

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

**2015**  
**Wage and Benefit Survey**  
**of Southwestern Pennsylvania**  
**Nonprofit Organizations**

With financial support from Horovitz, Rudoy & Roteman LLC



# 2015 Wage and Benefit Survey of Southwestern Pennsylvania Nonprofit Organizations

Copyright © 2015 by The Bayer Center for Nonprofit Management at Robert Morris University, Bob Orser and Rita Haronian. All rights reserved. Published in the United States by Bob Orser and Rita Haronian, Nonprofit Compensation Associates. No portion of this survey may be reproduced in any form without written permission from the publishers.

The Bayer Center for Nonprofit Management at Robert Morris University  
339 Sixth Avenue, Suite 750  
Pittsburgh, PA 15222  
412-397-6000 phone  
[www.rmu.edu/bcnm](http://www.rmu.edu/bcnm)

Horovitz, Rudoy & Roteman LLC  
Koppers Building, Sixth Floor  
436 Seventh Avenue  
Pittsburgh, PA 15219  
412-391-2920 phone  
[www.hrrcpa.com](http://www.hrrcpa.com)

Nonprofit Compensation Associates  
P.O. Box 10737  
Oakland, CA 94610  
510-645-1005 phone  
[www.nonprofitcomp.com](http://www.nonprofitcomp.com)  
[survey@nonprofitcomp.com](mailto:survey@nonprofitcomp.com)

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.



<b>Introductory Letter</b>	ix
<b>Preface</b>	xi
<b>I GUIDE TO USING THE SURVEY</b>	
Matching Jobs	1
Determining/Comparing Compensation	2
Terminology and Abbreviations	2
Positions	5
Data Confidentiality	5
Job Titles with Insufficient Data	6
Survey Highlights	7
<b>II PARTICIPANT OVERVIEW</b>	
Effective Date	9
Participants	9
Budgets	9
Using Budget Data to Evaluate Pay	9
Staff Size	10
Field of Service and Budget Size	11
Primary Sources of Funding and Budget Size	11
Supervisory Responsibility	12
Geographic Location and Budget Size	12
Fiscal Year Calendar and Budget Size	13
Workforce by Sex of Employee and Budget Size	13
Workforce by Race of Employee and Budget Size	13
Turnover Rates	14
<b>III COMPENSATION &amp; BENEFITS PRACTICES</b>	
<b>Compensation Practices</b>	<b>15</b>
Salary Increase Budgets for Current Fiscal Year	15
Salary Increase Practices	15
Salary Grades and Ranges	16
Incentive Pay or Bonuses	16
On-Call Practices	16
Extensive Overtime by Exempt Staff	17
Compensatory Time Off	17
Evening/Night Shift Differentials	17
Employee Eligibility for Public Assistance	17
<b>Employment Practices</b>	<b>18</b>
Introductory Period	18
Performance Reviews	18
Premium for Bilingual Skills	18
Union Contracts	19
Professional Development Classes	19
Professional Conferences	19
Professional Organizations	19
Employee Assistance Program (EAP)	19
Full-Time Work Week	19
Time-Off Practices	20

<b>Insurance and Retirement Benefits</b>	<b>24</b>
Insurance Coverage Offered	24
Waiting Period for New Employees	25
Domestic Partner Benefits	25
Part-Time Employee Benefits	25
Special Insurance-Related Accounts	25
Employer Contribution – HMO Insurance (Traditional)	26
Employer Contribution – PPO Insurance (Traditional)	27
Employer Contribution – Dental Care (Traditional)	28
Employer Contribution – Vision Care (Traditional)	29
Employer Contribution – Life Insurance (Traditional)	30
Employer Contribution – Short-Term Disability (Traditional)	30
Employer Contribution – Long-Term Disability (Traditional)	30
Employer Contribution – Long-Term Care (Traditional)	31
Section 125 Plans	31
Retirement Benefits	32
Retirement Benefits—Funding	32
Retirement Benefits—Contributions	32
Retirement Benefits—Vesting Period	32
Projected Retirement Among Current Employees	33
<b>Executive Director/CEO Profile</b>	<b>34</b>
Employment Contract	34
Gender and Compensation	34
Education and Compensation	34
Time in Position and Compensation	35
Additional Perquisites and Benefits	35
Succession and Transition Planning	36

#### **IV COMPENSATION BY POSITION**

<b>Executive</b>	<b>38</b>
Executive Director/Chief Executive Officer	38
Associate Director/Chief Operating Officer	39
Director, Program(s)	40
<b>Administrative</b>	<b>41</b>
Director, Administration	41
Office Manager	42
Executive Assistant	43
Administrative Assistant, Senior Level	44
Administrative Assistant, Intermediate Level	45
Administrative Assistant, Junior Level	46
Receptionist	47
Quality Assurance Manager	48
Quality Assurance Specialist	49
<b>Accounting/Finance</b>	<b>50</b>
Chief Financial Officer	50
Controller	51
Accounting Manager	52
Accounting Supervisor	53
Senior Accountant	54
Staff Accountant	55
Payroll Specialist	56
Accounting Clerk	57

<b>Development</b>	<b>58</b>
Director, Development	58
Development Manager, General	59
Development Manager: Annual Giving	60
Grant Writer, All Types of Funding	61
Special Event Coordinator	62
Development Associate	63
<b>Education &amp; Recreation</b>	<b>64</b>
Director, Education	64
Curriculum Specialist	65
Educator or Teacher, Adult Education	66
Site Supervisor	67
Teacher, K-12	68
Teacher, Pre-School	69
Teaching Assistant, K-12	70
Teaching Assistant, Pre-School	71
Special Education Teacher	72
Child Care Assistant	73
Community Educator	74
Life Guard/Swim Instructor	75
Recreation or Activity Leader, Children or Youth	76
<b>Employment/Work Training</b>	<b>77</b>
Job Developer	77
Vocational Counselor	78
Job Coach	79
<b>Food Service</b>	<b>80</b>
Food Service Manager or Supervisor	80
Cook	81
Food Service Assistant/Worker	82
<b>Foundation/Philanthropy</b>	<b>83</b>
Program Associate	83
<b>Gift/Thrift Shop, Warehouse &amp; Food Bank</b>	<b>84</b>
Gift/Thrift Shop Manager	84
Gift/Thrift Shop Retail Sales Clerk	85
Warehouse Manager	86
Warehouse Worker	87
<b>Government Affairs, Advocacy &amp; Research</b>	<b>88</b>
Director or Manager, Government Affairs	88
<b>Housing/Community Development</b>	<b>89</b>
Shelter Coordinator	89
<b>Human Resources</b>	<b>90</b>
Director, Human Resources	90
Human Resources Manager	91
Benefits Manager	92
Human Resources Representative or Specialist	93
Human Resources Assistant	94

<b>Information Technology</b>	<b>95</b>
Director, Information Technology/Services	95
Information Technology Manager	96
Systems Administrator	97
Database Administrator	98
Network Technician	99
Personal Computer Technician	100
Tech Support Specialist	101
Data Entry Operator	102
<b>Legal Services &amp; Community Organizing</b>	<b>103</b>
Community Organizer	103
<b>Maintenance, Grounds &amp; Purchasing</b>	<b>104</b>
Facilities Manager	104
Maintenance Supervisor	105
Maintenance Technician or Specialist	106
Gardener	107
Janitor or Custodian	108
Driver	109
Purchasing Coordinator or Specialist	110
<b>Medical &amp; Clinic Services</b>	<b>111</b>
Director of Nursing	111
Registered Nurse	112
Nurse Practitioner	113
Licensed Vocational/Practical Nurse	114
Medical Assistant	115
Health Educator	116
Medical Records Clerk	117
Billing Clerk	118
Receptionist (Medical)	119
Physical Therapist	120
Occupational Therapist	121
Speech Pathologist	122
<b>Program Management, Other than Social Svcs/Mental Hlth</b>	<b>123</b>
Program Director/Administrator	123
Program Manager/Administrator	124
Program Coordinator	125
Program Assistant	126
<b>Social Services &amp; Mental Health</b>	<b>127</b>
Program Director/Administrator, Social Services/ Mental Health	127
Program Manager/Administrator, Social Services/ Mental Health	128
Program Coordinator, Social Services/ Mental Health	129
Program Assistant, Social Services/ Mental Health	130
Licensed Clinical Social Worker	131
Therapeutic Counselor, MFCC/MFT	132
Case Manager, Master Level	133
Case Manager	134
Counselor, Master Level	135
Counselor	136
Family Advocate	137
Eligibility Specialist	138
Intake Coordinator	139
Senior or Adult Program Assistant	140
Children or Youth Program Assistant	141
Personal Attendant/Home Health Care Worker	142
Direct Care Counselor	143

<b>Volunteer, Membership &amp; Marketing</b>	<b>144</b>
Volunteer Director	144
Volunteer Coordinator	145
Communications Director or Manager	146
Public Relations Manager	147
Marketing Coordinator	148
Social Media Coordinator	149
Membership Assistant	150
Customer Service Representative	151

## **APPENDICES**

Appendix A: Average Annual Base Salary by Position	153
Appendix B: Survey Participants	155
Appendix C: Wage Conversion Formulas and Tables	159
Appendix D:	162
About The Bayer Center for Nonprofit Management at Robert Morris University	
About Horovitz, Rudoy & Roteman LLC	





March 2015

Dear Nonprofit Leader:

We are very pleased to present to you this 2015 Wage and Benefit Survey Report. Now in its seventh iteration, this bi-annual survey has been of real value to regional and national organizations, adding depth to our collective nonprofit employment knowledge base. It is most often utilized as a benchmarking tool in compliance with the IRS 990 form requirements for all nonprofits to benchmark their executive compensation against the market. 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.

In keeping with the subject of fair compensation, it is notable to mention 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."* The past three years were spent conducting both qualitative and quantitative research (generously funded by Eden Hall and Bayer USA Foundations) to explore the realities of compensation and influence for the 225,000 women who work in the southwestern Pennsylvania nonprofit sector. Now in its fourth year, "74%" is moving forward to distill this information by writing a book that will highlight both our academic research and the stories of over 60 nonprofit workers (mostly women and a few brave men!) into a published work. You can help us make this dream a reality by attending our first ever 74% fundraiser, "The Great Debate" on Pay Equity Day, April 14, 2015.

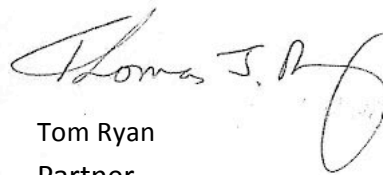
The 2015 survey report captures information on over 11,000 local nonprofit employees. Not only you will find the most current information on comparative salaries, but there is also updated information on benefits administration and the myriad challenges that they present to nonprofit organizations. We would like to thank Tom Ryan and our friends at Horovitz, Rudoy and Roteman LLC for being a sponsor for this year's survey, 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,



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



Tom Ryan  
Partner  
Horovitz, Rudoy and Roteman LLC



# PREFACE

---

This report provides you with the results of the **2015 Wage and Benefit Survey of Southwestern Pennsylvania Nonprofit Organizations**.

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

This report is divided into the following sections:

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

## Appendices

- Appendix A: Average Annual Base Salary by Position**
- Appendix B: Survey Participants**
- Appendix C: Wage Conversion Formulas and Tables**
- Appendix D: About The Bayer Center for Nonprofit Management at Robert Morris University**  
**About Horovitz, Rudoy & Roteman LLC**



# I. GUIDE TO USING THE SURVEY

---

The 2015 Wage and Benefit Survey of Southwestern Pennsylvania Nonprofit Organizations contains data from the 151 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, 2014.

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, 2014, as reported by 151 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><b>TIP:</b> We strongly recommend using the job descriptions rather than the job titles alone to match your jobs to those in the survey.</p>
---

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

## Determining/Comparing Compensation

- Review all the data subsets (such as organization budget or field of service) to locate those most relevant to your organization. Note that the pay for senior management positions is most often influenced by the size of a nonprofit organization, with larger organizations paying higher salaries. However, organization size typically has little or no effect on lower-level supervisory, professional, or support jobs.
- You may also consider the variable information provided within a subset of data. For example, if your organization budget is \$4.5 million, it may be appropriate to compare third quartile salary data in the budget group from \$2 to \$5 million against your Executive Director’s salary. If you are planning substantial growth in the immediate future and the budget next year is expected to be \$5.5 million, then consider using the compensation information from the data subset providing pay levels for larger organizations.
- Keep in mind that pay is a moving target. The data in this report are salaries in effect October 1, 2014. 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, 2014, 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
<b>Across-the-board salary increase</b>	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>
<b>Actual bonus paid</b>	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.
<b>Average salary</b>	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.
<b>Base salary – All Employees</b>	In the <i>Compensation by Position</i> tables, the average full-time, annual base salary paid for the position. Part-time salaries have been annualized based on a 40-hour workweek. Base salaries do not include the cost of benefits, incentive pay, or perquisites. To convert annual salaries to hourly, weekly, or monthly figures, consult Appendix B of this report.
<b>Cafeteria plan</b>	<i>See Flexible benefit plan.</i>

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

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



<b>Term</b>	<b>Definition</b>
<b>Personal days</b>	Days off taken at the discretion of the employee. Also called floating holidays.
<b>Tax-sheltered annuity 401(k)</b>	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.
<b>Tax-sheltered annuity 403(b)</b>	A defined contribution plan, similar to a 401(k), but specifically designed for use by nonprofit and public organizations.
<b>Total cash compensation</b>	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"> <li>• Average base salary for 5 Executive Directors is \$50,000</li> <li>• Two received bonuses: one was \$5,000 and one was \$1,000</li> <li>• <math>(5 \times \\$50,000) + (\\$5,000 + \\$1,000) / 5 = \\$51,200</math> (Total Cash Compensation)</li> </ul>

## Positions

This year, we collected data on 212 job titles and received enough data to print reports for 114 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 budget
- Organization’s location
- Organization’s primary field of work
- Organization’s primary source of funding
- Total number of employees
- Educational requirement of this particular position
- Employee’s sex
- Employee’s race
- Number of years the employee has held this position
- Number of employees managed directly or indirectly by this employee

## Data Confidentiality

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

## Job Titles with Insufficient Data

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

### *Administration*

Regional Manager/Center Director

### *Accounting/Finance*

Cashier

### *Animal Welfare*

Veterinarian

Veterinary Clinic Manager

Humane Officer

Registered Veterinary Technician

Veterinary Technician

Animal Care Worker

Animal Adoption Counselor

Animal Shelter Manager

Animal Behaviorist

### *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

Visitor Services Specialist

### *Development*

Development Manager, Major Gifts

Development Manager, Capital Campaign

Development Manager, Planned Giving

Grant Writer, Government Funding

Direct Mail Coordinator

### *Education & Recreation*

School Principal

Tutor

Recreation or Activity Leader, Adults

Fitness Instructor

### *Food Service*

Nutritionist/Dietician

### *Foundation/Philanthropy*

Program Officer

Grants Manager/Administrator

### *Gift/Thrift Shop, Warehouse & Food Bank*

Food Bank/Pantry Manager

Food Bank/Pantry Assistant/Clerk

### *Government Affairs, Advocacy, Research*

Lobbyist

Staff Scientist

Research Analyst

Research Assistant

Librarian

Library Assistant

### *Housing/Community Development*

Director of Real Estate Development

Project Developer

Construction Manager

Director or Resident/Community Services

Director of Property Management

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)

### *Information Technology*

Web Site Developer

Accidental Techie

### *Legal Services and Community Organizing*

Managing Attorney

Staff Attorney

Attorney, Legal Aid

Attorney, Corporate

Paralegal

Legal Secretary/Assistant

### *Maintenance, Grounds & Purchasing*

Security Guard or Officer

### *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

### *Social Services & Mental Health*

Psychiatrist

Psychiatric Social Worker

Psychologist

Chaplain/Clergy

### *Volunteer, Membership & Marketing*

Graphic Artist

Writer/Editor

Membership Director or Manager

## Survey Highlights

### Surveyed Organizations

This report provides data collected from 151 nonprofit employers of all sizes across Southwestern Pennsylvania for wages and benefits they provided to 14,752 employees as of October 1, 2015. Participating nonprofits are divided into two regions: those in Allegheny County, and those in the surrounding area. One hundred nineteen organizations included in this Survey are located in Allegheny County and thirty-two are located in other counties.

The annual operating budgets of participating nonprofits range from under \$50,000 to over \$50,000,000 per year. The median budget in the sample is \$2,166,492.

Sixty-four percent of the organizations' Executive Directors are women; 36% are men. In the total sample of employees, 74% are women and 26% are men.

Seventy-six percent of the 14,752 employees of the participating organizations work full-time; 24% work part-time.

### Benefits: Paid Time Off

More than half (57%) of participating nonprofits provide full-time employees with specific, separate numbers of paid days off for vacation, holiday, and sick leave. Forty-one percent have a PTO (Paid Time Off) program instead, giving employees a set number of days off to be taken for any purpose. Another 2%, mostly small organizations, have a less formal policy.

Sixty percent of participating nonprofits offer paid time off to part-time employees. Of those, 78% require that those employees work at least 21 hours per week, on average, to be eligible.

Most (82%) 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 10 paid sick days per year.

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

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

### **Benefits: Insurance**

Ninety-three percent of surveyed nonprofits offer some type of medical insurance coverage to full-time employees including 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), 32% of those pay the full cost of premiums for employees. This is lower than the 2012 results, when 37% paid the full cost. The percentage of organizations paying the full cost for employees was 46% in 2010, 47% in 2008, 44% in 2006, 49% in 2004, and 59% in 2002.

Thirty-three percent of surveyed organizations provide insurance to part-time employees, usually requiring that employees work a minimum of 25 hours per week on average. The other 67% of surveyed organizations provide insurance benefits only to full-time employees.

### **Benefits: Retirement**

The great majority (79%) of surveyed nonprofits provide some type of retirement benefit to their full-time employees. Tax-deferred annuities are by far the most popular type of plan (64% of all surveyed organizations), followed by IRAs/SEP-IRAs (11%). Most (81%) of those with retirement benefits have plans in which both the employer and the employee contribute to retirement. In 8% only the employee contributes, and in 12% only the employer contributes.

Ninety 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 16%, with a median response of 4%.

### **Compensation**

On average, male Executive Directors earn significantly higher pay than do females. The average pay for all Executive Directors in the sample is \$113,683 per year; for men the average Executive Director pay is \$135,170 per year and for women the average Executive Director pay is \$101,475 per year. While a majority (64%) of all Executive Directors in the sample are women, a relatively greater number of men are found in this position at the largest organizations, which tend to pay higher wages.

Overall, 79% 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 47% of participating organizations planning merit/performance increases during the next twelve months. Twenty-four percent expect an across-board pay increase, 18% anticipate a cost-of-living increase, and 3% will consider employee length of service. Some organizations use more than one method to grant salary increases.

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

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

## II. PARTICIPANT OVERVIEW

---

### Effective Date

We asked the participants to provide salary data as of October 1, 2014.

### Participants

This year, 151 nonprofit organizations in Southwestern Pennsylvania participated in the survey. These organizations provided comprehensive information on benefits and compensation for positions common to nonprofits. A list of the participants is included in Appendix A. The tables in this section provide you with an overview of the participants – where they are located, their budget size, field of service, and the number of staff they employ.

### Budgets

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

Budget Groups	# of Orgs	Average Budget Size
Up to \$250,000	13	\$135,853
\$250,001 - \$750,000	28	\$537,197
\$750,001 - \$2,000,000	33	\$1,289,845
\$2,000,001 - \$5,000,000	34	\$3,260,981
\$5,000,001 - \$15,000,000	27	\$9,357,270
Over \$15,000,000	16	\$34,178,771
<b>Total</b>	<b>151</b>	<b>\$6,422,202</b>

### Using Budget Data to Evaluate Pay

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

Budget Groups	Average Base Pay for Executive Director
Up to \$250,000	\$57,650
\$250,001 - \$750,000	\$75,279
\$750,001 - \$2,000,000	\$92,771
\$2,000,001 - \$5,000,000	\$119,649
\$5,000,001 - \$15,000,000	\$151,078
Over \$15,000,000	\$203,597
<b>Average of all</b>	<b>\$113,683</b>

## Staff Size

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

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

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

Budget Groups	Average Number of Employees*	Part-Time Employees as % of Total
Up to \$250,000	4	46%
\$250,001 - \$750,000	6	31%
\$750,001 - \$2,000,000	15	26%
\$2,000,001 - \$5,000,000	69	32%
\$5,000,001 - \$15,000,000	125	20%
Over \$15,000,000	520	23%
<b>Average of all participants</b>	<b>98</b>	<b>24%</b>

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

Data are also calculated on employee size groupings.

Employee Size Groups	# of Organizations
From 1 to 5 employees	29
From 6 to 20 employees	42
From 21 to 50 employees	27
From 51 to 100 employees	21
Over 100 employees	32
<b>Total</b>	<b>151</b>

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

## Field of Service and Budget Size

The survey participants represent the following 15 fields of service:

Field of Service	Total # of Orgs	Up to \$250K	\$250K to \$750K	\$750K to \$2M	\$2M to \$5M	\$5M to \$15M	Over \$15M
Basic Material Need	14	0	3	3	5	2	1
Counseling/Behavioral Health & Wellness	9	1	1	0	2	2	3
Culture/Arts	19	4	8	5	2	0	0
Economic/Neighborhood Development	10	2	1	3	3	1	0
Education and Child Care Services	11	1	2	2	2	1	3
Employment and Economic Opportunity	6	0	3	0	1	2	0
Environment/Animal Welfare	7	0	2	3	1	1	0
Family Support and Preservation	7	0	0	2	2	2	1
Foundation/Philanthropy	11	2	4	3	0	2	0
Health and Health Education	16	3	1	3	6	1	2
Legal/Advocacy	3	0	2	0	1	0	0
Management/Technical Assistance	4	0	1	2	0	1	0
Religious	2	0	0	1	0	1	0
Social Support	30	0	0	5	8	11	6
Youth/Recreation	2	0	0	1	1	0	0
<b>Total</b>	<b>151</b>	<b>13</b>	<b>28</b>	<b>33</b>	<b>34</b>	<b>27</b>	<b>16</b>

## Primary Source of Funding and Budget Size

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

Primary Source of Funding	Total # of Orgs	Up to \$250K	\$250K to \$750K	\$750K to \$2M	\$2M to \$5M	\$5M to \$15M	Over \$15M
Contributions from individuals	28	6	3	8	7	4	0
Contributions from foundations or trusts	26	2	10	7	3	3	1
United Way	4	0	2	1	1	0	0
Government	61	5	4	11	15	16	10
Service membership dues	2	0	1	0	1	0	0
Program service fees	21	0	4	2	7	4	4
Revenue from sales, investments, etc.	9	0	4	4	0	0	1
<b>Total</b>	<b>151</b>	<b>13</b>	<b>28</b>	<b>33</b>	<b>34</b>	<b>27</b>	<b>16</b>

## Supervisory Responsibility

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

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

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

## Geographic Location and Budget Size

Compensation levels are reported for the following geographic areas:

County	Total # of Orgs	Up to \$250K	\$250K to \$750K	\$750K to \$2M	\$2M to \$5M	\$5M to \$15M	Over \$15M
Allegheny	119	6	23	27	31	20	12
Other Counties:							
Armstrong	1	1	0	0	0	0	0
Beaver	4	0	1	1	0	2	0
Butler	8	1	2	1	1	1	2
Fayette	4	3	1	0	0	0	0
Greene	2	2	0	0	0	0	0
Indiana	1	0	0	0	0	1	0
Mercer	1	0	0	0	0	1	0
Washington	8	0	1	3	2	1	1
Westmoreland	3	0	0	1	0	1	1
Total Other Counties	32	7	5	6	3	7	4
<b>Total</b>	<b>151</b>	<b>13</b>	<b>28</b>	<b>33</b>	<b>34</b>	<b>27</b>	<b>16</b>



### Fiscal Year Calendar and Budget Size

Participating organizations report fiscal year calendars as follows:

Month Beginning Fiscal Year	Total # of Orgs	Up to \$250K	\$250K to \$750K	\$750K to \$2M	\$2M to \$5M	\$5M to \$15M	Over \$15M
January	49	11	12	15	9	2	0
June	5	0	2	2	1	0	0
July	88	2	10	16	21	24	15
September	2	0	1	0	1	0	0
October	5	0	1	0	2	1	1
Other	2	0	2	0	0	0	0
<b>Total</b>	<b>151</b>	<b>13</b>	<b>28</b>	<b>33</b>	<b>34</b>	<b>27</b>	<b>16</b>

### Workforce by Sex of Employee and Budget Size

Participating organizations report male and female employees as follows:

Sex of Employee	Total # of Emps	Up to \$250K	\$250K to \$750K	\$750K to \$2M	\$2M to \$5M	\$5M to \$15M	Over \$15M
Male Employees	3,043	9	43	109	530	544	1,808
Female Employees	8,827	41	119	311	1,669	2,042	4,645
<b>Total</b>	<b>11,870</b>	<b>50</b>	<b>162</b>	<b>420</b>	<b>2,199</b>	<b>2,586</b>	<b>6,453</b>
Female Employees as % of Total	<b>74%</b>	<b>82%</b>	<b>73%</b>	<b>74%</b>	<b>76%</b>	<b>79%</b>	<b>72%</b>

### Workforce by Race of Employee and Budget Size

Participating organizations report race of employees as follows:

Race of Employee	Total # of Emps	Up to \$250K	\$250K to \$750K	\$750K to \$2M	\$2M to \$5M	\$5M to \$15M	Over \$15M
American Indian/Alaska Native	9	0	0	0	1	2	6
Asian	174	0	0	1	117	15	41
Black or African American	2,207	0	14	63	477	473	1,180
Hispanic/Latino	75	1	1	4	17	10	42
Native Hawaiian/Other Pacific Islander	45	0	0	18	1	17	9
White	8,480	47	129	324	1,479	2,047	4,454
Mixed Race	90	2	2	1	16	9	60
Other Racial Identity	48	0	6	1	27	12	2
<b>Total</b>	<b>11,128</b>	<b>50</b>	<b>152</b>	<b>412</b>	<b>2,135</b>	<b>2,585</b>	<b>5,794</b>

## Turnover Rates

This year, we asked for basic information about the number of positions in which an existing employee had left and been replaced by a new employee during the past year, resulting in an overall rate (voluntary and involuntary combined) of 19% for full-time employees and 26% 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	11%	4%	11%	0%
From 6 to 20 employees	11%	2%	23%	2%
From 21 to 50 employees	14%	2%	19%	2%
From 51 to 100 employees	11%	3%	18%	5%
Over 100 employees	15%	4%	22%	6%
<b>Overall Percentage Turnover</b>	<b>15%</b>	<b>4%</b>	<b>21%</b>	<b>5%</b>

# 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	151
# Organizations Responding with 0.0%	31
# Organizations Responding With an Increase Budget	120
All Organizations - 25th Percentile	2.00%
All Organizations - Median	3.00%
All Organizations - 75th Percentile	3.00%
Average (Including those reporting 0.00%)	2.37%
Average (Excluding those reporting 0.00%)	2.98%

### 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	44%	3.20%	47%	3.01%
Across the Board	28%	3.14%	24%	2.73%
Cost of Living	16%	2.62%	18%	2.41%
Length of Service	1%	insufficient data	3%	insufficient data

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

### Salary Grades and Ranges

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

Grades & Ranges	# of Organizations	% of Orgs
Use grades and ranges	69	46%
Do not use grades and ranges	82	54%
<b># Organizations Responding</b>	<b>151</b>	

### Incentive Pay or Bonuses

Of the 151 respondents, 41% indicate they provide the Executive Director with some type of incentive or bonus opportunity. Between 20% and 29% of nonprofits provide bonus opportunities for some other staff members, as follows:

Employee Group – Bonus Eligible	# of Organizations	% of Orgs
Executive Director	62	41%
Associate Director	30	20%
Development Director	31	21%
Department Heads	44	29%
Support and Administrative Staff	46	29%

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

### On-Call Practices

Fifty-two respondents (34% of the 151 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)	12	8%
Pay a flat rate for being on call	15	10%
Provide compensatory time off or flex-time	11	7%
Do not pay or provide time off (exempt staff)	5	3%
Pay a show-up rate and hourly pay for time worked	3	2%
Other	6	4%
<b>Total Responses</b>	<b>52</b>	<b>34%</b>

### Practices for Dealing with Extensive Overtime by Exempt Staff

When dealing with overtime by exempt staff, 28% of organizations surveyed report that they have no formal policy. The practice of providing compensatory time-off is 36%. (Note that the Wage and Hour laws do not mandate overtime pay for exempt staff.) Twenty-seven percent (27%) of respondents indicate that they do not compensate exempt staff for overtime.

Practice	# of Responses	% of Orgs
No formal policy	42	28%
Provide compensatory time off	54	36%
Pay straight time	2	1%
Pay overtime rates	8	5%
Do not compensate for extensive overtime	41	27%
Other	4	3%
<b># Organizations Responding</b>	<b>151</b>	

### Compensatory Time Off

Forty-three nonprofits (28%) offer employees the option of taking compensatory instead of pay for overtime hours worked.

### Evening/Night Shift Differentials

Of the 56 nonprofits that indicate they have an evening and/or night shift, the majority indicate that they do not pay any special rates beyond regular hourly pay and overtime, if applicable. Twenty percent (20%) report additional pay for evening or night shifts report additional hourly wages of \$0.25 to \$1.50 per hour, depending on the position and the schedule.

