

# Nonprofit Organizations Salary & Benefits Report

BLUEWATER  
NONPROFIT SOLUTIONS



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

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

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

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

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

### **About The NonProfit Times Publishing Group**

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

### **About Bluewater Nonprofit Solutions**

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

### **Contact Information:**

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

# Table of Contents

	Page		Page
<b>I. Introduction</b>	10	n. Executive Employment Agreement Reports	28
1. Developing the Survey	10	4. <b>Report Presentation Views</b>	29
2. Data Effective Date	10	5. <b>Explanation of Data Fields Used</b>	31
3. Data Sources	10	a. Data Field Abbreviations	31
4. Data Confidentiality	10	6. <b>Compensation Data Field Definitions</b>	32
5. Survey Data Collection	11	7. <b>Employee Benefits Data Field Definitions</b>	33
6. Survey Participation	11	8. <b>Navigating the Report Using Bookmarks</b>	35
7. Survey Completion	11	<b>IV. Compensation Section</b>	36
a. Organizational Data	11	1. <b>Operating Unit Compensation Costs &amp; Practices</b>	37
b. Position Matching and Entering Composition Data	11	2. <b>Employee Turnover &amp; Salary Increases</b>	39
8. <b>Understanding what Survey Responses are Displayed</b>	12	3. <b>Administrative/General Office Job Family</b>	41
a. Position Data Titles Removed for Insufficient Data	12	a. Administration Director Position	43
b. Survey Responses Not Displayed	12	b. Administration Assistant, Intermediate Level Position	45
c. Displaying Statistical Data		c. Administration Assistant, Junior Level Position	47
(AVG, MIN, 25 <sup>th</sup> PCTL, Median, 75 <sup>th</sup> PCTL, MAX)	12	d. Administration Assistant, Senior Level Position	49
<b>II. Overview of Survey Participants</b>	13	e. Data Entry Operator Position	51
1. <b>Characteristics of Participating Organizations</b>	13	f. Data Entry Supervisor Position	53
2. <b>Survey Participants</b>	14	g. Executive Assistant Position	55
<b>III. Guide to Locating and Using the Report Data</b>	19	h. File Clerk Position	57
1. <b>Changes in Data from 2015 to 2016</b>	19	i. Mail Clerk Position	59
2. <b>Finding and Using the Compensation Data</b>	20	j. Meetings & Events Manager/Planner Position	61
a. Individual Job Title Reports	20	k. Office Manager Position	63
b. Job Family Reports	21	l. Receptionist Position	65
c. Operating Unit Compensation Costs & Practice Rpt	21	4. <b>Advocacy / Government Affairs Job Family</b>	67
d. Employee Turnover & Salary Increases Report	22	a. Government Relations Director/Manager Position	69
3. <b>Finding and Using the Benefits Data</b>	23	b. Grassroots Advocacy/Campaign Manager Position	71
a. Quick Guide to the Benefit Report Section	23	c. Lobbyist Position	73
b. General Benefit Offerings Report	24	d. Policy Advisor Position	75
c. Flexible Spending Accounts Report	24	e. Policy Analyst Position	77
d. Organizational Leave Reports	24	5. <b>Animal Care Job Family</b>	79
e. Overtime Practices Reports	25	a. Animal Shelter Manager Position	81
f. Medical, Dental, & Vision Plan Offerings Report	25	6. <b>Athletics/ Recreation Job Family</b>	83
g. Prescription Drug Plan Offerings Report	26	a. Aquatics Director Position	85
h. Life Insurance & Disability Offerings Report	26	b. Recreation/Activity Leader Position	87
i. Life Insurance & Disability Plan Eligibility Report	26	7. <b>Call Center Job Family</b>	89
j. Retirement Plan Offerings Report	27	a. Inbound Call Center Associate Position	91
k. Retirement Plan Eligibility Report	27	b. Inbound Call Center Manager Position	93
l. Retirement Plan Contributions Report	27	c. Inbound Call Center Supervisor Position	95
m. Executive Benefit Offerings Report	28	d. Outbound Call Center Associate Position	97
		e. Outbound Call Center Supervisor Position	99

