

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

2008
Wage and Benefit Survey
of Southwestern Pennsylvania
Nonprofit Organizations

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



*Bayer Center for
Nonprofit Management*



**United Way of
Allegheny County**

This survey has been produced using *FAIRPAY*, a nonprofit salary and benefits model and software application developed by Bob Orser, Rita Haronian, and the Center for Nonprofit Management in Los Angeles, California. Based on over 50 years of combined experience in conducting nonprofit salary and benefits surveys, this stand-alone application, in conjunction with a specially formatted questionnaire, allows nonprofit organizations and associations to publish a survey with accurate and detailed data for their local community or constituency.

To learn how you can engage the *FAIRPAY* team to produce a customized survey for your local community or association, please visit www.nonprofitdoctor.com/fairpay.html or contact Bob Orser: telephone 800-865-4109, email bob@nonprofitdoctor.com.

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January 2009

Dear Nonprofit Leader:

We are very pleased to present to you this 2008 Wage and Benefit Survey Report; a collaborative effort between our two organizations - the United Way of Allegheny County and the Bayer Center for Nonprofit Management at Robert Morris University.

This is the fourth iteration of this survey. The survey has been of real value to regional and national organizations, as evinced by the thousands of downloads from the United Way of Allegheny County website. This bi-annual survey adds depth to our collective nonprofit management knowledge base. Now, it is an especially useful tool because of the requirements in the new IRS 990 form for all nonprofits to benchmark their executive compensation against the market. It remains useful to boards hiring new executive directors or seeking to fairly compensate the current staff leader, and for staff leaders seeking to bring equity to their salary administration. This survey both influences and reflects the evolving picture of nonprofit life in southwestern Pennsylvania.

The 2008 survey report captures information on more than 15,000 local nonprofit employees. Not only you will find the most current information on comparative salaries, but there is also updated information on benefits administration and the myriad challenges that they present to nonprofit organizations. We would like to thank Bob Orser, the Nonprofit Doctor, and Rita Haronian, for collecting and translating the data into a meaningful document.

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

Sincerely,



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



Bob Nelkin
President and CPO
United Way of Allegheny County

PREFACE

This report provides you with the results of the **2008 Wage and Benefit Survey of Southwestern Pennsylvania Nonprofit Organizations**.

The purpose of this survey is to present a snapshot of compensation and benefits practices within the Southwestern Pennsylvania region. A primary and critical goal of nonprofit organizations is to attract, recruit, and retain well-qualified professional and support staff. Competitive compensation, attractive benefit packages, and equitable policies support this goal. One of the challenges to developing such programs is to locate accurate and comprehensive data on salaries and benefits in the nonprofit field. This survey provides you with the information needed to evaluate your own benefit and compensation practices and determine what changes may be required in your own human resources programs.

This report is divided into the following sections:

- I Guide to Using the Survey:** Offers information on how to compare your own practices to the survey data including matching jobs, definitions of terms used, and how to calculate pay movement.
- II Participant Overview:** Provides detail on the participants including budget size, location, field of service, and numbers of employees.
- III Compensation and Benefits Practices:** Includes data on vacation, holiday, sick leave, and other time-off policies as well as insurance premium and retirement program practices. Also included are data on salary budgets, salary increases, bonus practices, overtime and shift differential policies, executive director benefits, and other related items.
- IV Compensation By Position:** Details the compensation (base pay and total compensation) for each position in the survey according to several variables, including budget size, field of service, location, and managerial responsibility.

Appendices

- Appendix A: Average Annual Base Salary by Position**
- Appendix B: Survey Participants**
- Appendix C: Wage Conversion Formulas and Tables**
- Appendix D: About United Way of Allegheny County
About The Bayer Center for Nonprofit Management at Robert Morris
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I. GUIDE TO USING THE SURVEY

The 2008 Wage and Benefit Survey of Southwestern Pennsylvania Nonprofit Organizations contains data from the 194 nonprofit organizations that completed and returned the Survey questionnaire distributed by The Bayer Center for Nonprofit Management at Robert Morris University. This questionnaire was designed so that the resulting report would provide a comprehensive and accurate picture of wages, benefits, and other organizational practices as they exist in Southwestern Pennsylvania's nonprofit sector, as of October 1, 2008.

When using the data in this report, we suggest you consider the following:

- The survey reports the compensation and benefit practices in effect on October 1, 2008, as reported by 194 nonprofit organizations in Southwestern Pennsylvania.
- The survey findings are representative of actual practices reported by the participants in the survey. The survey, therefore, is not a scientifically selected sample from which conclusions can be drawn about all nonprofits in the area. Also, the results are not intended to represent an ideal of what compensation and benefits should be.
- A job in one organization often has a different title than that in another. We recommend using the job description to match jobs rather than the job title alone.
- When developing compensation or benefits programs, a nonprofit organization should consider its compensation philosophy and the internal value of jobs in addition to survey data.

Matching Jobs

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

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

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

- To find compensation data for a specific job in your organization, first match the position to a job description that is found at the top of each *Compensation by Position* page. Jobs are grouped under general classifications or functions. It is often useful to review several job descriptions within a function to determine the best match.
- To ensure that the job description you choose is as similar as possible to the actual job at your organization, at least 80 percent of the job responsibilities and requirements should be the same or comparable.

Determining/Comparing Compensation

- Review all the data subsets (such as organization budget or field of service) to locate those most relevant to your organization. Note that the pay for senior management positions is most often influenced by the size of a nonprofit organization, with larger organizations paying higher salaries. However, organization size typically has little or no effect on lower-level supervisory, professional, or support jobs.
- You may also consider the variable information provided within a subset of data. For example, if your organization budget is \$4.5 million, it may be appropriate to compare third quartile salary data in the budget group from \$2 to \$5 million against your Executive Director's salary. If you are planning substantial growth in the immediate future and the budget next year is expected to be \$5.5 million, then consider using the compensation information from the data subset providing pay levels for larger organizations.
- Keep in mind that pay is a moving target. The data in this report are salaries in effect October 1, 2008. Therefore, when evaluating your organization's pay levels after that date, the data in this report will need adjusting upward to reflect pay movement. For 2009, we recommend you use 0.25% for each month that has passed since October 1, 2008, to adjust pay levels to the current rate.

Terminology and Abbreviations

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

Term	Definition
Across-the-board salary increase	A general pay increase, usually of a certain percent, given to every eligible employee in an organization. The increase may be linked to cost of living or other economic indicators; <i>see also Cost of Living Increase.</i>
Actual bonus paid	Not all employees who are eligible for bonuses actually receive them. The data in this row of the <i>Compensation by Position</i> tables detail the numbers of employees receiving bonuses and, where there are sufficient data, information on the amounts paid.
Average salary	The sum of all salaries or cash compensation divided by the number of incumbents. Average salary figures may be unduly influenced by a few extremely high or low salaries or by the wage practices of a small number of organizations if they employ large numbers of employees in a particular category. Median salaries are less influenced by extremes.
Base salary – All Employees	In the <i>Compensation by Position</i> tables, the average full-time, annual base salary paid for the position. Part-time salaries have been annualized based on a 40-hour workweek. Base salaries do not include the cost of benefits, incentive pay, or perquisites. To convert annual salaries to hourly, weekly, or monthly figures, consult Appendix B of this report.
Cafeteria plan	<i>See Flexible benefit plan.</i>

Term	Definition
Cost of living increase	Periodic, across-the-board increases in base pay, designed to keep employees' salaries in line with the rising cost of living.
Defined benefit plan	A retirement plan in which a retired employee receives a specific amount based on salary history and years of service, and in which the employer bears the investment risk. Contributions may be made by the employee, the employer, or both.
Defined contribution plan	A retirement plan that specifies the amount of an agency's contribution, but may not have a formula for determining eventual benefits. The agency's contribution is usually a certain percentage of the worker's salary, and a vesting period – specific length of employment – may be required. <i>See Individual Retirement Account (IRA), Tax-sheltered annuity 401(k), Tax-sheltered annuity 403(b).</i>
Dependent Care Spending Account (DCSA)	One of the two types of FSA (Flexible Spending Account), which holds pre-tax dollars set aside by employees for their dependent care expenses. No amount may be left in the DCSA by the end of the year, or it will be lost.
Eligible for incentive/bonus	The data in this row of the <i>Compensation by Position</i> tables indicate the organizations that provide opportunity for an employee to receive a bonus, regardless of whether one is awarded. These may include formal plans based upon achievement of pre-determined goals or be discretionary with leadership and/or board approval.
Exempt vs. Non-Exempt employees	Employees are classified as "exempt" or "nonexempt" in reference to the FLSA (Fair Labor Standards Act). An exempt employee is paid a salary and is not compensated for overtime hours worked. The three categories under which an employee may be considered exempt are administrative, executive and professional. These categories generally define an exempt employee as one who customarily and regularly exercises discretion and independent judgment in the performance of his/her duties. Exempt employees must pass a Salary Basis Test; that is, they must be compensated at a minimum weekly salary of at least \$455. A non-exempt employee is paid for all overtime hours worked. Non-exempt employees generally perform operational functions such as routine clerical duties, maintenance work, and checking and inspecting equipment.
Flexible benefit plan	Benefit plan that allows employees to choose the benefits they want from a predetermined list. Employers provide a certain number of credits or dollars to each worker to ensure core coverage, and additional benefits may be purchased at an individual employee's expense. <i>Also called Cafeteria plan</i> in this document.
Flexible Spending Account (FSA)	A type of Section 125 accounts, an FSA holds pre-tax dollars set aside by employees for their health care or dependent care expenses. No amount may be left in the FSA by the end of the year, or it will be lost. There are two types of FSA: Health Care Spending Account (HCSA) and Dependent Care Spending Account (DCSA).

Term	Definition
Full-time equivalent (FTE)	Either one full-time position (as defined by an organization’s policy regarding the hours required for a full-time workweek), or two or more part-time positions that, when taken together, make up the work schedule of one full-time position.
Health Care Spending Account (HCSA)	One of the two types of FSA (Flexible Spending Account), which holds pre-tax dollars set aside by employees for their health care expenses. No amount may be left in the HCSA by the end of the year, or it will be lost.
Health Reimbursement Arrangement (HRA)	An arrangement in which the employer contributes a certain amount per employee per year for health care expenses. This money may be rolled from one year to the next but is not portable if an employee leaves his/her job.
Health Savings Account (HSA)	Employee and/or employer make pre-tax contributions that are used by the employee for future medical, retirement, or long-term care premium expenses. These accounts are used in conjunction with a high-deductible health insurance policy. The funds can roll over from year to year and the account is portable.
Incentive or bonus pay	A periodic or one-time financial reward that compensates employees for outstanding job performance. Bonuses may be given for specific instances of employee achievement or initiative or when a worker meets or exceeds preset performance goals.
Individual Retirement Account (IRA)	A defined contribution benefit plan that allows employees to make tax-deductible contributions to their own retirement accounts.
Median	The data point at which 50 percent of the sample is lower and 50 percent of the sample is higher. The median is synonymous with the 50th percentile.
Number of employees	In the <i>Compensation by Position</i> tables, the total number of individuals reported in the job; the size of the sample.
Number of Organizations	In the <i>Compensation by Position</i> tables, the number of organizations reporting employees in the position.
Paid Time Off (PTO) program	In a Paid Time Off program, employees are given a set number of days off each year to be taken at their discretion (as opposed to separate time off for vacation days, sick days and holidays).
Paid time-off benefits	Employer-paid time off the job; that is, vacation, sick days and holidays.
Percentiles	<ul style="list-style-type: none"> • The 25th percentile is the data point below which 25 percent of the sample falls. • The 75th percentile is the data point below which 75 percent of the sample falls; conversely, the level above which the top 25 percent of the sample falls.
Performance-based or merit increases	Salary increases based on employee merit or performance over a given period of time.
Personal days	Days off taken at the discretion of the employee. Also called floating

Term	Definition
	holidays.
Tax-sheltered annuity 401(k)	A defined contribution retirement plan that allows workers to make pre-tax contributions through salary reduction agreements with their employers. Following a change in tax regulations in 1997, 401(k) plans can now be offered by nonprofit organizations.
Tax-sheltered annuity 403(b)	A defined contribution plan, similar to a 401(k), but specifically designed for use by nonprofit and public organizations.
Total cash compensation	Calculated by adding base salary and bonus together and dividing by the total number of incumbents in the job, regardless of whether they received a bonus. For example, <ul style="list-style-type: none"> • Average base salary for 5 Executive Directors is \$50,000 • Two received bonuses: one was \$5,000 and one was \$1,000 • $(5 \times \\$50,000) + (\\$5,000 + \\$1,000) / 5 = \\$51,200$ (Total Cash Compensation)

Positions

This year, we collected data on 170 job titles and received enough data to print reports for 119 of those titles. For many of these jobs, especially those core positions found particularly in nonprofits, there are very limited data available elsewhere. Over 12,000 individual salaries were reported and included in this report.

Each wage chart contains data broken out by the following parameters, given a sufficient response:

- Organization's annual operating budget
- Organization's location
- Organization's primary field of work
- Organization's primary source of funding
- Total number of employees
- Educational requirement of this particular position
- Employee's sex
- Employee's race
- Number of years the employee has held this position
- Number of employees managed directly or indirectly by this employee

Data Confidentiality

To ensure the confidentiality of all data, a minimum number of responses is required for each statistic. A minimum of four organizations is required to report compensation in any data subset. At least four incumbents in a data subset are required to report the average, and five incumbents are required to report the median. The 25th and 75th percentiles are reported for samples of at least twelve incumbents. When there are insufficient data for statistical generation, the cell is left blank.

Job Titles with Insufficient Data

Job titles that were not reported by the minimum of four organizations have been omitted from the survey due to insufficient data. The job titles that were omitted this year are:

Animal Welfare

Veterinarian
Veterinary Clinic Manager
Humane Officer
Registered Veterinary Technician
Veterinary Technician
Animal Care Worker
Animal Adoption Counselor

Cultural, Artistic & Performing Arts

Resident Designer
Resident Director
Production Manager/Coordinator
Stage Manager
Costume Shop Manager
Box Office/Sales Manager
Technical Staff
Production Assistant
Actor

Development

Grant Writer, Government Funding

Education & Recreation

Fitness Instructor

Foundation/Philanthropy

Grants Manager/Administrator

Gift/Thrift Shop, Warehouse & Food Bank

Food Bank Manager

Government Affairs, Advocacy, Research

Lobbyist
Research Assistant

Housing/Community Development

Construction Manager
Director of Real Estate Development
Director of Property Management
Project Developer
Program Manager: Housing
Program Manager: Economic Development
Asset Manager (Compliance & Monitoring)
Asset Manager (Financial Analyst)

Information Technology

Accidental Techie

Legal Services and Community Organizing

Attorney, Corporate
Paralegal
Legal Secretary/Assistant

Medical and Clinical Services

Physician, Family/General Practice
Physician, Internal Medicine
Physician, Obstetrics & Gynecology
Physician, Pediatrics
Physician, Other Specialty
Case Manager, Medical
Dental Director
Dentist
Dental Assistant
Laboratory Technician/Technologist
Phlebotomist
Radiology Technician
Medical Records Transcriber

Social Services & Mental Health

Psychiatric Social Worker
Psychologist

Volunteer, Membership & Marketing

Volunteer Director
Writer/Editor

Survey Highlights

Surveyed Organizations

This report provides data collected from 194 nonprofit employers of all sizes across Southwestern Pennsylvania for wages and benefits they provided to 19,762 employees as of October 1, 2008. Participating nonprofits are divided into two regions: those in Allegheny County, and those in the surrounding area. One hundred forty seven organizations included in this Survey are located in Allegheny County and forty-seven are located in other counties.

The annual operating budgets of participating nonprofits range from under \$50,000 to over \$90,000,000 per year. The median budget in the sample is \$1,462,564.

Fifty-six percent of the organizations' Executive Directors are women; 44% are men. In the total sample of employees, 74% are women and 26% are men.

Seventy-five percent of the 15,534 participating employees work full-time; 25% work part-time.

Benefits: Paid Time Off

Most (66%) participating nonprofits provide full-time employees with specific, separate numbers of paid days off for vacation, holiday, and sick leave. Twenty-six percent have a PTO (Paid Time Off) program instead, giving employees a set number of days off to be taken for any purpose. Another 8%, mostly small organizations, have a less formal policy.

Seventy percent of participating nonprofits offer paid time off to part-time employees. Of those, 66% require that those employees work at least 23 hours per week, on average, to be eligible.

Most (79%) participating nonprofits with formal policies have one vacation schedule for all employees, which often gives an increasing number of vacation days the longer an employee remains with the organization; 21% have two or more schedules depending on the type of employee. Surveyed nonprofits provide an average of 10 paid holidays and 10 paid sick days per year.

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

Sixty-four percent of participating nonprofits define a full-time workweek as 40 hours per week; 21% use 37.5 hours; and 12% use 35 hours.

Benefits: Insurance

Ninety-two percent of surveyed nonprofits offer some type of medical insurance to full-time employees. Among organizations that offer a “traditional” health plans (rather than flexible benefit plans), 47% of those pay the full cost of premiums for employees. This is a slight increase from the 2006 results, in which 44% paid the full cost. In the 2004 Survey, 49% of organizations contributing to the cost of health insurance paid the full cost, and 59% paid the full cost in 2002.

Fifty percent of surveyed organizations provide insurance to part-time employees. Of those, 73% require the employees to work a minimum of 26 hours per week on average. The other 50% of surveyed organizations provide insurance benefits only to full-time employees.

Benefits: Retirement

Most (83%) participating nonprofits provide some type of retirement benefit to their full-time employees. For these employers, tax-deferred annuities are by far the most popular type of plan (61% of all organizations participating in this survey), followed by other defined contribution plans (22%). Most (76%) of those with retirement benefits have plans in which both the employer and the employee contribute to retirement. In 7% only the employee contributes, and in 17% only the employer contributes.

Organizations that contribute to employees’ retirement plans were asked to describe that contribution, and 88% indicated that they contribute some percentage of each employee’s annual salary, usually the same for all employees. If the percentage increases with an employee’s length of service, organizations entered the highest percentage, or cap, of an employee’s salary that would be contributed. The range of all percent of salary responses is from 1% to 12%, with a median response of 5%.

Compensation

On average, male Executive Directors earn significantly higher pay than do females. The average pay for all Executive Directors in the sample is \$96,110 per year; for men, the average Executive Director pay is \$113,634 per year; for women, the average Executive Director pay is \$82,723 per year. While a majority (56%) of all Executive Directors in the sample are women, a relatively greater number of men are found in the Executive Director positions of the largest organizations, which tend to pay higher wages. However, the pay gap between male and female Executive Directors has narrowed somewhat since the 2006 survey.

Many participating nonprofits use more than one method to grant salary increases. Merit was cited by 65%, across-the-board increases by 30%, cost of living by 38%, and length of service by 9%. Eighty-two percent of participating nonprofits expect to give salary increases during the twelve-month period that begins on October 1, 2008, with a median expected increase of 3.0%.

Eighty-five percent of the participating nonprofits report a merit review interval of one year, 5% conduct reviews every six months, and 8% have no set interval.

Twenty-seven percent of surveyed nonprofits offer some form of incentive pay to their Executive Directors.

II. PARTICIPANT OVERVIEW

Effective Date

We asked the participants to provide salary data as of October 1, 2008.

Participants

This year, 194 nonprofit organizations in Southwestern Pennsylvania participated in the survey. These organizations provided comprehensive information on benefits and compensation for positions common to nonprofits. A list of the participants is included in Appendix A. The tables in this section provide you with an overview of the participants – where they are located, their budget size, field of service, and the number of staff they employ.

Budgets

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

Budget Groups	# of Orgs	Average Budget Size
Up to \$250,000	22	\$143,025
\$250,001 - \$750,000	34	\$464,784
\$750,001 - \$2,000,000	58	\$1,267,886
\$2,000,001 - \$5,000,000	34	\$3,558,261
\$5,000,001 - \$10,000,000	19	\$6,958,971
Over \$10,000,000	27	\$25,286,940
Total	194	\$5,301,213

Using Budget Data to Evaluate Pay

The size of an organization typically affects pay for management-level staff because of the increased complexity of the organization itself, numbers of employees supervised, and overall financial responsibility: the larger the nonprofit, the higher the compensation for a senior manager. This pattern is demonstrated in the following table for the Executive Director/Chief Executive Officer position.

Budget Groups	Average Base Pay for Executive Director
Up to \$250,000	\$54,999
\$250,001 - \$750,000	\$67,050
\$750,001 - \$2,000,000	\$81,322
\$2,000,001 - \$5,000,000	\$105,302
\$5,000,001 - \$10,000,000	\$132,734
Over \$10,000,000	\$140,087
Average of all	\$96,110

Staff Size

Size does not have quite the same impact on pay for professional or support staff as their jobs are similar whether they are in a large organization or a small one. Instead, the pay philosophy of the organization, whether it has a formal salary administration program, and sources of funding may determine the pay levels of these jobs.

TIP: We recommend you utilize the budget groupings to determine the pay level of a senior manager, and use other criteria such as location, field of service, or the data for all organizations when analyzing pay for support and professional positions.

The average number of employees in each size group is another measure against which to evaluate pay for those individuals with responsibility for the entire organization, or for a substantial part of it.

Budget Groups	Average Number of Employees*	Part-Time Employees as % of Total
Up to \$250,000	2	37%
\$250,001 - \$750,000	8	42%
\$750,001 - \$2,000,000	19	26%
\$2,000,001 - \$5,000,000	58	25%
\$5,000,001 - \$10,000,000	110	23%
Over \$10,000,000	372	24%
Average of all participants	80	25%

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

Data are also calculated on employee size groupings.

Employee Size Groups	# of Organizations
From 1 to 5 employees	37
From 6 to 20 employees	55
From 21 to 50 employees	39
From 51 to 100 employees	21
Over 100 employees	42
Total	194

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

Field of Service and Budget Size

The survey participants represent the following 15 fields of service:

Field of Service	Total # of Orgs	Up to \$250K	\$250K to \$750K	\$750K to \$2M	\$2M to \$5M	\$5M to \$10M	Over \$10 M
Basic Material Need	15	0	3	4	6	1	1
Counseling/Behavioral Health & Wellness	17	0	3	6	2	2	4
Culture/Arts	21	3	6	7	3	2	0
Economic/Neighborhood Development	14	5	3	4	1	0	1
Education and Child Care Services	14	1	2	5	1	2	3
Employment and Economic Opportunity	6	1	0	2	1	0	2
Environment/Animal Welfare	9	2	1	1	4	0	1
Family Support and Preservation	11	0	2	4	3	1	1
Foundation/Philanthropy	12	4	4	1	2	1	0
Health and Health Education	17	0	6	4	3	2	2
Legal/Advocacy	3	1	1	0	1	0	0
Management/Technical Assistance	4	0	1	3	0	0	0
Religious	4	2	0	2	0	0	0
Social Support	37	2	0	9	7	7	12
Youth/Recreation	10	1	2	6	0	1	0
Total	194	22	34	58	34	19	27

Primary Source of Funding and Budget Size

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

Primary Source of Funding	Total # of Orgs	Up to \$250K	\$250K to \$750K	\$750K to \$2M	\$2M to \$5M	\$5M to \$10M	Over \$10 M
Contributions from individuals	27	6	4	11	3	2	1
Contributions from foundations or trusts	36	5	11	12	5	2	1
United Way	1	0	1	0	0	0	0
Government	87	6	10	21	18	10	22
Service membership dues	6	3	1	1	0	0	1
Program service fees	28	1	6	10	5	4	2
Revenue from sales, investments, etc.	9	1	1	3	3	1	0
Total	194	22	34	58	34	19	27

Supervisory Responsibility

Another measure against which to evaluate your own jobs is the number of staff managed by survey positions. The table below represents the number of employees *directly and indirectly* supervised by the incumbent. Typically, the manager has substantial responsibility for hiring, firing and reviewing performance. The survey provides pay data based upon these groups:

Employees Managed - Groups
1 to 3
4 to 8
9 to 14
15 and over

This measure is particularly valuable when evaluating important supervisory positions. It enables you to determine more precisely the value of your organization's particular job relative to others with similar circumstances. Typically, the more supervisory responsibility held by a manager or supervisor, the higher the salary.

Geographic Location and Budget Size

Compensation levels are reported for the following geographic areas:

County	Total # of Orgs	Up to \$250K	\$250K to \$750K	\$750K to \$2M	\$2M to \$5M	\$5M to \$10M	Over \$10 M
Allegheny	147	10	26	43	28	17	23
Other Counties:							
Armstrong	2	1	0	1	0	0	0
Beaver	6	1	2	3	0	0	0
Blair	1	0	0	0	1	0	0
Butler	7	1	1	2	2	1	0
Cambria	1	1	0	0	0	0	0
Erie	2	1	0	1	0	0	0
Fayette	2	0	1	1	0	0	0
Greene	1	1	0	0	0	0	0
Indiana	1	0	0	0	0	1	0
Lawrence	3	1	0	2	0	0	0
Mercer	1	0	0	0	1	0	0
Somerset	1	0	0	1	0	0	0
Venango	1	1	0	0	0	0	0
Washington	7	1	0	2	1	0	3
Westmoreland	11	3	4	2	1	0	1
Total Other Counties	47	12	8	15	6	2	4
Total	194	22	34	58	34	19	27

Fiscal Year Calendar and Budget Size

Participating organizations report fiscal year calendars as follows:

Month Beginning Fiscal Year	Total # of Orgs	Up to \$250K	\$250K to \$750K	\$750K to \$2M	\$2M to \$5M	\$5M to \$10M	Over \$10 M
January	56	14	15	19	6	0	2
July	118	5	15	35	25	16	22
September	6	1	1	2	0	1	1
October	10	2	1	1	3	1	2
Other	4	0	2	1	0	1	0
Total	194	22	34	58	34	19	27

Workforce by Sex of Employee and Budget Size

Participating organizations report male and female employees as follows:

Sex of Employee	Total # of Emps	Up to \$250K	\$250K to \$750K	\$750K to \$2M	\$2M to \$5M	\$5M to \$10M	Over \$10 M
Male Employees	3,485	15	43	213	367	383	2,464
Female Employees	10,151	35	178	750	1,354	1,355	6,479
Total	13,636	50	221	963	1,721	1,738	8,943
Female Employees as % of Total	74%	70%	81%	78%	79%	78%	72%

Workforce by Race of Employee and Budget Size

Participating organizations report race of employees as follows:

Race of Employee	Total # of Emps	Up to \$250K	\$250K to \$750K	\$750K to \$2M	\$2M to \$5M	\$5M to \$10M	Over \$10 M
American Indian/Alaska Native	13	0	0	1	0	1	11
Asian	40	1	0	8	8	3	20
Black or African American	2,785	1	46	170	377	454	1,737
Native Hawaiian/Other Pacific Islander	5	0	0	1	0	2	2
White	10,572	48	173	754	1,272	1,239	7,086
Mixed Race	77	0	2	26	17	2	30
Total	13,492	50	221	960	1,674	1,701	8,886

Turnover Rates

This year, we asked for basic information about the number of positions in which an existing employee had left and been replaced by a new employee during the past year, resulting in an overall rate of 18% for full-time employees and 30% for part-time employees. The table and chart below show the percentage rate of turnover, based on the size of the organization:

Employee Size Groups	Full-Time Turnover	Part-Time Turnover
From 1 to 5 employees	20%	insufficient data
From 6 to 20 employees	13%	24%
From 21 to 50 employees	18%	17%
From 51 to 100 employees	20%	29%
Over 100 employees	18%	33%
Overall Percentage Turnover	18%	30%

III. COMPENSATION & BENEFITS PRACTICES

Compensation Practices

Salary Increase Budgets for Current Fiscal Year

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

Salary Increase Budgets for Current Fiscal Year	
# of Organizations Responding	189
# Organizations Responding with 0.0%	29
# Organizations Responding With an Increase Budget	160
All Organizations - 25th Percentile	2.00%
All Organizations - Median	3.00%
All Organizations - 75th Percentile	3.00%
Average (Including those reporting 0.00%)	2.61%
Average (Excluding those reporting 0.00%)	3.20%

Salary Increase Practices

Asked what method best describes their salary increase practices, close to two-thirds of participants in this survey report that they award salary increases based on merit or performance. Some organizations report more than one answer, as shown below:

Salary Increase Practice	# of Organizations	% of Orgs
Merit/Performance	126	65%
Across the Board	59	30%
Cost of Living	73	38%
Length of Service	9	5%
# Organizations Responding*	194	

**Includes organizations reporting more than one practice.*

Salary Grades and Ranges

Exactly half of survey respondents indicate that they use salary grades or ranges in their organizations.

Grades & Ranges	# of Organizations	% of Orgs
Use grades and ranges	97	50%
Do not use grades and ranges	97	50%
# Organizations Responding	194	

Incentive Pay or Bonuses

Of the 194 respondents, 27% indicate they provide the Executive Director with some type of incentive or bonus opportunity. Between 10% and 22% of nonprofits provide bonus opportunities for some other staff members, as follows:

Employee Group – Bonus Eligible	# of Organizations	% of Orgs
Executive Director	53	27%
Associate Director	28	14%
Development Director	20	10%
Department Heads	39	20%
Support and Administrative Staff	43	22%

Note that the existence of incentive or bonus plans does not necessarily mean employees in those plans were paid bonuses. Actual payments are detailed in the *Compensation by Position* pages.

On-Call Practices

Ninety respondents (46% of the 194 survey respondents) indicate they have some type of on-call pay practice:

On-Call Pay Practices	# of Organizations	% of Orgs
Pay for hours worked (including overtime)	24	12%
Pay a flat rate for being on call	22	11%
Provide compensatory time off or flex-time	18	9%
Do not pay or provide time off (exempt staff)	13	7%
Pay a show-up rate and hourly pay for time worked	8	4%
Other	5	3%
Total Responses	90	46%

Practices for Dealing with Extensive Overtime by Exempt Staff

When dealing with overtime by exempt staff, 28% of organizations surveyed report that they have no formal policy. The practice of providing compensatory time-off is 43%. (Note that the Wage and Hour laws do not mandate overtime pay for exempt staff.) Nineteen percent (19%) of respondents indicate that they do not compensate exempt staff for overtime.

Practice	# of Responses	% of Orgs
No formal policy	54	28%
Provide compensatory time off	83	43%
Pay straight time	2	1%
Pay overtime rates	10	5%
Do not compensate for extensive overtime	37	19%
Other	8	4%
# Organizations Responding	194	

Compensatory Time Off

Fifty-eight nonprofits (30%) offer employees the option of taking compensatory instead of pay for overtime hours worked.

Evening/Night Shift Differentials

Of the 78 nonprofits that indicate they have an evening and/or night shift, the majority indicate that they do not pay any special rates beyond regular hourly pay and overtime, if applicable. Only 12% indicate any additional pay for evening or night shifts. The nonprofits that do pay a premium typically pay an additional hourly wage, from \$0.25 to \$1.00 per hour.

Employment Practices

Introductory Period

The 158 nonprofits with an introductory period report an average of **4.41** months. The most common responses were 3 months and 6 months.

Length of Introductory Period	# of Organizations	% of Orgs
None	36	19%
Less than two months	2	1%
Two months	4	2%
Three months	75	39%
Four months	1	<1%
Five months	1	<1%
Six months	74	38%
Nine months	1	<1%
# Organizations responding	194	

Of those organizations that report an introductory period, 32% indicate that employees are eligible for paid-time off benefits and 55% indicate that employees are eligible for insurance benefits during the introductory period.

Performance Reviews

The vast majority of organizations review staff on an annual basis.

Performance Review Period	# of Responses*	% of Orgs
Do not review	4	2%
Every six months	10	5%
Annually	165	85%
No set schedule	15	8%
*Total responses	194	

Premium for Bilingual Skills

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

Union Contracts

Only six organizations (3%) report union contracts for one or more of their positions. These generally include non-exempt jobs like food service staff, direct care workers, and maintenance workers.

Professional Development Classes

The majority of responding organizations (73%) indicate they pay for professional development classes for their employees when funding allows. Just 7% do not pay, and 20% pay some of the time. Of the organizations that pay some of the time, some organizations indicate that funding is very limited, but they consider paying for such classes on a case-by-case basis. Other factors include relevance of the training to the employee’s job, approval of a higher level of management.

Professional Conferences

Of the organizations polled, 85% indicate that they pay for attendance at professional conferences when funding allows, and another 14% pay some of the time. Only 1% of organizations indicate that they never pay for conferences. Of those that pay sometimes, factors given include relevance to the organization or approval of a higher level of management.

Professional Organizations

Of the organizations polled, 64% indicate that they pay for professional memberships, assuming funds are available, while an additional 13% report paying under some circumstances. Those circumstances include relevance to the employee’s job and benefit to the organization. Several organizations indicate that they pay membership dues for certain job positions, such as executive and professional staff. Eighteen percent (23%) of organizations do not pay for any professional memberships.

Full-Time Workweek by Budget Size

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

Full-Time Work Week	All Orgs	Up to \$250,000	\$250,001 to \$750,000	\$750,001 to \$2 Million	\$2 Million to \$5 Million	\$5 Million to \$10 Million	Over \$10 Million
40 hours	64%	73%	59%	69%	56%	63%	63%
37.5 hours	21%	5%	32%	19%	29%	11%	22%
35 hours	12%	5%	9%	10%	15%	21%	15%
Other	3%	18%	0%	2%	0%	5%	0%

Time-Off Practices

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

- Separate vacation, sick leave and holiday benefits: 129 organizations (66%) are reported
- Paid time off (PTO): 50 organizations (26%) are reported

In addition, 15 respondents (8%) report different time-off policies for their staff, including a few that have no formal time-off policies.

Of the respondents who have part-time employees, 70% indicate that their part-time employees are eligible for paid time off benefits and 30% do not offer these benefits to part-time employees. These benefits are virtually always pro-rated according to employees' work schedules. Of these, 66% require the part-time employee to work a minimum number of hours per week to be eligible. On average, this minimum is 23 hours per week. The remaining 34% offer paid time off benefits to part-time employees regardless of the number of hours they work each week.

Separate Vacation, Sick Leave, and Holidays—All Employees Receiving the Same Benefit

The survey results show that 101 survey participants (52%) provide the same benefit to both exempt and nonexempt staff, AND accrue vacation, holiday, and sick leave separately:

All Staff Years of Service	Vacation Days	Sick Leave	Holiday	Personal Days	Total Days
First Year	9.4	10.0	10.0	2.5	31.9
Second Year	11.2	10.0	10.0	2.5	33.7
Third Year	12.4	10.0	10.0	2.5	34.9
Fourth Year	13.6	10.0	10.0	2.5	36.1
Fifth Year	15.2	10.0	10.0	2.5	37.7
Sixth to Ninth Years	16.8	10.0	10.0	2.5	39.3
Tenth Year	18.2	10.0	10.0	2.5	40.7
Eleventh Year +	19.6	10.0	10.0	2.5	42.1

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

The survey results show that 28 survey participants (14%) provide different benefits to exempt and non-exempt staff, AND accrue vacation, holiday, and sick leave separately, as detailed in the following two tables:

Exempt Staff Years of Service	Vacation Days	Sick Leave	Holiday	Personal Days	Total Days
First Year	14.5	10.2	10.2	1.8	36.7
Second Year	16.3	10.2	10.2	1.8	38.5
Third Year	16.7	10.2	10.2	1.8	38.9
Fourth Year	17.1	10.2	10.2	1.8	39.3
Fifth Year	18.7	10.2	10.2	1.8	40.9
Sixth to Ninth Years	19.4	10.2	10.2	1.8	41.6
Tenth Year	21.0	10.2	10.2	1.8	43.2
Eleventh Year +	21.9	10.2	10.2	1.8	44.1

Non-Exempt Staff Years of Service	Vacation Days	Sick Leave	Holiday	Personal Days	Total Days
First Year	9.3	10.2	10.2	1.8	31.5
Second Year	10.5	10.2	10.2	1.8	32.7
Third Year	11.0	10.2	10.2	1.8	33.2
Fourth Year	11.4	10.2	10.2	1.8	33.6
Fifth Year	13.0	10.2	10.2	1.8	35.2
Sixth to Ninth Years	14.4	10.2	10.2	1.8	36.6
Tenth Year	16.2	10.2	10.2	1.8	38.4
Eleventh Year +	17.3	10.2	10.2	1.8	39.5

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

Forty-one survey respondents (21%) provide PTO benefits that combine at least some portion of vacation, holidays and sick leave, with all employees receiving the same benefits:

All Staff Years of Service	Holidays	Paid Time-Off	Total Days
First Year	9.8	17.1	26.9
Second Year	9.8	19.1	28.9
Third Year	9.8	20.6	30.4
Fourth Year	9.8	21.2	31.0
Fifth Year	9.8	23.0	32.8
Sixth to Ninth Years	9.8	25.0	34.8
Tenth Year	9.8	26.5	36.3
Eleventh Year +	9.8	27.3	37.1

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

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

Exempt Staff Years of Service	Holidays	Paid Time-Off	Total Days
First Year	10.0	24.7	34.7
Second Year	10.0	27.2	37.2
Third Year	10.0	27.3	37.3
Fourth Year	10.0	28.1	38.1
Fifth Year	10.0	29.9	39.9
Sixth to Ninth Years	10.0	33.1	43.1
Tenth Year	10.0	34.2	44.2
Eleventh Year +	10.0	36.3	46.3

Non-Exempt Staff Years of Service	Holidays	Paid Time-Off	Total Days
First Year	10.0	18.6	28.6
Second Year	10.0	22.0	32.0
Third Year	10.0	22.2	32.2
Fourth Year	10.0	23.2	33.2
Fifth Year	10.0	24.9	34.9
Sixth to Ninth Years	10.0	29.1	39.1
Tenth Year	10.0	29.9	39.9
Eleventh Year +	10.0	32.0	42.0

Other Paid Time Off

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

Type of Paid Time Off	# of Organizations	% of Orgs
Jury service	164	85%
Bereavement	161	83%
Military service	102	53%
Family illness	95	49%
Maternity/paternity	89	46%
Job-related education/training	56	29%
Volunteer service	10	5%

Insurance and Retirement Benefits

Insurance Coverage Offered

The great majority of survey participants (92%) offer some type of medical insurance to their employees. Many respondents offer more than one type of medical insurance and a variety of other insurance benefits, as detailed below. Note that these tables include organizations that offer insurance through a flexible benefit plan, as well as through a traditional insurance plan.