### Employee Eligibility for Public Assistance

When asked whether any of their full-time employees were eligible for public assistance benefits, 15% 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 7% of their full-time employees as eligible for public assistance benefits.

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

## Employment Practices

### Introductory Period

The 118 nonprofits with an introductory period report an average of **3.92** months. The most common responses were 3 months and 6 months.

Length of Introductory Period	# of Organizations	% of Orgs
None	33	22%
Less than two months	2	1%
Two months	5	3%
Three months	75	50%
Four months	1	1%
Six months	33	22%
Twelve months	2	1%
<b># Organizations responding</b>	<b>151</b>	

Of those organizations that report an introductory period, 40% indicate that employees are eligible for paid-time off benefits and 56% 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	2	1%
Every six months	11	7%
Annually	126	83%
No set schedule	12	8%
<b>Total responses</b>	<b>151</b>	

### Premium for Bilingual Skills

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

## Union Contracts

Only six organizations (4%) report union contracts for one or more of their positions. Among these organizations, the types of positions with union contracts include both professional and non-exempt positions. Examples of jobs represented by unions in this survey include:

- Accounting clerks, office clerks
- Actors
- Cooks, dietary specialists
- Direct care workers such as caseworkers, clinic specialists, peer counselors, nurses
- Drivers, housekeepers
- Early childhood teachers and assistant teachers
- Information technology workers such as desktop support specialists, database administrators, server administrators
- Intake specialists, care managers
- Retail store clerks

## Professional Development Classes

Of the organizations polled, ninety-one percent (93%) indicate they pay for professional development classes for their employees when funding allows. Just 7% do not pay for such classes.

## Professional Conferences

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

## Professional Organizations

Of the organizations polled, 74% indicate that they pay for professional memberships, assuming funds are available. The remaining 26% do not pay for any professional memberships.

## Employee Assistance Program (EAP)

An Employee Assistance Program (EAP) is a confidential service paid for by the employer to provide counseling for a variety of problems that may impact job performance, such as substance abuse, family conflicts, health issues, financial and legal concerns. Among survey participants, 41% offer this type of benefit to employees. The remaining 59% do not offer an EAP benefit.

## Full-Time Workweek by Budget Size

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

Full-Time Work Week	All Orgs	Up to \$250,000	\$250,001 to \$750,000	\$750,001 to \$2 Million	\$2 Million to \$5 Million	\$5 Million to \$15 Million	Over \$15 Million
40 hours	62%	46%	68%	67%	70%	48%	56%
37.5 hours	20%	31%	18%	15%	15%	30%	25%
35 hours	14%	8%	14%	12%	12%	18%	19%
Other	4%	15%	0%	6%	3%	4%	0%

### Time-Off Practices

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

- Separate vacation, sick leave and holiday benefits: 86 organizations (57%) are reported
- Paid time off (PTO): 62 organizations (41%) are reported

In addition, 3 respondents (2%) report different time-off policies for their staff, including no formal time-off policies.

Of the respondents who have part-time employees, 60% indicate that their part-time employees are eligible for paid time off benefits and 40% 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, 78% 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 22% 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 71 survey participants (47%) provide the same benefit to both exempt and nonexempt staff, AND accrue vacation, holiday, and sick leave separately:

All Staff Years of Service	Vacation Days	Sick Leave	Holiday	Personal Days	Total Days
First Year	9.8	10.5	9.6	2.0	31.9
Second Year	11.6	10.5	9.6	2.0	33.7
Third Year	13.1	10.5	9.6	2.0	35.2
Fourth Year	13.7	10.5	9.6	2.0	35.8
Fifth Year	15.7	10.5	9.6	2.0	37.8
Sixth to Ninth Years	17.4	10.5	9.6	2.0	39.5
Tenth Year	19.3	10.5	9.6	2.0	41.4
Eleventh Year +	20.5	10.5	9.6	2.0	42.6



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

The survey results show that 15 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:

<b>Exempt Staff Years of Service</b>	<b>Vacation Days</b>	<b>Sick Leave</b>	<b>Holiday</b>	<b>Personal Days</b>	<b>Total Days</b>
First Year	14.6	10.6	10.9	1.9	38.0
Second Year	16.1	10.6	10.9	1.9	39.5
Third Year	17.3	10.6	10.9	1.9	40.7
Fourth Year	17.4	10.6	10.9	1.9	40.8
Fifth Year	18.8	10.6	10.9	1.9	42.2
Sixth to Ninth Years	19.6	10.6	10.9	1.9	43.0
Tenth Year	20.4	10.6	10.9	1.9	43.8
Eleventh Year +	20.7	10.6	10.9	1.9	44.1

<b>Non-Exempt Staff Years of Service</b>	<b>Vacation Days</b>	<b>Sick Leave</b>	<b>Holiday</b>	<b>Personal Days</b>	<b>Total Days</b>
First Year	8.8	10.6	10.9	1.9	32.2
Second Year	10.3	10.6	10.9	1.9	33.7
Third Year	10.8	10.6	10.9	1.9	34.2
Fourth Year	11.2	10.6	10.9	1.9	34.6
Fifth Year	12.9	10.6	10.9	1.9	36.3
Sixth to Ninth Years	14.7	10.6	10.9	1.9	38.1
Tenth Year	15.6	10.6	10.9	1.9	39.0
Eleventh Year +	16.8	10.6	10.9	1.9	40.2

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

Fifty-three survey respondents (35%) 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	10.1	15.7	25.8
Second Year	10.1	17.9	28.0
Third Year	10.1	19.3	29.4
Fourth Year	10.1	20.0	30.1
Fifth Year	10.1	21.9	32.0
Sixth to Ninth Years	10.1	24.1	34.2
Tenth Year	10.1	26.5	36.6
Eleventh Year +	10.1	27.8	37.9

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

Nine 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	8.4	20.1	28.5
Second Year	8.4	21.4	29.8
Third Year	8.4	22.0	30.4
Fourth Year	8.4	22.9	31.3
Fifth Year	8.4	25.0	33.4
Sixth to Ninth Years	8.4	26.6	35.0
Tenth Year	8.4	29.8	38.2
Eleventh Year +	8.4	31.9	40.3

Non-Exempt Staff Years of Service	Holidays	Paid Time-Off	Total Days
First Year	8.4	14.5	22.9
Second Year	8.4	15.6	24.0
Third Year	8.4	16.8	25.2
Fourth Year	8.4	17.6	26.0
Fifth Year	8.4	20.0	28.4
Sixth to Ninth Years	8.4	22.0	30.4
Tenth Year	8.4	25.5	33.9
Eleventh Year +	8.4	26.9	35.3

**Other Paid Time Off**

Organizations are most likely to provide other paid time off for bereavement and jury service. Close to half also 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	131	87%
Jury service	129	85%
Military service	74	49%
Family illness	71	47%
Maternity/paternity	68	45%
Job-related education/training	28	19%
Volunteer service	7	5%

## Insurance and Retirement Benefits

### Insurance Coverage Offered

The great majority of survey participants (93%) offer some type of medical insurance to their employees, at an average cost of \$670 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.

<b>*Types of Medical Insurance Offered</b>	<b># of Organizations</b>	<b>% of Orgs</b>
Health Maintenance Organization (HMO)	21	14%
Preferred Provider Organization (PPO)	120	79%
Monthly stipend paid directly to employees	11	7%
Do not provide medical insurance	11	7%
<b>**Total Organizations Responding</b>	<b>151</b>	

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

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

<b>*Other Types of Insurance Offered</b>	<b># of Organizations</b>	<b>% of Orgs</b>
Dental Care Insurance	125	83%
Vision Care Insurance	121	80%
Life Insurance	112	74%
Short-Term Disability Insurance	97	64%
Long-Term Disability Insurance	106	70%
Long-Term Care Insurance	54	36%
Do not provide other types of insurance	14	9%
<b>*Total Organizations Responding</b>	<b>151</b>	

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

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

The Employer Contribution tables on pages 26 through 31 detail the percentage of health-care premiums paid by employers who offer traditional plans rather than cafeteria or flexible benefit plans. Use these tables as a guide if you offer your employees a designated set of group health-care benefits. On page 31, see information about Section 125 plans, including flexible benefit (or “cafeteria”) plans.

## Waiting Period for New Employees

Survey participants were asked to specify the waiting period before coverage begins for new employees.

Waiting Period for New Employees	# of Organizations	% of Orgs
No waiting period (coverage begins immediately)	30	23%
up to 1 month	52	40%
up to 2 months	15	12%
up to 3 months	31	24%
6 months	1	1%
<b>Total Organizations Responding</b>	<b>129</b>	

## Domestic Partner Benefits

Sixty-one percent (61%) of respondents offer medical insurance coverage to domestic partners of employees. This includes 39% of respondents that pay all or some of the premium for domestic partners, and 22% of respondents that do not pay any of the premium. The remaining thirty-nine percent (39%) do not offer any medical coverage to domestic partners.

## Part-Time Employee Benefits

Of the respondents who have part-time employees, 66% 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 18% percent offering full benefits to qualifying part-time employees, who must work an average of 26 hours per week to be eligible. The other 15% provide pro-rated benefits to qualifying part-time employees, who must work an average of 23 hours per week to be eligible.

Just 1% of respondents offer insurance coverage to part-time employees regardless of their work schedules, providing pro-rated insurance benefits for part-time employees based on work schedules.

## Special Insurance-Related Accounts

**In an HRA** (Health Reimbursement Arrangement) the employer contributes a certain amount per employee per year for health care expenses. This money may be rolled from one year to the next but may not be portable if an employee leaves his or her job. Nineteen organizations in this survey's sample (13%) offer an HRA to employees, reporting annual contributions ranging from \$250 to \$2600 with a median of \$750.

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. Twenty-two organizations (15%) offer health insurance policies that are compatible with Health Savings Accounts, reporting annual contributions ranging from \$250 to \$3000 with a median of \$950.

### 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 33% 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	6	33%
Pay 90 to 99% of premium	4	22%
Pay 80 to 89% of premium	7	39%
Pay 70 to 79% of premium	1	6%
Pay 60 to 69% of premium	0	0%
Pay 50 to 59% of premium	0	0%
Pay from 1 to 49% of premium	0	0%
Do not pay any of the premium	0	0%
<b>Total Offering HMO</b>	<b>18</b>	

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	2	11%
Pay 90 to 99% of premium	2	11%
Pay 80 to 89% of premium	1	6%
Pay 70 to 79% of premium	1	6%
Pay 60 to 69% of premium	0	0%
Pay 50 to 59% of premium	0	0%
Pay from 1 to 49% of premium	2	11%
Do not pay any of the premium	10	56%
<b>Total Offering HMO</b>	<b>18</b>	

Co-payments for HMO plans range from \$10 to \$50, with a median of \$20. Median deductibles, when applicable, are \$500 for a single employee and \$1000 for family coverage.

**Employer Contribution—PPO Insurance (Traditional Plans)**

The following tables show the average payment of premiums by employers for both employees and their dependents for medical insurance through a **Preferred Provider (PPO)** plan. Results show that all respondents who offer PPO coverage pay at least 50% of the cost *for the employee*, and 31% pay the entire cost. Note that the information in these tables does not include organizations that offer **PPO** coverage through a flexible benefit plan.

<b>PPO—Employee Health Insurance Employer Contribution</b>	<b># of Organizations</b>	<b>% of Orgs</b>
Pay 100% of premium	34	31%
Pay 90 to 99% of premium	22	20%
Pay 80 to 89% of premium	34	31%
Pay 70 to 79% of premium	12	11%
Pay 60 to 69% of premium	4	4%
Pay 50 to 59% of premium	2	2%
Pay from 1 to 49% of premium	0	0%
Do not pay any of the premium	0	0%
<b>Total Offering PPO</b>	<b>108</b>	

Fifty-three percent (53%) of respondents pay at least 50% of the cost of PPO coverage for the employee’s dependents.

<b>PPO—Dependent Health Insurance Employer Contribution</b>	<b># of Organizations</b>	<b>% of Orgs</b>
Pay 100% of premium	5	5%
Pay 90 to 99% of premium	7	6%
Pay 80 to 89% of premium	19	18%
Pay 70 to 79% of premium	11	10%
Pay 60 to 69% of premium	5	5%
Pay 50 to 59% of premium	10	9%
Pay from 1 to 49% of premium	3	3%
Do not pay any of the premium	48	44%
<b>Total Offering PPO</b>	<b>108</b>	

Co-payments for PPO plans ranged from \$10 to \$60, 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**. Eighty-two percent (82%) of survey participants that offer dental 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 organizations that offer dental coverage through a flexible benefit plan.

Employee Dental Care Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	53	47%
Pay 90 to 99% of premium	8	7%
Pay 80 to 89% of premium	15	13%
Pay 70 to 79% of premium	6	5%
Pay 60 to 69% of premium	4	4%
Pay 50 to 59% of premium	6	5%
Pay from 1 to 49% of premium	1	1%
Do not pay any of the premium	19	17%
<b>Total Offering Dental Care</b>	<b>112</b>	

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

Dependent Dental Care Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	13	12%
Pay 90 to 99% of premium	2	2%
Pay 80 to 89% of premium	9	8%
Pay 70 to 79% of premium	7	6%
Pay 60 to 69% of premium	2	2%
Pay 50 to 59% of premium	15	13%
Pay from 1 to 49% of premium	4	4%
Do not pay any of the premium	60	54%
<b>Total Offering Dental Care</b>	<b>112</b>	



### 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-nine percent (79%) of survey participants that offer vision insurance pay at least 50% of the premiums *for the employee*, and 50% 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	54	50%
Pay 90 to 99% of premium	6	6%
Pay 80 to 89% of premium	14	13%
Pay 70 to 79% of premium	5	5%
Pay 60 to 69% of premium	2	2%
Pay 50 to 59% of premium	5	5%
Pay from 1 to 49% of premium	2	2%
Do not pay any of the premium	21	19%
<b>Total Offering Vision Care</b>	<b>109</b>	

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

Dependent Vision Care Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	16	15%
Pay 90 to 99% of premium	2	2%
Pay 80 to 89% of premium	9	8%
Pay 70 to 79% of premium	4	4%
Pay 60 to 69% of premium	2	2%
Pay 50 to 59% of premium	11	10%
Pay from 1 to 49% of premium	4	4%
Do not pay any of the premium	61	56%
<b>Total Offering Vision Care</b>	<b>109</b>	

**Employer Contribution—Life Insurance Benefits (Traditional Plans)**

Eighty-nine percent (89%) 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	91	89%
Pay 50 to 99% of premium	0	0%
Pay 1 to 49% of premium	0	0%
Do not pay premium for employee	11	11%
<b>Total Offering Life Insurance</b>	<b>102</b>	

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

Seventy-one percent (71%) 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	63	71%
Pay 50 to 99% of premium	0	0%
Pay 1 to 49% of premium	1	1%
Do not pay premium for employee	25	28%
<b>Total Offering Short Term Disability</b>	<b>89</b>	

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

Eighty-two percent (82%) 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	80	82%
Pay 50 to 99% of premium	1	1%
Pay 1 to 49% of premium	0	0%
Do not pay premium for employee	17	17%
<b>Total Offering Long Term Disability</b>	<b>98</b>	

**Employer Contribution—Long-Term Care (Traditional Plans)**

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

Employee Long-Term Care Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	10	19%
Pay 50 to 99% of premium	0	0%
Pay 1 to 49% of premium	0	0%
Do not pay premium for employee	42	81%
<b>Total Offering Long Term Care</b>	<b>52</b>	

**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.

Thirteen survey participants (9% of the total sample) offer employees a choice of benefits through a flexible benefit plan. The plans offered as a part of these programs follow:

Type of Insurance Offered	# of Organizations	% of Orgs
Health Maintenance Organization (HMO)	3	23%
Preferred Provider Organization (PPO)	12	92%
Dental Care Insurance	13	100%
Vision Care Insurance	12	92%
Life Insurance	10	77%
Short-Term Care Insurance	8	62%
Long-Term Disability Insurance	8	62%
Long-Term Care Insurance	2	15%
Any Organization-Sponsored Retirement Plan	8	62%
<b>Total Offering a Flexible Benefit Plan</b>	<b>13</b>	

Other types of Section 125 plans include:

- **Premium-Only Plan**, which is a simplified version of the cafeteria plan. Thirty-nine percent (39%) 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-one percent (21%) of surveyed organizations offer an HCSA to employees. These organizations report the maximum amount an employee can allocate to the HCSA ranging from \$500 to \$5000, and with a median of \$2500. Twenty percent (20%) of surveyed organizations offer a DCSA to employees.

## Retirement Benefits

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

Type of Plan Offered	# of Responses	% of Orgs
Tax Sheltered Annuity: 401(k), 403(b)	97	64%
Other Defined Contribution Plan	10	7%
IRA/SEP-IRA	17	11%
Defined Benefit Plan	7	5%
Do not offer retirement benefits	31	21%
<b>*Total Organizations Responding</b>	<b>151</b>	

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

## Retirement Benefits—Funding

Of those 120 organizations that offer some type of retirement benefit, 81% offer plans that share responsibility for funding with their staff. Seven percent (8%) offer plans funded solely by the employee.

Funding of Retirement Plans*	# of Responses	% of Orgs
Employee contribution only	9	8%
Organization contribution only	14	12%
Organization contributes/employee may contribute	42	35%
If employee contributes, organization contributes	55	46%
<b>Total Organizations Responding</b>	<b>120</b>	

*\*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 90% 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 16%, 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 percent of organizations have no vesting period. Vesting periods given by the other 70% of organizations ranged from 6 months to 8 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. Ten percent of the entire full-time workforce is expected to retire within the next ten years.

## Executive Director/CEO Profile

### Employment Contract

Only 15% of the Executive Directors in this Survey have an employment contract:

Employment Contract	# of Organizations	% of Orgs
Executive Director has contract	21	15%
Executive Director does not have contract	117	85%

### Gender and Compensation

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

Executive Director Gender	# of Organizations	% of Orgs
Male Executive Director/CEO	50	36%
Female Executive Director/CEO	88	64%

On average, male Executive Directors earn significantly higher pay than do females. The average annual base pay for all Executive Directors in the sample is \$113,683; for men, the average Executive Director pay is \$135,170 per year; for women, the average Executive Director pay is \$101,475 per year. While a majority (64%) of all Executive Directors in the sample are women, a relatively greater number of men are found in the Executive Director positions of the largest organizations, which tend to pay higher wages. The pattern described here is similar, overall, to the results reported in the 2012 survey report. The following chart illustrates Executive Director pay for men and women according to organizations' annual operating budgets:

Annual Operating Budget	% Male	Average Salary, Males	% Female	Average Salary, Females	Female Pay as % of Male Pay
Up to \$250,000	27%	\$73,972	73%	\$51,529	70%
\$250,001 - \$750,000	27%	\$83,025	73%	\$72,425	87%
\$750,001 - \$2,000,000	39%	\$99,994	61%	\$88,208	88%
\$2,000,001 - \$5,000,000	36%	\$133,165	64%	\$111,925	84%
\$5,000,001 - \$15,000,000	33%	\$181,379	67%	\$135,927	75%
Over \$15,000,000	62%	\$213,309	38%	\$188,057	88%
All Responses	36%	\$135,170	64%	\$101,475	75%

### Education and Compensation

Sixty-two percent (62%) 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	5	\$61,813
Bachelor's Degree	48	\$118,924
Master's Degree	70	\$109,556
Doctorate	15	\$133,467

### 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	12	\$79,014
1.0 to 1.9 years	6	\$180,732
2.0 to 2.9 years	9	\$77,348
3.0 to 4.9 years	22	\$103,856
5.0 to 6.9 years	13	\$85,533
7.0 to 9.9 years	20	\$104,097
10.0 years and over	56	\$133,588
<b>Average of 9.08 years</b>	<b>138</b>	<b>\$113,683</b>

On average, those individuals in Executive Director/Chief Executive positions have been in their jobs for 10.1 years. As shown in the table above, there is not as clear a correlation in pay for Executive Directors based upon time in the job as there is based on other factors (for example, budget, numbers of employees, education).

### Additional Perquisites and Benefits Provided to the Executive Director

The following benefits were reported for the Executive Director/Chief Executive Officer position. Typically, these are provided only to the Executive Director. Cell phones are the most common benefit, at 53%, followed by travel/conferences at 43% and a laptop computer for home use at 40%.

Benefit or Perquisite	# Reported	% of Organizations
Cell phone	73	53%
Travel/Conferences	59	43%
Laptop Computer	55	40%
Additional Vacation	33	24%
Car or Car Allowance	18	13%
Additional Contribution to Life Insurance	15	11%
Additional Contribution to Health Insurance	13	9%
Additional Contribution to Retirement Benefits	12	9%
Club Memberships	9	7%
Housing or Housing Allowance	4	3%
<b># Organizations Responding</b>	<b>138</b>	

## **Succession and Transition Planning**

Twenty-four percent (24%) of surveyed organizations have a completed and updated emergency succession plan in place for the Executive Director/CEO position.

Twenty-four percent (24%) of surveyed organizations have a formal, non-emergency transition plan in place for the Executive Director/CEO position.

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



## IV. COMPENSATION BY POSITION

---

---

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

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	138	138	\$52,449	\$74,793	\$100,891	\$137,493	\$175,015	\$113,683
# Eligible for Incentive/Bonus	70	70						
Actual Bonus Paid	42	42	325	1,000	2,795	7,650	14,100	5,883
Total Cash Compensation (Base + Bonus)	138	138	52,500	75,004	101,764	139,828	179,452	115,474
<b>Annual Base Salary</b>								
By Budget Size:								
Up to \$250,000	11	11			50,149			57,650
\$250,001 - \$750,000	26	26	45,749	56,617	72,010	89,409	109,493	75,279
\$750,001 - \$2,000,000	31	31	63,207	75,982	90,002	107,432	119,995	92,771
\$2,000,001 - \$5,000,000	33	33	78,175	89,970	104,998	150,000	187,238	119,649
\$5,000,001 - \$15,000,000	24	24	97,646	109,101	139,183	167,929	197,964	151,078
Over \$15,000,000	13	13	119,846	142,335	174,928	233,189	405,113	203,597
By Geographic Location:								
Allegheny County	107	107	64,517	79,997	104,998	148,262	180,065	117,957
Outside of Allegheny County	31	31	41,213	59,030	85,488	115,107	165,485	98,931
By Field of Service:								
Basic Material Need	13	13	58,431	75,015	94,994	128,981	165,477	101,637
Counseling - Behavioral Health & Wellness	7	7			117,250			109,592
Culture/Arts	18	18	38,299	49,494	81,900	110,713	155,198	85,930
Economic/Neighborhood Development	10	10			100,339			98,970
Education and Child Care Services	10	10			119,413			120,255
Employment & Economic Opportunity	6	6			86,996			95,344
Environment/Animal Welfare	6	6			94,994			105,040
Family Support and Preservation	7	7			98,010			117,639
Foundation/Philanthropy	11	11			104,291			138,050
Health and Health Education	14	14	36,546	64,434	105,997	155,376	185,911	106,532
Social Support	27	27	72,006	82,514	107,099	169,354	246,630	139,181
By Primary Source of Funding:								
Contributions from individuals	25	25	36,196	68,292	91,790	104,645	182,108	105,684
Contributions from foundations or trusts	24	24	56,607	71,245	95,358	127,593	155,002	100,254
Government	56	56	59,403	80,309	107,047	145,792	188,689	123,221
Program services fee	19	19	52,000	72,010	100,610	166,504	175,802	115,538
Revenue from sales, investments, etc.	9	9			117,499			118,103
By Number of Employees:								
1 - 5	28	28	41,340	58,495	73,505	94,885	118,369	77,044
6 - 20	38	38	49,056	64,397	85,405	107,983	134,566	88,532
21 - 50	25	25	67,121	80,496	101,920	144,997	175,744	120,205
51 - 100	20	20	76,621	97,901	105,997	168,686	203,253	130,343
More than 100	27	27	105,165	123,739	150,010	183,310	248,926	168,698
By Level of Education Required:								
Bachelor's Degree	61	61	50,453	75,491	102,336	136,313	175,627	114,332
Master's Degree	53	53	61,526	77,501	98,010	126,288	152,539	106,571
By Sex of Employee:								
Male	50	50	65,100	99,206	113,277	154,003	229,171	135,170
Female	88	88	52,000	71,245	91,426	125,638	166,912	101,475
By Race/Ethnicity of Employee:								
Black or African American	12	12	73,749	90,282	104,998	147,504	174,723	118,157
White	115	115	51,260	72,010	97,864	131,664	177,183	112,294
By Number of Years in Position:								
Up to 5 Years	45	45	45,568	65,499	92,500	132,517	151,790	103,312
6 - 10 Years	31	31	52,283	70,990	96,533	117,499	157,997	100,078
11 - 20 Years	27	27	73,952	85,488	102,336	166,504	190,328	122,184
Over 20 Years	24	24	63,554	98,878	121,036	168,574	216,820	135,162

## 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	40	43	\$63,303	\$82,909	\$94,931	\$110,157	\$153,641	\$102,828
# Eligible for Incentive/Bonus	16	16						
Actual Bonus Paid	10	10			1,628			4,681
Total Cash Compensation (Base + Bonus)	40	43	64,536	82,909	95,326	110,357	160,227	103,917
<b>Annual Base Salary</b>								
By Budget Size:								
\$2,000,001 - \$5,000,000	9	10			94,682			104,439
\$5,000,001 - \$15,000,000	11	12	62,496	83,517	95,389	104,229	152,743	98,869
Over \$15,000,000	11	12	83,874	95,779	109,481	162,448	207,045	126,105
By Geographic Location:								
Allegheny County	32	34	67,632	82,805	95,888	119,813	163,030	107,589
Outside of Allegheny County	8	9			86,590			84,843
By Field of Service:								
Culture/Arts	5	5			92,269			82,867
Education and Child Care Services	7	7			94,931			97,020
Health and Health Education	5	5			92,893			120,661
Social Support	8	9			97,136			118,040
By Primary Source of Funding:								
Contributions from individuals	5	5			88,005			98,222
Contributions from foundations or trusts	8	8			82,410			81,037
Government	22	25	66,951	85,800	95,784	126,475	166,808	108,123
By Number of Employees:								
6 - 20	6	6			75,421			75,095
21 - 50	8	9			91,998			84,379
51 - 100	5	6			108,951			116,012
More than 100	18	19	85,010	94,994	108,805	144,997	192,005	120,453
By Level of Education Required:								
Bachelor's Degree	26	26	58,009	78,572	92,446	112,294	160,243	99,505
Master's Degree	8	8			105,446			116,795
By Sex of Employee:								
Male	18	18	81,486	90,849	109,700	146,250	194,154	120,158
Female	22	23	57,778	72,758	91,998	95,326	126,235	89,728
By Race/Ethnicity of Employee:								
White	30	32	72,526	84,188	94,713	111,545	154,246	104,332
By Number of Years in Position:								
Up to 5 Years	14	14	68,214	79,934	91,000	120,255	153,036	100,506
6 - 10 Years	7	7			86,590			83,521
11 - 20 Years	10	10			95,212			120,655
By Number of Employees Managed:								
1 to 3	8	8			76,524			77,197
4 to 8	9	9			93,995			94,312
15 and over	14	14	77,626	83,268	109,024	121,113	153,036	108,133

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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	21	26	\$71,924	\$75,286	\$82,316	\$100,652	\$130,299	\$92,874
# Eligible for Incentive/Bonus	9	12						
Actual Bonus Paid	6	9			1,000			1,222
Total Cash Compensation (Base + Bonus)	21	26	72,693	75,500	82,607	100,652	130,449	93,297
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$5,000,001 - \$15,000,000	8	9			79,992			80,655
Over \$15,000,000	6	10			107,203			111,571
<b>By Geographic Location:</b>								
Allegheny County	18	22	72,673	75,286	82,108	92,602	139,352	91,663
<b>By Field of Service:</b>								
Social Support	9	11			102,648			107,087
<b>By Primary Source of Funding:</b>								
Government	14	18	73,786	75,286	81,495	90,522	150,727	91,780
<b>By Number of Employees:</b>								
More than 100	12	16	71,512	75,806	90,522	111,977	159,900	100,040
<b>By Level of Education Required:</b>								
Bachelor's Degree	11	14	70,991	77,865	82,493	105,867	169,073	97,200
Master's Degree	8	9			82,222			85,666
<b>By Sex of Employee:</b>								
Male	7	8			86,466			93,491
Female	17	18	71,540	75,286	82,108	99,128	150,727	92,599
<b>By Race/Ethnicity of Employee:</b>								
White	17	22	71,783	75,197	82,701	104,926	139,352	94,677
<b>By Number of Years in Position:</b>								
Up to 5 Years	12	13	70,994	77,083	82,410	100,745	159,906	93,915
<b>By Number of Employees Managed:</b>								
1 to 3	5	5			74,526			84,573
4 to 8	7	7			82,410			85,731
15 and over	11	12	70,822	75,015	84,084	101,697	111,962	87,799