# Table of Contents

	Page		Page
8. <b>Communications / Marketing Job Family</b>	101	m. Chief Program Officer Position	183
a. Communications/Marketing/Public Rel Assistant Position	103	n. Chief Scientific Officer Position	185
b. Communications/Public Relations Director Position	105	o. Executive Vice President Position	187
c. Communications/Public Relations Manager Position	107	13. <b>Facilities / Maintenance Job Family</b>	189
d. Editor Position	109	a. Building Manager Position	191
e. Editorial Services Manager Position	111	b. Driver Position	193
f. Marketing Coordinator Position	113	c. Facilities Manager Position	195
g. Marketing Director Position	115	d. Groundskeeper Position	197
h. Videographer/Video Producer Position	117	e. Janitor or Custodian Position	199
i. Writer Position	119	f. Maintenance Supervisor Position	201
9. <b>Conservation / Environmental Programs Job Family</b>	121	g. Maintenance Technician/Specialist Position	203
a. Conservation/Environmental Program Manager Position	123	h. Security Guard/Officer Position	205
b. Environmental/Sustainability Educator Position	125	i. Security Manager Position	207
10. <b>Culture / Performing Arts Job Family</b>	127	14. <b>Finance Job Family</b>	209
a. Artistic Director Position	129	a. Accounting Clerk Position	211
b. Curator Position	131	b. Accounting Manager Position	213
c. Exhibits Manager Position	133	c. Accounts Payable Manager/Supervisor Position	215
11. <b>Education Job Family</b>	135	d. Accounts Receivable Manager/Supervisor Position	217
a. Admissions Director Position	137	e. Assistant Controller/Assistant Dir of Accounting Position	219
b. Adult Education Teacher Position	139	f. Bookkeeper Position	221
c. Dean Position	141	g. Budget Analyst Position	223
d. Instructor Position	143	h. Budget Director Position	225
e. Librarian Position	145	i. Director of Accounting/Controller Position	227
f. Registrar Position	147	j. Director of Finance Position	229
g. School Principal/Headmaster Position	149	k. Finance Administrator Position	231
h. Teacher, K-12 Position	151	l. Financial Analyst Position	233
i. Teacher, Pre-School/Kindergarten Position	153	m. Internal Auditor Position	235
j. Teacher Assistant, Pre-School/Kindergarten Position	155	n. Senior Accountant Position	237
12. <b>Executive Job Family</b>	157	o. Staff Accountant Position	239
a. Chancellor/President Position	159	15. <b>Food Services Job Family</b>	241
b. Chief Administrative Officer Position	161	a. Cafeteria Manager Position	243
c. Chief Advocacy Officer Position	163	b. Cook Position	245
d. Chief Development Officer Position	165	c. Food Service Assistant/Worker Position	247
e. CEO/President/Executive Director Position	167	d. Food Service Manager or Supervisor Position	249
f. Chief Financial Officer Position	169	16. <b>Grant Making Job Family</b>	251
g. Chief Human Resources Officer Position	171	a. Foundation Program Assistant Position	253
h. Chief Information Officer Position	173	b. Foundation Program Associate Position	255
i. Chief Marketing Officer Position	175	c. Foundation Program Officer Position	257
j. Chief Medical Officer Position	177	17. <b>Graphics / Printing Job Family</b>	259
k. Chief of Staff Position	179	a. Creative Services Director/Manager Position	261
l. Chief Operating Officer/Associate Exec Director Position	181	b. Graphic Artist Position	263



