

United Way of Allegheny County
In service to the nonprofit community
presents the ...

2012
Wage and Benefit Survey
of Southwestern Pennsylvania
Nonprofit Organizations

In cooperation with
The Bayer Center for Nonprofit Management
at Robert Morris University



**United Way of
Allegheny County**

2012 Wage and Benefit Survey of Southwestern Pennsylvania Nonprofit Organizations

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



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January 2013

Dear Nonprofit Leader:

We are very pleased to present to you this 2012 Wage and Benefit Survey Report; a collaborative effort between our two organizations - the United Way of Allegheny County and the Bayer Center for Nonprofit Management at Robert Morris University.

This is the sixth iteration of this survey. The survey has been of real value to regional and national organizations, as evinced by the thousands of downloads from the United Way of Allegheny County website. This bi-annual survey adds depth to our collective nonprofit management knowledge base. It continues to be an especially useful tool because of the requirements in the IRS 990 form for all nonprofits to benchmark their executive compensation against the market. It remains useful to boards hiring new executive directors or seeking to fairly compensate the current staff leader, and for staff leaders seeking to bring equity to their salary administration. Since 2000 this survey has provided valuable information on issues and gender pay equity. This information launched the BCNM project, *"74%: Exploring The Lives of Women in Non-Profit Organizations"*. This three year research project, funded by Eden Hall and Bayer USA Foundations is exploring in depth the realities of compensation and influence for the 225,000 women who work in the southwestern Pennsylvania non-profit sector. In this year's study we also sought information on leadership transition and retirement, as well as greater insight into the challenges of the lowest paid members of the non-profit workforce. So, this survey continues to reflect the evolving picture of nonprofit life.

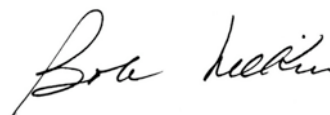
The 2012 survey report captures information on more than 10,000 local nonprofit employees. Not only you will find the most current information on comparative salaries, but there is also updated information on benefits administration and the myriad challenges that they present to nonprofit organizations. We would like to thank Bob Orser, the Nonprofit Doctor, and Rita Haronian, for collecting and translating the data into a meaningful document.

Following is a brief description of how to use the survey. For other questions about the survey or its content please contact the Bayer Center at 412-397-6000. If you'd like to download a copy of the survey you may do so at the United Way of Allegheny County's web site - www.unitedwaypittsburgh.org. We hope that you find this information useful and relevant.

Sincerely,



Peggy Morrison Outon
Executive Director
Bayer Center for Nonprofit Management
Robert Morris University



Bob Nelkin
President and CPO
United Way of Allegheny County

PREFACE

This report provides you with the results of the **2012 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 budget 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 budget size, 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 United Way of Allegheny County**
About The Bayer Center for Nonprofit Management at Robert Morris University

I. GUIDE TO USING THE SURVEY

The 2012 Wage and Benefit Survey of Southwestern Pennsylvania Nonprofit Organizations contains data from the 153 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, 2012.

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, 2012, as reported by 153 nonprofit organizations in Southwestern Pennsylvania.
- The survey findings are representative of actual practices reported by the participants in the survey. The survey, therefore, is not a scientifically selected sample from which conclusions can be drawn about all nonprofits in the area. Also, the results are not intended to represent an ideal of what compensation and benefits should be.
- A job in one organization often has a different title than that in another. We recommend using the job description to match jobs rather than the job title alone.
- When developing compensation or benefits programs, a nonprofit organization should consider its compensation philosophy and the internal value of jobs in addition to survey data.

Matching Jobs

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

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

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

- 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 organization budget 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 budget is \$4.5 million, it may be appropriate to compare third quartile salary data in the budget group from \$2 to \$5 million against your Executive Director’s salary. If you are planning substantial growth in the immediate future and the budget next year is expected to be \$5.5 million, then consider using the compensation information from the data subset providing pay levels for larger organizations.
- Keep in mind that pay is a moving target. The data in this report are salaries in effect October 1, 2012. Therefore, when evaluating your organization’s pay levels after that date, the data in this report will need adjusting upward to reflect pay movement. For 2013, we recommend you use 0.25% for each month that has passed since October 1, 2012, or 3.0% annually, to adjust pay levels to the current rate.

Terminology and Abbreviations

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

Term	Definition
Across-the-board salary increase	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>
Actual bonus paid	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.
Average salary	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.
Base salary – All Employees	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 B of this report.
Cafeteria plan	<i>See Flexible benefit plan.</i>

Term	Definition
Cost of living increase	Periodic, across-the-board increases in base pay, designed to keep employees' salaries in line with the rising cost of living.
Defined benefit plan	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.
Defined contribution plan	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>
Dependent Care Spending Account (DCSA)	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.
Eligible for incentive/bonus	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.
Exempt vs. Non-Exempt employees	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.
Flexible benefit plan	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.
Flexible Spending Account (FSA)	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).

Term	Definition
Full-time equivalent (FTE)	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.
Health Care Spending Account (HCSA)	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.
Health Reimbursement Arrangement (HRA)	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.
Health Savings Account (HSA)	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.
Incentive or bonus pay	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.
Individual Retirement Account (IRA)	A defined contribution benefit plan that allows employees to make tax-deductible contributions to their own retirement accounts.
Median	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.
Number of employees	In the <i>Compensation by Position</i> tables, the total number of individuals reported in the job; the size of the sample.
Number of Organizations	In the <i>Compensation by Position</i> tables, the number of organizations reporting employees in the position.
Paid Time Off (PTO) program	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).
Paid time-off benefits	Employer-paid time off the job; that is, vacation, sick days and holidays.
Percentiles	<ul style="list-style-type: none"> • The 25th percentile is the data point below which 25 percent of the sample falls. • 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.
Performance-based or merit increases	Salary increases based on employee merit or performance over a given period of time.

Term	Definition
Personal days	Days off taken at the discretion of the employee. Also called floating holidays.
Tax-sheltered annuity 401(k)	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.
Tax-sheltered annuity 403(b)	A defined contribution plan, similar to a 401(k), but specifically designed for use by nonprofit and public organizations.
Total cash compensation	Calculated by adding base salary and bonus together and dividing by the total number of incumbents in the job, regardless of whether they received a bonus. For example, <ul style="list-style-type: none"> • Average base salary for 5 Executive Directors is \$50,000 • Two received bonuses: one was \$5,000 and one was \$1,000 • $(5 \times \\$50,000) + (\\$5,000 + \\$1,000) / 5 = \\$51,200$ (Total Cash Compensation)

Positions

This year, we collected data on 197 job titles and received enough data to print reports for 119 of those titles. For many of these jobs, especially those core positions found particularly in nonprofits, there are very limited data available elsewhere. More than 10,000 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 budget
- 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:

Accounting/Finance

Cashier

Animal Welfare

Veterinarian

Veterinary Clinic Manager

Humane Officer

Registered Veterinary Technician

Veterinary Technician

Animal Care Worker

Animal Adoption Counselor

Animal Shelter Manager

Cultural, Artistic & Performing Arts

Curator

Resident Director

Resident Designer

Production Manager/Coordinator

Stage Manager

Costume Shop Manager

Box Office/Sales Manager

Technical Staff

Production Assistant

Actor

Instrumental Musician

Development

Development Manager, Major Gifts

Development Manager, Capital Campaign

Development Manager, Planned Giving

Grant Writer, Government Funding

Education & Recreation

Tutor

Lifeguard/Swim Instructor

Fitness Instructor

Foundation/Philanthropy

Program Officer

Program Associate

Gift/Thrift Shop, Warehouse & Food Bank

Warehouse Worker

Food Bank/Pantry Manager

Government Affairs, Advocacy, Research

Lobbyist

Research Analyst

Research Assistant

Housing/Community Development

Director of Real Estate Development

Project Developer

Construction Manager

Director of Property Management

Housing/Community Development (continued)

Property Supervisor

Site Administrator

Shelter Manager

Occupancy Specialist

Desk Clerk

Program Manager: Housing

Program Manager: Economic Development

Asset Manager (Compliance & Monitoring)

Asset Manager (Financial Analyst)

Shelter Coordinator

Information Technology

Accidental Techie

Legal Services and Community Organizing

Staff Attorney

Attorney, Legal Aid

Attorney, Corporate

Paralegal

Legal Secretary/Assistant

Community Organizer

Maintenance, Grounds & Purchasing

Purchasing Coordinator or Specialist

Medical and Clinical Services

Director, Medical Services

Physician, Family/General Practice

Physician, Internal Medicine

Physician, Obstetrics & Gynecology

Physician, Pediatrics

Physician, Other Specialty

Physician's Assistant

Nurse Practitioner

Dental Director

Dentist

Dental Assistant

Laboratory Technician/Technologist

Phlebotomist

Radiology Technician

Community Health Worker

Case Manager, Medical

Patient Financial Services Manager

Patient Accounts Representative

Medical Records Transcriber

Social Services & Mental Health

Psychiatric Social Worker

Chaplain/Clergy

Volunteer, Membership & Marketing

Writer/Editor

Survey Highlights

Surveyed Organizations

This report provides data collected from 153 nonprofit employers of all sizes across Southwestern Pennsylvania for wages and benefits they provided to 12,293 employees as of October 1, 2012. Participating nonprofits are divided into two regions: those in Allegheny County, and those in the surrounding area. One hundred twenty one organizations included in this Survey are located in Allegheny County and thirty-two are located in other counties.

The annual operating budgets of participating nonprofits range from under \$50,000 to over \$50,000,000 per year. The median budget in the sample is \$1,731,000.

Sixty-four percent of the organizations' Executive Directors are women; 36% are men. In the total sample of employees, 73% are women and 27% are men.

Seventy-three percent of the 12,293 employees of the participating organizations work full-time; 27% work part-time.

Benefits: Paid Time Off

Most (63%) participating nonprofits provide full-time employees with specific, separate numbers of paid days off for vacation, holiday, and sick leave. Thirty-two percent have a PTO (Paid Time Off) program instead, giving employees a set number of days off to be taken for any purpose. Another 5%, mostly small organizations, have a less formal policy.

Fifty-six percent of participating nonprofits offer paid time off to part-time employees. Of those, 75% require that those employees work at least 22 hours per week, on average, to be eligible.

Most (82%) participating nonprofits with formal policies 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 10 paid sick days per year.

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

Sixty-two percent of participating nonprofits define a full-time workweek as 40 hours per week; 20% use 37.5 hours; and 14% use 35 hours.

Benefits: Insurance

Ninety-three percent of surveyed nonprofits offer some type of medical insurance coverage to full-time employees including 8% that pay employees a monthly cash stipend to purchase their own insurance. Among organizations that offer a “traditional” health plans (rather than flexible benefit plans), 37% of those pay the full cost of premiums for employees. This is lower than the 2010 results, when 46% paid the full cost. The percentage of organizations paying the full cost for employees was 47% in 2008, 44% in 2006, 49% in 2004, and 59% in 2002.

Thirty-six percent of surveyed organizations provide insurance to part-time employees, usually requiring that employees work a minimum of 24 hours per week on average. The other 64% of surveyed organizations provide insurance benefits only to full-time employees.

Benefits: Retirement

The great majority (79%) of surveyed nonprofits provide some type of retirement benefit to their full-time employees. Tax-deferred annuities are by far the most popular type of plan (64% of all surveyed organizations), followed by IRAs/SEP-IRAs (10%). Most (78%) of those with retirement benefits have plans in which both the employer and the employee contribute to retirement. In 7% only the employee contributes, and in 14% only the employer contributes.

Ninety-one percent of organizations that contribute to employees’ retirement plans describe their contributions as a percentage of each employee’s annual salary, usually the same for all employees. If the percentage increases with an employee’s length of service, organizations entered the highest percentage, or cap, of an employee’s salary that would be contributed. The range of all percent of salary responses is from 1% to 12%, with a median response of 4%.

Compensation

On average, male Executive Directors earn significantly higher pay than do females. The average pay for all Executive Directors in the sample is \$105,808 per year; for men the average Executive Director pay is \$126,690 per year and for women the average Executive Director pay is \$94,232 per year. While a majority (64%) of all Executive Directors in the sample are women, a relatively greater number of men are found in this position at the largest organizations, which tend to pay higher wages. However, this pattern and the related pay gap between male and female Executive Directors is somewhat less pronounced than in previous surveys.

Overall, 76% of participating nonprofits expect to give salary increases during their current fiscal year, with a median expected increase of 3.0%. Merit/performance is the most common factor considered these decisions, with 48% of participating organizations planning merit/performance increases during the next twelve months. Thirty percent expect an across-board pay increase, 10% anticipate a cost-of-living increase, and 2% will consider employee length of service. Some organizations use more than one method to grant salary increases.

Eighty-three percent of the participating nonprofits report a merit review interval of one year, 7% conduct reviews every six months, and 8% have no set interval.

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

II. PARTICIPANT OVERVIEW

Effective Date

We asked the participants to provide salary data as of October 1, 2012.

Participants

This year, 153 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 budget size, field of service, and the number of staff they employ.

Budgets

Budget size groups are established where natural breaks occur in the data.

Budget Groups	# of Orgs	Average Budget Size
Up to \$250,000	20	\$146,639
\$250,001 - \$750,000	25	\$497,851
\$750,001 - \$2,000,000	41	\$1,377,817
\$2,000,001 - \$5,000,000	33	\$4,595,582
\$5,000,001 - \$15,000,000	18	\$9,724,445
Over \$15,000,000	16	\$25,642,301
Total	153	\$5,286,540

Using Budget Data to Evaluate Pay

The 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.

Budget Groups	Average Base Pay for Executive Director
Up to \$250,000	\$52,683
\$250,001 - \$750,000	\$78,966
\$750,001 - \$2,000,000	\$82,877
\$2,000,001 - \$5,000,000	\$117,235
\$5,000,001 - \$15,000,000	\$151,967
Over \$15,000,000	\$186,988
Average of all	\$105,808

Staff Size

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 budget 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.

Budget Groups	Average Number of Employees*	Part-Time Employees as % of Total
Up to \$250,000	3	53%
\$250,001 - \$750,000	6	37%
\$750,001 - \$2,000,000	21	35%
\$2,000,001 - \$5,000,000	63	37%
\$5,000,001 - \$15,000,000	122	12%
Over \$15,000,000	433	27%
Average of all participants	80	27%

*Staff size is the sum of regular full-time and regular part-time employees.

Data are also calculated on employee size groupings.

Employee Size Groups	# of Organizations
From 1 to 5 employees	37
From 6 to 20 employees	34
From 21 to 50 employees	31
From 51 to 100 employees	22
Over 100 employees	29
Total	153

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

Field of Service and Budget Size

The survey participants represent the following 15 fields of service:

Field of Service	Total # of Orgs	Up to \$250K	\$250K to \$750K	\$750K to \$2M	\$2M to \$5M	\$5M to \$15M	Over \$15M
Basic Material Need	14	1	3	1	6	1	2
Counseling/Behavioral Health & Wellness	12	1	2	4	2	2	1
Culture/Arts	9	1	5	1	1	1	0
Economic/Neighborhood Development	11	2	3	5	1	0	0
Education and Child Care Services	16	5	2	5	1	1	2
Employment and Economic Opportunity	7	2	0	3	1	1	0
Environment/Animal Welfare	6	2	3	0	1	0	0
Family Support and Preservation	7	0	0	3	2	0	2
Foundation/Philanthropy	12	1	4	4	1	2	0
Health and Health Education	10	3	0	3	3	0	1
Legal/Advocacy	4	1	0	1	2	0	0
Management/Technical Assistance	7	0	2	3	1	1	0
Religious	1	0	0	1	0	0	0
Social Support	33	1	0	7	9	9	7
Youth/Recreation	4	0	1	0	2	0	1
Total	153	20	25	41	33	18	16

Primary Source of Funding and Budget Size

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

Primary Source of Funding	Total # of Orgs	Up to \$250K	\$250K to \$750K	\$750K to \$2M	\$2M to \$5M	\$5M to \$15M	Over \$15M
Contributions from individuals	28	5	6	7	5	3	2
Contributions from foundations or trusts	25	5	8	9	3	0	0
United Way	3	1	2	0	0	0	0
Government	67	6	5	16	16	12	12
Service membership dues	5	0	2	1	2	0	0
Program service fees	20	1	1	8	7	3	0
Revenue from sales, investments, etc.	5	2	1	0	0	0	2
Total	153	20	25	41	33	18	16

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 Budget Size

Compensation levels are reported for the following geographic areas:

County	Total # of Orgs	Up to \$250K	\$250K to \$750K	\$750K to \$2M	\$2M to \$5M	\$5M to \$15M	Over \$15M
Allegheny	121	10	21	31	29	15	15
Other Counties:							
Armstrong	2	1	0	1	0	0	0
Butler	5	2	0	2	0	0	1
Cambria	1	1	0	0	0	0	0
Fayette	4	3	1	0	0	0	0
Indiana	1	0	0	0	0	1	0
Lawrence	2	1	0	1	0	0	0
Washington	7	0	1	2	3	1	0
Westmoreland	10	2	2	4	1	1	0
Total Other Counties	32	10	4	10	4	3	1
Total	153	20	25	41	33	18	16

Fiscal Year Calendar and Budget Size

Participating organizations report fiscal year calendars as follows:

Month Beginning Fiscal Year	Total # of Orgs	Up to \$250K	\$250K to \$750K	\$750K to \$2M	\$2M to \$5M	\$5M to \$15M	Over \$15M
January	47	12	13	15	5	2	0
June	3	0	1	1	1	0	0
July	87	4	7	22	25	15	14
September	6	2	1	2	0	0	1
October	7	1	1	1	2	1	1
Other	3	1	2	0	0	0	0
Total	153	20	25	41	33	18	16

Workforce by Sex of Employee and Budget Size

Participating organizations report male and female employees as follows:

Sex of Employee	Total # of Emps	Up to \$250K	\$250K to \$750K	\$750K to \$2M	\$2M to \$5M	\$5M to \$15M	Over \$15M
Male Employees	2,805	13	38	170	337	420	1,827
Female Employees	7,662	49	97	529	1,389	1,578	4,020
Total	10,467	62	135	699	1,726	1,998	5,847
Female Employees as % of Total	73%	79%	72%	76%	80%	79%	68%

Workforce by Race of Employee and Budget Size

Participating organizations report race of employees as follows:

Race of Employee	Total # of Emps	Up to \$250K	\$250K to \$750K	\$750K to \$2M	\$2M to \$5M	\$5M to \$15M	Over \$15M
American Indian/Alaska Native	11	0	0	0	0	0	11
Asian	59	0	2	5	7	10	35
Black or African American	2,262	1	17	142	521	472	1,109
Hispanic/Latino	49	0	0	2	9	6	32
Native Hawaiian/Other Pacific Islander	9	0	0	2	1	0	6
White	7,743	61	115	524	1,106	1,497	4,440
Mixed Race	57	0	1	1	7	9	39
Other Racial Identity	185	0	0	1	11	1	172
Total	10,375	62	135	677	1,662	1,995	5,844

Turnover Rates

This year, we asked for basic information about the number of positions in which an existing employee had left and been replaced by a new employee during the past year, resulting in an overall rate (voluntary and involuntary combined) of 19% for full-time employees and 20% 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	6%	1%	10%	6%
From 6 to 20 employees	13%	3%	20%	5%
From 21 to 50 employees	9%	2%	12%	3%
From 51 to 100 employees	11%	3%	9%	4%
Over 100 employees	17%	4%	20%	2%
Overall Percentage Turnover	15%	4%	17%	3%

III. COMPENSATION & BENEFITS PRACTICES

Compensation Practices

Salary Increase Budgets for Current Fiscal Year

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

Salary Increase Budgets for Current Fiscal Year	
# of Organizations Responding	153
# Organizations Responding with 0.0%	37
# Organizations Responding With an Increase Budget	116
All Organizations - 25th Percentile	1.00%
All Organizations - Median	3.00%
All Organizations - 75th Percentile	3.00%
Average (Including those reporting 0.00%)	2.45%
Average (Excluding those reporting 0.00%)	3.23%

Salary Increase Practices: Past 12 Months and Next 12 Months

Participants were asked for details about four 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	48%	3.40%	48%	3.02%
Across the Board	29%	2.97%	30%	2.47%
Cost of Living	12%	2.77%	10%	3.00%
Length of Service	1%	insufficient data	2%	insufficient data

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

Salary Grades and Ranges

Slightly 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	69	45%
Do not use grades and ranges	84	55%
# Organizations Responding	153	

Incentive Pay or Bonuses

Of the 153 respondents, 37% indicate they provide the Executive Director with some type of incentive or bonus opportunity. Between 18% and 25% of nonprofits provide bonus opportunities for some other staff members, as follows:

Employee Group – Bonus Eligible	# of Organizations	% of Orgs
Executive Director	57	34%
Associate Director	36	24%
Development Director	27	18%
Department Heads	39	25%
Support and Administrative Staff	39	25%

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-eight respondents (38% of the 153 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)	18	12%
Pay a flat rate for being on call	18	12%
Provide compensatory time off or flex-time	10	7%
Do not pay or provide time off (exempt staff)	7	5%
Pay a show-up rate and hourly pay for time worked	2	1%
Other	3	2%
Total Responses	58	38%

Practices for Dealing with Extensive Overtime by Exempt Staff

When dealing with overtime by exempt staff, 28% of organizations surveyed report that they have no formal policy. The practice of providing compensatory time-off is 33%. (Note that the Wage and Hour laws do not mandate overtime pay for exempt staff.) Thirty percent (30%) of respondents indicate that they do not compensate exempt staff for overtime.

Practice	# of Responses	% of Orgs
No formal policy	43	28%
Provide compensatory time off	51	33%
Pay straight time	0	0%
Pay overtime rates	6	4%
Do not compensate for extensive overtime	46	30%
Other	3	2%
# Organizations Responding	153	

Compensatory Time Off

Forty-seven nonprofits (31%) offer employees the option of taking compensatory instead of pay for overtime hours worked.

Evening/Night Shift Differentials

Of the 55 nonprofits that indicate they have an evening and/or night shift, the majority indicate that they do not pay any special rates beyond regular hourly pay and overtime, if applicable. Only 9% indicate any additional pay for evening or night shifts. The nonprofits that do pay a premium typically pay an additional hourly wage, from \$0.50 to \$1.50 per hour.

Employee Eligibility for Public Assistance

When asked whether any of their full-time employees were eligible for public assistance benefits, 16% of surveyed organizations reported that at least some of their full-time employees were eligible. On average, these organizations report an average of 10% and a median of 5% 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 2% of all full-time employees.

Employment Practices

Introductory Period

The 118 nonprofits with an introductory period report an average of **4.25** months. The most common responses were 3 months and 6 months.

Length of Introductory Period	# of Organizations	% of Orgs
None	35	23%
Less than two months	2	1%
Two months	2	1%
Three months	66	43%
Six months	46	30%
Ten months	1	2%
Twelve months	1	2%
# Organizations responding	153	

Of those organizations that report an introductory period, 39% indicate that employees are eligible for paid-time off benefits and 58% 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	4	3%
Every six months	10	7%
Annually	127	83%
No set schedule	12	8%
Total responses	153	

Premium for Bilingual Skills

As only one organization responding to this survey reported paying a premium for bilingual skills, there is not sufficient data to report.

Union Contracts

Only five organizations (3%) report union contracts for one or more of their positions. Among these organizations, the types of positions with union contracts include both professional and non-exempt positions. Examples of jobs represented by unions in this survey include:

- Drivers
- Musicians and actors
- Program services advisors
- Theater and media production staff

Professional Development Classes

Of the organizations polled, ninety-one percent (91%) indicate they pay for professional development classes for their employees when funding allows. Just 9% do not pay for such classes.

Professional Conferences

The great majority of responding organizations (93%) indicate that they pay for attendance at professional conferences when funding allows. Only 7% of organizations indicate that they do not pay for conferences.

Professional Organizations

Of the organizations polled, 77% indicate that they pay for professional memberships, assuming funds are available. The remaining 23% do not pay for any professional memberships.

Employee Assistance Program (EAP)

An Employee Assistance Program (EAP) is a confidential service paid for by the employer to provide counseling for a variety of problems that may impact job performance, such as substance abuse, family conflicts, health issues, financial and legal concerns. Among survey participants, 38% offer this type of benefit to employees. The remaining 62% do not offer an EAP benefit.

Full-Time Workweek by Budget Size

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

Full-Time Work Week	All Orgs	Up to \$250,000	\$250,001 to \$750,000	\$750,001 to \$2 Million	\$2 Million to \$5 Million	\$5 Million to \$15 Million	Over \$15 Million
40 hours	62%	60%	76%	59%	67%	44%	63%
37.5 hours	20%	15%	16%	22%	15%	33%	25%
35 hours	14%	5%	8%	20%	15%	22%	13%
Other	3%	20%	0%	0%	3%	0%	0%

Time-Off Practices

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

- Separate vacation, sick leave and holiday benefits: 96 organizations (63%) are reported
- Paid time off (PTO): 49 organizations (32%) are reported

In addition, 8 respondents (5%) report different time-off policies for their staff, including a few that have no formal time-off policies.

Of the respondents who have part-time employees, 56% indicate that their part-time employees are eligible for paid time off benefits and 44% 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, 75% 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 25% 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 84 survey participants (55%) 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	9.5	9.4	9.8	2.0	30.7
Second Year	11.5	9.4	9.8	2.0	32.7
Third Year	12.7	9.4	9.8	2.0	33.9
Fourth Year	13.4	9.4	9.8	2.0	34.6
Fifth Year	15.5	9.4	9.8	2.0	36.7
Sixth to Ninth Years	17.0	9.4	9.8	2.0	38.2
Tenth Year	19.2	9.4	9.8	2.0	40.4
Eleventh Year +	20.2	9.4	9.8	2.0	41.4

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

The survey results show that 12 survey participants (8%) provide different benefits to exempt and non-exempt staff, AND accrue vacation, holiday, and sick leave separately, as detailed in the following two tables:

Exempt Staff Years of Service	Vacation Days	Sick Leave	Holiday	Personal Days	Total Days
First Year	15.1	11.3	11.4	2.3	40.1
Second Year	17.0	11.3	11.4	2.3	42.0
Third Year	17.8	11.3	11.4	2.3	42.8
Fourth Year	17.8	11.3	11.4	2.3	42.8
Fifth Year	18.8	11.3	11.4	2.3	43.8
Sixth to Ninth Years	20.1	11.3	11.4	2.3	45.1
Tenth Year	21.3	11.3	11.4	2.3	46.3
Eleventh Year +	22.0	11.3	11.4	2.3	47.0

Non-Exempt Staff Years of Service	Vacation Days	Sick Leave	Holiday	Personal Days	Total Days
First Year	9.4	11.3	11.4	2.3	34.4
Second Year	11.2	11.3	11.4	2.3	36.2
Third Year	12.0	11.3	11.4	2.3	37.0
Fourth Year	12.4	11.3	11.4	2.3	37.4
Fifth Year	13.5	11.3	11.4	2.3	38.5
Sixth to Ninth Years	15.6	11.3	11.4	2.3	40.6
Tenth Year	16.2	11.3	11.4	2.3	41.2
Eleventh Year +	17.8	11.3	11.4	2.3	42.8

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

Forty-two survey respondents (27%) provide PTO benefits that combine at least some portion of vacation, holidays and sick leave, with all employees receiving the same benefits:

All Staff Years of Service	Holidays	Paid Time-Off	Total Days
First Year	10.2	16.9	27.1
Second Year	10.2	18.9	29.1
Third Year	10.2	20.2	30.4
Fourth Year	10.2	20.9	31.1
Fifth Year	10.2	22.8	33.0
Sixth to Ninth Years	10.2	25.0	35.2
Tenth Year	10.2	27.3	37.5
Eleventh Year +	10.2	28.0	38.2

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

Seven survey respondents (5%) provide PTO benefits that combine at least some portion of vacation, holidays and sick leave, with exempt and non-exempt staff receiving different benefits, as shown in the two tables below:

Exempt Staff Years of Service	Holidays	Paid Time-Off	Total Days
First Year	9.3	22.3	31.6
Second Year	9.3	23.0	32.3
Third Year	9.3	23.5	32.8
Fourth Year	9.3	24.8	34.1
Fifth Year	9.3	26.0	35.3
Sixth to Ninth Years	9.3	28.5	37.8
Tenth Year	9.3	31.3	40.6
Eleventh Year +	9.3	32.3	41.6

Non-Exempt Staff Years of Service	Holidays	Paid Time-Off	Total Days
First Year	9.3	15.7	25.0
Second Year	9.3	17.8	27.1
Third Year	9.3	18.2	27.5
Fourth Year	9.3	19.8	29.1
Fifth Year	9.3	21.2	30.5
Sixth to Ninth Years	9.3	23.5	32.8
Tenth Year	9.3	26.5	35.8
Eleventh Year +	9.3	26.7	36.0

Other Paid Time Off

Organizations are most likely to provide other paid time off for bereavement and jury service. Around half also provide paid time off for family illness, while less than half pay for military service and maternity/paternity. 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	124	81%
Jury service	121	79%
Family illness	72	47%
Maternity/paternity	67	44%
Military service	66	43%
Job-related education/training	37	24%
Volunteer service	6	5%

Insurance and Retirement Benefits

Insurance Coverage Offered

The great majority of survey participants (93%) offer some type of medical insurance to their employees, at an average cost of \$611 per employee per month. This includes 8% of surveyed organizations that pay employees a cash stipend to purchase their own insurance.

