

**The Bayer Center for Nonprofit Management
at Robert Morris University**
In service to the nonprofit community
presents the ...

2017
Wage and Benefit Survey
of Southwestern Pennsylvania
Nonprofit Organizations



2017 Wage and Benefit Survey of Southwestern Pennsylvania Nonprofit Organizations

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



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February 2017

Dear Nonprofit Leader:

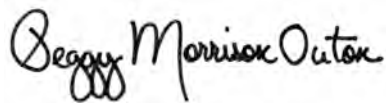
We are very pleased to present to you this 2017 Wage and Benefit Survey Report. Now in its ninth iteration, this bi-annual survey forms a unique picture of nonprofit employment in the southwestern Pennsylvania region. Since the year 2000, we have charted the shape of nonprofit employment, gathering data on compensation, benefits and careers. It is a useful tool for all nonprofits to benchmark their executive compensation against the market as required on the IRS Form 990. It also remains useful to nonprofit boards hiring new staff or seeking fair compensation for the thousands of hard-working nonprofit employees in our region. Job seekers also make regular use of this information.

In keeping with the subject of fair compensation, it is important to note that the information gleaned from this survey on issues of gender pay inequity launched the BCNM project, *"74%: Exploring the Lives of Women in Non-Profit Organizations."* We put that data to work! Those findings have generated over seven million media impressions and created a sustained national conversation about pay equity in the nonprofit sector. They also have led to additional research currently underway, funded by the Richard King Mellon Foundation. We are looking at a range of human resources issues, including the on-going wave of Boomers' retirement and the sector's readiness for executive transition.

The 2017 survey report captures information from 186 local nonprofit organizations with more than 14,000 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 Scott Izzo and our other friends at Richard King Mellon Foundation for their support of the research and The Nonprofit Doctor, and Rita Haronian, for collecting and translating the data into a meaningful document.

For other questions about the survey or its content please contact the Bayer Center at 412-397-6000. We hope that you find this information useful and relevant.

Sincerely,

A handwritten signature in black ink that reads "Peggy Morrison O'Leary". The signature is written in a cursive style with a large initial "P" and "O".

Executive Director
Bayer Center for Nonprofit Management
Robert Morris University

PREFACE

This report provides you with the results of the **2017 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 organizations' financial 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 organizations' annual expenses, 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 The Bayer Center for Nonprofit Management
at Robert Morris University**

I. GUIDE TO USING THE SURVEY

The 2017 Wage and Benefit Survey of Southwestern Pennsylvania Nonprofit Organizations contains data from the 186 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, 2016.

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, 2016, as reported by 186 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 organizations’ annual expenses 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’s annual operating expenses are \$4.5 million, it may be appropriate to compare third quartile salary data in the expenses group from \$2 to \$5 million against your Executive Director’s salary. If you are planning substantial growth in the immediate future and the operating expenses next year are 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, 2016. Therefore, when evaluating your organization’s pay levels after that date, the data in this report will need adjusting upward to reflect pay movement. We recommend you use 0.25% for each month that has passed since October 1, 2016, or 3.0% annually, to adjust pay levels to the current rate.

Terminology and Abbreviations

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

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

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

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

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

Positions

This year, we collected data on 233 job titles and received enough data to print reports for 124 of those titles. For many of these jobs, especially those core positions found particularly in nonprofits, there are very limited data available elsewhere. More than 11,000 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 expenses
- Organization’s location
- Organization’s primary field of work
- Organization’s primary source of funding
- Total number of employees
- Educational requirement of this particular position
- Employee’s sex
- Employee’s race
- Number of years the employee has held this position
- Number of employees managed directly or indirectly by this employee

Data Confidentiality

To ensure the confidentiality of all data, a minimum number of responses is required for each statistic. A minimum of five organizations is required to report compensation in any data subset. At least five incumbents in a data subset are required to report the average and the median. The 10th, 25th, 75th and 90th percentiles are reported for samples of at least twelve incumbents. When not enough data is collected to meet these minimum levels, cells in the individual reports are left blank.

Job Titles with Insufficient Data

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

Administration

Contract Administrator

Animal Welfare

Veterinarian
Veterinary Clinic Manager
Humane Officer
Senior Registered Veterinary Technician
Registered Veterinary Technician
Veterinary Technician
Animal Care Worker
Animal Adoption Counselor
Animal Shelter Manager
Animal Behaviorist
Humane Educator

Cultural, Artistic & Performing Arts

Artistic Director
Curator
Resident Director
Resident Designer
Production Manager/Coordinator
Stage Manager
Costume Shop Manager
Box Office/Sales Manager
Technical Staff
Production Assistant
Actor
Instrumental Musician
Visitor Services Manager
Director of Exhibits
Exhibits Developer
Exhibits Designer
Exhibits Fabricator
Exhibit Guide/Docent

Development

Development Manager, Annual Giving
Development Manager, Major Gifts
Development Manager, Capital Campaign
Development Manager, Planned Giving
Grant Writer, Government Funding
Direct Mail Coordinator

Education & Recreation

School Principal
Admissions Director
Tutor
Recreation Program Manager
Life Guard/Swim Instructor
Recreation or Activity Leader, Adults
Fitness Instructor

Food Service

Nutritionist/Dietician

Foundation/Philanthropy

Program Officer
Program Associate
Grants Manager/Administrator

Gift/Thrift Shop, Warehouse & Food Bank

Warehouse Manager
Warehouse Worker
Food Bank/Pantry Manager
Food Bank/Pantry Assistant/Clerk

Government Affairs, Advocacy, Research

Director or Manager, Government Affairs
Lobbyist
Staff Scientist
Research Analyst: Social Sciences
Research Analyst: Technology/Life Sciences
Research Assistant

Housing/Community Development

Director of Real Estate Development
Project Developer
Construction Manager
Director or Resident/Community Services
Program Manager: Resident/Community Services
Resident Services Coordinator
Director of Property Management
Property Supervisor
Site Administrator
Shelter Manager
Occupancy Specialist
Desk Clerk
Program Manager: Housing
Program Manager: Economic Development
Asset Manager (Compliance & Monitoring)
Asset Manager (Financial Analyst)
Shelter Coordinator

Information Technology

Web Site Developer
Accidental Techie

Legal Services and Community Organizing

Managing Attorney
Attorney, Legal Aid/Advocacy
Attorney, Corporate
Paralegal
Legal Secretary/Assistant

Medical and Clinical Services

Director, Medical Services
Clinic Director
Physician, Family/General Practice
Physician, Internal Medicine
Physician, Obstetrics & Gynecology
Physician, Pediatrics
Physician, Other Specialty
Physician's Assistant
Dental Director
Dentist
Registered Dental Hygienist
Dental Assistant
Laboratory Technician/Technologist
Phlebotomist
Radiology Technician
Community Health Worker
Case Manager, Medical
Patient Financial Services Manager
Patient Accounts Representative
Medical Records Transcriber
Receptionist (Medical)

Social Services & Mental Health

Psychiatrist
Psychiatric Social Worker
Psychologist
Chaplain/Clergy
Behavior Analyst
Clinician (Pre-license)

Volunteer, Membership & Marketing

Writer/Editor

Survey Highlights

Surveyed Organizations

This report provides data collected from 186 nonprofit employers of all sizes across Southwestern Pennsylvania for wages and benefits they provided to 14,535 employees as of October 1, 2016. Participating nonprofits are divided into two regions: those in Allegheny County, and those in the surrounding area. One hundred fifty-three organizations included in this Survey are located in Allegheny County and thirty-three are located in other counties.

The annual operating expenses of participating nonprofits range from under \$50,000 to over \$50,000,000 per year. The median annual operating expenses among survey participants is \$1,400,000.

Fifty-eight percent of the organizations' Executive Directors are women; 42% are men. In the total sample of employees, 74% are women and 26% are men.

Seventy-one percent of the 14,752 employees of the participating organizations work full-time; 29% work part-time.

Benefits: Paid Time Off

More than half (56%) of participating nonprofits provide full-time employees with specific, separate numbers of paid days off for vacation, holiday, and sick leave. Thirty-seven percent have a PTO (Paid Time Off) program instead, giving employees a set number of days off to be taken for any purpose. Another 7%, mostly small organizations, have a less formal policy.

Fifty-eight percent of participating nonprofits offer paid time off to part-time employees. Of those, 69% require that those employees work at least 21 hours per week, on average, to be eligible.

Most (77%) participating nonprofits have one vacation schedule for all employees, which often gives an increasing number of vacation days the longer an employee remains with the organization; 16% have two or more schedules depending on the type of employee. Surveyed nonprofits provide an average of 10 paid holidays and 9 paid sick days per year.

Organizations are most likely to provide other paid time off for bereavement and jury service. Fewer than half 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-eight percent of participating nonprofits define a full-time workweek as 40 hours per week; 15% use 37.5 hours; and 12% use 35 hours.

Benefits: Insurance

Eight-seven percent of surveyed nonprofits offer some type of medical insurance coverage to full-time employees including 7% that pay employees a monthly cash stipend to purchase their own insurance. Among organizations that offer a “traditional” health plans (rather than flexible benefit plans), 31% of those pay the full cost of premiums for employees. This is very close to the 2015 results, when 32% paid the full cost. The percentage paying the full cost for employees was 37% in 2012, 46% in 2010, 47% in 2008, 44% in 2006, 49% in 2004, and 59% in 2002.

Thirty-six percent of surveyed organizations provide insurance to part-time employees, usually requiring that employees work a minimum of 26 hours per week on average. The other 64% of surveyed organizations provide insurance benefits only to full-time employees.

Benefits: Retirement

The great majority (76%) of surveyed nonprofits provide some type of retirement benefit to their full-time employees. Tax-deferred annuities are by far the most popular type of plan (60% of all surveyed organizations), followed by IRAs/SEP-IRAs (12%). Most (81%) 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 11% only the employer contributes.

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

Compensation

On average, male Executive Directors/CEOs earn significantly higher pay than do females, though the gap between male and female Executive Director/CEO pay appears to have narrowed compared with the 2015 survey results. The average pay for all Executive Directors in the sample is \$114,525 per year; for men the average Executive Director pay is \$128,779 per year and for women the average Executive Director pay is \$104,365 per year. While a majority (58%) of all Executive Directors in the sample are women, a relatively greater number of men are found in this position at the largest organizations, which tend to pay higher wages.

Overall, 82% of participating nonprofits expect to give salary increases during their current fiscal year, with a median expected increase of 3.0%. Merit/performance is the most common factor considered these decisions, with 44% of participating organizations planning merit/performance increases during the next twelve months. Thirty-six percent expect an across-board pay increase, 18% anticipate a cost-of-living increase, and 6% will consider employee length of service. Some organizations use more than one method to grant salary increases.

Eighty percent of the participating nonprofits report a merit review interval of one year, 9% conduct reviews every six months, and 10% have no set interval.

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

II. PARTICIPANT OVERVIEW

Effective Date

We asked the participants to provide salary data as of October 1, 2016.

Participants

This year, 186 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 annual operating expenses, field of service, and the number of staff they employ.

Annual Operating Expenses

Groups of organizations based on their annual operating expenses are established where natural breaks occur in the data.

Annual Expenses Groups	# of Orgs	Average Annual Expenses
Up to \$250,000	21	\$148,258
\$250,001 - \$750,000	41	\$483,868
\$750,001 - \$2,000,000	49	\$1,333,282
\$2,000,001 - \$5,000,000	29	\$3,331,642
\$5,000,001 - \$15,000,000	26	\$8,879,696
Over \$15,000,000	20	\$29,187,035
Total	186	\$5,373,727

Using Annual Expenses Data to Evaluate Pay

The financial 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.

Annual Expenses Groups	Average Base Pay for Executive Director/CEO
Up to \$250,000	\$59,908
\$250,001 - \$750,000	\$76,328
\$750,001 - \$2,000,000	\$94,307
\$2,000,001 - \$5,000,000	\$126,825
\$5,000,001 - \$15,000,000	\$162,158
Over \$15,000,000	\$195,923
Average of all	\$114,525

Staff Size

Compared with management-level employees, organizational 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 annual expenses 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.

Annual Expenses Groups	Average Number of FTE Employees	Part-Time Employees as % of Total
Up to \$250,000	2	47%
\$250,001 - \$750,000	5	38%
\$750,001 - \$2,000,000	15	30%
\$2,000,001 - \$5,000,000	33	27%
\$5,000,001 - \$15,000,000	88	29%
Over \$15,000,000	412	28%
Average of all participants	67	29%

Data are also calculated on employee size groupings. These groups are based on organizations' total full-time equivalent employees.

Employee Size Groups	# of Organizations
From 1 to 5 employees	56
From 6 to 20 employees	53
From 21 to 50 employees	33
From 51 to 150 employees	23
Over 150 employees	21
Total	186

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

Field of Service and Annual Expenses

The survey participants represent the following 15 fields of service:

Field of Service	Total # of Orgs	Up to \$250K	\$250K to \$750K	\$750K to \$2M	\$2M to \$5M	\$5M to \$15M	Over \$15M
Basic Material Need	13	3	1	4	3	0	2
Counseling/Behavioral Health & Wellness	11	2	1	1	1	2	4
Culture/Arts	27	4	11	6	2	4	0
Economic/Neighborhood Development	10	2	2	4	0	1	1
Education and Child Care Services	15	1	3	5	3	1	2
Employment and Economic Opportunity	5	0	1	2	1	1	0
Environment/Animal Welfare	10	1	3	3	1	2	0
Family Support and Preservation	8	1	0	3	3	0	1
Foundation/Philanthropy	9	1	4	2	2	0	0
Health and Health Education	15	1	5	3	1	2	3
Legal/Advocacy	4	0	2	2	0	0	0
Management/Technical Assistance	10	1	2	5	0	2	0
Religious	7	2	1	2	0	1	1
Social Support	36	0	3	6	11	10	6
Youth/Recreation	6	2	2	1	1	0	0
Total	186	21	41	49	29	26	20

Primary Source of Funding and Annual Expenses

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

Primary Source of Funding	Total # of Orgs	Up to \$250K	\$250K to \$750K	\$750K to \$2M	\$2M to \$5M	\$5M to \$15M	Over \$15M
Contributions from individuals	31	6	10	7	3	3	2
Contributions from foundations or trusts	40	6	14	12	4	3	1
United Way	2	0	0	2	0	0	0
Government	69	7	7	15	15	12	13
Service membership dues	2	1	1	0	0	0	0
Program service fees	31	0	6	11	5	6	3
Revenue from sales, investments, etc.	11	1	3	2	2	2	1
Total	186	21	41	49	29	26	20

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 Annual Expenses

Compensation levels are reported for the following geographic areas:

County	Total # of Orgs	Up to \$250K	\$250K to \$750K	\$750K to \$2M	\$2M to \$5M	\$5M to \$15M	Over \$15M
Allegheny	153	13	31	45	27	19	18
Other Counties:							
Armstrong	1	0	1	0	0	0	0
Beaver	5	2	0	1	0	2	0
Bedford	1	0	1	0	0	0	0
Butler	8	1	2	1	1	2	1
Fayette	3	1	2	0	0	0	0
Greene	2	2	0	0	0	0	0
Indiana	1	0	0	0	0	1	0
Somerset	1	0	1	0	0	0	0
Washington	5	0	1	2	1	0	1
Westmoreland	6	2	2	0	0	2	0
Total Other Counties	33	8	10	4	2	7	2
Total	186	21	41	49	29	26	20

Fiscal Year Calendar and Annual Expenses

Participating organizations report fiscal year calendars as follows:

Month Beginning Fiscal Year	Total # of Orgs	Up to \$250K	\$250K to \$750K	\$750K to \$2M	\$2M to \$5M	\$5M to \$15M	Over \$15M
January	69	16	19	24	4	4	2
April	3	1	1	0	1	0	0
June	3	0	2	1	0	0	0
July	95	2	14	21	21	20	17
September	8	1	3	3	0	1	0
October	6	0	2	0	2	1	1
Other	2	1	0	0	1	0	0
Total	186	21	41	49	29	26	20

Workforce by Sex of Employee and Annual Expenses

Participating organizations report male and female employees as follows:

Sex of Employee	Total # of Emps	Up to \$250K	\$250K to \$750K	\$750K to \$2M	\$2M to \$5M	\$5M to \$15M	Over \$15M
Male Employees	3,057	10	62	215	265	620	1,885
Female Employees	8,894	56	188	575	994	1,760	5,321
Total	11,951	66	250	790	1,259	2,380	7,206
Female Employees as % of Total	74%	85%	75%	73%	79%	74%	74%

Workforce by Race of Employee and Annual Expenses

Participating organizations report race of employees as follows:

Race of Employee	Total # of Emps	Up to \$250K	\$250K to \$750K	\$750K to \$2M	\$2M to \$5M	\$5M to \$15M	Over \$15M
American Indian/Alaska Native	6	0	0	0	0	2	4
Asian	213	0	0	16	10	14	173
Black or African American	2,218	4	24	106	298	379	1,407
Hispanic/Latino	99	1	4	8	6	17	63
Native Hawaiian/Other Pacific Islander	34	0	2	18	0	0	14
White	9,130	61	213	635	805	1,942	5,474
Mixed Race	85	0	2	4	11	19	49
Other Racial Identity	47	0	0	6	24	1	16
Total	11,832	66	245	793	1,154	2,374	7,200

Turnover Rates

This year, we asked for basic information about the number of positions in which an existing employee had left and been replaced by a new employee during the past year, resulting in an overall rate (voluntary and involuntary combined) of 18% for full-time employees and 25% for part-time employees. The table and chart below show the percentage rate of turnover, based on the size of the organization:

Employee Size Groups	Full-Time Turnover		Part-Time Turnover	
	Voluntary	Involuntary	Voluntary	Involuntary
From 1 to 5 employees	14%	2%	15%	1%
From 6 to 20 employees	10%	3%	12%	1%
From 21 to 50 employees	13%	3%	23%	2%
From 51 to 100 employees	14%	4%	21%	2%
Over 100 employees	15%	4%	23%	4%
Overall Percentage Turnover	14%	4%	22%	3%

III. COMPENSATION & BENEFITS PRACTICES

Compensation Practices

Salary Increase Budgets for Current Fiscal Year

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

Salary Increase Budgets for Current Fiscal Year	
# of Organizations Responding	186
# Organizations Responding with 0.0%	33
# Organizations Responding With an Increase Budget	153
All Organizations - 25th Percentile	2.00%
All Organizations - Median	3.00%
All Organizations - 75th Percentile	3.00%
Average (Including those reporting 0.00%)	2.53%
Average (Excluding those reporting 0.00%)	3.08%

Salary Increase Practices: Past 12 Months and Next 12 Months

Participants were asked for details about four types of salary increases, both over the past twelve months and projected for the coming twelve months:

Salary Increase Practice	% of Organizations that gave increase in previous 12 months	Average increase given	% of Organizations expecting to give increase in next 12 months	Average increase expected
Merit/Performance	45%	3.29%	44%	2.77%
Across the Board	35%	3.16%	36%	2.84%
Cost of Living	19%	2.14%	18%	2.44%
Length of Service	6%	3.03%	6%	3.08%

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

Salary Grades and Ranges

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

Grades & Ranges	# of Organizations	% of Orgs
Use grades and ranges	74	40%
Do not use grades and ranges	112	60%
# Organizations Responding	186	

Incentive Pay or Bonuses

Of the 186 respondents, 38% indicate they provide the Executive Director with some type of incentive or bonus opportunity. Between 14% and 23% of nonprofits provide bonus opportunities for some other staff members, as follows:

Employee Group – Bonus Eligible	# of Organizations	% of Orgs
Executive Director	71	38%
Associate Director	28	15%
Development Director	26	14%
Department Heads	43	23%
Support and Administrative Staff	39	21%

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

Sixty-four respondents (35% of the 186 survey respondents) indicate they have some type of on-call pay practice:

On-Call Pay Practices	# of Organizations	% of Orgs
Pay for hours worked (including overtime)	18	10%
Pay a flat rate for being on call	15	8%
Provide compensatory time off or flex-time	15	8%
Do not pay or provide time off (exempt staff)	8	4%
Pay a show-up rate and hourly pay for time worked	7	4%
Other	1	1%
Total Responses	64	35%

Practices for Dealing with Extensive Overtime by Exempt Staff

When dealing with overtime by exempt staff, 22% of organizations surveyed report that they have no formal policy. The practice of providing compensatory time-off is 36%. (Note that the Wage and Hour laws do not mandate overtime pay for exempt staff.) Thirty-six percent (36%) of respondents indicate that they do not compensate exempt staff for overtime.

Practice	# of Responses	% of Orgs
No formal policy	40	22%
Provide compensatory time off	67	36%
Pay straight time	2	1%
Pay overtime rates	9	5%
Do not compensate for extensive overtime	67	36%
Other	1	1%
# Organizations Responding	186	

Compensatory Time Off

Fifty-four nonprofits (29%) offer employees the option of taking compensatory instead of pay for overtime hours worked.

Employee Eligibility for Public Assistance

When asked whether any of their full-time employees were eligible for public assistance benefits, 16% of surveyed organizations reported that at least some of their full-time employees were eligible. On average, these organizations report an average of 10% and a median of 6% of their full-time employees as eligible for public assistance benefits.

Considering the full-time workforce of all survey participants, the employees identified as eligible for public assistance benefits represent approximately 2% of all full-time employees.

Employment Practices

Introductory Period

The 138 nonprofits with an introductory period report an average of **2.89** months. The most common responses were 3 months and 6 months.

Length of Introductory Period	# of Organizations	% of Orgs
None	48	26%
Less than two months	2	1%
Two months	5	3%
Three months	88	48%
Six months	39	21%
Nine months	1	1%
Twelve months	3	2%
# Organizations responding	186	

Of those organizations that report an introductory period, 40% indicate that employees are eligible for paid-time off benefits and 52% 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	1	1%
Every six months	17	9%
Annually	149	80%
No set schedule	19	10%
Total responses	186	

Full-Time Workweek by Organizations' Annual Expenses

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

Full-Time Work Week	All Orgs	Up to \$250,000	\$250,001 to \$750,000	\$750,001 to \$2 Million	\$2 Million to \$5 Million	\$5 Million to \$15 Million	Over \$15 Million
40 hours	68%	71%	78%	69%	66%	65%	45%
37.5 hours	15%	5%	12%	12%	21%	15%	30%
35 hours	12%	5%	10%	16%	7%	15%	20%
Other	5%	19%	0%	2%	7%	4%	4%

Miscellaneous Employee Benefits

Organizations were asked whether the following benefits are provided to executive-level staff and other staff. For information about miscellaneous benefits provided to the Executive Director/CEO, please see page 38.

Benefit	% of Organizations Offering Benefit to:	
	Executives (other than Executive Director/CEO)	Other Staff
Employee Assistance Program (EAP)	42%	42%
Telecommuting	34%	28%
Financial planning services	22%	20%
Reimbursement for cost of professional license/credential	30%	25%
Professional conference attendance	76%	67%
Professional development classes	74%	69%
Low-interest or no-interest loan program	2%	2%
Transportation and/or travel	47%	46%
Spouse's/domestic partner's travel expenses	1%	1%
Local mass transit subsidy	3%	5%
Car leasing	1%	1%
Car ownership	1%	0%
Housing or housing allowance	1%	3%
Cellular phone use	49%	31%
Home computer purchase or lease	4%	1%
Cost of home internet provider	2%	3%
Personal legal expenses	0%	0%
Personal liability insurance	1%	0%
Professional liability insurance	30%	23%
Membership in country club/residential club	0%	0%
Membership in health club	1%	1%
Membership in fraternal club	0%	0%
Professional membership dues	38%	23%
Sabbatical (paid time off)	4%	4%
Benefit	Executives (other than Executive Director/CEO)	
Additional vacation time	13%	
Additional contribution to medical insurance	2%	
Additional contribution to life insurance	4%	
Additional contribution to disability insurance	3%	
Additional contribution to long-term care insurance	1%	
Additional contribution to retirement plan	3%	

Impact of the Economic Environment

Question	% of Organizations Answering	
	Yes	No
Some analysts suggest that, as the recent recession recedes, nonprofits will see more competition from their colleagues and businesses to attract and retain the "best and brightest" employees. Do you see this challenge affecting your organization in the year ahead?	60%	40%
The 2015 survey a voluntary turnover rate of 15% for full-time employees and 21% for part-time employees. Do you consider these numbers to be high?	46%	54%
Does your organization see turnover as a significant problem for you in the year ahead?	28%	72%
Overall, does your organization plan to increase the number of full-time equivalent employees in the year ahead?	46%	54%
Is your organization currently operating under a temporary hiring freeze?	6%	94%
If Yes, do you plan to lift this freeze in the year ahead?	45%	55%

	Increase	About the Same	Reduce
In the year ahead, does your organization plan to increase the \$ toward employee medical insurance, keep it about the same or reduce it per enrolled employee?	12%	84%	4%
In the year ahead, does your organization plan to increase retirement plan contributions, keep them about the same or reduce them?	3%	96%	1%
	More	About the Same	Less
In the year ahead, does your organization plan to spend more on other employee benefits, about the same amount or less?	20%	77%	3%
	Yes, for the entire year	Yes, for part of the year	No
In the year ahead, do you expect your organization to be operating under an employee salary freeze?	6%	9%	85%

Time-Off Practices

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

- Separate vacation, sick leave and holiday benefits: 104 organizations (56%) are reported
- Paid time off (PTO): 69 organizations (37%) are reported

In addition, 13 respondents (7%) report different time-off policies for their staff, including no formal time-off policies.

Of the respondents who have part-time employees, 58% indicate that their part-time employees are eligible for paid time off benefits and 42% do not offer these benefits to part-time employees. When offered, these benefits are virtually always pro-rated according to employees’ work schedules. Of the organizations that do offer paid time off to part-time employees, 69% require the part-time employee to work a minimum number of hours per week to be eligible. On average, this minimum is 21 hours per week. The remaining 31% 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 86 survey participants (46%) 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	10.4	9.0	9.7	2.1	31.2
Second Year	12.4	9.0	9.7	2.1	33.2
Third Year	13.5	9.0	9.7	2.1	34.3
Fourth Year	14.0	9.0	9.7	2.1	34.8
Fifth Year	15.7	9.0	9.7	2.1	36.5
Sixth to Ninth Years	18.1	9.0	9.7	2.1	38.9
Tenth Year	20.0	9.0	9.7	2.1	40.8
Eleventh Year	21.4	9.0	9.7	2.1	42.2

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

The survey results show that 18 survey participants (10%) provide different benefits to exempt and non-exempt staff, AND accrue vacation, holiday, and sick leave separately, as detailed in the following two tables:

Exempt Staff Years of Service	Vacation Days	Sick Leave	Holiday	Personal Days	Total Days
First Year	15.6	10.2	12.1	2.3	40.2
Second Year	16.9	10.2	12.1	2.3	41.5
Third Year	17.5	10.2	12.1	2.3	42.1
Fourth Year	17.9	10.2	12.1	2.3	42.5
Fifth Year	18.9	10.2	12.1	2.3	43.5
Sixth to Ninth Years	19.8	10.2	12.1	2.3	44.4
Tenth Year	20.9	10.2	12.1	2.3	45.5
Eleventh Year	21.6	10.2	12.1	2.3	46.2

Non-Exempt Staff Years of Service	Vacation Days	Sick Leave	Holiday	Personal Days	Total Days
First Year	9.1	10.2	12.1	2.3	33.7
Second Year	10.4	10.2	12.1	2.3	35.0
Third Year	10.8	10.2	12.1	2.3	35.4
Fourth Year	11.5	10.2	12.1	2.3	36.1
Fifth Year	12.8	10.2	12.1	2.3	37.4
Sixth to Ninth Years	14.4	10.2	12.1	2.3	39.0
Tenth Year	16.1	10.2	12.1	2.3	40.7
Eleventh Year	17.5	10.2	12.1	2.3	42.1

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

Fifty-seven survey respondents (31%) provide PTO benefits that combine vacation and sick leave, with all employees receiving the same benefits:

All Staff Years of Service	Holidays	Paid Time-Off	Total Days
First Year	10.0	17.0	27.0
Second Year	10.0	17.9	27.9
Third Year	10.0	18.5	28.5
Fourth Year	10.0	19.7	29.7
Fifth Year	10.0	21.4	31.4
Sixth to Ninth Years	10.0	23.2	33.2
Tenth Year	10.0	25.7	35.7
Eleventh Year	10.0	26.9	36.9

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

Twelve survey respondents (6%) provide PTO benefits that combine vacation 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	10.1	19.6	29.7
Second Year	10.1	20.6	30.7
Third Year	10.1	22.8	32.9
Fourth Year	10.1	23.5	33.6
Fifth Year	10.1	25.8	35.9
Sixth to Ninth Years	10.1	27.3	37.4
Tenth Year	10.1	29.5	39.6
Eleventh Year	10.1	29.9	40.0

Non-Exempt Staff Years of Service	Holidays	Paid Time-Off	Total Days
First Year	10.1	13.2	23.3
Second Year	10.1	14.4	24.5
Third Year	10.1	14.7	24.8
Fourth Year	10.1	16.7	26.8
Fifth Year	10.1	18.4	28.5
Sixth to Ninth Years	10.1	20.1	30.2
Tenth Year	10.1	23.1	33.2
Eleventh Year	10.1	24.2	34.3

Other Paid Time Off

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

Type of Paid Time Off	# of Organizations	% of Orgs
Bereavement	151	81%
Jury service	141	76%
Military service	82	44%
Family illness	77	41%
Maternity/paternity	76	41%
Job-related education/training	32	17%
Volunteer service	5	3%

Insurance and Retirement Benefits

Insurance Coverage Offered

The great majority of survey participants (87%) offer some type of medical insurance to their employees, at an average cost of \$674 per employee per month. This includes 7% of surveyed organizations that pay employees a cash stipend to purchase their own insurance.

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

*Types of Medical Insurance Offered	# of Organizations	% of Orgs
Health Maintenance Organization (HMO)	27	15%
Preferred Provider Organization (PPO)	135	73%
Monthly stipend paid directly to employees	13	7%
Do not provide medical insurance	25	13%
**Total Organizations Responding	186	

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

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

*Other Types of Insurance Offered	# of Organizations	% of Orgs
Dental Care Insurance	139	83%
Vision Care Insurance	138	80%
Life Insurance	127	74%
Short-Term Disability Insurance	106	64%
Long-Term Disability Insurance	114	70%
Long-Term Care Insurance	64	36%
Do not provide other types of insurance	30	16%
*Total Organizations Responding	186	

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

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

The Employer Contribution tables on pages 27 through 32 detail the percentage of health-care premiums paid by employers who offer traditional plans rather than cafeteria or flexible benefit plans. Use these tables as a guide if you offer your employees a designated set of group health-care benefits. On page 32, see information about Section 125 plans, including flexible benefit (or “cafeteria”) plans.

Waiting Period for New Employees

Survey participants were asked to specify the waiting period before coverage begins for new employees. Please note that the federal Patient Protection and Affordable Care Act (PPACA) prohibits waiting periods of more than 90 days for group health plans.

Waiting Period for New Employees	# of Organizations	% of Orgs
No waiting period (coverage begins immediately)	42	29%
up to 1 month	55	38%
up to 2 months	21	14%
up to 3 months	27	19%
Total Organizations Responding	145	

Domestic Partner Benefits

Sixty-five percent (65%) of respondents offer medical insurance coverage to domestic partners of employees. This includes 40% of respondents that contribute to the cost of the premium for domestic partners, and 25% of respondents that do not pay any of the premium. The remaining thirty-five percent (35%) do not offer any medical coverage to domestic partners.

Part-Time Employee Benefits

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

Thirty-three percent (33%) offer medical insurance benefits to part-time employees who maintain a minimum weekly work schedule. This includes 22% percent offering full benefits to qualifying part-time employees, who must work an average of 27 hours per week to be eligible. The other 11% provide pro-rated benefits to qualifying part-time employees, who must work an average of 24 hours per week to be eligible.

