



United Way
of Greater Rochester
and the Finger Lakes

Human Service Provider Compensation Study

Conducted June 2021 – August 2021

United Way of Greater Rochester and the Finger Lakes
Market Research
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Thank you to all those who took the time to share community data points and allow United Way to conduct this comprehensive study. We are pleased to provide this report as a service to our community in an effort to help support, strengthen, and inform our community's incredible nonprofit sector. The study was last conducted in 2018 and is available online at UnitedWayROCFLX.org/reports. It is designed to serve as a resource for human service organizations to benchmark current compensation trends and help inform compensation decisions and attract and retain top talent that will ultimately help organizations fulfill their missions and enhance our collective community efforts.

METHODOLOGY

Custom-designed MS Excel templates were emailed to nonprofit organizations of all sizes requesting the following data:

- 1) Organization name and contact
- 2) Organization size
- 3) Salary rate ranges for 35 selected, common human service job descriptions
- 4) Salary minimums and maximums for those 35 jobs
- 5) Exempt or non-exempt status of jobs
- 6) Scheduled weekly work hours for jobs
- 7) Number of employees in position
- 8) Healthcare benefits offered
- 9) Paid time off – holidays, vacation days, sick days, personal time off (PTO) – or – combination of total paid time off
- 10) Shift differential pay
- 11) Average calculated fringe rate
- 12) Retirement plan benefits and matching contributions
- 13) Incentive bonuses for new staff referral
- 14) Signing bonuses for special positions
- 15) COVID response and plan
- 16) Observed holidays

The last 4 parameters are new this year, not included in previous studies.

Completed survey templates were received from 55 participating organizations, representing nearly 15,000 employees.

Summary statistics are presented for each of the 35 job descriptions, plus subsets by agency size where the sample was sufficient to make the data meaningful. A minimum of three (3) responses was required for any subset to protect confidentiality of information. In instances where organizations supplied both salary and hourly data for positions, both rates are included and reported in the appropriate subsets.

Two caveats regarding the information in this survey:

- Data for some positions remains, at best, minimal and should be viewed with discretion as those positions may not be representative of overall pay practices
- While this survey is a tool for determining how an agency's pay structure relates to others in a given area, the study should not be used as absolute compensation standards. Care should be exercised in utilizing survey data and specific results should be examined in the context of overall survey findings and the general economic climate prevailing at the time of the study.

DEFINITIONS

The following definitions are used on the summary statistical pages:

orgs is the total number of organizations reporting data for a specific position or subset

emps is the number of employees for which data was reported for a specific position

Rates reported are hourly rates with rates per hour computed to the nearest cent

Mean is the average rate paid for the position

Average rate ranges

Min is the average of the hourly minimum rates reported for the position

Max is the average of the hourly maximum rates reported for the position

Actual rate ranges

Min is the absolute lowest hourly minimum rate reported for the position

Max is the absolute highest hourly maximum rate reported for the position

% Exempt Organizations is the percentage of organizations regarding the position to be exempt as defined under the Fair Labor Standards Act

% Exempt Employees is the percentage of total employees reported exempt in the position as defined under the Fair Labor Standards Act

Average scheduled hours is the average hours per week reported for the position

Fringe benefit rate is the cost of employee benefits divided by wages paid

Personal time off (PTO) is shown for some organizations as incremental to holiday, vacation, and sick days and in others as a composite of all time off

CONTRIBUTING ORGANIZATIONS

Thank you to the following organizations for contributing valuable information to this study:

Arc of Monroe
AutismUp, Inc.
Boys & Girls Clubs of Rochester, Inc
CASA of Rochester/Monore County
Catholic Charities of Steuben/Livingston
Center for Dispute Settlement
Center for Employment Opportunities
Charles Settlement House
Child Advocacy Center of the Finger Lakes, Inc.
Common Ground Health
Coordinated Care Services Inc.
Dimitri House Inc.
East House Corporation
Faith Child Care & Nursery School
Family Promise of Greater Rochester (formerly RAIHN)
Family Promise of Ontario County
Flower City Habitat for Humanity, Inc.
Goodwill of the Finger Lakes
Habitat for Humanity of Ontario County, New York
Heritage Christian Services
Hillside
Huther Doyle
Ibero-American Action League
LeRoy Christian Community Project
Lifespan of Greater Rochester
Loop Ministries, Inc.
Mary Cariola Center
Mary's Place Refugee Outreach
Medical Motor Service of Rochester & Monroe County, Inc.
National Susan B Anthony Museum & House
Palmyra Community Center, Inc.
Planned Parenthood of Central and Western New York
RESOLVE of Greater Rochester, Inc
Rochester Hearing & Speech Center
Rochester Museum and Science Center
Rochester Presbyterian Home
Rochester Works
Society for the Protection & Care of Children
South East Area Coalition
St. Peter's Kitchen
Starbridge
The Center for Youth
The Children's Agenda
The Climate Solutions Accelerator of the Genesee-Finger Lakes Region
The Community Place of Greater Rochester, Inc.
The Friendly Home
The Rochester School of the Holy Childhood, Inc.
The Strong
Volunteer Legal Services Project (dba JustCause)
Volunteers of America Upstate NY
Wayne County Action Program, Inc.
Wellness GIFTS, Inc.
WXXI Public Broadcasting Council
YMCA of Greater Rochester
YWCA of Rochester & Monroe County

POSITIONS SURVEYED

The following select thirty-five (35) positions were studied and reported:

- 1 Executive Director/President/CEO
- 2 Assistant Deputy/Associate Executive Director
- 3 Director of Development
- 4 Human Resources Director
- 5 Office Manager
- 6 Volunteer Coordinator
- 7 Marketing / Communications / PR Coordinator
- 8 Events Coordinator
- 9 IT Director / Coordinator
- 10 Executive Secretary/Executive Assistant
- 11 Administrative Assistant / Administrative Secretary
- 12 Secretary / Clerk
- 13 Receptionist
- 14 Custodian/Housekeeper
- 15 Finance Director (CFO)
- 16 Assistant Finance Director / Controller
- 17 Accountant
- 18 Bookkeeper/Junior Accountant
- 19 Billing / Financial Clerk
- 20 Program Director (Youth)
- 21 Program Director (Clinical)
- 22 Program Director (Planning and Evaluation)
- 23 Registered Nurse (RN)
- 24 Licensed Practical Nurse (LPN)
- 25 Counselor (Clinical / Therapeutical)
- 26 Case Manager
- 27 Social Worker (MSW)
- 28 Director of Diversity, Equity and Inclusion (DEI)
- 29 Director of Quality Improvement (DQI)
- 30 Attorney
- 31 Legal Assistant
- 32 Program Manager
- 33 Clinical Supervisor
- 34 Vocational Counselor
- 35 Supervisor of Residential Services

EXECUTIVE DIRECTOR/PRESIDENT/CEO

POSITION 1

Typically reports to the Board of Directors. Responsible for the direction, planning and management of all agency functions. Coordinates agency programs with other Federal, State or local program, if appropriate. Enforces policy and guidelines for administration of the agency. Develops, with the Board of Directors, strategic objectives and operational plans for current and future programs/services.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean (\$)	Annual Salary Range	
				Min	Max
All respondents	53	53	\$148,508	\$19,000	\$382,254
SIZE					
< 25 employees	21	21	\$73,433	\$19,000	\$146,000
25-100 employees	9	9	\$116,571	\$57,120	\$169,873
> 100 employees	23	10	\$226,288	\$100,000	\$382,254

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	18	18	86.00	49.39	56.67	20.00	154.10
SIZE							
< 25 employees	6	6	38.91	31.26	33.06	20.00	70.19
25-100 employees	3	3	48.90	-	-	42.45	72.25
> 100 employees	9	9	129.75	64.50	96.34	71.43	154.10

Additional information

% Exempt Organizations 96%
% Exempt Employees 96%
Average scheduled hours 37.7

ASSISTANT DEPUTY/ASSOCIATE EXECUTIVE DIRECTOR

POSITION 2

Typically reports to Executive Director, President or CEO. Assists in the overall administration of the agency. Staffs committees of the Board, coordinates annual funding requests, supervises program directors, plans and develops new programs. Acts as liaison to planning/regulatory agencies, maintains interagency relationships and oversees public relations, agency planning and service evaluation efforts.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean (\$)	Annual Salary Range	
				Min	Max
All respondents	17	23	\$118,801	\$33,000	\$248,101
SIZE					
< 25 employees	5	5	\$56,664	\$33,000	\$87,550
25-100 employees	1	1	-	-	-
> 100 employees	11	17	\$153,189	\$83,477	\$248,101

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	5	7	74.13	62.39	82.74	18.00	93.18
SIZE							
< 25 employees	1	1	-	-	-	-	-
25-100 employees	-	-	-	-	-	-	-
> 100 employees	4	6	87.66	62.39	82.74	35.67	93.18

% Exempt Organizations =	94%
% Exempt Employees =	96%
Average scheduled hours =	38.5

DIRECTOR OF DEVELOPMENT

POSITION 3

Typically reports to Executive Director, President or CEO. Responsible for developing and administering a plan to generate new and additional funding for the agency. Prepares and submits grant applications, organizes special events, coordinates solicitations and appeals, researches and implements tax-advantaged giving programs, endowment funds, memorial gift programs, gift-in-kind donations, etc.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean (\$)	Annual Salary Range	
				Min	Max
All respondents	25	27	\$84,559	\$47,250	\$161,500
SIZE					
< 25 employees	6	6	\$64,513	\$47,250	\$85,897
25-100 employees	5	5	\$77,825	\$55,335	\$106,000
> 100 employees	15	17	\$95,556	\$52,913	\$161,500

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	10	10	42.40	30.66	47.49	29.07	73.36
SIZE							
< 25 employees	2	2	-	-	-	-	-
25-100 employees	1	1	-	-	-	-	-
> 100 employees	7	7	45.99	30.78	50.46	29.07	73.36

% Exempt Organizations =	100%
% Exempt Employees =	100%
Average scheduled hours =	38.8

HUMAN RESOURCES DIRECTOR

POSITION 4

Typically reports to Executive Director, President or CEO. Administers all agency personnel functions. Recommends and enforces policies and procedures necessary for sound human resource management. Responsible for recruitment benefits administration, employee counseling, assisting management in handling employee relations issues, etc. Conducts research, formulates, recommends, implements, administers and audits compensation program. Conducts new hire orientation.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean (\$)	Annual Salary Range	
				Min	Max
All respondents	26	30	\$91,899	\$51,150	\$240,000
SIZE					
< 25 employees	-	-	-	-	-
25-100 employees	5	4	\$62,375	\$52,000	\$75,000
> 100 employees	20	24	\$100,294	\$51,150	\$240,000

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	8	8	51.82	38.79	58.62	32.97	53.36
SIZE							
< 25 employees	-	-	-	-	-	-	-
25-100 employees	1	1	-	-	-	-	-
> 100 employees	7	7	57.46	38.79	58.62	32.97	53.36

% Exempt Organizations =	95%
% Exempt Employees =	80%
Average scheduled hours =	37.9

OFFICE MANAGER

POSITION 5

Typically reports to a senior level agency administrator. Coordinates and directs the business services functions of the agency including clerical activities and purchasing. Develops systems and procedures for efficient office operations; coordinates scheduling of facilities and equipment. Supports clerical staff during peak periods, helps schedule and prioritize assignments, special projects, special events, etc.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean (\$)	Annual Salary Range	
				Min	Max
All respondents	6	6	\$65,550	\$30,000	\$99,801
SIZE					
< 25 employees	1	1	-	-	-
25-100 employees	2	2	-	-	-
> 100 employees	3	3	\$78,800	\$64,600	\$99,801

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	7	7	23.30	20.72	27.54	15.00	21.00
SIZE							
< 25 employees	4	4	17.17	15.25	16.75	15.00	22.00
25-100 employees	1	1	-	-	-	-	-
> 100 employees	2	2	-	-	-	-	-