# Table of Contents

	Page		Page
18. <b>Housing Job Family</b>	265	b. Business Systems Analyst Position	347
a. Construction Manager Position	267	c. Database Administrator Position	349
b. Desk Clerk Position	269	d. Database Analyst Position	351
c. Director of Property Management Position	271	e. Database Architect Position	353
d. Director of Resident Services Position	273	f. Desktop Support Manager Position	355
e. Resident Services Coordinator Position	275	g. Desktop Support Specialist Position	357
f. Shelter Supervisor Position	277	h. Enterprise Architect Position	359
19. <b>Human Resources Job Family</b>	279	i. Information Technology Manager Position	361
a. Compensation Analyst Position	281	j. LAN Administrator Position	363
b. Compensation & Benefits Specialist Position	283	k. Network Engineer Position	365
c. Employee Benefits Administrator Position	285	l. Network Manager Position	367
d. Employee Training Manager/Specialist Position	287	m. Software Engineer Position	369
e. Human Resources Assistant Position	289	n. Systems Analyst Position	371
f. Human Resources Director/Manager Position	291	o. Technical Project Manager Position	373
g. Human Resources Generalist Position	293	p. Technical Support Analyst Position	375
h. Payroll Clerk Position	295	q. Technical Support Manager Position	377
i. Payroll Manager Position	297	r. Web Administrator Position	379
j. Recruiter Position	299	s. Web Developer Position	381
k. Recruiting Manager Position	301	t. Webmaster Position	383
20. <b>Income Development / Fundraising Job Family</b>	303	22. <b>Legal Job Family</b>	385
a. Annual Giving Director/Officer Position	305	a. Attorney/Lawyer Position	387
b. Capital Campaign Manager Position	307	b. General Counsel/Lawyer Position	389
c. Corporate & Foundation Relations Director Position	309	c. Legal Assistant Position	391
d. Development Associate (Generalist) Position	311	d. Paralegal Position	393
e. Development Director Position	313	e. Senior Attorney/Lawyer Position	395
f. Donor Information & Gift Processing Manager Position	315	23. <b>Medical Services Job Family</b>	397
g. Grant Proposal Writer Position	317	a. Clinic Director Position	399
h. Grants Administrator Position	319	b. Community Health Worker Position	401
i. Grants Manager Position	321	c. Director of Nursing Position	403
j. Major Gifts Director/Officer Position	323	d. Medical Assistant Position	405
k. Membership Assistant Position	325	e. Medical Case Manager Position	407
l. Membership Director/Manager Position	327	f. Medical Receptionist Position	409
m. Online Giving Manager Position	329	g. Medical Records Clerk Position	411
n. Planned Giving Director/Officer Position	331	h. Medical Services Director Position	413
o. Prospect Researcher Position	333	i. Nurse Practitioner Position	415
p. Regional Area Income Development VP/Director Position	335	j. Nutritionist/Dietician Position	417
q. Sales Clerk Position	337	k. Occupational Therapist Position	419
r. Shop Manager Position	339	l. Patient Accounts Representative Position	421
s. Special Events Manager/Specialist Position	341	m. Personal Attendant/Home Health Care Worker Position	423
21. <b>Information Technology Job Family</b>	343	n. Physical Therapist Position	425
a. Applications Developer Position	345	o. Physician Position	427

# Table of Contents

	Page
p. Registered Nurse Position_____	429
q. Speech Pathologist Position_____	431
24. <b>Program Administration Job Family</b> _____	433
a. Partnership & Collaboration Manager Position_____	435
b. Program Analyst Position_____	437
c. Program Assistant Position_____	439
d. Program Coordinator Position_____	441
e. Program Director/Manager Position_____	443
f. Project Manager (Non-Technical) Position_____	445
g. Regional Area Program Coordinator Position_____	447
h. Regional Area Program Director or Manager Position_____	449
25. <b>Program Delivery Job Family</b> _____	451
a. Case Manager, Entry-Level Position_____	453
b. Case Manager, Mid-Level Position_____	455
c. Case Manager, Senior-Level Position_____	457
d. Chaplain/Clergy Position_____	459
e. Child Care Assistant/Babysitter Position_____	461
f. Counselor, Entry-Level Position_____	463
g. Counselor, Mid-Level Position_____	465
h. Counselor, Senior-Level Position_____	467
i. Direct Care Counselor Position_____	469
j. Driver Position_____	471
k. Eligibility Specialist Position_____	473
l. Job Coach Position_____	475
m. Job Placement Coordinator Position_____	477
n. Licensed Psychologist Position_____	479
o. Psychiatric Social Worker Position_____	481
p. Psychiatrist Position_____	483
q. Senior/Adult Program Assistant Position_____	485
r. Social Worker, Entry-Level Position_____	487
s. Social Worker, Mid-Level Position_____	489
t. Social Worker, Senior-Level Position_____	491
u. Vocational or Placement Counselor Position_____	493
26. <b>Purchasing Job Family</b> _____	495
a. Buyer Position_____	497
b. Purchasing Coordinator/Specialist Position_____	499
c. Purchasing Manager Position_____	501
27. <b>Regional General Management Job Family</b> _____	503
a. Area Director/Manager Position_____	505
b. Regional Vice President Position_____	507
28. <b>Science Job Family</b> _____	509