Just 4% of respondents offer insurance coverage to part-time employees regardless of their work schedules. This includes 1% that offer full benefits and another 3% that offer pro-rated insurance benefits to all part-time employees.

Special Insurance-Related Accounts

In an HRA (Health Reimbursement Arrangement) the employer contributes a certain amount per employee per year for health care expenses. This money may be rolled from one year to the next but may not be portable if an employee leaves his or her job. Twenty-three organizations in this survey’s sample (12%) offer an HRA to employees, reporting annual contributions ranging from \$185 to \$5500 with a median of \$1250.

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. Nineteen organizations (10%) offer health insurance policies that are compatible with Health Savings Accounts, reporting annual contributions ranging from \$250 to \$2200 with a median of \$1000.

Employer Contribution—HMO Insurance (Traditional Plans)

The following tables show the average payment of premiums by employers for both employees and their dependents for medical insurance through a **Health Maintenance Organization (HMO)** plan. Results show that all respondents who offer HMO coverage pay at least 50% of the cost *for the employee*, and 18% 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	4	18%
Pay 90 to 99% of premium	4	18%
Pay 80 to 89% of premium	8	56%
Pay 70 to 79% of premium	4	18%
Pay 60 to 69% of premium	1	5%
Pay 50 to 59% of premium	1	5%
Pay from 1 to 49% of premium	0	0%
Do not pay any of the premium	0	0%
Total Offering HMO	22	

Thirty-two percent (32%) of respondents pay at least 50% of the cost of HMO coverage for the employee’s dependents.

HMO—Dependent Health Insurance Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	1	5%
Pay 90 to 99% of premium	2	9%
Pay 80 to 89% of premium	2	9%
Pay 70 to 79% of premium	2	9%
Pay 60 to 69% of premium	0	0%
Pay 50 to 59% of premium	0	0%
Pay from 1 to 49% of premium	2	9%
Do not pay any of the premium	13	59%
Total Offering HMO	22	

Co-payments for HMO plans range from \$10 to \$40, with a median of \$20. Median deductibles, when applicable, are \$1000 for a single employee and \$2000 for family coverage.

Employer Contribution—PPO Insurance (Traditional Plans)

The following tables show the average payment of premiums by employers for both employees and their dependents for medical insurance through a **Preferred Provider (PPO)** plan. Results show that 98% of respondents who offer PPO coverage pay at least 50% of the cost *for the employee*, and 33% 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	39	33%
Pay 90 to 99% of premium	21	18%
Pay 80 to 89% of premium	30	26%
Pay 70 to 79% of premium	21	18%
Pay 60 to 69% of premium	3	3%
Pay 50 to 59% of premium	1	1%
Pay from 1 to 49% of premium	2	2%
Do not pay any of the premium	0	0%
Total Offering PPO	117	

Fifty-three percent (53%) 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	11	9%
Pay 90 to 99% of premium	12	10%
Pay 80 to 89% of premium	16	14%
Pay 70 to 79% of premium	11	9%
Pay 60 to 69% of premium	4	3%
Pay 50 to 59% of premium	8	7%
Pay from 1 to 49% of premium	8	7%
Do not pay any of the premium	47	40%
Total Offering PPO	117	

Co-payments for PPO plans ranged from \$10 to \$50, with a median of \$20. Median deductibles, when applicable, are \$1000 for a single employee and \$2000 for family coverage.

Employer Contribution—Dental Care (Traditional Plans)

The following tables show the average payment of premiums by employers for both employees and their dependents for **dental insurance**. Seventy-six percent (76%) of survey participants that offer dental insurance pay at least 50% of the premiums *for the employee*, and 46% 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	55	46%
Pay 90 to 99% of premium	8	7%
Pay 80 to 89% of premium	9	8%
Pay 70 to 79% of premium	10	8%
Pay 60 to 69% of premium	4	3%
Pay 50 to 59% of premium	5	4%
Pay from 1 to 49% of premium	0	0%
Do not pay any of the premium	29	24%
Total Offering Dental Care	120	

Thirty-eight percent (38%) 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	18	15%
Pay 90 to 99% of premium	6	5%
Pay 80 to 89% of premium	1	1%
Pay 70 to 79% of premium	6	5%
Pay 60 to 69% of premium	5	4%
Pay 50 to 59% of premium	9	8%
Pay from 1 to 49% of premium	4	3%
Do not pay any of the premium	71	59%
Total Offering Dental Care	120	

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 47% 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	56	47%
Pay 90 to 99% of premium	8	7%
Pay 80 to 89% of premium	11	9%
Pay 70 to 79% of premium	10	8%
Pay 60 to 69% of premium	4	3%
Pay 50 to 59% of premium	4	3%
Pay from 1 to 49% of premium	0	0%
Do not pay any of the premium	27	23%
Total Offering Vision Care	120	

Thirty-eight percent (38%) 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	20	17%
Pay 90 to 99% of premium	6	5%
Pay 80 to 89% of premium	3	3%
Pay 70 to 79% of premium	6	5%
Pay 60 to 69% of premium	3	3%
Pay 50 to 59% of premium	8	7%
Pay from 1 to 49% of premium	3	3%
Do not pay any of the premium	71	59%
Total Offering Vision Care	120	

Employer Contribution—Life Insurance Benefits (Traditional Plans)

Eighty-three percent (83%) of respondents that provide **life insurance** for their staff pay the entire premium for their employees. Note that the information in this table does not include organizations that offer life insurance through a flexible benefit plan.

Employee Life Insurance Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	93	83%
Pay 50 to 99% of premium	0	0%
Pay 1 to 49% of premium	0	0%
Do not pay premium for employee	19	17%
Total Offering Life Insurance	112	

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

Sixty-three percent (63%) 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	60	63%
Pay 50 to 99% of premium	0	0%
Pay 1 to 49% of premium	2	2%
Do not pay premium for employee	34	35%
Total Offering Short Term Disability	96	

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

Seventy-seven percent (77%) 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	79	77%
Pay 50 to 99% of premium	0	0%
Pay 1 to 49% of premium	0	0%
Do not pay premium for employee	24	23%
Total Offering Long Term Disability	103	

Employer Contribution—Long-Term Care (Traditional Plans)

Eleven percent (11%) 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	7	11%
Pay 50 to 99% of premium	0	0%
Pay 1 to 49% of premium	0	0%
Do not pay premium for employee	56	89%
Total Offering Long Term Care	63	

Section 125 Plans

Section 125 plans use pre-tax dollars to pay for employee benefits. The most comprehensive type of Section 125 plans reported in this survey is the flexible benefits plan (or “cafeteria plan”), in which employers provide a certain dollar allotment per employee and employees choose their benefits from a list, paying the difference if their chosen benefits cost more than the allotment.

Nineteen survey participants (10% of the total sample) offer employees a choice of benefits through a flexible benefit plan. The plans offered as a part of these programs follow:

Type of Insurance Offered	# of Organizations	% of Orgs
Health Maintenance Organization (HMO)	5	26%
Preferred Provider Organization (PPO)	18	95%
Dental Care Insurance	19	100%
Vision Care Insurance	18	95%
Life Insurance	15	79%
Short-Term Care Insurance	10	53%
Long-Term Disability Insurance	11	58%
Long-Term Care Insurance	1	5%
Any Organization-Sponsored Retirement Plan	15	79%
Total Offering a Flexible Benefit Plan	19	

Other types of Section 125 plans include:

- **Premium-Only Plan**, which is a simplified version of the cafeteria plan. Thirty-three percent (33%) of surveyed organizations administer their insurance benefits through a premium-only plan.
- **Flexible Spending Account (FSA)**, in which pre-tax dollars are set aside by employees for their health care (**Health Care Spending Account or HCSA**) or dependent care (**Dependent Care Spending Account or DCSA**). These accounts are almost exclusively funded by employee contributions. Twenty-two percent (22%) of surveyed organizations offer an HCSA to employees. These organizations report the maximum amount an employee can allocate to the HCSA ranging from \$400 to \$2550, and with a median of \$2500. Seventeen percent (17%) of surveyed organizations offer a DCSA to employees.

Retirement Benefits

Seventy-six percent (76%) of survey participants indicate they offer some type of retirement benefit to their employees.

Of the respondents who have part-time employees, 53% indicate that their part-time employees are eligible for retirement benefits as long as they maintain a minimum number of hours per week (on average, 20 hours per week), while 20% make benefits available to employees regardless of the number of hours worked. The remaining 27% cover only full-time employees.

Overall, 55% of full-time employees at the 186 organizations that participated in this survey are enrolled in an employer-sponsored retirement plan. Fifteen percent (15%) of part-time employees are enrolled in an employer-sponsored retirement plan.

The types of plans offered are detailed below:

Type of Plan Offered	# of Responses	% of Orgs
Tax Sheltered Annuity: 401(k), 403(b)	112	60%
Other Defined Contribution Plan	7	4%
IRA/SEP-IRA	23	12%
Defined Benefit Plan	5	3%
Other	4	2%
Do not offer retirement benefits	44	24%
*Total Organizations Responding	186	

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

Retirement Benefits—Funding

Of those 142 organizations that offer some type of retirement benefit, 81% 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	10	7%
Organization contribution only	15	11%
Organization contributes/employee may contribute	53	37%
If employee contributes, organization contributes	63	44%
Other	1	1%
Total Organizations Responding	142	

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

Retirement Benefits—Contributions

Organizations that contribute to employees’ retirement plans were asked to describe that contribution, and 91% indicated that they contribute some percentage of each employee’s annual salary, generally the same percentage for all employees. If the percentage increases with an employee’s length of service, organizations entered the highest percentage, or cap, of an employee’s salary that would be contributed. The range of all percent of salary responses is from 1% to 12%, with an average response of 4.6% and a median response of 4%.

Vesting Period

Organizations that contribute to retirement plans were asked about the vesting period for that benefit. Thirty-eight percent of organizations have no vesting period. Vesting periods given by the other 70% of organizations ranged from 6 months to 20 years, with a median of 3 years.

Projected Retirement Among Current Employees

Surveyed organizations were asked to project how many of their full-time employees were likely to retire within the next five years and also within the next ten years. Overall, participants anticipate that 6% of the entire sample's current full-time workforce is likely to retire within the next five years. Twelve percent of the entire full-time workforce is expected to retire within the next ten years.

Executive Director/CEO Profile

Employment Contract

Only 22% of the Executive Directors in this Survey have an employment contract:

Employment Contract	# of Organizations	% of Orgs
Executive Director has contract	35	22%
Executive Director does not have contract	126	78%

Gender and Compensation

More than half of Executive Directors in the sample are female:

Executive Director Gender	# of Organizations	% of Orgs
Male Executive Director/CEO	67	42%
Female Executive Director/CEO	94	58%

On average, male Executive Directors earn significantly higher pay than do females, though the gap appears to have narrowed since the 2015 survey. The average annual base pay for all Executive Directors in the sample is \$114,525; for men, the average Executive Director pay is \$128,779 per year; for women, the average Executive Director pay is \$104,365 per year. While a majority (58%) 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. Within some groups of similarly sized organizations, though, there is very little difference between the pay levels for women and for men. The following chart illustrates Executive Director/CEO pay for men and women according to organizations' annual operating expenses:

Annual Operating Expenses	% Male	Average Salary, Males	% Female	Average Salary, Females	Female Pay as % of Male Pay
Up to \$250,000	40%	\$59,062	60%	\$60,473	102%
\$250,001 - \$750,000	31%	\$76,320	69%	\$76,322	100%
\$750,001 - \$2,000,000	51%	\$101,355	49%	\$86,924	86%
\$2,000,001 - \$5,000,000	32%	\$154,831	68%	\$113,559	73%
\$5,000,001 - \$15,000,000	43%	\$184,754	57%	\$144,776	78%
Over \$15,000,000	50%	\$200,029	50%	\$191,817	96%
All Responses	42%	\$128,779	58%	\$104,365	81%

Age

On average, individuals in this position are 54 years old. Executive Directors/CEOs in this sample are grouped by age as follows:

Age	# of Incumbents	% of Total
26 - 35	7	4%
36 - 45	25	16%
46 -55	47	29%
56 - 65	63	39%
Over 65	19	12%

Education and Compensation

Sixty-seven percent (67%) of the Executive Directors in our Survey hold Master’s Degrees or Doctorates. As indicated below, salaries generally increase with the level of education.

Level of Education	# of Incumbents	Average Salary
High School/Some College	6	\$71,528
Bachelor’s Degree	47	\$111,237
Master’s Degree	92	\$116,312
Doctorate	16	\$130,032

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	10	\$90,305
1.0 to 1.9 years	17	\$114,179
2.0 to 2.9 years	15	\$101,565
3.0 to 4.9 years	23	\$102,545
5.0 to 6.9 years	25	\$112,247
7.0 to 9.9 years	18	\$98,994
10.0 years and over	53	\$134,421
Average of 9.0 years	161	\$114,525

On average, those individuals in Executive Director/Chief Executive positions have been in their jobs for 9.0 years. As shown in the table above, there is not as clear a correlation in pay for Executive Directors based upon time in the job as there is based on other factors (for example, organizations’ annual expenses or employees’ level of education).

Setting the Compensation of the Executive Director/CEO

Ninety-eight percent (98%) of survey participants confirmed that their organization’s Board of Directors formally approved the current compensation of the Executive Director/CEO.

Organizations used various methods to determine reasonable compensation for the Executive Director/CEO.

Methods Used to Determine Compensation*	# of Organizations	% of Organizations
Published survey data	102	64%
Informal survey of similar organizations performed internally	89	56%
Form 990s of similar organizations	58	36%
Outside consultant	36	23%
Other	17	11%
# Organizations Responding	161	

**Some organizations used more than one method.*

Succession and Transition Planning

Twenty-eight percent (28%) of surveyed organizations have a completed and updated emergency succession plan in place for the Executive Director/CEO position.

Twenty-six percent (26%) of surveyed organizations have a formal, non-emergency transition plan in place for the Executive Director/CEO position.

Among all surveyed organizations, twenty percent (20%) expect to have a transition in the Executive Director/CEO position during the next three years.

Executive Director/CEO Search

Organizations whose current Executive Director/CEO has been in that position for five years or less were asked how did the organization located this individual as a candidate to fill the position at the time of hire.

Search Method	# of Organizations	% of Organizations
Word of mouth	8	10%
Craigslist or other online service	10	13%
Executive search firm	17	21%
Internal candidate/former employee	26	33%
Current or former Board member or founder of organization	11	14%
Other	8	10%
# Organizations Responding	80	

Additional Benefits

The following benefits were reported for the Executive Director/CEO position. See the section on Miscellaneous Employee Benefits on page 19 for information about benefits given to other employees.

Benefit	% of Organizations Offering Benefit to Executive Director/CEO
Employee Assistance Program (EAP)	42%
Telecommuting	39%
Financial planning services	21%
Reimbursement for cost of professional license/credential	28%
Professional conference attendance	84%
Professional development classes	77%
Low-interest or no-interest loan program	2%
Transportation and/or travel	54%
Spouse's/domestic partner's travel expenses	2%
Local mass transit subsidy	4%
Car leasing	5%
Car ownership	3%
Housing or housing allowance	4%
Cellular phone use	54%
Home computer purchase or lease	8%
Cost of home internet provider	3%
Personal legal expenses	0%
Personal liability insurance	1%
Professional liability insurance	34%
Membership in country club/residential club	2%
Membership in health club	2%
Membership in fraternal club	1%
Professional membership dues	39%
Sabbatical (paid time off)	7%
Additional vacation time	24%
Additional contribution to medical insurance	6%
Additional contribution to life insurance	8%
Additional contribution to disability insurance	3%
Additional contribution to long-term care insurance	2%
Additional contribution to retirement plan	6%

IV. COMPENSATION BY POSITION

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

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	161	161	\$55,016	\$72,052	\$99,008	\$141,118	\$188,240	\$114,525
# Eligible for Incentive/Bonus	78	78						
Actual Bonus Paid	35	35	1,000	2,500	5,000	15,000	27,000	11,069
Total Cash Compensation (Base + Bonus)	161	161	55,084	72,447	100,048	141,118	197,654	116,931
Annual Base Salary								
By Annual Expenses:								
Up to \$250,000	10	10			56,576			59,908
\$250,001 - \$750,000	39	39	50,003	59,488	72,093	89,648	109,242	76,328
\$750,001 - \$2,000,000	43	43	56,514	75,005	92,997	113,006	125,000	94,307
\$2,000,001 - \$5,000,000	28	28	71,808	89,440	108,732	155,943	185,547	126,825
\$5,000,001 - \$15,000,000	23	23	100,148	116,501	146,349	180,357	272,684	162,158
Over \$15,000,000	18	18	137,373	156,827	188,146	226,268	279,816	195,923
By Geographic Location:								
Allegheny County	133	133	55,523	76,711	101,982	147,410	200,741	120,118
Outside of Allegheny County	28	28	50,001	61,371	77,023	113,693	150,854	87,954
By Field of Service:								
Basic Material Need	12	12	46,873	70,497	83,772	134,498	180,669	96,939
Counseling - Behavioral Health & Wellness	10	10			132,881			137,403
Culture/Arts	22	22	50,602	54,766	73,383	137,062	277,809	111,081
Economic/Neighborhood Development	7	7			99,341			106,905
Education and Child Care Services	14	14	50,024	78,900	96,523	143,764	235,092	115,083
Environment/Animal Welfare	9	9			105,664			111,901
Family Support and Preservation	6	6			101,650			107,266
Foundation/Philanthropy	9	9			109,242			125,752
Health and Health Education	12	12	63,602	74,906	120,494	168,964	200,866	124,129
Management/Technical Assistance	10	10			101,591			115,780
Social Support	35	35	64,160	87,610	110,302	158,454	183,410	124,717
Youth/Recreation	5	5			69,992			76,220
By Primary Source of Funding:								
Contributions from individuals	23	23	54,800	61,360	87,610	105,664	213,092	103,305
Contributions from foundations or trusts	35	35	51,201	65,000	92,997	138,154	189,852	110,874
Government	62	62	54,792	77,220	111,155	158,189	188,208	119,004
Program services fee	29	29	69,992	78,687	94,994	128,752	184,122	113,458
Revenue from sales, investments, etc.	9	9			117,499			138,875
By Number of Employees:								
1 - 5	43	43	50,989	56,992	69,992	94,994	114,196	80,830
6 - 20	50	50	54,090	69,992	90,272	113,672	138,008	93,425
21 - 50	28	28	69,686	88,021	108,576	167,107	206,964	123,414
51 - 150	21	21	78,466	107,983	133,910	172,921	303,443	155,155
More than 150	19	19	116,501	153,005	184,122	219,731	274,997	188,298
By Level of Education Required:								
Bachelor's Degree	65	65	53,448	65,000	82,514	115,035	171,329	98,277
Master's Degree	67	67	69,992	89,814	114,400	158,434	240,535	132,861
By Sex of Employee:								
Male	67	67	54,916	85,010	113,006	169,998	240,535	128,779
Female	94	94	54,652	69,992	91,791	132,054	172,297	104,365
By Race/Ethnicity of Employee:								
Black or African American	9	9			105,269			112,840
White	141	141	55,478	72,447	94,994	138,674	187,216	113,145
By Number of Years in Position:								
Up to 5 Years	65	65	51,201	64,002	85,010	120,474	170,369	98,670
6 - 10 Years	36	36	60,798	79,227	102,856	129,277	173,094	109,204
11 - 20 Years	27	27	56,514	82,264	105,269	180,357	261,473	136,312
Over 20 Years	23	23	64,838	96,470	133,906	169,998	257,500	140,250

Associate Director/Chief Operating Officer

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	42	44	\$69,909	\$77,502	\$101,036	\$126,001	\$157,830	\$108,361
# Eligible for Incentive/Bonus	19	19						
Actual Bonus Paid	13	13	1,990	5,000	8,000	12,966	41,864	12,403
Total Cash Compensation (Base + Bonus)	42	44	69,909	81,362	105,147	139,625	172,493	112,025
Annual Base Salary								
By Annual Expenses:								
\$750,001 - \$2,000,000	8	9			76,669			85,731
\$2,000,001 - \$5,000,000	8	8			98,239			102,994
\$5,000,001 - \$15,000,000	12	13	64,796	81,318	107,328	123,999	174,990	109,012
Over \$15,000,000	13	13	73,995	95,639	143,499	149,157	189,625	128,442
By Geographic Location:								
Allegheny County	39	41	69,859	78,335	106,558	135,751	161,324	109,958
By Field of Service:								
Culture/Arts	5	5			107,328			110,386
Social Support	11	11			92,477			104,200
By Primary Source of Funding:								
Contributions from individuals	6	6			103,064			104,094
Contributions from foundations or trusts	8	8			104,072			100,716
Government	20	21	67,675	74,890	103,189	144,623	169,994	108,361
Program services fee	5	5			115,357			135,088
By Number of Employees:								
6 - 20	6	7			76,669			83,744
21 - 50	12	12	62,774	78,884	98,239	110,947	118,604	95,666
51 - 150	8	9			118,435			121,814
More than 150	13	13	70,849	99,518	143,499	149,157	189,625	129,467
By Level of Education Required:								
Bachelor's Degree	14	14	64,688	73,616	96,284	125,273	179,473	105,974
Master's Degree	22	24	69,909	75,920	98,842	126,001	162,500	105,987
By Sex of Employee:								
Male	18	19	69,992	92,477	98,883	145,101	174,990	114,159
Female	23	23	67,725	73,861	94,994	119,995	147,281	101,128
By Race/Ethnicity of Employee:								
White	33	34	69,909	75,280	99,092	119,995	147,025	104,005
By Number of Years in Position:								
Up to 5 Years	17	18	73,458	93,002	110,063	146,812	174,990	116,354
6 - 10 Years	5	5			85,446			89,719
11 - 20 Years	11	11			103,189			111,312
Over 20 Years	6	6			112,996			105,626
By Number of Employees Managed:								
4 to 8	12	13	69,614	73,331	103,189	128,534	164,998	105,696
9 to 14	6	6			72,051			89,277
15 and over	15	15	74,946	94,973	106,558	119,995	161,200	110,648

Directs delivery of programs in accordance with the organization's goals and objectives. May write or participate in writing of grant applications, depending on structure of organization. Ensures program activities comply with contracts. Supervises program staff either directly or through intermediary supervisors. Acts as liaison with government agencies, the community and the public relative to funding, contracts and delivery of services. Participates as a member of the senior management team in the development and implementation of organization-wide policies and programs that will contribute to its overall success. This is a single-incumbent position. Report others in the Program Management section or other sections below (e.g. jobs 805, 810, 853, 856, 421, 430, 431).

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	23	25	\$79,997	\$82,805	\$96,262	\$121,036	\$131,489	\$101,611
# Eligible for Incentive/Bonus	9	11						
Actual Bonus Paid	5	7			4,000			5,179
Total Cash Compensation (Base + Bonus)	23	25	79,997	82,805	98,883	124,049	131,489	103,061
Annual Base Salary								
By Annual Expenses:								
\$2,000,001 - \$5,000,000	7	7			83,200			92,857
\$5,000,001 - \$15,000,000	6	6			100,048			97,615
Over \$15,000,000	9	11			114,234			105,552
By Geographic Location:								
Allegheny County	22	24	79,997	82,608	97,573	122,887	131,862	102,095
By Field of Service:								
Social Support	6	8			89,108			93,280
By Primary Source of Funding:								
Government	12	12	75,978	80,798	90,584	110,396	128,502	95,167
By Number of Employees:								
21 - 50	5	5			96,262			96,479
51 - 150	7	7			83,200			88,510
More than 150	9	11			114,234			105,552
By Level of Education Required:								
Bachelor's Degree	11	13	79,997	80,600	96,262	121,088	130,237	100,981
Master's Degree	9	9			91,166			100,996
By Sex of Employee:								
Male	9	10			105,248			104,202
Female	15	15	79,997	83,200	91,582	115,710	132,313	99,884
By Race/Ethnicity of Employee:								
Black or African American	5	5			83,200			96,937
White	17	19	79,997	88,213	98,883	124,738	133,723	103,968
By Number of Years in Position:								
Up to 5 Years	12	12	79,997	80,756	91,281	120,178	132,606	98,930
11 - 20 Years	6	7			117,333			108,219
By Number of Employees Managed:								
4 to 8	5	5			124,738			117,761
15 and over	8	8			95,233			96,886

Chief Communications Officer

The organization's top communications employee. This position is found only in relatively large organizations that have a communications executive on the senior management team. Has overall responsibility for all aspects of the organization's communications functions. Supervises communications staff, some of whom supervise lower-level department employees. Advises other top executives and the organization's board of directors on communications-related issues.

Other sample job titles: Vice President of Marketing & Communications, Vice President of Public Affairs

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	6	6			\$107,422			\$104,244
# Eligible for Incentive/Bonus	2	2						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	6	6			110,231			105,382
Annual Base Salary								
By Annual Expenses:								
Over \$15,000,000	5	5			112,341			104,593
By Geographic Location:								
Allegheny County	6	6			107,422			104,244
By Race/Ethnicity of Employee:								
White	6	6			107,422			104,244

The organization's top development employee. This position is found only in relatively large organizations that have a development executive on the senior management team. Has overall responsibility for all aspects of the organization's development functions. Supervises development staff, some of whom supervise lower-level department employees. Advises other top executives and the organization's board of directors on development-related issues.

Other sample job titles: Chief Philanthropy Officer, Vice President of Development

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	11	11			\$102,936			\$113,865
# Eligible for Incentive/Bonus	7	7						
Actual Bonus Paid	6	6			2,050			8,567
Total Cash Compensation (Base + Bonus)	11	11			102,936			118,537
Annual Base Salary								
By Annual Expenses:								
Over \$15,000,000	6	6			103,168			106,760
By Geographic Location:								
Allegheny County	10	10			102,137			114,751
By Primary Source of Funding:								
Government	5	5			89,170			97,236
By Number of Employees:								
More than 150	6	6			103,168			106,760
By Sex of Employee:								
Female	7	7			89,170			97,068
By Race/Ethnicity of Employee:								
White	7	7			101,338			100,830

Chief Human Resources Officer

The organization's top human resources employee. This position is found only in relatively large organizations that have a human resources executive on the senior management team. Has overall responsibility for all aspects of the organization's human resources functions. Supervises human resources staff, some of whom supervise lower-level department employees. Advises other top executives and the organization's board of directors on human resources-related issues.

Other sample job titles: Chief Talent Officer, Vice President of Human Resources

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	10	10			\$96,866			\$113,223
# Eligible for Incentive/Bonus	5	5						
Actual Bonus Paid	3	3						
Total Cash Compensation (Base + Bonus)	10	10			97,016			115,464
Annual Base Salary								
By Annual Expenses:								
Over \$15,000,000	9	9			98,800			116,258
By Geographic Location:								
Allegheny County	8	8			96,866			116,561
By Field of Service:								
Social Support	6	6			93,475			114,854
By Primary Source of Funding:								
Government	7	7			98,800			117,071
By Number of Employees:								
More than 150	9	9			98,800			116,258
By Level of Education Required:								
Bachelor's Degree	5	5			94,931			119,421
By Sex of Employee:								
Female	7	7			94,931			98,898
By Race/Ethnicity of Employee:								
White	8	8			93,475			113,105

The organization's top information technology employee. This position is found only in relatively large organizations that have an IT executive on the senior management team. Has overall responsibility for all aspects of the organization's IT functions. Supervises IT staff, some of whom supervise lower-level department employees. Advises other top executives and the organization's board of directors on IT-related issues.