*Types of Medical Insurance Offered	# of Organizations	% of Orgs
Health Maintenance Organization (HMO)	51	26%
Preferred Provider Organization (PPO)	170	88%
Do not provide medical insurance	15	8%
**Total Organizations Responding	194	

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

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

*Other Types of Insurance Offered	# of Organizations	% of Orgs
Dental Care Insurance	161	83%
Vision Care Insurance	159	82%
Life Insurance	150	77%
Short-Term Disability Insurance	113	58%
Long-Term Disability Insurance	138	71%
Long-Term Care Insurance	53	27%
Do not provide other types of insurance	20	10%
*Total Organizations Responding	194	

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

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

TIP: The *Employer Contribution* tables on pages 26 through 31 detail the percentage of health care premiums paid by employers who offer traditional health plans rather than flexible benefit plans. Use these tables as a guide for setting your health care costs if you offer your employees a designated set of group health care benefits.

The *Flexible Benefit Plans* table on page 31 provides information about the types of insurance offered by organizations that provide health care coverage through a flexible benefit plan, as well as information about the average cost to the employer per employee. Use this table as a guide for setting your health care costs and options if you offer your employees health care coverage through a flexible benefit plan (these are sometimes described as “cafeteria” plans).

Changes in Insurance Policies Since 2006

One hundred twenty-nine organizations reported some change in insurance benefits during the past two years. Of those, 71% described a change that involves higher cost and/or a lower level of coverage for employees. Typical comments mention the passing on of cost increases, shifting to policies with higher deductibles and co-payments, and higher levels of employee contribution to monthly premium costs.

Twenty-six percent (26%) of organizations reported increased costs that have not, as of yet, been passed on to employees or resulted in changes to insurance policies.

Just 3% described an increase in benefits or decrease in the cost to employees, such as a new type of insurance added or lower employee contributions required for coverage, due to a change in insurance company or plan.

Co-payments for Office Visits and Cost of Insurance Benefits

Co-payments for HMO plans ranged from \$5 to \$40, with a median of \$15. Co-payments for PPO plans ranged from \$10 to \$40, with a median of \$20.

The questionnaire also asked for the monthly cost to the organization per covered employee. Responses ranged from \$112 to well over \$1000, with an average of \$562.

Domestic Partner Benefits

Thirty-six percent (36%) of respondents offer medical insurance coverage to domestic partners of employees. Of those, 24% pay all or some of the premium for domestic partners, while the remaining organizations do not pay any of the premium. Sixty-four percent (64%) do not offer any medical coverage to domestic partners.

Part-Time Employee Benefits

Of the respondents who have part-time employees, 50% indicate that their part-time employees are eligible for medical insurance coverage, and 84% of those organizations require the part-time employee to work a minimum number of hours per week to be eligible. On average, this minimum is 26 hours per week.

Seventy-three percent (73%) of organizations that offer benefits to part-time employees pro-rate those benefits based on the hours worked, and the remaining 27% offer full benefits, provided the employee maintains the minimum requirement.

Special Insurance-Related Accounts

There are two types of **Flexible Spending Accounts** (FSA), in which pre-tax dollars are set aside by employees for their health care or dependent care expenses: the **Health Care Spending Account** (HCSA) and the **Dependent Care Spending Account** (DCSA). Forty-six surveyed organizations (24%) offer an HCSA to employees, and 34 (18%) offer a DCSA. These accounts are almost exclusively funded by employee contributions.

In an HRA (Health Reimbursement Arrangement) the employer contributes a certain amount per employee per year for health care expenses. This money may be rolled from one year to the next but may not be portable if an employee leaves his or her job. Sixteen organizations in this survey's sample (8%) offer an HRA to employees.

An HSA (Health Savings Account) allows the employee and/or employer to make pre-tax contributions that are used by the employee for future medical or long-term care premium expenses. These accounts are used in conjunction with a high-deductible health insurance policy. The funds can roll over from year to year and the account is portable. Nine organizations (5%) offer health insurance policies that are compatible with Health Savings Accounts.

Employer Contribution—HMO Insurance (Traditional Plans)

The following tables show the average payment of premiums by employers for both employees and their dependents for medical insurance through a **Health Maintenance Organization (HMO)** plan. Results show that 60% of respondents who offer HMO coverage pay at least 50% of the cost *for the employee*, and 26% pay the entire cost. Note that the information in these tables does not include organizations that offer **HMO** coverage through a flexible benefit plan.

HMO—Employee Health Insurance Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	12	26%
Pay 90 to 99% of premium	2	4%
Pay 80 to 89% of premium	9	20%
Pay 70 to 79% of premium	2	4%
Pay 60 to 69% of premium	2	4%
Pay 50 to 59% of premium	1	2%
Pay from 1 to 49% of premium	0	0%
Do not pay any of the premium	18	39%
Total Offering HMO	46	

Twenty-three percent (23%) of respondents pay at least 50% of the cost of HMO coverage for the employee's dependents.

HMO—Dependent Health Insurance Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	2	4%
Pay 90 to 99% of premium	1	2%
Pay 80 to 89% of premium	5	11%
Pay 70 to 79% of premium	1	2%
Pay 60 to 69% of premium	1	2%
Pay 50 to 59% of premium	1	2%
Pay from 1 to 49% of premium	3	7%
Do not pay any of the premium	32	70%
Total Offering HMO	46	

Employer Contribution—PPO Insurance (Traditional Plans)

The following tables show the average payment of premiums by employers for both employees and their dependents for medical insurance through a **Preferred Provider (PPO)** plan. Results show that 93% of respondents who offer PPO coverage pay at least 50% of the cost *for the employee*, and 44% pay the entire cost. Note that the information in these tables does not include organizations that offer **PPO** coverage through a flexible benefit plan.

PPO—Employee Health Insurance Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	69	44%
Pay 90 to 99% of premium	24	15%
Pay 80 to 89% of premium	38	24%
Pay 70 to 79% of premium	9	6%
Pay 60 to 69% of premium	5	3%
Pay 50 to 59% of premium	2	1%
Pay from 1 to 49% of premium	0	0%
Do not pay any of the premium	10	6%
Total Offering PPO	157	

Forty-nine percent (49%) of respondents pay at least 50% of the cost of PPO coverage for the employee’s dependents.

PPO—Dependent Health Insurance Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	22	14%
Pay 90 to 99% of premium	13	8%
Pay 80 to 89% of premium	19	12%
Pay 70 to 79% of premium	7	4%
Pay 60 to 69% of premium	5	3%
Pay 50 to 59% of premium	13	8%
Pay from 1 to 49% of premium	8	5%
Do not pay any of the premium	70	45%
Total Offering PPO	157	

Employer Contribution—Dental Care (Traditional Plans)

The following tables show the average payment of premiums by employers for both employees and their dependents for **dental insurance**. Eighty percent (80%) of survey participants that offer dental insurance pay at least 50% of the premiums *for the employee*, and 59% pay the entire cost. Note that the information in these tables does not include organizations that offer dental coverage through a flexible benefit plan.

Employee Dental Care Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	86	59%
Pay 90 to 99% of premium	7	5%
Pay 80 to 89% of premium	13	9%
Pay 70 to 79% of premium	5	3%
Pay 60 to 69% of premium	2	1%
Pay 50 to 59% of premium	5	3%
Pay from 1 to 49% of premium	2	1%
Do not pay any of the premium	27	18%
Total Offering Dental Care	147	

Forty-one percent (41%) of respondents pay at least 50% of the cost of dental care for the employee's dependents.

Dependent Dental Care Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	32	22%
Pay 90 to 99% of premium	2	1%
Pay 80 to 89% of premium	7	5%
Pay 70 to 79% of premium	3	2%
Pay 60 to 69% of premium	2	1%
Pay 50 to 59% of premium	15	10%
Pay from 1 to 49% of premium	10	7%
Do not pay any of the premium	76	52%
Total Offering Dental Care	147	

Employer Contribution—Vision Care (Traditional Plans)

The following tables show the average payment of premiums by employers for both employees and their dependents for **vision insurance**. Seventy-eight percent (78%) of survey participants that offer vision insurance pay at least 50% of the premiums *for the employee*, and 59% pay the entire cost. Note that the information in these tables does not include vision coverage offered through a flexible benefit plan.

Employee Vision Care Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	86	59%
Pay 90 to 99% of premium	8	6%
Pay 80 to 89% of premium	13	9%
Pay 70 to 79% of premium	3	2%
Pay 60 to 69% of premium	2	1%
Pay 50 to 59% of premium	2	1%
Pay from 1 to 49% of premium	2	1%
Do not pay any of the premium	29	20%
Total Offering Vision Care	145	

Thirty-six percent (36%) of respondents pay at least 50% of the cost of vision care for the employee’s dependents.

Dependent Vision Care Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	29	20%
Pay 90 to 99% of premium	3	2%
Pay 80 to 89% of premium	8	6%
Pay 70 to 79% of premium	0	0%
Pay 60 to 69% of premium	2	1%
Pay 50 to 59% of premium	10	7%
Pay from 1 to 49% of premium	10	7%
Do not pay any of the premium	83	57%
Total Offering Vision Care	145	

Employer Contribution—Life Insurance Benefits (Traditional Plans)

Eighty-eight percent (88%) of respondents that provide **life insurance** for their staff pay the entire premium for their employees. Note that the information in this table does not include organizations that offer life insurance through a flexible benefit plan.

Employee Life Insurance Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	122	88%
Pay 50 to 99% of premium	1	1%
Pay 1 to 49% of premium	1	1%
Do not pay premium for employee	14	10%
Total Offering Life Insurance	138	

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

Sixty-six percent (66%) of respondents that provide **short-term disability** insurance for their staff pay the entire premium for their employees. Note that the information in this table does not include organizations that offer short-term disability coverage through a flexible benefit plan.

Employee Short-Term Disability Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	67	66%
Pay 50 to 99% of premium	1	1%
Pay 1 to 49% of premium	1	1%
Do not pay premium for employee	32	32%
Total Offering Short Term Disability	101	

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

Eighty percent (80%) of respondents that provide **long-term disability** insurance for their staff pay the entire premium for their employees. Note that the information in this table does not include organizations that offer long-term disability coverage through a flexible benefit plan.

Employee Long-Term Disability Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	102	80%
Pay 50 to 99% of premium	4	3%
Pay 1 to 49% of premium	1	1%
Do not pay premium for employee	20	16%
Total Offering Long Term Disability	127	

Employer Contribution—Long-Term Care (Traditional Plans)

Nineteen percent (19%) of respondents that provide **long-term care** insurance for their staff pay the entire premium for their employees. Note that the information in this table does not include organizations that offer long-term care coverage through a flexible benefit plan.

Employee Long-Term Care Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	9	19%
Pay 50 to 99% of premium	3	6%
Pay 1 to 49% of premium	0	0%
Do not pay premium for employee	35	74%
Total Offering Long Term Care	47	

Flexible Benefit Plans

Only 16 survey participants offer employees a choice of benefits through a **flexible benefit plan**, in which employers provide a certain dollar allotment per employee and employees choose their benefits from a list, paying the difference if their chosen benefits cost more than the allotment. On average, employers contribute 76% of the total cost of flexible benefit insurance. The plans offered as a part of these programs follow:

Type of Insurance Offered	# of Organizations	% of Orgs
Health Maintenance Organization (HMO)	52	31%
Preferred Provider Organization (PPO)	13	81%
Dental Care Insurance	14	88%
Vision Care Insurance	14	88%
Life Insurance	12	75%
Short-Term Care Insurance	12	75%
Long-Term Disability Insurance	11	69%
Long-Term Care Insurance	6	38%
Total Offering a Cafeteria Plan	16	

Retirement Benefits

Eighty-three percent (83%) of survey participants indicate they offer some type of retirement benefit to their employees. The types of plans offered are detailed below:

Type of Plan Offered	# of Responses	% of Orgs
Tax Sheltered Annuity: 401(k), 403(b)	118	61%
IRA/SEP-IRA	20	10%
Defined Benefit Plan	7	4%
Defined Contribution Plan	42	22%
Other	3	2%
Do not offer retirement benefits	33	17%
*Total Organizations Responding	194	

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

Retirement Benefits—Funding

Of those 161 organizations that offer some type of retirement benefit, 76% offer plans that share responsibility for funding with their staff. Seven percent (7%) offer plans funded solely by the employee.

Funding of Retirement Plans*	# of Responses	% of Orgs
Employee contribution only	12	7%
Organization contribution only	27	17%
Organization contributes/employee may contribute	60	37%
If employee contributes, organization contributes	62	39%
Total Organizations Responding	161	

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

Retirement Benefits—Contributions

Organizations that contribute to employees’ retirement plans were asked to describe that contribution, and 88% indicated that they contribute some percentage of each employee’s annual salary, usually the same for all employees. If the percentage increases with an employee’s length of service, organizations entered the highest percentage, or cap, of an employee’s salary that would be contributed. The range of all percent of salary responses is from 1% to 12%, with a median response of 5%.

Vesting Period

Organizations with retirement plans were asked about the vesting period for that benefit. Twenty-two percent of the organizations have no vesting period. Vesting periods given by the other 78% of organizations ranged from 5 months to 10 years, with a median of 3 years.

Executive Director/CEO Practices

Employment Contract

Only 21% of the Executive Directors in this Survey have an employment contract:

Employment Contract	# of Organizations	% of Orgs
Executive Director has contract	39	21%
Executive Director does not have contract	147	79%

Gender and Compensation

Over half of Executive Directors in the sample are female:

Executive Director Gender	# of Organizations	% of Orgs
Male Executive Director/CEO	77	44%
Female Executive Director/CEO	99	56%

On average, male Executive Directors earn significantly higher pay than do females. The average annual base pay for all Executive Directors in the sample is \$96,110; for men, the average Executive Director pay is \$113,634 per year; for women, the average Executive Director pay is \$82,723 per year. While a majority (56%) of all Executive Directors in the sample are women, a relatively greater number of men are found in the Executive Director positions of the largest organizations, which tend to pay higher wages. There is some evidence here, however, that the gap between male and female Executive Director pay has narrowed somewhat since the previous survey was produced two years ago. The following chart illustrates Executive Director pay for men and women according to organizations' annual operating budgets:

Annual Operating Budget	% Male	Average Salary, Males	% Female	Average Salary, Females
Up to \$250,000	38%	\$59,811	62%	\$51,992
\$250,001 - \$750,000	27%	\$75,777	73%	\$63,876
\$750,001 - \$2,000,000	44%	\$91,819	56%	\$73,195
\$2,000,001 - \$5,000,000	38%	\$128,803	62%	\$92,530
\$5,000,001 - \$10,000,000	53%	\$145,234	47%	\$118,672
Over \$10,000,000	66%	\$145,944	34%	\$128,958
All Organizations	44%	\$113,634	56%	\$82,723

Education and Compensation

Sixty-nine percent (69%) of the Executive Directors in our Survey hold Master's Degrees or Doctorates. As indicated below, salaries generally increase with the level of education.

Level of Education	# of Incumbents	Average Salary
Some College	6	\$92,012
Bachelor's Degree	48	\$86,537
Master's Degree	110	\$99,894
Doctorate	10	\$105,126

Time in Position and Compensation

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

Years in Current Job	# of Incumbents	Average Salary
Less than one year	13	\$83,051
1.0 to 1.9 years	16	\$79,399
2.0 to 2.9 years	12	\$97,874
3.0 to 4.9 years	30	\$88,478
5.0 to 6.9 years	20	\$97,292
7.0 to 9.9 years	20	\$113,385
10.0 years and over	68	\$100,166
Average of 9 years	179	\$96,110

On average, those individuals in Executive Director/Chief Executive positions have been in their jobs for 9 years. As you can see from the table above, there is not as much correlation in pay for Executive Directors based upon time in the job as there is based on other factors (for example, budget, numbers of employees, education).

Additional Perquisites and Benefits Provided to the Executive Director

The following benefits were reported for the Executive Director/Chief Executive Officer position. Typically, these are provided only to the Executive Director. Cell phones remain the most common benefit, at 42%, followed closely by travel and conferences at 35%.

Benefit or Perquisite	# Reported	% of Organizations
Cell phone	87	45%
Travel/Conferences	78	40%
Laptop Computer	59	30%
Additional Vacation	40	21%
Car or Car Allowance	36	19%
Club Memberships	22	11%
Additional Life Insurance	15	8%
Additional Retirement Benefits	10	5%
Additional Health Insurance	10	5%
Parking	10	5%
Housing or Housing Allowance	7	4%
Other	6	3%
# Organizations Responding	194	

IV. COMPENSATION BY POSITION

This section details the compensation (base pay and total compensation) for individual job titles according to several variables, including budget size, location, field of service, primary source of funding, total number of employees, education level required by position, employee's sex, employee's race, number of years in the current position, and managerial responsibility.

Responsible to the Board of Directors for management of the entire nonprofit organization including fundraising/development, human resources, strategic planning, programs, finance, communications. Represents organization to government agencies, community and the public.

Other sample job titles: Head of School, Managing Director, President

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	174	179	\$64,480	\$83,200	\$114,400	\$96,110
# Eligible for Incentive/Bonus	81	86				
Actual Bonus Paid	53	54	500	2,600	6,815	5,230
Total Cash Compensation (Base + Bonus)	174	179	65,000	85,010	114,400	97,688
Annual Base Salary						
By Budget Size:						
Up to \$250,000	13	13	39,427	52,000	57,512	54,999
\$250,001 - \$750,000	30	30	54,746	62,099	80,704	67,050
\$750,001 - \$2,000,000	55	55	65,000	79,997	87,360	81,322
\$2,000,001 - \$5,000,000	34	35	70,325	87,006	116,480	105,302
\$5,000,001 - \$10,000,000	17	17	100,402	117,354	162,365	132,734
Over \$10,000,000	25	29	97,500	139,006	172,068	140,087
By Geographic Location:						
Allegheny County	136	138	70,148	87,464	117,338	103,208
Outside of Allegheny County	38	41	51,959	63,170	81,152	72,221
By Field of Service:						
Basic Material Need	13	13	61,402	79,997	98,624	80,064
Counseling - Behavioral Hlth & Wellness	15	15	65,499	79,269	117,333	92,127
Culture/Arts	19	19	62,005	87,360	117,478	102,105
Economic/Neighborhood Development	11	11		81,120		83,798
Education and Child Care Services	12	12	74,189	92,051	100,989	89,334
Employment & Economic Opportunity	6	6		94,245		96,397
Environment/Animal Welfare	8	8		68,994		88,457
Family Support and Preservation	11	11		79,997		90,365
Foundation/Philanthropy	12	12	79,753	95,275	169,039	125,741
Health and Health Education	17	18	61,048	71,563	101,270	90,003
Social Support	34	38	69,233	87,995	118,903	102,843
Youth/Recreation	8	8		69,951		69,186
By Primary Source of Funding:						
Contributions from individuals	22	22	71,006	82,472	105,045	95,421
Contributions from foundations or trusts	33	33	60,112	85,010	116,979	93,909
Government	81	86	66,752	85,780	114,987	98,350
Service membership dues	4	4				114,988
Program services fee	26	26	52,993	67,850	97,713	80,971
Revenue from sales, investments, etc.	7	7		85,010		131,019
By Number of Employees:						
1 - 5	27	27	52,000	61,984	89,794	67,762
6 - 20	51	51	55,723	72,800	87,360	82,439
21 - 50	36	36	63,752	82,691	103,626	92,452
51 - 100	21	22	67,475	82,857	110,453	103,338
More than 100	39	43	89,925	117,520	157,498	129,489
By Level of Education Required:						
Bachelor's Degree	65	66	55,120	76,908	97,089	88,981
Master's Degree	90	93	73,736	88,795	117,344	102,050
By Sex of Employee:						
Male	76	78	77,402	95,836	142,610	113,634
Female	98	100	58,677	78,759	94,963	82,723
By Race/Ethnicity of Employee:						
Black or African American	17	17	66,030	83,200	104,666	90,637
White	152	157	63,825	83,491	114,993	96,662
By Number of Years in Position:						
Up to 5 Years	70	71	64,480	75,816	89,981	85,296
6 - 10 Years	44	46	58,859	83,190	123,765	102,119
11 - 20 Years	35	35	72,010	92,800	114,130	94,031
Over 20 Years	17	17	68,474	94,994	130,791	108,753

Associate Director/Chief Operating Officer

010

Provides direction and day-to-day management of several key functions other than programs such as finance, administration, human resources, and/or development; assumes responsibility for major projects; assumes responsibility for organization in absence of Executive Director. Participates as a member of the senior management team to formulate and implement policies and plans to meet the organization's short- and long-term objectives.

Other sample job titles: Assistant Director, Deputy Director, Executive Vice President

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	61	76	\$65,765	\$79,789	\$97,512	\$85,385
# Eligible for Incentive/Bonus	25	29				
Actual Bonus Paid	17	21	500	2,500	5,033	3,157
Total Cash Compensation (Base + Bonus)	61	76	66,864	79,789	98,732	86,257
Annual Base Salary						
By Budget Size:						
\$250,001 - \$750,000	5	5		50,003		53,556
\$750,001 - \$2,000,000	16	17	55,765	68,723	71,667	66,730
\$2,000,001 - \$5,000,000	12	12	60,980	67,985	87,188	75,433
\$5,000,001 - \$10,000,000	9	9		85,010		92,518
Over \$10,000,000	19	33	82,233	97,136	111,023	101,491
By Geographic Location:						
Allegheny County	55	70	66,254	79,935	101,676	86,684
Outside of Allegheny County	6	6		71,823		70,228
By Field of Service:						
Basic Material Need	4	4				68,079
Counseling - Behavioral Hlth & Wellness	10	10		72,478		72,517
Culture/Arts	7	7		69,992		74,586
Education and Child Care Services	5	5		75,691		75,209
Family Support and Preservation	4	4				82,040
Health and Health Education	5	5		91,499		93,074
Social Support	13	27	77,334	90,002	112,000	99,068
By Primary Source of Funding:						
Contributions from individuals	4	4				87,613
Contributions from foundations or trusts	11	12	61,256	71,188	94,490	76,097
Government	30	43	71,677	85,010	106,662	92,205
Program services fee	13	13	56,743	69,992	87,319	72,370
By Number of Employees:						
1 - 5	4	4				56,197
6 - 20	11	12	54,216	67,496	73,544	66,307
21 - 50	12	12	58,308	67,226	71,438	73,891
51 - 100	10	10		84,469		84,406
More than 100	24	38	77,392	92,643	109,349	98,369
By Level of Education Required:						
Bachelor's Degree	29	32	58,043	73,019	101,026	82,643
Master's Degree	26	26	67,590	78,562	89,113	79,330
By Sex of Employee:						
Male	26	32	74,989	92,643	109,813	98,226
Female	39	44	60,980	71,771	87,443	76,045
By Race/Ethnicity of Employee:						
Black or African American	4	4				73,540
White	57	72	66,763	79,852	100,334	86,043
By Number of Years in Position:						
Up to 5 Years	23	24	61,552	72,946	96,631	82,454
6 - 10 Years	13	15	62,712	77,376	88,533	77,206
11 - 20 Years	13	13	60,799	71,864	88,598	73,696
By Number of Employees Managed:						
1 to 3	12	12	51,304	66,290	71,578	65,740
4 to 8	14	14	68,001	78,541	88,597	78,048
9 to 14	12	12	61,552	75,712	91,967	78,466
15 and over	18	19	65,520	85,010	115,294	94,938

Directs delivery of programs in accordance with the organization's goals and objectives. May write or participate in writing of grant applications, depending on structure of organization. Ensures program activities comply with contracts. Supervises program staff either directly or through intermediary supervisors. Acts as liaison with government agencies, the community and the public relative to funding, contracts and delivery of services. Participates as a member of the senior management team in the development and implementation of organization-wide policies and programs that will contribute to its overall success.

Other sample job titles: Director of Residential and Homeless Programs, Director of Services, Vice President of Programs & Services

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	36	61	\$57,346	\$67,621	\$82,000	\$70,460
# Eligible for Incentive/Bonus	20	29				
Actual Bonus Paid	15	19	1,000	2,500	6,000	3,214
Total Cash Compensation (Base + Bonus)	36	61	57,491	68,499	82,375	71,461
Annual Base Salary						
By Budget Size:						
\$750,001 - \$2,000,000	8	8		56,098		58,950
\$2,000,001 - \$5,000,000	6	6		78,343		80,219
\$5,000,001 - \$10,000,000	6	9		68,640		67,739
Over \$10,000,000	16	38	57,491	67,756	85,187	71,987
By Geographic Location:						
Allegheny County	33	57	56,607	66,456	83,648	70,629
By Field of Service:						
Social Support	14	25	58,448	64,002	80,013	70,067
By Primary Source of Funding:						
Contributions from individuals	4	4				76,274
Contributions from foundations or trusts	5	5		68,078		73,341
Government	21	41	55,505	65,499	82,000	69,123
Program services fee	4	5		68,640		69,747
By Number of Employees:						
6 - 20	8	8		64,043		68,955
21 - 50	4	4				72,847
More than 100	21	44	57,970	68,068	84,329	72,135
By Level of Education Required:						
Bachelor's Degree	21	28	56,311	66,040	82,142	69,489
Master's Degree	17	26	56,711	65,978	82,430	70,994
By Sex of Employee:						
Male	12	13	61,537	75,005	92,186	77,712
Female	29	47	57,200	62,400	74,630	68,293
By Race/Ethnicity of Employee:						
Black or African American	9	11		64,002		68,999
White	29	46	57,418	67,756	79,163	70,453
By Number of Years in Position:						
Up to 5 Years	18	18	54,896	61,204	76,279	66,667
6 - 10 Years	16	20	55,250	59,717	71,240	67,649
Over 20 Years	6	8		66,311		70,372
By Number of Employees Managed:						
1 to 3	6	6		64,043		63,929
4 to 8	10	17	54,683	59,738	75,026	67,922
9 to 14	6	6		79,612		79,165
15 and over	15	19	57,200	67,621	74,630	69,071

Director, Administration

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

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

	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	28	36	\$56,426	\$68,827	\$78,900	\$68,525
# Eligible for Incentive/Bonus	14	18				
Actual Bonus Paid	11	12	425	875	5,440	2,549
Total Cash Compensation (Base + Bonus)	28	36	56,602	69,027	79,650	69,375
Annual Base Salary						
By Budget Size:						
\$750,001 - \$2,000,000	6	6		56,441		58,493
\$2,000,001 - \$5,000,000	9	11		67,475		63,349
Over \$10,000,000	11	17	63,305	75,878	85,894	74,342
By Geographic Location:						
Allegheny County	26	33	56,285	68,723	80,049	68,399
By Field of Service:						
Basic Material Need	4	5		67,870		67,937
Culture/Arts	4	5		56,410		59,089
Social Support	7	12	60,918	75,546	85,301	73,825
By Primary Source of Funding:						
Contributions from foundations or trusts	6	7		56,410		58,962
Government	16	23	60,986	74,667	83,304	72,239
By Number of Employees:						
21 - 50	10	12	53,238	59,062	67,771	59,127
More than 100	14	20	63,238	75,546	85,192	73,892
By Level of Education Required:						
Bachelor's Degree	18	19	56,160	65,624	75,213	64,874
Master's Degree	7	7		72,696		72,922
By Sex of Employee:						
Male	10	11		68,723		66,462
Female	20	24	56,426	70,814	82,446	69,558
By Race/Ethnicity of Employee:						
White	26	34	56,348	69,462	79,872	68,581
By Number of Years in Position:						
Up to 5 Years	7	8		70,627		65,926
6 - 10 Years	8	8		70,076		69,220
11 - 20 Years	4	5		68,931		66,452
Over 20 Years	5	5		67,475		67,374
By Number of Employees Managed:						
1 to 3	11	14	59,478	72,613	79,077	68,933
4 to 8	9	9		68,723		66,680
15 and over	5	5		65,624		67,359

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

Other sample job titles: Area Team Supervisor, Branch Executive

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	9	18	\$37,549	\$48,943	\$64,178	\$53,639
# Eligible for Incentive/Bonus	4	9				
Actual Bonus Paid	1	3				
Total Cash Compensation (Base + Bonus)	9	18	37,674	49,193	64,289	53,722
Annual Base Salary						
By Geographic Location:						
Allegheny County	8	13	35,703	52,000	76,523	55,928
By Field of Service:						
Social Support	4	9		46,550		44,507
By Number of Employees:						
More than 100	5	10		46,977		45,026
By Sex of Employee:						
Male	5	9		52,000		57,198
Female	6	9		48,194		50,079
By Race/Ethnicity of Employee:						
White	8	15	38,480	49,691	74,256	56,174
By Number of Employees Managed:						
4 to 8	5	6		56,233		61,357

Office Manager

Provides direct supervision to the organization's office services including mail pick up and distribution; records maintenance; copy/print services; reception; office maintenance and cleaning services; communications/telephones; and similar.

Other sample job titles: Administrative Services Manager, Business Manager, Office Administrator

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	47	66	\$29,994	\$34,944	\$39,728	\$35,253
# Eligible for Incentive/Bonus	20	31				
Actual Bonus Paid	15	26	425	457	925	775
Total Cash Compensation (Base + Bonus)	47	66	30,409	35,173	40,084	35,558
Annual Base Salary						
By Budget Size:						
\$250,001 - \$750,000	8	8		37,159		37,281
\$750,001 - \$2,000,000	14	15	26,250	32,198	38,750	32,405
\$2,000,001 - \$5,000,000	11	13	33,530	37,752	45,594	40,003
Over \$10,000,000	11	26	28,928	34,299	36,197	33,427
By Geographic Location:						
Allegheny County	35	53	30,899	35,006	39,770	35,895
Outside of Allegheny County	12	13	26,011	34,549	39,655	32,634
By Field of Service:						
Education and Child Care Services	5	15	22,880	29,994	35,547	30,504
Health and Health Education	5	6		35,631		38,425
Social Support	13	17	30,784	36,525	43,992	36,957
By Primary Source of Funding:						
Contributions from foundations or trusts	8	8		36,878		38,043
Government	27	43	27,477	34,882	39,686	34,693
Program services fee	8	10		34,570		34,181
By Number of Employees:						
1 - 5	6	6		39,364		40,075
6 - 20	13	14	27,368	34,123	39,447	33,562
21 - 50	8	11		34,715		36,583
51 - 100	8	8		34,601		36,944
More than 100	12	27	29,952	35,006	37,333	34,015
By Level of Education Required:						
High School Diploma	16	30	27,368	33,946	35,391	32,121
Associate's Degree	11	12	32,380	36,317	40,872	37,684
Bachelor's Degree	17	18	28,600	37,387	44,465	36,927
By Sex of Employee:						
Male	7	7		48,090		44,772
Female	41	59	29,952	34,653	39,042	34,124
By Race/Ethnicity of Employee:						
Black or African American	7	8		33,166		32,560
White	41	56	30,036	35,006	39,811	35,292
By Number of Years in Position:						
Up to 5 Years	23	25	30,899	34,653	39,250	35,328
6 - 10 Years	11	11		35,006		35,768
11 - 20 Years	5	5		43,493		40,044
Over 20 Years	6	6		35,027		39,831
By Number of Employees Managed:						
1 to 3	15	15	32,926	39,187	43,805	38,958
4 to 8	7	7		37,440		40,135

Provides a wide variety of skilled administrative and clerical support for chief executive, directors or other senior management staff. Responsibilities involve exposure to sensitive information and require considerable use of tact, diplomacy, discretion and judgment. Assumes responsibility for special projects; attends board or similar meetings to take, transcribe and distribute minutes; prepares board packets; maintains databases; researches/analyzes data and develops reports for management decision-making; may follow up on projects assigned to managers by senior executive.

Other sample job titles: Administrative Secretary, Assistant to the Director, Executive Secretary

	Number of Organizations	Number of Employees	25th %ile	Median (50%)	75th %ile	Average
Annual Cash Compensation						
Salary and Incentives - All Organizations:						
Base Salary - All Employees	69	90	\$31,524	\$37,440	\$44,029	\$38,443
# Eligible for Incentive/Bonus	25	34				
Actual Bonus Paid	20	26	481	500	1,013	1,207
Total Cash Compensation (Base + Bonus)	69	90	31,893	37,445	44,871	38,792
Annual Base Salary						
By Budget Size:						
\$250,001 - \$750,000	5	5		31,200		28,172
\$750,001 - \$2,000,000	18	23	30,243	32,094	38,792	35,439
\$2,000,001 - \$5,000,000	9	11		37,086		37,833
\$5,000,001 - \$10,000,000	15	16	33,946	38,189	43,781	38,442
Over \$10,000,000	20	33	35,787	42,015	50,503	43,335
By Geographic Location:						
Allegheny County	56	76	33,337	38,220	44,527	39,377
Outside of Allegheny County	13	14	28,918	31,138	36,166	33,372
By Field of Service:						
Counseling - Behavioral Hlth & Wellness	8	9		36,546		37,845
Culture/Arts	8	11		38,002		35,994
Education and Child Care Services	6	9		41,496		42,571
Family Support and Preservation	4	4				36,858
Foundation/Philanthropy	4	6		40,112		37,954
Health and Health Education	8	8		34,320		33,218
Social Support	18	27	33,280	39,000	44,866	39,325
By Primary Source of Funding:						
Contributions from individuals	8	12	28,995	35,953	43,270	37,333
Contributions from foundations or trusts	11	12	30,218	35,599	45,698	38,034
Government	37	50	33,016	39,125	44,897	39,604
Program services fee	9	9		33,280		35,986
By Number of Employees:						
1 - 5	4	4				22,620
6 - 20	11	14	31,543	36,473	39,494	35,266
21 - 50	14	18	30,368	33,675	43,032	37,054
51 - 100	10	12	32,167	38,626	48,646	41,422
More than 100	30	42	34,817	41,683	46,119	40,753
By Level of Education Required:						
High School Diploma	33	39	31,075	36,546	42,910	38,520
Associate's Degree	15	18	27,931	34,644	42,161	34,694
Bachelor's Degree	17	22	32,068	40,560	46,088	40,129
By Sex of Employee:						
Male	5	5		37,440		44,745
Female	67	84	31,502	37,210	43,275	37,956
By Race/Ethnicity of Employee:						
Black or African American	11	11		37,333		37,837
White	57	75	31,200	37,086	43,397	38,193
By Number of Years in Position:						
Up to 5 Years	33	38	29,417	34,830	41,700	35,100
6 - 10 Years	17	19	31,535	38,792	43,909	39,354
11 - 20 Years	10	12	31,938	35,787	41,762	35,496
Over 20 Years	5	5		39,250		45,016
By Number of Employees Managed:						
1 to 3	19	19	35,360	41,600	47,840	43,295
4 to 8	4	4				48,027

Administrative Assistant, Senior Level

075

Provides a variety of administrative and clerical support to managers and/or other staff. Duties may include researching/compiling information; coordinating activities between departments and/or outside services. Maintains data; generates and formats reports and other documents using a full range of computer software skills including spreadsheets, word processing, desktop publishing, database management, presentation software, etc. May assume responsibility for special projects relating to department functions.

