

The Compensation Report:

An Analysis of Idaho Nonprofits

2015



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An Analysis of Idaho Nonprofits

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Managing Editor:	Duncan J. Bell
Project Manager:	Adem Gokturk
Associate Editor:	James Cameron
Project Manager:	Tara McCortney

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Toll free Customer Service: (888) 265-0600
Email: info@columbiabooks.com
www.associationtrends.com, www.associationexecs.com, www.columbiabooks.com

Greetings,

The Idaho Nonprofit Center is proud to offer you The Compensation Report: An Analysis of Idaho Nonprofits 2015. The information in this report can be useful in hiring and retaining staff, ensuring your organization is offering salaries comparable to those in similar organizations.

A very special thank you to the organizations that participated in the survey, making this research and report possible. Their information provides valuable data that can be used as a reference tool for accurate, complete and authoritative information to assist nonprofit administrators in Idaho and across the United States.

Conducting market and sector research is one of our goals at the Idaho Nonprofit Center. We do this independently and also through collaborative arrangement. This particular piece of research is conducted in collaboration with Columbia Books 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 because – significant discounts are available for members.

Thank you for the important work that you and your nonprofit do every day to improve our communities in Idaho. You make a difference!

We hope that you will find this report useful and informative.

Best Regards,

Janice Fulkerson
Executive Director
Idaho Nonprofit Center

About this report: *Columbia Books, a leader in information on associations and government for more than 40 years, captured detailed information on compensation at small and mid-sized nonprofits. Through a unique network of State Associations, including the Idaho Nonprofit Center, the nonprofit sector is now collecting this information on a more consistent basis across the country.*

Table of Contents

Overview of the Compensation Report	1
Methodology for The Compensation Report	2
Glossary of Terms	3
Participant Demographics	4
Participant Benefits	8
Medical Plans	8
Dental Plans	10
Vision Plans	12
Life & Disability Plans	14
Retirement Plans	16
Employee Leave Policies	18
Part-Time Employee Benefits	19
Participant Compensation Policies	20
Compensation Philosophy	20
Incentive Plans	22
Board Member Compensation	26
Executive Benefits	28
Salary Increase Criteria	31
Reports	
Weighted Average Salaries Paid by Budget Size	33
Weighted Average Salaries Paid by Staff Size	36
Weighted Average Salaries Paid by Organization Category	39
Participation by Job Category	42
Job Title Summaries	
Executive Management	48
Chief Executive Officer (TOP EXECUTIVE)	48
Chief Administrative Officer	49
Chief Financial Officer	50
Chief Operations Officer	51
Accounting/Finance	52
Accounting Assistant - A	52
Accounting Assistant - B	53
Director, Finance	54
Manager, Accounting	55
Payroll Assistant	56
Staff Accountant	57
Administrative	58
Administrative Assistant	58
Administrative Secretary	59
Building Maintenance/Janitor	60
Director, Administration	61
Executive Secretary	62
Legal Secretary	63
Mail Assistant - A	64
Manager, Building Services	65
Office Assistant - A	66
Office Assistant - B	67
Office Manager	68
Receptionist	69

Table of Contents

Secretary - A	70
Supervisor, Mail Operations	71
Communications/Marketing/Creative	72
Director, Communications	72
Director, Marketing	73
Manager, Marketing	74
Manager, Public Relations	75
Web & Social Media Director	76
Government Relations/Legal/Policy	77
Director, Legal Affairs	77
Legislative Representative (Outside DC Area)	78
Public Policy Analyst (Outside DC Area)	79
Staff Attorney (Outside DC Area)	80
Vice President, Government Relations	81
Human Resources/Benefits	82
Benefits Specialist	82
Director, Human Resources	83
Employment Specialist	84
Human Resources Assistant	85
Vice President, Human Resources	86
Human Services	87
Case Manager (non-supervisory)	87
Child Day Care Assistant	88
Child Day Care Worker	89
Cook	90
Counselor	91
Direct Care Worker	92
Social Worker – Bachelor's Level	93
Social Worker – Master's Level	94
Trainer (Adult Education)	95
Information Technology	96
Data Entry Operator - B	96
Director, Information Technology	97
Help Desk Specialist	98
Manager, Computer Operations	99
Manager, Computer Services	100
Manager, Database Administration	101
Supervisor, Database Administration	102
Systems Analyst	103
Web Developer/Network Specialist	104
Library/Editorial	105
Editor - A	105
Editor - B	106
Meetings/Conventions	107
Manager, Convention/Meetings	107
Meetings Planning Assistant	108
Programs/Development	109
Development Associate	109
Director, Development/Fundraising	110

Table of Contents

Director, Membership	111
Grant Writer	112
Manager, Development/Fundraising	113
Program Assistant	114
Program Coordinator	115
Program Director	116
Program Manager	117
Vice President, Development/Fundraising	118
Vice President, Membership	119
Volunteer Coordinator	120
Research/Education	121
Director, Education	121
Manager, Education	122
Research Associate	123
Job Title Index	124
Job Number Index	126

Overview of The Compensation Report

The 2015 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 2015 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

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 2015, 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: HI, ID, NV, MO, TX, WI, WV.

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 June 1, 2015.

Sample Size, Response Rate, and Confidence Interval:

Of the 19,000 invitations to participate sent out, 784 were completed for an overall completion rate of 4.12%. This is consistent with a margin of error of 3.43% with a confidence interval of 95%, assuming a normal distribution within the sample of respondents.

This margin of error and confidence interval indicates that for all analyses for data from the 784 survey respondents, we can be 95% confident that figures are within +/- 3.43 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 2015* 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.

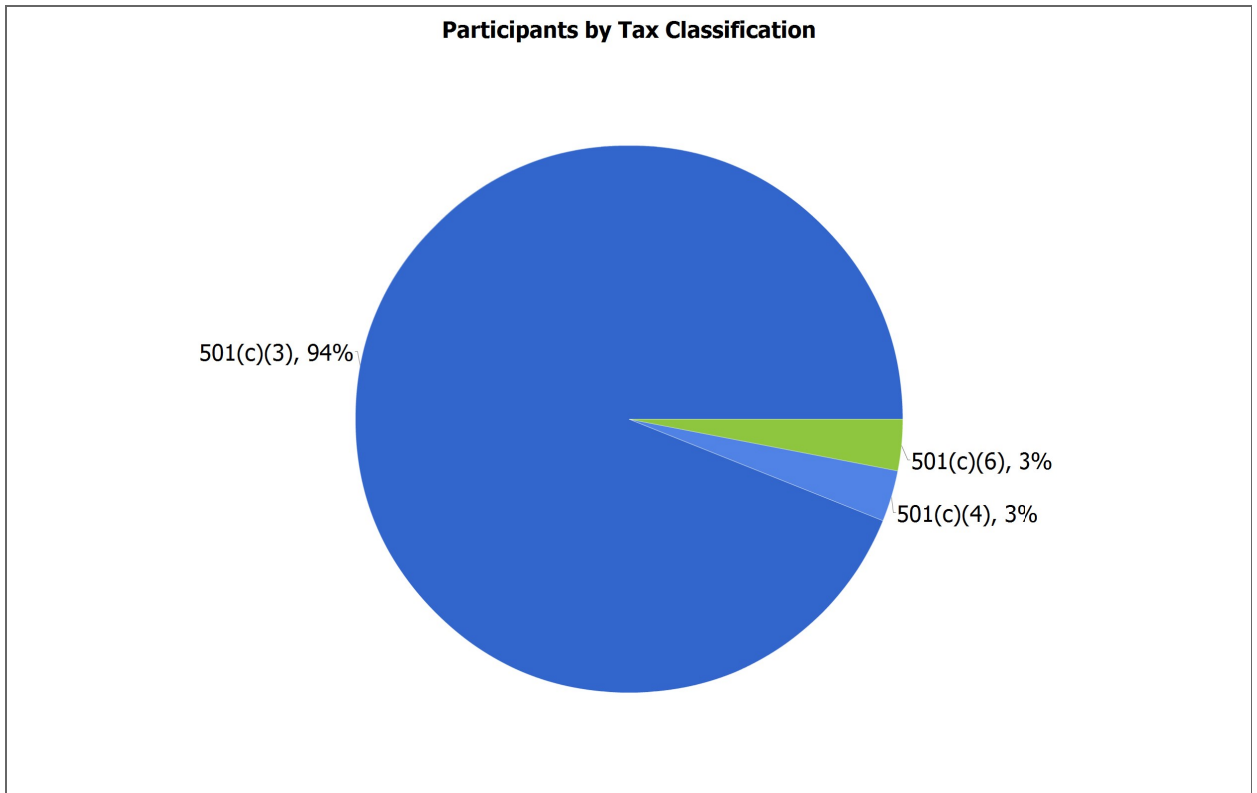
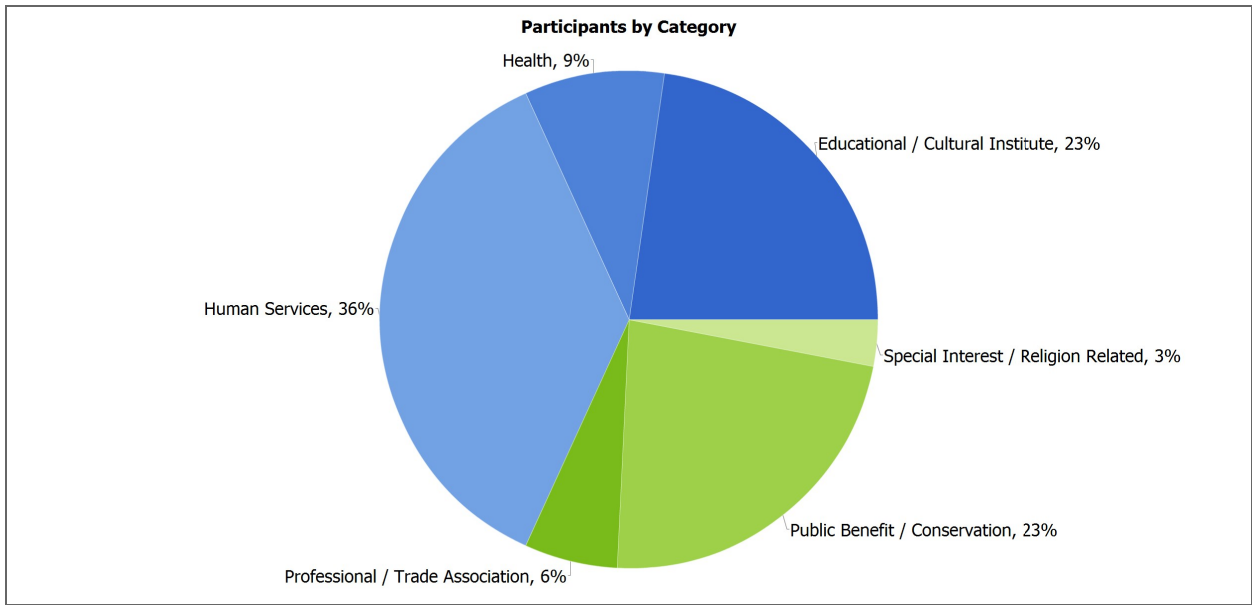
% Orgs Offering Bonus

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

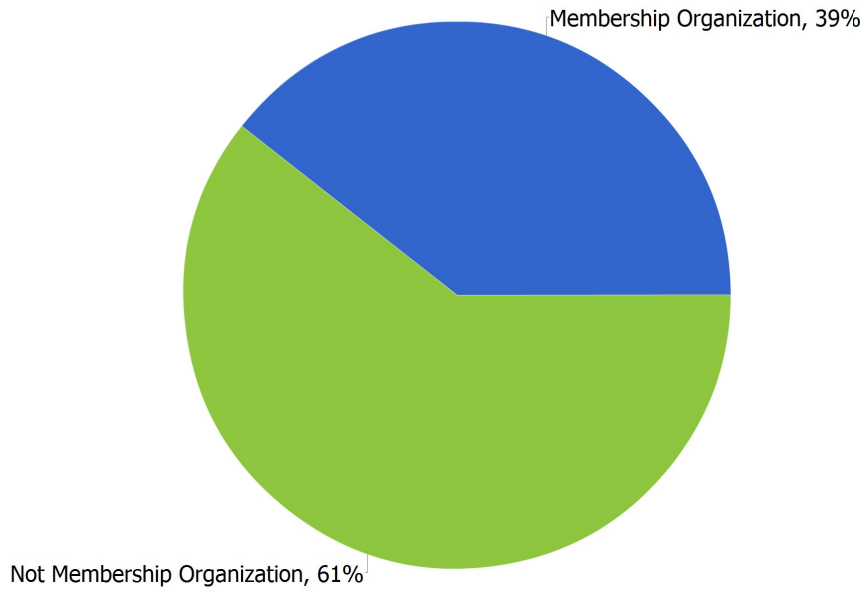
This is the percent of eligible employees at organizations who actually received a bonus in the 2014-2015 fiscal year. The calculation is: [# employees actually receiving a bonus] / [# of total employees of a job title at organizations where persons having that job title are eligible for a bonus]

