

The Compensation Report:

An Analysis of Nonprofits in Idaho

2013



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The Compensation Report:

An Analysis of Nonprofits in Idaho

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IDAHO nonprofit CENTER

We are proud to be able to offer you the 2013 Idaho Nonprofit Compensation Report. Your participation in this process was crucial. If you filled out the survey, thank you! Because of you, the Idaho Nonprofit Center is able to give nonprofits in Idaho and across the U.S. access to even better data. If you did not participate, we hope that you will in the future. (Remember - all survey participants receive a discount on the final report!)

In an era of increased scrutiny of compensation for executives and other staff, we are pleased to provide this information for nonprofits to use in ensuring a reasonable pay scale at their organization. The information in this report can also be useful in hiring and retention of staff so that you can ensure your organization is offering salaries comparable to those in similar organizations.

While our goal is to equip as many nonprofits with this vital information as possible, please do not share this report or its contents with others. The information contained in this report is intended only for use by the organization that purchased it and is not intended to be distributed unless purchased directly from Columbia Books. If you know another organization that is interested in acquiring the report, please refer them to the Idaho Nonprofit Center - discounts are available for members.

Thank you for the important work that you and your nonprofit do every day to improve our communities. We hope that you will find this report useful and informative.

Sincerely,



Lynn Hoffmann
Executive Director
Idaho Nonprofit
Center

When your nonprofit joins the Idaho Nonprofit Center, it is immediately connected to a network of almost 400 nonprofits that spans all budget sizes, geographic regions and activity areas in the state. Join online now at www.idahononprofits.org.

Sample of Past and Present Participants

Below is a sample list of organizations who have participated in this survey within the past two years.

AquAbility
Big Brothers Big Sisters of Southwest Idaho
Boise Bicycle Project
Boise Public Schools Education Foundation
Community Action Partnership Association of Idaho
Community Council of Idaho, Inc.
Conservation Voters for Idaho
Croy Canyon Ranch Foundation
Genesis World Mission, Inc.
Girls on the Run of the Wood River Valley
Idaho Community Foundation
Idaho Dance Theatre
Idaho Falls School District 91 Education Foundation
Idaho Medical Group Management Association
Lee Pesky Learning Center
Mission Aviation Fellowship
Monastery of St. Gertrude
Neighborhood Housing Services, Inc.
NHF Idaho
Palouse-Clearwater Environmental Institute
Portneuf Greenway Foundation, Inc.
Ronald McDonald House Charities of Idaho, Inc.
Simply Cats Adoption Center
Snake River Community Clinic
Sun Valley Center for the Arts
Teton Regional Land Trust
The Arc of Idaho
Three Oaks Life Transformation Cent
United Way of South Central Idaho
United Way of Treasure Valley

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Teacher (K-12)	84
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Data Entry Operator - B	86
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Supervisor, Database Administration	92
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Overview of The Compensation Report

The 2013 edition of The Compensation Report includes information on more than 100 specific job titles that are found in different nonprofit organizations located in Idaho. Positions range from administrative support to senior executives. The salary information in this report is comprised of responses to a survey conducted during March-April 2013 seeking to measure the compensation levels for various positions in non-profit organizations. Therefore, all amounts included in this report are self-reported.

The Compensation Report seeks to serve as a representative sample of the large nonprofit community in Idaho. This information can help nonprofit organizations in calculating raises and finding market value for specific positions in order to retain or recruit employees.

Survey participants were able to match up the job titles within their organizations to tailored job descriptions provided to them.

Each participating organization has been assigned a code that corresponds to the amounts reported for specific job titles. All codes are confidential and are not revealed to other participants.

This report includes graphs depicting the demographic makeup of the participants in areas including budget size, staff size, and organization category. A graph showing the level of participation within each job category is also provided. Additional graphs show what percentages reported an overall budget increase or decrease and salary budget increase or decrease. Also included are tables summarizing the criteria these organizations use in determining salary increases and the average increase offered at each performance and job level.

This year's report includes an enhanced benefits section, which details survey participants' behavior with regard to offering employee benefits, including health care, paid leave, retirement plans, incentive plans, executive benefits, among others. Some data in this section is cross tabulated by budget size, as this is the metric that correlates most strongly with employee benefit fidelity.

Weighted average salaries and bonuses for each job title are provided, cross tabulated by budget size, staff size and organization category. For weighted average salary tabulation, positions not reaching a statistically significant threshold have been suppressed.

Detailed salary data for each job title is summarized in this report, with job titles conveniently grouped by job function. Two indices at the back of the book can be used to locate specific summaries by either job title or job number.

Each job title profile contains a "highlights" box showing the group average (weighted and trimmed), as well as the percent of orgs awarding bonuses to the given job title. The quartile amounts have also been displayed where sufficient data was available.

The survey methodology and a glossary of terms are on the following pages.

Methodology for The Compensation Report: An Analysis of National Nonprofits 2013

Survey Instrument:

The survey instrument queried participating organizations on their classification in several areas, including budget size, staff size, and organization category. This enabled cross-tabulation of data based on these criteria. Additionally, the survey asked participants to define employee benefits offerings, salary increase criteria, as well as changes in overall budget and salary budget.

Data Collection:

Survey participants were solicited in two ways:

1. In March of 2013, a personalized email was sent to one "key contact" in each of the nonprofits and associations from around the country in the Columbia Books mailing list of readers, customers and prior registrants. In April, email reminders were sent out to organizations that had started but not completed the survey.
2. Simultaneously, through cooperation with various State Association Members of the National Council of Nonprofits, the survey was distributed to members of those nonprofit State Associations. Member organizations were incentivized to participate in the survey because they would receive a state-specific version of the final report if a statistically significant number of respondents were collected from that state. Participating State Associations included: AR, HI, ID, LA, PA, TX, and WI.

Survey respondents utilized an online interface with a unique login and password that allowed them to save progress and return later. The survey was officially closed on May 3, 2013.

Sample Size, Response Rate, and Confidence Interval:

Of the 20,000 invitations to participate sent out, 868 were completed for an overall completion rate of 4.34%. This is consistent with a margin of error of 3.25% with a confidence interval of 95%, assuming a normal distribution within the population of respondents.

This margin of error and confidence interval indicates that for all analyses for data from the 868 survey respondents, we can be 95% confident that figures are within +/- 3.25 percentage points of the actual figures from the whole population of organizations invited to participate in this study.

It should be noted that any survey contains unknown levels of error from a number of sources, including the question wording, question order, respondent misunderstandings, non-response rates, and other difficulties related to conducting survey research.

All data reported in *The Compensation Report: An Analysis of National Nonprofits 2013* was self-reported by survey participants. State specific reports were produced with data collected through the national survey. When the accuracy of data appeared to be contradictory or unlikely, it was verified, when possible, for clarification by contacting the reporting organizations. When this was not possible, suspect data was removed.

Glossary of Terms

MIN

Indicates the actual lowest salary paid within all participant employees belonging to a specific job title

1st Quartile

Indicates the mid-point between the actual low salary and the median salary paid within all participant employees belonging to a specific job title; represents the highest salary paid in the bottom 25% of that group

Median

The salary figure occupying the middle position when all reported salary figures paid within participant employees belonging to a specific job title are arranged in ascending order.

3rd Quartile

Indicates the mid-point between the median salary and the actual high salary paid within all participant employees belonging to a specific job title; represents the highest salary paid in the bottom 75% of that group

MAX

Indicates the actual highest salary paid within all participant employees belonging to a specific job title

(**Note:** Quartile details will only appear for positions with at least 12 unique organizations reporting that position)

Group Average

The average salary paid to participant employees within a specific job title; calculated by totaling all unique salaries paid within that job title and dividing the total by the number of unique salaries.

Weighted Average

The average salary paid to participant employees belonging to a specific job title, taking into account the number of employees earning each unique salary; calculated by multiplying each unique salary paid within a specific job title by the number of employees earning that unique salary, then totaling the results and dividing the total by the number of all employees within that job title group.

Group Average (Weighted & Trimmed)

This is the same as Weighted Average, except that outliers have been "trimmed" from the calculation. An outlier is operationally defined as any salary value that is greater than three standard deviations from the average salary in both directions. Note: This calculation is only provided when a given job title has at least 12 unique organizations reporting the position.

% Orgs Offering Bonus

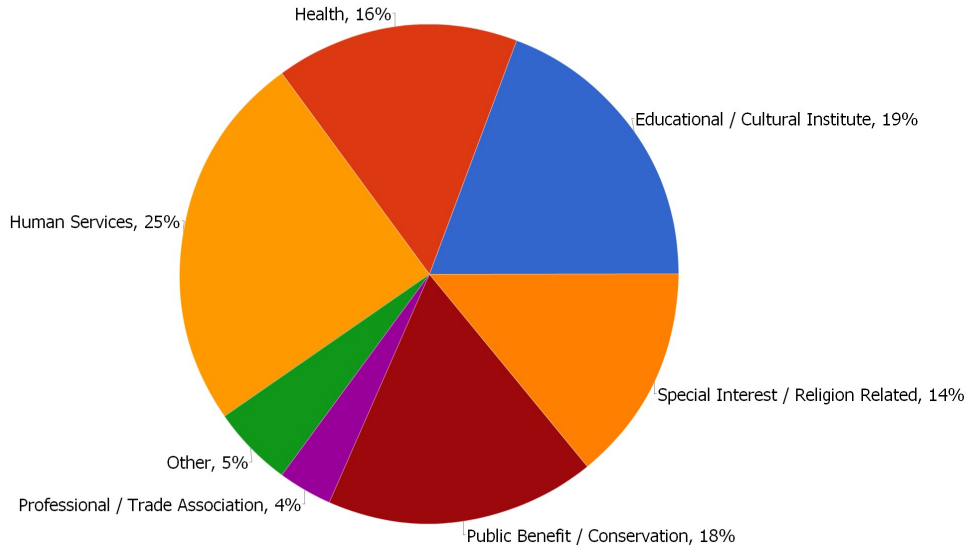
This is the percent of organizations reporting a given job title which offer a bonus to persons having that job title. Please note: this percent only refers to eligibility of receiving a bonus, as opposed to the percent of employees actually receiving a bonus.

% Eligible Employees Receiving Bonus

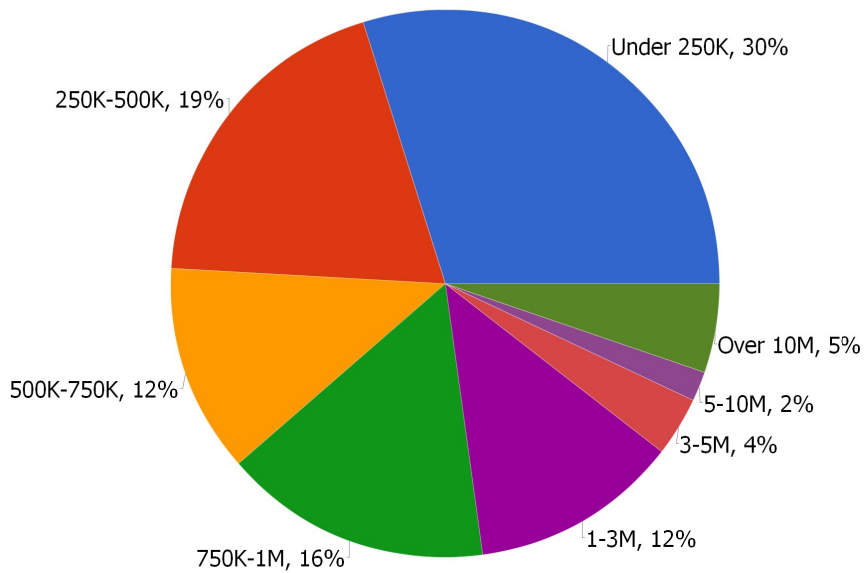
This is the percent of eligible employees at organizations who actually received a bonus in the 2012-2013 fiscal year. The calculation is: [# employees actually receiving a bonus] / [# of total employees of a job title at organizations where persons having that job title are eligible for a bonus]

Participant Demographics

Participants by Category

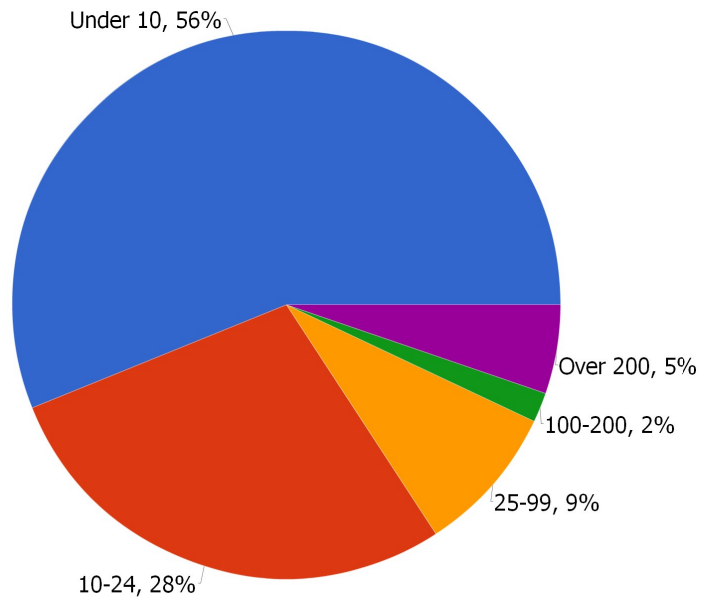


Participants by Budget Size

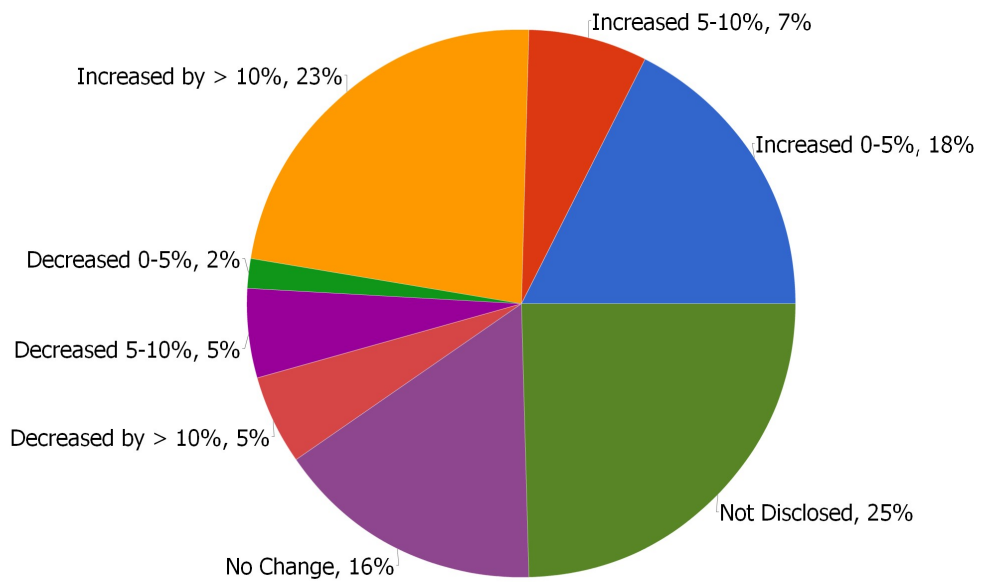


Participant Demographics

Participants by Staff Size

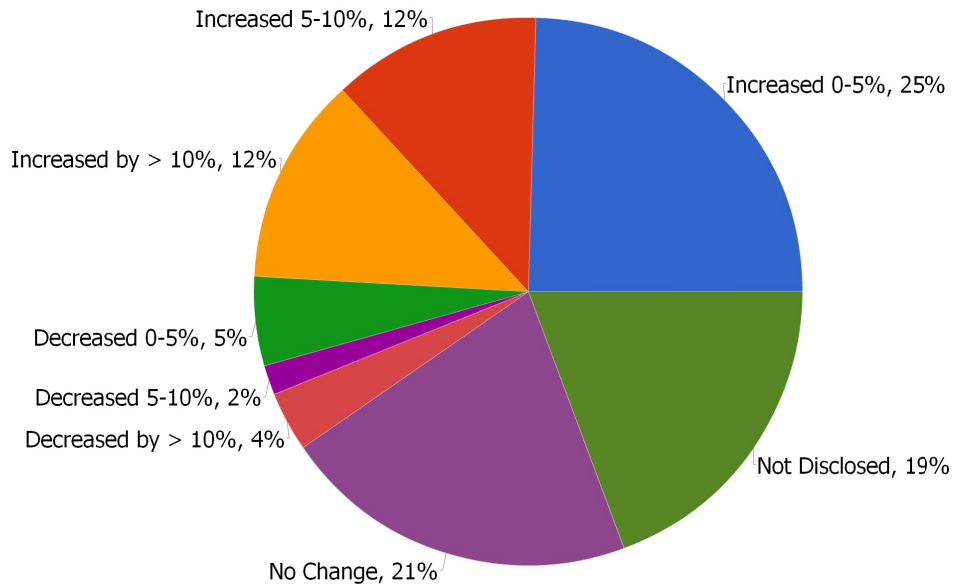


Participant Overall Budget Increase or Decrease 2012-2013



Participant Demographics

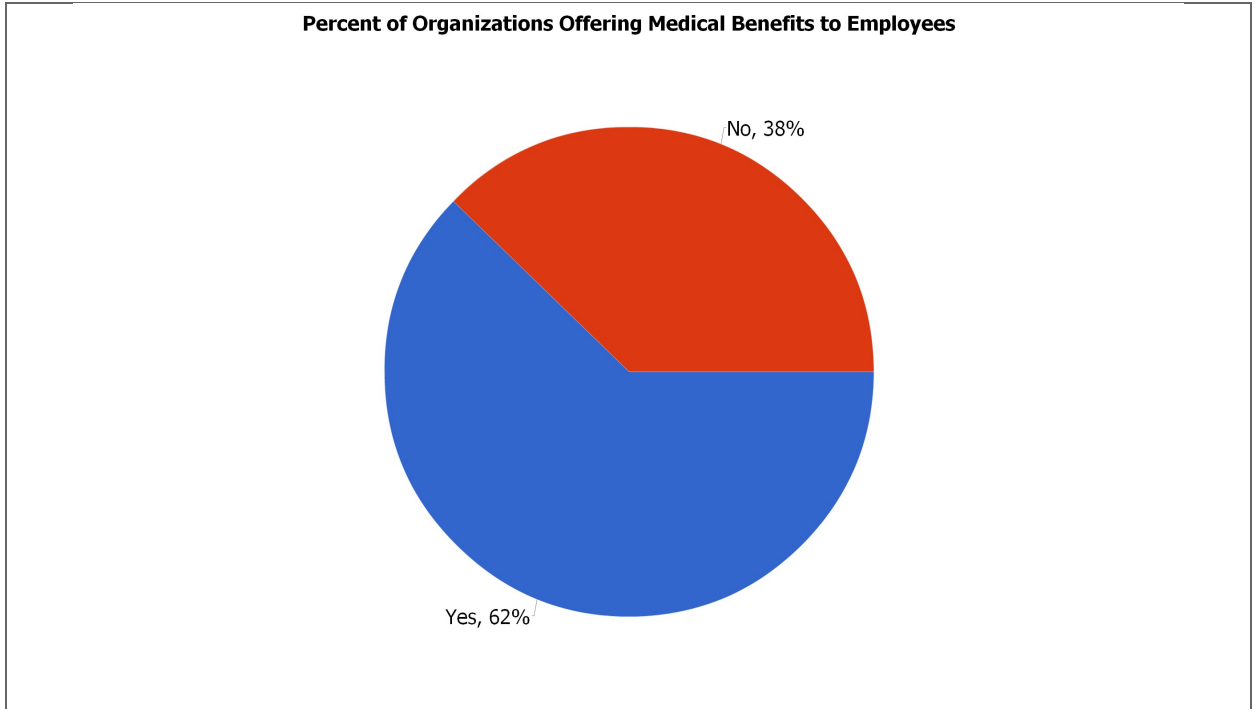
Participant Salary Budget Increase or Decrease 2012-2013



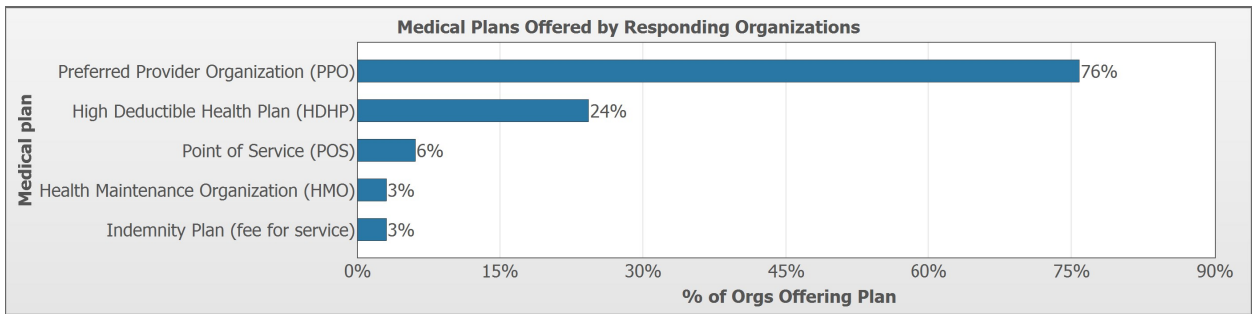
Participant Benefits

Medical Plans

This section contains survey responses related to the proliferation of medical insurance plans. Figure 1 displays the percent of organizations offering some kind of medical plan to employees; Figure 2 displays a breakdown of the different plans utilized by organizations offering a medical plan.



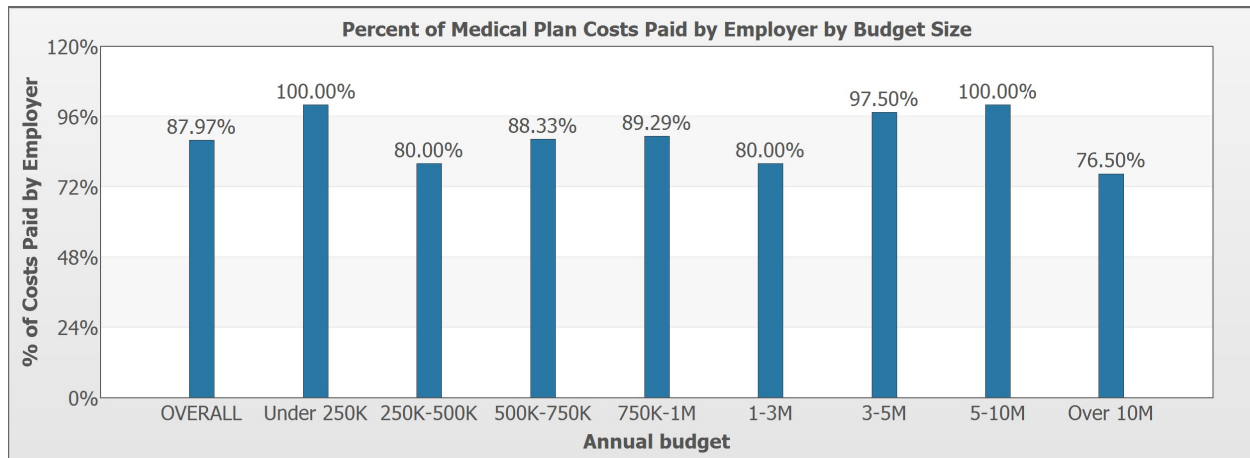
[Figure 1]



[Figure 2]

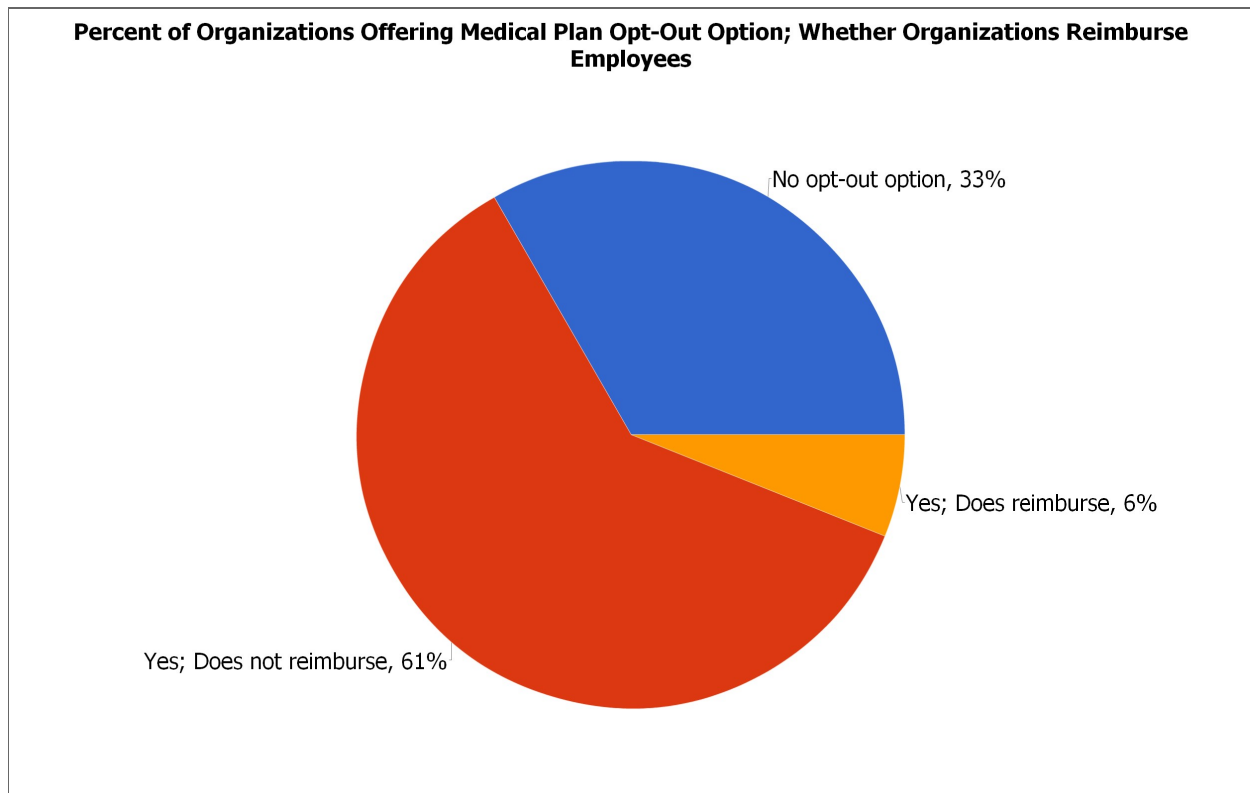
Participant Benefits

Figure 3 contains a cross-tabulation analysis of the percent contribution of medical plan costs an organization pays according to the budget size of the organization. Throughout this section, budget size is used for cross-tabulation analysis; this is because budget size correlates strongly with benefit plan fidelity.



