus	3	28						
Actual Bonus Paid	2	8						
Total Cash Compensation (Base + Bonus)	6	145	20,400	20,925	27,900	38,750	39,270	29,549
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	5	142	20,400	20,800	27,900	38,750	39,270	29,683
By Sex of Employee:								
Female	6	122	20,400	20,800	27,300	38,750	39,270	29,000
By Race/Ethnicity of Employee:								
White/Caucasian	5	117	20,400	20,800	25,900	38,750	39,270	28,723
By Number of Years in Position:								
Up to 5 Years	6	60	20,400	20,400	21,050	33,114	36,511	24,992



**Teaching Assistant, Pre-School**

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	114	\$20,031	\$21,584	\$24,240	\$25,856	\$29,963	\$24,691
# Eligible for Incentive/Bonus	3	48						
Actual Bonus Paid	2	22						
Total Cash Compensation (Base + Bonus)	6	114	20,031	21,584	24,380	25,856	31,463	24,972
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	5	88	21,584	22,880	25,856	25,856	33,552	25,840
By Level of Education Required:								
High School Diploma	5	79	21,584	22,880	25,856	25,856	27,040	25,017
By Sex of Employee:								
Female	6	113	20,026	21,584	24,240	25,856	30,064	24,719
By Number of Years in Position:								
Up to 5 Years	5	46	19,598	21,492	21,584	25,392	33,859	24,039

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

			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	264	\$42,242	\$45,000	\$54,993	\$65,285	\$97,055	\$58,708
# Eligible for Incentive/Bonus	3	29						
Actual Bonus Paid	3	15						
Total Cash Compensation (Base + Bonus)	8	264	42,435	45,000	55,593	65,285	97,055	58,784
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$10,000,000 and more	5	236	42,535	45,000	57,185	65,285	97,055	59,717
By Geographic Location:								
Allegheny County	7	263	42,435	45,000	55,000	65,285	97,055	58,785
By Level of Education Required:								
Bachelor's Degree	6	202	42,465	48,585	57,585	65,610	97,055	60,799
By Sex of Employee:								
Female	7	203	41,885	46,585	54,985	65,285	97,055	59,465
By Race/Ethnicity of Employee:								
White/Caucasian	6	201	42,455	48,585	57,185	65,635	97,055	60,697
By Number of Years in Position:								
Up to 5 Years	5	69	39,722	41,885	43,633	49,085	51,585	45,384

## 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	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	15	88	\$31,200	\$31,200	\$33,488	\$39,569	\$42,880	\$36,121
# Eligible for Incentive/Bonus	5	16						
Actual Bonus Paid	2	7						
Total Cash Compensation (Base + Bonus)	15	88	31,200	31,200	33,488	39,569	43,080	36,181
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$10,000,000 and more	5	40	31,677	33,488	33,836	42,720	46,975	37,816
By Geographic Location:								
Allegheny County	14	84	31,200	31,200	33,488	39,569	43,422	36,135
By Primary Source of Funding:								
Contributions from foundations or trusts	5	17	31,200	31,200	37,132	39,650	45,694	37,316
Government	6	33	31,200	31,200	31,200	33,927	36,571	33,233
By Level of Education Required:								
Bachelor's Degree	9	34	31,200	33,361	38,219	40,617	49,758	38,685
By Sex of Employee:								
Male	10	25	29,536	31,200	36,483	39,569	47,260	36,513
Female	11	57	31,200	31,200	33,488	36,742	43,608	35,252
By Race/Ethnicity of Employee:								
Black/African American	5	10			39,569			37,251
White/Caucasian	14	68	31,200	31,200	33,488	36,907	47,449	35,559
By Number of Years in Position:								
Up to 5 Years	11	54	31,200	31,200	31,200	38,435	42,125	34,931

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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	8	51	\$21,424	\$21,424	\$25,584	\$30,680	\$35,227	\$26,797
# Eligible for Incentive/Bonus	3	7						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	8	51	21,424	21,424	25,584	30,680	35,227	26,797
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	7	50	21,424	21,424	25,522	29,182	32,082	26,601
By Level of Education Required:								
High School Diploma	5	29	21,424	21,424	22,880	25,615	27,373	24,383
By Sex of Employee:								
Male	5	11			24,960			25,786
Female	8	40	21,424	22,995	25,688	30,181	36,161	27,076
By Race/Ethnicity of Employee:								
Black/African American	5	6			25,792			29,134
White/Caucasian	6	28	23,084	25,257	27,477	31,305	37,107	28,681
By Number of Years in Position:								
Up to 5 Years	8	38	21,424	21,424	25,449	31,200	36,061	26,714

## Job Developer

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	20	\$32,505	\$35,568	\$39,791	\$44,150	\$54,850	\$40,888
# Eligible for Incentive/Bonus	2	7						
Actual Bonus Paid	1	4						
Total Cash Compensation (Base + Bonus)	6	20	32,629	35,568	40,485	44,150	55,005	41,153
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	6	20	32,505	35,568	39,791	44,150	54,850	40,888
By Field of Service:								
Social Support	5	19	32,460	35,568	39,645	44,158	55,765	40,848
By Level of Education Required:								
Bachelor's Degree	5	17	32,205	34,861	39,645	43,279	49,741	39,920
By Sex of Employee:								
Male	5	8			42,884			45,523
By Race/Ethnicity of Employee:								
White/Caucasian	5	10			41,338			43,888
By Number of Years in Position:								
Up to 5 Years	6	8			42,037			41,143

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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	9	33	\$28,413	\$35,360	\$41,330	\$47,083	\$58,523	\$42,359
# Eligible for Incentive/Bonus	5	18						
Actual Bonus Paid	2	4						
Total Cash Compensation (Base + Bonus)	9	33	28,413	35,360	42,880	47,083	58,523	42,508
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	9	33	28,413	35,360	41,330	47,083	58,523	42,359
By Primary Source of Funding:								
Program services fee	5	16	28,413	29,547	35,360	42,219	50,474	37,521
By Level of Education Required:								
Bachelor's Degree	6	21	35,360	36,182	39,680	47,083	58,572	43,150
By Sex of Employee:								
Male	5	13	35,360	38,803	43,118	47,329	59,448	44,138
Female	8	16	34,636	36,255	44,354	49,224	59,896	44,400
By Race/Ethnicity of Employee:								
White/Caucasian	8	22	35,360	37,815	44,367	51,508	59,498	45,687
By Number of Years in Position:								
Up to 5 Years	6	14	35,360	35,844	38,803	44,663	47,030	40,019
6 - 10 Years	6	11			44,126			45,099

## Job Coach

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	11	71	\$29,234	\$31,699	\$35,880	\$38,495	\$44,703	\$36,160
# Eligible for Incentive/Bonus	7	54						
Actual Bonus Paid	4	23						
Total Cash Compensation (Base + Bonus)	11	71	29,234	33,280	35,880	38,495	45,051	36,607
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$10,000,000 and more	5	56	30,925	32,273	35,880	37,425	40,534	35,509
By Geographic Location:								
Allegheny County	10	70	30,202	32,121	35,880	38,495	44,851	36,312
By Field of Service:								
Social Support	6	41	25,601	31,075	32,466	38,550	43,348	34,698
By Number of Employees:								
More than 150	5	56	30,925	32,273	35,880	37,425	40,534	35,509
By Level of Education Required:								
Bachelor's Degree	8	59	31,075	32,906	35,880	38,605	49,350	37,213
By Sex of Employee:								
Male	9	22	27,373	31,649	36,775	39,744	57,009	37,954
Female	6	27	24,906	31,699	35,880	39,686	45,870	35,768
By Race/Ethnicity of Employee:								
Black/African American	6	13	23,504	31,387	35,880	44,720	60,254	38,310
White/Caucasian	9	48	31,025	32,277	35,880	38,578	43,663	36,078
By Number of Years in Position:								
Up to 5 Years	10	56	31,075	32,277	35,880	37,425	43,960	35,811

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, Caf????? 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	7	8			\$46,711			\$48,992
# Eligible for Incentive/Bonus	3	3						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	7	8			46,796			49,194
					<b>Annual Base Salary</b>			
By Geographic Location:								
Allegheny County	5	6			51,570			52,585



**Cook**

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	20	\$21,944	\$24,960	\$25,772	\$32,240	\$48,991	\$29,736
# Eligible for Incentive/Bonus	5	7						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	11	20	21,954	24,960	25,772	32,878	48,991	29,869
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	8	16	24,960	25,480	26,482	33,605	51,834	31,190
By Level of Education Required:								
High School Diploma	8	14	19,760	24,440	25,512	27,503	34,190	26,022
By Sex of Employee:								
Male	7	9			26,964			28,000
Female	7	9			25,480			26,267
By Race/Ethnicity of Employee:								
Black/African American	6	9			26,000			27,608
White/Caucasian	6	9			25,480			26,660
By Number of Years in Position:								
Up to 5 Years	6	10			25,252			25,571

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	6	24	\$15,600	\$15,600	\$16,640	\$25,298	\$29,526	\$20,433
# Eligible for Incentive/Bonus	2	4						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	6	24	15,600	15,600	16,640	25,298	29,526	20,438
<b>Annual Base Salary</b>								
By Sex of Employee:								
Female	6	17	15,600	15,600	23,171	27,259	31,108	22,057
By Race/Ethnicity of Employee:								
White/Caucasian	5	22	15,600	15,600	16,120	25,225	29,655	20,318

**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	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	6	37	\$36,044	\$37,329	\$40,187	\$42,003	\$43,998	\$40,537
# Eligible for Incentive/Bonus	5	36						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	6	37	36,811	37,574	40,187	42,003	43,998	40,651
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	5	36	36,040	37,256	40,177	42,098	44,000	40,508
By Race/Ethnicity of Employee:								
White/Caucasian	5	5			40,498			43,385

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	6	15	\$16,640	\$17,160	\$22,880	\$26,707	\$33,696	\$23,321
# Eligible for Incentive/Bonus	5	11						
Actual Bonus Paid	3	7						
Total Cash Compensation (Base + Bonus)	6	15	16,640	17,310	22,963	26,707	34,463	23,460
<b>Annual Base Salary</b>								
By Sex of Employee:								
Female	6	14	16,640	17,160	21,840	26,177	28,392	22,090
By Number of Years in Position:								
Up to 5 Years	5	10			20,540			21,112

## Warehouse Manager

Directs organization's warehouse activities. Develops procedures for incoming and outgoing shipments, material handling, and inventory control so that the warehouse functions are efficient and cost-effective. Ensures that materials are received, stored, shipped, and documented properly. Recommends improvements when possible. Supervises and trains warehouse workers.

Other sample job titles: Inventory Manager, Logistics Supervisor

	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	7	8			\$43,755			\$46,741
# Eligible for Incentive/Bonus	3	3						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	7	8			44,255			46,928
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	5	6			43,755			48,000
By Sex of Employee:								
Male	6	7			44,669			48,571
By Race/Ethnicity of Employee:								
White/Caucasian	6	7			42,840			47,037
By Number of Years in Position:								
Up to 5 Years	5	5			44,669			44,859

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	11	48	\$19,760	\$21,840	\$34,913	\$42,640	\$42,640	\$32,797
# Eligible for Incentive/Bonus	6	10						
Actual Bonus Paid	3	5						
Total Cash Compensation (Base + Bonus)	11	48	19,760	21,840	34,976	42,640	42,640	32,857
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	9	44	19,760	21,975	36,920	42,640	42,640	33,533
By Level of Education Required:								
High School Diploma	7	42	19,760	21,450	37,700	42,640	42,640	33,393
By Sex of Employee:								
Male	9	32	22,818	32,240	41,725	42,640	43,368	37,003
Female	5	5			30,211			31,955
By Race/Ethnicity of Employee:								
White/Caucasian	9	23	27,955	31,408	39,000	42,640	43,680	37,065
By Number of Years in Position:								
Up to 5 Years	9	19	17,160	27,040	32,240	42,640	42,640	33,590

**Food Bank/Pantry Manager**

Manages a food bank or pantry to provide food and other consumer items to those in need. Supervises or performs needs assessment of applicants for food and ensures maintenance of associated records. Develops and maintains contacts in the community to develop sources of foods and other items. Coordinates and participates in fund-raising activities and drives for donations. Recruits, trains, schedules and supervises volunteers and paid staff. Ensures activities comply with applicable health and safety regulations.

Other sample job titles: Food Bank Supervisor, Pantry Operations 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	6	7			\$38,141			\$37,545
# Eligible for Incentive/Bonus	3	4						
Actual Bonus Paid	3	4						
Total Cash Compensation (Base + Bonus)	6	7			38,141			38,333
<b>Annual Base Salary</b>								
<b>By Sex of Employee:</b>								
Female	6	7			38,141			37,545
<b>By Race/Ethnicity of Employee:</b>								
White/Caucasian	5	6			37,271			36,818
<b>By Number of Years in Position:</b>								
Up to 5 Years	5	5			38,141			38,066

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

	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			\$64,539			\$67,589
# Eligible for Incentive/Bonus	1	1						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	5	5			64,539			67,589
					<b>Annual Base Salary</b>			
By Geographic Location:								
Allegheny County	5	5			64,539			67,589



## Director, Human Resources

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	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	18	18	\$70,831	\$74,402	\$85,111	\$96,134	\$112,527	\$87,298
# Eligible for Incentive/Bonus	9	9						
Actual Bonus Paid	6	6			3,000			5,200
Total Cash Compensation (Base + Bonus)	18	18	72,523	77,758	87,835	99,665	112,527	89,031
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$2,500,000 - \$9,999,999	9	9			77,272			81,328
\$10,000,000 and more	9	9			90,667			93,268
By Geographic Location:								
Allegheny County	16	16	70,454	73,778	84,602	98,040	115,916	87,272
By Field of Service:								
Social Support	5	5			79,000			80,425
By Primary Source of Funding:								
Government	8	8			76,452			84,438
By Number of Employees:								
51 - 150	12	12	69,700	73,778	78,136	93,170	98,498	82,631
More than 150	5	5			99,553			101,677
By Level of Education Required:								
Bachelor's Degree	10	10			83,970			84,618
By Sex of Employee:								
Female	15	15	70,265	74,714	80,018	94,994	104,333	85,434
By Race/Ethnicity of Employee:								
White/Caucasian	14	14	72,243	76,862	90,435	96,134	105,416	87,738
By Number of Years in Position:								
Up to 5 Years	8	8			79,509			81,171
By Number of Employees Managed:								
1 to 3	13	13	71,998	75,173	90,667	97,274	116,667	89,306

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	17	18	\$50,718	\$52,590	\$56,121	\$63,271	\$68,398	\$57,865
# Eligible for Incentive/Bonus	11	11						
Actual Bonus Paid	6	6			899			1,133
Total Cash Compensation (Base + Bonus)	17	18	50,718	52,923	56,121	63,313	69,931	58,242
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$10,000,000 and more	9	9			63,000			61,822
By Geographic Location:								
Allegheny County	13	14	49,929	52,183	54,288	63,313	68,839	57,719
By Field of Service:								
Social Support	9	9			58,656			59,754
By Primary Source of Funding:								
Government	5	5			58,656			59,142
Program services fee	5	5			63,000			60,632
By Number of Employees:								
More than 150	9	9			63,000			61,704
By Level of Education Required:								
Bachelor's Degree	13	13	50,138	52,633	54,475	63,543	68,949	58,252
By Sex of Employee:								
Female	15	16	51,627	52,772	56,121	63,814	68,619	58,139
By Race/Ethnicity of Employee:								
White/Caucasian	16	17	50,520	52,482	54,475	63,543	68,508	57,598
By Number of Years in Position:								
Up to 5 Years	8	8			54,288			56,615
6 - 10 Years	5	6			52,315			54,081
By Number of Employees Managed:								
1 to 3	8	8			60,084			58,931