Participant Demographics

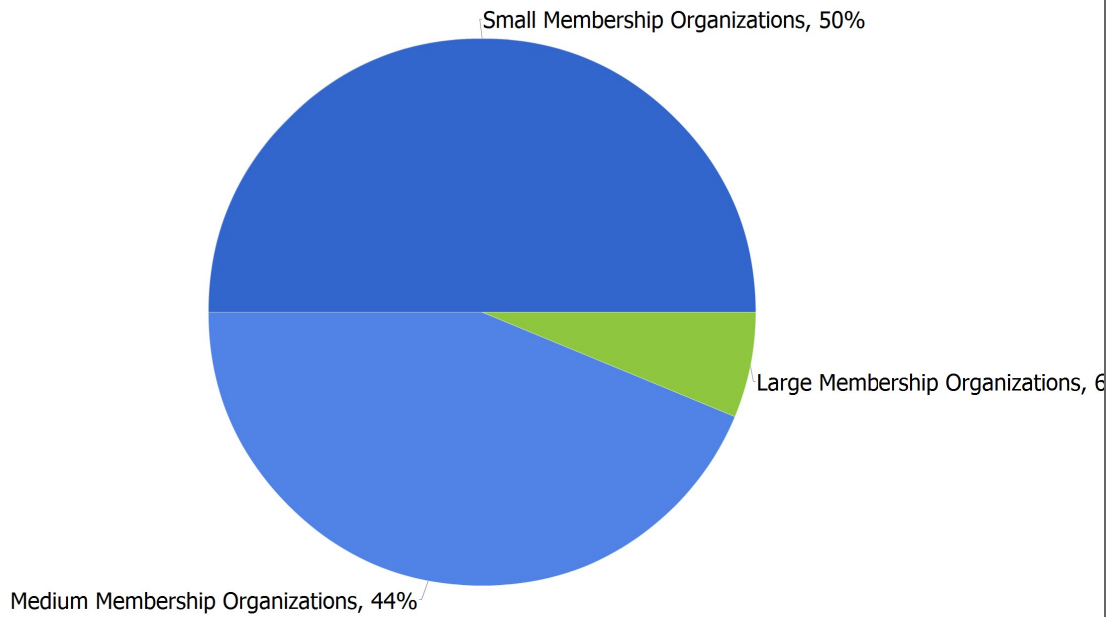


Participant Demographics

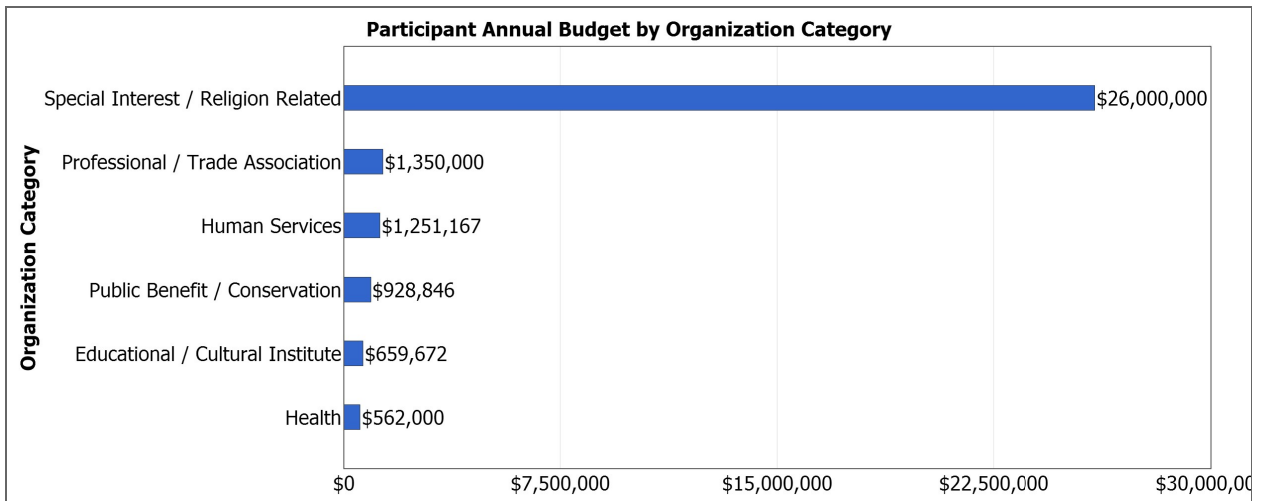
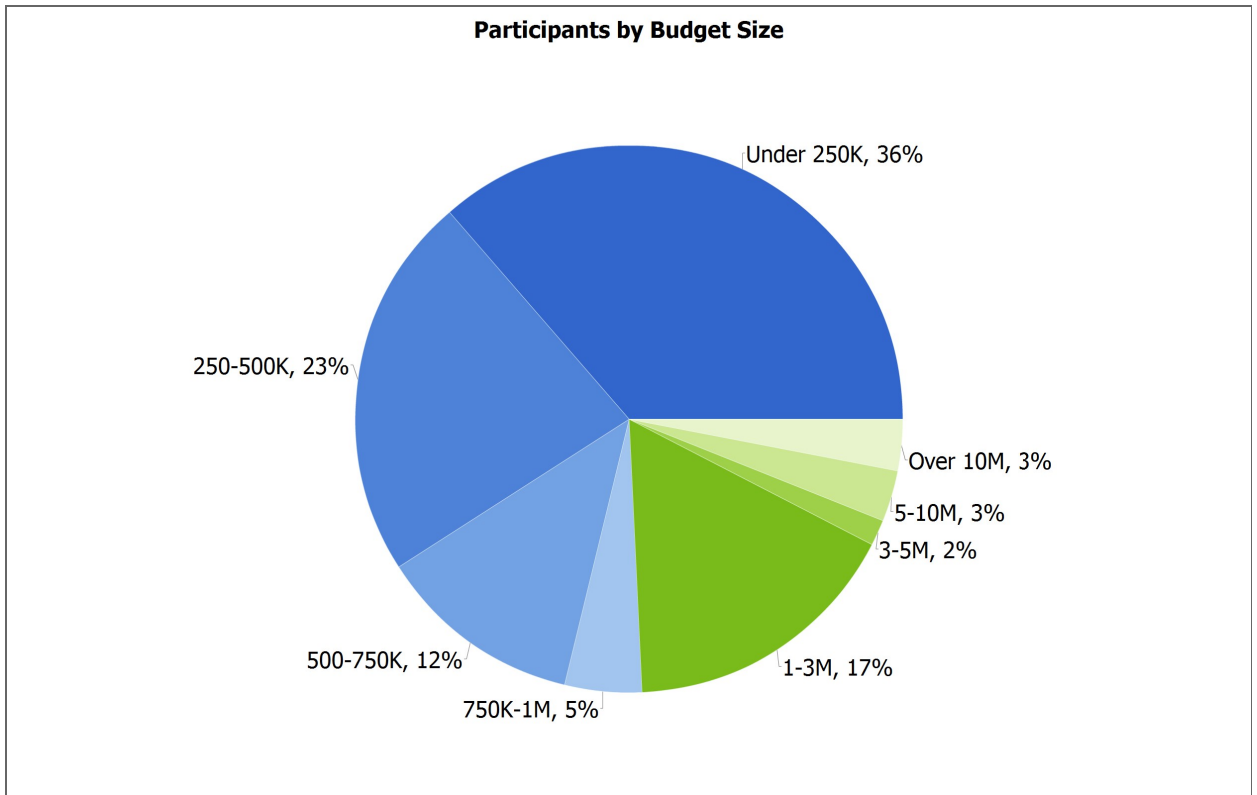
Percent of Respondents Identifying as Membership Organization



Participant Membership Organizations by Membership Size

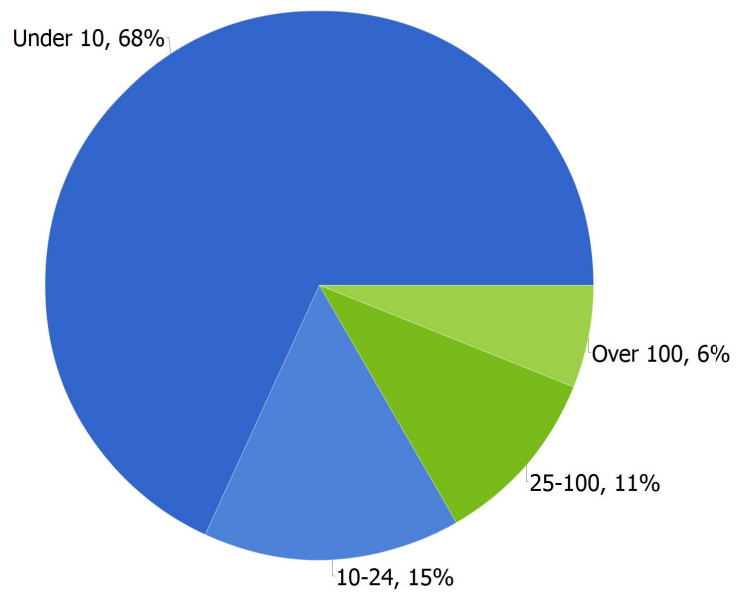


Participant Demographics



Participant Demographics

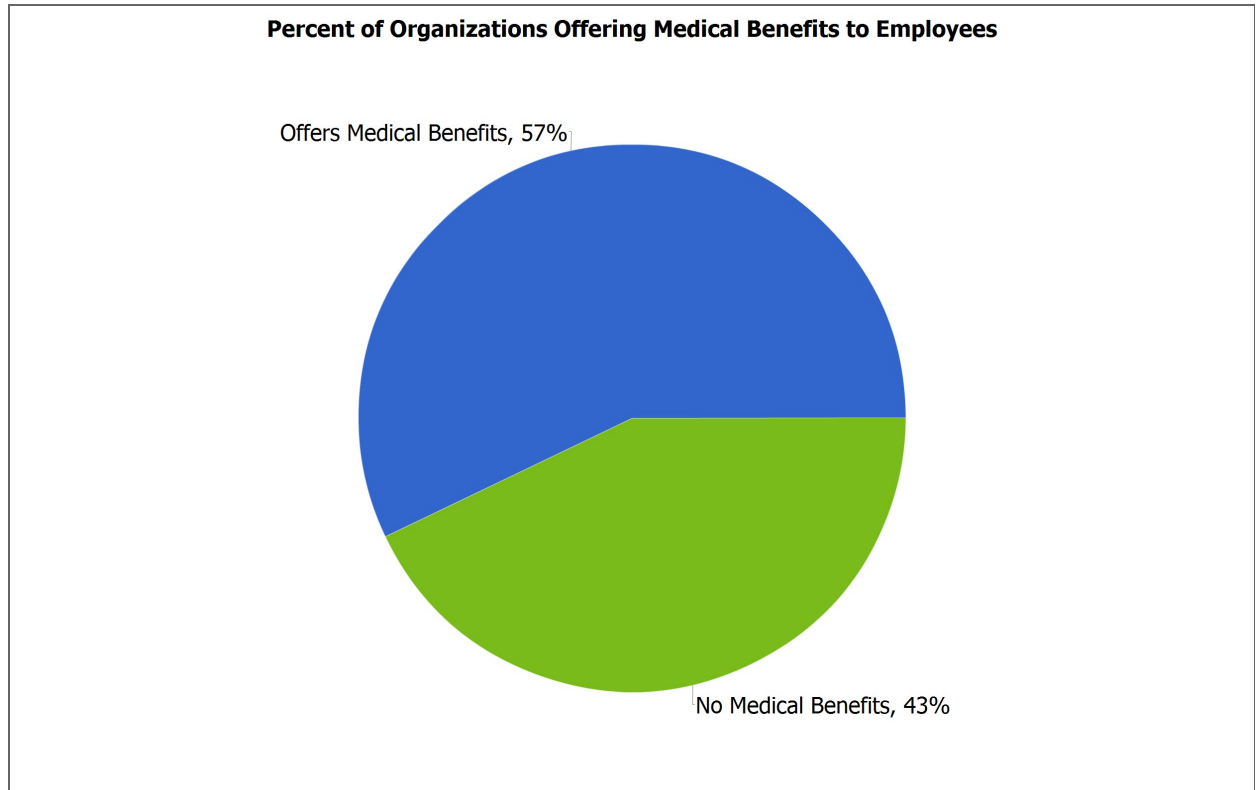
Participants by Staff Size



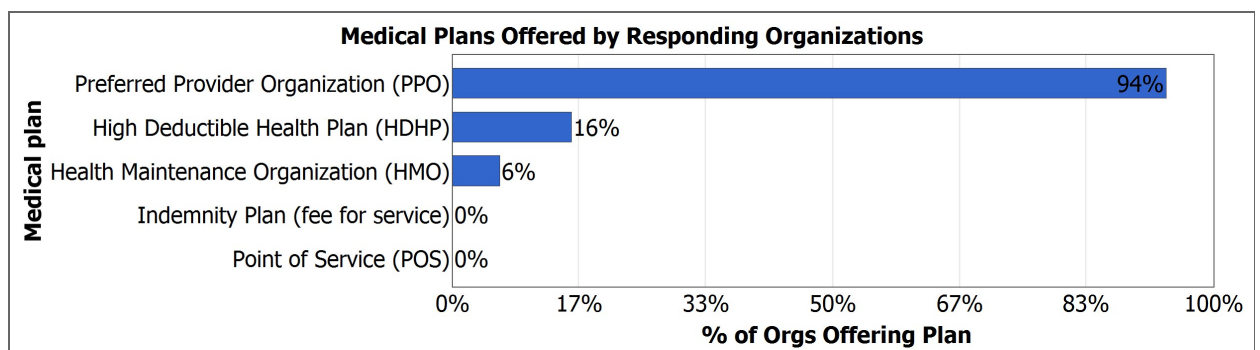
Participant Benefits

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.



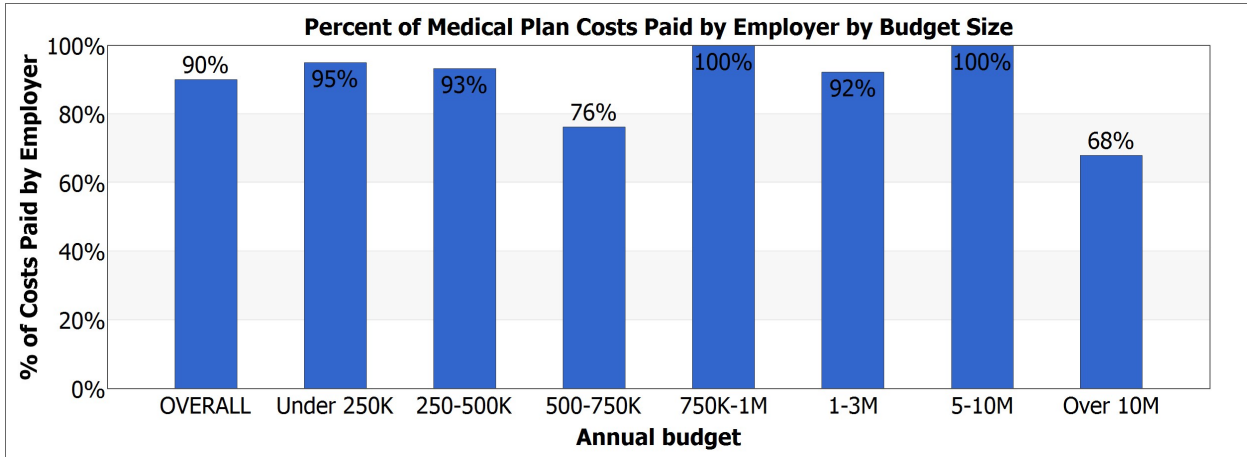
[Figure 1]



[Figure 2]