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

*Types of Medical Insurance Offered	# of Organizations	% of Orgs
Health Maintenance Organization (HMO)	15	10%
Preferred Provider Organization (PPO)	122	80%
Monthly stipend paid directly to employees	12	8%
Do not provide medical insurance	11	7%
**Total Organizations Responding	153	

**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	121	79%
Vision Care Insurance	119	78%
Life Insurance	115	75%
Short-Term Disability Insurance	98	64%
Long-Term Disability Insurance	109	71%
Long-Term Care Insurance	57	37%
Do not provide other types of insurance	25	16%
*Total Organizations Responding	153	

**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 26 through 31 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 31, 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.

Waiting Period for New Employees	# of Organizations	% of Orgs
No waiting period (coverage begins immediately)	31	24%
up to 1 month	56	44%
up to 2 months	5	4%
up to 3 months	32	25%
up to 4 months	2	2%
6 months	1	1%
Total Organizations Responding	127	

Domestic Partner Benefits

Forty-seven percent (47%) of respondents offer medical insurance coverage to domestic partners of employees. This includes 27% of respondents that pay all or some of the premium for domestic partners, and 20% of respondents that do not pay any of the premium. Fifty-three percent (53%) do not offer any medical coverage to domestic partners.

Part-Time Employee Benefits

Of the respondents who have part-time employees, 64% provide insurance benefits only to full-time employees.

Thirty-four percent (34%) offer medical insurance benefits to part-time employees who maintain a minimum weekly work schedule. This includes 14% percent offering full benefits to qualifying part-time employees, who must work an average of 25 hours per week to be eligible. The other 20% provide pro-rated benefits to qualifying part-time employees, who must work an average of 23 hours per week to be eligible.

Just 2% of respondents offer insurance coverage to part-time employees regardless of their work schedules, including 1% that provide full benefits to part-time employees, and another 1% with pro-rated insurance benefits for part-time employees based on work schedules.

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. Nineteen organizations in this survey's sample (12%) offer an HRA to employees.

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. Nine organizations (6%) offer health insurance policies that are compatible with Health Savings Accounts.

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 21% 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	3	21%
Pay 90 to 99% of premium	1	7%
Pay 80 to 89% of premium	6	43%
Pay 70 to 79% of premium	3	21%
Pay 60 to 69% of premium	0	0%
Pay 50 to 59% of premium	1	7%
Pay from 1 to 49% of premium	0	0%
Do not pay any of the premium	0	0%
Total Offering HMO	14	

Thirty-six percent (36%) 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	1	7%
Pay 90 to 99% of premium	0	0%
Pay 80 to 89% of premium	3	21%
Pay 70 to 79% of premium	0	0%
Pay 60 to 69% of premium	0	0%
Pay 50 to 59% of premium	1	7%
Pay from 1 to 49% of premium	1	7%
Do not pay any of the premium	8	57%
Total Offering HMO	14	

Co-payments for HMO plans range from \$10 to \$25, with a median of \$20. Median deductibles, when applicable, are \$500 for a single employee and \$1000 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 39% pay the entire cost. Note that the information in these tables does not include organizations that offer PPO coverage through a flexible benefit plan.

PPO—Employee Health Insurance Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	42	39%
Pay 90 to 99% of premium	20	18%
Pay 80 to 89% of premium	27	25%
Pay 70 to 79% of premium	17	16%
Pay 60 to 69% of premium	2	2%
Pay 50 to 59% of premium	1	1%
Pay from 1 to 49% of premium	0	0%
Do not pay any of the premium	0	0%
Total Offering PPO	109	

Fifty-two percent (52%) of respondents pay at least 50% of the cost of PPO coverage for the employee’s dependents.

PPO—Dependent Health Insurance Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	14	13%
Pay 90 to 99% of premium	5	5%
Pay 80 to 89% of premium	13	12%
Pay 70 to 79% of premium	14	13%
Pay 60 to 69% of premium	1	1%
Pay 50 to 59% of premium	10	9%
Pay from 1 to 49% of premium	6	6%
Do not pay any of the premium	46	42%
Total Offering PPO	109	

Co-payments for PPO plans ranged from \$5 to \$40, with a median of \$20. Median deductibles, when applicable, are \$500 for a single employee and \$1000 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-four percent (84%) of survey participants that offer dental insurance pay at least 50% of the premiums *for the employee*, and 59% pay the entire cost. Note that the information in these tables does not include organizations that offer dental coverage through a flexible benefit plan.

Employee Dental Care Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	63	59%
Pay 90 to 99% of premium	4	4%
Pay 80 to 89% of premium	13	12%
Pay 70 to 79% of premium	4	4%
Pay 60 to 69% of premium	3	3%
Pay 50 to 59% of premium	3	3%
Pay from 1 to 49% of premium	0	0%
Do not pay any of the premium	17	16%
Total Offering Dental Care	107	

Forty-three percent (43%) of respondents pay at least 50% of the cost of dental care for the employee's dependents.

Dependent Dental Care Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	19	18%
Pay 90 to 99% of premium	0	0%
Pay 80 to 89% of premium	6	6%
Pay 70 to 79% of premium	8	7%
Pay 60 to 69% of premium	1	1%
Pay 50 to 59% of premium	12	11%
Pay from 1 to 49% of premium	2	2%
Do not pay any of the premium	59	55%
Total Offering Dental Care	107	

Employer Contribution—Vision Care (Traditional Plans)

The following tables show the average payment of premiums by employers for both employees and their dependents for **vision insurance**. Seventy-seven percent (77%) of survey participants that offer vision 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 vision coverage offered through a flexible benefit plan.

Employee Vision Care Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	58	55%
Pay 90 to 99% of premium	3	3%
Pay 80 to 89% of premium	11	10%
Pay 70 to 79% of premium	5	5%
Pay 60 to 69% of premium	2	2%
Pay 50 to 59% of premium	2	2%
Pay from 1 to 49% of premium	1	1%
Do not pay any of the premium	23	22%
Total Offering Vision Care	105	

Forty percent (40%) of respondents pay at least 50% of the cost of vision care for the employee’s dependents.

Dependent Vision Care Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	17	16%
Pay 90 to 99% of premium	0	0%
Pay 80 to 89% of premium	4	4%
Pay 70 to 79% of premium	7	7%
Pay 60 to 69% of premium	2	2%
Pay 50 to 59% of premium	12	11%
Pay from 1 to 49% of premium	1	1%
Do not pay any of the premium	62	59%
Total Offering Vision Care	105	

Employer Contribution—Life Insurance Benefits (Traditional Plans)

Eighty-three percent (83%) 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	86	83%
Pay 50 to 99% of premium	0	0%
Pay 1 to 49% of premium	0	0%
Do not pay premium for employee	17	17%
Total Offering Life Insurance	103	

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

Sixty-two percent (62%) 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	56	62%
Pay 50 to 99% of premium	0	0%
Pay 1 to 49% of premium	0	0%
Do not pay premium for employee	34	38%
Total Offering Short Term Disability	90	

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

Seventy-nine percent (79%) 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	77	79%
Pay 50 to 99% of premium	1	1%
Pay 1 to 49% of premium	0	0%
Do not pay premium for employee	20	20%
Total Offering Long Term Disability	98	

Employer Contribution—Long-Term Care (Traditional Plans)

Eighteen percent (18%) 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	10	18%
Pay 50 to 99% of premium	0	0%
Pay 1 to 49% of premium	0	0%
Do not pay premium for employee	45	82%
Total Offering Long Term Care	55	

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.

Fourteen survey participants (9% 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)	1	7%
Preferred Provider Organization (PPO)	13	93%
Dental Care Insurance	14	100%
Vision Care Insurance	14	100%
Life Insurance	12	86%
Short-Term Care Insurance	8	57%
Long-Term Disability Insurance	11	79%
Long-Term Care Insurance	2	14%
Any Organization-Sponsored Retirement Plan	12	86%
Total Offering a Flexible Benefit Plan	14	

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**). Twenty-three percent (17%) of surveyed organizations offer an HCSA and 18% offer a DCSA to employees. These accounts are almost exclusively funded by employee contributions.

Retirement Benefits

Seventy-nine percent (79%) of survey participants indicate they offer some type of retirement benefit to their employees. The types of plans offered are detailed below:

Type of Plan Offered	# of Responses	% of Orgs
Tax Sheltered Annuity: 401(k), 403(b)	98	64%
Other Defined Contribution Plan	8	5%
IRA/SEP-IRA	16	10%
Defined Benefit Plan	10	7%
Other	3	2%
Do not offer retirement benefits	32	21%
*Total Organizations Responding	153	

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

Retirement Benefits—Funding

Of those 121 organizations that offer some type of retirement benefit, 78% 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	8	7%
Organization contribution only	17	14%
Organization contributes/employee may contribute	50	41%
If employee contributes, organization contributes	45	37%
Other	1	1%
Total Organizations Responding	121	

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

Retirement Benefits—Contributions

Organizations that contribute to employees' retirement plans were asked to describe that contribution, and 91% indicated that they contribute some percentage of each employee's annual salary, generally the same percentage for all employees. If the percentage increases with an employee's length of service, organizations entered the highest percentage, or cap, of an employee's salary that would be contributed. The range of all percent of salary responses is from 1% to 12%, with an average response of 4.71% and a median response of 4%.

Vesting Period

Organizations with retirement plans were asked about the vesting period for that benefit. Thirty-one percent of the organizations have no vesting period. Vesting periods given by the other 69% of organizations ranged from 1 to 10 years, with a median of 3 years.

Projected Retirement Among Current Employees

Surveyed organizations were asked to project how many of their full-time employees were likely to retire within the next five years and also within the next ten years. Overall, participants anticipate that 5% of the entire sample's current full-time workforce is likely to retire within the next five years. Nine percent of the entire full-time workforce is expected to retire within the next ten years.

Executive Director/CEO Profile

Employment Contract

Only 17% of the Executive Directors in this Survey have an employment contract:

Employment Contract	# of Organizations	% of Orgs
Executive Director has contract	25	17%
Executive Director does not have contract	124	83%

Gender and Compensation

Well over half of Executive Directors in the sample are female:

Executive Director Gender	# of Organizations	% of Orgs
Male Executive Director/CEO	51	36%
Female Executive Director/CEO	92	64%

On average, male Executive Directors earn significantly higher pay than do females. The average annual base pay for all Executive Directors in the sample is \$105,808; for men, the average Executive Director pay is \$126,690 per year; for women, the average Executive Director pay is \$94,232 per year. While a majority (64%) of all Executive Directors in the sample are women, a relatively greater number of men are found in the Executive Director positions of the largest organizations, which tend to pay higher wages. There are indications, though, that this pattern is becoming less pronounced over time, and within groups of similarly sized organizations the gap between men's and women's pay has narrowed slightly compared to previous survey results. The following chart illustrates Executive Director pay for men and women according to organizations' annual operating budgets:

Annual Operating Budget	% Male	Average Salary, Males	% Female	Average Salary, Females	Female Pay as % of Male Pay
Up to \$250,000	28%	\$53,402	72%	\$52,406	98%
\$250,001 - \$750,000	33%	\$98,415	67%	\$69,242	70%
\$750,001 - \$2,000,000	28%	\$93,887	72%	\$78,551	84%
\$2,000,001 - \$5,000,000	37%	\$131,287	63%	\$108,805	83%
\$5,000,001 - \$15,000,000	33%	\$189,314	67%	\$133,293	70%
Over \$15,000,000	60%	\$189,322	40%	\$183,488	97%
All Responses	36%	\$126,690	64%	\$94,232	74%

Education and Compensation

Sixty-five percent (65%) of the Executive Directors 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/Some College	3	Insufficient data
Bachelor's Degree	47	\$104,518
Master's Degree	82	\$105,917
Doctorate	11	\$124,567

Time in Position and Compensation

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

Years in Current Job	# of Incumbents	Average Salary
Less than one year	8	\$91,616
1.0 to 1.9 years	10	\$89,544
2.0 to 2.9 years	15	\$86,979
3.0 to 4.9 years	23	\$85,373
5.0 to 6.9 years	20	\$110,031
7.0 to 9.9 years	11	\$118,834
10.0 years and over	56	\$120,109
Average of 9.08 years	143	\$105,808

On average, those individuals in Executive Director/Chief Executive positions have been in their jobs for 9.08 years. As shown in the table above, there is not as clear a correlation in pay for Executive Directors based upon time in the job as there is based on other factors (for example, budget, numbers of employees, education).

Additional Perquisites and Benefits Provided to the Executive Director

The following benefits were reported for the Executive Director/Chief Executive Officer position. Typically, these are provided only to the Executive Director. Cell phones are the most common benefit, at 46%, followed closely by travel/conferences at 39%.

Benefit or Perquisite	# Reported	% of Organizations
Cell phone	70	46%
Travel/Conferences	60	39%
Laptop Computer	53	35%
Additional Vacation	32	21%
Car or Car Allowance	22	14%
Additional Contribution to Retirement Benefits	16	10%
Club Memberships	13	8%
Additional Contribution to Life Insurance	13	8%
Additional Contribution to Health Insurance	13	8%
Housing or Housing Allowance	8	5%
Parking	2	1%
# Organizations Responding	153	

Succession and Transition Planning

Twenty-two percent (22%) of surveyed organizations have a completed and updated emergency succession plan in place for the Executive Director/CEO position.

Twenty-three percent (23%) of surveyed organizations have a formal, non-emergency transition plan in place for the Executive Director/CEO position.

Among all surveyed organizations, twenty-one percent (21%) expect to have a transition in the Executive Director/CEO position during the next three years.

IV. COMPENSATION BY POSITION

This section details the compensation (base pay and total compensation) for individual job titles according to several variables, including budget size, 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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	143	143	\$49,953	\$66,144	\$90,896	\$125,715	\$181,754	\$105,808
# Eligible for Incentive/Bonus	73	73						
Actual Bonus Paid	47	47	500	1,000	3,000	10,000	26,000	8,376
Total Cash Compensation (Base + Bonus)	143	143	50,453	68,286	90,896	134,400	191,143	108,561
Annual Base Salary								
By Budget Size:								
Up to \$250,000	18	18	30,799	35,890	45,532	55,806	84,145	52,683
\$250,001 - \$750,000	21	21	50,336	59,540	78,000	97,022	103,756	78,966
\$750,001 - \$2,000,000	39	39	57,304	66,019	81,120	95,202	108,160	82,877
\$2,000,001 - \$5,000,000	32	32	79,648	88,155	98,966	135,642	186,512	117,235
\$5,000,001 - \$15,000,000	18	18	86,663	106,257	136,093	191,926	254,362	151,967
Over \$15,000,000	15	15	127,493	150,010	170,810	221,166	271,981	186,988
By Geographic Location:								
Allegheny County	114	114	58,906	79,872	97,022	140,005	199,524	115,811
Outside of Allegheny County	29	29	36,067	47,424	58,677	80,559	113,506	66,485
By Field of Service:								
Basic Material Need	13	13	53,256	66,030	90,168	127,504	165,194	100,893
Counseling - Behavioral Health & Wellness	11	11			79,165			87,057
Culture/Arts	8	8			66,695			100,522
Economic/Neighborhood Development	11	11			83,574			78,144
Education and Child Care Services	15	15	41,750	61,797	80,725	112,715	178,472	92,807
Employment & Economic Opportunity	7	7			100,006			94,934
Environment/Animal Welfare	6	6			59,498			66,189
Family Support and Preservation	6	6			127,435			120,212
Foundation/Philanthropy	11	11			97,053			137,369
Health and Health Education	8	8			88,192			97,087
Management/Technical Assistance	7	7			95,680			124,420
Social Support	32	32	56,722	81,125	96,574	146,198	199,682	115,453
By Primary Source of Funding:								
Contributions from individuals	25	25	51,168	64,272	95,202	146,692	250,079	115,808
Contributions from foundations or trusts	23	23	38,280	58,240	82,451	91,670	107,328	75,961
Government	64	64	52,146	70,372	96,574	138,850	180,378	111,156
Service membership dues	5	5			97,053			100,976
Program services fee	19	19	55,120	70,221	88,670	134,992	194,043	106,921
Revenue from sales, investments, etc.	5	5			133,120			142,201
By Number of Employees:								
1 - 5	35	35	33,696	45,698	60,008	91,998	105,963	69,142
6 - 20	29	29	52,000	66,071	85,010	107,593	140,005	89,652
21 - 50	29	29	56,472	72,312	83,574	103,043	205,918	100,592
51 - 100	22	22	64,112	87,339	95,794	164,773	252,306	125,072
More than 100	28	28	94,719	124,187	149,136	188,110	255,595	158,641
By Level of Education Required:								
Bachelor's Degree	67	67	43,514	60,008	85,010	125,549	177,603	102,186
Master's Degree	59	59	56,472	79,165	91,686	123,968	168,938	106,023
By Sex of Employee:								
Male	51	51	55,457	85,010	106,080	163,200	228,504	126,690
Female	92	92	46,734	62,899	84,219	117,161	160,270	94,232
By Race/Ethnicity of Employee:								
Black or African American	9	9			97,926			117,156
White	128	128	49,036	65,296	88,452	123,909	173,027	103,337
By Number of Years in Position:								
Up to 5 Years	64	64	44,845	58,573	86,248	105,685	168,480	96,216
6 - 10 Years	20	20	54,319	67,392	91,447	99,507	166,080	98,882
11 - 20 Years	29	29	64,896	72,197	95,202	170,436	254,329	123,109
Over 20 Years	17	17	53,169	98,446	121,659	143,634	186,601	122,519

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	52	56	\$54,203	\$66,622	\$87,360	\$111,499	\$136,916	\$93,490
# Eligible for Incentive/Bonus	26	26						
Actual Bonus Paid	12	12	325	625	2,450	17,500	25,490	7,671
Total Cash Compensation (Base + Bonus)	52	56	54,353	66,622	88,515	113,864	142,166	95,134
Annual Base Salary								
By Budget Size:								
\$750,001 - \$2,000,000	13	14	39,468	51,922	60,164	75,046	98,405	65,018
\$2,000,001 - \$5,000,000	14	15	68,050	82,493	89,378	105,227	134,439	96,070
\$5,000,001 - \$15,000,000	9	9			85,842			88,749
Over \$15,000,000	13	15	85,480	107,994	118,747	140,046	202,974	127,696
By Geographic Location:								
Allegheny County	45	49	57,450	68,744	92,165	116,511	140,046	97,456
Outside of Allegheny County	7	7			60,216			65,731
By Field of Service:								
Education and Child Care Services	5	5			95,790			95,402
Social Support	16	16	42,451	58,615	78,198	126,490	201,068	95,410
By Primary Source of Funding:								
Contributions from individuals	6	6			96,689			98,459
Contributions from foundations or trusts	5	5			71,635			72,438
Government	31	32	51,937	63,113	90,532	113,864	138,704	95,762
Program services fee	7	8			77,532			80,704
By Number of Employees:								
6 - 20	8	9			69,222			74,396
21 - 50	14	15	40,959	52,354	62,109	84,968	113,856	70,312
51 - 100	7	7			102,794			104,155
More than 100	22	24	71,115	87,215	107,331	131,467	170,175	113,298
By Level of Education Required:								
Bachelor's Degree	26	27	52,009	62,982	85,280	108,098	137,881	90,072
Master's Degree	19	20	59,133	71,536	95,275	113,864	143,674	99,388
By Sex of Employee:								
Male	25	25	52,212	68,193	87,651	108,046	139,054	94,580
Female	24	26	53,685	61,636	86,456	126,537	141,531	92,978
By Race/Ethnicity of Employee:								
Black or African American	7	7			62,109			76,725
White	38	42	52,106	68,230	88,515	110,760	143,512	95,252
By Number of Years in Position:								
Up to 5 Years	11	12	53,883	59,129	68,193	84,349	135,407	76,776
6 - 10 Years	10	10			83,065			84,596
11 - 20 Years	15	15	54,051	85,280	98,384	131,768	202,974	110,336
Over 20 Years	9	9			89,378			93,857
By Number of Employees Managed:								
4 to 8	15	17	52,009	64,168	89,378	119,278	199,163	98,925
9 to 14	6	6			85,561			89,665
15 and over	20	21	59,064	71,823	87,651	107,383	143,112	92,648

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	22	33	\$63,860	\$75,078	\$85,333	\$91,510	\$131,892	\$90,269
# Eligible for Incentive/Bonus	11	18						
Actual Bonus Paid	6	13	500	850	1,000	10,693	14,060	4,349
Total Cash Compensation (Base + Bonus)	22	33	64,460	75,712	85,696	96,315	132,192	91,982
Annual Base Salary								
By Budget Size:								
\$5,000,001 - \$15,000,000	7	8			85,863			94,770
Over \$15,000,000	11	21	65,120	77,251	85,333	103,012	132,610	91,976
By Geographic Location:								
Allegheny County	22	33	63,860	75,078	85,333	91,510	131,892	90,269
By Field of Service:								
Social Support	13	18	62,537	71,765	85,863	96,200	136,529	90,397
By Primary Source of Funding:								
Government	15	23	68,524	76,003	81,723	91,416	131,892	89,581
By Number of Employees:								
More than 100	16	27	64,717	76,003	85,333	91,603	130,456	89,866
By Level of Education Required:								
Bachelor's Degree	14	15	64,289	74,235	85,363	91,416	174,683	95,736
Master's Degree	10	14	60,351	75,400	80,860	93,959	119,163	85,478
By Sex of Employee:								
Male	5	6			88,375			98,404
Female	19	24	64,075	74,360	82,665	90,787	131,533	88,603
By Race/Ethnicity of Employee:								
Black or African American	6	6			79,654			80,759
White	17	24	64,075	75,567	85,333	91,271	149,334	93,014
By Number of Years in Position:								
Up to 5 Years	11	15	60,752	66,290	79,227	86,008	117,889	81,518
11 - 20 Years	7	7			85,717			102,240
Over 20 Years	5	6			80,559			79,962
By Number of Employees Managed:								
4 to 8	8	10			85,525			101,237
15 and over	10	14	60,674	71,479	82,667	90,693	119,864	83,459

Director, Administration

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

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

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	17	17	\$52,790	\$61,266	\$66,955	\$77,116	\$95,601	\$71,567
# Eligible for Incentive/Bonus	9	9						
Actual Bonus Paid	7	7			1,000			2,934
Total Cash Compensation (Base + Bonus)	17	17	53,030	62,175	67,560	83,890	97,601	72,775
Annual Base Salary								
By Budget Size:								
\$750,001 - \$2,000,000	5	5			63,502			61,718
\$2,000,001 - \$5,000,000	8	8			71,833			72,215
By Geographic Location:								
Allegheny County	15	15	52,541	61,734	69,514	79,227	100,451	72,822
By Primary Source of Funding:								
Contributions from individuals	6	6			64,147			71,971
Government	5	5			66,955			69,372
By Number of Employees:								
21 - 50	7	7			63,502			67,014
51 - 100	5	5			69,514			78,299
By Level of Education Required:								
Bachelor's Degree	12	12	52,166	60,564	65,780	74,480	104,270	69,325
By Sex of Employee:								
Female	14	14	56,139	61,500	71,833	81,552	102,877	73,935
By Race/Ethnicity of Employee:								
White	12	12	52,166	60,564	70,356	78,172	107,060	71,743
By Number of Years in Position:								
Up to 5 Years	8	8			68,235			66,836
By Number of Employees Managed:								
1 to 3	5	5			74,589			74,227
4 to 8	5	5			61,734			72,883
15 and over	5	5			66,955			72,546

Manages the day-to-day operations of a regional facility that delivers program services in accordance with organization goals and objectives. Functions include: program development and implementation, staffing, volunteer coordination, community relations, budgeting, record keeping and facility maintenance. May participate in or lead fundraising activities for the region.