## Human Resources Generalist

512

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	9	12	\$39,007	\$43,160	\$45,280	\$49,705	\$57,150	\$46,796
# Eligible for Incentive/Bonus	4	6						
Actual Bonus Paid	3	3						
Total Cash Compensation (Base + Bonus)	9	12	39,036	44,018	46,342	49,705	57,150	47,095
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$10,000,000 and more	7	10			46,976			47,428
By Geographic Location:								
Allegheny County	6	9			45,333			47,263
By Field of Service:								
Social Support	5	8			45,114			46,240
By Number of Employees:								
More than 150	6	9			45,333			46,960
By Level of Education Required:								
Bachelor's Degree	6	7			48,618			46,733
By Sex of Employee:								
Female	8	11			45,333			46,984
By Race/Ethnicity of Employee:								
White/Caucasian	8	11			45,333			46,984
By Number of Years in Position:								
Up to 5 Years	6	8			48,718			48,289

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			\$48,677			\$50,193
# Eligible for Incentive/Bonus	2	2						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	5	5			48,677			50,503
					<b>Annual Base Salary</b>			
By Annual Expenses:								
\$10,000,000 and more	5	5			48,677			50,193

## Human Resources Representative or Specialist

515

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	14	28	\$35,325	\$36,834	\$40,311	\$46,504	\$55,114	\$42,641
# Eligible for Incentive/Bonus	11	22						
Actual Bonus Paid	7	10			675			1,390
Total Cash Compensation (Base + Bonus)	14	28	35,350	37,070	40,943	46,504	55,409	43,137
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$10,000,000 and more	10	24	35,880	36,834	39,510	47,721	57,210	42,705
By Geographic Location:								
Allegheny County	9	15	35,220	37,000	41,101	53,700	62,495	45,739
Outside of Allegheny County	5	13	35,564	36,400	37,440	42,258	44,017	39,066
By Field of Service:								
Social Support	6	18	36,296	36,684	39,510	42,526	51,103	40,956
By Primary Source of Funding:								
Government	6	18	35,325	36,400	38,813	42,129	51,103	40,465
Program services fee	6	8			45,999			47,107
By Number of Employees:								
More than 150	8	22	35,672	36,684	38,667	42,526	58,258	41,899
By Level of Education Required:								
Bachelor's Degree	10	13	35,008	38,667	42,000	51,571	61,731	45,143
By Sex of Employee:								
Female	13	26	35,983	36,945	40,311	46,103	56,162	42,753
By Race/Ethnicity of Employee:								
White/Caucasian	14	26	35,255	36,850	40,693	47,617	56,162	43,025
By Number of Years in Position:								
Up to 5 Years	9	12	35,736	38,922	42,279	48,834	53,253	43,524

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	19	27	\$26,208	\$29,120	\$31,200	\$35,360	\$40,112	\$32,484
# Eligible for Incentive/Bonus	10	17						
Actual Bonus Paid	4	6						
Total Cash Compensation (Base + Bonus)	19	27	26,208	29,120	31,200	35,375	40,520	32,708
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$2,500,000 - \$9,999,999	5	5			32,136			35,029
\$10,000,000 and more	10	18	26,256	29,198	31,595	35,735	39,137	32,162
By Geographic Location:								
Allegheny County	14	17	29,819	31,200	33,051	37,990	42,234	34,922
Outside of Allegheny County	5	10			28,559			28,340
By Field of Service:								
Social Support	9	16	24,635	26,905	29,828	32,838	39,270	30,868
By Primary Source of Funding:								
Government	8	13	24,935	27,269	32,198	36,180	44,948	32,616
Program services fee	7	9			31,200			32,157
By Number of Employees:								
51 - 150	6	6			39,490			37,091
More than 150	9	17	25,992	28,798	31,200	34,091	36,886	31,140
By Level of Education Required:								
High School Diploma	8	9			33,051			33,818
Bachelor's Degree	6	9			32,136			35,227
By Sex of Employee:								
Female	15	23	26,528	29,120	31,200	33,904	39,928	32,163
By Race/Ethnicity of Employee:								
White/Caucasian	16	23	26,528	29,120	31,200	35,131	40,336	32,354
By Number of Years in Position:								
Up to 5 Years	13	15	27,023	29,598	31,200	33,904	37,216	31,588

**Director, Information Technology/Services**

555

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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	10	12	\$67,975	\$74,994	\$90,000	\$103,200	\$132,740	\$92,416
# Eligible for Incentive/Bonus	4	4						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	10	12	67,975	77,919	90,000	103,200	132,740	92,741
<b>Annual Base Salary</b>								
<b>By Annual Expenses:</b>								
\$2,500,000 - \$9,999,999	5	5			90,000			81,933
\$10,000,000 and more	5	7			96,000			99,904
<b>By Geographic Location:</b>								
Allegheny County	8	9			90,000			91,919
<b>By Number of Employees:</b>								
51 - 150	7	7			90,000			87,324
<b>By Level of Education Required:</b>								
Bachelor's Degree	7	8			90,332			94,248
<b>By Sex of Employee:</b>								
Male	8	10			90,332			94,901
<b>By Race/Ethnicity of Employee:</b>								
White/Caucasian	10	12	67,975	74,994	90,000	103,200	132,740	92,416
<b>By Number of Years in Position:</b>								
Up to 5 Years	6	6			93,000			99,135

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	11	13	\$49,587	\$52,659	\$63,378	\$69,830	\$83,000	\$63,360
# Eligible for Incentive/Bonus	7	7						
Actual Bonus Paid	4	4						
Total Cash Compensation (Base + Bonus)	11	13	49,587	53,409	63,378	70,772	85,597	64,155
					Annual Base Salary			
By Annual Expenses:								
\$10,000,000 and more	8	10			64,543			64,824
By Geographic Location:								
Allegheny County	8	9			68,039			63,856
By Number of Employees:								
More than 150	6	8			64,543			66,148
By Level of Education Required:								
Bachelor's Degree	9	10			60,643			60,316
By Sex of Employee:								
Male	10	11			61,984			62,361
By Race/Ethnicity of Employee:								
White/Caucasian	10	12	50,858	54,465	64,543	69,911	84,875	64,551
By Number of Years in Position:								
Up to 5 Years	7	8			59,946			59,925



## Systems Administrator

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	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	10	15	\$39,009	\$45,885	\$52,229	\$59,467	\$107,216	\$58,140
# Eligible for Incentive/Bonus	6	8						
Actual Bonus Paid	4	6						
Total Cash Compensation (Base + Bonus)	10	15	40,029	45,885	52,592	64,467	117,216	60,104
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$10,000,000 and more	6	11			53,045			63,651
By Geographic Location:								
Allegheny County	6	8			51,501			63,933
By Primary Source of Funding:								
Government	5	8			51,463			51,164
By Number of Employees:								
51 - 150	5	7			47,380			65,206
By Level of Education Required:								
Bachelor's Degree	6	11			52,923			62,231
By Sex of Employee:								
Male	9	14	39,697	46,065	52,576	63,102	108,795	59,548
By Race/Ethnicity of Employee:								
White/Caucasian	10	13	38,816	42,942	50,003	54,334	84,327	52,416
By Number of Years in Position:								
Up to 5 Years	6	9			52,923			58,440

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	8	9			\$48,000			\$50,802
# Eligible for Incentive/Bonus	3	3						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	8	9			48,000			51,148
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$10,000,000 and more	5	6			56,745			56,437
By Geographic Location:								
Allegheny County	7	8			46,402			49,776
By Level of Education Required:								
Bachelor's Degree	8	9			48,000			50,802
By Sex of Employee:								
Male	5	5			48,000			50,987
By Race/Ethnicity of Employee:								
White/Caucasian	6	7			54,480			54,318
By Number of Years in Position:								
Up to 5 Years	7	7			44,803			48,105

## Tech Support Specialist

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	9	10			\$40,040			\$40,018
# Eligible for Incentive/Bonus	5	6						
Actual Bonus Paid	4	4						
Total Cash Compensation (Base + Bonus)	9	10			40,414			40,453
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$10,000,000 and more	6	7			40,560			40,929
By Geographic Location:								
Allegheny County	7	7			41,600			40,846
By Sex of Employee:								
Male	8	8			38,699			38,827
By Race/Ethnicity of Employee:								
White/Caucasian	7	8			40,040			39,984

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

			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	26	\$24,149	\$29,120	\$31,200	\$34,440	\$46,603	\$33,456
# Eligible for Incentive/Bonus	5	20						
Actual Bonus Paid	4	16						
Total Cash Compensation (Base + Bonus)	9	26	24,149	30,459	31,457	34,541	47,303	33,992
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	8	25	24,024	29,120	31,200	34,653	46,884	33,429
By Level of Education Required:								
High School Diploma	6	20	29,120	29,547	31,200	33,340	35,714	31,561
By Sex of Employee:								
Female	9	23	23,774	29,120	31,200	33,946	41,742	32,889
By Race/Ethnicity of Employee:								
White/Caucasian	8	25	24,024	29,120	31,200	34,747	46,884	33,436

# Community Organizer

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	10			\$42,016			\$41,695
# Eligible for Incentive/Bonus	3	8						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	5	10			42,016			41,720
					<b>Annual Base Salary</b>			
By Number of Years in Position:								
Up to 5 Years	5	10			42,016			41,695

This is the top position of the library or library system. Responsible for coordinating or directing the work of all library functions and/or departments. Serves as or oversees personnel officer for library, library budget preparation and administration, and coordination of library's technology functions. Monitors library building to ensure physical plant meets library needs. Plans and evaluates library services to meet community needs. Creates and develops partnerships with community organizations and agencies in order to deliver public programs, displays, and services. Coordinates fundraising and library development. Writes and administers grants. Cooperates with other libraries to improve library service. Represents the library's interests at meetings and events.

Other sample job titles: Director of Library

	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	21	\$40,489	\$48,267	\$56,222	\$68,399	\$91,643		\$60,366
# Eligible for Incentive/Bonus	9	9							
Actual Bonus Paid	6	6			750				1,417
Total Cash Compensation (Base + Bonus)	21	21	40,549	48,517	56,222	68,399	92,843		60,771
<b>Annual Base Salary</b>									
By Annual Expenses:									
Less than \$500,000	9	9			53,000				49,734
\$500,000 - \$999,999	8	8			62,035				61,967
By Geographic Location:									
Allegheny County	21	21	40,489	48,267	56,222	68,399	91,643		60,366
By Field of Service:									
Library	20	20	40,275	48,928	58,111	71,099	91,656		60,937
By Primary Source of Funding:									
Government	20	20	40,275	48,928	58,111	71,099	91,656		60,937
By Number of Employees:									
1 - 5	9	9			47,570				48,817
6 - 20	9	9			62,069				66,184
By Level of Education Required:									
Master's Degree	18	18	41,986	48,615	55,561	66,629	91,722		60,991
By Sex of Employee:									
Female	19	19	40,061	47,570	56,222	73,798	91,670		60,986
By Race/Ethnicity of Employee:									
White/Caucasian	19	19	40,061	47,570	56,222	73,798	91,670		60,986
By Number of Years in Position:									
Up to 5 Years	8	8			50,982				53,372
6 - 10 Years	6	6			62,535				68,860
By Number of Employees Managed:									
4 to 8	7	7			48,963				51,196
15 and over	10	10			68,399				71,455

## Assistant Library Director

Under the direction of the Library Director, manages key functions or departments of the library. Plans and coordinates significant projects involving library service across the system. Responsible for library services in the Library Director's absence. Works as member of senior leadership team to coordinate, plan, and develop the library overall.

Other sample job titles: Associate Director, Library 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			\$48,894			\$51,575
# Eligible for Incentive/Bonus	1	1						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	8	9			48,894			51,655
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	8	9			48,894			51,575
By Field of Service:								
Library	8	9			48,894			51,575
By Primary Source of Funding:								
Government	8	9			48,894			51,575
By Level of Education Required:								
Master's Degree	5	5			48,894			53,642
By Sex of Employee:								
Female	8	8			44,436			49,133
By Race/Ethnicity of Employee:								
White/Caucasian	8	9			48,894			51,575

Plans, organizes, directs, supervises, and reviews all operations of a library department. Provides written and oral reports to the director. Prepares schedules and expedites workflow. Handles personnel issues within the department. Handles patron grievances. Performs reader's advisory tasks and finds answers to meet patron information needs. Teaches cataloging and other library resource skills to library staff and patrons. Develops partnerships with community organizations and agencies in order to deliver public programs, displays, and services. Develops and maintains effective community relations. Participates in advising and assisting the director in creating and promoting grants and fundraisers.

Other sample job titles: Adult Services Department Manager, Children & Youth Department Head, Circulation Department 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	7	15	\$37,625	\$45,760	\$49,450	\$53,477	\$55,386	\$48,634
# Eligible for Incentive/Bonus	4	9						
Actual Bonus Paid	3	3						
Total Cash Compensation (Base + Bonus)	7	15	37,625	45,760	49,605	53,477	55,386	48,729
<b>Annual Base Salary</b>								
By Geographic Location: Allegheny County	7	15	37,625	45,760	49,450	53,477	55,386	48,634
By Field of Service: Library	7	15	37,625	45,760	49,450	53,477	55,386	48,634
By Primary Source of Funding: Government	7	15	37,625	45,760	49,450	53,477	55,386	48,634
By Level of Education Required: Master's Degree	5	11			49,450			49,602
By Sex of Employee: Female	7	13	33,937	45,583	49,450	52,832	55,596	48,296
By Race/Ethnicity of Employee: White/Caucasian	7	15	37,625	45,760	49,450	53,477	55,386	48,634
By Number of Employees Managed: 1 to 3	5	7			45,760			45,166



## Librarian (MLS)

Performs some or all of the following duties: Provides reference and reader advisory services. Assists the public in finding information and in using library materials, equipment, and computers. Understands and is able to teach technological skills that may help the patron in his/her search for information. Understands customer needs and preferences for information which build and drive the selection of resources and services. Promotes literacy, intellectual freedom, and equal access to information. Searches literature, compiles lists, annotates, and abstracts materials. Develops and delivers public displays, programs, and services. Develops partnerships with community organizations and agencies. Selects books, audio-visual materials, microfilms, journal reprints, or other materials appropriate to the subject areas and patron age levels. Catalogs and classifies books, audio-visual, and other materials. Gives direction to and supervises clerks and pages. May work within a specific department, such as Adult Services, Youth Services, Reference, Outreach, etc. Requires MLS (Master of Library Science) or higher education.