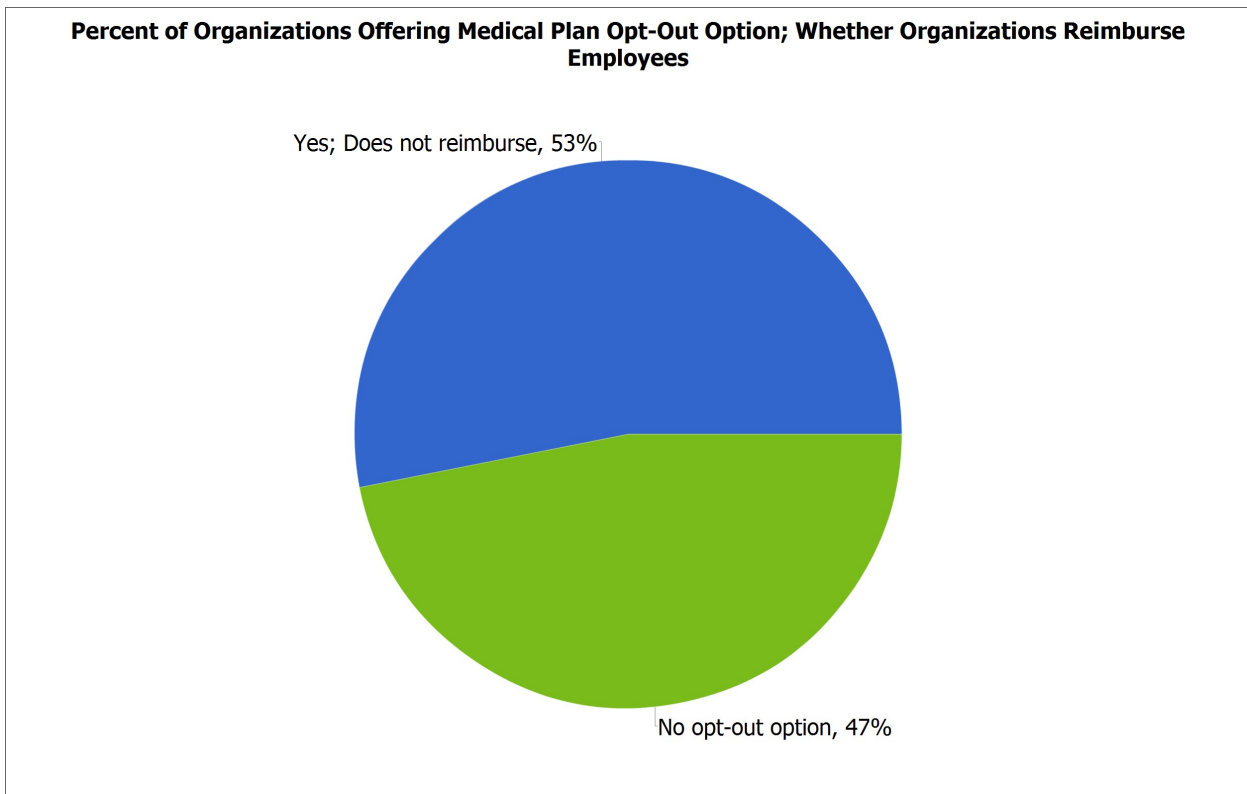
Participant Benefits

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.

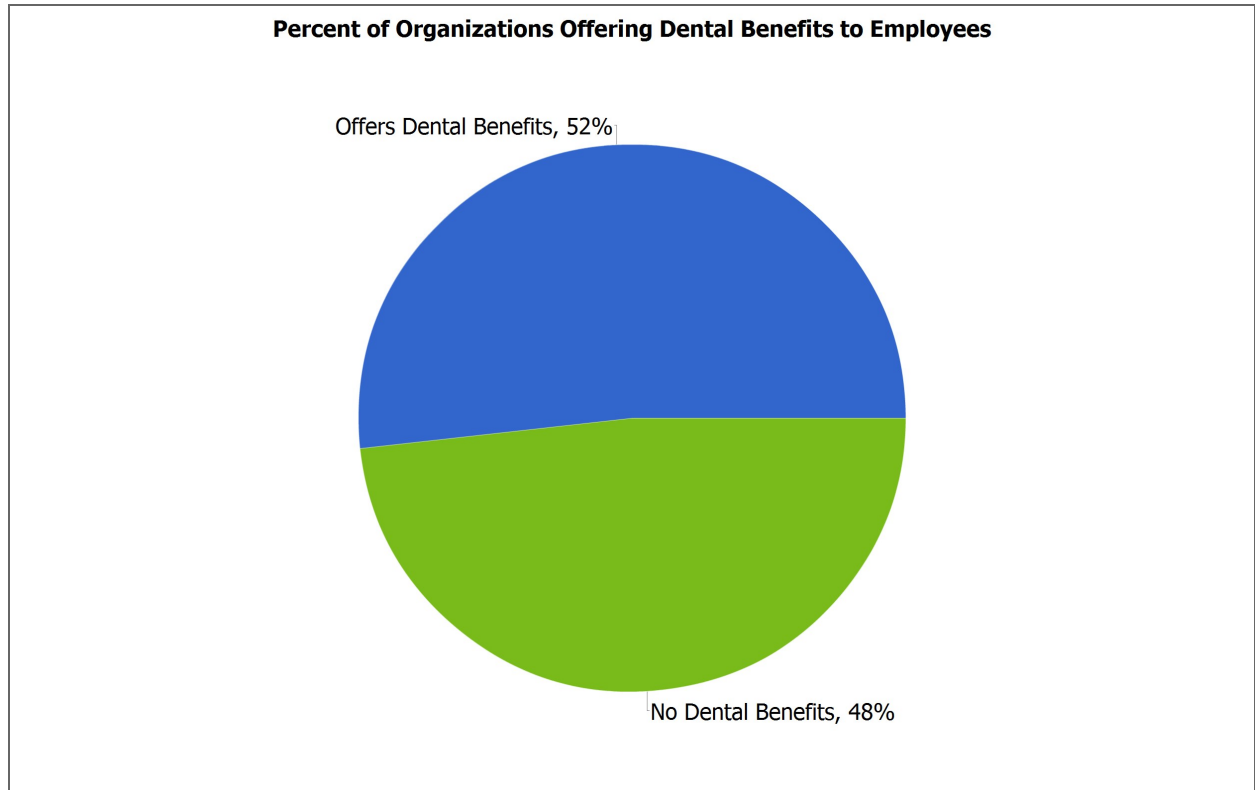


[Figure 4]

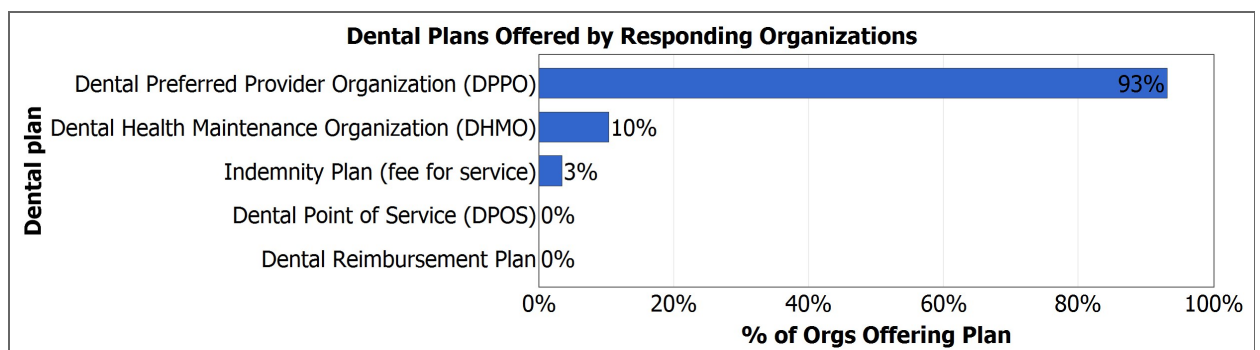
Participant Benefits

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.



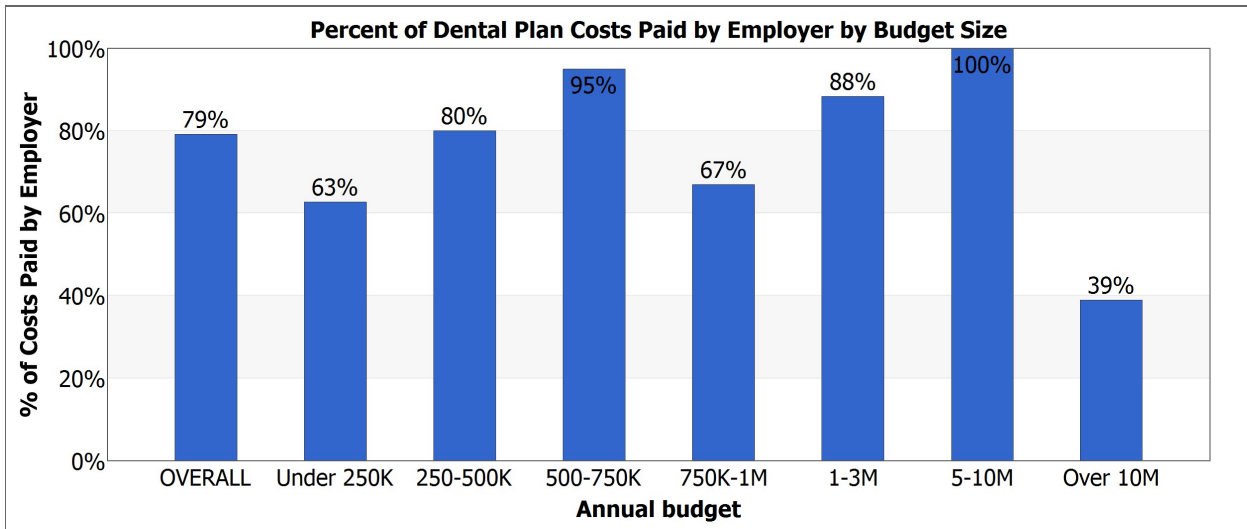
[Figure 5]



[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.

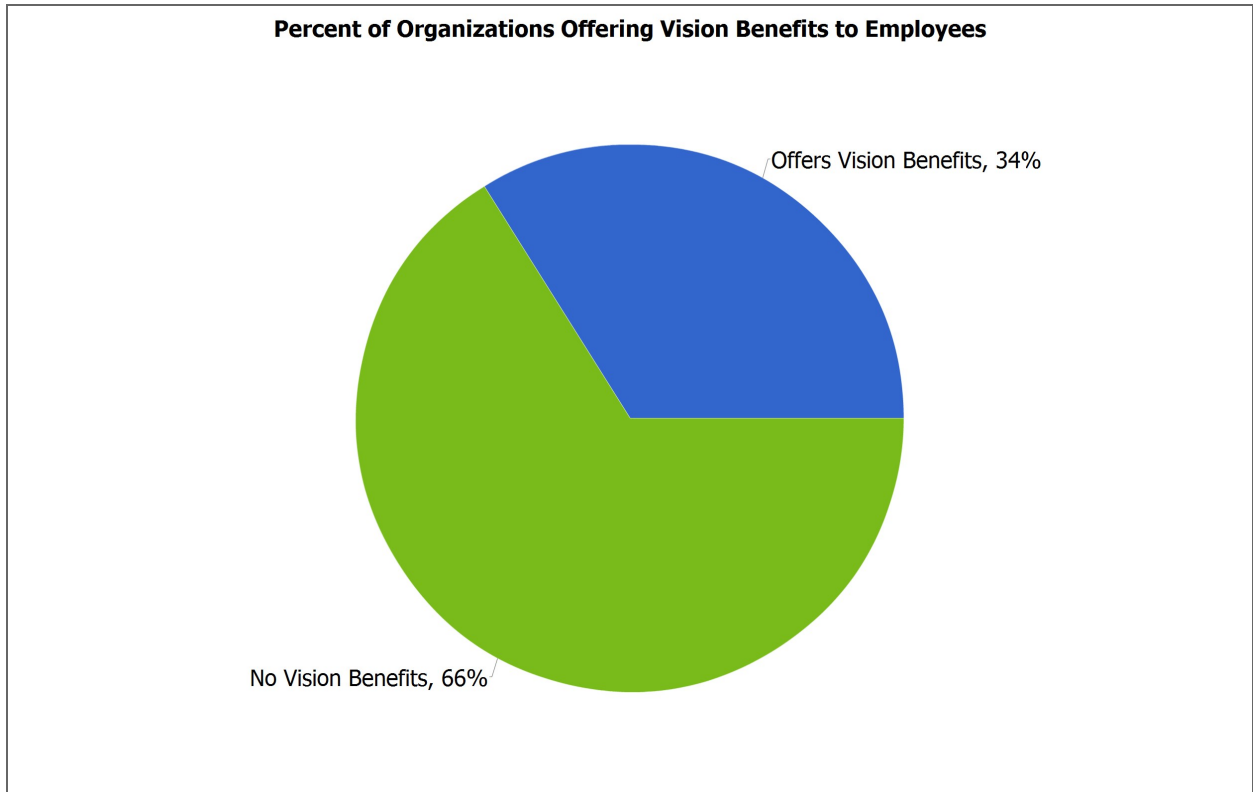


[Figure 7]

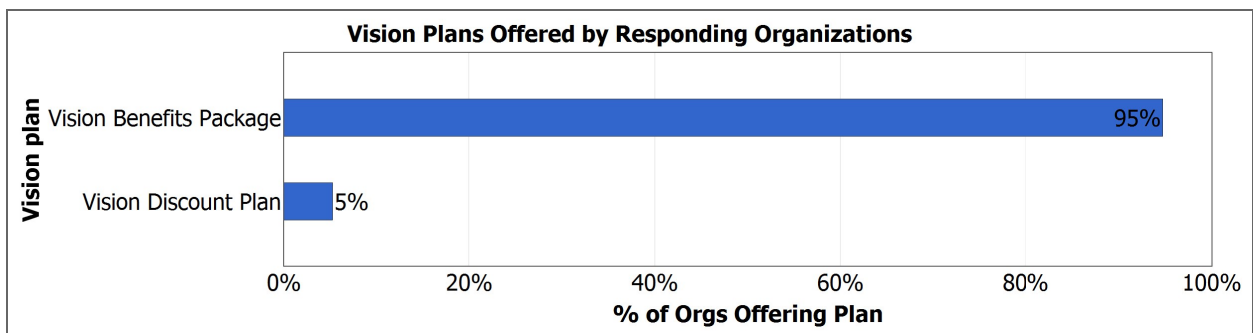
Participant Benefits

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.



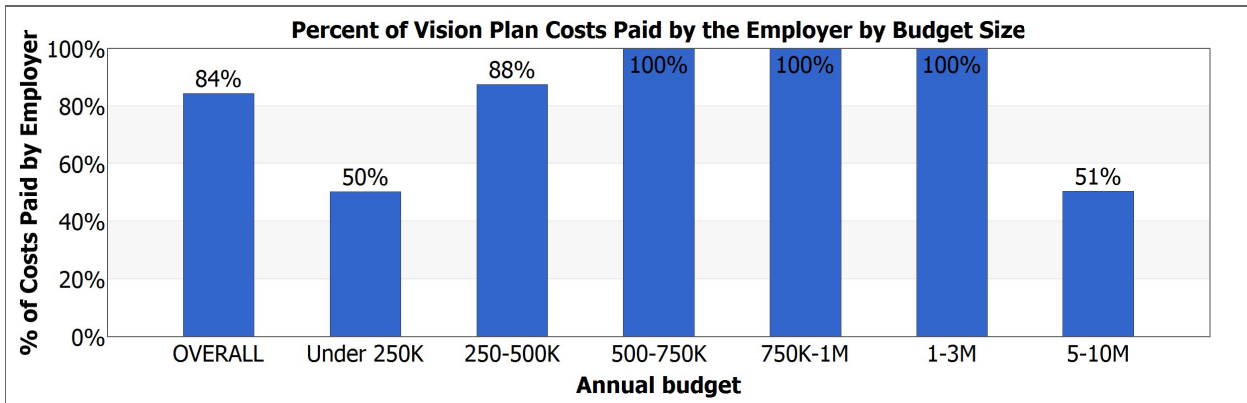
[Figure 8]



[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.

