



Human Service Provider Compensation Study

Conducted July 2018 – December 2018

United Way of Greater Rochester
December 2018

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To our Provider Partners:

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 in an effort to help support, strengthen and inform our community's incredible nonprofit sector.

What is the Compensation Study?

United Way conducts this study as a service to our community. The study was last conducted in 2013 and is designed to serve as a resource for human service organizations across Monroe County to benchmark current compensation trends and help inform decisions for staffing, benefits, time off and position-specific compensation. The goal is to attract and retain top talent that will ultimately help organizations fulfill their missions and enhance our community efforts.

What is new this year?

United Way refreshed the tool in 2018 to include a benefits section to better inform local human service organizations across our community. These benefits include health care, paid time off, shift differential, fringe benefit rates and retirement plans.

How was the study conducted?

The research team at United Way collected the data and compiled it without any indication or organization-specific information to ensure all entries were secure and confidential. The data in this report is aggregated to ensure anonymity.

We want to hear from you! We would be appreciative of questions and feedback to ensure this is a useful tool. Please email Scott Warburton, Senior Research Associate, at Scott.Warburton@uwrochester.org or Jennifer Cathy, Chief Impact Officer, at Jennifer.Cathy@uwrochester.org.

Thank you, again, to organizations that partnered and participated in this project, and all using this data to stay informed and strengthen our local human service sector.

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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 31 selected, common human service job descriptions
- 4) Salary minimums and maximums for those 31 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

The last 5 parameters are new this year, not included in previous studies.

Completed survey templates were received from 64 participating organizations, representing more than 11,000 employees.

Summary statistics are presented for each of the 31 job descriptions, plus subsets by agency size where the sample was sufficient to make the data meaningful. A minimum of four (4) 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:

American Red Cross
Arc of Monroe
Asbury Day Care Center
Baden Street Settlement of Rochester, Inc.
Big Brothers Big Sisters of Greater Rochester
Bivona Child Advocacy Center
Brockport Ecumenical Food Shelf
CASA of Rochester/Monroe County
Catholic Family Center
Center for Teen Empowerment
Charles Settlement House
Child Care Council, Inc.
CHS Mobile Integrated Health Care
Common Ground Health
Compeer Rochester
Delphi Rise
Dimitri House inc
Dream Factory of Rochester
E3 Rochester
Epilepsy Pralid Inc.
Faith Child Care & Nursery School
Family Service Communities
Flower City Outreach
Foodlink
Friendship Children's Center
Geneva Center of Concern, Inc.
Girl Scouts of Western New York
Goodwill of the Finger Lakes
Hillside Family of Agencies
His Branches, Inc.
Hope Initiatives CDC, Inc.
Horizons MCC
House of Mercy, Inc
Lakeview Health Services Inc.

Lifespan
Mental Health Association of Rochester/Monroe County, Inc.
Mt. Hope Family Center
Open Door Mission
PathStone Corporation
Perinton Volunteer Ambulance Corps Inc
Rochester Area Interfaith Hospitality Network (RAIHN)
Rochester Education Foundation
Rochester Interfaith Jail Ministry
Rochester Refugee Resettlement Services
Rochester School of the Holy Childhood, Inc.
Seneca Waterways Council, BSA
Southwest Area Neighborhood Association (SWAN)
SPCC
St. Paul's Day Care Center, Inc.
St. Peter's Kitchen
Starbridge
The Center for Youth Services Inc
The Community Place of Greater Rochester, Inc.
The Legal Aid Society of Rochester, NY
Trillium Health
UR Medicine Home Care
Volunteer Legal Services Project of Monroe County, Inc.
Webster Comfort Care Home. Inc.
Webster Community Chest
Williamson Recreation Committee, Inc.
Willow Domestic Violence Center
YMCA of Greater Rochester
Young Women's College Prep Foundation Inc.
YWCA of Rochester and Monroe County

POSITIONS SURVEYED

The following select thirty-one (31) 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 / Therapeutic)
- 26 Case Manager
- 27 Social Worker (MSW)
- 28 Program Manager
- 29 Clinical Supervisor
- 30 Vocational Counselor
- 31 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	39	39	\$121,223	\$8,000	\$328,400
SIZE					
< 25 employees	13	13	\$51,392	\$8,000	\$104,000
25-100 employees	16	16	\$113,396	\$50,000	\$181,322
> 100 employees	10	10	\$191,898	\$88,000	\$328,400