Other sample job titles: Reference Librarian, Senior Librarian

	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	31	\$33,235	\$39,312	\$46,516	\$65,200	\$72,594	\$50,327
# Eligible for Incentive/Bonus	6	14						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	10	31	33,235	39,312	46,516	65,200	72,594	50,347
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	9	30	33,777	40,820	47,233	65,200	73,519	51,242
By Field of Service:								
Library	10	31	33,235	39,312	46,516	65,200	72,594	50,327
By Primary Source of Funding:								
Government	10	31	33,235	39,312	46,516	65,200	72,594	50,327
By Number of Employees:								
6 - 20	5	15	32,871	36,750	41,496	46,516	49,313	41,076
By Level of Education Required:								
Master's Degree	9	30	33,777	40,820	47,233	65,200	73,519	51,242
By Sex of Employee:								
Female	10	29	33,114	38,116	44,553	65,152	74,443	49,896
By Race/Ethnicity of Employee:								
White/Caucasian	10	29	33,114	38,116	46,516	65,200	74,443	50,122
By Number of Years in Position:								
Up to 5 Years	8	9			36,920			39,964
6 - 10 Years	5	15	33,838	41,496	65,104	65,200	75,866	58,889

Performs some or all of the following duties: Provides reference and reader advisory services. Assists the public in finding information and in using library materials, equipment, and computers. Understands and is able to teach technological skills that may help the patron in his/her search for information. Understands customer needs and preferences for information which build and drive the selection of resources and services. Promotes literacy, intellectual freedom, and equal access to information. Searches literature, compiles lists, annotates, and abstracts materials. Develops and delivers public displays, programs, and services. Develops partnerships with community organizations and agencies. Selects books, audio-visual materials, microfilms, journal reprints, or other materials appropriate to the subject areas and patron age levels. Catalogs and classifies books, audio-visual, and other materials. Gives direction to and supervises clerks and pages. May work within a specific department, such as Adult Services, Youth Services, Reference, Outreach, etc.

Other sample job titles: Customer Service Librarian, Librarian 1

	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	23	\$23,920	\$27,040	\$35,663	\$46,217	\$48,742	\$37,124
# Eligible for Incentive/Bonus	2	6						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	10	23	23,920	27,040	35,663	46,217	48,742	37,124
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$500,000 - \$999,999	5	7			35,663			38,411
By Geographic Location:								
Allegheny County	9	22	23,920	26,520	38,996	46,327	48,792	37,506
By Field of Service:								
Library	10	23	23,920	27,040	35,663	46,217	48,742	37,124
By Primary Source of Funding:								
Government	10	23	23,920	27,040	35,663	46,217	48,742	37,124
By Number of Employees:								
1 - 5	6	8			34,008			34,347
By Level of Education Required:								
Bachelor's Degree	6	13	24,598	31,392	43,180	46,436	56,327	40,979
By Sex of Employee:								
Female	9	16	26,651	33,644	43,180	46,546	48,593	39,833
By Race/Ethnicity of Employee:								
White/Caucasian	9	17	27,335	34,008	43,180	46,828	51,404	41,093
By Number of Years in Position:								
Up to 5 Years	6	9			43,180			40,357

## Library Program and Services Coordinator

Responsible for the administration, implementation, and service delivery of a library program. Coordinates work within program and provides training or consultation to a variety of library staff members. Works with other departments as necessary. Acts as an advocate for the program and represents the system and library services to community agencies and partners. Develops plans and schedules for system programming needs. Promotes publicity effort for program activities by writing articles, speaking publicly, conducting press interviews, and participating in appropriate social media efforts.

Other sample job titles: Adult Services Coordinator, Children's Programmer, Youth Services 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	12	33	\$24,336	\$26,364	\$30,303	\$36,941	\$43,617	\$32,034
# Eligible for Incentive/Bonus	6	14						
Actual Bonus Paid	4	5						
Total Cash Compensation (Base + Bonus)	12	33	24,336	26,389	30,303	37,066	43,617	32,070
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	12	33	24,336	26,364	30,303	36,941	43,617	32,034
By Field of Service:								
Library	11	32	24,232	26,286	30,147	35,720	43,621	31,853
By Primary Source of Funding:								
Government	11	32	24,232	26,286	30,147	35,720	43,621	31,853
By Number of Employees:								
6 - 20	6	21	21,424	26,208	27,248	33,396	35,790	28,877
By Level of Education Required:								
Bachelor's Degree	10	22	25,334	26,879	30,147	41,444	45,009	33,529
By Sex of Employee:								
Female	10	29	23,920	26,208	29,120	35,134	43,597	31,136
By Race/Ethnicity of Employee:								
White/Caucasian	12	33	24,336	26,364	30,303	36,941	43,617	32,034
By Number of Years in Position:								
Up to 5 Years	9	14	22,360	24,960	30,857	42,399	43,614	32,995

Responsible for providing information to patron, addressing questions, receiving payments for fines, and registering new members. Helps patrons select appropriate tools for finding information, but typically refers requests for in-depth research to Librarians. Organizes records, sorts, and shelves books. Issues library materials for circulation. Follows guidelines and procedures to perform library support activities. Assists patrons with use of library equipment.

Other sample job titles: Circulation Assistant, Library Associate

	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	20	96	\$18,564	\$20,504	\$23,847	\$33,670	\$41,246	\$26,998
# Eligible for Incentive/Bonus	9	31						
Actual Bonus Paid	5	12	100	125	200	238	285	192
Total Cash Compensation (Base + Bonus)	20	96	18,564	20,613	23,916	33,764	41,246	27,022
<b>Annual Base Salary</b>								
By Annual Expenses:								
Less than \$500,000	6	33	17,160	18,200	19,760	22,277	24,003	20,730
\$500,000 - \$999,999	8	27	20,018	21,216	26,333	29,120	35,947	26,425
\$1,000,000 - \$2,499,999	5	26	21,424	24,628	39,354	41,246	41,246	33,402
By Geographic Location:								
Allegheny County	20	96	18,564	20,504	23,847	33,670	41,246	26,998
By Field of Service:								
Library	18	93	18,408	20,305	22,880	33,863	41,246	26,991
By Primary Source of Funding:								
Government	19	94	18,460	20,390	22,911	33,831	41,246	27,036
By Number of Employees:								
1 - 5	7	36	18,720	19,854	22,277	28,803	33,904	24,176
6 - 20	9	33	17,160	18,647	21,424	25,979	31,554	22,607
By Level of Education Required:								
High School Diploma	12	56	19,415	20,800	22,880	39,089	41,246	27,339
By Sex of Employee:								
Female	18	78	19,521	21,278	26,770	35,266	41,246	28,197
By Race/Ethnicity of Employee:								
Black/African American	5	5			25,210			29,182
White/Caucasian	18	82	19,334	21,263	26,416	34,190	41,246	27,772
By Number of Years in Position:								
Up to 5 Years	16	59	18,720	20,134	22,942	34,986	41,246	27,287
6 - 10 Years	7	8			22,267			26,588
11 - 20 Years	6	14	21,376	22,729	29,120	33,441	36,442	28,281
Over 20 Years	5	6			34,268			34,109

## Library Clerk

Shelves materials. Handles the checking in and checking out of materials. Issues library cards. Provides basic and appropriate assistance to patrons at circulation desk. Provides support activities such as copying, mailing, filing, and word processing. Processes books and other materials for circulation. Answers telephone and refers inquiries to appropriate person.

Other sample job titles: Circulation Clerk, Page, Shelver

	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	90	\$17,160	\$18,621	\$22,079	\$25,183	\$28,902	\$22,213
# Eligible for Incentive/Bonus	6	22						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	15	90	17,160	18,621	22,079	25,183	28,902	22,214
<b>Annual Base Salary</b>								
By Annual Expenses:								
Less than \$500,000	7	21	17,160	17,701	19,240	21,923	23,242	19,985
\$500,000 - \$999,999	5	33	15,600	18,159	23,400	26,000	29,120	22,737
By Geographic Location:								
Allegheny County	14	88	17,198	18,720	22,246	25,298	28,933	22,351
By Field of Service:								
Library	15	90	17,160	18,621	22,079	25,183	28,902	22,213
By Primary Source of Funding:								
Government	15	90	17,160	18,621	22,079	25,183	28,902	22,213
By Number of Employees:								
1 - 5	7	23	16,141	17,451	19,240	21,944	23,629	19,626
6 - 20	6	35	16,224	18,720	23,067	26,374	29,120	23,040
By Level of Education Required:								
High School Diploma	13	76	17,376	18,720	22,485	25,356	29,120	22,540
By Sex of Employee:								
Male	7	9			18,866			19,157
Female	15	80	17,164	18,741	22,485	25,356	29,099	22,600
By Race/Ethnicity of Employee:								
White/Caucasian	15	84	17,160	18,424	21,923	25,355	29,016	22,197
By Number of Years in Position:								
Up to 5 Years	14	56	16,328	18,205	19,490	23,572	25,195	20,642
6 - 10 Years	9	13	17,368	18,200	23,400	24,627	27,955	22,086
11 - 20 Years	7	15	21,931	23,629	28,558	29,494	31,853	27,231

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	17	18	\$49,959	\$58,960	\$67,080	\$73,660	\$91,224	\$67,134
# Eligible for Incentive/Bonus	8	8						
Actual Bonus Paid	4	4						
Total Cash Compensation (Base + Bonus)	17	18	51,329	59,131	67,080	73,660	91,224	67,384
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$2,500,000 - \$9,999,999	5	5			65,000			63,561
\$10,000,000 and more	10	11			69,992			70,015
By Geographic Location:								
Allegheny County	15	15	49,836	56,000	69,160	73,845	93,107	67,773
By Field of Service:								
Social Support	6	6			67,507			65,445
By Primary Source of Funding:								
Government	8	9			61,797			65,244
By Number of Employees:								
51 - 150	6	6			69,241			67,878
More than 150	7	8			65,905			69,626
By Level of Education Required:								
High School Diploma	6	6			67,161			65,302
By Sex of Employee:								
Male	15	16	49,877	56,987	64,720	70,008	79,056	64,871
By Race/Ethnicity of Employee:								
White/Caucasian	16	17	49,918	57,973	65,000	71,806	77,407	65,385
By Number of Years in Position:								
11 - 20 Years	5	5			69,160			63,343
By Number of Employees Managed:								
1 to 3	5	5			69,322			65,480

## Maintenance Supervisor

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	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	20	23	\$40,606	\$42,661	\$47,250	\$56,701	\$63,200	\$49,255
# Eligible for Incentive/Bonus	8	8						
Actual Bonus Paid	3	3						
Total Cash Compensation (Base + Bonus)	20	23	40,606	42,661	47,500	56,992	63,200	49,377
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$1,000,000 - \$2,499,999	6	7			43,264			45,257
\$2,500,000 - \$9,999,999	7	7			46,777			45,992
\$10,000,000 and more	6	8			58,500			56,766
By Geographic Location:								
Allegheny County	15	18	40,448	41,405	45,380	54,338	64,201	48,352
Outside of Allegheny County	5	5			49,000			52,509
By Field of Service:								
Social Support	5	7			49,000			51,172
By Primary Source of Funding:								
Government	6	7			56,992			55,058
By Number of Employees:								
6 - 20	6	7			45,000			45,800
More than 150	6	8			58,500			56,766
By Level of Education Required:								
High School Diploma	10	10			46,774			47,264
Bachelor's Degree	5	5			46,777			44,854
By Sex of Employee:								
Male	19	22	40,579	42,364	47,014	54,338	61,402	48,494
By Race/Ethnicity of Employee:								
White/Caucasian	17	20	40,525	41,770	47,625	55,913	61,801	48,830
By Number of Years in Position:								
Up to 5 Years	10	11			43,264			45,826
6 - 10 Years	5	5			46,777			47,095
By Number of Employees Managed:								
1 to 3	6	7			47,250			46,461

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	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	40	88	\$27,040	\$31,200	\$33,613	\$39,401	\$42,798	\$34,981
# Eligible for Incentive/Bonus	20	42						
Actual Bonus Paid	15	21	207	325	500	1,559	2,080	942
Total Cash Compensation (Base + Bonus)	40	88	27,040	31,200	33,613	39,823	43,484	35,206
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$1,000,000 - \$2,499,999	14	27	31,200	31,200	33,280	37,440	41,600	35,173
\$2,500,000 - \$9,999,999	13	24	28,080	31,106	34,008	40,106	46,524	35,696
\$10,000,000 and more	11	35	26,924	27,040	33,946	39,724	43,554	34,226
By Geographic Location:								
Allegheny County	31	70	29,126	31,200	35,173	39,757	43,659	35,648
Outside of Allegheny County	9	18	26,654	26,957	31,907	35,589	41,712	32,389
By Field of Service:								
Basic Material Need	5	9			38,570			37,579
Social Support	12	23	26,749	27,622	33,030	39,520	46,097	34,666
By Primary Source of Funding:								
Contributions from individuals	8	20	27,248	31,460	37,107	40,275	42,410	36,219
Contributions from foundations or trusts	7	11			33,280			34,744
Government	18	39	26,957	29,765	32,386	38,503	44,346	34,634
Program services fee	5	7			31,491			32,870
By Number of Employees:								
6 - 20	12	19	31,200	32,240	35,360	37,960	41,600	36,220
21 - 50	7	20	29,515	31,200	33,030	36,436	42,410	34,323
51 - 150	11	16	27,040	31,179	36,067	42,739	47,594	36,698
More than 150	10	33	26,907	27,040	33,280	39,383	42,847	33,835
By Level of Education Required:								
High School Diploma	28	34	29,958	32,126	36,463	41,825	45,854	37,020
By Sex of Employee:								
Male	38	75	28,371	31,200	33,280	39,520	43,554	35,238
Female	5	7			34,500			34,045
By Race/Ethnicity of Employee:								
Black/African American	8	9			31,491			31,715
White/Caucasian	34	71	27,156	31,200	34,500	40,170	43,638	35,540
By Number of Years in Position:								
Up to 5 Years	25	48	27,040	31,200	33,155	37,830	43,747	34,428
6 - 10 Years	12	12	29,560	31,179	36,463	39,853	42,386	35,611
11 - 20 Years	5	7			35,984			37,961
By Number of Employees Managed:								
1 to 3	6	6			33,259			35,487