## Director, Administration

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	17	18	\$53,015	\$59,005	\$66,227	\$75,697	\$92,735	\$69,150
# Eligible for Incentive/Bonus	7	7						
Actual Bonus Paid	7	7			1,887			3,034
Total Cash Compensation (Base + Bonus)	17	18	53,847	59,005	67,177	76,776	96,630	70,329
<b>Annual Base Salary</b>								
By Budget Size:								
\$2,000,001 - \$5,000,000	8	9			70,283			71,314
By Geographic Location:								
Allegheny County	15	16	52,965	56,998	66,227	76,414	93,459	69,350
By Primary Source of Funding:								
Contributions from individuals	5	5			63,835			65,507
Government	6	6			72,811			73,826
By Number of Employees:								
21 - 50	7	8			71,199			75,478
By Level of Education Required:								
Bachelor's Degree	12	12	52,977	60,804	67,611	76,414	92,261	69,602
By Sex of Employee:								
Female	13	14	53,102	61,391	66,227	75,697	92,186	68,955
By Race/Ethnicity of Employee:								
White	13	14	53,102	59,005	66,227	75,697	92,186	68,728
By Number of Years in Position:								
6 - 10 Years	5	6			61,475			61,863
Over 20 Years	5	5			65,499			72,771
By Number of Employees Managed:								
1 to 3	6	7			69,722			71,849

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	43	63	\$30,380	\$34,403	\$38,189	\$44,720	\$48,913	\$39,370
# Eligible for Incentive/Bonus	20	25						
Actual Bonus Paid	13	15	180	200	500	1,357	3,770	1,067
Total Cash Compensation (Base + Bonus)	43	63	30,380	34,403	38,189	45,000	49,696	39,624
<b>Annual Base Salary</b>								
By Budget Size:								
\$250,001 - \$750,000	9	10			40,000			40,041
\$750,001 - \$2,000,000	11	14	28,860	32,864	39,759	47,263	48,995	40,160
\$2,000,001 - \$5,000,000	8	8			39,843			40,914
\$5,000,001 - \$15,000,000	7	8			36,962			37,523
Over \$15,000,000	8	23	31,183	35,006	36,379	42,016	47,823	38,701
By Geographic Location:								
Allegheny County	37	55	30,901	34,778	38,189	44,720	48,784	39,162
Outside of Allegheny County	6	8			37,305			40,799
By Field of Service:								
Economic/Neighborhood Development	5	5			39,998			41,248
Education and Child Care Services	5	9			36,254			37,645
Social Support	10	14	30,192	35,594	41,475	48,339	58,656	42,848
By Primary Source of Funding:								
Contributions from foundations or trusts	10	14	28,122	33,769	37,492	45,190	48,038	38,414
Government	18	30	29,509	34,699	36,608	44,351	49,107	39,462
Program services fee	8	9			37,440			37,521
By Number of Employees:								
1 - 5	6	7			42,000			42,710
6 - 20	13	15	30,543	33,280	39,520	45,760	48,165	39,441
21 - 50	10	11			39,998			40,174
More than 100	13	29	29,453	34,279	36,254	40,810	45,802	37,793
By Level of Education Required:								
High School Diploma	14	20	26,911	30,056	34,788	39,458	51,343	36,356
Associate's Degree	6	6			36,296			37,340
Bachelor's Degree	20	26	32,820	36,312	41,592	45,190	48,577	41,017
By Sex of Employee:								
Female	40	58	29,958	33,654	38,095	44,790	49,225	39,327
By Race/Ethnicity of Employee:								
Black or African American	7	8			41,049			40,961
White	33	46	30,655	33,654	37,024	44,790	48,545	39,115
By Number of Years in Position:								
Up to 5 Years	21	24	29,453	33,098	36,431	42,152	45,380	37,212
6 - 10 Years	14	16	27,448	33,753	39,520	47,985	52,938	40,288
11 - 20 Years	9	10			39,478			40,812
By Number of Employees Managed:								
1 to 3	11	12	31,604	34,783	41,475	48,464	63,236	43,330
4 to 8	7	9			38,189			39,719

## 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	46	56	\$34,264	\$38,330	\$43,493	\$49,103	\$54,490	\$44,096
# Eligible for Incentive/Bonus	17	21						
Actual Bonus Paid	13	14	200	238	763	1,002	1,638	754
Total Cash Compensation (Base + Bonus)	46	56	34,264	38,459	43,493	49,103	55,114	44,285
<b>Annual Base Salary</b>								
By Budget Size:								
\$750,001 - \$2,000,000	5	5			47,882			45,311
\$2,000,001 - \$5,000,000	11	11			39,000			38,643
\$5,000,001 - \$15,000,000	16	20	35,316	40,795	46,696	51,090	52,429	46,536
Over \$15,000,000	12	18	34,932	39,374	44,044	52,562	56,593	45,105
By Geographic Location:								
Allegheny County	38	48	34,426	39,452	44,211	49,103	54,327	44,485
Outside of Allegheny County	8	8			38,096			41,764
By Field of Service:								
Counseling - Behavioral Health & Wellness	7	8			42,484			41,678
Health and Health Education	7	8			45,407			46,987
Social Support	12	15	30,726	37,149	43,306	46,238	52,142	42,379
By Primary Source of Funding:								
Contributions from individuals	6	9			43,285			44,424
Government	24	29	37,003	39,634	43,680	49,816	54,246	44,371
Program services fee	9	11			39,998			41,012
By Number of Employees:								
6 - 20	6	6			45,927			45,088
21 - 50	6	6			45,677			47,947
51 - 100	10	13	30,027	36,556	42,307	47,102	52,387	41,731
More than 100	23	30	35,012	38,828	44,065	50,351	54,977	44,583
By Level of Education Required:								
High School Diploma	17	20	35,012	38,126	44,211	51,475	59,214	45,887
Associate's Degree	11	15	34,183	37,003	43,181	49,150	55,632	43,751
Bachelor's Degree	11	13	34,553	39,500	42,307	48,110	52,046	43,334
By Sex of Employee:								
Female	42	50	34,557	37,955	43,493	49,275	54,065	44,058
By Race/Ethnicity of Employee:								
Black or African American	7	7			43,285			42,545
White	35	38	35,006	39,525	44,211	50,351	55,301	45,237
By Number of Years in Position:								
Up to 5 Years	20	20	31,362	35,505	41,019	44,855	51,278	40,658
6 - 10 Years	12	14	35,038	39,021	42,796	52,078	62,858	45,411
11 - 20 Years	5	5			47,882			47,486
Over 20 Years	7	8			46,707			47,687
By Number of Employees Managed:								
1 to 3	12	12	34,676	43,592	45,802	49,525	58,831	46,481

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	28	48	\$29,235	\$31,299	\$35,534	\$40,186	\$48,512	\$37,052
# Eligible for Incentive/Bonus	10	24						
Actual Bonus Paid	6	16	500	500	500	1,375	2,150	906
Total Cash Compensation (Base + Bonus)	28	48	29,235	31,800	35,534	40,420	48,512	37,355
<b>Annual Base Salary</b>								
By Budget Size:								
\$750,001 - \$2,000,000	5	6			36,275			36,594
\$2,000,001 - \$5,000,000	7	10			35,652			37,848
\$5,000,001 - \$15,000,000	9	11			34,403			39,075
Over \$15,000,000	6	20	29,122	30,015	36,920	39,806	43,692	36,077
By Geographic Location:								
Allegheny County	21	38	29,642	33,358	37,014	40,326	48,711	37,897
Outside of Allegheny County	7	10			30,659			33,844
By Field of Service:								
Social Support	12	26	29,374	33,358	36,920	39,608	45,683	36,924
By Primary Source of Funding:								
Contributions from foundations or trusts	5	6			34,892			36,937
Government	13	26	29,605	33,540	37,347	41,002	45,683	37,880
Program services fee	5	8			32,178			32,183
By Number of Employees:								
21 - 50	7	10			37,971			41,217
51 - 100	5	6			35,232			34,794
More than 100	11	26	29,135	32,729	35,558	39,587	44,219	36,188
By Level of Education Required:								
High School Diploma	13	18	28,956	29,947	34,227	41,439	49,366	36,318
Associate's Degree	5	11			33,800			37,956
Bachelor's Degree	9	14	29,557	32,958	36,438	39,478	41,631	36,168
By Sex of Employee:								
Female	27	44	29,193	30,451	34,528	39,977	46,436	36,587
By Race/Ethnicity of Employee:								
Black or African American	7	10			38,761			37,433
White	23	36	29,135	30,451	34,227	43,113	50,852	37,251
By Number of Years in Position:								
Up to 5 Years	13	18	29,120	29,557	31,523	35,105	39,478	32,710
6 - 10 Years	5	7			42,661			43,451
11 - 20 Years	11	15	28,226	33,384	38,043	44,075	46,060	38,157



**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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	61	135	\$24,440	\$26,000	\$29,120	\$31,928	\$38,176	\$30,208
# Eligible for Incentive/Bonus	22	42						
Actual Bonus Paid	13	25	448	500	1,000	1,000	1,544	900
Total Cash Compensation (Base + Bonus)	61	135	24,540	26,050	29,453	31,928	38,531	30,375
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$750,001 - \$2,000,000	9	10			29,484			29,938
\$2,000,001 - \$5,000,000	19	31	23,874	25,605	27,144	31,200	39,266	29,220
\$5,000,001 - \$15,000,000	16	37	22,951	26,427	28,808	31,824	37,781	29,652
Over \$15,000,000	12	51	24,677	27,622	29,702	34,466	40,002	31,583
<b>By Geographic Location:</b>								
Allegheny County	47	110	24,960	26,588	29,702	33,218	39,404	30,875
Outside of Allegheny County	14	25	21,640	24,679	27,456	29,411	34,008	27,275
<b>By Field of Service:</b>								
Counseling - Behavioral Health & Wellness	5	16	25,688	27,290	29,702	29,702	32,430	29,217
Education and Child Care Services	7	11			31,429			34,763
Health and Health Education	5	15	24,440	25,168	27,040	38,251	48,943	31,881
Social Support	21	54	22,371	25,594	28,101	30,586	35,548	28,512
<b>By Primary Source of Funding:</b>								
Contributions from individuals	9	11			28,434			29,895
Contributions from foundations or trusts	7	9			31,200			31,144
Government	32	74	24,960	26,322	29,120	33,811	38,886	30,675
Program services fee	9	34	21,819	24,960	28,902	29,786	33,395	28,646
<b>By Number of Employees:</b>								
6 - 20	10	12	23,504	26,364	29,484	31,200	37,288	29,737
21 - 50	16	20	24,513	26,000	28,954	33,899	41,478	30,578
51 - 100	11	19	23,338	26,478	28,350	33,093	36,400	29,339
More than 100	22	82	23,456	26,161	29,702	32,329	38,324	30,513
<b>By Level of Education Required:</b>								
High School Diploma	38	92	23,076	26,000	28,987	31,247	38,114	29,594
Associate's Degree	14	21	24,440	25,584	29,848	37,055	50,382	32,738
Bachelor's Degree	9	10			27,487			28,958
<b>By Sex of Employee:</b>								
Female	57	115	23,575	26,000	28,974	32,282	38,176	30,004
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	18	29	23,733	26,156	29,000	31,616	38,126	29,757
White	48	83	23,113	26,000	28,434	33,093	39,054	30,203
<b>By Number of Years in Position:</b>								
Up to 5 Years	33	54	22,620	24,990	27,696	30,399	32,001	27,875
6 - 10 Years	18	24	24,170	26,400	28,424	30,955	38,064	29,345
11 - 20 Years	18	22	25,854	28,147	32,677	37,934	42,443	33,734
Over 20 Years	5	10			36,608			36,725

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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	37	128	\$17,668	\$21,221	\$24,388	\$27,966	\$30,403	\$24,521
# Eligible for Incentive/Bonus	13	63						
Actual Bonus Paid	8	40	205	250	500	500	513	399
Total Cash Compensation (Base + Bonus)	37	128	18,032	21,322	24,488	28,008	31,004	24,646
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$750,001 - \$2,000,000	8	8			27,259			26,962
\$5,000,001 - \$15,000,000	9	41	19,985	23,119	24,315	28,476	34,320	25,556
Over \$15,000,000	12	70	15,244	19,365	24,024	26,645	29,540	23,375
<b>By Geographic Location:</b>								
Allegheny County	27	73	18,666	21,258	24,773	28,330	30,318	24,914
Outside of Allegheny County	10	55	15,080	20,800	23,712	27,144	31,154	23,999
<b>By Field of Service:</b>								
Education and Child Care Services	6	17	21,066	23,067	25,542	28,361	36,088	26,375
Social Support	11	66	15,080	19,365	24,024	26,645	29,576	23,486
<b>By Primary Source of Funding:</b>								
Contributions from individuals	5	6			27,519			26,336
Contributions from foundations or trusts	5	5			27,331			27,984
Government	19	90	16,975	20,774	24,139	26,478	29,540	23,713
Program services fee	5	24	17,483	21,435	23,712	29,442	35,340	25,594
<b>By Number of Employees:</b>								
6 - 20	7	7			26,291			26,018
More than 100	19	104	17,618	21,434	24,305	27,784	30,316	24,470
<b>By Level of Education Required:</b>								
High School Diploma	25	80	18,054	22,038	24,305	27,441	29,540	24,430
Bachelor's Degree	8	12	20,729	24,960	28,018	35,620	38,164	29,186
<b>By Sex of Employee:</b>								
Male	7	10			19,427			22,589
Female	34	116	18,156	21,840	24,461	27,966	30,312	24,617
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	12	18	17,757	20,717	23,972	26,728	30,649	23,970
White	29	102	17,264	21,284	24,627	28,647	30,865	24,649
<b>By Number of Years in Position:</b>								
Up to 5 Years	29	63	20,800	22,277	24,024	26,478	29,282	24,570
6 - 10 Years	10	12	21,104	24,466	24,752	28,850	31,712	26,121
11 - 20 Years	10	20	17,605	23,067	26,011	28,871	33,594	25,918

## 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	108	\$17,160	\$19,402	\$22,225	\$26,614	\$29,821	\$23,404
# Eligible for Incentive/Bonus	20	48						
Actual Bonus Paid	13	23	160	500	646	1,000	1,380	700
Total Cash Compensation (Base + Bonus)	44	108	17,198	19,443	22,475	26,614	29,954	23,553
<b>Annual Base Salary</b>								
By Budget Size:								
\$2,000,001 - \$5,000,000	12	22	16,640	16,640	21,112	28,839	32,294	22,769
\$5,000,001 - \$15,000,000	17	39	17,160	18,616	22,880	27,186	29,952	23,558
Over \$15,000,000	11	42	18,225	20,800	22,672	24,653	28,227	23,627
By Geographic Location:								
Allegheny County	35	76	17,123	20,868	23,962	28,116	30,325	24,623
Outside of Allegheny County	9	32	17,345	18,320	20,509	21,840	24,134	20,509
By Field of Service:								
Social Support	18	45	16,952	19,240	21,840	24,596	29,761	23,069
By Primary Source of Funding:								
Contributions from individuals	7	9			21,424			23,825
Government	25	58	19,226	21,003	23,762	27,945	29,956	24,377
Program services fee	8	32	16,640	17,852	21,050	23,270	27,739	21,102
By Number of Employees:								
21 - 50	7	11			23,421			25,024
51 - 100	15	23	16,640	16,640	21,840	28,517	32,406	23,312
More than 100	20	71	17,996	20,155	22,464	24,918	28,463	23,279
By Level of Education Required:								
High School Diploma	36	86	17,023	19,641	22,225	26,551	29,066	23,339
By Sex of Employee:								
Female	40	97	17,135	19,240	21,986	26,583	29,839	23,421
By Race/Ethnicity of Employee:								
Black or African American	19	26	17,160	21,580	24,472	28,200	34,572	25,641
White	28	67	16,923	18,928	21,632	24,627	29,656	22,840
By Number of Years in Position:								
Up to 5 Years	24	45	16,852	19,105	21,507	23,910	27,460	21,672
6 - 10 Years	12	16	16,403	17,373	20,249	25,709	28,904	21,489
11 - 20 Years	20	27	20,126	22,859	24,565	28,829	34,445	26,466

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 Assurance & Training, Performance Improvement Manager, Quality Service & Access 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	12	13	\$44,990	\$46,343	\$49,795	\$60,414	\$78,528	\$54,165
# Eligible for Incentive/Bonus	4	4						
Actual Bonus Paid	3	3						
Total Cash Compensation (Base + Bonus)	12	13	44,990	46,343	49,795	60,664	81,408	54,592
<b>Annual Base Salary</b>								
By Budget Size:								
\$5,000,001 - \$15,000,000	5	5			51,438			59,829
By Geographic Location:								
Allegheny County	10	11			49,795			51,565
By Field of Service:								
Social Support	5	5			47,008			50,041
By Primary Source of Funding:								
Government	5	5			54,163			54,687
Program services fee	5	5			46,925			57,949
By Number of Employees:								
More than 100	9	10			52,801			56,235
By Level of Education Required:								
Bachelor's Degree	9	9			49,795			51,295
By Sex of Employee:								
Male	6	6			46,967			54,226
Female	5	5			54,163			54,192
By Race/Ethnicity of Employee:								
White	10	11			49,795			54,210

## Quality Assurance Specialist

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: Program Evaluator, Quality Analyst, Quality Improvement 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	11	15	\$29,852	\$35,006	\$39,998	\$50,003	\$51,218	\$41,160
# Eligible for Incentive/Bonus	4	5						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	11	15	30,659	35,006	39,998	50,003	51,218	41,328
<b>Annual Base Salary</b>								
By Budget Size:								
Over \$15,000,000	6	7			35,464			36,379
By Geographic Location:								
Allegheny County	8	12	28,966	34,772	37,773	50,003	52,129	40,898
By Field of Service:								
Social Support	5	8			48,953			47,198
By Primary Source of Funding:								
Government	7	11			44,720			43,561
By Number of Employees:								
More than 100	7	11			41,912			43,122
By Level of Education Required:								
Bachelor's Degree	6	10			42,110			42,482
By Sex of Employee:								
Female	9	13	29,262	35,526	41,912	50,003	51,825	42,096
By Race/Ethnicity of Employee:								
White	8	9			39,499			39,550

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	49	50	\$71,327	\$82,056	\$92,737	\$109,440	\$152,526	\$102,776
# Eligible for Incentive/Bonus	20	21						
Actual Bonus Paid	15	16	235	1,125	2,217	7,425	26,486	6,517
Total Cash Compensation (Base + Bonus)	49	50	71,327	82,056	93,850	111,817	165,796	104,862
<b>Annual Base Salary</b>								
By Budget Size:								
\$2,000,001 - \$5,000,000	15	15	66,398	72,114	83,429	91,811	94,257	81,833
\$5,000,001 - \$15,000,000	19	20	74,200	82,586	95,004	113,521	156,495	102,223
Over \$15,000,000	13	13	73,948	97,531	113,152	140,099	245,810	129,210
By Geographic Location:								
Allegheny County	39	40	71,327	83,465	93,850	111,915	152,526	102,829
Outside of Allegheny County	10	10			84,167			102,565
By Field of Service:								
Education and Child Care Services	6	6			107,890			109,425
Health and Health Education	7	7			86,986			87,319
Social Support	15	15	70,928	83,928	91,811	117,998	242,449	112,688
By Primary Source of Funding:								
Contributions from individuals	7	8			85,405			105,217
Contributions from foundations or trusts	7	7			84,989			90,988
Government	25	25	82,006	85,417	98,488	117,645	187,641	110,972
Program services fee	8	8			87,215			88,192
By Number of Employees:								
21 - 50	13	14	67,038	78,635	84,625	101,083	179,868	98,188
51 - 100	9	9			86,906			89,852
More than 100	25	25	70,932	85,727	100,838	117,645	187,641	110,735
By Level of Education Required:								
Bachelor's Degree	35	36	67,654	80,881	89,669	104,182	135,227	98,322
Master's Degree	11	11			100,006			100,871
By Sex of Employee:								
Male	28	28	73,000	84,922	97,531	117,821	167,567	109,976
Female	20	20	68,394	77,345	84,282	102,108	116,047	92,821
By Race/Ethnicity of Employee:								
White	42	43	69,343	81,099	94,390	108,202	158,230	103,971
By Number of Years in Position:								
Up to 5 Years	20	20	66,805	80,881	85,988	107,661	117,291	95,263
6 - 10 Years	8	8			87,693			96,304
11 - 20 Years	10	10			99,372			117,329
Over 20 Years	5	5			98,488			94,116
By Number of Employees Managed:								
1 to 3	17	17	66,526	76,461	83,574	94,495	118,755	86,767
4 to 8	14	14	66,331	80,143	95,482	114,187	188,771	104,984
9 to 14	8	8			94,245			104,278

## Controller

110

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	\$52,665	\$65,936	\$75,005	\$87,381	\$118,697	\$78,892
# Eligible for Incentive/Bonus	14	15						
Actual Bonus Paid	10	10			1,000			1,720
Total Cash Compensation (Base + Bonus)	30	31	53,565	66,936	75,005	87,381	119,297	79,447
<b>Annual Base Salary</b>								
By Budget Size:								
\$750,001 - \$2,000,000	5	5			65,936			64,193
\$5,000,001 - \$15,000,000	10	11			79,997			79,802
Over \$15,000,000	9	9			76,898			85,421
By Geographic Location:								
Allegheny County	24	25	52,599	65,167	73,819	91,042	122,724	80,193
Outside of Allegheny County	6	6			76,004			73,473
By Field of Service:								
Social Support	9	9			69,992			75,673
By Primary Source of Funding:								
Contributions from individuals	5	6			84,043			89,548
Government	16	16	52,782	64,782	74,225	86,034	127,198	78,545
By Number of Employees:								
6 - 20	6	6			66,467			67,160
21 - 50	5	6			79,415			77,945
More than 100	14	14	52,000	68,671	75,952	95,493	129,158	82,343
By Level of Education Required:								
Bachelor's Degree	24	25	61,734	68,391	77,002	91,042	122,724	82,401
By Sex of Employee:								
Male	10	11			85,010			89,179
Female	18	18	51,700	61,984	70,169	81,339	97,021	72,956
By Race/Ethnicity of Employee:								
White	26	27	59,089	66,997	76,898	87,381	122,213	80,216
By Number of Years in Position:								
Up to 5 Years	16	17	50,902	61,568	69,992	78,448	91,807	70,751
11 - 20 Years	6	6			82,171			92,737
By Number of Employees Managed:								
1 to 3	8	8			79,498			77,077
4 to 8	10	10			78,448			85,973

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	21	22	\$44,581	\$52,203	\$58,126	\$69,909	\$79,523	\$61,185
# Eligible for Incentive/Bonus	9	10						
Actual Bonus Paid	6	7			1,000			2,514
Total Cash Compensation (Base + Bonus)	21	22	44,581	52,203	58,895	72,374	79,535	61,985
<b>Annual Base Salary</b>								
By Budget Size:								
\$750,001 - \$2,000,000	5	5			50,461			51,201
\$5,000,001 - \$15,000,000	7	7			57,512			57,655
Over \$15,000,000	5	6			67,184			71,621
By Geographic Location:								
Allegheny County	17	18	43,967	52,203	58,625	69,909	78,401	61,285
By Field of Service:								
Basic Material Need	5	5			52,229			51,954
Social Support	5	6			67,184			65,940
By Primary Source of Funding:								
Government	14	15	44,654	52,125	65,187	73,216	87,730	63,598
By Number of Employees:								
21 - 50	5	5			56,971			54,791
More than 100	8	9			69,181			70,251
By Level of Education Required:								
Bachelor's Degree	17	18	43,967	52,229	58,126	66,217	78,401	60,842
By Sex of Employee:								
Male	8	8			57,242			63,716
Female	14	14	44,377	51,787	59,509	69,909	74,724	59,739
By Race/Ethnicity of Employee:								
White	21	22	44,581	52,203	58,126	69,909	79,523	61,185
By Number of Years in Position:								
Up to 5 Years	5	5			64,272			65,794
11 - 20 Years	6	6			55,484			58,667
By Number of Employees Managed:								
1 to 3	7	7			56,971			57,402
4 to 8	5	5			54,995			59,559



## 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	24	33	\$38,596	\$42,068	\$50,981	\$57,013	\$66,656	\$50,882
# Eligible for Incentive/Bonus	9	14						
Actual Bonus Paid	5	9			500			859
Total Cash Compensation (Base + Bonus)	24	33	38,796	42,068	51,501	57,409	66,656	51,116
<b>Annual Base Salary</b>								
By Budget Size:								
\$2,000,001 - \$5,000,000	7	8			45,604			45,279
\$5,000,001 - \$15,000,000	5	5			57,117			54,500
Over \$15,000,000	7	15	38,884	41,995	51,542	56,909	67,966	51,802
By Geographic Location:								
Allegheny County	18	26	40,957	42,869	51,522	57,658	66,937	52,035
Outside of Allegheny County	6	7			41,995			46,598
By Field of Service:								
Social Support	9	15	38,884	41,600	43,867	56,909	63,977	48,377
By Primary Source of Funding:								
Contributions from individuals	5	5			43,014			47,520
Government	12	19	39,458	43,867	51,792	63,253	67,475	53,085
Program services fee	5	6			42,214			45,861
By Number of Employees:								
6 - 20	5	5			51,792			53,468
51 - 100	6	7			42,432			47,454
More than 100	12	20	38,166	41,699	51,522	57,065	67,398	51,430
By Level of Education Required:								
Bachelor's Degree	15	22	40,101	43,867	51,647	60,726	67,244	53,188
By Sex of Employee:								
Male	7	9			56,909			55,959
Female	19	24	37,554	41,699	49,619	55,869	64,917	48,978
By Race/Ethnicity of Employee:								
White	21	29	39,458	42,287	51,501	57,013	66,706	51,545
By Number of Years in Position:								
Up to 5 Years	13	13	41,600	42,505	50,461	55,557	65,325	50,846
6 - 10 Years	7	7			56,909			52,469
11 - 20 Years	5	6			51,667			51,886
By Number of Employees Managed:								
1 to 3	11	11			50,003			49,617

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	17	20	\$39,305	\$45,558	\$54,268	\$59,618	\$69,739	\$53,647
# Eligible for Incentive/Bonus	6	8						
Actual Bonus Paid	4	5						
Total Cash Compensation (Base + Bonus)	17	20	40,385	45,558	54,347	59,618	70,384	53,858
<b>Annual Base Salary</b>								
By Budget Size:								
\$5,000,001 - \$15,000,000	8	10			56,722			57,893
Over \$15,000,000	6	7			53,955			49,323
By Geographic Location:								
Allegheny County	14	17	40,281	46,208	54,538	60,279	72,443	54,691
By Field of Service:								
Social Support	7	8			56,722			54,540
By Primary Source of Funding:								
Government	9	10			55,619			53,169
By Number of Employees:								
More than 100	11	12	39,050	41,860	53,976	58,157	60,387	51,393
By Level of Education Required:								
Bachelor's Degree	13	16	40,092	53,581	54,995	60,414	73,387	56,264
By Sex of Employee:								
Male	7	8			54,475			52,871
Female	10	10			54,226			54,145
By Race/Ethnicity of Employee:								
White	14	17	39,133	43,181	54,995	60,279	72,443	54,038
By Number of Years in Position:								
Up to 5 Years	5	7			54,995			58,091

## 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	43	61	\$31,445	\$34,778	\$39,146	\$44,055	\$51,584	\$40,631
# Eligible for Incentive/Bonus	17	24						
Actual Bonus Paid	12	13	220	275	500	1,350	3,432	1,014
Total Cash Compensation (Base + Bonus)	43	61	31,445	34,955	39,146	44,305	51,936	40,847
<b>Annual Base Salary</b>								
By Budget Size:								
\$2,000,001 - \$5,000,000	8	10			38,990			37,482
\$5,000,001 - \$15,000,000	17	25	32,215	34,610	41,621	46,416	54,654	41,396
Over \$15,000,000	14	22	29,482	34,533	39,697	47,076	56,382	41,004
By Geographic Location:								
Allegheny County	32	44	32,386	35,568	40,706	45,516	52,073	41,401
Outside of Allegheny County	11	17	29,757	32,063	36,317	42,526	52,462	38,638
By Field of Service:								
Basic Material Need	5	5			43,389			41,242
Counseling - Behavioral Health & Wellness	5	8			35,215			37,437
Social Support	13	21	30,468	34,050	41,621	43,743	51,701	40,630
By Primary Source of Funding:								
Contributions from individuals	5	6			42,817			45,511
Government	27	37	32,186	36,035	39,146	43,805	52,029	41,038
Program services fee	8	11			36,046			38,162
By Number of Employees:								
21 - 50	9	11			38,834			40,649
51 - 100	6	9			43,742			42,920
More than 100	24	37	31,254	33,374	39,146	44,055	50,365	39,974
By Level of Education Required:								
High School Diploma	5	6			43,742			45,240
Associate's Degree	8	12	32,679	35,131	38,484	41,080	43,884	38,283
Bachelor's Degree	31	37	30,842	33,374	39,645	46,447	52,029	40,542
By Sex of Employee:								
Male	11	11			41,995			42,379
Female	34	48	30,948	33,758	39,146	44,008	50,128	40,266
By Race/Ethnicity of Employee:								
Black or African American	5	6			38,484			39,012
White	36	50	31,375	34,752	40,124	46,202	52,131	41,161
By Number of Years in Position:								
Up to 5 Years	28	35	29,994	32,822	38,002	42,432	50,752	38,992
6 - 10 Years	5	5			47,154			49,042
11 - 20 Years	12	13	34,511	37,825	39,146	45,469	48,298	41,159
By Number of Employees Managed:								
1 to 3	6	6			42,203			42,262