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	32	32	70.80	40.26	55.18	5.00	158.98
SIZE							
< 25 employees	13	13	34.04	21.98	30.14	5.00	52.88
25-100 employees	8	8	74.33	56.17	73.99	30.00	125.47
> 100 employees	11	11	108.78	65.49	92.70	25.00	158.98

% Exempt Organizations =	78%
% Exempt Employees =	82%
Average scheduled hours =	38.5

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	9	13	\$114,520	\$75,000	\$185,000
SIZE					
< 25 employees	-	-	-	-	-
25-100 employees	5	5	\$95,427	\$75,000	\$114,600
> 100 employees	4	8	\$138,400	\$88,500	\$185,000

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	14	19	42.83	28.33	43.94	17.00	76.19
SIZE							
< 25 employees	6	6	21.76	21.67	27.06	17.00	34.71
25-100 employees	3	3	-	-	-	-	-
> 100 employees	5	10	59.48	41.36	70.51	28.00	76.19

% Exempt Organizations =	78%
% Exempt Employees =	82%
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	15	16	\$84,946	\$42,880	\$261,225
SIZE					
< 25 employees	2	2	-	-	-
25-100 employees	7	7	\$76,666	\$48,000	\$96,300
> 100 employees	6	7	\$98,855	\$42,880	\$261,225

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	18	19	43.30	31.87	44.31	22.45	131.75
SIZE							
< 25 employees	6	6	29.96	24.60	30.25	22.45	40.86
25-100 employees	3	3	-	-	-	-	-
> 100 employees	9	10	54.98	38.93	57.85	29.63	131.75

% Exempt Organizations =	84%
% Exempt Employees =	92%
Average scheduled hours =	37.8

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	14	13.5	\$84,463	\$44,613	\$192,000
SIZE					
< 25 employees	1	1	-	-	-
25-100 employees	6	5.5	\$66,106	\$50,000	\$77,480
> 100 employees	7	7	\$105,406	\$44,613	\$192,000

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	13	13	44.40	31.24	44.21	15.00	66.03
SIZE							
< 25 employees	-	-	-	-	-	-	-
25-100 employees	3	3	-	-	-	-	-
> 100 employees	10	10	49.64	33.10	47.79	15.00	66.03

% Exempt Organizations =	95%
% Exempt Employees =	95%
Average scheduled hours =	38.5

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	8	8	\$57,421	\$36,504	\$92,000
SIZE					
< 25 employees	2	2	-	-	-
25-100 employees	3	3	-	-	-
> 100 employees	3	3	-	-	-

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	16	16	22.55	16.73	24.19	11.60	26.44
SIZE							
< 25 employees	8	8	18.29	15.24	19.75	15.50	26.44
25-100 employees	6	6	23.33	16.51	25.33	11.60	22.00
> 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	6	6	\$62,661	\$43,994	\$93,751
SIZE					
< 25 employees	1	1	-	-	-
25-100 employees	2	2	-	-	-
> 100 employees	3	3	-	-	-

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	18	27.5	21.96	17.74	26.80	14.00	33.96
SIZE							
< 25 employees	9	9.5	19.18	17.41	27.27	14.00	24.03
25-100 employees	3	7	-	-	-	-	-
> 100 employees	6	11	27.32	19.05	29.09	14.67	33.96

% Exempt Organizations =	30%
% Exempt Employees =	20%
Average scheduled hours =	33.8

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	15	16	\$62,637	\$41,000	\$100,000
SIZE					
< 25 employees	1	1	-	-	-
25-100 employees	6	6	\$54,046	\$49,712	\$62,069
> 100 employees	8	9	\$71,786	\$44,897	\$100,000

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	18	21	31.08	26.47	37.28	20.52	75.00
SIZE							
< 25 employees	4	4	36.09	-	-	-	-
25-100 employees	3	3	-	-	-	-	-
> 100 employees	11	14	35.32	29.84	41.65	20.52	75.00

% Exempt Organizations =	74%
% Exempt Employees =	65%
Average scheduled hours =	34.1