% Exempt Organizations =	45%
% Exempt Employees =	45%
Average scheduled hours =	35.0

VOLUNTEER COORDINATOR

POSITION 6

Typically reports to a senior level or department administrator. Responsible for recruiting, interviewing, placing, monitoring and training volunteers. Acts as liaison between volunteers, referral sources and agency clients or staff. Monitors all ongoing volunteer-client relationships.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean (\$)	Annual Salary Range	
				Min	Max
TOTAL					
All respondents	5	4.5	\$60,980	\$49,686	\$77,000
SIZE					
< 25 employees	1	1	-	-	-
25-100 employees	-	-	-	-	-
> 100 employees	4	3.5	\$63,600	\$49,686	\$77,000

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	8	8	22.94	20.57	27.55	15.60	28.63
SIZE							
< 25 employees	4	4	20.82	17.67	21.78	18.00	24.28
25-100 employees	1	1	-	-	-	-	-
> 100 employees	3	3	26.44	22.59	31.05	15.60	28.63

% Exempt Organizations =	42%
% Exempt Employees =	38%
Average scheduled hours =	32.8

PUBLIC RELATIONS / COMMUNICATIONS COORDINATOR

POSITION 7

Typically reports to a senior level or department administrator. Develops and administers public relations program for the agency. Cultivates and maintains relationships with the media; composes articles, new releases, press kits, speeches and the like. Acts as liaison to any external advertising agencies used by the agency. May plan and coordinate special events and community outreach programs.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean (\$)	Annual Salary Range	
				Min	Max
All respondents	17	17	\$68,331	\$6,500	\$121,024
SIZE					
< 25 employees	2	2	-	-	-
25-100 employees	3	3	\$72,543	\$59,000	\$86,528
> 100 employees	12	11.5	\$73.834	\$57,000	\$121.024

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	14	15	29.20	24.42	36.43	16.83	34.08
SIZE							
< 25 employees	2	2		-	-	-	-
25-100 employees	4	4	20.04	19.26	21.26	18.50	22.58
> 100 employees	8	9	37.26	26.02	43.36	16.83	34.08

% Exempt Organizations =	58%
% Exempt Employees =	56%
Average scheduled hours =	35.4

EVENTS COORDINATOR

POSITION 8

Develops, plans and coordinates special events and community outreach programs.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean (\$)	Annual Salary Range	
				Min	Max
All respondents	7	7	\$51,788	\$48,750	\$57,200
SIZE					
< 25 employees	2	2	-	-	-
25-100 employees	-	-	-	-	-
> 100 employees	5	5	\$50,705	\$48,750	\$53,820

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	8	8	24.93	18.01	31.33	15.00	27.50
SIZE							
< 25 employees	2	2	-	-	-	-	-
25-100 employees	-	-	-	-	-	-	-
> 100 employees	6	6	24.42	18.51	33.60	23.15	27.33

% Exempt Organizations =	67%
% Exempt Employees =	67%
Average scheduled hours =	36.4

IT DIRECTOR / COORDINATOR

POSITION 9

Oversees technology operations and evaluates them according to established goals. Devises and establishes IT policies and systems to support the implementation of organizational strategies. Analyzes the business requirements of all departments to determine their technology needs. Supports day-to-day IT functionality.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean (\$)	Annual Salary Range	
				Min	Max
All respondents	17	18	\$100,500	\$63,006	\$200,000
SIZE					
< 25 employees	-	-	-	-	-
25-100 employees	3	3	\$84,820	\$81,333	\$90,000
> 100 employees	6	6	\$103,859	\$63,006	\$200,000

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	7	7	48.19	33.86	54.37	33.94	65.67
SIZE							
< 25 employees	-	-	-	-	-	-	-
25-100 employees	-	-	-	-	-	-	-
> 100 employees	7	7	48.19	33.86	54.37	33.94	65.67

% Exempt Organizations =	94%
% Exempt Employees =	95%
Average scheduled hours =	38.2

EXECUTIVE SECRETARY / EXECUTIVE ASSISTANT

POSITION 10

Typically reports to Executive Director, President, CEO and/or Assistant/Deputy/Associate Executive Director. Takes and transcribes dictation. Answers and screens incoming phone calls. Drafts letters, memos, reports and other documents. Responsible for establishing and maintaining necessary files, taking care to protect proprietary information. Makes travel arrangements, manages executives calendar, etc. May be responsible for taking and transcribing minutes of agency and/or Board meetings. Performs other duties as designated by Executive Director or Assistant.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean (\$)	Annual Salary Range	
				Min	Max
All respondents	14	16	\$60,642	\$48,750	\$90,000
SIZE					
< 25 employees	1	1	-	-	-
25-100 employees	2	2	-	-	-
> 100 employees	11	13	\$63,226	\$48,750	\$90,000

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	13	15	24.81	20.23	29.92	17.00	28.63
SIZE							
< 25 employees	1	1	-	-	-	-	-
25-100 employees	2	2	20.63	16.68	23.26	17.50	24.00
> 100 employees	10	12	26.47	20.36	31.86	22.74	28.63

% Exempt Organizations =	67%
% Exempt Employees =	70%
Average scheduled hours =	37.3

ADMINISTRATIVE ASSISTANT / ADMINISTRATIVE SECRETARY

POSITION 11

Typically reports to department administrator. Performs general administrative duties including calendar maintenance, screening calls, making travel arrangements, minute taking and transcription, filing and typing, etc.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean (\$)	Annual Salary Range	
				Min	Max
All respondents	2	2	-	-	-
SIZE					
< 25 employees	2	2	-	-	-
25-100 employees	-	-	-	-	-
> 100 employees	-	-	-	-	-

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	22	83	18.20	14.87	22.41	13.53	26.37
SIZE							
< 25 employees	2	2	-	-	-	-	-
25-100 employees	2	3	-	-	-	-	-
> 100 employees	18	78	18.05	15.14	23.56	13.53	26.37

% Exempt Organizations =	16%
% Exempt Employees =	5%
Average scheduled hours =	37.3

SECRETARY / CLERK

POSITION 12

Typically an entry level position reporting to Office Manager or department administrator. Transcribes dictated materials, types letters, memos and reports, prepares other printed materials and documents, maintains files related to position.