Other sample job titles: Area Team Supervisor, Branch Executive

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	9			\$55,994			\$58,917
# Eligible for Incentive/Bonus	2	2						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	5	9			55,994			59,255
Annual Base Salary								
By Level of Education Required:								
Bachelor's Degree	5	9			55,994			58,917
By Race/Ethnicity of Employee:								
White	5	8			54,621			57,980

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	38	49	\$26,499	\$31,959	\$37,440	\$44,117	\$48,256	\$37,795
# Eligible for Incentive/Bonus	17	18						
Actual Bonus Paid	10	10			500			735
Total Cash Compensation (Base + Bonus)	38	49	26,499	31,959	37,544	44,117	48,256	37,945
Annual Base Salary								
By Budget Size:								
\$250,001 - \$750,000	5	5			37,440			36,691
\$750,001 - \$2,000,000	17	17	29,295	30,659	35,006	44,585	47,258	37,172
\$2,000,001 - \$5,000,000	7	7			46,155			46,241
By Geographic Location:								
Allegheny County	33	43	26,200	32,860	37,544	45,490	48,318	38,353
Outside of Allegheny County	5	6			33,363			33,797
By Field of Service:								
Social Support	8	15	25,122	29,453	38,168	44,554	52,058	37,586
By Primary Source of Funding:								
Contributions from individuals	7	7			39,021			42,536
Contributions from foundations or trusts	5	5			42,120			38,680
Government	16	26	25,840	29,859	33,904	39,240	47,938	35,256
Program services fee	8	9			39,395			39,596
By Number of Employees:								
1 - 5	6	6			37,263			36,896
6 - 20	12	12	26,120	29,994	36,577	46,499	47,532	36,821
21 - 50	7	7			35,006			39,330
51 - 100	5	5			44,554			45,514
More than 100	8	19	25,563	29,994	36,370	39,520	50,294	36,097
By Level of Education Required:								
High School Diploma	10	11			32,718			32,438
Associate's Degree	10	10			36,660			39,058
Bachelor's Degree	13	18	25,956	34,757	38,657	45,687	47,337	38,426
By Sex of Employee:								
Female	34	42	27,764	32,825	37,492	44,133	48,106	38,089
By Race/Ethnicity of Employee:								
Black or African American	8	8			37,617			37,523
White	27	37	26,932	31,959	36,878	41,059	47,158	37,049
By Number of Years in Position:								
Up to 5 Years	16	18	25,808	29,859	34,642	44,143	47,337	35,740
6 - 10 Years	12	13	26,154	32,063	36,878	40,820	51,284	37,311
11 - 20 Years	6	8			38,283			40,453
By Number of Employees Managed:								
1 to 3	11	12	28,786	35,474	39,520	47,975	57,501	41,712
4 to 8	5	8			37,279			38,377

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	54	71	\$29,528	\$34,674	\$41,995	\$48,090	\$54,796	\$41,983
# Eligible for Incentive/Bonus	22	31						
Actual Bonus Paid	11	15	190	850	1,000	2,000	2,900	1,319
Total Cash Compensation (Base + Bonus)	54	71	29,994	35,674	41,995	48,090	54,796	42,262
Annual Base Salary								
By Budget Size:								
\$750,001 - \$2,000,000	12	14	30,992	34,029	40,155	42,895	49,359	39,781
\$2,000,001 - \$5,000,000	14	16	29,108	34,674	41,618	46,447	53,573	40,990
\$5,000,001 - \$15,000,000	14	18	28,643	37,799	45,692	55,619	59,698	45,721
Over \$15,000,000	12	19	29,411	36,774	42,120	50,502	55,058	42,331
By Geographic Location:								
Allegheny County	46	61	29,528	35,724	42,016	49,578	54,796	42,407
Outside of Allegheny County	8	10			39,177			39,397
By Field of Service:								
Basic Material Need	6	7			31,200			32,594
Counseling - Behavioral Health & Wellness	5	5			40,934			40,369
Family Support and Preservation	5	7			42,667			44,222
Social Support	15	16	28,398	36,005	42,796	47,378	55,093	42,448
By Primary Source of Funding:								
Contributions from individuals	11	17	30,368	33,519	41,371	52,416	56,401	42,888
Government	29	37	28,521	35,724	42,667	48,964	55,283	42,495
Program services fee	8	9			39,998			40,426
By Number of Employees:								
6 - 20	7	10			42,682			42,014
21 - 50	10	14	28,517	32,958	40,569	50,847	59,956	42,103
51 - 100	13	14	30,254	33,806	41,618	48,027	53,623	41,741
More than 100	22	31	29,178	34,674	42,307	50,419	55,956	42,512
By Level of Education Required:								
High School Diploma	24	30	30,115	34,674	42,214	53,248	59,083	43,640
Associate's Degree	10	14	28,517	32,958	41,743	51,186	57,325	41,862
Bachelor's Degree	12	17	27,348	30,711	42,016	45,968	50,461	39,728
By Sex of Employee:								
Female	47	62	29,207	34,148	42,058	49,983	55,320	42,207
By Race/Ethnicity of Employee:								
Black or African American	8	8			42,276			43,677
White	42	53	28,908	33,332	42,016	49,578	55,881	41,582
By Number of Years in Position:								
Up to 5 Years	19	22	27,926	32,006	41,142	45,490	58,213	40,572
6 - 10 Years	11	13	27,477	28,943	34,674	47,732	50,932	37,915
11 - 20 Years	10	10			45,375			45,629
Over 20 Years	12	13	35,630	40,903	43,181	52,416	57,778	45,980
By Number of Employees Managed:								
1 to 3	11	12	27,129	36,477	44,200	54,595	59,536	44,567

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	40	61	\$25,684	\$29,984	\$34,133	\$39,723	\$42,591	\$35,018
# Eligible for Incentive/Bonus	18	27						
Actual Bonus Paid	12	19	125	500	750	1,300	2,000	866
Total Cash Compensation (Base + Bonus)	40	61	25,684	30,223	34,466	39,723	42,591	35,288
Annual Base Salary								
By Budget Size:								
\$750,001 - \$2,000,000	5	5			35,984			31,799
\$2,000,001 - \$5,000,000	9	16	28,781	30,955	34,206	39,510	45,656	36,074
\$5,000,001 - \$15,000,000	12	19	22,901	29,120	35,060	41,746	52,146	35,823
Over \$15,000,000	10	17	27,735	30,160	34,133	39,240	45,133	35,470
By Geographic Location:								
Allegheny County	32	53	25,376	30,223	35,006	40,243	44,398	35,480
Outside of Allegheny County	8	8			31,564			31,957
By Field of Service:								
Counseling - Behavioral Health & Wellness	6	7			33,384			34,024
Social Support	16	22	22,886	25,901	30,659	38,158	42,097	32,186
By Primary Source of Funding:								
Contributions from individuals	5	15	30,002	35,984	39,520	42,286	53,236	40,028
Government	24	34	24,284	28,694	32,480	37,139	42,404	33,718
Program services fee	5	5			30,472			31,275
By Number of Employees:								
21 - 50	8	12	22,271	32,926	39,588	44,601	54,053	38,810
51 - 100	5	12	27,192	33,368	35,994	40,488	41,980	36,017
More than 100	21	31	23,824	29,120	32,573	36,920	42,562	34,040
By Level of Education Required:								
High School Diploma	24	41	26,037	29,984	34,133	39,499	44,899	35,116
Bachelor's Degree	11	12	22,077	27,181	33,561	39,869	51,095	34,528
By Sex of Employee:								
Female	37	56	25,882	30,114	34,206	40,402	43,533	35,284
By Race/Ethnicity of Employee:								
Black or African American	7	7			31,907			32,515
White	32	45	25,347	29,984	33,904	39,905	48,190	35,072
By Number of Years in Position:								
Up to 5 Years	14	21	28,554	30,555	34,466	40,368	42,483	35,868
6 - 10 Years	14	15	24,523	29,973	34,133	37,794	41,134	33,503
11 - 20 Years	10	12	26,967	32,245	35,069	42,250	50,168	36,720
By Number of Employees Managed:								
1 to 3	5	5			34,133			38,929

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	44	134	\$22,464	\$24,960	\$28,007	\$31,200	\$36,933	\$28,754
# Eligible for Incentive/Bonus	14	51						
Actual Bonus Paid	9	24	247	476	1,000	1,019	1,163	774
Total Cash Compensation (Base + Bonus)	44	134	22,464	24,992	28,226	31,247	37,211	28,893
Annual Base Salary								
By Budget Size:								
\$750,001 - \$2,000,000	9	15	21,461	22,360	26,000	30,805	36,691	27,032
\$2,000,001 - \$5,000,000	9	28	20,800	24,773	26,416	31,559	34,850	28,013
\$5,000,001 - \$15,000,000	7	27	21,299	24,440	25,397	33,067	41,412	28,743
Over \$15,000,000	13	58	24,960	27,134	28,590	31,247	38,663	29,961
By Geographic Location:								
Allegheny County	37	118	23,995	25,688	28,246	31,502	37,423	29,376
Outside of Allegheny County	7	16	20,800	20,811	22,464	26,941	30,998	24,171
By Field of Service:								
Foundation/Philanthropy	5	10			32,040			31,222
Social Support	13	39	23,317	25,002	27,560	32,781	40,706	29,725
By Primary Source of Funding:								
Contributions from individuals	7	15	22,722	27,456	31,075	34,059	38,041	30,766
Government	22	86	23,186	24,960	27,321	30,066	36,850	28,425
Program services fee	7	14	20,800	22,246	23,920	27,477	40,082	26,263
By Number of Employees:								
6 - 20	6	11			28,080			27,969
21 - 50	10	16	21,571	22,412	26,759	33,811	36,854	28,164
51 - 100	5	6			34,237			35,401
More than 100	19	97	23,383	24,960	27,668	31,055	37,552	28,634
By Level of Education Required:								
High School Diploma	25	90	21,948	24,586	26,499	29,853	34,181	27,626
Associate's Degree	5	11			29,869			32,316
Bachelor's Degree	10	11			32,968			32,657
By Sex of Employee:								
Male	5	5			25,002			27,818
Female	40	114	22,131	24,679	27,560	31,502	37,211	28,877
By Race/Ethnicity of Employee:								
Black or African American	17	33	23,953	25,335	29,120	35,427	40,672	30,657
White	33	83	21,615	24,440	26,499	31,034	34,403	27,908
By Number of Years in Position:								
Up to 5 Years	26	55	20,800	23,920	26,478	31,034	35,127	27,652
6 - 10 Years	12	19	23,317	24,211	27,668	30,805	32,781	27,605
11 - 20 Years	10	16	24,346	25,101	26,822	33,769	41,302	29,770
Over 20 Years	6	9			39,374			39,010

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	37	123	\$18,138	\$20,800	\$23,462	\$27,290	\$29,819	\$24,006
# Eligible for Incentive/Bonus	16	56						
Actual Bonus Paid	9	24	50	343	917	1,025	1,300	775
Total Cash Compensation (Base + Bonus)	37	123	18,138	21,060	23,712	27,728	30,002	24,157
Annual Base Salary								
By Budget Size:								
\$250,001 - \$750,000	5	7			22,880			23,602
\$2,000,001 - \$5,000,000	10	20	15,517	19,781	22,496	25,662	27,870	22,193
\$5,000,001 - \$15,000,000	6	31	20,538	23,150	27,040	28,912	31,849	26,231
Over \$15,000,000	11	59	19,240	20,800	23,462	27,040	29,536	23,808
By Geographic Location:								
Allegheny County	30	92	17,108	21,206	23,673	27,191	29,960	24,104
Outside of Allegheny County	7	31	18,138	20,384	23,150	27,518	28,912	23,713
By Field of Service:								
Social Support	15	74	18,720	21,128	23,525	27,040	30,046	24,078
By Primary Source of Funding:								
Government	21	95	19,265	21,320	23,712	27,200	29,569	24,136
Program services fee	8	15	16,053	19,427	22,485	25,813	27,531	22,219
By Number of Employees:								
6 - 20	6	8			21,643			22,423
51 - 100	9	23	16,515	20,654	23,254	26,728	31,687	24,027
More than 100	15	84	19,521	21,320	23,735	27,940	29,411	24,231
By Level of Education Required:								
High School Diploma	27	87	18,138	20,488	22,880	26,291	28,413	23,103
By Sex of Employee:								
Male	5	10			20,800			22,006
Female	35	110	18,304	21,398	23,735	28,018	29,962	24,310
By Race/Ethnicity of Employee:								
Black or African American	15	31	16,835	21,320	23,587	28,080	30,966	24,310
White	28	86	18,138	20,800	23,358	27,223	29,361	23,938
By Number of Years in Position:								
Up to 5 Years	28	65	16,640	20,644	23,150	27,103	30,763	23,631
6 - 10 Years	13	17	18,138	21,601	23,254	27,279	29,967	24,200
11 - 20 Years	7	16	18,808	23,334	25,470	28,612	29,644	25,424

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	46	118	\$17,118	\$18,720	\$22,423	\$25,288	\$27,941	\$22,653
# Eligible for Incentive/Bonus	20	48						
Actual Bonus Paid	11	19	100	416	549	1,000	1,025	643
Total Cash Compensation (Base + Bonus)	46	118	17,118	18,720	22,602	25,288	28,148	22,756
Annual Base Salary								
By Budget Size:								
\$750,001 - \$2,000,000	8	12	16,224	18,720	22,516	27,358	29,898	22,877
\$2,000,001 - \$5,000,000	16	40	15,877	17,118	21,320	23,785	25,990	21,004
\$5,000,001 - \$15,000,000	10	20	18,138	18,845	24,513	26,902	32,142	24,421
Over \$15,000,000	12	46	17,680	20,779	22,748	25,647	27,865	23,259
By Geographic Location:								
Allegheny County	40	98	17,247	20,800	22,880	25,647	28,342	23,373
Outside of Allegheny County	6	20	17,118	17,259	18,138	19,188	24,679	19,121
By Field of Service:								
Education and Child Care Services	6	13	17,880	22,142	26,874	30,055	36,408	26,346
Family Support and Preservation	5	14	17,899	20,800	22,402	26,208	28,187	23,024
Social Support	19	36	16,039	17,743	20,540	23,837	25,884	21,195
By Primary Source of Funding:								
Contributions from individuals	5	7			26,111			26,402
Government	29	82	18,005	20,800	22,911	25,434	27,690	23,243
Program services fee	6	11			18,138			19,000
By Number of Employees:								
21 - 50	12	16	17,056	19,578	24,035	28,943	35,163	25,180
51 - 100	12	24	15,080	16,739	21,715	23,239	26,624	20,913
More than 100	20	76	17,555	19,266	22,402	25,002	27,637	22,641
By Level of Education Required:								
High School Diploma	36	92	17,104	18,226	21,466	24,544	27,617	22,196
By Sex of Employee:								
Male	5	5			20,800			20,801
Female	40	102	17,118	18,720	22,693	25,402	27,883	22,750
By Race/Ethnicity of Employee:								
Black or African American	21	34	16,058	19,500	23,712	26,343	29,994	23,414
White	27	72	17,118	18,455	21,518	24,992	27,561	22,263
By Number of Years in Position:								
Up to 5 Years	25	46	16,975	18,185	21,061	24,001	25,586	21,159
6 - 10 Years	20	28	16,973	19,313	22,745	25,896	28,141	22,901
11 - 20 Years	13	17	19,548	22,766	25,418	27,126	39,524	26,275
Over 20 Years	8	9			25,251			26,519

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	41	41	\$65,566	\$80,195	\$90,646	\$106,831	\$119,822	\$93,621
# Eligible for Incentive/Bonus	21	21						
Actual Bonus Paid	16	16	365	700	2,473	6,125	25,581	5,749
Total Cash Compensation (Base + Bonus)	41	41	65,932	80,195	90,917	107,331	128,635	95,865
Annual Base Salary								
By Budget Size:								
\$2,000,001 - \$5,000,000	14	14	65,333	69,103	82,826	91,385	101,868	81,735
\$5,000,001 - \$15,000,000	13	13	71,789	87,069	96,429	119,563	163,113	104,943
Over \$15,000,000	11	11			106,667			103,870
By Geographic Location:								
Allegheny County	36	36	65,629	82,519	91,812	108,680	122,335	96,101
Outside of Allegheny County	5	5			70,408			75,766
By Field of Service:								
Counseling - Behavioral Health & Wellness	7	7			79,227			79,703
Social Support	15	15	65,616	81,162	84,989	95,014	107,369	86,714
By Primary Source of Funding:								
Contributions from individuals	7	7			109,242			106,077
Government	23	23	65,216	81,162	90,646	106,667	117,479	91,899
Program services fee	9	9			88,566			89,396
By Number of Employees:								
21 - 50	8	8			87,152			97,716
51 - 100	13	13	65,216	66,332	81,994	102,128	116,742	85,418
More than 100	19	19	82,139	88,566	94,307	106,995	119,130	99,396
By Level of Education Required:								
Bachelor's Degree	25	25	65,616	74,818	92,706	107,955	117,000	94,263
Master's Degree	12	12	61,855	72,327	86,965	94,447	140,987	90,704
By Sex of Employee:								
Male	15	15	63,203	81,162	95,014	111,862	135,333	96,468
Female	25	25	65,616	74,818	88,566	98,488	114,554	90,893
By Race/Ethnicity of Employee:								
White	36	36	65,379	79,711	90,782	106,250	122,335	93,624
By Number of Years in Position:								
Up to 5 Years	16	16	63,652	71,599	87,766	106,250	122,335	90,059
6 - 10 Years	6	6			77,397			78,524
11 - 20 Years	12	12	64,796	82,586	92,155	107,552	135,926	95,183
By Number of Employees Managed:								
1 to 3	13	13	58,872	66,332	79,227	87,818	92,527	76,547
4 to 8	11	11			92,706			90,902
9 to 14	6	6			107,955			120,475

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	29	32	\$56,601	\$64,594	\$71,001	\$88,426	\$94,663	\$74,894
# Eligible for Incentive/Bonus	11	12						
Actual Bonus Paid	6	7			1,025			2,625
Total Cash Compensation (Base + Bonus)	29	32	56,934	64,594	74,255	88,426	94,663	75,469
Annual Base Salary								
By Budget Size:								
\$2,000,001 - \$5,000,000	9	10			66,789			68,900
\$5,000,001 - \$15,000,000	7	8			72,821			78,233
Over \$15,000,000	8	9			88,608			83,084
By Geographic Location:								
Allegheny County	28	31	56,593	64,459	72,010	88,608	94,814	75,214
By Field of Service:								
Social Support	8	8			68,370			69,911
By Primary Source of Funding:								
Government	18	19	56,576	62,712	72,010	87,880	93,600	73,384
By Number of Employees:								
6 - 20	5	5			75,650			73,174
51 - 100	6	7			65,000			68,521
More than 100	13	14	58,250	68,432	73,339	90,012	94,359	76,493
By Level of Education Required:								
Bachelor's Degree	25	28	56,651	65,000	75,159	89,654	95,205	76,659
By Sex of Employee:								
Male	11	12	58,417	64,594	72,852	91,265	109,104	77,417
Female	17	18	56,349	64,350	70,668	88,062	90,289	73,389
By Race/Ethnicity of Employee:								
White	25	27	56,642	65,000	72,010	87,880	94,078	75,278
By Number of Years in Position:								
Up to 5 Years	19	21	57,262	64,730	69,992	78,073	92,880	72,388
By Number of Employees Managed:								
1 to 3	13	13	54,766	58,334	67,995	77,314	92,747	69,626
4 to 8	7	7			74,667			82,749

Accounting Manager

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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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	26	31	\$46,292	\$48,526	\$52,125	\$57,366	\$69,753	\$55,103
# Eligible for Incentive/Bonus	7	8						
Actual Bonus Paid	6	6			1,424			3,504
Total Cash Compensation (Base + Bonus)	26	31	46,292	49,445	54,080	59,842	69,753	55,782
Annual Base Salary								
By Budget Size:								
\$750,001 - \$2,000,000	5	5			52,000			53,589
\$2,000,001 - \$5,000,000	7	7			54,080			54,801
Over \$15,000,000	9	13	45,107	47,362	50,544	53,841	56,135	50,387
By Geographic Location:								
Allegheny County	24	29	46,342	48,994	53,539	58,604	69,867	55,515
By Field of Service:								
Social Support	9	12	47,041	49,733	53,103	54,844	68,482	54,316
By Primary Source of Funding:								
Government	14	17	47,237	49,535	52,125	56,046	64,941	53,727
By Number of Employees:								
21 - 50	8	8			52,978			55,949
More than 100	12	17	45,930	47,882	50,667	54,995	66,173	52,386
By Level of Education Required:								
Bachelor's Degree	17	19	46,280	49,462	54,080	63,710	78,000	56,705
By Sex of Employee:								
Male	6	7			52,125			55,794
Female	17	20	44,489	47,715	52,707	62,124	69,810	55,050
By Race/Ethnicity of Employee:								
White	22	26	45,681	48,256	52,000	56,040	69,467	54,214
By Number of Years in Position:								
Up to 5 Years	9	9			51,875			54,850
11 - 20 Years	7	7			52,125			57,970
By Number of Employees Managed:								
1 to 3	11	11			53,539			55,329
4 to 8	7	8			50,689			53,206

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	15	18	\$34,078	\$40,904	\$45,771	\$51,948	\$60,758	\$46,518
# Eligible for Incentive/Bonus	9	12						
Actual Bonus Paid	6	8			513			637
Total Cash Compensation (Base + Bonus)	15	18	34,348	41,258	46,033	51,948	60,860	46,801
Annual Base Salary								
By Budget Size:								
Over \$15,000,000	6	9			43,930			45,859
By Geographic Location:								
Allegheny County	12	14	37,502	40,904	45,968	52,073	62,200	47,487
By Field of Service:								
Social Support	6	9			48,006			48,198
By Primary Source of Funding:								
Government	10	13	31,437	41,787	45,760	52,260	60,690	46,165
By Number of Employees:								
More than 100	9	12	30,285	42,806	45,771	54,132	61,518	46,812
By Level of Education Required:								
Bachelor's Degree	10	12	28,513	41,439	48,651	55,598	62,921	47,982
By Sex of Employee:								
Female	10	11			43,118			43,337
By Race/Ethnicity of Employee:								
White	13	16	32,223	40,883	45,771	54,132	61,479	46,462
By Number of Years in Position:								
Up to 5 Years	5	5			50,856			50,052
By Number of Employees Managed:								
1 to 3	9	11			48,006			49,942

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	14	15	\$36,487	\$40,248	\$46,550	\$53,333	\$59,875	\$47,516
# Eligible for Incentive/Bonus	8	9						
Actual Bonus Paid	4	5						
Total Cash Compensation (Base + Bonus)	14	15	36,487	40,248	46,550	53,765	60,475	47,750
Annual Base Salary								
By Budget Size:								
\$5,000,001 - \$15,000,000	5	5			48,963			51,571
Over \$15,000,000	5	6			49,733			46,946
By Geographic Location:								
Allegheny County	11	12	37,490	40,909	48,994	55,453	61,522	48,698
By Field of Service:								
Social Support	5	5			44,366			45,069
By Primary Source of Funding:								
Government	9	10			50,201			48,574
By Number of Employees:								
More than 100	10	11			48,963			47,982
By Level of Education Required:								
Bachelor's Degree	9	10			52,177			49,953
By Sex of Employee:								
Male	5	6			54,538			51,667
Female	9	9			43,680			44,748
By Race/Ethnicity of Employee:								
White	12	13	36,230	40,758	48,963	54,747	60,973	48,149
By Number of Years in Position:								
Up to 5 Years	5	5			53,333			52,221

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	42	57	\$31,849	\$35,121	\$39,416	\$43,399	\$50,444	\$39,589
# Eligible for Incentive/Bonus	19	26						
Actual Bonus Paid	11	11			1,000			1,264
Total Cash Compensation (Base + Bonus)	42	57	31,849	35,295	39,874	43,424	50,627	39,833
Annual Base Salary								
By Budget Size:								
\$2,000,001 - \$5,000,000	15	17	32,889	35,048	37,960	45,365	50,902	40,068
\$5,000,001 - \$15,000,000	9	16	34,894	38,158	40,113	44,174	52,137	41,835
Over \$15,000,000	12	18	27,698	34,039	37,700	44,419	52,100	38,466
By Geographic Location:								
Allegheny County	32	46	33,856	36,099	39,874	44,647	51,039	40,736
Outside of Allegheny County	10	11			33,634			34,795
By Field of Service:								
Basic Material Need	6	7			37,710			39,475
Counseling - Behavioral Health & Wellness	5	5			40,290			40,298
Social Support	14	24	28,465	33,982	39,531	39,998	48,693	38,245
By Primary Source of Funding:								
Contributions from individuals	9	13	31,716	36,400	43,056	50,128	54,896	43,010
Government	22	33	30,276	35,256	39,416	40,748	48,247	38,655
Program services fee	5	5			37,586			38,896
By Number of Employees:								
21 - 50	8	10			39,707			42,130
51 - 100	12	15	32,864	36,150	37,960	43,742	51,039	40,241
More than 100	19	29	29,120	34,528	39,666	41,382	50,627	38,744
By Level of Education Required:								
High School Diploma	10	13	29,969	36,837	39,998	48,558	54,147	41,666
Associate's Degree	6	8			35,444			35,761
Bachelor's Degree	23	27	31,433	35,027	39,395	44,346	52,000	39,732
By Sex of Employee:								
Male	10	12	32,348	36,400	39,998	43,982	51,588	40,707
Female	32	43	30,276	34,174	39,333	43,056	50,128	39,126
By Race/Ethnicity of Employee:								
Black or African American	6	8			39,967			41,897
White	36	43	29,952	33,842	39,333	43,742	51,451	39,183
By Number of Years in Position:								
Up to 5 Years	22	25	30,368	34,528	39,416	44,190	52,000	39,841
6 - 10 Years	11	13	33,039	35,516	37,960	45,116	54,147	40,587
11 - 20 Years	7	7			37,710			37,850
Over 20 Years	5	7			39,936			40,831

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	20	23	\$28,080	\$29,120	\$36,254	\$43,035	\$48,040	\$36,541
# Eligible for Incentive/Bonus	6	8						
Actual Bonus Paid	3	4						
Total Cash Compensation (Base + Bonus)	20	23	28,080	30,145	36,254	43,035	48,040	36,669
Annual Base Salary								
By Budget Size:								
\$5,000,001 - \$15,000,000	9	10			36,099			36,639
Over \$15,000,000	8	9			35,006			37,229
By Geographic Location:								
Allegheny County	17	19	28,517	30,181	36,254	43,035	48,048	37,262
By Field of Service:								
Social Support	10	12	28,211	29,120	33,987	42,697	47,765	35,795
By Primary Source of Funding:								
Government	11	13	28,255	29,120	35,131	40,184	49,974	35,845
By Number of Employees:								
More than 100	15	17	26,404	29,120	35,006	42,359	48,676	35,689
By Level of Education Required:								
High School Diploma	7	9			29,120			29,973
Bachelor's Degree	5	5			38,000			40,892
By Sex of Employee:								
Female	17	18	27,635	29,916	35,693	46,811	48,370	37,160
By Race/Ethnicity of Employee:								
White	15	17	26,404	29,120	37,066	46,925	48,693	37,436
By Number of Years in Position:								
Up to 5 Years	6	6			31,283			33,578
11 - 20 Years	6	6			39,842			39,974

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	53	119	\$21,320	\$25,605	\$29,120	\$33,218	\$37,922	\$29,681
# Eligible for Incentive/Bonus	21	56						
Actual Bonus Paid	11	20	50	313	875	1,025	1,300	726
Total Cash Compensation (Base + Bonus)	53	119	21,320	25,605	29,126	33,259	38,438	29,803
Annual Base Salary								
By Budget Size:								
\$750,001 - \$2,000,000	8	11			27,040			28,322
\$2,000,001 - \$5,000,000	14	21	22,219	25,657	29,994	35,932	42,303	31,335
\$5,000,001 - \$15,000,000	15	31	22,102	25,958	30,472	33,946	36,428	30,562
Over \$15,000,000	14	54	20,208	25,132	28,222	32,100	38,180	28,849
By Geographic Location:								
Allegheny County	44	90	25,031	28,101	30,274	34,502	38,979	31,535
Outside of Allegheny County	9	29	18,928	20,520	22,797	26,842	30,930	23,928
By Field of Service:								
Counseling - Behavioral Health & Wellness	7	19	20,696	22,797	25,605	31,990	41,538	28,142
Social Support	21	65	20,522	25,782	28,766	32,292	37,532	29,223
By Primary Source of Funding:								
Contributions from individuals	5	9			33,218			35,121
Government	31	74	20,665	25,527	29,120	33,712	38,730	29,617
Program services fee	11	21	20,821	23,775	25,605	32,094	33,463	27,441
By Number of Employees:								
21 - 50	13	18	21,445	25,901	30,462	33,828	43,682	31,397
51 - 100	10	16	25,418	28,293	32,625	38,059	42,156	33,064
More than 100	26	81	20,584	24,763	28,517	32,043	36,141	28,651
By Level of Education Required:								
High School Diploma	27	60	21,341	24,674	28,101	32,058	40,215	29,088
Associate's Degree	15	30	19,966	26,681	30,430	33,972	38,911	29,927
Bachelor's Degree	19	21	24,694	29,172	32,198	33,967	37,232	31,303
By Sex of Employee:								
Male	12	15	23,296	28,725	29,994	31,990	34,037	29,770
Female	48	100	20,852	25,075	29,037	33,249	38,588	29,709
By Race/Ethnicity of Employee:								
Black or African American	14	16	25,391	28,117	29,266	38,434	46,057	32,775
White	43	98	20,790	24,939	29,120	33,218	36,523	29,195
By Number of Years in Position:								
Up to 5 Years	35	50	21,528	25,444	29,172	31,995	34,840	28,608
6 - 10 Years	11	17	28,151	28,995	32,074	34,175	41,055	32,467
11 - 20 Years	17	20	27,820	28,293	32,719	38,563	43,487	34,330
Over 20 Years	6	7			28,766			31,381

Artistic Director

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

Other sample job titles: Music Director

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	5			\$70,117			\$71,219
# Eligible for Incentive/Bonus								
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	5	5			70,117			71,219
Annual Base Salary								
By Geographic Location:								
Allegheny County	5	5			70,117			71,219