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	8	\$53,722	\$49,608	\$60,550
SIZE					
< 25 employees	1	1	-	-	-
25-100 employees	3	3	-	-	-
> 100 employees	3	3	-	-	-

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	11	12	21.67	19.65	25.33	14.32	35.00
SIZE							
< 25 employees	4	4	23.68	21.47	26.34	14.32	35.00
25-100 employees	4	4	18.43	16.83	20.27	17.00	20.40
> 100 employees	3	4	-	-	-	-	-

% Exempt Organizations =	53%
% Exempt Employees =	50%
Average scheduled hours =	36.2

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	13	13	\$80,849	\$49,843	\$133,900
SIZE					
< 25 employees	1	1	-	-	-
25-100 employees	6	6	\$70,800	\$49,843	\$89,790
> 100 employees	6	6	\$90,550	\$72,828	\$133,900

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	14	14	37.24	27.44	41.22	15.00	68.67
SIZE							
< 25 employees	1	1	-	-	-	-	-
25-100 employees	4	4	35.29	23.70	36.94	23.11	35.71
> 100 employees	9	9	38.58	29.84	42.84	15.00	68.67

% Exempt Organizations =	89%
% Exempt Employees =	89%
Average scheduled hours =	38.3

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	8	10	\$49,927	\$38,095	\$57,165
SIZE					
< 25 employees	-	-	-	-	-
25-100 employees	2	2	-	-	-
> 100 employees	6	8	\$48,375	\$38,095	\$55,500

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	19	26	23.52	19.51	29.18	17.50	35.90
SIZE							
< 25 employees	2	2	-	-	-	-	-
25-100 employees	6	6	20.63	16.68	23.26	17.50	24.00
> 100 employees	11	18	25.70	21.02	31.01	18.31	35.90

% Exempt Organizations =	54%
% Exempt Employees =	63%
Average scheduled hours =	38.0

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	1	1	-	-	-
25-100 employees	-	-	-	-	-
> 100 employees	1	1	-	-	-

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	25	96	17.12	13.74	21.07	10.40	24.40
SIZE							
< 25 employees	7	7	17.52	11.87	22.00	10.40	21.63
25-100 employees	7	15	18.23	15.71	21.07	13.40	24.40
> 100 employees	11	74	16.47	13.69	20.70	11.25	24.10

% Exempt Organizations =	15%
% Exempt Employees =	2%
Average scheduled hours =	38.0

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	12	46	14.38	11.92	17.32	10.51	19.66
SIZE							
< 25 employees	2	5	-	-	-	-	-
25-100 employees	4	12	14.64	11.84	16.99	12.00	18.32
> 100 employees	6	29	14.18	11.86	17.84	109.51	19.66

% Exempt Organizations =	9%
% Exempt Employees =	9%
Average scheduled hours =	35.3

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	27	50	13.95	12.07	16.68	10.40	18.58
SIZE							
< 25 employees	3	3	-	-	-	-	-
25-100 employees	11	19	14.16	12.19	15.84	11.25	18.56
> 100 employees	13	28	13.95	12.12.	17.76	10.40	18.58

% Exempt Organizations =	14%
% Exempt Employees =	6%
Average scheduled hours =	35.2

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	20	138	13.21	11.18	15.07	10.40	28.84
SIZE							
< 25 employees	8	11	14.17	11.35	16.06	10.40	28.84
25-100 employees	4	7	12.01	10.81	11.93	10.40	18.00
> 100 employees	8	120	13.06	11.19	15.56	10.40	18.00

% Exempt Organizations =	5%
% Exempt Employees =	1%
Average scheduled hours =	28.4

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	24	23.5	\$97,375	\$47,000	\$311,409
SIZE					
< 25 employees	4	4	\$62,842	\$47,000	\$83,489
25-100 employees	11	10.5	\$82,891	\$50,000	\$105,000
> 100 employees	9	9	\$130,425	\$59,000	\$311,409

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	14	14	56.45	34.92	51.58	24.61	86.37
SIZE							
< 25 employees	3	3	-	-	-	-	-
25-100 employees	5	5	42.67	29.73	46.69	39.47	47.04
> 100 employees	6	6	77.95	52.47	70.43	44.62	86.37