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	5	12	18.73	16.26	20.03	15.00	21.42
SIZE							
< 25 employees	1	1	-	-	-	-	-
25-100 employees	2	2	-	-	-	-	-
> 100 employees	3	9	18.33	15.25	20.15	15.00	21.42

% Exempt Organizations =	29%
% Exempt Employees =	15%
Average scheduled hours =	37.0

RECEPTIONIST

POSITION 13

Greets and directs visitors, prepares guest identification if necessary, notifies staff of visitors, etc.
 Maintains necessary sign-in logs. May be responsible for screening and directing incoming telephone calls and/or mail.

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	20	39	15.63	14.52	18.18	12.50	20.06
SIZE							
< 25 employees	2	4	-	-	-	-	-
25-100 employees	7	12	16.36	14.82	18.41	12.50	20.06
> 100 employees	11	23	15.62	14.52	18.90	12.75	18.91

% Exempt Organizations =	10%
% Exempt Employees =	5%
Average scheduled hours =	35.5

CUSTODIAN / HOUSEKEEPER

POSITION 14

Keeps physical environment clean and free of hazards. Arranges for trash collection and pick-up and disposal of recyclable materials. Performs general cleaning functions such as vacuuming, dusting, surface cleaning, etc.

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	15	76	14.54	13.33	16.47	12.50	20.00
SIZE							
< 25 employees	5	9	13.75	12.67	14.25	12.50	20.00
25-100 employees	1	3	-	-	-	-	-
> 100 employees	9	64	14.81	13.45	17.31	12.50	19.25

% Exempt Organizations =	6%
% Exempt Employees =	1%
Average scheduled hours =	29.0

FINANCE DIRECTOR / CFO

POSITION 15

Typically reports to Executive Director/President/CEO. Responsible for all financial functions of the agency including relationships with funding sources, external auditors, financial institutions, etc. Oversees any staff responsible for accounting, accounts payable, purchasing, payroll preparation, and so on. Manages agency funds to maximize return on investment, minimize costs and generally assure the financial integrity of the agency.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean (\$)	Annual Salary Range	
				Min	Max
All respondents	34	34	\$124,952	\$54,159	\$283,250
SIZE					
< 25 employees	3	3	\$80,980	\$76,960	\$85,000
25-100 employees	8	8	\$80,382	\$54,159	\$106,000
> 100 employees	23	23	\$145,157	\$71,648	\$283,250

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	17	17	68.47	55.28	69.96	29.75	93.18
SIZE							
< 25 employees	3	3	41.85	-	-	37.00	46.70
25-100 employees	2	2	-	-	-	-	-
> 100 employees	12	12	86.54	56.51	73.83	38.46	93.18

% Exempt Organizations =	100%
% Exempt Employees =	100%
Average scheduled hours =	37.2

ASSISTANT FINANCE DIRECTOR / CONTROLLER

POSITION 16

Typically reports to Finance Director or CFO. Manages all aspects of the agency’s financial operations including record maintenance, payroll preparation, financial components of employee benefit programs, etc. Invests agency funds and monitors performance. Reviews or prepares financial statements and prepares required legal report filings. Assists in the preparation of annual agency budget. Supervises staff working in financial capacities.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean (\$)	Annual Salary Range	
				Min	Max
All respondents	14	19	\$87,208	\$46,694	\$160,000
SIZE					
< 25 employees	1	1	-	-	-
25-100 employees	-	-	-	-	-
> 100 employees	13	18	\$90,325	\$46,831	\$160,000

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	9	10	45.79	38.06	52.98	30.53	59.57
SIZE							
< 25 employees	-	-	-	-	-	-	-
25-100 employees	-	-	-	-	-	-	-
> 100 employees	9	10	45.79	38.06	52.98	30.53	59.57

% Exempt Organizations =	93%
% Exempt Employees =	95%
Average scheduled hours =	38.8

ACCOUNTANT

POSITION 17

Typically reports to Assistant Finance Director or Controller. Responsible for accounts payable, cash disbursements, general ledger maintenance, cash receipts and deposits. Assists in budget preparation, financial reporting and other accounting functions. May be responsible for payroll preparation and maintenance of payroll tax forms.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean (\$)	Annual Salary Range	
				Min	Max
All respondents	14	15	\$55,598	\$3,000	\$80,000
SIZE					
< 25 employees	2	2	-	-	-
25-100 employees	2	2	-	-	-
> 100 employees	10	11	\$59,870	\$48,750	\$80,000

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	23	28	25.90	24.92	31.03	16.00	40.00
SIZE							
< 25 employees	3	3	27.33	26.67	27.33	16.00	40.00
25-100 employees	4	4	29.27	26.17	28.73	19.00	37.69
> 100 employees	16	21	24.53	24.05	32.99	18.40	34.23

% Exempt Organizations =	44%
% Exempt Employees =	41%
Average scheduled hours =	36.9

BOOKKEEPER / JUNIOR ACCOUNTANT

POSITION 18

Responsible for the accurate and current posting of all general financial transactions of the agency. Maintains ledger for the posting of credits and debits as well as cash and journal entries. Maintains control records for credit check-ups, monthly statements, etc. Assures that expenses are properly allocated to corresponding grants or funds from other sources.

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	11	16	23.19	20.19	28.88	18.00	25.64
SIZE							
< 25 employees	2	2	-	-	-	-	-
25-100 employees	2	2	-	-	-	-	-
> 100 employees	7	12	21.20	19.21	34.38	18.00	25.64

% Exempt Organizations =	9%
% Exempt Employees =	6%
Average scheduled hours =	31.2

BILLING / FINANCIAL CLERK

POSITION 19

Performs a variety of functions required to administer financial systems and other departmental processes. Checks, verifies and classifies data to maintain financial records. Verifies accuracy of vendor invoices and initiates payment of same. Generates bills and invoices and tracks receivable. May perform collection activities on overdue accounts. Resolves problems associated with billings, invoice payments, expense allocations and the like. Prepares financial reports.