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. 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: Vice President of Development, Director of Corporate Sponsorship, Director of Resource Development

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	39	44	\$49,993	\$59,384	\$73,008	\$89,498	\$118,798	\$79,340
# Eligible for Incentive/Bonus	18	22						
Actual Bonus Paid	11	14	450	963	1,581	7,875	24,250	5,747
Total Cash Compensation (Base + Bonus)	39	44	50,473	59,445	73,008	91,572	118,798	81,169
Annual Base Salary								
By Budget Size:								
\$750,001 - \$2,000,000	6	6			57,325			58,271
\$2,000,001 - \$5,000,000	16	18	49,720	55,754	68,858	82,342	148,903	77,924
\$5,000,001 - \$15,000,000	9	10			96,138			95,921
Over \$15,000,000	8	10			79,997			77,949
By Geographic Location:								
Allegheny County	35	40	53,179	62,088	75,099	92,077	119,756	81,548
By Field of Service:								
Basic Material Need	5	5			65,562			67,263
Social Support	12	12	49,610	56,322	68,848	83,257	91,333	69,710
By Primary Source of Funding:								
Contributions from individuals	9	12	49,065	61,329	101,712	138,918	173,838	103,631
Government	20	21	49,554	57,741	69,202	80,974	85,181	69,221
By Number of Employees:								
21 - 50	11	12	49,516	54,694	64,615	103,673	143,636	79,723
51 - 100	12	14	48,402	55,697	71,750	103,771	163,613	85,415
More than 100	14	16	58,383	63,394	77,595	85,143	92,049	75,580
By Level of Education Required:								
Bachelor's Degree	27	30	50,307	59,405	77,595	93,782	119,756	81,816
Master's Degree	6	6			68,765			70,620
By Sex of Employee:								
Male	5	6			82,171			103,421
Female	33	36	49,820	59,384	70,876	89,498	108,823	76,258
By Race/Ethnicity of Employee:								
White	33	36	49,820	58,198	73,008	85,143	108,823	75,852
By Number of Years in Position:								
Up to 5 Years	21	21	49,550	56,535	65,000	82,347	87,454	68,720
6 - 10 Years	11	13	49,633	69,212	92,768	131,413	171,118	99,077
By Number of Employees Managed:								
1 to 3	21	21	49,554	56,535	69,202	80,974	91,281	69,757
4 to 8	7	7			73,486			90,920

Development Manager, General

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

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

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	31	49	\$39,998	\$45,119	\$53,040	\$65,801	\$77,230	\$56,377
# Eligible for Incentive/Bonus	13	17						
Actual Bonus Paid	4	5						
Total Cash Compensation (Base + Bonus)	31	49	39,998	45,119	54,080	65,957	77,230	56,676
Annual Base Salary								
By Budget Size:								
\$750,001 - \$2,000,000	7	7			52,000			48,749
\$2,000,001 - \$5,000,000	9	13	33,376	41,246	52,998	65,291	90,422	55,230
\$5,000,001 - \$15,000,000	7	21	43,908	46,388	57,158	72,454	81,328	60,015
By Geographic Location:								
Allegheny County	27	45	40,959	45,431	54,080	65,801	77,272	57,044
By Field of Service:								
Basic Material Need	5	5			44,990			42,357
Foundation/Philanthropy	7	24	43,114	47,528	59,208	74,454	90,522	61,974
Social Support	5	5			54,392			55,220
By Primary Source of Funding:								
Contributions from individuals	9	26	39,766	45,088	60,776	75,379	87,243	61,049
Government	10	10			51,324			52,162
Program services fee	6	7			53,040			52,232
By Number of Employees:								
1 - 5	5	5			52,000			55,353
6 - 20	5	6			56,493			55,033
21 - 50	7	21	36,708	44,928	52,998	68,897	81,328	57,119
51 - 100	5	8			56,170			60,593
More than 100	9	9			49,650			52,365
By Level of Education Required:								
Bachelor's Degree	25	41	40,318	45,431	54,080	65,957	77,313	57,053
By Sex of Employee:								
Male	5	7			53,040			54,023
Female	28	41	40,318	45,431	54,080	65,957	77,313	57,057
By Race/Ethnicity of Employee:								
White	25	39	35,485	45,614	53,040	63,960	72,800	54,914
By Number of Years in Position:								
Up to 5 Years	26	34	35,048	46,160	53,560	65,744	73,903	55,560
By Number of Employees Managed:								
1 to 3	11	11			54,392			55,874

Manages organization's annual giving campaign. Responsible for overall strategy and execution, long-range planning, donor relations, data management, supervision of administrative/support staff.

Other sample job titles: Annual Campaign Director

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	6	6			\$46,322			\$50,646
# Eligible for Incentive/Bonus	1	1						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	6	6			46,572			50,729
Annual Base Salary								
By Geographic Location:								
Allegheny County	5	5			43,493			50,945

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	6	6			\$47,154			\$44,238
# Eligible for Incentive/Bonus	3	3						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	6	6			48,121			47,027
Annual Base Salary								
By Geographic Location:								
Allegheny County	6	6			47,154			44,238
By Level of Education Required:								
Bachelor's Degree	6	6			47,154			44,238
By Sex of Employee:								
Female	5	5			47,382			46,014
By Race/Ethnicity of Employee:								
White	5	5			47,382			46,014

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	21	22	\$27,082	\$33,025	\$39,052	\$50,502	\$65,386	\$41,684
# Eligible for Incentive/Bonus	10	10						
Actual Bonus Paid	8	8			1,041			1,993
Total Cash Compensation (Base + Bonus)	21	22	27,082	33,025	39,729	50,515	66,286	42,409
Annual Base Salary								
By Budget Size:								
\$750,001 - \$2,000,000	6	6			42,006			40,993
\$2,000,001 - \$5,000,000	6	6			41,340			42,689
By Geographic Location:								
Allegheny County	18	19	29,120	34,944	39,520	52,000	69,839	43,417
By Primary Source of Funding:								
Contributions from individuals	9	9			43,680			47,153
Government	11	12	27,082	32,349	36,244	40,128	49,523	36,889
By Number of Employees:								
51 - 100	6	6			46,873			49,071
More than 100	6	7			35,318			35,514
By Level of Education Required:								
High School Diploma	5	5			34,944			34,524
Bachelor's Degree	11	12	29,382	33,368	42,006	54,746	70,165	45,414
By Sex of Employee:								
Female	19	20	26,499	32,349	39,052	49,936	68,355	41,586
By Race/Ethnicity of Employee:								
White	16	17	28,288	32,687	39,166	47,871	69,932	42,151
By Number of Years in Position:								
Up to 5 Years	12	13	26,624	31,003	39,520	52,999	70,118	42,939

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	40	55	\$25,821	\$31,034	\$35,006	\$40,435	\$44,167	\$35,695
# Eligible for Incentive/Bonus	15	17						
Actual Bonus Paid	11	11			500			863
Total Cash Compensation (Base + Bonus)	40	55	26,143	31,034	35,006	40,498	44,494	35,867
Annual Base Salary								
By Budget Size:								
\$750,001 - \$2,000,000	7	8			30,160			30,912
\$2,000,001 - \$5,000,000	14	22	25,212	30,992	34,913	40,451	52,493	36,224
Over \$15,000,000	11	15	27,772	31,034	36,005	41,357	46,759	36,777
By Geographic Location:								
Allegheny County	34	47	26,328	31,990	35,006	40,533	44,874	36,470
Outside of Allegheny County	6	8			31,689			31,140
By Field of Service:								
Social Support	13	17	27,731	31,117	35,006	41,413	47,374	36,313
By Primary Source of Funding:								
Contributions from individuals	10	19	25,106	28,080	34,278	39,998	54,995	35,243
Government	21	24	24,534	31,398	36,764	40,509	43,420	36,013
Program services fee	6	8			34,934			36,241
By Number of Employees:								
6 - 20	7	8			34,788			35,319
21 - 50	7	7			34,840			32,383
51 - 100	9	19	25,106	30,181	34,986	40,498	54,995	36,608
More than 100	16	20	26,647	31,076	35,308	40,394	44,271	35,842
By Level of Education Required:								
High School Diploma	6	6			28,798			29,858
Associate's Degree	7	7			28,080			27,931
Bachelor's Degree	21	31	31,275	34,008	37,482	40,498	49,088	38,246
By Sex of Employee:								
Male	6	7			35,298			37,479
Female	35	44	25,283	30,368	34,996	39,993	43,420	35,055
By Race/Ethnicity of Employee:								
White	35	43	25,700	30,181	35,006	39,250	42,682	34,537
By Number of Years in Position:								
Up to 5 Years	28	36	24,476	30,436	34,996	40,326	45,070	35,359
11 - 20 Years	6	6			36,764			36,823

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	25	35	\$36,296	\$41,226	\$55,411	\$74,277	\$88,672	\$58,468
# Eligible for Incentive/Bonus	10	14						
Actual Bonus Paid	6	7			1,000			1,760
Total Cash Compensation (Base + Bonus)	25	35	37,795	42,226	55,411	75,777	88,672	58,820
Annual Base Salary								
By Budget Size:								
\$750,001 - \$2,000,000	9	11			41,205			45,815
\$2,000,001 - \$5,000,000	6	9			55,411			56,345
\$5,000,001 - \$15,000,000	5	6			58,604			66,051
By Geographic Location:								
Allegheny County	22	31	36,804	41,226	57,491	82,347	89,794	60,419
By Field of Service:								
Education and Child Care Services	6	10			79,644			69,610
By Primary Source of Funding:								
Government	15	22	35,329	40,488	55,411	85,093	89,514	59,876
By Number of Employees:								
6 - 20	5	7			49,442			51,697
21 - 50	7	8			39,635			45,638
More than 100	11	18	37,852	48,059	58,355	85,675	91,339	64,838
By Level of Education Required:								
Bachelor's Degree	16	20	35,142	38,070	46,041	54,699	82,750	49,353
Master's Degree	7	10			67,840			70,261
By Sex of Employee:								
Female	22	29	35,984	41,101	49,442	68,037	90,355	56,387
By Race/Ethnicity of Employee:								
Black or African American	5	8			45,719			47,476
White	17	23	35,630	41,226	55,411	85,010	94,286	59,753
By Number of Years in Position:								
Up to 5 Years	10	13	35,422	37,253	46,238	55,027	92,148	51,168
11 - 20 Years	7	8			67,840			70,317
By Number of Employees Managed:								
1 to 3	8	9			52,562			55,245
15 and over	8	9			52,000			52,677

Curriculum Specialist

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

Other sample job titles: Curriculum Developer, Education Supervisor

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	10	23	\$31,520	\$37,336	\$48,006	\$81,931	\$89,377	\$56,679
# Eligible for Incentive/Bonus	3	6						
Actual Bonus Paid	2	5						
Total Cash Compensation (Base + Bonus)	10	23	31,920	37,336	48,006	81,931	89,377	56,836
Annual Base Salary								
By Geographic Location:								
Allegheny County	9	22	31,440	38,740	49,003	82,207	89,668	57,559
By Primary Source of Funding:								
Government	7	19	34,133	41,600	54,995	83,034	90,542	61,713
By Number of Employees:								
More than 100	6	18	30,160	38,173	60,455	83,325	91,391	61,030
By Sex of Employee:								
Female	7	20	31,280	37,180	47,622	82,758	90,251	58,065
By Race/Ethnicity of Employee:								
White	6	16	28,640	43,009	69,597	83,907	93,088	64,451
By Number of Years in Position:								
Up to 5 Years	6	10			44,492			50,809

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	10h %ile	25th %ile	Annual Cash Compensation Median (50%)	75th %ile	90th %ile	Average
Salary and Incentives - All Organizations:								
Base Salary - All Employees	12	50	\$23,922	\$28,657	\$33,530	\$39,411	\$45,737	\$34,837
# Eligible for Incentive/Bonus	6	24						
Actual Bonus Paid	3	10						
Total Cash Compensation (Base + Bonus)	12	50	23,922	28,657	34,112	39,926	45,752	35,405
Annual Base Salary								
By Budget Size:								
Over \$15,000,000	6	30	23,920	25,428	29,963	34,773	39,276	30,926
By Geographic Location:								
Allegheny County	10	44	23,920	28,964	34,497	40,737	45,875	35,490
By Field of Service:								
Social Support	8	38	23,920	26,879	32,282	35,240	42,012	32,578
By Primary Source of Funding:								
Government	9	38	23,920	26,879	33,052	41,600	47,025	35,196
By Number of Employees:								
More than 100	6	31	23,920	25,584	30,160	34,341	37,835	30,917
By Level of Education Required:								
Bachelor's Degree	9	39	23,920	26,957	32,594	36,608	45,739	33,828
By Sex of Employee:								
Male	6	13	23,928	26,739	32,490	33,572	41,483	31,546
Female	11	37	23,920	29,016	34,694	41,371	48,040	35,994
By Race/Ethnicity of Employee:								
White	11	38	23,939	27,789	32,812	37,055	45,149	33,749
By Number of Years in Position:								
Up to 5 Years	8	24	23,920	25,948	33,977	41,080	50,939	35,396
6 - 10 Years	7	11			34,653			34,456
11 - 20 Years	5	8			38,355			39,668

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	9	33	\$22,651	\$29,994	\$31,491	\$41,579	\$48,874	\$36,775
# Eligible for Incentive/Bonus	2	2						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	9	33	22,651	29,994	31,491	41,579	48,994	36,815
Annual Base Salary								
By Geographic Location:								
Allegheny County	6	21	29,994	31,013	31,866	38,834	66,059	39,711
By Number of Employees:								
More than 100	5	24	21,060	28,496	32,282	41,579	60,503	37,939
By Sex of Employee:								
Female	7	28	21,268	29,994	31,346	41,579	47,767	36,841
By Race/Ethnicity of Employee:								
White	6	15	20,800	24,648	41,579	42,994	88,325	40,822

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	7	61	\$26,399	\$31,044	\$37,440	\$41,600	\$41,600	\$36,543
# Eligible for Incentive/Bonus	6	28						
Actual Bonus Paid	2	14						
Total Cash Compensation (Base + Bonus)	7	61	26,399	31,044	37,440	41,600	41,600	36,716
Annual Base Salary								
By Geographic Location: Allegheny County	6	60	28,082	31,200	37,440	41,600	41,600	36,737
By Primary Source of Funding: Government	6	60	26,200	30,966	37,440	41,600	41,600	36,394
By Level of Education Required: Bachelor's Degree	7	60	26,200	30,966	37,440	41,600	41,600	36,459
By Sex of Employee: Female	6	46	25,688	31,340	37,440	41,600	41,600	36,779
By Race/Ethnicity of Employee: White	6	43	25,526	29,120	37,440	41,600	41,600	35,597
By Number of Years in Position: Up to 5 Years	6	49	28,850	31,294	37,440	41,600	41,600	36,951

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	10	125	\$20,725	\$22,017	\$25,896	\$33,894	\$34,869	\$28,717
# Eligible for Incentive/Bonus	5	41						
Actual Bonus Paid	3	32						
Total Cash Compensation (Base + Bonus)	10	125	20,800	22,173	26,998	33,966	35,494	29,091
Annual Base Salary								
By Geographic Location:								
Allegheny County	7	70	19,076	20,800	22,589	27,269	34,774	26,544
By Primary Source of Funding:								
Government	6	72	21,694	25,251	32,511	34,466	39,712	32,537
By Number of Employees:								
More than 100	5	100	20,800	22,599	31,024	34,341	37,748	30,221
By Level of Education Required:								
Bachelor's Degree	8	91	20,800	22,797	32,074	34,466	36,571	30,652
By Sex of Employee:								
Female	10	121	20,800	22,017	26,000	33,966	34,960	28,891
By Race/Ethnicity of Employee:								
White	9	108	20,800	22,527	28,704	33,966	37,049	29,775
By Number of Years in Position:								
Up to 5 Years	7	58	19,092	20,956	24,669	32,074	33,836	26,394
6 - 10 Years	5	20	20,258	22,074	30,670	33,966	34,466	28,489
11 - 20 Years	5	17	24,361	26,499	34,466	34,466	67,941	35,643

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	8	137	\$16,640	\$18,720	\$21,611	\$28,351	\$32,211	\$23,926
# Eligible for Incentive/Bonus	3	49						
Actual Bonus Paid	2	13						
Total Cash Compensation (Base + Bonus)	8	137	16,640	18,720	21,611	28,418	32,211	24,039
Annual Base Salary								
By Geographic Location:								
Allegheny County	7	102	19,396	20,800	24,960	29,983	33,536	26,032
By Primary Source of Funding:								
Government	7	136	16,640	18,720	21,455	28,267	31,865	23,795
By Number of Employees:								
More than 100	7	136	16,640	18,720	21,455	28,267	31,865	23,795
By Sex of Employee:								
Male	5	22	17,755	18,720	22,121	29,053	38,199	24,633
Female	6	114	16,640	18,720	22,173	28,309	31,907	23,822
By Race/Ethnicity of Employee:								
Black or African American	6	19	20,426	20,800	24,960	28,912	32,011	25,987
White	5	117	16,640	18,585	20,883	28,257	33,081	23,623
By Number of Years in Position:								
Up to 5 Years	5	56	18,720	20,363	23,275	25,833	30,967	23,614

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	8	139	\$16,786	\$17,659	\$20,800	\$23,046	\$27,290	\$21,422
# Eligible for Incentive/Bonus	3	26						
Actual Bonus Paid	2	10						
Total Cash Compensation (Base + Bonus)	8	139	16,786	17,659	20,800	23,377	27,290	21,477
Annual Base Salary								
By Geographic Location:								
Allegheny County	7	73	17,667	19,209	21,466	24,388	30,580	22,717
By Primary Source of Funding:								
Government	5	105	16,786	16,786	20,738	23,327	26,308	21,020
By Number of Employees:								
More than 100	6	123	16,786	17,680	20,800	23,046	26,770	21,306
By Level of Education Required:								
High School Diploma	5	109	16,786	16,786	19,760	22,381	23,858	20,116
By Sex of Employee:								
Female	8	137	16,786	17,659	20,758	23,119	27,381	21,431
By Race/Ethnicity of Employee:								
White	7	109	16,786	17,150	20,738	23,036	26,000	21,074
By Number of Years in Position:								
Up to 5 Years	8	65	16,786	17,410	20,738	23,598	30,530	21,766
6 - 10 Years	6	22	16,998	18,819	20,655	22,506	26,323	21,319

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

Other sample job titles: Integration Specialist, Resource Teacher

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	6	164	\$30,243	\$33,311	\$38,875	\$49,462	\$69,295	\$43,661
# Eligible for Incentive/Bonus	1	19						
Actual Bonus Paid	1	10						
Total Cash Compensation (Base + Bonus)	6	164	30,269	33,311	38,875	49,462	69,295	43,740
Annual Base Salary								
By Geographic Location:								
Allegheny County	6	164	30,243	33,311	38,875	49,462	69,295	43,661
By Primary Source of Funding:								
Government	6	164	30,243	33,311	38,875	49,462	69,295	43,661
By Number of Employees:								
More than 100	6	164	30,243	33,311	38,875	49,462	69,295	43,661

Child Care Assistant

271

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

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

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	10	199	\$15,080	\$16,120	\$17,680	\$19,406	\$21,528	\$18,181
# Eligible for Incentive/Bonus	4	18						
Actual Bonus Paid	2	10						
Total Cash Compensation (Base + Bonus)	10	199	15,080	16,120	17,680	19,406	21,528	18,202
Annual Base Salary								
By Budget Size:								
\$2,000,001 - \$5,000,000	5	69	15,288	16,120	17,680	19,012	22,006	18,256
By Geographic Location:								
Allegheny County	8	155	15,080	16,640	19,032	20,509	22,006	18,614
By Level of Education Required:								
High School Diploma	7	108	15,080	15,288	16,640	18,908	20,800	17,291
By Sex of Employee:								
Male	7	17	15,080	15,507	16,640	20,030	21,441	17,887
Female	9	181	15,080	16,120	17,680	19,406	21,611	18,220
By Race/Ethnicity of Employee:								
Black or African American	8	69	16,120	16,640	19,032	20,613	22,235	19,194
White	7	102	15,080	16,120	17,680	19,032	21,310	17,827
By Number of Years in Position:								
Up to 5 Years	9	152	15,080	15,683	17,680	19,032	20,750	17,633
6 - 10 Years	5	26	16,640	18,928	20,800	21,918	22,810	20,336
11 - 20 Years	5	8			21,986			21,468

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	13	37	\$29,740	\$31,990	\$36,566	\$42,578	\$50,040	\$38,379
# Eligible for Incentive/Bonus	6	24						
Actual Bonus Paid	4	16						
Total Cash Compensation (Base + Bonus)	13	37	29,840	31,990	36,816	44,120	50,340	38,750
Annual Base Salary								
By Geographic Location:								
Allegheny County	13	37	29,740	31,990	36,566	42,578	50,040	38,379
By Field of Service:								
Social Support	5	16	30,191	31,990	35,308	38,018	43,718	35,744
By Primary Source of Funding:								
Government	5	19	32,677	36,005	37,648	42,058	47,382	38,518
By Number of Employees:								
More than 100	7	28	30,765	32,162	37,679	42,838	49,855	38,863
By Level of Education Required:								
Bachelor's Degree	9	31	29,041	31,824	36,546	42,058	47,432	37,590
By Sex of Employee:								
Male	5	7			31,990			32,442
Female	12	30	30,054	34,128	37,679	45,308	51,337	39,764
By Race/Ethnicity of Employee:								
Black or African American	5	6			39,344			41,302
White	10	30	28,987	31,949	36,556	42,318	49,448	38,074
By Number of Years in Position:								
Up to 5 Years	12	26	28,583	31,050	36,556	40,487	50,652	37,634

Recreation or Activity Leader, Children or Youth

277

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	10	322			\$15,080			\$18,409
# Eligible for Incentive/Bonus	3	10						
Actual Bonus Paid	3	5						
Total Cash Compensation (Base + Bonus)	10	322			15,080			18,421
Annual Base Salary								
By Geographic Location:								
Allegheny County	9	312			15,080			18,448
By Number of Employees:								
More than 100	5	301			15,080			18,154
By Level of Education Required:								
High School Diploma	7	282			15,080			17,894
By Sex of Employee:								
Male	9	147			15,080			17,577
Female	9	175			16,640			19,109
By Race/Ethnicity of Employee:								
Black or African American	7	80			17,680			19,781
White	9	190			15,080			18,401
By Number of Years in Position:								
Up to 5 Years	10	281			15,080			17,921

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

Other sample job titles: Activity Coordinator, Enrichment Program Coordinator

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	7			\$28,766			\$30,748
# Eligible for Incentive/Bonus								
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	5	7			28,766			30,748
<hr/>								
Annual Base Salary								
By Geographic Location:								
Allegheny County	5	7			28,766			30,748

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	11	28	\$17,127	\$22,838	\$33,228	\$40,628	\$46,609	\$33,131
# Eligible for Incentive/Bonus	3	11						
Actual Bonus Paid	1	3						
Total Cash Compensation (Base + Bonus)	11	28	17,127	22,838	33,228	42,598	52,119	33,639
Annual Base Salary								
By Budget Size:								
Over \$15,000,000	5	17	16,640	18,169	27,040	33,228	41,616	26,882
By Geographic Location:								
Allegheny County	11	28	17,127	22,838	33,228	40,628	46,609	33,131
By Field of Service:								
Social Support	6	18	16,640	18,423	27,248	32,412	41,067	27,180
By Primary Source of Funding:								
Government	9	19	27,040	28,496	37,086	44,054	52,000	37,954
By Number of Employees:								
More than 100	7	20	16,694	18,699	27,872	38,345	45,471	28,723
By Level of Experience:								
Program Director/Administrator								
Program Manager/Administrator								
Bachelor's Program Coordinator								42,046
Program Assistant								
By Sex of Employee:								
Male							9	27,752
Female	8	15	22,006	29,120	39,998	44,054	48,406	37,225
By Race/Ethnicity of Employee:								
White	9	26	17,019	21,133	29,661	41,309	47,807	32,746
By Number of Years in Position:								
Up to 5 Years	7	15	18,079	25,584	28,496	39,998	56,160	32,283

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	13	49	\$26,624	\$28,475	\$29,952	\$31,496	\$44,803	\$31,486
# Eligible for Incentive/Bonus	5	26						
Actual Bonus Paid	3	24						
Total Cash Compensation (Base + Bonus)	13	49	26,624	28,916	29,994	32,488	44,803	31,867
Annual Base Salary								
By Geographic Location:								
Allegheny County	13	49	26,624	28,475	29,952	31,496	44,803	31,486
By Field of Service:								
Social Support	5	32	26,333	28,273	29,297	30,025	32,814	29,245
By Primary Source of Funding:								
Government	11	44	27,019	28,475	29,952	31,748	45,334	31,864
By Number of Employees:								
More than 100	6	31	26,707	28,475	29,453	30,400	33,290	29,578
By Level of Education Required:								
Bachelor's Degree	11	22	26,333	27,477	29,193	32,199	39,487	31,003
By Sex of Employee:								
Male	5	8			30,971			36,743
Female	11	37	26,541	28,465	29,141	30,555	38,426	30,582
By Race/Ethnicity of Employee:								
Black or African American	7	8			29,724			29,714
White	9	36	26,886	28,475	29,952	33,210	46,195	32,237
By Number of Years in Position:								
Up to 5 Years	10	22	24,694	27,477	29,099	31,244	43,505	30,804

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	11	33	\$22,805	\$26,000	\$27,789	\$34,819	\$39,998	\$29,921
# Eligible for Incentive/Bonus	4	15						
Actual Bonus Paid	3	13						
Total Cash Compensation (Base + Bonus)	11	33	22,805	26,000	28,814	35,332	40,778	30,289
Annual Base Salary								
By Budget Size:								
Over \$15,000,000	7	24	23,577	26,000	27,751	28,996	32,178	27,733
By Geographic Location:								
Allegheny County	11	33	22,805	26,000	27,789	34,819	39,998	29,921
By Field of Service:								
Social Support	7	25	22,597	25,303	27,040	28,725	31,895	27,181
By Primary Source of Funding:								
Government	8	25	22,672	25,792	27,733	28,725	31,895	27,539
By Number of Employees:								
More than 100	8	25	22,672	25,792	27,733	28,725	31,895	27,539
By Level of Education Required:								
High School Diploma	6	14	22,100	24,487	26,260	37,248	41,475	29,594
Bachelor's Degree	6	19	24,794	27,040	27,789	33,592	39,998	30,161
By Sex of Employee:								
Male	10	17	24,411	26,219	27,789	34,819	40,281	30,353
Female	8	16	22,204	25,163	27,779	34,627	40,739	29,461
By Race/Ethnicity of Employee:								
Black or African American	6	12	24,265	28,174	36,223	39,946	40,989	34,535
White	8	21	22,464	25,303	26,520	27,987	30,551	27,284
By Number of Years in Position:								
Up to 5 Years	8	19	22,360	26,000	27,733	29,702	39,998	28,662
6 - 10 Years	5	9			36,046			34,258

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	10	16	\$25,228	\$31,450	\$38,012	\$41,579	\$47,091	\$36,573
# Eligible for Incentive/Bonus	3	4						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	10	16	25,228	32,425	38,012	41,579	47,091	36,654
Annual Base Salary								
By Geographic Location:								
Allegheny County	8	11			32,760			34,507
By Primary Source of Funding:								
Government	7	12	26,358	31,450	38,802	41,579	48,755	37,348
By Number of Employees:								
More than 100	8	14	24,908	30,274	38,938	41,579	47,923	36,957
By Sex of Employee:								
Male	5	6			34,747			35,156
Female	6	9			39,998			37,403
By Race/Ethnicity of Employee:								
White	8	13	25,613	32,667	39,458	41,579	48,339	37,752

Nutritionist/Dietician

Assesses nutritional needs of clients and determines an appropriate diet; instructs clients in applying proper nutrition for optimal health and/or to resolve medical problems. May supervise and/or develop menus for clients for use by kitchen staff. Requires registration and membership in the American Dietetic Association.