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	21	23	\$28,733	\$31,574	\$37,336	\$46,363	\$49,080	\$38,639
# Eligible for Incentive/Bonus	8	10						
Actual Bonus Paid	4	5						
Total Cash Compensation (Base + Bonus)	21	23	28,866	32,074	37,336	46,363	49,080	38,761
<b>Annual Base Salary</b>								
By Budget Size:								
\$5,000,001 - \$15,000,000	7	7			37,086			38,762
Over \$15,000,000	11	13	29,623	31,918	37,336	45,823	49,080	38,619
By Geographic Location:								
Allegheny County	15	17	28,991	31,918	37,336	45,126	48,181	38,289
Outside of Allegheny County	6	6			36,556			39,631
By Field of Service:								
Counseling - Behavioral Health & Wellness	5	5			37,336			36,700
Social Support	10	12	28,669	31,403	34,112	44,242	54,580	37,298
By Primary Source of Funding:								
Government	14	15	30,368	32,864	37,336	46,405	51,709	39,740
Program services fee	5	5			37,752			37,594
By Number of Employees:								
More than 100	18	20	28,540	31,746	37,211	46,395	49,678	38,988
By Level of Education Required:								
High School Diploma	5	5			33,280			34,166
Associate's Degree	5	6			35,308			39,586
Bachelor's Degree	6	6			44,398			42,526
By Sex of Employee:								
Female	19	21	28,604	31,460	37,086	45,126	47,857	37,992
By Race/Ethnicity of Employee:								
White	17	18	28,427	31,517	37,544	46,374	48,839	38,834
By Number of Years in Position:								
Up to 5 Years	5	5			31,346			33,251
11 - 20 Years	8	8			38,542			39,117

## 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	50	99	\$23,400	\$27,518	\$30,389	\$33,550	\$39,021	\$30,592
# Eligible for Incentive/Bonus	19	40						
Actual Bonus Paid	13	26	320	500	500	691	1,190	642
Total Cash Compensation (Base + Bonus)	50	99	23,400	27,518	30,576	33,550	39,598	30,760
<b>Annual Base Salary</b>								
By Budget Size:								
\$2,000,001 - \$5,000,000	16	18	23,267	27,774	31,096	34,892	40,113	31,526
\$5,000,001 - \$15,000,000	17	31	23,828	28,766	33,280	36,421	39,724	32,217
Over \$15,000,000	13	46	21,466	27,321	29,516	30,977	35,002	29,218
By Geographic Location:								
Allegheny County	37	74	26,770	28,787	30,680	34,253	39,655	31,738
Outside of Allegheny County	13	25	20,176	21,799	27,040	30,732	35,884	27,198
By Field of Service:								
Counseling - Behavioral Health & Wellness	6	11			30,389			29,515
Health and Health Education	6	10			31,159			31,951
Social Support	20	55	21,541	27,040	29,827	31,824	37,564	29,735
By Primary Source of Funding:								
Contributions from individuals	8	9			36,421			35,134
Government	28	66	23,242	27,893	30,275	33,452	38,700	30,438
Program services fee	9	13	22,152	25,688	28,933	33,415	38,031	29,506
By Number of Employees:								
21 - 50	11	13	27,248	29,994	30,992	36,785	41,587	32,933
51 - 100	12	16	23,001	27,285	34,008	36,421	40,042	32,446
More than 100	25	68	21,547	27,134	29,765	31,741	37,128	29,691
By Level of Education Required:								
High School Diploma	22	47	24,615	28,496	30,680	33,530	36,924	30,812
Associate's Degree	20	25	25,917	28,267	30,680	37,721	39,819	32,373
Bachelor's Degree	9	10			30,493			31,263
By Sex of Employee:								
Male	8	10			31,741			32,866
Female	46	89	22,485	27,227	30,077	33,540	38,563	30,336
By Race/Ethnicity of Employee:								
Black or African American	6	8			30,254			30,992
White	43	82	24,960	28,574	30,680	34,596	39,676	31,352
By Number of Years in Position:								
Up to 5 Years	33	42	21,534	24,960	28,579	31,574	37,920	29,087
6 - 10 Years	12	19	25,792	28,787	30,680	34,154	39,728	31,455
11 - 20 Years	11	20	28,519	29,432	31,284	35,246	40,198	32,435
Over 20 Years	9	11			30,680			32,429

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	41	43	\$58,747	\$65,000	\$75,005	\$87,110	\$96,753	\$79,190
# Eligible for Incentive/Bonus	15	16						
Actual Bonus Paid	12	13	320	750	2,000	4,467	13,040	3,495
Total Cash Compensation (Base + Bonus)	41	43	59,980	65,000	75,005	88,110	104,894	80,247
<b>Annual Base Salary</b>								
By Budget Size:								
\$2,000,001 - \$5,000,000	16	16	57,215	60,305	67,309	78,021	87,763	69,640
\$5,000,001 - \$15,000,000	12	13	61,797	71,448	85,717	107,983	166,907	95,662
Over \$15,000,000	9	10			79,799			77,228
By Geographic Location:								
Allegheny County	37	38	59,278	64,813	76,201	87,963	100,537	80,249
By Field of Service:								
Basic Material Need	6	6			76,347			74,856
Health and Health Education	5	5			65,000			67,276
Social Support	11	12	59,153	63,591	77,699	86,762	92,703	76,039
By Primary Source of Funding:								
Contributions from individuals	6	7			92,290			99,035
Contributions from foundations or trusts	6	6			71,708			78,049
Government	19	19	58,323	64,251	69,430	85,717	92,706	74,051
Program services fee	7	8			81,443			80,252
By Number of Employees:								
21 - 50	8	9			75,005			91,915
51 - 100	13	13	55,295	58,979	69,992	88,816	114,417	75,945
More than 100	16	17	61,855	65,603	78,229	88,546	92,939	77,388
By Level of Education Required:								
Bachelor's Degree	35	36	58,180	63,206	72,499	85,452	95,312	78,446
Master's Degree	6	6			75,774			77,303
By Sex of Employee:								
Male	9	9			68,411			73,771
Female	32	33	59,484	64,626	77,397	85,530	96,287	79,514
By Race/Ethnicity of Employee:								
White	36	38	58,275	63,903	76,201	87,828	94,351	79,171
By Number of Years in Position:								
Up to 5 Years	26	27	59,276	65,416	77,397	85,717	92,847	75,675
6 - 10 Years	8	8			76,066			93,223
By Number of Employees Managed:								
1 to 3	22	23	61,581	65,790	77,397	87,110	93,130	76,231
4 to 8	7	7			81,598			90,940

## 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	25	43	\$42,819	\$45,053	\$52,000	\$69,701	\$87,281	\$57,794
# Eligible for Incentive/Bonus	10	14						
Actual Bonus Paid	7	9			500			872
Total Cash Compensation (Base + Bonus)	25	43	43,057	45,053	52,000	70,034	87,281	57,977
<b>Annual Base Salary</b>								
By Budget Size:								
\$750,001 - \$2,000,000	5	5			46,696			45,922
\$2,000,001 - \$5,000,000	8	8			46,499			49,418
\$5,000,001 - \$15,000,000	6	23	44,878	49,982	62,858	76,502	93,163	63,035
By Geographic Location:								
Allegheny County	24	42	42,780	45,043	52,000	69,784	87,961	57,919
By Field of Service:								
Social Support	5	5			47,986			47,653
By Primary Source of Funding:								
Contributions from individuals	6	23	43,277	46,405	62,858	76,502	93,163	62,422
Government	11	11			47,986			48,551
By Number of Employees:								
6 - 20	5	5			50,003			53,136
21 - 50	7	11			54,600			64,401
More than 100	9	10			47,903			51,773
By Level of Education Required:								
Bachelor's Degree	22	38	42,501	45,006	51,210	69,784	83,947	57,326
By Sex of Employee:								
Female	22	36	42,180	44,995	50,419	65,999	85,440	56,465
By Race/Ethnicity of Employee:								
White	23	41	42,740	45,032	52,000	68,183	82,006	57,111
By Number of Years in Position:								
Up to 5 Years	16	26	42,457	45,043	51,210	69,784	85,440	57,224
By Number of Employees Managed:								
1 to 3	11	13	37,111	42,630	50,003	72,634	95,526	57,539

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

Other sample job titles: Annual Campaign Director

	Number of Organizations	Number of Employees	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			\$54,995			\$54,416
# Eligible for Incentive/Bonus	2	2						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	7	7			56,495			54,701
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	6	6			53,352			54,319
By Level of Education Required:								
Bachelor's Degree	6	6			55,848			55,151
By Race/Ethnicity of Employee:								
White	6	6			55,848			55,151



## Grant Writer, All Types of Funding

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	10	11			\$42,786			\$43,767
# Eligible for Incentive/Bonus	2	3						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	10	11			42,786			43,785
<b>Annual Base Salary</b>								
By Budget Size:								
\$5,000,001 - \$15,000,000	6	6			43,233			43,760
By Geographic Location:								
Allegheny County	7	8			43,233			45,071
By Primary Source of Funding:								
Government	6	7			42,786			43,906
By Number of Employees:								
More than 100	7	8			44,335			44,951
By Level of Education Required:								
Bachelor's Degree	9	10			43,233			43,877
By Sex of Employee:								
Female	8	8			41,663			42,746
By Race/Ethnicity of Employee:								
White	10	11			42,786			43,767
By Number of Years in Position:								
Up to 5 Years	10	10			42,724			43,143

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	31	34	\$30,992	\$34,773	\$40,165	\$43,758	\$49,026	\$40,502
# Eligible for Incentive/Bonus	8	9						
Actual Bonus Paid	3	3						
Total Cash Compensation (Base + Bonus)	31	34	30,992	34,773	40,165	43,758	49,526	40,668
<b>Annual Base Salary</b>								
By Budget Size:								
\$750,001 - \$2,000,000	6	6			38,543			39,062
\$2,000,001 - \$5,000,000	7	8			36,847			36,015
\$5,000,001 - \$15,000,000	10	12	34,083	35,208	41,580	44,741	66,289	43,258
Over \$15,000,000	6	6			40,550			45,008
By Geographic Location:								
Allegheny County	26	29	29,994	34,133	40,498	44,491	51,438	41,054
Outside of Allegheny County	5	5			35,734			37,298
By Field of Service:								
Basic Material Need	7	7			36,691			39,936
Health and Health Education	5	5			41,517			41,891
Social Support	7	8			35,867			38,378
By Primary Source of Funding:								
Contributions from individuals	8	8			38,667			42,174
Contributions from foundations or trusts	5	6			37,710			37,326
Government	9	11			41,642			39,920
Program services fee	7	7			40,498			42,753
By Number of Employees:								
21 - 50	6	7			40,539			39,413
51 - 100	8	8			36,847			44,114
More than 100	10	12	33,821	35,142	41,060	44,990	49,597	40,796
By Level of Education Required:								
Bachelor's Degree	25	27	31,591	35,006	40,498	43,992	55,681	41,487
By Sex of Employee:								
Female	27	28	29,959	34,960	40,165	44,741	53,560	41,113
By Race/Ethnicity of Employee:								
White	24	26	31,391	34,773	36,847	44,990	57,803	41,067
By Number of Years in Position:								
Up to 5 Years	21	23	29,782	33,634	36,005	41,517	44,778	37,370

## Development Associate

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	40	51	\$30,131	\$33,072	\$37,315	\$41,101	\$44,317	\$37,100
# Eligible for Incentive/Bonus	15	20						
Actual Bonus Paid	9	11			1,000			839
Total Cash Compensation (Base + Bonus)	40	51	30,131	33,072	37,336	41,101	45,317	37,281
<b>Annual Base Salary</b>								
By Budget Size:								
\$750,001 - \$2,000,000	6	6			35,485			36,681
\$2,000,001 - \$5,000,000	14	16	27,547	30,982	36,254	40,201	42,064	35,511
\$5,000,001 - \$15,000,000	9	16	31,117	33,416	38,605	44,143	49,822	39,398
Over \$15,000,000	7	9			37,544			36,975
By Geographic Location:								
Allegheny County	36	47	30,543	33,072	37,336	41,995	44,841	37,401
By Field of Service:								
Culture/Arts	5	5			32,136			32,562
Social Support	10	10			35,568			34,763
By Primary Source of Funding:								
Contributions from individuals	8	15	29,340	33,114	38,272	44,637	50,323	39,087
Contributions from foundations or trusts	6	9			34,986			34,195
Government	18	19	30,680	31,304	38,917	41,101	42,994	37,189
Program services fee	7	7			35,526			36,231
By Number of Employees:								
6 - 20	8	8			35,849			36,122
21 - 50	9	15	33,621	35,526	38,917	44,637	50,323	40,384
51 - 100	9	12	26,283	31,008	33,717	41,631	42,530	34,887
More than 100	13	15	28,164	31,200	37,315	39,998	44,083	36,060
By Level of Education Required:								
High School Diploma	9	16	28,621	30,982	35,027	44,143	49,822	37,103
Bachelor's Degree	24	27	28,375	33,987	38,917	41,101	43,002	37,241
By Sex of Employee:								
Male	9	10			38,127			37,602
Female	32	39	28,496	32,136	35,734	40,539	43,035	36,609
By Race/Ethnicity of Employee:								
Black or African American	5	5			33,114			35,310
White	32	39	29,994	32,136	37,544	41,101	43,035	37,247
By Number of Years in Position:								
Up to 5 Years	27	34	29,588	32,105	36,254	39,998	43,649	36,534
6 - 10 Years	5	5			36,712			35,830
11 - 20 Years	6	6			40,956			39,985

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	18	25	\$42,694	\$47,850	\$57,928	\$79,186	\$98,047	\$63,276
# Eligible for Incentive/Bonus	7	11						
Actual Bonus Paid	5	5			500			2,020
Total Cash Compensation (Base + Bonus)	18	25	42,734	47,850	57,928	79,186	101,937	63,680
<b>Annual Base Salary</b>								
By Budget Size:								
\$5,000,001 - \$15,000,000	5	7			61,797			64,617
Over \$15,000,000	5	10			72,478			71,219
By Geographic Location:								
Allegheny County	14	18	41,881	52,702	61,485	88,707	101,814	67,933
By Primary Source of Funding:								
Government	8	13	42,461	46,311	51,605	77,938	102,120	62,059
By Number of Employees:								
More than 100	9	16	42,467	48,048	57,856	85,228	98,993	64,797
By Level of Education Required:								
Bachelor's Degree	12	17	41,766	44,970	53,602	62,556	81,806	55,816
By Sex of Employee:								
Female	14	21	42,228	46,509	53,914	72,478	95,081	61,223
By Race/Ethnicity of Employee:								
White	13	19	41,995	45,115	51,605	66,934	95,867	59,995
By Number of Years in Position:								
Up to 5 Years	8	8			55,921			58,105
6 - 10 Years	6	7			47,902			57,904
11 - 20 Years	5	7			61,173			65,122
By Number of Employees Managed:								
1 to 3	6	7			48,485			53,447
15 and over	5	6			50,908			54,465

## Curriculum Specialist

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

Other sample job titles: Curriculum Developer, Education Supervisor

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	7	17	\$44,050	\$47,684	\$66,581	\$86,819	\$94,419	\$68,546
# Eligible for Incentive/Bonus	1	1						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	7	17	44,050	47,684	66,581	86,819	94,419	68,546
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	6	15	43,588	47,528	77,750	86,923	95,572	69,913
By Number of Employees:								
More than 100	5	14	44,346	49,462	81,640	88,436	96,148	72,522
By Sex of Employee:								
Female	6	14	43,358	49,462	81,640	88,436	96,148	71,763
By Race/Ethnicity of Employee:								
White	6	16	43,819	48,381	72,166	86,871	94,996	69,924

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	10	76	\$26,520	\$30,842	\$35,142	\$39,224	\$45,071	\$35,812
# Eligible for Incentive/Bonus	1	15						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	10	76	26,520	30,842	35,142	39,224	45,071	35,812
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	8	65	25,971	30,961	35,194	39,198	44,516	35,663
By Field of Service:								
Social Support	5	54	25,272	30,394	33,634	36,650	43,087	34,486
By Primary Source of Funding:								
Government	6	54	25,272	30,134	35,090	40,835	47,372	35,944
By Number of Employees:								
More than 100	6	61	25,713	30,119	33,654	38,584	44,941	35,046
By Level of Education Required:								
Bachelor's Degree	8	50	25,022	30,056	33,904	38,709	45,101	35,102
By Sex of Employee:								
Male	9	28	27,662	33,556	35,339	38,423	45,181	36,100
Female	8	48	26,102	30,238	34,788	39,453	45,519	35,645
By Race/Ethnicity of Employee:								
Black or African American	5	11			36,067			34,804
White	9	63	27,144	30,722	35,194	40,830	46,247	36,142
By Number of Years in Position:								
Up to 5 Years	8	36	30,056	30,566	33,311	36,982	41,149	34,260
6 - 10 Years	6	16	23,920	25,745	34,445	36,015	38,636	31,941
11 - 20 Years	8	18	29,971	34,731	38,772	43,643	52,229	39,804

## Site Supervisor

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	10	45	\$29,765	\$31,959	\$35,797	\$43,836	\$49,745	\$38,336
# Eligible for Incentive/Bonus	3	3						
Actual Bonus Paid	3	3						
Total Cash Compensation (Base + Bonus)	10	45	29,765	31,959	35,797	43,836	51,119	38,405
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	7	22	29,796	31,819	32,500	44,450	58,694	38,080
By Primary Source of Funding:								
Government	6	31	29,482	32,490	35,381	43,971	50,527	38,775
By Number of Employees:								
More than 100	6	35	29,623	32,510	36,358	43,971	49,745	38,615
By Level of Education Required:								
Bachelor's Degree	8	27	31,928	33,821	37,107	45,115	53,140	40,326
By Sex of Employee:								
Female	10	38	29,730	31,975	36,171	43,971	49,159	38,575
By Race/Ethnicity of Employee:								
White	7	29	29,411	33,946	38,542	44,263	58,448	40,323
By Number of Years in Position:								
Up to 5 Years	8	25	30,605	33,821	35,984	43,971	53,930	39,245
6 - 10 Years	5	13	29,553	31,710	32,510	40,622	45,839	35,626
By Number of Employees Managed:								
4 to 8	6	15	29,765	31,928	33,821	39,541	61,160	38,153

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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	5	33	\$28,246	\$29,016	\$32,448	\$38,574	\$47,599	\$34,955
# Eligible for Incentive/Bonus	3	23						
Actual Bonus Paid	2	6						
Total Cash Compensation (Base + Bonus)	5	33	28,246	29,016	32,448	38,574	47,599	34,989
<b>Annual Base Salary</b>								
<b>By Level of Education Required:</b>								
Bachelor's Degree	5	32	28,205	29,016	32,219	38,002	47,732	34,673
<b>By Sex of Employee:</b>								
Female	5	24	28,288	29,157	31,907	37,175	41,642	33,373
<b>By Race/Ethnicity of Employee:</b>								
White	5	26	28,371	29,016	33,135	38,439	50,303	35,378
<b>By Number of Years in Position:</b>								
Up to 5 Years	5	17	27,905	29,006	30,784	36,785	43,289	33,318



## Teacher, Pre-School

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	10	113	\$23,978	\$30,118	\$32,594	\$35,339	\$40,560	\$32,451
# Eligible for Incentive/Bonus	3	7						
Actual Bonus Paid	1	4						
Total Cash Compensation (Base + Bonus)	10	113	23,978	30,118	32,594	35,339	40,560	32,455
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	6	23	19,532	22,027	27,310	34,174	44,895	29,554
By Primary Source of Funding:								
Government	8	101	29,515	30,118	33,218	35,526	40,934	33,600
By Number of Employees:								
More than 100	6	96	30,118	30,644	33,218	35,526	40,934	33,746
By Level of Education Required:								
Bachelor's Degree	7	85	30,118	30,306	33,509	35,776	40,372	33,978
By Sex of Employee:								
Female	10	110	23,779	30,118	32,594	35,526	40,840	32,501
By Race/Ethnicity of Employee:								
White	9	101	24,935	30,118	32,594	35,339	39,395	32,512
By Number of Years in Position:								
Up to 5 Years	8	63	23,978	30,118	31,096	33,218	34,083	31,273
6 - 10 Years	7	21	23,038	31,159	33,634	35,339	40,784	32,821

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	6	157	\$20,188	\$20,800	\$23,920	\$28,080	\$30,780	\$25,086
# Eligible for Incentive/Bonus	2	16						
Actual Bonus Paid	1	14						
Total Cash Compensation (Base + Bonus)	6	157	20,188	20,800	23,920	28,080	30,824	25,104
<b>Annual Base Salary</b>								
By Geographic Location: Allegheny County	5	120	19,760	20,520	23,525	28,080	30,865	24,904
By Primary Source of Funding: Government	5	120	19,760	20,520	23,525	28,080	30,865	24,904
By Number of Employees: More than 100	6	157	20,188	20,800	23,920	28,080	30,780	25,086
By Sex of Employee: Female	5	102	19,822	20,800	22,880	27,191	30,720	24,322
By Race/Ethnicity of Employee: White	5	126	19,760	20,800	22,880	27,139	30,852	24,441
By Number of Years in Position: Up to 5 Years	5	92	19,032	20,363	21,164	24,341	28,581	22,691

**Teaching Assistant, Pre-School**

268

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	8	213	\$18,391	\$20,239	\$21,590	\$23,483	\$25,692	\$21,886
# Eligible for Incentive/Bonus	2	12						
Actual Bonus Paid	2	12						
Total Cash Compensation (Base + Bonus)	8	213	18,391	20,239	21,590	23,483	25,692	21,896
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	5	32	18,460	19,480	22,880	25,022	28,080	23,169
By Primary Source of Funding:								
Government	8	213	18,391	20,239	21,590	23,483	25,692	21,886
By Number of Employees:								
More than 100	6	197	18,483	20,696	21,590	23,483	25,709	21,991
By Level of Education Required:								
High School Diploma	5	71	20,526	20,800	20,800	23,067	25,043	22,013
By Sex of Employee:								
Male	5	7			19,094			21,157
Female	8	206	18,410	20,509	21,590	23,483	25,680	21,911
By Race/Ethnicity of Employee:								
White	7	160	19,467	20,800	22,516	24,190	25,709	22,719
By Number of Years in Position:								
Up to 5 Years	8	123	19,032	20,509	21,174	22,734	24,107	21,588
6 - 10 Years	5	37	17,235	20,800	22,776	23,982	25,709	22,317
11 - 20 Years	6	22	18,385	20,166	24,357	25,413	26,984	23,149
Over 20 Years	5	10			25,147			25,992

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	270	\$29,684	\$32,776	\$42,224	\$50,175	\$63,891	\$44,222
# Eligible for Incentive/Bonus	4	38						
Actual Bonus Paid	3	15						
Total Cash Compensation (Base + Bonus)	12	270	29,778	33,000	42,224	50,175	63,891	44,248
<b>Annual Base Salary</b>								
By Budget Size:								
Over \$15,000,000	8	210	29,744	32,635	44,158	53,748	66,857	46,008
By Geographic Location:								
Allegheny County	10	219	31,990	37,086	44,637	53,872	66,872	46,977
By Primary Source of Funding:								
Government	9	146	29,651	34,008	42,224	48,932	64,029	44,067
By Number of Employees:								
More than 100	12	270	29,684	32,776	42,224	50,175	63,891	44,222
By Level of Education Required:								
Bachelor's Degree	10	245	29,640	32,479	42,390	50,700	64,318	44,429
By Sex of Employee:								
Male	5	33	29,690	30,867	37,294	46,093	69,484	41,841
Female	9	141	29,494	30,742	38,106	46,831	56,717	40,942
By Race/Ethnicity of Employee:								
White	8	164	29,494	30,742	38,096	47,252	58,927	41,501
By Number of Years in Position:								
Up to 5 Years	8	84	29,578	30,742	37,773	46,108	52,250	39,222
6 - 10 Years	7	42	30,967	33,327	38,096	47,601	63,093	42,235
11 - 20 Years	5	19	31,221	36,504	42,494	66,102	71,864	48,392

## Child Care Assistant

271

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	10	139	\$15,600	\$19,032	\$21,466	\$26,104	\$29,702	\$22,406
# Eligible for Incentive/Bonus	5	28						
Actual Bonus Paid	5	18	50	163	500	800	1,428	550
Total Cash Compensation (Base + Bonus)	10	139	15,600	19,032	21,632	26,146	29,702	22,477
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	10	139	15,600	19,032	21,466	26,104	29,702	22,406
By Primary Source of Funding:								
Government	7	90	19,032	19,802	22,246	26,281	30,306	23,682
By Number of Employees:								
More than 100	6	109	15,080	19,032	22,069	26,136	29,702	22,507
By Level of Education Required:								
High School Diploma	6	109	15,080	19,032	20,800	24,992	28,413	21,428
By Sex of Employee:								
Male	8	33	15,080	15,080	16,640	23,317	30,143	19,620
Female	10	106	19,032	19,802	22,100	26,162	28,438	23,274
By Race/Ethnicity of Employee:								
Black or African American	8	77	19,032	19,406	21,466	25,491	28,737	22,571
White	10	48	15,080	18,580	21,986	26,624	30,306	22,851
By Number of Years in Position:								
Up to 5 Years	9	79	15,080	16,640	19,864	25,709	28,122	21,098
6 - 10 Years	7	33	19,290	21,549	23,130	26,312	27,914	23,919
11 - 20 Years	5	11			26,146			26,660

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

Other sample job titles: Community Trainer, Prevention Educator

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	16	41	\$30,110	\$33,270	\$38,293	\$42,110	\$46,854	\$38,235
# Eligible for Incentive/Bonus	6	23						
Actual Bonus Paid	4	6						
Total Cash Compensation (Base + Bonus)	16	41	30,110	33,270	38,293	42,360	46,854	38,301
<b>Annual Base Salary</b>								
By Budget Size:								
\$750,001 - \$2,000,000	5	5			39,603			39,728
By Geographic Location:								
Allegheny County	13	35	29,994	34,008	39,250	43,285	48,302	39,023
By Field of Service:								
Culture/Arts	5	7			37,024			35,110
By Primary Source of Funding:								
Government	8	27	31,075	33,280	38,854	43,285	47,728	38,995
By Number of Employees:								
6 - 20	6	11			33,280			34,919
More than 100	6	22	32,194	36,421	39,916	43,561	49,163	39,998
By Level of Education Required:								
Bachelor's Degree	13	32	31,206	34,346	38,802	43,020	49,163	39,103
By Sex of Employee:								
Male	6	6			37,825			38,508
Female	11	30	30,052	32,984	38,522	42,489	49,737	38,487
By Race/Ethnicity of Employee:								
White	12	31	30,110	33,259	38,293	42,224	49,450	38,430
By Number of Years in Position:								
Up to 5 Years	14	26	29,420	32,344	36,785	41,002	44,535	37,011

**Life Guard/Swim Instructor**

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	5	38	\$16,640	\$16,640	\$18,720	\$28,080	\$37,727	\$22,696
# Eligible for Incentive/Bonus								
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	5	38	16,640	16,640	18,720	28,080	37,727	22,696
<b>Annual Base Salary</b>								
<b>By Geographic Location:</b>								
Allegheny County	5	38	16,640	16,640	18,720	28,080	37,727	22,696
<b>By Sex of Employee:</b>								
Male	5	12	16,640	16,640	18,200	23,400	38,451	21,535
Female	5	26	16,640	16,640	18,720	31,200	38,804	23,231
<b>By Race/Ethnicity of Employee:</b>								
White	5	33	16,640	16,640	18,720	31,200	38,330	23,424

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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	6	91	\$15,080	\$15,080	\$16,120	\$20,800	\$25,842	\$18,803
# Eligible for Incentive/Bonus	1	9						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	6	91	15,080	15,080	16,120	20,800	25,842	18,803
<b>Annual Base Salary</b>								
<b>By Geographic Location:</b>								
Allegheny County	6	91	15,080	15,080	16,120	20,800	25,842	18,803
<b>By Sex of Employee:</b>								
Male	6	33	15,080	15,080	16,120	20,800	26,000	19,272
Female	5	57	15,080	15,080	16,120	20,800	25,680	18,551
<b>By Race/Ethnicity of Employee:</b>								
White	5	52	15,080	15,600	17,160	20,800	25,969	20,036
<b>By Number of Years in Position:</b>								
Up to 5 Years	5	82	15,080	15,080	15,600	20,800	25,607	18,389



## 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	11	26	\$30,437	\$33,197	\$36,648	\$39,770	\$43,893	\$37,257
# Eligible for Incentive/Bonus	3	6						
Actual Bonus Paid	2	5						
Total Cash Compensation (Base + Bonus)	11	26	30,437	33,197	36,762	39,770	44,376	37,433
<b>Annual Base Salary</b>								
By Budget Size:								
\$5,000,001 - \$15,000,000	7	11			37,960			39,635
By Geographic Location:								
Allegheny County	9	16	32,971	34,195	37,378	41,652	50,912	39,114
By Field of Service:								
Social Support	7	10			36,648			36,602
By Primary Source of Funding:								
Government	9	24	30,328	33,197	35,806	39,213	44,492	37,087
By Number of Employees:								
More than 100	6	15	30,056	32,552	34,195	38,293	40,560	35,278
By Level of Education Required:								
Bachelor's Degree	10	25	30,382	33,197	36,500	38,907	44,192	37,122
By Sex of Employee:								
Male	6	11			37,981			39,006
Female	8	15	30,056	33,197	36,500	38,293	41,508	35,974
By Race/Ethnicity of Employee:								
White	9	21	30,177	33,197	37,024	40,570	45,390	37,824
By Number of Years in Position:								
Up to 5 Years	7	16	30,056	31,132	35,348	37,976	50,912	36,815