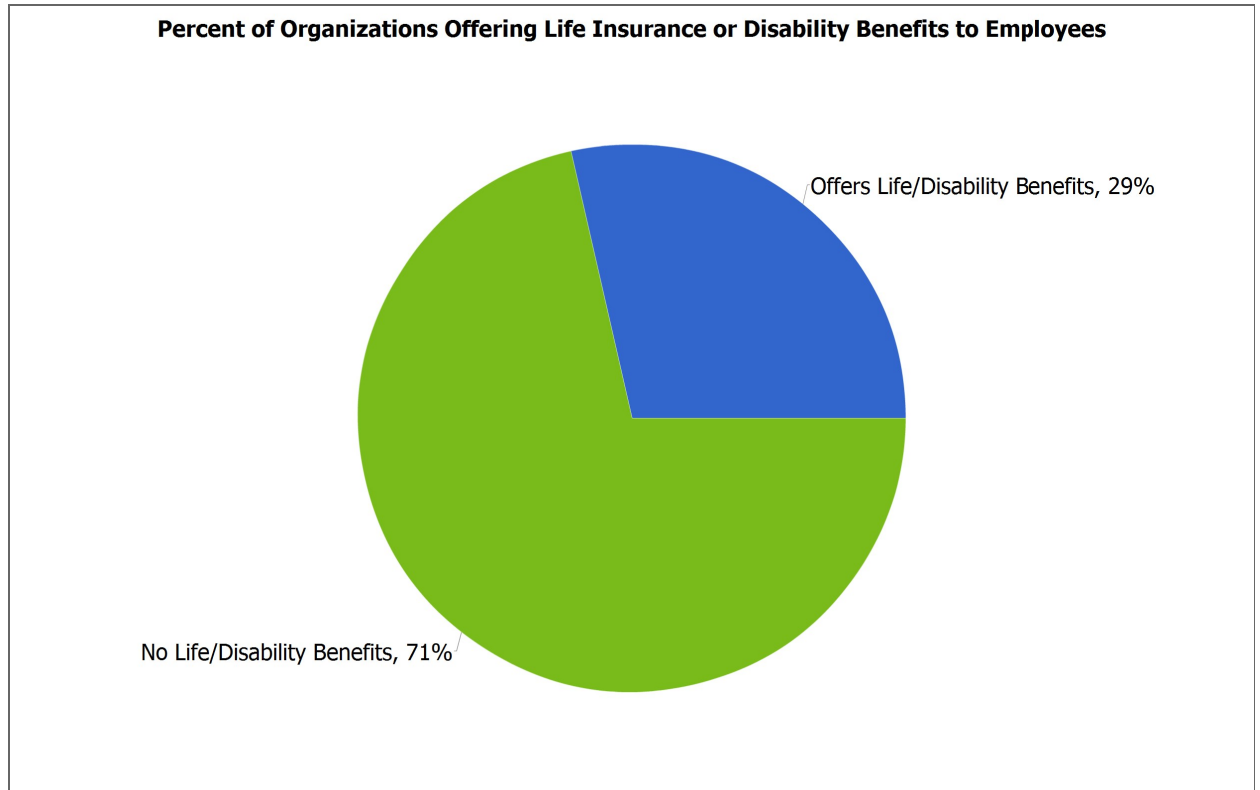


[Figure 10]

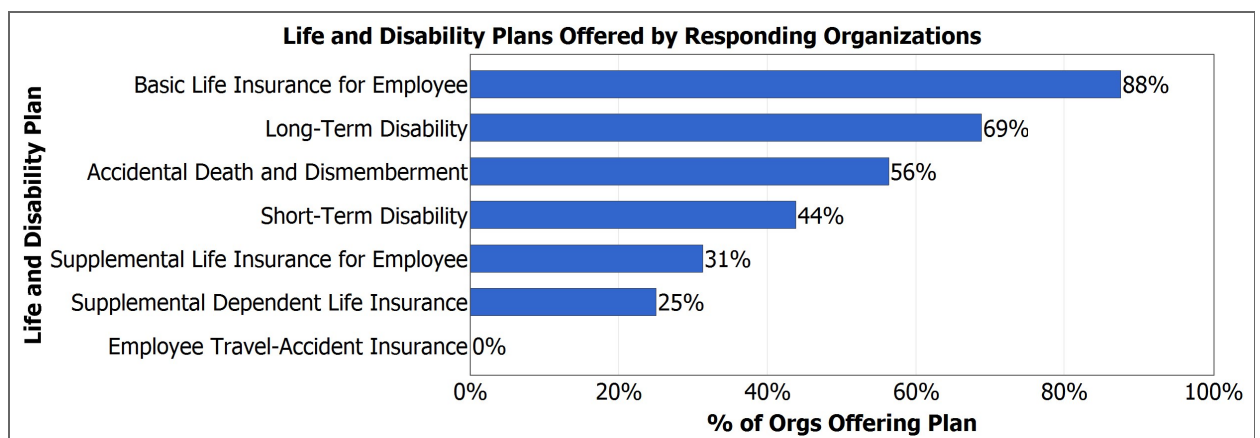
Participant Benefits

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.



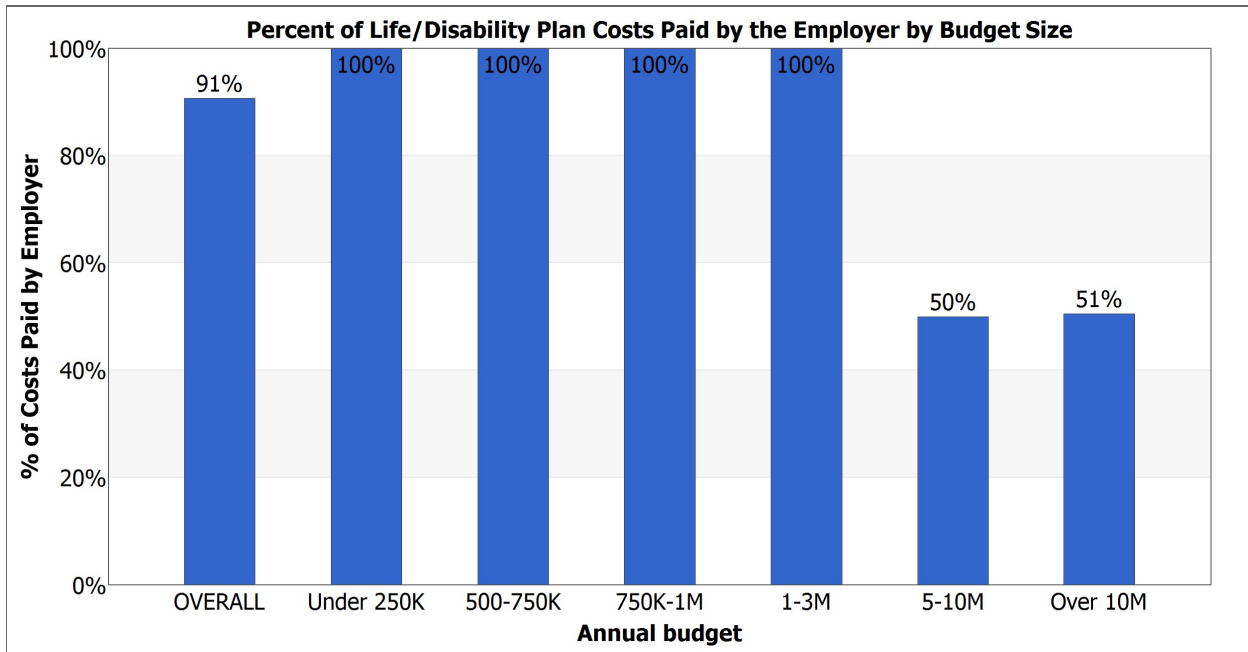
[Figure 11]



[Figure 12]

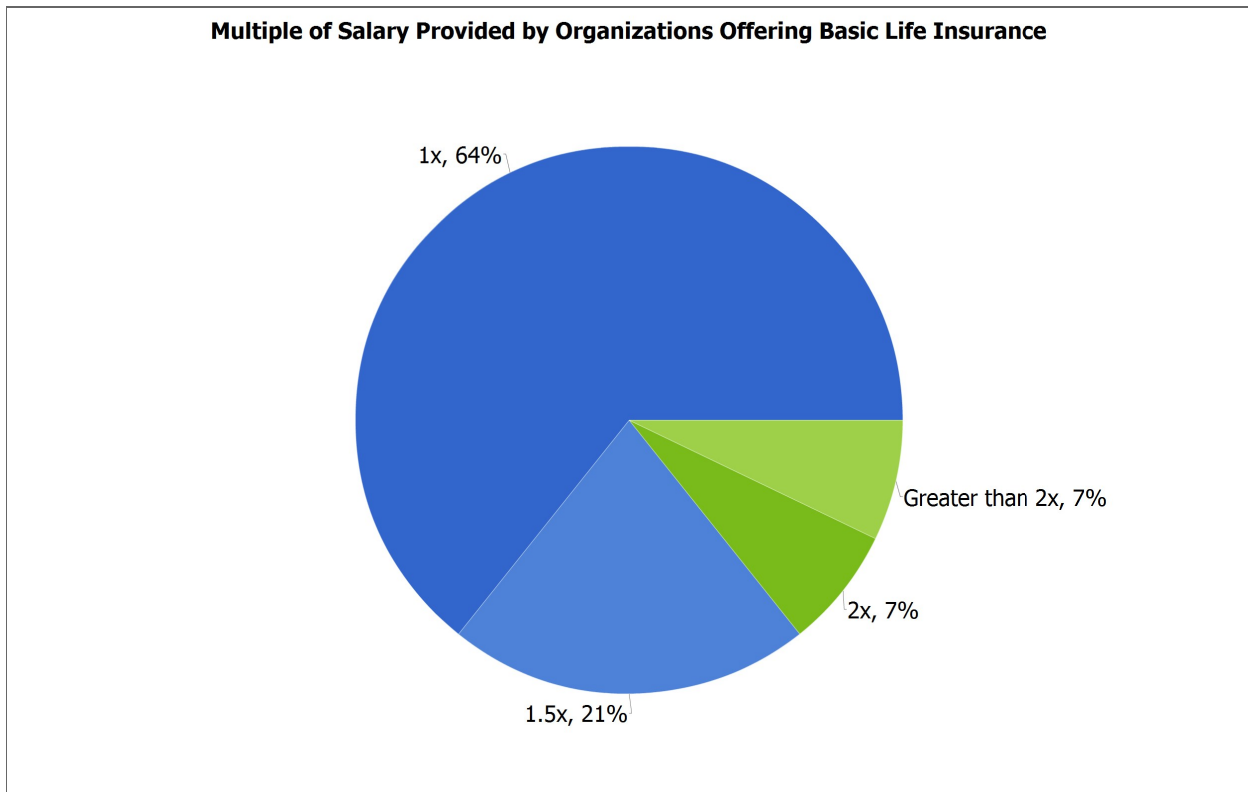
Participant Benefits

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.

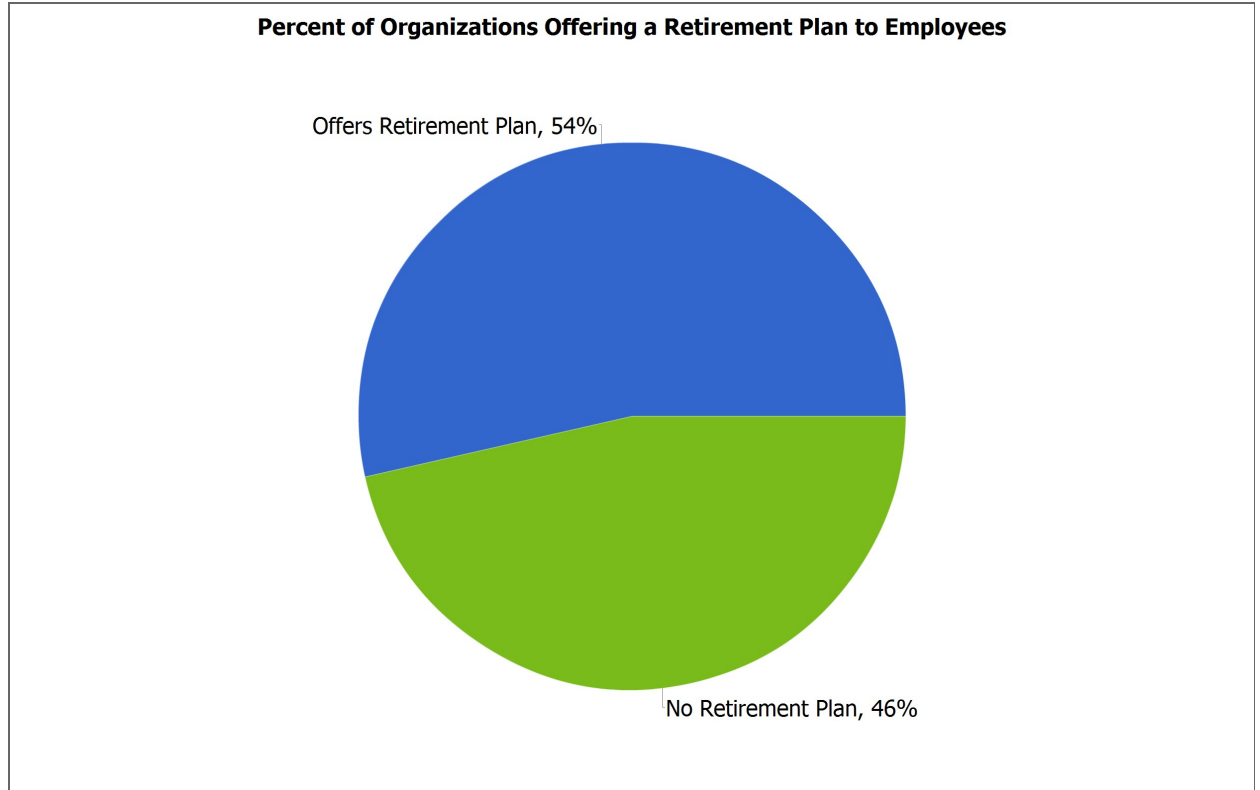


[Figure 14]

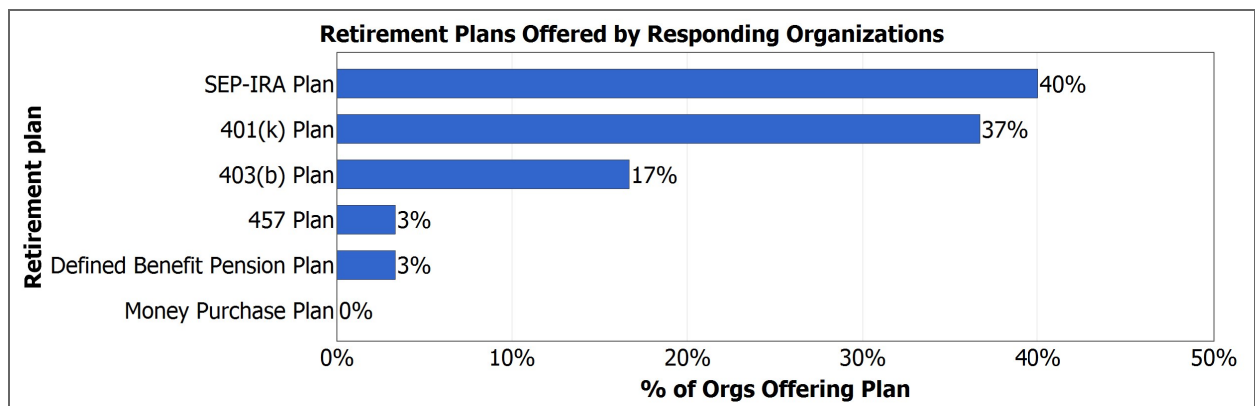
Participant Benefits

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.