	Page
a. Research Analyst Position_____	511
b. Research Assistant Position_____	513
c. Research Director Position_____	515
29. <b>Volunteerism Job Family</b> _____	517
a. Community Organizer Position_____	519
b. Volunteer Coordinator Position_____	521
c. Volunteer Director Position_____	523
30. <b>Warehousing Job Family</b> _____	525
a. Distribution Supervisor Position_____	527
b. Inventory Control Clerk Position_____	529
c. Order Picker Position_____	531
d. Shipping/Receiving Clerk Position_____	533
e. Warehouse Manager Position_____	535
<b>V. Employee Benefits Section</b> _____	537
1. <b>General Benefit Offerings</b> _____	539
2. <b>Flexible Spending Accounts</b> _____	542
3. <b>Employee Leave Types</b> _____	544
a. Paid Vacation_____	544
b. Paid Sick Leave_____	546
c. Paid Personal Days_____	548
d. Paid Company Holidays_____	550
e. Paid Floating Holidays_____	552
f. Paid Bereavement Time_____	554
g. Extended Sick Leave Pool (ESLP)_____	556
h. Paid Time Off (PTO)_____	558
i. Family Medical Leave Act (FMLA) with Pay_____	560
4. <b>Overtime Practices</b> _____	562
5. <b>Medical</b> _____	564
a. Plan Offerings_____	564
b. Plan Costs_____	568
6. <b>Prescription Drug Plans Offerings &amp; Costs</b> _____	572
7. <b>Dental</b> _____	576
a. Plan Offerings_____	576
b. Plan Costs_____	580
8. <b>Vision</b> _____	584
a. Plan Offerings_____	584
b. Plan Costs_____	588
9. <b>Life Insurance &amp; Disability</b> _____	590
a. Plan Offerings_____	590
b. Plan Eligibility_____	594

# Table of Contents

	Page		Page
10. Retirement	598	12. Executive Employment Agreements	636
a. Plan Offerings	598	a. Chief Executive Officer/President/Executive Director	636
b. Plan Eligibility	600	b. Chancellor/President	638
c. Maximum Organization Retirement Plan Contributions	604	c. Chief Operating Officer/Associate Executive Director	640
11. Executive Benefit Offerings	606	d. Executive Vice President	642
a. Chief Executive Officer/President/Executive Director	606	e. Chief Administrative Officer	644
b. Chancellor/President	608	f. Chief Advocacy Officer	646
c. Chief Operating Officer/Associate Executive Director	610	g. Chief Development Officer	648
d. Executive Vice President	612	h. Chief Financial Officer	650
e. Chief Administrative Officer	614	i. Chief Human Resources Officer	652
f. Chief Advocacy Officer	616	j. Chief Information Officer	654
g. Chief Development Officer	618	k. Chief Marketing Officer	656
h. Chief Financial Officer	620	l. Chief Medical Officer	658
i. Chief Human Resources Officer	622	m. Chief Program Officer	660
j. Chief Information Officer	624	n. Chief Scientific Officer	662
k. Chief Marketing Officer	626	o. Chief of Staff	664
l. Chief Medical Officer	628	VI. Wage Conversion Tables	666
m. Chief Program Officer	630	VII. Glossary of Terms	671
n. Chief Scientific Officer	632		
o. Chief of Staff	634		