[Figure 3]

Figure 4 displays the percent of responding organizations offering a medical plan who also offer employees an option to “opt-out” of the medical plan. The graph further details the percent of organizations offering an “opt-out” option who reimburse employees for the cost of the medical plan.

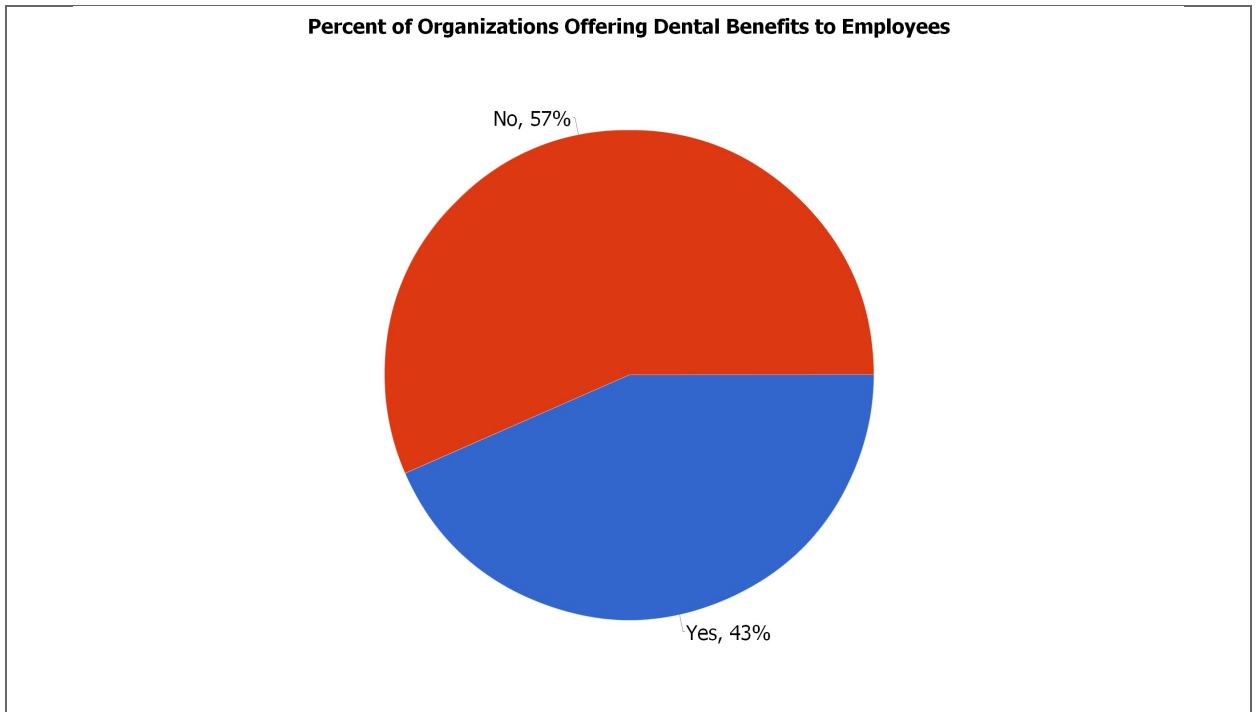


[Figure 4]

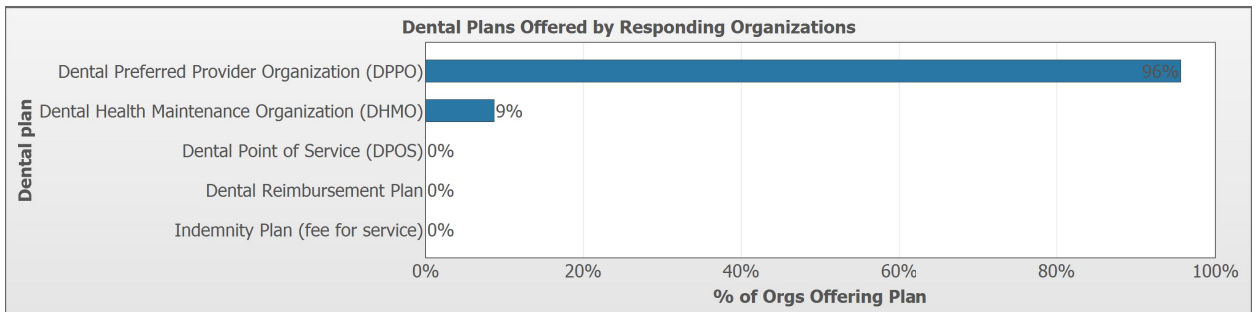
Participant Benefits

Dental Plans

This section contains survey responses related to the proliferation of dental insurance plans. Figure 5 displays the percent of organizations offering some kind of dental plan to employees; Figure 6 displays a breakdown of the different plans utilized by organizations offering a dental plan.



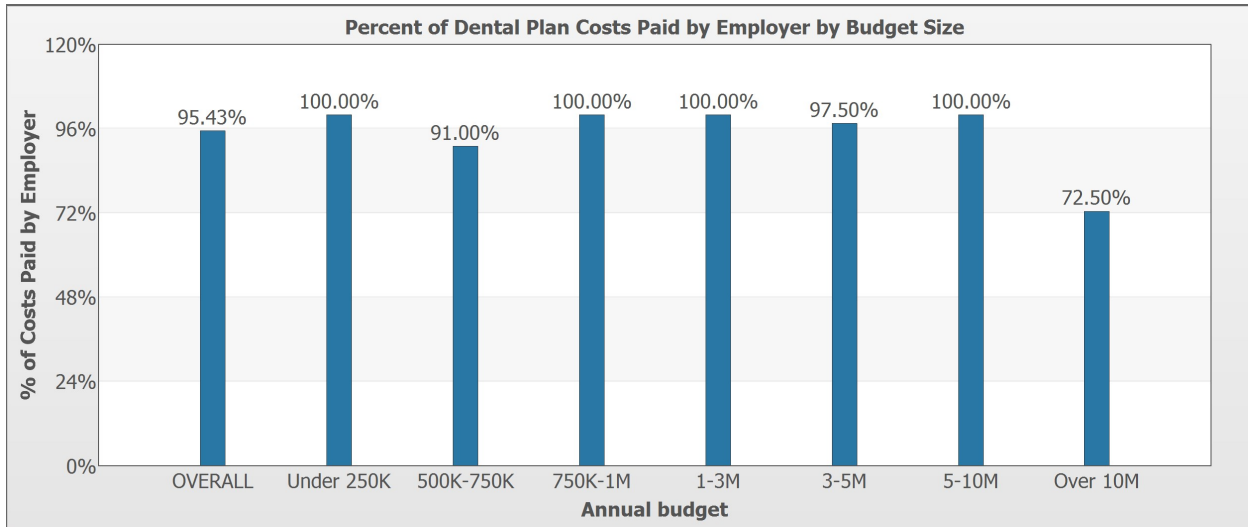
[Figure 5]



[Figure 6]

Participant Benefits

Figure 7 contains a cross-tabulation analysis of the percent contribution of dental plan costs an organization pays according to the budget size of the organization.

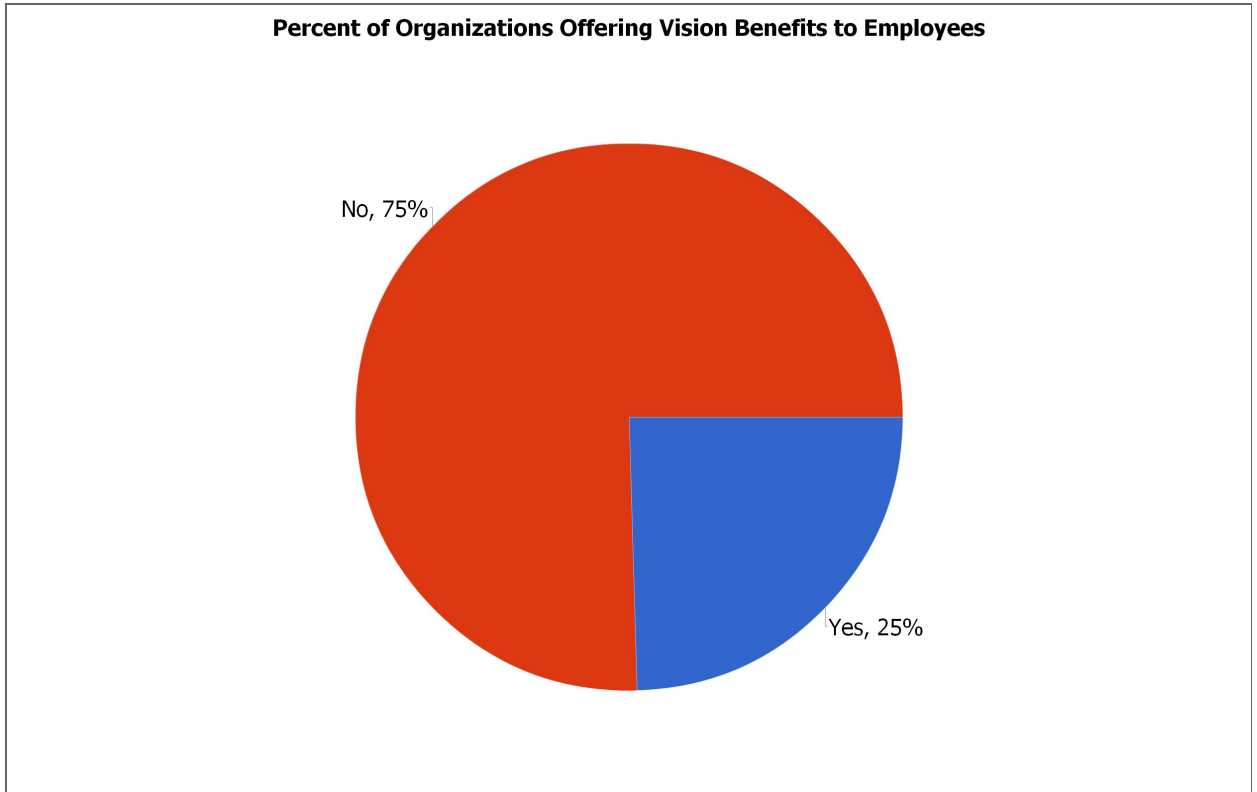


[Figure 7]

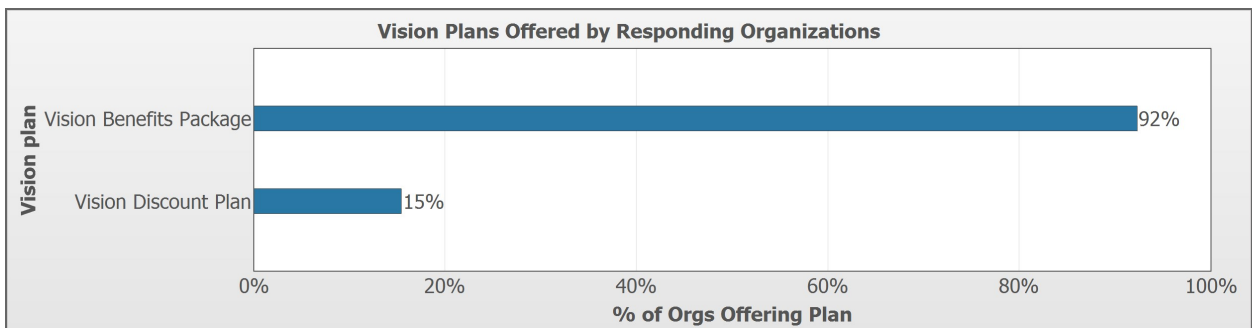
Participant Benefits

Vision Plans

This section contains survey responses related to the proliferation of vision insurance plans. Figure 8 displays the percent of organizations offering some kind of vision plan to employees; Figure 9 displays a breakdown of the different plans utilized by organizations offering a vision plan.



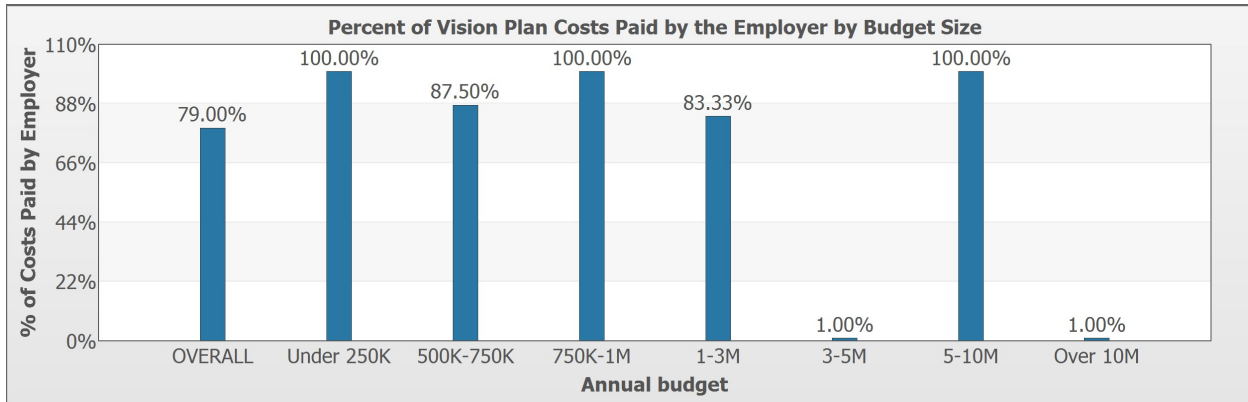
[Figure 8]



[Figure 9]

Participant Benefits

Figure 10 contains a cross-tabulation analysis of the percent contribution of vision plan costs an organization pays according to the budget size of the organization.

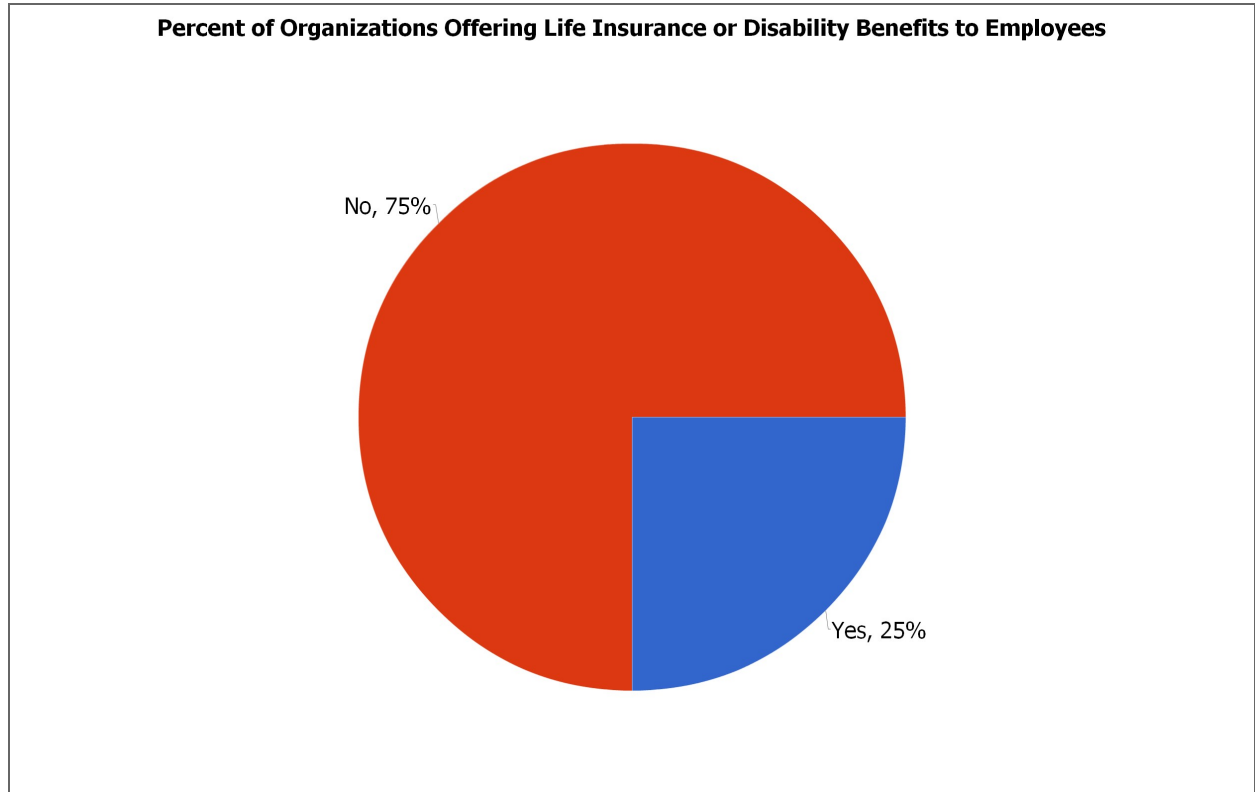


[Figure 10]

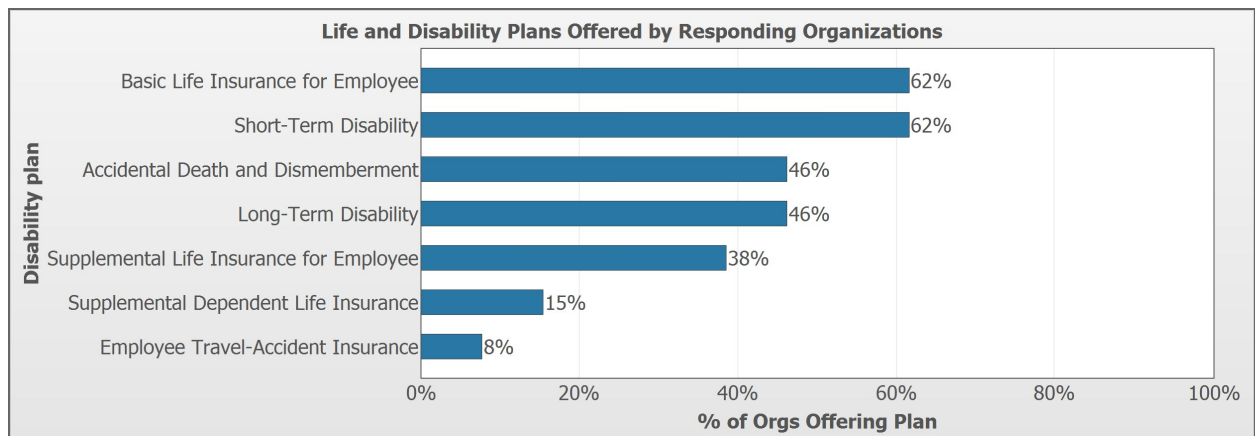
Participant Benefits

Life & Disability Plans

This section contains survey responses related to the proliferation of life and disability insurance plans. Figure 11 displays the percent of organizations offering some kind of life insurance or disability plan to employees; Figure 12 displays a breakdown of the different plans utilized by organizations offering a life insurance or disability plan.



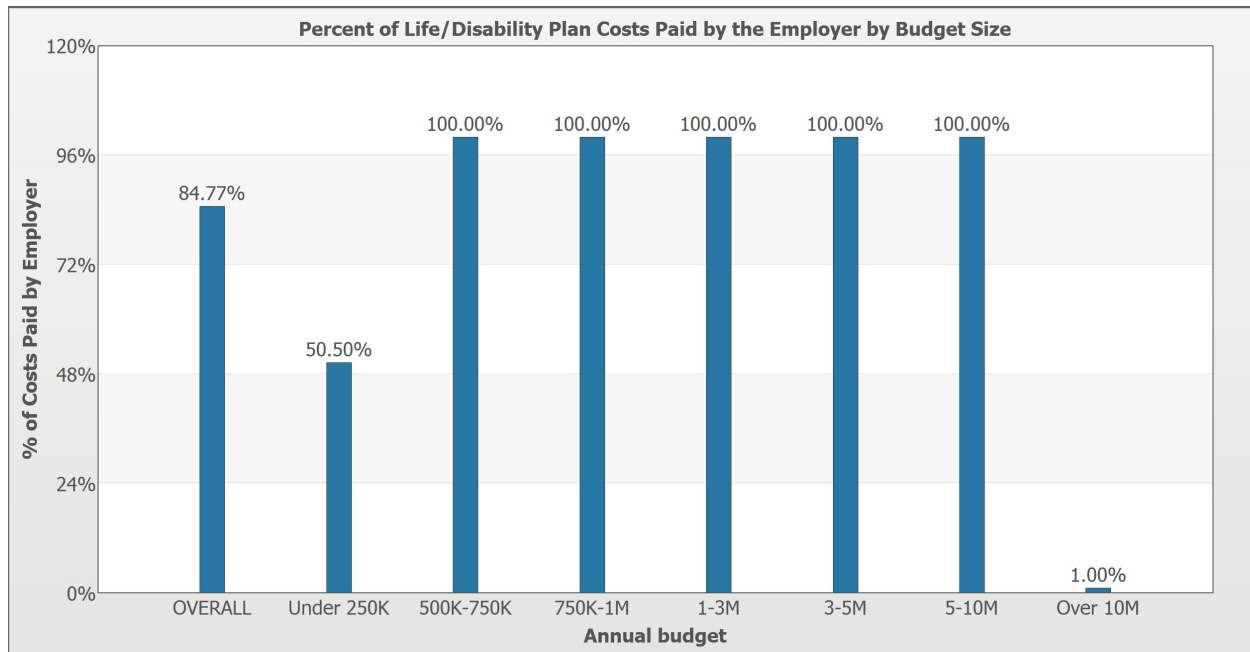
[Figure 11]



[Figure 12]

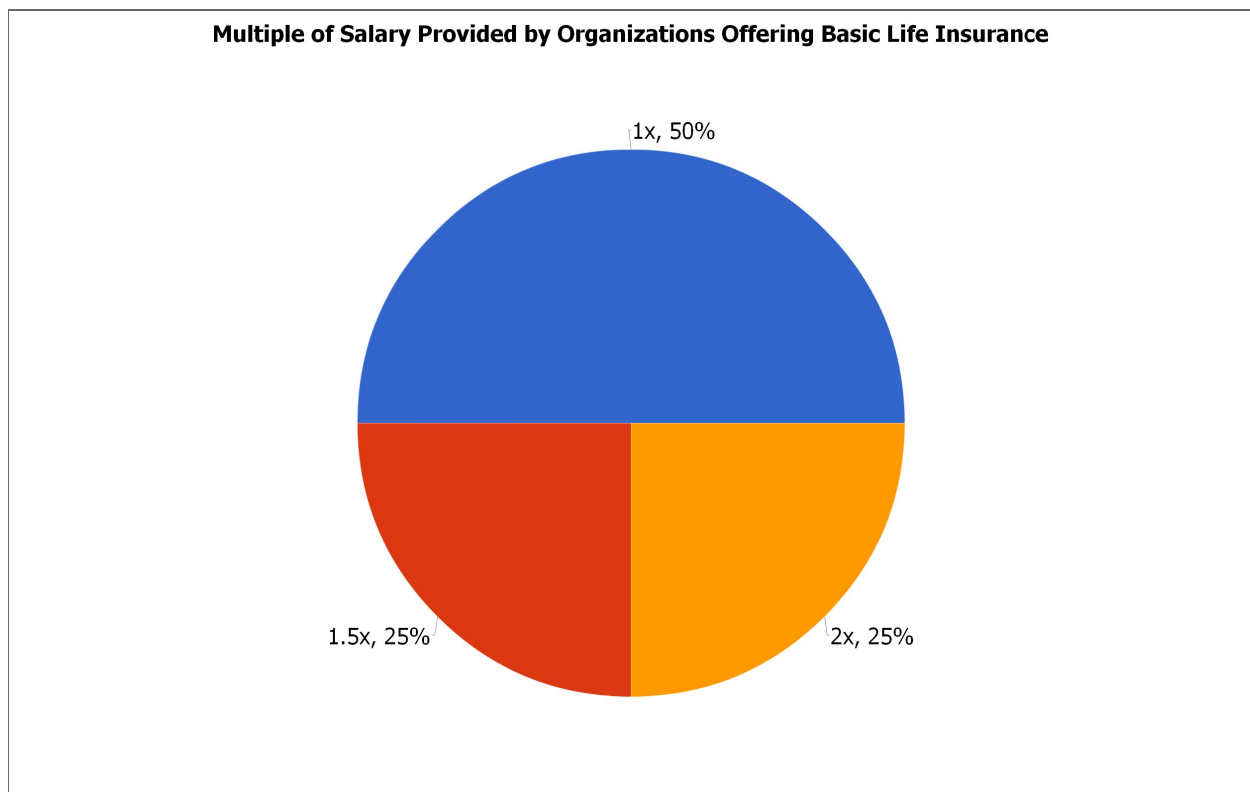
Participant Benefits

Figure 13 contains a cross-tabulation analysis of the percent contribution of life insurance and disability plan costs an organization pays according to the budget size of the organization.