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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	12	64	\$26,832	\$27,305	\$31,491	\$38,985	\$47,965	\$34,082
# Eligible for Incentive/Bonus	5	25						
Actual Bonus Paid	2	21						
Total Cash Compensation (Base + Bonus)	12	64	27,124	27,680	31,741	39,110	47,965	34,254
<b>Annual Base Salary</b>								
By Budget Size:								
Over \$15,000,000	7	52	26,624	27,165	30,597	34,305	39,867	31,880
By Geographic Location:								
Allegheny County	8	41	26,541	27,165	29,307	38,824	49,280	33,095
By Field of Service:								
Social Support	5	26	24,400	26,936	27,165	29,744	38,951	29,290
By Primary Source of Funding:								
Government	7	55	27,102	27,165	31,054	38,293	48,444	34,063
By Number of Employees:								
More than 100	8	54	26,624	27,165	30,295	33,566	39,780	31,723
By Level of Education Required:								
Bachelor's Degree	10	37	29,536	30,597	33,197	39,999	47,952	36,093
By Sex of Employee:								
Male	5	14	26,843	27,586	32,667	45,027	51,532	36,269
Female	11	50	26,666	27,165	31,491	36,608	47,740	33,470
By Race/Ethnicity of Employee:								
Black or African American	5	10			28,236			29,617
White	10	53	27,152	28,611	33,010	39,780	48,672	35,055
By Number of Years in Position:								
Up to 5 Years	8	29	27,165	29,963	30,659	35,215	49,130	33,827
6 - 10 Years	6	15	20,850	27,165	32,594	38,501	47,873	33,316

## 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	11	58	\$25,983	\$28,636	\$30,452	\$32,620	\$37,051	\$31,043
# Eligible for Incentive/Bonus	2	32						
Actual Bonus Paid	1	15						
Total Cash Compensation (Base + Bonus)	11	58	25,983	28,636	30,910	32,620	37,051	31,172
<b>Annual Base Salary</b>								
By Budget Size:								
\$5,000,001 - \$15,000,000	5	13	21,840	25,792	29,120	34,091	39,068	29,907
Over \$15,000,000	6	45	26,819	28,694	30,659	32,750	35,572	31,371
By Geographic Location:								
Allegheny County	8	50	25,851	28,429	31,200	33,280	37,600	31,265
By Field of Service:								
Social Support	7	46	25,950	28,475	30,410	33,078	36,390	30,970
By Primary Source of Funding:								
Government	7	32	25,709	29,276	30,940	32,053	37,463	30,982
By Number of Employees:								
More than 100	9	55	25,934	28,496	30,410	32,490	36,159	30,875
By Level of Education Required:								
Bachelor's Degree	8	22	27,649	29,120	31,200	32,620	36,731	31,328
By Sex of Employee:								
Male	7	17	25,904	28,590	31,200	32,157	38,588	31,061
Female	10	41	25,971	28,767	30,410	33,145	36,708	31,036
By Race/Ethnicity of Employee:								
Black or African American	8	17	21,840	27,113	30,493	34,570	38,568	30,733
White	7	41	26,620	28,912	30,410	32,750	35,497	31,172
By Number of Years in Position:								
Up to 5 Years	10	24	24,180	28,792	30,410	31,455	35,745	30,188
6 - 10 Years	5	12	27,431	31,741	32,157	35,230	37,463	32,927

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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	12	15	\$24,960	\$31,595	\$39,978	\$43,971	\$49,092	\$37,766
# Eligible for Incentive/Bonus	4	4						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	12	15	24,960	31,795	39,978	43,971	49,092	37,820
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$2,000,001 - \$5,000,000	5	6			35,787			33,627
<b>By Geographic Location:</b>								
Allegheny County	9	10			33,998			34,732
<b>By Field of Service:</b>								
Social Support	5	7			43,971			40,447
<b>By Primary Source of Funding:</b>								
Government	6	8			42,068			39,608
<b>By Number of Employees:</b>								
More than 100	9	12	24,960	26,713	41,372	44,657	49,548	38,386
<b>By Level of Education Required:</b>								
High School Diploma	5	6			35,787			36,085
<b>By Sex of Employee:</b>								
Male	5	6			41,278			37,915
Female	6	8			39,011			39,255
<b>By Race/Ethnicity of Employee:</b>								
White	10	13	25,010	32,656	40,165	44,429	49,396	39,019
<b>By Number of Years in Position:</b>								
Up to 5 Years	8	8			36,067			35,916

**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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	15	49	\$19,490	\$20,800	\$23,192	\$26,582	\$29,702	\$24,266
# Eligible for Incentive/Bonus	6	15						
Actual Bonus Paid	2	3						
Total Cash Compensation (Base + Bonus)	15	49	19,490	20,800	23,192	26,582	29,702	24,276
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$5,000,001 - \$15,000,000	5	28	19,760	21,237	23,338	27,082	35,360	24,802
Over \$15,000,000	5	12	20,679	22,142	23,400	28,647	32,046	24,908
<b>By Geographic Location:</b>								
Allegheny County	12	28	18,254	21,726	24,440	28,283	35,360	25,194
<b>By Field of Service:</b>								
Social Support	7	29	19,760	20,800	23,192	25,865	35,360	24,371
<b>By Primary Source of Funding:</b>								
Government	8	36	19,760	22,121	23,192	26,494	33,744	24,618
<b>By Number of Employees:</b>								
More than 100	11	44	18,876	20,488	23,192	26,494	31,377	24,225
<b>By Level of Education Required:</b>								
High School Diploma	12	45	18,999	20,592	23,192	26,406	31,042	24,136
<b>By Sex of Employee:</b>								
Male	8	14	17,451	21,643	24,440	27,560	30,971	24,236
Female	11	35	19,760	20,800	23,192	26,582	31,965	24,278
<b>By Race/Ethnicity of Employee:</b>								
White	13	39	19,490	20,800	23,192	26,582	29,702	24,055
<b>By Number of Years in Position:</b>								
Up to 5 Years	11	22	18,204	19,760	22,173	28,798	35,360	24,240

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	13	49	\$15,600	\$18,055	\$20,467	\$22,610	\$35,360	\$21,523
# Eligible for Incentive/Bonus	4	5						
Actual Bonus Paid	3	3						
Total Cash Compensation (Base + Bonus)	13	49	15,600	18,172	20,467	22,610	35,360	21,553
<b>Annual Base Salary</b>								
By Budget Size:								
\$2,000,001 - \$5,000,000	5	20	15,080	15,860	17,420	20,467	21,160	18,019
By Geographic Location:								
Allegheny County	11	34	15,340	17,030	20,467	23,187	35,360	21,741
By Primary Source of Funding:								
Government	6	20	19,401	20,467	21,923	32,869	35,360	24,992
By Number of Employees:								
More than 100	9	40	17,212	19,760	20,738	22,927	35,360	22,477
By Level of Education Required:								
High School Diploma	12	46	16,640	18,627	20,571	22,474	35,360	21,729
By Sex of Employee:								
Male	8	13	15,080	16,900	20,467	21,195	23,529	19,374
Female	11	36	16,328	18,720	20,675	23,660	35,360	22,299
By Race/Ethnicity of Employee:								
White	12	45	16,224	18,242	20,675	22,641	35,360	21,758
By Number of Years in Position:								
Up to 5 Years	10	35	15,392	17,160	20,467	21,195	35,360	21,357
11 - 20 Years	5	5			24,981			23,970

## Program Associate

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

Other sample job titles: Community Programs Manager, Program Coordinator

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	6	9			\$50,378			\$48,820
# Eligible for Incentive/Bonus	3	5						
Actual Bonus Paid	3	3						
Total Cash Compensation (Base + Bonus)	6	9			50,378			49,081
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	6	9			50,378			48,820
By Field of Service:								
Foundation/Philanthropy	5	7			57,138			50,910
By Sex of Employee:								
Female	5	6			49,276			48,333

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	7	44	\$33,010	\$33,546	\$35,704	\$42,640	\$49,650	\$38,801
# Eligible for Incentive/Bonus	4	41						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	7	44	33,010	33,546	35,704	42,640	49,650	38,819
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	6	43	33,010	33,530	35,693	43,014	50,115	38,820
By Level of Education Required:								
Bachelor's Degree	6	6			36,099			41,746
By Race/Ethnicity of Employee:								
White	6	40	33,010	33,452	35,693	40,514	51,513	38,585
By Number of Years in Position:								
Up to 5 Years	7	24	33,010	33,608	34,923	36,566	45,448	36,372



**Gift/Thrift Shop Retail Sales Clerk**

460

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	351	\$15,080	\$15,080	\$16,640	\$17,680	\$19,094	\$16,780
# Eligible for Incentive/Bonus	4	341						
Actual Bonus Paid	2	19						
Total Cash Compensation (Base + Bonus)	8	351	15,080	15,080	16,640	17,680	19,094	16,787
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	7	319	15,080	15,080	16,640	17,680	19,240	16,889
By Level of Education Required:								
High School Diploma	6	45	15,080	15,080	15,080	19,240	20,800	17,079
By Sex of Employee:								
Female	7	200	15,080	15,080	16,640	18,611	19,673	16,997
By Race/Ethnicity of Employee:								
White	7	308	15,080	15,080	16,640	17,680	19,146	16,834
By Number of Years in Position:								
Up to 5 Years	8	180	15,080	15,080	16,245	18,029	19,132	16,690

Directs organization's warehouse activities. Develops procedures for incoming and outgoing shipments, material handling, and inventory control so that the warehouse functions are efficient and cost-effective. Ensures that materials are received, stored, shipped, and documented properly. Recommends improvements when possible. Supervises and trains warehouse workers.

Other sample job titles: Logistics 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	6	8			\$40,529			\$44,031
# Eligible for Incentive/Bonus	4	6						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	6	8			40,871			44,492
<b>Annual Base Salary</b>								
By Sex of Employee:								
Male	6	8			40,529			44,031
By Race/Ethnicity of Employee:								
White	5	7			42,037			44,747

**Warehouse Worker**

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	6	20	\$18,254	\$21,736	\$30,202	\$35,194	\$43,052	\$29,904
# Eligible for Incentive/Bonus	4	12						
Actual Bonus Paid	2	6						
Total Cash Compensation (Base + Bonus)	6	20	18,254	22,005	30,202	35,194	43,952	30,078
<b>Annual Base Salary</b>								
By Level of Education Required:								
High School Diploma	5	15	18,695	20,800	29,120	33,197	36,574	28,361
By Sex of Employee:								
Male	6	18	17,728	20,800	29,588	32,776	36,256	28,068
By Race/Ethnicity of Employee:								
White	6	17	20,234	24,679	30,347	36,005	44,791	30,971
By Number of Years in Position:								
Up to 5 Years	5	14	18,169	20,800	29,037	32,656	46,426	29,368

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	5			\$69,992			\$84,806
# Eligible for Incentive/Bonus	4	4						
Actual Bonus Paid	3	3						
Total Cash Compensation (Base + Bonus)	5	5			71,992			86,936
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	5	5			69,992			84,806
By Level of Education Required:								
Bachelor's Degree	5	5			69,992			84,806

**Shelter Coordinator**

Supports the routine operation of each shelter. Administers resident intake, monitors the facility for safety and order. Orients participants about the shelter program, engages them in shelter activities, and provides information to assist them in accessing services. Helps to maintain a safe, clean, and comfortable environment.

Other sample job titles: Shelter Advocate, Shelter Counselor

	<b>Number of Organizations</b>	<b>Number of Employees</b>	<b>10th %ile</b>	<b>25th %ile</b>	<b>Annual Cash Compensation</b>			<b>Average</b>
					<b>Median (50%)</b>	<b>75th %ile</b>	<b>90th %ile</b>	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	17	\$16,640	\$17,399	\$18,720	\$28,496	\$31,733	\$21,978
# Eligible for Incentive/Bonus	3	12						
Actual Bonus Paid	1	9						
Total Cash Compensation (Base + Bonus)	5	17	16,983	17,477	19,019	28,496	31,733	22,105

Directs the human resources functions including employment, compensation, benefits, training, affirmative action/equal employment, employee relations and services in support of organization objectives. Advises management on labor and other legal issues relative to employment. Participates as a member of the senior management team in the development and implementation of organization-wide policies and programs that will contribute to its overall success. The primary differences between the director and manager level (see below) positions are that the Director is a key member of the senior management team, reports to the Executive Director/CEO and typically manages professional and/or supervisory staff. The Manager position may report to a second level executive (e.g. Chief Financial Officer, Director of Administration), be the sole human resources practitioner in a small organization, have responsibility for implementing the human resources program but be less involved in the design of human resources strategy.

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

	Number of Organizations	Number of Employees	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	\$60,108	\$66,737	\$73,195	\$89,960	\$104,807	\$78,996
# Eligible for Incentive/Bonus	12	12						
Actual Bonus Paid	9	9			1,000			3,406
Total Cash Compensation (Base + Bonus)	25	25	60,108	66,862	76,008	94,546	108,842	80,222
<b>Annual Base Salary</b>								
By Budget Size:								
\$5,000,001 - \$15,000,000	14	14	58,958	65,421	69,774	76,482	85,051	71,206
Over \$15,000,000	10	10			94,287			92,088
By Geographic Location:								
Allegheny County	20	20	57,633	65,848	74,111	95,233	110,808	80,002
Outside of Allegheny County	5	5			73,008			74,972
By Field of Service:								
Social Support	10	10			70,346			79,229
By Primary Source of Funding:								
Government	15	15	60,732	68,952	75,026	96,179	115,844	81,652
By Number of Employees:								
More than 100	19	19	64,813	68,952	75,026	96,179	112,008	82,358
By Level of Education Required:								
Bachelor's Degree	19	19	62,088	67,850	73,008	82,576	96,179	76,362
Master's Degree	5	5			92,394			84,802
By Sex of Employee:								
Female	22	22	62,906	69,082	77,938	93,340	108,407	81,128
By Race/Ethnicity of Employee:								
Black or African American	5	5			69,493			72,234
White	19	19	64,813	68,952	80,850	96,179	112,008	81,926
By Number of Years in Position:								
Up to 5 Years	13	13	59,118	64,408	73,008	83,637	94,665	74,698
6 - 10 Years	6	6			68,401			69,028
By Number of Employees Managed:								
1 to 3	11	11			70,637			71,624

## 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 and manager level (see above) positions are that the Director is a key member of the senior management team, reports to the Executive Director/CEO and typically manages professional and/or supervisory staff. The Manager position may report to a second level executive (e.g. Chief Financial Officer, Director of Administration), be the sole human resources practitioner in a small organization, have responsibility for implementing the human resources program but be less involved in the design of human resources strategy.

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	20	28	\$41,084	\$48,511	\$54,496	\$65,249	\$77,241	\$56,872
# Eligible for Incentive/Bonus	10	12						
Actual Bonus Paid	7	8			375			816
Total Cash Compensation (Base + Bonus)	20	28	41,113	48,786	54,521	65,249	77,241	57,105
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$2,000,001 - \$5,000,000	7	7			48,194			53,331
Over \$15,000,000	8	16	48,483	51,173	58,895	67,028	78,416	60,854
<b>By Geographic Location:</b>								
Allegheny County	14	20	41,686	49,972	56,940	67,028	79,321	59,021
Outside of Allegheny County	6	8			50,295			51,498
<b>By Field of Service:</b>								
Social Support	10	13	46,488	49,743	54,995	60,008	75,167	56,563
<b>By Primary Source of Funding:</b>								
Government	10	16	48,483	50,799	56,940	66,986	77,761	59,869
Program services fee	7	9			52,998			51,616
<b>By Number of Employees:</b>								
51 - 100	5	5			48,194			49,546
More than 100	14	22	46,066	49,884	55,547	65,967	78,801	58,667
<b>By Level of Education Required:</b>								
Bachelor's Degree	14	20	41,686	50,346	58,053	67,028	79,321	59,283
<b>By Sex of Employee:</b>								
Female	17	22	40,360	46,743	54,496	61,303	76,201	55,517
<b>By Race/Ethnicity of Employee:</b>								
White	16	20	40,119	47,559	58,053	66,986	79,321	58,677
<b>By Number of Years in Position:</b>								
Up to 5 Years	5	6			43,701			43,937
6 - 10 Years	7	9			60,008			63,012
11 - 20 Years	6	6			57,502			61,325

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

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

	Number of Organizations	Number of Employees	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			\$43,514			\$51,424
# Eligible for Incentive/Bonus	3	3						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	7	7			44,514			51,638
<b>Annual Base Salary</b>								
By Budget Size:								
Over \$15,000,000	5	5			43,326			48,992
By Geographic Location:								
Allegheny County	7	7			43,514			51,424
By Primary Source of Funding:								
Government	5	5			52,998			56,925
By Number of Employees:								
More than 100	6	6			43,420			51,161
By Sex of Employee:								
Female	7	7			43,514			51,424
By Race/Ethnicity of Employee:								
White	7	7			43,514			51,424



## Human Resources Representative or Specialist

515

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	30	40	\$31,254	\$34,123	\$37,471	\$41,040	\$49,845	\$38,790
# Eligible for Incentive/Bonus	14	21						
Actual Bonus Paid	10	13	140	375	750	1,345	3,340	1,049
Total Cash Compensation (Base + Bonus)	30	40	31,344	34,837	37,717	41,183	50,592	39,131
<b>Annual Base Salary</b>								
By Budget Size:								
\$2,000,001 - \$5,000,000	7	7			40,518			40,518
\$5,000,001 - \$15,000,000	9	10			40,279			40,056
Over \$15,000,000	12	21	30,667	33,488	37,232	39,021	49,562	38,036
By Geographic Location:								
Allegheny County	23	31	31,325	35,630	38,584	41,205	49,791	39,564
Outside of Allegheny County	7	9			34,466			36,123
By Field of Service:								
Counseling - Behavioral Health & Wellness	5	7			39,000			38,741
Social Support	13	20	30,601	32,417	36,588	40,149	49,714	37,325
By Primary Source of Funding:								
Government	19	23	31,450	35,152	38,584	41,117	50,361	39,328
Program services fee	7	9			36,150			37,183
By Number of Employees:								
51 - 100	8	8			40,818			41,919
More than 100	19	29	31,200	34,237	37,232	40,279	49,899	37,994
By Level of Education Required:								
High School Diploma	5	5			35,880			36,496
Associate's Degree	9	11			36,150			37,895
Bachelor's Degree	19	23	31,841	36,421	38,584	44,907	50,145	40,046
By Sex of Employee:								
Female	26	35	31,200	33,696	37,232	41,117	50,207	38,704
By Race/Ethnicity of Employee:								
White	25	32	31,766	34,123	37,939	40,748	49,737	38,927
By Number of Years in Position:								
Up to 5 Years	18	22	30,734	31,949	36,151	40,909	49,933	37,848
6 - 10 Years	5	5			39,042			40,543
11 - 20 Years	6	6			37,409			39,225

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	17	31	\$22,942	\$26,728	\$29,869	\$31,200	\$35,444	\$29,413
# Eligible for Incentive/Bonus	7	11						
Actual Bonus Paid	4	6						
Total Cash Compensation (Base + Bonus)	17	31	22,942	26,728	29,869	31,283	35,444	29,515
<b>Annual Base Salary</b>								
By Budget Size:								
\$5,000,001 - \$15,000,000	6	7			30,742			31,551
Over \$15,000,000	8	20	22,805	25,782	27,040	30,374	33,750	28,097
By Geographic Location:								
Allegheny County	10	14	26,000	29,692	30,764	33,306	37,149	31,234
Outside of Allegheny County	7	17	22,606	25,834	27,040	29,952	33,467	27,914
By Field of Service:								
Social Support	8	19	22,797	25,938	27,040	29,910	30,514	27,395
By Primary Source of Funding:								
Government	11	25	23,034	26,520	29,702	31,107	34,695	29,054
By Number of Employees:								
More than 100	12	26	22,855	26,219	29,141	30,810	34,508	28,657
By Level of Education Required:								
High School Diploma	6	8			29,141			28,769
Associate's Degree	5	5			33,946			35,165
By Sex of Employee:								
Female	17	30	22,911	26,624	29,890	31,221	35,631	29,492
By Race/Ethnicity of Employee:								
White	12	18	25,969	29,567	30,254	31,460	36,457	30,752
By Number of Years in Position:								
Up to 5 Years	11	15	22,464	25,938	29,869	31,200	36,737	29,163

**Director, Information Technology/Services**

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

Other sample job titles: MIS Director, Chief Technology Officer

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	18	18	\$61,523	\$67,876	\$80,205	\$106,355	\$123,725	\$86,105
# Eligible for Incentive/Bonus	9	9						
Actual Bonus Paid	6	6			750			4,208
Total Cash Compensation (Base + Bonus)	18	18	61,548	67,876	80,455	106,355	134,311	87,508
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$5,000,001 - \$15,000,000	9	9			74,298			77,087
Over \$15,000,000	9	9			90,522			95,123
<b>By Geographic Location:</b>								
Allegheny County	13	13	64,137	71,282	83,990	111,363	129,060	90,792
Outside of Allegheny County	5	5			70,990			73,919
<b>By Field of Service:</b>								
Social Support	10	10			72,218			78,067
<b>By Primary Source of Funding:</b>								
Government	10	10			75,826			85,680
<b>By Number of Employees:</b>								
51 - 100	5	5			74,298			86,616
More than 100	11	11			80,662			85,645
<b>By Level of Education Required:</b>								
Bachelor's Degree	15	15	60,251	68,266	80,662	106,995	126,926	87,219
<b>By Sex of Employee:</b>								
Male	14	14	62,225	67,876	80,205	109,179	127,993	87,025
<b>By Race/Ethnicity of Employee:</b>								
White	16	16	63,792	71,604	82,326	106,782	125,859	89,090
<b>By Number of Years in Position:</b>								
Up to 5 Years	7	7			79,747			89,856
<b>By Number of Employees Managed:</b>								
1 to 3	8	8			82,410			87,662

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	11	11			\$58,344			\$59,435
# Eligible for Incentive/Bonus	3	3						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	11	11			58,344			59,435
<b>Annual Base Salary</b>								
By Budget Size:								
\$2,000,001 - \$5,000,000	5	5			55,016			56,439
By Geographic Location:								
Allegheny County	10	10			56,680			59,403
By Primary Source of Funding:								
Government	5	5			59,758			59,958
By Number of Employees:								
More than 100	6	6			59,051			59,561
By Level of Education Required:								
Bachelor's Degree	9	9			58,344			59,231
By Sex of Employee:								
Male	6	6			56,680			59,807
Female	5	5			59,758			58,989
By Race/Ethnicity of Employee:								
White	10	10			59,051			61,379
By Number of Employees Managed:								
1 to 3	5	5			49,171			60,532

## Systems Administrator

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: IT Administrator, Senior Systems Analyst, Systems & Network 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	7			\$57,491			\$56,826
# Eligible for Incentive/Bonus	3	3						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	7	7			57,491			56,826
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	6	6			58,126			59,363
By Primary Source of Funding:								
Government	5	5			57,491			53,102
By Number of Employees:								
More than 100	7	7			57,491			56,826
By Sex of Employee:								
Male	6	6			58,126			59,186
By Race/Ethnicity of Employee:								
White	7	7			57,491			56,826

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	11	13	\$37,893	\$39,957	\$43,950	\$48,755	\$51,297	\$44,326
# Eligible for Incentive/Bonus	3	4						
Actual Bonus Paid	3	4						
Total Cash Compensation (Base + Bonus)	11	13	39,288	40,637	43,950	48,798	51,297	44,714
<b>Annual Base Salary</b>								
By Budget Size:								
\$5,000,001 - \$15,000,000	6	7			42,099			43,615
By Geographic Location:								
Allegheny County	9	11			46,467			44,833
By Field of Service:								
Social Support	5	5			41,226			41,604
By Primary Source of Funding:								
Government	8	9			46,467			44,526
By Number of Employees:								
More than 100	6	7			42,099			43,757
By Level of Education Required:								
Bachelor's Degree	8	10			46,530			45,592
By Sex of Employee:								
Male	5	6			47,050			46,145
Female	6	7			41,226			42,768
By Race/Ethnicity of Employee:								
White	10	12	38,879	41,039	45,209	49,379	51,405	44,916
By Number of Years in Position:								
Up to 5 Years	7	8			45,209			45,230

## Network Technician

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	8	12	\$40,716	\$46,910	\$54,829	\$62,613	\$68,941	\$54,969
# Eligible for Incentive/Bonus	1	1						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	8	12	40,716	46,910	56,576	62,613	68,941	55,336
<b>Annual Base Salary</b>								
By Budget Size:								
Over \$15,000,000	5	9			54,642			54,974
By Geographic Location:								
Allegheny County	6	10			56,576			56,901
By Number of Employees:								
More than 100	6	10			52,988			54,685
By Level of Education Required:								
Bachelor's Degree	5	8			56,576			57,998
By Sex of Employee:								
Male	5	5			54,642			55,715
By Race/Ethnicity of Employee:								
White	6	8			52,281			53,604

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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	8	10			\$34,154			\$34,624
# Eligible for Incentive/Bonus	4	6						
Actual Bonus Paid	3	5						
Total Cash Compensation (Base + Bonus)	8	10			34,980			34,922
<b>Annual Base Salary</b>								
<b>By Geographic Location:</b>								
Outside of Allegheny County	5	6			34,112			34,268
<b>By Primary Source of Funding:</b>								
Government	5	6			32,147			33,713
<b>By Number of Employees:</b>								
More than 100	8	10			34,154			34,624
<b>By Sex of Employee:</b>								
Male	5	6			36,900			36,754
<b>By Race/Ethnicity of Employee:</b>								
White	7	9			35,214			35,004
<b>By Number of Years in Position:</b>								
Up to 5 Years	6	6			33,052			33,568



## Tech Support Specialist

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	13	17	\$32,190	\$33,655	\$40,560	\$47,882	\$59,817	\$42,017
# Eligible for Incentive/Bonus	6	6						
Actual Bonus Paid	3	3						
Total Cash Compensation (Base + Bonus)	13	17	32,190	33,980	40,560	47,882	60,117	42,239
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$5,000,001 - \$15,000,000	6	8			38,730			41,002
Over \$15,000,000	6	8			44,055			43,865
<b>By Geographic Location:</b>								
Allegheny County	9	11			46,467			45,976
<b>By Field of Service:</b>								
Social Support	5	7			42,286			43,038
<b>By Primary Source of Funding:</b>								
Government	6	9			42,286			42,307
<b>By Number of Employees:</b>								
More than 100	9	12	32,471	33,800	41,423	48,048	57,331	42,335
<b>By Level of Education Required:</b>								
Bachelor's Degree	5	7			46,467			44,940
<b>By Sex of Employee:</b>								
Male	11	13	32,548	33,655	36,462	47,341	56,813	40,686
<b>By Race/Ethnicity of Employee:</b>								
White	10	13	32,090	33,520	40,997	50,960	61,680	42,803
<b>By Number of Years in Position:</b>								
Up to 5 Years	8	10			38,356			41,134

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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	13	17	\$20,467	\$23,005	\$26,562	\$29,630	\$38,276	\$27,125
# Eligible for Incentive/Bonus	5	6						
Actual Bonus Paid	3	3						
Total Cash Compensation (Base + Bonus)	13	17	20,467	23,005	26,562	29,630	38,276	27,204
<b>Annual Base Salary</b>								
By Budget Size:								
\$5,000,001 - \$15,000,000	6	6			29,630			30,517
By Geographic Location:								
Allegheny County	9	10			28,351			27,997
By Field of Service:								
Social Support	5	6			27,633			29,259
By Primary Source of Funding:								
Government	10	13	20,284	23,629	26,770	29,630	35,814	27,208
By Number of Employees:								
More than 100	9	13	20,284	23,005	26,770	29,807	38,867	27,627
By Level of Education Required:								
High School Diploma	8	8			28,351			28,306
By Sex of Employee:								
Female	12	16	20,301	22,652	26,385	29,812	38,424	27,096
By Race/Ethnicity of Employee:								
White	9	11			26,770			28,496
By Number of Years in Position:								
Up to 5 Years	6	7			22,298			25,947

## 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

	<b>Number of Organizations</b>	<b>Number of Employees</b>	<b>10th %ile</b>	<b>25th %ile</b>	<b>Annual Cash Compensation</b>			<b>Average</b>
					<b>Median (50%)</b>	<b>75th %ile</b>	<b>90th %ile</b>	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	6	6			\$33,686			\$33,044
# Eligible for Incentive/Bonus	5	5						
Actual Bonus Paid	3	3						
Total Cash Compensation (Base + Bonus)	6	6			33,962			33,439
<hr/>								
<b>Annual Base Salary</b>								
<hr/>								
By Geographic Location:								
Allegheny County	5	5			33,093			32,252
By Race/Ethnicity of Employee:								
White	5	5			33,093			32,252

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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	24	24	\$39,572	\$45,771	\$61,287	\$67,767	\$82,784	\$61,276
# Eligible for Incentive/Bonus	8	8						
Actual Bonus Paid	3	3						
Total Cash Compensation (Base + Bonus)	24	24	39,572	45,771	61,287	67,885	83,034	61,385
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$5,000,001 - \$15,000,000	7	7			60,008			65,627
Over \$15,000,000	10	10			67,008			64,255
<b>By Geographic Location:</b>								
Allegheny County	19	19	39,146	46,925	62,566	68,702	83,200	63,078
Outside of Allegheny County	5	5			54,995			54,429
<b>By Field of Service:</b>								
Social Support	7	7			54,995			57,518
<b>By Primary Source of Funding:</b>								
Government	11	11			66,456			61,341
Program services fee	5	5			54,995			55,740
<b>By Number of Employees:</b>								
More than 100	15	15	37,856	44,720	66,456	68,702	82,701	59,922
<b>By Level of Education Required:</b>								
High School Diploma	9	9			58,344			53,897
Bachelor's Degree	9	9			67,517			69,160
<b>By Sex of Employee:</b>								
Male	19	19	39,998	46,925	60,008	67,205	68,702	58,773
<b>By Race/Ethnicity of Employee:</b>								
White	19	19	39,146	46,925	60,008	67,517	74,526	59,153
<b>By Number of Years in Position:</b>								
Up to 5 Years	6	6			60,008			56,143
6 - 10 Years	5	5			58,344			57,204
11 - 20 Years	7	7			62,566			57,227
<b>By Number of Employees Managed:</b>								
1 to 3	6	6			61,287			59,984
4 to 8	5	5			67,517			64,805