Other sample job titles: Chief Technology Officer, Vice President of Information Technology

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	8	8			\$119,101			\$121,400
# Eligible for Incentive/Bonus	4	4						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	8	8			119,251			123,938
Annual Base Salary								
By Annual Expenses:								
Over \$15,000,000	7	7			123,198			123,164
By Geographic Location:								
Allegheny County	8	8			119,101			121,400
By Number of Employees:								
More than 150	6	6			119,101			122,212
By Race/Ethnicity of Employee:								
White	7	7			115,003			114,244
By Number of Employees Managed:								
1 to 3	5	5			109,054			112,301

Chief Financial Officer

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	47	47	\$81,312	\$92,394	\$101,962	\$122,990	\$143,196	\$110,383
# Eligible for Incentive/Bonus	20	20						
Actual Bonus Paid	11	11			5,000			6,821
Total Cash Compensation (Base + Bonus)	47	47	81,312	92,394	102,856	122,990	145,968	111,980
Annual Base Salary								
By Annual Expenses:								
\$2,000,001 - \$5,000,000	13	13	77,975	89,794	93,392	99,206	118,102	95,342
\$5,000,001 - \$15,000,000	16	16	81,293	86,419	101,431	115,274	125,426	102,155
Over \$15,000,000	15	15	96,146	117,291	130,936	144,726	210,177	137,194
By Geographic Location:								
Allegheny County	42	42	82,217	92,690	102,409	123,885	144,152	112,181
Outside of Allegheny County	5	5			96,533			95,285
By Field of Service:								
Counseling - Behavioral Health & Wellness	5	5			104,998			113,801
Culture/Arts	5	5			98,800			98,305
Health and Health Education	6	6			100,069			105,179
Social Support	16	16	81,293	93,392	99,695	129,137	203,783	116,697
By Primary Source of Funding:								
Contributions from individuals	5	5			100,506			107,915
Contributions from foundations or trusts	6	6			96,543			98,845
Government	25	25	81,274	91,000	107,723	123,999	152,439	110,704
Program services fee	8	8			100,766			119,863
By Number of Employees:								
6 - 20	5	5			80,122			85,218
21 - 50	10	10			93,091			95,243
51 - 150	15	15	85,467	93,392	102,856	123,510	128,216	106,337
More than 150	16	16	87,073	109,918	120,494	144,248	203,783	132,542
By Level of Education Required:								
Bachelor's Degree	26	26	79,989	89,003	104,656	119,376	149,948	111,909
Master's Degree	14	14	92,592	97,448	103,927	127,093	154,367	114,107
By Sex of Employee:								
Male	29	29	87,194	98,114	109,990	124,259	164,008	117,179
Female	16	16	76,128	84,963	93,590	105,212	137,985	97,626
By Race/Ethnicity of Employee:								
White	43	43	81,237	92,789	101,962	121,992	140,874	110,453
By Number of Years in Position:								
Up to 5 Years	19	19	81,162	89,606	100,006	117,728	142,813	107,412
6 - 10 Years	12	12	82,347	87,464	98,072	120,817	158,223	107,231
11 - 20 Years	7	7			107,349			101,712
Over 20 Years	7	7			123,510			133,150
By Number of Employees Managed:								
1 to 3	16	16	90,699	93,491	99,850	109,423	147,036	107,128
4 to 8	13	13	81,237	90,304	117,291	123,999	134,397	110,010
9 to 14	7	7			100,506			104,009

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	17	17	\$54,525	\$56,441	\$65,749	\$73,632	\$79,281	\$65,670
# Eligible for Incentive/Bonus	8	8						
Actual Bonus Paid	4	4						
Total Cash Compensation (Base + Bonus)	17	17	54,525	57,575	68,016	77,387	79,341	66,675
Annual Base Salary								
By Annual Expenses:								
\$750,001 - \$2,000,000	7	7			61,000			60,797
By Geographic Location:								
Allegheny County	16	16	54,467	56,270	64,376	75,442	79,360	65,400
By Primary Source of Funding:								
Contributions from foundations or trusts	5	5			61,000			61,446
Government	5	5			77,251			68,811
By Number of Employees:								
6 - 20	7	7			61,000			61,005
By Level of Education Required:								
Bachelor's Degree	10	10			64,376			65,851
By Sex of Employee:								
Female	13	13	54,292	55,547	68,016	73,632	79,598	66,006
By Race/Ethnicity of Employee:								
White	15	15	54,409	56,784	68,016	77,251	79,439	66,693
By Number of Years in Position:								
Up to 5 Years	7	7			69,992			66,287
By Number of Employees Managed:								
1 to 3	8	8			65,510			65,619

Regional Manager/Center Manager

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

Other sample job titles: Area Team Supervisor, Branch Executive

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	9	81	\$44,807	\$50,492	\$56,992	\$64,376	\$69,942	\$58,157
# Eligible for Incentive/Bonus	1	1						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	9	81	44,807	50,492	56,992	64,376	69,942	58,170
Annual Base Salary								
By Annual Expenses:								
Over \$15,000,000	6	76	45,436	50,981	56,784	64,038	68,881	57,698
By Geographic Location:								
Allegheny County	9	81	44,807	50,492	56,992	64,376	69,942	58,157
By Primary Source of Funding:								
Government	7	76	44,818	50,248	57,075	64,470	69,297	58,398
By Number of Employees:								
More than 150	6	76	45,436	50,981	56,784	64,038	68,881	57,698
By Level of Education Required:								
Bachelor's Degree	5	29	42,141	44,803	48,693	53,435	64,189	50,500
Master's Degree	5	49	54,122	56,035	62,130	66,207	76,794	62,903
By Sex of Employee:								
Male	7	20	45,789	49,021	55,484	63,674	82,782	57,675
Female	7	61	44,803	50,981	57,658	64,948	69,942	58,315
By Race/Ethnicity of Employee:								
White	8	69	44,824	50,981	57,158	64,075	70,200	58,643
By Number of Years in Position:								
Up to 5 Years	8	20	38,640	45,048	51,616	62,894	77,819	54,653

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	42	60	\$30,400	\$35,755	\$40,206	\$49,738	\$54,625	\$41,720
# Eligible for Incentive/Bonus	16	16						
Actual Bonus Paid	11	11			500			773
Total Cash Compensation (Base + Bonus)	42	60	30,400	35,766	40,456	49,738	54,625	41,861
Annual Base Salary								
By Annual Expenses:								
\$250,001 - \$750,000	7	7			32,552			34,136
\$750,001 - \$2,000,000	16	16	29,536	35,740	38,231	45,344	52,936	40,213
\$2,000,001 - \$5,000,000	7	7			41,704			44,129
Over \$15,000,000	8	25	34,832	37,035	43,576	51,813	57,782	44,981
By Geographic Location:								
Allegheny County	37	54	30,181	35,922	40,945	49,925	54,662	42,162
Outside of Allegheny County	5	6			37,024			37,738
By Field of Service:								
Counseling - Behavioral Health & Wellness	7	10			37,180			39,308
Social Support	9	10			36,514			38,557
By Primary Source of Funding:								
Contributions from foundations or trusts	8	8			38,501			42,746
Government	18	36	33,964	36,015	42,027	50,081	55,348	42,989
Program services fee	9	9			38,002			39,035
By Number of Employees:								
1 - 5	6	6			38,023			40,214
6 - 20	16	16	29,434	36,093	37,836	41,886	52,686	39,059
21 - 50	8	8			40,851			39,885
More than 150	8	25	34,832	37,035	43,576	51,813	57,782	44,981
By Level of Education Required:								
High School Diploma	12	16	30,146	33,899	36,202	41,382	50,434	38,009
Associate's Degree	9	9			38,002			39,719
Bachelor's Degree	16	30	35,535	38,345	43,992	52,931	56,767	45,524
By Sex of Employee:								
Male	6	10			47,383			47,807
Female	37	48	30,145	35,449	38,002	45,318	52,229	40,625
By Race/Ethnicity of Employee:								
Black or African American	7	8			38,231			37,983
White	34	48	31,980	36,124	42,599	50,081	54,708	42,768
By Number of Years in Position:								
Up to 5 Years	23	25	29,819	33,935	36,982	43,181	49,845	38,277
6 - 10 Years	7	7			41,704			41,472
11 - 20 Years	10	15	36,554	37,669	43,576	52,000	55,577	45,660
Over 20 Years	6	8			45,521			45,991
By Number of Employees Managed:								
1 to 3	12	17	33,525	35,755	42,848	47,008	55,985	42,463

Executive Assistant

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	51	59	\$34,133	\$38,002	\$46,696	\$51,730	\$56,493	\$45,411
# Eligible for Incentive/Bonus	17	20						
Actual Bonus Paid	8	9			1,500			2,581
Total Cash Compensation (Base + Bonus)	51	59	34,174	38,566	46,800	52,000	56,493	45,805
Annual Base Salary								
By Annual Expenses:								
\$750,001 - \$2,000,000	7	8			39,489			41,551
\$2,000,001 - \$5,000,000	8	10			44,782			43,118
\$5,000,001 - \$15,000,000	18	19	34,174	36,566	44,554	52,104	58,573	45,218
Over \$15,000,000	16	20	37,496	43,103	49,587	54,647	56,830	48,491
By Geographic Location:								
Allegheny County	42	50	34,091	39,858	46,103	51,798	55,114	45,611
Outside of Allegheny County	9	9			47,424			44,302
By Field of Service:								
Counseling - Behavioral Health & Wellness	7	8			42,526			41,064
Culture/Arts	5	7			40,810			43,451
Health and Health Education	6	6			52,759			49,400
Social Support	18	19	32,926	37,440	48,152	53,061	56,867	46,333
By Primary Source of Funding:								
Contributions from individuals	5	6			37,409			38,411
Contributions from foundations or trusts	7	8			43,358			43,414
Government	26	29	37,440	43,410	48,006	52,926	56,867	47,573
Program services fee	9	10			36,119			41,777
By Number of Employees:								
6 - 20	7	7			48,714			48,485
21 - 50	12	13	28,746	32,063	36,566	50,999	57,109	40,836
51 - 150	12	13	34,507	39,000	44,574	50,648	62,671	45,927
More than 150	18	22	35,235	40,014	48,578	53,149	56,081	46,913
By Level of Education Required:								
High School Diploma	19	20	31,497	35,755	46,103	52,619	55,043	44,922
Associate's Degree	8	9			44,554			45,023
Bachelor's Degree	19	21	33,142	36,982	44,574	51,709	57,882	44,924
By Sex of Employee:								
Female	49	57	34,108	37,721	45,510	51,709	55,469	45,117
By Race/Ethnicity of Employee:								
Black or African American	7	7			49,670			48,497
White	42	49	34,133	37,419	44,554	51,709	55,120	44,645
By Number of Years in Position:								
Up to 5 Years	23	24	30,160	34,362	41,746	50,835	54,091	42,307
6 - 10 Years	5	6			43,088			41,555
11 - 20 Years	9	9			48,152			46,127
Over 20 Years	12	12	36,710	45,188	50,648	56,134	63,019	50,741
By Number of Employees Managed:								
1 to 3	15	16	36,854	45,417	49,650	52,078	60,220	49,213

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	37	61	\$31,487	\$33,936	\$37,877	\$42,079	\$46,180	\$38,285
# Eligible for Incentive/Bonus	9	20						
Actual Bonus Paid	5	13	210	300	300	850	1,610	560
Total Cash Compensation (Base + Bonus)	37	61	31,508	34,237	37,877	42,312	46,240	38,404
Annual Base Salary								
By Annual Expenses:								
\$750,001 - \$2,000,000	5	6			40,352			39,908
\$2,000,001 - \$5,000,000	8	11			34,320			36,544
\$5,000,001 - \$15,000,000	7	12	29,994	31,387	34,757	38,454	44,013	35,547
Over \$15,000,000	12	26	33,936	35,864	39,853	42,520	45,945	39,751
By Geographic Location:								
Allegheny County	33	56	31,736	34,196	38,085	41,725	45,826	38,307
By Field of Service:								
Education and Child Care Services	6	10			35,152			36,053
Social Support	11	26	31,959	34,591	38,470	42,520	45,945	38,886
By Primary Source of Funding:								
Contributions from foundations or trusts	5	6			40,352			40,317
Government	22	32	30,773	33,078	36,379	39,915	44,238	37,090
Program services fee	5	18	33,927	34,954	40,394	42,931	45,959	39,539
By Number of Employees:								
6 - 20	6	7			40,706			41,080
21 - 50	7	9			32,219			36,666
51 - 150	7	13	30,551	33,665	36,046	39,770	43,846	36,829
More than 150	13	27	33,118	35,235	39,666	42,307	45,835	39,156
By Level of Education Required:								
High School Diploma	20	30	31,437	32,812	35,548	39,749	46,141	37,018
Associate's Degree	6	9			38,646			38,015
Bachelor's Degree	9	17	32,390	35,006	39,998	41,829	48,768	39,467
By Sex of Employee:								
Female	35	56	31,237	33,499	37,170	41,080	45,046	37,703
By Race/Ethnicity of Employee:								
Black or African American	8	12	32,059	35,085	40,987	43,847	47,719	39,997
White	30	45	31,171	33,572	37,003	41,829	46,055	37,937
By Number of Years in Position:								
Up to 5 Years	17	23	30,352	33,280	35,942	40,893	41,924	36,879
6 - 10 Years	5	7			35,630			38,195
11 - 20 Years	15	19	31,387	32,989	39,707	44,512	46,322	38,874
Over 20 Years	8	8			39,385			40,331

Administrative Assistant, Intermediate Level

080

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	49	136	\$24,989	\$27,773	\$31,335	\$35,776	\$41,571	\$32,314
# Eligible for Incentive/Bonus	16	40						
Actual Bonus Paid	11	26	285	300	300	841	2,629	1,036
Total Cash Compensation (Base + Bonus)	49	136	25,002	27,851	31,335	35,948	42,184	32,512
Annual Base Salary								
By Annual Expenses:								
\$750,001 - \$2,000,000	11	12	25,160	27,009	32,100	34,398	40,862	31,468
\$2,000,001 - \$5,000,000	9	22	25,459	29,297	32,126	36,358	43,728	33,769
\$5,000,001 - \$15,000,000	11	43	24,398	25,147	28,891	32,531	37,606	29,987
Over \$15,000,000	12	53	27,040	28,455	31,845	38,252	44,628	33,920
By Geographic Location:								
Allegheny County	44	128	25,002	27,773	31,585	35,948	41,562	32,413
Outside of Allegheny County	5	8			29,932			30,727
By Field of Service:								
Culture/Arts	5	9			27,040			28,263
Education and Child Care Services	8	14	26,125	31,309	34,268	40,763	45,428	35,302
Social Support	16	57	24,856	26,031	28,080	31,335	37,069	29,207
By Primary Source of Funding:								
Contributions from foundations or trusts	11	16	24,960	26,156	29,349	33,210	35,360	29,671
Government	27	82	24,960	27,258	31,065	35,870	42,522	32,279
Program services fee	5	19	26,125	28,080	30,742	34,424	39,166	32,003
By Number of Employees:								
6 - 20	13	14	24,960	25,740	31,200	34,346	36,036	30,342
21 - 50	10	15	23,067	26,624	29,702	37,731	43,198	31,878
51 - 150	11	44	25,501	29,110	32,511	36,036	44,699	33,894
More than 150	13	61	24,997	27,040	29,848	35,942	40,264	31,654
By Level of Education Required:								
High School Diploma	32	88	24,960	27,040	29,807	34,346	40,031	31,098
Associate's Degree	10	25	27,049	31,595	33,987	37,138	48,893	35,483
Bachelor's Degree	7	13	25,376	26,499	29,390	34,050	44,949	31,619
By Sex of Employee:								
Male	6	8			30,462			31,314
Female	46	125	24,960	27,040	31,200	35,891	41,858	32,305
By Race/Ethnicity of Employee:								
Black or African American	17	25	25,476	27,966	31,200	35,717	46,325	32,609
White	40	91	24,960	27,040	30,451	35,360	40,264	31,622
By Number of Years in Position:								
Up to 5 Years	32	64	24,960	27,040	29,630	32,677	36,046	30,442
6 - 10 Years	11	14	23,785	28,319	32,365	35,407	40,373	32,105
11 - 20 Years	16	25	25,360	26,728	32,531	37,575	42,403	33,086
Over 20 Years	11	18	25,775	30,919	36,795	46,285	47,435	37,589

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	36	122	\$20,862	\$24,565	\$26,271	\$29,484	\$33,473	\$26,983
# Eligible for Incentive/Bonus	11	38						
Actual Bonus Paid	7	27	150	300	1,500	2,000	3,564	1,491
Total Cash Compensation (Base + Bonus)	36	122	20,862	24,960	26,520	29,803	33,473	27,313
Annual Base Salary								
By Annual Expenses:								
\$250,001 - \$750,000	6	6			23,140			23,705
\$750,001 - \$2,000,000	5	5			27,019			28,238
\$2,000,001 - \$5,000,000	5	5			27,040			27,364
\$5,000,001 - \$15,000,000	9	33	21,100	24,264	24,960	29,182	34,753	26,477
Over \$15,000,000	8	70	22,316	25,293	26,770	29,728	34,160	27,504
By Geographic Location:								
Allegheny County	25	94	20,800	24,960	26,593	29,552	33,353	27,232
Outside of Allegheny County	11	28	20,690	23,151	24,711	29,182	36,211	26,149
By Field of Service:								
Counseling - Behavioral Health & Wellness	5	51	24,877	25,730	27,768	30,867	34,819	28,509
Culture/Arts	5	9			26,499			26,150
Social Support	10	33	17,830	22,204	24,565	27,893	29,931	25,002
By Primary Source of Funding:								
Contributions from individuals	10	11			26,790			27,013
Government	14	78	23,704	24,976	26,593	29,552	34,305	27,461
Program services fee	8	25	18,071	21,476	24,565	29,182	33,147	25,363
By Number of Employees:								
1 - 5	9	9			24,960			24,218
6 - 20	5	5			26,000			27,090
21 - 50	6	10			24,440			26,087
51 - 150	7	15	20,251	24,960	26,499	29,931	31,857	26,635
More than 150	9	83	22,506	24,856	26,520	29,661	34,752	27,447
By Level of Education Required:								
High School Diploma	21	100	21,329	24,778	26,520	29,427	32,194	26,978
Bachelor's Degree	7	11			24,960			28,027
By Sex of Employee:								
Female	34	115	22,069	24,960	26,520	29,661	33,879	27,368
By Race/Ethnicity of Employee:								
Black or African American	8	12	20,800	24,960	25,875	26,894	31,194	25,853
White	30	109	21,008	24,565	26,499	29,682	34,216	27,136
By Number of Years in Position:								
Up to 5 Years	26	57	20,800	24,139	25,397	26,655	29,760	25,403
6 - 10 Years	7	18	24,998	25,813	28,923	30,160	32,030	28,341
11 - 20 Years	11	29	21,944	27,415	29,286	34,663	37,877	30,270

Receptionist

Receives and greets visitors, determines nature of their visit and notifies appropriate staff members; answers and transfers telephone calls using multiple-line equipment; represents organization to callers and visitors in a friendly, professional manner; may issue security badges; maintains logs; calls for communications and other equipment service; may perform routine clerical duties such as filing, word processing, sorting and distributing the mail. See Receptionist, Medical (job #752) in Medical & Clinic Services section for those responsible for scheduling patient appointments, facilitating patient flow, and referring patients to other resources.

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	44	168	\$17,888	\$20,800	\$24,419	\$28,647	\$30,264	\$24,574
# Eligible for Incentive/Bonus	13	52						
Actual Bonus Paid	9	19	150	267	500	875	1,279	645
Total Cash Compensation (Base + Bonus)	44	168	17,888	20,852	24,435	28,647	30,268	24,647
Annual Base Salary								
By Annual Expenses:								
\$750,001 - \$2,000,000	8	17	17,888	17,888	24,960	28,933	30,318	23,898
\$2,000,001 - \$5,000,000	6	20	16,640	16,640	17,556	21,070	24,804	19,145
\$5,000,001 - \$15,000,000	14	47	17,992	20,800	23,275	25,709	27,951	23,211
Over \$15,000,000	13	81	22,069	23,910	27,040	29,828	31,778	26,961
By Geographic Location:								
Allegheny County	36	134	17,888	21,773	24,929	29,437	30,431	25,071
Outside of Allegheny County	8	34	17,992	19,760	22,308	25,631	26,822	22,613
By Field of Service:								
Health and Health Education	5	8			25,272			25,826
Social Support	19	45	17,955	19,937	23,275	26,354	30,280	23,535
By Primary Source of Funding:								
Contributions from individuals	5	15	17,680	17,888	20,259	22,069	26,749	20,427
Contributions from foundations or trusts	5	15	16,640	16,640	17,306	24,960	26,711	19,946
Government	21	86	20,800	22,844	25,210	29,172	31,452	25,984
Program services fee	11	48	17,992	20,306	24,430	29,640	29,898	24,323
By Number of Employees:								
6 - 20	8	15	16,640	16,640	17,680	27,498	30,663	21,832
21 - 50	7	19	17,888	17,888	22,277	27,872	29,640	23,001
51 - 150	13	47	17,867	19,094	21,507	24,960	26,557	22,051
More than 150	15	86	21,844	23,676	26,583	29,796	31,612	26,822
By Level of Education Required:								
High School Diploma	33	120	17,430	20,800	24,419	28,579	30,302	24,483
Bachelor's Degree	5	5			26,000			25,775
By Sex of Employee:								
Female	41	141	17,992	20,800	24,461	28,611	30,201	24,508
By Race/Ethnicity of Employee:								
Black or African American	14	21	17,539	23,203	24,960	28,455	29,952	25,115
White	36	132	17,992	20,852	24,617	28,699	30,258	24,664
By Number of Years in Position:								
Up to 5 Years	32	85	16,973	20,800	24,398	27,040	29,727	23,828
6 - 10 Years	11	13	18,025	22,610	25,480	26,468	27,627	24,346
11 - 20 Years	14	26	18,221	21,929	27,425	29,999	33,467	26,418
Over 20 Years	5	14	23,535	28,054	30,264	33,837	36,795	30,392

Responsible for researching and identifying new business opportunities for the organization in support of its mission and goals. Identifies potential projects, analyzes and reports on feasibility, prepares proposals, researches funding sources. Cultivates relationships with potential stakeholders to further organization's growth and impact.

Other sample job titles: Advancement Director

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	8	10			\$65,043			\$67,232
# Eligible for Incentive/Bonus	3	3						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	8	10			65,043			67,732
Annual Base Salary								
By Annual Expenses:								
Over \$15,000,000	5	7			60,008			67,544
By Geographic Location:								
Allegheny County	7	9			70,077			68,924
By Primary Source of Funding:								
Government	5	7			60,008			61,604
By Level of Education Required:								
Bachelor's Degree	5	7			60,008			63,247
By Sex of Employee:								
Female	5	6			58,004			60,192
By Race/Ethnicity of Employee:								
White	7	8			60,008			62,083
By Number of Years in Position:								
Up to 5 Years	6	6			58,004			66,516

Quality Assurance Manager

Designs and implements quality-control program to ensure that organization's programs and services meet its standards. Works with Program Managers to develop quality assurance policies, collecting data for analysis by program, department and organization-wide. Produces reports showing outcome achievement and customer/client satisfaction. Trains staff on related policies and procedures.

Other sample job titles: Director of Quality, Quality Improvement Coordinator, Performance Manager

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	15	18	\$47,555	\$52,873	\$69,400	\$83,455	\$96,277	\$71,039
# Eligible for Incentive/Bonus	5	7						
Actual Bonus Paid	3	5						
Total Cash Compensation (Base + Bonus)	15	18	49,345	52,873	73,289	83,455	96,277	72,663
Annual Base Salary								
By Annual Expenses:								
Over \$15,000,000	9	10			71,510			73,276
By Geographic Location:								
Allegheny County	14	17	46,937	52,749	70,221	86,039	98,913	71,394
By Field of Service:								
Social Support	5	5			62,858			65,391
By Primary Source of Funding:								
Government	8	9			68,578			75,395
By Number of Employees:								
More than 150	9	10			74,724			75,935
By Level of Education Required:								
Bachelor's Degree	9	11			70,221			73,587
By Sex of Employee:								
Male	5	7			68,578			64,088
Female	10	11			78,000			75,462
By Race/Ethnicity of Employee:								
White	13	16	46,320	52,624	66,789	78,156	99,844	68,333
By Number of Years in Position:								
Up to 5 Years	9	9			70,574			71,628

Performs a variety of quality assurance assessments of organization's programs and services to ensure that standards and regulations are met. Records and analyzes data. Documents results to indicate degree that standards are met. Recommends modifications to existing standards, or suggests new standards, methods and procedures. Typically reports to Quality Assurance Manager or equivalent.

Other sample job titles: Quality Control Analyst, Utilization Review Specialist

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	15	27	\$33,280	\$33,280	\$38,002	\$51,854	\$60,312	\$42,453
# Eligible for Incentive/Bonus	5	10						
Actual Bonus Paid	4	7						
Total Cash Compensation (Base + Bonus)	15	27	33,280	33,280	39,377	52,000	66,312	43,900
Annual Base Salary								
By Annual Expenses:								
\$5,000,001 - \$15,000,000	6	9			55,141			52,141
Over \$15,000,000	5	13	31,271	33,280	33,280	41,943	48,643	37,123
By Geographic Location:								
Allegheny County	10	22	33,280	33,280	38,761	52,676	61,123	42,849
Outside of Allegheny County	5	5			37,877			40,710
By Field of Service:								
Social Support	6	6			45,417			44,939
By Primary Source of Funding:								
Government	8	10			41,943			44,071
By Number of Employees:								
51 - 150	6	11			33,280			38,843
More than 150	5	8			40,456			40,100
By Level of Education Required:								
Bachelor's Degree	10	13	37,490	40,893	51,854	58,781	65,116	50,342
By Sex of Employee:								
Male	5	8			56,358			53,591
Female	12	19	33,280	33,280	36,046	41,392	51,854	37,763
By Race/Ethnicity of Employee:								
White	15	24	33,280	33,405	38,761	51,251	59,592	42,468
By Number of Years in Position:								
Up to 5 Years	9	16	32,712	37,123	41,444	56,144	63,363	45,397

Controller

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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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	30	31	\$56,147	\$65,000	\$77,251	\$90,688	\$111,829	\$80,464
# Eligible for Incentive/Bonus	8	9						
Actual Bonus Paid	4	5						
Total Cash Compensation (Base + Bonus)	30	31	59,070	65,000	77,938	90,688	111,829	80,929
Annual Base Salary								
By Annual Expenses:								
\$750,001 - \$2,000,000	7	7			65,000			67,529
\$2,000,001 - \$5,000,000	5	5			76,128			84,123
\$5,000,001 - \$15,000,000	5	5			60,008			67,820
Over \$15,000,000	12	13	69,114	73,892	79,997	104,874	134,372	90,922
By Geographic Location:								
Allegheny County	27	27	54,313	65,000	77,938	92,186	116,118	81,812
By Field of Service:								
Social Support	9	10			73,892			76,378
By Primary Source of Funding:								
Government	11	12	60,133	67,829	73,820	88,015	122,951	79,205
Program services fee	8	8			79,664			83,353
By Number of Employees:								
6 - 20	7	7			60,424			70,271
21 - 50	5	5			67,600			70,337
More than 150	12	13	69,114	73,892	79,997	104,874	134,372	90,922
By Level of Education Required:								
Bachelor's Degree	21	21	51,704	60,216	79,997	91,437	127,824	81,155
By Sex of Employee:								
Male	10	10			83,096			84,721
Female	20	20	55,665	61,568	76,066	79,997	110,203	77,386
By Race/Ethnicity of Employee:								
White	28	29	55,182	62,712	76,128	84,230	112,216	78,808
By Number of Years in Position:								
Up to 5 Years	13	13	50,336	57,595	67,600	95,077	111,442	74,904
11 - 20 Years	10	10			79,103			89,906
By Number of Employees Managed:								
1 to 3	12	12	56,630	61,568	73,955	82,243	104,129	74,566
4 to 8	5	5			109,491			105,319

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	19	22	\$51,293	\$55,057	\$63,711	\$71,979	\$76,058	\$63,637
# Eligible for Incentive/Bonus	7	9						
Actual Bonus Paid	3	3						
Total Cash Compensation (Base + Bonus)	19	22	51,293	55,057	63,711	73,129	78,528	64,219
Annual Base Salary								
By Annual Expenses:								
\$5,000,001 - \$15,000,000	5	5			63,627			66,469
Over \$15,000,000	8	11			63,794			62,186
By Geographic Location:								
Allegheny County	17	20	53,171	55,250	64,397	72,000	76,133	64,420
By Primary Source of Funding:								
Government	13	14	50,513	54,834	59,936	67,678	75,983	61,697
By Number of Employees:								
21 - 50	6	6			62,348			60,604
More than 150	8	11			55,765			61,116
By Level of Education Required:								
Bachelor's Degree	15	15	54,737	61,069	65,000	75,712	78,982	66,620
By Sex of Employee:								
Male	5	6			61,277			61,395
Female	15	16	50,525	55,016	64,397	74,776	78,279	64,477
By Race/Ethnicity of Employee:								
White	19	22	51,293	55,057	63,711	71,979	76,058	63,637
By Number of Years in Position:								
Up to 5 Years	6	8			65,000			66,823
Over 20 Years	6	6			55,058			59,880
By Number of Employees Managed:								
1 to 3	6	7			58,386			59,221
4 to 8	6	6			58,625			62,875

Accounting Supervisor

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	14	18	\$46,890	\$48,006	\$50,513	\$59,025	\$67,850	\$53,539
# Eligible for Incentive/Bonus	5	9						
Actual Bonus Paid	2	5						
Total Cash Compensation (Base + Bonus)	14	18	46,920	48,006	50,513	59,250	68,120	53,617
Annual Base Salary								
By Annual Expenses:								
Over \$15,000,000	7	11			54,018			54,980
By Geographic Location:								
Allegheny County	10	14	46,332	47,970	49,879	59,025	63,503	52,912
By Primary Source of Funding:								
Government	7	7			54,018			54,068
By Number of Employees:								
More than 150	7	11			54,018			54,980
By Level of Education Required:								
Bachelor's Degree	10	13	46,583	48,693	55,474	59,197	68,058	55,125
By Sex of Employee:								
Male	6	7			58,968			57,815
Female	9	11			49,733			50,818
By Race/Ethnicity of Employee:								
White	13	17	46,750	48,225	51,002	59,083	67,891	53,873
By Number of Years in Position:								
Up to 5 Years	7	8			48,225			49,241
By Number of Employees Managed:								
1 to 3	7	8			49,879			51,795

Working under only general supervision, performs relatively complex accounting duties including maintenance and analysis of accounting records, preparation of accounting schedules, reports and financial statements; prepares journal entries and reconciles ledger accounts; ensures compliance with generally accepted accounting principles and organization's policies, procedures and contracts. May prepare federal, state and local tax returns. Does not supervise but may advise less experienced accounting staff.

Other sample job titles: Accountant III, Budget Analyst, Financial Analyst

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	23	29	\$45,282	\$49,161	\$56,722	\$60,362	\$68,320	\$55,696
# Eligible for Incentive/Bonus	7	7						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	23	29	45,282	49,161	56,722	60,362	68,320	55,758
Annual Base Salary								
By Annual Expenses:								
\$2,000,001 - \$5,000,000	5	6			55,068			55,505
\$5,000,001 - \$15,000,000	7	8			57,533			56,775
Over \$15,000,000	9	13	44,508	47,507	56,493	59,301	66,260	54,998
By Geographic Location:								
Allegheny County	21	27	45,024	48,318	56,722	59,426	68,856	55,662
By Field of Service:								
Social Support	10	15	42,099	48,006	53,997	59,426	62,533	53,265
By Primary Source of Funding:								
Government	12	15	44,766	48,318	56,992	59,426	65,117	54,831
Program services fee	5	5			56,077			55,224
By Number of Employees:								
21 - 50	6	6			51,054			53,222
51 - 150	5	7			59,426			62,687
More than 150	10	14	44,637	46,852	55,037	57,102	62,234	53,147
By Level of Education Required:								
Bachelor's Degree	18	24	45,833	50,258	56,857	60,830	65,745	56,117
By Sex of Employee:								
Male	9	10			52,000			53,667
Female	15	17	45,906	51,563	56,722	58,188	64,035	55,895
By Race/Ethnicity of Employee:								
White	19	24	44,637	48,084	56,285	59,156	63,076	54,120
By Number of Years in Position:								
Up to 5 Years	11	14	39,832	47,559	55,536	58,110	68,609	54,070
11 - 20 Years	7	7			57,990			59,799

Staff Accountant

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	44	67	\$34,989	\$39,000	\$42,682	\$47,507	\$51,401	\$43,779
# Eligible for Incentive/Bonus	15	24						
Actual Bonus Paid	8	11			975			1,316
Total Cash Compensation (Base + Bonus)	44	67	34,989	39,291	42,994	49,046	52,354	43,995
Annual Base Salary								
By Annual Expenses:								
\$750,001 - \$2,000,000	6	6			43,067			43,857
\$2,000,001 - \$5,000,000	10	10			40,269			43,073
\$5,000,001 - \$15,000,000	10	17	32,573	38,095	40,456	45,823	47,582	41,264
Over \$15,000,000	15	31	34,940	38,418	46,114	50,482	57,555	45,370
By Geographic Location:								
Allegheny County	35	53	36,084	39,998	43,784	49,389	51,929	44,831
Outside of Allegheny County	9	14	29,557	34,996	39,572	45,760	49,671	39,798
By Field of Service:								
Basic Material Need	6	6			44,980			44,328
Counseling - Behavioral Health & Wellness	7	11			40,539			43,137
Social Support	12	20	32,525	37,715	41,059	43,758	45,954	40,555
By Primary Source of Funding:								
Contributions from individuals	6	6			49,462			45,829
Contributions from foundations or trusts	7	7			45,656			46,732
Government	22	40	33,650	37,066	41,600	48,880	50,977	42,865
Program services fee	8	13	37,602	41,059	43,784	45,875	58,589	44,574
By Number of Employees:								
6 - 20	7	7			44,138			47,065
21 - 50	10	12	30,730	36,291	42,131	47,128	51,669	41,605
51 - 150	12	22	37,733	39,899	45,407	49,145	56,553	45,184
More than 150	12	23	34,075	35,693	41,205	49,920	51,801	42,994
By Level of Education Required:								
Associate's Degree	8	11			37,190			41,071
Bachelor's Degree	28	41	37,303	40,539	45,157	49,659	51,135	45,016
By Sex of Employee:								
Male	12	15	34,357	39,000	44,200	49,338	56,524	44,866
Female	37	50	35,064	38,376	41,798	47,131	51,151	43,233
By Race/Ethnicity of Employee:								
Black or African American	8	9			46,322			47,764
White	35	52	34,948	38,506	41,798	47,500	50,927	43,132
By Number of Years in Position:								
Up to 5 Years	24	29	33,218	39,645	42,661	47,254	51,002	43,114
6 - 10 Years	8	8			42,900			43,498
11 - 20 Years	13	15	35,385	38,771	45,760	49,878	58,178	45,825
Over 20 Years	5	8			45,573			47,585

Performs various clerical payroll and accounting tasks such as processing semi-monthly payrolls, entering payroll data into the system database, verifying accuracy of figures and computations, and balancing and reconciling accounts.