Other sample job titles: Administrative Coordinator, Senior Secretary

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	57	129	\$28,642	\$31,346	\$36,556	\$32,417
# Eligible for Incentive/Bonus	18	52				
Actual Bonus Paid	13	38	425	500	750	589
Total Cash Compensation (Base + Bonus)	57	129	28,642	31,700	36,556	32,590
Annual Base Salary						
By Budget Size:						
\$750,001 - \$2,000,000	15	22	27,758	31,200	34,362	31,781
\$2,000,001 - \$5,000,000	11	17	29,172	33,613	39,603	34,070
\$5,000,001 - \$10,000,000	7	12	34,221	36,837	38,740	37,617
Over \$10,000,000	21	75	27,215	30,888	35,464	31,505
By Geographic Location:						
Allegheny County	47	113	27,831	31,429	36,556	32,346
Outside of Allegheny County	10	16	29,235	30,888	36,660	32,915
By Field of Service:						
Basic Material Need	5	7		30,160		28,796
Counseling - Behavioral Hlth & Wellness	7	14	31,091	31,751	33,706	32,460
Education and Child Care Services	5	19	25,293	29,682	32,718	29,382
Family Support and Preservation	5	6		34,320		34,992
Foundation/Philanthropy	5	13	34,593	37,355	42,515	38,323
Social Support	15	30	29,370	32,708	39,290	33,911
By Primary Source of Funding:						
Contributions from individuals	6	15	35,360	36,896	39,998	37,249
Contributions from foundations or trusts	6	13	26,000	31,179	33,883	30,734
Government	34	82	27,617	30,888	34,986	31,707
Program services fee	6	7		32,739		31,497
Revenue from sales, investments, etc.	4	8		31,346		34,297
By Number of Employees:						
6 - 20	10	15	27,997	31,200	36,566	33,288
21 - 50	14	25	30,400	35,157	37,398	33,815
51 - 100	5	12	30,181	32,677	34,835	32,155
More than 100	26	75	27,602	30,888	35,880	31,849
By Level of Education Required:						
High School Diploma	26	70	27,118	30,961	35,735	31,614
Associate's Degree	19	33	29,349	31,346	34,518	32,041
Bachelor's Degree	12	15	31,200	35,360	41,522	35,512
By Sex of Employee:						
Male	5	5		29,661		30,262
Female	53	117	28,278	31,429	36,556	32,439
By Race/Ethnicity of Employee:						
Black or African American	9	15	25,501	29,786	34,029	30,588
White	50	101	28,642	31,408	35,672	32,310
By Number of Years in Position:						
Up to 5 Years	29	44	27,040	30,888	36,814	31,839
6 - 10 Years	16	22	30,758	32,750	34,492	33,610
11 - 20 Years	13	16	30,134	35,259	40,726	34,820
Over 20 Years	7	9		35,464		36,280
By Number of Employees Managed:						
1 to 3	11	12	30,296	31,450	35,235	32,356

Performs clerical duties including answering telephones, screening calls, taking messages and acting as receptionist; sets up and maintains files of information; uses computer skills to enter and maintain data; prepare correspondence and develop other routine documents; may make appointments and travel arrangements, coordinate activities relative to department functions.

Other sample job titles: Administrative Specialist, Program Assistant, Secretary

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	74	213	\$22,880	\$26,437	\$30,805	\$27,411
# Eligible for Incentive/Bonus	25	90				
Actual Bonus Paid	20	67	500	500	705	649
Total Cash Compensation (Base + Bonus)	74	213	23,198	26,624	30,981	27,615
Annual Base Salary						
By Budget Size:						
\$250,001 - \$750,000	9	9		24,960		27,075
\$750,001 - \$2,000,000	16	21	23,192	26,936	30,316	26,933
\$2,000,001 - \$5,000,000	13	28	25,397	28,964	34,278	30,039
\$5,000,001 - \$10,000,000	13	48	21,112	22,891	29,513	25,419
Over \$10,000,000	20	104	24,232	26,624	30,857	27,834
By Geographic Location:						
Allegheny County	60	152	23,920	27,799	32,915	28,492
Outside of Allegheny County	14	61	21,757	24,336	26,645	24,717
By Field of Service:						
Basic Material Need	4	7		27,040		25,599
Counseling - Behavioral Hlth & Wellness	11	49	21,351	24,315	27,311	25,005
Culture/Arts	4	5		28,288		28,500
Economic/Neighborhood Development	4	7		29,120		29,687
Education and Child Care Services	5	10		21,788		24,022
Family Support and Preservation	6	7		27,872		30,855
Foundation/Philanthropy	4	11		34,278		34,381
Health and Health Education	5	9		26,000		27,156
Social Support	20	80	23,260	25,823	30,113	27,134
Youth/Recreation	4	5		28,496		32,128
By Primary Source of Funding:						
Contributions from individuals	11	27	26,000	29,245	34,278	29,915
Contributions from foundations or trusts	6	9		28,288		29,362
Government	43	137	22,776	25,875	29,765	26,626
Program services fee	10	36	21,549	25,855	31,710	27,923
By Number of Employees:						
1 - 5	6	6		28,059		29,328
6 - 20	13	15	22,048	26,437	31,470	27,872
21 - 50	17	36	24,399	27,456	32,966	28,158
51 - 100	11	26	21,617	27,165	30,878	27,617
More than 100	27	130	22,797	25,709	30,571	27,022
By Level of Education Required:						
High School Diploma	50	125	21,466	25,085	30,233	26,499
Associate's Degree	12	27	24,773	27,206	30,701	27,935
Bachelor's Degree	12	12	26,874	28,132	30,025	28,901
By Sex of Employee:						
Male	5	7		26,582		27,702
Female	71	205	22,849	26,146	30,691	27,354
By Race/Ethnicity of Employee:						
Black or African American	23	32	23,530	26,780	31,179	27,936
White	61	169	22,724	25,896	30,160	27,021
By Number of Years in Position:						
Up to 5 Years	50	77	23,826	26,000	29,526	26,866
6 - 10 Years	22	31	22,506	25,709	29,827	27,158
11 - 20 Years	15	27	21,736	27,435	34,819	28,428
Over 20 Years	5	8		31,564		30,402
By Number of Employees Managed:						
1 to 3	9	9		30,326		29,085

Administrative Assistant, Junior Level**085**

Performs routine clerical duties such as answering telephone, taking and delivering messages, setting up and maintaining files, sorting/delivering mail, entering data into the computer, preparing routine correspondence.

Other sample job titles: Clerical Assistant, Clerk/Typist, General Office Assistant

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	46	175	\$19,642	\$21,778	\$24,960	\$22,244
# Eligible for Incentive/Bonus	18	75				
Actual Bonus Paid	12	34	500	500	500	476
Total Cash Compensation (Base + Bonus)	46	175	19,760	21,840	24,981	22,336
Annual Base Salary						
By Budget Size:						
\$750,001 - \$2,000,000	7	10		20,759		21,742
\$2,000,001 - \$5,000,000	11	22	20,171	22,267	26,354	23,151
\$5,000,001 - \$10,000,000	9	24	15,470	20,499	22,615	19,760
Over \$10,000,000	15	114	20,122	22,277	25,350	22,750
By Geographic Location:						
Allegheny County	36	145	20,120	22,464	25,272	22,515
Outside of Allegheny County	10	30	18,824	20,093	21,029	20,933
By Field of Service:						
Family Support and Preservation	4	6		22,381		22,825
Social Support	16	80	18,262	21,071	24,839	21,948
By Primary Source of Funding:						
Contributions from individuals	4	7		20,800		21,726
Contributions from foundations or trusts	5	9		25,043		22,540
Government	23	135	19,864	21,840	24,627	22,296
Program services fee	10	17	17,940	21,590	26,052	21,894
By Number of Employees:						
21 - 50	8	12	17,659	21,528	27,460	22,296
51 - 100	9	23	19,843	24,086	26,104	23,102
More than 100	23	132	19,646	21,694	24,654	22,251
By Level of Education Required:						
High School Diploma	35	109	18,720	21,424	24,528	21,555
Associate's Degree	5	21	21,060	23,432	25,778	24,135
By Sex of Employee:						
Male	7	14	15,923	19,884	24,151	21,047
Female	43	161	19,802	21,840	24,971	22,348
By Race/Ethnicity of Employee:						
Black or African American	18	45	20,800	22,797	25,116	22,805
White	41	130	19,438	21,362	24,965	22,049
By Number of Years in Position:						
Up to 5 Years	31	85	19,396	21,320	23,369	21,244
6 - 10 Years	16	30	19,895	23,229	27,289	23,207
11 - 20 Years	12	23	20,987	23,432	27,040	23,856
By Number of Employees Managed:						
1 to 3	4	4				23,795

Receives and greets visitors, determines nature of their visit and notifies appropriate staff members; answers and transfers telephone calls using multiple-line equipment; represents organization to callers and visitors in a friendly, professional manner; may issue security badges; maintains logs; calls for communications and other equipment service; may perform routine clerical duties such as filing, word processing, sorting and distributing the mail. See Receptionist, Medical (under Medical & Clinical Services category) for positions responsible for scheduling patient appointments, facilitating patient flow, and referring patients to other resources.

Other sample job titles: Lobby Receptionist, Receptionist/Tour Guide, Switchboard Operator

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	63	147	\$17,326	\$19,614	\$24,024	\$20,964
# Eligible for Incentive/Bonus	23	60				
Actual Bonus Paid	17	25	284	500	500	454
Total Cash Compensation (Base + Bonus)	63	147	17,472	19,614	24,361	21,041
Annual Base Salary						
By Budget Size:						
\$250,001 - \$750,000	4	4				18,060
\$750,001 - \$2,000,000	10	14	19,771	22,360	26,541	22,561
\$2,000,001 - \$5,000,000	16	29	16,120	19,843	25,782	20,887
\$5,000,001 - \$10,000,000	10	14	17,649	19,677	25,260	21,662
Over \$10,000,000	23	86	17,649	19,323	23,808	20,751
By Geographic Location:						
Allegheny County	49	96	17,727	21,715	27,034	22,260
Outside of Allegheny County	14	51	17,139	18,179	19,094	18,524
By Field of Service:						
Basic Material Need	5	7		17,701		18,738
Counseling - Behavioral Hlth & Wellness	6	18	17,498	21,549	27,394	22,384
Education and Child Care Services	8	14	17,680	19,615	25,948	21,148
Health and Health Education	6	7		21,840		24,065
Social Support	24	73	17,150	18,741	20,800	19,795
By Primary Source of Funding:						
Contributions from foundations or trusts	6	11		19,656		20,068
Government	43	100	17,664	19,167	23,863	20,769
Program services fee	10	25	19,552	23,379	28,288	23,506
By Number of Employees:						
6 - 20	7	9		21,840		22,716
21 - 50	13	18	15,632	21,986	25,277	21,482
51 - 100	15	26	16,884	20,093	24,851	21,005
More than 100	28	94	17,602	18,959	23,616	20,686
By Level of Education Required:						
High School Diploma	51	110	17,139	18,741	23,442	20,236
Associate's Degree	6	7		27,082		25,632
By Sex of Employee:						
Male	9	12	17,139	18,980	23,471	19,965
Female	59	133	17,587	19,614	23,983	21,037
By Race/Ethnicity of Employee:						
Black or African American	18	26	17,529	21,580	26,650	21,739
White	51	119	17,326	19,240	23,629	20,776
By Number of Years in Position:						
Up to 5 Years	38	66	17,139	18,720	21,840	19,692
6 - 10 Years	15	24	18,741	20,249	27,144	22,172
11 - 20 Years	9	9		24,544		23,194
Over 20 Years	5	5		23,629		24,481

Chief Financial Officer

105

Manages the financial resources of the organization including accounting, finance, organization-wide budgets, and treasury in accordance with generally accepted accounting principles and organization/contract policies and procedures; safeguards assets through the maintenance of proper controls. Participates as a member of the senior management team in the development and implementation of organization-wide policies and programs that will contribute to its overall success.

Other sample job titles: Director of Fiscal Services, Finance Director, Treasurer, Vice President of Finance

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	55	56	\$63,357	\$78,250	\$94,234	\$86,513
# Eligible for Incentive/Bonus	25	25				
Actual Bonus Paid	16	16	625	2,167	5,750	2,978
Total Cash Compensation (Base + Bonus)	55	56	64,840	78,438	94,234	87,364
Annual Base Salary						
By Budget Size:						
\$750,001 - \$2,000,000	7	7		60,445		61,336
\$2,000,001 - \$5,000,000	15	15	59,426	70,283	85,342	86,267
\$5,000,001 - \$10,000,000	14	14	66,726	87,610	96,314	83,899
Over \$10,000,000	18	19	77,522	85,696	113,714	97,754
By Geographic Location:						
Allegheny County	45	46	62,852	79,176	97,635	88,983
Outside of Allegheny County	10	10		74,475		75,152
By Field of Service:						
Basic Material Need	5	5		50,003		60,070
Counseling - Behavioral Hlth & Wellness	8	9		78,146		80,709
Education and Child Care Services	6	6		75,712		82,347
Family Support and Preservation	5	5		85,342		82,405
Social Support	13	13	69,004	81,182	92,285	85,869
By Primary Source of Funding:						
Contributions from foundations or trusts	5	5		77,251		74,296
Government	36	36	63,357	76,617	94,234	83,319
Program services fee	8	9		85,696		80,154
By Number of Employees:						
6 - 20	6	6		70,200		110,944
21 - 50	8	8		66,342		70,304
51 - 100	11	11		64,418		66,271
More than 100	29	30	76,866	85,696	107,910	93,274
By Level of Education Required:						
Bachelor's Degree	34	34	62,000	73,851	98,108	82,912
Master's Degree	16	17	72,010	83,928	94,719	96,303
By Sex of Employee:						
Male	26	26	69,404	79,176	93,506	94,540
Female	29	29	59,717	77,251	94,469	77,996
By Race/Ethnicity of Employee:						
White	51	52	62,551	78,073	91,394	85,174
By Number of Years in Position:						
Up to 5 Years	16	17	60,227	71,427	84,771	72,317
6 - 10 Years	15	15	59,426	77,251	94,598	81,261
11 - 20 Years	14	14	81,874	91,360	112,736	111,694
Over 20 Years	4	4				74,012
By Number of Employees Managed:						
1 to 3	17	17	55,807	63,003	87,568	83,982
4 to 8	20	20	68,463	79,072	91,801	81,834
9 to 14	6	6		96,304		100,384
15 and over	6	6		106,891		110,118

Manages the accounting operations of the organization including budgeting, auditing, payroll, accounts payable and receivable, general ledger and financial reporting in accordance with generally accepted accounting principles and internal policies and procedures. Oversees development and implementation of financial systems. May interpret accounting reports to management and board. Assumes responsibility for the financial function in the absence of the Chief Financial Officer.

Other sample job titles: Finance Officer, Fiscal Director

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	30	30	\$54,080	\$65,510	\$82,821	\$71,760
# Eligible for Incentive/Bonus	13	13				
Actual Bonus Paid	8	8		875		1,882
Total Cash Compensation (Base + Bonus)	30	30	54,247	65,510	82,821	72,262
Annual Base Salary						
By Budget Size:						
\$2,000,001 - \$5,000,000	5	5		66,622		77,950
\$5,000,001 - \$10,000,000	8	8		71,625		78,457
Over \$10,000,000	13	13	57,024	65,104	85,211	69,575
By Geographic Location:						
Allegheny County	27	27	56,826	66,622	83,866	74,096
By Field of Service:						
Foundation/Philanthropy	4	4				92,340
Health and Health Education	4	4				98,033
Social Support	8	8		63,315		66,932
By Primary Source of Funding:						
Contributions from foundations or trusts	4	4				72,379
Government	17	17	51,990	57,782	77,767	63,914
Program services fee	4	4				82,607
By Number of Employees:						
6 - 20	4	4				79,783
51 - 100	5	5		74,506		84,839
More than 100	17	17	52,198	57,782	79,337	65,336
By Level of Education Required:						
Bachelor's Degree	26	26	52,671	65,510	82,821	69,208
By Sex of Employee:						
Male	10	10		57,918		66,464
Female	19	19	53,144	66,622	83,866	74,855
By Race/Ethnicity of Employee:						
White	27	27	54,392	65,104	82,472	72,218
By Number of Years in Position:						
Up to 5 Years	10	10		55,807		61,079
6 - 10 Years	10	10		66,924		81,763
11 - 20 Years	4	4				68,070
By Number of Employees Managed:						
1 to 3	8	8		75,733		86,610
4 to 8	11	11		57,782		68,347

Accounting Manager

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Manages and performs various accounting activities including developing, implementing and maintaining the accounting systems, policies and procedures; compiling, analyzing and reporting accounting data for management reports and decision-making purposes; may act as primary liaison with outside auditors and government agencies on contract issues. Manages monthly closings. Typically supervises more than three staff members.

Other sample job titles: Budget Manager, Chief Accountant, Director of Accounting

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	31	34	\$42,619	\$46,405	\$51,488	\$49,191
# Eligible for Incentive/Bonus	12	12				
Actual Bonus Paid	9	9		750		772
Total Cash Compensation (Base + Bonus)	31	34	42,782	46,405	51,488	49,395
Annual Base Salary						
By Budget Size:						
\$750,001 - \$2,000,000	9	9		45,198		46,049
\$2,000,001 - \$5,000,000	8	8		44,876		44,832
Over \$10,000,000	13	16	44,793	48,797	63,804	53,109
By Geographic Location:						
Allegheny County	26	29	43,628	46,675	53,498	50,215
Outside of Allegheny County	5	5		42,661		43,251
By Field of Service:						
Basic Material Need	4	4				43,524
Health and Health Education	4	4				47,796
Social Support	12	15	43,264	47,590	63,211	51,954
By Primary Source of Funding:						
Contributions from individuals	4	4				51,745
Contributions from foundations or trusts	4	4				50,758
Government	18	20	44,700	46,571	52,107	49,717
By Number of Employees:						
6 - 20	7	7		45,198		47,231
21 - 50	9	9		45,947		48,291
More than 100	13	16	41,011	47,133	53,729	49,718
By Level of Education Required:						
Bachelor's Degree	24	25	42,578	46,134	50,415	47,909
By Sex of Employee:						
Male	7	7		49,650		49,424
Female	25	27	42,661	46,134	51,179	49,131
By Race/Ethnicity of Employee:						
White	29	32	42,536	46,238	52,107	49,220
By Number of Years in Position:						
Up to 5 Years	9	10		46,956		46,301
6 - 10 Years	9	9		45,198		46,809
11 - 20 Years	7	7		46,467		47,488
By Number of Employees Managed:						
1 to 3	6	6		43,909		45,573
4 to 8	5	5		46,134		46,043

Provides day-to-day supervision to one or more general accounting functions such as accounts payable, accounts receivable or payroll. Ensures accuracy and compliance with accounting policies and procedures. Researches and resolves related problems. Typically supervises from one to five non-exempt accounting staff.

Other sample job titles: Accounts Payable/Receivable Supervisor, Billing Supervisor, Payroll Supervisor

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	32	39	\$35,797	\$39,957	\$49,026	\$42,515
# Eligible for Incentive/Bonus	10	13				
Actual Bonus Paid	8	10		500		809
Total Cash Compensation (Base + Bonus)	32	39	36,297	39,957	49,026	42,723
Annual Base Salary						
By Budget Size:						
\$750,001 - \$2,000,000	6	6		35,121		36,158
\$2,000,001 - \$5,000,000	7	8		37,887		43,524
\$5,000,001 - \$10,000,000	5	5		46,384		44,829
Over \$10,000,000	13	19	37,669	43,056	50,378	43,549
By Geographic Location:						
Allegheny County	25	32	37,082	42,943	49,856	43,903
Outside of Allegheny County	7	7		35,797		36,171
By Field of Service:						
Basic Material Need	5	5		36,962		39,017
Counseling - Behavioral Hlth & Wellness	4	4				34,617
Social Support	9	15	34,091	39,957	44,970	40,539
By Primary Source of Funding:						
Contributions from individuals	5	6		38,345		41,251
Government	18	22	37,430	43,035	49,172	42,766
Program services fee	4	5		37,440		36,724
By Number of Employees:						
6 - 20	4	4				51,314
21 - 50	8	9		39,728		41,420
51 - 100	4	4				41,429
More than 100	16	22	35,599	42,943	47,190	41,561
By Level of Education Required:						
High School Diploma	6	6		42,025		42,785
Bachelor's Degree	20	24	34,320	39,167	49,463	41,305
By Sex of Employee:						
Male	10	10		44,907		45,026
Female	25	29	35,402	39,080	45,739	41,650
By Race/Ethnicity of Employee:						
White	32	37	36,255	39,957	49,317	42,835
By Number of Years in Position:						
Up to 5 Years	12	12	34,273	37,960	49,856	44,282
6 - 10 Years	5	6		34,944		35,072
11 - 20 Years	10	10		39,843		41,736
Over 20 Years	5	5		44,970		42,744
By Number of Employees Managed:						
1 to 3	19	19	33,280	37,669	49,026	40,388

Staff Accountant

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Performs various professional accounting duties including maintenance and analysis of accounting records, preparation of accounting schedules, reports and financial statements; prepares journal entries and reconciles ledger accounts; ensures compliance with generally accepted accounting principles and organization's policies, procedures and contracts. May prepare federal, state and local tax returns.

Other sample job titles: Financial Analyst, Accounting Officer, Grants/Contracts Analyst, Bookkeeper

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	57	107	\$33,800	\$37,606	\$43,924	\$39,252
# Eligible for Incentive/Bonus	20	38				
Actual Bonus Paid	14	24	500	900	2,236	1,314
Total Cash Compensation (Base + Bonus)	57	107	33,821	37,918	43,971	39,547
Annual Base Salary						
By Budget Size:						
\$750,001 - \$2,000,000	6	6		43,088		40,123
\$2,000,001 - \$5,000,000	13	18	31,985	33,332	36,416	35,667
\$5,000,001 - \$10,000,000	12	19	37,045	39,395	42,619	40,003
Over \$10,000,000	23	61	34,404	38,000	46,020	40,265
By Geographic Location:						
Allegheny County	48	91	33,904	37,918	43,202	39,178
Outside of Allegheny County	9	16	32,682	37,128	46,582	39,671
By Field of Service:						
Counseling - Behavioral Hlth & Wellness	7	8		35,131		36,343
Education and Child Care Services	6	10		39,916		40,487
Family Support and Preservation	5	11		37,918		38,251
Health and Health Education	4	9		38,000		39,070
Social Support	21	49	33,852	37,357	43,784	38,716
By Primary Source of Funding:						
Contributions from individuals	5	7		36,234		37,796
Contributions from foundations or trusts	5	8		37,347		39,815
Government	36	79	33,758	38,355	43,971	39,196
Program services fee	8	10		37,108		38,786
By Number of Employees:						
6 - 20	7	7		42,973		41,244
21 - 50	10	12	32,718	35,433	42,146	37,214
51 - 100	12	21	32,729	35,776	39,895	37,045
More than 100	28	67	34,300	38,459	44,990	40,101
By Level of Education Required:						
High School Diploma	12	18	33,660	38,417	41,527	37,794
Associate's Degree	14	16	33,790	37,565	39,297	37,607
Bachelor's Degree	30	45	32,771	37,253	45,531	39,487
By Sex of Employee:						
Male	21	25	34,050	39,021	50,513	41,142
Female	44	79	33,592	37,440	42,661	38,464
By Race/Ethnicity of Employee:						
Black or African American	8	10		39,083		39,003
White	52	91	33,592	37,357	43,971	39,210
By Number of Years in Position:						
Up to 5 Years	24	33	31,980	33,821	40,872	36,280
6 - 10 Years	16	19	34,300	37,170	41,205	37,136
11 - 20 Years	16	24	37,087	39,395	42,503	40,291
By Number of Employees Managed:						
1 to 3	6	6		47,778		46,686

Processes/posts a variety of accounting transactions such as invoices, payments, and expenses in accordance with department procedures. Maintains accounting files. Checks and verifies accounting data; enters data into computerized accounting system and uses system to research questions and generate reports. Performs related general clerical duties.

Other sample job titles: Accounting Assistant, Billing Clerk, Bookkeeping Assistant, Finance Assistant, Payroll Clerk

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	62	175	\$23,982	\$27,602	\$31,325	\$27,790
# Eligible for Incentive/Bonus	30	87				
Actual Bonus Paid	20	60	500	500	750	649
Total Cash Compensation (Base + Bonus)	62	175	24,170	28,018	31,430	28,013
Annual Base Salary						
By Budget Size:						
\$750,001 - \$2,000,000	11	12	24,960	26,946	30,155	26,693
\$2,000,001 - \$5,000,000	13	21	22,069	24,960	31,460	26,992
\$5,000,001 - \$10,000,000	13	28	27,649	29,744	33,342	29,943
Over \$10,000,000	23	112	24,721	27,518	31,039	27,653
By Geographic Location:						
Allegheny County	40	115	25,272	28,766	32,240	29,064
Outside of Allegheny County	22	60	22,178	25,116	28,038	25,348
By Field of Service:						
Basic Material Need	4	8		27,737		26,936
Counseling - Behavioral Hlth & Wellness	9	22	23,535	28,038	31,544	27,881
Culture/Arts	5	7		31,200		28,015
Education and Child Care Services	5	8		28,496		28,709
Health and Health Education	4	4				26,723
Social Support	23	95	23,254	26,998	29,627	27,151
By Primary Source of Funding:						
Contributions from individuals	4	15	24,960	28,683	31,512	29,110
Contributions from foundations or trusts	5	11		31,200		30,814
Government	38	124	23,306	27,508	30,394	27,185
Program services fee	13	23	23,920	29,141	33,280	28,537
By Number of Employees:						
6 - 20	5	5		27,934		26,433
21 - 50	12	24	24,960	28,090	31,699	28,245
51 - 100	11	26	24,664	29,776	31,767	28,973
More than 100	34	120	23,161	27,518	31,054	27,500
By Level of Education Required:						
High School Diploma	30	69	25,293	27,622	31,388	28,199
Associate's Degree	19	28	24,804	27,809	31,595	27,409
Bachelor's Degree	22	30	25,002	30,743	33,301	29,983
By Sex of Employee:						
Male	13	17	21,840	30,930	32,063	28,568
Female	58	158	24,123	27,518	31,091	27,706
By Race/Ethnicity of Employee:						
Black or African American	14	17	27,975	29,627	33,114	30,348
White	56	156	23,759	27,508	31,054	27,463
By Number of Years in Position:						
Up to 5 Years	38	79	23,254	27,518	31,200	27,364
6 - 10 Years	21	26	24,586	28,735	34,018	29,003
11 - 20 Years	10	15	26,125	27,518	32,885	29,013
Over 20 Years	4	5		28,917		30,502
By Number of Employees Managed:						
1 to 3	5	5		29,203		29,049

Cashier

Receives and accounts for cash, credit card and check payments received for sales of goods, services or similar. Makes change. Counts and balances receipts as scheduled, ensuring accuracy. May assist in providing information to customers or clients.

Other sample job titles: Customer Service Representative, Sales Clerk, Front Desk Clerk

	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	6	14	\$16,380	\$20,363	\$27,082	\$21,831
# Eligible for Incentive/Bonus	2	5				
Actual Bonus Paid	1	2				
Total Cash Compensation (Base + Bonus)	6	14	16,380	20,363	27,735	21,909
Annual Base Salary						
By Geographic Location:						
Allegheny County	5	11		18,720		20,902
By Sex of Employee:						
Female	5	10		23,317		22,721
By Race/Ethnicity of Employee:						
White	6	12	16,380	23,317	28,330	22,523
By Number of Years in Position:						
6 - 10 Years	4	5		26,458		23,549

Directs, coordinates and may participate in the activities involved in operating a museum, art gallery or zoo. Directs instructional activities, acquisition of new items, special and standing exhibits, safekeeping, research and public service objectives of the organization.

Other sample job titles: Archivist, Collections Registrar

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	7	8		\$48,714		\$49,400
# Eligible for Incentive/Bonus	2	2				
Actual Bonus Paid						
Total Cash Compensation (Base + Bonus)	7	8		48,714		49,400
				Annual Base Salary		
By Geographic Location:						
Allegheny County	6	7		51,709		49,926
By Field of Service:						
Culture/Arts	6	7		45,718		49,028
By Level of Education Required:						
Master's Degree	4	5		44,990		45,402
By Sex of Employee:						
Male	4	5		44,990		45,402
By Race/Ethnicity of Employee:						
White	6	6		48,714		49,702

Director, Development

Provides leadership to the organization's efforts to obtain financial and other support to sustain its work, including planned, annual and deferred giving; approaches to individuals, foundations and corporations. Manages the overall marketing and promotional functions to construct and market an appropriate image, develop ties with the community, and achieve membership/participation goals. Manages department budgets. Participates as a member of the senior management team to formulate and implement policies and plans to meet the organization's short- and long-term objectives.

Other sample job titles: Vice President of Development, Director of Corporate Sponsorship, Director of Resource Development

	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	40	47	\$61,797	\$71,989	\$88,774	\$76,517
# Eligible for Incentive/Bonus	13	15				
Actual Bonus Paid	10	11		1,000		3,970
Total Cash Compensation (Base + Bonus)	40	47	62,173	72,389	88,774	77,446
Annual Base Salary						
By Budget Size:						
\$750,001 - \$2,000,000	6	6		50,742		51,418
\$2,000,001 - \$5,000,000	13	15	58,885	69,992	85,010	77,269
\$5,000,001 - \$10,000,000	9	11		79,104		79,642
Over \$10,000,000	12	15	69,992	77,750	90,126	83,511
By Geographic Location:						
Allegheny County	38	45	63,611	73,507	88,858	77,335
By Field of Service:						
Basic Material Need	5	5		65,000		64,759
Counseling - Behavioral Hlth & Wellness	4	5		73,507		85,688
Education and Child Care Services	5	6		73,123		75,196
Health and Health Education	4	4				64,537
Social Support	9	10		67,704		70,511
By Primary Source of Funding:						
Contributions from individuals	9	13	55,568	77,730	91,556	82,140
Contributions from foundations or trusts	5	5		69,992		65,179
Government	23	26	62,593	72,374	84,984	75,372
By Number of Employees:						
21 - 50	13	17	56,441	69,992	90,563	77,582
51 - 100	7	7		61,797		64,465
More than 100	17	20	69,025	76,378	88,899	81,625
By Level of Education Required:						
Bachelor's Degree	30	36	59,457	73,497	88,899	76,817
Master's Degree	7	7		70,990		70,230
By Sex of Employee:						
Male	8	11		82,992		90,981
Female	32	34	60,601	70,491	83,112	72,172
By Race/Ethnicity of Employee:						
White	35	38	62,593	71,115	83,174	73,282
By Number of Years in Position:						
Up to 5 Years	30	32	61,329	71,115	84,485	75,233
11 - 20 Years	4	4				74,090
By Number of Employees Managed:						
1 to 3	25	26	60,601	70,491	85,951	74,020
4 to 8	7	7		88,941		89,485
9 to 14	4	4				94,095

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

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

	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	27	40	\$43,481	\$49,379	\$57,803	\$51,938
# Eligible for Incentive/Bonus	9	10				
Actual Bonus Paid	4	5		750		870
Total Cash Compensation (Base + Bonus)	27	40	43,481	49,510	57,803	52,047
Annual Base Salary						
By Budget Size:						
\$750,001 - \$2,000,000	6	6		45,219		47,417
\$2,000,001 - \$5,000,000	4	7		54,995		56,814
\$5,000,001 - \$10,000,000	4	11		50,003		50,926
Over \$10,000,000	9	12	45,558	51,740	60,097	53,478
By Geographic Location:						
Allegheny County	25	38	43,243	49,379	56,930	51,853
By Field of Service:						
Education and Child Care Services	5	5		50,003		53,726
Social Support	5	7		48,568		50,343
By Primary Source of Funding:						
Contributions from individuals	6	18	43,672	53,364	60,424	55,265
Contributions from foundations or trusts	5	5		45,760		47,025
Government	10	11		50,003		52,356
Program services fee	4	4				47,305
By Number of Employees:						
6 - 20	6	6		46,415		49,300
21 - 50	5	17	44,698	51,733	59,124	55,093
51 - 100	5	6		46,072		46,332
More than 100	10	10		49,379		52,140
By Level of Education Required:						
Bachelor's Degree	21	31	43,326	48,568	60,008	52,436
Master's Degree	4	4				50,393
By Sex of Employee:						
Male	7	9		47,840		50,062
Female	19	28	44,663	50,546	59,130	52,874
By Race/Ethnicity of Employee:						
White	22	31	43,947	48,568	55,922	50,571
By Number of Years in Position:						
Up to 5 Years	21	23	42,848	45,760	56,493	50,610
6 - 10 Years	5	5		54,995		53,100
11 - 20 Years	4	6		51,451		52,690
By Number of Employees Managed:						
1 to 3	10	12	45,354	51,875	65,666	55,578

Grant Writer, All Types of Funding

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Researches grant opportunities from various sources that match the goals and objectives of the organization. Gathers information from various departments and coordinates/writes grant proposals for government, corporate and foundation funds. Develops/maintains effective, long-term working relationships with grantors to facilitate approvals of grants. Follows up with grantors to determine/monitor grant status.

Other sample job titles: Grants & Contracts Writer, Assistant Development Manager, Foundations Coordinator, Grants Specialist

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	12	12	\$36,665	\$38,678	\$43,051	\$39,770
# Eligible for Incentive/Bonus	4	4				
Actual Bonus Paid	3	3				
Total Cash Compensation (Base + Bonus)	12	12	36,665	39,178	43,051	39,930
Annual Base Salary						
By Budget Size:						
Over \$10,000,000	5	5		43,534		42,029
By Geographic Location:						
Allegheny County	10	10		40,134		40,396
By Primary Source of Funding:						
Government	9	9		41,392		40,424
By Number of Employees:						
51 - 100	4	4				38,553
More than 100	4	4				42,386
By Level of Education Required:						
Bachelor's Degree	9	9		38,418		38,454
By Sex of Employee:						
Female	12	12	36,665	38,678	43,051	39,770
By Race/Ethnicity of Employee:						
White	11	11		38,875		40,174
By Number of Years in Position:						
Up to 5 Years	8	8		37,752		38,269

Develops and coordinates special events to generate funds, attendance, and/or increased membership, volunteers and/or clients for the organization. Identifies types of special events appropriate to the organization's image and purpose; plans budget, locates and books facilities, food, entertainment and equipment; solicits donations and participation; plans and organizes ticket sales; attends events to resolve problems, coordinates activities and ensure the event runs smoothly; oversees promotion and marketing of the event. Conducts an appraisal after the event to determine its success, improvements needed the next time the event occurs. Develops and maintains donor and participant databases.

Other sample job titles: Event Planner, Manager of Special Events

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	29	35	\$33,280	\$37,960	\$41,766	\$38,531
# Eligible for Incentive/Bonus	9	11				
Actual Bonus Paid	6	7		1,000		1,247
Total Cash Compensation (Base + Bonus)	29	35	33,280	37,960	42,766	38,780
Annual Base Salary						
By Budget Size:						
\$750,001 - \$2,000,000	7	9		39,998		39,284
\$5,000,001 - \$10,000,000	6	7		35,027		38,403
Over \$10,000,000	11	14	35,126	41,350	42,869	40,090
By Geographic Location:						
Allegheny County	25	31	33,280	38,314	41,766	38,879
Outside of Allegheny County	4	4				35,833
By Field of Service:						
Health and Health Education	6	8		37,295		37,825
Social Support	5	6		35,069		37,572
By Primary Source of Funding:						
Contributions from individuals	6	8		39,156		39,733
Government	17	21	35,017	37,669	41,350	37,952
By Number of Employees:						
6 - 20	7	9		39,998		39,804
21 - 50	6	6		34,778		39,260
51 - 100	4	4				37,430
More than 100	12	16	35,006	38,480	41,350	37,817
By Level of Education Required:						
High School Diploma	7	10		41,174		38,935
Bachelor's Degree	18	20	33,712	38,657	44,554	39,716
By Sex of Employee:						
Female	27	33	34,143	38,314	42,224	38,860
By Race/Ethnicity of Employee:						
White	25	31	35,006	39,000	42,682	39,178
By Number of Years in Position:						
Up to 5 Years	18	20	31,200	35,069	38,226	35,542
6 - 10 Years	4	7		41,350		40,848

Development Associate

225

Performs a variety of skilled administrative and clerical duties directly related to development activities. These include maintaining donor databases, developing/sending mass mailings, coordinating placement of advertisements, assisting and participating in special events, arranging for pick up of donated items, acknowledging gifts and donations, developing effective working relationships with donors, volunteers, government and foundation representatives and others to nurture their connection to the organization. May provide secretarial support to development managers and staff.

Other sample job titles: Annual Fund Assistant, Campaign Associate, Development Coordinator

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	37	47	\$28,995	\$32,989	\$37,440	\$33,303
# Eligible for Incentive/Bonus	9	11				
Actual Bonus Paid	6	7		500		476
Total Cash Compensation (Base + Bonus)	37	47	28,995	32,989	37,440	33,374
Annual Base Salary						
By Budget Size:						
\$750,001 - \$2,000,000	5	5		29,786		31,965
\$2,000,001 - \$5,000,000	11	17	29,557	34,133	37,908	34,223
\$5,000,001 - \$10,000,000	6	7		25,459		29,028
Over \$10,000,000	13	16	29,926	33,900	37,435	34,370
By Geographic Location:						
Allegheny County	34	44	28,121	33,526	37,534	33,480
By Field of Service:						
Basic Material Need	5	7		34,466		34,350
Counseling - Behavioral Hlth & Wellness	5	5		36,816		36,200
Social Support	10	13	25,106	29,578	34,420	30,583
By Primary Source of Funding:						
Contributions from individuals	4	8		39,499		40,118
Contributions from foundations or trusts	7	8		31,876		32,016
Government	21	26	27,695	31,500	35,303	31,871
Program services fee	4	4				30,529
By Number of Employees:						
6 - 20	4	4				32,178
21 - 50	10	16	32,817	35,381	42,136	36,560
51 - 100	8	8		30,483		33,278
More than 100	15	19	25,459	31,200	35,006	30,809
By Level of Education Required:						
High School Diploma	10	11		30,971		30,625
Associate's Degree	5	5		33,771		34,140
Bachelor's Degree	18	23	32,760	35,006	39,520	35,615
By Sex of Employee:						
Male	4	4				32,511
Female	32	40	28,121	33,135	37,529	33,414
By Race/Ethnicity of Employee:						
Black or African American	4	5		27,290		30,081
White	32	35	28,995	32,760	36,816	32,714
By Number of Years in Position:						
Up to 5 Years	22	28	27,716	31,991	39,686	33,661
6 - 10 Years	5	5		34,029		36,026
By Number of Employees Managed:						
1 to 3	5	8		41,423		42,021

Develops, organizes and implements community education programs and activities for targeted clients including adult education programs, school-aged programs and pre-school activities. Ensures programs meet needs of community and goals and objectives of organization. Manages program budgets. Participates as a member of the senior management team in the development and implementation of organization-wide policies and programs that will contribute to its overall success.