[Figure 13]

If an organization offered basic life insurance, they were further asked to provide the multiple of an employee's salary offered through the plan. Figure 14 displays the breakdown of multiple of salary offered by the basic life insurance plans offered by responding organizations.

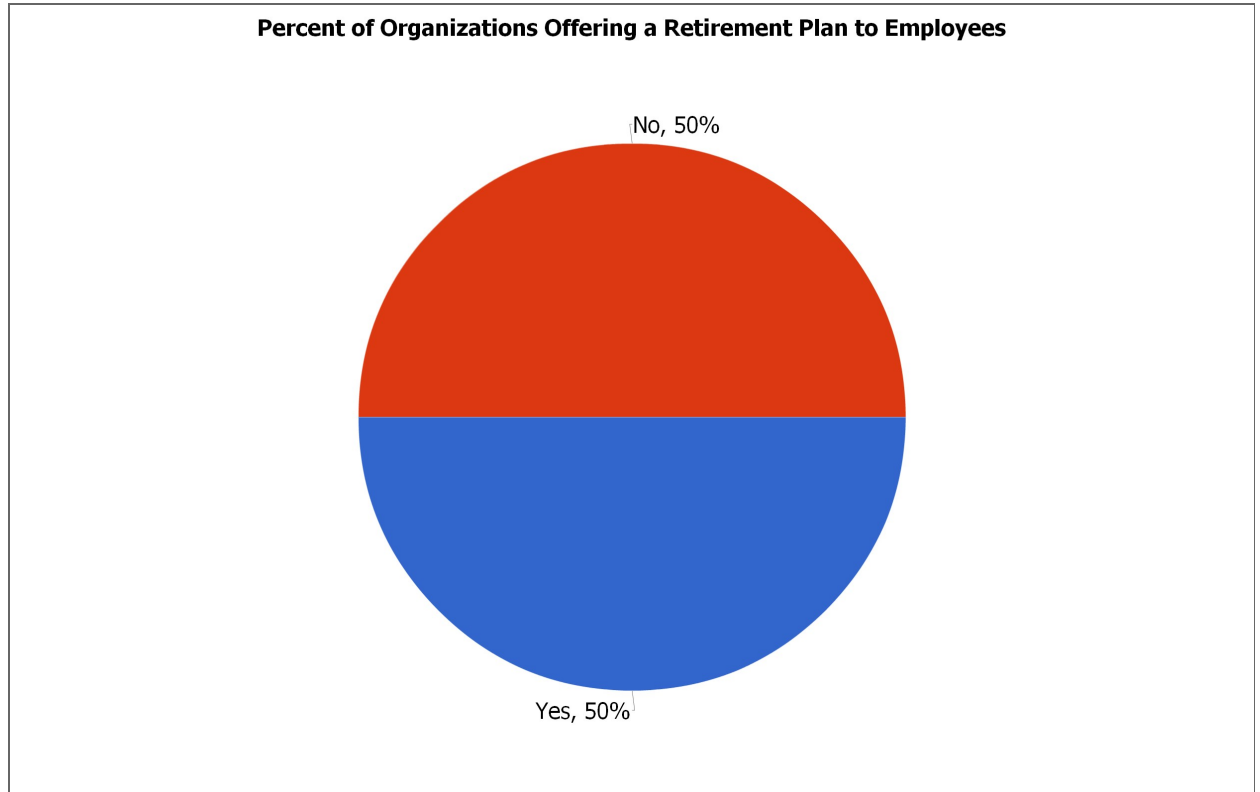


[Figure 14]

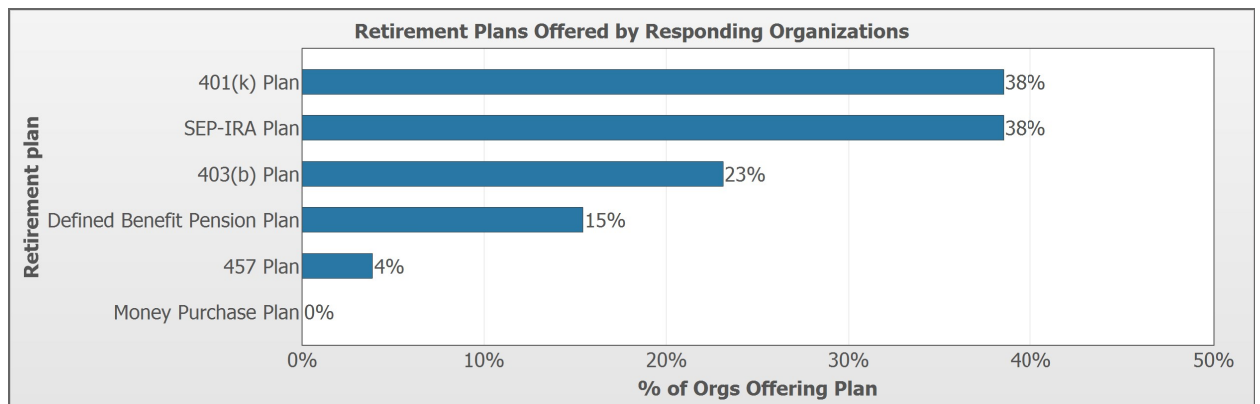
Participant Benefits

Retirement Plans

This section contains survey responses related to the proliferation of retirement plans for responding organizations. Figure 15 displays the percent of organizations offering some kind retirement plan to employees; Figure 16 displays a breakdown of the different plans utilized by organizations offering a retirement plan.



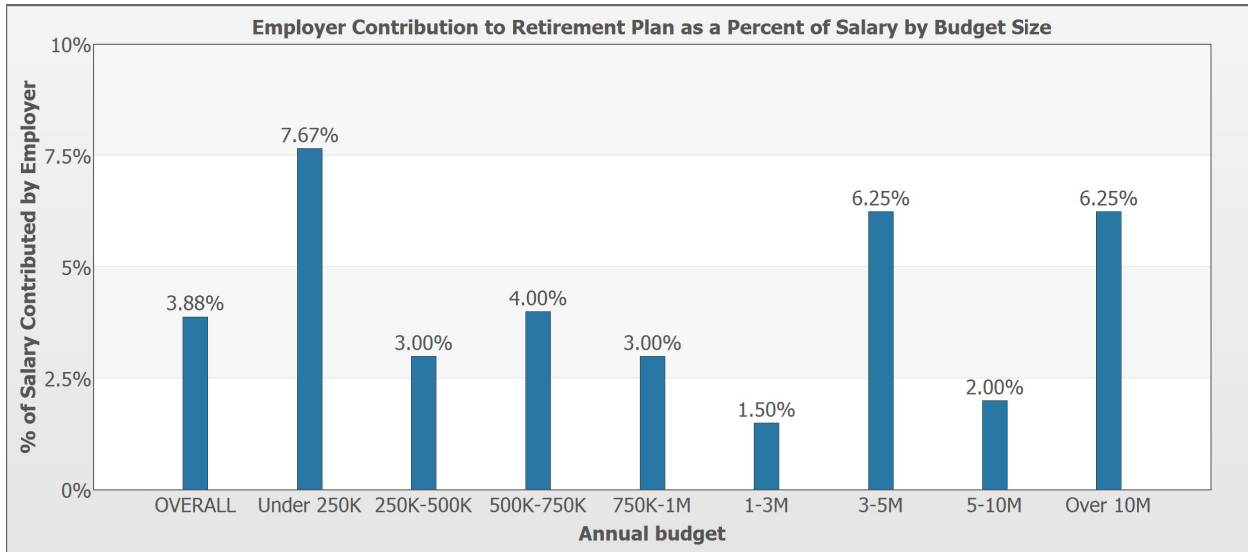
[Figure 15]



[Figure 16]

Participant Benefits

Figure 17 contains a cross-tabulation analysis of responding organizations' contribution to retirement plans as a percent of employee salary according to the budget size of the organization.

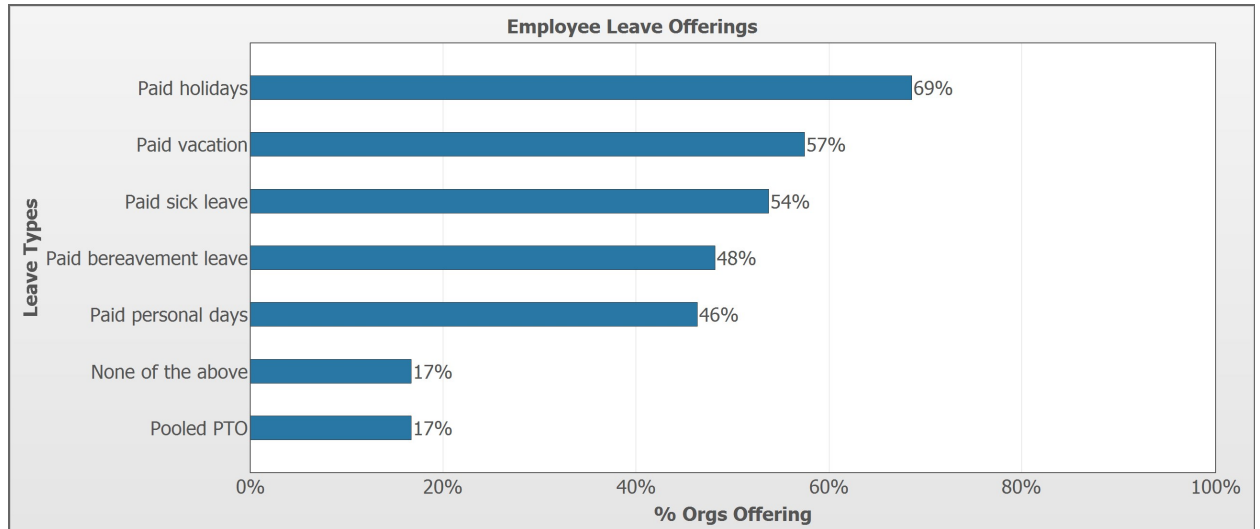


[Figure 17]

Participant Benefits

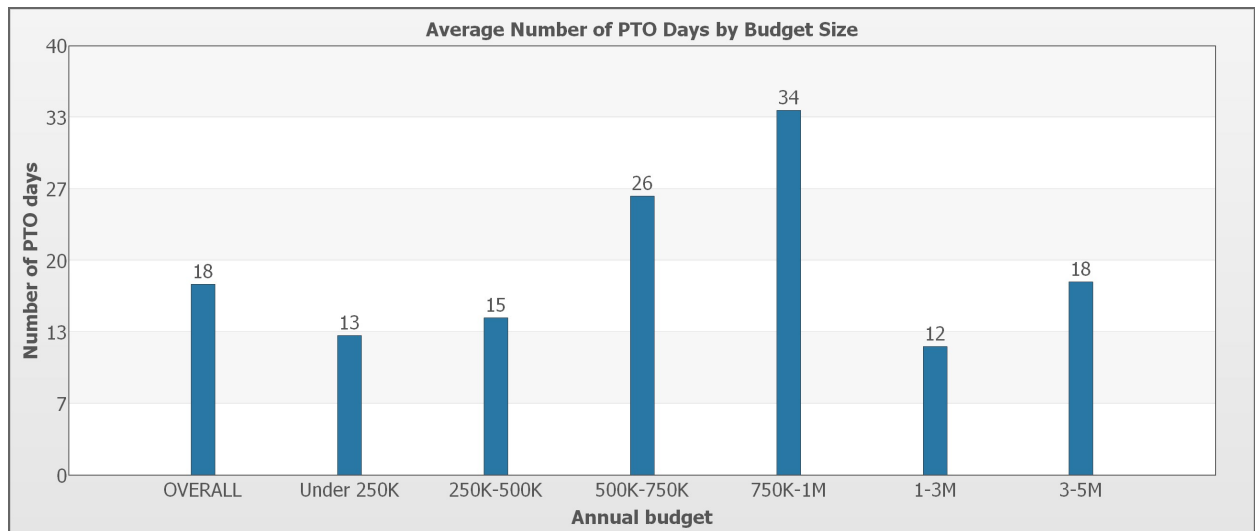
Employee Leave Policies

This section contains survey responses related to proliferation of various employee leave policies for responding organizations. Figure 18 displays the percent of organizations offering various employee leave policies.



[Figure 18]

If an organization selected "Pooled PTO", they were prompted to specify the number of PTO days available to employees. Figure 19 contains a cross-tabulation analysis of the average number of PTO days available to employees at those organizations according to the budget size of the organization.

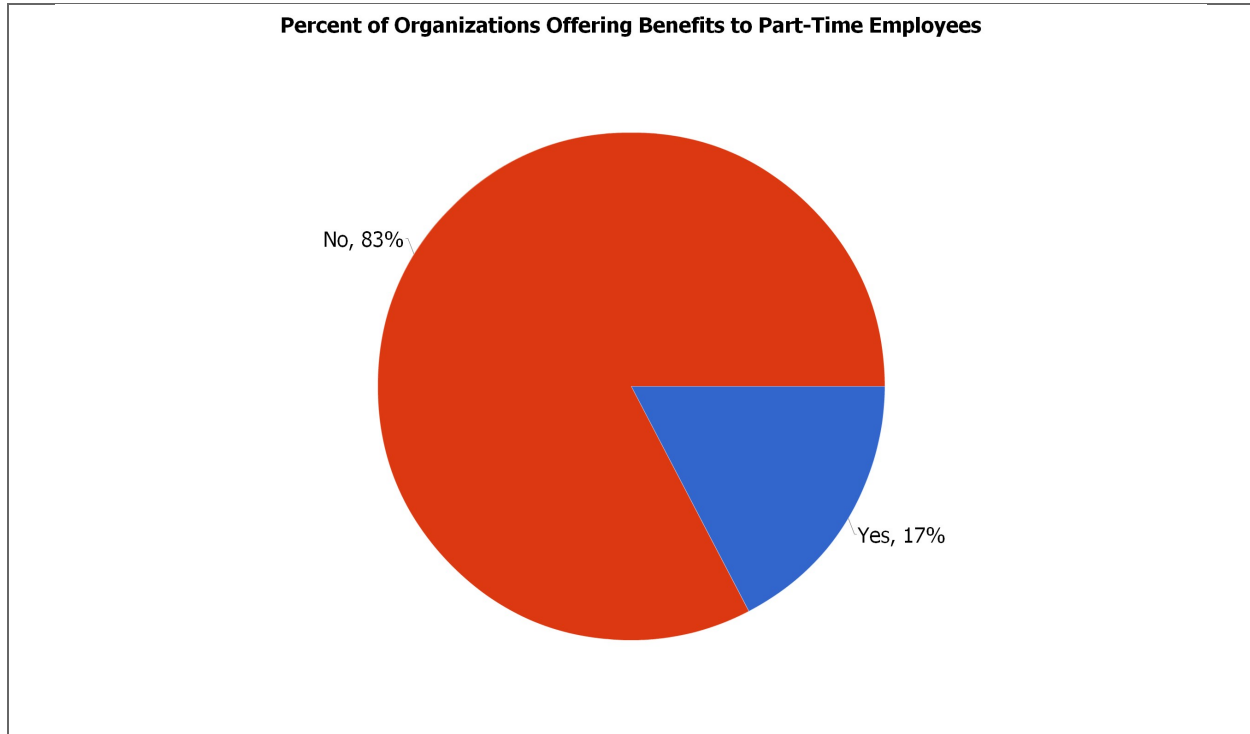


[Figure 19]

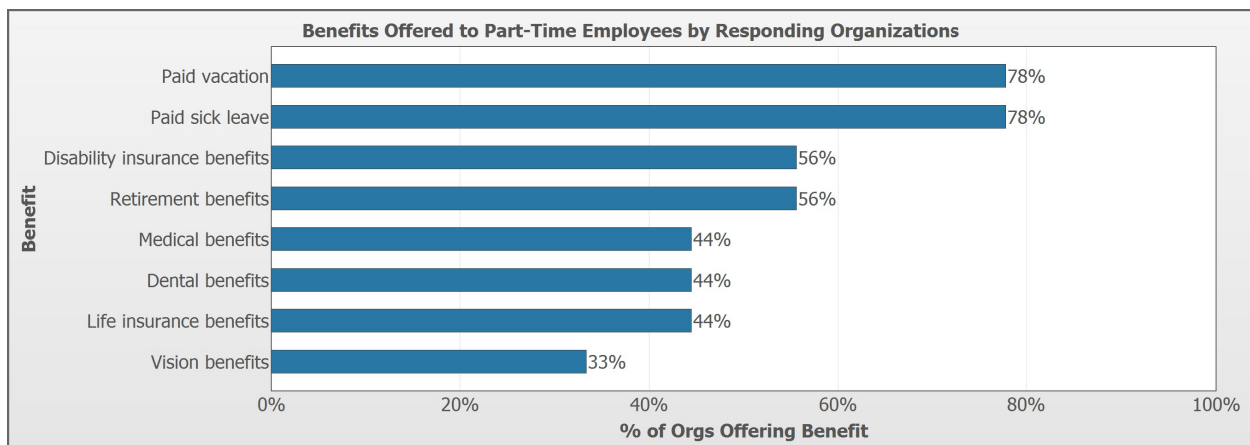
Participant Benefits

Part-Time Employee Benefits

This section contains survey responses related to proliferation of benefits offerings to part-time employees for responding organizations. For the purposes of this survey, a part-time employee is defined as an employee working 30 hours or less in a week. Figure 20 displays the percent of organizations offering some kind of benefit to part-time employees; Figure 21 provides a breakdown of the benefits offered to part-time organizations among respondents offering some kind of benefit.



[Figure 20]

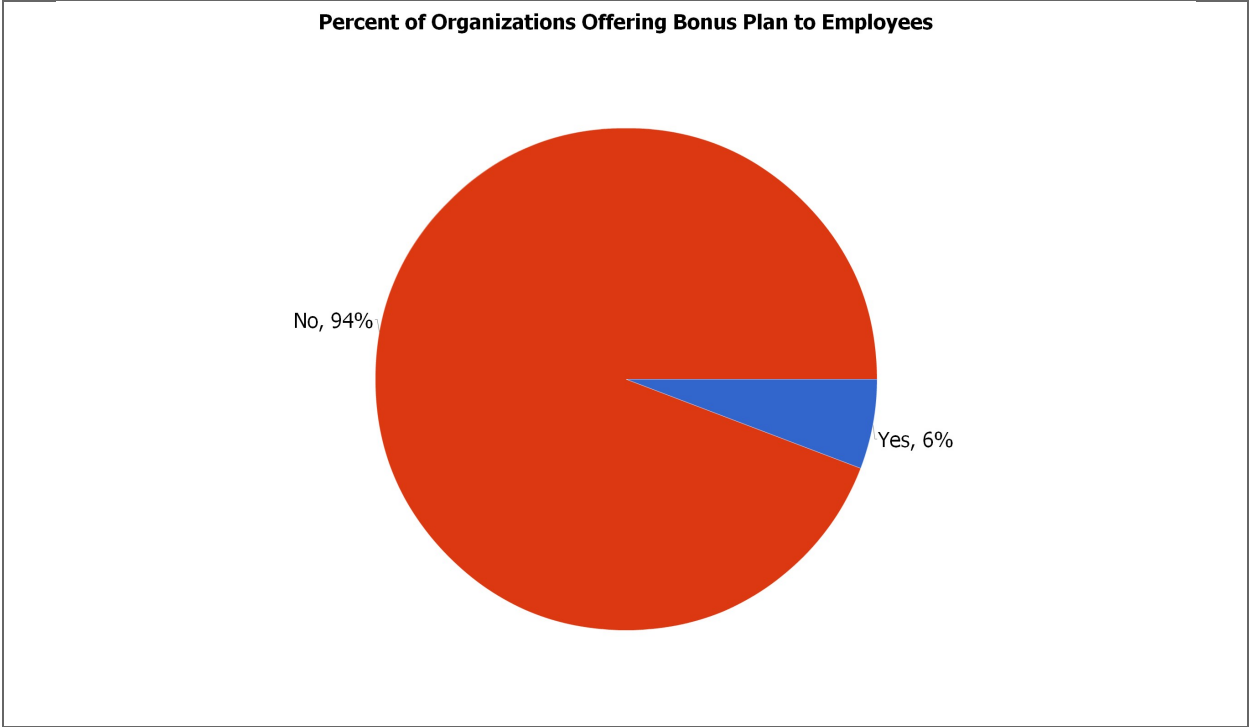


[Figure 21]

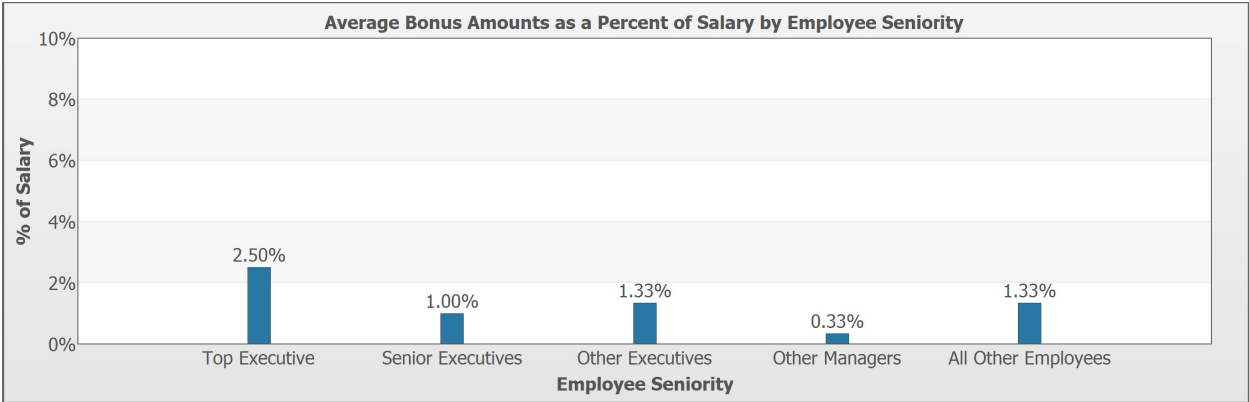
Participant Benefits

Incentive Plans

This section contains survey responses related to proliferation of incentive, or bonus plans at responding organizations. Figure 22 displays the percent of organizations offering some kind of incentive plan to its employees; Figure 23 displays a breakdown of the targeted or average bonus amounts as a percent of salary according to seniority.