**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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	33	103	\$17,285	\$22,048	\$27,800	\$31,200	\$38,110	\$27,741
# Eligible for Incentive/Bonus	13	47						
Actual Bonus Paid	8	13	183	200	850	966	2,510	852
Total Cash Compensation (Base + Bonus)	33	103	17,285	22,048	27,800	31,200	38,110	27,848
<b>Annual Base Salary</b>								
<b>By Annual Expenses:</b>								
Less than \$500,000	6	6			21,414			24,125
\$2,500,000 - \$9,999,999	12	42	17,160	18,393	28,109	28,538	31,855	25,019
\$10,000,000 and more	9	43	22,123	25,002	28,200	37,440	49,033	31,901
<b>By Geographic Location:</b>								
Allegheny County	29	95	17,327	22,048	28,200	31,200	39,357	28,113
<b>By Field of Service:</b>								
Library	7	9			22,069			23,925
Social Support	13	32	19,009	25,408	28,538	31,086	36,067	28,172
<b>By Primary Source of Funding:</b>								
Government	19	50	20,817	26,219	28,538	31,200	41,857	29,631
Program services fee	6	21	17,680	24,658	27,400	30,168	50,500	29,341
<b>By Number of Employees:</b>								
1 - 5	6	6			21,965			23,643
6 - 20	6	12	17,212	20,800	25,272	27,430	30,576	24,405
21 - 50	5	19	16,640	17,160	19,531	28,200	32,136	22,480
51 - 150	7	23	18,720	24,502	28,538	28,538	31,200	27,117
More than 150	9	43	22,123	25,002	28,200	37,440	49,033	31,901
<b>By Level of Education Required:</b>								
High School Diploma	26	66	19,201	24,643	28,200	29,565	36,067	28,212
<b>By Sex of Employee:</b>								
Male	23	62	17,160	20,925	27,040	30,857	37,028	27,067
Female	18	31	18,720	20,800	25,584	28,538	31,533	25,547
<b>By Race/Ethnicity of Employee:</b>								
Black/African American	8	12	16,796	17,582	22,048	28,039	31,247	22,990
White/Caucasian	26	74	18,512	22,017	27,040	28,538	35,443	26,911
<b>By Number of Years in Position:</b>								
Up to 5 Years	23	53	17,160	18,720	25,002	28,455	31,200	24,622
6 - 10 Years	11	13	18,034	20,946	28,538	34,884	45,276	28,989
11 - 20 Years	8	12	18,473	22,932	28,424	30,888	48,036	29,229

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	13	39	\$20,500	\$21,424	\$24,960	\$31,200	\$34,382	\$26,142
# Eligible for Incentive/Bonus	8	20						
Actual Bonus Paid	5	8			186			549
Total Cash Compensation (Base + Bonus)	13	39	20,500	21,424	24,960	31,200	34,382	26,254
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$10,000,000 and more	6	22	20,590	22,550	26,094	31,580	34,542	26,967
By Geographic Location:								
Allegheny County	10	27	20,740	21,840	24,170	32,718	34,428	26,635
By Field of Service:								
Social Support	6	18	19,760	21,268	23,920	33,920	34,707	26,719
By Number of Employees:								
More than 150	6	22	20,590	22,550	26,094	31,580	34,542	26,967
By Level of Education Required:								
High School Diploma	9	23	19,760	20,800	22,550	27,086	34,278	24,499
By Sex of Employee:								
Male	13	29	20,500	21,632	26,478	31,959	34,611	26,865
Female	5	10			22,715			24,044
By Race/Ethnicity of Employee:								
White/Caucasian	12	34	20,130	21,424	24,960	31,580	34,497	26,335
By Number of Years in Position:								
Up to 5 Years	9	27	19,760	20,800	22,880	27,227	33,900	25,141

**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	5	9			\$29,120			\$29,890
# Eligible for Incentive/Bonus	3	5						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	5	9			29,120			30,001
					<b>Annual Base Salary</b>			
By Geographic Location:								
Allegheny County	5	9			29,120			29,890

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	13	92	\$51,211	\$57,304	\$61,422	\$67,454	\$72,862	\$63,611
# Eligible for Incentive/Bonus	8	15						
Actual Bonus Paid	5	7			1,500			993
Total Cash Compensation (Base + Bonus)	13	92	51,379	57,304	61,422	67,612	72,862	63,687
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$10,000,000 and more	8	86	49,982	57,304	61,422	67,507	73,074	63,723
By Geographic Location:								
Allegheny County	11	90	50,392	57,304	61,443	67,507	72,862	63,766
By Field of Service:								
Social Support	6	8			65,031			61,829
By Primary Source of Funding:								
Government	7	11			66,414			73,474
By Number of Employees:								
More than 150	7	20	48,527	49,982	56,628	89,021	107,578	66,777
By Level of Education Required:								
RN/NP	6	73	56,830	58,344	61,464	66,716	71,889	62,536
By Sex of Employee:								
Female	11	76	55,823	58,271	61,745	67,454	72,367	63,227
By Race/Ethnicity of Employee:								
White/Caucasian	10	82	55,588	58,006	61,443	67,454	72,155	62,965
By Number of Years in Position:								
Up to 5 Years	8	57	54,729	57,304	59,030	63,190	68,107	60,631

## 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	22	\$31,383	\$33,946	\$40,352	\$52,380	\$74,390	\$45,810
# Eligible for Incentive/Bonus	5	16						
Actual Bonus Paid	4	6						
Total Cash Compensation (Base + Bonus)	9	22	31,383	34,116	40,352	53,092	74,390	46,116
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$10,000,000 and more	5	15	30,909	35,027	40,352	62,400	81,520	48,089
By Geographic Location:								
Allegheny County	6	10			53,987			57,326
By Field of Service:								
Social Support	5	14	30,909	34,393	40,238	44,533	56,587	40,701
By Primary Source of Funding:								
Government	7	18	30,909	35,511	42,099	58,500	78,577	48,147
By Number of Employees:								
More than 150	5	15	30,909	35,027	40,352	62,400	81,520	48,089
By Level of Education Required:								
LVN/LPN	7	12	33,423	34,263	40,498	65,783	84,462	49,964
By Sex of Employee:								
Female	7	18	30,909	33,639	39,749	47,560	57,720	40,877
By Race/Ethnicity of Employee:								
White/Caucasian	5	16	30,909	33,400	37,409	42,827	48,720	38,511
By Number of Years in Position:								
Up to 5 Years	5	12	30,909	33,400	37,409	45,760	58,912	39,943

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

	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	7			\$35,235			\$36,975
# Eligible for Incentive/Bonus	3	3						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	6	7			35,235			37,018
<b>Annual Base Salary</b>								
By Sex of Employee:								
Female	6	7			35,235			36,975
By Race/Ethnicity of Employee:								
White/Caucasian	6	7			35,235			36,975

## Billing Clerk

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

	<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	6	10			\$35,360			\$38,045
# Eligible for Incentive/Bonus	3	5						
Actual Bonus Paid	3	5						
Total Cash Compensation (Base + Bonus)	6	10			35,548			38,467
<b>Annual Base Salary</b>								
<b>By Sex of Employee:</b>								
Female	6	8			39,246			39,588
<b>By Race/Ethnicity of Employee:</b>								
White/Caucasian	5	8			34,539			38,265

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	6	32	\$65,578	\$80,439	\$107,503	\$108,742	\$111,043	\$96,044
# Eligible for Incentive/Bonus	2	4						
Actual Bonus Paid	2	4						
Total Cash Compensation (Base + Bonus)	6	32	66,043	81,939	107,503	108,742	111,043	96,233
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	5	31	65,385	80,766	107,682	108,742	111,372	96,580



**Occupational Therapist**

762

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	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	7	61	\$64,734	\$70,138	\$73,965	\$99,549	\$100,048	\$81,796
# Eligible for Incentive/Bonus	3	6						
Actual Bonus Paid	2	5						
Total Cash Compensation (Base + Bonus)	7	61	64,734	70,138	73,965	99,549	100,048	81,898
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	6	60	64,670	70,069	73,965	99,799	100,048	81,852
By Sex of Employee:								
Female	5	50	65,271	71,604	75,047	99,050	100,048	81,625
By Race/Ethnicity of Employee:								
White/Caucasian	5	52	65,312	71,251	75,047	99,050	100,048	81,720

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

	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	117	\$42,635	\$48,585	\$58,185	\$68,975	\$99,255	\$64,210
# Eligible for Incentive/Bonus	3	7						
Actual Bonus Paid	2	6						
Total Cash Compensation (Base + Bonus)	7	117	42,635	48,585	59,385	68,975	99,255	64,288
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$10,000,000 and more	5	109	42,635	48,585	58,185	69,475	100,055	64,607
By Geographic Location:								
Allegheny County	5	113	42,635	48,585	59,385	68,975	99,655	64,456
By Primary Source of Funding:								
Government	5	20	51,204	58,684	68,463	111,562	121,357	81,217
By Number of Employees:								
More than 150	5	109	42,635	48,585	58,185	69,475	100,055	64,607
By Sex of Employee:								
Female	5	104	42,585	46,335	57,185	66,685	97,055	60,900
By Race/Ethnicity of Employee:								
White/Caucasian	5	105	42,595	47,085	57,185	66,685	97,055	60,913

**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	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	24	68	\$65,540	\$73,686	\$82,157	\$91,125	\$109,112	\$86,354
# Eligible for Incentive/Bonus	11	19						
Actual Bonus Paid	7	15	250	400	1,500	2,225	3,500	1,607
Total Cash Compensation (Base + Bonus)	24	68	65,555	75,028	82,157	92,167	109,112	86,709
<b>Annual Base Salary</b>								
<b>By Annual Expenses:</b>								
\$1,000,000 - \$2,499,999	6	7			83,000			83,226
\$2,500,000 - \$9,999,999	9	19	60,696	64,904	73,174	86,154	104,541	75,553
\$10,000,000 and more	8	41	73,371	79,178	85,000	102,447	117,179	91,890
<b>By Geographic Location:</b>								
Allegheny County	23	65	66,992	75,394	82,968	91,834	109,408	87,154
<b>By Field of Service:</b>								
Education and Child Care Services	6	25	68,600	82,364	89,185	106,868	142,523	95,828
<b>By Primary Source of Funding:</b>								
Government	8	18	65,130	72,746	75,646	116,305	163,621	92,252
Program services fee	5	19	65,000	78,246	85,000	89,185	103,736	83,341
<b>By Number of Employees:</b>								
21 - 50	6	12	55,299	64,226	77,237	96,087	105,007	79,295
51 - 150	6	16	66,571	73,263	75,394	81,221	103,898	78,555
More than 150	6	33	72,379	80,311	85,043	102,581	124,107	93,548
<b>By Level of Education Required:</b>								
Bachelor's Degree	16	40	64,914	73,631	81,681	86,303	102,849	81,373
Master's Degree	7	12	62,311	69,378	73,844	91,861	108,121	81,132
<b>By Sex of Employee:</b>								
Male	9	21	65,625	79,489	85,000	95,734	104,380	85,745
Female	19	42	65,180	72,746	80,000	86,396	101,612	80,514
<b>By Race/Ethnicity of Employee:</b>								
Black/African American	6	8			80,000			78,438
White/Caucasian	16	53	66,688	73,528	81,601	89,436	104,219	82,616
<b>By Number of Years in Position:</b>								
Up to 5 Years	13	30	61,212	67,640	74,974	85,000	102,612	77,493
6 - 10 Years	7	9			83,000			85,377
11 - 20 Years	5	10			85,234			85,663
<b>By Number of Employees Managed:</b>								
1 to 3	9	14	73,351	75,380	81,075	89,310	101,244	83,166
4 to 8	5	6			83,977			83,749
9 to 14	6	9			85,000			81,792
15 and over	11	14	60,799	67,750	79,123	85,018	95,528	77,007

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	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	67	193	\$40,393	\$46,152	\$54,683	\$64,413	\$72,667	\$56,301
# Eligible for Incentive/Bonus	38	83						
Actual Bonus Paid	20	38	250	500	1,130	2,000	5,000	1,660
Total Cash Compensation (Base + Bonus)	67	193	40,393	46,282	55,000	65,324	72,752	56,628
<b>Annual Base Salary</b>								
By Annual Expenses:								
Less than \$500,000	11	16	38,608	42,161	45,652	57,525	65,900	49,453
\$500,000 - \$999,999	9	10			57,471			56,272
\$1,000,000 - \$2,499,999	26	52	38,326	42,368	51,000	62,944	70,648	53,168
\$2,500,000 - \$9,999,999	11	40	43,001	46,966	54,122	72,458	93,090	60,867
\$10,000,000 and more	10	75	45,930	49,500	58,175	64,000	69,205	57,503
By Geographic Location:								
Allegheny County	60	174	40,000	46,921	54,382	65,000	72,746	56,622
Outside of Allegheny County	7	19	40,643	43,472	55,549	61,233	70,013	53,366
By Field of Service:								
Basic Material Need	5	31	48,205	51,200	57,500	64,533	72,804	58,779
Culture/Arts	10	18	38,346	40,000	51,000	64,777	95,308	56,875
Economic/Neighborhood Development	7	13	39,216	47,037	56,700	66,500	68,348	55,701
Education and Child Care Services	10	29	45,000	48,183	56,029	65,880	72,000	56,971
Environment/Animal Welfare	8	38	42,527	48,038	59,795	67,575	77,794	60,149
Social Support	7	13	37,694	40,822	47,840	56,037	71,685	49,991
By Primary Source of Funding:								
Contributions from individuals	9	44	43,840	49,054	54,334	66,534	77,740	58,426
Contributions from foundations or trusts	28	52	38,856	43,525	54,540	64,664	76,314	55,579
Government	14	33	41,026	44,903	52,562	63,293	70,973	54,410
Program services fee	12	40	40,000	46,567	51,000	63,701	71,412	55,221
By Number of Employees:								
1 - 5	14	15	35,216	40,000	51,000	65,000	69,948	52,746
6 - 20	27	49	38,500	41,748	51,000	62,433	72,800	52,816
21 - 50	12	42	42,891	45,270	51,750	64,283	75,629	55,627
51 - 150	7	41	45,694	51,101	58,874	69,334	87,309	62,495
More than 150	7	46	42,644	48,341	57,920	63,815	69,055	56,269
By Level of Education Required:								
Bachelor's Degree	48	131	42,000	46,895	53,000	63,780	73,614	56,346
Master's Degree	9	13	46,000	57,225	61,233	71,481	72,717	62,351
By Sex of Employee:								
Male	26	49	41,496	45,880	54,747	65,961	69,872	56,929
Female	59	143	40,091	46,446	54,683	63,920	72,752	56,175
By Race/Ethnicity of Employee:								
Black/African American	19	26	39,998	46,920	57,350	65,283	69,811	55,971
Hispanic/Latinx	5	5			44,805			63,712
White/Caucasian	53	151	40,714	46,303	53,921	63,780	72,795	56,143
By Number of Years in Position:								
Up to 5 Years	50	100	39,565	43,728	51,000	61,958	68,967	53,816
6 - 10 Years	24	32	40,759	48,630	55,869	65,216	76,314	57,208
11 - 20 Years	13	19	44,013	48,354	52,000	69,872	72,800	57,751
Over 20 Years	8	11			60,013			58,932
By Number of Employees Managed:								
1 to 3	32	58	41,440	45,118	54,874	67,985	77,048	57,049
4 to 8	25	41	38,601	43,550	49,500	60,026	70,758	52,874
9 to 14	5	5			56,100			57,158
15 and over	7	9			50,500			54,603