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	17	32	19.99	16.50	23.74	14.00	25.00
SIZE							
< 25 employees	-	-	-	-	-	-	-
25-100 employees	5	7	19.85	15.67	20.98	14.00	23.50
> 100 employees	12	25	20.04	16.81	24.77	16.30	25.00

% Exempt Organizations =	8%
% Exempt Employees =	3%
Average scheduled hours =	37.1

PROGRAM DIRECTOR - YOUTH

POSITION 20

Manages and administrates agency program(s) aimed at youngsters and young adults such as youth work experience programs. Sets program objectives, monitors outcomes and adjusts service/delivery to maximize results. Participates in outreach activities or educational forums to enhance programs visibility and effectiveness. Selects and supervises program staff, trains, orients and evaluates performance.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean (\$)	Annual Salary Range	
				Min	Max
All respondents	12	40	\$63,540	\$42,000	\$95,000
SIZE					
< 25 employees	-	-	-	-	-
25-100 employees	4	8	\$54,290	\$42,000	\$71,749
> 100 employees	8	32	\$70,146	\$50,000	\$95,000

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	10	46	34.15	28.12	41.50	21.00	48.72
SIZE							
< 25 employees	-	-	-	-	-	-	-
25-100 employees	2	5		-	-		-
> 100 employees	8	41	35.42	29.48	41.75	23.44	48.72

% Exempt Organizations =	100%
% Exempt Employees =	100%
Average scheduled hours =	37.3

PROGRAM DIRECTOR - CLINICAL

POSITION 21

Manages and administrates agency program(s) aimed at persons requiring therapeutic treatment to aid recovery. Sets program objectives, monitors outcomes and adjusts service/delivery to maximize results. Participates in outreach activities or educational forums to enhance program visibility and effectiveness. Selects and supervises program staff, trains, orients and evaluates performance.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean (\$)	Annual Salary Range	
				Min	Max
All respondents	9	18	\$68,085	\$46,020	\$95,000
SIZE					
< 25 employees	-	-	-	-	-
25-100 employees	3	7	\$56,607	\$46,020	\$73,800
> 100 employees	6	11	\$73,824	\$49,725	\$95,000

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	5	9	35.34	25.10	33.17	25.28	44.46
SIZE							
< 25 employees	1	1	-	-	-	-	-
25-100 employees	2	6	-	-	-	-	-
> 100 employees	2	2	-	-	-	-	-

% Exempt Organizations =	90%
% Exempt Employees =	95%
Average scheduled hours =	37.5

PROGRAM DIRECTOR – PLANNING AND EVALUATION

POSITION 22

Plans, develops and administers process for evaluating agency effectiveness (i.e. quality assurance). Prepares reports on agency performance, identifies deficiencies and recommends corrective actions. Develops plans to enhance agency effectiveness and client satisfaction, including recommendations for new programs and/or services.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean (\$)	Annual Salary Range	
				Min	Max
All respondents	9	20	\$73,541	\$36,000	\$129,780
SIZE					
< 25 employees	3	6	\$55,030	\$36,000	\$80,340
25-100 employees	1	1	-	-	-
> 100 employees	5	13	\$90,356	\$75,000	\$129,780

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	5	21	36.45	23.99	35.66	26.01	47.19
SIZE							
< 25 employees	1	1	-	-	-	-	-
25-100 employees	1	1	-	-	-	-	-
> 100 employees	3	19	36.45	29.49	43.49	26.01	47.19

% Exempt Organizations =	90%
% Exempt Employees =	97%
Average scheduled hours =	38.6

REGISTERED NURSE (RN)

POSITION 23

Directs activities of aides and other nursing staff. Administers medication and renders professional nursing services to patients. May take referrals and evaluate for admission. Prepares nursing schedules, assures that adequate supplies are available for patient care, maintains charts and records as required by regulation, and acts as liaison to family members as necessary.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean (\$)	Annual Salary Range	
				Min	Max
All respondents	4	33	\$61,346	\$53,000	\$73,000
SIZE					
< 25 employees	-	-	-	-	-
25-100 employees	-	-	-	-	-
> 100 employees	4	33	\$61,346	\$53,000	\$73,000

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	12	124	31.49	25.46	35.70	23.50	46.94
SIZE							
< 25 employees	-	-	-	-	-	-	-
25-100 employees	1	1	-	-	-	-	-
> 100 employees	11	123	30.98	25.46	35.70	23.50	46.94

% Exempt Organizations =	50%
% Exempt Employees =	29%
Average scheduled hours =	39.1

LICENSED PRACTICAL NURSE (LPN)

POSITION 24

Responsible for administering treatment and other professional nursing services to patients. Responds to emergency medical situations, provides clinical support to physicians and other nursing staff, assures patient comfort, maintains necessary charts and records, etc.

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	7	86	22.34	19.01	28.29	16.67	27.53
SIZE							
< 25 employees	-	-	-	-	-	-	-
25-100 employees	-	-	-	-	-	-	-
> 100 employees	7	86	22.34	19.01	28.29	16.67	27.53

% Exempt Organizations =	0%
% Exempt Employees =	0%
Average scheduled hours =	39.3

COUNSELOR (CLINICAL / THERAPEUTIC)

POSITION 25

Typically reports to Program Director. (Alcoholism counselors typically hold CAC designation.) Conducts client assessments through development of history and identification of needs in order to establish initial treatment goals. Helps client establish treatment plan, implement plan and monitor progress through regular review. Performs clinical record-keeping tasks. Meets with client for group therapy and with individual clients for therapy, case management and crisis intervention. Acts as liaison to other therapy and health providers, physicians, etc. Contacts appropriate social agencies to aid in implementation of treatment plan to arrange aftercare services.