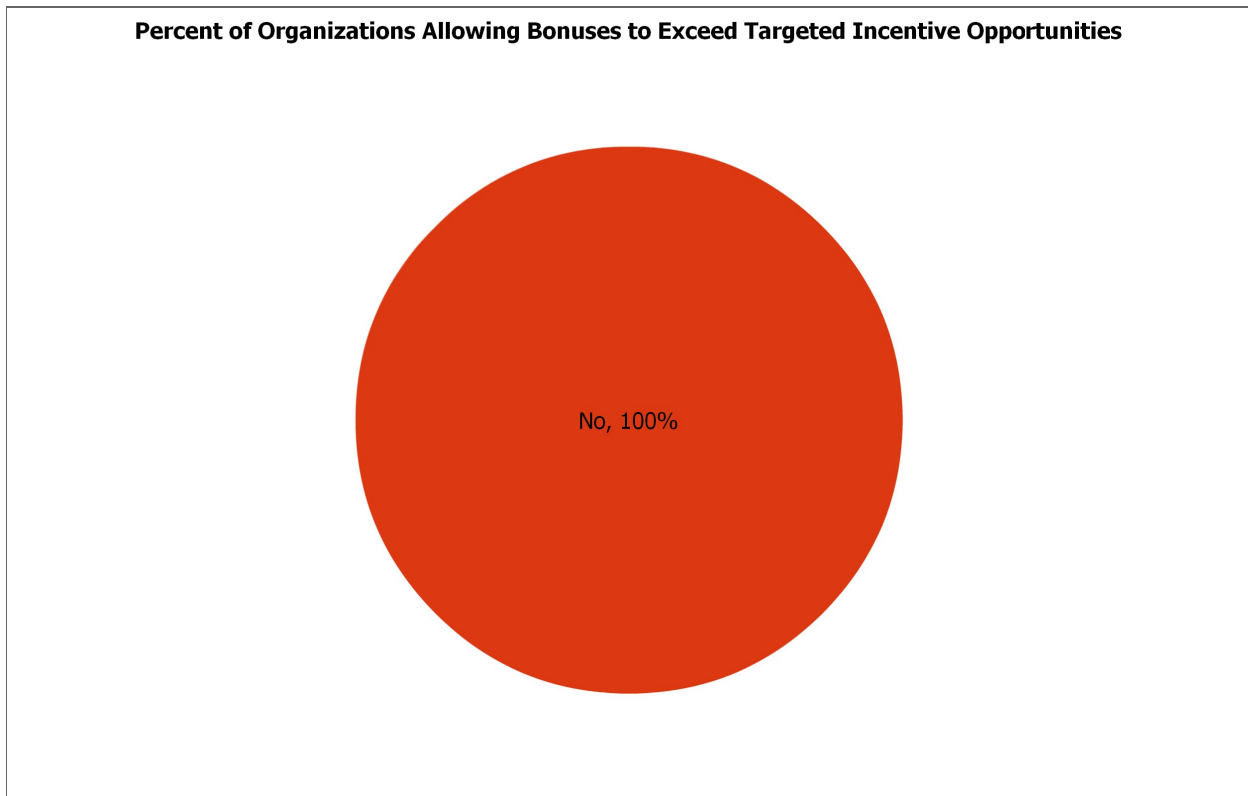
[Figure 22]



[Figure 23]

Participant Benefits

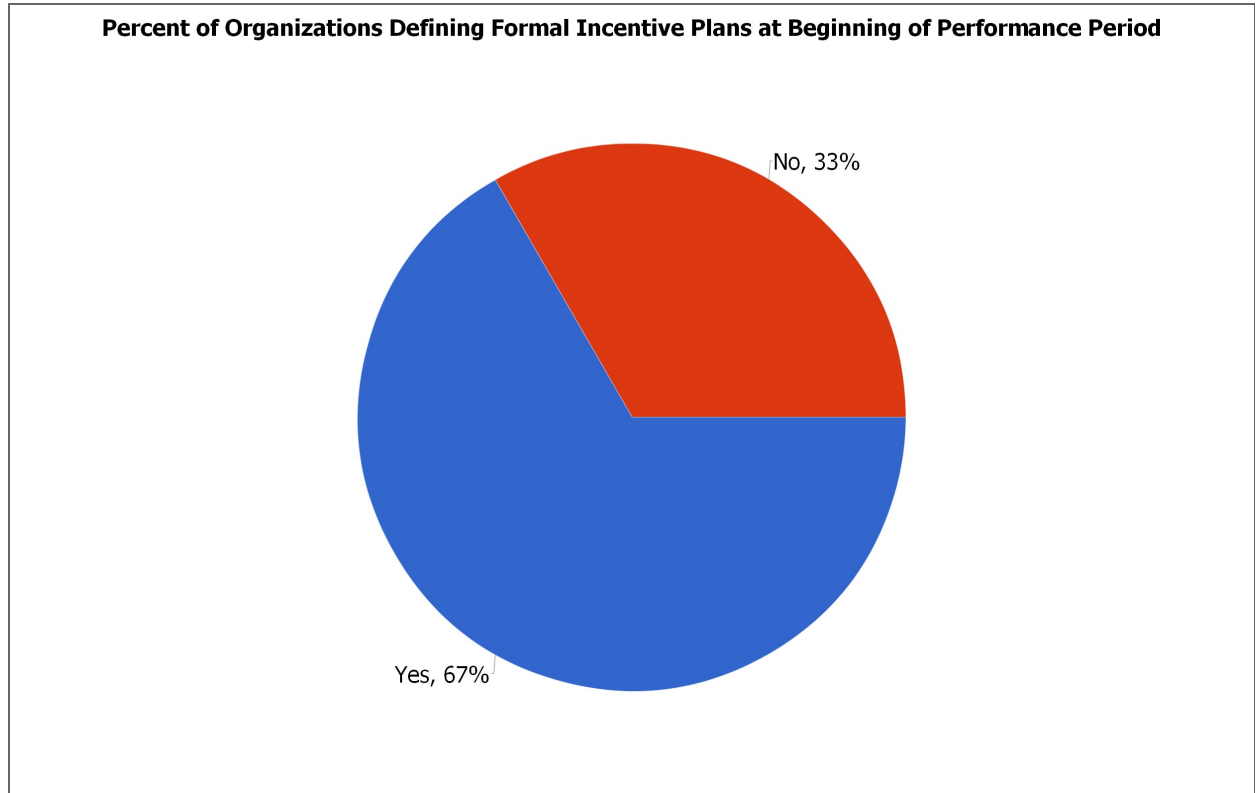
If an organization responded with an affirmative on offering some kind of incentive plan, they were asked whether it was possible for bonuses to exceed targeted incentive opportunities. Figure 24 displays the percent of organizations allowing bonuses to exceed targeted incentive opportunities.



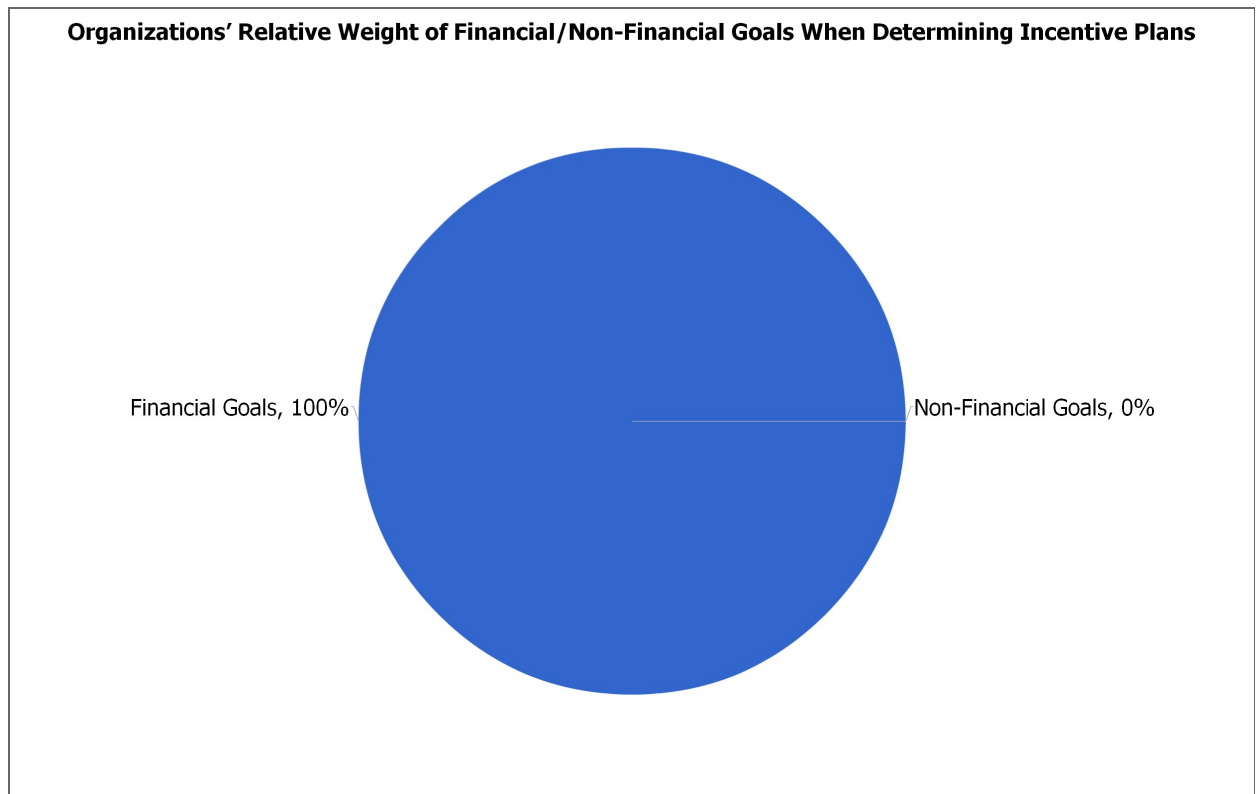
[Figure 24]

Participant Benefits

Organizations having an incentive plan were also asked whether they define a formal incentive plan at the beginning of the employee performance period. Figure 25 displays the percentage of organizations defining a formal incentive plan at the beginning of the performance period. These organizations were further asked to specify the relative importance of financial goals versus non-financial goals when making incentive plan decisions. Figure 26 displays the relative importance of financial goals compared to non-financial goals.



[Figure 25]

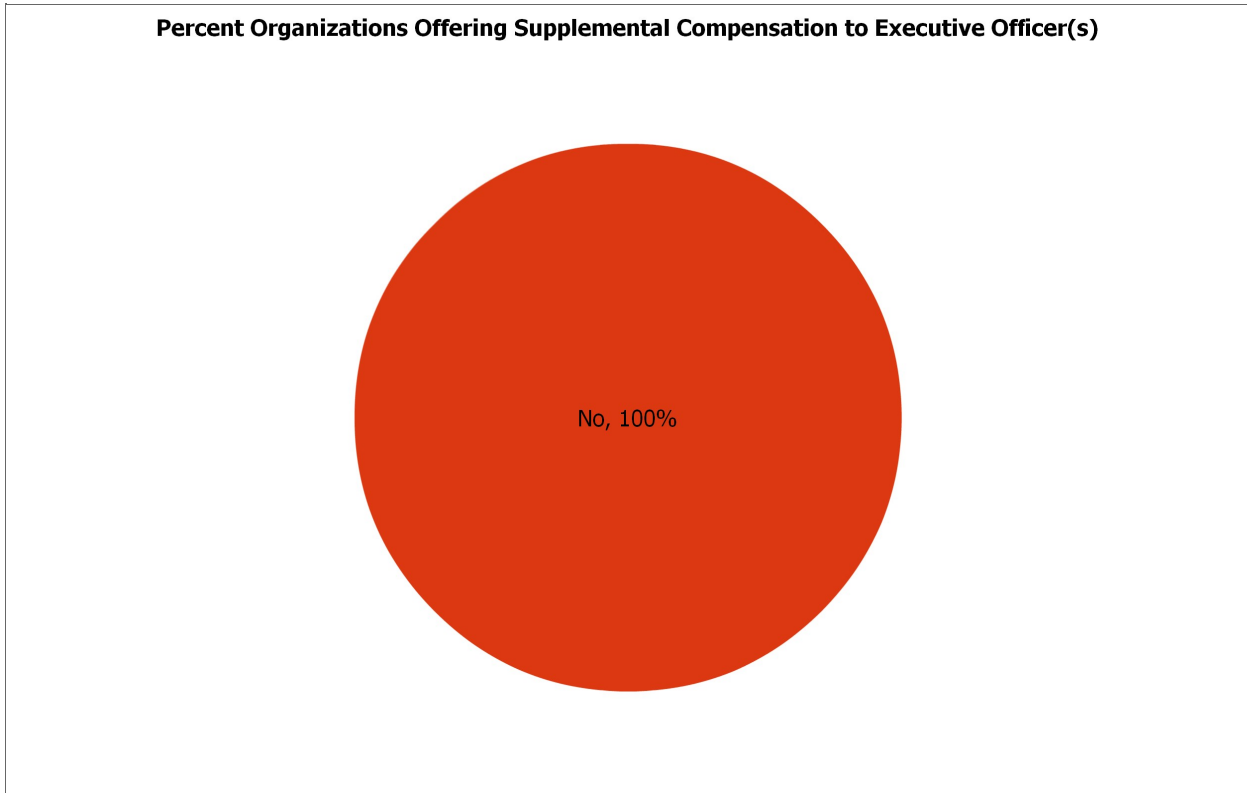


[Figure 26]

Participant Benefits

Executive Benefits

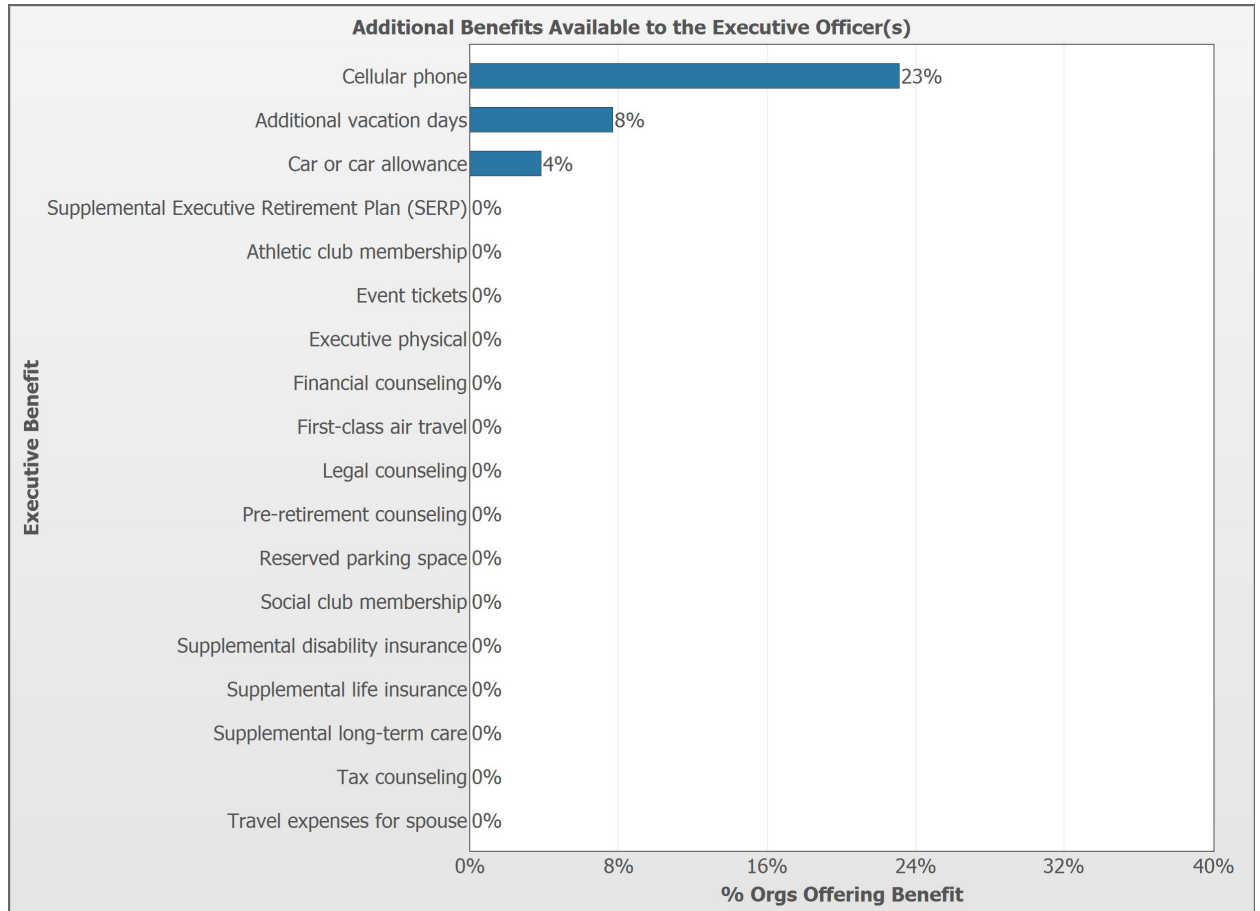
This section contains survey responses related to proliferation of executive benefits at responding organizations. Figure 27 displays the percent of organizations offering supplemental compensation to Executive Officer(s).



[Figure 27]

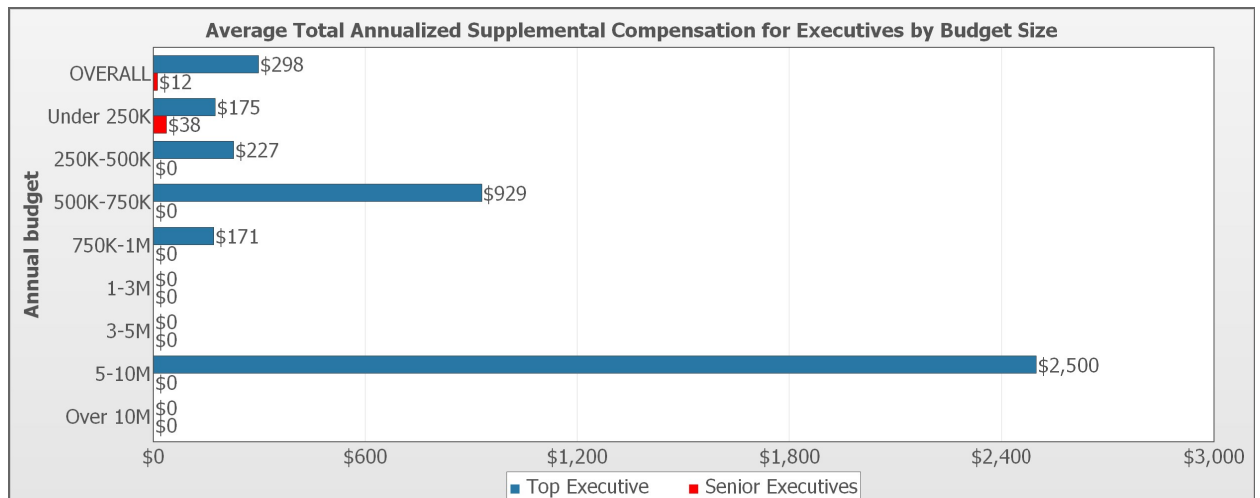
Participant Benefits

There are a great many benefits that are often offered to executives. Figure 28 displays a breakdown of proliferation of many of such benefits among responding organizations.



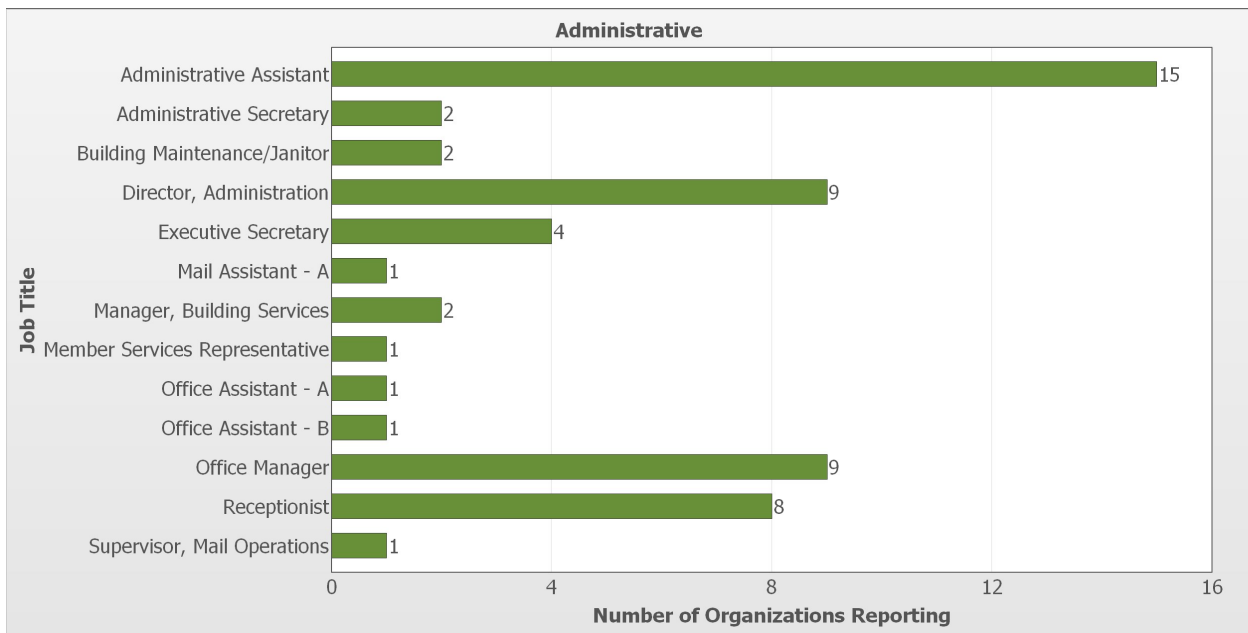
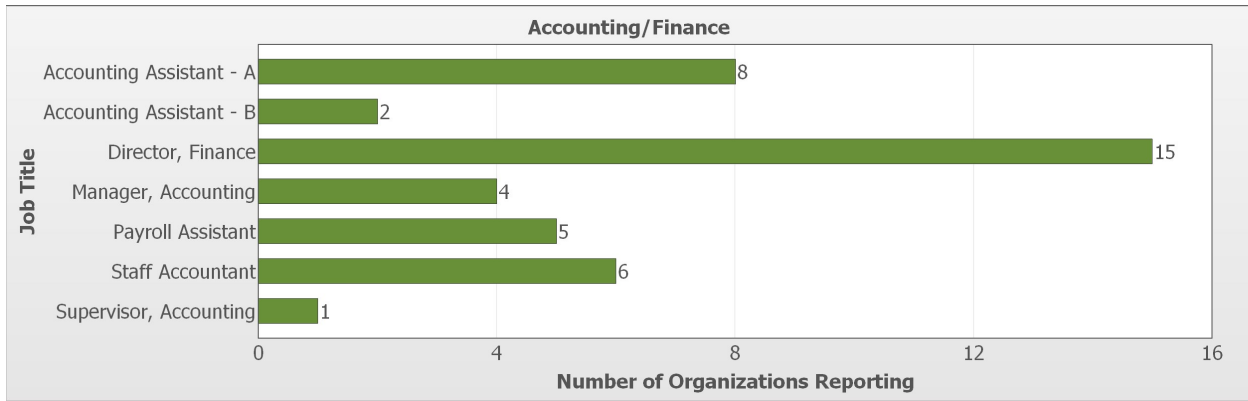
[Figure 28]

All respondents were asked to quantify the total annualized supplemental compensation for their executives, rounding to the nearest \$1000. If responding organizations did not have any sort of supplemental compensation for their executives, they entered \$0.00 and these were considered when averaging values. Figure 29 displays this information according to executive seniority.