**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 Median (50%)	75th %ile	90th %ile	Average
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	54	198	\$33,265	\$36,157	\$40,178	\$47,823	\$57,991	\$42,970
# Eligible for Incentive/Bonus	28	87						
Actual Bonus Paid	18	50	222	500	875	2,075	3,713	1,626
Total Cash Compensation (Base + Bonus)	54	198	33,265	36,400	40,254	49,566	58,293	43,381
<b>Annual Base Salary</b>								
<b>By Annual Expenses:</b>								
Less than \$500,000	6	15	33,672	36,400	37,874	45,968	62,013	42,578
\$500,000 - \$999,999	7	11			36,005			41,160
\$1,000,000 - \$2,499,999	21	66	31,200	35,360	40,638	48,928	58,069	42,548
\$2,500,000 - \$9,999,999	12	49	32,448	36,400	41,600	52,250	66,685	45,454
\$10,000,000 and more	8	57	33,862	38,241	40,248	44,969	53,310	41,776
<b>By Geographic Location:</b>								
Allegheny County	51	186	33,236	36,036	40,227	48,054	58,069	43,144
<b>By Field of Service:</b>								
Basic Material Need	5	36	34,796	38,122	40,227	44,444	49,731	41,481
Education and Child Care Services	8	20	35,711	39,125	45,000	49,080	55,333	44,613
Environment/Animal Welfare	5	26	35,585	37,099	42,673	52,494	61,861	45,425
Social Support	10	34	31,741	35,343	36,983	39,811	43,357	37,540
<b>By Primary Source of Funding:</b>								
Contributions from individuals	7	51	35,209	38,002	40,997	51,250	63,938	44,949
Contributions from foundations or trusts	19	60	31,200	34,169	37,066	44,550	52,586	40,126
Government	13	40	34,417	35,412	41,357	47,320	55,821	42,437
Program services fee	12	37	32,997	36,962	44,346	50,899	57,624	43,883
<b>By Number of Employees:</b>								
1 - 5	9	12	33,186	35,000	39,716	57,870	73,938	45,853
6 - 20	21	56	31,200	35,360	41,894	49,861	58,069	42,967
21 - 50	11	47	33,700	36,050	38,397	45,000	52,008	40,607
51 - 150	8	59	34,320	38,002	40,997	51,250	61,525	44,854
More than 150	5	24	33,207	35,116	39,811	44,729	54,506	41,532
<b>By Level of Education Required:</b>								
High School Diploma	12	24	28,382	31,200	35,423	45,192	51,639	37,727
Bachelor's Degree	38	103	34,008	36,046	40,000	50,000	58,546	43,463
<b>By Sex of Employee:</b>								
Male	24	48	35,000	37,209	41,299	53,381	62,041	45,294
Female	48	148	32,495	35,576	40,000	47,078	55,739	42,323
<b>By Race/Ethnicity of Employee:</b>								
Black/African American	13	16	31,200	33,351	35,146	44,155	50,981	38,231
White/Caucasian	47	166	33,784	36,480	41,137	49,441	58,981	43,845
<b>By Number of Years in Position:</b>								
Up to 5 Years	46	120	35,000	36,400	40,196	45,806	52,960	42,060
6 - 10 Years	16	24	34,705	38,701	47,648	58,142	65,396	48,837
11 - 20 Years	8	10			47,181			48,528
<b>By Number of Employees Managed:</b>								
1 to 3	10	19	35,360	35,360	45,000	48,214	57,533	44,224

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	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	20	84	\$24,960	\$31,137	\$33,949	\$39,935	\$46,023	\$34,531
# Eligible for Incentive/Bonus	9	30						
Actual Bonus Paid	5	23	250	250	250	572	6,056	1,275
Total Cash Compensation (Base + Bonus)	20	84	24,960	31,200	33,989	40,994	46,179	34,880
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$1,000,000 - \$2,499,999	9	18	15,080	16,250	31,200	36,993	41,280	27,927
\$10,000,000 and more	6	39	27,040	34,177	38,838	42,363	51,428	38,754
By Geographic Location:								
Allegheny County	18	82	24,960	31,062	33,638	39,707	45,754	34,241
By Primary Source of Funding:								
Contributions from individuals	5	33	30,000	31,200	34,098	39,609	44,473	35,675
Government	6	8			33,675			36,267
By Number of Employees:								
6 - 20	8	16	15,080	15,470	31,200	39,520	41,440	27,678
21 - 50	6	29	28,766	30,748	31,200	33,123	39,738	32,633
By Level of Education Required:								
High School Diploma	9	31	28,766	31,200	35,360	39,520	42,290	35,033
Bachelor's Degree	7	31	30,119	31,827	35,691	41,246	50,613	37,821
By Sex of Employee:								
Male	9	24	15,860	26,058	33,286	39,880	43,479	32,314
Female	19	60	28,077	31,200	34,138	39,949	46,225	35,418
By Race/Ethnicity of Employee:								
Black/African American	9	16	21,996	31,200	38,650	41,629	47,331	36,691
White/Caucasian	17	63	19,968	31,116	33,475	39,738	46,135	34,217
By Number of Years in Position:								
Up to 5 Years	16	45	16,640	30,748	34,220	40,010	44,336	34,021

## 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	28	55	\$56,662	\$64,800	\$74,693	\$81,000	\$86,941	\$73,002
# Eligible for Incentive/Bonus	19	38						
Actual Bonus Paid	14	22	193	514	1,430	2,890	3,885	2,334
Total Cash Compensation (Base + Bonus)	28	55	57,840	66,523	75,125	81,640	87,151	73,935
<b>Annual Base Salary</b>								
<b>By Annual Expenses:</b>								
\$1,000,000 - \$2,499,999	6	6			67,574			65,189
\$2,500,000 - \$9,999,999	12	21	54,461	63,080	71,400	80,497	84,915	70,937
\$10,000,000 and more	10	28	58,593	69,700	79,015	84,858	89,033	76,224
<b>By Geographic Location:</b>								
Allegheny County	22	44	57,450	66,630	76,313	82,722	88,580	74,697
Outside of Allegheny County	6	11			65,000			66,221
<b>By Field of Service:</b>								
Social Support	14	31	54,461	61,734	69,877	79,000	87,936	70,625
<b>By Primary Source of Funding:</b>								
Government	13	24	53,950	62,666	71,955	84,858	90,261	72,441
Program services fee	8	20	54,231	62,501	74,288	80,911	81,964	71,846
<b>By Number of Employees:</b>								
21 - 50	7	7			61,660			63,335
51 - 150	8	16	53,806	64,850	68,280	78,501	82,321	69,942
More than 150	10	28	58,593	70,088	79,015	84,858	89,033	76,243
<b>By Level of Education Required:</b>								
Bachelor's Degree	15	24	59,280	67,682	77,312	84,858	87,336	75,140
Master's Degree	10	21	54,461	63,080	73,882	80,821	87,147	72,015
<b>By Sex of Employee:</b>								
Male	11	15	53,741	64,800	77,002	84,430	90,812	74,663
Female	24	40	58,078	63,284	71,955	80,999	85,892	72,379
<b>By Race/Ethnicity of Employee:</b>								
Black/African American	6	8			78,515			75,516
White/Caucasian	25	46	55,614	62,697	73,355	81,000	88,522	72,391
<b>By Number of Years in Position:</b>								
Up to 5 Years	10	19	58,781	66,950	77,002	81,640	85,000	74,391
6 - 10 Years	6	8			68,539			68,135
11 - 20 Years	8	9			66,523			69,708
Over 20 Years	12	17	54,014	62,186	75,623	86,432	92,224	74,307
<b>By Number of Employees Managed:</b>								
4 to 8	7	9			78,030			77,200
9 to 14	9	11			65,000			64,920
15 and over	15	29	58,781	62,681	72,509	80,217	85,403	71,922

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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	39	190	\$42,019	\$47,070	\$53,394	\$58,224	\$64,034	\$53,072
# Eligible for Incentive/Bonus	26	115						
Actual Bonus Paid	20	70	303	500	1,500	2,820	3,093	1,616
Total Cash Compensation (Base + Bonus)	39	190	42,324	47,494	53,555	58,792	66,020	53,667
<b>Annual Base Salary</b>								
<b>By Annual Expenses:</b>								
\$1,000,000 - \$2,499,999	6	10			56,610			55,407
\$2,500,000 - \$9,999,999	18	58	42,571	46,246	52,000	58,580	64,052	52,922
\$10,000,000 and more	10	116	42,136	47,544	53,487	57,375	64,378	53,093
<b>By Geographic Location:</b>								
Allegheny County	28	137	42,821	47,004	54,212	58,518	65,879	53,641
Outside of Allegheny County	11	53	40,131	47,284	52,535	55,797	61,247	51,602
<b>By Field of Service:</b>								
Basic Material Need	6	14	41,500	43,375	48,700	58,940	66,081	51,650
Counseling - Behavioral Health & Wellness	5	23	46,806	50,003	56,992	60,216	67,285	56,335
Social Support	19	103	40,399	47,091	54,000	58,885	66,454	53,663
<b>By Primary Source of Funding:</b>								
Contributions from foundations or trusts	5	25	48,327	53,805	58,140	63,494	68,347	58,210
Government	21	125	40,732	44,372	51,792	57,672	64,487	52,174
Program services fee	8	30	47,505	50,003	53,311	57,127	60,195	54,082
<b>By Number of Employees:</b>								
6 - 20	7	11			51,051			50,492
21 - 50	10	23	43,000	45,012	52,000	58,219	61,169	52,024
51 - 150	9	37	40,803	47,238	53,352	60,254	68,483	54,214
More than 150	10	116	42,136	47,544	53,487	57,375	64,378	53,093
<b>By Level of Education Required:</b>								
Bachelor's Degree	24	110	41,032	44,938	51,605	58,478	65,030	52,386
Master's Degree	13	37	47,700	52,010	54,393	59,405	68,638	56,126
<b>By Sex of Employee:</b>								
Male	16	35	43,618	47,500	53,550	58,000	63,424	53,204
Female	35	149	41,004	46,216	53,269	58,478	65,312	52,964
<b>By Race/Ethnicity of Employee:</b>								
Black/African American	15	27	39,566	46,359	50,938	57,664	63,757	51,428
White/Caucasian	32	152	42,058	47,187	53,352	58,418	65,636	53,184
<b>By Number of Years in Position:</b>								
Up to 5 Years	27	81	40,199	45,989	52,535	58,134	65,682	52,535
6 - 10 Years	19	37	42,466	46,457	49,394	57,025	63,376	51,642
11 - 20 Years	19	33	41,478	49,660	55,000	59,186	67,114	54,743
Over 20 Years	12	23	44,344	47,754	54,122	63,860	67,497	55,741
<b>By Number of Employees Managed:</b>								
1 to 3	19	34	37,779	43,125	50,707	56,410	65,937	51,067
4 to 8	23	69	42,840	47,046	53,167	58,070	63,731	52,762
9 to 14	11	19	42,745	47,736	54,579	58,128	63,869	53,290
15 and over	7	33	45,174	50,939	56,638	61,582	66,086	56,201



## 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	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	34	285	\$31,996	\$35,568	\$38,178	\$45,000	\$48,664	\$39,969
# Eligible for Incentive/Bonus	21	200						
Actual Bonus Paid	16	118	275	326	1,493	2,300	2,950	1,414
Total Cash Compensation (Base + Bonus)	34	285	32,223	35,568	38,811	46,038	51,231	40,554
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$1,000,000 - \$2,499,999	8	23	32,598	35,568	38,257	44,803	50,646	39,993
\$2,500,000 - \$9,999,999	13	92	35,568	35,568	36,457	39,059	44,922	37,945
\$10,000,000 and more	10	164	31,522	35,095	40,747	46,752	50,464	41,070
By Geographic Location:								
Allegheny County	26	126	35,568	37,523	45,000	48,281	51,960	43,779
Outside of Allegheny County	8	159	31,283	34,694	36,000	39,749	42,869	36,949
By Field of Service:								
Social Support	21	251	32,040	35,568	38,107	45,000	48,560	39,947
By Primary Source of Funding:								
Contributions from foundations or trusts	5	26	36,456	41,900	44,992	46,000	48,000	43,445
Government	17	158	31,273	33,950	37,461	46,711	50,352	39,880
Program services fee	8	96	35,568	35,568	37,864	40,935	45,313	39,175
By Number of Employees:								
6 - 20	7	9			37,544			39,144
21 - 50	5	20	34,277	35,926	38,379	44,262	48,817	40,133
51 - 150	11	89	35,568	35,568	36,457	38,979	44,741	37,914
More than 150	10	164	31,522	35,095	40,747	46,752	50,464	41,074
By Level of Education Required:								
High School Diploma	8	18	33,365	36,088	37,503	40,723	47,677	39,049
Bachelor's Degree	23	105	35,349	37,387	42,000	46,832	51,510	42,560
Master's Degree	7	14	40,498	42,130	46,440	48,697	53,711	46,169
By Sex of Employee:								
Male	16	38	33,611	36,468	41,883	47,880	51,697	42,191
Female	32	192	31,677	35,105	39,635	46,176	48,915	40,388
By Race/Ethnicity of Employee:								
Black/African American	15	39	33,509	35,607	38,257	44,983	48,281	40,335
White/Caucasian	29	179	31,366	35,006	39,998	46,773	50,336	40,712
Multiracial	5	5			42,000			41,886
By Number of Years in Position:								
Up to 5 Years	25	124	31,429	35,105	38,907	44,935	47,330	39,391
6 - 10 Years	12	42	33,652	35,724	39,219	44,434	48,281	40,205
11 - 20 Years	14	25	34,916	41,174	46,500	48,908	51,976	45,504
Over 20 Years	9	21	42,515	45,835	49,171	54,139	56,434	49,730
By Number of Employees Managed:								
1 to 3	13	28	29,640	33,322	38,990	45,000	48,389	39,468
4 to 8	10	76	32,128	35,745	39,749	43,888	47,633	39,827
9 to 14	5	14	33,738	35,516	39,874	46,945	51,081	40,779

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	16	70	\$25,709	\$29,136	\$33,145	\$39,520	\$40,144	\$33,327
# Eligible for Incentive/Bonus	10	38						
Actual Bonus Paid	6	25	250	600	1,700	1,700	1,700	1,263
Total Cash Compensation (Base + Bonus)	16	70	25,709	29,188	33,145	39,520	41,813	33,778
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$2,500,000 - \$9,999,999	6	11			33,010			33,088
\$10,000,000 and more	5	51	25,709	28,704	34,091	39,520	40,693	33,553
By Geographic Location:								
Allegheny County	14	46	29,178	32,760	35,516	39,520	40,372	35,533
By Field of Service:								
Social Support	7	40	28,704	29,827	37,393	39,520	40,830	35,436
By Primary Source of Funding:								
Government	11	59	25,709	28,933	33,280	39,520	40,176	33,354
By Level of Education Required:								
High School Diploma	9	19	28,413	29,994	33,010	34,944	38,522	32,589
Bachelor's Degree	6	27	31,949	35,360	39,520	39,832	40,892	37,621
By Sex of Employee:								
Male	5	12	25,110	25,782	31,107	39,520	40,437	32,663
Female	15	58	25,709	29,453	33,228	39,216	40,147	33,464
By Race/Ethnicity of Employee:								
Black/African American	7	13	26,250	29,467	33,010	39,520	40,743	33,917
White/Caucasian	13	53	25,709	28,912	32,552	39,520	40,163	33,090
By Number of Years in Position:								
Up to 5 Years	14	42	25,622	26,468	31,075	35,672	39,520	31,841
6 - 10 Years	5	12	28,176	30,701	34,570	40,659	43,538	35,625

## 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	6	13	\$47,400	\$48,222	\$54,101	\$56,079	\$70,129	\$54,157
# Eligible for Incentive/Bonus	5	8						
Actual Bonus Paid	3	3						
Total Cash Compensation (Base + Bonus)	6	13	47,400	48,222	54,101	56,829	71,849	54,497
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	5	12	47,300	48,111	52,051	55,055	68,584	53,254
By Level of Education Required:								
Bachelor's Degree	5	6			51,366			54,880
By Sex of Employee:								
Female	5	11			50,000			52,341
By Race/Ethnicity of Employee:								
White/Caucasian	6	9			54,746			55,565
By Number of Years in Position:								
Up to 5 Years	5	9			54,101			54,020

Uses principles of applied behavior analysis to address the behavioral needs of organization's clients. This includes developing and implementing individual behavioral support plans to build the skills of clients and their family members. Works with program staff to develop and monitor evidence-based individual treatment plans for clients. Conducts functional assessments of challenging behaviors. Collects data and maintains comprehensive records on client progress. Serves as trainer for behavioral safety training throughout the organization. May make home visits to clients as well as working on premises of organization. Requires Master's degree and BCBA (Board Certified Behavior Analyst) credential.