Other sample job titles: Registered Dietician, WIC Nutritionist

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	18	\$35,452	\$37,830	\$40,498	\$52,000	\$61,210	\$44,343
# Eligible for Incentive/Bonus	1	1						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	5	18	35,452	37,830	40,498	52,000	61,210	44,343
					Annual Base Salary			

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

			Annual Cash Compensation					
	Number of Organizations	Number of Employees	10h %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Average
Salary and Incentives - All Organizations:								
Base Salary - All Employees	14	52	\$18,747	\$20,613	\$21,851	\$27,357	\$36,852	\$24,617
# Eligible for Incentive/Bonus	5	12						
Actual Bonus Paid	3	5						
Total Cash Compensation (Base + Bonus)	14	52	18,747	20,613	21,851	27,732	36,852	24,721
Annual Base Salary								
By Budget Size:								
Over \$15,000,000	5	19	21,174	22,880	31,491	37,669	39,686	30,314
By Geographic Location:								
Allegheny County	12	35	17,979	20,800	23,608	32,406	38,659	26,223
By Field of Service:								
Social Support	6	35	18,824	21,174	21,632	27,726	38,659	25,310
By Primary Source of Funding:								
Government	9	38	19,198	21,611	22,194	31,720	38,603	25,917
By Number of Employees:								
More than 100	11	49	18,741	20,207	21,632	27,820	37,669	24,660
By Level of Education Required:								
High School Diploma	12	45	18,516	20,207	21,632	24,388	36,300	23,943
By Sex of Employee:								
Male	11	26	18,423	20,706	25,782	34,820	39,046	27,518
Female	9	26	18,631	20,223	21,632	22,428	25,615	21,715
By Race/Ethnicity of Employee:								
Black or African American	6	11			21,549			24,489
White	12	40	18,768	21,211	22,090	27,867	34,927	24,825
By Number of Years in Position:								
Up to 5 Years	10	19	18,741	20,800	22,069	26,104	34,778	24,205
6 - 10 Years	5	11			21,632			27,422

Food Service Assistant/Worker

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

Other sample job titles: Assistant Cook, Kitchen Assistant

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	8	22	\$16,451	\$17,576	\$22,880	\$25,106	\$26,008	\$21,875
# Eligible for Incentive/Bonus	4	6						
Actual Bonus Paid	1	2						
Total Cash Compensation (Base + Bonus)	8	22	16,451	17,576	22,989	25,238	26,008	21,993
Annual Base Salary								
By Geographic Location: Allegheny County	7	20	16,397	20,000	23,421	25,189	26,183	22,305
By Primary Source of Funding: Government	6	20	17,202	20,000	23,421	25,189	26,183	22,457
By Number of Employees: More than 100	7	21	16,744	18,741	22,880	25,147	26,095	22,180
By Level of Education Required: High School Diploma	8	22	16,451	17,576	22,880	25,106	26,008	21,875
By Sex of Employee: Female	6	13	15,833	17,368	20,280	23,972	26,479	20,579
By Race/Ethnicity of Employee: Black or African American	5	5			16,640			19,065
By Number of Years in Position: Up to 5 Years	6	9			20,280			20,278

Responsible for tracking grant awards, verifying and tracking due diligence materials, and processing grant distributions.

Other sample job titles: Contract Manager

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	5			\$45,718			\$55,132
# Eligible for Incentive/Bonus	1	1						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	5	5			45,718			55,432
Annual Base Salary								
By Geographic Location:								
Allegheny County	5	5			45,718			55,132
By Sex of Employee:								
Female	5	5			45,718			55,132

Gift/Thrift Shop Manager

455

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	6	43	\$31,200	\$33,010	\$33,987	\$39,229	\$48,647	\$36,498
# Eligible for Incentive/Bonus	2	39						
Actual Bonus Paid	1	26						
Total Cash Compensation (Base + Bonus)	6	43	31,200	33,010	36,093	41,185	52,416	38,318
Annual Base Salary								
By Race/Ethnicity of Employee:								
White	6	42	31,200	33,010	33,987	39,286	48,778	36,581

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	578	\$15,080	\$15,080	\$16,640	\$17,539	\$18,720	\$16,657
# Eligible for Incentive/Bonus	2	573						
Actual Bonus Paid	1	243						
Total Cash Compensation (Base + Bonus)	5	578	15,080	15,209	16,640	17,805	19,288	16,968
Annual Base Salary								
By Level of Education Required:								
High School Diploma	5	558	15,080	15,080	16,640	17,571	18,720	16,678
By Sex of Employee:								
Female	5	364	15,080	15,080	16,640	17,420	18,720	16,568
By Race/Ethnicity of Employee:								
White	5	504	15,080	15,080	16,640	17,675	18,720	16,733
By Number of Years in Position:								
Up to 5 Years	5	200	15,080	15,517	16,640	17,680	19,159	16,964

Food Bank/Pantry Assistant/Clerk

485

Fills client grocery orders. Oversees the work of volunteers including training them in procedures for receiving, storing and maintaining stock and filling orders for food bank or pantry clients. Enters data relative to distribution of food and other consumer items to clients into computer. Generates associated reports. Helps with pick up and deliveries of food and supplies. Assists volunteers with food drives. May participate in fund raising events. Receives, sorts and stocks food and other supplies onto warehouse shelves. Maintains records of inventory. Ensures warehouse is maintained in a neat and clean manner Ensures activities meet applicable health and safety regulations.

Other sample job titles: Food Pantry Coordinator

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	6			\$28,871			\$29,917
# Eligible for Incentive/Bonus	3	3						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	5	6			29,121			30,167
					Annual Base Salary			

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	10h %ile	Annual Cash Compensation				Average
				25th %ile	Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	5			\$74,672			\$80,583
# Eligible for Incentive/Bonus	1	1						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	5	5			74,672			80,583
Annual Base Salary								
By Geographic Location:								
Allegheny County	5	5			74,672			80,583

Director of Resident/Community Services

Provides overall management and direction to multiple social service 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.

Other sample job titles: Deputy Director of Social Services, Director of Tenant Services,

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	6			\$64,189			\$64,043
# Eligible for Incentive/Bonus	3	4						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	5	6			64,189			64,227
<hr/>								
Annual Base Salary								
<hr/>								
By Geographic Location:								
Allegheny County	5	6			64,189			64,043
By Primary Source of Funding:								
Government	5	6			64,189			64,043

Provides overall management and supervision to one (or two) social service 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.

Other sample job titles: Building Services Manager, Residential Services Supervisor

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	7	37	\$28,746	\$30,556	\$34,986	\$40,945	\$47,803	\$35,997
# Eligible for Incentive/Bonus	5	21						
Actual Bonus Paid	3	18						
Total Cash Compensation (Base + Bonus)	7	37	29,595	31,306	35,526	41,695	49,303	36,673
Annual Base Salary								
By Geographic Location:								
Allegheny County	7	37	28,746	30,556	34,986	40,945	47,803	35,997
By Level of Education Required:								
Bachelor's Degree	5	7			35,942			36,204
By Sex of Employee:								
Female	7	32	28,278	30,217	35,256	41,199	47,865	36,037
By Race/Ethnicity of Employee:								
White	6	32	30,044	31,595	35,256	41,199	47,865	36,428

Resident Services Coordinator

422

Provides a wide range of support and community services for an assigned group of apartment residents. Orients new residents on services and activities available within the community and on-site. Assists residents in obtaining and coordinating needed service in such areas as employment, transportation, education, and in-home health. Develops and maintains resource guide for use by residents. Organizes and conducts community activities and participates in community groups relevant to resident needs. Handles crisis intervention actions until appropriate emergency agency arrives. Maintains confidential records of all resident transactions.

Other sample job titles: Resident Services Manager, Social Services Coordinator

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	7	12	\$19,213	\$22,412	\$26,998	\$34,674	\$37,607	\$27,853
# Eligible for Incentive/Bonus	5	10						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	7	12	19,213	22,412	26,998	35,595	37,778	28,086
Annual Base Salary								
By Geographic Location:								
Allegheny County	6	8			29,942			31,021
By Primary Source of Funding:								
Government	7	12	19,213	22,412	26,998	34,674	37,607	27,853
By Sex of Employee:								
Female	6	11			26,998			27,112
By Race/Ethnicity of Employee:								
White	5	7			24,960			26,137
By Number of Years in Position:								
Up to 5 Years	6	7			26,998			27,581

Supervises the day-to-day operations of a shelter or residential facility including food service, cleaning, maintenance, assigning rooms/space, day care and related activities. Ensures safe, secure living conditions for residents and staff. Supervises facility assistants and maintenance staff. May assist in implementing therapeutic program for residents.

Other sample job titles: Coordinator of Building Services

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	13	\$32,212	\$35,880	\$41,496	\$48,838	\$51,384	\$41,878
# Eligible for Incentive/Bonus	3	11						
Actual Bonus Paid	2	9						
Total Cash Compensation (Base + Bonus)	5	13	32,719	37,180	41,496	49,488	51,795	42,574
Annual Base Salary								
By Primary Source of Funding:								
Government	5	13	32,212	35,880	41,496	48,838	51,384	41,878
By Level of Education Required:								
Bachelor's Degree	5	9			46,842			43,524

Director, Human Resources

505

Directs the 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. 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. The primary differences between the director and manager level (see below) positions are that the Director is a key member of the senior management team, reports to the Executive Director/CEO and typically manages professional and/or supervisory staff. The Manager position may report to a second level executive (e.g. Chief Financial Officer, Director of Administration), be the sole human resources practitioner in a small organization, 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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	26	26	\$51,987	\$64,693	\$73,206	\$86,861	\$106,224	\$76,797
# Eligible for Incentive/Bonus	11	11						
Actual Bonus Paid	5	5			1,000			5,082
Total Cash Compensation (Base + Bonus)	26	26	51,987	64,693	73,424	87,094	110,598	77,775
Annual Base Salary								
By Budget Size:								
\$5,000,001 - \$15,000,000	9	9			70,054			70,177
Over \$15,000,000	14	14	57,117	69,437	82,451	101,541	118,044	84,898
By Geographic Location:								
Allegheny County	23	23	55,569	65,666	73,216	90,667	106,866	78,306
By Field of Service:								
Social Support	14	14	60,799	65,255	73,424	83,798	118,044	78,755
By Primary Source of Funding:								
Government	20	20	61,851	66,394	79,092	91,089	107,509	80,887
By Number of Employees:								
More than 100	23	23	56,218	65,666	73,653	90,667	106,866	78,936
By Level of Education Required:								
Bachelor's Degree	15	15	49,504	64,022	70,054	81,162	105,746	73,124
Master's Degree	7	7			85,592			87,489
By Sex of Employee:								
Female	20	20	50,714	64,246	73,206	84,994	105,042	75,425
By Race/Ethnicity of Employee:								
White	22	22	51,139	65,479	73,435	86,861	107,080	77,760
By Number of Years in Position:								
Up to 5 Years	9	9			73,195			71,306
6 - 10 Years	5	5			69,472			79,770
11 - 20 Years	6	6			81,255			85,256
By Number of Employees Managed:								
1 to 3	12	12	51,139	66,394	76,035	82,691	101,084	74,707
4 to 8	5	5			69,472			83,006

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 and manager level (see above) positions are that the Director is a key member of the senior management team, reports to the Executive Director/CEO and typically manages professional and/or supervisory staff. The Manager position may report to a second level executive (e.g. Chief Financial Officer, Director of Administration), be the sole human resources practitioner in a small organization, 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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	12	15	\$39,378	\$46,800	\$51,147	\$54,995	\$58,835	\$50,619
# Eligible for Incentive/Bonus	5	6						
Actual Bonus Paid	3	4						
Total Cash Compensation (Base + Bonus)	12	15	40,278	46,800	51,147	55,845	59,176	50,900
Annual Base Salary								
By Budget Size:								
Over \$15,000,000	5	8			54,995			54,447
By Geographic Location:								
Allegheny County	12	15	39,378	46,800	51,147	54,995	58,835	50,619
By Field of Service:								
Social Support	5	5			53,227			48,905
By Primary Source of Funding:								
Government	8	11			51,500			51,232
By Number of Employees:								
More than 100	8	11			53,227			53,169
By Level of Education Required:								
Bachelor's Degree	10	13	38,268	45,677	51,147	55,796	59,725	50,600
By Sex of Employee:								
Female	10	11			51,147			49,727
By Race/Ethnicity of Employee:								
White	10	10			50,565			49,200
By Number of Years in Position:								
Up to 5 Years	5	5			53,227			49,624
By Number of Employees Managed:								
1 to 3	6	7			54,995			51,884

Benefits Manager

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

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

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	6	6			\$41,330			\$41,999
# Eligible for Incentive/Bonus	2	2						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	6	6			41,842			42,170
Annual Base Salary								
By Geographic Location:								
Allegheny County	5	5			41,579			42,994
By Field of Service:								
Social Support	5	5			41,080			41,080
By Number of Employees:								
More than 100	5	5			41,080			41,080
By Level of Education Required:								
Bachelor's Degree	5	5			41,080			41,425
By Sex of Employee:								
Female	6	6			41,330			41,999

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	32	40	\$32,533	\$34,721	\$37,243	\$41,527	\$46,893	\$39,038
# Eligible for Incentive/Bonus	15	18						
Actual Bonus Paid	10	12	65	500	1,000	1,450	3,666	1,220
Total Cash Compensation (Base + Bonus)	32	40	32,983	34,741	37,471	43,431	46,893	39,404
Annual Base Salary								
By Budget Size:								
\$2,000,001 - \$5,000,000	7	7			34,653			34,620
\$5,000,001 - \$15,000,000	9	10			39,718			42,032
Over \$15,000,000	14	21	32,506	35,735	38,002	42,518	48,959	39,487
By Geographic Location:								
Allegheny County	28	35	32,406	34,653	37,440	41,600	48,150	39,088
By Field of Service:								
Social Support	16	21	32,756	34,830	37,045	41,278	45,664	38,099
By Primary Source of Funding:								
Government	22	29	32,406	34,612	37,440	42,372	46,072	38,806
By Number of Employees:								
51 - 100	11	11			35,090			36,663
More than 100	18	26	33,461	35,329	37,596	41,841	47,016	39,130
By Level of Education Required:								
High School Diploma	6	7			34,653			38,430
Bachelor's Degree	20	25	32,406	35,735	38,002	41,455	45,431	38,632
By Sex of Employee:								
Female	30	36	32,406	34,591	37,024	42,976	47,859	39,144
By Race/Ethnicity of Employee:								
White	29	35	32,406	34,653	37,045	41,309	48,150	38,975
By Number of Years in Position:								
Up to 5 Years	15	17	33,180	34,788	37,003	39,322	47,058	38,268
6 - 10 Years	5	5			36,981			37,901
11 - 20 Years	7	7			38,688			39,963
By Number of Employees Managed:								
1 to 3	5	6			39,801			40,179

Human Resources Assistant

520

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

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

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	19	32	\$22,880	\$24,960	\$28,374	\$31,155	\$37,380	\$28,980
# Eligible for Incentive/Bonus	11	20						
Actual Bonus Paid	6	8			668			636
Total Cash Compensation (Base + Bonus)	19	32	22,880	24,960	28,887	31,326	37,415	29,139
Annual Base Salary								
By Budget Size:								
\$5,000,001 - \$15,000,000	6	6			29,120			30,249
Over \$15,000,000	9	22	21,672	24,201	27,456	30,524	31,698	27,202
By Geographic Location:								
Allegheny County	14	20	24,960	26,081	28,798	31,155	34,819	29,539
Outside of Allegheny County	5	12	21,081	22,943	25,626	31,637	40,639	28,047
By Field of Service:								
Social Support	10	22	21,672	23,910	26,447	30,898	39,622	28,140
By Primary Source of Funding:								
Government	15	27	22,535	24,211	28,273	31,018	36,325	28,790
By Number of Employees:								
More than 100	15	28	22,707	24,960	28,073	30,961	33,321	28,221
By Level of Education Required:								
High School Diploma	9	11			29,120			30,060
Associate's Degree	6	7			25,147			27,777
Bachelor's Degree	7	12	21,599	23,400	28,871	32,605	39,622	28,935
By Sex of Employee:								
Female	16	29	22,880	24,586	28,475	31,109	38,397	28,951
By Race/Ethnicity of Employee:								
White	14	23	21,844	24,211	29,120	31,200	40,319	29,345
By Number of Years in Position:								
Up to 5 Years	10	12	23,504	28,075	30,691	32,651	39,622	30,656

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.

Other sample job titles: MIS Director, Chief Technology Officer

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	21	21	\$57,046	\$68,120	\$79,997	\$96,512	\$108,260	\$81,949
# Eligible for Incentive/Bonus	10	10						
Actual Bonus Paid	5	5			1,000			5,007
Total Cash Compensation (Base + Bonus)	21	21	57,046	68,120	79,997	96,712	108,360	83,141
Annual Base Salary								
By Budget Size:								
\$5,000,001 - \$15,000,000	9	9			77,043			78,935
Over \$15,000,000	9	9			93,995			89,265
By Geographic Location:								
Allegheny County	19	19	62,837	69,950	85,333	98,010	109,990	83,965
By Field of Service:								
Social Support	7	7			78,000			79,563
By Primary Source of Funding:								
Contributions from individuals	5	5			89,544			91,560
Government	12	12	55,521	63,191	73,497	94,759	107,394	78,094
By Number of Employees:								
51 - 100	5	5			78,000			81,407
More than 100	13	13	55,532	65,271	77,043	94,505	106,529	78,959
By Level of Education Required:								
Bachelor's Degree	16	16	55,565	64,761	78,520	95,894	103,965	79,624
By Sex of Employee:								
Male	14	14	63,544	69,035	78,520	100,242	110,042	83,367
Female	5	5			86,154			76,360
By Race/Ethnicity of Employee:								
White	18	18	55,587	65,780	82,665	98,477	110,000	82,166
By Number of Years in Position:								
Up to 5 Years	10	10			87,439			86,624
By Number of Employees Managed:								
1 to 3	12	12	64,863	70,528	82,665	93,647	100,340	82,092

Information Technology Manager

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	15	17	\$38,680	\$47,050	\$54,930	\$62,182	\$68,249	\$54,802
# Eligible for Incentive/Bonus	4	4						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	15	17	39,080	47,050	54,930	62,207	68,249	54,834
Annual Base Salary								
By Budget Size:								
Over \$15,000,000	6	8			52,863			52,725
By Geographic Location:								
Allegheny County	12	14	45,439	50,778	54,963	63,612	73,248	57,103
By Field of Service:								
Social Support	7	9			53,227			53,546
By Primary Source of Funding:								
Government	8	10			54,079			53,483
By Number of Employees:								
More than 100	9	11			54,930			53,804
By Level of Education Required:								
Bachelor's Degree	14	15	38,110	47,112	54,995	63,357	71,581	55,314
By Sex of Employee:								
Male	9	9			56,534			57,443
Female	5	7			52,499			51,388
By Race/Ethnicity of Employee:								
White	13	15	38,110	46,987	53,227	61,006	64,592	53,008
By Number of Years in Position:								
Up to 5 Years	6	6			55,765			55,061
11 - 20 Years	5	5			47,112			51,284
By Number of Employees Managed:								
1 to 3	7	7			56,534			54,686

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	10	10			\$43,732			\$44,514
# Eligible for Incentive/Bonus	5	5						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	10	10			44,832			44,754
Annual Base Salary								
By Budget Size:								
\$2,000,001 - \$5,000,000	6	6			43,732			42,536
By Geographic Location:								
Allegheny County	8	8			47,112			46,938
By Primary Source of Funding:								
Government	6	6			43,972			45,528
By Number of Employees:								
More than 100	5	5			39,978			45,207
By Level of Education Required:								
Bachelor's Degree	8	8			44,585			46,153
By Sex of Employee:								
Male	5	5			41,205			40,989
By Race/Ethnicity of Employee:								
White	7	7			41,205			42,013

Network Technician

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

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

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	12	16	\$34,108	\$38,490	\$45,927	\$52,997	\$62,344	\$46,465
# Eligible for Incentive/Bonus	6	8						
Actual Bonus Paid	3	4						
Total Cash Compensation (Base + Bonus)	12	16	34,408	38,490	46,425	54,202	62,344	46,882
Annual Base Salary								
By Budget Size:								
Over \$15,000,000	7	10			42,784			44,378
By Geographic Location:								
Allegheny County	11	15	33,808	39,832	47,050	54,662	63,936	47,026
By Field of Service:								
Social Support	5	6			47,247			49,726
By Primary Source of Funding:								
Government	8	12	32,910	36,265	42,784	47,705	52,663	42,381
By Number of Employees:								
More than 100	10	14	33,509	37,450	44,802	49,666	65,073	45,623
By Level of Education Required:								
Bachelor's Degree	7	8			51,293			52,761
By Sex of Employee:								
Male	11	13	33,209	36,858	47,050	55,661	67,119	46,991
By Race/Ethnicity of Employee:								
White	11	14	33,509	37,450	45,925	55,161	65,528	46,479
By Number of Years in Position:								
Up to 5 Years	5	5			38,043			43,276
11 - 20 Years	5	5			47,050			52,548

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

Other sample job titles: PC Support Specialist, Systems Specialist

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	12	13	\$27,467	\$29,828	\$34,008	\$37,326	\$48,614	\$34,663
# Eligible for Incentive/Bonus	7	7						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	12	13	27,467	29,828	34,008	37,988	48,614	34,765
Annual Base Salary								
By Geographic Location:								
Allegheny County	7	8			35,610			37,199
Outside of Allegheny County	5	5			29,994			30,605
By Field of Service:								
Social Support	6	6			32,864			32,545
By Primary Source of Funding:								
Government	8	9			34,362			35,386
By Number of Employees:								
More than 100	8	9			31,200			33,993
By Sex of Employee:								
Male	9	9			31,200			32,100
By Race/Ethnicity of Employee:								
White	10	10			32,604			33,144

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	14	19	\$28,579	\$34,008	\$40,144	\$44,803	\$57,803	\$40,992
# Eligible for Incentive/Bonus	6	9						
Actual Bonus Paid	4	4						
Total Cash Compensation (Base + Bonus)	14	19	28,579	34,008	40,144	44,803	59,303	41,217
Annual Base Salary								
By Budget Size:								
Over \$15,000,000	5	7			34,320			35,904
By Geographic Location:								
Allegheny County	13	18	28,442	33,743	40,799	45,604	58,213	41,194
By Primary Source of Funding:								
Contributions from individuals	5	7			41,454			42,687
Government	6	8			41,195			40,690
By Number of Employees:								
More than 100	8	12	28,460	33,212	38,075	44,158	57,732	39,641
By Level of Education Required:								
Associate's Degree	5	5			34,320			32,523
Bachelor's Degree	7	10			42,806			42,290
By Sex of Employee:								
Male	7	7			42,245			39,695
Female	10	11			37,357			39,917
By Race/Ethnicity of Employee:								
White	10	14	29,297	33,977	40,799	44,319	52,905	40,178
By Number of Years in Position:								
Up to 5 Years	7	8			35,839			35,532

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

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

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	13	17	\$17,160	\$20,135	\$23,712	\$32,625	\$39,632	\$26,609
# Eligible for Incentive/Bonus	6	9						
Actual Bonus Paid	4	5						
Total Cash Compensation (Base + Bonus)	13	17	17,160	20,739	23,712	32,625	39,832	26,779
Annual Base Salary								
By Budget Size:								
\$5,000,001 - \$15,000,000	5	6			30,098			29,973
By Geographic Location:								
Allegheny County	11	13	19,660	22,859	29,120	35,225	41,147	28,899
By Field of Service:								
Social Support	7	11			23,712			27,261
By Primary Source of Funding:								
Government	10	13	17,160	18,492	23,046	29,463	41,147	25,227
By Number of Employees:								
More than 100	7	10			23,296			24,382
By Level of Education Required:								
High School Diploma	6	6			24,336			24,596
By Sex of Employee:								
Female	12	16	17,160	19,386	23,379	33,399	40,011	26,712
By Race/Ethnicity of Employee:								
White	10	12	17,160	19,698	24,336	33,082	40,745	26,633
By Number of Years in Position:								
Up to 5 Years	5	6			27,040			29,068

Web Site Developer

Develops and maintains web site content that will motivate, inform and intrigue users so that they regularly access the site and use it for information and decision making. Seeks out users to gather feedback for improvement and enhancements. Maintains technical integrity of web site. Maintains and upgrades hardware and software. Communicates router configuration changes, troubleshoots system errors and bugs. Maintains servers, creates monitoring reports and logs. Monitors site for user accessibility. Establishes back-ups and monitors site security.