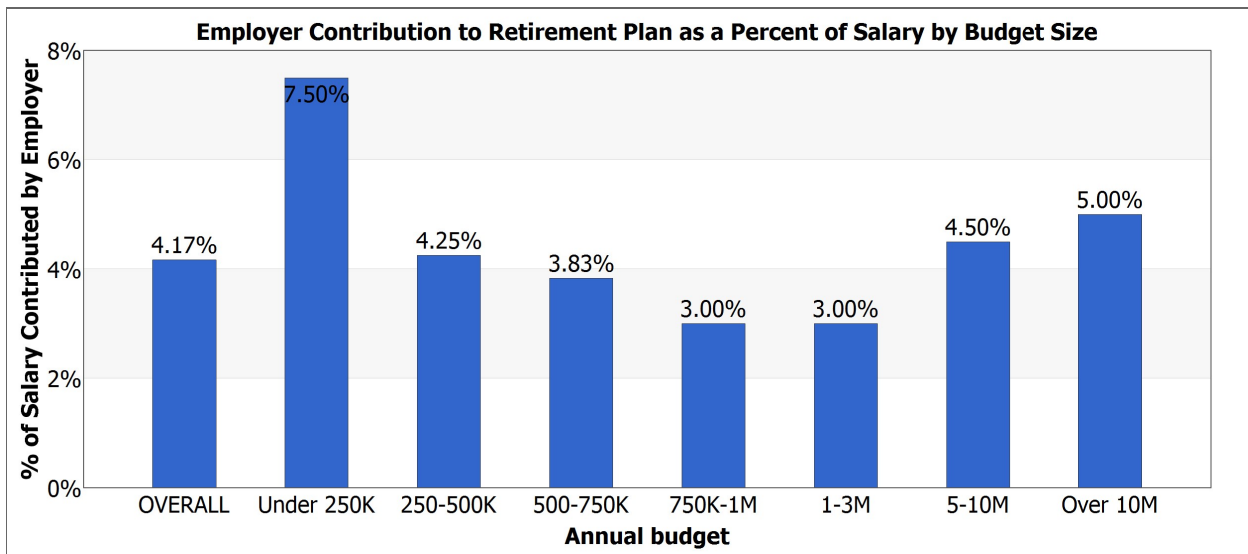
[Figure 15]



[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.

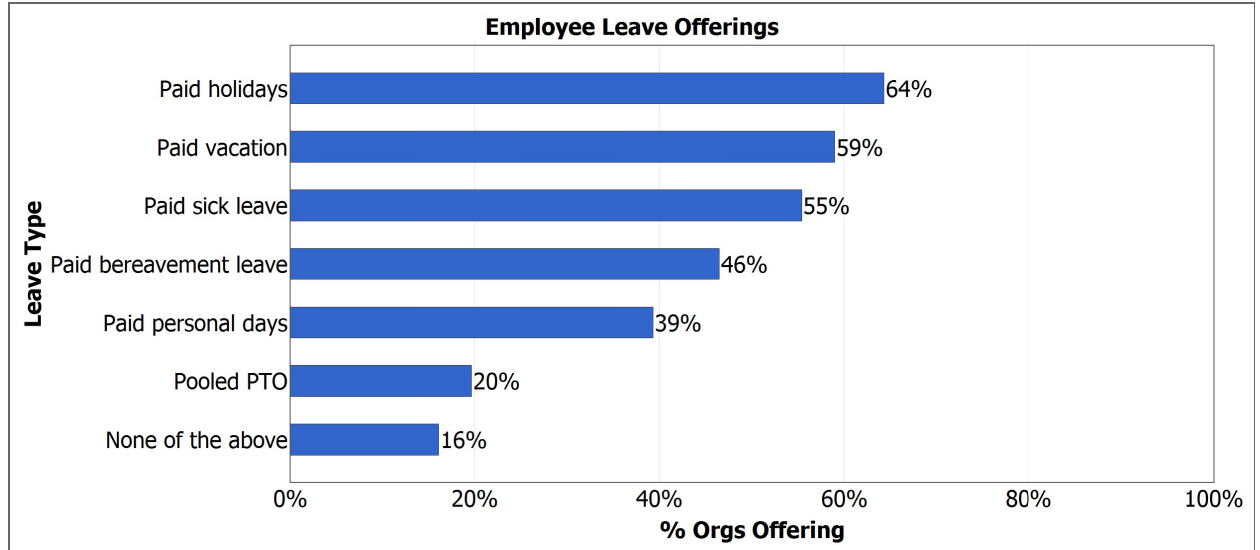


[Figure 17]

Participant Benefits

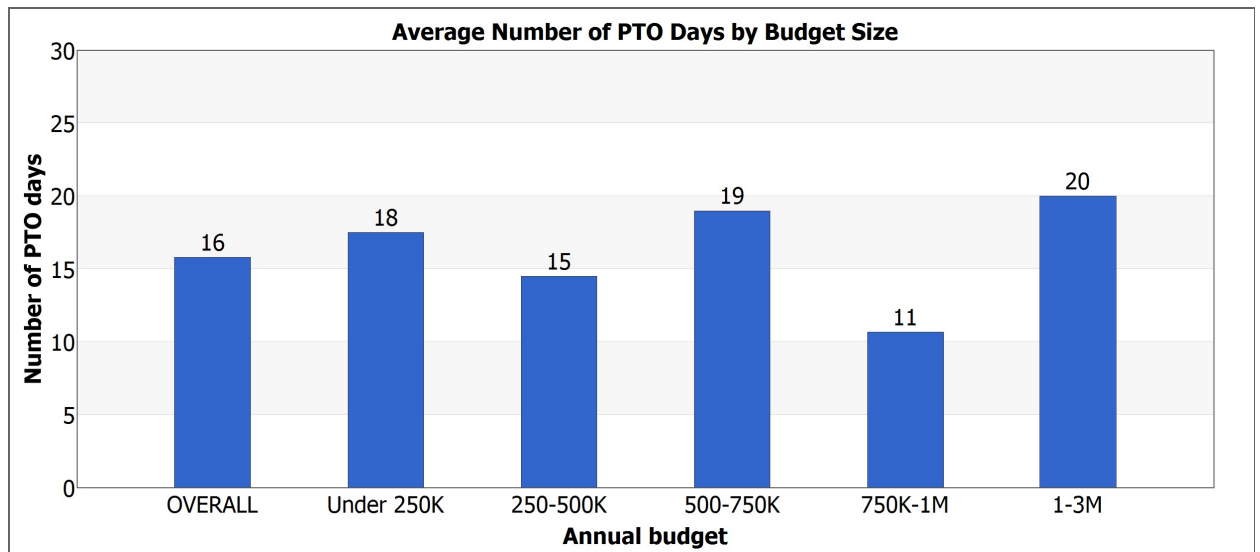
Employee Leave Policies

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.

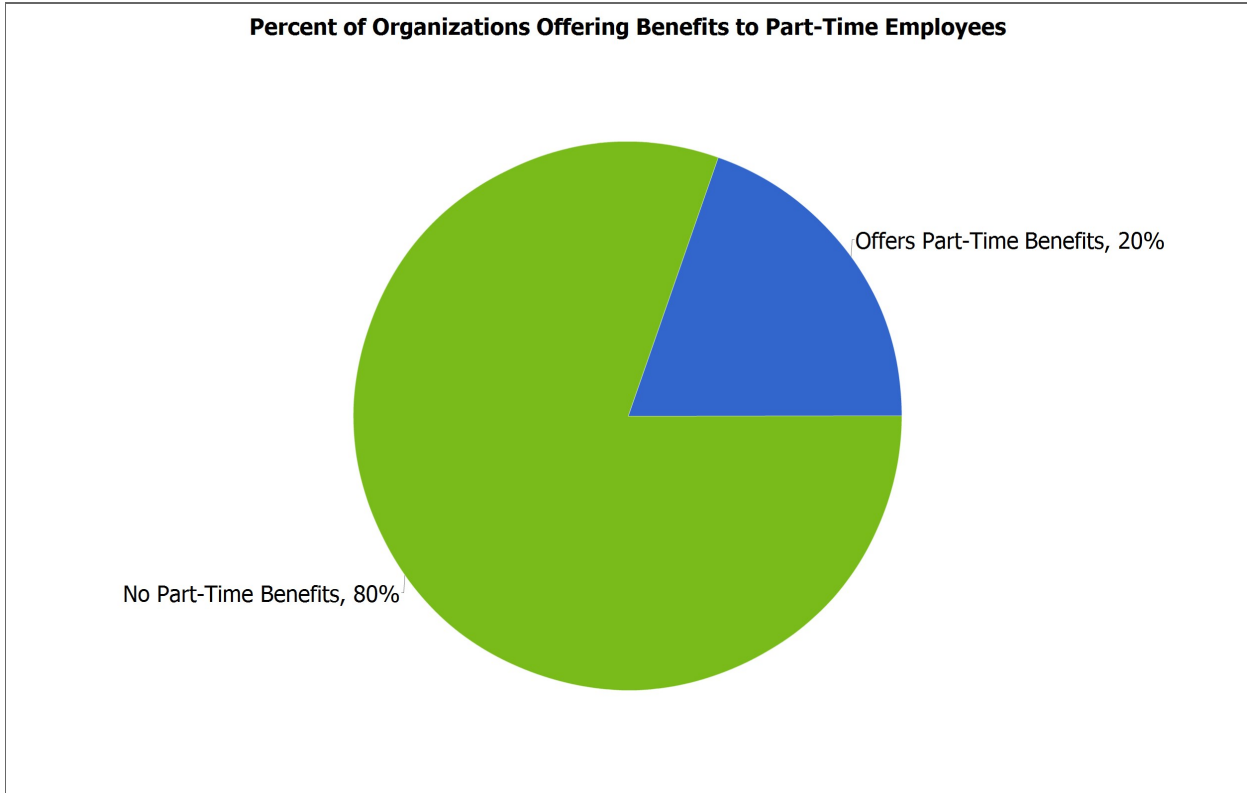


[Figure 19]

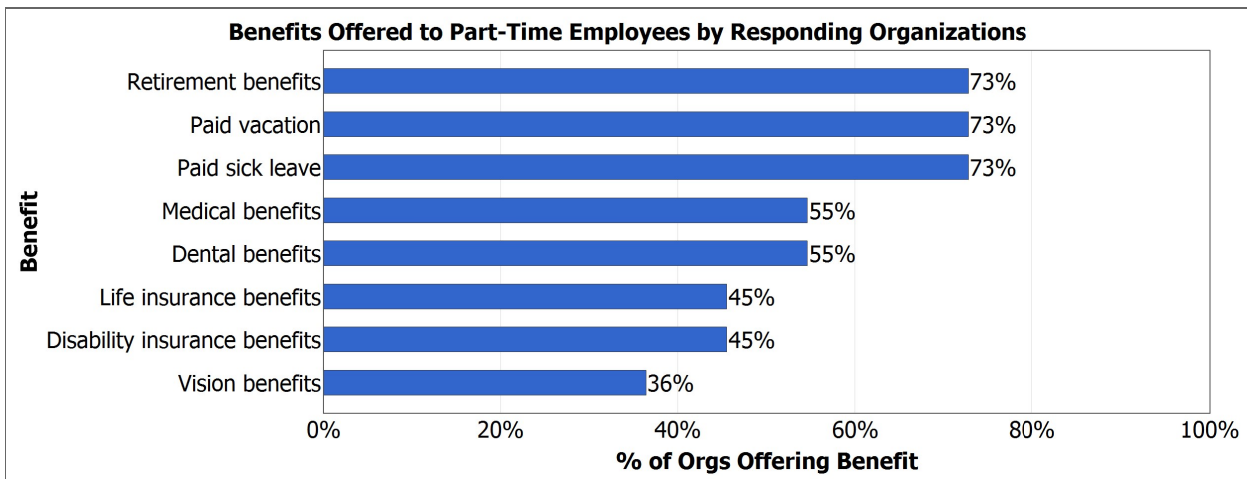
Participant Benefits

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]

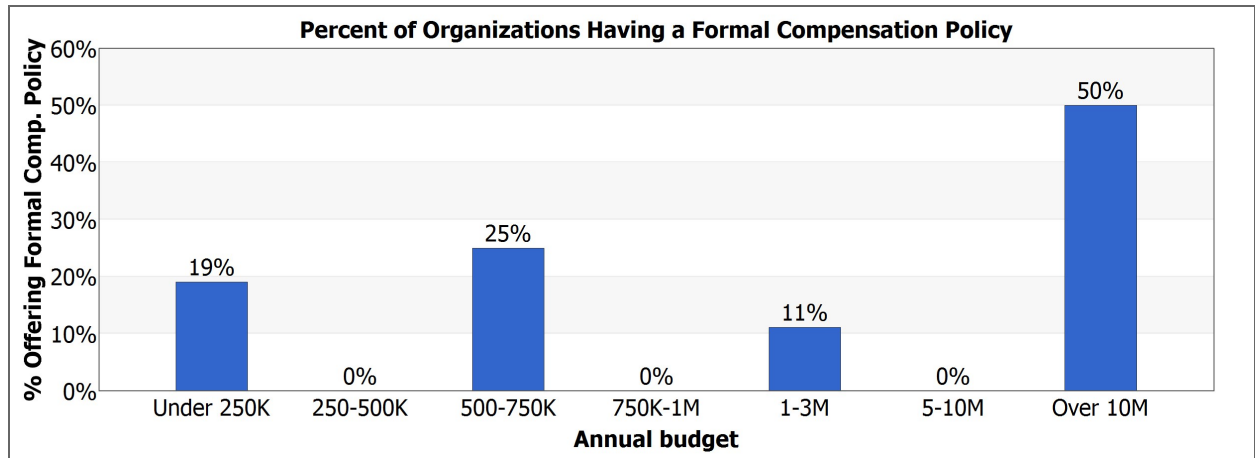


[Figure 21]