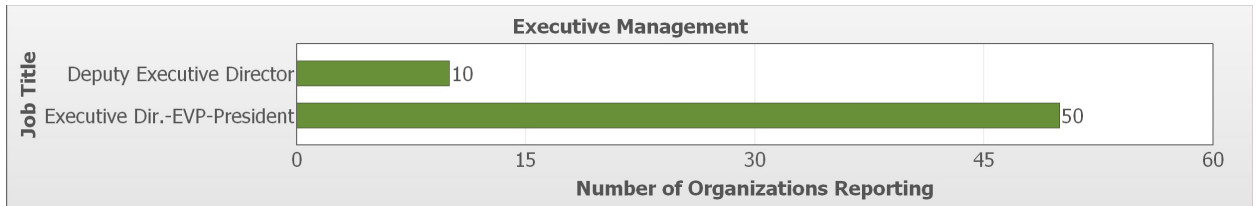


[Figure 29]

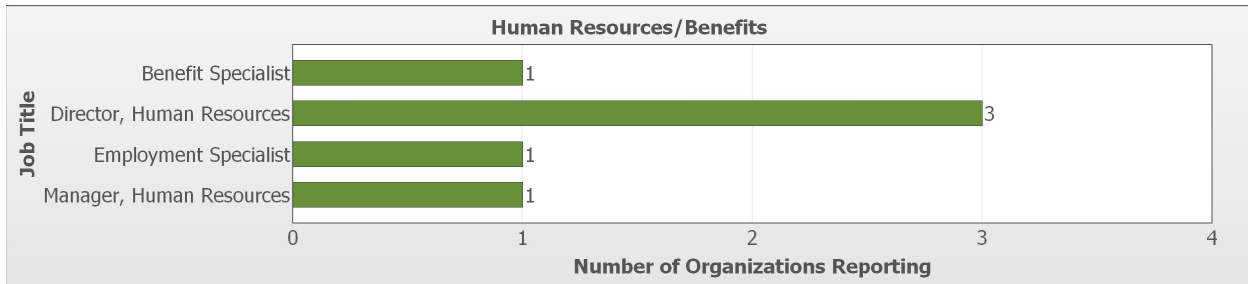
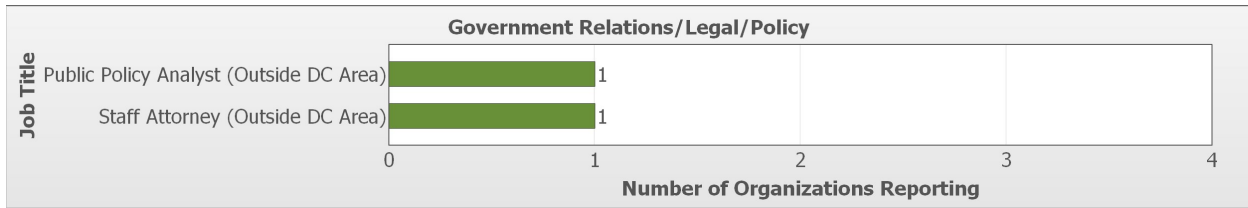
Participation by Job Category



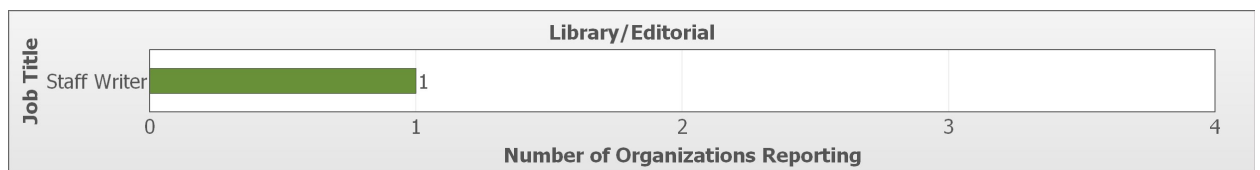
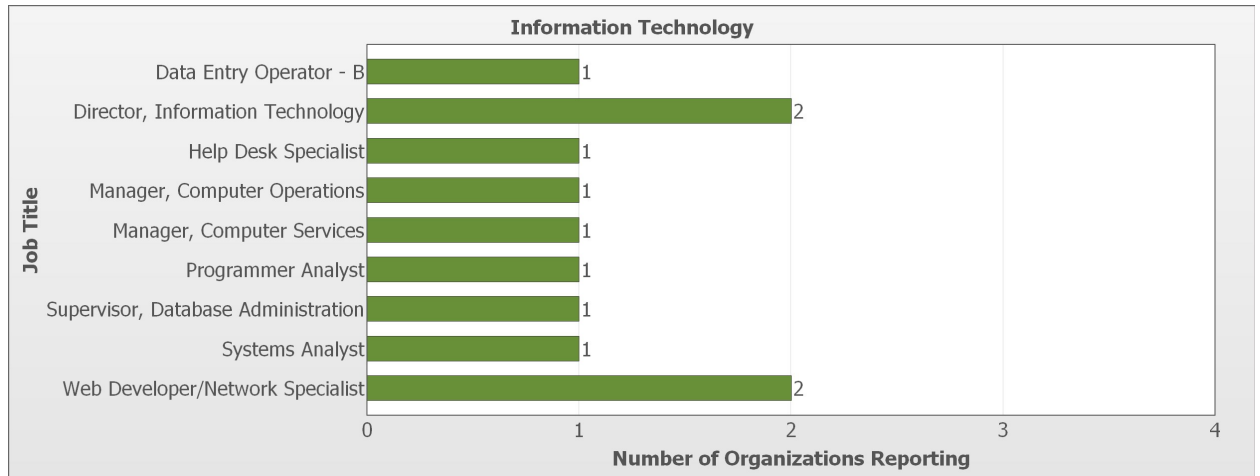
Participation by Job Category



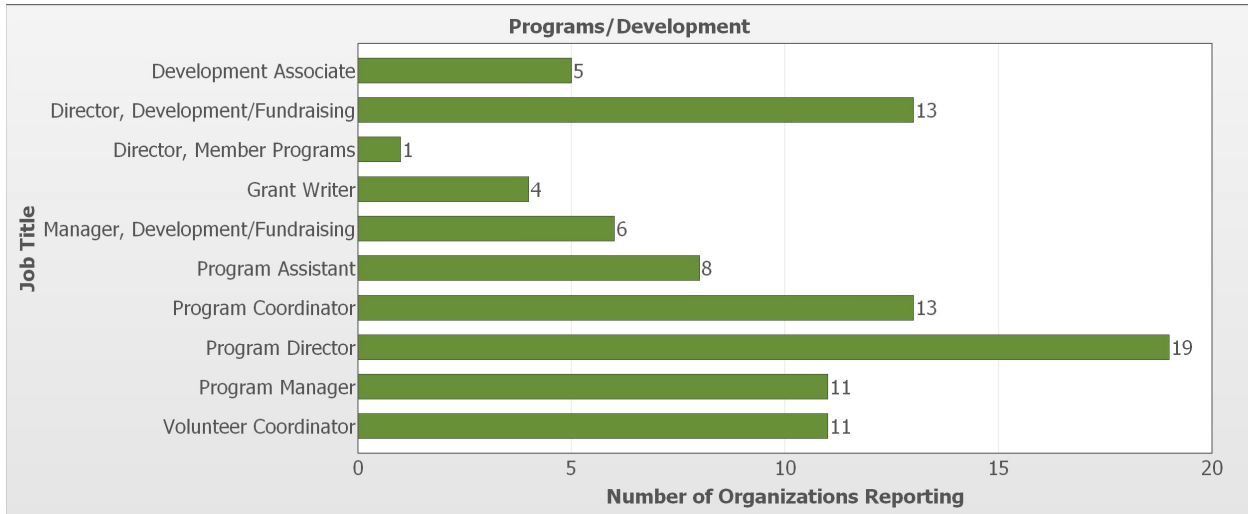
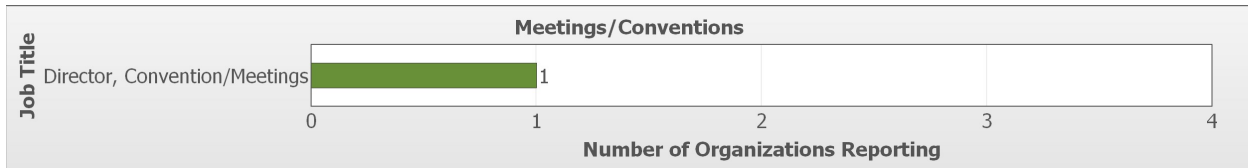
Participation by Job Category



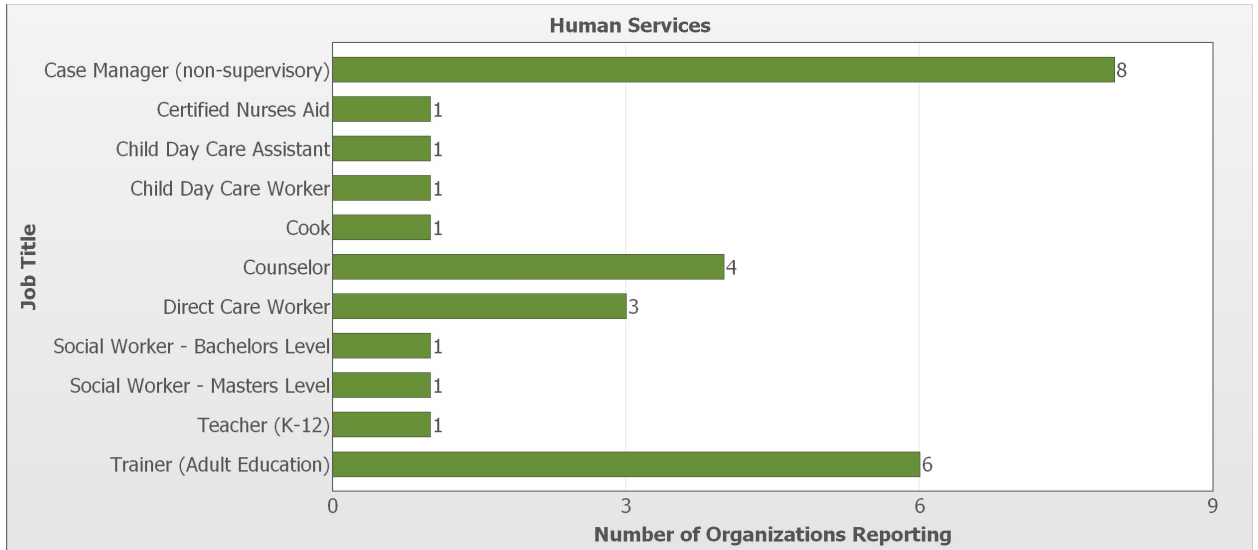
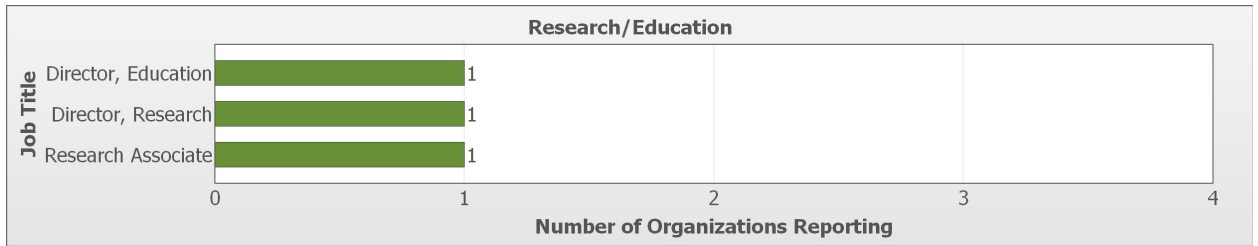
Participation by Job Category



Participation by Job Category

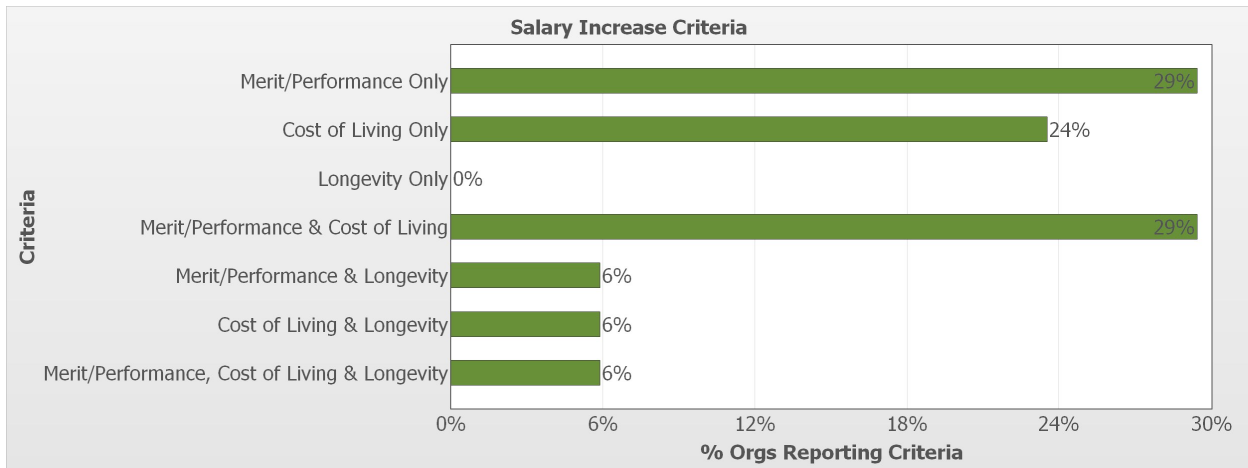


Participation by Job Category



Salary Increase Criteria

Respondents were asked to report which criterion or combination of criteria they considered when awarding salary increases to their employees. Approximately forty-six percent (46%) of the respondents provided this information. The graph below depicts the percentage of these organizations that reported considering each of the seven criteria options.



Salary Increase Tables

Salary Budget Changes 2012-2013

Survey participants were asked to indicate the percentage increase/decrease in their organizations' salary budgets for 2013. Responses to this question ranged between -33% to +200% with an average reported salary budget increase of 8.52%. Results are as follows:

Change from 2012	% of Participants Reporting
Increased by 0 - 5%	25%
Increased by 5% - 10%	12%
Increased by 10%+	12%
Decreased by 0 - 5%	5%
Decreased by 5% - 10%	2%
Decreased by 10%+	4%
No Change	21%
Not Disclosed	19%

See page 6 for a graphical representation of this data.

Salary Increases by Criteria Considered

Approximately 30% of the salary survey participants provided information on the criteria considered by their organizations in awarding salary increases and the rate of increase awarded at each job level. The Salary Increase Criteria graph on page 30 depicts the distribution of the organizations that reported considering each of seven criteria options. The table below provides details on the average increase being awarded across all job levels in 2013 by organizations considering each criterion shown.

Criteria Considered	Average % increase in 2013
Merit/Performance Only	1.83
Cost of Living Only	2.25
Longevity Only	Not considered by any respondent
Merit/Performance & Cost of Living	3.81
Merit/Performance & Longevity	3.88
Cost of Living & Longevity	4.00
Merit/Performance, Cost of Living & Longevity	7.00

Average Increase Rates

Each table below compares average salary increases for each of the three most widely-considered criteria:

Merit/Performance Only

Performance/Job Level	2013 %
<i>Superior Performance</i>	
Non-Management	3.60
Mid-Management	3.60
Upper Management	4.40
<i>Above Average Performance</i>	
Non-Management	2.30
Mid-Management	2.30
Upper Management	2.70
<i>Average Performance</i>	
Non-Management	0.90
Mid-Management	0.90
Upper Management	1.10
<i>Below Average Performance</i>	
Non-Management	0.05
Mid-Management	0.05
Upper Management	0.05

Cost of Living Only

Job Level	2013 %
Non-Management	2.50
Mid-Management	1.75
Upper Management	2.50

Merit/Performance & Cost of Living

Performance/Job Level	2013 %
<i>Superior Performance</i>	
Non-Management	5.70
Mid-Management	6.10
Upper Management	5.90
<i>Above Average Performance</i>	
Non-Management	4.70
Mid-Management	5.00
Upper Management	3.30
<i>Average Performance</i>	
Non-Management	2.80
Mid-Management	2.80
Upper Management	2.20
<i>Below Average Performance</i>	
Non-Management	2.60
Mid-Management	2.60
Upper Management	2.00

Weighted Average Salaries Paid by Budget Size

Job #	Job Title	Total Employees	Under 250K	250K-500K	500K-750K	750K-1M	1-3M	3-5M	5-10M	Over 10M
Accounting/Finance										
35	Accounting Assistant - A	10	-	-	-	30,080	-	37,333	-	36,276
36	Accounting Assistant - B	3	-	-	-	-	-	-	-	-
108	Director, Finance	15	-	-	-	55,856	49,801	80,000	-	75,479
40	Manager, Accounting	4	-	-	-	-	-	-	-	-
37	Payroll Assistant	6	-	-	-	-	-	-	-	39,052
39	Staff Accountant	7	-	-	-	37,843	29,320	-	-	-
38	Supervisor, Accounting	1	-	-	-	-	-	-	-	-
Administrative										
6	Administrative Assistant	25	19,560	22,520	-	27,833	28,999	-	-	-
4	Administrative Secretary	3	-	-	-	-	-	-	-	-
32	Building Maintenance/Janitor	3	-	-	-	-	-	-	-	-
102	Director, Administration	10	28,250	29,600	-	-	56,433	-	-	-
5	Executive Secretary	4	-	-	-	-	37,500	-	-	-
15	Mail Assistant - A	1	-	-	-	-	-	-	-	-
33	Manager, Building Services	2	-	-	-	-	-	-	-	-
18	Member Services Representative	2	-	-	-	-	-	-	-	-
12	Office Assistant - A	1	-	-	-	-	-	-	-	-
13	Office Assistant - B	1	-	-	-	-	-	-	-	-
7	Office Manager	9	-	30,604	-	32,875	-	-	-	-
1	Receptionist	10	-	20,107	-	-	21,881	-	-	28,042
17	Supervisor, Mail Operations	1	-	-	-	-	-	-	-	-
Communications/Marketing/Creative										
104	Director, Communications	9	-	-	37,338	54,173	43,998	-	-	-
74	Manager, Marketing	4	-	-	-	-	48,500	-	-	-
76	Manager, Public Relations	4	-	-	-	-	34,000	-	-	-
69	Production Manager	2	-	-	-	-	-	-	-	-
70	Staff Artist	10	-	-	-	-	-	-	-	-
Executive Management										
101	Deputy Executive Director	12	-	45,075	-	64,000	76,133	-	-	-
100	Executive Dir.-EVP-President	50	39,322	55,320	67,446	78,431	90,282	96,832	-	137,500

Weighted Average Salaries Paid by Budget Size

Job #	Job Title	Total Employees	Under 250K	250K-500K	500K-750K	750K-1M	1-3M	3-5M	5-10M	Over 10M
Government Relations/Legal/Policy										
123	Public Policy Analyst (Outside DC Area)	2	-	-	-	-	-	-	-	-
124	Staff Attorney (Outside DC Area)	1	-	-	-	-	-	-	-	-
Human Resources/Benefits										
51	Benefit Specialist	1	-	-	-	-	-	-	-	-
112	Director, Human Resources	3	-	-	-	-	-	-	-	58,959
50	Employment Specialist	1	-	-	-	-	-	-	-	-
53	Manager, Human Resources	1	-	-	-	-	-	-	-	-
Human Services										
136	Case Manager (non-supervisory)	29	-	27,214	-	25,500	-	-	-	-
132	Certified Nurses Aid	350	-	-	-	-	-	-	-	-
128	Child Day Care Assistant	1	-	-	-	-	-	-	-	-
127	Child Day Care Worker	2	-	-	-	-	-	-	-	-
137	Cook	3	-	-	-	-	-	-	-	-
133	Counselor	12	-	-	-	-	-	-	-	-
131	Direct Care Worker	22	-	-	-	-	-	-	-	-
135	Social Worker - Bachelors Level	1	-	-	-	-	-	-	-	-
134	Social Worker - Masters Level	1	-	-	-	-	-	-	-	-
125	Teacher (K-12)	7	-	-	-	-	-	-	-	-
129	Trainer (Adult Education)	31	-	-	-	-	-	-	-	35,105
Information Technology										
24	Data Entry Operator - B	4	-	-	-	-	-	-	-	-
111	Director, Information Technology	2	-	-	-	-	-	-	-	-
99	Help Desk Specialist	2	-	-	-	-	-	-	-	-
90	Manager, Computer Operations	2	-	-	-	-	-	-	-	-
89	Manager, Computer Services	1	-	-	-	-	-	-	-	-
87	Programmer Analyst	2	-	-	-	-	-	-	-	-
25	Supervisor, Database Administration	1	-	-	-	-	-	-	-	-
88	Systems Analyst	1	-	-	-	-	-	-	-	-
92	Web Developer/Network Specialist	3	-	-	-	-	-	-	-	-

Weighted Average Salaries Paid by Budget Size

Job #	Job Title	Total Employees	Under 250K	250K-500K	500K-750K	750K-1M	1-3M	3-5M	5-10M	Over 10M
Library/Editorial										
77	Staff Writer	2	-	-	-	-	-	-	-	-
Meetings/Conventions										
107	Director, Convention/Meetings	1	-	-	-	-	-	-	-	-
Programs/Development										
84B	Development Associate	6	-	-	-	-	30,389	-	-	-
113	Director, Development/Fundraising	13	-	28,761	51,500	45,382	52,867	-	-	-
105	Director, Member Programs	1	-	-	-	-	-	-	-	-
140	Grant Writer	4	-	-	-	-	42,301	-	-	-
84A	Manager, Development/Fundraising	7	-	-	-	-	41,081	-	-	-
47	Program Assistant	24	-	-	26,789	-	42,257	-	-	-
139	Program Coordinator	26	23,500	-	36,242	39,929	-	-	-	-
95	Program Director	40	30,924	41,132	55,448	40,703	58,233	-	-	-
96	Program Manager	25	-	35,240	-	-	38,925	42,176	-	-
138	Volunteer Coordinator	19	-	-	33,020	32,480	-	-	-	36,836
Research/Education										
110	Director, Education	1	-	-	-	-	-	-	-	-
115	Director, Research	2	-	-	-	-	-	-	-	-
81	Research Associate	3	-	-	-	-	-	-	-	-

Weighted Average Salaries Paid by Staff Size

Job #	Job Title	Total Employees	Under 10	10-24	25-99	100-200	Over 200
Accounting/Finance							
35	Accounting Assistant - A	10	-	33,505	36,000	-	29,939
36	Accounting Assistant - B	3	-	-	-	-	-
108	Director, Finance	15	63,808	50,989	61,800	-	56,879
40	Manager, Accounting	4	50,113	44,000	-	-	-
37	Payroll Assistant	6	-	-	-	-	29,595
39	Staff Accountant	7	-	37,895	29,320	-	-
38	Supervisor, Accounting	1	-	-	-	-	-
Administrative							
6	Administrative Assistant	25	21,653	28,473	27,499	-	31,092
4	Administrative Secretary	3	-	30,427	-	-	-
32	Building Maintenance/Janitor	3	-	-	-	-	-
102	Director, Administration	10	31,750	36,067	44,075	-	-
5	Executive Secretary	4	-	-	-	-	-
15	Mail Assistant - A	1	-	-	-	-	-
33	Manager, Building Services	2	-	-	-	-	-
18	Member Services Representative	2	-	-	-	-	-
12	Office Assistant - A	1	-	-	-	-	-
13	Office Assistant - B	1	-	-	-	-	-
7	Office Manager	9	27,500	31,392	-	-	-
1	Receptionist	10	-	21,147	21,881	-	27,806
17	Supervisor, Mail Operations	1	-	-	-	-	-
Communications/Marketing/Creative							
104	Director, Communications	9	44,924	45,998	-	-	-
74	Manager, Marketing	4	-	42,020	-	-	-
76	Manager, Public Relations	4	-	-	36,500	-	-
69	Production Manager	2	-	-	-	-	-
70	Staff Artist	10	-	-	-	-	-
Executive Management							
101	Deputy Executive Director	12	-	58,962	79,357	-	-
100	Executive Dir.-EVP-President	50	53,216	74,271	76,133	-	120,500

Weighted Average Salaries Paid by Staff Size

Job #	Job Title	Total Employees	Under 10	10-24	25-99	100-200	Over 200
Government Relations/Legal/Policy							
123	Public Policy Analyst (Outside DC Area)	2	-	-	-	-	-
124	Staff Attorney (Outside DC Area)	1	-	-	-	-	-
Human Resources/Benefits							
51	Benefit Specialist	1	-	-	-	-	-
112	Director, Human Resources	3	-	-	-	-	-
50	Employment Specialist	1	-	-	-	-	-
53	Manager, Human Resources	1	-	-	-	-	-
Human Services							
136	Case Manager (non-supervisory)	29	-	25,452	-	-	-
132	Certified Nurses Aid	350	-	-	-	-	-
128	Child Day Care Assistant	1	-	-	-	-	-
127	Child Day Care Worker	2	-	-	-	-	-
137	Cook	3	-	-	-	-	-
133	Counselor	12	-	35,577	-	-	-
131	Direct Care Worker	22	-	-	-	-	-
135	Social Worker - Bachelors Level	1	-	-	-	-	-
134	Social Worker - Masters Level	1	-	-	-	-	-
125	Teacher (K-12)	7	-	-	-	-	-
129	Trainer (Adult Education)	31	-	28,406	-	-	45,646
Information Technology							
24	Data Entry Operator - B	4	-	-	-	-	-
111	Director, Information Technology	2	-	-	-	-	-
99	Help Desk Specialist	2	-	-	-	-	-
90	Manager, Computer Operations	2	-	-	-	-	-
89	Manager, Computer Services	1	-	-	-	-	-
87	Programmer Analyst	2	-	-	-	-	-
25	Supervisor, Database Administration	1	-	-	-	-	-
88	Systems Analyst	1	-	-	-	-	-
92	Web Developer/Network Specialist	3	-	-	-	-	-

Weighted Average Salaries Paid by Staff Size

Job #	Job Title	Total Employees	Under 10	10-24	25-99	100-200	Over 200
Library/Editorial							
77	Staff Writer	2	-	-	-	-	-
Meetings/Conventions							
107	Director, Convention/Meetings	1	-	-	-	-	-
Programs/Development							
84B	Development Associate	6	-	-	35,296	-	-
113	Director, Development/Fundraising	13	45,522	44,993	56,800	-	-
105	Director, Member Programs	1	-	-	-	-	-
140	Grant Writer	4	-	42,301	-	-	-
84A	Manager, Development/Fundraising	7	-	43,267	-	-	-
47	Program Assistant	24	25,940	43,148	-	-	-
139	Program Coordinator	26	32,681	46,532	-	-	-
95	Program Director	40	41,717	46,503	59,391	-	-
96	Program Manager	25	35,811	53,043	34,211	-	-
138	Volunteer Coordinator	19	27,816	31,120	35,037	-	-
Research/Education							
110	Director, Education	1	-	-	-	-	-
115	Director, Research	2	-	-	-	-	-
81	Research Associate	3	-	-	-	-	-