Other sample job titles: Manager of Electronic Media, Webmaster

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	6			\$48,953			\$48,606
# Eligible for Incentive/Bonus	1	1						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	5	6			48,953			49,301
					Annual Base Salary			
By Geographic Location:								
Allegheny County	5	6			48,953			48,606

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	16	18	\$42,630	\$48,163	\$60,092	\$66,050	\$69,705	\$57,507
# Eligible for Incentive/Bonus	8	9						
Actual Bonus Paid	3	3						
Total Cash Compensation (Base + Bonus)	16	18	42,630	48,163	60,092	66,367	70,155	57,637
Annual Base Salary								
By Budget Size:								
Over \$15,000,000	11	13	44,416	48,724	62,650	66,102	71,598	57,992
By Geographic Location:								
Allegheny County	14	16	47,332	49,078	63,284	66,154	70,462	59,423
By Field of Service:								
Social Support	9	11			49,109			55,492
By Primary Source of Funding:								
Government	10	11			52,541			56,068
By Number of Employees:								
More than 100	13	15	45,253	49,067	63,918	66,206	70,840	59,232
By Level of Education Required:								
Bachelor's Degree	9	11			65,874			61,258
By Sex of Employee:								
Male	11	12	43,998	47,726	55,880	66,123	69,139	56,701
By Race/Ethnicity of Employee:								
White	11	13	44,416	48,724	63,924	67,454	71,598	59,484
By Number of Years in Position:								
11 - 20 Years	5	5			63,918			58,611

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	29	44	\$25,314	\$34,585	\$41,226	\$48,308	\$52,187	\$40,812
# Eligible for Incentive/Bonus	14	26						
Actual Bonus Paid	11	21	1,000	1,000	1,300	1,700	1,980	1,420
Total Cash Compensation (Base + Bonus)	29	44	26,052	35,101	42,476	48,439	52,687	41,490
Annual Base Salary								
By Budget Size:								
\$2,000,001 - \$5,000,000	8	9			36,504			37,581
\$5,000,001 - \$15,000,000	7	8			42,708			42,561
Over \$15,000,000	11	24	27,373	34,585	42,758	48,126	53,342	41,235
By Geographic Location:								
Allegheny County	26	41	26,325	35,370	42,667	48,423	52,299	41,537
By Field of Service:								
Social Support	13	23	23,567	29,120	36,962	47,362	49,978	37,510
By Primary Source of Funding:								
Government	18	25	27,473	34,258	42,667	47,320	52,000	40,613
By Number of Employees:								
51 - 100	7	9			38,000			38,119
More than 100	19	32	29,332	35,188	42,758	47,908	51,675	41,415
By Level of Education Required:								
High School Diploma	24	34	25,002	34,772	41,226	48,859	53,851	40,975
By Sex of Employee:								
Male	26	37	25,501	34,726	40,643	48,236	52,075	40,573
By Race/Ethnicity of Employee:								
White	24	37	25,501	34,258	40,456	47,726	52,075	40,085
By Number of Years in Position:								
Up to 5 Years	8	11			44,595			41,899
6 - 10 Years	7	9			40,456			42,594
11 - 20 Years	10	12	25,189	30,768	36,961	47,705	53,269	38,386
Over 20 Years	6	7			40,685			40,129
By Number of Employees Managed:								
1 to 3	11	12	23,733	34,304	45,573	51,116	56,959	42,610
9 to 14	5	5			35,734			37,365

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	26	83	\$18,920	\$22,880	\$29,120	\$33,883	\$42,398	\$29,520
# Eligible for Incentive/Bonus	11	53						
Actual Bonus Paid	4	20						
Total Cash Compensation (Base + Bonus)	26	83	18,920	22,880	29,494	33,883	42,998	29,749
Annual Base Salary								
By Budget Size:								
\$2,000,001 - \$5,000,000	7	7			31,720			30,588
\$5,000,001 - \$15,000,000	8	13	17,472	22,880	29,099	32,978	34,994	27,787
Over \$15,000,000	10	62	18,520	23,364	28,600	33,831	42,598	29,529
By Geographic Location:								
Allegheny County	22	79	18,720	23,026	29,120	33,883	42,598	29,592
By Field of Service:								
Social Support	14	59	18,720	22,880	28,600	37,440	42,598	29,809
By Primary Source of Funding:								
Government	17	32	21,112	23,628	31,200	34,466	40,340	30,371
By Number of Employees:								
More than 100	19	76	18,570	22,917	28,850	33,436	42,249	29,255
By Level of Education Required:								
High School Diploma	22	63	18,620	22,880	29,494	34,861	42,398	29,639
By Sex of Employee:								
Male	25	68	19,610	23,151	29,414	35,282	42,598	30,006
By Race/Ethnicity of Employee:								
Black or African American	6	15	18,479	21,840	27,040	35,734	40,934	27,937
White	20	65	18,520	22,953	29,806	34,372	42,598	29,819
By Number of Years in Position:								
Up to 5 Years	16	33	17,759	21,663	29,494	33,686	39,869	28,691
6 - 10 Years	6	16	16,713	23,920	28,967	42,598	45,084	31,498
11 - 20 Years	8	15	21,008	26,686	31,637	32,947	41,051	30,448
Over 20 Years	6	7			31,720			30,912

Gardener

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

Other sample job titles: Field Technician, Groundskeeper, Landscaper

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	7			\$18,200			\$23,474
# Eligible for Incentive/Bonus	3	4						
Actual Bonus Paid	2	3						
Total Cash Compensation (Base + Bonus)	5	7			18,200			23,910
Annual Base Salary								
By Geographic Location:								
Allegheny County	5	7			18,200			23,474
By Sex of Employee:								
Male	5	7			18,200			23,474

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	41	192	\$16,640	\$19,422	\$25,522	\$28,309	\$28,309	\$23,966
# Eligible for Incentive/Bonus	17	110						
Actual Bonus Paid	8	16	85	444	574	743	1,118	602
Total Cash Compensation (Base + Bonus)	41	192	16,640	19,422	25,522	28,309	28,309	24,017
Annual Base Salary								
By Budget Size:								
\$750,001 - \$2,000,000	8	14	17,680	19,064	19,844	24,440	28,455	21,530
\$2,000,001 - \$5,000,000	13	31	16,640	17,680	20,800	22,506	30,181	21,178
\$5,000,001 - \$15,000,000	6	34	17,597	19,620	26,084	28,309	28,309	24,350
Over \$15,000,000	12	111			28,309			25,051
By Geographic Location:								
Allegheny County	35	174	16,640	19,807	27,040	28,309	28,309	24,356
Outside of Allegheny County	6	18	16,640	17,868	19,844	21,549	25,253	20,205
By Field of Service:								
Social Support	20	127			28,309			24,714
By Primary Source of Funding:								
Contributions from individuals	6	11			20,800			22,538
Government	25	93	16,640	19,302	22,360	26,655	28,309	22,666
Program services fee	5	7			19,906			22,411
By Number of Employees:								
21 - 50	8	13	17,472	18,949	19,781	24,960	34,445	22,373
51 - 100	8	14	15,860	18,414	20,800	23,307	29,151	21,262
More than 100	21	160	16,640	20,130	27,311	28,309	28,309	24,373
By Level of Education Required:								
High School Diploma	37	182	16,640	19,755	25,792	28,309	28,309	24,096
By Sex of Employee:								
Male	33	129	16,640	19,760	24,357	28,309	28,309	23,821
Female	20	57			28,309			24,326
By Race/Ethnicity of Employee:								
Black or African American	25	52	16,952	19,194	22,797	28,309	29,401	23,535
White	27	130	16,640	19,604	26,780	28,309	28,309	24,104
By Number of Years in Position:								
Up to 5 Years	30	100	16,661	19,812	26,520	28,309	28,309	24,420
6 - 10 Years	9	31	16,940	20,800	26,790	28,309	28,309	24,698
11 - 20 Years	12	28	16,576	18,767	27,789	28,309	28,309	24,014

Driver

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	18	100	\$17,139	\$18,096	\$20,800	\$24,960	\$29,682	\$22,315
# Eligible for Incentive/Bonus	10	56						
Actual Bonus Paid	5	24	120	680	1,209	1,529	1,600	1,059
Total Cash Compensation (Base + Bonus)	18	100	17,680	18,720	20,800	25,035	29,703	22,569
Annual Base Salary								
By Budget Size:								
Over \$15,000,000	9	82	17,139	17,909	20,800	27,279	29,744	22,505
By Geographic Location:								
Allegheny County	14	92	17,139	18,096	20,800	26,364	29,744	22,432
By Field of Service:								
Social Support	10	63	16,673	17,680	19,219	22,256	23,862	20,469
By Primary Source of Funding:								
Government	11	37	17,909	19,750	20,800	24,544	29,340	22,331
By Number of Employees:								
51 - 100	5	13	16,390	17,514	19,885	21,143	25,676	19,941
More than 100	11	85	17,139	17,982	20,800	27,623	29,935	22,668
By Level of Education Required:								
High School Diploma	14	90	17,139	17,909	20,800	26,962	29,744	22,537
By Sex of Employee:								
Male	12	67	17,139	18,054	21,320	28,704	30,334	22,990
Female	7	21	16,657	17,795	18,741	22,381	27,955	20,662
By Race/Ethnicity of Employee:								
Black or African American	9	24	16,515	18,137	20,280	23,660	30,160	21,440
White	11	61	17,139	17,795	21,320	28,704	30,126	22,981
By Number of Years in Position:								
Up to 5 Years	11	55	17,139	17,680	20,280	26,936	28,704	22,000
6 - 10 Years	5	15	16,973	19,531	22,277	30,222	33,742	24,576
11 - 20 Years	5	6			23,712			24,388

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	10h %ile	Annual Cash Compensation				Average
				25th %ile	Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	98	\$20,800	\$24,710	\$24,710	\$25,896	\$29,160	\$25,183
# Eligible for Incentive/Bonus	2	8						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	5	98	20,800	24,710	24,710	25,896	29,160	25,183
Annual Base Salary								
By Geographic Location:								
Allegheny County	5	98	20,800	24,710	24,710	25,896	29,160	25,183
By Level of Education Required:								
High School Diploma	5	47	18,720	20,800	24,710	26,270	29,690	24,632
By Race/Ethnicity of Employee:								
Black or African American	5	44	20,072	24,710	24,710	25,381	28,891	24,855
By Number of Years in Position:								
Up to 5 Years	5	77	20,800	24,710	24,710	25,501	28,329	25,062

Clinic Director

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

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

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	9	10			\$77,750			\$79,354
# Eligible for Incentive/Bonus	3	3						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	9	10			78,000			80,283
Annual Base Salary								
By Geographic Location:								
Allegheny County	8	9			76,502			76,810
By Primary Source of Funding:								
Government	7	8			73,081			76,536
By Number of Employees:								
More than 100	7	8			73,081			78,785
By Sex of Employee:								
Female	5	6			73,081			76,488
By Race/Ethnicity of Employee:								
White	8	9			76,502			78,649

Manages patient care services; ensures high quality of nursing care and compliance with clinic policies, government regulations and accreditation standards; supervises/utilizes professional, technical and support nursing staff; oversees development and implementation of patient care goals and objectives. Position typically requires a current Pennsylvania Registered Nurse's license, and a bachelor's or master's degree in a related discipline.

Other sample job titles: Director of Patient Care Services, Nurse Manager, Nursing Services Director

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	6			\$60,685			\$59,325
# Eligible for Incentive/Bonus	2	3						
Actual Bonus Paid	2	3						
Total Cash Compensation (Base + Bonus)	5	6			60,685			59,750
Annual Base Salary								
By Geographic Location:								
Allegheny County	5	6			60,685			59,325
By Level of Education Required:								
RN/NP	5	6			60,685			59,325

Registered Nurse

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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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	21	72	\$38,777	\$44,990	\$49,587	\$55,643	\$58,240	\$49,677
# Eligible for Incentive/Bonus	6	17						
Actual Bonus Paid	4	8						
Total Cash Compensation (Base + Bonus)	21	72	38,777	45,115	49,837	55,643	58,240	49,754
Annual Base Salary								
By Budget Size:								
Over \$15,000,000	10	44	39,770	45,209	52,000	56,108	59,447	50,309
By Geographic Location:								
Allegheny County	20	71	38,671	44,990	50,003	55,702	58,240	49,719
By Field of Service:								
Social Support	10	21	35,643	44,491	50,315	56,202	57,824	49,246
By Primary Source of Funding:								
Government	17	60	38,565	44,990	52,000	56,230	58,240	50,336
By Number of Employees:								
51 - 100	5	5			53,560			48,194
More than 100	13	56	38,303	44,990	52,000	56,275	58,558	50,212
By Level of Education Required:								
RN/NP	21	72	38,777	44,990	49,587	55,643	58,240	49,677
By Sex of Employee:								
Male	5	6			53,560			49,642
Female	16	59	39,520	44,990	48,443	56,160	58,240	49,631
By Race/Ethnicity of Employee:								
White	18	59	38,459	44,990	48,443	55,702	58,240	49,505
By Number of Years in Position:								
Up to 5 Years	13	39	43,992	47,382	48,443	55,467	58,240	50,206
6 - 10 Years	6	13	37,848	45,843	53,333	57,252	62,259	51,986

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.

Other sample job titles: Licensed Practical Nurse

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	8	27	\$30,268	\$32,531	\$33,010	\$36,899	\$42,490	\$34,518
# Eligible for Incentive/Bonus	5	23						
Actual Bonus Paid	1	2						
Total Cash Compensation (Base + Bonus)	8	27	30,784	32,760	33,010	36,899	42,490	34,594
Annual Base Salary								
By Geographic Location:								
Allegheny County	5	7			35,298			36,578
By Number of Employees:								
More than 100	6	23	29,694	32,531	32,760	36,899	41,226	34,279
By Level of Education Required:								
LVN/LPN	8	27	30,268	32,531	33,010	36,899	42,490	34,518
By Sex of Employee:								
Female	8	24	29,838	32,588	32,885	36,707	42,640	34,578
By Race/Ethnicity of Employee:								
White	7	24	29,838	32,292	32,885	36,707	40,560	34,220
By Number of Years in Position:								
Up to 5 Years	5	8			34,986			35,230

Medical Assistant

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

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

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	8			\$24,856			\$24,107
# Eligible for Incentive/Bonus								
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	5	8			24,856			24,107
					Annual Base Salary			
By Sex of Employee:								
Female	5	8			24,856			24,107

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

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

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	6	27	\$26,395	\$29,120	\$31,096	\$34,070	\$37,161	\$31,490
# Eligible for Incentive/Bonus	2	6						
Actual Bonus Paid	2	6						
Total Cash Compensation (Base + Bonus)	6	27	26,395	29,420	31,096	34,070	37,361	31,582
Annual Base Salary								
By Primary Source of Funding:								
Government	5	25	26,395	28,933	30,618	34,070	37,527	31,319
By Sex of Employee:								
Female	6	25	26,395	28,933	30,618	34,070	37,527	31,413
By Race/Ethnicity of Employee:								
White	5	25	26,395	28,933	30,618	34,070	35,310	31,038

Medical Records Clerk

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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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	9	14	\$22,648	\$23,489	\$27,514	\$29,578	\$31,263	\$26,979
# Eligible for Incentive/Bonus	2	3						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	9	14	22,648	23,489	27,514	29,578	31,263	27,051
Annual Base Salary								
By Geographic Location:								
Allegheny County	8	12	22,574	23,207	27,629	29,827	31,687	26,947
By Primary Source of Funding:								
Government	8	12	22,574	23,207	27,171	29,110	31,687	26,668
By Number of Employees:								
More than 100	7	12	22,574	23,207	27,171	27,997	30,127	26,328
By Level of Education Required:								
High School Diploma	5	7			27,518			27,646
By Sex of Employee:								
Female	6	11			27,518			27,117
By Race/Ethnicity of Employee:								
White	5	9			26,832			26,732

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

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

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	11	26	\$19,760	\$25,074	\$29,287	\$33,587	\$36,892	\$28,701
# Eligible for Incentive/Bonus	6	14						
Actual Bonus Paid	4	7						
Total Cash Compensation (Base + Bonus)	11	26	19,760	25,147	29,337	33,587	37,192	28,865
Annual Base Salary								
By Budget Size:								
Over \$15,000,000	5	16	19,760	24,305	29,692	34,289	38,008	29,015
By Geographic Location:								
Allegheny County	8	17	24,178	26,375	30,139	34,258	37,890	30,518
By Primary Source of Funding:								
Government	9	23	19,760	25,459	29,453	34,195	37,219	28,848
By Number of Employees:								
More than 100	7	20	19,760	24,305	28,840	33,992	37,425	28,655
By Level of Education Required:								
High School Diploma	6	16	19,548	20,696	25,969	29,968	34,906	26,355
By Sex of Employee:								
Female	10	20	19,760	24,066	29,287	33,992	37,545	28,742
By Race/Ethnicity of Employee:								
White	10	24	19,760	24,305	28,673	32,838	37,110	28,416
By Number of Years in Position:								
6 - 10 Years	6	7			27,518			26,805
11 - 20 Years	6	7			30,139			32,437

Receptionist (Medical)

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

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

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	7			\$24,211			\$24,253
# Eligible for Incentive/Bonus	2	4						
Actual Bonus Paid	1	2						
Total Cash Compensation (Base + Bonus)	5	7			24,232			24,324
Annual Base Salary								
By Sex of Employee:								
Female	5	7			24,211			24,253
By Race/Ethnicity of Employee:								
White	5	7			24,211			24,253

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	18	\$59,444	\$70,720	\$75,660	\$87,178	\$96,354	\$78,411
# Eligible for Incentive/Bonus	2	4						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	5	18	59,998	70,720	75,660	87,178	96,354	78,445
					Annual Base Salary			

Occupational Therapist

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

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

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	23	\$55,557	\$62,400	\$67,600	\$84,302	\$100,381	\$73,686
# Eligible for Incentive/Bonus	1	2						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	5	23	55,557	62,400	67,600	84,302	100,381	73,686
Annual Base Salary								

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

			Annual Cash Compensation					
	Number of Organizations	Number of Employees	10h %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Average
Salary and Incentives - All Organizations:								
Base Salary - All Employees	8	41	\$46,138	\$52,707	\$60,590	\$66,997	\$83,200	\$61,898
# Eligible for Incentive/Bonus	3	8						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	8	41	46,138	52,707	60,590	66,997	83,200	61,960
Annual Base Salary								
By Geographic Location:								
Allegheny County	7	39	49,400	53,040	61,214	67,142	83,200	62,669
By Primary Source of Funding:								
Government	6	34	49,775	53,040	59,998	65,312	82,649	61,211
By Number of Employees:								
More than 100	5	23	47,128	51,667	55,453	63,570	86,245	59,863
By Sex of Employee:								
Female	5	37	48,643	53,040	60,590	67,496	83,637	62,633
By Race/Ethnicity of Employee:								
White	5	36	48,264	53,040	60,902	67,673	83,855	62,837

Program Director/Administrator, Other

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

			Annual Cash Compensation					
	Number of Organizations	Number of Employees	10h %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Average
Salary and Incentives - All Organizations:								
Base Salary - All Employees	24	44	\$53,227	\$59,176	\$68,609	\$84,859	\$100,109	\$74,682
# Eligible for Incentive/Bonus	11	15						
Actual Bonus Paid	7	11			1,025			3,510
Total Cash Compensation (Base + Bonus)	24	44	53,227	59,400	70,356	84,859	100,359	75,559
Annual Base Salary								
By Budget Size:								
\$750,001 - \$2,000,000	6	7			57,990			65,137
\$2,000,001 - \$5,000,000	8	11			60,091			62,332
Over \$15,000,000	5	16	51,386	59,166	78,406	93,569	128,192	82,484
By Geographic Location:								
Allegheny County	23	43	53,190	58,989	68,640	85,280	100,355	74,977
By Field of Service:								
Management/Technical Assistance	5	8			65,333			75,595
Social Support	5	13	53,473	60,362	68,578	84,230	142,934	77,491
By Primary Source of Funding:								
Government	9	21	54,467	61,215	69,992	86,559	99,940	77,675
By Number of Employees:								
6 - 20	5	7			59,946			63,693
51 - 100	5	10			64,407			62,985
More than 100	7	18	52,489	58,911	78,406	92,009	116,057	81,240
By Level of Education Required:								
Bachelor's Degree	16	29	53,040	58,355	66,830	86,559	101,338	72,200
Master's Degree	10	10			71,074			80,552
By Sex of Employee:								
Male	14	16	57,934	59,176	73,788	84,459	99,566	74,139
Female	15	27	49,520	58,032	68,578	89,626	105,631	75,508
By Race/Ethnicity of Employee:								
White	20	37	52,433	58,833	69,992	89,575	103,068	75,862
By Number of Years in Position:								
Up to 5 Years	13	18	56,335	59,312	68,578	82,394	106,058	74,440
11 - 20 Years	8	10			75,182			77,409
By Number of Employees Managed:								
1 to 3	6	6			65,676			72,148
4 to 8	9	13	53,190	57,897	68,578	92,362	141,950	79,897
15 and over	7	12	48,271	58,193	60,944	70,715	100,674	65,503

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	10h %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Average
Annual Cash Compensation								
Salary and Incentives - All Organizations:								
Base Salary - All Employees	41	133	\$37,452	\$41,174	\$47,861	\$58,074	\$67,475	\$50,172
# Eligible for Incentive/Bonus	21	84						
Actual Bonus Paid	14	46	418	963	1,201	2,500	5,480	2,476
Total Cash Compensation (Base + Bonus)	41	133	37,452	41,620	48,610	58,755	70,576	51,028
Annual Base Salary								
By Budget Size:								
\$750,001 - \$2,000,000	10	22	37,086	39,941	44,065	50,279	60,786	46,079
\$2,000,001 - \$5,000,000	10	37	29,765	39,229	43,181	53,123	58,752	44,716
\$5,000,001 - \$15,000,000	7	22	40,807	44,850	58,246	65,063	72,714	56,662
Over \$15,000,000	9	46	40,554	44,595	54,496	62,603	70,666	54,244
By Geographic Location:								
Allegheny County	37	124	37,544	41,205	47,993	58,607	68,494	50,551
By Field of Service:								
Social Support	12	51	40,630	41,309	53,040	64,251	71,893	53,849
By Primary Source of Funding:								
Contributions from individuals	5	11			45,323			51,693
Contributions from foundations or trusts	9	15	34,399	37,086	43,493	47,840	54,721	43,154
Government	20	70	34,164	41,137	48,600	56,571	65,225	49,416
By Number of Employees:								
6 - 20	10	20	37,178	39,967	42,495	48,007	64,680	45,957
21 - 50	7	16	38,010	45,469	50,555	58,607	66,272	51,956
51 - 100	7	14	37,835	41,142	45,001	53,856	59,519	47,042
More than 100	14	79	33,592	41,205	52,083	61,006	69,930	51,757
By Level of Education Required:								
High School Diploma	5	6			45,740			51,740
Bachelor's Degree	27	74	39,458	41,205	48,225	58,487	65,926	50,728
Master's Degree	10	11			44,990			49,883
By Sex of Employee:								
Male	21	52	29,894	40,425	45,167	55,386	65,225	47,078
Female	35	78	39,957	42,666	50,657	60,850	69,892	52,584
By Race/Ethnicity of Employee:								
Black or African American	11	17	28,966	38,980	41,995	45,095	52,201	41,790
White	36	112	39,196	41,205	51,104	60,523	69,501	51,734
By Number of Years in Position:								
Up to 5 Years	24	46	33,779	39,910	45,396	59,002	66,716	48,797
6 - 10 Years	12	25	35,951	40,529	45,906	54,964	63,918	48,037
11 - 20 Years	17	36	39,807	41,158	50,347	60,523	70,610	51,696
Over 20 Years	6	12	41,436	45,204	52,884	56,836	70,449	52,730
By Number of Employees Managed:								
1 to 3	17	23	41,471	45,178	53,040	61,797	67,134	52,890
4 to 8	16	34	29,911	39,328	47,757	58,287	66,050	48,551
9 to 14	10	29	39,957	40,903	52,520	60,403	72,800	52,187
15 and over	7	11			47,861			50,606

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	10h %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Average
Annual Cash Compensation								
Salary and Incentives - All Organizations:								
Base Salary - All Employees	47	171	\$27,231	\$31,262	\$37,253	\$42,536	\$48,840	\$37,744
# Eligible for Incentive/Bonus	24	86						
Actual Bonus Paid	14	39	100	750	1,300	4,166	12,856	3,388
Total Cash Compensation (Base + Bonus)	47	171	27,231	31,491	38,002	43,493	49,866	38,517
Annual Base Salary								
By Budget Size:								
\$250,001 - \$750,000	5	6			37,814			38,144
\$750,001 - \$2,000,000	13	42	26,998	30,368	34,663	39,998	44,774	35,383
\$2,000,001 - \$5,000,000	12	36	29,078	31,418	38,064	43,690	46,284	37,648
Over \$15,000,000	11	73	26,828	32,136	37,253	45,001	54,259	38,729
By Geographic Location:								
Allegheny County	39	152	26,998	31,273	37,336	43,144	49,797	37,842
Outside of Allegheny County	8	19	30,493	31,262	36,712	41,995	43,493	36,966
By Field of Service:								
Basic Material Need	5	18	29,965	31,897	34,435	39,822	42,711	35,687
Education and Child Care Services	5	22	31,485	35,001	39,010	44,273	47,982	39,194
Social Support	16	70	29,994	34,258	39,635	44,356	50,750	40,109
By Primary Source of Funding:								
Contributions from individuals	8	24	26,499	30,166	33,311	37,830	42,515	34,195
Contributions from foundations or trusts	6	12	25,496	29,994	34,996	39,499	48,505	35,232
Government	25	80	31,142	36,987	41,475	45,760	51,877	41,479
By Number of Employees:								
6 - 20	10	20	29,994	31,444	35,818	37,929	44,966	35,993
21 - 50	12	45	26,998	31,086	39,062	42,172	46,775	37,337
51 - 100	8	26	28,236	29,994	33,686	39,505	44,501	34,906
More than 100	13	75	26,857	33,093	38,958	46,010	54,254	39,620
By Level of Education Required:								
High School Diploma	8	25	28,637	33,873	37,253	48,069	57,824	40,153
Associate's Degree	7	10			35,246			32,698
Bachelor's Degree	36	115	26,998	31,179	37,461	41,974	47,341	36,954
Master's Degree	7	11			45,115			45,656
By Sex of Employee:								
Male	19	33	26,607	30,493	39,458	43,816	48,494	37,306
Female	43	134	28,143	32,058	37,336	42,567	50,066	38,011
By Race/Ethnicity of Employee:								
Black or African American	16	34	25,251	29,776	36,213	42,900	48,922	36,517
White	42	129	28,288	32,344	37,877	42,578	49,317	38,201
By Number of Years in Position:								
Up to 5 Years	34	88	26,975	31,039	35,818	40,472	50,016	36,887
6 - 10 Years	15	28	28,159	36,416	39,198	44,829	50,542	39,783
11 - 20 Years	13	27	28,568	34,038	39,936	45,074	47,798	38,583
Over 20 Years	7	7			41,995			42,266
By Number of Employees Managed:								
1 to 3	13	21	27,256	29,994	34,038	42,266	49,105	36,174
4 to 8	10	20	26,545	31,403	39,146	43,004	49,465	37,760
15 and over	5	10			36,057			39,555

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	24	49	\$19,240	\$21,206	\$27,726	\$31,387	\$34,840	\$27,400
# Eligible for Incentive/Bonus	12	19						
Actual Bonus Paid	6	8			300			342
Total Cash Compensation (Base + Bonus)	24	49	19,540	21,206	27,726	31,387	34,840	27,456
Annual Base Salary								
By Budget Size:								
\$2,000,001 - \$5,000,000	9	14	20,103	26,094	29,557	32,110	34,050	28,615
Over \$15,000,000	5	13	17,472	19,396	21,861	30,431	32,481	24,424
By Geographic Location:								
Allegheny County	21	37	18,720	21,934	28,080	30,888	36,192	27,742
By Field of Service:								
Social Support	12	28	19,521	21,533	27,851	31,980	34,929	27,237
By Primary Source of Funding:								
Government	11	29	19,989	22,132	28,683	32,094	35,734	28,372
By Number of Employees:								
6 - 20	6	6			31,544			31,023
21 - 50	5	15	25,601	27,310	30,784	34,133	38,464	31,136
51 - 100	7	9			26,458			27,347
More than 100	5	18	18,512	19,708	21,206	29,614	32,419	23,587
By Level of Education Required:								
High School Diploma	9	22	18,876	19,932	22,132	28,870	30,620	24,141
Bachelor's Degree	9	15	18,512	25,002	30,160	34,133	38,464	29,395
By Sex of Employee:								
Female	22	46	19,084	20,940	27,154	31,190	35,108	27,160
By Race/Ethnicity of Employee:								
Black or African American	9	10			29,650			29,607
White	19	38	18,720	20,597	26,728	31,034	34,929	26,669
By Number of Years in Position:								
Up to 5 Years	16	27	18,616	20,800	25,709	30,160	33,754	25,860
6 - 10 Years	6	7			26,458			25,751
11 - 20 Years	5	5			30,701			29,345

Program Director/Administrator, Social Services/Mental Health

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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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	35	74	\$52,302	\$58,511	\$63,928	\$73,544	\$80,269	\$66,326
# Eligible for Incentive/Bonus	20	35						
Actual Bonus Paid	12	21	440	500	1,025	1,500	13,066	3,454
Total Cash Compensation (Base + Bonus)	35	74	52,791	58,812	63,928	75,078	83,315	67,306
Annual Base Salary								
By Budget Size:								
\$750,001 - \$2,000,000	5	5			60,320			63,428
\$2,000,001 - \$5,000,000	11	16	47,303	52,146	59,353	64,527	73,969	59,711
\$5,000,001 - \$15,000,000	8	17	55,257	58,365	59,758	68,983	77,646	63,347
Over \$15,000,000	10	35	57,163	62,982	68,578	78,270	91,899	71,784
By Geographic Location:								
Allegheny County	30	64	52,302	59,286	64,449	75,223	83,084	67,483
Outside of Allegheny County	5	10			58,750			58,924
By Field of Service:								
Basic Material Need	5	7			54,080			55,696
Education and Child Care Services	6	8			78,810			79,918
Social Support	12	32	53,408	58,220	62,931	73,476	77,996	65,081
By Primary Source of Funding:								
Government	24	58	57,477	59,691	64,283	75,385	85,649	68,552
By Number of Employees:								
21 - 50	5	5			63,856			62,234
51 - 100	10	17	48,588	52,791	58,074	64,376	69,306	58,300
More than 100	16	46	57,323	60,654	66,945	76,710	87,075	70,000
By Level of Education Required:								
Bachelor's Degree	20	32	53,395	57,434	62,764	67,798	78,801	64,359
Master's Degree	14	29	51,501	60,747	68,786	77,168	85,821	69,713
By Sex of Employee:								
Male	16	28	50,966	54,383	61,589	73,523	80,998	65,084
Female	22	38	54,867	58,796	63,928	72,374	80,054	65,772
By Race/Ethnicity of Employee:								
Black or African American	5	7			60,800			63,779
White	29	58	51,468	57,471	63,711	73,544	79,997	65,775
By Number of Years in Position:								
Up to 5 Years	15	20	46,623	52,146	61,392	70,429	79,562	62,731
6 - 10 Years	6	6			61,745			63,798
11 - 20 Years	14	18	49,287	57,060	63,395	69,425	81,892	65,158
Over 20 Years	8	12	58,074	58,995	71,053	75,967	80,377	68,778
By Number of Employees Managed:								
1 to 3	6	9			58,074			62,522
4 to 8	7	9			62,933			62,504
9 to 14	12	14	50,898	57,032	62,088	76,835	87,371	66,007
15 and over	14	21	49,870	55,975	62,858	66,820	79,629	63,020