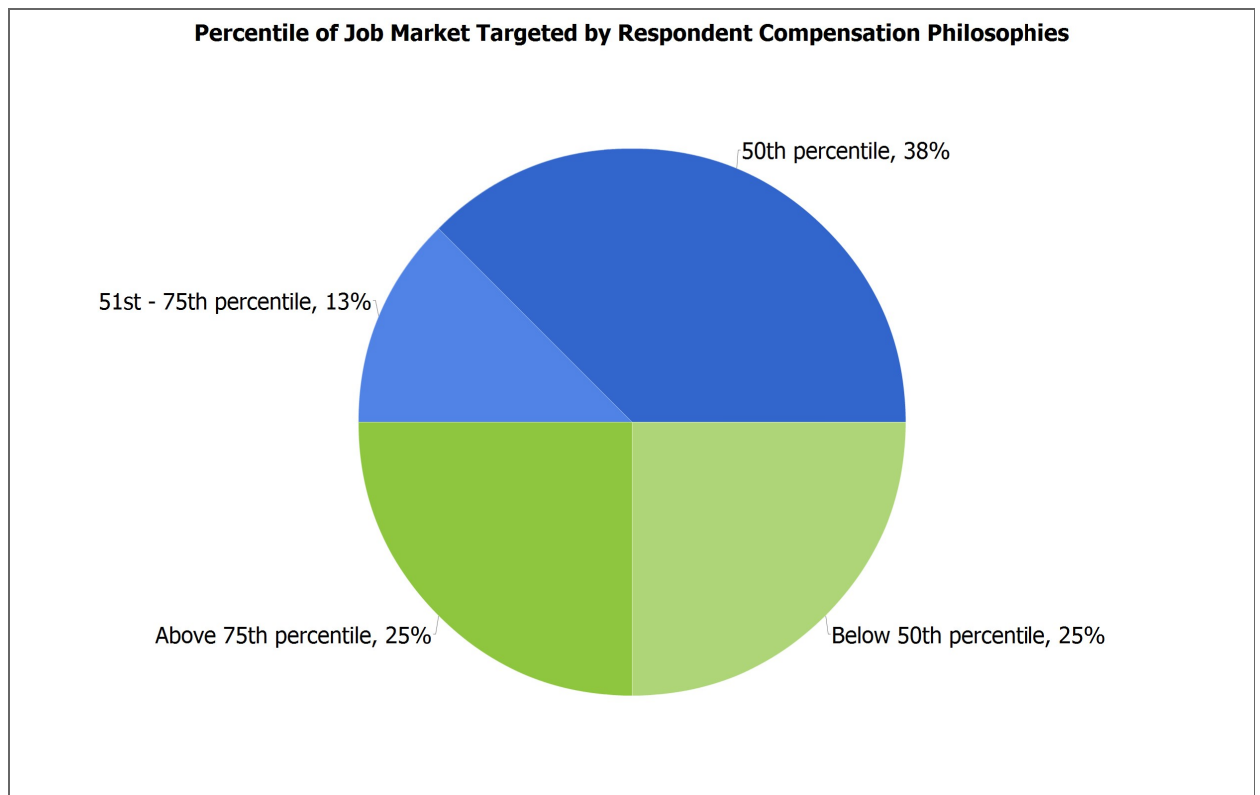
Participant Compensation Policies

Compensation Philosophy

This section contains survey responses related to the proliferation of compensation philosophies among respondent organizations. Respondents were asked whether they have an established compensation philosophy; Figure 21 displays the percent of organizations having a compensation philosophy according to organization budget size. Those organizations that reported having a philosophy were also asked to provide the percentile of the job market that they target when determining salary amounts. Figure 22 displays this breakdown for respondent organizations.



[Figure 21]



[Figure 22]

Participant Compensation Policies

Projected Salary Increase in the 2015 Fiscal Year by Budget Size

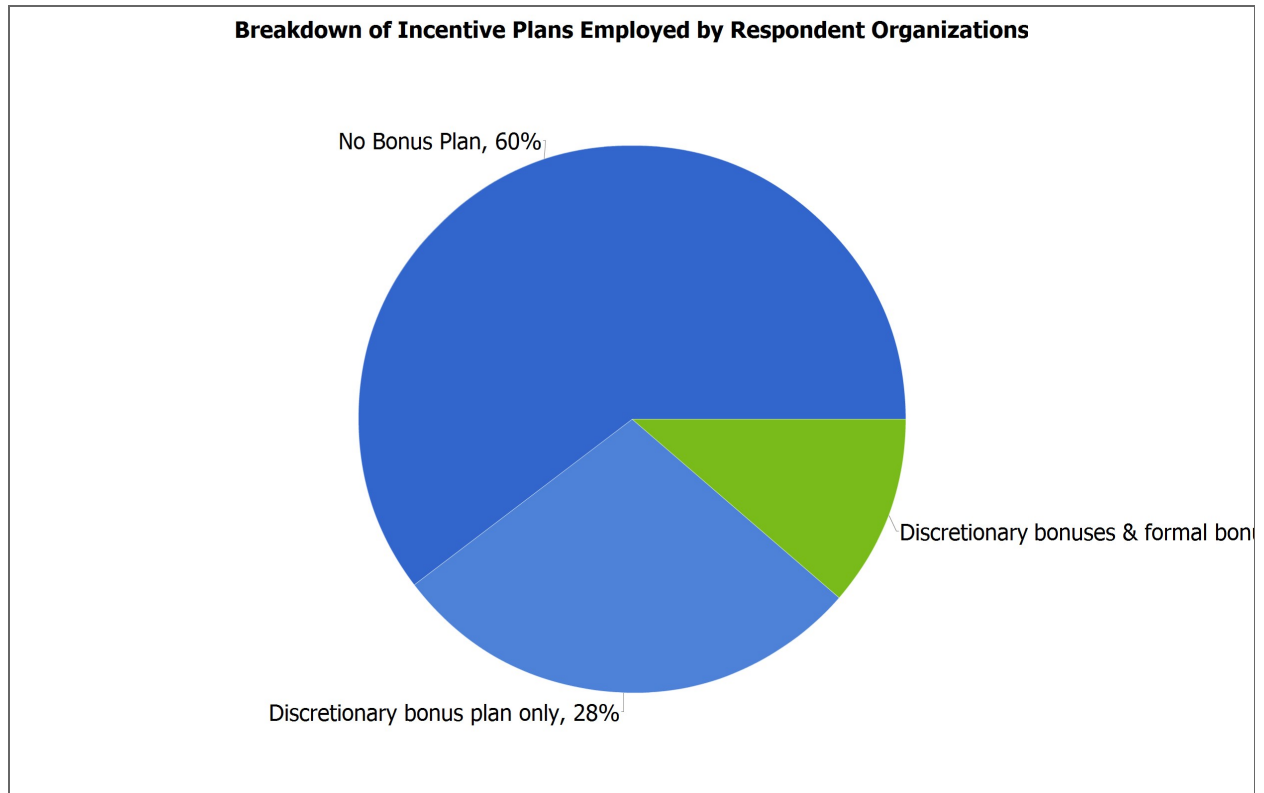
Organizations were also asked to provide the estimated % increase in salaries at their organization in the coming year. Respondents were also able to indicate that salaries would decrease or stay the same in the coming year. The table below displays the results of this survey question broken out by respondent budget size.

Budget Size	Salaries Will Decrease	Salaries Will Stay The Same	Increase 0-3%	Increase 3-5%	Increase >5%
Under 250K	0%	55%	40%	0%	5%
250-500K	0%	31%	31%	23%	15%
500-750K	0%	50%	0%	25%	25%
750K-1M	0%	67%	0%	33%	0%
1-3M	0%	11%	67%	11%	11%
5-10M	0%	50%	0%	50%	0%
Over 10M	0%	0%	100%	0%	0%

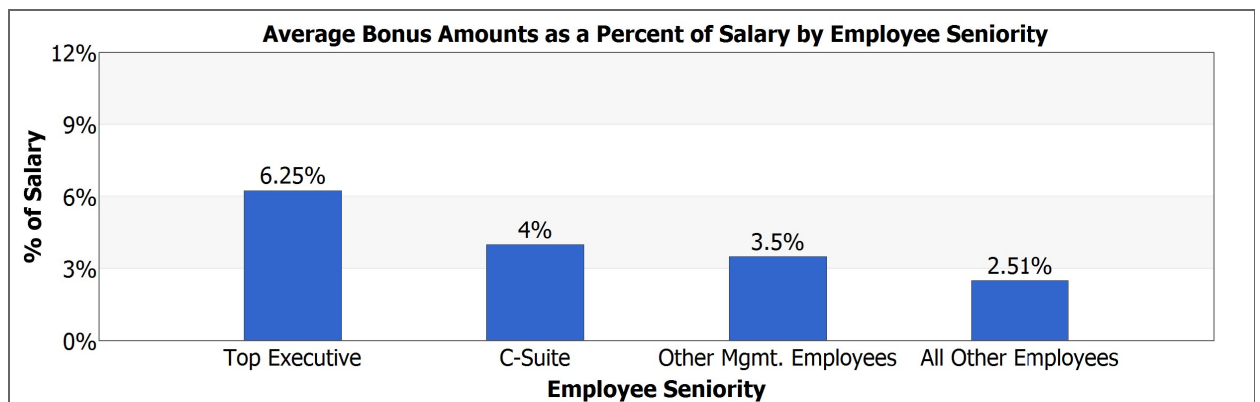
Participant Compensation Policies

Incentive Plans

This section contains survey responses related to proliferation of incentive, or bonus plans at responding organizations. Figure 23 displays the percent of organizations offering discretionary and formal bonus plans, as well as no bonus plan. For those organizations that reported having a formal incentive plan (a plan that is tied to goals or metrics), Figure 24 displays the breakdown of the targeted or average bonus amounts as a percent of salary according to employee seniority.



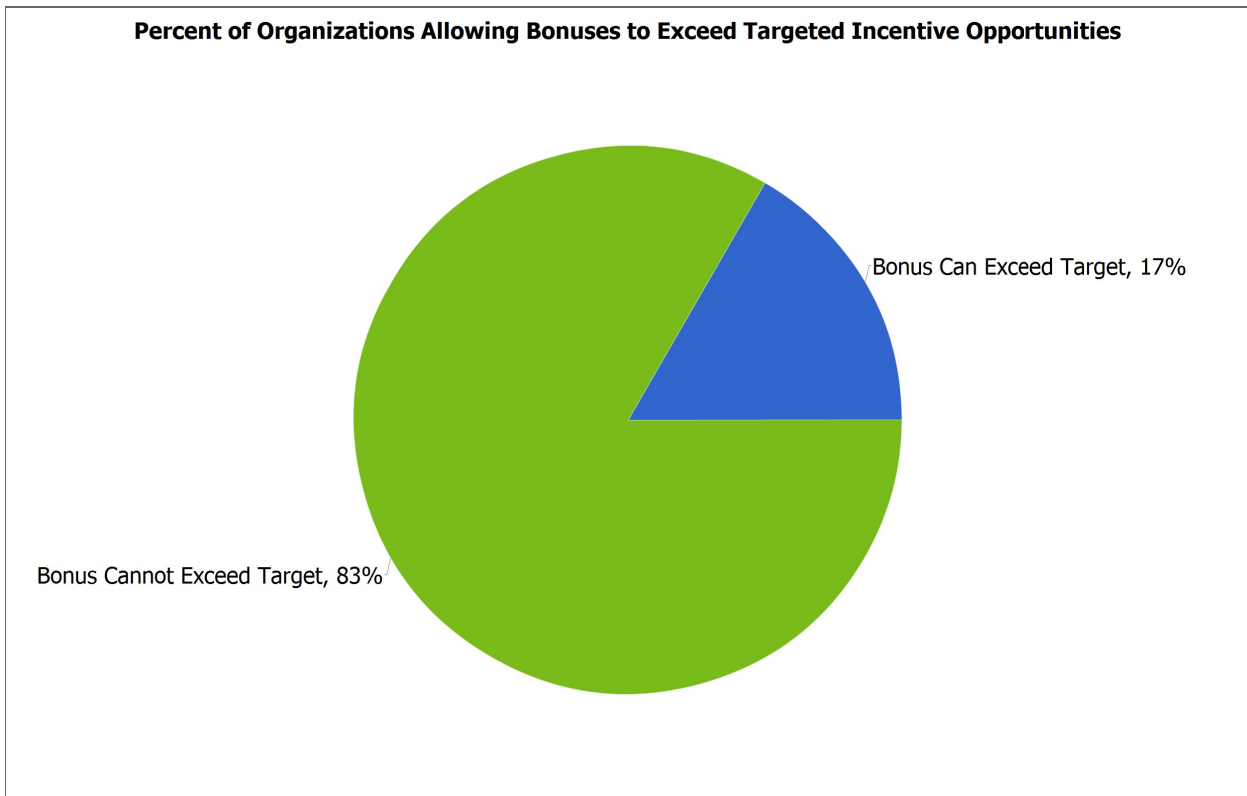
[Figure 23]



[Figure 24]