Other sample job titles: Behavior 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	11			\$78,244			\$72,581
# Eligible for Incentive/Bonus	1	1						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	5	11			78,244			72,717

**Case Manager, Master Level**

879

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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	9	79	\$37,440	\$41,616	\$42,869	\$48,000	\$57,000	\$46,011
# Eligible for Incentive/Bonus	6	56						
Actual Bonus Paid	5	19	244	244	256	298	1,500	646
Total Cash Compensation (Base + Bonus)	9	79	38,140	41,616	43,680	48,000	57,000	46,167
<b>Annual Base Salary</b>								
<b>By Annual Expenses:</b>								
\$10,000,000 and more	5	74	37,659	41,412	42,869	47,944	56,500	45,870
<b>By Geographic Location:</b>								
Allegheny County	7	50	37,440	41,687	46,582	53,000	65,393	48,533
<b>By Level of Education Required:</b>								
Master's Degree	7	52	40,468	41,787	42,869	49,611	60,500	47,039
<b>By Sex of Employee:</b>								
Female	9	62	38,637	41,787	42,855	47,707	56,700	46,012
<b>By Race/Ethnicity of Employee:</b>								
White/Caucasian	8	60	38,609	41,787	42,823	47,468	52,300	45,027
<b>By Number of Years in Position:</b>								
Up to 5 Years	9	57	39,551	41,787	43,865	51,000	62,754	47,285

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	29	490	\$31,866	\$33,946	\$36,452	\$39,381	\$43,993	\$37,202
# Eligible for Incentive/Bonus	16	265						
Actual Bonus Paid	11	215	221	232	256	1,086	2,233	886
Total Cash Compensation (Base + Bonus)	29	490	31,866	34,674	37,219	39,381	44,699	37,591
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$2,500,000 - \$9,999,999	11	103	29,320	32,000	35,000	37,500	43,769	35,201
\$10,000,000 and more	11	364	31,866	34,674	37,451	39,381	44,181	37,697
By Geographic Location:								
Allegheny County	24	277	31,005	34,819	39,381	40,851	45,521	38,346
Outside of Allegheny County	5	213	31,866	32,677	35,173	37,877	41,276	35,714
By Field of Service:								
Social Support	12	235	31,866	32,677	35,173	37,877	43,514	36,068
By Primary Source of Funding:								
Contributions from foundations or trusts	6	20	33,740	41,700	53,000	53,990	55,000	47,562
Government	14	261	29,636	34,736	38,397	39,381	43,514	37,257
Program services fee	7	190	31,866	32,677	35,173	37,877	41,741	35,868
By Number of Employees:								
21 - 50	5	42	29,644	33,540	35,600	37,316	40,277	35,349
51 - 150	8	76	28,484	32,000	35,000	39,953	44,260	35,770
More than 150	10	362	31,866	34,674	37,440	39,381	44,076	37,665
By Level of Education Required:								
High School Diploma	5	21	26,822	28,621	32,136	34,102	34,972	31,770
Associate's Degree	7	31	25,000	27,456	31,570	37,440	39,557	32,352
Bachelor's Degree	20	402	31,866	34,721	37,305	39,381	44,198	37,824
By Sex of Employee:								
Male	13	58	31,799	34,830	37,316	39,381	45,053	37,422
Female	28	422	31,646	33,844	36,411	39,381	43,930	37,188
By Race/Ethnicity of Employee:								
Black/African American	15	73	30,135	33,995	37,440	39,381	43,839	36,960
Hispanic/Latinx	5	14	28,480	33,500	38,217	53,000	54,490	42,110
White/Caucasian	26	382	31,866	33,509	36,303	39,381	43,916	37,107
By Number of Years in Position:								
Up to 5 Years	26	322	31,200	32,677	35,173	39,381	43,253	36,327
6 - 10 Years	13	60	34,278	36,067	37,929	40,116	43,589	38,372
11 - 20 Years	13	59	32,136	37,877	39,811	41,808	45,947	40,236
Over 20 Years	5	12	33,560	40,108	43,007	45,187	49,563	42,421

**Counselor, Master Level**

882

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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	7	46	\$36,000	\$37,503	\$44,242	\$62,400	\$71,221	\$48,997
# Eligible for Incentive/Bonus	3	29						
Actual Bonus Paid	3	11						
Total Cash Compensation (Base + Bonus)	7	46	36,000	38,010	44,900	62,400	71,221	49,163
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	6	20	36,000	43,136	53,500	70,209	74,245	56,080
By Sex of Employee:								
Female	6	37	36,000	36,005	44,242	64,336	71,071	49,234
By Race/Ethnicity of Employee:								
Black/African American	5	7			51,000			51,163
White/Caucasian	5	37	36,000	37,004	44,242	55,800	72,571	48,286
By Number of Years in Position:								
Up to 5 Years	6	23	36,000	36,000	39,749	51,000	64,723	44,331
6 - 10 Years	6	15	38,451	42,848	45,240	68,521	73,982	52,440

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	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	14	205	\$29,120	\$32,240	\$33,280	\$37,950	\$42,000	\$34,762
# Eligible for Incentive/Bonus	9	163						
Actual Bonus Paid	7	33	75	162	225	1,180	1,628	738
Total Cash Compensation (Base + Bonus)	14	205	29,120	32,240	33,280	38,397	42,226	34,881
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$1,000,000 - \$2,499,999	5	34	28,590	29,937	38,594	40,901	44,814	36,855
\$2,500,000 - \$9,999,999	5	49	25,002	28,039	29,994	35,168	45,000	32,967
By Geographic Location:								
Allegheny County	10	152	32,167	33,280	33,904	38,397	41,084	35,403
By Field of Service:								
Social Support	6	109	33,280	33,280	33,363	34,382	40,000	34,363
By Primary Source of Funding:								
Government	7	42	29,105	31,507	40,000	42,676	49,400	38,446
Program services fee	5	77	25,896	29,120	32,240	38,397	38,859	33,440
By Number of Employees:								
21 - 50	5	41	25,168	29,110	33,363	42,601	49,600	35,411
By Level of Education Required:								
Bachelor's Degree	11	54	27,779	29,994	34,809	41,404	46,713	35,795
By Sex of Employee:								
Male	9	39	29,994	33,280	33,280	35,349	44,585	35,705
Female	11	134	28,039	31,179	33,280	34,986	42,400	34,425
By Race/Ethnicity of Employee:								
Black/African American	7	24	29,651	33,280	34,143	36,279	40,700	34,603
White/Caucasian	12	104	27,997	29,994	33,322	40,000	46,006	35,190
By Number of Years in Position:								
Up to 5 Years	12	143	28,488	31,574	33,280	34,382	42,000	34,184
6 - 10 Years	5	12	23,265	31,226	33,634	48,739	55,805	37,441
11 - 20 Years	6	13	32,515	34,206	34,986	40,956	51,830	38,266



## Family Advocate

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	9	133	\$27,924	\$28,188	\$36,279	\$39,031	\$43,604	\$34,945
# Eligible for Incentive/Bonus	6	54						
Actual Bonus Paid	5	19	75	625	950	1,550	1,700	1,070
Total Cash Compensation (Base + Bonus)	9	133	27,924	28,188	36,279	39,104	43,757	35,098
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$10,000,000 and more	5	114	26,306	28,188	35,568	37,677	42,494	34,113
By Geographic Location:								
Allegheny County	7	121	26,630	28,188	35,568	39,395	43,642	34,673
By Field of Service:								
Social Support	5	57	33,692	36,279	36,858	38,227	43,527	37,421
By Primary Source of Funding:								
Government	5	29	30,763	34,143	37,024	37,773	43,680	36,861
By Number of Employees:								
More than 150	5	114	26,306	28,188	35,568	37,677	42,494	34,113
By Level of Education Required:								
Bachelor's Degree	6	41	36,279	36,279	37,700	42,494	42,494	39,073
By Sex of Employee:								
Female	9	122	27,924	28,188	35,924	38,565	43,191	34,795
By Race/Ethnicity of Employee:								
White/Caucasian	7	77	27,924	30,334	36,279	39,083	42,731	35,291
By Number of Years in Position:								
Up to 5 Years	9	69	26,306	28,188	36,279	37,685	43,680	35,172
6 - 10 Years	5	16	29,057	35,000	39,063	43,240	46,084	38,596

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	10	31	\$28,200	\$33,000	\$36,816	\$43,181	\$48,000	\$38,027
# Eligible for Incentive/Bonus	5	14						
Actual Bonus Paid	3	5						
Total Cash Compensation (Base + Bonus)	10	31	28,200	33,240	37,127	43,181	48,000	38,218
<b>Annual Base Salary</b>								
By Geographic Location: Allegheny County	8	25	27,200	31,620	36,192	41,565	48,000	36,767
By Primary Source of Funding: Government	5	16	26,000	29,250	33,623	37,992	49,214	35,351
By Level of Education Required: High School Diploma	5	12	26,000	29,250	32,620	35,813	52,528	34,125
By Sex of Employee: Female	8	26	27,400	31,930	37,336	45,635	49,050	38,342
By Race/Ethnicity of Employee: White/Caucasian	7	16	30,368	33,629	39,605	47,336	53,524	40,592
By Number of Years in Position: Up to 5 Years	5	14	30,120	35,112	37,773	43,722	48,000	38,788

## Intake Coordinator

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	14	50	\$27,175	\$32,136	\$35,006	\$39,336	\$46,157	\$36,284
# Eligible for Incentive/Bonus	7	31						
Actual Bonus Paid	4	12						
Total Cash Compensation (Base + Bonus)	14	50	27,175	32,136	35,006	39,336	46,157	36,386
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$2,500,000 - \$9,999,999	7	12	30,593	33,800	36,244	41,797	45,941	37,372
\$10,000,000 and more	6	31	31,824	32,885	35,006	39,520	50,844	37,945
By Geographic Location:								
Allegheny County	10	39	27,040	31,824	32,885	37,128	42,667	34,311
By Primary Source of Funding:								
Government	7	21	25,559	27,373	37,440	45,914	59,621	38,785
By Number of Employees:								
More than 150	6	31	31,824	32,885	35,006	39,520	50,844	37,945
By Level of Education Required:								
High School Diploma	5	23	25,597	27,269	32,240	35,006	36,504	31,448
Bachelor's Degree	8	15	31,554	32,885	38,002	42,667	45,853	37,991
By Sex of Employee:								
Female	12	45	27,115	31,824	35,006	38,667	45,853	35,804
By Race/Ethnicity of Employee:								
White/Caucasian	13	33	31,990	32,885	35,360	42,976	50,138	38,859
By Number of Years in Position:								
Up to 5 Years	9	16	25,522	30,452	33,083	37,862	46,613	34,972
6 - 10 Years	8	13	26,241	30,077	37,031	45,914	56,914	38,472

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	8	72	\$22,880	\$22,880	\$25,272	\$29,448	\$35,027	\$27,091
# Eligible for Incentive/Bonus	6	58						
Actual Bonus Paid	3	19						
Total Cash Compensation (Base + Bonus)	8	72	22,880	22,880	25,792	29,604	35,932	27,377
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$2,500,000 - \$9,999,999	5	25	22,464	23,130	27,248	28,923	36,083	27,502
By Geographic Location:								
Allegheny County	5	24	22,610	26,998	31,460	34,382	38,600	30,670
By Field of Service:								
Social Support	7	67	22,880	22,880	24,835	29,806	35,135	27,026
By Number of Employees:								
51 - 150	5	25	22,464	23,130	27,248	28,923	36,083	27,502
By Sex of Employee:								
Male	6	9			26,000			28,162
Female	7	63	22,880	22,880	24,960	28,288	34,769	26,938
By Race/Ethnicity of Employee:								
White/Caucasian	8	66	22,880	22,880	24,898	29,619	35,189	27,009
By Number of Years in Position:								
Up to 5 Years	7	45	22,880	23,462	24,960	27,924	32,760	26,365

**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	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	194	\$22,048	\$23,920	\$24,960	\$24,960	\$26,936	\$24,643
# Eligible for Incentive/Bonus	4	172						
Actual Bonus Paid	3	140						
Total Cash Compensation (Base + Bonus)	5	194	22,298	23,920	24,960	25,210	27,061	24,821
<b>Annual Base Salary</b>								
By Field of Service:								
Social Support	5	194	22,048	23,920	24,960	24,960	26,936	24,643
By Level of Education Required:								
High School Diploma	5	194	22,048	23,920	24,960	24,960	26,936	24,643
By Sex of Employee:								
Female	5	161	22,048	23,712	24,960	24,960	26,998	24,665
By Race/Ethnicity of Employee:								
White/Caucasian	5	108	22,672	24,960	24,960	24,960	27,664	25,002

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	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	11	1,185	\$26,520	\$27,082	\$29,203	\$31,975	\$34,388	\$29,996
# Eligible for Incentive/Bonus	9	984						
Actual Bonus Paid	6	717	340	1,195	1,600	1,850	2,500	1,495
Total Cash Compensation (Base + Bonus)	11	1,185	26,560	27,747	29,635	33,221	36,429	30,901
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$2,500,000 - \$9,999,999	5	134	24,960	24,960	27,321	32,230	36,404	29,070
\$10,000,000 and more	6	1,051	26,790	27,352	29,203	31,975	34,347	30,114
By Geographic Location:								
Allegheny County	8	873	27,040	28,080	30,160	32,026	34,923	30,662
By Field of Service:								
Social Support	7	1,059	26,520	27,040	29,120	31,975	34,347	29,878
By Primary Source of Funding:								
Government	7	1,126	26,520	27,352	29,203	31,986	34,387	30,096
By Number of Employees:								
More than 150	6	1,051	26,790	27,352	29,203	31,975	34,347	30,114
By Level of Education Required:								
High School Diploma	9	920	26,790	27,664	29,973	32,026	34,714	30,486
By Sex of Employee:								
Male	9	295	26,790	27,539	29,432	31,860	34,445	30,135
Female	10	884	26,520	27,040	29,203	31,975	34,347	29,956
By Race/Ethnicity of Employee:								
Black/African American	8	422	27,040	28,288	30,108	32,026	34,398	30,734
White/Caucasian	9	697	26,000	27,040	28,600	31,720	34,398	29,600
By Number of Years in Position:								
Up to 5 Years	10	565	26,520	27,072	29,203	31,782	33,940	29,663
6 - 10 Years	8	213	27,040	28,059	29,702	32,026	34,398	30,547
11 - 20 Years	8	154	27,664	28,112	30,108	32,369	34,606	30,449
Over 20 Years	7	76	28,288	29,989	32,667	39,680	44,734	34,500

## Behavior Therapist

Provides individualized intensive behavior therapy based on the science of Applied Behavior Analysis (ABA) to children 18 months and older in home, school, clinic, and/or community settings. Works in a highly collaborative environment under the direction of a Board Certified Behavior Analyst and is responsible for implementing individualized student behavior plans that typically focus on improving receptive and expressive language skills, social behavior, and adaptive behavior.