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	8	51	33.46	21.80	29.13	20.60	65.93
SIZE							
< 25 employees	1	2	-	-	-	-	-
25-100 employees	1	5	-	-	-	-	-
> 100 employees	6	44	35.86	23.10	34.26	21.00	65.93

% Exempt Organizations =	13%
% Exempt Employees =	10%
Average scheduled hours =	38.3

CASE MANAGER

POSITION 26

Typically reports to department head or program manager. Responsible for direct, intensive casework support including assessment for intake, client file and client base development and maintenance. Counsels and makes referrals to related community resources in areas such as childcare, housing, health, budgeting, career/vocational counseling, etc. Monitors referral services and client progress.

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	19	149	19.20	16.93	22.51	12.50	25.79
SIZE							
< 25 employees	5	13	19.24	17.00	20.71	12.50	23.95
25-100 employees	4	29	19.05	17.27	21.68	15.00	23.08
> 100 employees	10	107	19.25	16.70	23.91	15.65	25.79

% Exempt Organizations =	5%
% Exempt Employees =	2%
Average scheduled hours =	37.8

SOCIAL WORKER (MSW)

POSITION 27

Provides counseling, emergency assistance and crisis intervention to client/patients. Makes clients/patients aware of community resources and services. Assists clients or patients in maintaining effective relationships with family and assuring that a supportive home environment exists, if appropriate to the situation. Acts as liaison to medical providers to enhance patient/client treatment. Maintains necessary records and files.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean (\$)	Annual Salary Range	
				Min	Max
All respondents	4	145	\$52.575	\$50,641	\$54,538
SIZE					
< 25 employees	-	-	-	-	-
25-100 employees	-	--	-	-	-
> 100 employees	4	145	\$52.575	\$50,641	\$54,538

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
TOTAL							
All respondents	11	180	27.60	21.39	30.31	18.50	39.87
SIZE							
< 25 employees	1	1	-	-	-	-	-
25-100 employees	-	-	-	-	-	-	-
> 100 employees	10	179	28.08	20.99	31.39	18.50	39.87

% Exempt Organizations =	40%
% Exempt Employees =	81%
Average scheduled hours =	37.5

DIRECTOR of EQUITY and INCLUSION (DEI) POSITION 28

Leads the development and implementation of proactive diversity, equity and inclusion initiatives supporting strategic plans. Coordinates and leads the development of a vision and effective strategy that champions the importance and value of a diverse and inclusive work environment. Builds a welcoming and inclusive culture. Assesses potential barriers and develops strategies focused on recruiting and retaining a diverse workforce. Designs training initiatives on cultural competency, gender differences, disability, sexual harassment, and other topics designed to increase awareness and support of equity and inclusion values, and maintaining compliance with applicable laws. Oversees compliance with Affirmative Action, Equal Employment Opportunity, the Americans with Disabilities Act, and other applicable requirements.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean (\$)	Annual Salary Range	
				Min	Max
All respondents	6	6	\$84,420	\$50,000	\$112,000
SIZE					
< 25 employees	-	-	-	-	-
25-100 employees	-	-	-	-	-
> 100 employees	6	6	\$84,420	\$50,000	\$112,000

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
TOTAL							
All respondents	3	3	38.39	29.42	40.06	-	-
SIZE							
< 25 employees	-	-	-	-	-	-	-
25-100 employees	-	-	-	-	-	-	-
> 100 employees	3	3	38.39	29.42	40.06	-	-

% Exempt Organizations =	100%
% Exempt Employees =	100%
Average scheduled hours =	37.5

DIRECTOR of QUALITY IMPROVEMENT (DQI)

POSITION 29

Coordinates quality management efforts including development, implementation, education, data collection, and analysis. Helps to plan, design, implement, and maintain a comprehensive continuous quality improvement program including utilization management and risk management.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean (\$)	Annual Salary Range	
				Min	Max
All respondents	13	13	\$86,861	\$53,000	\$120,000
SIZE					
< 25 employees	-	-	-	-	-
25-100 employees	1	1	-	-	-
> 100 employees	12	12	\$86,938	\$53,000	\$120,000

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
TOTAL							
All respondents	10	10	41.52	35.49	51.39	29.12	51.28
SIZE							
< 25 employees	-	-	-	-	-	-	-
25-100 employees	1	1	-	-	-	-	-
> 100 employees	9	9	41.16	35.49	51.39	29.12	51.28

% Exempt Organizations =	100%
% Exempt Employees =	100%
Average scheduled hours =	38.00

ATTORNEY

POSITION 30

Provides legal advice to the organization, prepares solutions, reports, guidelines and participates in major legal actions. Works closely with departments to foresee and protect the organization against legal risks. Recommends to senior management how to respond to legal issues or proposed changes in laws and regulations.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean (\$)	Annual Salary Range	
				Min	Max
All respondents	4	6	\$125,059	\$80,000	\$125,059
SIZE					
< 25 employees	-	-	-	-	-
25-100 employees	-	-	-	-	-
> 100 employees	4	6	\$125,059	\$80,000	\$125,059

% Exempt Organizations =	100%
% Exempt Employees =	100%
Average scheduled hours =	37.5

LEGAL ASSISTANT

POSITION 31

Assists legal staff in a wide variety of functions including research of specific laws, legal articles, and regulations, drafting of legal documents and correspondence such as white papers and contracts, filing briefs, and legal documents, and writing reports

Insufficient data for this position

PROGRAM MANAGER

POSITION 32

Provides coordination for programming, supervision of staff, and delivery of services. Maintains confidentiality and ethical standards. Provides ongoing evaluation and development of program activities to assure quality and effectiveness of services. Coordinates staff assignment, recruits, supervises staff, performance evaluation, delegation of authority, in-service training, and communication within the program. Provides a comprehensive range of on-site counseling support, self-help initiatives, life skills/recreational activities and social supports. Communicates with appropriate agency staff and partner agencies to assure ongoing and effective referrals into program.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean (\$)	Annual Salary Range	
				Min	Max
All respondents	8	95	\$53,521	\$30,000	\$78,650
SIZE					
< 25 employees	2	5	-	-	-
25-100 employees	3	4	\$60,050	\$30,000	\$78,650
> 100 employees	3	86	\$53,672	\$48,776	\$62,274