Other sample job titles: Payroll Administrator, Payroll Coordinator, Payroll Management Analyst

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	24	27	\$31,092	\$34,174	\$39,790	\$45,302	\$53,281	\$40,913
# Eligible for Incentive/Bonus	6	8						
Actual Bonus Paid	4	5						
Total Cash Compensation (Base + Bonus)	24	27	31,350	34,474	39,790	49,712	53,983	41,358
Annual Base Salary								
By Annual Expenses:								
\$5,000,001 - \$15,000,000	8	8			38,907			39,122
Over \$15,000,000	14	17	30,718	33,623	41,246	50,887	56,048	42,018
By Geographic Location:								
Allegheny County	18	21	31,462	34,559	39,790	44,730	52,537	40,759
Outside of Allegheny County	6	6			38,168			41,451
By Field of Service:								
Social Support	13	15	32,153	34,944	38,584	45,302	57,100	41,212
By Primary Source of Funding:								
Government	15	15	35,830	38,584	41,413	49,712	55,815	43,806
Program services fee	6	8			33,623			36,637
By Number of Employees:								
51 - 150	8	8			38,907			39,073
More than 150	15	18	30,917	33,899	40,518	50,695	55,521	41,625
By Level of Education Required:								
High School Diploma	8	8			37,929			37,110
Associate's Degree	10	11			39,915			41,812
By Sex of Employee:								
Female	20	23	31,042	33,072	39,229	44,158	54,138	40,550
By Race/Ethnicity of Employee:								
White	23	25	31,067	33,623	39,229	44,730	53,710	40,459
By Number of Years in Position:								
Up to 5 Years	9	11			34,944			37,466
11 - 20 Years	7	7			42,806			44,800

Accounting Clerk

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	55	107	\$25,584	\$30,784	\$32,469	\$36,670	\$41,505	\$33,184
# Eligible for Incentive/Bonus	15	40						
Actual Bonus Paid	11	31	170	300	300	920	1,460	891
Total Cash Compensation (Base + Bonus)	55	107	26,267	30,784	32,769	36,670	41,797	33,442
Annual Base Salary								
By Annual Expenses:								
\$750,001 - \$2,000,000	7	7			32,510			33,108
\$2,000,001 - \$5,000,000	12	16	28,352	31,200	34,570	37,924	42,492	34,752
\$5,000,001 - \$15,000,000	16	26	25,337	30,004	33,717	37,945	41,596	33,415
Over \$15,000,000	18	56	25,553	30,722	32,469	34,294	41,555	32,548
By Geographic Location:								
Allegheny County	46	88	30,094	31,387	32,906	37,466	41,792	34,310
Outside of Allegheny County	9	19	22,110	25,002	26,000	30,784	35,006	27,966
By Field of Service:								
Counseling - Behavioral Health & Wellness	6	12	25,064	26,661	31,585	33,363	37,652	31,068
Culture/Arts	6	8			33,384			33,192
Social Support	21	59	25,480	29,806	32,469	34,798	38,480	32,134
By Primary Source of Funding:								
Contributions from individuals	5	6			37,586			36,965
Contributions from foundations or trusts	5	6			33,509			34,927
Government	32	60	25,237	28,574	32,001	36,904	41,180	32,611
Program services fee	9	25	27,585	31,637	32,469	33,384	42,652	33,565
By Number of Employees:								
6 - 20	5	5			31,200			33,172
21 - 50	13	16	27,055	31,398	35,183	38,989	44,106	35,361
51 - 150	14	22	25,145	30,399	35,724	38,865	42,570	34,729
More than 150	21	62	25,511	30,576	32,251	33,582	38,744	31,994
By Level of Education Required:								
High School Diploma	22	50	27,269	30,966	32,469	35,095	38,126	33,013
Associate's Degree	19	26	29,166	31,257	33,384	39,083	41,684	34,582
Bachelor's Degree	13	15	26,308	30,597	31,990	37,523	42,256	33,508
By Sex of Employee:								
Male	5	7			32,469			32,935
Female	53	99	25,584	30,742	32,469	36,670	41,787	33,143
By Race/Ethnicity of Employee:								
Black or African American	10	11			32,510			35,724
White	48	94	25,532	30,576	32,469	35,360	41,372	32,781
By Number of Years in Position:								
Up to 5 Years	30	40	26,104	30,301	31,200	33,759	36,820	31,660
6 - 10 Years	13	18	29,634	31,413	32,906	37,861	42,328	34,604
11 - 20 Years	18	25	28,954	32,469	35,360	38,574	43,148	35,528
Over 20 Years	9	10			33,322			35,479

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	7	142	\$19,469	\$20,800	\$21,424	\$23,088	\$26,210	\$22,250
# Eligible for Incentive/Bonus	1	1						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	7	142	19,469	20,800	21,424	23,088	26,210	22,259
Annual Base Salary								
By Geographic Location:								
Allegheny County	7	142	19,469	20,800	21,424	23,088	26,210	22,250
By Sex of Employee:								
Female	7	108	18,814	20,800	21,424	23,088	27,025	22,289
By Race/Ethnicity of Employee:								
White	6	110	19,044	20,800	21,424	22,948	25,347	22,124
By Number of Years in Position:								
Up to 5 Years	5	82	19,941	20,800	21,424	22,152	23,250	21,656

Visitor Services Specialist

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Welcomes visitors to museum, gallery, theater or other cultural venue. Provides information about programs, answering general phone and email questions. May also participate in retail sales of goods and memberships.

Other sample job titles: Guest Services Specialist, Visitor Services Associate, Visitor Services Representative

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	81	\$16,640	\$16,640	\$17,139	\$19,240	\$21,091	\$18,349
# Eligible for Incentive/Bonus								
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	5	81	16,640	16,640	17,139	19,240	21,091	18,349
Annual Base Salary								
By Annual Expenses:								
\$5,000,001 - \$15,000,000	5	81	16,640	16,640	17,139	19,240	21,091	18,349
By Geographic Location:								
Allegheny County	5	81	16,640	16,640	17,139	19,240	21,091	18,349

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. Formulate and implements policies and plans to meet the organization's short- and long-term objectives. May report to the Executive Director/CEO, or in the case of larger organizations, to an executive-level development employee (see job #025).

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	44	46	\$54,402	\$65,343	\$76,325	\$87,319	\$112,474	\$79,764
# Eligible for Incentive/Bonus	15	16						
Actual Bonus Paid	8	8			3,750			5,506
Total Cash Compensation (Base + Bonus)	44	46	54,883	67,990	76,325	87,541	112,474	80,721
Annual Base Salary								
By Annual Expenses:								
\$750,001 - \$2,000,000	6	6			54,007			59,966
\$2,000,001 - \$5,000,000	16	18	59,307	67,813	74,968	84,183	122,843	80,884
\$5,000,001 - \$15,000,000	11	11			75,712			79,923
Over \$15,000,000	10	10			86,455			91,089
By Geographic Location:								
Allegheny County	42	44	54,007	68,932	76,762	87,568	114,130	80,760
By Field of Service:								
Culture/Arts	5	6			80,132			89,891
Family Support and Preservation	6	6			57,502			65,548
Social Support	12	12	51,707	61,261	72,181	81,245	87,100	70,641
By Primary Source of Funding:								
Contributions from individuals	5	5			75,005			86,517
Contributions from foundations or trusts	7	8			73,487			78,200
Government	22	22	55,201	64,818	76,325	86,856	105,703	77,664
Program services fee	8	8			81,994			76,380
By Number of Employees:								
6 - 20	8	9			69,992			66,626
21 - 50	10	10			72,499			69,988
51 - 150	12	12	60,382	64,886	77,158	93,574	156,208	88,320
More than 150	12	12	58,777	70,434	81,318	96,497	121,318	85,375
By Level of Education Required:								
Bachelor's Degree	25	27	52,399	61,277	73,133	85,717	90,671	73,650
Master's Degree	15	15	58,003	65,998	77,251	95,701	130,907	84,107
By Sex of Employee:								
Male	7	8			80,434			95,711
Female	36	37	53,015	61,267	75,784	84,365	98,559	75,825
By Race/Ethnicity of Employee:								
White	40	42	55,201	65,343	76,325	86,086	105,703	78,077
By Number of Years in Position:								
Up to 5 Years	27	27	52,399	60,008	75,005	79,997	91,799	72,462
6 - 10 Years	6	6			79,887			89,941
11 - 20 Years	7	7			85,717			101,537
By Number of Employees Managed:								
1 to 3	25	26	52,100	61,272	73,913	86,086	99,988	75,648
4 to 8	8	8			78,125			93,205

Development Manager, General

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	23	28	\$42,538	\$46,738	\$50,960	\$62,229	\$88,009	\$58,057
# Eligible for Incentive/Bonus	9	9						
Actual Bonus Paid	4	4						
Total Cash Compensation (Base + Bonus)	23	28	42,538	46,738	50,960	62,229	88,009	58,639
Annual Base Salary								
By Annual Expenses:								
\$750,001 - \$2,000,000	6	6			51,855			53,411
\$2,000,001 - \$5,000,000	8	13	41,056	46,010	50,918	72,083	115,652	62,230
By Geographic Location:								
Allegheny County	21	26	42,329	46,467	50,960	61,886	94,008	58,166
By Field of Service:								
Social Support	6	8			50,221			50,042
By Primary Source of Funding:								
Contributions from individuals	6	10			52,571			66,140
Government	5	5			50,918			50,348
Program services fee	8	8			47,008			52,229
By Number of Employees:								
6 - 20	8	10			52,571			53,843
21 - 50	7	7			46,509			49,126
By Level of Education Required:								
Bachelor's Degree	17	22	41,913	46,467	50,471	61,537	106,005	58,338
By Sex of Employee:								
Female	21	25	42,225	46,426	50,918	62,057	97,007	58,065
By Race/Ethnicity of Employee:								
White	22	25	42,225	46,426	50,482	60,102	64,143	52,380
By Number of Years in Position:								
Up to 5 Years	19	22	43,203	46,467	50,471	61,386	66,901	54,060
By Number of Employees Managed:								
1 to 3	7	9			49,440			56,701

Researches grant opportunities that match the goals and objectives of the organization. Gathers information from various departments and coordinates/writes grant proposals for government, corporate and foundation funds. Develops/maintains effective, long-term working relationships with grantors to facilitate approval of grants. Follows up with grantors to determine/monitor grant status. Report grant writers responsible for government funding only in job #216 below.

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	14	14	\$37,222	\$40,623	\$45,115	\$49,603	\$58,427	\$45,693
# Eligible for Incentive/Bonus	4	4						
Actual Bonus Paid	3	3						
Total Cash Compensation (Base + Bonus)	14	14	37,483	40,623	45,678	49,603	58,427	45,829
Annual Base Salary								
By Annual Expenses:								
\$5,000,001 - \$15,000,000	9	9			45,240			46,666
By Geographic Location:								
Allegheny County	13	13	36,879	40,248	45,240	50,492	59,658	45,747
By Primary Source of Funding:								
Government	8	8			43,368			43,651
By Number of Employees:								
21 - 50	7	7			45,240			46,568
51 - 150	5	5			44,990			45,190
By Level of Education Required:								
Bachelor's Degree	12	12	36,536	39,874	43,243	48,412	52,270	44,157
By Sex of Employee:								
Female	10	10			45,115			44,834
By Race/Ethnicity of Employee:								
White	10	10			43,243			43,996
By Number of Years in Position:								
Up to 5 Years	12	12	36,536	39,874	43,243	47,216	51,203	43,571

Special Event Coordinator

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	22	25	\$32,502	\$36,317	\$40,706	\$46,010	\$53,315	\$42,093
# Eligible for Incentive/Bonus	4	5						
Actual Bonus Paid	4	5						
Total Cash Compensation (Base + Bonus)	22	25	32,502	36,815	40,706	46,010	53,315	42,617
Annual Base Salary								
By Annual Expenses:								
\$750,001 - \$2,000,000	5	5			43,680			41,908
\$2,000,001 - \$5,000,000	5	6			40,581			42,736
\$5,000,001 - \$15,000,000	9	10			40,758			44,364
By Geographic Location:								
Allegheny County	19	22	33,376	36,473	40,758	46,337	53,957	42,490
By Field of Service:								
Social Support	8	9			37,333			39,210
By Primary Source of Funding:								
Contributions from individuals	5	6			42,068			43,517
Contributions from foundations or trusts	5	5			41,600			40,505
Government	7	7			39,208			42,539
By Number of Employees:								
21 - 50	7	8			38,905			43,136
51 - 150	6	7			43,326			44,417
By Level of Education Required:								
Bachelor's Degree	13	15	34,270	37,333	43,326	48,942	60,757	44,451
By Sex of Employee:								
Female	20	23	32,498	36,629	40,810	46,030	53,743	42,579
By Race/Ethnicity of Employee:								
White	18	18	32,440	35,989	40,009	45,999	54,211	42,069
By Number of Years in Position:								
Up to 5 Years	15	15	32,502	35,942	40,706	43,680	49,412	40,437

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	32	40	\$27,275	\$32,105	\$38,709	\$42,619	\$49,884	\$38,214
# Eligible for Incentive/Bonus	8	8						
Actual Bonus Paid	4	4						
Total Cash Compensation (Base + Bonus)	32	40	27,275	32,105	38,709	42,619	49,884	38,268
Annual Base Salary								
By Annual Expenses:								
\$2,000,001 - \$5,000,000	9	13	25,642	33,384	39,520	49,982	51,193	39,710
\$5,000,001 - \$15,000,000	9	10			31,668			33,230
Over \$15,000,000	9	12	35,524	38,418	41,371	44,595	48,992	41,675
By Geographic Location:								
Allegheny County	29	37	26,965	32,282	39,000	43,036	49,982	38,478
By Field of Service:								
Education and Child Care Services	5	6			37,513			35,773
Social Support	6	6			35,995			35,748
By Primary Source of Funding:								
Contributions from foundations or trusts	8	9			31,408			35,460
Government	16	19	31,928	34,133	39,499	42,661	48,963	39,187
By Number of Employees:								
21 - 50	6	6			38,626			36,775
51 - 150	11	16	28,261	31,096	35,360	47,486	50,587	37,683
More than 150	9	12	35,524	38,418	41,371	44,595	48,992	41,675
By Level of Education Required:								
High School Diploma	8	8			30,659			32,035
Bachelor's Degree	18	24	31,169	37,061	40,883	48,537	49,982	41,430
By Sex of Employee:								
Male	6	8			41,704			42,237
Female	29	32	26,778	31,362	37,794	41,621	48,481	37,208
By Race/Ethnicity of Employee:								
White	27	30	27,275	31,798	37,794	41,371	48,566	37,200
By Number of Years in Position:								
Up to 5 Years	27	33	27,980	31,668	39,000	44,200	49,982	38,626

Director, Education

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	19	27	\$44,973	\$52,499	\$68,494	\$94,994	\$109,446	\$71,444
# Eligible for Incentive/Bonus	6	9						
Actual Bonus Paid	2	3						
Total Cash Compensation (Base + Bonus)	19	27	44,973	52,499	68,494	94,994	113,891	71,870
Annual Base Salary								
By Annual Expenses:								
\$2,000,001 - \$5,000,000	6	7			66,082			71,659
Over \$15,000,000	5	11			85,821			84,233
By Geographic Location:								
Allegheny County	16	24	47,081	52,874	69,358	96,148	110,688	74,184
By Primary Source of Funding:								
Government	5	10			69,358			77,665
Program services fee	6	8			66,331			66,386
By Number of Employees:								
21 - 50	5	5			60,070			59,958
More than 150	6	13	49,071	61,485	80,163	98,093	111,101	80,122
By Level of Education Required:								
Bachelor's Degree	10	12	40,597	46,399	63,076	71,812	108,986	64,809
Master's Degree	7	10			75,847			78,264
By Sex of Employee:								
Female	16	24	47,081	54,023	69,358	96,148	110,688	73,702
By Race/Ethnicity of Employee:								
White	14	21	42,740	52,073	69,306	91,177	106,621	70,761
By Number of Years in Position:								
Up to 5 Years	8	11			72,613			73,685
6 - 10 Years	5	6			55,058			62,982
By Number of Employees Managed:								
1 to 3	5	5			60,070			70,250
15 and over	6	9			69,306			67,947

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

Other sample job titles: Curriculum Developer, Education Supervisor

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	10	24	\$42,089	\$48,204	\$69,337	\$91,109	\$96,024	\$68,962
# Eligible for Incentive/Bonus	2	3						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	10	24	42,089	48,204	69,337	91,109	96,024	68,962
Annual Base Salary								
By Geographic Location:								
Allegheny County	10	24	42,089	48,204	69,337	91,109	96,024	68,962
By Sex of Employee:								
Female	10	23	42,515	50,918	69,992	91,707	96,358	70,091
By Race/Ethnicity of Employee:								
White	7	18	44,179	53,945	83,939	92,487	97,831	74,179
By Number of Years in Position:								
Up to 5 Years	8	10			54,652			57,874

Educator or Teacher, Adult Education

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	9	65	\$34,882	\$36,463	\$41,600	\$47,497	\$49,941	\$41,991
# Eligible for Incentive/Bonus	2	12						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	9	65	34,882	36,463	41,600	47,497	49,941	41,991
Annual Base Salary								
By Geographic Location:								
Allegheny County	7	58	34,857	36,650	41,756	49,941	49,941	42,336
By Level of Education Required:								
Bachelor's Degree	5	41	34,532	35,818	37,378	42,671	46,800	39,535
By Sex of Employee:								
Male	7	38	35,499	37,321	41,777	49,941	49,941	43,162
Female	7	27	34,607	36,338	38,168	42,702	47,178	40,343
By Race/Ethnicity of Employee:								
White	9	55	34,782	36,400	41,600	49,941	49,941	42,370
By Number of Years in Position:								
Up to 5 Years	7	35	35,019	36,691	41,933	49,941	49,941	42,912
6 - 10 Years	6	12	35,088	37,237	41,600	46,160	49,941	41,659

Responsible for all facets of operation of an educational program site. Assures compliance with state, local and federal regulations. Conveys program policies and expectations to staff and the community. Supervises and coaches staff, ensuring effective program delivery. Develops and implements staff training and performance evaluations.

Other sample job titles: Pre-School Director, School Age Site Director

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	9	35	\$27,427	\$31,990	\$46,114	\$55,349	\$70,657	\$45,655
# Eligible for Incentive/Bonus	2	5						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	9	35	27,427	31,990	46,114	55,349	70,657	45,655
Annual Base Salary								
By Geographic Location:								
Allegheny County	8	26	26,329	31,008	38,314	63,336	78,208	46,084
By Level of Education Required:								
Bachelor's Degree	6	20	31,990	36,192	46,114	47,226	66,396	45,494
By Sex of Employee:								
Female	9	31	27,086	31,034	44,034	55,349	74,568	45,327
By Race/Ethnicity of Employee:								
White	7	27	26,524	31,034	46,114	55,931	77,646	47,426
By Number of Years in Position:								
Up to 5 Years	9	21	25,351	31,512	44,034	53,311	63,565	43,399

Teacher, K-12

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	12	112	\$31,874	\$36,057	\$38,418	\$42,848	\$46,925	\$40,101
# Eligible for Incentive/Bonus	5	64						
Actual Bonus Paid	2	16						
Total Cash Compensation (Base + Bonus)	12	112	31,874	36,244	38,440	43,126	46,925	40,210
Annual Base Salary								
By Geographic Location:								
Allegheny County	9	96	32,473	36,291	39,136	43,114	46,357	39,670
By Level of Education Required:								
Bachelor's Degree	8	33	28,180	34,279	37,232	43,160	52,399	40,912
By Sex of Employee:								
Male	6	30	31,980	36,057	38,605	42,099	46,825	39,412
Female	12	82	31,641	36,005	37,606	43,326	49,589	40,353
By Race/Ethnicity of Employee:								
White	11	90	31,524	36,010	38,168	42,968	50,350	40,283
By Number of Years in Position:								
Up to 5 Years	12	87	30,946	36,275	38,230	42,120	46,126	39,820
6 - 10 Years	6	12	32,021	33,764	37,305	43,316	45,321	38,060
11 - 20 Years	5	9			42,848			44,831

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	73	\$27,148	\$31,762	\$33,842	\$35,807	\$37,315	\$33,659
# Eligible for Incentive/Bonus	3	15						
Actual Bonus Paid	2	11						
Total Cash Compensation (Base + Bonus)	5	73	28,126	31,762	33,842	35,807	37,315	33,943
Annual Base Salary								
By Sex of Employee:								
Female	5	73	27,148	31,762	33,842	35,807	37,315	33,659
By Race/Ethnicity of Employee:								
White	5	72	27,100	31,762	33,842	35,833	37,315	33,686

Teaching Assistant, K-12

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	9	178	\$20,800	\$24,663	\$26,874	\$29,806	\$32,573	\$27,314
# Eligible for Incentive/Bonus	4	28						
Actual Bonus Paid	2	7						
Total Cash Compensation (Base + Bonus)	9	178	20,800	24,851	26,874	29,806	32,573	27,333
Annual Base Salary								
By Geographic Location:								
Allegheny County	8	173	20,800	24,617	26,874	29,806	32,573	27,303
By Primary Source of Funding:								
Government	6	164	20,800	24,336	26,853	29,640	32,261	27,110
By Level of Education Required:								
High School Diploma	8	127	20,800	23,462	27,269	29,806	32,660	27,307
By Sex of Employee:								
Male	5	28	21,736	25,917	28,007	30,296	31,824	28,235
Female	9	150	20,800	24,274	26,832	29,806	32,573	27,142
By Race/Ethnicity of Employee:								
Black or African American	7	21	20,921	25,709	29,640	30,483	36,816	28,617
White	8	147	20,800	24,274	26,832	29,640	32,307	26,999
By Number of Years in Position:								
Up to 5 Years	9	120	20,800	24,383	26,478	29,640	30,909	26,630
11 - 20 Years	5	16	24,654	27,555	30,171	34,211	38,688	31,151

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	6	87	\$19,506	\$21,216	\$22,797	\$25,605	\$27,930	\$23,659
# Eligible for Incentive/Bonus	3	29						
Actual Bonus Paid	2	24						
Total Cash Compensation (Base + Bonus)	6	87	19,733	21,757	23,130	25,605	27,930	23,879
Annual Base Salary								
By Sex of Employee:								
Female	6	85	19,760	21,445	22,797	25,605	27,968	23,759
By Race/Ethnicity of Employee:								
White	6	82	19,760	21,388	23,172	25,605	28,024	23,830
By Number of Years in Position:								
Up to 5 Years	5	29	21,216	21,840	22,797	24,814	29,120	24,012

Special Education Teacher, K-12

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

Other sample job titles: Integration Specialist, Resource Teacher

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	12	227	\$33,467	\$38,480	\$46,155	\$56,285	\$71,764	\$49,396
# Eligible for Incentive/Bonus	6	68						
Actual Bonus Paid	3	7						
Total Cash Compensation (Base + Bonus)	12	227	33,467	38,480	46,155	56,285	71,764	49,407
Annual Base Salary								
By Annual Expenses:								
Over \$15,000,000	7	177	31,957	37,544	44,845	53,612	68,786	47,403
By Geographic Location:								
Allegheny County	10	223	33,534	38,480	46,155	56,846	71,814	49,623
By Field of Service:								
Social Support	5	33	37,440	37,440	46,238	48,256	54,978	43,781
By Primary Source of Funding:								
Government	9	179	35,360	40,269	46,238	55,890	70,075	49,597
By Number of Employees:								
More than 150	10	204	32,323	37,492	45,490	52,266	67,798	47,068
By Level of Education Required:								
Bachelor's Degree	8	156	31,940	39,525	45,968	56,030	70,676	49,334
By Sex of Employee:								
Male	6	25	36,400	37,440	41,600	57,211	69,555	46,972
Female	11	167	31,766	39,603	46,155	55,182	69,876	49,118
By Race/Ethnicity of Employee:								
White	10	185	31,990	39,551	46,155	55,890	69,926	49,043
By Number of Years in Position:								
Up to 5 Years	9	117	31,957	37,440	44,845	48,620	57,337	44,147
6 - 10 Years	10	33	29,120	35,360	40,706	55,016	62,450	44,864
11 - 20 Years	7	29	41,600	44,398	53,248	69,483	77,626	57,655
Over 20 Years	6	39	41,600	50,294	63,981	79,997	94,890	65,732

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	10	111	\$15,600	\$18,013	\$21,736	\$26,000	\$27,976	\$22,094
# Eligible for Incentive/Bonus	5	34						
Actual Bonus Paid	2	17						
Total Cash Compensation (Base + Bonus)	10	111	15,600	18,013	21,736	26,000	27,976	22,130
Annual Base Salary								
By Annual Expenses:								
\$2,000,001 - \$5,000,000	5	70	15,080	16,640	21,112	24,071	24,933	20,551
By Geographic Location:								
Allegheny County	10	111	15,600	18,013	21,736	26,000	27,976	22,094
By Primary Source of Funding:								
Government	5	23	18,013	18,637	26,000	26,000	28,010	24,249
By Level of Education Required:								
High School Diploma	8	76	16,640	20,800	21,955	25,412	26,000	22,291
By Sex of Employee:								
Female	10	100	16,640	19,209	22,402	26,000	27,995	22,606
By Race/Ethnicity of Employee:								
Black or African American	9	28	16,484	18,060	22,984	26,000	28,344	22,656
White	9	78	15,600	18,699	21,622	25,672	27,976	22,144
By Number of Years in Position:								
Up to 5 Years	8	72	15,080	16,640	21,310	26,000	27,651	21,372
11 - 20 Years	6	15	18,911	21,507	24,066	29,037	32,523	24,667

Community Educator

Works collaboratively with staff to design, coordinate and present educational programs on behalf of the organization to school and/or community groups. Presentations may be either at organization, AOs facilities or elsewhere in the community. May assist with administration of educational program including marketing, fund raising, managing supplies, creating assessments, and supervising volunteers.

Other sample job titles: Community Trainer, Prevention Educator

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	11	17	\$28,604	\$33,114	\$37,190	\$41,756	\$46,974	\$37,753
# Eligible for Incentive/Bonus	4	6						
Actual Bonus Paid	1	2						
Total Cash Compensation (Base + Bonus)	11	17	28,604	33,114	38,690	41,756	46,974	37,871
Annual Base Salary								
By Geographic Location:								
Allegheny County	10	15	29,474	34,091	39,603	41,912	48,231	38,621
By Field of Service:								
Culture/Arts	6	10			34,996			35,366
By Primary Source of Funding:								
Contributions from foundations or trusts	5	9			35,006			38,011
By Level of Education Required:								
Bachelor's Degree	8	11			39,998			38,469
By Sex of Employee:								
Female	9	12	27,627	33,863	39,801	41,834	45,500	37,891
By Race/Ethnicity of Employee:								
White	11	14	29,068	33,301	36,098	42,682	48,859	37,944
By Number of Years in Position:								
Up to 5 Years	8	11			37,190			38,174

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	10	74	\$15,080	\$15,080	\$15,600	\$18,720	\$29,838	\$19,328
# Eligible for Incentive/Bonus	3	4						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	10	74	15,080	15,080	15,600	18,720	29,838	19,347
Annual Base Salary								
By Geographic Location: Allegheny County	7	64	15,080	15,080	15,600	18,720	29,807	18,859
By Field of Service: Social Support	5	12	18,720	18,720	19,760	30,321	40,289	24,506
By Primary Source of Funding: Government	5	11			18,720			25,784
By Level of Education Required: High School Diploma	6	54	15,080	15,080	15,600	18,720	25,220	17,659
By Sex of Employee: Female	8	51	15,080	15,080	15,600	18,720	32,107	19,439
By Race/Ethnicity of Employee: White	10	60	15,080	15,080	16,120	20,280	31,244	19,661
By Number of Years in Position: Up to 5 Years	6	70	15,080	15,080	15,600	18,720	26,449	18,474

Job Developer

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

Other sample job titles: Employment Specialist, Workforce Development Coordinator

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	9	26	\$30,374	\$31,757	\$36,379	\$39,546	\$48,724	\$37,191
# Eligible for Incentive/Bonus	3	9						
Actual Bonus Paid	3	9						
Total Cash Compensation (Base + Bonus)	9	26	31,520	34,195	36,862	40,039	48,724	38,004
Annual Base Salary								
By Geographic Location:								
Allegheny County	9	26	30,374	31,757	36,379	39,546	48,724	37,191
By Field of Service:								
Social Support	7	24	30,171	31,622	36,140	39,255	45,500	36,520
By Level of Education Required:								
Bachelor's Degree	8	24	30,171	31,622	36,140	39,255	45,500	36,576
By Sex of Employee:								
Male	6	12	31,635	34,710	36,816	38,751	48,050	37,478
Female	6	14	29,235	30,868	35,797	40,747	49,202	36,945
By Race/Ethnicity of Employee:								
White	8	15	30,456	34,278	36,483	39,998	51,039	38,520
By Number of Years in Position:								
Up to 5 Years	9	15	35,314	36,483	38,834	42,994	51,039	40,517

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	12	39	\$29,120	\$31,200	\$33,946	\$39,915	\$53,997	\$37,147
# Eligible for Incentive/Bonus	5	10						
Actual Bonus Paid	4	8						
Total Cash Compensation (Base + Bonus)	12	39	29,120	31,450	33,946	40,789	53,997	37,257
Annual Base Salary								
By Annual Expenses:								
\$5,000,001 - \$15,000,000	5	16	30,197	33,494	37,326	53,701	54,530	42,101
By Geographic Location:								
Allegheny County	11	36	28,995	31,200	34,029	40,571	54,022	37,497
By Field of Service:								
Social Support	8	25	30,356	32,636	36,795	50,752	54,180	40,222
By Primary Source of Funding:								
Government	10	35	28,954	31,200	33,696	40,789	54,030	37,318
By Level of Education Required:								
Bachelor's Degree	8	20	27,955	29,505	31,990	38,309	54,178	35,964
By Sex of Employee:								
Male	8	12	26,562	31,242	36,431	49,806	54,230	38,906
Female	10	27	29,120	31,200	33,426	38,813	52,482	36,365
By Race/Ethnicity of Employee:								
Black or African American	5	5			32,989			33,675
White	10	33	29,220	31,200	34,008	45,022	54,047	37,917
By Number of Years in Position:								
Up to 5 Years	9	22	28,122	31,200	33,468	36,249	49,772	34,862

Job Coach

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	13	98	\$22,339	\$25,153	\$30,524	\$34,632	\$41,900	\$31,147
# Eligible for Incentive/Bonus	2	20						
Actual Bonus Paid	2	17						
Total Cash Compensation (Base + Bonus)	13	98	22,339	25,153	30,524	34,932	41,900	31,221
Annual Base Salary								
By Annual Expenses:								
Over \$15,000,000	5	62	26,437	27,586	31,013	33,010	36,722	31,387
By Geographic Location:								
Allegheny County	12	80	24,962	27,513	31,179	36,161	43,621	32,915
By Field of Service:								
Social Support	7	83	22,131	24,981	29,869	32,365	36,446	29,620
By Primary Source of Funding:								
Government	7	38	20,856	22,277	24,960	32,370	43,730	28,266
By Number of Employees:								
More than 150	6	67	26,341	27,622	31,013	33,509	38,414	31,711
By Level of Education Required:								
Bachelor's Degree	9	29	24,960	31,637	36,816	44,096	55,952	38,309
By Sex of Employee:								
Male	8	25	24,577	26,957	31,637	40,165	49,125	33,966
Female	12	73	21,740	24,898	29,994	33,010	37,128	30,181
By Race/Ethnicity of Employee:								
Black or African American	7	13	27,718	30,576	40,602	45,417	56,176	40,469
White	11	84	21,778	24,960	29,869	32,459	36,660	29,694
By Number of Years in Position:								
Up to 5 Years	8	38	21,274	23,161	28,736	34,632	43,688	30,641

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, Cafeteria Manager

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	14	20	\$26,066	\$28,777	\$39,676	\$46,109	\$50,831	\$39,088
# Eligible for Incentive/Bonus	3	6						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	14	20	26,066	28,777	40,197	46,109	50,831	39,141
Annual Base Salary								
By Annual Expenses:								
Over \$15,000,000	5	10			43,192			39,953
By Geographic Location:								
Allegheny County	12	16	25,734	27,831	36,920	43,290	53,002	37,188
By Field of Service:								
Social Support	5	7			43,389			40,718
By Primary Source of Funding:								
Government	5	9			41,600			40,646
By Number of Employees:								
More than 150	6	11			42,994			40,103
By Level of Education Required:								
High School Diploma	5	6			40,415			38,948
Bachelor's Degree	5	7			42,994			42,114
By Sex of Employee:								
Male	6	8			42,297			40,888
Female	7	10			37,076			36,904
By Race/Ethnicity of Employee:								
White	9	15	25,659	36,400	41,600	46,114	50,706	39,700
By Number of Years in Position:								
Up to 5 Years	7	8			37,596			36,062
By Number of Employees Managed:								
4 to 8	5	6			42,297			39,974

Cook

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	12	43	\$20,800	\$21,632	\$22,880	\$25,459	\$34,162	\$24,559
# Eligible for Incentive/Bonus	2	5						
Actual Bonus Paid	1	4						
Total Cash Compensation (Base + Bonus)	12	43	21,008	21,632	22,880	25,459	34,162	24,603
Annual Base Salary								
By Geographic Location:								
Allegheny County	11	28	21,268	22,412	23,296	28,689	35,360	25,635
By Field of Service:								
Social Support	6	25	20,650	21,008	21,840	23,629	26,474	22,526
By Level of Education Required:								
High School Diploma	10	41	20,800	21,528	22,880	24,960	34,761	24,312
By Sex of Employee:								
Male	6	12	21,112	22,880	23,296	24,960	28,022	23,847
Female	10	30	20,800	21,398	22,568	26,406	35,360	24,658
By Race/Ethnicity of Employee:								
Black or African American	5	9			22,880			24,405
White	10	32	20,800	21,346	23,067	25,334	34,462	24,481
By Number of Years in Position:								
Up to 5 Years	10	24	20,800	21,112	22,880	25,334	35,360	24,747

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

Other sample job titles: Assistant Cook, Kitchen Assistant

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	12	36	\$15,538	\$18,720	\$22,381	\$24,066	\$26,503	\$21,512
# Eligible for Incentive/Bonus	2	7						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	12	36	15,538	18,720	22,381	24,066	26,503	21,512
Annual Base Salary								
By Annual Expenses:								
Over \$15,000,000	5	14	22,600	22,880	23,879	26,489	27,862	24,632
By Geographic Location:								
Allegheny County	11	35	15,517	18,720	22,381	24,253	26,532	21,592
By Number of Employees:								
More than 150	5	14	22,600	22,880	23,879	26,489	27,862	24,632
By Level of Education Required:								
High School Diploma	9	28	15,361	18,720	22,111	22,880	26,821	21,238
By Sex of Employee:								
Male	5	5			15,642			17,751
Female	8	26	16,328	18,720	22,849	24,612	27,050	21,984
By Race/Ethnicity of Employee:								
Black or African American	5	7			19,760			21,023
White	7	23	15,288	18,720	22,818	23,504	26,358	21,498
By Number of Years in Position:								
Up to 5 Years	9	19	15,080	15,642	20,800	22,880	25,834	20,518

Gift/Thrift Shop Manager

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	10	40	\$33,010	\$34,008	\$36,213	\$39,551	\$45,654	\$38,157
# Eligible for Incentive/Bonus	2	2						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	10	40	33,010	34,008	36,213	39,551	45,654	38,157
Annual Base Salary								
By Geographic Location:								
Allegheny County	10	40	33,010	34,008	36,213	39,551	45,654	38,157
By Field of Service:								
Culture/Arts	5	5			37,960			41,184
By Level of Education Required:								
Bachelor's Degree	5	5			37,960			37,132
By Sex of Employee:								
Female	8	32	32,587	33,743	36,452	39,551	51,501	38,243
By Race/Ethnicity of Employee:								
White	9	38	32,950	34,008	35,901	39,447	46,509	38,000
By Number of Years in Position:								
Up to 5 Years	8	8			41,039			41,847

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	8	16	\$15,964	\$17,332	\$20,800	\$20,800	\$23,702	\$19,848
# Eligible for Incentive/Bonus	1	2						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	8	16	15,964	17,332	20,800	20,800	23,702	19,848
Annual Base Salary								
By Geographic Location:								
Allegheny County	7	14	16,900	18,502	20,800	21,159	24,596	20,418
By Level of Education Required:								
High School Diploma	8	16	15,964	17,332	20,800	20,800	23,702	19,848
By Sex of Employee:								
Female	7	13	15,808	17,951	20,800	21,518	25,043	20,296
By Race/Ethnicity of Employee:								
White	7	13	15,808	16,900	20,800	20,800	22,310	19,552
By Number of Years in Position:								
Up to 5 Years	6	12	15,756	16,770	20,800	20,800	22,323	19,576

Librarian

Responsible for the design and administration of library services and policies. Plans, organizes and develops collections and resources, including books, multimedia, serials and archival materials. Provides reference advice and assistance to library users. Serves as a liaison to organization staff.