Participant Compensation Policies

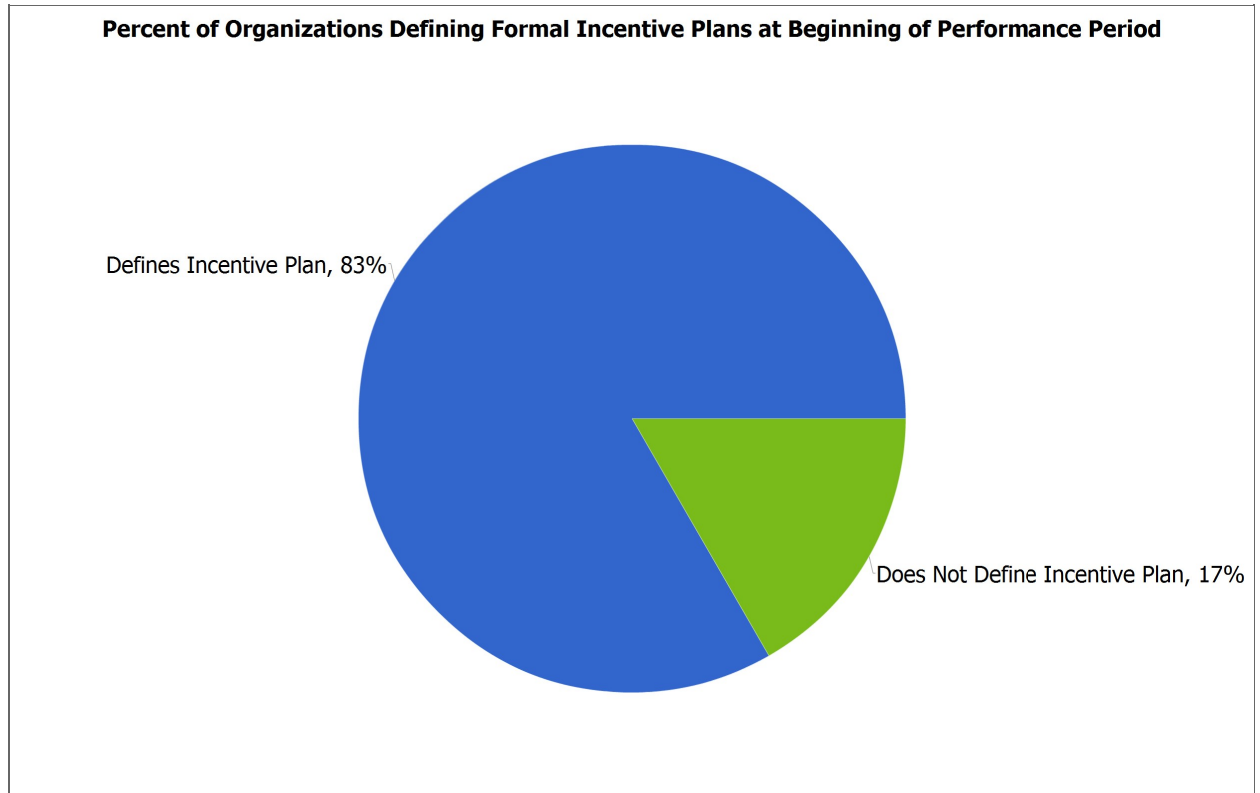
If an organization responded with an affirmative on offering a formal incentive plan, they were asked whether it was possible for bonuses to exceed targeted incentive opportunities. Figure 25 displays the percent of organizations allowing bonuses to exceed targeted incentive opportunities.



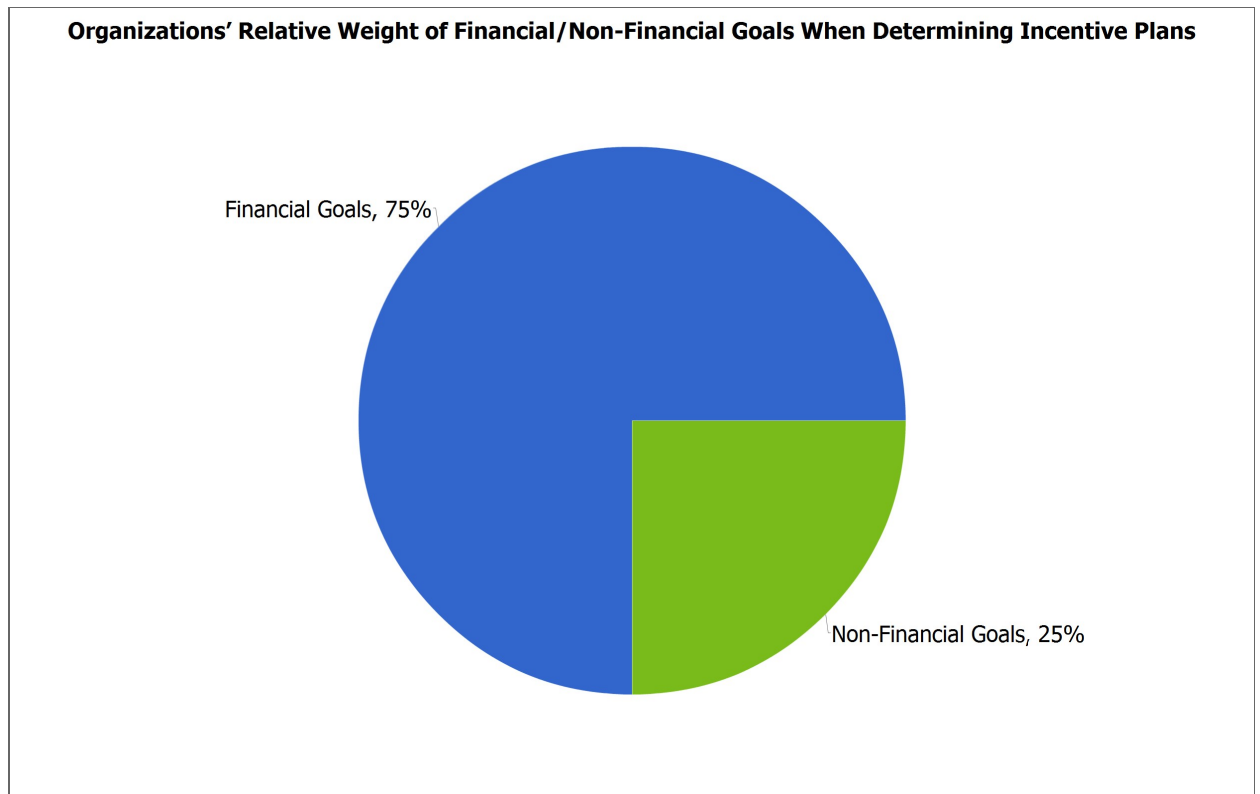
[Figure 25]

Participant Compensation Policies

Organizations having an incentive plan were also asked whether they define a formal incentive plan at the beginning of the employee performance period. Figure 26 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 27 displays the relative importance of financial goals compared to non-financial goals when creating a formal incentive plan.



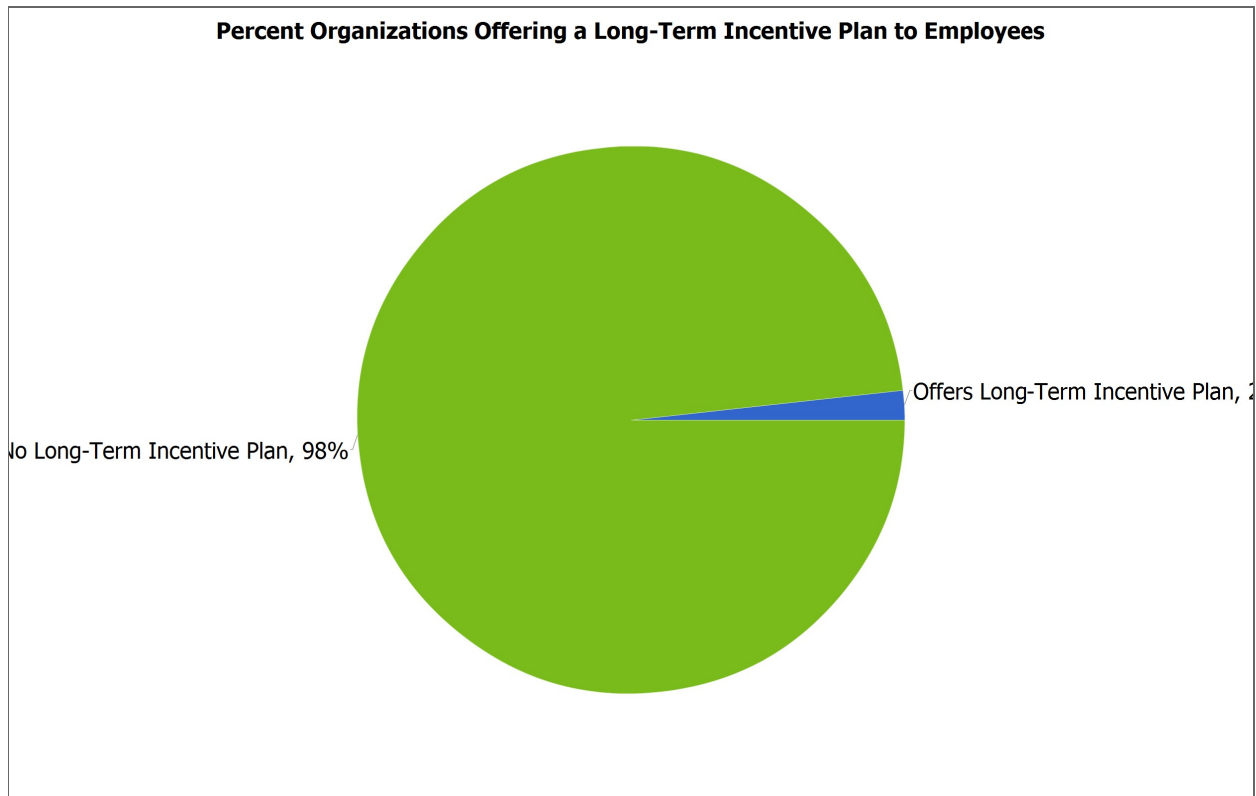
[Figure 26]



[Figure 27]

Participant Compensation Policies

All organizations were asked whether they offer long-term incentive plans to employees, or a plan which considers employee performance across multiple years when determining awards. However, only a very small percentage of organizations affirmed having a long-term incentive plan, as Figure 28 demonstrates.



[Figure 28]

Participant Compensation Policies

Board Member Compensation

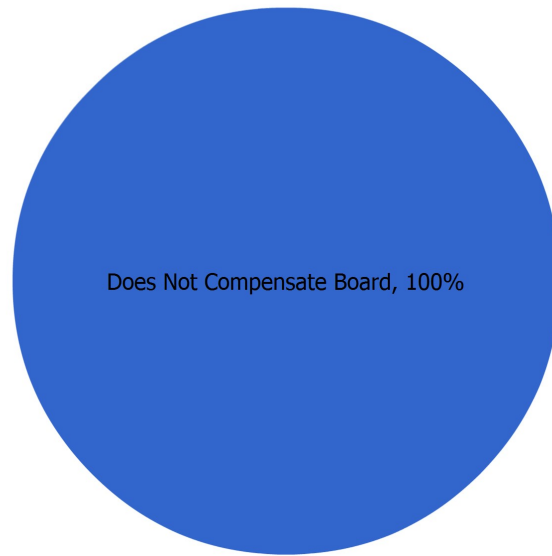
This section contains survey responses related to whether nonprofit organizations and associations have a board of directors, and whether board members are compensated. When we discuss board member compensation here, we are referring to compensation beyond expense reimbursement. As illustrated by Figure 29, a significant majority of responding organizations have a board. Figure 30 displays the percent of organizations having a board who provide compensation to their board.



[Figure 29]

Participant Compensation Policies

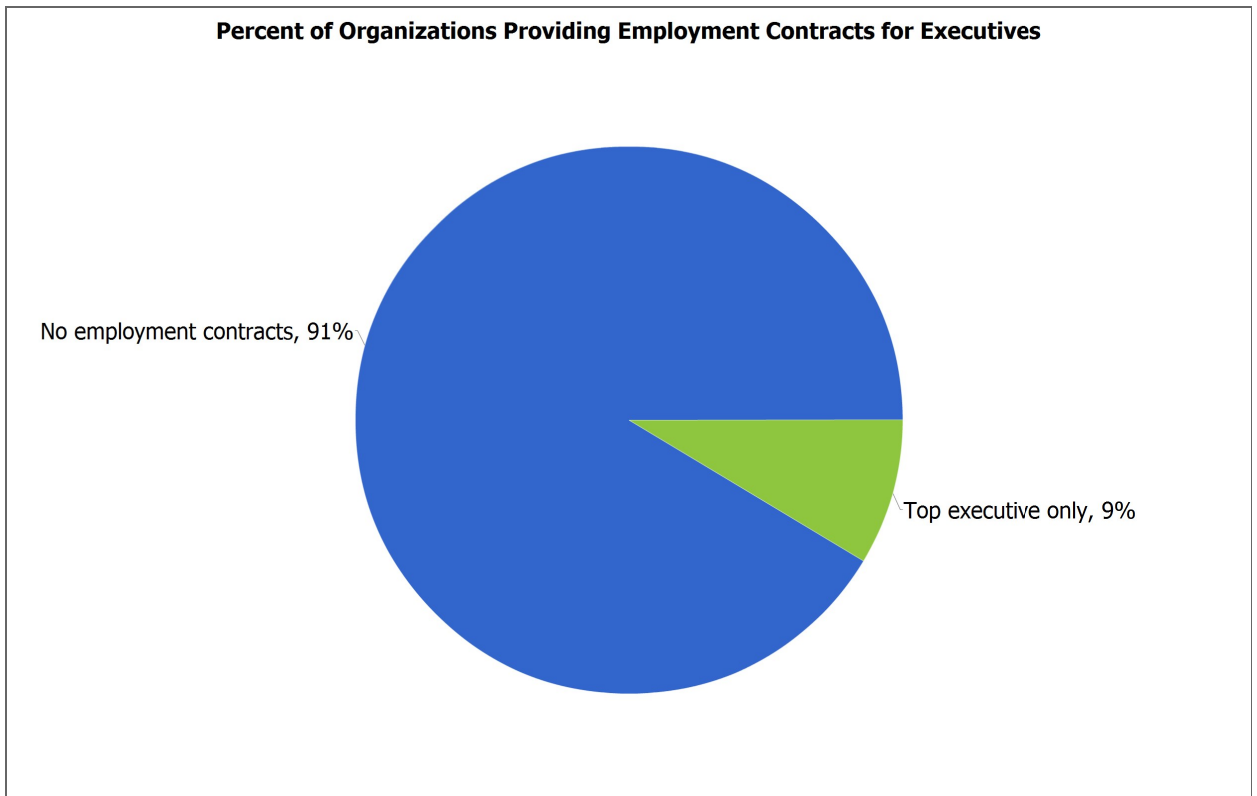
Percent of Organizations Offering Compensation to Board of Directors



[Figure 30]