Other sample job titles: Director of Community Education, Training Director, Vice President of Educational Services

	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	25	38	\$46,259	\$54,995	\$62,723	\$55,783
# Eligible for Incentive/Bonus	11	22				
Actual Bonus Paid	5	13	425	425	713	742
Total Cash Compensation (Base + Bonus)	25	38	46,684	55,343	62,723	56,037
Annual Base Salary						
By Budget Size:						
\$750,001 - \$2,000,000	8	10		43,431		46,617
\$5,000,001 - \$10,000,000	6	8		63,648		63,348
Over \$10,000,000	8	17	49,005	55,682	67,996	59,037
By Geographic Location:						
Allegheny County	23	36	46,093	54,486	61,579	55,364
By Field of Service:						
Culture/Arts	4	4				56,904
Education and Child Care Services	7	18	46,259	54,995	69,764	57,478
Social Support	4	6		54,314		57,594
By Primary Source of Funding:						
Contributions from foundations or trusts	4	4				57,244
Government	14	27	46,342	55,411	66,373	56,901
By Number of Employees:						
21 - 50	7	7		54,246		51,851
More than 100	14	25	50,716	56,784	68,089	59,904
By Level of Education Required:						
Bachelor's Degree	14	15	38,272	52,686	60,299	51,793
Master's Degree	11	18	47,590	56,961	66,529	57,975
By Sex of Employee:						
Male	7	10		51,293		57,371
Female	20	26	47,268	54,902	62,723	54,940
By Race/Ethnicity of Employee:						
White	21	34	45,506	54,995	65,718	55,816
By Number of Years in Position:						
Up to 5 Years	7	8		48,183		52,985
6 - 10 Years	6	6		53,539		51,085
11 - 20 Years	6	6		57,273		55,796
By Number of Employees Managed:						
1 to 3	4	4				51,127
4 to 8	6	8		47,195		48,521
9 to 14	5	5		51,428		49,598
15 and over	11	17	49,005	60,923	70,388	61,364

Educator or Teacher, Adult Education

256

Determines needs of adult clients and develops/implements appropriate curricula to meet those needs. Conducts educational sessions with adult clients to improve skills and functioning. May provide supervision to teaching assistants.

Other sample job titles: Adult Education Specialist, Classroom Trainer, Family Educator

	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	15	82	\$29,869	\$31,851	\$36,785	\$33,889
# Eligible for Incentive/Bonus	4	32				
Actual Bonus Paid	3	14				
Total Cash Compensation (Base + Bonus)	15	82	29,869	32,151	36,848	34,036
Annual Base Salary						
By Budget Size:						
Over \$10,000,000	8	49	29,516	30,763	33,076	31,880
By Geographic Location:						
Allegheny County	12	62	31,200	32,677	37,997	34,908
By Field of Service:						
Social Support	5	26	29,193	34,185	41,522	35,066
By Primary Source of Funding:						
Government	9	51	29,702	32,136	37,690	34,236
By Number of Employees:						
More than 100	10	60	29,671	31,471	34,715	33,253
By Level of Education Required:						
Bachelor's Degree	12	62	29,812	31,471	34,986	33,077
By Sex of Employee:						
Male	6	23	29,661	31,491	37,690	33,481
Female	15	59	30,264	31,990	36,754	34,047
By Race/Ethnicity of Employee:						
Black or African American	5	12	29,713	31,107	31,766	30,943
White	13	68	30,264	32,677	37,602	34,530
By Number of Years in Position:						
Up to 5 Years	9	25	30,285	32,968	36,816	34,185
6 - 10 Years	4	8		35,173		35,342

Develops and implements grade appropriate curricula to meet the academic and other needs of children in a K - 12 classroom setting. Ensures safety and health of students. Participates in development and implementation of IEPs for specific students, as needed. Assesses and documents students' progress. May participate in implementing therapeutic programs for students. May supervise teaching assistant(s).

Other sample job titles: Classroom Teacher, Homeroom Teacher, Instructor, Lead Teacher

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	15	209	\$29,079	\$32,656	\$41,049	\$35,113
# Eligible for Incentive/Bonus	9	137				
Actual Bonus Paid	6	71	425	425	425	423
Total Cash Compensation (Base + Bonus)	15	209	29,556	32,656	41,049	35,257
Annual Base Salary						
By Budget Size:						
\$750,001 - \$2,000,000	5	46	26,000	38,439	41,600	34,371
\$5,000,001 - \$10,000,000	4	30	36,497	41,444	46,889	42,120
Over \$10,000,000	5	132	29,271	31,325	35,225	33,833
By Geographic Location:						
Allegheny County	12	195	29,411	33,405	41,600	35,477
By Field of Service:						
Education and Child Care Services	6	165	29,286	33,904	41,600	35,561
By Primary Source of Funding:						
Government	10	177	29,349	33,946	41,600	35,725
By Number of Employees:						
More than 100	8	161	29,723	32,219	38,231	35,421
By Level of Education Required:						
Bachelor's Degree	14	121	28,995	31,824	41,600	34,669
Master's Degree	4	11		34,112		34,698
By Sex of Employee:						
Male	10	48	29,588	32,282	39,104	34,781
Female	15	161	28,995	32,864	41,600	35,213
By Race/Ethnicity of Employee:						
Black or African American	5	22	30,399	36,026	41,600	36,566
White	14	184	28,995	32,053	40,072	34,920
By Number of Years in Position:						
Up to 5 Years	13	70	29,588	36,423	41,600	35,737
6 - 10 Years	8	19	30,992	38,480	44,450	37,111
11 - 20 Years	5	9		48,110		47,091
By Number of Employees Managed:						
1 to 3	4	6		39,697		38,432

Teacher, Pre-School

262

Provides a safe, nurturing environment for pre-school children. Develops and implements a curricula program with the goal of developing kindergarten-readiness skills. Ensures the safety and health of students. Assists children with physical needs. Maintains effective communications with parents and guardians. May supervise a teacher's assistant.

Other sample job titles: Child Development Specialist, Early Childhood Teacher

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	20	155	\$20,987	\$30,680	\$34,362	\$30,248
# Eligible for Incentive/Bonus	10	30				
Actual Bonus Paid	7	21	500	500	1,000	881
Total Cash Compensation (Base + Bonus)	20	155	20,987	30,680	34,466	30,367
Annual Base Salary						
By Budget Size:						
\$750,001 - \$2,000,000	6	16	23,083	27,279	32,573	27,554
\$5,000,001 - \$10,000,000	4	42	19,900	20,509	42,000	29,754
Over \$10,000,000	7	90	25,532	30,680	32,313	30,813
By Geographic Location:						
Allegheny County	16	95	20,259	27,040	37,835	30,377
Outside of Allegheny County	4	60	29,078	30,680	31,158	30,043
By Field of Service:						
Education and Child Care Services	7	67	28,870	31,117	32,074	30,917
Family Support and Preservation	4	27	19,947	20,322	27,685	24,468
Social Support	5	49	22,204	33,509	41,330	34,568
By Primary Source of Funding:						
Government	11	106	26,676	31,158	36,046	31,559
By Number of Employees:						
21 - 50	7	21	24,971	31,200	34,965	29,213
More than 100	11	128	20,769	30,534	33,509	30,004
By Level of Education Required:						
High School Diploma	5	27	19,760	20,072	20,488	21,043
Bachelor's Degree	17	108	29,078	31,158	36,152	33,255
By Sex of Employee:						
Female	19	152	20,847	30,680	34,362	30,274
By Race/Ethnicity of Employee:						
Black or African American	7	25	19,947	20,301	24,014	23,704
White	17	126	24,674	31,003	36,046	31,680
By Number of Years in Position:						
Up to 5 Years	13	60	19,947	20,800	35,095	27,830
6 - 10 Years	8	16	25,595	34,778	41,673	36,063
11 - 20 Years	6	12	28,657	34,487	39,426	34,433
Over 20 Years	4	8		35,839		37,981
By Number of Employees Managed:						
1 to 3	4	14	27,201	32,334	36,046	30,814

Assists the teacher in implementing educational plans and curricula in a classroom with special emphasis on maintenance of discipline and tutoring one-on-one with students. Reviews lesson plans with teacher to contribute information and ideas as appropriate. Supervises and works with students in small group learning situations. Implements behavior management techniques. Corrects/grades completed work.

Other sample job titles: Teacher's Aide, Education Coordinator

	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	14	236	\$19,245	\$23,171	\$27,914	\$23,901
# Eligible for Incentive/Bonus	8	176				
Actual Bonus Paid	5	96	425	425	425	516
Total Cash Compensation (Base + Bonus)	14	236	19,263	23,305	28,339	24,110
Annual Base Salary						
By Budget Size:						
Over \$10,000,000	8	195	18,824	22,880	28,746	24,034
By Geographic Location:						
Allegheny County	12	171	22,880	25,397	28,995	26,143
By Field of Service:						
Education and Child Care Services	5	157	22,880	24,523	28,673	25,315
Social Support	4	56	16,224	16,640	18,637	17,976
By Primary Source of Funding:						
Government	8	224	19,245	23,171	27,914	23,927
By Number of Employees:						
More than 100	11	229	19,095	23,171	27,914	23,973
By Level of Education Required:						
High School Diploma	8	187	18,200	22,880	27,914	23,140
Bachelor's Degree	6	36	23,093	27,672	31,466	27,453
By Sex of Employee:						
Male	10	84	22,880	26,926	28,746	26,361
Female	13	152	17,524	22,360	25,979	22,541
By Race/Ethnicity of Employee:						
Black or African American	8	92	22,880	24,960	28,710	25,159
White	13	143	18,075	22,880	27,227	23,098
By Number of Years in Position:						
Up to 5 Years	10	65	16,526	23,171	25,979	22,376
6 - 10 Years	5	13	18,668	20,322	26,413	23,209

Teaching Assistant, Pre-School

268

Under the supervision of a teacher, participates in the direct supervision of children to ensure their health and safety. Provides nurture, care, and guidance to each child. Interacts with the children in the implementation of learning programs and activities. Assists children with physical needs. Supervises children in play areas.

Other sample job titles: Teacher's Aide, Education Coordinator

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	11	157	\$17,711	\$19,635	\$20,717	\$19,456
# Eligible for Incentive/Bonus	4	24				
Actual Bonus Paid	2	3				
Total Cash Compensation (Base + Bonus)	11	157	17,711	19,635	20,717	19,476
Annual Base Salary						
By Budget Size:						
\$5,000,001 - \$10,000,000	4	52	19,032	19,698	20,176	19,934
By Geographic Location:						
Allegheny County	10	120	16,640	19,344	20,686	19,269
By Primary Source of Funding:						
Government	5	95	19,323	19,947	20,800	20,418
By Number of Employees:						
21 - 50	4	25	15,850	16,702	22,256	18,766
More than 100	7	132	18,408	19,635	20,566	19,586
By Level of Education Required:						
High School Diploma	9	120	18,304	19,406	20,192	19,374
By Sex of Employee:						
Male	4	8		19,178		18,153
Female	11	149	17,742	19,635	20,759	19,525
By Race/Ethnicity of Employee:						
Black or African American	7	68	17,352	19,344	20,176	19,206
White	8	81	18,304	19,635	20,977	19,724
By Number of Years in Position:						
Up to 5 Years	9	84	16,640	19,032	19,947	18,581
6 - 10 Years	4	16	20,576	20,759	22,542	21,364
11 - 20 Years	4	8		20,675		20,548

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

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

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	15	117	\$14,872	\$15,600	\$16,682	\$17,013
# Eligible for Incentive/Bonus	5	9				
Actual Bonus Paid	2	2				
Total Cash Compensation (Base + Bonus)	15	117	14,872	15,600	16,682	17,018
Annual Base Salary						
By Budget Size:						
\$5,000,001 - \$10,000,000	4	25	16,640	16,640	22,641	19,135
Over \$10,000,000	5	76	14,872	15,600	16,640	16,108
By Geographic Location:						
Allegheny County	11	90	14,872	16,640	17,680	17,386
Outside of Allegheny County	4	27	15,600	15,600	15,600	15,771
By Field of Service:						
Education and Child Care Services	4	45	15,600	15,600	16,640	16,817
Social Support	5	59	14,872	14,872	16,640	16,137
By Primary Source of Funding:						
Government	10	64	15,600	16,432	16,723	17,366
By Number of Employees:						
21 - 50	5	9		19,760		20,428
More than 100	7	81	14,872	15,600	16,640	16,661
By Level of Education Required:						
High School Diploma	10	104	14,872	15,600	16,640	16,664
By Sex of Employee:						
Male	4	14	14,872	14,872	16,458	15,607
Female	15	103	15,600	16,640	16,723	17,204
By Race/Ethnicity of Employee:						
Black or African American	8	17	14,872	15,080	18,741	17,215
White	10	100	15,054	15,871	16,640	16,979
By Number of Years in Position:						
Up to 5 Years	10	67	14,872	16,640	16,640	16,807
6 - 10 Years	5	10		16,682		17,936
11 - 20 Years	5	8		22,537		21,674

Life Guard/Swim Instructor

274

Ensures a safe, secure pool environment for clients using the organization's swimming pool or other water facilities. Provides continuous observation of clients in the pool to ensure their safety. Provides active supervision and feedback to swimmers when they act in a manner unsafe to self or others. Rescues individuals experiencing difficulty; administers CPR and other first aid treatment as necessary. Teaches water safety and swimming to individuals and groups. Maintains active lifeguard and CPR certification.

Other sample job titles: Aquatic Instructor, Swim Coach, Water Fitness Instructor

	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	4	62	\$14,872	\$14,872	\$16,718	\$16,632
# Eligible for Incentive/Bonus						
Actual Bonus Paid						
Total Cash Compensation (Base + Bonus)	4	62	14,872	14,872	16,718	16,632
Annual Base Salary						
By Geographic Location:						
Allegheny County	4	62	14,872	14,872	16,718	16,632
By Number of Employees:						
More than 100	4	62	14,872	14,872	16,718	16,632
By Race/Ethnicity of Employee:						
White	4	60	14,872	14,872	16,874	16,691

Recreation or Activity Leader, Children or Youth

Develops program content, organizes and leads recreation activities to enhance the social development of clients (children or youth). Activities may include individual or group sports, arts and crafts, music, dance, drama, or similar. Teaches and participates in activities, assesses/reports progress toward goals. Does not include Recreation or Activity leaders whose primary function is to work with seniors or adults. Depending upon their specific duties, some of these employees may be reported under Recreation or Activity Leader, Adults (Job #278) or Senior or Adult Program Assistant (Job #889).

Other sample job titles: Crafts Instructor, Day Camp Counselor, Youth Activity Specialist

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	9	183	\$14,872	\$14,872	\$16,640	\$17,528
# Eligible for Incentive/Bonus	4	9				
Actual Bonus Paid	2	4				
Total Cash Compensation (Base + Bonus)	9	183	14,872	14,872	16,640	17,537
Annual Base Salary						
By Budget Size:						
Over \$10,000,000	4	172	14,872	14,872	14,872	17,019
By Geographic Location:						
Allegheny County	8	182	14,872	14,872	16,250	17,419
By Number of Employees:						
More than 100	7	181	14,872	14,872	16,120	17,497
By Level of Education Required:						
High School Diploma	4	160	14,872	14,872	14,872	15,964
Bachelor's Degree	4	13	29,495	31,200	34,143	30,392
By Sex of Employee:						
Male	6	100	14,872	14,872	16,640	17,632
Female	7	83	14,872	14,872	16,120	17,402
By Race/Ethnicity of Employee:						
Black or African American	4	9		19,760		19,374
White	7	170	14,872	14,872	15,730	17,482
By Number of Years in Position:						
Up to 5 Years	6	163	14,872	14,872	14,872	16,357
6 - 10 Years	4	7		14,872		21,231

Recreation or Activity Leader, Adults

278

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

Other sample job titles: Activity Coordinator, Enrichment Program Coordinator

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	10	63	\$20,800	\$22,880	\$29,557	\$25,799
# Eligible for Incentive/Bonus	4	22				
Actual Bonus Paid	2	20				
Total Cash Compensation (Base + Bonus)	10	63	21,300	22,880	29,557	25,958
Annual Base Salary						
By Budget Size:						
Over \$10,000,000	6	56	20,800	21,965	28,756	25,141
By Geographic Location:						
Allegheny County	10	63	20,800	22,880	29,557	25,799
By Field of Service:						
Social Support	8	42	18,798	26,011	34,849	27,739
By Primary Source of Funding:						
Government	7	43	20,800	22,880	27,040	25,120
By Number of Employees:						
More than 100	9	62	20,800	22,454	29,385	25,607
By Level of Education Required:						
High School Diploma	5	37	20,800	21,216	27,456	24,908
Bachelor's Degree	4	5		34,784		33,355
By Sex of Employee:						
Male	4	12	17,940	23,702	33,042	25,488
Female	10	51	20,800	22,880	29,557	25,873
By Race/Ethnicity of Employee:						
White	9	54	20,779	24,305	32,202	26,187
By Number of Years in Position:						
Up to 5 Years	6	13	18,720	31,928	39,655	29,358

Locates and develops job openings for placement of clients through personal visits to companies, telephone calls and other communication. Develops and maintains effective working relationships with representatives of employment agencies, companies, sheltered workshops and other sources of employment.

Other sample job titles: Employment Specialist, Workforce Development Coordinator

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	11	30	\$27,229	\$30,358	\$36,120	\$32,737
# Eligible for Incentive/Bonus	4	17				
Actual Bonus Paid	3	16				
Total Cash Compensation (Base + Bonus)	11	30	27,727	30,533	36,120	33,001
Annual Base Salary						
By Budget Size:						
Over \$10,000,000	5	20	27,220	27,735	31,546	29,578
By Geographic Location:						
Allegheny County	10	29	27,229	30,430	36,380	32,883
By Field of Service:						
Social Support	7	23	27,227	30,135	34,112	32,288
By Primary Source of Funding:						
Government	7	23	27,227	30,135	31,990	31,350
By Number of Employees:						
More than 100	7	23	27,227	28,517	34,112	32,154
By Level of Education Required:						
Bachelor's Degree	9	14	29,731	32,968	37,587	34,444
By Sex of Employee:						
Male	8	15	27,827	30,430	31,990	32,517
Female	7	15	27,227	28,829	36,899	32,958
By Race/Ethnicity of Employee:						
Black or African American	5	7		31,990		35,727
White	8	22	27,229	30,210	34,549	32,009
By Number of Years in Position:						
Up to 5 Years	8	19	27,227	28,517	31,814	31,543

Vocational Counselor

310

Provides individual and group vocational guidance services. Assesses client interests, aptitudes, abilities, and personality characteristics for vocational planning purposes. Assists clients in understanding and overcoming social and emotional issues through counseling. Ensures accurate, complete files are established and maintained. Prepares associated reports. Develops and implements client habilitation plans.

Other sample job titles: Career Coach, Vocational Evaluator

	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	10	78	\$27,441	\$30,942	\$37,204	\$30,703
# Eligible for Incentive/Bonus	5	35				
Actual Bonus Paid	4	18	272	508	920	840
Total Cash Compensation (Base + Bonus)	10	78	27,441	30,942	37,280	30,896
Annual Base Salary						
By Budget Size:						
Over \$10,000,000	4	58	25,709	30,932	36,193	29,893
By Geographic Location:						
Allegheny County	8	74	27,284	30,942	37,259	30,669
By Field of Service:						
Social Support	5	15	28,350	29,890	39,894	33,735
By Primary Source of Funding:						
Government	8	26	29,089	33,374	38,090	34,433
By Number of Employees:						
More than 100	6	65	26,426	30,930	36,525	30,129
By Level of Education Required:						
Bachelor's Degree	8	49	30,150	33,218	37,313	33,714
By Sex of Employee:						
Male	7	24	29,890	34,039	37,331	33,130
Female	9	54	26,380	30,587	35,722	29,624
By Race/Ethnicity of Employee:						
White	10	64	27,608	30,932	36,858	30,908
By Number of Years in Position:						
Up to 5 Years	6	13	28,579	33,280	36,754	32,549
6 - 10 Years	4	4				35,147

Works with employers to determine skills and behavioral requirements for a job that will be filled by a client. Coaches the employee/client prior to reporting for the job on expectations including transportation to job, behavior at work, required job skills and work production. Coaches employee/client on-the-job in meeting production and behavioral expectations of employer. Sets goals for employee/client and works with him/her to achieve those goals. Periodically assesses employee/client achievement. Maintains associated records. Maintains effective working relationship with employer to promote placement of other clients. Note: Employer may be a sheltered workshop or other company in the community.

Other sample job titles: Career Aide, Career Services Coordinator, Employment Consultant

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	11	67	\$20,800	\$24,523	\$29,952	\$25,848
# Eligible for Incentive/Bonus	6	25				
Actual Bonus Paid	4	12	425	463	920	600
Total Cash Compensation (Base + Bonus)	11	67	20,800	24,523	29,952	25,955
Annual Base Salary						
By Budget Size:						
Over \$10,000,000	7	48	22,511	25,823	30,607	27,540
By Geographic Location:						
Allegheny County	9	54	22,667	26,458	30,768	27,670
By Field of Service:						
Social Support	5	13	20,956	25,501	27,664	25,981
By Primary Source of Funding:						
Government	9	36	19,240	22,475	29,838	25,388
By Number of Employees:						
More than 100	8	53	22,641	26,395	30,555	27,532
By Level of Education Required:						
High School Diploma	6	52	19,443	23,203	28,075	24,653
Bachelor's Degree	5	8		30,483		28,969
By Sex of Employee:						
Male	6	21	18,606	24,523	32,729	27,070
Female	10	46	20,800	24,742	28,715	25,290
By Race/Ethnicity of Employee:						
Black or African American	5	9		22,589		28,801
White	11	58	20,613	24,742	29,890	25,390
By Number of Years in Position:						
Up to 5 Years	7	23	17,160	20,800	23,712	21,571

Food Service Manager or Supervisor

355

Supervises food preparation facilities to ensure the preparation and serving of nutritionally balanced meals for clients, staff and others; ensures kitchen activities comply with licensing, sanitation and safety regulations; ensures quality of food. Participates in preparing menus. Selects and orders food and supplies. Recommends purchase of new equipment. Supervises kitchen staff in the safe preparation and serving of food.

Other sample job titles: Dietary Supervisor, Nutrition Site Manager, Café Manager

	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	15	34	\$25,948	\$30,379	\$38,204	\$33,534
# Eligible for Incentive/Bonus	6	9				
Actual Bonus Paid	4	7		750		840
Total Cash Compensation (Base + Bonus)	15	34	26,120	30,754	38,674	33,707
Annual Base Salary						
By Budget Size:						
Over \$10,000,000	9	26	26,120	30,743	38,204	33,702
By Geographic Location:						
Allegheny County	12	31	25,979	30,347	39,686	33,619
By Primary Source of Funding:						
Government	9	27	25,979	29,806	36,899	32,211
By Number of Employees:						
More than 100	11	29	26,323	33,238	39,924	34,686
By Level of Education Required:						
High School Diploma	5	7		30,347		32,998
Associate's Degree	4	5		29,806		31,653
Bachelor's Degree	4	5		37,336		43,160
By Sex of Employee:						
Male	9	16	27,415	36,473	48,360	38,115
Female	9	18	25,147	27,623	35,116	29,462
By Race/Ethnicity of Employee:						
Black or African American	5	6		26,208		26,225
White	14	28	26,468	34,133	40,043	35,100
By Number of Years in Position:						
Up to 5 Years	6	7		29,806		33,223
11 - 20 Years	5	5		35,381		33,134
By Number of Employees Managed:						
4 to 8	5	5		40,162		37,884
15 and over	5	5		37,336		44,811

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

Other sample job titles: Registered Dietician, WIC Nutritionist

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	6	21	\$28,943	\$33,925	\$42,224	\$37,112
# Eligible for Incentive/Bonus	1	15				
Actual Bonus Paid						
Total Cash Compensation (Base + Bonus)	6	21	28,943	33,925	42,224	37,112
				Annual Base Salary		
By Budget Size:						
Over \$10,000,000	4	19	28,579	30,534	38,688	35,422
By Geographic Location:						
Allegheny County	5	6		43,493		47,853
By Field of Service:						
Social Support	5	20	29,312	33,967	43,451	37,620
By Primary Source of Funding:						
Government	5	20	28,761	32,230	39,500	35,535
By Number of Employees:						
More than 100	6	21	28,943	33,925	42,224	37,112
By Sex of Employee:						
Female	5	19	29,328	34,008	44,678	38,194
By Race/Ethnicity of Employee:						
White	6	20	29,312	33,967	43,451	37,578
By Number of Years in Position:						
Up to 5 Years	4	5		28,579		38,483

Cook

365

Prepares, cooks and serves nutritionally balanced meals for clients and employees of organization, ensuring health and safety standards are met. Plans menus. Maintains inventory of stock and orders more as necessary. Prepares food (e.g., chops, peels, bakes); cooks using deep fryers, grills, ovens and stove tops; hand mixes small items; bakes breads and pastry; cuts meat; cooks foodstuffs in quantities according to menu and number of persons to be served; may wash dishes.

Other sample job titles: Chef, Food Services Coordinator, Kitchen Staff

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	22	121	\$18,928	\$20,322	\$23,307	\$21,816
# Eligible for Incentive/Bonus	9	37				
Actual Bonus Paid	6	18	337	425	563	470
Total Cash Compensation (Base + Bonus)	22	121	18,928	20,426	23,307	21,886
Annual Base Salary						
By Budget Size:						
\$2,000,001 - \$5,000,000	4	16	20,442	20,800	21,580	21,405
\$5,000,001 - \$10,000,000	5	28	19,032	19,760	20,176	20,348
Over \$10,000,000	12	76	18,309	21,497	24,804	22,484
By Geographic Location:						
Allegheny County	19	92	19,760	21,123	24,788	22,846
By Field of Service:						
Social Support	5	39	20,571	23,275	28,850	24,478
By Primary Source of Funding:						
Government	14	105	18,928	20,197	23,223	21,815
By Number of Employees:						
More than 100	17	108	18,928	20,176	23,338	21,851
By Level of Education Required:						
High School Diploma	16	95	18,928	19,760	21,549	20,928
By Sex of Employee:						
Male	13	40	20,800	23,608	28,845	24,781
Female	16	79	18,720	19,760	20,800	20,129
By Race/Ethnicity of Employee:						
Black or African American	13	43	19,032	19,760	20,800	20,519
White	17	75	18,928	20,800	24,710	22,355
By Number of Years in Position:						
Up to 5 Years	15	54	19,032	19,947	22,454	21,042
6 - 10 Years	10	11		20,800		23,504
11 - 20 Years	4	5		18,325		19,203

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

Other sample job titles: Assistant Cook, Kitchen Assistant

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	18	257	\$16,952	\$17,680	\$18,637	\$18,278
# Eligible for Incentive/Bonus	8	30				
Actual Bonus Paid	4	13	175	425	650	425
Total Cash Compensation (Base + Bonus)	18	257	16,952	17,680	18,637	18,300
Annual Base Salary						
By Budget Size:						
Over \$10,000,000	9	228	17,004	17,753	18,860	18,497
By Geographic Location:						
Allegheny County	18	257	16,952	17,680	18,637	18,278
By Field of Service:						
Social Support	7	208	16,952	17,680	18,424	18,135
By Primary Source of Funding:						
Government	10	234	16,952	17,680	18,637	18,357
By Number of Employees:						
21 - 50	4	5		16,640		17,335
More than 100	11	247	16,952	17,680	18,637	18,260
By Level of Education Required:						
High School Diploma	13	54	15,309	16,640	20,467	17,968
By Sex of Employee:						
Male	8	87	16,952	17,846	18,741	18,523
Female	16	164	16,952	17,576	18,699	18,208
By Race/Ethnicity of Employee:						
Black or African American	7	27	16,952	17,742	19,448	18,611
White	14	220	16,952	17,680	18,637	18,315
By Number of Years in Position:						
Up to 5 Years	9	32	14,872	15,933	20,467	17,389
6 - 10 Years	5	5		18,741		19,926

Program Officer

Plans the short-term and long-term development of respective program area, encourages grant proposals that advance Foundation grantmaking goals. Maintains current, working knowledge in particular field(s), performs assessments of grant/loan proposals, develops funding recommendations, develops program and policy recommendations, monitors grants once awarded, and maintains community outreach.

Other sample job titles: Senior Program Officer, Vice President for Program

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		Average
				Median (50%)	75th %ile	
Salary and Incentives - All Organizations:						
Base Salary - All Employees	5	8		\$85,727		\$95,482
# Eligible for Incentive/Bonus						
Actual Bonus Paid						
Total Cash Compensation (Base + Bonus)	5	8		85,727		95,482
				Annual Base Salary		
By Geographic Location:						
Allegheny County	5	8		85,727		95,482
By Level of Education Required:						
Bachelor's Degree	4	5		65,312		69,921
By Sex of Employee:						
Female	4	6		82,888		92,269

Assists Program Officer by providing administrative and clerical support and works as a team member to meet the foundation objectives. Processes proposals through the grantmaking cycle, monitors grants, projects and budgets, maintain a working knowledge of assigned program areas. Responds to inquiries or problems from applicants, grantees and the general public. Conduct program-related research and prepares reports for Program Officer.

Other sample job titles: Community Programs Manager, Program Coordinator

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	7	12	\$33,540	\$42,214	\$51,959	\$42,155
# Eligible for Incentive/Bonus	1	1				
Actual Bonus Paid	1	1				
Total Cash Compensation (Base + Bonus)	7	12	33,615	42,214	51,959	42,163
Annual Base Salary						
By Geographic Location:						
Allegheny County	6	11		44,429		42,961
By Field of Service:						
Foundation/Philanthropy	4	9		44,429		43,497
By Level of Education Required:						
Bachelor's Degree	4	8		48,132		46,171
By Sex of Employee:						
Female	7	10		38,574		40,643
By Race/Ethnicity of Employee:						
White	5	7		39,998		39,749
By Number of Years in Position:						
Up to 5 Years	6	8		35,735		38,522

Gift/Thrift Shop Manager

455

Responsible for managing the gift/thrift shop consistent with the organization's goals and ensuring reasonable profits. In a gift shop, plans, and purchases mix of merchandise that will sell profitably. In a thrift shop, evaluates sale patterns to determine customer preferences and locates more, similar items. Receives, checks and shelves inventory; maintains attractive displays of items; ensures the store is maintained in a clean, neat and attractive manner. Supervises retail clerks and volunteers who staff the shop; provides training and guidance to employees and volunteers to ensure high levels of customer service, promotion and sale of products. Maintains financial and other records. Monitors budgets. Promotes store throughout the community.

Other sample job titles: Bookstore Manager, Retail Manager

	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	7	30	\$29,588	\$33,000	\$35,480	\$33,280
# Eligible for Incentive/Bonus	3	25				
Actual Bonus Paid	3	6				
Total Cash Compensation (Base + Bonus)	7	30	29,806	33,000	35,480	33,544
Annual Base Salary						
By Geographic Location:						
Allegheny County	5	28	29,817	33,000	34,986	33,368
By Number of Employees:						
More than 100	4	27	29,744	32,989	33,862	33,085
By Level of Education Required:						
High School Diploma	5	27	29,120	32,989	33,862	32,204
By Sex of Employee:						
Female	6	23	29,744	32,989	35,360	32,888
By Race/Ethnicity of Employee:						
White	6	25	29,890	32,989	35,599	33,070
By Number of Employees Managed:						
4 to 8	4	8		33,010		34,214

Checks, shelves and prices stock. Maintains store in a neat, attractive manner. Provides service to customers, helping them locate needed items, operating cash register and credit card machine to take money and make change, wrapping and bagging merchandise.

Other sample job titles: Sales Associate, Store Assistant

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	8	387	\$14,872	\$15,080	\$15,912	\$15,723
# Eligible for Incentive/Bonus	3	7				
Actual Bonus Paid	2	6				
Total Cash Compensation (Base + Bonus)	8	387	14,872	15,080	15,912	15,726
Annual Base Salary						
By Budget Size:						
\$2,000,001 - \$5,000,000	4	8		17,306		17,451
By Geographic Location:						
Allegheny County	6	385	14,872	15,080	15,912	15,721
By Number of Employees:						
More than 100	4	372	14,872	15,080	15,808	15,611
By Level of Education Required:						
High School Diploma	8	387	14,872	15,080	15,912	15,723
By Sex of Employee:						
Female	7	270	14,872	15,080	15,912	15,632
By Race/Ethnicity of Employee:						
White	7	329	14,872	15,080	15,912	15,636
By Number of Years in Position:						
Up to 5 Years	5	12	16,328	17,836	20,587	18,203

Warehouse Worker

465

Receives, sorts and stocks materials onto warehouse shelves. Maintains records of inventory. Maintains warehouse in a neat and clean manner. May drive panel, stake-bed or other small truck to pick up and deliver items.

Other sample job titles: Material Handler, Shipping Assistant, Warehouse Coordinator

	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	5	51	\$15,080	\$19,469	\$21,424	\$19,599
# Eligible for Incentive/Bonus	3	37				
Actual Bonus Paid	3	20				
Total Cash Compensation (Base + Bonus)	5	51	15,309	19,469	21,847	19,723
Annual Base Salary						
By Budget Size:						
Over \$10,000,000	4	49	15,080	19,469	21,747	19,688
By Geographic Location:						
Allegheny County	5	51	15,080	19,469	21,424	19,599
By Level of Education Required:						
High School Diploma	5	19	15,309	19,573	22,880	20,549
By Sex of Employee:						
Male	5	41	15,621	19,864	22,069	20,198
By Race/Ethnicity of Employee:						
Black or African American	4	8		21,435		21,481
White	5	41	15,080	19,469	20,883	19,432

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

Other sample job titles: Food Pantry Coordinator

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	4	6		\$24,280		\$22,560
# Eligible for Incentive/Bonus						
Actual Bonus Paid						
Total Cash Compensation (Base + Bonus)	4	6		24,280		22,560
				Annual Base Salary		
By Geographic Location:						
Allegheny County	4	6		24,280		22,560

Director or Manager, Government Affairs

380

Directs government affairs and advocacy activities for the agency. Manages staff involved in advocating for government policies and laws supporting the agency's field(s) of interest. This includes research and analysis of proposed and current legislation, budgets, ballot initiatives and state programs. Directs agency's grassroots activities including building and participating in coalitions. Develops and maintains effective working relationships with state, local and/or federal elected officials and advocates on behalf of the agency's interests and goals.

Other sample job titles: Director of Advocacy and Public Policy, Legislative Director

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	5	5		\$58,240		\$63,818
# Eligible for Incentive/Bonus						
Actual Bonus Paid						
Total Cash Compensation (Base + Bonus)	5	5		58,240		63,818
				Annual Base Salary		
By Geographic Location:						
Allegheny County	5	5		58,240		63,818
By Level of Education Required:						
Bachelor's Degree	5	5		58,240		63,818

Participates in planning research projects from drafting all/part of grant applications, determining most appropriate methods for research to gathering and analyzing data and preparing/publishing the final report. Recruits participants for research and evaluation projects. Determines methods for interviewing techniques and the protocols to be observed. Interviews and/or trains others to interview participants. Manages compilation of data including the establishment and maintenance of databases, compiling and cleaning quantitative and qualitative data and storage of completed surveys. Drafts comprehensive research reports. Presents findings. Conducts literature searches on topics.

Other sample job titles: Data Manager, Research Coordinator

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	8	9		\$43,659		\$44,879
# Eligible for Incentive/Bonus	1	1				
Actual Bonus Paid						
Total Cash Compensation (Base + Bonus)	8	9		43,659		44,879
				Annual Base Salary		
By Budget Size:						
Over \$10,000,000	4	4				50,742
By Geographic Location:						
Allegheny County	8	9		43,659		44,879
By Primary Source of Funding:						
Government	5	5		46,966		49,986
By Number of Employees:						
6 - 20	4	5		39,998		40,189
More than 100	4	4				50,742
By Level of Education Required:						
Master's Degree	4	4				45,318
By Sex of Employee:						
Female	7	7		44,990		47,846
By Race/Ethnicity of Employee:						
White	8	9		43,659		44,879
By Number of Years in Position:						
Up to 5 Years	5	6		42,494		42,990

Director of Resident/Community Services

420

Provides overall management and direction to multiple social service programs including management of staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating program with others in the organization.