% Exempt Organizations =	97%
% Exempt Employees =	98%
Average scheduled hours =	37.5

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	9	13	\$79,515	\$46,000	\$148,989
SIZE					
< 25 employees	-	-	-	-	-
25-100 employees	3	3	-	-	-
> 100 employees	6	10	\$90,715	\$60,349	\$148,989

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	15	19	36.70	30.29	47.10	15.00	69.79
SIZE							
< 25 employees	1	1	-	-	-	-	-
25-100 employees	4	4	26.37	26.18	34.57	15.00	25.64
> 100 employees	10	14	42.43	32.12	52.67	20.00	69.79

% Exempt Organizations =	82%
% Exempt Employees =	86%
Average scheduled hours =	38.6

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	9	23	\$52,984	\$37,967	\$70,596
SIZE					
< 25 employees	-	-	-	-	-
25-100 employees	4	5	\$53,805	\$37,967	\$70,596
> 100 employees	5	18	\$52,328	\$42,313	\$60,000

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	15	19	22.63	18.93	27.53	15.00	35.34
SIZE							
< 25 employees	-	-	-	-	-	-	-
25-100 employees	7	7	23.49	20.15	25.79	17.00	33.94
> 100 employees	8	12	22.53	18.37	28.47	15.00	35.34

% Exempt Organizations =	67%
% Exempt Employees =	58%
Average scheduled hours =	38.1

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	13	20.47	16.33	24.04	14.50	28.03
SIZE							
< 25 employees	2	2	-	-	-	-	-
25-100 employees	4	4	19.59	20.15	25.79	17.99	22.02
> 100 employees	5	7	23.12	18.07	26.31	18.19	28.03

% Exempt Organizations =	9%
% Exempt Employees =	15%
Average scheduled hours =	35.9

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	21	39	17.88	14.37	20.38	11.73	25.92
SIZE							
< 25 employees	1	1	-	-	-	-	-
25-100 employees	6	7	17.94	14.94	20.10	14.00	22.00
> 100 employees	13	30	17.86	14.11	20.51	11.73	25.92

% Exempt Organizations =	14%
% Exempt Employees =	13%
Average scheduled hours =	36.1

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	6	17	\$58,594	\$42,230	\$89,033
SIZE					
< 25 employees	-	-	-	-	-
25-100 employees	3	3	-	-	-
> 100 employees	3	14	-	-	-

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	9	51	25.03	19.02	31.83	11.50	59.26
SIZE							
< 25 employees	3	13	-	-	-	-	-
25-100 employees	3	5	-	-	-	-	-
> 100 employees	3	33	-	-	-	-	-

% Exempt Organizations =	85%
% Exempt Employees =	79%
Average scheduled hours =	37.7

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	11	18	\$73,581	\$50,000	\$106,509
SIZE					
< 25 employees	1	1	-	-	-
25-100 employees	6	11	\$71,782	\$50,000	\$106,509
> 100 employees	4	6	\$71,936	\$50,024	\$91,961

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	7	8	35.11	23.42	37.05	24.05	51.21
SIZE							
< 25 employees	1	1	-	-	-	-	-
25-100 employees	2	2	-	-	-	-	-
> 100 employees	4	5	29.37	25.17	39.74	24.05	40.00

% Exempt Organizations =	100%
% Exempt Employees =	100%
Average scheduled hours =	37.9

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	11	25	\$72,125	\$38,967	\$110,912
SIZE					
< 25 employees	-	-	-	-	-
25-100 employees	7	10	\$64,567	\$38,967	\$100,000
> 100 employees	4	15	\$85,352	\$67,250	\$110,912

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	6	19	39.72	24.43	50.87	14.42	64.40
SIZE							
< 25 employees	1	5	-	-	-	-	-
25-100 employees	1	1	-	-	-	-	-
> 100 employees	4	13	44.34	27.90	60.77	27.56	64.40

% Exempt Organizations =	92%
% Exempt Employees =	83%
Average scheduled hours =	37.1

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 hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	14	199	26.81	23.96	34.96	24.76	40.00
SIZE							
< 25 employees	2	10	-	-	-	-	-
25-100 employees	2	3	-	-	-	-	-
> 100 employees	10	186	30.08	23.70	36.19	24.76	40.00