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	20	162	24.87	20.97	30.64	16.00	44.08
SIZE							
< 25 employees	4	12	24.01	20.52	25.42	16.00	31.02
25-100 employees	4	16	24.62	21.37	29.69	17.00	44.08
> 100 employees	12	144	25.20	20.89	32.30	16.08	36.09

% Exempt Organizations =	29%
% Exempt Employees =	68%
Average scheduled hours =	37.8

CLINICAL SUPERVISOR

POSITION 33

Oversees the clinical supervision for assigned department clinical staff. Monitors and evaluates all clinical services provided by the department within the Agency's Quality. As requested, develops, implements and reviews clinical policies and procedures for the department. Attends training as requested and available on best practices, issues pertinent to agency clients, and other relevant clinical topics. Disseminates training information as appropriate to program staff. Provides administrative coverage for Program Director in his or her absence. Maintains a clinical caseload according to department need.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean (\$)	Annual Salary Range	
				Min	Max
All respondents	4	14	\$67,512	\$50,924	\$75,902
SIZE					
< 25 employees	-	-	-	-	-
25-100 employees	1	1	-	-	-
> 100 employees	3	13	\$65,849	\$50,924	\$75,902

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	6	18	27.62	23.54	33.65	16.00	41.43
SIZE							
< 25 employees	1	2	-	-	-	-	-
25-100 employees	1	2	-	-	-	-	-
> 100 employees	4	14	32.43	26.56	40.98	31.79	41.43

% Exempt Organizations =	63%
% Exempt Employees =	78%
Average scheduled hours =	38.6

VOCATIONAL COUNSELOR

POSITION 34

Recruits, coordinates, and provides assessments, case management for clients to move toward placement in work experience, training, education, and employment within their home communities. Performs intake and comprehensive educational/vocational assessment. Develops and monitors the client Individualized Vocational Rehabilitation Plan. Develops and implements a curriculum to train clients in employability skills. Develops job experience or job shadow opportunities for residents. Functions as a member of the Treatment Team.

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	3	49	19.08	15.08	27.28	15.00	30.00
SIZE							
< 25 employees	-	-	-	-	-	-	-
25-100 employees	1	35	-	-	-	-	-
> 100 employees	2	14	-	-	-	-	-

% Exempt Organizations =	25%
% Exempt Employees =	6%
Average scheduled hours =	38.1

SUPERVISOR OF RESIDENTIAL SERVICES

POSITION 35

The supervisor oversees the day-to-day operations. The supervisor provides management coverage in the absence of the residence managers and provides consultation to the residence manager through assessment of house operations needs and staff development. Supervises the Residence Management Staff. Assists and counsel managers in dealing with shelter and client crises. Provides assistance and coverage for residence management staff. Monitors facility Operations. Oversees the accuracy of residential client files and documentation. Assists in the departmental revenue billing process. Performs administrative duties.

Organizations reporting by annual salary

	# orgs	# emps	Salary Mean (\$)	Annual Salary Range	
				Min	Max
All respondents	7	52	\$61,174	\$50,724	\$73,000
SIZE					
< 25 employees	-	-	-	-	-
25-100 employees	1	1	-	-	-
> 100 employees	6	51	\$61,636	\$50,724	\$73,000

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	7	88	28.93	23.28	32.53	17.00	38.72
SIZE							
< 25 employees	-	-	-	-	-	-	-
25-100 employees	-	-	-	-	-	-	-
> 100 employees	7	7	28.93	23.28	32.53	17.00	38.72

% Exempt Organizations =	80%
% Exempt Employees =	57%
Average scheduled hours =	38.0

BENEFITS

HEALTH CARE

Organizations provided Health Care information for:

- 1 - Whether or not a portion of health care coverage was provided
- 2 – Average percentage of coverage

	# orgs	Health Care Coverage		Range of Health Care Paid		
		Yes	No	Min	Average	Max
All respondents	55	84%	16%	0%	60%	100%
SIZE						
< 25 employees	21	62%	38%	0%	15%	100%
25-100 employees	9	100%	0%	1%	37%	63%
> 100 employees	25	96%	4%	30%	69%	95%

Notes:

- 1) Ranges and averages shown for only those organizations reporting data, representing 65% of those indicating health care coverage
- 2) In many instances, health care coverage is based on type of plan selected and the percentage of contribution is adjusted
- 3) Several organization report paying a flat rate per month, ranging from \$275 to \$400.
- 4) In some cases, dental and health care is provided for single plan, but covers only a portion of family plan
- 5) An HRA (Health Reimbursement Arrangement) through PeopleKeep was offered as one option

BENEFITS

HOLIDAYS, VACATIONS, SICK DAYS, PERSONAL TIME OFF

Organizations provided personal time off (PTO) information for:

- 1 - Holidays
- 2 – Vacations
- 3 – Sick days
- 4 – Other PTO
- 5 – or the sum total of all types of PTO

Organizations reporting by separate types of PTO

Average Holidays Paid					
	# orgs	0-5 yrs	5-10 yrs	10-20 yrs	>20 yrs
All respondents	41	11	11	11	11
SIZE					
< 25 employees	15	10	10	10	10
25-100 employees	6	12	12	12	12
> 100 employees	29	10	10	10	10

Average Paid Vacation Days					
	# orgs	0-5 yrs	5-10 yrs	10-20 yrs	>20 yrs
All respondents	25	14	18	20	21
SIZE					
< 25 employees	9	14	18	20	22
25-100 employees	5	16	20	21	23
> 100 employees	11	14	17	18	19

Average Paid Sick Days					
	# orgs	0-5 yrs	5-10 yrs	10-20 yrs	>20 yrs
All respondents	24	9	9	9	9
SIZE					
< 25 employees	8	7	8	8	8
25-100 employees	5	8	8	8	8
> 100 employees	11	9	10	11	11

Average Paid Additional Personal Days					
	# orgs	0-5 yrs	5-10 yrs	10-20 yrs	>20 yrs
All respondents	18	2	2	2	2
SIZE					
< 25 employees	5	2	2	2	2
25-100 employees	5	1	2	2	2
> 100 employees	8	3	3	3	3