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

	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	14	18	\$47,320	\$52,531	\$63,500	\$55,623
# Eligible for Incentive/Bonus	6	8				
Actual Bonus Paid	5	6		500		1,308
Total Cash Compensation (Base + Bonus)	14	18	47,320	53,491	63,606	56,059
Annual Base Salary						
By Budget Size:						
Over \$10,000,000	10	13	50,056	57,221	68,235	58,511
By Geographic Location:						
Allegheny County	12	16	47,882	52,531	64,500	56,253
By Field of Service:						
Social Support	4	4				56,763
By Primary Source of Funding:						
Government	11	14	49,535	55,599	66,617	57,629
By Number of Employees:						
More than 100	10	14	49,535	55,599	66,617	58,278
By Level of Education Required:						
Bachelor's Degree	5	6		58,488		58,633
Master's Degree	7	9		51,085		55,913
By Sex of Employee:						
Male	6	7		57,221		59,641
Female	11	11		50,066		53,066
By Race/Ethnicity of Employee:						
White	13	16	47,882	52,531	62,866	55,118
By Number of Years in Position:						
6 - 10 Years	4	4				46,784
By Number of Employees Managed:						
15 and over	7	8		47,923		54,206

Provides overall management and supervision to one (or two) social service program(s) including supervision of staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating program with others in the organization.

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

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	8	32	\$36,551	\$41,320	\$45,823	\$41,114
# Eligible for Incentive/Bonus	4	24				
Actual Bonus Paid	4	20	425	463	1,000	691
Total Cash Compensation (Base + Bonus)	8	32	36,878	41,887	46,395	41,546
Annual Base Salary						
By Budget Size:						
Over \$10,000,000	5	26	37,352	41,995	46,015	42,019
By Geographic Location:						
Allegheny County	6	30	36,707	41,923	46,015	41,454
By Primary Source of Funding:						
Government	6	26	36,379	40,758	45,448	40,558
By Number of Employees:						
51 - 100	4	11		39,707		40,927
More than 100	4	21	36,639	41,850	45,636	41,213
By Level of Education Required:						
High School Diploma	4	7		42,307		41,226
Bachelor's Degree	6	15	36,504	40,726	44,762	40,356
By Sex of Employee:						
Male	5	14	36,707	41,288	45,656	41,646
Female	7	18	35,839	41,392	46,015	40,701
By Race/Ethnicity of Employee:						
Black or African American	4	11		41,995		41,020
White	7	21	35,672	40,789	46,020	41,164
By Number of Years in Position:						
Up to 5 Years	4	11		39,707		38,673
By Number of Employees Managed:						
4 to 8	5	7		35,131		38,076
9 to 14	4	5		38,958		39,649

Resident Services Coordinator

422

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

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

	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	18	246	\$19,942	\$20,987	\$23,655	\$22,685
# Eligible for Incentive/Bonus	9	212				
Actual Bonus Paid	8	87	425	425	500	714
Total Cash Compensation (Base + Bonus)	18	246	20,060	21,320	24,308	22,938
Annual Base Salary						
By Budget Size:						
Over \$10,000,000	10	218	19,734	20,987	23,114	22,412
By Geographic Location:						
Allegheny County	14	192	20,800	21,549	24,992	23,314
Outside of Allegheny County	4	54	18,824	19,323	20,987	20,449
By Field of Service:						
Social Support	11	136	19,625	20,894	24,191	22,674
By Primary Source of Funding:						
Government	13	241	19,854	20,987	23,296	22,543
By Number of Employees:						
21 - 50	4	4				33,301
More than 100	12	232	19,776	20,987	23,296	22,509
By Level of Education Required:						
High School Diploma	8	178	19,417	20,987	22,511	21,636
Associate's Degree	4	4				29,079
Bachelor's Degree	7	9		31,720		32,989
By Sex of Employee:						
Male	9	77	20,800	21,320	24,887	22,827
Female	15	169	19,531	20,987	23,296	22,621
By Race/Ethnicity of Employee:						
Black or African American	10	109	19,760	20,800	22,454	21,817
White	15	134	19,984	21,320	25,226	23,342
By Number of Years in Position:						
Up to 5 Years	9	44	19,032	20,800	23,296	21,783
6 - 10 Years	7	20	20,987	21,175	24,830	23,318
11 - 20 Years	5	13	20,987	21,424	27,820	24,805

Provides overall management to the general operations of multiple residential and/or commercial facilities including staffing, daily operations, budgeting, funding, developing policies and community outreach. Manages construction and/or renovations during design, construction, completion and occupancy. Reports on the status of sites, programs, and residents.

Other sample job titles: Area Supervisor, Regional Property Manager

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees # Eligible for Incentive/Bonus	4	19	\$36,317	\$44,845	\$51,251	\$44,642
Actual Bonus Paid						
Total Cash Compensation (Base + Bonus)	4	19	36,317	44,845	51,251	44,642
				Annual Base Salary		
By Geographic Location:						
Allegheny County	4	19	36,317	44,845	51,251	44,642
By Race/Ethnicity of Employee:						
White	4	15	36,317	48,506	52,312	45,767

Site Administrator

Responsible for day-to-day operations of an assigned apartment complex. Processes apartment lease applications, move-in and move-out actions, and related certifications. Sets-up and maintains the integrity of resident files and application and waiting lists. Collects rents, makes bank deposits, and orients new residents to building, policies, and regulations. Conducts physical site inspections and written reviews. Responds to resident grievances and provides problem resolution assistance.

Other sample job titles: Community Manager, Property Manager

	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	4	25	\$30,680	\$34,008	\$37,461	\$34,333
# Eligible for Incentive/Bonus	2	2				
Actual Bonus Paid	1	1				
Total Cash Compensation (Base + Bonus)	4	25	30,680	34,008	37,461	34,397
Annual Base Salary						
By Field of Service:						
Social Support	4	25	30,680	34,008	37,461	34,333
By Primary Source of Funding:						
Government	4	25	30,680	34,008	37,461	34,333
By Number of Employees:						
More than 100	4	25	30,680	34,008	37,461	34,333
By Race/Ethnicity of Employee:						
White	4	22	30,160	33,956	35,927	33,968

Provides overall management to the general operations of the organization's shelter and/or residential facilities including staffing, daily operations, budgeting, funding, developing policies and community outreach. Manages construction and/or renovations during design, construction, completion and occupancy.

Other sample job titles: Residential Services Manager, Transitional Housing Director

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	9	20	\$33,301	\$36,015	\$39,983	\$37,647
# Eligible for Incentive/Bonus	4	15				
Actual Bonus Paid	3	14				
Total Cash Compensation (Base + Bonus)	9	20	33,801	36,422	40,083	37,992
Annual Base Salary						
By Budget Size:						
Over \$10,000,000	5	16	33,301	35,132	38,319	36,375
By Geographic Location:						
Allegheny County	8	19	33,301	35,360	40,165	37,596
By Primary Source of Funding:						
Government	6	17	33,301	35,194	39,396	36,598
By Number of Employees:						
More than 100	6	17	33,301	35,194	38,012	36,316
By Level of Education Required:						
Bachelor's Degree	7	13	33,301	35,069	42,349	38,080
By Sex of Employee:						
Female	7	15	33,301	35,360	40,165	37,629
By Race/Ethnicity of Employee:						
White	7	16	33,301	35,932	39,983	37,568
By Number of Years in Position:						
Up to 5 Years	4	4				42,531

Shelter Supervisor

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

Other sample job titles: Coordinator of Building Services

	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	8	26	\$20,114	\$31,200	\$33,010	\$27,726
# Eligible for Incentive/Bonus	4	12				
Actual Bonus Paid	4	8		705		1,238
Total Cash Compensation (Base + Bonus)	8	26	20,114	31,679	33,481	28,107
Annual Base Salary						
By Geographic Location:						
Allegheny County	4	21	19,199	29,390	33,010	26,861
Outside of Allegheny County	4	5		32,739		31,362
By Primary Source of Funding:						
Government	7	17	31,200	32,739	34,227	32,218
By Number of Employees:						
21 - 50	4	4				33,603
By Level of Education Required:						
High School Diploma	4	10		24,045		24,708
Bachelor's Degree	4	12	32,006	33,010	34,476	32,800
By Sex of Employee:						
Female	7	8		32,334		31,192
By Race/Ethnicity of Employee:						
White	8	12	27,211	32,490	34,429	30,904
By Number of Years in Position:						
Up to 5 Years	4	10		32,240		31,851
By Number of Employees Managed:						
4 to 8	5	9		33,010		32,210

Provides information to participants and applicants of housing programs and provides technical staff assistance. May assess eligibility, analyze income and assets, and maintain associated records.

Other sample job titles: Housing Coordinator, Residential Program Worker

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	8	89	\$19,261	\$20,987	\$25,855	\$23,164
# Eligible for Incentive/Bonus	4	68				
Actual Bonus Paid	3	5				
Total Cash Compensation (Base + Bonus)	8	89	19,313	20,987	26,084	23,189
Annual Base Salary						
By Budget Size:						
Over \$10,000,000	5	72	18,824	20,312	22,402	21,140
By Geographic Location:						
Allegheny County	6	23	28,579	29,702	32,094	30,829
By Field of Service:						
Social Support	4	84	19,251	20,956	24,086	22,881
By Primary Source of Funding:						
Government	5	85	19,261	20,987	24,575	23,015
By Number of Employees:						
More than 100	4	71	18,824	20,301	22,402	21,035
By Sex of Employee:						
Male	4	22	18,824	20,322	22,418	22,899
Female	7	67	19,656	21,320	27,290	23,251
By Race/Ethnicity of Employee:						
Black or African American	5	28	21,887	28,579	30,753	27,883
White	4	60	18,824	20,072	21,981	20,881
By Number of Years in Position:						
Up to 5 Years	4	37	19,458	20,571	24,575	22,488

Desk Clerk

429

Provides security at a residential property. May also assist with other tasks, such as office work or cleaning, as assigned. Answers the telephone and greets residents and guests. Assures doors are closed and locked. Contacts appropriate personnel during an emergency. Documents incidents that occur at the site in logbook.

Other sample job titles: Facility Attendant, Monitor

	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	6	60	\$17,139	\$17,909	\$20,660	\$19,149
# Eligible for Incentive/Bonus	3	43				
Actual Bonus Paid	3	14				
Total Cash Compensation (Base + Bonus)	6	60	17,139	17,909	20,660	19,229
Annual Base Salary						
By Geographic Location:						
Allegheny County	4	23	19,344	20,800	23,358	21,280
By Level of Education Required:						
High School Diploma	6	56	17,139	17,867	19,760	18,931
By Sex of Employee:						
Male	4	28	17,243	19,760	22,495	20,247
Female	4	32	17,139	17,358	18,897	18,189
By Race/Ethnicity of Employee:						
Black or African American	5	24	17,243	19,022	21,981	19,669
White	5	34	17,139	17,358	19,786	18,592
By Number of Years in Position:						
Up to 5 Years	6	32	17,597	19,001	20,800	19,534

Directs the human resources functions including employment, compensation, benefits, training, affirmative action/equal employment, employee relations and services in support of organization objectives. Advises management on labor and other legal issues relative to employment. Participates as a member of the senior management team in the development and implementation of organization-wide policies and programs that will contribute to its overall success. The Director is a key member of the senior management team, reports to the Executive Director/CEO and typically manages professional and/or supervisory staff.

Other sample job titles: Corporate Officer for Human Resources, Director of Personnel

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	22	25	\$63,222	\$70,054	\$78,152	\$71,701
# Eligible for Incentive/Bonus	9	9				
Actual Bonus Paid	7	7		1,000		1,210
Total Cash Compensation (Base + Bonus)	22	25	63,700	70,054	78,152	72,040
Annual Base Salary						
By Budget Size:						
\$5,000,001 - \$10,000,000	4	4				66,544
Over \$10,000,000	16	19	64,189	72,134	79,622	73,641
By Geographic Location:						
Allegheny County	17	20	64,751	72,467	79,477	73,719
Outside of Allegheny County	5	5		63,710		63,627
By Field of Service:						
Counseling - Behavioral Hlth & Wellness	4	4				65,473
Social Support	10	12	62,977	67,091	71,614	69,838
By Primary Source of Funding:						
Government	19	22	64,069	70,741	79,186	72,639
By Number of Employees:						
More than 100	19	22	64,069	71,781	79,186	72,908
By Level of Education Required:						
Bachelor's Degree	15	16	61,963	72,467	79,477	73,301
Master's Degree	5	5		68,494		72,628
By Sex of Employee:						
Male	5	5		64,667		70,851
Female	16	18	62,395	69,274	75,894	71,468
By Race/Ethnicity of Employee:						
Black or African American	5	5		73,674		73,853
White	17	18	61,059	67,465	77,853	70,634
By Number of Years in Position:						
Up to 5 Years	8	8		66,102		68,156
6 - 10 Years	4	4				70,411
By Number of Employees Managed:						
1 to 3	5	5		72,134		72,018
4 to 8	10	10		75,469		74,612

Human Resources Manager

510

Manages several functions in the human resources department such as employment, compensation, benefits, training, and employee relations. Advises managers and staff on employment laws, policies and practices. Ensures organization practices are in compliance with laws. Participates in the development and implementation of new policies and practices. May manage non-exempt positions. The Manager position may report to a second level executive (e.g., Chief Financial Officer, Director of Administration), be the sole human resources practitioner in a small organization, have responsibility for implementing of the human resources program but be less involved in the design of human resources strategy than the Director level position would.

Other sample job titles: Employee Relations Manager, Manager of Employment Services

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	41	44	\$41,444	\$47,568	\$51,272	\$46,587
# Eligible for Incentive/Bonus	18	19				
Actual Bonus Paid	14	15	425	500	1,310	1,089
Total Cash Compensation (Base + Bonus)	41	44	41,823	47,818	51,982	46,958
Annual Base Salary						
By Budget Size:						
\$750,001 - \$2,000,000	5	5		49,982		49,986
\$2,000,001 - \$5,000,000	12	14	38,823	40,945	49,748	42,020
\$5,000,001 - \$10,000,000	11	12	42,521	49,140	51,647	47,499
Over \$10,000,000	13	13	46,114	47,965	52,146	49,355
By Geographic Location:						
Allegheny County	34	37	42,016	47,840	51,751	47,066
Outside of Allegheny County	7	7		41,600		44,051
By Field of Service:						
Basic Material Need	4	5		39,998		41,766
Counseling - Behavioral Hlth & Wellness	4	4				47,102
Education and Child Care Services	4	4				51,558
Social Support	15	15	40,498	47,965	51,501	46,671
By Primary Source of Funding:						
Government	25	25	41,496	46,758	51,044	46,891
Program services fee	5	6		45,136		42,286
By Number of Employees:						
21 - 50	5	6		45,791		47,157
51 - 100	12	13	40,009	43,680	49,993	44,536
More than 100	23	24	42,911	47,903	51,501	46,779
By Level of Education Required:						
Associate's Degree	4	4				46,118
Bachelor's Degree	30	31	41,392	46,758	50,586	45,910
Master's Degree	4	4				52,718
By Sex of Employee:						
Male	6	6		48,911		48,183
Female	36	38	40,373	47,027	51,501	46,335
By Race/Ethnicity of Employee:						
Black or African American	5	5		45,718		45,119
White	34	37	40,945	49,629	51,751	46,922
By Number of Years in Position:						
Up to 5 Years	23	23	41,600	47,965	52,000	47,440
6 - 10 Years	6	6		44,169		43,593
11 - 20 Years	7	8		48,650		47,052
By Number of Employees Managed:						
1 to 3	16	16	46,571	49,816	52,593	49,673

Human Resources Representative or Specialist

Performs a wide variety of professional level human resources functions including recruiting, interviewing and hiring staff; administering benefits and/or compensation programs; resolving employee relations issues; counseling staff and advising managers and supervisors; conducting exit interviews; interpreting human resources policies and laws.

Other sample job titles: Benefits Analyst, Human Resources Recruiter, Workers Comp Specialist

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	21	35	\$32,635	\$35,110	\$40,000	\$36,458
# Eligible for Incentive/Bonus	10	19				
Actual Bonus Paid	10	19	500	1,000	1,350	1,060
Total Cash Compensation (Base + Bonus)	21	35	33,270	36,110	40,000	37,033
Annual Base Salary						
By Budget Size:						
Over \$10,000,000	17	30	33,005	35,893	40,041	36,816
By Geographic Location:						
Allegheny County	17	26	33,057	36,536	41,137	37,859
Outside of Allegheny County	4	9		32,448		32,411
By Field of Service:						
Social Support	10	18	31,793	33,624	35,299	33,895
By Primary Source of Funding:						
Government	17	30	32,916	35,487	40,215	36,943
By Number of Employees:						
More than 100	21	35	32,635	35,110	40,000	36,458
By Level of Education Required:						
Bachelor's Degree	16	25	33,000	35,110	40,268	36,851
By Sex of Employee:						
Female	20	33	32,812	35,110	38,658	36,339
By Race/Ethnicity of Employee:						
Black or African American	6	7		43,430		40,081
White	18	27	32,635	35,110	37,247	35,647
By Number of Years in Position:						
Up to 5 Years	10	15	31,200	33,738	35,922	34,466
6 - 10 Years	9	9		37,247		35,810
By Number of Employees Managed:						
1 to 3	4	5		36,546		40,527

Human Resources Assistant

520

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

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

	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	25	32	\$26,146	\$29,391	\$32,713	\$29,502
# Eligible for Incentive/Bonus	11	14				
Actual Bonus Paid	9	11		500		795
Total Cash Compensation (Base + Bonus)	25	32	26,208	30,251	32,713	29,775
Annual Base Salary						
By Budget Size:						
\$5,000,001 - \$10,000,000	4	4				31,403
Over \$10,000,000	17	23	26,125	29,411	31,928	29,146
By Geographic Location:						
Allegheny County	20	26	26,094	30,348	33,250	29,817
Outside of Allegheny County	5	6		27,841		28,136
By Field of Service:						
Counseling - Behavioral Hlth & Wellness	5	10		29,297		28,473
Social Support	8	9		31,200		30,743
By Primary Source of Funding:						
Government	18	25	26,063	28,392	32,334	28,970
Program services fee	4	4				29,968
By Number of Employees:						
51 - 100	5	6		29,474		29,775
More than 100	18	24	26,146	29,297	31,762	29,001
By Level of Education Required:						
High School Diploma	12	14	25,517	28,236	34,296	28,580
Associate's Degree	6	6		29,401		30,070
Bachelor's Degree	6	8		30,712		29,939
By Sex of Employee:						
Female	25	32	26,146	29,391	32,713	29,502
By Race/Ethnicity of Employee:						
Black or African American	5	5		28,392		26,733
White	20	26	26,286	30,348	34,296	30,207
By Number of Years in Position:						
Up to 5 Years	11	12	25,938	28,413	32,354	28,676
6 - 10 Years	7	7		28,392		30,230

Determines organization needs for information management and manages the development and implementation systems and programs to meet those needs in a cost-effective, timely manner. Manages information technology functions including systems applications and development, database administration, financial systems, desktop support, web site development and maintenance, intra- and inter-networks, and internal telecommunications. Advises on purchase of new computer hardware and software.

Other sample job titles: MIS Director, Chief Technology Officer

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	14	14	\$69,493	\$75,806	\$85,933	\$76,889
# Eligible for Incentive/Bonus	7	7				
Actual Bonus Paid	4	4				3,356
Total Cash Compensation (Base + Bonus)	14	14	70,476	75,806	85,933	77,848
Annual Base Salary						
By Budget Size:						
Over \$10,000,000	9	9		72,100		75,967
By Geographic Location:						
Allegheny County	13	13	70,283	76,398	86,587	77,688
By Primary Source of Funding:						
Government	10	10		73,657		75,892
By Number of Employees:						
More than 100	9	9		75,213		76,769
By Level of Education Required:						
Bachelor's Degree	9	9		76,691		77,764
Master's Degree	4	4				75,338
By Sex of Employee:						
Male	11	11		76,398		78,686
By Race/Ethnicity of Employee:						
White	13	13	68,994	75,213	82,801	76,243
By Number of Years in Position:						
Up to 5 Years	5	5		70,574		69,360
6 - 10 Years	4	4				79,378
By Number of Employees Managed:						
1 to 3	8	8		74,249		77,081

Information Technology Manager

560

Provides day-to-day management of information technology functions including computer operations, applications and systems programming and networks. Analyzes the needs of departments and plans, organizes and implements new and/or modified systems to handle those needs; determines costs and budgets for information technology projects and controls costs to approved budgets; identifies training needs among staff and develops/implements training programs to enhance computer skills throughout the organization.

Other sample job titles: Senior Technology Consultant, Systems Administrator

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	25	27	\$46,010	\$52,790	\$57,595	\$52,445
# Eligible for Incentive/Bonus	11	12				
Actual Bonus Paid	9	10		500		1,005
Total Cash Compensation (Base + Bonus)	25	27	46,176	53,831	57,595	52,818
Annual Base Salary						
By Budget Size:						
\$750,001 - \$2,000,000	4	4				47,284
\$2,000,001 - \$5,000,000	6	6		56,899		57,308
\$5,000,001 - \$10,000,000	4	4				46,587
Over \$10,000,000	11	13	46,592	55,474	58,282	53,592
By Geographic Location:						
Allegheny County	22	24	46,052	52,666	58,079	52,899
By Field of Service:						
Counseling - Behavioral Hlth & Wellness	6	6		52,395		49,403
Education and Child Care Services	5	6		55,994		53,803
Social Support	4	5		46,176		49,134
By Primary Source of Funding:						
Government	15	17	45,407	53,331	57,918	51,452
Program services fee	4	4				55,593
By Number of Employees:						
21 - 50	7	7		56,763		55,274
More than 100	15	17	46,093	53,331	57,918	51,944
By Level of Education Required:						
Bachelor's Degree	14	15	46,010	52,790	57,075	52,333
By Sex of Employee:						
Male	18	20	46,052	52,395	57,465	52,756
Female	6	6		50,170		50,443
By Race/Ethnicity of Employee:						
White	22	24	45,105	52,395	57,065	51,288
By Number of Years in Position:						
Up to 5 Years	7	7		52,790		54,309
6 - 10 Years	8	8		47,331		49,052
By Number of Employees Managed:						
1 to 3	11	11		49,858		49,612

Develops and maintains computerized databases including base definition, structure, documentation, operations and security. Sets up master files and ensures accuracy and completeness of all data; participates in exchanges of data (e.g., the Big List). Protects integrity of data using proper security controls.

Other sample job titles: Data Services Manager, Database Programmer, MIS Coordinator

	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	11	13	\$37,898	\$41,434	\$50,388	\$44,410
# Eligible for Incentive/Bonus	5	7				
Actual Bonus Paid	3	3				
Total Cash Compensation (Base + Bonus)	11	13	38,023	41,434	50,388	44,537
Annual Base Salary						
By Budget Size:						
\$2,000,001 - \$5,000,000	4	4				38,153
Over \$10,000,000	5	7		46,176		46,131
By Geographic Location:						
Allegheny County	9	11		41,434		44,650
By Primary Source of Funding:						
Contributions from individuals	4	4				45,849
Government	7	9		40,997		43,770
By Number of Employees:						
21 - 50	5	5		43,243		45,328
More than 100	4	6		44,658		46,634
By Level of Education Required:						
Bachelor's Degree	6	6		42,120		44,010
By Sex of Employee:						
Male	4	4				44,346
Female	8	9		41,434		44,438
By Race/Ethnicity of Employee:						
White	10	12	37,877	42,120	51,423	44,658

Network Technician

570

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

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

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	14	15	\$36,795	\$44,803	\$47,692	\$43,349
# Eligible for Incentive/Bonus	3	3				
Actual Bonus Paid	3	3				
Total Cash Compensation (Base + Bonus)	14	15	37,149	44,803	47,851	43,444
Annual Base Salary						
By Budget Size:						
Over \$10,000,000	8	9		42,120		42,589
By Geographic Location:						
Allegheny County	12	13	36,608	44,990	47,772	43,836
By Primary Source of Funding:						
Government	11	12	36,884	44,013	47,552	43,664
By Number of Employees:						
More than 100	9	10		43,462		43,455
By Level of Education Required:						
Bachelor's Degree	12	12	38,392	45,594	47,811	44,632
By Sex of Employee:						
Male	10	11		44,803		44,212
Female	4	4				40,976
By Race/Ethnicity of Employee:						
White	13	14	36,702	44,013	47,732	43,146

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

Other sample job titles: PC Support Specialist, Systems Specialist

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	24	34	\$30,155	\$34,241	\$37,164	\$34,122
# Eligible for Incentive/Bonus	11	16				
Actual Bonus Paid	6	8		500		654
Total Cash Compensation (Base + Bonus)	24	34	30,155	34,834	37,608	34,275
Annual Base Salary						
By Budget Size:						
Over \$10,000,000	18	28	30,342	34,040	36,920	34,086
By Geographic Location:						
Allegheny County	20	28	31,247	34,241	37,487	34,599
Outside of Allegheny County	4	6		32,012		31,893
By Field of Service:						
Counseling - Behavioral Hlth & Wellness	5	8		34,476		33,381
Social Support	8	12	29,157	35,329	41,304	35,489
By Primary Source of Funding:						
Government	19	28	30,358	34,040	36,993	34,132
By Number of Employees:						
21 - 50	4	5		35,360		35,298
More than 100	17	26	30,104	34,040	36,753	33,630
By Level of Education Required:						
Associate's Degree	7	9		34,348		35,717
Bachelor's Degree	15	19	27,040	33,946	39,811	33,475
By Sex of Employee:						
Male	20	25	30,070	34,133	36,816	33,627
Female	7	9		35,194		35,496
By Race/Ethnicity of Employee:						
White	24	33	30,150	34,133	36,983	33,913
By Number of Years in Position:						
Up to 5 Years	16	20	30,654	34,040	39,099	34,260
6 - 10 Years	5	5		35,360		36,222
By Number of Employees Managed:						
1 to 3	4	4				42,302

Data Entry Operator

580

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

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

	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	24	32	\$21,508	\$24,950	\$28,616	\$25,288
# Eligible for Incentive/Bonus	9	13				
Actual Bonus Paid	7	8		505		685
Total Cash Compensation (Base + Bonus)	24	32	21,658	25,127	28,886	25,459
Annual Base Salary						
By Budget Size:						
\$750,001 - \$2,000,000	6	10		24,950		24,825
\$2,000,001 - \$5,000,000	7	7		27,622		27,296
Over \$10,000,000	7	10		27,415		26,379
By Geographic Location:						
Allegheny County	18	26	21,710	25,480	28,356	25,444
Outside of Allegheny County	6	6		23,203		24,610
By Field of Service:						
Counseling - Behavioral Hlth & Wellness	6	11		24,794		24,650
Education and Child Care Services	4	5		23,275		23,699
Social Support	6	6		29,152		28,867
By Primary Source of Funding:						
Government	15	22	21,710	24,867	28,793	25,847
Program services fee	5	5		20,800		22,697
By Number of Employees:						
21 - 50	9	12	19,885	23,764	28,605	24,294
51 - 100	4	5		21,632		24,199
More than 100	9	12	23,613	26,936	28,616	25,893
By Level of Education Required:						
High School Diploma	18	25	20,405	24,627	28,486	24,484
By Sex of Employee:						
Female	23	30	21,300	24,950	28,793	25,328
By Race/Ethnicity of Employee:						
Black or African American	7	7		26,998		25,920
White	20	25	21,133	24,794	28,580	25,111
By Number of Years in Position:						
Up to 5 Years	14	17	19,927	26,000	29,027	25,086
11 - 20 Years	4	4				27,373

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

Other sample job titles: Manager of Electronic Media, Webmaster

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	4	4				\$47,497
# Eligible for Incentive/Bonus	2	2				
Actual Bonus Paid						
Total Cash Compensation (Base + Bonus)	4	4				47,497
				Annual Base Salary		
By Geographic Location:						
Allegheny County	4	4				47,497

Attorney, Legal Aid/Advocacy

Provides a wide variety of legal services to clients of an advocacy or legal aid-type of organization. Represents clients in court and other venues as necessary. Requires admission to practice law/membership in the State Bar Association.

Other sample job titles: Project Attorney, Staff Attorney

	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	6	31	\$39,790	\$45,386	\$52,000	\$49,621
# Eligible for Incentive/Bonus	2	3				
Actual Bonus Paid	1	1				
Total Cash Compensation (Base + Bonus)	6	31	39,790	45,386	52,000	49,637
Annual Base Salary						
By Geographic Location:						
Allegheny County	4	28	39,463	43,586	52,000	49,376
By Primary Source of Funding:						
Government	5	28	39,463	43,586	51,985	49,366
By Level of Education Required:						
Legal Degree	6	31	39,790	45,386	52,000	49,621
By Sex of Employee:						
Female	6	28	39,899	46,374	52,344	50,739
By Race/Ethnicity of Employee:						
White	6	27	39,790	44,262	52,000	49,892
By Number of Years in Position:						
Up to 5 Years	4	20	38,854	40,383	50,066	47,366
6 - 10 Years	4	8		48,443		49,145

Organizes, mobilizes and informs organization's target population. May recruit and train volunteers to assist within the realm of the organization's mission statement. Creates campaigns and makes presentations to community, business and media leaders.

Other sample job titles: Community Educator, Community Liaison, Outreach Worker

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	12	30	\$27,877	\$31,512	\$35,485	\$32,105
# Eligible for Incentive/Bonus	7	10				
Actual Bonus Paid	5	7		500		679
Total Cash Compensation (Base + Bonus)	12	30	27,909	31,596	36,110	32,263
Annual Base Salary						
By Geographic Location:						
Allegheny County	9	20	27,399	32,261	35,786	32,501
By Field of Service:						
Social Support	4	12	25,459	29,100	34,903	29,599
By Primary Source of Funding:						
Government	10	27	27,394	30,805	35,006	31,371
By Level of Education Required:						
Bachelor's Degree	5	17	29,370	34,965	36,234	33,132
By Sex of Employee:						
Male	4	4				33,270
Female	12	26	27,342	30,920	35,485	31,926
By Race/Ethnicity of Employee:						
Black or African American	6	11		30,701		31,376
White	8	19	28,662	31,990	36,421	32,527
By Number of Years in Position:						
Up to 5 Years	7	16	28,667	33,748	35,859	32,928
6 - 10 Years	5	9		28,038		30,019

Facilities Manager

655

Manages the construction and maintenance of facilities, grounds and equipment. Plans, budgets and schedules facility modifications. Ensures compliance with government health and safety standards. Reviews/analyzes proposals for capital projects and advises senior management on acceptance. Manages capital projects to ensure compliance with budgets and contracts. Manages service contracts. Supervises maintenance and technical staff. May have responsibility for maintenance of organization's vehicles.

Other sample job titles: Chief of Maintenance & Security, Director of Physical Plant

	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	21	21	\$46,655	\$54,392	\$62,544	\$54,632
# Eligible for Incentive/Bonus	7	7				
Actual Bonus Paid	4	4				481
Total Cash Compensation (Base + Bonus)	21	21	46,655	54,892	62,544	54,724
Annual Base Salary						
By Budget Size:						
Over \$10,000,000	15	15	49,067	54,443	62,088	54,447
By Geographic Location:						
Allegheny County	19	19	49,067	54,443	63,000	56,485
By Field of Service:						
Culture/Arts	4	4				61,376
Social Support	6	6		49,592		50,324
By Primary Source of Funding:						
Government	15	15	49,670	54,443	62,088	54,775
By Number of Employees:						
More than 100	15	15	49,067	56,160	63,000	56,761
By Level of Education Required:						
High School Diploma	5	5		53,269		52,495
Bachelor's Degree	11	11		56,160		57,101
By Sex of Employee:						
Male	19	19	44,741	54,392	63,000	54,623
By Race/Ethnicity of Employee:						
White	20	20	45,698	53,883	62,772	54,556
By Number of Years in Position:						
Up to 5 Years	8	8		46,207		49,462
11 - 20 Years	6	6		53,908		58,585
By Number of Employees Managed:						
1 to 3	8	8		46,655		48,686
4 to 8	4	4				48,204

Manages and coordinates the organization's housekeeping operations to ensure facilities are maintained in a clean, safe manner. Ensures custodial and maintenance activities comply with health, fire and other safety regulations. Tours facilities to identify custodial needs. Emphasizes preventive maintenance. Ensures adequate stock of cleaning tools and supplies. Coordinates cleaning and maintenance activities with departments and responds quickly to emergency problems. Supervises and trains staff.

Other sample job titles: Assistant Facilities Manager, Building Supervisor, Maintenance Foreman

	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	36	48	\$31,538	\$36,754	\$42,213	\$37,531
# Eligible for Incentive/Bonus	16	21				
Actual Bonus Paid	11	13	500	500	1,372	927
Total Cash Compensation (Base + Bonus)	36	48	32,594	37,170	42,213	37,782
Annual Base Salary						
By Budget Size:						
\$750,001 - \$2,000,000	7	8		30,316		31,054
\$2,000,001 - \$5,000,000	7	7		32,240		33,533
\$5,000,001 - \$10,000,000	7	8		37,659		39,321
Over \$10,000,000	15	25	36,400	38,854	43,732	40,150
By Geographic Location:						
Allegheny County	30	42	35,147	37,867	42,759	38,969
Outside of Allegheny County	6	6		27,071		27,463
By Field of Service:						
Basic Material Need	4	4				31,127
Social Support	15	20	28,880	36,473	42,213	36,252
By Primary Source of Funding:						
Contributions from foundations or trusts	4	5		34,986		40,970
Government	23	30	29,687	36,754	41,881	36,298
Program services fee	5	8		36,920		39,641
By Number of Employees:						
21 - 50	5	5		26,582		30,983
51 - 100	6	7		44,990		41,838
More than 100	22	32	35,095	37,648	41,933	38,167
By Level of Education Required:						
High School Diploma	25	29	29,682	36,400	39,440	35,428
By Sex of Employee:						
Male	33	43	32,240	37,440	42,286	37,826
Female	5	5		35,360		34,994
By Race/Ethnicity of Employee:						
Black or African American	4	4				34,464
White	31	43	33,654	36,754	42,286	37,940
By Number of Years in Position:						
Up to 5 Years	15	15	32,240	35,360	42,598	36,698
6 - 10 Years	9	9		30,035		34,549
11 - 20 Years	4	4				37,836
Over 20 Years	6	6		43,505		44,338
By Number of Employees Managed:						
1 to 3	11	11		31,304		32,189
4 to 8	9	10		36,754		37,729

Maintenance Technician or Specialist**665**

Performs a wide variety of semi-skilled maintenance duties related to the organization's residential, program, and office facilities. Duties include: routine maintenance of office equipment, painting of facilities, routine plumbing (e.g., repair/replace leaking faucets, unplug blockages), light construction (e.g., shelves, door repair, replacing ceiling tiles), routine electrical (e.g., replace light switches and electric outlets, troubleshooting/repairing fuse outages), preventive maintenance (e.g., clean furnace and air conditioning screens, oil motors and moving parts) and similar activities.

Other sample job titles: Maintenance Mechanic, Structural Trades Worker

	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	42	181	\$22,880	\$26,915	\$31,845	\$27,482
# Eligible for Incentive/Bonus	14	39				
Actual Bonus Paid	11	29	500	500	1,238	858
Total Cash Compensation (Base + Bonus)	42	181	22,880	27,019	32,032	27,619
Annual Base Salary						
By Budget Size:						
\$750,001 - \$2,000,000	4	4				29,063
\$2,000,001 - \$5,000,000	8	15	20,800	24,960	31,200	26,696
\$5,000,001 - \$10,000,000	8	19	21,424	24,648	29,182	25,547
Over \$10,000,000	21	142	23,317	27,040	32,173	27,843
By Geographic Location:						
Allegheny County	34	171	22,880	26,790	31,949	27,528
Outside of Allegheny County	8	10		29,526		26,695
By Field of Service:						
Basic Material Need	5	10		25,449		25,965
Counseling - Behavioral Hlth & Wellness	5	24	21,882	25,033	29,963	26,517
Education and Child Care Services	5	8		25,889		26,598
Social Support	14	95	24,045	27,290	32,282	27,989
By Primary Source of Funding:						
Contributions from individuals	4	5		31,200		29,790
Contributions from foundations or trusts	5	11		34,736		31,881
Government	26	146	22,880	27,040	31,965	27,485
Program services fee	5	16	21,253	23,953	25,677	24,307
By Number of Employees:						
21 - 50	6	7		20,800		25,325
51 - 100	9	22	24,513	29,848	36,447	30,116
More than 100	25	150	22,880	26,125	31,231	27,151
By Level of Education Required:						
High School Diploma	35	96	21,975	24,960	31,200	26,863
By Sex of Employee:						
Male	39	162	23,317	27,040	32,120	27,711
Female	5	7		22,492		24,264
By Race/Ethnicity of Employee:						
Black or African American	12	18	21,222	24,835	26,853	24,866
White	38	151	23,400	27,352	32,282	27,878
By Number of Years in Position:						
Up to 5 Years	25	48	21,362	24,360	29,900	25,880
6 - 10 Years	19	25	24,225	30,430	34,372	29,958
11 - 20 Years	6	9		30,035		30,868

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

Other sample job titles: Field Technician, Groundskeeper, Landscaper

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	7	14	\$18,304	\$18,720	\$29,109	\$23,115
# Eligible for Incentive/Bonus	3	4				
Actual Bonus Paid	1	2				
Total Cash Compensation (Base + Bonus)	7	14	18,304	18,720	29,241	23,187
				Annual Base Salary		
By Budget Size:						
Over \$10,000,000	4	10		18,720		21,986
By Geographic Location:						
Allegheny County	6	13	18,096	18,720	28,083	22,512
By Primary Source of Funding:						
Government	5	11		18,720		22,801
By Number of Employees:						
More than 100	5	11		18,720		22,635
By Level of Education Required:						
High School Diploma	6	10		22,880		23,376
By Sex of Employee:						
Male	5	9		18,574		22,552
By Race/Ethnicity of Employee:						
White	5	8		22,818		23,552
By Number of Years in Position:						
Up to 5 Years	4	6		27,051		24,441

Janitor or Custodian

675

Cleans facilities and work areas including furnishings, bathrooms, fixtures, walls and floors to ensure they meet health and safety standards and present an attractive appearance. Uses maintenance supplies; removes waste material; maintains inventory of tools and supplies. May perform routine repair of equipment and facilities and load/unload deliveries.