Weighted Average Salaries Paid by Organization Category

Job #	Job Title	Total Employees	Trade / Prof. Assn.	Sci. / Research	Edu. / Cult'l	Research Inst.	Special Int.	Health	Human Ser.	Public Benefit / Cons.
Accounting/Finance										
35	Accounting Assistant - A	10	-	-	-	-	33,973	-	29,705	36,053
36	Accounting Assistant - B	3	-	-	-	-	-	-	-	-
108	Director, Finance	15	-	-	-	-	59,939	-	46,307	63,005
40	Manager, Accounting	4	-	-	53,000	-	-	-	-	-
37	Payroll Assistant	6	-	-	-	-	-	32,025	-	-
39	Staff Accountant	7	-	-	-	-	-	-	-	-
38	Supervisor, Accounting	1	-	-	-	-	-	-	-	-
Administrative										
6	Administrative Assistant	25	-	-	23,355	-	30,334	-	30,960	20,775
4	Administrative Secretary	3	-	-	-	-	-	-	-	-
32	Building Maintenance/Janitor	3	-	-	-	-	-	-	-	-
102	Director, Administration	10	-	-	41,383	-	-	-	-	-
5	Executive Secretary	4	-	-	-	-	-	-	-	32,972
15	Mail Assistant - A	1	-	-	-	-	-	-	-	-
33	Manager, Building Services	2	-	-	-	-	-	-	-	-
18	Member Services Representative	2	-	-	-	-	-	-	-	-
12	Office Assistant - A	1	-	-	-	-	-	-	-	-
13	Office Assistant - B	1	-	-	-	-	-	-	-	-
7	Office Manager	9	-	-	-	-	-	-	32,982	-
1	Receptionist	10	-	-	-	-	-	26,968	25,906	21,029
17	Supervisor, Mail Operations	1	-	-	-	-	-	-	-	-
Communications/Marketing/Creative										
104	Director, Communications	9	-	-	-	-	-	-	48,298	44,340
74	Manager, Marketing	4	-	-	-	-	-	-	-	-
76	Manager, Public Relations	4	-	-	-	-	-	-	-	36,500
69	Production Manager	2	-	-	-	-	-	-	-	-
70	Staff Artist	10	-	-	-	-	-	-	-	-
Executive Management										
101	Deputy Executive Director	12	-	-	-	-	77,600	-	-	77,904
100	Executive Dir.-EVP-President	50	44,250	-	54,738	-	86,236	58,405	55,204	78,906

Organization Category Reference:

Trade / Prof. Assn. = Trade & Professional Associations
 Sci. / Research = Scientific Societies & Research Institutes
 Edu. / Cult'l = Educational/Cultural Institutes

Special Int. = Special Interest Organizations
 Health = Health Organizations
 Human Ser. = Human Services Organizations

Public Benefit / Cons. = Public Benefit & Conservation Organizations
 Other = Other Organizations

Weighted Average Salaries Paid by Organization Category

Job #	Job Title	Total Employees	Trade / Prof. Assn.	Sci. / Research	Edu. / Cult'l	Research Inst.	Special Int.	Health	Human Ser.	Public Benefit / Cons.
Government Relations/Legal/Policy										
123	Public Policy Analyst (Outside DC Area)	2	-	-	-	-	-	-	-	-
124	Staff Attorney (Outside DC Area)	1	-	-	-	-	-	-	-	-
Human Resources/Benefits										
51	Benefit Specialist	1	-	-	-	-	-	-	-	-
112	Director, Human Resources	3	-	-	-	-	-	-	-	-
50	Employment Specialist	1	-	-	-	-	-	-	-	-
53	Manager, Human Resources	1	-	-	-	-	-	-	-	-
Human Services										
136	Case Manager (non-supervisory)	29	-	-	-	-	-	-	29,315	-
132	Certified Nurses Aid	350	-	-	-	-	-	-	-	-
128	Child Day Care Assistant	1	-	-	-	-	-	-	-	-
127	Child Day Care Worker	2	-	-	-	-	-	-	-	-
137	Cook	3	-	-	-	-	-	-	-	-
133	Counselor	12	-	-	-	-	-	-	-	-
131	Direct Care Worker	22	-	-	-	-	-	-	20,804	-
135	Social Worker - Bachelors Level	1	-	-	-	-	-	-	-	-
134	Social Worker - Masters Level	1	-	-	-	-	-	-	-	-
125	Teacher (K-12)	7	-	-	-	-	-	-	-	-
129	Trainer (Adult Education)	31	-	-	-	-	-	-	39,260	-
Information Technology										
24	Data Entry Operator - B	4	-	-	-	-	-	-	-	-
111	Director, Information Technology	2	-	-	-	-	-	-	-	-
99	Help Desk Specialist	2	-	-	-	-	-	-	-	-
90	Manager, Computer Operations	2	-	-	-	-	-	-	-	-
89	Manager, Computer Services	1	-	-	-	-	-	-	-	-
87	Programmer Analyst	2	-	-	-	-	-	-	-	-
25	Supervisor, Database Administration	1	-	-	-	-	-	-	-	-
88	Systems Analyst	1	-	-	-	-	-	-	-	-
92	Web Developer/Network Specialist	3	-	-	-	-	-	-	-	-

Organization Category Reference:

Trade / Prof. Assn. = Trade & Professional Associations
 Sci. / Research = Scientific Societies & Research Institutes
 Edu. / Cult'l = Educational/Cultural Institutes

Special Int. = Special Interest Organizations
 Health = Health Organizations
 Human Ser. = Human Services Organizations

Public Benefit / Cons. = Public Benefit & Conservation Organizations
 Other = Other Organizations

Weighted Average Salaries Paid by Organization Category

Job #	Job Title	Total Employees	Trade / Prof. Assn.	Sci. / Research	Edu. / Cult'l	Research Inst.	Special Int.	Health	Human Ser.	Public Benefit / Cons.
Library/Editorial										
77	Staff Writer	2	-	-	-	-	-	-	-	-
Meetings/Conventions										
107	Director, Convention/Meetings	1	-	-	-	-	-	-	-	-
Programs/Development										
84B	Development Associate	6	-	-	-	-	-	-	30,869	35,296
113	Director, Development/Fundraising	13	-	-	54,300	-	55,640	-	-	50,509
105	Director, Member Programs	1	-	-	-	-	-	-	-	-
140	Grant Writer	4	-	-	-	-	-	64,538	-	-
84A	Manager, Development/Fundraising	7	-	-	45,000	-	-	-	41,881	-
47	Program Assistant	24	-	-	-	-	43,148	31,348	25,376	28,507
139	Program Coordinator	26	-	-	31,428	-	45,287	51,446	43,139	34,640
95	Program Director	40	-	-	60,621	-	47,137	65,476	39,143	-
96	Program Manager	25	-	-	-	-	57,132	43,624	30,553	38,839
138	Volunteer Coordinator	19	-	-	-	-	43,860	30,473	-	35,037
Research/Education										
110	Director, Education	1	-	-	-	-	-	-	-	-
115	Director, Research	2	-	-	-	-	-	-	-	-
81	Research Associate	3	-	-	-	-	-	-	-	-

Organization Category Reference:

Trade / Prof. Assn. = Trade & Professional Associations
 Sci. / Research = Scientific Societies & Research Institutes
 Edu. / Cult'l = Educational/Cultural Institutes

Special Int. = Special Interest Organizations
 Health = Health Organizations
 Human Ser. = Human Services Organizations

Public Benefit / Cons. = Public Benefit & Conservation Organizations
 Other = Other Organizations

Job Number: **35**

Job Title: **Accounting Assistant - A**

Processes a variety of accounting transactions to verify accuracy, proper calculations and amounts, inclusion of appropriate source documentation, proper budget codes and journal/ledger entry designations. Traces discrepancies through source materials, or through discussion with originating party to resolve them.

In the case of cash receipts or receivable transactions, tallies monies received, reconciles amounts against source documents and prepares back deposit slips. Account payable transactions include check preparation, signing and correspondence mailing. May perform incidental data entry. All assignments are performed under prescribed procedures and routines which govern most situations.

Overall Position Data Highlights:			
Total Employees:	10	% Orgs Offering Bonus:	13%
Group Average:	32,790	% Eligible Employees Receiving Bonus:	100%
Group Median:	33,478	Average Bonus:	400 (1.69%)
Weighted Average:	32,493		

Job Number: **36**

Job Title: **Accounting Assistant - B**

May serve as a working leader to distribute assignments, monitor accuracy, resolve patterned discrepancies, and provide assignment instructions. Oftentimes is expected to perform the same duties as Accounting Clerk A as time permits. In addition, prepares daily journal and ledger entries; reconciles monthly bank statements and may prepare trial balances and other basic financial reports on a monthly basis.

Overall Position Data Highlights:			
Total Employees:	3	% Orgs Offering Bonus:	50%
Group Average:	26,170	% Eligible Employees Receiving Bonus:	100%
Group Median:	26,170	Average Bonus:	400 (1.31%)
Weighted Average:	27,613		

Job Number: **108**

Job Title: **Director, Finance**

This is the principal or chief financial position. It normally incorporates determining policy on all accounting/auditing, financial and budgeting activities; and may participate in the investment policies of the organization.

In some organizations, this position may also incorporate a number of central service functions including: office services, purchasing, printing, mail operations, data processing and personnel.

Overall Position Data Highlights:			
Total Employees:	15	MIN:	33,600
Group Average (Weighted & Trimmed):	58,260	1 st Quartile:	42,000
% Orgs Offering Bonus:	13%	Median:	53,602
% Eligible Employees Receiving Bonus:	100%	3 rd Quartile:	70,000
Average Bonus:	600 (1.56%)	MAX:	93,424

Job Number: **40**

Job Title: **Manager, Accounting**

Assists in the design, revision and maintenance of the accounting system and procedures.

Responsible for monitoring effectiveness and cost of accounting operations; reviews, audits, and/or approves entries into the accounting records; and checks on all bank accounts in accordance with policies established; consults with Staff on matters such as changes in cost or revenue allocations, and requests for new program accounts.

Manages the classification and recording of all financial transactions, maintenance of official accounting records, and preparation of financial statements and reports for the organization. Financial data and transactions, including payroll, are audited, verified and encoded for computer processing, storage and production of the general ledger, and statistical and financial reports for all levels of management.

Also includes the responsibility for coordination and supervision of all accounting and internal audit functions for cash receipts, accounts payable, and payroll to insure that accounting records, financial statements and reports accurately reflect the financial status and operations of the organization. Also supervises the consolidation of annual budget and financial forecast data as received from all operation departments into unified reports in accordance with principles and format prescribed by management.

Coordinates activities surrounding the annual audit. Also, the establishment of federal and state grant procedures and reporting routines.

Overall Position Data Highlights:			
Total Employees:	4	% Orgs Offering Bonus:	-
Group Average:	47,056	% Eligible Employees Receiving Bonus:	-
Group Median:	50,113	Average Bonus:	-
Weighted Average:	47,056		

Job Number: **37**

Job Title: **Payroll Assistant**

Prepares the organization's payroll. Establishes and maintains staff payroll records, prepares entries and calculations on salary changes, overtime, leave without pay, various benefit plan deductions for local state and federal taxes and such special deductions as requested. Reconciles payroll roster and prepares monthly journal entries. Calculates and prepares the quarterly and yearly summary reports for FICA, workmen's unemployment and compensation reports. Responds to staff inquiries concerning payroll/salary matters.

In some organizations, may establish and maintain the staff leave records, periodically preparing and distributing summary reports showing usage and balances by leave category. Responds to staff inquiries.

May also maintain various employee benefit plan records on premium payments, plan participants and census report statistics. Calculates and prepares periodic premium payments due insurance carriers and updates participant roster reports. May brief new employees on benefit provisions, enroll them in the various plans and respond to staff inquiries concerning general benefit provisions.

Overall Position Data Highlights:			
Total Employees:	6	% Orgs Offering Bonus:	40%
Group Average:	30,013	% Eligible Employees Receiving Bonus:	50%
Group Median:	28,080	Average Bonus:	400 (1.90%)
Weighted Average:	29,691		

Job Number: **39**

Job Title: **Staff Accountant**

Responsible for implementing accepted accounting principles and procedures in performing or reviewing the accounting transactions of others.

Areas of activity include accounts receivables and payables, cash receipts, payroll, general and subsidiary ledger entries, financial report preparation and reconciliation, bank statements, budget reporting, tax statement reports.

Responsible for preparing summary daily entries to the general ledger and various subsidiary ledgers. Reconciles with source documents/transactions to insure accuracy. Resolves any discrepancies that may arise.

Reviews and balances all monthly accounts. Prepares monthly financial statements and assists in developing all year end reports. Prepares quarterly and yearly tax reports for various state and federal jurisdictions; as well as, any special reportings requested.

May assist in the preparation of the annual budget by assembling initial data and reviewing data compiled by various units; monitoring monthly and quarterly budget summary reports, developing information when actual expenses vary appreciably from budget estimates.

Assists auditors by supplying necessary data and information in preparation of the annual audit.

Overall Position Data Highlights:			
Total Employees:	7	% Orgs Offering Bonus:	17%
Group Average:	38,554	% Eligible Employees Receiving Bonus:	100%
Group Median:	36,500	Average Bonus:	1,200 (2.95%)
Weighted Average:	41,475		

Job Number: **38**

Job Title: **Supervisor, Accounting**

Normally supervises the daily operations of an accounting unit i.e., payables, receivables, and cash receipts. When necessary, the incumbent assumes some of the workload to reduce peak periods or during staff absences.

Reviews disbursement transactions for properly authorized signatures, supporting documents and coding procedures before preparing checks. Oversees staff payroll procedures to insure proper overtime and leave credits; changes for various deductions; for FICA and unemployment taxes.

Reviews daily receipt reports, and all source documents for correct totals, coding, account credits and deposit slip preparation before deposit of funds to the bank and entry into accounting system.

Responsible for controlling daily cash balances to insure that adequate funds are available to cover expenditures and for recommending the timing and level of cash transfers.

Daily, inputs own journal entries and checks those entered by others for accuracy. Reviews monthly journal printout reports for discrepancies, reconciles receipt and payable balances and may prepare monthly financial statements.

Monthly, extracts and summarizes financial information to prepare the monthly financial statements.

Overall Position Data Highlights:			
Total Employees:	1	% Orgs Offering Bonus:	-
Group Average:	58,392	% Eligible Employees Receiving Bonus:	-
Group Median:	58,392	Average Bonus:	-
Weighted Average:	58,392		

Job Number: 6**Job Title: *Administrative Assistant***

This position normally is found at a responsible organizational level where the incumbent facilitates managerial processes and serves as an administrative coordinator for a significant program/functional area. Assignments may be performed through personal initiative or through the supervision of one or more support level employees.

Coordinates the collection, compilation, assembly and reproduction of unit projects, which are oftentimes developed by others to be completed according to scheduled times. Provides supporting services to unit managers/professionals to assist them in scheduling and completing work assignments.

Coordinates unit meetings by notifying participants of meeting dates and places, preparing agendas; assembling and distributing agenda materials. Attends meetings to take notes, draft initiatives discussed, circulating for revision/approvals.

Recruits, screens, interviews and assists in selecting all support level employees for the department/division; coordinates leave usage of support staff to maintain continuity of area projects; assists in evaluating performance and in recommending salary increases.

Works with the finance office to develop preliminary data and background information for the annual budget. Integrates data received from various sections into a single budget format for supervisor's review. Monitors monthly budget report for adherence to estimated levels, seeks out explanations for significant variances, referring questionable items to supervisor. Reviews all bills and travel vouchers.

Attends conferences and annual meeting to provide general administrative assistance to supervisor for committee and program assignments. These can range from taking minutes and preparing chairmen's reports, answering member/attendee inquiries to resolving minor problems with hotel personnel.

Overall Position Data Highlights:			
Total Employees:	25	MIN:	16,900
Group Average (Weighted & Trimmed):	27,092	1 st Quartile:	20,600
% Orgs Offering Bonus:	20%	Median:	25,000
% Eligible Employees Receiving Bonus:	67%	3 rd Quartile:	30,000
Average Bonus:	350 (1.15%)	MAX:	38,000

Job Number: 4

Job Title: **Administrative Secretary**

Supervises the immediate activities of supervisor's office and support staff, assigning tasks and establishing priorities, and facilitating the decision making process on all general operational matters within the office.

In addition to the secretarial assignments that might be performed as outlined for Secretaries A & B, this individual coordinates the follow-up, collection, compilation, assembly and reproduction of unit projects, which are oftentimes developed by other managers/professionals to be completed according to scheduled times. May provide supporting services to unit managers/professionals to assist them in scheduling and completing work assignments.

Coordinates unit meetings by notifying participants of meeting dates and places, preparing agendas; assembling and distributing agenda materials. Attends meetings to take notes, draft initiatives discussed and circulates for revision/approvals.

Reviews all bills and expense vouchers for appropriateness and budget identification. Refers travel vouchers and questionable items to supervisor, approving others for payment.

May assist in selecting support level employees for the offices; coordinate leave to maintain continuity; assist in evaluating the performance of support employees and in recommending salary increases; and provide general instruction and guidance to insure consistency, accuracy and quality of work performed.

Overall Position Data Highlights:			
Total Employees:	3	% Orgs Offering Bonus:	-
Group Average:	31,140	% Eligible Employees Receiving Bonus:	-
Group Median:	31,140	Average Bonus:	-
Weighted Average:	30,427		

Job Number: **32**

Job Title: **Building Maintenance/Janitor**

Performs a variety of general and semi-skilled tasks and assignments within the building, offices and around the grounds of the organization.

Completes maintenance requests as assigned and in accord with priorities set by the supervisor. Normally receives daily list of work orders to be accomplished, including specifications of tasks to be performed. Reports any difficulties or circumstances preventing completion of assignments.

Requests usually involve minor repairs of office furnishings such as desks, tables, chairs and cabinets; and of electrical items such as clocks, desk lamps. Repairs and/or replaces broken parts such as springs, locks, light bulbs and defective electrical fixtures; refinishes or rebuilds furnishings, and builds shelves and wooden storage cases; frames and hangs pictures, signs and plaques.

Moves and stores furniture and equipment. Assists in loading and unloading shipments. May assist in setting up meeting and conference rooms. Makes pick up and delivery trips associated with maintenance tasks.

May be required to keep building grounds neat and attractive appearing by regularly mowing, raking, trimming, watering and sweeping these areas.

Overall Position Data Highlights:			
Total Employees:	3	% Orgs Offering Bonus:	-
Group Average:	24,742	% Eligible Employees Receiving Bonus:	-
Group Median:	24,742	Average Bonus:	-
Weighted Average:	26,055		

Job Number: **102**

Job Title: **Director, Administration**

This is the principal or chief operations position. Responsible for directing most of all of the organization's internal management functions and operations including, but not limited to: office services, printing, library, data processing, member and subscriber records, personnel, purchasing and accounting.

Overall Position Data Highlights:			
Total Employees:	10	% Orgs Offering Bonus:	11%
Group Average:	41,649	% Eligible Employees Receiving Bonus:	100%
Group Median:	34,000	Average Bonus:	400 (0.69%)
Weighted Average:	40,634		

Job Number: 5

Job Title: **Executive Secretary**

NOTE: ONLY ONE, OR POSSIBLY TWO INDIVIDUALS, OCCUPY THIS POSITION WITHIN THE ORGANIZATION.

This position provides administrative and secretarial support to the executive officer, the Board of Directors and its officers. In some situations this assistance may extend to the deputy executive officer.

Coordinates the schedules of the Executive Officer and the organization's elected officials to optimize their time and to facilitate the exchange of information. Schedules appointments with staff and members wherever these individuals are expected, or when they travel around the country on organization business. Determines the nature of these appointments, and develops the necessary background material wherever possible. May be expected to review correspondence requiring the signatures of these officials, regardless of its origination, for general format and style, content and possible sensitivity.

Coordinates the physical and logistical arrangements for regular Board meetings. During the sessions takes minutes, may monitor parliamentary procedure, prepares initial minutes draft and serves as staff liaison to officials attending. Post meeting assignments include following through with staff directors to see that established projects are on schedule, keeping supervisor apprised of progress.

Replies directly to general inquiries, nontechnical topics and brief correspondence. Also drafts replies for officer signature on similar matters if this is deemed more appropriate. Monitors supervisor's immediate tickler file for upcoming deadlines, following through on the necessary details.

Prepares conference agenda and background materials for the Board. This includes collecting, compiling, reproducing assembling and distributing the agendas prior to the annual meeting.

Travels on-site to manage the executive's operations office during major meetings. May attend Executive Committee and Board meetings to take official minutes. May assist in answering member inquiries and in resolving minor difficulties with hotel personnel.

Overall Position Data Highlights:			
Total Employees:	4	% Orgs Offering Bonus:	-
Group Average:	35,142	% Eligible Employees Receiving Bonus:	-
Group Median:	34,813	Average Bonus:	-
Weighted Average:	35,142		

Job Number: **15**

Job Title: **Mail Assistant - A**

Opens and sorts incoming mail according to prescribed individual/function/office/program designations. Makes daily runs to distribute mail and interoffice correspondence throughout the offices/building. In the process, picks up outgoing and interoffice mail. Sorts materials and delivers on next run.

Weighs and meters all outgoing mail according to instructions or prescribed postal guidelines. Bags mail for evening pickup. Wraps, weighs and meters small packages containing publications and other informational/educational materials. May package larger items to be picked up by postal service or commercial carrier. Contacts carriers to pick up as needed.

May make regular trips to area post offices to either pickup or deliver mail bags and certified pieces or mail. May drive organization vehicles to accomplish these tasks.

Maintains dairy log of outgoing pieces mailed and cost. Identifies originating office in bulk mailings, as well as pieces mailed and cost. Alerts supervisor when postage meter reaches authorized postage limit. Assists in assembling and stuffing materials for bulk mailings.

Overall Position Data Highlights:			
Total Employees:	1	% Orgs Offering Bonus:	-
Group Average:	22,714	% Eligible Employees Receiving Bonus:	-
Group Median:	22,714	Average Bonus:	-
Weighted Average:	22,714		

Job Number: **33**

Job Title: **Manager, Building Services**

Responsible for maintaining the physical appearance of the organization's building, offices and grounds; and for providing a comfortable physical working environment for the staff. Some individuals occupying this position may be required to be licensed operating engineers.

Performs regular maintenance routines on heating/cooling system including weekly/monthly monitoring of various thermostat controls and dampers throughout the building; checking oil pressure levels and fan belt tension; lubrication and changing gas valves; checking/cleaning filters, cooling tower, spray heads and coils; and applying rust resistant chemicals.

Maintenance on the building includes: cleaning/dusting/polishing metal and furnishings in public areas; cleaning, dusting and removing trash from offices; touch up painting and minor furniture repairs; light electrical repairs such as repositioning switches and plugs; and vacuuming all carpeted areas.

Performs through staff or outside contract firms such regular services as; office cleaning, window washing and drapery cleaning; landscape cleaning, planting and fertilizing; trash removal; office construction and built-in carpentry; major painting projects. Obtains competitive bids and makes recommendation based on product quality, service and cost factors.

Can serve as liaison with management realty firm which acts as the leasing agent and building administrator. Approves and submits for payment all monthly purchase orders for equipment, supplies and contract services.

Where appropriate maintains contact with building tenants to insure that their general building and cleaning needs are met.

Overall Position Data Highlights:			
Total Employees:	2	% Orgs Offering Bonus:	-
Group Average:	41,813	% Eligible Employees Receiving Bonus:	-
Group Median:	41,813	Average Bonus:	-
Weighted Average:	41,813		

Job Number: **18**

Job Title: **Member Services Representative**

Responsible for providing prompt and accurate responses and information to all callers, concerning the organization's full range of products and services; and for generating the appropriate follow-up activity and fulfillment information to complete transactions.

Receives numerous, daily inquiries from members, subscribers, affiliates and the public on a variety of items and topics. These may be telephone or written inquiries, and responses may be by phone or in writing, as appropriate.

Accesses the member's file, as inquiries come in, provides the appropriate file/product/service information; updates and records the necessary information; generates fulfillment codes and labels for follow-up mailings of informational brochures; and drafts response correspondence which may include a patterned or tailored letter summarizing the inquiry and what action has been taken.

Performs necessary follow-up work in order to resolve the inquiry; this may entail additional discussions with staff, affiliate officials and outside providers/suppliers of the product/service, as well as conversations with the member. Has good knowledge of the organization's database system and its capability; knows the basic features of all products and services, and the proper provider/supplier; and is able to properly reference available product/service guides for additional information.

Knows when it is appropriate, by use of the member's data files, to suggest or invite the member to consider another product/service that is a logical extension of the member's inquiry.

May participate in telemarketing surveys; this can involve calling preselected members, working with a prepared script, and recording the responses in a predetermined manner; and compiling and formatting data for summary purposes.

Periodically performs a number of tasks within the office including, but not limited to: updating and purging product/service reference materials; changing coding data; reviewing correspondence and report files; and preparing listings and informational directories.

Overall Position Data Highlights:			
Total Employees:	2	% Orgs Offering Bonus:	-
Group Average:	23,400	% Eligible Employees Receiving Bonus:	-
Group Median:	23,400	Average Bonus:	-
Weighted Average:	23,400		

Job Number: 12

Job Title: **Office Assistant - A**

Assignments, although particular to a specific office/unit, are generally patterned or cyclical in nature. The procedures are well defined with prescribed guidelines existing for most transactions. Matters that deviate from these guides are referred to the supervisor.

Receives and reviews a variety of correspondence/documents/materials from staff, members, subscribers, suppliers and the public for completeness and accuracy of the information included. Sorts and classifies these by transaction category, date, code or other distinguishable designation.