Other sample job titles: Chief Librarian, Library Director

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	8	119	\$42,682	\$43,763	\$46,093	\$48,339	\$50,419	\$46,406
# Eligible for Incentive/Bonus	1	1						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	8	119	42,682	43,763	46,093	48,339	50,419	46,406
Annual Base Salary								
By Geographic Location:								
Allegheny County	7	118	42,682	43,763	46,218	48,355	50,444	46,540
By Primary Source of Funding:								
Government	5	116	42,682	44,060	46,623	48,386	50,494	46,647
By Level of Education Required:								
Master's Degree	7	118	42,682	43,763	46,218	48,355	50,444	46,496
By Sex of Employee:								
Female	7	96	42,682	44,970	46,093	48,131	50,273	46,473
By Race/Ethnicity of Employee:								
White	8	107	42,682	43,763	46,342	48,339	50,469	46,445
By Number of Years in Position:								
Up to 5 Years	8	28	33,197	42,682	43,742	44,668	48,006	42,616

Under general supervision, assists with library services and resources. Helps to manage collections, process and monitor serials, locate library material for patrons, check books in and out, re-shelve returned materials, and answer basic reference questions.

Other sample job titles: Library Associate, Library Resources Specialist

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	8	110	\$24,596	\$31,200	\$32,136	\$33,301	\$35,318	\$31,940
# Eligible for Incentive/Bonus	1	3						
Actual Bonus Paid	1	3						
Total Cash Compensation (Base + Bonus)	8	110	24,596	31,200	32,136	33,301	35,318	31,944
Annual Base Salary								
By Geographic Location: Allegheny County	8	110	24,596	31,200	32,136	33,301	35,318	31,940
By Primary Source of Funding: Government	6	107	26,894	31,200	32,136	33,301	35,347	32,200
By Sex of Employee: Female	7	83	24,402	31,200	32,136	33,280	35,302	31,493
By Race/Ethnicity of Employee: White	8	95	24,436	31,200	32,136	33,301	36,063	31,968
By Number of Years in Position: Up to 5 Years	7	68	24,523	31,200	32,136	32,136	32,323	30,788

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	6			\$43,035			\$42,390
# Eligible for Incentive/Bonus	2	3						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	5	6			43,035			42,390
					Annual Base Salary			
By Sex of Employee:								
Female	5	6			43,035			42,390

Directs 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. Develops and implements organization-wide policies and programs that will contribute to its overall success. Typically reports to either the Executive Director/CEO or, in the case of larger organizations, to an executive-level Human Resources employee (see job #030). The primary differences between the Director and Manager position (see job #510) are that the Manager position may be the sole human resources practitioner in a small organization, may supervise just one or two staff members, and may have responsibility for implementing the human resources program but be less involved in the design of human resources strategy.

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation				Average
					Median (50%)	75th %ile	90th %ile		
Salary and Incentives - All Organizations:									
Base Salary - All Employees	25	25	\$59,018	\$70,107	\$80,891	\$91,541	\$111,833		\$82,585
# Eligible for Incentive/Bonus	8	8							
Actual Bonus Paid	6	6			5,395				6,317
Total Cash Compensation (Base + Bonus)	25	25	64,619	71,622	80,891	95,743	111,833		84,101
Annual Base Salary									
By Annual Expenses:									
\$2,000,001 - \$5,000,000	5	5			78,645				74,876
\$5,000,001 - \$15,000,000	9	9			75,712				76,348
Over \$15,000,000	11	11			91,666				91,193
By Geographic Location:									
Allegheny County	18	18	56,980	67,044	79,768	93,767	118,054		82,989
Outside of Allegheny County	7	7			83,242				81,548
By Field of Service:									
Counseling - Behavioral Health & Wellness	6	6			78,718				78,995
Social Support	12	12	53,660	60,325	77,210	98,577	114,916		80,094
By Primary Source of Funding:									
Government	15	15	59,018	66,560	75,774	101,088	118,223		84,451
Program services fee	5	5			83,242				76,806
By Number of Employees:									
51 - 150	11	11			75,005				75,262
More than 150	12	12	61,974	69,347	87,298	106,064	118,391		89,206
By Level of Education Required:									
Bachelor's Degree	18	18	56,980	67,044	75,743	93,767	108,751		80,385
By Sex of Employee:									
Male	6	6			83,533				86,348
Female	19	19	60,008	73,008	80,891	91,416	101,088		81,397
By Race/Ethnicity of Employee:									
White	22	22	60,389	74,350	83,835	93,767	114,916		84,854
By Number of Years in Position:									
Up to 5 Years	6	6			85,000				84,070
6 - 10 Years	10	10			80,070				83,635
By Number of Employees Managed:									
1 to 3	13	13	59,031	70,107	75,712	86,029	97,219		77,366

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 hourly positions, or is the sole human resources practitioner in a smaller organization. The primary differences between the Director (see job #505) and Manager position are that the Manager position may be the sole human resources practitioner in a small organization, may supervise just one or two staff members, and may have responsibility for implementing the human resources program but be less involved in the design of human resources strategy.

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	18	24	\$48,048	\$51,714	\$55,630	\$62,868	\$74,880	\$58,317
# Eligible for Incentive/Bonus	11	16						
Actual Bonus Paid	6	8			1,350			1,575
Total Cash Compensation (Base + Bonus)	18	24	48,548	53,289	56,254	62,868	74,880	58,842
Annual Base Salary								
By Annual Expenses: Over \$15,000,000	9	15	49,958	53,394	56,389	64,210	81,994	60,460
By Geographic Location: Allegheny County	16	21	47,786	52,323	56,118	63,607	78,949	58,847
By Field of Service: Social Support	7	10			52,718			53,514
By Primary Source of Funding: Government	9	13	48,360	52,333	56,389	63,607	82,160	59,834
By Number of Employees: More than 150	10	16	48,921	52,504	56,254	63,773	81,911	59,605
By Level of Education Required: Bachelor's Degree	14	17	49,109	52,718	56,389	63,607	81,827	59,862
By Sex of Employee: Female	16	20	47,698	51,714	55,068	62,868	68,072	57,427
By Race/Ethnicity of Employee: White	14	20	48,000	52,504	56,254	63,908	80,305	59,232
By Number of Years in Position: Up to 5 Years	9	13	47,961	52,448	56,118	63,607	67,991	57,598
By Number of Employees Managed: 1 to 3	10	12	48,173	51,699	57,460	63,908	78,175	59,122

Under limited supervision by a senior Human Resources staff member, is responsible for 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. This position do not generally have a supervisory role over other department employees.

Other sample job titles: Human Resources Business Partner

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	14	19	\$33,883	\$37,731	\$40,997	\$49,005	\$52,000	\$43,006
# Eligible for Incentive/Bonus	3	7						
Actual Bonus Paid	2	6						
Total Cash Compensation (Base + Bonus)	14	19	34,383	37,731	40,997	49,005	52,000	43,156
Annual Base Salary								
By Annual Expenses:								
Over \$15,000,000	8	13	33,883	34,435	39,998	45,095	51,721	40,666
By Geographic Location:								
Allegheny County	11	16	33,883	36,109	41,091	50,846	54,455	43,454
By Field of Service:								
Social Support	6	11			37,960			39,584
By Primary Source of Funding:								
Government	8	8			42,360			44,164
By Number of Employees:								
More than 150	8	13	33,883	34,435	39,478	45,001	51,721	40,418
By Level of Education Required:								
Bachelor's Degree	9	11			43,722			44,607
By Sex of Employee:								
Female	11	15	33,883	37,731	40,269	49,005	51,938	42,059
By Race/Ethnicity of Employee:								
White	13	17	33,883	37,846	40,997	48,724	51,917	42,532
By Number of Years in Position:								
Up to 5 Years	9	12	33,883	34,159	40,134	43,088	51,029	40,139

Benefits Manager

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	7	8			\$50,430			\$53,043
# Eligible for Incentive/Bonus	3	3						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	7	8			51,006			53,205
Annual Base Salary								
By Annual Expenses:								
Over \$15,000,000	6	7			47,715			53,028
By Geographic Location:								
Allegheny County	7	8			50,430			53,043
By Primary Source of Funding:								
Government	5	6			49,702			53,772
By Number of Employees:								
More than 150	6	7			47,715			53,028
By Level of Education Required:								
Bachelor's Degree	5	6			46,987			50,631
By Sex of Employee:								
Female	5	6			50,430			54,080
By Race/Ethnicity of Employee:								
White	6	7			47,715			52,906

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	27	40	\$33,372	\$36,987	\$38,865	\$42,734	\$49,810	\$40,377
# Eligible for Incentive/Bonus	12	19						
Actual Bonus Paid	7	9			500			1,136
Total Cash Compensation (Base + Bonus)	27	40	34,008	37,060	39,015	43,111	49,810	40,633
Annual Base Salary								
By Annual Expenses:								
\$2,000,001 - \$5,000,000	6	7			41,018			42,269
\$5,000,001 - \$15,000,000	9	10			35,651			36,839
Over \$15,000,000	12	23	34,769	37,440	39,686	47,840	51,160	41,340
By Geographic Location:								
Allegheny County	19	31	33,442	37,440	39,936	42,827	49,720	41,109
Outside of Allegheny County	8	9			36,046			37,856
By Field of Service:								
Counseling - Behavioral Health & Wellness	5	10			37,440			38,958
Social Support	14	21	33,442	36,525	38,730	41,798	51,189	40,086
By Primary Source of Funding:								
Government	17	24	33,790	37,570	39,863	43,295	51,511	41,647
Program services fee	7	12	33,498	34,320	37,440	39,791	51,102	38,733
By Number of Employees:								
51 - 150	7	9			37,232			40,502
More than 150	14	25	33,293	37,440	39,083	45,334	50,739	40,806
By Level of Education Required:								
Associate's Degree	6	7			38,730			38,355
Bachelor's Degree	17	20	34,035	36,987	39,510	42,890	52,611	41,004
By Sex of Employee:								
Male	5	7			40,144			39,125
Female	23	32	33,286	36,280	38,605	42,734	51,370	40,381
By Race/Ethnicity of Employee:								
White	25	36	33,295	36,280	38,605	42,235	50,529	40,157
By Number of Years in Position:								
Up to 5 Years	15	24	33,644	35,454	37,700	40,966	49,920	39,537
11 - 20 Years	5	5			40,040			39,370

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	20	32	\$23,883	\$27,425	\$31,169	\$34,985	\$37,688	\$31,032
# Eligible for Incentive/Bonus	9	21						
Actual Bonus Paid	4	12						
Total Cash Compensation (Base + Bonus)	20	32	24,688	27,920	31,319	35,017	37,688	31,297
Annual Base Salary								
By Annual Expenses:								
Over \$15,000,000	13	24	23,411	26,463	30,254	33,078	37,763	30,418
By Geographic Location:								
Allegheny County	18	22	24,960	30,300	32,604	35,521	39,002	32,731
By Field of Service:								
Social Support	8	18	23,346	25,943	29,640	31,944	37,475	29,458
By Primary Source of Funding:								
Government	13	24	23,411	25,288	30,680	34,643	38,480	30,500
By Number of Employees:								
More than 150	14	26	23,415	25,943	30,254	33,005	36,436	30,147
By Level of Education Required:								
High School Diploma	9	12	23,868	26,307	31,689	33,078	36,816	30,775
Bachelor's Degree	8	8			34,861			34,835
By Sex of Employee:								
Female	18	28	23,419	26,463	31,169	34,611	37,967	30,737
By Race/Ethnicity of Employee:								
White	19	31	23,729	27,040	31,200	35,110	37,723	31,060
By Number of Years in Position:								
Up to 5 Years	11	12	23,868	30,036	31,908	34,237	38,272	31,531
11 - 20 Years	5	7			35,152			34,406

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. May report to the Executive Director/CEO, the CFO, or in the case of larger organizations, to an executive-level IT employee (see job #035).

Other sample job titles: MIS Director, Chief Technology Officer

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	10	10			\$86,532			\$85,065
# Eligible for Incentive/Bonus	3	3						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	10	10			86,532			86,695
Annual Base Salary								
By Annual Expenses:								
Over \$15,000,000	5	5			86,722			86,604
By Geographic Location:								
Allegheny County	9	9			86,722			87,437
By Primary Source of Funding:								
Government	8	8			85,135			83,529
By Number of Employees:								
51 - 150	5	5			86,341			82,948
By Level of Education Required:								
Bachelor's Degree	5	5			86,722			83,601
By Sex of Employee:								
Male	10	10			86,532			85,065
By Race/Ethnicity of Employee:								
White	7	7			86,341			82,339

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	18	20	\$51,082	\$58,427	\$65,416	\$75,041	\$80,760	\$65,815
# Eligible for Incentive/Bonus	5	5						
Actual Bonus Paid	3	3						
Total Cash Compensation (Base + Bonus)	18	20	51,741	59,816	66,890	75,041	80,760	66,501
Annual Base Salary								
By Annual Expenses:								
\$5,000,001 - \$15,000,000	5	5			57,990			57,969
Over \$15,000,000	10	12	59,832	63,534	72,124	78,255	84,899	71,858
By Geographic Location:								
Allegheny County	15	17	50,798	59,894	68,432	76,212	82,114	67,660
By Field of Service:								
Social Support	5	5			60,050			64,647
By Primary Source of Funding:								
Government	10	11			65,790			67,440
Program services fee	5	6			56,493			61,460
By Number of Employees:								
21 - 50	5	5			57,990			56,439
More than 150	10	12	53,637	60,513	69,524	76,711	84,180	69,359
By Level of Education Required:								
Bachelor's Degree	16	17	50,315	58,864	65,042	72,468	82,114	65,385
By Sex of Employee:								
Male	11	11			61,901			64,819
Female	7	7			65,042			64,308
By Race/Ethnicity of Employee:								
White	17	18	50,668	57,241	63,472	71,095	81,557	64,620
By Number of Years in Position:								
Up to 5 Years	8	9			65,790			66,456
By Number of Employees Managed:								
1 to 3	7	7			60,050			63,268

Responsible for the organization's IT operations with respect to computer operating systems and related software. Recommends, implements and maintains systems. Performs tests, troubleshoots and resolves software and networking problems. Performs and monitors systems backups. Works under limited direction, regularly exercising independent judgment.

Other sample job titles: Business Systems Manager, IT Systems Manager, Systems Engineer

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	13	15	\$37,714	\$47,528	\$54,683	\$59,738	\$71,864	\$54,074
# Eligible for Incentive/Bonus	6	6						
Actual Bonus Paid	4	4						
Total Cash Compensation (Base + Bonus)	13	15	38,176	47,528	54,683	59,738	71,864	54,255
Annual Base Salary								
By Annual Expenses:								
Over \$15,000,000	9	11			55,162			56,202
By Geographic Location:								
Allegheny County	11	13	40,934	47,767	55,162	61,912	75,608	55,843
By Primary Source of Funding:								
Government	8	10			54,663			52,585
By Number of Employees:								
More than 150	9	11			55,162			56,202
By Level of Education Required:								
Bachelor's Degree	8	10			54,923			55,428
By Sex of Employee:								
Male	12	13	36,812	45,292	54,683	61,912	75,608	54,293
By Race/Ethnicity of Employee:								
White	13	15	37,714	47,528	54,683	59,738	71,864	54,074
By Number of Years in Position:								
Up to 5 Years	6	8			54,923			51,932

Database Administrator

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 ,Äö\N\Big List,Äö\N\π). 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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	14	19	\$34,133	\$39,998	\$44,200	\$49,109	\$67,101	\$46,623
# Eligible for Incentive/Bonus	5	6						
Actual Bonus Paid	3	4						
Total Cash Compensation (Base + Bonus)	14	19	34,133	39,998	44,803	49,109	67,101	46,910
Annual Base Salary								
By Annual Expenses:								
\$2,000,001 - \$5,000,000	6	8			46,093			45,481
\$5,000,001 - \$15,000,000	5	7			43,722			41,930
By Geographic Location:								
Allegheny County	11	15	37,365	41,995	44,803	52,863	71,086	48,470
By Primary Source of Funding:								
Government	7	10			44,263			45,974
By Number of Employees:								
51 - 150	5	7			43,722			42,007
More than 150	5	7			44,554			50,609
By Level of Education Required:								
Bachelor's Degree	8	12	35,088	40,497	44,055	47,190	61,703	44,841
By Sex of Employee:								
Male	8	9			44,200			47,872
Female	9	10			44,138			45,499
By Race/Ethnicity of Employee:								
White	11	15	33,684	39,520	43,909	49,109	71,086	46,473
By Number of Years in Position:								
Up to 5 Years	11	14	33,572	39,327	44,502	53,037	72,083	47,502

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	9	10			\$48,547			\$51,056
# Eligible for Incentive/Bonus	4	4						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	9	10			50,547			51,856
Annual Base Salary								
By Annual Expenses:								
Over \$15,000,000	5	5			52,957			53,390
By Geographic Location:								
Allegheny County	9	10			48,547			51,056
By Primary Source of Funding:								
Government	5	6			48,017			49,223
By Level of Education Required:								
Bachelor's Degree	5	6			53,508			53,602
By Sex of Employee:								
Male	9	9			48,734			51,841
By Race/Ethnicity of Employee:								
White	8	9			48,734			51,813

Personal Computer Technician

575

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	7	8			\$36,743			\$36,205
# Eligible for Incentive/Bonus	6	7						
Actual Bonus Paid	4	5						
Total Cash Compensation (Base + Bonus)	7	8			37,643			36,589
Annual Base Salary								
By Sex of Employee:								
Male	5	5			38,002			36,446
By Race/Ethnicity of Employee:								
White	7	8			36,743			36,205
By Number of Years in Position:								
Up to 5 Years	5	5			34,590			34,316

Supports staff in use of organization's technology systems. Responds to helpdesk questions and resolves problems. Develops training materials, performs one-on-one and/or group training. Creates documentation for users. May perform routine software updates.

Other sample job titles: IT Support Technician, PC Support Specialist, Technology Coordinator

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	16	20	\$34,761	\$36,645	\$39,416	\$45,557	\$46,939	\$40,490
# Eligible for Incentive/Bonus	4	6						
Actual Bonus Paid	3	3						
Total Cash Compensation (Base + Bonus)	16	20	34,786	37,471	40,342	45,557	46,939	40,820
Annual Base Salary								
By Annual Expenses:								
\$5,000,001 - \$15,000,000	5	5			37,315			38,330
Over \$15,000,000	10	14	34,611	37,934	40,779	45,901	47,747	41,440
By Geographic Location:								
Allegheny County	12	16	34,397	37,487	40,342	45,974	47,443	41,254
By Field of Service:								
Social Support	6	6			37,627			38,615
By Primary Source of Funding:								
Government	8	10			40,779			41,760
By Number of Employees:								
More than 150	10	14	34,414	37,721	40,779	45,901	47,747	41,350
By Sex of Employee:								
Male	14	18	34,609	36,208	38,542	44,226	47,139	39,953
By Race/Ethnicity of Employee:								
White	13	17	34,503	35,995	38,646	44,772	47,291	40,072
By Number of Years in Position:								
Up to 5 Years	8	10			36,868			38,447
11 - 20 Years	5	5			43,680			42,927

Data Entry Operator

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	7	8			\$30,898			\$31,327
# Eligible for Incentive/Bonus	2	2						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	7	8			30,898			31,559
Annual Base Salary								
By Geographic Location:								
Allegheny County	5	5			32,198			30,023
By Sex of Employee:								
Female	7	8			30,898			31,327
By Race/Ethnicity of Employee:								
White	5	6			28,298			30,208

Responsible for advocacy, research and litigation in support of organization, its policy and advocacy goals. May supervise paralegals, legal secretaries, assistants and interns. Requires admission to practice law/membership in the State Bar Association.

Other sample job titles: Associate Counsel, In-House Counsel

	Number of Organizations	Number of Employees	10th %ile	Annual Cash Compensation				Average
				25th %ile	Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	7	8			\$64,162			\$61,558
# Eligible for Incentive/Bonus	2	2						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	7	8			64,162			61,621
Annual Base Salary								
By Geographic Location:								
Allegheny County	6	7			65,083			64,026
By Level of Education Required:								
Legal Degree	7	8			64,162			61,558
By Sex of Employee:								
Female	5	5			45,011			52,645
By Race/Ethnicity of Employee:								
White	5	6			65,635			64,427

Community Organizer

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	8			\$40,675			\$38,888
# Eligible for Incentive/Bonus	2	2						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	5	8			40,675			38,967
					Annual Base Salary			
By Level of Education Required:								
Bachelor's Degree	5	8			40,675			38,888
By Number of Years in Position:								
Up to 5 Years	5	8			40,675			38,888

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	32	35	\$45,423	\$53,082	\$63,648	\$79,997	\$90,047	\$67,066
# Eligible for Incentive/Bonus	9	10						
Actual Bonus Paid	5	5			1,000			2,080
Total Cash Compensation (Base + Bonus)	32	35	45,423	53,082	63,648	81,994	90,047	67,363
Annual Base Salary								
By Annual Expenses:								
\$2,000,001 - \$5,000,000	6	6			55,089			55,758
\$5,000,001 - \$15,000,000	7	7			79,997			79,304
Over \$15,000,000	15	18	45,296	53,784	67,153	82,436	89,476	67,633
By Geographic Location:								
Allegheny County	28	31	45,860	54,018	65,770	81,994	90,114	68,446
By Field of Service:								
Culture/Arts	5	5			59,571			70,341
Social Support	10	10			58,386			61,393
By Primary Source of Funding:								
Contributions from foundations or trusts	6	6			72,852			74,432
Government	15	18	44,117	51,756	60,934	78,141	85,189	63,988
Program services fee	6	6			66,363			66,782
By Number of Employees:								
6 - 20	5	5			47,902			51,218
21 - 50	6	6			71,459			76,405
51 - 150	6	6			64,709			66,862
More than 150	15	18	45,296	53,784	69,784	82,436	89,476	68,423
By Level of Education Required:								
High School Diploma	6	6			51,813			50,998
Associate's Degree	6	6			62,962			62,712
Bachelor's Degree	15	16	45,055	54,704	70,658	83,320	92,512	69,687
By Sex of Employee:								
Male	26	28	45,442	53,742	62,962	78,458	89,998	65,744
By Race/Ethnicity of Employee:								
White	27	30	45,392	47,871	60,934	74,761	89,835	63,984
By Number of Years in Position:								
Up to 5 Years	6	7			61,859			61,366
6 - 10 Years	6	6			73,310			70,280
11 - 20 Years	9	9			65,770			68,178
Over 20 Years	8	8			63,659			64,886
By Number of Employees Managed:								
1 to 3	10	10			47,694			52,880
4 to 8	5	5			73,840			72,351

Maintenance Supervisor

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	26	33	\$33,109	\$37,471	\$41,205	\$49,525	\$60,711	\$43,779
# Eligible for Incentive/Bonus	9	11						
Actual Bonus Paid	5	5			500			906
Total Cash Compensation (Base + Bonus)	26	33	33,109	37,658	41,705	49,525	60,711	43,916
Annual Base Salary								
By Annual Expenses:								
\$2,000,001 - \$5,000,000	9	9			41,205			42,097
\$5,000,001 - \$15,000,000	8	10			43,025			46,026
Over \$15,000,000	7	12	37,459	38,048	42,786	52,640	60,946	45,354
By Geographic Location:								
Allegheny County	25	32	32,959	37,580	41,486	50,108	60,946	44,049
By Field of Service:								
Social Support	10	12	26,903	35,678	43,722	50,279	57,741	42,940
By Primary Source of Funding:								
Government	14	19	27,310	37,440	40,040	50,690	54,392	41,980
Program services fee	6	6			43,244			45,188
By Number of Employees:								
51 - 150	10	12	28,463	35,708	42,297	53,305	65,988	45,212
More than 150	8	13	37,465	38,282	41,766	50,887	60,711	45,078
By Level of Education Required:								
High School Diploma	15	16	27,135	35,100	40,175	47,112	50,758	40,197
Bachelor's Degree	5	5			44,283			50,997
By Sex of Employee:								
Male	25	31	32,810	37,440	40,810	48,360	58,319	43,068
By Race/Ethnicity of Employee:								
White	22	28	33,858	37,580	42,411	50,108	59,536	44,220
By Number of Years in Position:								
Up to 5 Years	10	11			40,810			44,894
6 - 10 Years	5	5			44,283			45,502
11 - 20 Years	6	8			39,374			41,038
Over 20 Years	6	6			40,269			42,061
By Number of Employees Managed:								
1 to 3	10	12	26,903	33,165	39,603	53,524	65,495	43,399
4 to 8	5	5			44,283			46,035

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	48	100	\$22,508	\$26,853	\$31,200	\$35,911	\$41,592	\$31,845
# Eligible for Incentive/Bonus	12	33						
Actual Bonus Paid	7	10			886			1,115
Total Cash Compensation (Base + Bonus)	48	100	22,731	26,853	31,200	35,922	41,592	31,956
Annual Base Salary								
By Annual Expenses:								
\$750,001 - \$2,000,000	11	18	22,262	25,688	31,200	36,494	44,468	31,764
\$2,000,001 - \$5,000,000	7	10			31,200			30,308
\$5,000,001 - \$15,000,000	14	30	22,672	26,551	29,661	34,461	39,821	30,688
Over \$15,000,000	13	39	22,880	29,120	32,469	36,816	43,347	33,437
By Geographic Location:								
Allegheny County	36	82	22,554	26,702	31,252	35,849	41,061	31,785
Outside of Allegheny County	12	18	21,549	27,102	29,307	38,558	44,144	32,114
By Field of Service:								
Counseling - Behavioral Health & Wellness	7	18	21,570	22,729	30,742	36,520	46,551	31,510
Culture/Arts	7	16	26,000	27,087	30,857	34,414	41,542	31,589
Social Support	17	31	23,175	26,790	31,200	33,093	38,992	30,692
By Primary Source of Funding:								
Contributions from foundations or trusts	10	17	20,800	26,011	29,120	33,423	37,573	29,862
Government	19	41	22,319	25,834	29,120	35,880	42,632	31,298
Program services fee	12	21	23,213	30,347	32,989	36,525	38,172	32,521
By Number of Employees:								
6 - 20	10	12	20,800	24,440	31,200	39,411	43,274	31,377
21 - 50	7	16	22,067	26,666	34,067	38,199	46,484	33,473
51 - 150	14	29	22,485	26,375	28,725	31,918	35,027	29,100
More than 150	15	41	23,175	29,027	32,469	36,806	43,256	33,276
By Level of Education Required:								
High School Diploma	32	64	22,319	26,172	31,200	35,433	40,519	31,265
By Sex of Employee:								
Male	43	87	22,801	27,040	31,200	35,942	41,534	31,777
Female	5	5			28,163			29,611
By Race/Ethnicity of Employee:								
Black or African American	8	11			29,120			28,901
White	39	76	22,448	27,534	31,918	36,504	41,987	32,430
By Number of Years in Position:								
Up to 5 Years	31	50	21,697	26,000	30,347	35,105	41,259	30,561
6 - 10 Years	11	13	24,565	26,406	28,163	36,972	44,645	31,667
11 - 20 Years	10	11			35,818			34,906
Over 20 Years	6	6			36,265			38,126

Gardener

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

Other sample job titles: Field Technician, Groundskeeper, Landscaper

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	10	34	\$18,263	\$25,257	\$28,038	\$33,956	\$42,661	\$29,284
# Eligible for Incentive/Bonus	1	2						
Actual Bonus Paid	1	2						
Total Cash Compensation (Base + Bonus)	10	34	18,263	25,257	28,038	33,956	42,661	29,302
Annual Base Salary								
By Annual Expenses:								
\$5,000,001 - \$15,000,000	5	27	17,672	25,709	27,310	31,512	40,211	28,906
By Geographic Location:								
Allegheny County	9	33	18,171	25,709	28,766	34,632	42,906	29,447
By Level of Education Required:								
High School Diploma	8	16	16,989	18,881	24,804	26,915	42,170	25,168
By Sex of Employee:								
Male	7	16	18,096	21,216	25,855	35,308	44,612	28,460
By Race/Ethnicity of Employee:								
White	7	27	17,672	23,899	26,000	35,984	44,371	29,375
By Number of Years in Position:								
Up to 5 Years	7	19	18,720	25,709	26,000	31,200	35,984	26,962