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	10h %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Average
Annual Cash Compensation								
Salary and Incentives - All Organizations:								
Base Salary - All Employees	49	254	\$28,226	\$35,667	\$43,628	\$51,813	\$57,782	\$43,806
# Eligible for Incentive/Bonus	24	167						
Actual Bonus Paid	15	63	240	500	1,000	1,025	3,120	1,323
Total Cash Compensation (Base + Bonus)	49	254	28,600	35,667	44,035	51,951	58,354	44,134
Annual Base Salary								
By Budget Size:								
\$750,001 - \$2,000,000	8	9			43,950			46,941
\$2,000,001 - \$5,000,000	16	49	35,895	37,846	42,099	51,387	61,339	45,139
\$5,000,001 - \$15,000,000	11	56	34,285	40,253	45,750	52,624	58,119	46,707
Over \$15,000,000	11	136	26,364	29,651	43,368	51,064	57,412	42,027
By Geographic Location:								
Allegheny County	36	166	36,429	41,610	46,551	54,777	60,547	48,048
Outside of Allegheny County	13	88	25,147	27,888	32,167	42,521	50,877	35,805
By Field of Service:								
Basic Material Need	6	12	32,315	35,516	41,746	46,514	55,694	42,141
Counseling - Behavioral Health & Wellness	8	24	33,707	40,545	48,152	56,633	61,641	48,420
Family Support and Preservation	5	19	35,895	39,963	53,333	56,576	59,176	50,156
Social Support	23	168	27,040	30,503	43,368	49,286	56,268	41,666
By Primary Source of Funding:								
Contributions from foundations or trusts	7	14	34,948	38,745	42,006	50,393	57,460	44,164
Government	30	202	27,635	33,212	43,628	53,332	58,769	43,599
Program services fee	9	24	39,530	41,595	50,003	55,672	59,707	49,271
By Number of Employees:								
21 - 50	12	23	33,904	39,333	43,389	51,584	57,270	44,520
51 - 100	10	22	36,134	39,264	45,354	56,140	61,289	47,164
More than 100	22	203	27,522	33,259	43,368	51,875	57,720	43,408
By Level of Education Required:								
High School Diploma	5	44	24,305	26,130	28,465	30,358	40,071	29,506
Bachelor's Degree	31	116	33,886	39,998	43,857	49,795	57,067	44,919
Master's Degree	19	58	38,769	45,885	52,667	56,758	60,996	51,292
By Sex of Employee:								
Male	22	46	26,959	31,372	44,420	51,636	57,834	43,144
Female	42	195	28,247	34,486	43,098	50,731	57,420	43,312
By Race/Ethnicity of Employee:								
Black or African American	19	33	30,701	37,274	43,701	46,405	55,411	42,436
White	38	206	27,999	34,092	43,368	51,636	57,595	43,544
By Number of Years in Position:								
Up to 5 Years	31	69	31,990	37,201	43,701	49,993	61,173	44,669
6 - 10 Years	24	44	35,974	40,160	45,396	53,206	58,729	47,133
11 - 20 Years	15	33	41,030	43,368	46,322	54,371	59,775	48,869
Over 20 Years	10	20	43,378	44,457	51,418	57,086	69,077	52,476
By Number of Employees Managed:								
1 to 3	24	43	28,313	35,152	43,368	47,486	58,452	42,981
4 to 8	22	98	26,641	29,833	41,226	49,582	56,568	40,666
9 to 14	12	26	30,364	40,206	46,447	51,023	56,518	45,770
15 and over	14	44	28,600	33,977	43,857	52,948	57,965	43,964

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	50	404	\$27,924	\$33,930	\$37,440	\$42,526	\$45,771	\$37,687
# Eligible for Incentive/Bonus	22	206						
Actual Bonus Paid	15	116	235	500	1,000	1,025	1,300	1,138
Total Cash Compensation (Base + Bonus)	50	404	28,340	34,008	37,721	42,614	46,400	38,014
Annual Base Salary								
By Budget Size:								
\$750,001 - \$2,000,000	13	41	23,712	31,065	35,006	41,600	45,606	35,646
\$2,000,001 - \$5,000,000	14	55	27,897	31,990	35,402	39,998	46,996	36,411
\$5,000,001 - \$15,000,000	9	67	35,006	36,213	38,043	40,976	45,040	38,683
Over \$15,000,000	13	240	27,471	33,305	38,449	42,667	45,949	38,057
By Geographic Location:								
Allegheny County	40	335	30,701	35,006	38,293	42,667	45,866	38,460
Outside of Allegheny County	10	69	23,400	26,978	34,133	38,064	41,579	33,936
By Field of Service:								
Basic Material Need	5	8			37,544			37,903
Counseling - Behavioral Health & Wellness	8	47	31,579	33,599	38,827	44,391	47,490	39,261
Education and Child Care Services	5	23	27,040	29,120	35,006	41,600	49,364	35,720
Family Support and Preservation	5	50	40,398	41,153	42,667	45,825	52,103	44,051
Social Support	22	261	26,549	31,990	36,213	40,103	43,692	36,260
By Primary Source of Funding:								
Government	32	325	27,544	33,318	37,440	42,667	46,177	37,746
Program services fee	10	27	29,120	30,930	36,878	39,998	46,160	36,326
By Number of Employees:								
6 - 20	5	23	32,431	35,006	35,984	41,600	45,760	37,986
21 - 50	11	23	22,880	28,496	34,736	43,368	50,852	35,611
51 - 100	12	52	27,011	31,866	35,183	38,667	42,584	35,402
More than 100	22	306	28,067	35,006	38,272	42,661	45,807	38,209
By Level of Education Required:								
High School Diploma	17	84	23,400	27,040	35,152	38,678	41,507	33,272
Associate's Degree	6	21	27,040	29,495	33,293	38,170	41,388	33,692
Bachelor's Degree	32	191	30,098	34,320	37,086	42,598	45,845	37,774
Master's Degree	9	73	36,379	40,210	42,598	45,411	54,409	43,499
By Sex of Employee:								
Male	22	95	29,054	33,293	36,213	42,598	47,080	37,811
Female	41	274	27,248	33,764	37,201	42,037	45,473	37,174
By Race/Ethnicity of Employee:								
Black or African American	18	62	28,683	33,400	37,390	42,667	47,638	38,064
White	39	286	27,331	33,293	37,003	42,037	45,698	37,201
Mixed Race	5	5			35,402			35,853
By Number of Years in Position:								
Up to 5 Years	36	164	29,227	34,065	36,556	40,865	43,940	36,827
6 - 10 Years	18	53	29,844	33,200	38,397	42,664	47,919	38,514
11 - 20 Years	23	61	30,351	34,129	37,918	42,609	46,271	38,189
Over 20 Years	11	33	31,936	36,619	41,407	44,096	47,316	40,673
By Number of Employees Managed:								
1 to 3	12	27	33,030	36,622	40,456	42,827	45,342	40,086
4 to 8	17	77	32,584	35,308	39,978	43,818	47,232	39,992
9 to 14	10	58	33,843	35,152	36,067	39,146	45,441	38,175
15 and over	5	22	33,040	36,005	38,272	42,615	46,504	38,994

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	16	149	\$19,115	\$21,986	\$25,438	\$29,786	\$32,989	\$25,584
# Eligible for Incentive/Bonus	7	95						
Actual Bonus Paid	2	27						
Total Cash Compensation (Base + Bonus)	16	149	19,219	21,986	25,438	29,869	33,509	25,852
Annual Base Salary								
By Budget Size:								
Over \$15,000,000	7	104	18,699	20,587	26,000	30,445	33,093	25,964
By Geographic Location:								
Allegheny County	13	133	19,157	21,986	25,480	29,869	32,939	25,672
By Field of Service:								
Social Support	8	100	18,701	20,467	26,000	30,181	33,093	25,815
By Primary Source of Funding:								
Government	11	61	19,282	21,986	24,640	26,594	30,193	24,774
By Number of Employees:								
More than 100	7	100	18,699	20,467	26,000	30,353	33,093	25,780
By Level of Education Required:								
High School Diploma	7	77	18,699	19,656	24,357	27,727	32,136	24,547
Bachelor's Degree	7	43	22,264	24,003	27,733	30,701	33,343	27,653
By Sex of Employee:								
Male	5	32	18,839	22,194	25,931	31,705	34,008	26,497
Female	14	106	18,917	20,800	24,908	29,266	33,020	25,268
By Race/Ethnicity of Employee:								
Black or African American	7	30	18,173	21,986	24,960	30,784	33,513	25,690
White	10	105	18,895	20,800	25,334	29,869	33,093	25,521
By Number of Years in Position:								
Up to 5 Years	9	79	19,219	21,986	25,334	29,869	32,718	25,635
6 - 10 Years	5	11			28,153			27,848

Psychiatrist

Provides primary psychiatric assessment and care to clients of the organization including comprehensive examinations, making diagnoses, determining course of treatment, providing/supervising appropriate treatment, prescribing medications, documenting patient files. Provides consultation and supervision to psychiatric/social service professionals, technicians and other staff. Requires licensure by the State of Pennsylvania as a Medical Doctor and board certification in psychiatry.

Other sample job titles: Staff Psychiatrist, Youth Psychiatrist

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	10			\$202,249			\$200,145
# Eligible for Incentive/Bonus	1	3						
Actual Bonus Paid	1	3						
Total Cash Compensation (Base + Bonus)	5	10			202,249			201,560
					Annual Base Salary			

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

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

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	9	26	\$39,699	\$43,987	\$50,003	\$72,067	\$75,920	\$55,944
# Eligible for Incentive/Bonus	3	4						
Actual Bonus Paid	3	3						
Total Cash Compensation (Base + Bonus)	9	26	39,699	43,987	50,076	72,067	75,920	55,990
Annual Base Salary								
By Geographic Location: Allegheny County	7	23	39,096	44,179	50,149	72,800	79,040	57,132
By Primary Source of Funding: Government	5	18	37,681	42,937	59,769	72,800	83,240	59,038
By Number of Employees: More than 100	5	15	39,726	43,410	45,906	50,003	76,531	49,699
By Level of Education Required: LCSW/MFT/MFCC	9	26	39,699	43,987	50,003	72,067	75,920	55,944
By Sex of Employee: Female	6	17	37,527	43,795	50,003	70,751	74,959	54,722
By Race/Ethnicity of Employee: White	7	21	38,571	45,043	50,003	72,311	81,120	56,847
By Number of Years in Position: Up to 5 Years	5	14	39,853	44,787	49,639	72,800	72,800	56,392
6 - 10 Years	5	6			54,112			59,859

Psychologist

Provides professional, clinical psychological services, such as assessments, biofeedback therapies, group and individual therapy, crisis intervention, consulting and educational workshops and programs. Provides consultation to other counseling and technical staff. Requires a Ph.D. in clinical psychology and valid Pennsylvania license in psychology.

Other sample job titles: Neuropsychologist, School Psychologist

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	12	\$55,139	\$64,766	\$93,600	\$109,039	\$139,327	\$90,471
# Eligible for Incentive/Bonus	3	4						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	5	12	55,154	64,766	93,600	109,039	139,327	90,476
Annual Base Salary								
By Level of Education Required:								
Doctoral Degree	5	12	55,139	64,766	93,600	109,039	139,327	90,471

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

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

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	7	21	\$33,983	\$35,360	\$38,002	\$47,746	\$62,188	\$42,363
# Eligible for Incentive/Bonus	3	9						
Actual Bonus Paid	1	2						
Total Cash Compensation (Base + Bonus)	7	21	33,983	35,672	38,002	48,396	62,188	42,486
Annual Base Salary								
By Geographic Location: Allegheny County	7	21	33,983	35,360	38,002	47,746	62,188	42,363
By Primary Source of Funding: Government	6	17	33,625	35,183	37,170	54,579	62,920	43,395
By Number of Employees: More than 100	5	18	33,702	35,740	38,002	45,120	61,705	42,028
By Sex of Employee: Female	6	13	33,318	35,183	37,731	54,579	61,976	42,702
By Race/Ethnicity of Employee: White	6	15	33,471	35,360	38,002	56,160	63,440	43,956
By Number of Years in Position: Up to 5 Years	6	11			37,731			40,636

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	12	87	\$34,033	\$35,200	\$37,003	\$41,600	\$52,000	\$39,479
# Eligible for Incentive/Bonus	6	41						
Actual Bonus Paid	3	21						
Total Cash Compensation (Base + Bonus)	12	87	34,033	35,277	37,502	41,767	52,600	39,696
Annual Base Salary								
By Budget Size:								
Over \$15,000,000	7	67	34,133	35,942	37,502	41,600	54,405	40,444
By Geographic Location:								
Allegheny County	10	81	34,133	35,422	37,066	41,600	52,000	39,926
By Field of Service:								
Social Support	5	42	33,634	35,163	37,638	41,085	54,852	39,779
By Primary Source of Funding:								
Government	10	76	33,983	35,287	37,419	41,600	52,668	40,098
By Number of Employees:								
More than 100	8	72	34,133	35,287	37,419	41,600	53,558	40,105
By Level of Education Required:								
Master's Degree	12	86	33,983	35,199	36,993	41,600	52,000	39,460
By Sex of Employee:								
Male	7	16	33,172	34,851	36,504	44,788	56,435	40,831
Female	12	71	33,734	35,318	37,066	41,059	52,000	39,175
By Race/Ethnicity of Employee:								
Black or African American	5	16	34,017	35,230	36,427	41,510	46,981	38,716
White	12	68	34,083	35,215	37,035	41,491	52,223	39,785
By Number of Years in Position:								
Up to 5 Years	10	41	33,468	34,622	36,629	41,600	54,929	39,562
6 - 10 Years	6	16	33,869	35,575	38,023	42,885	52,668	40,104

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	10h %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Average
Annual Cash Compensation								
Salary and Incentives - All Organizations:								
Base Salary - All Employees	38	626	\$27,206	\$29,867	\$32,011	\$34,476	\$38,043	\$32,532
# Eligible for Incentive/Bonus	20	365						
Actual Bonus Paid	12	149	120	500	1,000	1,000	1,300	1,015
Total Cash Compensation (Base + Bonus)	38	626	27,524	29,994	32,355	34,823	38,383	32,773
Annual Base Salary								
By Budget Size:								
\$750,001 - \$2,000,000	9	43	27,015	29,869	32,240	38,002	40,868	33,184
\$2,000,001 - \$5,000,000	11	86	28,012	29,994	32,739	36,166	41,047	33,362
\$5,000,001 - \$15,000,000	7	228	27,248	30,139	32,011	33,759	36,213	32,077
Over \$15,000,000	9	267	27,173	29,120	32,000	35,000	38,420	32,564
By Geographic Location:								
Allegheny County	31	416	27,206	29,494	32,000	35,199	38,586	32,650
Outside of Allegheny County	7	210	27,248	30,472	32,011	34,466	36,213	32,298
By Field of Service:								
Basic Material Need	5	25	26,150	28,184	30,888	33,332	41,358	31,818
Counseling - Behavioral Health & Wellness	5	46	26,262	27,030	33,707	35,200	39,627	31,975
Family Support and Preservation	5	112	28,916	31,467	32,534	35,199	37,754	33,320
Social Support	19	395	27,206	29,723	32,011	34,008	37,178	32,027
By Primary Source of Funding:								
Government	29	553	27,997	29,994	32,219	34,653	38,043	32,723
By Number of Employees:								
21 - 50	9	50	27,002	28,995	32,157	36,582	40,535	32,760
51 - 100	10	82	28,436	29,994	32,854	36,364	41,197	33,463
More than 100	15	488	27,206	29,734	32,011	34,466	37,344	32,375
By Level of Education Required:								
High School Diploma	7	25	23,716	25,251	27,414	32,864	32,864	28,002
Associate's Degree	5	29	25,979	27,592	29,869	34,216	38,542	31,494
Bachelor's Degree	29	552	27,895	29,994	32,011	34,991	38,245	32,830
By Sex of Employee:								
Male	23	116	26,667	29,899	32,011	34,513	38,333	32,299
Female	35	502	27,219	29,867	32,011	34,466	38,043	32,575
By Race/Ethnicity of Employee:								
Black or African American	25	94	27,425	29,760	31,355	34,601	37,721	32,601
White	34	507	27,206	29,994	32,011	34,466	38,051	32,546
By Number of Years in Position:								
Up to 5 Years	36	394	26,998	29,328	31,897	33,540	36,494	31,527
6 - 10 Years	22	84	29,671	32,510	33,751	36,967	40,027	34,737
11 - 20 Years	20	56	29,438	31,720	34,341	37,841	43,088	35,464
Over 20 Years	6	14	28,944	32,651	34,954	36,270	44,429	35,181
By Number of Employees Managed:								
1 to 3	5	5			40,934			39,112

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	22	216	\$32,996	\$33,909	\$37,482	\$44,758	\$52,000	\$40,699
# Eligible for Incentive/Bonus	7	106						
Actual Bonus Paid	5	45	100	313	791	1,000	1,166	726
Total Cash Compensation (Base + Bonus)	22	216	32,996	34,084	38,154	44,870	52,500	40,850
Annual Base Salary								
By Budget Size:								
\$2,000,001 - \$5,000,000	5	18	32,375	33,903	39,167	46,546	48,093	40,196
\$5,000,001 - \$15,000,000	5	32	31,242	34,102	38,218	41,548	47,085	38,930
Over \$15,000,000	8	150	33,608	33,961	36,704	44,462	52,000	40,295
By Geographic Location:								
Allegheny County	20	195	33,608	34,133	38,168	45,760	54,413	41,255
By Field of Service:								
Counseling - Behavioral Health & Wellness	8	76	31,649	35,749	40,533	51,501	59,488	43,521
Social Support	6	33	33,775	35,038	38,626	44,211	48,656	40,228
By Primary Source of Funding:								
Government	17	184	33,644	34,133	37,976	45,685	52,000	41,020
By Number of Employees:								
More than 100	13	182	33,509	33,961	37,140	44,238	52,000	40,055
By Level of Education Required:								
Master's Degree	20	212	32,992	33,883	37,334	44,758	52,000	40,652
By Sex of Employee:								
Male	13	35	32,901	37,419	44,221	52,000	59,904	45,275
Female	19	133	33,152	35,038	38,827	46,561	52,000	41,736
By Race/Ethnicity of Employee:								
Black or African American	7	15	33,168	35,734	38,626	54,912	61,568	43,045
White	20	150	33,111	35,006	40,391	47,039	54,829	42,423
By Number of Years in Position:								
Up to 5 Years	18	92	33,349	34,481	38,168	51,901	59,332	42,252
6 - 10 Years	11	34	33,779	36,000	40,557	48,849	58,240	43,395
11 - 20 Years	9	18	37,528	40,327	44,306	45,313	49,134	44,028
Over 20 Years	6	9			45,760			46,841

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	27	465	\$21,840	\$24,690	\$28,954	\$36,421	\$44,433	\$31,753
# Eligible for Incentive/Bonus	11	161						
Actual Bonus Paid	5	51	50	50	274	1,000	1,300	549
Total Cash Compensation (Base + Bonus)	27	465	21,840	24,690	28,954	36,587	44,433	31,813
Annual Base Salary								
By Budget Size:								
\$750,001 - \$2,000,000	6	34	18,720	22,537	25,116	29,365	37,045	26,708
\$2,000,001 - \$5,000,000	8	94	22,651	26,000	28,569	33,598	37,336	29,785
\$5,000,001 - \$15,000,000	6	179	21,840	22,360	25,147	29,848	34,528	26,829
Over \$15,000,000	7	158	26,173	30,834	37,801	45,760	56,225	39,588
By Geographic Location:								
Allegheny County	20	393	21,840	24,825	29,890	37,698	45,760	32,531
Outside of Allegheny County	7	72	21,890	24,003	27,518	29,650	34,310	27,505
By Field of Service:								
Counseling - Behavioral Health & Wellness	7	183	21,840	22,880	27,518	35,256	40,422	30,672
Social Support	12	151	21,869	24,752	28,579	34,528	39,337	29,432
By Primary Source of Funding:								
Government	19	398	21,840	23,998	28,975	37,226	45,760	32,049
Program services fee	6	57	24,269	26,562	28,475	32,323	37,153	29,403
By Number of Employees:								
21 - 50	9	69	20,800	23,088	28,226	32,989	36,899	28,012
51 - 100	6	73	25,002	26,676	30,601	34,289	38,449	31,042
More than 100	12	323	21,840	24,315	29,661	37,960	49,816	32,713
By Level of Education Required:								
High School Diploma	6	99	21,840	21,840	22,360	26,790	29,848	24,537
Bachelor's Degree	21	214	24,284	27,030	31,200	39,510	51,418	34,372
By Sex of Employee:								
Male	17	114	21,840	24,393	29,931	39,011	45,459	32,808
Female	25	347	21,840	24,794	28,662	35,235	42,660	31,368
By Race/Ethnicity of Employee:								
Black or African American	17	108	22,350	24,482	28,788	35,173	42,286	31,346
White	23	342	21,840	24,752	28,995	36,596	45,194	31,815
By Number of Years in Position:								
Up to 5 Years	25	229	21,986	24,773	28,371	34,206	40,533	30,658
6 - 10 Years	17	72	25,202	26,874	31,782	39,467	45,926	34,207
11 - 20 Years	16	51	25,684	28,621	35,110	39,853	46,842	35,865
Over 20 Years	7	21	26,437	28,621	32,448	38,509	61,114	36,342

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	12	116	\$25,987	\$27,747	\$30,591	\$32,775	\$35,853	\$30,229
# Eligible for Incentive/Bonus	8	62						
Actual Bonus Paid	5	43	446	820	1,200	1,300	1,300	1,015
Total Cash Compensation (Base + Bonus)	12	116	26,994	27,997	31,200	33,002	36,150	30,606
Annual Base Salary								
By Geographic Location:								
Allegheny County	8	96	25,987	27,997	30,805	33,218	36,092	30,602
By Field of Service:								
Social Support	5	54	25,958	30,160	32,240	34,065	36,379	31,759
By Primary Source of Funding:								
Government	6	49	22,048	27,758	29,994	32,417	34,424	29,660
By Number of Employees:								
More than 100	6	82	26,998	27,997	31,346	33,935	36,150	31,197
By Level of Education Required:								
Bachelor's Degree	9	93	26,399	27,883	30,501	32,573	35,909	30,402
By Sex of Employee:								
Male	9	21	20,284	26,499	27,310	32,344	35,913	28,768
Female	11	94	26,000	27,997	30,805	32,905	35,932	30,540
By Race/Ethnicity of Employee:								
Black or African American	8	40	26,000	27,217	30,160	31,944	35,940	29,905
White	10	70	25,958	27,518	31,366	33,202	36,115	30,491
By Number of Years in Position:								
Up to 5 Years	11	74	25,979	27,466	30,483	32,729	35,391	30,091
6 - 10 Years	7	15	21,678	27,768	30,805	36,150	37,178	30,546

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	10h %ile	25th %ile	Annual Cash Compensation Median (50%)	75th %ile	90th %ile	Average
Salary and Incentives - All Organizations:								
Base Salary - All Employees	18	120	\$27,040	\$29,723	\$32,365	\$34,461	\$39,127	\$32,410
# Eligible for Incentive/Bonus	10	102						
Actual Bonus Paid	5	21	210	250	300	1,000	1,025	526
Total Cash Compensation (Base + Bonus)	18	120	27,040	29,798	32,453	34,550	39,241	32,502
Annual Base Salary								
By Budget Size:								
\$5,000,001 - \$15,000,000	5	12	21,825	25,849	32,521	41,132	43,503	32,806
Over \$15,000,000	7	15	27,564	29,557	35,235	39,229	40,897	34,023
By Geographic Location:								
Allegheny County	16	114	28,039	30,087	32,521	34,700	39,281	32,908
By Field of Service:								
Social Support	6	18	23,506	29,068	35,371	40,123	42,816	34,507
By Primary Source of Funding:								
Government	15	116	27,608	29,759	32,469	34,622	39,260	32,686
By Number of Employees:								
More than 100	13	109	29,120	30,223	32,573	34,570	39,229	33,022
By Level of Education Required:								
High School Diploma	7	15	21,744	22,277	24,648	32,573	35,784	27,043
Bachelor's Degree	7	15	24,544	29,867	35,381	40,747	45,061	35,578
By Sex of Employee:								
Female	15	111	27,040	29,723	32,261	34,466	39,025	32,386
By Race/Ethnicity of Employee:								
Black or African American	5	70	29,153	30,145	32,136	33,800	35,079	32,327
White	14	46	22,146	28,470	33,748	37,066	41,515	32,772
By Number of Years in Position:								
Up to 5 Years	12	66	26,322	29,370	30,940	32,604	34,162	30,787
6 - 10 Years	9	32	29,992	32,313	34,050	35,329	41,315	34,059
11 - 20 Years	5	18	32,509	33,758	36,858	37,726	45,024	36,735

Senior or Adult Program Assistant

889

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

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

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	15	354	\$20,114	\$21,216	\$21,216	\$24,653	\$26,364	\$22,801
# Eligible for Incentive/Bonus	6	98						
Actual Bonus Paid	3	87						
Total Cash Compensation (Base + Bonus)	15	354	20,384	21,216	21,247	24,920	27,004	23,018
Annual Base Salary								
By Budget Size:								
Over \$15,000,000	8	322	20,384	21,216	21,216	24,752	26,709	22,950
By Geographic Location:								
Allegheny County	12	340	20,114	21,216	21,216	24,731	26,489	22,871
By Field of Service:								
Social Support	10	322	20,114	21,216	21,216	24,669	26,709	22,840
By Primary Source of Funding:								
Government	11	329	20,114	21,216	21,216	24,669	26,790	22,864
By Number of Employees:								
More than 100	11	332	20,114	21,216	21,216	24,664	26,426	22,830
By Level of Education Required:								
High School Diploma	12	320	20,114	21,216	21,216	23,374	26,208	22,322
Bachelor's Degree	6	18	21,807	23,483	26,582	29,198	31,556	26,456
By Sex of Employee:								
Male	8	71	20,600	21,216	22,506	25,584	29,353	23,902
Female	15	283	20,089	21,216	21,216	23,920	26,208	22,525
By Race/Ethnicity of Employee:								
Black or African American	11	125	20,384	21,216	21,216	23,275	25,966	22,377
White	13	218	20,114	21,216	21,528	25,553	28,192	23,041
By Number of Years in Position:								
Up to 5 Years	14	237	20,106	21,216	21,216	22,048	24,960	21,829
6 - 10 Years	8	34	20,114	21,159	23,920	28,735	32,802	25,172
11 - 20 Years	8	37	21,528	23,525	25,584	26,208	28,479	25,242