Codes various documents/statements/records for identification purposes, preparatory to data entry or for later tabulation. Keeps logs/records by date, category, and items processed to provide specific information on unit activities.

Receives, sorts and classifies correspondence/records/documents/publications/articles for filing. Retrieves materials and records as requested. Periodically scans files and discards obsolete materials.

Reviews manually prepared or computer generated listings, reports, labels, and rosters for accuracy against source documents, making necessary corrections.

Responds to general inquiries over the phone or by preparing standard acknowledgments with proper enclosures. Opens, sorts and delivers incoming correspondence and interoffice mail to unit staff.

May perform incidental clerical duties such as preparing form information, spreadsheet creation, and data entry.

Overall Position Data Highlights:			
Total Employees:	1	% Orgs Offering Bonus:	100%
Group Average:	22,000	% Eligible Employees Receiving Bonus:	100%
Group Median:	22,000	Average Bonus:	400 (1.82%)
Weighted Average:	22,000		

Job Number: **13**

Job Title: **Office Assistant - B**

Normally performs many of the duties and tasks indicated for Office Assistant - A.

The primary difference at this level calls for the individual to search in a number of places and use different databases and guide references to successfully complete transactions.

Oftentimes the individual must either request or seek out additional information from others to complete transactions. This usually involves interaction with others on the staff, members, outside suppliers and the general public.

Overall Position Data Highlights:			
Total Employees:	1	% Orgs Offering Bonus:	-
Group Average:	22,880	% Eligible Employees Receiving Bonus:	-
Group Median:	22,880	Average Bonus:	-
Weighted Average:	22,880		

Job Number: 7

Job Title: **Office Manager**

This position concerns itself with coordinating and/or administering many of the organization's central administrative processes, services and activities.

The individual is expected to perform the substantive part of each function relying on no more than several clerical employees to carry out regular routines and tasks Functions normally incorporated into this position include:

Mail Operations: The preparation and distribution of incoming mail; interoffice mail pick up and delivery; preparation of outgoing mail, including bulk mailings of printed material, and packaging.

Communications/Reception: The installation and general maintenance of central and individual office telephone equipment; central answering and reception services; publication/distribution of staff directories.

Printing/Reproduction: Securing such outside reproductive services as printing, word processing, and other related services; and coordinating all projects to completion.

Building Management Liaison: Lease arrangements; remodeling, repair and decorating; shipments and storage; heating/cooling monitoring.

Central Files: A central files system or database to accommodate storage/retrieval of documents; and for orderly retirement and/or destruction of records.

Purchasing: The purchase of office equipment, furniture and supplies; assisting staff in the selection of items; dispensing used equipment and furniture; and storage of supplies and materials.

Office Services: Scheduling of meeting rooms; messenger services; servicing minor repairs of furniture and equipment, and maintenance of reproduction copiers; monitoring vending machine units; and providing central typing assistance.

Personnel: Recruiting clerical/support staff; maintaining personnel and leave records, obtaining temporary help; processing personnel actions.

Overall Position Data Highlights:			
Total Employees:	9	% Orgs Offering Bonus:	22%
Group Average:	34,048	% Eligible Employees Receiving Bonus:	100%
Group Median:	35,000	Average Bonus:	450 (0.98%)
Weighted Average:	34,048		

Job Number: 1

Job Title: **Receptionist**

This position can be located in the organization's office lobby or in a central floor location. Serves as the organization's main receptionist, greeting all visitors.

Provides assistance by inquiring as to the nature of the visit and directing the individual to the appropriate office/person.

In some instances, must develop a line of questioning until enough information has been obtained to properly direct or answer an inquiry. In addition, usually serves as the central telephone operator answering all calls. Determines the nature of the calls and refers them to the proper individual or office. Is expected to give assistance by developing ample information on vague inquiries in order to refer the call properly. Unanswered office phone calls may be rolled back to the receptionist in which case answers the lines and takes messages. Other responsibilities that are sometimes incorporated into this position include; light typing for various units; reconciling telephone billing statements; opening and sorting incoming mail; scheduling messenger deliveries and pick-up; maintaining phone listings, floor and building directories current; scheduling conference rooms for staff meetings; and sending and receiving fax and teletype messages.

Overall Position Data Highlights:			
Total Employees:	10	% Orgs Offering Bonus:	13%
Group Average:	24,327	% Eligible Employees Receiving Bonus:	100%
Group Median:	23,213	Average Bonus:	400 (1.36%)
Weighted Average:	24,144		

Job Number: 17

Job Title: **Supervisor, Mail Operations**

Responsible for supervising a mail operations unit employing a group of mail/messenger clerks. The unit processes all classes of mail (domestic and foreign) including; regular, air and special delivery, parcel post/United Parcel, special and air freight. May also assist in coordinating bulk mailings for the organization which entail the assembly, collation and inserting of enclosures, labeling and metering envelopes.

Additionally, responsible for the delivery and pickup of interoffice mail/correspondence; and for providing messenger services, either personal or by licensed vendors to pickup and deliver documents/materials around the area.

Responsible for establishing pickup and delivery schedules and routines; the daily recording of mail processed; assigning mail clerks to tasks to maintain even work distribution levels; for maintaining and servicing postal machines/equipment; seeing that postage is paid; and maintaining proper levels of all needed supplies and materials.

Overall Position Data Highlights:			
Total Employees:	1	% Orgs Offering Bonus:	-
Group Average:	37,455	% Eligible Employees Receiving Bonus:	-
Group Median:	37,455	Average Bonus:	-
Weighted Average:	37,455		

Job Number: **104**

Job Title: **Director, Communications**

Chief functional officer responsible for articulating the organization's positions on issues and programs to the membership and various audiences. Activities normally included under this function are: public relations, media relations, advertising, informational newsletters and similar publications, speech writing and community affairs.

Overall Position Data Highlights:			
Total Employees:	9	% Orgs Offering Bonus:	11%
Group Average:	45,391	% Eligible Employees Receiving Bonus:	100%
Group Median:	45,900	Average Bonus:	400 (0.96%)
Weighted Average:	45,391		

Job Number: **74**

Job Title: **Manager, Marketing**

Incorporates the promotion of members publications, books, meetings, educational materials, and various other products and services. Because membership promotion and retention are generally related to journal circulation, this individual usually integrates publications marketing and membership promotion into an overall strategy to enhance both activities.

Marketing activities include; direct mail and space advertising in publications, and the formulation and administration of the annual promotion budget. Responsible for suggestions on the marketability of new products and for coordination of design to achieve a unified organization image.

Provides promotional copywriting, setting basic graphics design parameters, and monitoring follow-up on production for direct marketing materials.

Develops marketing strategies and media campaigns, serving as a consultant on product packaging, and assisting in the development of marketing research projects.

Gathers, organizes, and analyzes responses from direct mail campaigns. Develops and maintains current, efficient in-house mailing list files. Also responsible for making recommendations in the areas of potential markets, media selection, future marketing strategies, and creative strategies, based on statistical analyses of the response data.

Manages and implements long and short term membership directed marketing strategies and promotional activities in order to maximize the marketing efficiency, profitability, and opportunities of all organization divisions, departments and units.

This includes ongoing marketing research establishing promotional sales project procedures, establishing a continuing marketing strategy program for units, setting up a program to monitor competitive developments, developing new marketing techniques for publication products and services.

May also serve as advertising manager for those publications carrying advertising providing coordination with advertising agency and production representatives.

In some organizations, may be expected to administer the organization's fund-raising projects. Serves as the representative on fund-raising contracts. Provides information and support for fund-raising contracts; and may assist in developing purpose and goals of fund-raising program.

Overall Position Data Highlights:			
Total Employees:	4	% Orgs Offering Bonus:	-
Group Average:	40,027	% Eligible Employees Receiving Bonus:	-
Group Median:	38,034	Average Bonus:	-
Weighted Average:	40,027		

Job Number: **76**

Job Title: **Manager, Public Relations**

Responsible for planning and coordinating a system of information dissemination to provide useful information to members, various audiences and the public; and to create a favorable image and response toward the organization and its constituencies. Information dissemination includes news releases, internet marketing, social media outreach, brochures, feature articles, press, radio, and television presentations, press conferences at national meetings and conferences, and published reports of organization programs and activities.

Collects and selects potential newsworthy information from various sources. Assesses what items/ programs/issues might be publicized to receive maximum credit. Disseminates information through established media contacts and distribution channels. Maintains active contacts within the print and broadcast media to insure access whenever needed.

Coordinates news clipping services to assess effectiveness of news coverage of organization events and happenings.

Sets up and manages a press room at national and regional meetings and conferences. Contacts local media outlets to cover the meeting sessions, also provides guests/speakers to be interviewed by media representatives.

Writes, edits, selects illustrations and coordinates layout and editorial production for a range of public relations materials and publications. Responsible for content, accuracy of presentation and style.

Keeps abreast of member and public opinion trends that impact on the organization and its constituency. Analyzes and interprets trends for management, and makes recommendations.

May work with local or national advertising agencies to develop promotion/ad campaigns to be used by local/regional/national media sources. Serves as liaison to coordinate the scheduling of the campaign and to provide an organizational presence.

Overall Position Data Highlights:			
Total Employees:	4	% Orgs Offering Bonus:	-
Group Average:	37,944	% Eligible Employees Receiving Bonus:	-
Group Median:	36,500	Average Bonus:	-
Weighted Average:	37,944		

Job Number: **69**

Job Title: **Production Manager**

Responsible for planning and coordinating the production schedules for all regularly issued publications, and for special projects. Ensures balance in work flow for on-time publication production; conformity with quality standards and style, editorial space and budgetary parameters of each publication. Consults with editors, advertisers and/or printers as necessary on press form layouts, editorial space, and cost.

Assigns manuscripts for copy-editing; maintains production log on manuscripts from assignment through printing; oversees copy-editing, figure cropping, preparation for printer and proofreading of all manuscripts.

Prepares contents listing and assigns page numbers for each issue; solicits cover materials from authors or other sources; arranges for and checks color separations for cover and for other four-color materials if needed. Coordinates typesetting and performs or supervises layout for special sections. Maintains liaison with printers and authors regarding problems or queries during production. Proofs for grammatical and stylistic errors, while assessing the overall page makeup. Does pagination to make advertising and editorial pages fit into a predetermined number of pages.

Coordinates and approves artwork needed for special logos, and figure drawings, working directly with artists on such projects. May participate in redesign or change of format and design of publication sections.

Some positions may require the use of electronic/desktop publishing means to perform some of these functions.

Overall Position Data Highlights:			
Total Employees:	2	% Orgs Offering Bonus:	-
Group Average:	50,857	% Eligible Employees Receiving Bonus:	-
Group Median:	50,857	Average Bonus:	-
Weighted Average:	50,857		

Provides artistic and graphic services to the organization's publications program.

On occasion artwork may be provided to assist other units in completing printing projects.

Artwork typically includes sketches, graphs, structural diagrams and other illustrative materials for news and feature articles, magazine and book covers. This individual is typically experienced in one or more design software programs. Responsible for producing artwork in conformity with design and mechanical standards, and with the style of the publication.

May prepare design to artwork in accord with specifications. Creates finished design from rough or detailed sketches for magazine and book covers, promotional ads, news and feature articles. Prepares drawings and determines the use of space in relation to the various parts and overall layout of the publications. Reads editorial material to enhance concept in illustrations of subject matter. As assigned, assists in page layout preparations.

Prepares, trims, and arranges artwork to fit space position, and determines the use of space to present a balanced spread of text and art work. Reviews editorial content to enhance concept in illustrations of subject matter.

Consults with editors on illustrations, as necessary. Assists staff on production requests, generally defining technical requirements, and suggesting approaches to fulfilling specific requests.

Overall Position Data Highlights:			
Total Employees:	10	% Orgs Offering Bonus:	-
Group Average:	39,748	% Eligible Employees Receiving Bonus:	-
Group Median:	39,748	Average Bonus:	-
Weighted Average:	34,092		

Job Number: **101**

Job Title: **Deputy Executive Director**

This is the second ranking position within the organization and is often found in smaller groups that have a need for a general operations officer.

The individual normally directs a number of management and program areas facilitating the overall direction of the organization. In some cases the individual assumes the chief executive's role during brief periods of absence.

On occasion this person may direct a specific program area because he/she possesses special expertise.

Overall Position Data Highlights:			
Total Employees:	12	% Orgs Offering Bonus:	-
Group Average:	70,455	% Eligible Employees Receiving Bonus:	-
Group Median:	75,000	Average Bonus:	-
Weighted Average:	66,284		

Job Number: 100

Job Title: **Executive Dir.-EVP-President**

This is the top paid staff position within the organization with a direct reporting relationship to the Board of Directors. It has full responsibility/accountability for all program areas, not otherwise administered by the Board. In some cases this individual may devote a significant portion of the time personally directing the efforts of one or two major program areas.

Overall Position Data Highlights:			
Total Employees:	50	MIN:	16,000
Group Average (Weighted & Trimmed):	63,398	1 st Quartile:	40,750
% Orgs Offering Bonus:	22%	Median:	60,290
% Eligible Employees Receiving Bonus:	45%	3 rd Quartile:	87,083
Average Bonus:	1,880 (2.53%)	MAX:	160,000

Job Number: 123

Job Title: **Public Policy Analyst (Outside DC Area)**

This individual is located outside the DC Metro area. Responsible for analyzing, formulating and monitoring issues and legislation at the federal, state and local levels; for assessing the impact of proposed public policy changes on members and the public at large; and for developing short and long range policy, and program strategy initiatives which advance the interest of members. The areas of interest can include but not be limited to general economic policy, taxation, budget, defense, health/medical, international, environmental and other issues as these affect the public and members in particular.

Much of the time is spent performing in-depth reviews and analyses of the issues involved. Factors taken into account include financial and legal implications, legislative and regulatory statutes; environmental impact; impact on the community, state or nation; and the effect on members. The review/analysis process normally incorporates the review of federal/state/local laws, regulations and ordinances; researching special reports and Congressional publications, and scholarly publications; discussions with other staff departments for input; conferring with federal and state legislators and agency officials to develop further information and discussions with professional and advocacy coalitions to gain knowledge of recent developments.

Prepares reports which address the various issues; offers available options outlining implications; may recommend best course of action along with back-up alternatives. Serves in advisory and fact-finding capacity to member groups, public officials and interested community groups. Occasionally prepares and presents testimony before hearing committees and panels.

Overall Position Data Highlights:			
Total Employees:	2	% Orgs Offering Bonus:	-
Group Average:	47,880	% Eligible Employees Receiving Bonus:	-
Group Median:	47,880	Average Bonus:	-
Weighted Average:	47,880		

Job Number: 124

Job Title: **Staff Attorney (Outside DC Area)**

This individual is located outside the DC Metro area. The individual in this position functions as a practicing attorney including presenting cases before the bar. If the organization retains outside counsel, the position serves as staff liaison to the general counsel firm; as well as, to other law firms that may periodically provide legal expertise in special areas.

Reviews all organizational documents that have legal significance, offering opinions and suggestions on how they might be modified to enhance the organization's position legally.

Researches, prepares, files and presents all documents and papers dealing with the organization's corporate affairs. Establishes and monitors schedule to see that all filings and submissions conform to published guidelines and dates.

Oversees the preparation and filing of all corporate tax reports and financial documents to insure compliance with the law. Monitors changes in the tax codes, reviewing these with the finance office and the auditing firm where necessary.

If the organization owns real estate, is instrumental in conducting the various transactions associated with buying and selling property; developing leases for renting space to tenants; contracting with firms to provide management services; and monitoring real estate taxes. In the case where the organization is a building tenant, reviews lease agreements, negotiating or recommending various conditions and services to be included in the lease.

In this regard reviews all contractual agreements ranging from the purchase of furniture and equipment to copyright and trademark filings to insure adequate protection and consideration for the organization's rights.

Some organizations, because of their stated mission, deal regularly with the courts in various jurisdictions. In such instances, the individual may research, prepare, file and present to the courts legal opinions, complains, grievances and petitions supporting the organization's position relative to its stated objectives; or in the interest of its constituency.

May be asked to render opinions on legislative and regulatory issues, as these might impact on the organization as a legal entity and its members. Also may contribute to testimony indicating legal considerations that should be taken under advisement.

Overall Position Data Highlights:			
Total Employees:	1	% Orgs Offering Bonus:	-
Group Average:	64,933	% Eligible Employees Receiving Bonus:	-
Group Median:	64,933	Average Bonus:	-
Weighted Average:	64,933		

Job Number: **51**

Job Title: **Benefit Specialist**

Responsible for the efficient administration of the organization's employee benefits program which includes; basic and major health care with HMO, dental and eye care, prescription drugs; life with AD&D, long/short term disability; pension, thrift, 403(b) and IRA plans; along with unemployment and workmen's compensation plans.

Usually serves as group treasurer for the various plans, administering, enrolling and deleting employees and initiating payroll deductions. Reviews and processes, and approves for payment all plan invoices.

Participates in meetings with insurance carriers, consultants and actuaries in developing benefit plan provisions. Oversees the effective communication of benefits and related information to the staff; counseling employees on benefits; establishing and maintaining plan records.

Additionally, prepares and distributes individual plan information memos and brochures as plans are revised; and serves as principle liaison with carrier representatives on claims, premium rate changes and exploring additional coverages. Some organizations may require the person to process claims for medical benefits including distributing checks to employees.

Participates in orientation sessions by briefing new employees on their various benefits, responding to inquiries, providing benefit plan materials and information, and seeing that all plan information documents are completed.

Prepares periodic reports to federal and state governments and regulatory agencies as required, including state industrial commissions, state employment commissions and Department of Labor (ERISA, OSHA). Provides insurance carriers and others with plan census data, cost analyses and statistical abstracts, as requested.

May monitor new legislation that affects the benefits program and where appropriate recommends plan changes to conform to the legislative initiatives.

In some cases, may be responsible for administering the organization's leave program consisting of annual, sick and other leave categories by maintaining accurate leave records and balances for each employee, responding to inquiries and interpreting policy.

Overall Position Data Highlights:			
Total Employees:	1	% Orgs Offering Bonus:	-
Group Average:	46,818	% Eligible Employees Receiving Bonus:	-
Group Median:	46,818	Average Bonus:	-
Weighted Average:	46,818		

Job Number: 112

Job Title: **Director, Human Resources**

Manages the employment process which entails the recruitment, selection and placement of all support and some professional employees. Activities include placing advertisements in newspapers; dealing with employment agencies; skills testing of applications; interviewing; salary negotiations; reference checking; and orientation of new employees. May recruit for mid level professionals and managers working closely with department heads to make effective selections and placements.

Regularly monitors personnel policies, procedures and practices to ensure that they meet affirmative action principles in both intent and spirit. Exercises initiative to seek out and identify qualified protected class candidates for job vacancies through in-house selection procedures and outside sources.

Counsels staff and management on a variety of personnel related matters including; sensitive issues, job reclassification, terminations, personality conflicts, potential charges of discrimination, and policy interpretation.

Manages the salary and performance appraisal programs for the staff by developing salary ranges; determining starting salaries; establishing guidelines for promotional increases; and monitoring performance appraisals to see that they conform to prescribed guidelines for merit increases. Conducts periodic salary surveys to determine general competitiveness, making recommendations based on survey findings.

Administers the employee, benefits program which comprises: health and major medical plans, including a HMO; life insurance, long term disability, accidental death and dismemberment, travel accident retirement, workmen's and unemployment compensation. May serve as group treasurer for some plans.

Additionally, prepares and distributes individual plan information memos and brochures as plans are revised; and serves as principle liaison with carrier representatives on claims, premium rate changes and exploring additional coverages.

Develops record management procedures that maintain, update and retrieve data in an accurate and expeditious manner. Uses departmental information to develop a variety of reports for management, to meet government regulatory requirements, and own departmental needs.

Overall Position Data Highlights:			
Total Employees:	3	% Orgs Offering Bonus:	-
Group Average:	56,906	% Eligible Employees Receiving Bonus:	-
Group Median:	55,160	Average Bonus:	-
Weighted Average:	56,906		

Job Number: **50**

Job Title: **Employment Specialist**

Primarily responsible for the recruitment, screening, and selection of candidates for support staff and lower-level professional/managerial positions. This involves determining with managers the selection criteria, identifying internal candidates, advising managers on the availability of internal and external candidates, selecting productive recruiting sources and methods, screening and interviewing candidates, counseling managers on potential hires; and negotiating starting salaries.

In conjunction with the recruitment and retention of employees, incumbent develops and conducts orientation programs for new employees, explaining organization personnel policies, programs and employee benefits.

Also responsible for assisting in the development and administration of the organization's Affirmative Action Plan; for providing employee counseling and guidance, to the support staff; and responsible for assisting in salary administration and other personnel programs when possible and as requested.

Overall Position Data Highlights:			
Total Employees:	1	% Orgs Offering Bonus:	-
Group Average:	30,306	% Eligible Employees Receiving Bonus:	-
Group Median:	30,306	Average Bonus:	-
Weighted Average:	30,306		

Job Number: **53**

Job Title: **Manager, Human Resources**

Responsible for developing, implementing and managing the human resource/personnel efforts of the organization, including affirmative action and training programs.

Overall Position Data Highlights:			
Total Employees:	1	% Orgs Offering Bonus:	-
Group Average:	33,800	% Eligible Employees Receiving Bonus:	-
Group Median:	33,800	Average Bonus:	-
Weighted Average:	33,800		

Job Number: **136**

Job Title: **Case Manager (non-supervisory)**

Responsible for coordination of care for individuals and families requiring assistance from a social service agency. Conducts interviews and gathers physical, psychological, and social information to determine the client's needs. May counsel clients individually or in a family or group setting. Refers clients to appropriate community resources. Manages client support but does not supervise other workers. Typical Requirements: Bachelor's degree in social work or related field plus one to three years of related experience.

Overall Position Data Highlights:			
Total Employees:	29	% Orgs Offering Bonus:	50%
Group Average:	28,379	% Eligible Employees Receiving Bonus:	94%
Group Median:	27,638	Average Bonus:	375 (1.21%)
Weighted Average:	28,352		

Job Number: **132**

Job Title: **Certified Nurses Aid**

Provides basic patient care under direction of supervisory nursing staff. Duties typically include personal care (feed, bathe, dress, groom, or move patients, or change linens). Typical Requirements: Certification required. Age 18 or older with High School Diploma or G.E.D., and Criminal and Child Abuse Clearance. A valid driver's license may or may not be required.

Overall Position Data Highlights:			
Total Employees:	350	% Orgs Offering Bonus:	-
Group Average:	20,000	% Eligible Employees Receiving Bonus:	-
Group Median:	20,000	Average Bonus:	-
Weighted Average:	20,000		

Job Number: **128**

Job Title: **Child Day Care Assistant**

Under supervision of a teacher, helps implement learning activities and programs. Provides nurture, care, and guidance to children, assists those with special needs and supervises play areas.

Overall Position Data Highlights:			
Total Employees:	1	% Orgs Offering Bonus:	100%
Group Average:	22,880	% Eligible Employees Receiving Bonus:	0%
Group Median:	22,880	Average Bonus:	-
Weighted Average:	22,880		

Job Number: **127**

Job Title: **Child Day Care Worker**

Plans and engages children in activities in a preschool, day care center, or other child development facility appropriate to promote social, physical, and intellectual growth including language, social, and motor skills. Typical Requirements: Bachelor's degree in early childhood education or related experience other than in preschool or child care setting.

Overall Position Data Highlights:			
Total Employees:	2	% Orgs Offering Bonus:	100%
Group Average:	33,280	% Eligible Employees Receiving Bonus:	0%
Group Median:	33,280	Average Bonus:	-
Weighted Average:	33,280		

Job Number: **137**

Job Title: **Cook**

Plans, directs and supervises the activities of kitchen staff. May also personally perform food preparation and cooking activities. Implements correct procedures for food receiving and storage, food handling, preparation and distribution, kitchen sanitation and safety, and equipment operation and cleaning. Schedules production of food according to approved procedures and portion control methods. Assures that food will not be prepared too far in advance and that the meal schedules will be met.

Overall Position Data Highlights:			
Total Employees:	3	% Orgs Offering Bonus:	-
Group Average:	21,549	% Eligible Employees Receiving Bonus:	-
Group Median:	21,549	Average Bonus:	-
Weighted Average:	21,549		

Job Number: **133**

Job Title: **Counselor**

Assists clients individually or in a group setting with personal, educational, or vocational development. Identifies and helps clients address personal and/or emotional challenges such as substance abuse, family issues, and educational and/or career problems. Typical Requirements: Bachelor's degree or equivalent in human services or a related discipline plus three to five years of related experience, or Master's degree in counseling plus one to three years of related experience.

Overall Position Data Highlights:			
Total Employees:	12	% Orgs Offering Bonus:	25%
Group Average:	38,442	% Eligible Employees Receiving Bonus:	100%
Group Median:	40,140	Average Bonus:	275 (0.69%)
Weighted Average:	37,555		

Job Number: **131**

Job Title: **Direct Care Worker**

Provides personalized care and companionship for consumers in a variety of settings, including community homes, family homes, and generic community settings, with focus on instruction, guidance, and mentoring to promote the health, safety and contentment of the individuals served. Note: this position is supervised by a manager. Typical Requirements: Certification required. Age 18 or older with High School Diploma or G.E.D., and Criminal and Child Abuse Clearance. A valid driver's license may or may not be required.