## 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	25	38	\$25,619	\$33,951	\$39,531	\$45,568	\$56,237	\$40,316
# Eligible for Incentive/Bonus	8	11						
Actual Bonus Paid	6	6			1,081			1,095
Total Cash Compensation (Base + Bonus)	25	38	25,619	33,951	39,863	45,745	56,237	40,489
<b>Annual Base Salary</b>								
By Budget Size:								
\$2,000,001 - \$5,000,000	9	10			42,068			44,577
Over \$15,000,000	10	20	30,133	34,050	36,473	44,382	51,118	39,602
By Geographic Location:								
Allegheny County	21	34	25,345	33,951	39,863	45,568	56,795	40,618
By Field of Service:								
Social Support	8	12	26,892	34,122	38,584	45,599	51,187	39,515
By Primary Source of Funding:								
Government	14	24	30,524	34,419	38,792	48,537	56,795	41,210
Program services fee	6	6			39,863			41,721
By Number of Employees:								
51 - 100	5	5			39,728			41,700
More than 100	16	28	29,301	34,050	39,718	45,599	56,237	40,916
By Level of Education Required:								
High School Diploma	15	19	25,002	29,952	36,130	44,138	56,098	38,005
Associate's Degree	6	9			42,910			41,722
By Sex of Employee:								
Male	24	34	25,345	34,050	39,531	45,568	56,795	40,432
By Race/Ethnicity of Employee:								
Black or African American	5	5			39,998			41,359
White	20	32	26,892	34,050	38,387	45,261	54,850	40,063
By Number of Years in Position:								
Up to 5 Years	11	11			34,050			35,920
6 - 10 Years	7	7			36,525			40,934
11 - 20 Years	10	12	31,863	35,557	39,739	44,325	56,065	40,966
By Number of Employees Managed:								
1 to 3	7	7			44,138			41,374
4 to 8	6	7			39,728			39,633

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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	43	105	\$22,551	\$24,055	\$29,120	\$34,622	\$41,309	\$29,972
# Eligible for Incentive/Bonus	13	32						
Actual Bonus Paid	9	13	220	446	500	825	1,128	593
Total Cash Compensation (Base + Bonus)	43	105	22,551	24,055	29,120	34,622	41,359	30,045
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$750,001 - \$2,000,000	5	7			28,080			30,003
\$2,000,001 - \$5,000,000	10	20	22,749	25,782	29,120	34,741	39,285	30,278
\$5,000,001 - \$15,000,000	14	26	21,164	24,009	30,004	33,249	38,079	29,460
Over \$15,000,000	13	51	22,277	23,982	28,080	34,861	41,995	30,010
<b>By Geographic Location:</b>								
Allegheny County	31	71	22,368	25,563	29,120	34,944	41,978	30,502
Outside of Allegheny County	12	34	22,027	23,920	27,321	33,353	37,357	28,865
<b>By Field of Service:</b>								
Basic Material Need	5	6			31,231			31,997
Health and Health Education	5	20	23,982	26,390	31,554	41,491	41,995	32,899
Social Support	17	43	21,944	24,086	28,662	33,571	39,861	29,479
<b>By Primary Source of Funding:</b>								
Contributions from individuals	5	10			30,191			30,351
Government	22	62	22,414	24,024	28,392	33,634	36,700	29,161
Program services fee	9	19	22,880	23,920	31,013	41,912	41,995	32,148
<b>By Number of Employees:</b>								
21 - 50	6	9			31,990			30,770
51 - 100	9	12	21,861	26,562	31,231	37,820	42,593	32,032
More than 100	24	78	22,688	23,982	27,716	33,571	41,650	29,385
<b>By Level of Education Required:</b>								
High School Diploma	31	66	22,021	23,952	27,976	33,321	38,033	29,161
<b>By Sex of Employee:</b>								
Male	40	95	22,277	24,024	28,080	33,571	38,314	29,321
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	10	11			27,040			28,339
White	34	84	22,506	23,993	28,080	33,759	38,366	29,406
<b>By Number of Years in Position:</b>								
Up to 5 Years	28	40	21,330	23,920	26,520	32,703	38,096	28,379
6 - 10 Years	11	16	22,518	23,920	24,679	29,354	32,305	26,549
11 - 20 Years	12	13	27,040	27,872	32,032	38,553	44,021	33,678
Over 20 Years	11	11			31,720			31,845
<b>By Number of Employees Managed:</b>								
1 to 3	8	8			27,560			27,747

**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	6	12	\$19,906	\$22,506	\$26,250	\$29,120	\$33,284	\$26,014
# Eligible for Incentive/Bonus	1	2						
Actual Bonus Paid	1	2						
Total Cash Compensation (Base + Bonus)	6	12	20,406	22,506	26,250	29,120	33,284	26,097
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	5	11			27,539			26,333
By Level of Education Required:								
High School Diploma	5	11			24,960			25,788

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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	40	178	\$17,680	\$19,386	\$22,433	\$26,832	\$29,729	\$23,164
# Eligible for Incentive/Bonus	11	41						
Actual Bonus Paid	4	7						
Total Cash Compensation (Base + Bonus)	40	178	17,680	19,475	22,433	26,832	29,819	23,185
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$750,001 - \$2,000,000	6	12	18,730	21,065	23,681	26,780	27,429	23,728
\$2,000,001 - \$5,000,000	9	35	17,597	17,680	19,760	21,840	25,821	20,537
\$5,000,001 - \$15,000,000	12	50	17,212	19,110	23,099	28,309	30,071	24,058
Over \$15,000,000	11	78	18,701	20,800	23,026	25,719	30,164	23,742
<b>By Geographic Location:</b>								
Allegheny County	31	147	17,680	19,282	22,526	27,040	29,756	23,213
Outside of Allegheny County	9	31	18,616	19,968	21,840	23,920	29,885	22,933
<b>By Field of Service:</b>								
Social Support	14	68	17,160	19,890	22,163	28,309	28,943	23,245
<b>By Primary Source of Funding:</b>								
Contributions from individuals	5	13	18,928	20,020	22,797	28,174	32,219	23,781
Contributions from foundations or trusts	5	10			17,940			19,608
Government	22	104	19,261	20,914	23,400	27,233	28,309	23,919
Program services fee	7	36	17,618	17,717	20,332	24,398	31,940	22,226
<b>By Number of Employees:</b>								
6 - 20	5	8			23,660			23,782
21 - 50	5	16	17,160	17,420	21,237	25,491	30,229	22,229
51 - 100	8	24	17,680	17,758	19,240	22,012	30,680	20,819
More than 100	22	130	18,231	20,488	22,922	27,331	29,946	23,674
<b>By Level of Education Required:</b>								
High School Diploma	35	131	17,680	19,240	22,069	27,227	30,064	23,115
<b>By Sex of Employee:</b>								
Male	34	109	17,826	20,551	22,901	26,915	29,973	23,410
Female	23	61	17,680	18,408	20,800	24,648	28,309	21,971
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	21	47	17,160	17,680	20,800	23,858	27,057	21,123
White	28	109	18,533	20,187	22,880	27,539	29,702	23,565
<b>By Number of Years in Position:</b>								
Up to 5 Years	32	87	17,680	18,720	20,800	23,525	28,309	21,667
6 - 10 Years	17	32	17,160	19,973	23,380	27,404	28,658	23,347
11 - 20 Years	14	27	20,197	23,296	27,227	30,077	31,516	26,602
Over 20 Years	5	7			26,957			25,753



**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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	21	107	\$17,896	\$18,720	\$22,880	\$27,872	\$30,784	\$23,743
# Eligible for Incentive/Bonus	8	45						
Actual Bonus Paid	6	18	100	225	320	500	675	357
Total Cash Compensation (Base + Bonus)	21	107	17,896	18,720	22,880	28,545	30,867	23,803
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$5,000,001 - \$15,000,000	8	35	18,005	18,221	22,963	29,744	32,448	24,247
Over \$15,000,000	8	64	17,878	19,994	22,880	25,418	30,202	23,608
<b>By Geographic Location:</b>								
Allegheny County	14	77	17,909	19,089	22,880	29,744	31,986	24,569
Outside of Allegheny County	7	30	17,680	18,221	22,433	24,918	26,220	21,624
<b>By Field of Service:</b>								
Counseling - Behavioral Health & Wellness	5	23	17,772	18,117	20,800	22,880	26,212	20,992
Social Support	8	39	17,846	18,616	21,757	24,190	36,000	23,266
<b>By Primary Source of Funding:</b>								
Government	11	38	19,684	22,563	24,451	26,525	29,702	24,607
Program services fee	5	19	17,680	18,221	19,760	20,800	22,963	19,839
<b>By Number of Employees:</b>								
More than 100	12	71	17,859	19,760	22,880	24,918	29,702	23,427
<b>By Level of Education Required:</b>								
High School Diploma	18	75	18,117	18,720	22,880	29,120	29,744	23,502
<b>By Sex of Employee:</b>								
Male	19	84	17,846	18,320	22,880	28,985	30,992	23,873
Female	10	17	18,000	18,860	24,003	28,174	31,329	24,019
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	10	23	17,992	18,720	25,355	29,744	33,010	24,883
White	17	76	17,796	18,757	22,922	26,993	30,784	23,695
<b>By Number of Years in Position:</b>								
Up to 5 Years	17	60	17,828	18,221	22,724	27,825	29,744	23,085
6 - 10 Years	6	21	18,166	20,655	24,918	29,744	31,616	24,817
11 - 20 Years	9	12	17,491	20,399	23,640	28,007	37,112	24,939

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	9			\$39,770			\$36,291
# Eligible for Incentive/Bonus								
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	7	9			39,770			36,291
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	5	5			40,165			42,170
By Number of Employees:								
More than 100	6	8			39,968			36,491
By Race/Ethnicity of Employee:								
White	5	7			39,770			35,892

**Director of Nursing**

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	6	6			\$71,396			\$73,493
# Eligible for Incentive/Bonus	1	1						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	6	6			71,396			73,493
<b>Annual Base Salary</b>								
<b>By Geographic Location:</b>								
Allegheny County	6	6			71,396			73,493
<b>By Field of Service:</b>								
Health and Health Education	5	5			69,992			73,632
<b>By Level of Education Required:</b>								
RN/NP	6	6			71,396			73,493

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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	25	245	\$45,265	\$49,920	\$53,331	\$59,114	\$62,417	\$54,077
# Eligible for Incentive/Bonus	10	27						
Actual Bonus Paid	3	5						
Total Cash Compensation (Base + Bonus)	25	245	45,265	49,920	53,331	59,114	62,417	54,083
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$2,000,001 - \$5,000,000	7	27	41,600	46,800	49,920	53,040	57,891	49,453
\$5,000,001 - \$15,000,000	7	81	51,688	51,688	53,747	56,961	58,236	54,098
Over \$15,000,000	11	137	44,948	48,433	55,162	60,320	64,567	54,975
<b>By Geographic Location:</b>								
Allegheny County	19	230	46,800	51,657	53,747	59,753	62,400	54,529
Outside of Allegheny County	6	15	31,200	42,203	44,637	55,494	66,327	47,134
<b>By Field of Service:</b>								
Counseling - Behavioral Health & Wellness	5	27	44,948	45,677	52,166	58,240	62,400	52,594
Health and Health Education	6	182	48,412	51,688	53,914	59,946	62,645	55,260
Social Support	9	23	37,195	41,600	43,680	51,563	63,727	46,638
<b>By Primary Source of Funding:</b>								
Government	14	101	46,966	51,813	55,349	59,946	66,165	55,625
Program services fee	7	133	46,800	50,014	52,728	58,011	60,320	53,652
<b>By Number of Employees:</b>								
51 - 100	5	8			41,600			44,959
More than 100	17	226	46,143	51,657	53,768	59,946	62,572	54,514
<b>By Level of Education Required:</b>								
RN/NP	25	245	45,265	49,920	53,331	59,114	62,417	54,077
<b>By Sex of Employee:</b>								
Male	8	16	41,939	45,963	53,987	63,066	67,500	54,492
Female	22	183	44,865	51,563	52,978	58,011	62,400	53,622
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	7	13	37,619	49,504	53,040	58,240	65,662	53,306
White	22	183	44,865	49,920	52,978	58,011	62,400	53,830
<b>By Number of Years in Position:</b>								
Up to 5 Years	18	123	43,954	49,254	52,728	56,805	59,946	52,551
6 - 10 Years	8	39	44,637	52,166	56,867	58,240	69,451	55,893
11 - 20 Years	7	19	48,818	51,792	57,866	59,946	61,194	56,100

**Nurse Practitioner**

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

Other sample job titles: Certified Nurse Midwife, Clinician

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	5	22	\$56,992	\$70,241	\$78,760	\$85,244	\$94,530	\$77,793
# Eligible for Incentive/Bonus	1	8						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	5	22	56,992	70,241	78,760	85,244	94,530	77,793
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	5	22	56,992	70,241	78,760	85,244	94,530	77,793
By Field of Service:								
Health and Health Education	5	22	56,992	70,241	78,760	85,244	94,530	77,793
By Level of Education Required:								
RN/NP	5	22	56,992	70,241	78,760	85,244	94,530	77,793

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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	12	39	\$31,512	\$35,360	\$37,523	\$42,494	\$46,966	\$38,948
# Eligible for Incentive/Bonus	3	4						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	12	39	31,512	35,360	37,523	42,494	46,966	38,973
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$5,000,001 - \$15,000,000	5	9			41,954			41,688
Over \$15,000,000	5	12	29,813	31,569	36,307	43,098	47,593	37,237
<b>By Geographic Location:</b>								
Allegheny County	7	25	35,335	36,910	37,523	43,087	47,316	39,564
Outside of Allegheny County	5	14	28,215	31,309	36,858	42,833	50,700	37,847
<b>By Field of Service:</b>								
Social Support	5	10			34,081			34,969
<b>By Primary Source of Funding:</b>								
Government	8	28	31,718	35,745	37,482	41,881	47,053	38,691
<b>By Number of Employees:</b>								
More than 100	10	33	31,025	35,360	37,170	41,475	46,434	37,904
<b>By Level of Education Required:</b>								
LVN/LPN	12	39	31,512	35,360	37,523	42,494	46,966	38,948
<b>By Sex of Employee:</b>								
Female	12	33	31,025	35,360	38,272	43,836	47,490	39,366
<b>By Race/Ethnicity of Employee:</b>								
White	11	33	32,249	36,171	38,896	43,836	47,490	39,688
<b>By Number of Years in Position:</b>								
Up to 5 Years	10	20	29,559	33,582	36,910	40,924	43,961	36,834
6 - 10 Years	5	8			39,354			40,989

## Medical Assistant

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

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

	Number of Organizations	Number of Employees	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	\$22,880	\$22,880	\$25,917	\$27,503	\$29,380	\$25,716
# Eligible for Incentive/Bonus	2	2						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	10	34	22,880	22,880	25,917	27,503	29,380	25,731
<b>Annual Base Salary</b>								
By Budget Size:								
Over \$15,000,000	5	10			27,592			27,036
By Geographic Location:								
Allegheny County	5	26	22,880	22,880	25,917	27,087	29,399	25,843
Outside of Allegheny County	5	8			27,082			25,303
By Primary Source of Funding:								
Government	6	18	22,287	22,880	23,182	28,569	31,352	25,336
By Number of Employees:								
More than 100	9	26	22,890	25,917	26,437	27,618	30,491	26,588
By Level of Education Required:								
Credential/Certification	5	18	23,285	25,917	26,177	26,947	28,718	26,261
By Sex of Employee:								
Female	9	33	22,880	22,880	25,917	27,436	29,536	25,658
By Race/Ethnicity of Employee:								
White	7	15	22,693	25,917	26,770	27,602	28,575	26,420
By Number of Years in Position:								
Up to 5 Years	7	25	22,880	22,880	25,917	26,916	30,601	25,717

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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	9	19	\$28,683	\$31,554	\$36,005	\$39,395	\$48,880	\$36,141
# Eligible for Incentive/Bonus	1	1						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	9	19	28,683	31,554	36,005	39,395	48,880	36,193
<b>Annual Base Salary</b>								
By Geographic Location:								
Outside of Allegheny County	5	12	27,023	29,916	32,677	37,591	48,271	34,561
By Primary Source of Funding:								
Government	6	13	27,260	30,316	32,885	39,542	45,860	34,979
By Number of Employees:								
More than 100	6	16	27,972	31,226	33,832	38,402	43,595	34,779
By Level of Education Required:								
Bachelor's Degree	5	5			40,000			40,211
By Sex of Employee:								
Female	8	17	28,209	31,336	34,778	39,542	49,546	35,840
By Race/Ethnicity of Employee:								
White	6	15	29,182	31,554	34,778	39,083	45,681	35,698
By Number of Years in Position:								
Up to 5 Years	7	11			32,885			35,661



## Medical Records Clerk

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

Other sample job titles: Records Specialist

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	10	17	\$22,430	\$26,021	\$28,205	\$31,595	\$36,234	\$28,959
# Eligible for Incentive/Bonus	3	7						
Actual Bonus Paid	2	5						
Total Cash Compensation (Base + Bonus)	10	17	22,430	26,823	28,455	31,595	36,284	29,120
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
Over \$15,000,000	5	9			28,080			28,043
<b>By Geographic Location:</b>								
Allegheny County	8	12	21,411	23,941	28,455	30,763	34,306	27,773
<b>By Primary Source of Funding:</b>								
Government	5	8			26,021			26,707
<b>By Number of Employees:</b>								
More than 100	9	16	22,227	25,449	28,143	30,763	36,658	28,562
<b>By Level of Education Required:</b>								
High School Diploma	7	10			27,966			28,005
<b>By Sex of Employee:</b>								
Female	9	15	22,023	24,877	28,080	31,990	37,170	28,915
<b>By Race/Ethnicity of Employee:</b>								
White	8	14	21,819	24,565	27,966	31,398	37,607	28,459
<b>By Number of Years in Position:</b>								
11 - 20 Years	5	7			31,200			31,580

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

			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	15	33	\$24,211	\$26,936	\$30,909	\$35,683	\$39,911	\$31,320
# Eligible for Incentive/Bonus	6	11						
Actual Bonus Paid	4	8						
Total Cash Compensation (Base + Bonus)	15	33	24,211	26,936	30,909	35,693	40,465	31,490
<b>Annual Base Salary</b>								
By Budget Size:								
\$5,000,001 - \$15,000,000	5	10			29,287			30,420
Over \$15,000,000	7	19	25,418	27,310	31,242	35,693	39,166	31,724
By Geographic Location:								
Allegheny County	9	19	26,978	28,288	32,240	39,166	40,664	33,573
Outside of Allegheny County	6	14	21,819	24,466	27,207	33,904	35,693	28,263
By Primary Source of Funding:								
Government	8	15	27,177	31,075	35,672	39,187	43,202	35,045
Program services fee	6	14	21,819	24,466	27,207	31,575	35,017	27,881
By Number of Employees:								
More than 100	11	28	23,760	26,998	30,639	35,480	39,289	30,992
By Level of Education Required:								
Associate's Degree	6	11			30,909			32,420
Bachelor's Degree	5	8			33,571			34,991
By Sex of Employee:								
Female	15	33	24,211	26,936	30,909	35,683	39,911	31,320
By Race/Ethnicity of Employee:								
White	14	32	24,138	26,915	30,639	35,495	40,032	31,184
By Number of Years in Position:								
Up to 5 Years	7	12	21,619	24,102	27,383	30,342	34,642	27,411
6 - 10 Years	7	7			31,075			31,096
11 - 20 Years	6	8			34,185			34,669

**Receptionist (Medical)**

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	11			\$25,438			\$24,631
# Eligible for Incentive/Bonus	2	2						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	5	11			25,438			24,631

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	34	\$56,244	\$58,136	\$64,823	\$80,356	\$90,304	\$69,250
# Eligible for Incentive/Bonus	2	2						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	6	34	56,244	58,136	64,823	80,356	90,304	69,265
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	5	33	56,194	58,116	64,792	80,382	90,613	69,066
By Sex of Employee:								
Female	5	17	62,562	70,720	80,330	88,286	94,603	79,191
By Race/Ethnicity of Employee:								
White	5	17	62,562	70,720	80,330	88,286	94,603	79,191
By Number of Years in Position:								
6 - 10 Years	5	9			75,317			76,789

**Occupational Therapist**

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	7	53	\$49,887	\$56,410	\$65,458	\$70,710	\$84,327	\$67,013
# Eligible for Incentive/Bonus	2	2						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	7	53	49,887	56,410	65,458	70,710	84,327	67,013
<b>Annual Base Salary</b>								
<b>By Geographic Location:</b>								
Allegheny County	5	50	49,756	56,430	65,136	70,704	83,822	66,048
<b>By Number of Employees:</b>								
More than 100	5	41	49,695	55,131	62,400	70,939	83,341	65,403
<b>By Sex of Employee:</b>								
Female	5	29	54,808	61,506	68,245	75,369	107,411	71,961
<b>By Race/Ethnicity of Employee:</b>								
White	5	30	51,981	59,992	68,131	75,125	86,310	69,858
<b>By Number of Years in Position:</b>								
Up to 5 Years	5	18	51,515	56,378	65,323	71,235	80,783	67,401

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

Other sample job titles: Pediatric Speech Pathologist, Speech Therapist

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	8	65	\$47,146	\$51,990	\$57,782	\$64,314	\$69,451	\$58,990
# Eligible for Incentive/Bonus	2	2						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	8	65	47,146	51,990	57,782	64,314	69,451	58,997
<b>Annual Base Salary</b>								
By Geographic Location: Allegheny County	6	60	47,364	52,400	57,959	65,083	69,815	59,467
By Primary Source of Funding: Government	6	41	50,149	53,040	60,965	66,342	77,909	61,026
By Number of Employees: More than 100	6	51	47,137	50,918	55,806	62,650	73,732	57,902
By Sex of Employee: Female	6	41	47,386	52,707	58,843	66,342	77,909	60,544
By Race/Ethnicity of Employee: White	5	38	49,148	52,874	58,542	67,028	80,461	60,849
By Number of Years in Position: Up to 5 Years	5	18	48,959	51,288	54,007	59,717	63,222	55,330

**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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	22	38	\$49,974	\$63,659	\$74,631	\$82,467	\$97,329	\$74,198
# Eligible for Incentive/Bonus	9	11						
Actual Bonus Paid	5	6			6,750			6,790
Total Cash Compensation (Base + Bonus)	22	38	50,872	63,659	76,108	87,025	97,329	75,271
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$2,000,001 - \$5,000,000	9	9			62,005			65,874
\$5,000,001 - \$15,000,000	6	18	53,753	64,803	76,108	87,048	99,326	76,504
Over \$15,000,000	6	10			72,551			76,022
<b>By Geographic Location:</b>								
Allegheny County	21	36	49,916	62,556	73,559	80,824	95,154	73,153
<b>By Field of Service:</b>								
Social Support	8	15	49,202	52,000	72,030	80,434	100,626	70,629
<b>By Primary Source of Funding:</b>								
Contributions from individuals	5	11			75,317			75,046
Government	10	16	49,038	62,754	76,232	92,513	101,810	76,139
<b>By Number of Employees:</b>								
51 - 100	9	17	49,370	53,467	69,014	77,200	88,758	68,842
More than 100	8	15	53,435	69,992	74,963	94,349	102,411	78,510
<b>By Level of Education Required:</b>								
Bachelor's Degree	15	26	49,643	56,280	71,854	77,272	86,670	70,105
<b>By Sex of Employee:</b>								
Male	8	10			73,539			76,134
Female	17	26	49,643	60,102	73,643	80,122	95,154	72,293
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	5	6			72,977			74,034
White	19	28	49,689	58,183	72,551	78,172	94,915	71,811
<b>By Number of Years in Position:</b>								
Up to 5 Years	11	15	49,214	65,000	72,030	79,581	111,600	74,559
6 - 10 Years	6	7			72,530			71,662
<b>By Number of Employees Managed:</b>								
4 to 8	5	7			72,571			78,924
9 to 14	7	7			64,314			64,465
15 and over	11	12	48,514	50,008	63,503	76,955	99,114	66,976

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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	54	136	\$39,354	\$43,722	\$50,035	\$60,006	\$66,635	\$51,917
# Eligible for Incentive/Bonus	26	59						
Actual Bonus Paid	21	36	200	455	865	1,752	2,810	1,302
Total Cash Compensation (Base + Bonus)	54	136	39,486	43,907	50,359	60,008	66,929	52,262
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$250,001 - \$750,000	5	7			60,008			56,469
\$750,001 - \$2,000,000	9	14	39,000	42,084	50,742	63,742	71,739	52,878
\$2,000,001 - \$5,000,000	14	25	37,003	41,340	50,066	60,154	65,000	50,658
\$5,000,001 - \$15,000,000	14	53	43,085	44,990	52,000	59,609	67,047	53,128
Over \$15,000,000	10	34	38,792	39,603	46,124	58,765	67,767	50,034
<b>By Geographic Location:</b>								
Allegheny County	47	110	39,672	44,143	51,678	60,679	67,561	53,089
Outside of Allegheny County	7	26	39,187	39,920	44,491	52,099	60,857	46,957
<b>By Field of Service:</b>								
Education and Child Care Services	7	16	39,187	39,686	48,693	60,237	72,731	52,047
Social Support	16	46	38,938	43,800	48,035	57,783	66,069	50,744
<b>By Primary Source of Funding:</b>								
Contributions from individuals	7	19	34,008	43,930	48,318	55,869	65,000	49,068
Contributions from foundations or trusts	8	20	39,100	44,741	57,429	62,301	67,344	54,790
Government	23	64	39,271	43,748	49,379	61,147	69,940	52,487
Program services fee	12	29	39,998	41,507	50,003	56,129	65,541	50,948
<b>By Number of Employees:</b>								
6 - 20	13	23	39,142	42,994	48,693	65,000	70,425	53,248
21 - 50	9	15	41,396	43,930	50,066	57,346	60,120	50,214
51 - 100	12	28	38,501	43,035	50,378	60,022	65,156	50,956
More than 100	18	68	39,187	43,748	51,251	59,811	68,952	52,191
<b>By Level of Education Required:</b>								
Bachelor's Degree	41	101	39,187	42,755	48,693	57,668	65,574	50,760
Master's Degree	12	20	40,236	51,199	56,514	62,301	69,713	56,250
<b>By Sex of Employee:</b>								
Male	24	35	39,387	44,990	55,869	63,003	67,363	54,401
Female	47	101	39,354	42,661	50,003	58,604	66,439	51,056
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	10	20	39,000	39,437	44,127	49,502	60,026	46,546
White	46	102	39,998	44,070	51,740	60,679	67,363	52,900
<b>By Number of Years in Position:</b>								
Up to 5 Years	31	61	39,037	40,519	46,530	56,701	65,000	49,383
6 - 10 Years	24	33	39,017	43,826	51,106	58,677	64,775	51,123
11 - 20 Years	16	24	42,723	46,551	50,409	63,289	73,060	54,233
Over 20 Years	5	6			66,394			63,426
<b>By Number of Employees Managed:</b>								
1 to 3	21	32	40,298	44,278	52,458	62,098	66,429	53,055
4 to 8	21	41	38,792	42,245	47,216	56,056	61,035	49,052
9 to 14	9	18	43,635	46,488	53,498	64,038	70,179	55,279
15 and over	10	15	39,112	40,040	52,000	55,619	66,888	50,685