# Introduction

## Developing the Survey

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

## Data Effective Date

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

## Data Sources

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

## Data Confidentiality

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

## Survey Data Collection

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

## Survey Participation

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

## Survey Completion

### Organizational Data

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

### Position Matching and Entering Compensation Data

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

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

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

## **Understanding what Survey Responses are Displayed**

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

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

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

### **Position Data Titles Removed For Insufficient Data**

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

### **Survey Responses Not Displayed**

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

### **Displaying Statistical Data (AVG, MIN, 25<sup>th</sup> PCTL, Median, 75<sup>th</sup> PCTL, MAX)**

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

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

## Overview of Survey Participants

### Characteristics of Participating Organizations

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

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

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

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

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

## Survey Participants

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

## Guide to Locating and Using the Report Data

### Changes in Data from 2015 - 2016

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

#### Chief Development Officer -- Position Code: 10004

##### Detailed Analysis

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

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

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

#### Changes in Data from 2015 - 2016

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

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

## Finding and Using the Compensation Data

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

### Quick Guide to the Compensation Report Sections

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

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

### Individual Job Title Reports

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

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

### ***Suggested Uses for the Data:***

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

## **Job Family Reports**

Job Family reports provide a department level view of compensation data for a group of related jobs. 28 unique Job Family Reports are displayed within the compensation section of the report. Each Job Family report includes:

- Listing of the Individual Position Titles Included within the Job Family
- Number of Organizations Reporting Data for the Job Family
- Number of Full-Time Employees within the Job Family
- Number of Years Job Family Employees have been with the Organization
- Total Cash Compensation Cost for each Employee within the Job Family
- Total Cash Compensation Cost Statistics for the Job Family
- Percentage of Job Family Total Cash Compensation Costs Comprised of Bonus Pay
- Percentage of Organizations Offering Bonus Pay to Job Family Positions
- Percentage of Employees within the Job Family Receiving Bonus Pay

### ***Suggested Uses for the Data:***

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

## **Operating Unit Compensation Costs & Practices Report**

The Operating Unit report provides aggregated compensation data for all positions within an organization. Each report includes:

- Number of Organizations Reporting Data
- Number of Full-Time Employees within the Organization
- Number of Years Employees have been with the Organization
- Total Cash Compensation Costs for each Employee within the Organization
- Total Cash Compensation Cost Statistics for the Organization
- Percentage of Total Cash Compensation Comprised of Bonus Pay
- Percentage of Organizations Offering Bonus Pay
- Percentage of Employees Receiving Bonus Pay



### ***Suggested Uses for the Data:***

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

## **Employee Turnover & Salary Increases Report**

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

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

### ***Suggested Uses for the Data:***

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

## Finding and Using the Benefits Data

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

### Quick Guide to the Benefit Report Sections

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

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

## General Benefit Offerings Report

This report section provides information about 34 different general benefits that are offered by organizations to their employees. Each report includes:

- Number of Organizations Reporting Data
- Percentage of Organizations Offering Each Benefit Type

### *Suggested Uses for the Data:*

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

## Flexible Spending Accounts Report

The Flexible Spending Account report provides information on healthcare and dependent care account usage and practices. Each report includes:

- Number of Organizations Reporting Data
- Percentage of Organizations Offering Flexible Spending Account Programs
- Maximum Employee Contribution Statistics

### *Suggested Uses for the Data:*

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

## Organizational Leave Reports

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

These reports provide data on the number of leave days provided to employees based upon the length of service with the organization. Each report includes:

- Number of Organizations Reporting Data
- Percentage of Organizations Offering Each Benefit Type
- Number of Leave Days Offered to Employees by Length of Employment with the Organization
- Percentage of Organizations Offering Benefits to Part-Time Employees

### ***Suggested Uses for the Data:***

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

## **Overtime Practices Report**

This report section provides information on how organizations compensate employees that work overtime. The report provides data on employees classified by the Fair Labor Standards Act as exempt and non-exempt. Each report includes:

- Number of Organizations Reporting Data
- Percentage of Organizations Utilizing Each Compensation Method

### ***Suggested Uses for the Data:***

- ✓ Benchmark your organization's overtime practices for exempt and non-exempt staff.