% Exempt Organizations =	57%
% Exempt Employees =	18%
Average scheduled hours =	36.8

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	9	82	20.34	16.92	25.31	17.00	26.32
SIZE							
< 25 employees	1	3	-	-	-	-	-
25-100 employees	-	-	-	-	-	-	-
> 100 employees	8	79	20.70	16.92	25.31	17.00	26.32

% Exempt Organizations =	0%
% Exempt Employees =	0%
Average scheduled hours =	38.4

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	9	248	21.50	16.04	30.89	10.87	43.90
SIZE							
< 25 employees	-	-	-	-	-	-	-
25-100 employees	4	59	18.42	12.60	20.05	10.87	41.45
> 100 employees	5	189	23.35	17.76	36.31	15.00	43.90

% Exempt Organizations =	56%
% Exempt Employees =	71%
Average scheduled hours =	36.9

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	22	288	19.16	15.11	23.74	10.55	34.69
SIZE							
< 25 employees	3	7	-	-	-	-	-
25-100 employees	7	41	18.51	13.18	22.17	14.00	25.00
> 100 employees	12	240	19.51	15.94	25.78	10.55	34.69

% Exempt Organizations =	18%
% Exempt Employees =	14%
Average scheduled hours =	38.1

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	7	162	\$45,258	\$37,440	\$56,070
SIZE					
< 25 employees	2	3	-	-	-
25-100 employees	3	23	-	-	-
> 100 employees	2	136	-	-	-

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
TOTAL							
All respondents	14	220	21.25	17.85	27.49	15.00	32.03
SIZE							
< 25 employees	3	4	-	-	-	-	-
25-100 employees	3	23	-	-	-	-	-
> 100 employees	8	193	21.96	19.07	28.03	16.50	32.03

% Exempt Organizations =	56%
% Exempt Employees =	74%
Average scheduled hours =	7.7

PROGRAM MANAGER

POSITION 28

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	17	94	\$56,430	\$34,058	\$85,080
SIZE					
< 25 employees	3	3	-	-	-
25-100 employees	9	27	\$58,901	\$44,619	\$85,080
> 100 employees	5	64	\$52,775	\$34,058	\$73,637

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	25	142	26.01	20.53	32.63	15.00	62.41
SIZE							
< 25 employees	6	8	22.11	17.87	21.97	17.55	21.68
25-100 employees	9	39	28.40	22.06	32.51	19.00	40.90
> 100 employees	10	95	26.19	20.00	36.73	15.00	62.41

% Exempt Organizations =	69%
% Exempt Employees =	77%
Average scheduled hours =	38.2

CLINICAL SUPERVISOR

POSITION 29

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	7	36	\$61,168	\$46,820	\$79,200
SIZE					
< 25 employees	1	1	-	-	-
25-100 employees	2	4	-	-	-
> 100 employees	4	31	\$66,680	\$51,224	\$79,200

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	8	29	27.06	19.47	35.78	15.00	39.04
SIZE							
< 25 employees	1	1	-	-	-	-	-
25-100 employees	2	2	-	-	-	-	-
> 100 employees	5	26	27.34	20.59	39.24	15.00	39.04

% Exempt Organizations =	82%
% Exempt Employees =	88%
Average scheduled hours =	37.0

VOCATIONAL COUNSELOR

POSITION 30

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	10	49	17.71	14.99	19.84	13.17	32.22
SIZE							
< 25 employees	2	4	-	-	-	-	-
25-100 employees	2	2	-	-	-	-	-
> 100 employees	6	43	17.90	15.22	21.98	13.17	32.22

% Exempt Organizations =	20%
% Exempt Employees =	6%
Average scheduled hours =	36.4

SUPERVISOR OF RESIDENTIAL SERVICES

POSITION 31

Recruits, 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	6	68	\$46,252	\$40,000	\$52,689
SIZE					
< 25 employees	1	2	-	-	-
25-100 employees	1	1	-	-	-
> 100 employees	4	65	\$49,377	\$44,720	\$52,689