Other sample job titles: Facilities Assistant, Housekeeper, Utility Worker

	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	45	286	\$16,952	\$19,365	\$23,935	\$20,500
# Eligible for Incentive/Bonus	17	69				
Actual Bonus Paid	10	26	288	500	542	499
Total Cash Compensation (Base + Bonus)	45	286	16,952	19,365	23,935	20,545
Annual Base Salary						
By Budget Size:						
\$750,001 - \$2,000,000	11	19	15,600	18,720	24,710	20,822
\$2,000,001 - \$5,000,000	7	14	14,872	15,964	18,819	17,019
\$5,000,001 - \$10,000,000	8	53	16,640	17,077	19,760	18,767
Over \$10,000,000	16	197	17,504	20,197	26,354	21,210
By Geographic Location:						
Allegheny County	35	270	16,952	19,656	24,710	20,696
Outside of Allegheny County	10	16	15,621	17,046	17,566	17,191
By Field of Service:						
Basic Material Need	4	6		16,110		18,547
Counseling - Behavioral Hlth & Wellness	6	17	16,806	21,320	23,629	20,475
Family Support and Preservation	5	20	19,115	19,760	21,034	20,647
Social Support	15	129	16,952	18,720	20,696	19,511
By Primary Source of Funding:						
Contributions from foundations or trusts	5	23	16,640	16,640	16,640	17,304
Government	30	167	17,493	19,490	22,277	20,396
Program services fee	6	84	15,314	23,452	26,957	21,678
By Number of Employees:						
6 - 20	5	10		21,975		22,895
21 - 50	12	22	16,297	18,606	21,814	19,337
51 - 100	5	8		15,975		17,389
More than 100	23	246	16,952	19,596	24,528	20,608
By Level of Education Required:						
High School Diploma	38	198	16,614	19,365	26,957	20,662
By Sex of Employee:						
Male	39	144	16,640	20,457	26,957	21,210
Female	25	139	17,181	19,219	20,696	19,774
By Race/Ethnicity of Employee:						
Black or African American	24	74	16,640	18,128	19,864	18,653
White	33	205	17,296	20,155	26,489	21,228
By Number of Years in Position:						
Up to 5 Years	31	89	16,640	18,366	20,187	19,173
6 - 10 Years	10	13	17,160	20,467	24,513	20,776
11 - 20 Years	9	9		20,800		20,895
Over 20 Years	7	10		22,689		24,167

Operates vehicles such as cars, vans and pickup trucks to transport clients, materials, merchandise and equipment to assigned destinations. Loads/unloads vehicles as necessary. Cleans, services and maintains vehicles and performs minor repairs. May assist clients unable to enter or exit vehicle independently. A valid Pennsylvania driver's license is required.

Other sample job titles: Courier, Van Driver

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	26	197	\$17,639	\$18,928	\$21,320	\$19,763
# Eligible for Incentive/Bonus	13	149				
Actual Bonus Paid	12	49	345	500	500	450
Total Cash Compensation (Base + Bonus)	26	197	17,639	18,949	21,435	19,875
Annual Base Salary						
By Budget Size:						
\$2,000,001 - \$5,000,000	6	13	19,666	20,800	24,804	22,048
\$5,000,001 - \$10,000,000	4	19	15,309	15,309	16,640	16,158
Over \$10,000,000	14	162	17,852	19,095	21,770	19,987
By Geographic Location:						
Allegheny County	21	168	17,680	19,240	21,840	20,052
Outside of Allegheny County	5	29	16,619	17,742	18,762	18,087
By Field of Service:						
Social Support	12	147	17,160	18,512	20,384	18,936
By Primary Source of Funding:						
Government	22	188	17,680	19,115	21,320	19,822
By Number of Employees:						
51 - 100	5	19	20,613	24,960	26,000	23,284
More than 100	18	172	17,160	18,720	20,800	19,220
By Level of Education Required:						
High School Diploma	19	100	16,640	18,970	23,229	20,321
By Sex of Employee:						
Male	23	159	17,680	18,741	20,800	19,652
Female	15	36	17,269	20,509	22,927	20,366
By Race/Ethnicity of Employee:						
Black or African American	13	41	17,639	20,634	22,682	20,441
White	21	152	17,680	18,814	20,800	19,649
By Number of Years in Position:						
Up to 5 Years	19	59	16,640	20,197	22,936	20,263
6 - 10 Years	10	20	17,742	18,252	22,953	20,238
11 - 20 Years	8	11		20,717		21,343

Security Guard or Officer

685

Patrols organization premises to control access to those having legitimate business with the organization. Investigates unusual or suspicious situations. Maintains visitor and other records. Enforces organization policies and procedures during and after normal working hours. Escorts staff and clients to vehicles after hours. Assists in emergencies. May operate fire equipment, radios, administer CPR and first aid. May act as reception and provide identification cards.

Other sample job titles: Client Safety Assistant, Safety Monitor

	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	13	101	\$18,814	\$22,880	\$23,691	\$22,036
# Eligible for Incentive/Bonus	3	5				
Actual Bonus Paid	1	1				
Total Cash Compensation (Base + Bonus)	13	101	18,814	22,880	23,691	22,041
Annual Base Salary						
By Budget Size:						
Over \$10,000,000	7	75	21,778	22,880	23,691	22,763
By Geographic Location:						
Allegheny County	10	90	20,655	22,880	23,728	22,527
By Field of Service:						
Social Support	6	71	21,486	22,880	23,691	22,640
By Primary Source of Funding:						
Government	7	73	21,320	22,880	23,691	22,658
By Number of Employees:						
More than 100	8	81	21,965	23,088	23,972	23,029
By Level of Education Required:						
High School Diploma	12	83	19,760	22,880	23,691	22,153
By Sex of Employee:						
Male	11	62	18,720	22,475	24,570	22,004
Female	6	38	22,880	22,880	23,483	22,012
By Race/Ethnicity of Employee:						
Black or African American	5	26	18,720	22,880	23,437	21,658
White	9	74	18,860	22,880	23,946	22,129
By Number of Years in Position:						
Up to 5 Years	7	65	19,240	22,880	23,525	21,838

Purchases supplies and materials from vendors. Researches prices and buys items based on best price commensurate with quality and/or volume. Communicates and negotiates with vendors and outside sales representatives regarding rates, vendor discounts, incorrect orders. Maintains invoice files and other related records.

Other sample job titles: Buyer, Inventory Coordinator

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	4	5		\$31,554		\$36,130
# Eligible for Incentive/Bonus						
Actual Bonus Paid						
Total Cash Compensation (Base + Bonus)	4	5		31,554		36,130
				Annual Base Salary		
By Budget Size:						
Over \$10,000,000	4	5		31,554		36,130
By Geographic Location:						
Allegheny County	4	5		31,554		36,130
By Number of Employees:						
More than 100	4	5		31,554		36,130
By Race/Ethnicity of Employee:						
White	4	5		31,554		36,130

Director, Medical Services

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Provides leadership and oversight to organization's medical and health service programs; provides direction, consultation, support to medical practitioners; oversees the quality assurance program; ensures compliance with medical risk management and health care related regulations and policies; develops and implements in-service training programs for clinical programs and services; develops policies and protocols to ensure quality client/patient services and care; may provide direct patient care (e.g., conduct physical examination, determine course of treatment, provide treatment, document patient files). Participates as a member of the senior management team in the development and implementation of organization-wide policies and programs that will contribute to its overall success. Requires State of Pennsylvania licensure as a Medical Doctor.

Other sample job titles: Chief Medical Officer

	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	5	6		\$185,921		\$178,908
# Eligible for Incentive/Bonus	3	3				
Actual Bonus Paid	3	3				
Total Cash Compensation (Base + Bonus)	5	6		187,970		180,866
Annual Base Salary						
By Geographic Location:						
Allegheny County	4	5		171,829		174,687
By Number of Employees:						
More than 100	4	4				188,583
By Level of Education Required:						
Medical Degree	5	6		200,013		184,717
By Sex of Employee:						
Male	4	4				180,638
By Race/Ethnicity of Employee:						
White	5	6		185,921		178,908

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

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

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		Average
				Median (50%)	75th %ile	
Salary and Incentives - All Organizations:						
Base Salary - All Employees	9	9		\$63,752		\$67,246
# Eligible for Incentive/Bonus	3	3				
Actual Bonus Paid	3	3				
Total Cash Compensation (Base + Bonus)	9	9		63,752		68,080
				Annual Base Salary		
By Budget Size:						
\$5,000,001 - \$10,000,000	4	4				78,655
By Geographic Location:						
Allegheny County	7	7		63,752		63,494
By Primary Source of Funding:						
Government	5	5		59,509		65,799
Program services fee	4	4				69,056
By Number of Employees:						
More than 100	5	5		85,010		79,926
By Level of Education Required:						
RN/NP	4	4				56,274
By Sex of Employee:						
Female	7	7		63,752		65,675
By Race/Ethnicity of Employee:						
White	8	8		61,631		64,389
By Number of Employees Managed:						
15 and over	5	5		66,976		76,319

Director of Nursing

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

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

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	7	11		\$65,000		\$63,213
# Eligible for Incentive/Bonus	1	1				
Actual Bonus Paid	1	1				
Total Cash Compensation (Base + Bonus)	7	11		65,000		63,252
Annual Base Salary						
By Budget Size:						
Over \$10,000,000	5	9		65,000		63,436
By Geographic Location:						
Allegheny County	7	11		65,000		63,213
By Primary Source of Funding:						
Government	4	7		65,000		63,211
By Number of Employees:						
More than 100	6	10		63,399		62,918
By Level of Education Required:						
RN/NP	7	11		65,000		63,213
By Sex of Employee:						
Female	7	11		65,000		63,213
By Race/Ethnicity of Employee:						
White	7	11		65,000		63,213

Assesses patient's condition; plans and provides professional nursing care to clinic patients; performs medical examinations; evaluates and documents progress; provides health care instruction to patients; may dispense and administer medications; may provide leadership within area of expertise and/or direct supervision to para-professionals and support staff. Position requires a current Pennsylvania Registered Nurse license.

Other sample job titles: Acute Care Nurse, Charge Nurse, Health Center Nurse

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	28	297	\$43,680	\$49,920	\$53,664	\$49,642
# Eligible for Incentive/Bonus	12	70				
Actual Bonus Paid	9	28	500	500	1,188	825
Total Cash Compensation (Base + Bonus)	28	297	43,680	49,920	53,831	49,719
Annual Base Salary						
By Budget Size:						
\$5,000,001 - \$10,000,000	6	93	43,368	46,197	50,721	47,272
Over \$10,000,000	18	189	43,680	51,366	57,872	50,971
By Geographic Location:						
Allegheny County	23	273	44,907	49,920	54,507	50,374
Outside of Allegheny County	5	24	36,120	40,259	46,800	41,309
By Field of Service:						
Counseling - Behavioral Hlth & Wellness	5	38	39,676	41,434	50,674	44,278
Education and Child Care Services	4	10		48,839		51,827
Health and Health Education	5	128	44,242	47,840	50,819	47,938
Social Support	13	119	49,109	52,437	62,005	53,086
By Primary Source of Funding:						
Government	23	198	43,613	51,278	57,368	50,622
Program services fee	5	99	44,138	47,840	49,920	47,680
By Number of Employees:						
More than 100	24	261	43,680	49,920	54,247	49,747
By Level of Education Required:						
RN/NP	28	297	43,680	49,920	53,664	49,642
By Sex of Employee:						
Male	6	13	46,665	49,629	55,611	51,057
Female	27	276	43,680	49,868	53,975	49,588
By Race/Ethnicity of Employee:						
Black or African American	7	15	41,995	45,448	52,000	48,843
White	26	272	43,680	49,920	54,330	49,697
By Number of Years in Position:						
Up to 5 Years	19	128	41,600	45,739	49,920	45,743
6 - 10 Years	10	30	42,167	48,641	51,283	48,238
11 - 20 Years	6	21	47,455	52,811	56,639	51,850

Nurse Practitioner

Provides primary care to clinic patients including taking histories; performing physical examinations; conducting laboratory tests; diagnosing and determining/providing appropriate treatment for common illnesses and injuries. Prescribes medications with furnishing license. Performs duties independently within the scope and limitations of licensure. Position requires a master's degree in nursing and advanced education in the primary care of patients.

Other sample job titles: Certified Nurse Midwife, Clinician

	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	6	31	\$64,002	\$70,054	\$75,005	\$69,489
# Eligible for Incentive/Bonus	3	14				
Actual Bonus Paid	1	1				
Total Cash Compensation (Base + Bonus)	6	31	64,002	70,054	75,005	69,505
Annual Base Salary						
By Geographic Location:						
Allegheny County	5	29	63,201	70,054	75,078	69,463
By Field of Service:						
Health and Health Education	4	28	62,801	69,940	74,922	69,223
By Number of Employees:						
More than 100	4	26	64,907	71,032	75,041	70,263
By Level of Education Required:						
RN/NP	6	31	64,002	70,054	75,005	69,489
By Sex of Employee:						
Female	5	30	63,602	69,940	74,755	69,266
By Race/Ethnicity of Employee:						
White	5	29	63,201	69,826	74,652	69,080

Under the direct supervision of a physician with a Physician's Assistant Supervisory license, provides primary care to clinic patients including taking histories and performing routine physicals, diagnosing and treating common illnesses and injuries. Position requires Pennsylvania licensure as a Physician's Assistant.

Other sample job titles: Licensed Physician Assistant

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	5	5		\$78,291		\$79,693
# Eligible for Incentive/Bonus	4	4				
Actual Bonus Paid	2	2				
Total Cash Compensation (Base + Bonus)	5	5		78,291		80,129
				Annual Base Salary		
By Number of Employees:						
More than 100	4	4				78,619
By Level of Education Required:						
Physician's Assistant	5	5		78,291		79,693
By Race/Ethnicity of Employee:						
White	5	5		78,291		79,693

Licensed Vocational Nurse

Interviews patients and documents patient histories; assists physicians in examinations; provides treatment in accordance with physician's instructions; administers medications; draws blood; provides health care instruction to patients. Requires licensure by the State of Pennsylvania as a Licensed Vocational Nurse.

Other sample job titles: Licensed Practical Nurse

	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	18	146	\$33,363	\$36,656	\$41,600	\$37,170
# Eligible for Incentive/Bonus	10	24				
Actual Bonus Paid	5	14	258	425	500	390
Total Cash Compensation (Base + Bonus)	18	146	33,363	36,656	41,600	37,208
Annual Base Salary						
By Budget Size:						
Over \$10,000,000	12	132	33,800	37,170	41,600	37,646
By Geographic Location:						
Allegheny County	15	134	33,800	37,264	41,600	37,751
By Field of Service:						
Counseling - Behavioral Hlth & Wellness	4	14	27,040	28,746	34,148	30,485
Social Support	9	107	35,006	37,274	41,600	38,154
By Primary Source of Funding:						
Government	13	129	33,363	36,088	40,206	36,914
Program services fee	4	8		37,440		36,587
By Number of Employees:						
More than 100	15	143	33,363	36,912	41,600	37,208
By Level of Education Required:						
LVN/LPN	16	136	33,363	36,140	40,206	36,793
By Sex of Employee:						
Female	18	139	33,363	36,400	41,600	37,161
By Race/Ethnicity of Employee:						
Black or African American	6	8		34,060		36,475
White	15	137	33,582	37,086	41,205	37,232
By Number of Years in Position:						
Up to 5 Years	11	33	28,808	33,363	38,968	35,570

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

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

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	11	76	\$18,980	\$22,121	\$25,241	\$22,650
# Eligible for Incentive/Bonus	4	50				
Actual Bonus Paid	2	2				
Total Cash Compensation (Base + Bonus)	11	76	18,980	22,121	25,241	22,669
Annual Base Salary						
By Budget Size:						
Over \$10,000,000	8	64	19,672	22,277	24,960	22,538
By Geographic Location:						
Allegheny County	10	69	19,126	22,610	26,031	22,940
By Field of Service:						
Health and Health Education	5	54	19,001	22,402	24,710	22,715
By Primary Source of Funding:						
Government	7	57	19,718	22,360	24,357	22,552
By Number of Employees:						
More than 100	9	71	18,970	20,821	24,502	22,162
By Level of Education Required:						
High School Diploma	4	53	18,720	20,634	23,723	21,722
By Sex of Employee:						
Female	11	75	19,011	22,194	25,334	22,703
By Race/Ethnicity of Employee:						
Black or African American	5	13	21,081	24,960	30,836	25,706
White	8	62	18,908	20,811	24,284	22,076
By Number of Years in Position:						
Up to 5 Years	5	20	18,720	18,845	21,976	20,530

Health Educator

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

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

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		Average
				Median (50%)	75th %ile	
Salary and Incentives - All Organizations:						
Base Salary - All Employees	7	11		\$34,674		\$35,131
# Eligible for Incentive/Bonus	3	6				
Actual Bonus Paid	3	6				
Total Cash Compensation (Base + Bonus)	7	11		34,774		35,217
				Annual Base Salary		
By Geographic Location:						
Allegheny County	5	9		34,674		35,182
By Primary Source of Funding:						
Government	5	9		34,965		35,822
By Level of Education Required:						
Bachelor's Degree	5	8		34,684		34,346
By Sex of Employee:						
Female	6	7		35,672		35,880
By Race/Ethnicity of Employee:						
White	6	9		34,403		35,053

Participates in the delivery of health care services to patients; schedules clinic appointments (both patients and health care practitioners); refers and follows up with patients to ensure they received appropriate care; maintains accurate and complete medical records; processes/records test results; coordinates services with other clinic departments; counsels patients in where/how to obtain needed services; may perform crisis intervention. This position typically requires a bachelor's degree (or equivalent) in a health-related field and Community Health Worker certification.

Other sample job titles: Health Resource Specialist, Medical Advocate

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	11	37	\$24,263	\$29,370	\$30,296	\$27,693
# Eligible for Incentive/Bonus	5	22				
Actual Bonus Paid	3	8				
Total Cash Compensation (Base + Bonus)	11	37	24,263	29,533	30,406	27,761
Annual Base Salary						
By Budget Size:						
Over \$10,000,000	4	23	19,198	28,309	30,285	26,555
By Geographic Location:						
Allegheny County	7	23	19,198	28,683	30,306	27,187
Outside of Allegheny County	4	14	26,952	29,838	30,285	28,524
By Field of Service:						
Health and Health Education	5	21	18,980	28,683	30,306	26,910
By Primary Source of Funding:						
Government	7	29	21,278	29,370	30,296	26,945
By Number of Employees:						
21 - 50	4	10		29,630		29,185
More than 100	4	23	19,198	28,309	30,285	26,555
By Level of Education Required:						
High School Diploma	4	10		18,980		23,313
Bachelor's Degree	6	22	28,283	30,015	30,405	29,801
By Sex of Employee:						
Female	11	33	22,079	29,390	30,306	27,622
By Race/Ethnicity of Employee:						
Black or African American	6	9		29,869		29,964
White	6	27	21,278	28,808	30,285	26,789
By Number of Years in Position:						
Up to 5 Years	7	11		29,390		30,393

Patient Financial Services Manager

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Responsible for all credit and collections on patient accounts including insurances, government programs, patient payments; provides financial counseling to patients; creates special accounts; supervises Patient Accounts Representatives.

Other sample job titles: Patient Accounts Supervisor

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	6	9		\$39,042		\$38,039
# Eligible for Incentive/Bonus	3	6				
Actual Bonus Paid	3	6				
Total Cash Compensation (Base + Bonus)	6	9		39,042		38,367
				Annual Base Salary		
By Budget Size:						
Over \$10,000,000	5	8		40,020		38,948
By Geographic Location:						
Allegheny County	4	6		40,020		39,420
By Field of Service:						
Counseling - Behavioral Hlth & Wellness	4	6		35,652		36,407
By Primary Source of Funding:						
Government	5	8		40,020		38,948
By Number of Employees:						
More than 100	6	9		39,042		38,039
By Level of Education Required:						
Bachelor's Degree	5	5		40,997		41,367
By Sex of Employee:						
Female	5	8		36,005		37,170
By Race/Ethnicity of Employee:						
White	6	9		39,042		38,039

Interviews and assists patients in making claims for payments for medical services; works with insurance carrier and government agencies to determine available benefits; prepares and submits documents for reimbursement; bills patients and follows up to collect on delinquent accounts; works with patient to determine payment schedules.

Other sample job titles: Benefit Coordinator, Patient Account Processor

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	5	13	\$21,081	\$23,712	\$26,655	\$24,024
# Eligible for Incentive/Bonus	4	9				
Actual Bonus Paid	3	6				
Total Cash Compensation (Base + Bonus)	5	13	21,331	24,712	26,905	24,293
Annual Base Salary						
By Budget Size:						
Over \$10,000,000	4	12	20,421	24,097	27,139	24,050
By Primary Source of Funding:						
Government	4	12	20,421	24,097	27,139	24,050
By Number of Employees:						
More than 100	5	13	21,081	23,712	26,655	24,024
By Sex of Employee:						
Female	5	13	21,081	23,712	26,655	24,024
By Race/Ethnicity of Employee:						
White	5	12	20,499	24,596	27,139	24,159

Medical Records Clerk

Maintains accurate and complete medical records files on patients; sets up files in accordance with standard procedures; files all documents relating to a client; pulls and prepares files for daily clinic sessions; responds to requests for medical records in accordance with clinic protocols/procedures.

Other sample job titles: Records Specialist

	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	16	33	\$20,051	\$23,234	\$25,303	\$23,394
# Eligible for Incentive/Bonus	7	18				
Actual Bonus Paid	4	7		500		500
Total Cash Compensation (Base + Bonus)	16	33	20,051	23,609	25,303	23,500
Annual Base Salary						
By Budget Size:						
\$5,000,001 - \$10,000,000	6	12	18,471	24,222	28,314	24,258
Over \$10,000,000	8	19	20,800	22,838	23,920	22,760
By Geographic Location:						
Allegheny County	12	26	20,639	23,577	25,132	23,581
Outside of Allegheny County	4	7		21,112		22,702
By Field of Service:						
Counseling - Behavioral Hlth & Wellness	4	10		23,577		23,594
Social Support	6	14	19,854	21,393	23,858	22,119
By Primary Source of Funding:						
Government	11	23	20,800	22,859	24,565	23,491
Program services fee	5	10		23,879		23,171
By Number of Employees:						
More than 100	13	29	20,051	22,859	24,763	23,072
By Level of Education Required:						
High School Diploma	9	16	19,859	23,577	27,004	23,540
By Sex of Employee:						
Female	16	32	19,999	23,380	25,475	23,448
By Race/Ethnicity of Employee:						
Black or African American	7	8		22,360		23,548
White	14	25	20,530	23,234	25,303	23,345
By Number of Years in Position:						
Up to 5 Years	9	16	19,901	22,267	23,920	22,250
6 - 10 Years	6	7		24,960		24,654

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

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

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	14	35	\$22,880	\$27,310	\$33,280	\$28,854
# Eligible for Incentive/Bonus	7	13				
Actual Bonus Paid	4	5		500		513
Total Cash Compensation (Base + Bonus)	14	35	22,880	27,394	33,280	28,928
Annual Base Salary						
By Budget Size:						
Over \$10,000,000	10	29	25,688	27,394	33,644	29,066
By Geographic Location:						
Allegheny County	11	30	25,688	27,425	34,175	29,718
By Field of Service:						
Counseling - Behavioral Hlth & Wellness	6	19	24,149	26,770	29,078	26,947
Social Support	4	8		22,880		26,515
By Primary Source of Funding:						
Government	9	28	25,688	27,352	32,802	28,732
Program services fee	5	7		24,149		29,346
By Number of Employees:						
More than 100	11	32	23,197	27,154	32,802	28,443
By Level of Education Required:						
High School Diploma	6	21	25,688	27,310	31,575	28,734
By Sex of Employee:						
Female	14	33	24,919	27,394	33,644	29,216
By Race/Ethnicity of Employee:						
White	13	32	25,688	27,425	33,826	29,551
By Number of Years in Position:						
Up to 5 Years	7	16	22,204	24,919	27,274	25,276

Receptionist (Medical)

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

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

	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	5	26	\$21,320	\$26,749	\$30,072	\$26,459
# Eligible for Incentive/Bonus	1	11				
Actual Bonus Paid	1	11				
Total Cash Compensation (Base + Bonus)	5	26	21,820	26,749	30,072	26,671
Annual Base Salary						
By Geographic Location:						
Allegheny County	4	24	21,923	27,311	30,519	27,161
By Sex of Employee:						
Female	5	25	21,320	26,458	30,295	26,436
By Race/Ethnicity of Employee:						
White	4	17	21,268	22,422	30,295	25,421

Under the direction of a physician, works with clients to overcome disabilities through therapeutic exercise, massage and other methods. Responsibilities include reviewing and evaluating patients' conditions and medical records, performing tests or measurements, developing programs for treatment plans, helping patients attain maximum muscle strength and motor skills as well as accepting and adjusting to the limiting effects of their disabilities.

Other sample job titles: Aquatic Physical Therapist, Pediatric Physical Therapist

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	5	50	\$72,800	\$95,743	\$106,080	\$90,940
# Eligible for Incentive/Bonus	1	25				
Actual Bonus Paid	1	3				
Total Cash Compensation (Base + Bonus)	5	50	72,800	95,743	106,410	91,038
				Annual Base Salary		
By Geographic Location:						
Allegheny County	4	46	84,547	99,840	106,600	93,089
By Field of Service:						
Social Support	4	43	72,800	101,920	108,160	91,184
By Primary Source of Funding:						
Government	5	50	72,800	95,743	106,080	90,940
By Number of Employees:						
More than 100	4	43	72,800	101,920	108,160	91,184
By Sex of Employee:						
Female	5	38	72,800	89,939	108,160	89,297
By Race/Ethnicity of Employee:						
White	5	49	73,528	99,299	106,080	91,579

Occupational Therapist

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

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

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	7	43	\$64,272	\$74,880	\$84,261	\$75,119
# Eligible for Incentive/Bonus	2	14				
Actual Bonus Paid	2	3				
Total Cash Compensation (Base + Bonus)	7	43	64,272	74,880	84,261	75,160
Annual Base Salary						
By Geographic Location:						
Allegheny County	5	38	66,206	78,229	85,379	77,672
By Field of Service:						
Social Support	6	33	57,439	74,880	87,360	75,021
By Primary Source of Funding:						
Government	7	43	64,272	74,880	84,261	75,119
By Number of Employees:						
More than 100	6	33	57,439	74,880	87,360	75,021
By Sex of Employee:						
Female	7	37	64,491	73,299	84,771	74,605
By Race/Ethnicity of Employee:						
White	7	41	61,558	74,880	84,771	75,330
By Number of Years in Position:						
Up to 5 Years	5	11		65,520		62,334

Helps children and adults with language and hearing disorders develop the communication skills needed for self expression, social interaction, academic success, and employment. Diagnoses and treats such disorders as stuttering, delayed or impaired language, and voice and speaking problems. Observes and tests speech, language, hearing, and perception.

Other sample job titles: Pediatric Speech Pathologist, Speech Therapist

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	7	43	\$49,920	\$57,782	\$63,440	\$61,004
# Eligible for Incentive/Bonus	2	4				
Actual Bonus Paid						
Total Cash Compensation (Base + Bonus)	7	43	49,920	57,782	63,440	61,004
Annual Base Salary						
By Geographic Location:						
Allegheny County	5	36	53,040	58,823	63,628	63,045
By Field of Service:						
Social Support	5	26	51,480	55,900	61,490	63,170
By Primary Source of Funding:						
Government	7	43	49,920	57,782	63,440	61,004
By Number of Employees:						
More than 100	6	28	52,239	56,004	62,957	63,767
By Sex of Employee:						
Female	7	42	49,827	56,898	62,660	59,634
By Race/Ethnicity of Employee:						
White	7	43	49,920	57,782	63,440	61,004

Program Director/Administrator

Provides overall management and direction to one or more large programs including management of staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating program with others in the organization. Typically, this position reports to the Executive Director/Chief Executive Officer, is a member of the senior executive team and directly or indirectly manages a minimum of ten staff. For smaller programs, see Job #810.

Other sample job titles: Director of Consulting, Environmental Programs Director, Training Director, Youth Services Director

	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	19	37	\$54,829	\$69,326	\$84,313	\$72,832
# Eligible for Incentive/Bonus	6	12				
Actual Bonus Paid	4	9		925		2,647
Total Cash Compensation (Base + Bonus)	19	37	54,829	70,167	84,607	73,476
Annual Base Salary						
By Budget Size:						
\$2,000,001 - \$5,000,000	5	7		53,893		59,699
\$5,000,001 - \$10,000,000	5	7		55,848		63,224
Over \$10,000,000	6	19	66,955	75,005	92,206	86,873
By Geographic Location:						
Allegheny County	17	35	55,765	69,992	84,531	74,064
By Field of Service:						
Education and Child Care Services	5	8		64,158		64,262
By Primary Source of Funding:						
Government	12	24	55,786	68,495	84,952	76,389
By Number of Employees:						
21 - 50	8	11		50,190		57,673
51 - 100	4	6		60,008		60,324
More than 100	7	20	66,425	73,965	90,651	84,921
By Level of Education Required:						
Bachelor's Degree	10	15	46,363	59,987	66,248	58,754
Master's Degree	8	18	66,987	79,144	100,355	85,342
By Sex of Employee:						
Male	8	10		68,495		68,378
Female	16	23	47,840	65,666	83,283	64,012
By Race/Ethnicity of Employee:						
Black or African American	5	6		62,078		65,448
White	16	27	50,190	66,997	75,650	65,310
By Number of Years in Position:						
Up to 5 Years	7	8		46,675		53,688
6 - 10 Years	6	7		53,893		58,602
By Number of Employees Managed:						
4 to 8	6	8		69,171		71,921
9 to 14	7	9		66,955		76,431
15 and over	9	12	46,732	65,583	81,214	70,510

Provides overall management and supervision to one (or two) program(s) including supervision of staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating program with others in the organization. Typically, this position directly or indirectly manages fewer than ten staff. For larger programs, see Job #805.

Other sample job titles: Community Outreach Manager, Head of Collections, Land Use Program Director, Recreation Program Manager

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	52	97	\$39,250	\$46,010	\$52,104	\$47,479
# Eligible for Incentive/Bonus	19	40				
Actual Bonus Paid	10	20	425	463	1,298	1,025
Total Cash Compensation (Base + Bonus)	52	97	40,011	46,130	52,104	47,691
Annual Base Salary						
By Budget Size:						
\$250,001 - \$750,000	9	9		43,992		44,394
\$750,001 - \$2,000,000	22	34	35,750	42,307	48,485	43,924
\$2,000,001 - \$5,000,000	9	18	37,331	43,670	50,180	46,041
Over \$10,000,000	7	28	47,601	50,336	60,538	52,826
By Geographic Location:						
Allegheny County	48	92	39,125	45,885	52,156	47,590
Outside of Allegheny County	4	5		46,134		45,440
By Field of Service:						
Basic Material Need	4	5		37,502		38,517
Culture/Arts	7	9		41,080		42,665
Economic/Neighborhood Development	7	11		47,882		50,951
Education and Child Care Services	6	16	43,982	46,634	51,002	49,410
Environment/Animal Welfare	6	11		46,134		49,555
Health and Health Education	5	5		46,010		50,577
Youth/Recreation	4	6		36,473		37,572
By Primary Source of Funding:						
Contributions from individuals	7	11		37,502		39,760
Contributions from foundations or trusts	21	31	37,960	42,494	47,882	44,466
Government	19	41	43,441	48,672	56,441	51,026
Program services fee	4	13	41,995	48,006	52,884	48,104
By Number of Employees:						
1 - 5	7	7		40,997		46,955
6 - 20	22	33	38,501	43,992	48,027	44,526
21 - 50	10	13	34,830	41,122	47,632	41,610
51 - 100	6	15	37,440	48,006	59,426	50,498
More than 100	7	29	44,876	48,672	60,195	52,036
By Level of Education Required:						
Bachelor's Degree	33	55	38,002	44,990	49,421	45,475
Master's Degree	17	26	44,205	50,336	64,122	53,974
By Sex of Employee:						
Male	24	32	41,148	46,925	54,684	49,154
Female	34	58	37,383	45,084	49,608	45,694
By Race/Ethnicity of Employee:						
Black or African American	9	13	39,562	47,882	48,963	45,789
White	44	75	39,499	44,990	52,208	47,293
By Number of Years in Position:						
Up to 5 Years	36	55	37,024	42,640	48,006	44,329
6 - 10 Years	10	10		48,693		49,252
11 - 20 Years	7	7		48,006		48,648
By Number of Employees Managed:						
1 to 3	26	34	39,255	45,375	53,935	47,617
4 to 8	16	22	39,640	46,821	49,275	46,254
9 to 14	4	5		45,178		46,750

Program Coordinator

815

Assumes responsibility for the implementation of a single program ensuring compliance with the stated objectives of the project. Coordinates the work of others within the program or project; works with other departments as necessary.

Other sample job titles: Business Resource Coordinator, Educational Program Specialist, Gallery Coordinator

	Number of Organizations	Number of Employees	25th %ile	Median (50%)	75th %ile	Average
Annual Cash Compensation						
Salary and Incentives - All Organizations:						
Base Salary - All Employees	78	280	\$30,446	\$36,327	\$41,345	\$36,576
# Eligible for Incentive/Bonus	33	144				
Actual Bonus Paid	22	66	500	500	1,000	809
Total Cash Compensation (Base + Bonus)	78	280	30,774	36,546	41,591	36,767
Annual Base Salary						
By Budget Size:						
\$250,001 - \$750,000	13	22	28,059	31,200	35,579	31,857
\$750,001 - \$2,000,000	25	57	29,994	33,010	38,439	33,911
\$2,000,001 - \$5,000,000	11	36	32,069	37,482	42,266	37,806
\$5,000,001 - \$10,000,000	7	26	22,313	23,244	42,646	33,042
Over \$10,000,000	16	131	34,278	37,812	42,307	39,218
By Geographic Location:						
Allegheny County	65	241	30,264	36,566	41,611	36,952
Outside of Allegheny County	13	39	31,200	33,530	37,336	34,255
By Field of Service:						
Culture/Arts	10	21	30,181	35,984	39,437	35,331
Economic/Neighborhood Development	4	7		39,998		39,481
Education and Child Care Services	9	36	33,467	37,336	41,491	37,593
Environment/Animal Welfare	4	9		36,046		36,828
Family Support and Preservation	6	28	22,417	23,400	37,315	28,591
Health and Health Education	6	15	33,738	36,962	41,392	37,873
Social Support	19	48	31,148	33,769	40,421	35,795
Youth/Recreation	4	12	27,722	29,037	32,760	29,990
By Primary Source of Funding:						
Contributions from individuals	11	26	29,838	32,687	38,090	36,567
Contributions from foundations or trusts	16	34	29,924	34,840	41,194	35,526
Government	37	148	31,949	36,566	40,670	35,863
Program services fee	11	64	31,398	39,604	43,160	39,212
By Number of Employees:						
1 - 5	10	12	25,948	30,535	41,200	33,148
6 - 20	22	52	30,036	34,393	37,565	34,246
21 - 50	18	38	28,580	35,641	40,748	36,065
51 - 100	9	31	32,635	40,872	42,848	40,210
More than 100	19	147	31,990	37,336	41,538	37,046
By Level of Education Required:						
High School Diploma	16	40	22,412	26,219	30,275	27,947
Associate's Degree	10	16	28,309	34,892	39,156	33,631
Bachelor's Degree	57	180	32,843	37,336	41,600	38,509
Master's Degree	6	19	33,530	39,645	42,328	39,227
By Sex of Employee:						
Male	33	70	29,994	36,473	40,820	36,626
Female	68	206	30,602	36,026	41,429	36,545
By Race/Ethnicity of Employee:						
Black or African American	23	70	23,452	34,206	39,042	33,032
White	67	203	32,011	36,754	41,704	37,845
By Number of Years in Position:						
Up to 5 Years	56	129	28,028	33,530	38,148	33,708
6 - 10 Years	15	31	35,651	40,394	41,704	39,688
11 - 20 Years	13	16	32,646	37,897	42,427	37,909
By Number of Employees Managed:						
1 to 3	32	55	30,014	35,360	42,266	37,499
4 to 8	21	64	24,279	33,623	39,624	33,636
9 to 14	7	15	34,507	40,997	46,800	39,911

Performs a variety of skilled administrative and clerical duties directly related to program management activities. These include maintaining databases, preparing routine correspondence, providing customer service to clients; and assisting and participating in program events.