Other sample job titles: Behavior Tech, Intervention 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	21	\$36,634	\$38,325	\$39,582	\$45,293	\$46,917	\$41,644
# Eligible for Incentive/Bonus	3	16						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	5	21	37,634	38,325	39,582	45,293	46,917	41,804
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	5	21	36,634	38,325	39,582	45,293	46,917	41,644
By Sex of Employee:								
Female	5	13	36,867	38,825	40,000	46,085	52,380	42,229

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	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	\$37,048	\$44,074	\$50,896	\$55,667	\$80,733	\$52,963
# Eligible for Incentive/Bonus	9	9						
Actual Bonus Paid	7	7			850			1,126
Total Cash Compensation (Base + Bonus)	12	12	37,289	45,499	51,955	56,417	80,988	53,619
<b>Annual Base Salary</b>								
<b>By Annual Expenses:</b>								
\$1,000,000 - \$2,499,999	6	6			45,049			44,929
<b>By Geographic Location:</b>								
Allegheny County	11	11			51,410			54,544
<b>By Field of Service:</b>								
Social Support	5	5			51,410			51,030
<b>By Number of Employees:</b>								
6 - 20	5	5			47,000			46,802
<b>By Level of Education Required:</b>								
Bachelor's Degree	11	11			51,410			53,860
<b>By Sex of Employee:</b>								
Female	10	10			50,191			53,214
<b>By Race/Ethnicity of Employee:</b>								
White/Caucasian	9	9			51,410			54,822
<b>By Number of Years in Position:</b>								
Up to 5 Years	7	7			50,000			54,386



**Volunteer Coordinator**

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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	21	27	\$31,096	\$34,029	\$39,998	\$41,621	\$48,616	\$39,500
# Eligible for Incentive/Bonus	8	10						
Actual Bonus Paid	5	7			500			729
Total Cash Compensation (Base + Bonus)	21	27	31,649	34,029	39,998	41,920	48,616	39,689
<b>Annual Base Salary</b>								
<b>By Annual Expenses:</b>								
\$1,000,000 - \$2,499,999	7	8			38,665			37,650
\$2,500,000 - \$9,999,999	8	9			37,595			37,284
\$10,000,000 and more	5	9			41,621			44,340
<b>By Geographic Location:</b>								
Allegheny County	19	25	30,992	36,811	40,000	42,651	49,733	40,051
<b>By Field of Service:</b>								
Basic Material Need	6	9			41,122			38,669
Environment/Animal Welfare	5	7			39,998			41,053
<b>By Primary Source of Funding:</b>								
Contributions from individuals	8	13	30,838	31,855	40,000	41,621	44,304	38,041
Government	7	7			37,595			39,140
<b>By Number of Employees:</b>								
6 - 20	5	6			38,665			37,609
21 - 50	6	6			39,298			38,607
51 - 150	7	11			39,998			38,525
<b>By Level of Education Required:</b>								
Bachelor's Degree	11	13	31,362	36,811	39,000	41,103	44,304	38,647
<b>By Sex of Employee:</b>								
Female	17	23	30,888	34,029	39,998	41,621	49,845	39,541
<b>By Race/Ethnicity of Employee:</b>								
White/Caucasian	20	26	31,044	33,649	39,499	41,621	47,418	39,192
<b>By Number of Years in Position:</b>								
Up to 5 Years	13	16	30,655	31,528	38,223	41,184	42,551	37,144

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

			Annual Cash Compensation					Average
	Number of Organizations	Number of Employees	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	22	24	\$43,810	\$53,214	\$65,000	\$88,921	\$95,111	\$68,892
# Eligible for Incentive/Bonus	9	9						
Actual Bonus Paid	6	6			2,500			3,713
Total Cash Compensation (Base + Bonus)	22	24	43,810	54,164	65,100	91,427	95,771	69,820
<b>Annual Base Salary</b>								
<b>By Annual Expenses:</b>								
\$1,000,000 - \$2,499,999	6	6			63,945			66,020
\$2,500,000 - \$9,999,999	8	10			67,500			70,825
\$10,000,000 and more	5	5			82,430			78,092
<b>By Geographic Location:</b>								
Allegheny County	22	24	43,810	53,214	65,000	88,921	95,111	68,892
<b>By Field of Service:</b>								
Education and Child Care Services	5	6			72,347			72,661
<b>By Primary Source of Funding:</b>								
Contributions from foundations or trusts	7	8			87,614			79,935
Government	7	7			62,890			65,805
<b>By Number of Employees:</b>								
6 - 20	6	6			56,445			55,808
21 - 50	8	9			70,000			71,336
<b>By Level of Education Required:</b>								
Bachelor's Degree	18	20	43,162	52,289	64,000	80,496	94,910	66,415
<b>By Sex of Employee:</b>								
Male	6	7			62,890			72,034
Female	15	16	42,400	53,214	65,000	80,496	90,707	65,758
<b>By Race/Ethnicity of Employee:</b>								
White/Caucasian	19	21	43,324	50,617	65,000	83,715	94,709	66,740
<b>By Number of Years in Position:</b>								
Up to 5 Years	9	10			60,004			61,239
6 - 10 Years	6	6			56,979			62,372
<b>By Number of Employees Managed:</b>								
1 to 3	8	9			82,430			76,357

**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	7	9			\$52,047			\$54,031
# Eligible for Incentive/Bonus	4	5						
Actual Bonus Paid	2	3						
Total Cash Compensation (Base + Bonus)	7	9			52,047			54,536
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	7	9			52,047			54,031
By Primary Source of Funding:								
Contributions from foundations or trusts	6	8			53,524			55,512
By Level of Education Required:								
Bachelor's Degree	6	7			51,000			51,562
By Sex of Employee:								
Female	5	7			52,047			55,503
By Race/Ethnicity of Employee:								
White/Caucasian	7	8			51,524			53,909

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	18	18	\$40,000	\$48,080	\$57,497	\$73,569	\$82,000	\$60,921
# Eligible for Incentive/Bonus	11	11						
Actual Bonus Paid	5	5			500			730
Total Cash Compensation (Base + Bonus)	18	18	40,000	48,517	57,497	73,569	82,000	61,124
<b>Annual Base Salary</b>								
<b>By Annual Expenses:</b>								
\$1,000,000 - \$2,499,999	5	5			54,010			53,479
\$2,500,000 - \$9,999,999	8	8			63,010			62,828
<b>By Geographic Location:</b>								
Allegheny County	17	17	40,000	47,840	59,869	73,581	84,000	61,630
<b>By Field of Service:</b>								
Culture/Arts	5	5			59,869			56,850
<b>By Primary Source of Funding:</b>								
Contributions from foundations or trusts	5	5			54,010			49,800
Government	6	6			71,775			71,584
<b>By Number of Employees:</b>								
6 - 20	5	5			48,880			51,031
51 - 150	7	7			69,992			65,827
<b>By Level of Education Required:</b>								
Bachelor's Degree	13	13	39,999	45,340	55,125	73,581	78,629	58,724
<b>By Sex of Employee:</b>								
Male	6	6			49,440			55,789
Female	11	11			59,869			60,168
<b>By Race/Ethnicity of Employee:</b>								
White/Caucasian	15	15	43,000	48,880	59,869	73,557	77,943	60,188
<b>By Number of Years in Position:</b>								
Up to 5 Years	12	12	39,999	45,170	52,005	68,590	78,067	55,552
<b>By Number of Employees Managed:</b>								
1 to 3	8	8			54,445			58,741

## Marketing Coordinator

917

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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	33	37	\$31,200	\$35,339	\$39,467	\$45,000	\$51,318	\$40,562
# Eligible for Incentive/Bonus	13	14						
Actual Bonus Paid	7	7			1,045			1,321
Total Cash Compensation (Base + Bonus)	33	37	31,400	35,339	39,467	45,000	52,704	40,812
<b>Annual Base Salary</b>								
<b>By Annual Expenses:</b>								
Less than \$500,000	5	5			37,000			35,083
\$1,000,000 - \$2,499,999	12	12	31,437	34,095	37,481	45,539	51,015	39,773
\$2,500,000 - \$9,999,999	6	7			41,433			42,343
\$10,000,000 and more	6	9			41,600			45,081
<b>By Geographic Location:</b>								
Allegheny County	28	30	32,038	35,970	39,734	45,978	52,352	41,364
Outside of Allegheny County	5	7			35,360			37,122
<b>By Field of Service:</b>								
Basic Material Need	5	6			46,228			45,571
Social Support	7	8			38,734			40,953
<b>By Primary Source of Funding:</b>								
Contributions from individuals	6	7			41,433			43,370
Contributions from foundations or trusts	10	10			38,100			40,506
Government	11	13	28,417	31,595	35,360	43,107	48,703	37,549
<b>By Number of Employees:</b>								
1 - 5	6	6			35,250			35,989
6 - 20	11	11			38,200			40,233
21 - 50	5	6			36,540			37,527
51 - 150	7	8			41,967			44,562
<b>By Level of Education Required:</b>								
Bachelor's Degree	21	24	32,230	36,250	40,717	45,000	51,761	41,407
<b>By Sex of Employee:</b>								
Female	26	30	31,279	35,350	41,217	45,180	52,352	41,236
<b>By Race/Ethnicity of Employee:</b>								
White/Caucasian	25	28	31,200	34,774	41,217	46,498	53,050	41,312
<b>By Number of Years in Position:</b>								
Up to 5 Years	25	28	31,911	35,329	38,100	43,861	51,002	39,839

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	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	16	16	\$29,568	\$32,237	\$42,016	\$51,344	\$55,253	\$42,028
# Eligible for Incentive/Bonus	6	6						
Actual Bonus Paid	5	5			500			1,280
Total Cash Compensation (Base + Bonus)	16	16	29,628	32,237	42,266	51,875	56,138	42,428
<b>Annual Base Salary</b>								
By Annual Expenses:								
\$2,500,000 - \$9,999,999	6	6			37,222			39,038
\$10,000,000 and more	7	7			46,000			44,684
By Geographic Location:								
Allegheny County	13	13	28,484	31,600	43,000	51,730	55,573	43,016
By Primary Source of Funding:								
Government	6	6			42,300			42,877
By Number of Employees:								
51 - 150	5	5			46,000			43,198
More than 150	5	5			41,600			43,066
By Level of Education Required:								
Bachelor's Degree	8	8			42,016			41,705
By Sex of Employee:								
Female	11	11			41,496			39,142
By Race/Ethnicity of Employee:								
White/Caucasian	10	10			41,548			41,861
By Number of Years in Position:								
Up to 5 Years	11	11			41,600			41,500

## 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	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	6	7			\$45,864			\$43,183
# Eligible for Incentive/Bonus	4	4						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	6	7			45,864			43,269
					<b>Annual Base Salary</b>			
<b>By Geographic Location:</b>								
Allegheny County	6	7			45,864			43,183
<b>By Sex of Employee:</b>								
Female	5	6			46,487			43,797
<b>By Race/Ethnicity of Employee:</b>								
White/Caucasian	5	6			46,487			43,797

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	5	5			\$70,000			\$65,072
# Eligible for Incentive/Bonus	5	5						
Actual Bonus Paid	3	3						
Total Cash Compensation (Base + Bonus)	5	5			70,000			65,552
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	5	5			70,000			65,072
By Sex of Employee:								
Female	5	5			70,000			65,072
By Race/Ethnicity of Employee:								
White/Caucasian	5	5			70,000			65,072



## 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	5	5			\$39,811			\$40,159
# Eligible for Incentive/Bonus	2	2						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	5	5			39,811			40,159
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	5	5			39,811			40,159
By Sex of Employee:								
Female	5	5			39,811			40,159

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

	<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	100	\$27,040	\$27,310	\$29,120	\$33,280	\$35,360	\$30,651
# Eligible for Incentive/Bonus	3	71						
Actual Bonus Paid	3	61						
Total Cash Compensation (Base + Bonus)	8	100	27,314	28,649	30,419	34,990	39,487	32,092
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	7	99	27,040	27,310	29,120	33,280	35,360	30,638
By Sex of Employee:								
Female	7	89	27,040	27,310	29,120	33,280	35,360	30,545
By Race/Ethnicity of Employee:								
White/Caucasian	6	63	27,040	27,310	29,120	32,011	34,270	30,546

**Community Outreach Coordinator**

Responsible for connecting people in the broader community to the organization's programs. Plans and represents the organization at community events and other communication opportunities. Creates outreach materials for distribution to the organization's target population. Develops and maintains relationships with collaborative partners. May oversee organization's community engagement budget.