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	39	182	\$18,720	\$20,800	\$24,045	\$28,309	\$30,507	\$24,583
# Eligible for Incentive/Bonus	11	37						
Actual Bonus Paid	5	13	150	155	600	950	1,110	572
Total Cash Compensation (Base + Bonus)	39	182	18,720	20,800	24,204	28,309	30,507	24,623
Annual Base Salary								
By Annual Expenses:								
\$750,001 - \$2,000,000	9	21	20,800	20,800	22,880	29,443	33,350	25,200
\$2,000,001 - \$5,000,000	7	19	18,221	18,720	19,448	20,966	32,136	21,080
\$5,000,001 - \$15,000,000	10	49	18,720	19,375	22,880	28,309	28,309	23,456
Over \$15,000,000	10	90	21,264	23,421	25,979	28,683	30,328	25,945
By Geographic Location:								
Allegheny County	32	157	18,720	20,800	24,648	28,309	30,401	24,821
Outside of Allegheny County	7	25	16,640	19,864	22,880	24,066	30,759	23,088
By Field of Service:								
Education and Child Care Services	5	37	23,537	25,584	25,979	28,683	31,803	27,201
Social Support	14	55	17,742	19,864	23,150	28,309	31,208	24,347
By Primary Source of Funding:								
Contributions from individuals	5	14	20,426	22,599	24,596	28,642	33,280	25,580
Contributions from foundations or trusts	5	16	18,221	18,694	20,800	24,648	32,591	22,840
Government	14	98	22,032	23,452	25,979	28,309	30,160	25,990
Program services fee	12	29	17,368	18,460	19,656	23,889	29,869	21,369
By Number of Employees:								
6 - 20	12	21	18,491	20,800	22,880	31,283	33,350	24,888
21 - 50	6	24	18,221	18,720	21,154	23,899	32,719	22,475
51 - 150	7	29	18,720	18,720	20,966	23,015	24,648	21,303
More than 150	13	107	19,964	23,421	25,979	28,309	30,197	25,943
By Level of Education Required:								
High School Diploma	31	150	18,720	20,800	24,440	28,309	30,553	24,728
By Sex of Employee:								
Male	30	108	18,720	21,897	24,815	28,309	31,491	25,055
Female	24	69	18,720	20,093	23,421	28,309	28,683	23,899
By Race/Ethnicity of Employee:								
Black or African American	21	62	18,221	18,860	22,443	26,213	30,430	23,368
White	29	109	19,261	22,880	24,440	28,309	30,576	25,184
By Number of Years in Position:								
Up to 5 Years	25	81	18,720	19,864	23,462	25,979	28,683	23,435
6 - 10 Years	18	31	18,238	22,485	24,440	28,309	32,914	25,353
11 - 20 Years	16	24	19,511	22,194	25,636	28,590	31,127	25,420
Over 20 Years	7	16	22,805	25,313	28,038	30,971	33,567	28,199

Driver

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

Other sample job titles: Courier, Van Driver

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	25	114	\$18,544	\$20,800	\$23,182	\$29,104	\$31,887	\$24,587
# Eligible for Incentive/Bonus	9	34						
Actual Bonus Paid	5	18	230	300	320	705	1,014	475
Total Cash Compensation (Base + Bonus)	25	114	18,544	20,800	23,182	29,104	31,991	24,662
Annual Base Salary								
By Annual Expenses:								
\$750,001 - \$2,000,000	5	5			23,088			23,450
\$2,000,001 - \$5,000,000	6	12	18,720	18,720	23,078	25,740	31,021	22,982
\$5,000,001 - \$15,000,000	5	23	19,901	21,008	21,008	23,920	30,064	22,835
Over \$15,000,000	8	73	17,846	20,800	24,960	30,763	32,910	25,480
By Geographic Location:								
Allegheny County	22	102	18,315	20,800	23,598	29,136	31,903	24,883
By Field of Service:								
Social Support	9	49	18,554	19,781	23,275	28,496	34,611	24,786
By Primary Source of Funding:								
Government	14	56	17,680	20,800	22,880	27,165	30,719	23,682
By Number of Employees:								
21 - 50	8	22	18,720	19,297	21,008	23,052	28,169	21,818
More than 150	8	74	17,888	20,800	23,566	28,642	32,469	24,498
By Level of Education Required:								
High School Diploma	22	102	18,315	20,800	23,566	29,120	31,897	24,711
By Sex of Employee:								
Male	20	83	18,554	20,800	23,566	29,120	31,895	24,883
Female	12	31	17,680	20,800	21,840	27,040	32,773	23,793
By Race/Ethnicity of Employee:								
Black or African American	11	28	18,720	19,532	23,536	29,463	32,036	24,532
White	20	82	18,121	20,800	23,182	29,120	32,049	24,759
By Number of Years in Position:								
Up to 5 Years	17	59	17,680	19,302	21,008	25,355	31,824	22,794
6 - 10 Years	10	14	21,320	23,354	28,798	31,824	32,864	27,773

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

Other sample job titles: Client Safety Assistant, Safety Monitor

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	9	52	\$21,507	\$22,922	\$24,960	\$26,161	\$32,074	\$25,814
# Eligible for Incentive/Bonus	3	22						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	9	52	21,507	22,922	24,960	26,161	32,074	25,826
Annual Base Salary								
By Annual Expenses:								
Over \$15,000,000	5	18	22,204	24,310	25,491	30,077	35,585	27,362
By Geographic Location:								
Allegheny County	9	52	21,507	22,922	24,960	26,161	32,074	25,814
By Number of Employees:								
More than 150	5	18	22,204	24,310	25,491	30,077	35,585	27,362
By Level of Education Required:								
High School Diploma	6	46	21,507	22,449	24,960	25,709	31,574	25,612
By Sex of Employee:								
Male	7	23	20,363	21,507	22,402	31,200	36,708	25,910
By Race/Ethnicity of Employee:								
Black or African American	5	31	22,185	24,294	24,960	24,960	26,191	24,622
White	6	14	20,363	21,507	23,712	33,176	38,802	26,761
By Number of Years in Position:								
Up to 5 Years	6	11			25,459			26,896

Purchasing Coordinator or Specialist

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	7	8			\$42,911			\$40,236
# Eligible for Incentive/Bonus	2	2						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	7	8			42,911			40,386
Annual Base Salary								
By Annual Expenses:								
Over \$15,000,000	6	7			42,765			39,833
By Geographic Location:								
Allegheny County	6	7			43,056			42,938
By Primary Source of Funding:								
Government	7	8			42,911			40,236
By Number of Employees:								
More than 150	5	6			43,545			39,603
By Race/Ethnicity of Employee:								
White	7	8			42,911			40,236

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

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

			Annual Cash Compensation					
	Number of Organizations	Number of Employees	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Average
Salary and Incentives - All Organizations:								
Base Salary - All Employees	6	7			\$77,085			\$77,430
# Eligible for Incentive/Bonus	1	2						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	6	7			77,085			77,430
Annual Base Salary								
By Geographic Location:								
Allegheny County	6	7			77,085			77,430
By Number of Years in Position:								
Up to 5 Years	5	5			77,085			76,469

Registered Nurse

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	22	222	\$49,933	\$51,771	\$55,494	\$59,093	\$62,363	\$55,840
# Eligible for Incentive/Bonus	9	40						
Actual Bonus Paid	3	4						
Total Cash Compensation (Base + Bonus)	22	222	49,986	51,943	55,494	59,093	62,363	55,863
Annual Base Salary								
By Annual Expenses:								
\$5,000,001 - \$15,000,000	6	88	50,816	51,688	55,245	58,469	61,002	55,375
Over \$15,000,000	11	126	50,267	52,000	55,702	60,040	64,584	56,328
By Geographic Location:								
Allegheny County	20	215	50,398	52,000	55,494	59,322	62,650	56,197
By Field of Service:								
Counseling - Behavioral Health & Wellness	5	65	50,398	50,960	56,160	59,800	64,584	55,572
Health and Health Education	5	131	50,086	52,728	55,494	58,698	61,526	55,776
Social Support	6	6			51,740			53,591
By Primary Source of Funding:								
Government	13	101	50,398	52,000	55,910	59,561	64,334	56,522
Program services fee	6	115	48,414	51,688	55,411	59,051	61,526	55,427
By Number of Employees:								
21 - 50	5	9			54,642			53,252
More than 150	13	128	50,354	52,000	55,702	59,910	64,584	56,313
By Level of Education Required:								
Bachelor's Degree	7	12	50,318	51,360	60,268	64,288	81,074	60,214
RN/NP	12	169	50,960	52,728	55,494	58,240	61,526	55,926
By Sex of Employee:								
Male	5	13	47,840	54,787	56,160	60,216	63,627	56,718
Female	19	174	50,398	52,000	55,494	58,542	61,974	55,736
By Race/Ethnicity of Employee:								
Black or African American	6	7			54,330			54,511
White	16	178	50,398	52,000	55,494	58,599	62,098	55,881
By Number of Years in Position:								
Up to 5 Years	13	126	50,398	51,927	55,494	58,178	61,410	55,313
6 - 10 Years	8	25	51,147	53,404	55,474	59,478	62,462	55,891
11 - 20 Years	7	25	51,397	55,494	58,240	62,431	70,628	59,778

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	19	\$72,010	\$76,398	\$85,259	\$89,128	\$94,370	\$83,033
# Eligible for Incentive/Bonus	2	2						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	5	19	72,010	76,398	85,259	89,128	94,370	83,039
					Annual Base Salary			
By Number of Years in Position:								
Up to 5 Years	5	6			75,338			78,565

Licensed Vocational/Practical Nurse

720

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 or a Licensed Practical Nurse.

Other sample job titles: Licensed Practical Nurse

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	11	50	\$30,168	\$33,753	\$42,578	\$45,537	\$49,673	\$40,633
# Eligible for Incentive/Bonus	4	27						
Actual Bonus Paid	3	8						
Total Cash Compensation (Base + Bonus)	11	50	30,585	34,522	42,578	45,537	49,673	40,739
Annual Base Salary								
By Annual Expenses:								
Over \$15,000,000	6	40	30,168	34,637	42,578	45,271	49,806	40,754
By Geographic Location:								
Allegheny County	8	36	32,084	39,520	42,578	45,714	49,816	42,062
By Primary Source of Funding:								
Government	5	38	30,087	33,285	42,578	45,537	49,816	40,809
By Number of Employees:								
More than 150	7	41	30,177	33,312	42,578	45,095	49,795	40,546
By Level of Education Required:								
LVN/LPN	7	39	31,720	39,520	42,578	47,840	49,816	42,220
By Sex of Employee:								
Female	9	45	30,094	33,312	42,578	45,095	49,242	40,352
By Race/Ethnicity of Employee:								
White	9	43	30,060	33,010	42,578	45,802	49,774	40,529
By Number of Years in Position:								
Up to 5 Years	6	21	28,829	37,991	41,600	44,564	49,022	40,364

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	8	60	\$22,381	\$22,943	\$26,000	\$27,227	\$33,082	\$26,213
# Eligible for Incentive/Bonus	4	7						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	8	60	22,381	22,943	26,000	27,227	33,172	26,215
Annual Base Salary								
By Geographic Location:								
Allegheny County	7	59	22,381	23,130	26,000	27,227	33,280	26,340
By Field of Service:								
Health and Health Education	5	52	22,381	22,943	25,917	27,477	33,659	26,344
By Sex of Employee:								
Female	6	49	22,360	22,880	24,523	26,957	33,280	25,701
By Race/Ethnicity of Employee:								
White	5	38	21,840	22,677	23,535	26,499	33,960	25,311
By Number of Years in Position:								
Up to 5 Years	6	37	22,381	23,462	25,917	26,957	28,858	25,351

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	6	24	\$30,160	\$30,160	\$33,280	\$37,388	\$40,935	\$34,204
# Eligible for Incentive/Bonus	1	1						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	6	24	30,160	30,160	33,280	37,388	40,935	34,204
Annual Base Salary								
By Primary Source of Funding:								
Government	6	24	30,160	30,160	33,280	37,388	40,935	34,204
By Sex of Employee:								
Female	6	22	30,160	30,160	33,280	36,951	41,119	34,112
By Race/Ethnicity of Employee:								
Black or African American	5	6			34,393			35,117
White	5	18	30,004	30,160	33,280	36,249	40,402	33,899
By Number of Years in Position:								
Up to 5 Years	5	11			35,651			35,279

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	8	16	\$22,843	\$24,503	\$28,361	\$30,633	\$42,736	\$29,306
# Eligible for Incentive/Bonus	4	5						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	8	16	22,843	24,503	28,465	30,863	42,736	29,431
Annual Base Salary								
By Annual Expenses:								
Over \$15,000,000	5	13	22,805	24,201	25,875	34,695	42,998	29,426
By Geographic Location:								
Allegheny County	7	15	22,830	24,482	28,246	30,992	42,823	29,361
By Primary Source of Funding:								
Government	5	13	22,805	24,201	25,875	33,977	42,998	29,288
By Number of Employees:								
More than 150	6	14	22,818	24,342	27,061	32,843	42,911	29,358
By Level of Education Required:								
High School Diploma	7	15	22,830	24,482	28,246	29,557	42,823	29,193
By Sex of Employee:								
Female	7	14	22,818	24,342	27,061	29,292	40,872	28,245
By Race/Ethnicity of Employee:								
White	7	15	22,830	24,482	28,246	29,557	42,823	29,193
By Number of Years in Position:								
Up to 5 Years	5	8			24,763			26,504
11 - 20 Years	5	5			29,203			30,855

Billing Clerk

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	11	31	\$22,975	\$29,182	\$32,240	\$34,736	\$40,543	\$32,188
# Eligible for Incentive/Bonus	3	7						
Actual Bonus Paid	2	3						
Total Cash Compensation (Base + Bonus)	11	31	23,038	29,307	32,469	34,736	40,543	32,369
Annual Base Salary								
By Annual Expenses:								
\$5,000,001 - \$15,000,000	5	10			30,306			29,199
Over \$15,000,000	6	21	27,860	30,264	33,259	36,057	40,543	33,612
By Geographic Location:								
Allegheny County	9	25	28,417	31,502	33,259	36,057	41,259	33,774
By Primary Source of Funding:								
Government	5	20	27,720	29,796	33,259	35,032	41,250	33,415
Program services fee	5	10			30,306			28,847
By Number of Employees:								
More than 150	7	23	28,138	29,328	33,259	35,131	40,027	33,324
By Level of Education Required:								
High School Diploma	6	19	22,006	27,581	33,259	35,131	41,059	32,061
By Sex of Employee:								
Female	10	27	22,006	29,182	32,469	35,131	41,159	32,315
By Race/Ethnicity of Employee:								
White	10	29	22,006	29,078	32,469	34,934	41,059	32,185
By Number of Years in Position:								
Up to 5 Years	5	14	22,006	25,875	32,022	32,667	33,831	29,686
6 - 10 Years	5	5			35,131			34,083
11 - 20 Years	6	7			33,134			33,485

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	6	37	\$54,462	\$60,393	\$65,707	\$76,222	\$79,040	\$67,325
# Eligible for Incentive/Bonus	2	2						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	6	37	54,462	60,393	65,707	76,222	79,040	67,333
Annual Base Salary								
By Geographic Location:								
Allegheny County	5	35	54,367	60,216	63,648	74,859	79,040	66,934
By Number of Employees:								
More than 150	5	35	54,367	60,216	63,648	74,859	79,040	66,934
By Sex of Employee:								
Female	5	13	50,444	64,980	74,256	76,222	84,740	70,750
By Race/Ethnicity of Employee:								
White	5	13	50,444	64,980	74,256	76,222	84,740	70,750

Occupational Therapist

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	6	57	\$50,045	\$55,141	\$67,267	\$79,040	\$79,132	\$68,082
# Eligible for Incentive/Bonus	1	2						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	6	57	50,045	55,141	67,267	79,040	79,132	68,082
Annual Base Salary								
By Geographic Location:								
Allegheny County	5	55	49,962	54,808	67,122	79,040	79,223	67,929
By Sex of Employee:								
Female	5	21	54,076	59,010	65,728	76,576	100,086	70,700
By Race/Ethnicity of Employee:								
White	5	22	54,168	59,446	66,664	78,468	98,118	71,319

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

Other sample job titles: Pediatric Speech Pathologist, Speech Therapist

	Annual Cash Compensation							
	Number of Organizations	Number of Employees	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Average
Salary and Incentives - All Organizations:								
Base Salary - All Employees	9	83	\$49,629	\$53,206	\$68,224	\$79,040	\$85,800	\$67,607
# Eligible for Incentive/Bonus	5	11						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	9	83	49,629	53,206	68,224	79,040	85,800	67,611
Annual Base Salary								
By Annual Expenses:								
Over \$15,000,000	5	59	49,400	53,206	69,992	79,040	79,040	66,860
By Geographic Location:								
Allegheny County	7	79	49,546	55,702	69,992	79,040	85,800	68,365
By Primary Source of Funding:								
Government	5	34	50,513	52,821	57,127	69,249	87,922	63,311
By Number of Employees:								
More than 150	6	72	49,444	53,690	64,782	79,040	79,040	66,044
By Sex of Employee:								
Female	8	43	50,024	53,206	58,240	83,200	91,387	65,626
By Race/Ethnicity of Employee:								
White	8	43	50,024	53,206	58,240	83,200	91,387	65,626
By Number of Years in Position:								
Up to 5 Years	5	19	50,149	51,667	53,206	58,136	83,200	57,810
6 - 10 Years	5	8			62,837			66,953

Program Director/Administrator, Other

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	31	58	\$60,813	\$65,406	\$74,839	\$84,453	\$99,798	\$77,558
# Eligible for Incentive/Bonus	9	15						
Actual Bonus Paid	6	9			2,200			4,647
Total Cash Compensation (Base + Bonus)	31	58	60,990	65,864	74,839	90,079	99,798	78,280
Annual Base Salary								
By Annual Expenses:								
\$750,001 - \$2,000,000	9	13	59,444	63,700	66,700	77,501	90,996	70,844
\$2,000,001 - \$5,000,000	7	9			64,272			66,879
\$5,000,001 - \$15,000,000	9	23	60,549	69,576	81,141	96,900	109,130	83,643
By Geographic Location:								
Allegheny County	26	49	61,000	66,339	77,480	89,326	99,798	78,813
Outside of Allegheny County	5	9			68,286			70,729
By Field of Service:								
Culture/Arts	5	10			80,496			79,533
Social Support	8	14	58,770	63,544	69,004	75,640	94,630	71,519
By Primary Source of Funding:								
Contributions from foundations or trusts	9	20	65,638	70,018	80,496	90,912	102,701	81,328
Government	9	21	61,568	67,974	75,026	92,623	99,798	78,859
Program services fee	7	8			61,412			64,579
By Number of Employees:								
6 - 20	12	18	60,564	64,818	69,784	77,699	87,741	71,798
21 - 50	5	7			94,830			88,639
51 - 150	9	19	60,008	61,360	77,584	82,992	99,798	76,562
By Level of Education Required:								
Bachelor's Degree	22	34	60,008	64,834	71,095	79,186	92,893	74,373
Master's Degree	5	12	57,834	79,196	82,493	94,749	109,030	85,013
By Sex of Employee:								
Male	18	20	61,314	66,914	76,960	85,816	107,286	80,362
Female	20	33	59,047	64,636	70,013	82,493	94,345	74,799
By Race/Ethnicity of Employee:								
White	28	50	60,097	65,052	74,631	81,994	93,459	76,034
By Number of Years in Position:								
Up to 5 Years	14	19	56,638	64,272	69,992	81,994	87,090	74,520
6 - 10 Years	8	9			69,472			71,836
11 - 20 Years	8	8			71,095			73,068
Over 20 Years	7	13	63,881	68,931	79,789	97,791	107,711	83,408
By Number of Employees Managed:								
1 to 3	6	9			69,472			72,070
4 to 8	9	10			76,305			83,905
9 to 14	6	7			67,662			68,150
15 and over	11	15	55,032	61,360	70,096	81,994	105,073	75,295

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	67	132	\$36,425	\$42,994	\$52,759	\$60,279	\$70,938	\$52,845
# Eligible for Incentive/Bonus	23	37						
Actual Bonus Paid	14	21	200	625	1,212	1,965	2,500	1,472
Total Cash Compensation (Base + Bonus)	67	132	36,425	42,996	52,759	60,566	70,938	53,079
Annual Base Salary								
By Annual Expenses:								
\$250,001 - \$750,000	16	18	32,001	38,990	50,336	59,103	70,493	49,821
\$750,001 - \$2,000,000	20	42	31,928	40,030	46,717	54,309	60,070	47,760
\$2,000,001 - \$5,000,000	10	20	37,993	44,777	57,887	61,512	68,503	55,342
\$5,000,001 - \$15,000,000	10	35	37,727	43,992	53,498	66,310	83,292	56,914
Over \$15,000,000	9	15	43,201	50,461	57,595	72,500	78,904	60,104
By Geographic Location:								
Allegheny County	55	110	36,325	43,545	53,581	61,918	72,770	54,193
Outside of Allegheny County	12	22	35,593	39,879	43,691	53,653	58,689	46,105
By Field of Service:								
Culture/Arts	11	18	32,001	44,658	53,498	58,854	67,297	51,284
Environment/Animal Welfare	8	18	39,713	44,892	54,673	60,741	77,218	55,342
Health and Health Education	7	10			51,210			49,693
Management/Technical Assistance	6	10			44,065			50,121
Social Support	14	20	31,512	37,476	50,191	56,878	62,996	48,315
By Primary Source of Funding:								
Contributions from individuals	6	10			52,000			51,160
Contributions from foundations or trusts	22	51	36,412	43,000	53,498	60,590	68,678	52,118
Government	23	38	34,031	41,710	51,272	57,814	70,036	50,929
Program services fee	12	22	31,928	39,359	48,589	57,616	67,906	48,985
By Number of Employees:								
1 - 5	12	13	30,002	38,480	44,032	57,907	71,253	48,371
6 - 20	28	51	33,330	41,600	50,336	58,469	69,813	50,655
21 - 50	9	27	34,528	40,539	53,186	63,149	92,485	55,672
51 - 150	10	29	42,994	50,003	54,995	65,281	72,500	56,368
More than 150	8	12	35,056	44,788	51,272	56,956	77,378	52,123
By Level of Education Required:								
Bachelor's Degree	48	88	35,325	40,997	53,092	61,147	72,530	53,040
Master's Degree	12	22	42,032	49,764	54,995	62,504	73,498	56,369
By Sex of Employee:								
Male	24	39	37,440	43,202	55,494	69,992	81,598	57,736
Female	54	89	35,006	41,372	52,520	58,927	66,310	51,155
By Race/Ethnicity of Employee:								
Black or African American	8	13	30,081	39,697	54,933	70,999	91,370	56,755
White	57	106	36,624	42,682	52,998	60,045	70,123	52,848
By Number of Years in Position:								
Up to 5 Years	38	63	36,741	40,997	50,336	61,006	76,598	54,151
6 - 10 Years	24	30	32,236	40,670	50,971	60,258	69,903	51,367
11 - 20 Years	17	19	31,928	43,867	52,520	61,194	66,997	51,403
Over 20 Years	6	8			58,927			58,747
By Number of Employees Managed:								
1 to 3	29	35	35,664	43,659	53,498	61,006	72,694	52,760
4 to 8	21	30	32,236	39,847	51,002	58,136	69,817	51,396
9 to 14	11	13	31,629	35,818	41,600	52,853	56,276	43,187
15 and over	6	6			48,755			44,765

Program Coordinator, Other

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

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

	Number of Organizations	Number of Employees	Annual Cash Compensation					Average
			10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	65	223	\$30,289	\$34,008	\$37,080	\$42,952	\$48,946	\$39,291
# Eligible for Incentive/Bonus	17	80						
Actual Bonus Paid	7	28	200	250	1,625	3,944	5,640	2,178
Total Cash Compensation (Base + Bonus)	65	223	30,289	34,008	37,149	43,410	50,109	39,564
Annual Base Salary								
By Annual Expenses:								
\$250,001 - \$750,000	13	21	31,325	33,488	37,190	40,820	45,024	37,379
\$750,001 - \$2,000,000	18	48	29,344	33,551	36,889	44,528	53,646	39,096
\$2,000,001 - \$5,000,000	13	39	30,326	33,738	36,899	42,994	45,864	38,245
\$5,000,001 - \$15,000,000	8	44	28,819	30,992	36,414	45,315	73,123	41,580
Over \$15,000,000	9	66	34,320	36,036	38,054	42,078	47,460	40,171
By Geographic Location:								
Allegheny County	57	207	30,659	34,008	37,024	42,952	49,300	39,418
Outside of Allegheny County	8	16	28,636	31,471	38,543	44,325	46,900	37,645
By Field of Service:								
Basic Material Need	5	33	34,395	35,600	38,272	41,798	44,953	38,881
Culture/Arts	8	25	25,584	28,819	31,013	36,098	41,180	32,490
Economic/Neighborhood Development	5	22	30,006	34,575	36,504	61,672	84,713	47,300
Environment/Animal Welfare	5	19	36,088	36,774	40,768	45,423	52,000	41,459
Health and Health Education	9	48	32,364	33,962	36,400	38,220	46,678	37,111
Social Support	14	32	30,588	33,348	37,648	44,559	46,724	38,612
By Primary Source of Funding:								
Contributions from individuals	9	38	31,666	35,043	39,416	41,699	45,227	38,565
Contributions from foundations or trusts	17	49	31,200	35,006	37,024	43,137	47,008	38,779
Government	23	92	30,982	33,962	36,400	42,245	46,478	38,320
Program services fee	13	24	26,291	35,563	39,894	46,238	56,233	40,892
By Number of Employees:								
1 - 5	13	15	22,048	26,000	37,080	44,990	47,582	35,723
6 - 20	23	58	31,113	34,008	37,242	43,477	53,058	39,288
21 - 50	13	52	30,117	33,306	37,118	45,178	64,667	42,361
51 - 150	8	56	29,721	31,637	36,005	40,779	44,190	36,354
More than 150	8	42	34,320	36,400	37,440	42,599	49,608	40,682
By Level of Education Required:								
High School Diploma	11	22	26,312	33,030	40,123	41,699	47,859	38,073
Associate's Degree	5	36	28,012	31,637	35,703	37,180	45,868	36,305
Bachelor's Degree	44	127	30,971	33,987	37,336	42,952	52,200	39,733
Master's Degree	6	8			45,563			45,929
By Sex of Employee:								
Male	28	50	30,237	35,006	38,002	43,275	65,401	42,484
Female	59	164	30,212	33,488	36,463	42,245	46,790	38,238
By Race/Ethnicity of Employee:								
Black or African American	16	31	32,044	34,320	36,525	41,600	46,018	39,330
Hispanic/Latino	5	5			33,488			35,010
White	55	171	29,998	33,987	37,190	42,453	49,017	39,048
By Number of Years in Position:								
Up to 5 Years	52	135	29,719	33,072	36,400	41,600	50,278	38,990
6 - 10 Years	20	37	32,406	35,683	39,250	45,126	48,805	40,459
11 - 20 Years	11	16	31,075	35,017	36,650	42,016	56,017	40,170
Over 20 Years	7	7			38,022			41,873
By Number of Employees Managed:								
1 to 3	12	15	30,659	32,261	38,064	44,117	51,210	38,903
4 to 8	8	12	26,570	36,005	40,342	41,798	52,403	39,572
9 to 14	5	7			41,205			41,098

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	34	67	\$24,960	\$27,040	\$29,994	\$33,010	\$36,013	\$30,033
# Eligible for Incentive/Bonus	8	18						
Actual Bonus Paid	3	7						
Total Cash Compensation (Base + Bonus)	34	67	24,960	27,040	29,994	33,010	36,013	30,079
Annual Base Salary								
By Annual Expenses:								
\$250,001 - \$750,000	6	7			29,120			28,169
\$750,001 - \$2,000,000	11	25	26,000	28,080	30,326	31,845	35,618	30,441
\$5,000,001 - \$15,000,000	7	11			33,010			32,079
Over \$15,000,000	7	18	20,540	24,960	29,723	35,001	37,494	29,268
By Geographic Location:								
Allegheny County	30	61	24,960	27,269	29,994	32,989	36,005	30,120
By Field of Service:								
Culture/Arts	6	12	22,194	24,960	29,432	32,396	35,279	28,612
Health and Health Education	5	6			31,335			31,817
Social Support	8	23	24,960	27,040	30,326	32,781	36,030	30,002
By Primary Source of Funding:								
Contributions from foundations or trusts	7	15	19,760	24,960	28,080	29,994	35,934	27,359
Government	10	21	24,960	29,640	31,500	36,005	37,594	31,720
Program services fee	10	18	26,416	29,369	30,337	33,057	33,675	30,593
By Number of Employees:								
6 - 20	13	26	26,728	28,766	30,160	32,188	34,050	30,215
21 - 50	5	10			27,789			29,316
51 - 150	9	17	24,960	25,335	31,500	36,005	36,325	31,170
By Level of Education Required:								
High School Diploma	14	27	22,997	24,960	29,994	32,989	36,013	29,474
Associate's Degree	5	6			28,871			29,966
Bachelor's Degree	14	25	26,000	28,538	30,326	33,343	36,579	31,046
By Sex of Employee:								
Male	10	14	22,880	26,000	30,160	32,401	38,023	29,818
Female	31	53	24,960	27,040	29,994	33,197	36,030	30,090
By Race/Ethnicity of Employee:								
Black or African American	8	11			28,080			29,901
White	28	45	24,960	26,000	29,952	33,000	36,021	29,805
By Number of Years in Position:								
Up to 5 Years	30	50	24,960	27,040	29,973	31,605	36,005	29,704
11 - 20 Years	5	6			32,791			32,784

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. Report smaller programs in job #856 below.