Organizations reporting by hourly rate

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
All respondents	9	74	19.89	17.35	25.04	12.00	28.17
SIZE							
< 25 employees	1	2	-	-	-	-	-
25-100 employees	1	3	-	-	-	-	-
> 100 employees	7	69	20.63	18.24	26.47	14.69	28.17

% Exempt Organizations =	75%
% Exempt Employees =	91%
Average scheduled hours =	38.5

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	62	84%	16%	0%	52%	100%
SIZE						
< 25 employees	28	69%	31%	0%	48%	100%
25-100 employees	19	95%	5%	1%	49%	93%
> 100 employees	16	100%	0%	30%	62%	99%

Notes:

- 1) Ranges and averages shown for only those organizations reporting data
- 2) Percentage for many organizations vary by position, particularly applied to senior management
- 3) In many instances, health care coverage is based on type of plan selected and the percentage of contribution is adjusted
- 4) In some cases, health care coverage percentage is based on years of service

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 by Years of Service					
	# orgs	0-5 yrs	5-10 yrs	10-20 yrs	>20 yrs
All respondents	42	10 days	10 days	10 days	10 days
SIZE					
< 25 employees	15	11 days	11 days	11 days	11 days
25-100 employees	15	10 days	10 days	10 days	10 days
> 100 employees	12	10 days	10 days	10 days	10 days

Average Paid Vacation Days by Years of Service					
	# orgs	0-5 yrs	5-10 yrs	10-20 yrs	>20 yrs
All respondents	42	13 days	18 days	20 days	22 days
SIZE					
< 25 employees	15	11 days	15 days	18 days	19 days
25-100 employees	15	14 days	20 days	22 days	25 days
> 100 employees	12	16 days	19 days	21 days	23 days

Average Paid Sick Days by Years of Service					
	# orgs	0-5 yrs	5-10 yrs	10-20 yrs	>20 yrs
All respondents	42	9 days	10 days	11 days	11 days
SIZE					
< 25 employees	15	8 days	9 days	10 days	10 days
25-100 employees	15	10 days	10 days	10 days	10 days
> 100 employees	12	9 days	12 days	13 days	13 days

BENEFITS**HOLIDAYS, VACATIONS, SICK DAYS, PERSONAL TIME OFF, CONT.**

Average Paid Additional Personal Days by Years of Service					
	# orgs	0-5 yrs	5-10 yrs	10-20 yrs	>20 yrs
All respondents	42	2 days	2 days	3 days	3 days
SIZE					
< 25 employees	15	3 days	3 days	3 days	3 days
25-100 employees	15	2 days	2 days	2 days	2 days
> 100 employees	12	3 days	4 days	4 days	4 days

Organizations reporting by composite PTO

Average Composite PTO Days by Years of Service					
	# orgs	0-5 yrs	5-10 yrs	10-20 yrs	>20 yrs
All respondents	29	22 days	27 days	31 days	33 days
SIZE					
< 25 employees	11	21 days	26 days	28 days	31 days
25-100 employees	8	24 days	29 days	32 days	33 days
> 100 employees	10	23 days	28 days	32 days	34 days

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	57	14%	86%	\$1.00	\$1.86	\$3.00

Notes:

- 1) Shift differential rates shown for five (5) organizations reporting data.
- 2) One organization reported shift differential in terms of percentage = 2%

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	42	3%	21%	35%
SIZE				
< 25 employees	15	3%	17%	25%
25-100 employees	12	3%	23%	35%
> 100 employees	15	4%	23%	32%

Notes:

- 1) Fringe rates shown for 42 organizations reporting.
- 2) Six (6) organizations reported 0% fringe rate which were not included in the calculations.

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	Matching Plan	Range of Matching Plans		
				Min	Average	Max
All respondents	59	78%	39%	2%	4%	10%
SIZE						
< 25 employees	24	50%	17%	2%	3%	4%
25-100 employees	19	95%	63%	2%	4%	10%
> 100 employees	16	100%	44%	2%	3%	4%

Notes:

- 1) Retirement plan data shown for 59 organizations reporting.
- 2) Some matching plans take effect after a specified number of years of employment.
- 3) Some matching plans increment by a fixed percentage after a specified number of years.
- 4) Other organizations contribute a specified amount into retirement plan with no match.
- 5) Part-time employees are prorated in many instances.