Other sample job titles: Community Engagement Liaison, Community Initiatives 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	14	54	\$31,200	\$31,200	\$32,968	\$37,440	\$46,359	\$36,003
# Eligible for Incentive/Bonus	5	41						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	14	54	31,200	31,200	32,968	37,578	46,359	36,029
<b>Annual Base Salary</b>								
<b>By Annual Expenses:</b>								
\$2,500,000 - \$9,999,999	6	42	31,200	31,200	31,200	37,440	37,440	33,894
<b>By Geographic Location:</b>								
Allegheny County	14	54	31,200	31,200	32,968	37,440	46,359	36,003
<b>By Primary Source of Funding:</b>								
Contributions from foundations or trusts	5	41	31,200	31,200	31,200	37,440	37,440	33,934
<b>By Number of Employees:</b>								
21 - 50	5	41	31,200	31,200	31,200	37,440	37,440	34,086
<b>By Level of Education Required:</b>								
Bachelor's Degree	10	12	35,603	37,297	40,800	45,920	49,687	41,804
<b>By Sex of Employee:</b>								
Male	6	16	31,200	31,200	31,200	35,961	47,989	34,287
Female	10	38	31,200	31,200	36,525	38,000	46,235	36,725
<b>By Race/Ethnicity of Employee:</b>								
Black/African American	5	35	31,200	31,200	31,200	37,440	37,440	33,730
White/Caucasian	8	14	31,200	34,871	40,800	46,586	54,163	41,605
<b>By Number of Years in Position:</b>								
Up to 5 Years	10	47	31,200	31,200	31,200	37,440	42,227	34,934



## Appendix A: Average Annual Base Salary by Position

<b>Executive</b>	005	Executive Director/Chief Executive Officer	\$122,822
	010	Associate Director/Chief Operating Officer	117,116
	015	Director, Program(s)	116,992
	025	Chief Development Officer	124,510
	030	Chief Human Resources Officer	120,726
	105	Chief Financial Officer	121,856
<b>Administrative</b>	055	Director, Administration	76,291
	065	Office Manager	44,538
	070	Executive Assistant	48,268
	075	Administrative Assistant, Senior Level	41,375
	080	Administrative Assistant, Intermediate Level	35,402
	085	Administrative Assistant, Junior Level	26,800
	090	Receptionist	25,809
	093	Business Development Manager	74,624
	095	Quality Assurance Manager	64,707
	096	Quality Assurance Specialist	40,488
<b>Accounting/Finance</b>	110	Controller	83,215
	115	Accounting Manager	68,344
	120	Accounting Supervisor	56,306
	124	Senior Accountant	59,872
	125	Staff Accountant	43,817
	126	Payroll Specialist	45,669
	130	Accounting Clerk	36,413
	<b>Development</b>	205	Director, Development
210		Development Manager, General	59,885
215		Grant Writer, All Types of Funding	49,120
220		Special Event Coordinator	44,121
225		Development Associate	38,790
<b>Education &amp; Recreation</b>	250	School Principal	95,933
	253	Director, Education	64,633
	256	Educator or Teacher, Adult Education	41,735
	258	Site Supervisor	43,423
	259	Teacher, K-12	56,766
	262	Teacher, Pre-School	35,640
	265	Teaching Assistant, K-12	29,525
	268	Teaching Assistant, Pre-School	24,691
	269	Special Education Teacher, K-12	58,708
	272	Community Educator	36,121
	277	Recreation or Activity Leader, Children or Youth	26,797
<b>Employment/Work Training</b>	305	Job Developer	40,888
	310	Vocational Counselor	42,359
	315	Job Coach	36,160
<b>Food Service</b>	355	Food Service Manager or Supervisor	48,992
	365	Cook	29,736
	370	Food Service Assistant/Worker	20,433
<b>Gift/Thrift Shop, Warehouse &amp; Food Bank</b>	455	Gift/Thrift Shop Manager	40,537
	460	Gift/Thrift Shop Retail Sales Clerk	23,321
	462	Warehouse Manager	46,741
	465	Warehouse Worker	32,797
	480	Food Bank/Pantry Manager	37,545
<b>Government Affairs, Advocacy, Research</b>	380	Director or Manager, Government Affairs	67,589
<b>Human Resources</b>	505	Director, Human Resources	87,298
	510	Human Resources Manager	57,865
	512	Human Resources Generalist	46,796
	514	Benefits Manager	50,193
	515	Human Resources Representative or Specialist	42,641
	520	Human Resources Assistant	32,484
<b>Information Technology</b>	555	Director, Information Technology/Services	92,416
	560	Information Technology Manager	63,360
	562	Systems Administrator	58,140
	565	Database Administrator	50,802
	576	Tech Support Specialist	40,018
	580	Data Entry Operator	33,456

Appendix A: Average Annual Base Salary by Position

<b>Legal Services &amp; Community Organizing</b>	625	Community Organizer	41,695
<b>Library</b>	441	Library Director	60,366
	442	Assistant Library Director	51,575
	443	Library Department Head	48,634
	445	Librarian (MLS)	50,327
	446	Librarian	37,124
	447	Library Program and Services Coordinator	32,034
	448	Library Assistant/Customer Service Assistant	26,998
	449	Library Clerk	22,213
<b>Maintenance, Grounds &amp; Purchasing</b>	655	Facilities Manager	67,134
	660	Maintenance Supervisor	49,255
	665	Maintenance Technician or Specialist	34,981
	675	Janitor or Custodian	27,741
	680	Driver	26,142
	685	Security Guard or Officer	29,890
<b>Medical &amp; Clinical Services</b>	714	Registered Nurse	63,611
	720	Licensed Vocational/Practical Nurse	45,810
	748	Medical Records Clerk	36,975
	750	Billing Clerk	38,045
	761	Physical Therapist	96,044
	762	Occupational Therapist	81,796
	763	Speech Pathologist	64,210
<b>Program Management (other than Social Service/Mental Health)</b>	805	Program Director/Administrator	86,354
	810	Program Manager/Administrator	56,301
	815	Program Coordinator	42,970
	820	Program Assistant	34,531
<b>Social Services &amp; Mental Health</b>	853	Program Director/Administrator	73,002
	856	Program Manager/Administrator	53,072
	859	Program Coordinator	39,969
	862	Program Assistant	33,327
	867	Clinical Supervisor	54,157
	876	Behavior Analyst	72,581
	879	Case Manager, Master Level	46,011
	880	Case Manager	37,202
	882	Counselor, Master Level	48,997
	883	Counselor	34,762
	885	Family Advocate	34,945
	886	Eligibility Specialist	38,027
	887	Intake Coordinator	36,284
	889	Senior or Adult Program Assistant	27,091
	891	Personal Attendant/Home Health Care Worker	24,643
	892	Direct Care Counselor	29,996
	894	Behavior Therapist	41,644
<b>Volunteer, Membership &amp; Marketing</b>	905	Volunteer Director	52,963
	906	Volunteer Coordinator	39,500
	910	Communications Director or Manager	68,892
	915	Public Relations Manager	54,031
	916	Marketing Director or Manager	60,921
	917	Marketing Coordinator	40,562
	918	Social Media Coordinator	42,028
	920	Graphic Artist	43,183
	925	Membership Director or Manager	65,072
	930	Membership Assistant	40,159
	931	Customer Service Representative	30,651
	935	Community Outreach Coordinator	36,003

## Appendix B: Survey Participants

Organization	City
Achieva	Pittsburgh
Albert Gallatin Human Services	Masontown
Alleghenies United Cerebral Palsy (AUCP)	Johnstown
Allegheny Center Alliance	Pittsburgh
Allegheny CleanWays	Pittsburgh
Allegheny County Bar Association	Pittsburgh
Allegheny County Library Association	Pittsburgh
Allegheny GoatScape Inc.	Pittsburgh
Allegheny Intermediate Unit	Homestead
Allegheny Land Trust	Sewickley
Allegheny Trail Alliance	Homestead
Alliance for Nonprofit Resources	Butler
American Institute of Architects Pittsburgh Chapter	Pittsburgh
Aspinwall Riverfront Park	Pittsburgh
Assemble	Pittsburgh
Attack Theatre Incorporated	Pittsburgh
Auberle	McKeesport
Autism Connection of Pennsylvania	Pittsburgh
Awaken Pittsburgh	Pittsburgh
Balafon West African Dance Ensemble	Pittsburgh
Bayer Center for Nonprofit Management at Robert Morris University	Moon Township
Beaver County Humane Society	Aliquippa
Beth Samuel Jewish Center	Ambridge
Bethel Park Public Library	Bethel Park
Big Brothers Big Sisters of Greater Pittsburgh	Pittsburgh
Bike Share Pittsburgh	Pittsburgh
BikePGH	Pittsburgh
Blind & Vision Rehabilitation Services	Pittsburgh
Breathe Pennsylvania	Cranberry Township
Brentwood Library	Pittsburgh
Brothers and Sisters Emerging	Pittsburgh
The Buhl Foundation	Pittsburgh
California Area Public Library	California
Calliope House Inc.	Pittsburgh
Carnegie Library of Homestead	Munhall
CC Mellor Memorial Library	Pittsburgh
Center for Hearing & Deaf Services, Inc.	Pittsburgh
Chatham Baroque, Inc.	Pittsburgh
The Children's Home of Pittsburgh & Lemieux Family Center	Pittsburgh
The Children's Institute	Pittsburgh
City of Asylum Pittsburgh	Pittsburgh
Classrooms Without Borders	Pittsburgh
Communitopia	Pittsburgh
Community Care Connections, Inc.	Butler
Community Foundation of Fayette County	Uniontown
Community Foundation of Greene County	Waynesburg
Community Guidance Center	Indiana
Cooper-Siegel Community Library	Pittsburgh
Community Library of Allegheny Valley	Natrona Heights
Community Library of Castle Shannon	Pittsburgh
Community Living and Support Services	Pittsburgh
Connecting Champions	Pittsburgh
Contemporary Craft	Pittsburgh
Crafton Public Library	Pittsburgh
Cribs for Kids, Inc.	Pittsburgh
Crisis Center North	Pittsburgh

Appendix B: Survey Participants

<b>Organization</b>	<b>City</b>
Crossroads Foundation	Pittsburgh
DePaul School for Hearing and Speech	Pittsburgh
Dollar Energy Fund, Inc.	Pittsburgh
Domestic Violence Services of Southwestern Pennsylvania	Brownsville
Dormont Public Library	Pittsburgh
The Dragon's Den	Homestead
Dreams of Hope	Pittsburgh
Dress for Success Pittsburgh	Pittsburgh
Eastern Area Adult Services, Inc.	Turtle Creek
Easterseals Western and Central Pennsylvania	Pittsburgh
The Education Partnership	Pittsburgh
Ellen O'Brien Gaiser Center	Butler
Emmaus Community of Pittsburgh, Inc.	Pittsburgh
Evolve Coaching, Inc.	Pittsburgh
FAME	Pittsburgh
Family House	Pittsburgh
Familylinks	Pittsburgh
Fayette County Cultural Trust	Connellsville
Focus on Renewal	McKees Rocks
Friends of the Riverfront	Etna
Global Links	Pittsburgh
The Global Switchboard	Pittsburgh
Goodwill of Southwestern Pennsylvania	Pittsburgh
Grace Christian School	Kittanning
Grantmakers of Western Pennsylvania	Pittsburgh
Greater Pittsburgh Arts Council	Pittsburgh
Greater Pittsburgh Community Food Bank	Duquesne
Greater Washington County Food	Brownsville
Grow Pittsburgh	Pittsburgh
Habitat for Humanity of Greater Pittsburgh	Pittsburgh
Haiti H2O: Hope to Opportunity	Pittsburgh
HEARTH	Glenshaw
Holy Family Institute	Pittsburgh
Homewood Children's Village	Pittsburgh
Human Services Center Corporation	Turtle Creek
Humane Animal Rescue	Pittsburgh
Hunger Free Pennsylvania	Canonsburg
Institute for Research, Education and Training in Addiction	Pittsburgh
Jeremiah's Place - Pittsburgh Relief Nursery	Pittsburgh
Jewish Family and Community Services	Pittsburgh
Just Harvest	Pittsburgh
Keystone Paralyzed Veterans of America	Pittsburgh
Keystone Wellness Programs	Evans City
Laurelville Mennonite Church Center	Mount Pleasant
Lawrenceville United	Pittsburgh
Life'sWork of Western Pennsylvania	Pittsburgh
Lifesteps, Inc.	Butler
Light of Life Rescue Mission	Pittsburgh
Literacy Pittsburgh	Pittsburgh
Mainstay Life Services	Pittsburgh
McKees Rocks Community Development Corporation	McKees Rocks
The Mentoring Partnership of Southwestern Pennsylvania	Pittsburgh
The Midwife Center for Birth & Women's Health	Pittsburgh
Mon Valley Initiative	Homestead
Moon Township Public Library	Moon Township
Mount Washington Community Development Corporation	Pittsburgh
Mt. Lebanon Extended Day Program	Pittsburgh
Mt. Lebanon Public Library	Pittsburgh
Neighborhood Legal Services	Pittsburgh,



<b>Organization</b>	<b>City</b>
New Century Careers	Pittsburgh
New Sun Rising	Millvale
New Voices for Reproductive Justice	Pittsburgh
Nine Mile Run Watershed Association	Pittsburgh
North Hills Community Outreach	Allison Park
North Versailles Public Library	North Versailles
Northern Tier Regional Library	Gibsonia
Northland Public Library	Pittsburgh
Northside Community Development Fund	Pittsburgh
Oakmont Carnegie Library	Oakmont
Opportunity Fund	Pittsburgh
PA West Soccer Association	Pittsburgh
Pennsylvania Environmental Council	Pittsburgh
Pennsylvania Women Work	Pittsburgh
PGSS Campaign, Inc.	Williamsport
Pittsburgh Arts & Lectures	Pittsburgh
Pittsburgh Center for Creative Reuse	Pittsburgh
Pittsburgh Community Broadcasting Corporation	Pittsburgh
Pittsburgh Community Television	Pittsburgh
Pittsburgh Hires Veterans	Pittsburgh
Pittsburgh Human Resources Association	Pittsburgh
The Pittsburgh Promise	Pittsburgh
Pittsburgh Zoo & PPG Aquarium	Pittsburgh
Plum Community Library	Pittsburgh
POISE Foundation	Pittsburgh
POWER	Wilkinsburg
Program to Aid Citizen Enterprise	Pittsburgh
PULSE	Pittsburgh
Radiant Hall Studios	Pittsburgh
Rainbow Kitchen Community Services	Homestead
Reading Is FUNdamental Pittsburgh	Pittsburgh
Redevelopment Authority of the County of Westmoreland	Greensburg
Regional Integrated Human Services	Greensburg
River City Brass	Pittsburgh
Rivers of Steel Heritage Corporation	Homestead
Robinson Township Library	Pittsburgh
Roy A. Hunt Foundation	Pittsburgh
RYR-1 Foundation	Pittsburgh
Sarah Heinz House	Pittsburgh
Senator John Heinz History Center	Pittsburgh
Sewickley Presbyterian Church	Sewickley
Sisters Place, Inc.	Clairton
SLB Radio Productions, Inc.	Pittsburgh
Sojourner House Inc	Pittsburgh
South Hills Interfaith Movement	Bethel Park
Sustainable Pittsburgh	Pittsburgh
TCV Community Services	Braddock
Tickets for Kids Charities	Pittsburgh
TRAC Services for Families	Pittsburgh
Travelers Aid Society Of Pittsburgh	Pittsburgh
Trying Together	Pittsburgh
United Methodist Church Union	Pittsburgh
United Methodist Foundation of Western Pennsylvania	Pittsburgh
United Way of Southwestern Pennsylvania	Pittsburgh
University of Pittsburgh Institute for Entrepreneurial Excellence	Pittsburgh
Urban Impact Foundation	Pittsburgh
Ursuline Support Services	Pittsburgh
Washington County Bar Association	Washington
Washington County Library System	Washington

<b>Organization</b>	<b>City</b>
Western Allegheny Community Library	Oakdale
Western Pennsylvania Chapter of the National Hemophilia Foundation	Cranberry Township
Western Pennsylvania School for Blind Children	Pittsburgh
Western Pennsylvania Conservancy	Pittsburgh
Westmoreland Casemanagment and Supports, Inc.	Greensburg
Westmoreland Community Action	Greensburg
Whitehall Public Library	Pittsburgh
Wilksburg Public Library	Pittsburgh
Womanspace East, Inc.	Pittsburgh
Women's Center & Shelter of Greater Pittsburgh	Pittsburgh
Woodlands Foundation	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>
--	---	---

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

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 twenty-one years of service to the nonprofit community, the Bayer Center has completed over 2,200 consulting engagements and educated over 12,000 students. Our consulting clients include human service, arts, faith-based, community development, environmental and education organizations with budgets ranging from less than \$50,000 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, and governance. 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.