## **Medical, Dental and Vision Plan Offering Reports**

These reports provide information on the scope and usage of medical, dental and vision plans made available by organizations to their employees. Each report includes:

- Number of Organizations Reporting Data
- Percentage of Organizations Offering Plan Benefits
- Percentage of Organizations Offering Each Plan Type
- Percentage of Employees Enrolled in Each Plan Type
- Eligibility Time Frame Requirements for Employee Plan Participation
- Percentage of Organizations Offering Plan Coverage to Part-Time Employees
- Percentage of Organizations Offering Reimbursement for Medical Plan Opt-Out

### ***Suggested Uses for the Data:***

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

## **Medical, Dental and Vision Plan Cost Reports**

These reports show the monthly cost and percentage of the cost paid by the organization for all medical, dental and vision plan offerings. Each report includes:

- Number of Organizations Reporting Data
- Total Monthly Cost for Plan Coverage
- Percentage of Monthly Cost Paid By the Organization

### ***Suggested Uses for the Data:***

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

## **Prescription Drug Plan Offerings & Costs Report**

This report provides data on prescription drug plan offerings and the costs associated with filling a prescription through retail and mail order pharmacies. Each report includes:

- Number of Organizations Reporting Data
- Percentage of Organizations Offering Prescription Drug Plan Benefits
- Cost to Fill a 30-Day Supply of Medication at a Retail Pharmacy
- Cost to Fill a 90-Day Supply of Medication Through a Mail Order Pharmacy

### ***Suggested Uses for the Data:***

- ✓ Compare your organization's prescription drug plan costs.
- ✓ Identify opportunities to reduce prescription drug plan costs.

## **Life Insurance & Disability Plan Offerings Report**

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

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

### ***Suggested Uses for the Data:***

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

## **Life Insurance & Disability Plan Eligibility Report**

This report provides information on life insurance and disability plans eligibility time frames for each plan type offered to employees. Each report includes:

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

### ***Suggested Uses for the Data:***

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

## Retirement Plan Offerings Report

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

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

### *Suggested Uses for the Data:*

- ✓ Compare your organization's retirement plan offerings.
- ✓ Evaluate employee participation rates within each plan type.

## Retirement Plan Eligibility Report

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

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

### *Suggested Uses for the Data:*

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

## Retirement Plan Contributions Report

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

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

### *Suggested Uses for the Data:*

- ✓ Benchmark your organization's retirement plan benefits.
- ✓ Identify opportunities to reduce retirement plan costs.



## Executive Benefit Offerings Report

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

These reports provide market data on the percentage of organizations that offer 11 additional benefits to executive level positions. Each report includes:

- Number of Organizations Reporting Data
- Percentage of Organizations Offering Additional Benefits for Executives
- Percentage of Organizations Offering Each Benefit Type

### **Suggested Uses for the Data:**

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

## Executive Employment Agreement Reports

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

These reports provide information on the use of five popular contract terms found within employment agreements. The reports also cover the length of the agreement and the percentage of organizations that use employment agreements for each position. Each report includes:

- Number of Organizations Reporting Data
- Percentage of Organizations Utilizing Employment Agreements for Executives
- Number of Years the Employment Agreement Covers
- Percentage of Organizations that Utilize Each Contract Term

### **Suggested Uses for the Data:**

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

## Report Presentation Views

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

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

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

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

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

## Compensation Section

# Administrative/General Office Job Family

## Detailed Analysis

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

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

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

## Administrative/General Office Job Family

### Detailed Analysis

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

### Changes in Data from 2015 - 2016

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

Scope		Operating Metrics		Total Cash Compensation as a % of the Operating Budget						Bonus Practices		
	# of Full Time EMPs	# of Years With ORG	Cost Per EMP	AVG	MIN	25th PCTL	Median	75th PCTL	MAX	% of Total Cash COMP	% of ORGs Paying	% of Eligible EMPs RCVNG
All Organizations	24.10%	-5.18%	6.64%	-17.43%	-11.84%	-13.38%	-10.29%	-21.11%	0.00%	50.95%	47.01%	13.69%



# Administrative Assistant, Intermediate Level -- Position Code: 2001

## Detailed Analysis

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

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

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

## Administrative Assistant, Intermediate Level -- Position Code: 2001

### Detailed Analysis

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

### Changes in Data from 2015 - 2016

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

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

## Employee Benefits Section

## Medical Plan Offerings

### Detailed Analysis

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

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

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

## Medical Plan Offerings

### Detailed Analysis

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

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

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

## Medical Plan Offerings

### Detailed Analysis

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

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

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

## Medical Plan Offerings

### Detailed Analysis

#### Changes in Data from 2015 - 2016

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

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

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