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	39	89	\$56,118	\$64,584	\$69,326	\$79,082	\$84,302	\$71,403
# Eligible for Incentive/Bonus	15	35						
Actual Bonus Paid	8	18	150	300	1,050	2,125	4,591	2,161
Total Cash Compensation (Base + Bonus)	39	89	56,118	65,021	69,347	79,082	85,010	71,840
Annual Base Salary								
By Annual Expenses:								
\$750,001 - \$2,000,000	8	9			69,992			68,363
\$5,000,001 - \$15,000,000	11	28	56,194	64,049	66,206	73,117	79,350	67,050
Over \$15,000,000	16	48	63,702	65,379	72,634	80,283	92,460	75,395
By Geographic Location:								
Allegheny County	30	67	55,961	64,979	71,989	79,518	87,302	73,051
Outside of Allegheny County	9	22	53,599	63,061	65,738	67,200	81,399	66,385
By Field of Service:								
Counseling - Behavioral Health & Wellness	6	21	56,164	64,875	66,664	73,986	79,398	70,341
Social Support	17	46	54,277	64,142	68,037	75,556	82,978	68,896
By Primary Source of Funding:								
Government	25	60	55,107	64,470	70,783	79,102	90,649	72,444
Program services fee	9	22	55,272	64,678	66,248	76,851	80,789	68,190
By Number of Employees:								
21 - 50	9	15	54,005	57,762	65,166	71,989	78,000	65,128
51 - 150	7	12	64,940	66,206	71,417	78,442	80,159	71,945
More than 150	19	58	56,194	64,932	69,774	79,513	91,446	73,133
By Level of Education Required:								
Bachelor's Degree	21	43	54,995	64,002	67,933	75,026	85,975	68,909
Master's Degree	14	27	60,196	65,520	74,506	80,205	92,652	74,800
By Sex of Employee:								
Male	18	22	59,128	65,817	72,156	80,049	92,054	74,631
Female	34	67	54,837	64,272	67,038	76,170	82,855	70,343
By Race/Ethnicity of Employee:								
White	37	85	56,168	64,584	69,326	79,082	85,417	71,502
By Number of Years in Position:								
Up to 5 Years	18	32	54,442	64,194	68,931	72,790	78,135	67,493
6 - 10 Years	9	10			74,579			79,204
11 - 20 Years	15	22	58,792	64,345	68,245	79,222	85,549	71,039
Over 20 Years	13	13	53,993	64,927	73,486	80,216	111,355	75,259
By Number of Employees Managed:								
1 to 3	7	9			69,805			74,801
4 to 8	14	22	57,454	64,896	73,216	79,919	90,393	72,937
9 to 14	7	9			75,026			74,519
15 and over	19	35	54,679	60,008	66,664	72,010	76,428	65,960

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	60	232	\$35,294	\$42,250	\$50,097	\$57,813	\$66,627	\$50,693
# Eligible for Incentive/Bonus	26	102						
Actual Bonus Paid	18	67	300	500	1,740	2,200	3,600	1,906
Total Cash Compensation (Base + Bonus)	60	232	36,509	42,885	50,482	58,008	66,627	51,243
Annual Base Salary								
By Annual Expenses:								
\$250,001 - \$750,000	7	8			51,563			53,329
\$750,001 - \$2,000,000	13	20	41,600	44,809	50,721	59,509	64,863	52,060
\$2,000,001 - \$5,000,000	13	34	31,003	43,654	52,479	58,427	63,211	50,167
\$5,000,001 - \$15,000,000	13	50	36,086	41,220	46,634	52,582	57,938	47,216
Over \$15,000,000	13	119	35,110	41,995	50,981	60,736	71,843	51,939
By Geographic Location:								
Allegheny County	50	183	35,243	44,886	52,291	60,237	69,472	52,429
Outside of Allegheny County	10	49	35,381	39,520	42,390	49,400	55,370	44,210
By Field of Service:								
Counseling - Behavioral Health & Wellness	8	50	31,492	39,941	48,152	59,171	66,098	48,694
Family Support and Preservation	6	8			49,057			47,047
Social Support	21	118	36,955	42,261	48,006	53,285	63,070	49,062
By Primary Source of Funding:								
Contributions from foundations or trusts	5	20	30,845	41,132	51,345	63,861	75,992	51,697
Government	35	147	35,252	41,600	49,899	55,869	63,735	49,483
Program services fee	14	39	39,998	42,994	50,003	54,933	65,000	50,116
By Number of Employees:								
6 - 20	16	29	31,200	43,108	51,563	59,010	64,813	50,376
21 - 50	13	24	34,934	46,753	51,470	56,327	60,788	50,297
51 - 150	11	35	39,998	43,139	52,000	57,283	65,291	51,014
More than 150	16	140	35,123	41,605	48,610	58,094	71,229	50,667
By Level of Education Required:								
Bachelor's Degree	38	117	34,245	40,570	47,590	53,456	64,834	48,101
Master's Degree	16	54	45,292	52,125	56,992	64,813	77,761	59,191
By Sex of Employee:								
Male	27	53	35,830	41,652	51,563	55,775	65,187	50,070
Female	56	179	35,256	42,390	50,003	58,531	67,330	50,877
By Race/Ethnicity of Employee:								
Black or African American	17	26	33,760	36,748	50,451	54,901	63,640	47,244
White	53	205	36,076	42,671	50,003	58,115	67,446	51,095
By Number of Years in Position:								
Up to 5 Years	40	103	34,769	43,077	50,336	56,784	64,708	49,974
6 - 10 Years	19	25	34,274	41,860	51,189	60,123	71,727	51,824
11 - 20 Years	22	42	37,471	43,113	50,440	58,271	69,033	51,605
Over 20 Years	14	27	38,014	49,920	53,290	67,330	77,193	56,718
By Number of Employees Managed:								
1 to 3	19	31	36,367	47,986	52,894	62,150	65,250	53,971
4 to 8	27	69	32,802	42,817	50,003	62,015	69,638	51,731
9 to 14	22	38	37,952	42,084	50,804	53,181	55,875	48,731
15 and over	14	36	34,463	41,662	48,173	53,841	59,520	47,774

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	42	311	\$29,199	\$34,133	\$39,416	\$44,554	\$49,238	\$39,565
# Eligible for Incentive/Bonus	17	169						
Actual Bonus Paid	13	131	300	300	760	1,150	2,000	946
Total Cash Compensation (Base + Bonus)	42	311	29,515	34,614	40,165	44,949	49,339	39,963
Annual Base Salary								
By Annual Expenses:								
\$750,001 - \$2,000,000	7	18	32,748	34,122	37,981	41,720	52,663	39,526
\$2,000,001 - \$5,000,000	11	48	29,588	32,568	36,931	42,261	48,156	37,663
\$5,000,001 - \$15,000,000	10	61	29,515	34,507	39,374	42,422	49,928	39,063
Over \$15,000,000	11	180	28,396	35,314	41,382	45,526	49,267	40,292
By Geographic Location:								
Allegheny County	33	233	31,990	35,964	40,102	45,323	49,824	40,672
Outside of Allegheny County	9	78	25,638	29,515	37,565	42,599	45,656	36,257
By Field of Service:								
Counseling - Behavioral Health & Wellness	5	51	30,368	36,504	44,699	48,963	51,160	42,969
Family Support and Preservation	5	9			37,482			35,774
Social Support	25	240	29,120	33,098	39,374	43,670	47,393	38,906
By Primary Source of Funding:								
Government	27	208	28,388	33,519	38,969	43,774	49,373	39,150
Program services fee	7	60	33,395	39,374	43,472	46,342	52,903	43,070
By Number of Employees:								
6 - 20	8	21	27,672	35,485	37,981	44,959	54,688	40,482
21 - 50	10	37	29,486	33,041	39,021	41,798	49,675	37,930
51 - 150	8	32	29,759	32,162	36,598	44,044	51,414	38,529
More than 150	15	220	28,810	35,314	40,352	44,829	48,957	39,914
By Level of Education Required:								
High School Diploma	11	46	29,761	34,611	38,064	41,398	44,302	37,832
Associate's Degree	7	27	28,430	29,515	33,280	39,478	43,734	34,745
Bachelor's Degree	25	172	31,990	36,831	40,352	44,829	48,358	40,582
Master's Degree	8	32	36,671	41,891	46,779	50,341	57,221	46,692
By Sex of Employee:								
Male	24	65	30,767	35,662	38,002	42,193	46,305	38,645
Female	39	246	28,823	33,296	40,050	45,027	50,008	39,808
By Race/Ethnicity of Employee:								
Black or African American	19	53	31,628	37,138	39,998	43,046	49,886	40,205
White	36	253	29,278	33,353	39,416	44,949	49,333	39,626
By Number of Years in Position:								
Up to 5 Years	35	138	29,940	34,273	38,584	43,519	48,106	39,148
6 - 10 Years	17	37	32,793	37,055	41,434	43,722	51,409	41,208
11 - 20 Years	17	32	29,759	35,994	42,796	46,670	52,025	42,087
Over 20 Years	10	33	36,845	42,412	45,323	48,287	52,491	44,913
By Number of Employees Managed:								
1 to 3	15	26	27,726	34,060	40,134	43,971	51,384	39,846
4 to 8	12	46	38,054	39,374	43,462	48,006	51,006	43,579
9 to 14	11	48	32,906	37,336	39,416	43,712	46,236	39,993
15 and over	6	32	29,515	37,003	40,976	44,829	48,984	40,187

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	25	184	\$20,800	\$23,796	\$30,046	\$36,868	\$38,002	\$30,159
# Eligible for Incentive/Bonus	11	57						
Actual Bonus Paid	8	44	300	300	300	500	1,250	533
Total Cash Compensation (Base + Bonus)	25	184	20,800	23,796	30,129	37,320	38,198	30,286
Annual Base Salary								
By Annual Expenses:								
\$2,000,001 - \$5,000,000	6	48	20,800	20,800	27,279	33,421	38,002	27,977
\$5,000,001 - \$15,000,000	7	26	24,989	26,546	29,422	34,497	36,230	30,675
Over \$15,000,000	9	101	21,840	23,411	31,990	37,898	38,967	30,960
By Geographic Location:								
Allegheny County	18	163	20,800	23,400	29,702	37,502	38,002	30,072
Outside of Allegheny County	7	21	21,632	27,768	31,970	34,903	36,650	30,831
By Field of Service:								
Social Support	15	94	25,002	30,145	35,568	37,898	39,708	33,988
By Primary Source of Funding:								
Government	16	101	20,896	22,995	28,080	33,114	37,502	28,312
Program services fee	6	70	20,800	24,003	35,568	37,898	39,711	32,013
By Number of Employees:								
21 - 50	5	36	20,800	20,800	26,281	36,790	38,152	28,278
51 - 150	6	32	22,630	26,260	29,037	32,251	34,295	28,898
More than 150	11	107	21,840	23,525	32,136	37,898	39,308	31,071
By Level of Education Required:								
High School Diploma	13	74	21,039	22,880	25,886	32,313	34,143	27,156
Bachelor's Degree	10	61	30,135	34,227	37,898	37,898	38,767	36,221
By Sex of Employee:								
Male	12	36	20,800	25,746	33,124	37,799	39,125	31,574
Female	25	148	20,800	23,322	29,848	36,509	37,908	29,815
By Race/Ethnicity of Employee:								
Black or African American	14	29	20,800	25,283	32,573	36,931	38,501	30,864
White	23	152	20,800	23,447	29,567	36,868	37,971	30,008
By Number of Years in Position:								
Up to 5 Years	18	101	20,800	22,547	26,728	33,280	37,898	27,880
6 - 10 Years	7	15	21,112	23,754	33,280	37,898	41,134	30,772
11 - 20 Years	10	20	24,511	27,014	33,124	40,519	43,443	33,782
Over 20 Years	6	10			35,464			34,828

Clinical Supervisor

867

Supervises clinical mental health staff who are in the process of acquiring their professional licenses, as required by licensing boards. Provides regular supervision of trainees both individually and in groups. Oversees trainee client record-keeping of client cases. Evaluates trainees as required by their academic institutions. Conducts assessment interviews of new clients and participates in the process of assigning new clients to trainees. Meets directly with trainees' clients as needed. This position requires a Master's degree or PhD, licensing in the appropriate discipline, and several years of work experience while licensed.

Other sample job titles: Counseling Services Supervisor, Lead Clinician, MFT Intern Supervisor

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	13	54	\$40,997	\$44,918	\$49,213	\$59,057	\$68,110	\$51,806
# Eligible for Incentive/Bonus	5	23						
Actual Bonus Paid	2	3						
Total Cash Compensation (Base + Bonus)	13	54	40,997	44,918	49,213	60,247	68,110	51,911
Annual Base Salary								
By Annual Expenses:								
Over \$15,000,000	7	43	40,997	44,990	50,170	58,677	68,503	52,094
By Geographic Location:								
Allegheny County	11	49	40,997	44,970	49,254	59,436	68,078	51,632
By Field of Service:								
Counseling - Behavioral Health & Wellness	6	44	40,997	44,990	49,712	58,422	68,110	51,729
By Primary Source of Funding:								
Government	9	40	40,997	44,959	49,213	58,422	65,668	51,580
By Number of Employees:								
More than 150	8	44	40,997	44,990	49,712	58,422	68,432	51,851
By Level of Education Required:								
Master's Degree	7	34	40,997	44,491	49,213	55,396	65,063	50,863
By Sex of Employee:								
Male	5	10			50,378			53,974
Female	12	44	40,612	44,731	49,171	58,422	68,110	51,314
By Race/Ethnicity of Employee:								
White	12	48	40,920	44,959	49,213	56,904	68,206	51,428
By Number of Years in Position:								
Up to 5 Years	7	26	37,571	42,417	46,363	57,913	68,335	49,628
6 - 10 Years	5	11			50,170			51,779

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	12	47	\$39,694	\$44,637	\$52,624	\$63,648	\$69,044	\$53,486
# Eligible for Incentive/Bonus	4	11						
Actual Bonus Paid	2	3						
Total Cash Compensation (Base + Bonus)	12	47	39,694	44,637	52,624	63,648	69,044	53,500
Annual Base Salary								
By Annual Expenses:								
\$5,000,001 - \$15,000,000	5	10			49,754			47,491
By Geographic Location:								
Allegheny County	10	44	39,239	42,937	52,728	63,648	70,086	53,644
By Field of Service:								
Social Support	5	9			44,637			45,430
By Primary Source of Funding:								
Government	7	25	41,267	45,251	49,712	55,006	76,531	52,576
By Number of Employees:								
More than 150	6	36	39,324	42,765	53,040	63,648	72,022	54,610
By Level of Education Required:								
LCSW/MFT/MFCC	12	47	39,694	44,637	52,624	63,648	69,044	53,486
By Sex of Employee:								
Female	10	38	39,846	44,070	52,219	63,648	71,889	53,445
By Race/Ethnicity of Employee:								
White	10	43	39,087	42,370	52,437	63,648	70,433	53,412
By Number of Years in Position:								
Up to 5 Years	11	31	37,898	42,141	50,003	59,675	63,648	50,973

Therapeutic Counselor, MFCC/MFT

877

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	13	116	\$35,194	\$36,858	\$48,714	\$55,182	\$62,400	\$48,004
# Eligible for Incentive/Bonus	3	40						
Actual Bonus Paid	1	4						
Total Cash Compensation (Base + Bonus)	13	116	35,194	36,858	48,714	55,182	62,400	48,009
Annual Base Salary								
By Annual Expenses:								
Over \$15,000,000	6	97	35,868	38,158	52,000	57,356	62,579	49,536
By Geographic Location:								
Allegheny County	10	100	35,202	37,799	52,000	56,009	62,400	48,722
By Primary Source of Funding:								
Government	9	69	35,194	36,712	52,000	53,040	60,466	47,514
By Number of Employees:								
More than 150	6	97	35,868	38,158	52,000	57,356	62,579	49,536
By Level of Education Required:								
LCSW/MFT/MFCC	6	17	32,864	34,071	36,608	40,228	49,196	38,215
By Sex of Employee:								
Female	13	104	35,194	36,613	48,714	55,182	62,847	48,015
By Race/Ethnicity of Employee:								
White	13	100	35,194	36,650	46,644	56,301	62,400	47,978
By Number of Years in Position:								
Up to 5 Years	9	79	34,320	36,400	42,827	55,182	62,400	47,008
11 - 20 Years	5	6			49,328			52,264

Counsels and aids individuals and families requiring social service organization assistance. Interviews and evaluates applicants for services, formulates and implements treatment plan of action and goals; assists applicants in applying for and obtaining social and other services. Requires a MSW degree. Positions not requiring a MSW degree should be reported in job #880. (Case Managers working in a medical setting are reported in the Case Manager, Medical position in the Medical & Clinic Services section.)

Other sample job titles: Lead Case Worker, Senior Social Worker

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	9	54	\$34,830	\$35,969	\$41,018	\$47,117	\$50,482	\$41,938
# Eligible for Incentive/Bonus	3	10						
Actual Bonus Paid	3	6						
Total Cash Compensation (Base + Bonus)	9	54	34,830	35,969	41,018	47,117	51,305	42,072
Annual Base Salary								
By Annual Expenses:								
Over \$15,000,000	6	39	34,986	35,859	40,997	47,507	50,960	41,896
By Geographic Location:								
Allegheny County	8	49	34,674	35,703	41,038	47,227	50,960	41,916
By Primary Source of Funding:								
Government	5	26	34,543	36,052	41,361	47,830	51,403	42,429
By Number of Employees:								
More than 150	7	44	34,996	36,021	40,872	47,382	50,482	41,926
By Level of Education Required:								
Master's Degree	9	54	34,830	35,969	41,018	47,117	50,482	41,938
By Sex of Employee:								
Male	5	8			40,872			41,283
Female	9	46	34,543	35,532	41,132	47,559	51,403	42,052
By Race/Ethnicity of Employee:								
White	9	48	34,630	36,249	41,132	47,336	51,108	42,180
By Number of Years in Position:								
Up to 5 Years	8	33	34,412	35,006	38,002	43,846	52,649	40,706
6 - 10 Years	5	8			43,670			43,758

Case Manager

Counsels and aids individuals and families requiring social service organization assistance. Interviews and evaluates applicants for services, formulates and implements treatment plan of action and goals; assists applicants in applying for and obtaining social and other services. Most Case Manager positions require a bachelor's degree in psychology or other behavioral science. Senior-level positions requiring a MSW degree should be reported in job #879. (Case Managers working in a medical setting are reported in the Case Manager, Medical position in the Medical & Clinic Services section.)

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	29	564	\$29,567	\$31,595	\$33,467	\$36,046	\$40,789	\$34,452
# Eligible for Incentive/Bonus	12	262						
Actual Bonus Paid	9	183	250	300	1,500	1,750	2,000	1,244
Total Cash Compensation (Base + Bonus)	29	564	29,770	31,595	34,133	36,923	41,205	34,856
Annual Base Salary								
By Annual Expenses:								
\$2,000,001 - \$5,000,000	6	20	28,957	31,866	34,788	36,852	41,306	34,400
\$5,000,001 - \$15,000,000	8	234	27,997	31,075	33,426	35,173	38,813	33,334
Over \$15,000,000	8	294	30,919	32,396	34,133	37,175	42,141	35,359
By Geographic Location:								
Allegheny County	24	308	27,785	31,309	34,133	38,002	42,141	35,095
Outside of Allegheny County	5	256	31,075	31,595	33,280	35,173	37,877	33,678
By Field of Service:								
Basic Material Need	5	9			32,802			33,909
Counseling - Behavioral Health & Wellness	6	109	27,810	31,138	34,133	37,409	45,906	35,643
Social Support	13	330	30,014	31,075	33,280	35,173	37,990	33,595
By Primary Source of Funding:								
Government	18	357	28,484	31,595	33,925	35,911	40,227	34,117
Program services fee	7	192	31,060	31,075	33,467	36,046	40,789	34,943
By Number of Employees:								
21 - 50	6	37	30,846	32,323	35,006	38,636	42,149	35,699
51 - 150	7	48	25,688	27,040	29,640	33,883	41,635	31,188
More than 150	10	468	30,645	31,907	33,665	36,046	40,269	34,703
By Level of Education Required:								
Bachelor's Degree	22	505	30,143	31,907	33,509	35,963	39,557	34,300
By Sex of Employee:								
Male	15	72	26,861	31,075	33,280	35,173	41,080	34,017
Female	29	492	29,907	31,595	33,488	36,046	40,745	34,516
By Race/Ethnicity of Employee:								
Black or African American	16	69	29,037	31,606	33,280	36,109	40,227	33,962
White	26	480	29,509	31,595	33,467	36,046	40,789	34,557
By Number of Years in Position:								
Up to 5 Years	21	313	29,819	31,200	33,405	35,173	38,776	33,913
6 - 10 Years	18	69	31,054	32,947	35,173	37,836	41,600	35,644
11 - 20 Years	14	63	31,104	34,986	37,877	41,808	42,923	37,793
Over 20 Years	6	11			37,128			37,920

Responsible for providing a safe and supportive environment for organization's clientele. Adheres to laws regarding confidentiality and reporting requirements. Maintains observation and progress records as needed. Provides crisis intervention and/or conflict resolution to individuals and groups. Requires a Master degree. Positions not requiring a Master degree should be reported in job #883.

Other sample job titles: Lead Counselor, Senior Family Counselor

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	13	191	\$36,612	\$37,627	\$41,371	\$47,715	\$55,344	\$43,551
# Eligible for Incentive/Bonus	6	31						
Actual Bonus Paid	4	7						
Total Cash Compensation (Base + Bonus)	13	191	36,612	37,627	41,371	47,715	55,344	43,609
Annual Base Salary								
By Annual Expenses:								
Over \$15,000,000	7	173	36,529	37,627	41,163	47,663	55,728	43,526
By Geographic Location:								
Allegheny County	12	188	36,560	37,627	41,371	48,199	55,621	43,589
By Field of Service:								
Counseling - Behavioral Health & Wellness	5	149	36,005	37,565	39,998	44,627	50,502	41,937
By Primary Source of Funding:								
Government	9	169	36,400	37,627	40,539	45,739	51,730	42,390
By Number of Employees:								
More than 150	7	173	36,529	37,627	41,163	47,663	55,728	43,526
By Level of Education Required:								
Master's Degree	11	145	36,005	37,149	39,998	44,179	50,169	41,253
By Sex of Employee:								
Male	6	53	36,321	37,211	40,144	46,083	51,983	42,497
Female	13	138	36,560	38,438	41,455	48,402	55,792	43,956
By Race/Ethnicity of Employee:								
Black or African American	5	27	35,876	39,998	42,245	50,294	54,525	44,133
White	13	158	36,772	37,627	41,371	47,798	55,636	43,499
By Number of Years in Position:								
Up to 5 Years	9	131	36,005	36,795	39,458	44,990	53,955	42,009
11 - 20 Years	7	23	39,616	44,512	48,360	51,730	55,170	47,768

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. Senior-level positions requiring a Master's degree should be reported in job #882.

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	29	409	\$24,960	\$28,246	\$31,512	\$37,263	\$44,803	\$33,536
# Eligible for Incentive/Bonus	12	229						
Actual Bonus Paid	6	39	200	360	840	2,083	3,338	1,508
Total Cash Compensation (Base + Bonus)	29	409	24,960	28,246	31,824	37,430	44,803	33,680
Annual Base Salary								
By Annual Expenses:								
\$2,000,001 - \$5,000,000	6	34	23,712	28,798	34,164	38,501	45,105	34,639
\$5,000,001 - \$15,000,000	8	84	24,003	26,000	30,992	36,842	43,597	32,708
Over \$15,000,000	10	248	25,147	28,246	30,951	36,275	41,460	32,454
By Geographic Location:								
Allegheny County	23	339	26,000	28,246	32,406	38,355	45,552	34,254
Outside of Allegheny County	6	70	24,003	26,000	29,120	33,109	38,002	30,058
By Field of Service:								
Counseling - Behavioral Health & Wellness	8	246	25,147	28,080	31,283	37,154	43,986	33,366
Social Support	10	58	20,800	27,961	31,356	39,000	42,151	32,506
By Primary Source of Funding:								
Government	21	231	27,531	28,912	33,384	39,998	51,118	35,461
Program services fee	5	152	24,581	27,144	30,992	35,256	38,399	31,545
By Number of Employees:								
21 - 50	7	48	28,016	28,866	31,346	38,126	44,896	33,905
51 - 150	7	79	24,003	27,997	31,990	37,024	45,989	33,461
More than 150	11	253	24,960	28,163	30,680	36,275	41,230	32,224
By Level of Education Required:								
High School Diploma	6	26	22,996	29,858	30,805	33,556	38,303	31,019
Bachelor's Degree	20	238	24,003	28,049	29,640	37,024	42,671	32,387
By Sex of Employee:								
Male	18	67	24,960	28,246	34,174	41,205	51,883	35,895
Female	26	341	24,810	28,246	31,075	36,764	42,444	33,080
By Race/Ethnicity of Employee:								
Black or African American	16	67	26,990	29,994	32,115	37,419	46,138	35,143
White	25	322	24,525	28,080	30,992	37,440	44,364	33,373
By Number of Years in Position:								
Up to 5 Years	25	308	24,960	27,997	30,306	36,275	41,525	32,498
6 - 10 Years	17	36	28,022	29,640	30,961	38,329	57,175	35,759
11 - 20 Years	13	38	22,597	30,415	36,494	45,989	53,825	38,081
Over 20 Years	5	9			34,424			40,738

Promotes effectiveness of program services for clients by acting as liaison between program site and home. Communicate with program staff and family members with respect to goals, concerns and progress. Promotes family involvement through home visits, phone calls or written communication to promote family involvement. Maintains program participant files. Provides referrals for community resources as needed.

Other sample job titles: Family Support Specialist, Family & Community Worker, Home Visitor

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	16	94	\$27,997	\$29,453	\$31,231	\$34,226	\$37,274	\$32,141
# Eligible for Incentive/Bonus	10	46						
Actual Bonus Paid	6	13	120	213	300	642	987	417
Total Cash Compensation (Base + Bonus)	16	94	28,039	29,470	31,306	34,346	37,274	32,199
Annual Base Salary								
By Annual Expenses:								
Over \$15,000,000	7	58	28,995	30,119	31,512	35,027	37,836	32,830
By Geographic Location:								
Allegheny County	12	69	28,995	29,744	31,824	34,996	37,357	32,676
By Field of Service:								
Counseling - Behavioral Health & Wellness	5	25	27,997	27,997	31,637	35,672	37,465	31,900
Social Support	6	32	29,702	30,992	31,512	33,993	37,226	32,528
By Primary Source of Funding:								
Government	9	39	28,080	30,472	31,512	33,467	36,982	31,977
Program services fee	5	25	27,997	27,997	29,994	34,871	39,441	32,107
By Number of Employees:								
More than 150	8	63	28,995	30,160	31,512	34,320	37,727	32,668
By Level of Education Required:								
Bachelor's Degree	9	31	27,997	28,080	30,160	34,195	36,895	31,683
By Sex of Employee:								
Male	7	10			32,771			32,860
Female	15	84	27,997	29,370	31,200	34,013	37,097	32,056
By Race/Ethnicity of Employee:								
Black or African American	8	31	27,914	28,995	31,200	34,008	37,103	31,509
White	12	62	27,997	29,765	31,387	34,799	37,663	32,411
By Number of Years in Position:								
Up to 5 Years	11	44	27,997	28,995	29,890	33,873	37,170	31,301
6 - 10 Years	7	13	30,110	30,898	31,990	35,319	37,295	32,979
11 - 20 Years	5	13	29,328	31,512	34,798	38,043	44,720	35,458

Eligibility Specialist

886

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

Other sample job titles: Intake Specialist, Service Evaluator

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	8	26	\$24,989	\$29,983	\$33,218	\$35,932	\$43,622	\$33,978
# Eligible for Incentive/Bonus	3	12						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	8	26	24,989	29,983	33,218	35,932	45,952	34,181
Annual Base Salary								
By Annual Expenses:								
Over \$15,000,000	6	21	28,987	30,607	34,320	36,515	44,703	35,232
By Geographic Location:								
Allegheny County	7	19	24,960	29,120	31,200	37,066	45,136	33,752
By Number of Employees:								
More than 150	5	20	28,971	30,311	34,320	35,953	44,920	34,865
By Level of Education Required:								
High School Diploma	5	7			32,011			30,882
By Sex of Employee:								
Female	8	24	24,981	29,921	32,063	35,522	44,055	33,869
By Race/Ethnicity of Employee:								
White	6	21	28,987	30,607	34,320	36,515	44,703	35,156
By Number of Years in Position:								
Up to 5 Years	5	15	24,927	29,120	31,200	34,320	38,767	31,741

Meets with possible client/parents/guardians for entrance into organization's clinical program. Assesses suitability of program for individual client. Explains policies, procedures and fees. Completes intake documentation to register a new case into the program. Interacts with any relevant government agencies. Facilitates the assignment of new case to organization's clinical staff. Maintains clinical forms, revising as necessary.

Other sample job titles: Admissions Coordinator, Intake Specialist

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	16	97	\$26,000	\$28,600	\$33,072	\$39,998	\$44,345	\$34,846
# Eligible for Incentive/Bonus	8	58						
Actual Bonus Paid	5	12	96	292	550	1,515	2,946	957
Total Cash Compensation (Base + Bonus)	16	97	26,000	28,600	33,072	40,024	44,345	34,964
Annual Base Salary								
By Annual Expenses:								
Over \$15,000,000	9	79	27,997	29,390	33,842	40,019	46,010	35,573
By Geographic Location:								
Allegheny County	14	89	26,998	29,390	33,946	40,009	45,843	35,472
By Field of Service:								
Counseling - Behavioral Health & Wellness	6	61	28,126	30,763	35,360	40,539	45,602	36,315
Social Support	5	10			38,730			37,276
By Primary Source of Funding:								
Government	12	51	28,600	31,990	38,501	41,600	46,409	38,123
By Number of Employees:								
More than 150	10	81	28,014	29,390	34,154	40,009	45,977	35,651
By Level of Education Required:								
Bachelor's Degree	9	14	24,960	31,793	33,624	40,508	47,143	35,913
By Sex of Employee:								
Male	7	18	28,340	30,170	37,596	42,739	52,476	37,896
Female	14	79	26,000	28,600	31,990	39,499	42,848	34,151
By Race/Ethnicity of Employee:								
Black or African American	5	14	24,492	28,028	29,858	34,232	38,345	30,860
White	14	82	26,299	28,632	33,998	40,997	45,960	35,610
By Number of Years in Position:								
Up to 5 Years	11	67	25,892	28,309	31,990	39,499	42,898	34,100
6 - 10 Years	5	9			36,795			37,851
11 - 20 Years	7	10			36,796			37,987

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	8	84	\$19,167	\$21,008	\$27,030	\$30,992	\$33,811	\$26,709
# Eligible for Incentive/Bonus	4	63						
Actual Bonus Paid	3	49						
Total Cash Compensation (Base + Bonus)	8	84	19,286	21,080	28,230	31,264	34,048	26,986
Annual Base Salary								
By Geographic Location:								
Allegheny County	6	56	21,723	23,608	30,555	32,406	35,610	29,303
By Field of Service:								
Social Support	7	76	19,038	20,800	23,608	30,867	33,191	26,007
By Primary Source of Funding:								
Government	6	48	18,720	19,926	23,546	30,077	35,135	25,668
By Level of Education Required:								
High School Diploma	6	27	19,810	20,800	22,152	27,810	31,304	23,975
By Sex of Employee:								
Female	8	77	19,173	20,800	24,107	30,951	34,128	26,591
By Race/Ethnicity of Employee:								
Black or African American	6	14	20,800	22,704	29,765	32,599	39,312	29,184
White	7	70	18,926	20,800	23,619	30,992	33,553	26,214
By Number of Years in Position:								
Up to 5 Years	5	21	20,979	22,152	29,494	30,857	30,867	27,101

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	7	79	\$23,400	\$23,400	\$24,440	\$28,080	\$32,240	\$26,281
# Eligible for Incentive/Bonus	2	68						
Actual Bonus Paid	1	44						
Total Cash Compensation (Base + Bonus)	7	79	23,400	23,920	24,736	28,731	32,565	26,691
Annual Base Salary								
By Geographic Location: Allegheny County	6	78	23,400	23,400	24,440	28,080	32,292	26,351
By Primary Source of Funding: Government	5	75	23,400	23,400	24,440	28,080	32,448	26,374
By Level of Education Required: High School Diploma	6	78	23,400	23,400	24,440	27,986	32,015	26,134
By Sex of Employee: Female	7	29	22,880	23,400	23,920	28,340	37,357	26,663
By Race/Ethnicity of Employee: Black or African American	5	55	23,400	23,400	23,920	27,560	30,160	25,530
White	5	20	22,932	23,920	26,406	32,178	37,619	28,475
By Number of Years in Position: Up to 5 Years	5	40	23,400	23,400	23,920	25,480	31,703	25,392

Personal Attendant/Home Health Care Worker

891

Provides personal assistance (i.e. cooking, shopping, housekeeping) and care (i.e. bathing, grooming, feeding, dressing) to elderly and people with disabilities in their homes.