**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	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	41	142	\$31,011	\$34,517	\$38,012	\$43,108	\$48,356	\$39,147
# Eligible for Incentive/Bonus	18	59						
Actual Bonus Paid	16	38	200	200	678	1,696	5,762	1,724
Total Cash Compensation (Base + Bonus)	41	142	31,011	34,517	38,850	44,112	48,652	39,608
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$250,001 - \$750,000	5	7			39,998			39,635
\$750,001 - \$2,000,000	9	21	33,558	36,858	42,848	48,631	53,984	42,498
\$2,000,001 - \$5,000,000	10	36	27,361	32,822	37,326	44,122	49,076	38,079
\$5,000,001 - \$15,000,000	11	45	30,938	35,680	39,998	42,505	46,800	39,176
Over \$15,000,000	6	33	33,467	34,768	37,482	40,789	45,677	38,037
<b>By Geographic Location:</b>								
Allegheny County	30	120	31,069	34,268	38,241	43,042	48,693	39,163
Outside of Allegheny County	11	22	30,992	36,114	37,835	43,799	46,010	39,062
<b>By Field of Service:</b>								
Basic Material Need	6	25	30,984	34,819	39,125	41,548	46,705	38,413
Environment/Animal Welfare	5	12	30,201	34,882	42,723	48,132	50,484	41,456
Social Support	13	53	30,260	33,571	36,000	41,101	43,855	36,824
<b>By Primary Source of Funding:</b>								
Contributions from individuals	7	33	29,910	32,199	37,086	40,238	47,998	37,380
Contributions from foundations or trusts	7	19	31,200	37,981	42,848	47,008	50,003	42,233
Government	15	62	33,997	35,298	37,939	42,640	45,997	39,267
Program services fee	9	23	27,223	35,006	38,043	45,365	53,011	39,390
<b>By Number of Employees:</b>								
6 - 20	10	24	34,029	37,471	41,298	48,693	52,749	42,522
21 - 50	10	35	30,992	33,446	37,981	42,890	48,805	38,653
51 - 100	8	42	27,985	32,401	37,149	41,584	46,370	37,486
More than 100	9	36	33,716	34,861	37,565	41,501	45,981	38,679
<b>By Level of Education Required:</b>								
High School Diploma	7	17	30,992	36,130	39,894	41,600	44,067	38,688
Bachelor's Degree	32	97	31,042	34,424	38,667	43,649	48,988	39,597
<b>By Sex of Employee:</b>								
Male	22	32	31,443	37,206	40,019	45,632	49,571	40,707
Female	37	109	30,971	34,279	37,544	42,744	47,008	38,589
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	8	23	30,493	34,112	36,000	43,000	52,990	38,935
White	35	107	31,042	34,757	38,501	42,890	46,842	38,916
<b>By Number of Years in Position:</b>								
Up to 5 Years	30	81	30,452	33,602	38,667	42,924	47,790	38,503
6 - 10 Years	16	28	33,074	34,372	37,347	42,708	49,960	38,980
11 - 20 Years	10	22	34,021	35,986	37,908	44,601	49,286	39,815
<b>By Number of Employees Managed:</b>								
1 to 3	15	18	30,064	31,866	37,565	42,334	44,073	37,119

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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	20	85	\$22,880	\$26,050	\$29,640	\$33,228	\$35,502	\$29,734
# Eligible for Incentive/Bonus	9	67						
Actual Bonus Paid	6	26	200	338	500	800	1,323	627
Total Cash Compensation (Base + Bonus)	20	85	22,880	26,404	29,640	33,780	35,748	29,926
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$2,000,001 - \$5,000,000	5	19	21,840	22,880	22,880	26,000	30,888	24,753
\$5,000,001 - \$15,000,000	6	13	25,534	27,050	29,994	31,783	34,917	29,794
Over \$15,000,000	5	46	27,040	29,120	32,012	34,798	36,167	31,794
<b>By Geographic Location:</b>								
Allegheny County	16	80	22,880	26,000	29,276	33,233	35,354	29,588
<b>By Field of Service:</b>								
Social Support	9	56	27,040	29,120	30,795	34,237	35,567	31,429
<b>By Primary Source of Funding:</b>								
Government	7	64	22,880	26,273	29,952	33,446	35,329	29,810
Program services fee	5	8			28,798			28,746
<b>By Number of Employees:</b>								
51 - 100	7	27	22,356	22,880	25,210	28,000	32,697	25,717
More than 100	8	50	28,080	29,120	31,533	34,752	35,941	31,802
<b>By Level of Education Required:</b>								
High School Diploma	8	28	22,421	22,880	25,272	28,683	32,666	26,077
Bachelor's Degree	7	10			30,306			31,000
<b>By Sex of Employee:</b>								
Male	7	11			26,000			27,656
Female	19	74	23,400	27,040	29,817	33,223	35,329	30,043
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	6	44	22,683	25,241	30,129	34,663	35,705	29,715
White	14	31	25,010	28,080	29,432	33,093	35,597	29,925
<b>By Number of Years in Position:</b>								
Up to 5 Years	18	53	22,880	25,210	28,683	31,232	34,179	28,303
11 - 20 Years	6	8			34,299			32,799

**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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	37	123	\$52,994	\$58,760	\$65,000	\$76,502	\$90,522	\$69,052
# Eligible for Incentive/Bonus	18	45						
Actual Bonus Paid	12	30	200	200	500	1,100	2,900	990
Total Cash Compensation (Base + Bonus)	37	123	52,994	58,947	65,062	76,702	90,522	69,293
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$2,000,001 - \$5,000,000	11	13	45,423	54,600	59,987	65,000	77,081	60,547
\$5,000,001 - \$15,000,000	9	22	50,615	58,183	61,402	70,023	73,815	63,082
Over \$15,000,000	14	85	54,946	61,319	68,536	80,767	90,522	72,249
<b>By Geographic Location:</b>								
Allegheny County	27	95	57,100	60,757	67,205	79,435	90,522	71,533
Outside of Allegheny County	10	28	44,990	53,030	59,239	68,031	71,350	60,633
<b>By Field of Service:</b>								
Family Support and Preservation	5	9			63,003			66,856
Social Support	16	46	46,205	56,290	62,234	69,405	87,828	64,608
<b>By Primary Source of Funding:</b>								
Government	25	100	53,271	59,852	65,000	76,414	90,522	69,506
<b>By Number of Employees:</b>								
21 - 50	7	7			58,677			60,837
51 - 100	6	10			60,757			60,834
More than 100	23	105	54,946	60,320	66,955	79,154	90,522	70,366
<b>By Level of Education Required:</b>								
Bachelor's Degree	24	53	51,792	59,228	62,858	76,076	84,914	66,765
Master's Degree	12	50	57,946	60,502	69,098	81,837	90,522	73,317
<b>By Sex of Employee:</b>								
Male	15	31	58,490	61,194	68,536	84,968	95,231	74,222
Female	33	88	50,965	58,266	63,243	72,811	86,925	66,823
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	9	10			65,156			66,706
White	30	101	56,302	59,894	65,000	76,846	90,522	70,046
<b>By Number of Years in Position:</b>								
Up to 5 Years	16	23	52,707	56,701	59,987	70,387	90,472	66,147
6 - 10 Years	9	20	51,129	58,490	62,535	69,077	76,352	63,358
11 - 20 Years	15	32	48,792	60,851	66,228	76,929	92,591	70,185
Over 20 Years	13	32	57,146	62,051	69,275	84,240	90,522	72,986
<b>By Number of Employees Managed:</b>								
1 to 3	6	6			71,812			68,858
4 to 8	14	18	58,604	61,724	65,031	72,311	79,497	66,828
9 to 14	5	5			67,205			68,794
15 and over	20	33	52,691	57,460	61,194	67,860	79,560	63,373

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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	45	216	\$34,272	\$40,789	\$46,384	\$55,365	\$62,001	\$47,760
# Eligible for Incentive/Bonus	19	78						
Actual Bonus Paid	14	41	200	225	500	1,100	1,980	838
Total Cash Compensation (Base + Bonus)	45	216	34,410	41,049	46,592	55,928	62,074	47,919
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$750,001 - \$2,000,000	6	10			46,966			48,861
\$2,000,001 - \$5,000,000	11	33	31,662	37,773	41,600	49,535	60,266	43,428
\$5,000,001 - \$15,000,000	14	46	40,007	44,127	48,173	58,006	62,013	50,260
Over \$15,000,000	11	124	31,928	40,539	46,384	58,718	62,962	47,971
<b>By Geographic Location:</b>								
Allegheny County	35	155	34,391	40,539	49,005	58,677	62,554	49,084
Outside of Allegheny County	10	61	33,343	41,579	43,493	46,873	59,176	44,397
<b>By Field of Service:</b>								
Counseling - Behavioral Health & Wellness	6	33	27,223	31,824	42,536	55,328	63,090	44,163
Education and Child Care Services	5	24	45,448	51,002	54,787	61,776	73,934	56,968
Family Support and Preservation	6	19	37,086	39,395	48,339	56,971	58,822	48,571
Social Support	15	99	34,278	41,558	44,990	50,814	60,008	46,028
<b>By Primary Source of Funding:</b>								
Government	28	134	36,234	42,926	48,006	57,938	62,068	49,533
Program services fee	8	32	41,621	42,453	44,990	50,955	61,514	47,253
<b>By Number of Employees:</b>								
6 - 20	7	10			46,966			48,922
21 - 50	7	12	35,025	39,000	42,443	50,888	56,129	44,725
51 - 100	8	26	36,668	39,691	43,774	55,443	62,512	46,882
More than 100	23	168	31,990	41,569	46,603	57,813	62,238	48,044
<b>By Level of Education Required:</b>								
Associate's Degree	5	6			41,600			42,938
Bachelor's Degree	32	106	31,358	41,616	48,006	58,474	61,258	48,255
Master's Degree	15	53	38,908	42,661	48,006	59,644	67,591	51,186
<b>By Sex of Employee:</b>								
Male	25	48	34,971	40,009	49,660	56,009	64,647	48,944
Female	40	162	32,502	40,955	45,178	54,881	61,475	47,071
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	16	24	36,795	42,333	46,800	54,579	59,540	48,048
White	38	158	34,447	41,080	47,424	57,938	62,706	48,467
<b>By Number of Years in Position:</b>								
Up to 5 Years	30	86	31,804	38,423	42,765	47,991	58,051	43,753
6 - 10 Years	21	36	37,629	40,331	51,075	59,275	63,492	51,169
11 - 20 Years	21	44	35,548	44,133	51,407	58,563	63,856	51,273
Over 20 Years	10	17	40,672	43,940	60,424	67,839	71,082	56,494
<b>By Number of Employees Managed:</b>								
1 to 3	12	24	33,156	38,511	47,393	59,629	64,958	49,203
4 to 8	23	58	30,605	39,489	46,020	52,349	60,984	46,077
9 to 14	15	27	39,304	42,453	43,992	49,005	56,231	45,630
15 and over	15	32	35,732	40,550	46,436	55,354	60,707	47,349

**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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	40	471	\$23,566	\$31,158	\$39,541	\$45,282	\$51,688	\$38,672
# Eligible for Incentive/Bonus	19	200						
Actual Bonus Paid	13	168	250	500	500	950	1,000	591
Total Cash Compensation (Base + Bonus)	40	471	24,066	31,158	39,915	45,616	51,788	38,883
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$750,001 - \$2,000,000	7	16	35,239	37,227	38,491	41,038	49,391	40,197
\$2,000,001 - \$5,000,000	11	64	29,495	32,240	35,360	39,520	44,200	35,998
\$5,000,001 - \$15,000,000	10	104	22,069	23,566	29,879	39,203	44,866	32,074
Over \$15,000,000	12	287	25,734	34,965	43,410	48,381	53,872	41,575
<b>By Geographic Location:</b>								
Allegheny County	32	386	23,566	32,240	41,496	46,394	52,295	39,807
Outside of Allegheny County	8	85	22,880	25,251	34,944	39,427	44,990	33,518
<b>By Field of Service:</b>								
Counseling - Behavioral Health & Wellness	5	60	29,882	32,693	39,822	44,309	48,017	38,838
Social Support	21	207	22,506	23,566	33,634	40,976	45,556	33,194
<b>By Primary Source of Funding:</b>								
Government	30	378	23,275	29,645	39,998	46,030	52,354	38,814
Program services fee	5	43	33,234	35,360	39,000	40,976	45,822	38,570
<b>By Number of Employees:</b>								
6 - 20	6	14	34,965	37,149	38,491	42,817	50,315	40,486
51 - 100	8	76	21,715	22,880	24,648	30,940	36,358	28,108
More than 100	22	370	27,040	35,006	41,902	46,394	52,354	40,874
<b>By Level of Education Required:</b>								
High School Diploma	10	91	21,424	22,880	26,728	32,718	37,561	28,000
Associate's Degree	7	24	32,240	33,415	35,215	39,109	47,019	36,850
Bachelor's Degree	29	248	33,201	37,924	43,244	48,838	53,874	43,519
Master's Degree	12	47	36,338	39,541	43,701	46,010	50,087	43,532
<b>By Sex of Employee:</b>								
Male	24	112	23,566	29,671	38,314	46,010	51,707	38,221
Female	36	359	23,400	31,824	39,978	45,282	51,688	38,813
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	16	77	23,429	28,538	37,877	47,206	51,172	37,783
White	36	344	26,884	34,357	41,163	45,974	52,354	40,238
<b>By Number of Years in Position:</b>								
Up to 5 Years	28	189	22,277	24,648	34,320	42,640	46,010	34,479
6 - 10 Years	21	75	27,884	36,608	41,600	48,048	52,304	41,545
11 - 20 Years	21	99	27,768	35,984	41,995	48,006	52,894	41,823
Over 20 Years	11	44	30,919	39,702	46,187	52,219	56,368	45,807
<b>By Number of Employees Managed:</b>								
1 to 3	16	22	36,130	37,024	42,650	48,849	52,615	43,226
4 to 8	17	75	34,574	39,000	42,411	44,616	47,844	41,714
9 to 14	10	42	30,763	33,727	37,503	44,351	48,597	38,787
15 and over	7	27	32,240	34,320	39,416	42,162	54,808	40,201

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	20	171	\$17,306	\$20,800	\$26,520	\$34,362	\$36,421	\$27,222
# Eligible for Incentive/Bonus	10	64						
Actual Bonus Paid	7	49	200	325	500	500	500	416
Total Cash Compensation (Base + Bonus)	20	171	17,306	20,946	26,920	34,612	36,921	27,341
<b>Annual Base Salary</b>								
By Budget Size:								
\$2,000,001 - \$5,000,000	7	56	15,080	15,184	20,800	23,415	30,512	21,299
Over \$15,000,000	7	102	21,395	23,317	30,462	36,338	36,523	30,268
By Geographic Location:								
Allegheny County	17	163	17,472	20,800	25,563	35,006	36,421	27,074
By Field of Service:								
Social Support	9	60	23,215	29,416	34,518	36,421	36,421	32,817
By Primary Source of Funding:								
Government	13	72	24,873	28,288	34,310	36,421	38,360	32,363
By Number of Employees:								
More than 100	11	128	15,184	21,918	28,018	36,203	36,421	27,875
By Level of Education Required:								
High School Diploma	13	51	18,824	21,840	22,880	27,040	30,705	24,497
Bachelor's Degree	7	70	20,800	22,693	31,793	36,359	36,421	30,210
By Sex of Employee:								
Male	6	37	15,080	19,240	25,563	36,068	37,286	27,058
Female	20	134	18,720	21,544	26,780	33,369	36,421	27,267
By Race/Ethnicity of Employee:								
Black or African American	11	33	20,800	21,840	25,480	28,808	36,388	26,296
White	16	125	18,720	21,455	28,288	35,402	36,421	27,898
By Number of Years in Position:								
Up to 5 Years	16	92	15,184	20,800	22,880	29,984	36,396	24,993
6 - 10 Years	9	20	19,136	23,499	25,563	36,172	38,676	28,236
11 - 20 Years	7	14	24,669	31,096	35,048	39,198	42,308	34,527

## Licensed Clinical Social Worker

868

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	10	38	\$38,224	\$41,548	\$47,102	\$52,182	\$58,621	\$48,155
# Eligible for Incentive/Bonus	2	3						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	10	38	38,224	41,548	47,102	52,182	58,621	48,225
<b>Annual Base Salary</b>								
By Geographic Location: Allegheny County	8	35	37,893	41,454	46,925	51,418	59,076	48,025
By Primary Source of Funding: Government	7	33	37,673	41,246	45,490	50,211	57,308	47,213
By Number of Employees: More than 100	6	32	37,563	41,142	46,915	52,546	57,801	47,876
By Level of Education Required: LCSW/MFT/MFCC	10	38	38,224	41,548	47,102	52,182	58,621	48,155
By Sex of Employee: Female	10	33	38,467	41,517	47,278	52,364	59,380	48,420
By Race/Ethnicity of Employee: White	10	37	38,114	41,517	46,925	51,709	56,992	47,876
By Number of Years in Position: Up to 5 Years	8	16	35,984	39,182	45,167	49,431	54,001	44,547

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

			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	5	40	\$34,108	\$38,906	\$42,079	\$51,777	\$61,110	\$45,813
# Eligible for Incentive/Bonus								
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	5	40	34,108	38,906	42,079	51,777	61,110	45,813



**Case Manager, Master Level**

879

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	11	71	\$33,675	\$34,466	\$39,957	\$48,797	\$52,000	\$41,917
# Eligible for Incentive/Bonus	3	27						
Actual Bonus Paid	3	25						
Total Cash Compensation (Base + Bonus)	11	71	34,099	35,278	40,102	49,297	52,000	42,136
<b>Annual Base Salary</b>								
By Budget Size:								
\$5,000,001 - \$15,000,000	5	31	34,216	34,466	39,000	41,600	49,599	40,101
Over \$15,000,000	5	39	33,010	34,278	46,051	52,000	52,270	43,326
By Geographic Location:								
Allegheny County	9	65	33,384	34,611	40,144	48,797	52,108	42,317
By Primary Source of Funding:								
Government	7	56	33,436	34,278	40,030	48,797	52,081	42,090
By Number of Employees:								
More than 100	9	61	33,675	34,372	39,395	48,797	52,000	41,936
By Level of Education Required:								
Master's Degree	11	70	33,634	34,466	39,947	48,797	52,000	41,642
By Sex of Employee:								
Male	5	8			46,353			44,057
Female	11	63	34,091	34,944	39,936	48,027	52,000	41,645
By Race/Ethnicity of Employee:								
White	11	57	34,216	35,152	40,102	48,412	52,054	41,992
By Number of Years in Position:								
Up to 5 Years	8	41	34,216	34,278	39,957	48,797	52,000	42,132
11 - 20 Years	7	10			39,551			42,792

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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	41	686	\$27,879	\$30,472	\$33,280	\$36,254	\$39,998	\$33,577
# Eligible for Incentive/Bonus	16	366						
Actual Bonus Paid	12	307	250	250	250	1,000	1,000	591
Total Cash Compensation (Base + Bonus)	41	686	28,012	30,722	33,635	36,777	40,142	33,842
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$2,000,001 - \$5,000,000	13	81	28,018	28,579	34,008	37,680	42,985	34,417
\$5,000,001 - \$15,000,000	14	294	27,768	30,472	32,011	34,289	36,380	32,335
Over \$15,000,000	10	302	27,040	30,566	34,445	38,438	41,034	34,531
<b>By Geographic Location:</b>								
Allegheny County	31	409	27,539	29,994	34,278	38,345	41,059	34,446
Outside of Allegheny County	10	277	28,014	30,472	32,011	33,634	36,263	32,294
<b>By Field of Service:</b>								
Counseling - Behavioral Health & Wellness	6	94	25,002	26,998	34,133	35,734	39,998	32,058
Social Support	16	321	27,065	30,160	32,011	33,634	36,213	31,950
<b>By Primary Source of Funding:</b>								
Government	26	413	28,912	31,200	34,382	38,283	41,134	34,825
Program services fee	7	220	27,642	30,472	32,011	34,008	36,213	32,089
<b>By Number of Employees:</b>								
21 - 50	8	31	29,295	31,907	34,986	37,336	39,998	34,888
51 - 100	8	81	26,733	28,018	32,698	36,390	42,985	33,227
More than 100	22	566	27,533	30,472	33,072	36,213	39,998	33,544
<b>By Level of Education Required:</b>								
High School Diploma	8	60	22,130	25,137	27,269	29,557	32,173	27,776
Bachelor's Degree	33	565	29,070	31,086	33,634	36,442	39,998	34,186
<b>By Sex of Employee:</b>								
Male	24	133	27,015	30,472	34,008	36,660	41,621	34,046
Female	39	551	27,997	30,472	32,822	36,213	39,769	33,425
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	22	95	27,681	29,994	33,530	38,126	41,666	34,163
White	32	558	28,018	30,472	33,207	36,077	39,828	33,506
<b>By Number of Years in Position:</b>								
Up to 5 Years	33	362	26,998	30,160	32,011	34,133	36,800	32,065
6 - 10 Years	25	133	30,514	32,510	34,819	38,605	41,059	35,406
11 - 20 Years	22	88	29,989	34,507	38,220	40,087	42,432	37,124
Over 20 Years	6	17	33,609	36,015	39,998	43,316	48,713	39,802
<b>By Number of Employees Managed:</b>								
1 to 3	5	5			36,046			36,491

**Counselor, Master Level**

882

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

Other sample job titles: Lead Counselor, Senior Family Counselor

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	20	311	\$32,635	\$35,360	\$41,621	\$50,003	\$59,280	\$43,355
# Eligible for Incentive/Bonus	7	82						
Actual Bonus Paid	4	50						
Total Cash Compensation (Base + Bonus)	20	311	32,635	35,693	41,621	50,003	59,280	43,444
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$2,000,001 - \$5,000,000	5	22	32,731	33,010	38,407	41,871	45,467	38,119
\$5,000,001 - \$15,000,000	6	52	29,994	33,260	37,836	40,654	48,859	38,079
Over \$15,000,000	8	235	32,918	35,734	44,429	52,000	59,280	45,091
<b>By Geographic Location:</b>								
Allegheny County	14	212	33,342	36,057	42,474	48,105	54,101	43,086
Outside of Allegheny County	6	99	31,990	33,301	38,750	59,280	59,280	43,932
<b>By Field of Service:</b>								
Counseling - Behavioral Health & Wellness	6	78	30,897	34,486	38,002	43,794	52,139	40,259
Social Support	5	87	31,790	33,010	39,936	59,280	59,280	44,893
<b>By Primary Source of Funding:</b>								
Government	14	191	33,010	36,712	43,285	48,672	54,101	43,554
<b>By Number of Employees:</b>								
51 - 100	5	23	32,735	33,010	37,690	41,600	45,727	38,144
More than 100	13	285	32,635	35,600	42,432	52,000	59,280	43,836
<b>By Level of Education Required:</b>								
Master's Degree	18	233	31,990	34,414	38,584	50,347	59,280	42,061
<b>By Sex of Employee:</b>								
Male	12	63	32,785	36,005	42,848	49,130	62,400	44,244
Female	19	248	32,623	35,053	41,236	50,555	59,280	43,130
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	12	48	31,990	35,178	40,425	50,856	59,280	43,064
White	19	253	32,718	35,600	41,891	49,702	59,280	43,543
<b>By Number of Years in Position:</b>								
Up to 5 Years	17	167	31,948	34,133	38,002	49,130	59,280	42,017
6 - 10 Years	11	40	34,237	38,148	42,058	47,741	51,590	42,680
11 - 20 Years	12	39	37,690	41,621	44,491	49,712	62,400	46,791
Over 20 Years	6	21	42,569	44,897	45,011	49,847	55,311	47,505

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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	26	507	\$23,454	\$27,290	\$34,029	\$37,544	\$40,248	\$32,822
# Eligible for Incentive/Bonus	10	188						
Actual Bonus Paid	6	28	200	200	200	773	1,315	492
Total Cash Compensation (Base + Bonus)	26	507	23,454	27,290	34,070	37,690	40,248	32,849
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$2,000,001 - \$5,000,000	7	48	21,986	27,149	30,774	36,140	42,779	31,488
\$5,000,001 - \$15,000,000	10	196	23,400	23,806	26,905	32,006	35,816	28,300
Over \$15,000,000	6	243	31,890	35,090	36,982	39,333	40,859	37,157
<b>By Geographic Location:</b>								
Allegheny County	19	427	23,982	29,661	35,090	38,085	40,435	34,041
Outside of Allegheny County	7	80	23,030	23,894	24,752	27,997	31,200	26,315
<b>By Field of Service:</b>								
Counseling - Behavioral Health & Wellness	5	147	23,400	24,003	26,998	35,006	39,982	29,776
Social Support	8	45	21,986	25,408	28,517	31,067	39,288	29,354
<b>By Primary Source of Funding:</b>								
Government	22	477	23,400	27,997	34,216	37,690	40,248	33,052
<b>By Number of Employees:</b>								
21 - 50	5	55	21,986	24,752	27,997	32,718	37,303	29,126
More than 100	16	429	23,421	27,966	34,715	37,690	40,248	33,223
<b>By Level of Education Required:</b>								
High School Diploma	5	131	22,880	23,400	24,066	27,664	30,738	25,615
Bachelor's Degree	23	343	27,760	31,200	35,526	38,085	40,360	34,873
<b>By Sex of Employee:</b>								
Male	14	127	23,778	28,870	34,840	37,690	40,277	33,198
Female	22	370	23,400	26,479	33,540	37,211	40,244	32,557
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	15	101	24,798	29,110	32,802	36,982	40,231	32,797
Hispanic/Latino	6	8			29,910			29,765
White	20	382	23,400	25,735	34,102	37,690	40,248	32,738
<b>By Number of Years in Position:</b>								
Up to 5 Years	20	336	23,400	24,347	32,271	36,489	39,478	31,521
6 - 10 Years	19	76	28,419	30,954	36,587	38,652	40,549	35,759
11 - 20 Years	11	51	29,349	32,718	36,296	39,978	45,061	36,967

## Family Advocate

885

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	17	127	\$26,998	\$29,016	\$31,304	\$34,154	\$36,100	\$31,679
# Eligible for Incentive/Bonus	10	55						
Actual Bonus Paid	6	32	115	500	618	2,295	3,000	1,131
Total Cash Compensation (Base + Bonus)	17	127	26,998	29,016	31,304	34,403	36,153	31,964
<b>Annual Base Salary</b>								
By Budget Size:								
Over \$15,000,000	7	65	28,991	30,118	31,803	34,403	36,704	32,664
By Geographic Location:								
Allegheny County	13	76	27,745	29,110	31,990	34,185	36,654	31,944
By Field of Service:								
Social Support	5	40	27,129	29,261	31,990	33,036	38,443	32,191
By Primary Source of Funding:								
Government	11	104	27,675	29,027	31,595	33,545	35,069	31,551
By Number of Employees:								
More than 100	9	82	27,011	29,562	31,595	34,403	36,448	32,289
By Level of Education Required:								
Bachelor's Degree	11	84	27,924	29,328	31,346	34,403	36,411	32,224
By Sex of Employee:								
Male	8	15	25,018	29,515	31,200	35,006	37,985	31,409
Female	17	112	27,011	29,016	31,346	34,014	35,859	31,715
By Race/Ethnicity of Employee:								
Black or African American	9	38	27,982	29,994	31,990	32,828	35,372	31,617
White	15	79	26,998	29,578	31,803	34,403	37,003	32,195
By Number of Years in Position:								
Up to 5 Years	16	82	26,998	28,241	30,118	31,990	34,819	30,521
11 - 20 Years	6	17	29,994	34,175	34,403	36,608	46,230	36,159

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	13	23	\$27,256	\$30,118	\$31,512	\$35,485	\$37,465	\$32,570
# Eligible for Incentive/Bonus	6	9						
Actual Bonus Paid	5	7			1,000			1,636
Total Cash Compensation (Base + Bonus)	13	23	27,656	30,430	31,763	35,797	38,575	33,068
<b>Annual Base Salary</b>								
By Budget Size:								
\$5,000,001 - \$15,000,000	5	7			33,384			33,726
Over \$15,000,000	5	10			31,138			32,479
By Geographic Location:								
Allegheny County	11	18	27,040	30,321	31,491	35,917	37,908	32,761
By Primary Source of Funding:								
Government	9	16	28,935	30,456	32,739	35,719	37,453	33,002
By Number of Employees:								
More than 100	8	15	28,741	30,430	31,512	34,299	36,741	32,251
By Level of Education Required:								
High School Diploma	6	10			30,982			31,620
By Sex of Employee:								
Female	10	17	27,473	30,274	31,512	35,579	38,301	32,603
By Race/Ethnicity of Employee:								
Black or African American	7	8			30,326			31,223
White	8	13	27,040	30,971	33,384	36,858	40,040	33,622
By Number of Years in Position:								
Up to 5 Years	8	13	27,040	28,548	30,534	34,830	36,683	31,320
6 - 10 Years	5	5			32,552			34,586

## Intake Coordinator

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, Enrollment Coordinator, Intake & Referral 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	17	38	\$23,641	\$25,116	\$31,585	\$36,910	\$44,085	\$32,846
# Eligible for Incentive/Bonus	6	18						
Actual Bonus Paid	4	6						
Total Cash Compensation (Base + Bonus)	17	38	23,641	25,116	31,892	36,910	44,435	32,968
<b>Annual Base Salary</b>								
By Budget Size:								
\$5,000,001 - \$15,000,000	5	10			31,574			32,321
Over \$15,000,000	7	17	30,867	31,585	33,280	42,026	52,948	37,666
By Geographic Location:								
Allegheny County	13	24	24,752	30,878	32,323	42,266	47,143	35,823
By Field of Service:								
Social Support	6	14	23,971	30,867	31,585	32,526	38,106	31,512
By Primary Source of Funding:								
Government	10	24	23,359	23,764	30,867	33,555	46,987	32,190
By Number of Employees:								
More than 100	11	26	28,796	31,085	32,958	40,835	46,032	36,139
By Level of Education Required:								
Bachelor's Degree	9	16	29,436	32,151	36,109	42,510	44,148	36,720
By Sex of Employee:								
Female	14	33	23,712	25,740	31,990	37,617	44,241	33,244
By Race/Ethnicity of Employee:								
Black or African American	6	7			32,011			32,412
White	14	29	23,712	24,752	30,909	35,610	44,366	32,629
By Number of Years in Position:								
Up to 5 Years	11	18	22,793	23,712	30,431	33,712	44,641	30,240