Overall Position Data Highlights:			
Total Employees:	22	% Orgs Offering Bonus:	67%
Group Average:	24,025	% Eligible Employees Receiving Bonus:	100%
Group Median:	26,500	Average Bonus:	450 (1.68%)
Weighted Average:	20,804		

Job Number: **135**

Job Title: **Social Worker - Bachelors Level**

Helps counsel and provide resources to clients to address educational, social, behavioral, medical, or other issues. Interviews clients to assess social and emotional capabilities. Consults with other professionals and families to determine causes of problems and identify courses of action for the client to pursue. Refers clients to other community resources when needed. Typical Requirements: Bachelor's degree in social work and license plus one to three years of related experience.

Overall Position Data Highlights:			
Total Employees:	1	% Orgs Offering Bonus:	-
Group Average:	33,400	% Eligible Employees Receiving Bonus:	-
Group Median:	33,400	Average Bonus:	-
Weighted Average:	33,400		

Job Number: **134**

Job Title: **Social Worker - Masters Level**

Counsels clients and helps them address educational, social, behavioral, medical, or other issues. Works with clients to identify causes and possible solutions, and helps them pursue the best course of action. Conducts assessments, maintain case notes, and refers clients to other community resources when needed. Typical Requirements: Master's degree in social work and license plus three to five years of related experience.

Overall Position Data Highlights:			
Total Employees:	1	% Orgs Offering Bonus:	-
Group Average:	40,000	% Eligible Employees Receiving Bonus:	-
Group Median:	40,000	Average Bonus:	-
Weighted Average:	40,000		

Job Number: **125**

Job Title: **Teacher (K-12)**

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

Overall Position Data Highlights:			
Total Employees:	7	% Orgs Offering Bonus:	-
Group Average:	35,307	% Eligible Employees Receiving Bonus:	-
Group Median:	35,307	Average Bonus:	-
Weighted Average:	35,307		

Job Number: **129**

Job Title: **Trainer (Adult Education)**

Determines the needs of adult clients and develops/implements appropriate curricula to meet those needs. Conducts educational sessions with adult clients to improve skills and functioning. Responsible for providing classroom and/or on-the-job instruction. May provide on-the-job training to clients transitioning to employment.

Overall Position Data Highlights:			
Total Employees:	31	% Orgs Offering Bonus:	17%
Group Average:	35,730	% Eligible Employees Receiving Bonus:	100%
Group Median:	36,393	Average Bonus:	400 (1.03%)
Weighted Average:	33,718		

Job Number: **24**

Job Title: **Data Entry Operator - B**

Performs all of the assignments outlined for Data Entry Operator A.

Additionally, may perform a greater variety of data entry functions and interface with more complex data sources. May assist in quality control review of data entry processes.

Overall Position Data Highlights:			
Total Employees:	4	% Orgs Offering Bonus:	-
Group Average:	28,908	% Eligible Employees Receiving Bonus:	-
Group Median:	28,908	Average Bonus:	-
Weighted Average:	28,908		

Job Number: **111**

Job Title: **Director, Information Technology**

Chief functional officer responsible for developing the organization's computer capability and management systems in a variety of programs areas as emphasized by the organization. Other aspects include the direction of systems programming, managing an in-house computer installation and interfacing with outside service bureaus and systems design firms.

Overall Position Data Highlights:			
Total Employees:	2	% Orgs Offering Bonus:	-
Group Average:	56,379	% Eligible Employees Receiving Bonus:	-
Group Median:	56,379	Average Bonus:	-
Weighted Average:	56,379		

Job Number: **99**

Job Title: **Help Desk Specialist**

Provide front line technical assistance by diagnosing and troubleshooting hardware and software problems. Responsible for documenting all user requests or inquiries for support. Research internal and external knowledge-base resources to provide problem resolution or communication to minimize troubleshooting time. Responsible for follow up, ensuring customer satisfaction, after issues are resolved. Maintain Help Desk databases by: updating the user database; building and updating knowledge base; creating reports; and collecting and tracking asset inventory. Responsible for building necessary database schemas to facilitate reporting needs.

Provide orientation for new users on the help desk system and on organization policies and procedures. Coordinate equipment rentals and facilitate setup for end-user department training sessions. Recommend appropriate training for staff to maintain user efficiency when working with business automation tools.

Schedule usage and track in-house loaner equipment. Follow up on outstanding equipment ensuring safe return.

Maintain record management system including: maintenance contracts, vendor agreements and computer related literature. Maintain the software library, which includes tracking licensing agreements. Conduct periodic system and software audits in support of record management.

Provide user community notifications regarding system maintenance, virus alerts, and related information technology issues.

Perform installation and upgrades to standard software applications. Aid in the roll-out of hardware and peripheral installations.

Overall Position Data Highlights:			
Total Employees:	2	% Orgs Offering Bonus:	-
Group Average:	40,966	% Eligible Employees Receiving Bonus:	-
Group Median:	40,966	Average Bonus:	-
Weighted Average:	40,966		

Job Number: **90**

Job Title: **Manager, Computer Operations**

Responsible for ensuring the security, efficiency and continuous functioning of an organization's primary server(s). Recommends and implements changes in configuration and type of hardware/software and related equipment. May manage process of moving to or otherwise sustaining organization's cloud computing network. Reviews all invoices for purchases of computer equipment and approves for payment.

Manages the scheduling, production, quality control and distribution of output for all computer processing requests.

Coordinates the activities of one or more technical projects teams. Researches, advises, and recommends on selection and use of computers and office-automation technology throughout the organization.

Maintains relevant and accurate production records and reports, including reports on membership, special program requests, accounting and equipment utilization.

Responsible for developing and maintaining the security systems of the organization's computer network and advising on security for all systems in the organization. Responsible for controlling the inventory of data processing supplies and materials.

Overall Position Data Highlights:			
Total Employees:	2	% Orgs Offering Bonus:	-
Group Average:	52,387	% Eligible Employees Receiving Bonus:	-
Group Median:	52,387	Average Bonus:	-
Weighted Average:	52,387		

Job Number: **89**

Job Title: **Manager, Computer Services**

As used here, this position is normally found in organizations that have decentralized their computer capabilities into a number of different departments and units through the use of personal computer networks (LAN) and work stations in addition to having a mainframe computer operation. Although the latter is not necessary.

Provides organization offices with a level of operational computer capability commensurate with its program development. Assists in explaining software systems that will facilitate and enhance current program operations; along with the necessary documentation and staff instruction to utilize computer applications in accomplishing work assignments more effectively.

Responds to staff requests to explore and review new systems applications; or to pursue new developments that will improve existing operating systems. Reviews relevant literature, talks with vendors and other familiar with the specific software systems to determine their usefulness and applicability to unit operations.

Based on current operations and anticipated needs, keeps informed on new equipment and software developments suggesting possible courses of action for departments to pursue to enhance present operations and to increase the compatibility with the organization's network.

Maintains a log of all computer-related purchases, maintenance contracts, vendor agreements and computer-related literature and topics.

Coordinates all equipment repair requests with the appropriate suppliers and vendors to insure that work is performed accurately and on schedule. Provides routine maintenance where called for. May coordinate consultant assistance as needed for hardware and software support by outlining office needs and specifications requested; and seeing that the projects are carried out according to the specifications.

Overall Position Data Highlights:			
Total Employees:	1	% Orgs Offering Bonus:	-
Group Average:	56,100	% Eligible Employees Receiving Bonus:	-
Group Median:	56,100	Average Bonus:	-
Weighted Average:	56,100		

Job Number: **87**

Job Title: **Programmer Analyst**

Develops and implements programs from end-user requirements. Is able to estimate realistic time frames for development. Designs programs and programming logic from system specifications. Makes decisions on programming approaches to problems. Interacts with systems analyst on large projects to determine best approach to systems design. Is involved in the design of small to medium size systems. May be called upon to make decisions on software selection. Develops, tests, and implements programs, and integrates systems as required. Is responsible for the debugging and updating of software. Assists systems analysts in the successful completion of a project. Is able to coordinate programming efforts.

Overall Position Data Highlights:			
Total Employees:	2	% Orgs Offering Bonus:	-
Group Average:	50,773	% Eligible Employees Receiving Bonus:	-
Group Median:	50,773	Average Bonus:	-
Weighted Average:	50,773		

Job Number: **25**

Job Title: **Supervisor, Database Administration**

Supervises work flow of data entry process(es) for an organization. Trains data entry operators as necessary to the operations of the administrative support systems and in the organization's content management system(s). May participate in selecting operators for the various units.

Participates with user departments in defining and developing special requirements, projects and specifications for efficient processing of information.

Reviews data entry activity for accuracy, researches and reenters corrected information or advises appropriate department personnel of corrective action to be taken. Insures timely correction of errors, correct use of data transactions, codes, and completion of tasks.

Maintains receipt control log of computer access words and their authorized release, as developed and implemented. Maintains work control and operations logs and assigns work according to priority and workload. May be asked to produce systemic or ad hoc reports from the database.

Overall Position Data Highlights:			
Total Employees:	1	% Orgs Offering Bonus:	-
Group Average:	35,370	% Eligible Employees Receiving Bonus:	-
Group Median:	35,370	Average Bonus:	-
Weighted Average:	35,370		

Job Number: **88**

Job Title: **Systems Analyst**

Often times serves as a translator and interpreter between the end user and data processing personnel. Must understand and interpret the user's requirements in order to design a system that will accomplish the intended purpose, while at the same time translating the process for the programmers/analysts so they can develop the necessary programming techniques.

Works with user departments to advise and explore the feasibility of designing automated data systems to accommodate various program area needs, or to further improve/expand existing systems for greater information retrieval. Develops detailed plans indicating system design - establishes milestone, developmental cost (both hardware and manpower), annual projection cost and completion dates.

In designing a system, develops approaches which include the most efficient way to design the system based on the latest technology in the field; the software capability/limitations; how the application can be integrated in other existing systems where possible, and make recommendations accordingly; and provide the ability to accommodate future expansion with minimal modification.

Writes programming specifications outlining the many bases that the program must consider. Accompanying the specifications will be all file (inputs, outputs and work files) formats with detail definitions of all data elements. Also included will be systems flow, depicting the total system and the program system and the program by program relationship with the associates hardware components.

Interfaces with the programming staff to make them aware of the progress and current thinking on the project. This affords the opportunity to exchange ideas, verifying assumptions and check on the feasibility of the design.

In considering new systems or changes to existing systems, insures that program specifications are maintained in an up-to-date state and that departmental standards are adhered to. Is expected to maintain and make recommendations for changes and updates to departmental standards. Maintain the systems schedule of current and projected projects.

Overall Position Data Highlights:			
Total Employees:	1	% Orgs Offering Bonus:	-
Group Average:	35,100	% Eligible Employees Receiving Bonus:	-
Group Median:	35,100	Average Bonus:	-
Weighted Average:	35,100		

Job Number: **92**

Job Title: **Web Developer/Network Specialist**

Responsible for designing and/or managing an organization's internet properties. Works closely with others to design and format the organization's home page. This includes strategies on how to best project the organization's image, mission and objectives to a variety of audiences. Additionally interacts with user departments in the design and display of their individual websites. Makes revisions and updates to their websites as requested.

This individual can be involved in, or be the primary person, in planning, installing and implementing network configurations appropriate to the organization; as well as, coordinating the installation of the firewall, modem pool equipment and software.

May be responsible for seeing that security measures are followed; that passwords are properly registered and other access procedures followed. Produces regular reports that indicate usage department. Interfaces with server groups, suppliers and vendors to obtain the best service/product from these organizations. Keeps current with and seeks out new advances in technology that can be incorporated into the organization's network. Wherever possible attends presentations and/or tests new equipment and software before recommending purchasing these items.

Overall Position Data Highlights:			
Total Employees:	3	% Orgs Offering Bonus:	-
Group Average:	26,796	% Eligible Employees Receiving Bonus:	-
Group Median:	26,796	Average Bonus:	-
Weighted Average:	30,394		

Job Number: **77**

Job Title: **Staff Writer**

This position is most often found in the public relations unit of an organization; but may be housed elsewhere.

Responsible for researching, writing, interpreting and disseminating news and information about the organization, its programs and activities to the media. Congressional and government offices, and various publics and; for performing other general writing-editing assignments.

Writes and edits news releases, special articles for trade and daily press, issued-oriented booklets, research projects, and other literature as requested, such as speeches, action proposals, testimony and magazine articles.

Responsible for collecting and selecting potential newsworthy information from various sources. Assesses what areas and events might be publicized to receive maximum credit to the organization and its industry/members. Monitors newspapers, magazines, television, trade publications, newsletters and other source materials; maintains own source files of contacts and background materials.

Reviews news clippings received through clipping services to assess effectiveness of news services publicity efforts. Assists in planning for news releases distribution and other printed materials; assists in compiling and maintaining media contact lists. Assists in the operation of the press room and press conferences at meeting sites, generally providing information beneficial to media representatives and news coverage.

Overall Position Data Highlights:			
Total Employees:	2	% Orgs Offering Bonus:	-
Group Average:	32,885	% Eligible Employees Receiving Bonus:	-
Group Median:	32,885	Average Bonus:	-
Weighted Average:	32,885		

Job Number: **107**

Job Title: **Director, Convention/Meetings**

Responsible for all negotiating/scheduling of the organization's annual convention, various conferences and meetings, whether domestic or international as well as, all exhibit and exposition shows. Other responsibilities include on-site management of these meetings and may involve developing program content for some of these gatherings.

Overall Position Data Highlights:			
Total Employees:	1	% Orgs Offering Bonus:	-
Group Average:	50,000	% Eligible Employees Receiving Bonus:	-
Group Median:	50,000	Average Bonus:	-
Weighted Average:	50,000		

Job Number: **84B**

Job Title: **Development Associate**

Writes proposals for general and specific program support for corporations, foundations, government agencies, and individual. Proposals can range from several pages requesting general support to lengthy documents that describe in detail the scope of the work to be performed and the organizations ability to carry out the project. Takes the lead in putting project/subject content in a format compatible with that of intended funders. Where necessary researches the subject area and develops a project design. May work closely with other staff to accomplish final presentation.

Prepares periodic reports for funders outlining the progress made.

Overall Position Data Highlights:			
Total Employees:	6	% Orgs Offering Bonus:	-
Group Average:	33,631	% Eligible Employees Receiving Bonus:	-
Group Median:	33,738	Average Bonus:	-
Weighted Average:	34,596		

Job Number: **113**

Job Title: **Director, Development/Fundraising**

Develops and directs an ongoing effort to identify and acquire additional funds for the organization on a continuing basis. Primarily committed to the solicitation of monies from governmental sources, private institutions and individuals in support of selective programs and projects that the organization is advocating, or sponsoring on a sustaining basis.

This position can also include the staging of various fundraising events such as cultural and entertainment gatherings, auctions, contests and festivals.

Overall Position Data Highlights:			
Total Employees:	13	MIN:	24,960
Group Average (Weighted & Trimmed):	49,665	1 st Quartile:	42,500
% Orgs Offering Bonus:	8%	Median:	48,000
% Eligible Employees Receiving Bonus:	100%	3 rd Quartile:	59,300
Average Bonus:	1,000 (2.08%)	MAX:	80,000

Job Number: **105**

Job Title: **Director, Member Programs**

This position is responsible for promoting the organization actively to state and local affiliates/chapters and to potential member groups; for identifying and developing new programs/services that meet member needs; and for finding ways to improve existing programs and services.

Overall Position Data Highlights:			
Total Employees:	1	% Orgs Offering Bonus:	-
Group Average:	37,000	% Eligible Employees Receiving Bonus:	-
Group Median:	37,000	Average Bonus:	-
Weighted Average:	37,000		

Job Number: **140**

Job Title: **Grant Writer**

This position consists of outreach to existing relationships to foundations and grant-making organizations and identification and cultivation of new relationships. Specific responsibilities typically include completing grant proposals, maintaining grant database and records, filing reports and managing grant administration and logistics.

Overall Position Data Highlights:			
Total Employees:	4	% Orgs Offering Bonus:	-
Group Average:	53,419	% Eligible Employees Receiving Bonus:	-
Group Median:	51,801	Average Bonus:	-
Weighted Average:	53,419		

Job Number: **84A**

Job Title: **Manager, Development/Fundraising**

Responsible for implementing approved strategies for new business development, and existing annual campaign efforts, designed to obtain funds from individuals, foundations, corporations, and governments. Assists in creating policies and strategies for achieving required financial goals.

Works with staff to identify potential donors through research, contact with existing donors, and other sources of information. Solicits current donors and prospects through presentations. This may be done in conjunction with staff and board members.

Supervises the development and preparation of grant proposals, reports to funders, solicitation materials, and other correspondence and printed matter that may be necessary to carry out solicitations and cultivations. Responsible for implementing fundraising efforts targeted to individual contributors.

Responsible for prospect/donor identification, cultivation, visitations, conducting program, events, solicitation campaigns; and the use of volunteer leaders: May recruit and train volunteers to network and solicit funds.

Develops and maintains procedures monitoring donations received and acknowledging donor and granting organization contributions. Prepares proposals, reports, letters, brochures and other written materials as needed and required by individual donors.

Some positions may require the individual to develop and manage such annual special events as ceremonial dinners, receptions, community and cultural outings. In such cases, coordinates the selection of honorees, guest invitations, seating, arrangements, menu selection, and entertainment. Additionally, oversees all logistical arrangements leading up to the event; as well as when the event has been concluded.

Overall Position Data Highlights:			
Total Employees:	7	% Orgs Offering Bonus:	33%
Group Average:	42,700	% Eligible Employees Receiving Bonus:	50%
Group Median:	41,881	Average Bonus:	400 (0.96%)
Weighted Average:	43,029		

This is usually a composite position that encompasses certain secretarial, administrative, editorial/professional/technical functions.

The position is more apt to be found in offices with a few staff members where there is a need for a generalist approach to project/program administration. Some typical functions include:

Responding to inquiries dealing with substantive topics on unit programs including the composition and actual transcription of all necessary correspondence relating to such inquiries.

General coordination of unit conferences and seminars. This entails arrangements with hotel personnel regarding function and sleeping rooms, menu selections and supporting services; preparation and mailing of promotional and conference materials, and registering attendees; on-site supervision and assistance; and close down activities.

Writing assignments can range from the assembly and summarization of information to the development/revision of various booklets, pamphlets and brochures that address themselves to unit programs and services. In some cases the individual may be responsible for writing/editing/formatting a newsletter that deals with unit programs.

A companion function can be to collaborate with the in-house graphics department or outside printers to have these materials printed and distributed. This includes formatting and layout, composition, paper selection and initial approvals on art and design work.

Participation in basic unit research efforts. This can include the development of questionnaires and surveys; and the subsequent collection assembly, tabulation and analysis of the data; as well as, researching and drafting project findings.

In some situations this position may require the individual to monitor, and present information/reports on the status of various unit projects/programs; as well as providing information on project content, status and governing guidelines.

Overall Position Data Highlights:			
Total Employees:	24	% Orgs Offering Bonus:	13%
Group Average:	28,408	% Eligible Employees Receiving Bonus:	100%
Group Median:	27,560	Average Bonus:	300 (1.67%)
Weighted Average:	33,190		

Job Number: **139**

Job Title: **Program Coordinator**

This is the coordinator level position in the program/development department of an organization. Responsibilities typically include prospect research, database management, gift recording and processing, accounting, special-events planning and oversight, and donor relations. This position may also be involved in the preparation of grant proposals and reports to grant making institutions. May also interface with social media to advance development goals.

Overall Position Data Highlights:			
Total Employees:	26	MIN:	17,000
Group Average (Weighted & Trimmed):	42,442	1 st Quartile:	31,000
% Orgs Offering Bonus:	23%	Median:	39,520
% Eligible Employees Receiving Bonus:	100%	3 rd Quartile:	48,125
Average Bonus:	533 (1.17%)	MAX:	55,735

Job Number: **95**

Job Title: **Program Director**

This position and that of Program Manager are described in contextual terms to accommodate those positions that deal specifically with programs and projects peculiar to the organization for which there are no apparent comparable jobs in other groups.

Most organizations have one or more positions that fit this description. Although there may not be direct job match ups with other groups, these positions have certain characteristics and functional patterns that make it possible to gather and use salary data for general reference purposes.

Positions at this level usually encompass a significant program or long term project that has importance and some visibility to the organization's constituency or satisfies a major organizational need.

These programs can be research oriented, ongoing studies, development and monitoring of industry standards and specifications, compilation and publication of studies, or tracking and reporting on special issues and trends.

These individuals usually have a level of expertise in their area that allows them to serve as staff liaison to member committees, special commissions, project teams and task forces. They may also serve as members of such groups within their respective fields or industry and possibly advise/serve on federal government and public commission or study groups.

In most cases these positions require the individual to have a degree in the practicing field; and many times an advanced degree including the doctorate level. In a number of cases these individuals are viewed as being expert in their area and therefore serve as a key resource person. Their advice and counsel is often sought by the staff, organization constituency, government and the public.

Overall Position Data Highlights:			
Total Employees:	40	MIN:	19,000
Group Average (Weighted & Trimmed):	54,921	1 st Quartile:	38,000
% Orgs Offering Bonus:	21%	Median:	50,000
% Eligible Employees Receiving Bonus:	75%	3 rd Quartile:	57,000
Average Bonus:	833 (1.82%)	MAX:	68,068

Job Number: **96**

Job Title: **Program Manager**

These positions may report to a Program Director, or may stand alone within the organization. The scope of the work performed is normally narrower. The individual may be involved in overseeing the operational aspects of a special program area; managing several aspects of a program area; or heading up a project of limited duration or scope.

Participation in committees and the like, is more restrictive, as is the role of serving as a resource person; as well as, advisor and counselor in the field.

The educational attainment level may be and often is the same as that for Program Director.

Overall Position Data Highlights:			
Total Employees:	25	% Orgs Offering Bonus:	9%
Group Average:	40,578	% Eligible Employees Receiving Bonus:	100%
Group Median:	41,970	Average Bonus:	150 (0.42%)
Weighted Average:	40,249		

Job Number: **138**

Job Title: **Volunteer Coordinator**

Supervisory role for volunteers at an organization. Schedules volunteers and provides direction, coordination, and consultation for all volunteer functions within the organization. Job responsibilities may include responding to inquiries about volunteer opportunities, scheduling of volunteers for organization programs, maintenance of volunteer files, and assisting the Development Department with special events.

Overall Position Data Highlights:			
Total Employees:	19	% Orgs Offering Bonus:	27%
Group Average:	34,483	% Eligible Employees Receiving Bonus:	67%
Group Median:	32,349	Average Bonus:	375 (1.04%)
Weighted Average:	33,640		

Job Number: **110**

Job Title: **Director, Education**

Responsible for designing, developing and implementing a variety of educational programs that will meet member needs for continuing education experiences, professional development and accreditation; as well as developing the curriculum content and materials for these programs.

Overall Position Data Highlights:			
Total Employees:	1	% Orgs Offering Bonus:	100%
Group Average:	34,073	% Eligible Employees Receiving Bonus:	0%
Group Median:	34,073	Average Bonus:	-
Weighted Average:	34,073		

Job Number: **115**

Job Title: **Director, Research**

Directs the organization's research efforts dealing with member/constituency programs and services. Such activities can include the modification of industry or professional practices; standardization of industry specifications; comparative analyses of products and services; potential impact on the public of various industry products/practices and professional programs.

Overall Position Data Highlights:			
Total Employees:	2	% Orgs Offering Bonus:	-
Group Average:	52,000	% Eligible Employees Receiving Bonus:	-
Group Median:	52,000	Average Bonus:	-
Weighted Average:	52,000		

Job Number: **81**

Job Title: **Research Associate**

Primary effort is directed toward developing pertinent background research which contributes to the greater understanding of conditions, issues and trends impacting on a wide range of projects, subjects and topics; and to preparing summaries and analyses on these areas. The research in basic in drafting background papers for submission to Federal agencies, Congressional testimony, articles, speeches, learned publications, conferences, or for answering staff, member and public inquiries.

Prepares a preliminary outline of the project to determine an appropriate methodology. Such research may involve developing a historical perspective; identifying prevailing social and economic conditions; outlining legislative considerations; regulatory impact; international involvement in issues; and future trends and implications.

Also researches topics by discussing them with various officials, academics, allied groups, congressional committees, staff and by reviewing newspapers, publications, various legislative and regulatory reports, surveys and summaries. Provides an analysis of the data developed along with interpretations. May indicate recommendations that are supportive of the organization's position.

Performs other research/writing assignments on a regular or periodic basis including: preparing articles for organization publications, Congressional testimony, developing statistics and other data for use in booklets, press releases and fact sheets in support of organization issues.

Overall Position Data Highlights:			
Total Employees:	3	% Orgs Offering Bonus:	-
Group Average:	39,000	% Eligible Employees Receiving Bonus:	-
Group Median:	39,000	Average Bonus:	-
Weighted Average:	39,000		

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