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

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

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	8	271	\$16,041	\$20,800	\$23,010	\$28,267	\$30,197	\$23,833
# Eligible for Incentive/Bonus	5	258						
Actual Bonus Paid	5	176	100	333	1,000	1,300	1,300	852
Total Cash Compensation (Base + Bonus)	8	271	16,266	21,133	23,972	29,120	31,070	24,386
Annual Base Salary								
By Geographic Location:								
Allegheny County	6	207	20,800	21,320	25,085	29,120	30,598	25,812
By Primary Source of Funding:								
Government	5	268	15,942	20,800	22,945	28,190	29,996	23,747
By Sex of Employee:								
Male	5	85	20,800	22,516	25,085	29,339	31,034	25,917
Female	7	186	15,600	18,720	21,320	27,186	29,994	22,880
By Race/Ethnicity of Employee:								
Black or African American	5	172	20,800	21,640	25,595	28,824	30,451	25,669
White	7	96	15,600	15,657	18,720	21,723	29,120	20,542
By Number of Years in Position:								
Up to 5 Years	5	111	20,800	21,320	24,606	28,434	30,193	25,062

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	415	\$19,240	\$20,800	\$21,632	\$23,130	\$24,981	\$22,027
# Eligible for Incentive/Bonus	4	405						
Actual Bonus Paid	2	43						
Total Cash Compensation (Base + Bonus)	5	415	19,240	20,800	21,632	23,130	25,106	22,047
Annual Base Salary								
By Field of Service:								
Social Support	5	415	19,240	20,800	21,632	23,130	24,981	22,027
By Race/Ethnicity of Employee:								
Black or African American	5	106	20,530	20,800	22,152	24,128	24,806	22,396

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	10h %ile	25th %ile	Annual Cash Compensation Median (50%)	75th %ile	90th %ile	Average
Salary and Incentives - All Organizations:								
Base Salary - All Employees	12	1,218	\$19,760	\$21,154	\$22,980	\$24,960	\$28,084	\$23,540
# Eligible for Incentive/Bonus	6	594						
Actual Bonus Paid	5	548	125	500	546	1,025	1,025	703
Total Cash Compensation (Base + Bonus)	12	1,218	19,779	21,545	23,602	25,480	28,458	23,856
Annual Base Salary								
By Geographic Location:								
Allegheny County	10	1,181	19,926	21,414	23,046	24,971	28,192	23,671
By Field of Service:								
Social Support	7	1,038	19,760	21,190	23,016	24,903	27,789	23,461
By Primary Source of Funding:								
Government	9	1,159	19,947	21,424	23,130	25,168	28,281	23,735
By Number of Employees:								
51 - 100	6	154	18,720	19,760	20,863	23,920	28,278	22,339
More than 100	5	1,060	19,928	21,530	23,130	24,960	28,080	23,691
By Level of Education Required:								
High School Diploma	10	1,040	19,781	21,320	22,961	24,960	28,074	23,570
By Sex of Employee:								
Male	7	401	20,800	22,194	23,816	25,979	28,637	24,245
Female	11	787	19,760	21,008	22,797	24,856	27,851	23,342
By Race/Ethnicity of Employee:								
Asian	5	7			21,975			22,391
Black or African American	11	470	19,781	21,169	22,961	24,960	27,194	23,469
White	11	687	19,926	21,435	23,130	25,459	28,754	23,793
By Number of Years in Position:								
Up to 5 Years	11	769	19,760	21,008	22,797	24,752	27,248	23,228
6 - 10 Years	9	139	21,382	22,080	22,922	23,899	25,958	23,426
11 - 20 Years	8	141	22,551	23,278	24,627	26,468	28,741	25,227
Over 20 Years	5	47	24,403	27,381	29,474	32,011	33,680	29,342

Volunteer Director

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	6	6			\$60,008			\$56,850
# Eligible for Incentive/Bonus	2	2						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	6	6			60,208			57,133
					Annual Base Salary			
By Geographic Location:								
Allegheny County	6	6			60,008			56,850
By Sex of Employee:								
Female	5	5			60,008			54,421

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	22	30	\$25,509	\$28,964	\$30,940	\$39,905	\$42,713	\$32,821
# Eligible for Incentive/Bonus	7	11						
Actual Bonus Paid	3	4						
Total Cash Compensation (Base + Bonus)	22	30	25,509	29,116	30,940	39,905	42,713	32,938
Annual Base Salary								
By Budget Size:								
\$2,000,001 - \$5,000,000	10	14	25,959	28,361	30,905	39,905	42,609	32,838
By Geographic Location:								
Allegheny County	21	29	26,520	29,047	30,971	39,936	42,786	33,077
By Field of Service:								
Basic Material Need	8	11			29,120			30,775
By Primary Source of Funding:								
Contributions from individuals	5	9			28,974			29,148
Government	11	14	25,106	30,555	37,336	42,240	44,471	35,904
By Number of Employees:								
21 - 50	5	9			31,200			32,873
51 - 100	7	8			30,905			32,244
More than 100	5	8			38,251			36,842
By Level of Education Required:								
High School Diploma	5	9			30,888			31,521
Bachelor's Degree	11	14	26,520	29,073	30,936	36,489	43,025	32,874
By Sex of Employee:								
Female	20	27	26,295	28,974	30,971	39,874	43,027	33,032
By Race/Ethnicity of Employee:								
Black or African American	6	6			30,452			31,030
White	14	21	26,520	29,027	31,200	40,072	42,640	33,309
By Number of Years in Position:								
Up to 5 Years	16	23	26,520	28,974	30,971	39,874	43,510	33,391

Communications Director or Manager

Acts as the 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.

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

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	19	21	\$47,237	\$53,217	\$68,224	\$80,746	\$101,000	\$71,253
# Eligible for Incentive/Bonus	10	11						
Actual Bonus Paid	7	8			2,350			4,692
Total Cash Compensation (Base + Bonus)	19	21	47,682	54,961	68,224	80,746	104,818	73,041
Annual Base Salary								
By Budget Size:								
\$5,000,001 - \$15,000,000	5	7			79,310			90,457
Over \$15,000,000	6	6			55,599			58,764
By Geographic Location:								
Allegheny County	19	21	47,237	53,217	68,224	80,746	101,000	71,253
By Primary Source of Funding:								
Contributions from individuals	8	9			68,224			75,010
By Number of Employees:								
51 - 100	5	6			79,300			73,410
More than 100	6	6			57,908			64,113
By Level of Education Required:								
Bachelor's Degree	16	18	46,869	50,981	67,510	81,921	109,813	71,039
By Sex of Employee:								
Male	5	5			71,989			86,312
Female	14	15	46,076	47,798	59,010	79,310	93,005	65,651
By Race/Ethnicity of Employee:								
White	16	18	46,869	50,981	67,510	79,856	109,813	70,940
By Number of Years in Position:								
Up to 5 Years	8	8			49,920			54,189
By Number of Employees Managed:								
1 to 3	7	8			75,296			78,957

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

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	13	13	\$38,829	\$43,992	\$52,000	\$64,199	\$81,777	\$54,687
# Eligible for Incentive/Bonus	7	7						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	13	13	38,829	43,992	52,000	64,199	81,937	55,271
Annual Base Salary								
By Budget Size:								
\$2,000,001 - \$5,000,000	5	5			55,120			52,179
By Geographic Location:								
Allegheny County	13	13	38,829	43,992	52,000	64,199	81,777	54,687
By Number of Employees:								
6 - 20	5	5			44,283			49,200
By Level of Education Required:								
Bachelor's Degree	12	12	41,196	44,065	53,560	65,099	82,622	56,073
By Sex of Employee:								
Male	5	5			62,400			65,424
Female	7	7			44,283			49,394
By Race/Ethnicity of Employee:								
White	10	10			49,868			56,226
By Number of Years in Position:								
Up to 5 Years	6	6			46,010			52,860

Marketing Coordinator

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

Other sample job titles: Communications Specialist, Marketing Assistant

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	29	36	\$27,997	\$30,134	\$35,100	\$44,824	\$50,419	\$37,157
# Eligible for Incentive/Bonus	12	14						
Actual Bonus Paid	8	8			500			666
Total Cash Compensation (Base + Bonus)	29	36	27,997	30,134	35,100	44,824	50,769	37,305
Annual Base Salary								
By Budget Size:								
\$750,001 - \$2,000,000	8	8			30,722			32,341
\$2,000,001 - \$5,000,000	7	8			39,344			39,424
\$5,000,001 - \$15,000,000	5	7			37,731			39,057
Over \$15,000,000	7	11			39,146			38,533
By Geographic Location:								
Allegheny County	25	32	27,997	30,134	35,745	44,990	51,417	37,790
By Field of Service:								
Education and Child Care Services	5	5			44,990			41,766
Social Support	6	8			42,755			40,682
By Primary Source of Funding:								
Contributions from individuals	10	13	27,963	30,046	35,006	40,612	48,149	35,669
Government	11	11			41,184			40,359
Program services fee	6	6			39,000			38,109
By Number of Employees:								
21 - 50	10	10			35,152			38,095
51 - 100	5	8			33,863			35,506
More than 100	8	12	22,989	32,183	40,165	46,004	52,237	39,015
By Level of Education Required:								
Bachelor's Degree	23	28	27,997	30,134	35,100	44,824	52,176	37,595
By Sex of Employee:								
Male	7	8			34,695			37,126
Female	23	27	27,864	31,200	35,006	44,325	50,169	36,780
By Race/Ethnicity of Employee:								
White	27	31	28,014	30,098	34,008	44,325	51,667	36,909
By Number of Years in Position:								
Up to 5 Years	18	21	27,997	29,994	34,008	40,425	44,857	35,204

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	6			\$32,885			\$36,189
# Eligible for Incentive/Bonus	2	3						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	5	6			33,385			36,422
Annual Base Salary								
By Level of Education Required:								
Bachelor's Degree	5	5			35,006			37,274
By Sex of Employee:								
Female	5	6			32,885			36,189
By Race/Ethnicity of Employee:								
White	5	6			32,885			36,189

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	5			\$43,160			\$43,267
# Eligible for Incentive/Bonus								
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	5	5			43,160			43,267
					Annual Base Salary			
By Geographic Location:								
Allegheny County	5	5			43,160			43,267

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	6			\$50,877			\$52,874
# Eligible for Incentive/Bonus	2	3						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	5	6			50,877			52,874
					Annual Base Salary			

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	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	8			\$31,564			\$31,447
# Eligible for Incentive/Bonus	1	1						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	5	8			31,564			31,447
Annual Base Salary								
By Sex of Employee:								
Female	5	8			31,564			31,447
By Number of Years in Position:								
Up to 5 Years	5	7			27,830			30,561

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

			Annual Cash Compensation					
	Number of Organizations	Number of Employees	10h %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Average
Salary and Incentives - All Organizations:								
Base Salary - All Employees	9	105	\$16,120	\$18,720	\$20,800	\$24,076	\$30,884	\$22,115
# Eligible for Incentive/Bonus	6	65						
Actual Bonus Paid	3	36						
Total Cash Compensation (Base + Bonus)	9	105	16,120	18,720	20,800	24,746	30,917	22,393
Annual Base Salary								
By Geographic Location:								
Allegheny County	5	90	16,120	17,680	21,362	24,705	30,928	22,323
By Field of Service:								
Social Support	5	18	18,545	19,001	20,353	25,740	36,604	23,314
By Level of Education Required:								
High School Diploma	7	96	16,120	17,940	20,800	23,421	30,245	21,733
By Sex of Employee:								
Female	9	90	16,640	19,001	21,414	24,492	30,830	22,476
By Race/Ethnicity of Employee:								
White	8	77	16,536	18,720	21,382	24,648	31,229	22,585
By Number of Years in Position:								
Up to 5 Years	6	56	15,964	16,640	19,739	22,277	27,235	20,419
6 - 10 Years	6	13	17,310	19,895	25,813	30,888	38,247	26,104
11 - 20 Years	5	7			26,083			25,486

Appendix A: Average Annual Base Salary by Position

Executive	005	Executive Director/Chief Executive Officer	\$ 105,808
	010	Associate Director/Chief Operating Officer	93,490
	015	Director, Program(s)	90,269
Administrative	055	Director, Administration	71,567
	060	Regional Manager/Center Manager	58,917
	065	Office Manager	37,795
	070	Executive Assistant	41,983
	075	Administrative Assistant, Senior Level	35,018
	080	Administrative Assistant, Intermediate Level	28,754
	085	Administrative Assistant, Junior Level	24,006
	090	Receptionist	22,653
Accounting/Finance	105	Chief Financial Officer	93,621
	110	Controller	74,894
	115	Accounting Manager	55,103
	120	Accounting Supervisor	46,518
	124	Senior Accountant	47,516
	125	Staff Accountant	39,589
	126	Payroll Specialist	36,541
	130	Accounting Clerk	29,681
Cultural/Artistic/Performing Arts	154	Artistic Director	71,219
Development	205	Director, Development	79,340
	210	Development Manager, General	56,377
	211	Development Manager: Annual Giving	50,646
	215	Grant Writer, All Types of Funding	44,238
	220	Special Event Coordinator	41,684
	225	Development Associate	35,695
	Education & Recreation	253	Director, Education
255		Curriculum Specialist	56,679
256		Educator or Teacher, Adult Education	34,837
258		Site Supervisor	36,775
259		Teacher, K-12	36,543
262		Teacher, Pre-School	28,717
265		Teaching Assistant, K-12	23,926
268		Teaching Assistant, Pre-School	21,422
269		Special Education Teacher, K-12	43,661
271		Child Care Assistant	18,181
272		Community Educator	38,379
277		Recreation or Activity Leader, Children or Youth	18,409
278		Recreation or Activity Leader, Adults	30,748
Employment/Work Training		305	Job Developer
	310	Vocational Counselor	31,486
	315	Job Coach	29,921
Food Service	355	Food Service Manager or Supervisor	36,573
	360	Nutritionist/Dietician	44,343
	365	Cook	24,617
	370	Food Service Assistant/Worker	21,875
Foundation/Philanthropy	970	Grants Manager/Administrator	55,132
Gift/Thrift Shop, Warehouse & Food Bank	455	Gift/Thrift Shop Manager	36,498
	460	Gift/Thrift Shop Retail Sales Clerk	16,657
	485	Food Bank/Pantry Assistant/Clerk	29,917
Government Affairs, Advocacy, Research	380	Director or Manager, Government Affairs	80,583
Housing/Community Development	420	Director of Resident/Community Services	64,043
	421	Program Manager, Resident/Community Services	35,997
	422	Resident Services Coordinator	27,853
	427	Shelter Supervisor	41,878
	Human Resources	505	Director, Human Resources
510		Human Resources Manager	50,619
514		Benefits Manager	41,999
515		Human Resources Representative or Specialist	39,038
520		Human Resources Assistant	28,980

Appendix A: Average Annual Base Salary by Position

Information Technology	555	Director, Information Technology/Services	81,949
	560	Information Technology Manager	54,802
	565	Database Administrator	44,514
	570	Network Technician	46,465
	575	Personal Computer Technician	34,663
	576	Tech Support Specialist	40,992
	580	Data Entry Operator	26,609
	585	Web Site Developer	48,606
Maintenance, Grounds & Purchasing	655	Facilities Manager	57,507
	660	Maintenance Supervisor	40,812
	665	Maintenance Technician or Specialist	29,520
	670	Gardener	23,474
	675	Janitor or Custodian	23,966
	680	Driver	22,315
	685	Security Guard or Officer	25,183
Medical & Clinical Services	704	Clinic Director	79,354
	712	Director of Nursing	59,325
	714	Registered Nurse	49,677
	720	Licensed Vocational Nurse	34,518
	722	Medical Assistant	24,107
	724	Health Educator	31,490
	748	Medical Records Clerk	26,979
	750	Billing Clerk	28,701
	752	Receptionist (Medical)	24,253
	761	Physical Therapist	78,411
	762	Occupational Therapist	73,686
	763	Speech Pathologist	61,898
	Program Management (other than Social Service/Mental Health)	805	Program Director/Administrator
810		Program Manager/Administrator	50,172
815		Program Coordinator	37,744
820		Program Assistant	27,400
Social Services & Mental Health	853	Program Director/Administrator	66,326
	856	Program Manager/Administrator	43,806
	859	Program Coordinator	37,687
	862	Program Assistant	25,584
	865	Psychiatrist	200,145
	868	Licensed Clinical Social Worker	55,944
	874	Psychologist	90,471
	877	Therapeutic Counselor, MFCC/MFT	42,363
	879	Case Manager, Master Level	39,479
	880	Case Manager	32,532
	882	Counselor, Master Level	40,699
	883	Counselor	31,753
	885	Family Advocate	30,229
	886	Eligibility Specialist	32,410
	889	Senior or Adult Program Assistant	22,801
	890	Children or Youth Program Assistant	23,833
891	Personal Attendant/Home Health Care Worker	22,027	
892	Direct Care Counselor	23,540	
Volunteer, Membership & Marketing	905	Volunteer Director	56,850
	906	Volunteer Coordinator	32,821
	910	Communications Director or Manager	71,253
	915	Public Relations Manager	54,687
	917	Marketing Coordinator	37,157
	918	Social Media Coordinator	36,189
	920	Graphic Artist	43,267
	925	Membership Director or Manager	52,874
	930	Membership Assistant	31,447
	931	Customer Service Representative	22,115

Appendix B: Survey Participants

Organization	City
A+ Schools	Pittsburgh
ACHIEVA	Pittsburgh
ACI (Affordable Comfort, Inc.)	Moon
Adagio Health, Inc.	Pittsburgh
Allegheny Land Trust	Sewickley
Anchorpoint Counseling Ministry	Pittsburgh
Animal Rescue League Shelter and Wildlife Center	Pittsburgh
ARC Manor Addiction Recovery Center	Kittanning
Armstrong County Community Foundation	Kittanning
Bayer Center for Nonprofit Management at Robert Morris University	Pittsburgh
Bethlehem Haven	Pittsburgh
Blind & Vision Rehabilitation Services of Pittsburgh	Homestead
Boys & Girls Clubs of Western Pennsylvania	Pittsburgh
The Bradley Center	Pittsburgh
Bridgeway Capital, Inc.	Pittsburgh
Catholic Charities of the Diocese of Greensburg	Greensburg
Catholic Charities of the Diocese of Pittsburgh	Pittsburgh
Center for Hearing & Deaf Services, Inc.	Pittsburgh
Center for Victims	Pittsburgh
Children's Museum of Pittsburgh	Pittsburgh
Communities In Schools of Pittsburgh-Allegheny County	Pittsburgh
Community Action Southwest	Washington
The Community at Holy Family Manor	Pittsburgh
Community Care Connections, Inc.	Butler
Community Guidance Center	Indiana
Community Health Challenge of Southwestern Pennsylvania	Evans City
Connellsville Redevelopment Authority	Connellsville
Consumer Health Coalition	Pittsburgh
Coro Center for Civic Leadership	Pittsburgh
Cresson Lake Playhouse	Ebensburg
Crisis Center North, Inc.	Pittsburgh
Crisis Shelter of Lawrence County	New Castle
Denis Theatre Foundation	Pittsburgh
Dollar Energy Fund	Pittsburgh
Domestic Violence Services of Southwestern Pennsylvania	Washington
The Early Learning Institute	Pittsburgh

Organization	City
Easter Seals Western Pennsylvania	Pittsburgh
Eastern Area Adult Services Inc	Turtle Creek
The Education Foundation	Pittsburgh
Entrepreneurship Youth	Pittsburgh
Epilepsy Foundation of Western Central Pennsylvania	Pittsburgh
Every Child, Inc.	Pittsburgh
Family House, Inc.	Pittsburgh
Family Resources	Pittsburgh
Family Services of Western Pennsylvania	Pittsburgh
Familylinks	Pittsburgh
Fayette County Association for the Blind	Uniontown
The First Tee of Pittsburgh	Pittsburgh
Focus on Renewal	McKees Rocks
Global Solutions Pittsburgh	Pittsburgh
Goodwill of Southwestern Pennsylvania	Pittsburgh
Grantmakers of Western Pennsylvania	Pittsburgh
Greater Pittsburgh Community Food Bank	Duquesne
Greater Pittsburgh Literacy Council	Pittsburgh
Hair Peace Charities	Pittsburgh
Hill House Association	Pittsburgh
Holy Family Institute	Pittsburgh
Hospice and Palliative Nurses Association	Pittsburgh
Human Services Center Corporation	Turtle Creek
Hunger-Free Pennsylvania	McMurray
InVision Human Services	Pittsburgh
Jacobs Creek Watershed Association	Mt. Pleasant
Jewish Community Center of Greater Pittsburgh	Pittsburgh
Jewish Family & Children's Service	Pittsburgh
Jewish Federation of Pittsburgh	Pittsburgh
Jewish Residential Services	Pittsburgh
KidsVoice	Pittsburgh
The Kingsley Association	Pittsburgh
Lawrence County Tourist Promotion Agency	New Castle
Lifesteps, Inc.	Butler
Local Government Academy	Pittsburgh
Loyalhanna Watershed Association, Inc.	Greensburg
Mainstay Life Services	Pittsburgh
Mario Lemieux Foundation	Pittsburgh

Organization	City
Mary and Alexander Laughlin Children's Center	Sewickley
Materials Research Society	Warrendale
Mental Health Association of Westmoreland County	greensburg
The Midwife Center for Birth & Women's Health	Pittsburgh
Mon Valley Initiative	Homestead
Mountain Watershed Association, Inc.	Melcroft
Murrysville Community Library	Murrysville
Neighborhood Learning Alliance	Pittsburgh
North Hills Community Outreach	Allison Park
Northside Community Development Fund	Pittsburgh
Oakland Planning and Development Corporation	Pittsburgh
Open Hand Ministries, Inc.	Pittsburgh
The Outdoor Classroom	Pittsburgh
Pennsylvania Center for Women and Politics at Chatham University	Pittsburgh
Pace School	Pittsburgh
Pediatric Palliative Care Coalition	Pittsburgh
Persad Center, Inc.	Pittsburgh
PGSS Campaign, Inc.	Williamsport
Pittsburgh Botanic Garden	Pittsburgh
Pittsburgh Community Services, Inc.	Pittsburgh
Pittsburgh Community Television	Pittsburgh
The Pittsburgh Foundation	Pittsburgh
The Pittsburgh Project	Pittsburgh
POISE Foundation	Pittsburgh
POWER	Pittsburgh
The Presbyterian Church, Sewickley	Sewickley
Program to Aid Citizen Enterprise	Pittsburgh
Providence Connections	Pittsburgh
Psalm 119 Ministries	Pittsburgh
PULSE - Pittsburgh Urban Leadership Service Experience	Pittsburgh
Quantum Theatre	Pittsburgh
Rainbow Kitchen Community Services	Homestead
Rankin Christian Center	Rankin
Rebuilding Together Pittsburgh	Pittsburgh
Renewal, Inc.	Pittsburgh
Rivers of Steel Heritage Corp.	Homestead
Roy A. Hunt Foundation	Pittsburgh
Salvation Army	Pittsburgh

Organization	City
Seneca Area Emergency Services	Pittsburgh
Serving Leaders	Pittsburgh
Sisters Place, Inc.	Clairton
Society for Contemporary Craft	Pittsburgh
Sojourner House, Inc.	Pittsburgh
Southwinds, Inc.	Pittsburgh
Strong Women, Strong Girls	Pittsburgh
Sustainable Pittsburgh	Pittsburgh
Tickets for Kids Charities	Pittsburgh
Tobacco Free Allegheny	Pittsburgh
Transitional Services, Inc.	Homestead
Travelers Aid	Pittsburgh
Three Rivers Workforce Investment Board (TRWIB)	Pittsburgh
Try-Again Homes, Inc.	Washington
Turtle Creek Valley MH/MR, Inc.	Braddock
United Cerebral Palsy/Community Living and Support Services (UCP/CLASS)	Pittsburgh
United Mitochondrial Disease Foundation	Pittsburgh
United Way of Allegheny County	Pittsburgh
United Way of Butler County	Butler
United Way of Washington County	Washington
United Way of Westmoreland County	Greensburg
Urban Impact Foundation	Pittsburgh
Urban League of Greater Pittsburgh	Pittsburgh
Valley Points Family YMCA	New Kensington
Veterans Leadership Program of Western Pennsylvania	Pittsburgh
Vintage, Inc.	Pittsburgh
Ward Home, Inc.	Pittsburgh
Washington City Mission	Washington
Washington County Bar Association	Washington
The Watson Institute	Sewickley
Wesley Church Health Center Inc.	Connellsville
Wesley Spectrum Services	Wilkesburg
Westmoreland Casemanagement and Supports	Greensburg
Westmoreland Cleanways	Greensburg
Wilkesburg Community Development Corporation	Wilkesburg
Women and Girls Foundation	Pittsburgh
Women's Center & Shelter of Greater Pittsburgh	Pittsburgh
WQED Multimedia	Pittsburgh

Organization	City
YouthWorks, Inc.	Pittsburgh
YWCA Greater Pittsburgh	Pittsburgh
YWCA of Westmoreland County	Greensburg

Appendix C: Wage Conversion Formulas and Tables

These tables are based on the following:

8 hours in a workday 40 hours in a week	52 weeks in a year 4.33 weeks in a month	21.67 days in a month 2080 hours in a year
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Hourly	Monthly	Annual
\$ 6.75	\$ 1,170	\$ 14,040
\$ 7.00	\$ 1,213	\$ 14,560
\$ 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

Hourly	Monthly	Annual
\$ 19.00	\$ 3,293	\$ 39,520
\$ 19.25	\$ 3,337	\$ 40,040
\$ 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

Hourly	Monthly	Annual
\$ 31.25	\$ 5,417	\$ 65,000
\$ 31.50	\$ 5,460	\$ 65,520
\$ 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

Hourly	Monthly	Annual
\$ 45.50	\$ 7,887	\$ 94,640
\$ 45.75	\$ 7,930	\$ 95,160
\$ 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

Hourly	Monthly	Annual
\$ 59.75	\$ 10,357	\$ 124,280
\$ 60.00	\$ 10,400	\$ 124,800
\$ 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

Hourly	Monthly	Annual
\$ 74.00	\$ 12,827	\$ 153,920
\$ 74.25	\$ 12,870	\$ 154,440
\$ 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

Appendix D

About United Way of Allegheny County

United Way of Allegheny County is a change agent and efficient community fundraiser that improves lives by addressing critical community needs. By convening diverse partners and investing in programs and people to advance solutions, United Way creates long-lasting change and helps children and youth succeed in school and life, strengthens and supports financially struggling families, ensures the safety and well-being of vulnerable seniors and adults with disabilities, and provides county-wide access to information and referral sources meeting basic needs by calling 2-1-1. www.unitedwaypittsburgh.org

About The Bayer Center for Nonprofit Management at Robert Morris University

In twelve years of service to the nonprofit community, the Bayer Center has completed over 1,000 consulting engagements and educated over 6,500 students. Our consulting clients include human service, arts, faith-based, community development, environmental and education organizations with budgets ranging from \$100,000 or less to more than \$50,000,000. Our intensive and customized Management, Governance, Financial and Technology consulting services are designed to educate leaders and have resulted in:

- Higher functioning governing boards
- Enhanced financial planning and management
- Heightened brand awareness
- 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
- Prudent software choices and website design
- A strategic approach to decision-making

The Bayer Center also offers extensive management education on topics in nonprofit management, finance, governance and technology. BCNM provides information and referral services; conducts applied research through initiatives including “74%: Exploring the Lives of Women Leaders in Nonprofit Organizations”; promotes nonprofit governance best practices through our “BoardsWork!” program; convenes in-depth discussions on issues relevant to the nonprofit sector; and, through the ESC program, provides accomplished retired corporate executives as volunteer consultants to assist nonprofits with a broad range of advisory services and executive coaching. 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.