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	14	457	\$19,448	\$21,216	\$26,270	\$29,578	\$31,404	\$25,818
# Eligible for Incentive/Bonus	4	55						
Actual Bonus Paid	3	48						
Total Cash Compensation (Base + Bonus)	14	457	19,448	21,216	26,270	29,578	31,720	25,870
<b>Annual Base Salary</b>								
By Budget Size:								
\$2,000,001 - \$5,000,000	6	36	19,344	19,448	19,760	24,502	29,345	22,228
By Geographic Location:								
Allegheny County	10	382	20,862	22,714	27,872	29,661	32,011	26,954
By Field of Service:								
Social Support	9	194	18,720	19,448	21,216	22,714	29,734	22,338
By Primary Source of Funding:								
Government	11	411	19,760	21,216	27,061	29,578	31,637	26,061
By Number of Employees:								
More than 100	9	426	19,760	21,216	27,061	29,578	31,726	26,131
By Level of Education Required:								
High School Diploma	11	149	19,448	20,800	21,216	22,714	25,584	22,003
By Sex of Employee:								
Male	8	97	20,800	26,270	28,475	30,181	33,027	27,815
Female	14	360	19,344	20,800	25,522	29,541	31,219	25,280
By Race/Ethnicity of Employee:								
Black or African American	5	138	21,216	24,960	28,163	29,578	32,011	27,239
White	12	262	20,241	21,216	26,468	29,599	31,741	26,193
By Number of Years in Position:								
Up to 5 Years	12	236	19,698	21,216	25,522	28,475	29,266	24,961
6 - 10 Years	10	72	21,216	24,362	28,319	30,077	31,211	27,364
11 - 20 Years	5	59	22,714	29,578	30,181	31,096	33,634	29,479
Over 20 Years	5	26	23,677	31,736	33,624	34,653	35,539	32,176



**Children or Youth Program Assistant**

890

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	8	165	\$16,910	\$21,268	\$22,006	\$26,000	\$33,272	\$24,090
# Eligible for Incentive/Bonus	4	97						
Actual Bonus Paid	3	72						
Total Cash Compensation (Base + Bonus)	8	165	16,910	21,320	22,632	26,958	33,272	24,462
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	7	153	16,910	21,216	21,757	25,958	33,371	23,888
By Primary Source of Funding:								
Government	6	124	21,216	21,632	22,111	25,459	31,772	24,366
By Number of Employees:								
More than 100	5	133	21,216	21,632	22,194	27,051	35,306	25,233
By Level of Education Required:								
High School Diploma	5	135	16,910	21,216	21,757	23,400	27,581	22,601
Bachelor's Degree	5	16	16,640	16,640	29,474	33,057	37,072	26,725
By Sex of Employee:								
Male	7	52	18,202	21,632	21,799	27,316	34,800	24,759
Female	8	113	16,910	21,216	22,006	25,709	32,735	23,782
By Race/Ethnicity of Employee:								
Black or African American	5	82	21,216	21,632	21,757	23,499	31,595	23,852
White	6	70	16,910	16,910	21,965	30,503	35,456	24,179
By Number of Years in Position:								
Up to 5 Years	8	118	16,910	21,216	21,632	23,520	31,841	22,943

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	707	\$20,800	\$20,800	\$21,840	\$24,606	\$27,040	\$23,176
# Eligible for Incentive/Bonus	4	108						
Actual Bonus Paid	3	68						
Total Cash Compensation (Base + Bonus)	10	707	20,800	20,869	21,840	24,856	27,040	23,203
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	7	647	20,800	20,800	21,840	24,606	27,040	23,192
By Field of Service:								
Social Support	6	160	20,800	20,800	22,880	24,606	25,207	22,977
By Primary Source of Funding:								
Government	7	589	20,800	20,800	21,840	24,606	27,040	23,118
By Number of Employees:								
More than 100	6	614	20,800	20,800	21,840	24,606	27,040	23,195
By Level of Education Required:								
High School Diploma	8	641	20,800	20,800	21,840	23,972	27,040	22,943
By Sex of Employee:								
Male	7	165	20,800	21,424	21,840	24,960	27,955	23,394
Female	10	542	20,800	20,800	21,976	24,606	26,996	23,109
By Race/Ethnicity of Employee:								
Black or African American	10	188	20,800	20,904	22,880	24,960	27,040	23,498
White	10	400	20,800	20,800	22,526	24,960	27,910	23,497
By Number of Years in Position:								
Up to 5 Years	9	403	20,800	20,800	21,632	22,838	24,960	22,156
6 - 10 Years	7	88	21,320	22,360	22,880	22,880	25,393	22,942
11 - 20 Years	7	94	22,651	23,686	24,960	27,040	28,403	25,379
Over 20 Years	6	37	25,376	27,123	30,160	34,840	35,360	30,620

## Direct Care Counselor

892

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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	17	1,766	\$20,032	\$21,248	\$22,984	\$24,606	\$28,128	\$23,510
# Eligible for Incentive/Bonus	6	839						
Actual Bonus Paid	4	408						
Total Cash Compensation (Base + Bonus)	17	1,766	20,136	21,248	22,984	24,960	28,209	23,622
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$2,000,001 - \$5,000,000	5	139	18,720	20,259	21,840	23,670	28,080	22,740
Over \$15,000,000	8	1,428	20,155	21,445	23,338	24,669	28,330	23,688
<b>By Geographic Location:</b>								
Allegheny County	11	770	20,800	21,949	23,744	25,158	28,080	24,022
Outside of Allegheny County	6	996	19,760	20,904	22,880	23,920	28,155	23,114
<b>By Field of Service:</b>								
Social Support	8	1,387	19,843	21,174	22,984	24,378	27,564	23,333
<b>By Primary Source of Funding:</b>								
Government	12	1,571	20,184	21,278	22,984	24,253	26,782	23,311
<b>By Number of Employees:</b>								
51 - 100	5	139	18,720	20,259	21,840	23,670	28,080	22,740
More than 100	12	1,627	20,172	21,278	23,192	24,606	28,142	23,576
<b>By Level of Education Required:</b>								
High School Diploma	13	819	20,758	21,320	23,234	24,586	27,040	23,516
<b>By Sex of Employee:</b>								
Male	12	490	20,575	21,840	23,379	25,605	28,758	23,941
Female	16	1,265	19,864	20,946	22,880	24,368	27,639	23,339
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	14	497	19,843	21,840	23,670	24,960	28,691	23,808
White	14	888	19,841	20,800	23,078	25,002	29,120	23,681
<b>By Number of Years in Position:</b>								
Up to 5 Years	15	739	20,800	21,258	22,880	24,232	28,080	23,409
6 - 10 Years	12	172	21,738	22,495	23,774	24,960	26,601	24,047
11 - 20 Years	13	155	22,402	23,962	24,794	26,416	31,333	25,780
Over 20 Years	6	39	23,192	25,605	27,206	30,035	31,949	27,647

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	5	5			\$55,786			\$56,372
# Eligible for Incentive/Bonus								
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	5	5			55,786			56,372
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	5	5			55,786			56,372
By Level of Education Required:								
Bachelor's Degree	5	5			55,786			56,372

**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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	23	30	\$27,205	\$29,120	\$33,644	\$37,456	\$43,153	\$33,618
# Eligible for Incentive/Bonus	8	11						
Actual Bonus Paid	7	7			450			653
Total Cash Compensation (Base + Bonus)	23	30	27,205	29,617	34,008	37,707	43,153	33,770
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$250,001 - \$750,000	5	5			33,280			33,571
\$2,000,001 - \$5,000,000	7	10			29,557			32,529
<b>By Geographic Location:</b>								
Allegheny County	21	28	28,076	29,307	33,644	37,487	43,368	33,802
<b>By Field of Service:</b>								
Basic Material Need	5	6			34,008			33,578
Social Support	5	9			29,994			33,275
<b>By Primary Source of Funding:</b>								
Contributions from individuals	7	11			29,994			31,949
Contributions from foundations or trusts	6	7			35,235			34,150
Government	5	7			37,606			36,168
<b>By Number of Employees:</b>								
6 - 20	8	8			32,635			32,783
51 - 100	6	8			34,008			33,956
More than 100	5	8			33,613			34,055
<b>By Level of Education Required:</b>								
Bachelor's Degree	13	20	28,933	30,322	34,008	37,565	43,700	34,766
<b>By Sex of Employee:</b>								
Female	19	25	25,954	29,120	33,280	37,523	43,492	33,579
<b>By Race/Ethnicity of Employee:</b>								
White	17	21	24,847	29,994	34,008	38,220	43,659	34,049
<b>By Number of Years in Position:</b>								
Up to 5 Years	15	18	28,353	29,994	34,008	37,440	43,453	34,544
6 - 10 Years	5	5			35,152			32,993

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

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	19	21	\$47,728	\$50,877	\$65,000	\$78,375	\$120,469	\$72,016
# Eligible for Incentive/Bonus	9	11						
Actual Bonus Paid	7	7			500			2,390
Total Cash Compensation (Base + Bonus)	19	21	47,888	51,893	67,497	78,375	120,769	72,812
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$5,000,001 - \$15,000,000	9	10			73,851			86,568
Over \$15,000,000	5	6			64,283			64,636
<b>By Geographic Location:</b>								
Allegheny County	17	19	47,195	49,982	65,000	79,040	128,003	72,629
<b>By Primary Source of Funding:</b>								
Contributions from individuals	7	8			73,559			87,760
<b>By Number of Employees:</b>								
21 - 50	5	6			69,035			88,511
51 - 100	6	6			70,991			74,665
More than 100	5	6			62,130			63,919
<b>By Level of Education Required:</b>								
Bachelor's Degree	16	17	49,908	53,675	66,997	83,429	136,535	75,005
<b>By Sex of Employee:</b>								
Male	6	7			79,040			89,063
Female	13	13	46,484	49,889	55,578	68,297	107,885	63,376
<b>By Race/Ethnicity of Employee:</b>								
White	16	18	49,473	51,324	67,538	81,567	132,269	74,697
<b>By Number of Years in Position:</b>								
Up to 5 Years	12	12	47,164	50,429	64,283	75,780	143,177	70,514
<b>By Number of Employees Managed:</b>								
1 to 3	10	11			68,078			81,122

**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

	<b>Number of Organizations</b>	<b>Number of Employees</b>	<b>10th %ile</b>	<b>25th %ile</b>	<b>Annual Cash Compensation</b>			<b>Average</b>
					<b>Median (50%)</b>	<b>75th %ile</b>	<b>90th %ile</b>	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	7	7			\$54,371			\$54,469
# Eligible for Incentive/Bonus	3	3						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	7	7			54,995			54,719
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	7	7			54,371			54,469
By Level of Education Required:								
Bachelor's Degree	6	6			54,174			52,960
By Race/Ethnicity of Employee:								
White	6	6			54,683			54,551

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	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	27	30	\$28,465	\$33,909	\$37,482	\$41,793	\$46,447	\$37,804
# Eligible for Incentive/Bonus	14	16						
Actual Bonus Paid	10	10			560			758
Total Cash Compensation (Base + Bonus)	27	30	28,465	34,329	37,482	42,225	46,447	38,056
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$250,001 - \$750,000	7	7			35,893			37,468
\$750,001 - \$2,000,000	5	5			40,810			41,858
\$2,000,001 - \$5,000,000	8	9			34,029			34,734
\$5,000,001 - \$15,000,000	6	8			39,031			38,446
<b>By Geographic Location:</b>								
Allegheny County	22	23	28,746	33,550	38,002	42,370	49,230	38,045
Outside of Allegheny County	5	7			36,962			37,009
<b>By Field of Service:</b>								
Culture/Arts	7	7			35,893			35,392
Social Support	6	6			41,985			40,026
<b>By Primary Source of Funding:</b>								
Contributions from individuals	6	7			35,006			36,418
Contributions from foundations or trusts	5	5			35,000			37,618
Government	7	8			41,985			40,893
Program services fee	6	7			36,962			36,694
<b>By Number of Employees:</b>								
6 - 20	10	10			39,000			40,067
More than 100	7	9			39,998			38,050
<b>By Level of Education Required:</b>								
Bachelor's Degree	20	21	30,368	34,830	39,998	42,016	46,260	38,823
<b>By Sex of Employee:</b>								
Female	24	27	28,247	33,550	36,962	42,370	47,499	37,773
<b>By Race/Ethnicity of Employee:</b>								
White	23	26	29,605	34,497	39,031	42,386	47,932	38,655
<b>By Number of Years in Position:</b>								
Up to 5 Years	23	24	29,089	33,826	36,598	40,607	47,476	37,398



**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

	<b>Number of Organizations</b>	<b>Number of Employees</b>	<b>10th %ile</b>	<b>25th %ile</b>	<b>Annual Cash Compensation</b>			<b>Average</b>
					<b>Median (50%)</b>	<b>75th %ile</b>	<b>90th %ile</b>	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	6	6			\$31,023			\$32,871
# Eligible for Incentive/Bonus	2	2						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	6	6			31,023			32,996
<b>Annual Base Salary</b>								
<b>By Level of Education Required:</b>								
Bachelor's Degree	5	5			30,056			33,047
<b>By Sex of Employee:</b>								
Female	5	5			30,056			33,047
<b>By Race/Ethnicity of Employee:</b>								
White	5	5			30,056			33,047

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	Annual Cash Compensation				Average
				25th %ile	Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	6	8			\$34,539			\$33,868
# Eligible for Incentive/Bonus	1	2						
Actual Bonus Paid	1	2						
Total Cash Compensation (Base + Bonus)	6	8			35,256			34,086
<b>Annual Base Salary</b>								
<b>By Geographic Location:</b>								
Allegheny County	5	7			33,259			33,357
<b>By Level of Education Required:</b>								
Bachelor's Degree	5	6			36,411			34,715
<b>By Sex of Employee:</b>								
Female	6	7			33,259			33,420
<b>By Race/Ethnicity of Employee:</b>								
White	6	8			34,539			33,868

**Customer Service Representative**

931

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	6	75	\$20,800	\$21,216	\$22,942	\$25,022	\$28,259	\$24,214
# Eligible for Incentive/Bonus	2	53						
Actual Bonus Paid	2	50						
Total Cash Compensation (Base + Bonus)	6	75	20,812	22,150	23,439	25,605	28,851	24,852
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	5	71	20,800	21,216	22,942	25,605	28,334	24,446
By Sex of Employee:								
Female	6	72	20,800	21,242	22,984	25,459	28,315	24,388
By Race/Ethnicity of Employee:								
White	6	50	21,016	21,294	22,932	23,983	27,897	24,396
By Number of Years in Position:								
Up to 5 Years	5	48	20,987	21,216	22,849	23,806	26,144	22,837



## Appendix A: Average Annual Base Salary by Position

<b>Executive</b>	005	Executive Director/Chief Executive Officer	\$ 113,683
	010	Associate Director/Chief Operating Officer	102,828
	015	Director, Program(s)	92,874
<b>Administrative</b>	055	Director, Administration	69,150
	065	Office Manager	39,370
	070	Executive Assistant	44,096
	075	Administrative Assistant, Senior Level	37,052
	080	Administrative Assistant, Intermediate Level	30,208
	085	Administrative Assistant, Junior Level	24,521
	090	Receptionist	23,404
	095	Quality Assurance Manager	54,165
	096	Quality Assurance Specialist	41,160
<b>Accounting/Finance</b>	105	Chief Financial Officer	102,776
	110	Controller	78,892
	115	Accounting Manager	61,185
	120	Accounting Supervisor	50,882
	124	Senior Accountant	53,647
	125	Staff Accountant	40,631
	126	Payroll Specialist	38,639
	130	Accounting Clerk	30,592
<b>Development</b>	205	Director, Development	79,190
	210	Development Manager, General	57,794
	211	Development Manager: Annual Giving	54,416
	215	Grant Writer, All Types of Funding	43,767
	220	Special Event Coordinator	40,502
	225	Development Associate	37,100
<b>Education &amp; Recreation</b>	253	Director, Education	63,276
	255	Curriculum Specialist	68,546
	256	Educator or Teacher, Adult Education	35,812
	258	Site Supervisor	38,336
	259	Teacher, K-12	34,955
	262	Teacher, Pre-School	32,451
	265	Teaching Assistant, K-12	25,086
	268	Teaching Assistant, Pre-School	21,886
	269	Special Education Teacher, K-12	44,222
	271	Child Care Assistant	22,406
	272	Community Educator	38,235
	274	Lifeguard/Swim Instructor	22,696
	277	Recreation or Activity Leader, Children or Youth	18,803
<b>Employment/Work Training</b>	305	Job Developer	37,257
	310	Vocational Counselor	34,082
	315	Job Coach	31,043
<b>Food Service</b>	355	Food Service Manager or Supervisor	37,766
	365	Cook	24,266
	370	Food Service Assistant/Worker	21,523
<b>Foundation/Philanthropy</b>	965	Program Associate	48,820
<b>Gift/Thrift Shop, Warehouse &amp; Food Bank</b>	455	Gift/Thrift Shop Manager	38,801
	460	Gift/Thrift Shop Retail Sales Clerk	16,780
	462	Warehouse Manager	44,031
	465	Warehouse Worker	29,904
<b>Government Affairs, Advocacy, Research</b>	380	Director or Manager, Government Affairs	84,806
<b>Housing/Community Development</b>	434	Shelter Coordinator	21,978
<b>Human Resources</b>	505	Director, Human Resources	78,996
	510	Human Resources Manager	56,872
	514	Benefits Manager	51,424
	515	Human Resources Representative or Specialist	38,790
	520	Human Resources Assistant	29,413

Appendix A: Average Annual Base Salary by Position

<b>Information Technology</b>	555	Director, Information Technology/Services	86,105
	560	Information Technology Manager	59,435
	562	Systems Administrator	56,826
	565	Database Administrator	44,326
	570	Network Technician	54,969
	575	Personal Computer Technician	34,624
	576	Tech Support Specialist	42,017
	580	Data Entry Operator	27,125
<b>Legal Services &amp; Community Organizing</b>	625	Community Organizer	33,044
<b>Maintenance, Grounds &amp; Purchasing</b>	655	Facilities Manager	61,276
	660	Maintenance Supervisor	40,316
	665	Maintenance Technician or Specialist	29,972
	670	Gardener	26,014
	675	Janitor or Custodian	23,164
	680	Driver	23,743
	690	Purchasing Coordinator or Specialist	36,291
<b>Medical &amp; Clinical Services</b>	712	Director of Nursing	73,493
	714	Registered Nurse	54,077
	716	Nurse Practitioner	77,793
	720	Licensed Vocational/Practical Nurse	38,948
	722	Medical Assistant	25,716
	724	Health Educator	36,141
	748	Medical Records Clerk	28,959
	750	Billing Clerk	31,320
	752	Receptionist (Medical)	24,631
	761	Physical Therapist	69,250
	762	Occupational Therapist	67,013
763	Speech Pathologist	58,990	
<b>Program Management (other than Social Service/Mental Health)</b>	805	Program Director/Administrator	74,198
	810	Program Manager/Administrator	51,917
	815	Program Coordinator	39,147
	820	Program Assistant	29,734
<b>Social Services &amp; Mental Health</b>	853	Program Director/Administrator	69,052
	856	Program Manager/Administrator	47,760
	859	Program Coordinator	38,672
	862	Program Assistant	27,222
	868	Licensed Clinical Social Worker	48,155
	877	Therapeutic Counselor, MFCC/MFT	45,813
	879	Case Manager, Master Level	41,917
	880	Case Manager	33,577
	882	Counselor, Master Level	43,355
	883	Counselor	32,822
	885	Family Advocate	31,679
	886	Eligibility Specialist	32,570
	887	Intake Coordinator	32,846
	889	Senior or Adult Program Assistant	25,818
	890	Children or Youth Program Assistant	24,090
891	Personal Attendant/Home Health Care Worker	23,176	
892	Direct Care Counselor	23,510	
<b>Volunteer, Membership &amp; Marketing</b>	905	Volunteer Director	56,372
	906	Volunteer Coordinator	33,618
	910	Communications Director or Manager	72,016
	915	Public Relations Manager	54,469
	917	Marketing Coordinator	37,804
	918	Social Media Coordinator	32,871
	930	Membership Assistant	33,868
	931	Customer Service Representative	24,214

## Appendix B: Survey Participants

Organization	City
3 Rivers Wet Weather, Inc.	Pittsburgh
AAdvantage Inc.	Houston
ACHIEVA	Pittsburgh
Allegheny Family Network	Pittsburgh
Alliance for Nonprofit Resources	Butler
Animal Rescue League Shelter and Wildlife Center	Pittsburgh
Attack Theatre	Pittsburgh
Audubon Society of Western Pennsylvania	Pittsburgh
B. F. Jones Memorial Library	Aliquippa
Bayer Center for Nonprofit Management at Robert Morris University	Pittsburgh
Beaver County Rehabilitation Center, Inc.	Aliquippa
Bethlehem Haven	Pittsburgh
Bloomfield Development Corporation	Pittsburgh
The Bradley Center	Pittsburgh
Breathe Pennsylvania	Cranberry
Bricolage Production Company	Pittsburgh
Bridgeway Capital, Inc.	Pittsburgh
Brother's Brother Foundation	Pittsburgh
The Butler County Symphony	Butler
Catholic Charities of the Diocese of Pittsburgh	Pittsburgh
The Children's Home of Pittsburgh & Lemieux Family Center	Pittsburgh
The Children's Institute	Pittsburgh
Children's Museum of Pittsburgh	Pittsburgh
Community Action Southwest	Washington
The Community at Holy Family Manor	Pittsburgh
Community Care Connections, Inc.	Butler
Community Foundation of Greene County	Waynesburg
Community Foundation Serving the Heart	Kittanning
Community Guidance Center	Indiana
Community Health Challenge of Southwestern Pennsylvania	Evans City
Community Living and Support Services, Inc.	Pittsburgh
Contemporary Craft	Pittsburgh
Coro Center for Civic Leadership	Pittsburgh
Crisis Center North, Inc.	Pittsburgh
Diversified Family Services, Inc.	Hermitage
Dollar Energy Fund	Pittsburgh

<b>Organization</b>	<b>City</b>
Domestic Violence Services of Southwestern Pennsylvania	Washington
Dress for Success Pittsburgh	Pittsburgh
The Early Learning Institute	Pittsburgh
Easter Seals Western and Central Pennsylvania	Pittsburgh
Eastern Area Adult Services, Inc.	Turtle Creek
Emmaus Community of Pittsburgh	Pittsburgh
Entrepreneuring Youth	Pittsburgh
Epilepsy Foundation Western/Central Pennsylvania	Pittsburgh
Essential Public Media, Inc. (WESA)	Pittsburgh
Every Child Inc.	Pittsburgh
Family House	Pittsburgh
Family Resources	Pittsburgh
Family Services of Western Pennsylvania	Pittsburgh
Familylinks	Pittsburgh
Fayette County Association for the Blind	Uniontown
Fayette County Cultural Trust	Connellsville
FISA Foundation	Pittsburgh
Glade Run Lutheran Services	Zelienople
Goodwill of Southwestern Pennsylvania	Pittsburgh
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
Habitat for Humanity of Greater Pittsburgh	Pittsburgh
HEARTH	Glenshaw
Hill House Association	Pittsburgh
Holy Family Institute	Pittsburgh
Hospice and Palliative Nurses Association	Pittsburgh
Human Services Center Corporation	Turtle Creek
Hunger-Free Pennsylvania	McMurray
Jewish Family & Children's Service	Pittsburgh
Jewish Residential Services	Pittsburgh
Junior Achievement of Western Pennsylvania	Pittsburgh
Just Harvest	Pittsburgh
KidsVoice	Pittsburgh
The Kingsley Association	Pittsburgh
Lifesteps	Butler
Macedonia Family & Community Enrichment Center	Pittsburgh



Organization	City
Mainstay Life Services	Pittsburgh
Manchester Bidwell Corporation	Pittsburgh
The Midwife Center for Birth & Women's Health	Pittsburgh
Mountain Watershed Association, Inc.	Melcroft
Neighborhood Allies	Pittsburgh
North Hills Community Outreach	Allison Park
North Side Christian Health Center	Pittsburgh
Northside Community Development Fund	Pittsburgh
The Outdoor Classroom	Pittsburgh
Pace School	Pittsburgh
Pediatric Palliative Care Coalition	Pittsburgh
Pennsylvania Center for Women and Politics at Chatham University	Pittsburgh
Pennsylvania Resources Council - Western Regional Office	Pittsburgh
Pittsburgh Arts & Lectures	Pittsburgh
Pittsburgh Botanic Garden	Pittsburgh
Pittsburgh Center for Creative Reuse	Pittsburgh
Pittsburgh Community Broadcasting Corporation (WYEP)	Pittsburgh
Pittsburgh Community Television	Pittsburgh
The Pittsburgh Foundation	Pittsburgh
Pittsburgh Leadership Foundation	Pittsburgh
Pittsburgh Mercy Health System	Pittsburgh
Pittsburgh Parks Conservancy	Pittsburgh
The Pittsburgh Project	Pittsburgh
Pittsburgh Urban Christian School	Pittsburgh
POISE Foundation	Pittsburgh
POWER	Pittsburgh
Private Industry Council of Westmoreland/Fayette, Inc.	Greensburg
Program to Aid Citizen Enterprise (PACE)	Pittsburgh
Providence Connections, Inc.	Pittsburgh
Psalm 119 Ministries	Pittsburgh
PULSE	Pittsburgh
Quantum Theatre	Pittsburgh
Rainbow Kitchen Community Services	Homestead
Redevelopment Authority of Connellsville	Connellsville
Rivers of Steel Heritage Corporation	Homestead
Roy A. Hunt Foundation	Pittsburgh
Salvation Army	Pittsburgh
Sarah Heinz House	Pittsburgh
Seneca Area Emergency Services	Pittsburgh

<b>Organization</b>	<b>City</b>
Sewickley Presbyterian Church	Sewickley
Sisters of St. Joseph-Baden	Baden
Sisters Place, Inc.	Clairton
Sojourner House	Pittsburgh
Soldiers & Sailors Memorial Hall & Museum Trust, Inc.	Pittsburgh
Southwinds, Inc.	Pittsburgh
Sustainable Pittsburgh	Pittsburgh
SWPA Environmental Health Project	McMurray
Three Rivers Center for Independent Living Southwest Pennsylvania	Pittsburgh
Trade Institute of Pittsburgh	Pittsburgh
Travelers Aid	Pittsburgh
Tree Pittsburgh	Pittsburgh
TRWIB, Inc	Pittsburgh
Turtle Creek Valley MH/MR, Inc.	Braddock
United Way of Allegheny County	Pittsburgh
United Way of Washington County	Washington
United Way of Westmoreland County	Greensburg
Urban Impact Foundation	Pittsburgh
Urban League of Greater Pittsburgh	Pittsburgh
Venture Outdoors	Pittsburgh
Verland	Sewickley
Veterans Leadership Program	Pittsburgh
Village Theater Company	Sewickley
Vintage, Inc.	Pittsburgh
Ward Home, Inc.	Pittsburgh
Washington City Mission	Washington
Washington County Bar Association	Washington
The Watson Institute	Sewickley
Wesley Spectrum	Wilkinsburg
Western Pennsylvania Chapter of the National Hemophilia Foundation	Cranberry Township
Westmoreland Casemanagement and Supports, Inc.	Greensburg
Wilkinsburg Community Development Corporation	Wilkinsburg
Women and Girls Foundation	Pittsburgh
Women's Center & Shelter of Greater Pittsburgh	Pittsburgh
Women's Center of Beaver County	Beaver
Woodlands Foundation	Wexford
YWCA Greater Pittsburgh	Pittsburgh

## Appendix C: Wage Conversion Formulas and Tables

These tables are based on the following:

<b>8 hours in a workday</b> <b>40 hours in a week</b>	<b>52 weeks in a year</b> <b>4.33 weeks in a month</b>	<b>21.67 days in a month</b> <b>2080 hours in a year</b>
--	---	---

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 fifteen years of service to the nonprofit community, the Bayer Center has completed over 1,500 consulting engagements and educated over 8,500 students. Our consulting clients include human service, arts, faith-based, community development, environmental and education organizations with budgets ranging from \$100,000 or less to more than \$50,000,000. Our intensive and customized Management, Governance, Financial and Technology consulting services are designed to educate leaders and have resulted in:

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

The Bayer Center also offers extensive management education on topics in nonprofit management, finance, governance and technology. BCNM provides information and referral services; conducts applied research through initiatives including “74%: Exploring the Lives of Women Leaders in Nonprofit Organizations”; promotes nonprofit governance best practices through our “BoardsWork!” program; convenes in-depth discussions on issues relevant to the nonprofit sector; and, through the ESC program, provides accomplished retired corporate executives as volunteer consultants to assist nonprofits with a broad range of advisory services and executive coaching. In short, at the Bayer Center, we work with you to provide effective and practical management and governance tools, information, education and research that strengthen nonprofit missions and multiply all investments of time, talent and money in regional nonprofit organizations.

## **About Horovitz, Rudoy & Roteman LLC**

Headquartered in Downtown Pittsburgh since 1956, Horovitz, Rudoy & Roteman LLC is a locally owned and managed accounting firm dedicated to providing “The Perfect Fit” for clients.

The HRR “Perfect Fit” provides an ideal combination of large-firm expertise and resources and small-firm personal service. In addition to traditional tax, audit and accounting services, HRR provides a wide range of financial and business advisory services. Our specialized areas of focus include closely held businesses, high net-worth individuals and nonprofit organizations.

HRR is ranked as the 13th largest CPA Firm in the Pittsburgh area according to the Pittsburgh Business Times 2015 Book of Lists, and when comparing just the Pittsburgh-based CPA firms, HRR is among the top five.

Most importantly, HRR is honored to be considered a trusted financial and business advisor by many of our clients. We look forward to building upon these valued relationships for many years to come, with both new and long-standing clients.