Organizations reporting by composite PTO

Average Composite PTO Days					
	# orgs	0-5 yrs	5-10 yrs	10-20 yrs	>20 yrs
All respondents	26	22	26	28	29
SIZE					
< 25 employees	8	18	24	24	24
25-100 employees	5	26	27	27	28
> 100 employees	13	23	27	30	31

Notes:

- 1) In one example, PTO is based on weekly hours worked and length of employment
- 2) Some PTO days change at the 15-year employment anniversary
- 3) Other schemes vary by different models than 5-year increments

BENEFITS

HOLIDAYS OBSERVED

The percentage of organizations observing the following holidays:

Average Percentage Holidays Observed				
Holiday	All organizations	< 25 employees	25 – 1000 employees	> 100 employees
New Year's Day	93%	90%	89%	96%
Martin Luther King Jr. Day	67%	62%	67%	72%
President's Day	51%	48%	44%	56%
Good Friday	29%	19%	67%	24%
Memorial Day	93%	90%	89%	96%
Juneteenth	44%	38%	44%	48%
Independence Day	93%	90%	89%	96%
Labor Day	93%	90%	89%	96%
Rosh Hashanah	0%	0%	0%	0%
Yom Kippur	0%	0%	0%	0%
Columbus Day	33%	29%	44%	32%
Election Day	2%	5%	0%	0%
Veterans Day	35%	33%	33%	36%
Thanksgiving	91%	86%	89%	96%
Day after Thanksgiving	75%	62%	78%	84%
Chanukah	0%	0%	0%	0%
Christmas Eve Day	51%	57%	78%	36%
Christmas Day	87%	76%	89%	96%
New Year's Eve Day	20%	24%	44%	8%
Birthday	9%	19%	0%	4%
Volunteer Day	5%	5%	0%	8%
Floating/personal holiday	33%	33%	11%	40%
Any additional days	16%	14%	22%	16%

Notes:

- 1) Many organizations report holidays vary each year
- 2) Several organizations report observing Juneteenth starting 2022
- 3) In some cases, staff may take religious holidays
- 4) Other variations are reported based on what day of the week holidays fall, particularly July 4th

BENEFITS

SHIFT DIFFERENTIAL

Organizations provided shift differential where information for:

- 1 - Whether or not shift differential was paid
- 2 - Actual differential in rate/hour, if applicable

	Shift Differential			Range of Shift Differential (%)		
	# orgs	Yes	No	Min	Average	Max
All respondents	4	12%	88%	5.0%	8.1%	12.5%

Notes:

- 1) Shift differential rates shown for four (4) organizations reporting data
- 2) Shift differentials may vary depending on type and time of shift
- 3) Shift differentials of \$2 and \$3 per hour were cited for weekdays and weekends

BENEFITS

FRINGE BENEFIT RATES

Overall fringe benefit rates were provided by organizations where known

Range of Fringe Benefit Rates				
	# orgs	Min	Average	Max
All respondents	37	4%	20%	30%
SIZE				
< 25 employees	11	9%	18%	27%
25-100 employees	9	12%	18%	26%
> 100 employees	17	4%	23%	30%

Notes:

- 1) Fringe rates shown for 37 organizations reporting

BENEFITS

RETIREMENT PLANS

Organizations provided retirement plan information for:

- 1 - Whether or not retirement plans are offered
- 2 - Whether or not matching plans are offered
- 3 - Matching contribution plan percentages, where applicable

		Retirement Plan Offered	Matching Plan Offered	Range of Matching Plans		
				Min	Average	Max
All respondents	54	74%	50%	1%	5%	33%
SIZE						
< 25 employees	21	38%	24%	2%	3%	6%
25-100 employees	9	100%	67%	3%	9%	33%
> 100 employees	24	96%	64%	1%	4%	12%

Notes:

- 1) Retirement plan data shown for 54 organizations reporting
- 2) Matching plans shown for 27 organizations reporting
- 3) Five (5) organizations report retirement plans with 0% match
- 4) Some matching plans take effect after a specified number of years of employment
- 5) Some matching plans increment by a fixed percentage after a specified number of years
- 6) Some retirement plans start after one or two years of service

BENEFITS

COVID RESPONSE

Organizational COVID status was reported for:

- 1 – Current workplace status
- 2 – Planned workplace model going forward

Current workplace status as of August, 2021

Current Workplace Status				
	# orgs	Working Remote	Hybrid	Entirely in office
All respondents	40	3%	68%	30%
SIZE				
< 25 employees	11	0%	55%	45%
25-100 employees	8	12%	88%	0%
> 100 employees	21	0%	67%	33%

Plans to offer any form of optional hybrid/remote work models going forward

Optional Hybrid Models Going Forward				
	# orgs	Definitely	Not sure	No
All respondents	46	52%	35%	13%
SIZE				
< 25 employees	16	44%	25%	31%
25-100 employees	8	37%	63%	0%
> 100 employees	22	64%	32%	4%

BENEFITS

REFERRAL and SIGNING BONUSES

Organizations provided information for:

- 1 – Incentive bonuses for referring new staff
- 2 – Average amount of incentive bonus
- 3 – Signing bonuses for special positions
- 4 – Average amount of signing bonus

Incentive bonuses for referring new staff

Incentive Bonuses for Referring New Staff				
	# orgs	Yes	No	Average
All respondents	54	30%	70%	\$309
SIZE				
< 25 employees	21	10%	90%	\$100
25-100 employees	9	11%	89%	\$500
> 100 employees	24	54%	46%	\$330

Signing bonuses for special positions

Signing Bonuses for Special Positions				
	# orgs	Yes	No	Average
All respondents	54	13%	87%	\$1,193
SIZE				
< 25 employees	21	0%	100%	-
25-100 employees	9	0%	100%	-
> 100 employees	24	29%	71%	\$1,193

Notes:

- 1) Signing bonuses were specifically cited for teachers, Special Ed teachers, group home live-in positions, Registered Nurses, and nurse managers
- 2) Some bonuses were dependent on length of stay with the organization