Other sample job titles: Home Health Aide

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	10	843	\$19,531	\$20,862	\$23,400	\$24,960	\$29,120	\$23,846
# Eligible for Incentive/Bonus	3	469						
Actual Bonus Paid	1	3						
Total Cash Compensation (Base + Bonus)	10	843	19,531	20,862	23,400	24,960	29,120	23,848
Annual Base Salary								
By Geographic Location:								
Allegheny County	6	638	21,476	22,880	23,920	25,480	29,328	24,819
By Field of Service:								
Social Support	6	308	19,240	19,531	20,800	24,960	25,376	22,030
By Primary Source of Funding:								
Government	7	805	19,531	20,862	23,400	24,960	28,912	23,788
By Number of Employees:								
More than 150	5	746	19,531	20,800	23,067	24,960	29,120	23,687
By Level of Education Required:								
High School Diploma	9	658	21,320	22,880	23,920	25,480	29,349	24,817
By Sex of Employee:								
Male	7	168	22,880	22,880	23,920	25,995	30,401	25,305
Female	9	493	20,800	22,880	23,920	25,480	29,291	24,717
By Race/Ethnicity of Employee:								
Black or African American	7	157	22,489	22,880	24,960	25,366	29,120	24,958
White	9	356	20,800	22,880	24,451	26,827	30,210	25,321
By Number of Years in Position:								
Up to 5 Years	10	434	19,240	20,800	23,400	24,066	26,000	22,943
6 - 10 Years	9	105	20,301	20,800	24,440	24,960	25,480	23,748
11 - 20 Years	8	122	20,924	22,828	25,688	29,120	30,160	25,874
Over 20 Years	5	37	24,108	28,101	32,240	37,440	37,440	32,045

Provides personal assistance (i.e. cooking, shopping, housekeeping) and care (i.e. bathing, grooming, feeding, dressing) to elderly and people with disabilities in an residential program or group home.

Other sample job titles: Community Living Specialist, Life Skills Worker

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	12	1,932	\$21,632	\$23,192	\$24,960	\$26,312	\$28,995	\$25,096
# Eligible for Incentive/Bonus	5	680						
Actual Bonus Paid	3	514						
Total Cash Compensation (Base + Bonus)	12	1,932	21,944	23,296	24,960	26,374	29,107	25,231
Annual Base Salary								
By Annual Expenses:								
Over \$15,000,000	6	1,778	21,944	23,437	24,960	26,379	29,082	25,271
By Geographic Location:								
Allegheny County	9	1,544	22,880	23,920	24,960	26,770	29,120	25,607
By Field of Service:								
Social Support	8	1,766	21,779	23,192	24,960	26,021	28,363	25,030
By Primary Source of Funding:								
Government	9	1,322	21,424	22,880	24,565	26,520	29,120	25,097
By Number of Employees:								
More than 150	7	1,796	21,840	23,296	24,960	26,374	29,035	25,230
By Level of Education Required:								
High School Diploma	10	1,536	22,847	23,670	24,960	26,515	29,120	25,413
By Sex of Employee:								
Male	11	672	22,880	23,920	25,189	27,477	29,378	25,831
Female	12	1,260	21,424	22,880	24,835	26,000	28,080	24,704
By Race/Ethnicity of Employee:								
Black or African American	11	781	22,880	23,670	24,960	26,374	28,600	25,399
Hispanic/Latino	5	26	22,464	23,613	24,960	26,453	28,914	25,198
White	12	1,069	21,424	22,776	24,960	26,052	29,120	24,895
Mixed Race	5	27	20,168	23,400	24,440	26,624	28,400	24,615
By Number of Years in Position:								
Up to 5 Years	11	962	22,880	23,670	24,960	26,338	28,448	25,209
6 - 10 Years	11	200	22,880	24,128	24,960	26,957	32,061	26,132
11 - 20 Years	8	145	23,217	24,960	24,960	26,780	29,261	25,990
Over 20 Years	8	63	24,195	26,021	28,184	32,344	34,798	28,999

Rehabilitation Specialist

Provides direct, in-home services to seriously emotionally disturbed clients and their families. Rehabilitative services are provided one-to-one or in a group, in accordance with a treatment plan. Services are designed to enhance the client's positive development, impulse control and skills and competency development. Provides family members with therapeutic techniques to manage client's behavior through family education and resource linkages in the community. Requires an Associate's degree or higher and several years of related experience.

Other sample job titles: Habilitation Specialist, Rehabilitation Aide

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	105	\$20,800	\$21,632	\$23,296	\$29,120	\$29,120	\$25,062
# Eligible for Incentive/Bonus	3	71						
Actual Bonus Paid	2	5						
Total Cash Compensation (Base + Bonus)	5	105	20,800	21,632	23,296	29,120	29,120	25,111
Annual Base Salary								
By Sex of Employee:								
Female	5	81	20,800	21,320	23,088	29,120	29,120	24,796
By Race/Ethnicity of Employee:								
White	5	72	20,800	20,946	22,922	28,798	29,120	24,643

Recruits, trains and coordinates the activities of the organization's volunteers. Maintains volunteer database. Nurtures volunteers to improve their connection to the organization. Identifies work throughout the organization that can be accomplished by volunteers and promotes their services. Recognizes volunteer service on a regular basis, both formally and informally. Identifies leaders among the volunteers and recruits them for additional responsibilities.

Other sample job titles: Community Outreach Director, Volunteer Manager

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	6	6			\$48,214			\$48,696
# Eligible for Incentive/Bonus	1	1						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	6	6			49,513			49,313
Annual Base Salary								
By Geographic Location:								
Allegheny County	6	6			48,214			48,696
By Level of Education Required:								
Bachelor's Degree	5	5			51,438			50,115

Volunteer Coordinator

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	18	24	\$22,880	\$29,542	\$35,859	\$38,870	\$45,698	\$34,527
# Eligible for Incentive/Bonus	3	4						
Actual Bonus Paid	2	3						
Total Cash Compensation (Base + Bonus)	18	24	22,880	29,542	35,953	38,870	45,698	34,606
Annual Base Salary								
By Annual Expenses:								
\$2,000,001 - \$5,000,000	6	6			35,953			35,960
\$5,000,001 - \$15,000,000	6	8			34,362			35,576
By Geographic Location:								
Allegheny County	18	24	22,880	29,542	35,859	38,870	45,698	34,527
By Primary Source of Funding:								
Contributions from foundations or trusts	6	6			32,573			32,646
By Number of Employees:								
6 - 20	5	9			31,200			30,530
51 - 150	8	10			34,892			36,015
By Level of Education Required:								
Bachelor's Degree	9	14	22,880	28,964	36,806	38,782	46,592	34,758
By Sex of Employee:								
Female	16	20	24,253	31,044	36,806	38,870	45,897	35,447
By Race/Ethnicity of Employee:								
White	13	16	23,608	29,542	36,806	39,385	46,334	35,170
By Number of Years in Position:								
Up to 5 Years	12	14	22,880	28,606	33,103	38,704	42,723	33,437
6 - 10 Years	6	6			38,740			38,671

Acts as 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. May report to the Executive Director/CEO, or in the case of larger organizations, to an executive-level communications employee (see job #020).

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	31	33	\$45,004	\$50,596	\$55,453	\$69,483	\$87,087	\$61,186
# Eligible for Incentive/Bonus	10	10						
Actual Bonus Paid	5	5			500			3,000
Total Cash Compensation (Base + Bonus)	31	33	45,004	50,846	55,453	71,760	87,087	61,640
Annual Base Salary								
By Annual Expenses:								
\$750,001 - \$2,000,000	10	10			52,063			51,500
\$2,000,001 - \$5,000,000	6	6			65,510			70,678
\$5,000,001 - \$15,000,000	6	7			72,093			71,385
Over \$15,000,000	5	6			62,910			60,414
By Geographic Location:								
Allegheny County	30	32	45,003	50,404	55,287	66,846	87,315	60,790
By Field of Service:								
Culture/Arts	7	7			54,579			63,556
Social Support	5	5			50,981			52,541
By Primary Source of Funding:								
Contributions from individuals	8	8			58,792			63,497
Contributions from foundations or trusts	8	8			58,999			65,393
Government	8	10			54,954			57,179
By Number of Employees:								
1 - 5	5	5			57,990			60,166
6 - 20	9	9			54,579			54,825
21 - 50	7	7			54,080			59,612
51 - 150	6	7			67,538			73,234
By Level of Education Required:								
Bachelor's Degree	24	26	43,900	50,138	57,491	68,510	79,311	60,366
By Sex of Employee:								
Male	9	9			60,008			65,157
Female	21	22	47,066	52,603	54,850	64,194	73,116	59,078
By Race/Ethnicity of Employee:								
White	27	29	45,011	50,596	55,120	66,155	76,565	59,201
By Number of Years in Position:								
Up to 5 Years	21	22	42,420	49,312	54,850	64,886	97,817	60,209
By Number of Employees Managed:								
1 to 3	11	11			55,453			59,206

Public Relations Manager

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

			Annual Cash Compensation					
	Number of Organizations	Number of Employees	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Average
Salary and Incentives - All Organizations:								
Base Salary - All Employees	14	15	\$40,585	\$46,821	\$55,058	\$67,626	\$73,041	\$56,825
# Eligible for Incentive/Bonus	4	4						
Actual Bonus Paid	3	3						
Total Cash Compensation (Base + Bonus)	14	15	40,785	46,821	55,058	67,626	73,041	57,018
Annual Base Salary								
By Annual Expenses:								
Over \$15,000,000	5	6			51,875			52,312
By Geographic Location:								
Allegheny County	13	14	40,061	46,114	54,028	68,228	73,175	56,715
By Primary Source of Funding:								
Contributions from foundations or trusts	5	5			65,000			61,731
Government	5	5			50,752			49,121
By Number of Employees:								
More than 150	5	6			51,875			52,312
By Level of Education Required:								
Bachelor's Degree	12	12	39,013	44,699	52,998	68,776	73,441	55,344
By Sex of Employee:								
Male	6	6			66,144			64,449
Female	8	8			48,787			49,756
By Race/Ethnicity of Employee:								
White	10	11			52,998			53,377

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

Other sample job titles: Communications Specialist, Marketing Assistant

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	30	35	\$29,644	\$31,990	\$36,400	\$44,075	\$51,160	\$38,216
# Eligible for Incentive/Bonus	14	17						
Actual Bonus Paid	9	12	200	257	534	1,750	6,100	1,417
Total Cash Compensation (Base + Bonus)	30	35	29,724	31,990	37,003	46,155	51,160	38,702
Annual Base Salary								
By Annual Expenses:								
\$750,001 - \$2,000,000	5	5			33,010			32,032
\$2,000,001 - \$5,000,000	8	10			37,042			39,775
\$5,000,001 - \$15,000,000	9	12	30,992	31,855	41,725	46,899	54,452	40,822
By Geographic Location:								
Allegheny County	23	28	29,794	31,725	35,506	41,788	52,676	37,858
Outside of Allegheny County	7	7			38,064			39,648
By Field of Service:								
Social Support	9	10			37,572			39,446
By Primary Source of Funding:								
Contributions from foundations or trusts	6	6			31,491			31,949
Government	9	10			36,535			40,057
Program services fee	7	9			41,600			39,820
By Number of Employees:								
6 - 20	5	5			36,400			34,785
21 - 50	9	11			35,027			39,679
51 - 150	8	10			39,031			40,932
More than 150	5	6			34,247			37,156
By Level of Education Required:								
Bachelor's Degree	22	25	29,195	31,814	35,006	44,003	50,748	37,673
By Sex of Employee:								
Male	8	8			34,008			34,931
Female	23	25	30,992	32,250	36,400	45,115	53,144	38,650
By Race/Ethnicity of Employee:								
White	26	28	29,008	31,637	35,506	45,635	52,676	38,087
By Number of Years in Position:								
Up to 5 Years	22	25	29,195	31,637	35,006	38,719	48,306	36,592
6 - 10 Years	5	5			38,064			40,273

Social Media Coordinator

Develops and implements a social media strategy for the organization. Researches social media outlets that are conducive to the organization's program and service goals. Oversees blogs, podcasts, and other online communication, including fundraising, marketing and advocacy efforts.

Other sample job titles: Web Communications Specialist

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	7	7			\$35,506			\$38,903
# Eligible for Incentive/Bonus	1	1						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	7	7			35,506			38,903
Annual Base Salary								
By Geographic Location:								
Allegheny County	7	7			35,506			38,903
By Level of Education Required:								
Bachelor's Degree	5	5			35,506			41,325
By Race/Ethnicity of Employee:								
White	5	5			35,006			35,971

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	9	12	\$34,838	\$38,028	\$40,300	\$44,876	\$68,778	\$43,834
# Eligible for Incentive/Bonus	2	2						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	9	12	35,363	38,174	40,999	44,876	68,778	44,064
Annual Base Salary								
By Geographic Location:								
Allegheny County	8	11			41,891			44,699
By Field of Service:								
Culture/Arts	5	6			40,997			46,235
By Level of Education Required:								
Bachelor's Degree	7	8			40,290			44,676
By Sex of Employee:								
Female	7	7			38,106			43,725
By Race/Ethnicity of Employee:								
White	7	10			41,008			44,612
By Number of Years in Position:								
Up to 5 Years	5	6			39,999			40,390

Membership Director or Manager

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	9			\$57,408			\$66,107
# Eligible for Incentive/Bonus	3	6						
Actual Bonus Paid	2	5						
Total Cash Compensation (Base + Bonus)	5	9			57,408			71,614
Annual Base Salary								
By Geographic Location:								
Allegheny County	5	9			57,408			66,107
By Level of Education Required:								
Bachelor's Degree	5	9			57,408			66,107
By Sex of Employee:								
Female	5	8			54,954			64,745
By Race/Ethnicity of Employee:								
White	5	9			57,408			66,107

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	7	12	\$26,387	\$30,296	\$32,334	\$37,170	\$47,936	\$34,566
# Eligible for Incentive/Bonus	1	4						
Actual Bonus Paid	1	4						
Total Cash Compensation (Base + Bonus)	7	12	28,037	31,046	32,334	38,030	47,936	35,108
Annual Base Salary								
By Annual Expenses:								
\$5,000,001 - \$15,000,000	5	10			32,334			33,342
By Geographic Location:								
Allegheny County	7	12	26,387	30,296	32,334	37,170	47,936	34,566
By Sex of Employee:								
Female	7	9			32,677			35,785
By Race/Ethnicity of Employee:								
White	6	9			36,296			36,455
By Number of Years in Position:								
Up to 5 Years	6	7			31,990			36,020

Customer Service Representative

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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	12	102	\$20,800	\$22,698	\$23,920	\$28,954	\$31,200	\$25,567
# Eligible for Incentive/Bonus	3	61						
Actual Bonus Paid	2	41						
Total Cash Compensation (Base + Bonus)	12	102	20,800	22,698	24,695	30,117	31,477	25,940
Annual Base Salary								
By Annual Expenses:								
Over \$15,000,000	5	66	22,718	23,109	25,085	28,496	32,221	26,438
By Geographic Location:								
Allegheny County	11	97	20,800	22,849	24,149	29,037	31,200	25,719
By Primary Source of Funding:								
Government	6	26	21,252	22,298	28,496	31,200	31,200	27,203
By Level of Education Required:								
High School Diploma	12	92	21,564	22,880	24,721	29,885	31,200	26,107
By Sex of Employee:								
Male	5	13	20,800	20,800	23,109	31,200	35,680	26,408
Female	11	89	20,800	22,818	23,920	28,517	31,200	25,444
By Race/Ethnicity of Employee:								
Black or African American	6	24	22,995	24,107	28,371	30,644	33,447	28,073
White	11	71	19,115	21,445	23,109	28,371	31,200	24,782
By Number of Years in Position:								
Up to 5 Years	8	58	20,800	22,818	23,618	30,748	31,260	26,053
6 - 10 Years	5	8			23,515			25,839

Appendix A: Average Annual Base Salary by Position

Executive	005	Executive Director/Chief Executive Officer	\$114,525
	010	Associate Director/Chief Operating Officer	108,361
	015	Director, Program(s)	101,611
	020	Chief Communications Officer	104,244
	025	Chief Development Officer	113,865
	030	Chief Human Resources Officer	113,223
	035	Chief Information Officer	121,400
	105	Chief Financial Officer	110,383
Administrative	055	Director, Administration	65,670
	060	Regional Manager/Center Manager	58,157
	065	Office Manager	41,720
	070	Executive Assistant	45,411
	075	Administrative Assistant, Senior Level	38,285
	080	Administrative Assistant, Intermediate Level	32,314
	085	Administrative Assistant, Junior Level	26,983
	090	Receptionist	24,574
	093	Business Development Manager	67,232
	095	Quality Assurance Manager	71,039
	096	Quality Assurance Specialist	42,453
Accounting/Finance	110	Controller	80,464
	115	Accounting Manager	63,637
	120	Accounting Supervisor	53,539
	124	Senior Accountant	55,696
	125	Staff Accountant	43,779
	126	Payroll Specialist	40,913
	130	Accounting Clerk	33,184
	135	Cashier	22,250
Cultural, Artistic, Performing Arts Development	186	Visitor Services Specialist	18,349
Development	205	Director, Development	79,764
	210	Development Manager, General	58,057
	215	Grant Writer, All Types of Funding	45,693
	220	Special Event Coordinator	42,093
	225	Development Associate	38,214
Education & Recreation	253	Director, Education	71,444
	255	Curriculum Specialist	68,962
	256	Educator or Teacher, Adult Education	41,991
	258	Site Supervisor	45,655
	259	Teacher, K-12	40,101
	262	Teacher, Pre-School	33,659
	265	Teaching Assistant, K-12	27,314
	268	Teaching Assistant, Pre-School	23,659
	269	Special Education Teacher, K-12	49,396
	271	Child Care Assistant	22,094
	272	Community Educator	37,753
	277	Recreation or Activity Leader, Children or Youth	19,328
	Employment/Work Training	305	Job Developer
310		Vocational Counselor	37,147
315		Job Coach	31,147
Food Service	355	Food Service Manager or Supervisor	39,088
	365	Cook	24,559
	370	Food Service Assistant/Worker	21,512
Gift/Thrift Shop, Warehouse & Food Bank	455	Gift/Thrift Shop Manager	38,157
	460	Gift/Thrift Shop Retail Sales Clerk	19,848
Government Affairs, Advocacy, Research	393	Librarian	46,406
	396	Library Assistant	31,940
Housing/Community Development	427	Shelter Supervisor	42,390
Human Resources	505	Director, Human Resources	82,585
	510	Human Resources Manager	58,317
	512	Human Resources Generalist	43,006
	514	Benefits Manager	53,043
	515	Human Resources Representative or Specialist	40,377
	520	Human Resources Assistant	31,032

Appendix A: Average Annual Base Salary by Position

Information Technology	555	Director, Information Technology/Services	85,065
	560	Information Technology Manager	65,815
	562	Systems Administrator	54,074
	565	Database Administrator	46,623
	570	Network Technician	51,056
	575	Personal Computer Technician	36,205
	576	Tech Support Specialist	40,490
	580	Data Entry Operator	31,327
Legal Services & Community Organizing	602	Staff Attorney	61,558
	625	Community Organizer	38,888
Maintenance, Grounds & Purchasing	655	Facilities Manager	67,066
	660	Maintenance Supervisor	43,779
	665	Maintenance Technician or Specialist	31,845
	670	Gardener	29,284
	675	Janitor or Custodian	24,583
	680	Driver	24,587
	685	Security Guard or Officer	25,814
	690	Purchasing Coordinator or Specialist	40,236
	Medical & Clinical Services	712	Director of Nursing
714		Registered Nurse	55,840
716		Nurse Practitioner	83,033
720		Licensed Vocational/Practical Nurse	40,633
722		Medical Assistant	26,213
724		Health Educator	34,204
748		Medical Records Clerk	29,306
750		Billing Clerk	32,188
761		Physical Therapist	67,325
762		Occupational Therapist	68,082
763		Speech Pathologist	67,607
Program Management (other than Social Service/Mental Health)	805	Program Director/Administrator	77,558
	810	Program Manager/Administrator	52,845
	815	Program Coordinator	39,291
	820	Program Assistant	30,033
Social Services & Mental Health	853	Program Director/Administrator	71,403
	856	Program Manager/Administrator	50,693
	859	Program Coordinator	39,565
	862	Program Assistant	30,159
	867	Clinical Supervisor	51,806
	868	Licensed Clinical Social Worker	53,486
	877	Therapeutic Counselor, MFCC/MFT	48,004
	879	Case Manager, Master Level	41,938
	880	Case Manager	34,452
	882	Counselor, Master Level	43,551
	883	Counselor	33,536
	885	Family Advocate	32,141
	886	Eligibility Specialist	33,978
	887	Intake Coordinator	34,846
	889	Senior or Adult Program Assistant	26,709
	890	Children or Youth Program Assistant	26,281
	891	Personal Attendant/Home Health Care Worker	23,846
892	Direct Care Counselor	25,096	
893	Rehabilitation Specialist	25,062	
Volunteer, Membership & Marketing	905	Volunteer Director	48,696
	906	Volunteer Coordinator	34,527
	910	Communications Director or Manager	61,186
	915	Public Relations Manager	56,825
	917	Marketing Coordinator	38,216
	918	Social Media Coordinator	38,903
	920	Graphic Artist	43,834
	925	Membership Director or Manager	66,107
	930	Membership Assistant	34,566
	931	Customer Service Representative	25,567

Appendix B: Survey Participants

Organization	City
3 Rivers WIB	Pittsburgh
A+ Schools: Pittsburgh's Community Alliance for Public Education	Pittsburgh
accessAbilities, Inc.	Greensburg
ACHIEVA	Pittsburgh
Adagio Health	Pittsburgh
Allegheny CleanWays	Pittsburgh
Allegheny County Bar Foundation	Pittsburgh
Allegheny Land Trust	Sewickley
Allegheny Valley Association of Churches	Natrona Heights
Alliance for Nonprofit Resources	Butler
Animal Rescue League of Western Pennsylvania	Pittsburgh
Assemble	Pittsburgh
Attack Theatre Incorporated	Pittsburgh
Auberle	McKeesport
Bayer Center for Nonprofit Management at Robert Morris University	Pittsburgh
Beaver County Rehabilitation Center, Inc.	Aliquippa
Beth Samuel Jewish Center	Ambridge
Bethel Park Public Library	Bethel Park
Biblical Life Institute	Freeport
Blind & Vision Rehabilitation Services of Pittsburgh	Pittsburgh
Bloomfield Development Corporation	Pittsburgh
Breathe Pennsylvania	Cranberry
Bridgeway Capital, Inc.	Pittsburgh
Brothers and Sisters Emerging	Pittsburgh
Carnegie Hero Fund Commission	Pittsburgh
Carnegie Library of Pittsburgh	Pittsburgh
Carnegie of Homestead	Munhall
CASA of Westmoreland, Inc.	Greensburg
Catholic Charities of the Diocese of Pittsburgh	Pittsburgh
Center for Hearing & Deaf Services, Inc.	Pittsburgh
The Children's Home of Pittsburgh & Lemieux Family Center	Pittsburgh
The Children's Institute	Pittsburgh
Children's Museum of Pittsburgh	Pittsburgh
The Combustion Institute	Pittsburgh
Community Action Southwest	Washington
The Community at Holy Family Manor	Pittsburgh
Community Care Connections, Inc.	Butler
Community Foundation of Greene County	Waynesburg
Community Guidance Center	Indiana
Consumer Health Coalition	Pittsburgh
Coro Center for Civic Leadership	Pittsburgh
Crafton Public Library	Pittsburgh
Dollar Energy Fund	Pittsburgh
Domestic Violence Services of Southwestern Pennsylvania	Washington
Easter Seals Western and Central Pennsylvania	Pittsburgh
Eastern Area Adult Services	Turtle Creek
Emmaus Community of Pittsburgh	Pittsburgh
Enduring Hope Christ Centered Counseling	Pittsburgh
Epilepsy Foundation Western/Central Pennsylvania	Pittsburgh
Every Child, Inc.	Pittsburgh
Family House, Inc.	Pittsburgh
Family Promise of Southwestern Pennsylvania	Pittsburgh
Family Services of Western Pennsylvania	Pittsburgh
Familylinks	Pittsburgh
Fayette County Cultural Trust	Connellsville
FISA Foundation	Pittsburgh

Appendix B: Survey Participants

Organization	City
FOR Sto-Rox Neighborhood Corporation	McKees Rocks
Foundation of HOPE	Pittsburgh
Frick Art & Historical Center	Pittsburgh
Friendship Community Presbyterian Church	Pittsburgh
Gateway Rehabilitation Center	Moon Township
Global Links	Pittsburgh
The Global Switchboard	Pittsburgh
Goodwill of Southwestern Pennsylvania	Pittsburgh
Grace @ Calvary Lutheran Church	Butler
Grantmakers of Western Pennsylvania	Pittsburgh
Greater Pittsburgh Arts Council	Pittsburgh
Greater Pittsburgh Community Food Bank	Duquesne
Greater Pittsburgh Literacy Council	Pittsburgh
Greene County Library System	Waynesburg
Grow Pittsburgh	Pittsburgh
Habitat for Humanity of Greater Pittsburgh	Pittsburgh
Hebrew Free Loan Association of Pittsburgh	Pittsburgh
Hill House Association	Pittsburgh
Holy Family Institute	Pittsburgh
Hosanna Industries, Inc.	Rochester
Human Services Center Corporation	Turtle Creek
Hunger-Free Pennsylvania	McMurray
InVision Human Services	Wexford
IRETA	Pittsburgh
Jacobs Creek Watershed Association	Scottdale
Jewish Family & Children's Service	Pittsburgh
Jewish Federation of Greater Pittsburgh	Pittsburgh
Jewish Residential Service	Pittsburgh
Junior Achievement of Western Pennsylvania	Pittsburgh
Just Harvest	Pittsburgh
Keystone Paralyzed Veterans of America	Pittsburgh
Laughlin Children's Center	Sewickley
Laurel Arts	Somerset
Lifesteps, Inc.	Butler
Loyalhanna Watershed Association	Ligonier
Lupus Foundation of Pennsylvania	Pittsburgh
Mainstay Life Services	Pittsburgh
Manchester Bidwell Corporation	Pittsburgh
MAYA Organization	Pittsburgh
Mental Health Association in Beaver County	Rochester
The Mentoring Partnership of Southwestern Pennsylvania	Pittsburgh
Message Carriers of Pennsylvania	Pittsburgh
Metro Community Health Center	Pittsburgh
MHY Family Services	Mars
Mon Valley Initiative	Homestead
Mountain Watershed Association	Melcroft
Mt. Lebanon Extended Day Program	Pittsburgh
National Council of Jewish Women Pittsburgh Section	Pittsburgh
National Multiple Sclerosis Society, Pennsylvania Keystone Chapter	Pittsburgh
New Century Careers	Pittsburgh
Nickers 'N Neighs Therapeutic Riding Center	Acme
North Hills Community Outreach	Allison Park
Northland Public Library	Pittsburgh
Northside Community Development Fund	Pittsburgh
Oakland Planning and Development Corporation	Pittsburgh
Opera Theater of Pittsburgh	Pittsburgh
Osher Lifelong Learning Institute at Carnegie Mellon University	Pittsburgh
Outreach Teen & Family Services, Inc.	Pittsburgh
Pace School	Pittsburgh

Organization	City
Parkinson Foundation of Western Pennsylvania	Pittsburgh
Pediatric Palliative Care Coalition	Pittsburgh
Pennsylvania Environmental Council	Pittsburgh
Pennsylvania Resources Council	Pittsburgh
Phipps Conservatory and Botanical Gardens	Pittsburgh
Pittsburgh AIDS Task Force	Pittsburgh
Pittsburgh Center for Creative Reuse	Pittsburgh
Pittsburgh Community Television	Pittsburgh
Pittsburgh Glass Center	Pittsburgh
Pittsburgh Harlequins Rugby Football Association	Cheswick
Pittsburgh Human Resources Association	Pittsburgh
Pittsburgh Leadership Foundation	Pittsburgh
Pittsburgh Parks Conservancy	Pittsburgh
The Pittsburgh Project	Pittsburgh
Pittsburgh Urban Christian School	Pittsburgh
Pittsburgh Urban Magnet Project	Pittsburgh
Pittsburgh Youth Chorus	Pittsburgh
POWER	Pittsburgh
Program to Aid Citizen Enterprise	Pittsburgh
Providence Connections, Inc,	Pittsburgh
PULSE	Pittsburgh
Quaker Valley Council of Governments	Pittsburgh
Rainbow Kitchen Community Services	Homestead
Residential Care Services, Inc.	Pittsburgh
Rivers of Steel Heritage Corporation	Homestead
Roy A. Hunt Foundation	Pittsburgh
Sarah Heinz House	Pittsburgh
Senator John Heinz History Center	Pittsburgh
Sewickley Presbyterian Church	Sewickley
Silver Eye Center for Photography	Pittsburgh
Sisters of Charity of Nazareth	Pittsburgh
Sisters of St. Joseph	Baden
Sisters Place, Inc.	Clairton
SLB Radio Productions, Inc	Pittsburgh
Small Seeds Development, Inc.	Pittsburgh
Society for Contemporary Craft	Pittsburgh
Sojourner House	Pittsburgh
Soldiers & Sailors Memorial Hall & Museum	Pittsburgh
Spina Bifida Association of Western Pennsylvania	Mars
Squonk Opera Inc.	Pittsburgh
SSPC, The Society for Protective Coatings	Pittsburgh
Surgicorps International	Pittsburgh
Sustainable Pittsburgh	Pittsburgh
TCV Community Services	Braddock
Three Rivers Young Peoples Orchestras	Pittsburgh
Tickets for Kids	Pittsburgh
Tobacco Free Allegheny	Pittsburgh
Touchstone Center For Crafts	Farmington
Trade Institute of Pittsburgh	Pittsburgh
Travelers Aid	Pittsburgh
United Way of Butler County	Butler
United Way of Washington County	Washington
Urban Impact Foundation	Pittsburgh
Urban League of Greater Pittsburgh	Pittsburgh
Urban Pathways K-5 College Charter school	Pittsburgh
Urban Redevelopment Authority	Pittsburgh
Verland	Sewickley
Veterans Leadership Program of Western Pennsylvania	Pittsburgh
Ward Home, Inc.	Pittsburgh

Organization	City
Washington County Bar Association & Foundation	Washington
The Watson Institute	Sewickley
Wesley Spectrum	Pittsburgh
Western Pennsylvania Diaper Bank	Monroeville
Western Pennsylvania Chapter of the National Hemophilia Foundation	Cranberry Township
Westmoreland Casemanagment and Supports, Inc.	Greensburg
Women and Girls Foundation	Pittsburgh
Women's Center & Shelter of Greater Pittsburgh	Pittsburgh
Women's Center of Beaver County	Beaver
Woodlands Foundation Inc	Wexford
WQED Multimedia	Pittsburgh
Yes, You Can Dance!	Pittsburgh

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

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

Appendix C: Wage Conversion Formulas and Tables

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

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

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

Hourly	Monthly	Annual
\$ 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
\$ 88.25	\$ 15,297	\$ 183,560
\$ 88.50	\$ 15,340	\$ 184,080

Appendix D

About The Bayer Center for Nonprofit Management at Robert Morris University

In seventeen years of service to the nonprofit community, the Bayer Center has completed over 2,000 consulting engagements and educated over 10,500 students. Our consulting clients include human service, arts, faith-based, community development, environmental and education organizations with budgets ranging from less than \$100,000 to more than \$50,000,000. Our intensive and customized Management, Governance, Financial and Technology consulting services are designed to educate leaders and have resulted in:

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

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

Our newest program, the Covestro Institute for Engagement, seeks to build a sturdy bridge between businesses and nonprofits, delivering substantive value and mutual long-term benefits. Through CIE, programs like BoardsWork! And Skills-Based Volunteering consulting engagements link the business challenges in service to the mission of nonprofit organizations with the skills and talents of business professionals. These business people apply their knowledge of operations, logistics and procurement (to name a few) with operating challenges of nonprofits to solve problems, save money and increase understanding of improved business practices for the nonprofit. The business professional learns nonprofit operating realities and gives real value to the organization - a mutual benefit indeed.

At the Bayer Center for Nonprofit Management at Robert Morris University, we believe nonprofits build strong communities...we help to build strong nonprofits. With the new help from our business partners, our community thrives!

In short, at the Bayer Center, we work with you to provide effective and practical management and governance tools, information, education and research that strengthen nonprofit missions and multiply all investments of time, talent and money in regional nonprofit organizations.