Other sample job titles: Client Services Assistant, Reference Assistant, Training Assistant, Visitor Services Aide

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	37	119	\$20,800	\$24,003	\$29,066	\$25,203
# Eligible for Incentive/Bonus	14	41				
Actual Bonus Paid	9	19	500	500	750	713
Total Cash Compensation (Base + Bonus)	37	119	20,800	24,003	29,120	25,317
Annual Base Salary						
By Budget Size:						
\$250,001 - \$750,000	5	6		34,570		34,143
\$750,001 - \$2,000,000	8	22	17,992	24,253	26,260	23,164
\$2,000,001 - \$5,000,000	8	38	20,800	21,632	23,400	22,865
\$5,000,001 - \$10,000,000	4	9		23,566		24,960
Over \$10,000,000	10	42	23,250	26,759	32,105	27,224
By Geographic Location:						
Allegheny County	31	111	20,800	24,003	29,120	25,133
Outside of Allegheny County	6	8		23,910		26,177
By Field of Service:						
Education and Child Care Services	4	6		29,900		31,807
Environment/Animal Welfare	5	33	20,800	21,840	23,660	23,098
Social Support	11	47	20,800	24,960	29,994	25,360
By Primary Source of Funding:						
Contributions from individuals	4	14	17,150	24,003	25,252	22,792
Contributions from foundations or trusts	7	34	20,800	22,048	24,050	23,960
Government	21	60	21,346	24,960	31,232	26,334
By Number of Employees:						
1 - 5	5	5		34,133		32,806
6 - 20	8	12	19,734	26,021	29,672	26,425
21 - 50	8	46	20,800	22,308	24,456	22,993
51 - 100	4	9		21,299		25,413
More than 100	12	47	21,590	25,002	31,990	26,206
By Level of Education Required:						
High School Diploma	9	20	21,330	23,702	29,007	25,543
Associate's Degree	4	5		33,280		32,362
Bachelor's Degree	20	53	22,048	24,960	30,202	26,431
By Sex of Employee:						
Male	10	31	20,800	22,984	26,998	24,252
Female	33	84	20,930	24,222	29,107	25,368
By Race/Ethnicity of Employee:						
Black or African American	13	20	20,925	24,482	30,088	25,985
White	29	95	20,800	23,670	27,997	24,874
By Number of Years in Position:						
Up to 5 Years	30	69	20,800	23,566	27,019	24,469
6 - 10 Years	8	11		22,360		24,425
11 - 20 Years	4	6		33,045		34,670
By Number of Employees Managed:						
1 to 3	5	11		25,002		26,916

Program Director/Administrator, Social Services/Mental Health**853**

Provides overall management and direction to one or more large social service or mental health programs including management of staff, developing/controlling the budget, developing/ implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating program with others in the organization. Typically, this position reports to the Executive Director/Chief Executive Officer, is a member of the senior executive team and directly or indirectly manages a minimum of ten staff. For smaller programs, see Job #856.

Other sample job titles: Day Treatment Services Director, Director of Children's Services, Disabilities Program Administrator

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	26	61	\$56,424	\$63,461	\$71,206	\$64,795
# Eligible for Incentive/Bonus	14	34				
Actual Bonus Paid	11	29	500	500	750	809
Total Cash Compensation (Base + Bonus)	26	61	56,586	63,710	71,664	65,179
Annual Base Salary						
By Budget Size:						
\$2,000,001 - \$5,000,000	4	5		55,827		56,168
\$5,000,001 - \$10,000,000	5	7		71,136		69,523
Over \$10,000,000	15	47	59,197	64,002	71,240	65,703
By Geographic Location:						
Allegheny County	19	45	56,586	64,002	71,414	65,706
Outside of Allegheny County	7	16	53,680	60,965	71,006	62,232
By Field of Service:						
Counseling - Behavioral Hlth & Wellness	6	19	56,534	63,336	67,018	62,010
Social Support	16	37	55,308	62,733	72,225	65,667
By Primary Source of Funding:						
Government	22	54	56,192	62,837	70,242	63,239
By Number of Employees:						
51 - 100	4	5		55,827		56,168
More than 100	19	52	59,202	64,064	71,552	65,618
By Level of Education Required:						
Bachelor's Degree	14	23	51,210	54,788	62,400	59,104
Master's Degree	11	25	61,422	64,834	71,206	66,479
By Sex of Employee:						
Male	14	21	59,691	67,018	76,856	68,643
Female	21	40	55,048	62,390	70,934	62,775
By Race/Ethnicity of Employee:						
White	26	57	56,424	63,461	71,448	65,165
By Number of Years in Position:						
Up to 5 Years	15	23	53,435	59,280	67,059	61,184
6 - 10 Years	4	5		59,218		60,087
11 - 20 Years	6	9		71,171		69,635
Over 20 Years	5	10		71,188		70,843
By Number of Employees Managed:						
4 to 8	6	6		65,177		65,594
9 to 14	6	6		68,003		65,519
15 and over	17	37	54,112	62,046	71,632	63,356

Provides overall management and supervision to one (or two) social service or mental health program(s) including supervision of staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating program with others in the organization. Typically, this position directly or indirectly manages fewer than ten staff. For larger programs, see Job #853.

Other sample job titles: Adoption Program Supervisor, Case Management Director, Family Services Supervisor

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	68	287	\$36,758	\$41,995	\$48,006	\$43,145
# Eligible for Incentive/Bonus	33	164				
Actual Bonus Paid	24	134	500	750	1,685	1,185
Total Cash Compensation (Base + Bonus)	68	287	37,357	42,494	48,660	43,699
Annual Base Salary						
By Budget Size:						
\$250,001 - \$750,000	7	9		41,600		39,532
\$750,001 - \$2,000,000	15	24	36,842	40,664	48,262	42,516
\$2,000,001 - \$5,000,000	15	33	39,832	47,382	53,446	46,554
\$5,000,001 - \$10,000,000	9	56	36,769	40,498	47,103	42,188
Over \$10,000,000	21	164	36,400	42,182	47,882	43,135
By Geographic Location:						
Allegheny County	53	225	36,400	42,141	48,319	43,234
Outside of Allegheny County	15	62	39,109	41,860	47,445	42,822
By Field of Service:						
Basic Material Need	7	12	34,304	36,057	47,533	39,621
Counseling - Behavioral Hlth & Wellness	9	47	39,478	45,011	49,400	45,500
Education and Child Care Services	5	15	42,182	50,003	52,000	48,342
Family Support and Preservation	6	14	39,743	42,567	51,272	44,944
Health and Health Education	5	38	32,443	35,880	41,273	37,730
Social Support	29	150	37,334	41,960	47,434	43,233
By Primary Source of Funding:						
Contributions from individuals	6	10		40,727		42,004
Contributions from foundations or trusts	5	7		45,714		45,129
Government	44	239	36,400	41,838	48,235	43,014
Program services fee	11	23	39,998	45,032	48,006	44,483
By Number of Employees:						
6 - 20	11	15	37,045	41,995	50,752	43,597
21 - 50	15	30	36,681	42,391	52,000	44,142
51 - 100	10	20	39,645	43,961	51,595	44,970
More than 100	31	221	36,525	41,946	47,466	42,857
By Level of Education Required:						
High School Diploma	6	23	35,200	36,758	41,349	38,450
Bachelor's Degree	47	158	36,400	40,381	46,415	41,919
Master's Degree	23	68	42,869	47,164	52,344	47,643
By Sex of Employee:						
Male	34	58	36,712	44,169	50,517	44,087
Female	59	229	36,725	41,746	47,861	42,907
By Race/Ethnicity of Employee:						
Black or African American	22	35	37,648	43,784	50,003	44,048
White	58	249	36,671	41,933	47,986	42,995
By Number of Years in Position:						
Up to 5 Years	45	102	35,626	40,463	46,728	41,736
6 - 10 Years	25	58	36,353	41,534	47,903	42,987
11 - 20 Years	23	54	39,567	43,867	50,174	45,131
Over 20 Years	11	14	41,621	43,470	48,522	45,362
By Number of Employees Managed:						
1 to 3	31	60	39,176	43,846	51,849	45,918
4 to 8	35	75	35,901	44,200	48,402	43,892
9 to 14	26	67	35,200	40,206	44,919	40,627
15 and over	15	54	35,719	40,381	43,819	40,271

Program Coordinator, Social Services/Mental Health

859

Assumes responsibility for the implementation of a single social services or mental health program ensuring compliance with the stated objectives of the project. Coordinates the work of others within the program or project; works with other departments as necessary.

Other sample job titles: Assistant Director of Health Services, Infant/Child Development Specialist, Prevention Coordinator

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	48	278	\$31,990	\$35,745	\$41,226	\$36,876
# Eligible for Incentive/Bonus	22	125				
Actual Bonus Paid	18	93	500	500	907	717
Total Cash Compensation (Base + Bonus)	48	278	32,089	35,952	41,434	37,116
Annual Base Salary						
By Budget Size:						
\$750,001 - \$2,000,000	10	20	30,238	32,958	39,770	35,706
\$2,000,001 - \$5,000,000	12	41	31,720	36,275	40,851	36,388
\$5,000,001 - \$10,000,000	6	26	29,978	32,521	36,088	32,661
Over \$10,000,000	18	189	32,854	36,234	41,746	37,767
By Geographic Location:						
Allegheny County	34	229	32,178	35,859	41,579	37,294
Outside of Allegheny County	14	49	30,847	34,986	38,574	34,921
By Field of Service:						
Basic Material Need	4	10		29,515		30,794
Counseling - Behavioral Hlth & Wellness	7	102	35,470	39,687	43,498	39,512
Education and Child Care Services	4	11		32,989		36,470
Family Support and Preservation	4	20	30,727	32,271	34,034	32,792
Social Support	23	124	31,284	34,518	39,109	35,633
By Primary Source of Funding:						
Contributions from individuals	5	13	29,006	31,990	39,708	34,598
Government	34	241	32,188	35,901	41,413	37,079
Program services fee	8	23	30,763	35,506	41,163	35,921
By Number of Employees:						
6 - 20	4	4				33,441
21 - 50	12	29	31,169	35,714	41,267	36,351
51 - 100	7	23	29,016	36,254	39,998	35,322
More than 100	25	222	32,396	35,818	41,501	37,168
By Level of Education Required:						
High School Diploma	5	17	28,070	30,659	36,015	31,640
Associate's Degree	4	10		31,990		31,477
Bachelor's Degree	36	155	31,283	34,521	38,480	35,560
Master's Degree	13	70	36,800	41,257	45,121	41,530
By Sex of Employee:						
Male	18	41	31,990	35,506	41,236	37,122
Female	47	236	31,990	35,818	41,148	36,813
By Race/Ethnicity of Employee:						
Black or African American	14	35	32,011	39,229	42,952	38,573
White	46	242	31,990	35,246	41,043	36,620
By Number of Years in Position:						
Up to 5 Years	35	131	31,287	34,528	39,998	36,163
6 - 10 Years	20	49	31,094	34,902	41,049	36,069
11 - 20 Years	17	33	32,750	35,901	39,416	37,279
Over 20 Years	5	13	33,166	36,982	43,472	39,066
By Number of Employees Managed:						
1 to 3	19	51	30,888	33,363	39,998	34,818
4 to 8	19	58	31,990	37,461	43,477	38,745
9 to 14	11	57	33,498	34,590	41,049	37,121
15 and over	11	21	28,631	37,440	44,460	37,392

Performs a variety of skilled administrative and clerical duties directly related to program management activities. These include maintaining databases, preparing routine correspondence, providing customer service to clients, assisting and participating in program events.

Other sample job titles: Adult Day Service Staff, Family Services Assistant, Resource Assistant

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	30	119	\$18,637	\$20,883	\$26,811	\$23,193
# Eligible for Incentive/Bonus	14	32				
Actual Bonus Paid	11	27	425	500	500	468
Total Cash Compensation (Base + Bonus)	30	119	18,637	21,300	27,040	23,299
Annual Base Salary						
By Budget Size:						
\$2,000,001 - \$5,000,000	8	42	18,741	20,634	29,651	24,310
\$5,000,001 - \$10,000,000	6	26	16,858	17,805	20,941	19,846
Over \$10,000,000	10	43	19,968	23,816	27,040	23,612
By Geographic Location:						
Allegheny County	20	73	18,377	21,632	27,118	23,300
Outside of Allegheny County	10	46	18,741	20,790	26,749	23,023
By Field of Service:						
Counseling - Behavioral Hlth & Wellness	6	26	20,800	23,993	31,559	25,714
Family Support and Preservation	4	10		26,614		25,742
Health and Health Education	4	4				26,978
Social Support	10	71	17,680	19,094	24,170	21,696
By Primary Source of Funding:						
Government	22	110	18,476	20,800	26,676	22,969
Program services fee	6	7		27,851		27,492
By Number of Employees:						
6 - 20	4	6		24,762		25,705
51 - 100	6	19	20,883	34,133	37,898	30,387
More than 100	17	91	17,950	19,802	24,294	21,444
By Level of Education Required:						
High School Diploma	14	58	17,654	18,741	20,821	19,755
Bachelor's Degree	12	26	25,090	28,652	34,133	29,192
By Sex of Employee:						
Male	13	20	20,800	24,024	26,962	25,170
Female	26	99	18,429	20,800	26,811	22,794
By Race/Ethnicity of Employee:						
Black or African American	10	13	20,842	26,562	27,446	25,480
White	26	106	18,429	20,800	26,749	22,912
By Number of Years in Position:						
Up to 5 Years	21	59	18,429	22,214	28,683	24,411
6 - 10 Years	7	16	17,790	18,741	24,211	21,432
11 - 20 Years	5	9		20,779		22,408

Psychiatrist

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

Other sample job titles: Staff Psychiatrist, Youth Psychiatrist

	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	6	6		\$172,048		\$189,547
# Eligible for Incentive/Bonus	5	5				
Actual Bonus Paid	4	4				2,600
Total Cash Compensation (Base + Bonus)	6	6		173,800		191,281
Annual Base Salary						
By Field of Service:						
Counseling - Behavioral Hlth & Wellness	4	4				178,236
By Primary Source of Funding:						
Government	5	5		175,698		193,856
By Number of Employees:						
More than 100	6	6		172,048		189,547
By Level of Education Required:						
Medical Degree	6	6		175,698		202,492
By Sex of Employee:						
Male	5	5		175,698		202,492

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

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

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	20	82	\$35,303	\$40,009	\$43,519	\$41,929
# Eligible for Incentive/Bonus	6	17				
Actual Bonus Paid	4	13	500	500	733	690
Total Cash Compensation (Base + Bonus)	20	82	35,303	40,009	44,019	42,039
				Annual Base Salary		
By Budget Size:						
\$2,000,001 - \$5,000,000	4	8		42,328		42,195
\$5,000,001 - \$10,000,000	6	13	39,427	50,003	58,771	50,437
Over \$10,000,000	7	58	35,100	37,836	41,725	39,966
By Geographic Location:						
Allegheny County	16	77	35,246	39,874	43,129	41,688
Outside of Allegheny County	4	5		44,304		45,652
By Field of Service:						
Counseling - Behavioral Hlth & Wellness	5	33	34,507	39,874	42,609	39,987
Social Support	5	15	34,278	36,421	52,000	44,128
By Primary Source of Funding:						
Government	14	69	35,131	39,458	42,609	40,723
Program services fee	5	12	42,026	43,805	57,741	49,445
By Number of Employees:						
51 - 100	4	8		50,846		54,837
More than 100	11	67	35,131	38,667	42,162	40,511
By Level of Education Required:						
Master's Degree	10	44	34,242	37,669	41,662	39,000
LCSW/MFT/MFCC	8	23	39,458	42,162	44,637	42,815
By Sex of Employee:						
Male	8	11		40,102		41,224
Female	19	70	35,100	39,936	43,280	41,711
By Race/Ethnicity of Employee:						
Black or African American	7	9		36,254		39,208
White	18	72	35,782	40,144	43,436	41,949
By Number of Years in Position:						
Up to 5 Years	11	34	33,883	36,629	41,621	39,533
6 - 10 Years	9	14	37,783	41,122	42,666	41,740
Over 20 Years	5	6		47,726		48,558

Therapeutic Counselor, MFCC/MFT

877

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

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

	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	15	114	\$32,261	\$35,402	\$44,538	\$39,998
# Eligible for Incentive/Bonus	5	50				
Actual Bonus Paid	5	38	425	500	534	668
Total Cash Compensation (Base + Bonus)	15	114	32,359	36,238	44,913	40,221
Annual Base Salary						
By Budget Size:						
\$750,001 - \$2,000,000	4	7		35,360		35,913
Over \$10,000,000	5	69	31,990	35,006	41,527	37,674
By Geographic Location:						
Allegheny County	12	90	31,990	35,006	40,336	37,714
By Field of Service:						
Counseling - Behavioral Hlth & Wellness	6	75	32,282	37,731	52,000	42,054
By Primary Source of Funding:						
Government	9	62	31,938	35,027	38,589	37,112
Program services fee	5	51	33,010	37,315	52,000	43,273
By Number of Employees:						
More than 100	8	95	32,198	36,338	48,651	40,598
By Level of Education Required:						
Master's Degree	11	76	32,854	36,244	49,603	40,934
By Sex of Employee:						
Male	6	18	33,389	37,919	47,055	41,414
Female	15	96	32,006	35,360	43,540	39,733
By Race/Ethnicity of Employee:						
Black or African American	5	12	31,990	33,010	36,286	34,842
White	15	99	32,282	36,150	48,651	40,797
By Number of Years in Position:						
Up to 5 Years	9	57	31,990	34,195	40,654	38,205
6 - 10 Years	5	10		33,416		38,559

Counsels and aids individuals and families requiring social service organization assistance. Interviews and evaluates applicants for services, formulates and implements treatment plan of action and goals; assists applicants in applying for and obtaining social and other services. Most Case Manager positions require a bachelor's degree in psychology or other behavioral science. More senior-level positions may require a MSW. (For Case Managers working in a medical setting, see Case Manager, Medical position (Job #740) in the Medical & Clinical Services category.)

Other sample job titles: Community Outreach Worker, Family Advocate, Social Worker

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	66	727	\$26,666	\$29,765	\$33,155	\$30,835
# Eligible for Incentive/Bonus	30	392				
Actual Bonus Paid	22	221	500	500	764	656
Total Cash Compensation (Base + Bonus)	66	727	26,998	29,869	33,275	31,035
Annual Base Salary						
By Budget Size:						
\$250,001 - \$750,000	6	15	26,520	31,200	31,200	29,565
\$750,001 - \$2,000,000	14	52	27,009	29,994	37,440	32,124
\$2,000,001 - \$5,000,000	17	198	27,674	29,994	32,807	30,775
\$5,000,001 - \$10,000,000	11	180	25,626	29,183	32,718	29,821
Over \$10,000,000	18	282	26,656	29,609	33,509	31,354
By Geographic Location:						
Allegheny County	50	494	26,998	30,857	35,032	31,954
Outside of Allegheny County	16	233	26,125	28,413	30,046	28,465
By Field of Service:						
Basic Material Need	9	29	26,447	28,787	32,240	29,791
Counseling - Behavioral Hlth & Wellness	9	177	25,709	28,808	31,678	30,206
Education and Child Care Services	5	118	27,560	30,545	37,055	33,159
Family Support and Preservation	10	97	27,113	29,682	31,200	29,919
Health and Health Education	4	36	26,666	31,065	34,466	31,227
Social Support	22	218	25,501	29,339	33,155	29,786
By Primary Source of Funding:						
Contributions from individuals	5	30	28,657	35,704	37,440	34,247
Contributions from foundations or trusts	4	22	29,566	33,143	35,179	33,899
Government	46	578	26,666	29,651	32,963	30,770
Program services fee	10	96	25,626	28,850	31,678	29,523
By Number of Employees:						
6 - 20	9	22	27,628	31,200	31,200	30,024
21 - 50	13	60	27,274	30,722	37,440	32,626
51 - 100	14	184	27,997	29,994	33,009	30,859
More than 100	30	461	26,000	29,328	33,077	30,632
By Level of Education Required:						
High School Diploma	11	43	25,750	28,808	37,440	30,106
Associate's Degree	8	15	26,666	29,578	33,280	29,991
Bachelor's Degree	55	564	26,520	29,120	32,110	30,018
Master's Degree	13	73	31,990	35,984	38,844	38,223
By Sex of Employee:						
Male	37	141	27,415	31,200	35,818	32,845
Female	65	584	26,624	29,432	32,668	30,346
By Race/Ethnicity of Employee:						
Black or African American	33	135	27,040	30,098	33,238	30,780
White	62	579	26,562	29,432	33,143	30,798
Mixed Race	5	6		27,519		29,443
By Number of Years in Position:						
Up to 5 Years	54	446	26,125	28,808	31,990	29,474
6 - 10 Years	38	85	28,486	31,990	36,442	32,852
11 - 20 Years	19	35	29,640	31,762	36,990	34,022
By Number of Employees Managed:						
1 to 3	11	23	28,101	37,440	37,440	34,700
4 to 8	5	5		36,317		35,556
9 to 14	5	9		32,115		34,301

Counselor

883

Responsible for providing a safe and supportive environment for organization's clientele. Adheres to laws regarding confidentiality and reporting requirements. Maintains observation and progress records as needed. Provides crisis intervention and/or conflict resolution to individuals and groups.

Other sample job titles: Behavior Specialist, Crisis Line Counselor, Substance Abuse Counselor

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	50	1,548	\$22,044	\$25,239	\$28,704	\$25,976
# Eligible for Incentive/Bonus	24	1,035				
Actual Bonus Paid	20	738	500	500	750	709
Total Cash Compensation (Base + Bonus)	50	1,548	22,588	25,626	29,027	26,314
Annual Base Salary						
By Budget Size:						
\$750,001 - \$2,000,000	12	93	23,598	26,208	30,046	27,409
\$2,000,001 - \$5,000,000	16	200	19,219	25,948	28,948	25,106
\$5,000,001 - \$10,000,000	9	199	22,651	25,938	29,661	26,397
Over \$10,000,000	10	1,046	22,069	24,485	28,263	25,845
By Geographic Location:						
Allegheny County	36	1,244	21,840	24,238	28,266	25,604
Outside of Allegheny County	14	304	26,052	27,290	29,926	27,497
By Field of Service:						
Basic Material Need	8	105	19,906	23,275	26,895	23,878
Counseling - Behavioral Hlth & Wellness	11	221	24,003	27,082	30,472	27,767
Family Support and Preservation	6	126	20,800	23,265	28,205	24,724
Social Support	17	818	22,323	24,554	27,706	25,516
By Primary Source of Funding:						
Contributions from foundations or trusts	4	15	22,006	33,280	41,600	33,277
Government	37	1,393	22,040	24,960	28,611	25,823
Program services fee	7	134	22,963	26,208	29,713	26,620
By Number of Employees:						
6 - 20	4	12	25,127	26,499	33,026	31,169
21 - 50	17	151	24,794	27,394	31,595	28,477
51 - 100	8	114	19,771	25,543	28,439	24,736
More than 100	21	1,271	22,040	24,723	28,350	25,741
By Level of Education Required:						
High School Diploma	26	808	21,008	22,609	25,572	23,239
Associate's Degree	5	73	22,942	23,672	24,565	24,060
Bachelor's Degree	36	559	26,936	28,475	32,136	29,587
Master's Degree	8	47	29,973	31,990	36,691	33,874
By Sex of Employee:						
Male	36	469	21,999	24,794	28,297	25,820
Female	46	1,078	22,087	25,522	28,933	26,040
By Race/Ethnicity of Employee:						
Asian	4	4				26,074
Black or African American	36	629	21,424	23,324	27,123	24,528
White	47	901	22,913	26,783	29,952	26,986
Mixed Race	5	5		25,314		26,200
By Number of Years in Position:						
Up to 5 Years	43	732	21,768	24,723	27,664	25,074
6 - 10 Years	36	193	22,725	26,036	30,202	26,935
11 - 20 Years	26	113	24,414	27,934	32,184	29,132
Over 20 Years	9	25	25,699	27,016	33,478	29,645
By Number of Employees Managed:						
1 to 3	5	7		31,470		33,063

Interviews clients/prospective clients to determine their eligibility for a wide range of social services. Gathers and verifies information. Assists clients to complete application forms for government and other social services and submits for approval. (Eligibility Specialists working in housing eligibility programs are reported under the Occupancy Specialist position in Housing/Community Development section.)

Other sample job titles: Intake Specialist, Service Evaluator

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	21	145	\$28,923	\$30,014	\$31,824	\$30,000
# Eligible for Incentive/Bonus	10	110				
Actual Bonus Paid	7	14	300	500	685	692
Total Cash Compensation (Base + Bonus)	21	145	28,923	30,014	31,824	30,067
Annual Base Salary						
By Budget Size:						
\$750,001 - \$2,000,000	5	15	22,402	25,126	28,850	25,426
\$2,000,001 - \$5,000,000	5	7		27,206		26,871
\$5,000,001 - \$10,000,000	4	7		36,608		34,091
Over \$10,000,000	7	116	29,723	30,306	31,824	30,534
By Geographic Location:						
Allegheny County	13	114	29,723	30,618	32,219	31,065
Outside of Allegheny County	8	31	22,963	26,208	29,120	26,084
By Field of Service:						
Counseling - Behavioral Hlth & Wellness	4	12	21,060	27,612	32,396	26,811
Social Support	11	37	24,118	26,874	31,252	28,227
By Primary Source of Funding:						
Government	17	141	29,058	30,014	31,824	30,080
Program services fee	4	4				27,181
By Number of Employees:						
21 - 50	4	14	22,480	25,667	29,136	25,771
51 - 100	4	6		27,612		27,654
More than 100	12	124	29,723	30,597	31,990	30,667
By Level of Education Required:						
High School Diploma	8	20	22,230	23,109	26,577	25,256
Associate's Degree	5	89	29,723	30,597	31,606	30,525
Bachelor's Degree	10	23	28,621	32,115	36,010	32,388
By Sex of Employee:						
Male	7	12	27,737	30,358	32,469	30,233
Female	20	133	29,120	30,014	31,751	29,979
By Race/Ethnicity of Employee:						
Black or African American	7	77	29,723	30,264	31,533	30,366
White	19	67	25,126	29,723	33,634	29,562
By Number of Years in Position:						
Up to 5 Years	14	80	29,432	30,285	31,533	29,788
6 - 10 Years	10	29	29,983	31,990	33,686	31,559
11 - 20 Years	7	11		30,909		29,818

Senior or Adult Program Assistant

889

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

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

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	25	1,773	\$19,406	\$20,800	\$22,880	\$21,520
# Eligible for Incentive/Bonus	14	822				
Actual Bonus Paid	13	710	250	500	811	592
Total Cash Compensation (Base + Bonus)	25	1,773	19,760	21,112	23,026	21,757
Annual Base Salary						
By Budget Size:						
\$750,001 - \$2,000,000	5	45	17,722	20,280	22,329	20,771
\$2,000,001 - \$5,000,000	5	287	19,240	20,800	22,152	20,878
Over \$10,000,000	12	1,427	19,448	21,008	22,984	21,692
By Geographic Location:						
Allegheny County	17	1,146	20,384	21,632	23,400	22,053
Outside of Allegheny County	8	627	19,240	19,781	21,320	20,545
By Field of Service:						
Counseling - Behavioral Hlth & Wellness	4	254	19,901	21,840	23,946	22,023
Social Support	16	1,064	19,261	20,488	22,880	21,401
By Primary Source of Funding:						
Government	22	1,683	19,406	20,800	22,880	21,495
By Number of Employees:						
51 - 100	4	207	18,138	20,280	20,842	20,383
More than 100	16	1,521	19,552	21,154	22,880	21,697
By Level of Education Required:						
High School Diploma	19	1,321	19,406	20,800	22,214	21,165
Bachelor's Degree	5	39	23,026	25,605	28,309	25,767
By Sex of Employee:						
Male	20	336	19,760	21,320	23,291	21,850
Female	25	1,436	19,406	20,800	22,880	21,445
By Race/Ethnicity of Employee:						
Asian	4	5		20,800		22,119
Black or African American	20	461	19,251	21,008	22,360	21,206
White	24	1,287	19,406	20,800	22,984	21,612
By Number of Years in Position:						
Up to 5 Years	22	1,020	19,261	20,363	21,632	20,542
6 - 10 Years	15	214	20,488	22,360	23,696	22,323
11 - 20 Years	16	164	23,005	24,565	26,474	24,781
Over 20 Years	11	37	25,376	27,756	30,951	28,296

Responsible for recruiting new volunteers, training and coordinating the organization's volunteer staff. Provides administrative support to program.

Other sample job titles: Community Outreach Coordinator, Partnership Development Specialist

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	27	40	\$28,886	\$31,887	\$36,172	\$32,244
# Eligible for Incentive/Bonus	6	7				
Actual Bonus Paid	4	5		500		730
Total Cash Compensation (Base + Bonus)	27	40	28,886	32,085	36,387	32,335
Annual Base Salary						
By Budget Size:						
\$750,001 - \$2,000,000	4	5		29,120		27,776
\$2,000,001 - \$5,000,000	7	17	30,649	32,302	36,473	33,197
\$5,000,001 - \$10,000,000	4	4				32,895
Over \$10,000,000	11	13	27,487	33,301	36,962	32,659
By Geographic Location:						
Allegheny County	26	39	29,120	32,261	36,234	32,445
By Field of Service:						
Basic Material Need	5	6		30,899		31,106
Counseling - Behavioral Hlth & Wellness	4	5		36,400		34,099
Education and Child Care Services	4	13	32,282	34,486	37,274	34,686
Social Support	7	7		27,123		29,150
By Primary Source of Funding:						
Contributions from individuals	4	5		29,994		30,455
Government	16	27	28,808	33,301	36,546	32,840
By Number of Employees:						
21 - 50	7	17	30,160	32,261	36,109	32,282
51 - 100	6	8		31,356		32,024
More than 100	13	14	26,619	33,884	37,971	32,457
By Level of Education Required:						
High School Diploma	7	7		30,389		30,000
Bachelor's Degree	11	22	31,200	32,802	36,276	33,599
By Sex of Employee:						
Male	4	4				32,199
Female	21	33	28,964	32,261	36,317	32,420
By Race/Ethnicity of Employee:						
White	23	32	28,090	31,887	36,172	32,105
By Number of Years in Position:						
Up to 5 Years	18	25	30,192	31,512	36,109	32,497
6 - 10 Years	4	6		35,443		33,876

Communications Director or Manager

910

Acts as the spokesperson for the organization within the community, to government, prospective funders and others. Markets and promotes the organization's goals and objectives in order to develop grass-roots support within the community. Coordinates media and public relations activities, and supervises public relations staff.

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

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	15	17	\$61,412	\$69,888	\$83,616	\$71,615
# Eligible for Incentive/Bonus	7	7				
Actual Bonus Paid	4	4				2,813
Total Cash Compensation (Base + Bonus)	15	17	61,662	69,888	84,793	72,277
Annual Base Salary						
By Budget Size:						
\$2,000,001 - \$5,000,000	4	5		75,691		73,545
Over \$10,000,000	6	7		79,040		75,977
By Geographic Location:						
Allegheny County	15	17	61,412	69,888	83,616	71,615
By Field of Service:						
Social Support	5	6		81,599		75,884
By Primary Source of Funding:						
Government	6	7		75,005		74,634
By Number of Employees:						
More than 100	8	9		75,005		72,002
By Level of Education Required:						
Bachelor's Degree	10	11		63,794		66,858
By Sex of Employee:						
Male	7	8		63,835		68,273
Female	7	8		72,447		74,029
By Race/Ethnicity of Employee:						
White	11	12	61,043	67,704	85,665	71,415
By Number of Years in Position:						
Up to 5 Years	8	8		63,835		67,334
11 - 20 Years	4	4				75,572
By Number of Employees Managed:						
1 to 3	6	6		66,019		65,310
4 to 8	4	4				73,268

Plans and produces print and other advertising programs; develops and implements promotional, publicity and marketing programs; represents the organization to the community, government and media to publicize its programs and needs; seeks and develops opportunities to enhance the image of the organization in the community. Develops public relations budget and controls costs to approved budgets.

Other sample job titles: Communications Specialist, Community Relations Coordinator, Marketing Manager

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	34	37	\$40,766	\$44,741	\$50,388	\$45,371
# Eligible for Incentive/Bonus	12	13				
Actual Bonus Paid	5	6		500		542
Total Cash Compensation (Base + Bonus)	34	37	40,766	44,741	50,388	45,459
Annual Base Salary						
By Budget Size:						
\$750,001 - \$2,000,000	7	7		43,243		42,429
\$2,000,001 - \$5,000,000	9	10		44,991		45,434
\$5,000,001 - \$10,000,000	5	6		45,443		46,347
Over \$10,000,000	11	12	40,081	47,528	55,578	48,110
By Geographic Location:						
Allegheny County	31	34	40,983	43,992	50,081	45,500
By Field of Service:						
Basic Material Need	5	6		41,080		39,631
Culture/Arts	7	7		41,995		44,702
Social Support	8	8		48,641		48,516
By Primary Source of Funding:						
Contributions from individuals	7	9		43,243		45,088
Contributions from foundations or trusts	6	6		42,162		44,575
Government	17	18	39,931	44,044	50,331	44,647
By Number of Employees:						
6 - 20	6	6		41,995		40,213
21 - 50	8	10		47,830		48,837
51 - 100	5	6		41,506		42,553
More than 100	13	13	40,831	45,282	53,040	47,305
By Level of Education Required:						
Bachelor's Degree	23	26	41,298	45,609	50,081	46,355
By Sex of Employee:						
Male	4	4				48,984
Female	29	32	40,081	43,004	48,672	44,647
By Race/Ethnicity of Employee:						
White	28	30	40,983	43,992	50,081	45,438
By Number of Years in Position:						
Up to 5 Years	22	24	40,548	42,661	48,006	43,800
6 - 10 Years	6	6		46,364		45,500

Graphic Artist

920

Uses desktop publishing and related software/hardware to design and develop attractive formats supportive of the organization's mission for all printed materials including stationery, marketing brochures, fundraising materials, grant applications, annual reports, newsletters, posters, advertisements, packaging, etc. May coordinate production of finished products with printers/publishers. May also develop and illustrate materials with other media (e.g., drawings, photographs, paintings).

Other sample job titles: Art Director, Senior Designer, Publications Specialist

	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	7	8		\$33,946		\$35,121
# Eligible for Incentive/Bonus	3	4				
Actual Bonus Paid	1	1				
Total Cash Compensation (Base + Bonus)	7	8		33,946		35,184
				Annual Base Salary		
By Geographic Location:						
Allegheny County	7	8		33,946		35,121
By Number of Employees:						
More than 100	4	5		34,382		34,291
By Level of Education Required:						
Bachelor's Degree	4	4				40,977
By Sex of Employee:						
Female	6	6		36,338		37,347
By Race/Ethnicity of Employee:						
White	6	6		35,901		36,813

Develops and implements programs to attract and retain members of the organization; manages the database; oversees regular communications to members including newsletter, invitations to events and activities, and solicitations; ensures members' inquiries and problems are responded to promptly; researches and develops new methods to increase membership.

Other sample job titles: Customer Service Director, Member Services Manager

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	12	14	\$45,614	\$51,376	\$58,615	\$54,639
# Eligible for Incentive/Bonus	5	6				
Actual Bonus Paid	2	3				
Total Cash Compensation (Base + Bonus)	12	14	45,614	51,376	58,615	54,889
				Annual Base Salary		
By Geographic Location:						
Allegheny County	12	14	45,614	51,376	58,615	54,639
By Field of Service:						
Culture/Arts	4	4				47,159
By Level of Education Required:						
Bachelor's Degree	6	6		47,091		46,103
By Sex of Employee:						
Female	10	11		49,296		52,535
By Race/Ethnicity of Employee:						
White	11	13	44,886	50,752	59,343	54,739
By Number of Years in Position:						
Up to 5 Years	6	6		44,886		44,696
By Number of Employees Managed:						
1 to 3	4	4				46,946

Membership Assistant

Performs a variety of skilled administrative and clerical duties directly related to membership activities. These include maintaining databases, preparing routine correspondence, developing/sending mass mailings, assisting and participating in special events for members, developing effective working relationships with members to nurture their connection to the organization.

Other sample job titles: Membership Clerk

	Number of Organizations	Number of Employees	Annual Cash Compensation			
			25th %ile	Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	9	22	\$22,880	\$32,552	\$39,301	\$31,233
# Eligible for Incentive/Bonus	2	5				
Actual Bonus Paid	1	3				
Total Cash Compensation (Base + Bonus)	9	22	22,880	32,552	39,379	31,301
Annual Base Salary						
By Geographic Location:						
Allegheny County	9	22	22,880	32,552	39,301	31,233
By Field of Service:						
Culture/Arts	4	5		33,114		31,387
By Number of Employees:						
More than 100	5	15	22,880	31,034	37,544	29,855
By Sex of Employee:						
Female	8	15	31,990	36,005	40,019	35,804
By Race/Ethnicity of Employee:						
White	7	14	31,159	36,775	40,056	35,367
By Number of Years in Position:						
Up to 5 Years	4	5		33,280		33,022

Following guidelines and procedures, performs office support duties which involve providing information to the public, receiving payments, addressing customer questions, preparing and maintaining records.

Other sample job titles: Customer Specialist, Member Services Representative, Subscriber Services Representative

	Number of Organizations	Number of Employees	25th %ile	Annual Cash Compensation		
				Median (50%)	75th %ile	Average
Salary and Incentives - All Organizations:						
Base Salary - All Employees	11	88	\$17,769	\$22,558	\$25,324	\$22,618
# Eligible for Incentive/Bonus	4	17				
Actual Bonus Paid	2	5				
Total Cash Compensation (Base + Bonus)	11	88	17,769	22,558	25,324	22,647
Annual Base Salary						
By Budget Size:						
Over \$10,000,000	4	39	15,600	18,304	21,986	19,833
By Geographic Location:						
Allegheny County	9	78	20,800	22,880	25,636	23,168
By Primary Source of Funding:						
Government	4	20	17,056	21,060	23,291	22,207
By Number of Employees:						
21 - 50	4	43	22,672	24,544	26,416	25,376
More than 100	6	42	16,380	17,992	22,152	19,931
By Level of Education Required:						
High School Diploma	7	70	19,240	22,558	24,804	21,781
Bachelor's Degree	4	6		28,351		28,421
By Sex of Employee:						
Female	11	82	19,318	22,662	25,220	22,611
By Race/Ethnicity of Employee:						
White	8	39	15,600	16,952	25,002	21,060
By Number of Years in Position:						
Up to 5 Years	9	59	21,216	23,088	25,584	23,463
6 - 10 Years	5	11		22,651		22,112

Appendix A: Average Annual Base Salary by Position

Executive	005	Executive Director/Chief Executive Officer	\$ 96,110
	010	Associate Director/Chief Operating Officer	85,385
	015	Director, Programs	70,460
Administrative	055	Director, Administration	68,525
	060	Regional Manager/Center Manager	53,639
	065	Office Manager	35,253
	070	Executive Assistant	38,443
	075	Administrative Assistant, Senior Level	32,417
	080	Administrative Assistant, Intermediate Level	27,411
	085	Administrative Assistant, Junior Level	22,244
	090	Receptionist	20,964
Accounting/Finance	105	Chief Financial Officer	86,513
	110	Controller	71,760
	115	Accounting Manager	49,191
	120	Accounting Supervisor	42,515
	125	Staff Accountant	39,252
	130	Accounting Clerk	27,790
	135	Cashier	21,831
Cultural/Artistic/Performing Arts	155	Curator	49,400
Development	205	Director, Development	76,517
	210	Development Manager	51,938
	215	Grant Writer, All Types of Funding	39,770
	220	Special Events Coordinator	38,531
	225	Development Associate	33,303
Education & Recreation	253	Director, Education	55,783
	256	Educator or Teacher, Adult Education	33,889
	259	Teacher, K-12	35,113
	262	Teacher, Pre-School	30,248
	265	Teaching Assistant, K-12	23,901
	268	Teaching Assistant, Pre-School	19,456
	271	Child Care Assistant/Babysitter	17,013
	274	Life Guard/Swim Instructor	16,632
	277	Recreation or Activity Leader, Children or Youth	17,528
	278	Recreation or Activity Leader, Adults	25,799
Employment/Work Training	305	Job Developer	32,737
	310	Vocational Counselor	30,703
	315	Job Coach	25,848
Food Service	355	Food Service Manager or Supervisor	33,534
	360	Nutritionist/Dietician	37,112
	365	Cook	21,816
	370	Food Service Assistant/Worker	18,278
Foundation/Philanthropy	960	Program Officer	95,482
	965	Program Associate	42,155
Gift/Thrift Shop, Warehouse & Food Bank	455	Gift/Thrift Shop Manager	33,280
	460	Gift/Thrift Shop Retail Sales Clerk	15,723
	465	Warehouse Worker	19,599
	485	Food Bank Assistant/Clerk	22,560
Government Affairs, Advocacy, Research	380	Director or Manager, Government Affairs	63,818
	387	Research Analyst	44,879
Housing/Community Development	420	Director of Resident/Community Services	55,623
	421	Program Manager, Resident/Community Services	41,114
	422	Resident Services Coordinator	22,685
	424	Property Supervisor	44,642
	425	Site Administrator	34,333
	426	Shelter Manager	37,647
	427	Shelter Supervisor	27,726
	428	Occupancy Specialist	23,164
	429	Desk Clerk	19,149

Appendix A: Average Annual Base Salary by Position

Human Resources	505	Director, Human Resources	\$ 71,701
	510	Human Resources Manager	46,587
	515	Human Resources Representative or Specialist	36,458
	520	Human Resources Assistant	29,502
Information Technology	555	Director, Information Technology Services	76,889
	560	Information Technology Manager	52,445
	565	Database Administrator	44,410
	570	Network Technician	43,349
	575	Personal Computer Technician	34,122
	580	Data Entry Operator	25,288
	585	Web Site Developer	47,497
Legal Services & Community Organizing	605	Attorney, Legal Aid/Advocacy	49,621
	625	Community Organizer	32,105
Maintenance, Grounds & Purchasing	655	Facilities Manager	54,632
	660	Maintenance Supervisor	37,531
	665	Maintenance Technician or Specialist	27,482
	670	Gardener	23,115
	675	Janitor or Custodian	20,500
	680	Driver	19,763
	685	Security Guard or Officer	22,036
	690	Purchasing Coordinator or Specialist	36,130
	Medical & Clinical Services	702	Director, Medical Services
704		Clinic Director	67,246
712		Director of Nursing	63,213
714		Registered Nurse	49,642
716		Nurse Practitioner	69,489
718		Physician's Assistant	79,693
720		Licensed Vocational Nurse	37,170
722		Medical Assistant	22,650
724		Health Educator	35,131
738		Community Health Worker	27,693
742		Patient Financial Services Manager	38,039
744		Patient Accounts Representative	24,024
748		Medical Records Clerk	23,394
750		Billing Clerk	28,854
752		Receptionist (Medical)	26,459
761		Physical Therapist	90,940
762	Occupational Therapist	75,119	
763	Speech Pathologist	61,004	
Program Management (other than Social Service/Mental Health)	805	Program Director/Administrator	72,832
	810	Program Manager/Administrator	47,479
	815	Program Coordinator	36,576
	820	Program Assistant	25,203
Social Services & Mental Health	853	Program Director/Administrator	64,795
	856	Program Manager/Administrator	43,145
	859	Program Coordinator	36,876
	862	Program Assistant	23,193
	865	Psychiatrist	189,547
	868	Licensed Clinical Social Worker	41,929
	877	Therapeutic Counselor, MFCC/MFT	39,998
	880	Case Manager	30,835
	883	Counselor	25,976
	886	Eligibility Specialist	30,000
	889	Senior or Adult Program Assistant	21,520
Volunteer, Membership & Marketing	906	Volunteer Coordinator	32,244
	910	Communications Director or Manager	71,615
	915	Public Relations Manager	45,371
	920	Graphic Artist	35,121
	925	Membership Director or Manager	54,639
	930	Membership Assistant	31,233
	931	Customer Service Representative	22,618

Appendix B: Survey Participants

Organization	City
3 Rivers Connect	Pittsburgh
A+ Schools	Pittsburgh
Aadvantage Inc.	Houston
accessAbilities, Inc.	Greensburg
ACHIEVA	Pittsburgh
ACTION-Housing, Inc.	Pittsburgh
Adagio Health, Inc.	Pittsburgh
Air & Waste Management Association	Pittsburgh
Allegheny County Library Association	Pittsburgh
Allegheny Regional Asset District	Pittsburgh
Allegheny Valley Association of Churches	Natrona Heights
Allegheny-Kiski Health Foundation	Natrona Heights
Animal Rescue League	Pittsburgh
ARC Manor Addiction Recovery Center	Kittanning
Armstrong County Community Foundation	Kittanning
Arsenal Family & Children's Center	Pittsburgh
Auberle	McKeesport
Bayer Center for Nonprofit Management at Robert Morris University	Pittsburgh
Beaver Initiative for Growth	Beaver Falls
Beginning With Books	Pittsburgh
Bethlehem Haven	Pittsburgh
Big Brothers Big Sisters of Beaver County	Rochester
Big Brothers Big Sisters of Greater Pittsburgh, Inc.	Pittsburgh
Blind & Vision Rehabilitation Services of Pittsburgh	Homestead
The Bradley Center	Pittsburgh
Bridgeway Capital, Inc.	Pittsburgh
Butler County Chamber of Commerce	Butler
Calliope: The Pittsburgh Folk Music Society	Pittsburgh
Carnegie Hero Fund Commission	Pittsburgh
Center for American Music	Pittsburgh
Center for Community Resources, Inc.	Butler
The Center for Victims of Violence and Crime	Pittsburgh
The Children's Home of Pittsburgh	Pittsburgh
Children's Museum of Pittsburgh	Pittsburgh
Christian Camps of Pittsburgh, Inc.	Boswell
Church Army USA, Inc	Leetsdale

Organization	City
Claude Worthington Benedum Foundation	Pittsburgh
Communities In Schools of Pittsburgh-Allegheny County	Pittsburgh
Community Access Television	Erie
Community Action Southwest	Washington
Community Care Connections, Inc.	Butler
Community Development Corporation of Butler County	Butler
Community Foundation of Greene County	Waynesburg
The Community Foundation of Westmoreland County	Greensburg
Community Guidance Center	Indiana
Community Human Services	Pittsburgh
Community Living and Support Services	Pittsburgh
Consumer Health Coalition	Pittsburgh
CONTACT Beaver Valley	Beaver
Coro Center for Civic Leadership	Pittsburgh
Cresson Lake Playhouse, Inc.	Ebensburg
Crisis Center North, Inc.	Pittsburgh
Crisis Shelter of Lawrence County	New Castle
DeBence Antique Music World	Franklin
Diversified Family Services	Hermitage
Dollar Energy Fund, Inc.	Pittsburgh
The Early Learning Institute	Pittsburgh
East Liberty Family Health Care Center	Pittsburgh
East Suburban Citizen Advocacy	Murrysville
Easter Seals Western Pennsylvania	Pittsburgh
Eastern Area Adult Services, Inc.	Pittsburgh
Epilepsy Foundation Western/Central Pennsylvania	Pittsburgh
Every Child, inc.	Pittsburgh
Family Resources	Pittsburgh
Family Services Incorporated	Altoona
Family Services of Western Pennsylvania	Pittsburgh
Familylinks	Pittsburgh
The First Tee of Pittsburgh	Pittsburgh
Frick Art & Historical Center	Pittsburgh
Gateway Rehabilitation Center	Moon Township
Gateway to the Arts	Pittsburgh
Gilda's Club Western Pennsylvania	Pittsburgh
Girls Hope of Pittsburgh, Inc	Baden

Organization	City
Goodwill of Southwestern Pennsylvania	Pittsburgh
Grantmakers of Western Pennsylvania	Pittsburgh
Greater Canonsburg Chamber of Commerce	Canonsburg
Greater Pittsburgh Arts Council	Pittsburgh
Greater Pittsburgh Community Food Bank	Duquesne
Greater Pittsburgh Literacy Council	Pittsburgh
The Highland House, Inc.	New Castle
Hill House Association	Pittsburgh
Holy Family Institute	Pittsburgh
H.O.P.E. Network	Pittsburgh
Hospice & Palliative Nurses Foundation	Pittsburgh
Human Services Center Corporation	Turtle Creek
Irene Stacy Community Mental Health Center	Butler
Jewish Community Center of Greater Pittsburgh	Pittsburgh
Jewish Family & Children's Service	Pittsburgh
Jewish Residential Services	Pittsburgh
Just Harvest	Pittsburgh
KidsVoice	Pittsburgh
L.I.V.I.N.G. Ministry Inc.	Pittsburgh
Lawrence County Tourist Promotion Agency	New Castle
Learning Disabilities Association of America	Pittsburgh
Light of Life Ministries, Inc.	Pittsburgh
The Lighthouse Foundation	Butler
Ligonier Camp and Conference Center	Ligonier
Longe Dominica	Pittsburgh
Lutheran Service Society	Pittsburgh
Lydia's Place, Inc.	Pittsburgh
Macedonia Family and Community Enrichment Center	Pittsburgh
Mainstay Life Services	Pittsburgh
Mental Health Association in Beaver County	Rochester
The Midwife Center for Birth & Women's Health	Pittsburgh
Mountain Watershed Association, Inc.	Melcroft
Multiple Sclerosis Service Society	Pittsburgh
The Myasthenia Gravis Association of WPA	Pittsburgh
NAMI Southwestern Pennsylvania	Pittsburgh
National Kidney Foundation Serving the Alleghenies, Inc.	Pittsburgh
Neighbors in the Strip	Pittsburgh

Organization	City
New Hazlett Center for the Performing Arts	Pittsburgh
North Hills Community Outreach	Allison Park
Northern Area Companies	Pittsburgh
Opera Theater of Pittsburgh	Pittsburgh
Outreach Teen and Family Services Inc.	Pittsburgh
PA CleanWays	Greensburg
Pace School	Pittsburgh
Partners in Progress	Ligonier
Pennsylvania Cancer Control Consortium (PAC3)	Pittsburgh
Peoples Library	New Kensington
Pittsburgh Action Against Rape	Pittsburgh
Pittsburgh AIDS Task Force	Pittsburgh
Pittsburgh Community Broadcasting	Pittsburgh
Pittsburgh Community Services, Inc.	Pittsburgh
Pittsburgh Musical Theater	Pittsburgh
Pittsburgh Partnership for Neighborhood Development	Pittsburgh
Pittsburgh Urban Christian School	Pittsburgh
Pittsburgh Urban Leadership Service Experience (PULSE)	Pittsburgh
Pittsburgh Voyager, Inc., (RiverQuest)	Pittsburgh
Plum Senior Community Center	Pittsburgh
POISE Foundation	Pittsburgh
POWER	Pittsburgh
The Presbyterian Church, Sewickley	Sewickley
Presbyterian SeniorCare	Oakmont
Present Help, Inc.	Pittsburgh
Program to Aid Citizen Enterprise (PACE)	Pittsburgh
Providence Connections, Inc.	Pittsburgh
Rainbow Kitchen Community Services	Homestead
Rankin Christian Center	Rankin
Redevelopment Authority of Fayette County	Uniontown
Regional Environmental Education Center	Pittsburgh
Renewal, Inc.	Pittsburgh
Residential Care Services, Inc.	Pittsburgh
Riverview Children's Center	Verona
The Salvation Army	Pittsburgh
Samaritan Counseling Center of Western Pennsylvania	Sewickley
Senator John Heinz History Center	Pittsburgh

Organization	City
Sickle Cell Society, Inc.	Pittsburgh
Sisters Place, Inc.	Clairton
SMC Business Councils	Pittsburgh
Society of St. Vincent de Paul	Pittsburgh
Sojourner House, Inc.	Pittsburgh
Soldiers & Sailors Memorial Hall and Museum Trust, Inc.	Pittsburgh
South Side Local Development Company	Pittsburgh
Southwestern Pennsylvania Human Services, Inc.	Charleroi
Southwinds, Inc.	Pittsburgh
Steel Industry Heritage Corporation	Homestead
Sustainable Pittsburgh	Pittsburgh
Teen Challenge of Western Pennsylvania	Cheswick
Three Rivers Adoption Council	Pittsburgh
Three Rivers Center for Independent Living, Inc.	Pittsburgh
Three Rivers Youth	Pittsburgh
Tobacco Free Allegheny	Pittsburgh
Transitional Employment Consultants	Washington
Transitional Services	Homestead
Travelers Aid	Pittsburgh
Try-Again Homes	Washington
Turtle Creek Valley MH/MR Inc.	Braddock
Union Project	Pittsburgh
United Jewish Federation of Greater Pittsburgh	Pittsburgh
United Way of Allegheny County	Pittsburgh
Urban Impact Foundation	Pittsburgh
Urban League of Greater Pittsburgh	Pittsburgh
Valley Care Association	Sewickley
Venture Outdoors, Inc.	Pittsburgh
Verland Foundaton	Sewickley
Victim Outreach Intervention Center (VOICe)	Evans City
Vintage, Inc.	Pittsburgh
Ward Home, Inc.	Pittsburgh
Washington Women's Shelter, Inc.	Washington
Western Pennsylvania Conservancy	Mill Run
Western Pennsylvania Humane Society	Pittsburgh
Westmoreland Arts & Heritage Festival	Latrobe
Westmoreland Cleanways	Greensburg

Organization	City
Westmoreland Museum of American Art	Greensburg
Womansplace, Inc	McKeesport
Women's Center & Shelter of Greater Pittsburgh	Pittsburgh
Women's Center of Beaver County	Beaver
Women's Services, Inc.	Meadville
World Affairs Council of Pittsburgh	Pittsburgh
Young Men and Women's African Heritage Association, Inc.	Pittsburgh
YouthWorks, Inc	Pittsburgh
YWCA Greater Pittsburgh	Pittsburgh
YWCA of Westmoreland County	Greensburg

Appendix C: Wage Conversion Formulas and Tables

These tables are based on the following:

8 hours in a workday 40 hours in a week	52 weeks in a year 4.33 weeks in a month	21.67 days in a month 2080 hours in a year
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Hourly	Monthly	Annual
\$ 6.75	\$ 1,170	\$ 14,040
\$ 7.00	\$ 1,213	\$ 14,560
\$ 7.25	\$ 1,257	\$ 15,080
\$ 7.50	\$ 1,300	\$ 15,600
\$ 7.75	\$ 1,343	\$ 16,120
\$ 8.00	\$ 1,387	\$ 16,640
\$ 8.25	\$ 1,430	\$ 17,160
\$ 8.50	\$ 1,473	\$ 17,680
\$ 8.75	\$ 1,517	\$ 18,200
\$ 9.00	\$ 1,560	\$ 18,720
\$ 9.25	\$ 1,603	\$ 19,240
\$ 9.50	\$ 1,647	\$ 19,760
\$ 9.75	\$ 1,690	\$ 20,280
\$ 10.00	\$ 1,733	\$ 20,800
\$ 10.25	\$ 1,777	\$ 21,320
\$ 10.50	\$ 1,820	\$ 21,840
\$ 10.75	\$ 1,863	\$ 22,360
\$ 11.00	\$ 1,907	\$ 22,880
\$ 11.25	\$ 1,950	\$ 23,400
\$ 11.50	\$ 1,993	\$ 23,920
\$ 11.75	\$ 2,037	\$ 24,440
\$ 12.00	\$ 2,080	\$ 24,960
\$ 12.25	\$ 2,123	\$ 25,480
\$ 12.50	\$ 2,167	\$ 26,000
\$ 12.75	\$ 2,210	\$ 26,520
\$ 13.00	\$ 2,253	\$ 27,040
\$ 13.25	\$ 2,297	\$ 27,560
\$ 13.50	\$ 2,340	\$ 28,080
\$ 13.75	\$ 2,383	\$ 28,600
\$ 14.00	\$ 2,427	\$ 29,120
\$ 14.25	\$ 2,470	\$ 29,640
\$ 14.50	\$ 2,513	\$ 30,160
\$ 14.75	\$ 2,557	\$ 30,680
\$ 15.00	\$ 2,600	\$ 31,200
\$ 15.25	\$ 2,643	\$ 31,720
\$ 15.50	\$ 2,687	\$ 32,240
\$ 15.75	\$ 2,730	\$ 32,760
\$ 16.00	\$ 2,773	\$ 33,280
\$ 16.25	\$ 2,817	\$ 33,800
\$ 16.50	\$ 2,860	\$ 34,320
\$ 16.75	\$ 2,903	\$ 34,840
\$ 17.00	\$ 2,947	\$ 35,360
\$ 17.25	\$ 2,990	\$ 35,880
\$ 17.50	\$ 3,033	\$ 36,400
\$ 17.75	\$ 3,077	\$ 36,920
\$ 18.00	\$ 3,120	\$ 37,440
\$ 18.25	\$ 3,163	\$ 37,960
\$ 18.50	\$ 3,207	\$ 38,480
\$ 18.75	\$ 3,250	\$ 39,000

Hourly	Monthly	Annual
\$ 19.00	\$ 3,293	\$ 39,520
\$ 19.25	\$ 3,337	\$ 40,040
\$ 19.50	\$ 3,380	\$ 40,560
\$ 19.75	\$ 3,423	\$ 41,080
\$ 20.00	\$ 3,467	\$ 41,600
\$ 20.25	\$ 3,510	\$ 42,120
\$ 20.50	\$ 3,553	\$ 42,640
\$ 20.75	\$ 3,597	\$ 43,160
\$ 21.00	\$ 3,640	\$ 43,680
\$ 21.25	\$ 3,683	\$ 44,200
\$ 21.50	\$ 3,727	\$ 44,720
\$ 21.75	\$ 3,770	\$ 45,240
\$ 22.00	\$ 3,813	\$ 45,760
\$ 22.25	\$ 3,857	\$ 46,280
\$ 22.50	\$ 3,900	\$ 46,800
\$ 22.75	\$ 3,943	\$ 47,320
\$ 23.00	\$ 3,987	\$ 47,840
\$ 23.25	\$ 4,030	\$ 48,360
\$ 23.50	\$ 4,073	\$ 48,880
\$ 23.75	\$ 4,117	\$ 49,400
\$ 24.00	\$ 4,160	\$ 49,920
\$ 24.25	\$ 4,203	\$ 50,440
\$ 24.50	\$ 4,247	\$ 50,960
\$ 24.75	\$ 4,290	\$ 51,480
\$ 25.00	\$ 4,333	\$ 52,000
\$ 25.25	\$ 4,377	\$ 52,520
\$ 25.50	\$ 4,420	\$ 53,040
\$ 25.75	\$ 4,463	\$ 53,560
\$ 26.00	\$ 4,507	\$ 54,080
\$ 26.25	\$ 4,550	\$ 54,600
\$ 26.50	\$ 4,593	\$ 55,120
\$ 26.75	\$ 4,637	\$ 55,640
\$ 27.00	\$ 4,680	\$ 56,160
\$ 27.25	\$ 4,723	\$ 56,680
\$ 27.50	\$ 4,767	\$ 57,200
\$ 27.75	\$ 4,810	\$ 57,720
\$ 28.00	\$ 4,853	\$ 58,240
\$ 28.25	\$ 4,897	\$ 58,760
\$ 28.50	\$ 4,940	\$ 59,280
\$ 28.75	\$ 4,983	\$ 59,800
\$ 29.00	\$ 5,027	\$ 60,320
\$ 29.25	\$ 5,070	\$ 60,840
\$ 29.50	\$ 5,113	\$ 61,360
\$ 29.75	\$ 5,157	\$ 61,880
\$ 30.00	\$ 5,200	\$ 62,400
\$ 30.25	\$ 5,243	\$ 62,920
\$ 30.50	\$ 5,287	\$ 63,440
\$ 30.75	\$ 5,330	\$ 63,960
\$ 31.00	\$ 5,373	\$ 64,480

Hourly	Monthly	Annual
\$ 31.25	\$ 5,417	\$ 65,000
\$ 31.50	\$ 5,460	\$ 65,520
\$ 31.75	\$ 5,503	\$ 66,040
\$ 32.00	\$ 5,547	\$ 66,560
\$ 32.25	\$ 5,590	\$ 67,080
\$ 32.50	\$ 5,633	\$ 67,600
\$ 32.75	\$ 5,677	\$ 68,120
\$ 33.00	\$ 5,720	\$ 68,640
\$ 33.25	\$ 5,763	\$ 69,160
\$ 33.50	\$ 5,807	\$ 69,680
\$ 33.75	\$ 5,850	\$ 70,200
\$ 34.00	\$ 5,893	\$ 70,720
\$ 34.25	\$ 5,937	\$ 71,240
\$ 34.50	\$ 5,980	\$ 71,760
\$ 34.75	\$ 6,023	\$ 72,280
\$ 35.00	\$ 6,067	\$ 72,800
\$ 35.25	\$ 6,110	\$ 73,320
\$ 35.50	\$ 6,153	\$ 73,840
\$ 35.75	\$ 6,197	\$ 74,360
\$ 36.00	\$ 6,240	\$ 74,880
\$ 36.25	\$ 6,283	\$ 75,400
\$ 36.50	\$ 6,327	\$ 75,920
\$ 36.75	\$ 6,370	\$ 76,440
\$ 37.00	\$ 6,413	\$ 76,960
\$ 37.25	\$ 6,457	\$ 77,480
\$ 37.50	\$ 6,500	\$ 78,000
\$ 37.75	\$ 6,543	\$ 78,520
\$ 38.00	\$ 6,587	\$ 79,040
\$ 38.25	\$ 6,630	\$ 79,560
\$ 38.50	\$ 6,673	\$ 80,080
\$ 38.75	\$ 6,717	\$ 80,600
\$ 39.00	\$ 6,760	\$ 81,120
\$ 39.25	\$ 6,803	\$ 81,640
\$ 39.50	\$ 6,847	\$ 82,160
\$ 39.75	\$ 6,890	\$ 82,680
\$ 40.00	\$ 6,933	\$ 83,200
\$ 40.25	\$ 6,977	\$ 83,720
\$ 40.50	\$ 7,020	\$ 84,240
\$ 40.75	\$ 7,063	\$ 84,760
\$ 41.00	\$ 7,107	\$ 85,280
\$ 41.25	\$ 7,150	\$ 85,800
\$ 41.50	\$ 7,193	\$ 86,320
\$ 41.75	\$ 7,237	\$ 86,840
\$ 42.00	\$ 7,280	\$ 87,360
\$ 42.25	\$ 7,323	\$ 87,880
\$ 42.50	\$ 7,367	\$ 88,400
\$ 42.75	\$ 7,410	\$ 88,920
\$ 43.00	\$ 7,453	\$ 89,440
\$ 43.25	\$ 7,497	\$ 89,960
\$ 43.50	\$ 7,540	\$ 90,480
\$ 43.75	\$ 7,583	\$ 91,000
\$ 44.00	\$ 7,627	\$ 91,520
\$ 44.25	\$ 7,670	\$ 92,040
\$ 44.50	\$ 7,713	\$ 92,560
\$ 44.75	\$ 7,757	\$ 93,080
\$ 45.00	\$ 7,800	\$ 93,600
\$ 45.25	\$ 7,843	\$ 94,120

Hourly	Monthly	Annual
\$ 45.50	\$ 7,887	\$ 94,640
\$ 45.75	\$ 7,930	\$ 95,160
\$ 46.00	\$ 7,973	\$ 95,680
\$ 46.25	\$ 8,017	\$ 96,200
\$ 46.50	\$ 8,060	\$ 96,720
\$ 46.75	\$ 8,103	\$ 97,240
\$ 47.00	\$ 8,147	\$ 97,760
\$ 47.25	\$ 8,190	\$ 98,280
\$ 47.50	\$ 8,233	\$ 98,800
\$ 47.75	\$ 8,277	\$ 99,320
\$ 48.00	\$ 8,320	\$ 99,840
\$ 48.25	\$ 8,363	\$ 100,360
\$ 48.50	\$ 8,407	\$ 100,880
\$ 48.75	\$ 8,450	\$ 101,400
\$ 49.00	\$ 8,493	\$ 101,920
\$ 49.25	\$ 8,537	\$ 102,440
\$ 49.50	\$ 8,580	\$ 102,960
\$ 49.75	\$ 8,623	\$ 103,480
\$ 50.00	\$ 8,667	\$ 104,000
\$ 50.25	\$ 8,710	\$ 104,520
\$ 50.50	\$ 8,753	\$ 105,040
\$ 50.75	\$ 8,797	\$ 105,560
\$ 51.00	\$ 8,840	\$ 106,080
\$ 51.25	\$ 8,883	\$ 106,600
\$ 51.50	\$ 8,927	\$ 107,120
\$ 51.75	\$ 8,970	\$ 107,640
\$ 52.00	\$ 9,013	\$ 108,160
\$ 52.25	\$ 9,057	\$ 108,680
\$ 52.50	\$ 9,100	\$ 109,200
\$ 52.75	\$ 9,143	\$ 109,720
\$ 53.00	\$ 9,187	\$ 110,240
\$ 53.25	\$ 9,230	\$ 110,760
\$ 53.50	\$ 9,273	\$ 111,280
\$ 53.75	\$ 9,317	\$ 111,800
\$ 54.00	\$ 9,360	\$ 112,320
\$ 54.25	\$ 9,403	\$ 112,840
\$ 54.50	\$ 9,447	\$ 113,360
\$ 54.75	\$ 9,490	\$ 113,880
\$ 55.00	\$ 9,533	\$ 114,400
\$ 55.25	\$ 9,577	\$ 114,920
\$ 55.50	\$ 9,620	\$ 115,440
\$ 55.75	\$ 9,663	\$ 115,960
\$ 56.00	\$ 9,707	\$ 116,480
\$ 56.25	\$ 9,750	\$ 117,000
\$ 56.50	\$ 9,793	\$ 117,520
\$ 56.75	\$ 9,837	\$ 118,040
\$ 57.00	\$ 9,880	\$ 118,560
\$ 57.25	\$ 9,923	\$ 119,080
\$ 57.50	\$ 9,967	\$ 119,600
\$ 57.75	\$ 10,010	\$ 120,120
\$ 58.00	\$ 10,053	\$ 120,640
\$ 58.25	\$ 10,097	\$ 121,160
\$ 58.50	\$ 10,140	\$ 121,680
\$ 58.75	\$ 10,183	\$ 122,200
\$ 59.00	\$ 10,227	\$ 122,720
\$ 59.25	\$ 10,270	\$ 123,240
\$ 59.50	\$ 10,313	\$ 123,760

Hourly	Monthly	Annual
\$ 59.75	\$ 10,357	\$ 124,280
\$ 60.00	\$ 10,400	\$ 124,800
\$ 60.25	\$ 10,443	\$ 125,320
\$ 60.50	\$ 10,487	\$ 125,840
\$ 60.75	\$ 10,530	\$ 126,360
\$ 61.00	\$ 10,573	\$ 126,880
\$ 61.25	\$ 10,617	\$ 127,400
\$ 61.50	\$ 10,660	\$ 127,920
\$ 61.75	\$ 10,703	\$ 128,440
\$ 62.00	\$ 10,747	\$ 128,960
\$ 62.25	\$ 10,790	\$ 129,480
\$ 62.50	\$ 10,833	\$ 130,000
\$ 62.75	\$ 10,877	\$ 130,520
\$ 63.00	\$ 10,920	\$ 131,040
\$ 63.25	\$ 10,963	\$ 131,560
\$ 63.50	\$ 11,007	\$ 132,080
\$ 63.75	\$ 11,050	\$ 132,600
\$ 64.00	\$ 11,093	\$ 133,120
\$ 64.25	\$ 11,137	\$ 133,640
\$ 64.50	\$ 11,180	\$ 134,160
\$ 64.75	\$ 11,223	\$ 134,680
\$ 65.00	\$ 11,267	\$ 135,200
\$ 65.25	\$ 11,310	\$ 135,720
\$ 65.50	\$ 11,353	\$ 136,240
\$ 65.75	\$ 11,397	\$ 136,760
\$ 66.00	\$ 11,440	\$ 137,280
\$ 66.25	\$ 11,483	\$ 137,800
\$ 66.50	\$ 11,527	\$ 138,320
\$ 66.75	\$ 11,570	\$ 138,840
\$ 67.00	\$ 11,613	\$ 139,360
\$ 67.25	\$ 11,657	\$ 139,880
\$ 67.50	\$ 11,700	\$ 140,400
\$ 67.75	\$ 11,743	\$ 140,920
\$ 68.00	\$ 11,787	\$ 141,440
\$ 68.25	\$ 11,830	\$ 141,960
\$ 68.50	\$ 11,873	\$ 142,480
\$ 68.75	\$ 11,917	\$ 143,000
\$ 69.00	\$ 11,960	\$ 143,520
\$ 69.25	\$ 12,003	\$ 144,040
\$ 69.50	\$ 12,047	\$ 144,560
\$ 69.75	\$ 12,090	\$ 145,080
\$ 70.00	\$ 12,133	\$ 145,600
\$ 70.25	\$ 12,177	\$ 146,120
\$ 70.50	\$ 12,220	\$ 146,640
\$ 70.75	\$ 12,263	\$ 147,160
\$ 71.00	\$ 12,307	\$ 147,680
\$ 71.25	\$ 12,350	\$ 148,200
\$ 71.50	\$ 12,393	\$ 148,720
\$ 71.75	\$ 12,437	\$ 149,240
\$ 72.00	\$ 12,480	\$ 149,760
\$ 72.25	\$ 12,523	\$ 150,280
\$ 72.50	\$ 12,567	\$ 150,800
\$ 72.75	\$ 12,610	\$ 151,320
\$ 73.00	\$ 12,653	\$ 151,840
\$ 73.25	\$ 12,697	\$ 152,360
\$ 73.50	\$ 12,740	\$ 152,880
\$ 73.75	\$ 12,783	\$ 153,400

Hourly	Monthly	Annual
\$ 74.00	\$ 12,827	\$ 153,920
\$ 74.25	\$ 12,870	\$ 154,440
\$ 74.50	\$ 12,913	\$ 154,960
\$ 74.75	\$ 12,957	\$ 155,480
\$ 75.00	\$ 13,000	\$ 156,000
\$ 75.25	\$ 13,043	\$ 156,520
\$ 75.50	\$ 13,087	\$ 157,040
\$ 75.75	\$ 13,130	\$ 157,560
\$ 76.00	\$ 13,173	\$ 158,080
\$ 76.25	\$ 13,217	\$ 158,600
\$ 76.50	\$ 13,260	\$ 159,120
\$ 76.75	\$ 13,303	\$ 159,640
\$ 77.00	\$ 13,347	\$ 160,160
\$ 77.25	\$ 13,390	\$ 160,680
\$ 77.50	\$ 13,433	\$ 161,200
\$ 77.75	\$ 13,477	\$ 161,720
\$ 78.00	\$ 13,520	\$ 162,240
\$ 78.25	\$ 13,563	\$ 162,760
\$ 78.50	\$ 13,607	\$ 163,280
\$ 78.75	\$ 13,650	\$ 163,800
\$ 79.00	\$ 13,693	\$ 164,320
\$ 79.25	\$ 13,737	\$ 164,840
\$ 79.50	\$ 13,780	\$ 165,360
\$ 79.75	\$ 13,823	\$ 165,880
\$ 80.00	\$ 13,867	\$ 166,400
\$ 80.25	\$ 13,910	\$ 166,920
\$ 80.50	\$ 13,953	\$ 167,440
\$ 80.75	\$ 13,997	\$ 167,960
\$ 81.00	\$ 14,040	\$ 168,480
\$ 81.25	\$ 14,083	\$ 169,000
\$ 81.50	\$ 14,127	\$ 169,520
\$ 81.75	\$ 14,170	\$ 170,040
\$ 82.00	\$ 14,213	\$ 170,560
\$ 82.25	\$ 14,257	\$ 171,080
\$ 82.50	\$ 14,300	\$ 171,600
\$ 82.75	\$ 14,343	\$ 172,120
\$ 83.00	\$ 14,387	\$ 172,640
\$ 83.25	\$ 14,430	\$ 173,160
\$ 83.50	\$ 14,473	\$ 173,680
\$ 83.75	\$ 14,517	\$ 174,200
\$ 84.00	\$ 14,560	\$ 174,720
\$ 84.25	\$ 14,603	\$ 175,240
\$ 84.50	\$ 14,647	\$ 175,760
\$ 84.75	\$ 14,690	\$ 176,280
\$ 85.00	\$ 14,733	\$ 176,800
\$ 85.25	\$ 14,777	\$ 177,320
\$ 85.50	\$ 14,820	\$ 177,840
\$ 85.75	\$ 14,863	\$ 178,360
\$ 86.00	\$ 14,907	\$ 178,880
\$ 86.25	\$ 14,950	\$ 179,400
\$ 86.50	\$ 14,993	\$ 179,920
\$ 86.75	\$ 15,037	\$ 180,440
\$ 87.00	\$ 15,080	\$ 180,960
\$ 87.25	\$ 15,123	\$ 181,480
\$ 87.50	\$ 15,167	\$ 182,000
\$ 87.75	\$ 15,210	\$ 182,520
\$ 88.00	\$ 15,253	\$ 183,040

Appendix D

About United Way of Allegheny County

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

About The Bayer Center for Nonprofit Management at Robert Morris University

In nine years of service to the nonprofit community, the Bayer Center has completed over 700 consulting engagements and educated over 3,000 students. Consulting clients include human service, arts, faith-based, community development, and education organizations with budgets ranging from \$100,000 or less to more than \$50,000,000. The Center's intensive and customized Management, Governance, Financial and Technology consulting services are designed to educate leaders and have resulted in:

- Higher functioning governing boards
- Enhanced financial planning and management
- Heightened brand awareness
- Increased partnerships and strategic alliances
- More effective approaches to fundraising
- Better informed, evidence-based decisions for future directions
- More capable nonprofit leaders and organizations
- Effective management information systems
- Prudent software choices and website design
- A strategic approach to decision-making

The Bayer Center also offers extensive management education on topics including business and strategic planning, collaboration, technology, financial analysis and fund development, and others, as well as co-sponsors a Master's of Science degree in Nonprofit Management. BCNM provides information and referral services; conducts applied research; convenes in-depth discussions on issues relevant to the nonprofit sector; and, through our Executive Service Corps, provides accomplished retired corporate executives as volunteer consultants to assist nonprofits with a broad range of advisory services and executive coaching. In short, the Bayer Center works *to provide effective and practical management and governance tools, information, education and research that strengthen nonprofit missions and multiply all investments of time, talent and money in regional nonprofit organizations.*