Executive Benefits

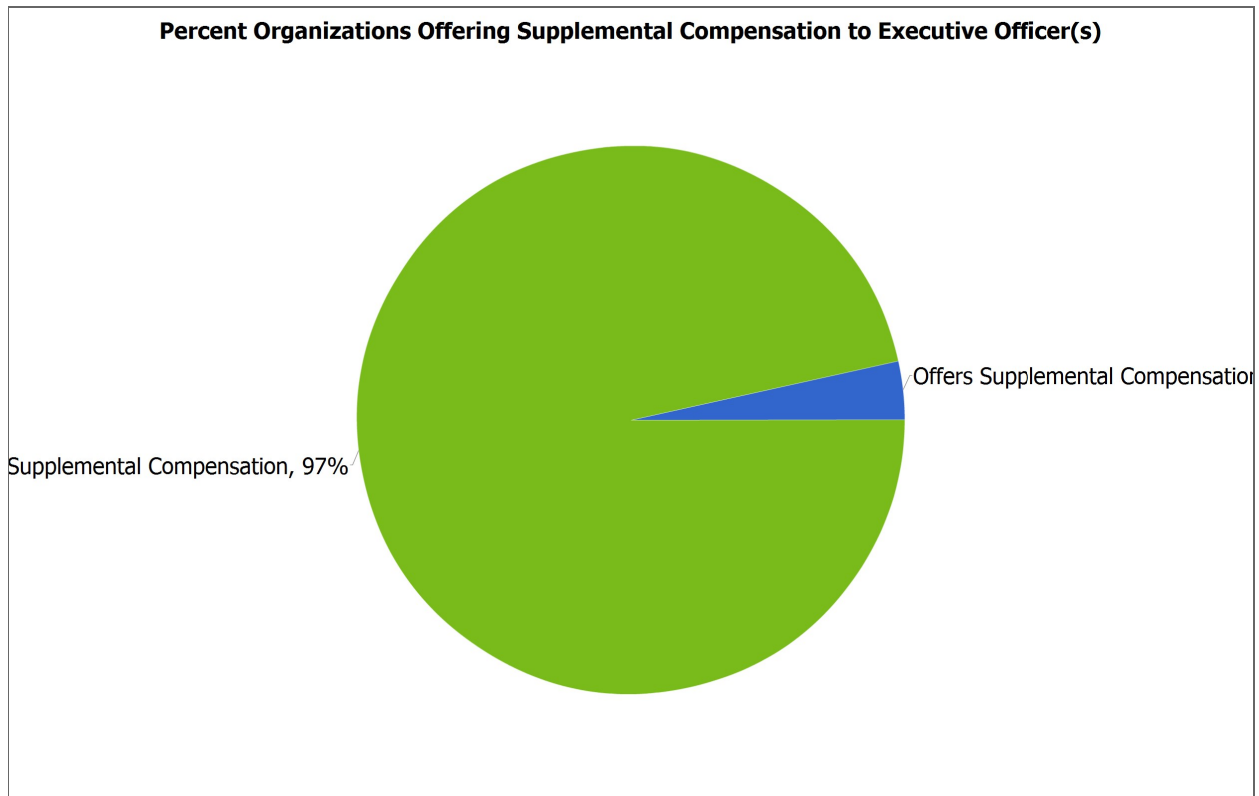
This section contains survey responses related to proliferation of executive benefits at responding organizations. Figure 31 displays the percent of organizations providing employment contracts to their executives. If employment contracts are given to other executives beyond the top executive, that is also noted.



[Figure 31]

Executive Benefits

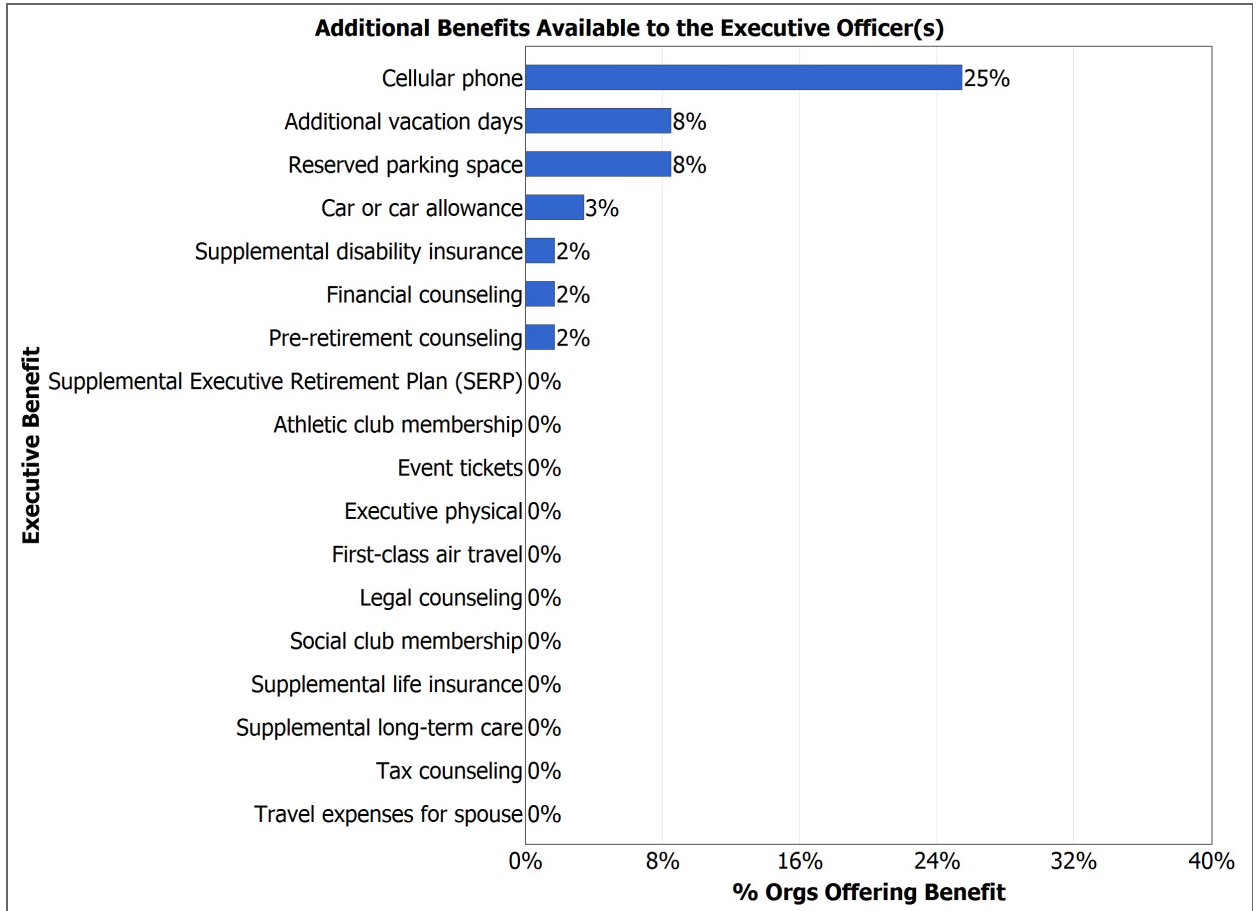
Figure 32 displays the percent of organizations offering supplemental compensation to Executive Officer(s), while Figure 33 displays a breakdown of the contribution to executive supplemental compensation as a percent of salary according to executive seniority.



[Figure 32]

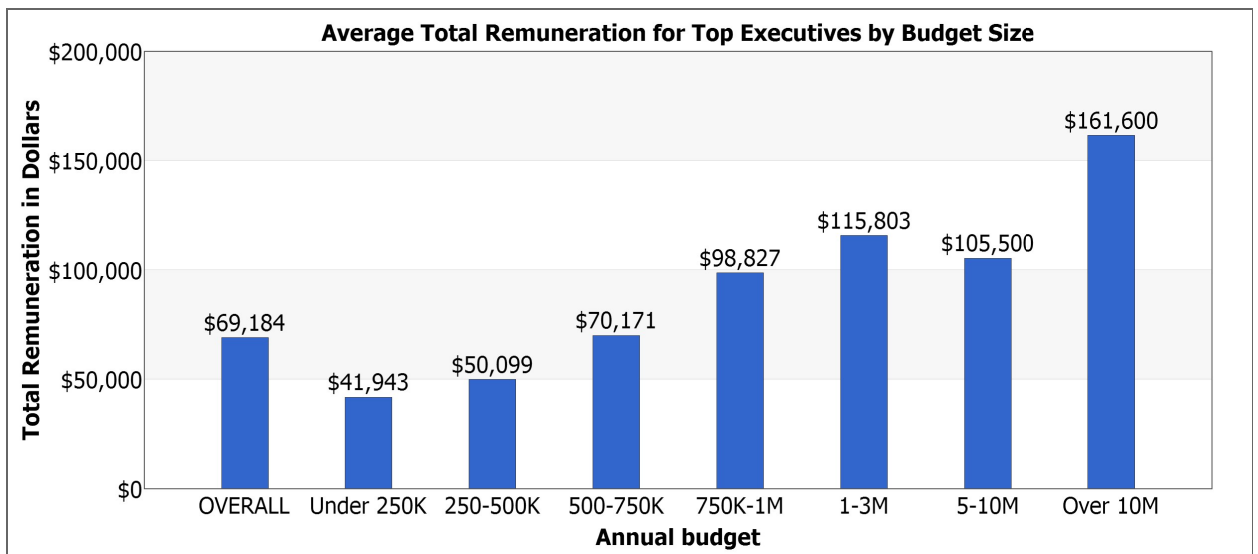
Executive Benefits

There are a great many benefits that are often offered to executives. Figure 33 displays a breakdown of proliferation of many such benefits among responding organizations.



[Figure 33]

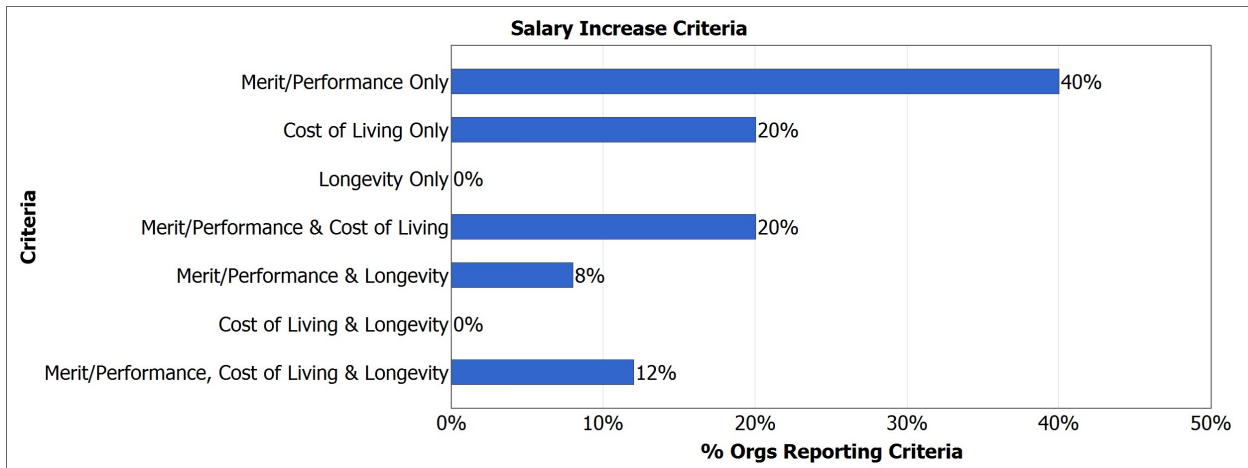
All respondents were asked to quantify the total remuneration for their executives, rounding to the nearest \$1000. This was the total estimated value of the executive's salary + bonus + benefits for the top executive. Figure 34 displays this information according to organization budget size.



[Figure 34]

Salary Increase Criteria

Respondents were asked to report which criterion or combination of criteria they considered when awarding salary increases to their employees. Approximately thirty-eight percent (38%) 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 Increases by Criteria Considered

Approximately 38% 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 table below provides details on the average increase being awarded across all job levels in 2015 by organizations considering each criterion shown.

Criteria Considered	Average % increase in 2015
Merit/Performance Only	2.50
Cost of Living Only	1.96
Longevity Only	Not considered by any respondent
Merit/Performance & Cost of Living	3.33
Merit/Performance & Longevity	2.63
Cost of Living & Longevity	Not considered by any respondent
Merit/Performance, Cost of Living & Longevity	6.11

Year-by-Year Comparison of Average Increase Rates

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

Merit/Performance Only

Performance/Job Level	2015	2013
<i>Superior Performance</i>		
Non-Management	4.50%	3.60%
Mid-Management	4.95%	3.60%
Upper Management	5.35%	4.40%
<i>Above Average Performance</i>		
Non-Management	2.80%	2.30%
Mid-Management	3.20%	2.30%
Upper Management	3.40%	2.70%
<i>Average Performance</i>		
Non-Management	1.50%	0.90%
Mid-Management	1.70%	0.90%
Upper Management	1.80%	1.10%
<i>Below Average Performance</i>		
Non-Management	0.28%	0.05%
Mid-Management	0.28%	0.05%
Upper Management	0.28%	0.05%

Cost of Living Only

Job Level	2015	2013
Non-Management	2.16%	2.50%
Mid-Management	1.56%	1.75%
Upper Management	2.16%	2.50%

Merit/Performance & Cost of Living

Performance/Job Level	2015	2013
<i>Superior Performance</i>		
Non-Management	5.30%	5.70%
Mid-Management	5.30%	6.10%
Upper Management	5.50%	5.90%
<i>Above Average Performance</i>		
Non-Management	3.70%	4.70%
Mid-Management	4.00%	5.00%
Upper Management	3.50%	3.30%
<i>Average Performance</i>		
Non-Management	2.20%	2.80%
Mid-Management	2.20%	2.80%
Upper Management	2.20%	2.20%
<i>Below Average Performance</i>		
Non-Management	2.00%	2.60%
Mid-Management	2.00%	2.60%
Upper Management	2.00%	2.00%

Weighted Average Salaries Paid by Budget Size

Job #	Job Title	Total Emps.	Under 250K	250-500K	500-750K	750K-1M	1-3M	3-5M	5-10M	Over 10M
Accounting/Finance										
35	Accounting Assistant - A	7	-	-	-	-	32,376	-	-	-
36	Accounting Assistant - B	2	29,016	-	-	-	-	-	-	-
108	Director, Finance	7	-	-	-	-	65,700	-	-	-
40	Manager, Accounting	5	-	-	-	-	-	-	-	-
37	Payroll Assistant	4	-	-	-	-	-	-	-	-
39	Staff Accountant	9	-	-	-	-	40,335	-	-	-
Administrative										
6	Administrative Assistant	39	23,500	25,293	28,875	-	29,226	-	-	-
4	Administrative Secretary	2	-	-	-	-	-	-	-	-
32	Building Maintenance/Janitor	4	-	-	-	-	-	-	-	-
102	Director, Administration	7	34,503	-	-	-	-	-	-	-
5	Executive Secretary	8	-	-	-	-	34,220	-	-	-
9	Legal Secretary	7	-	-	-	-	-	-	-	-
15	Mail Assistant - A	1	-	-	-	-	-	-	-	-
33	Manager, Building Services	3	-	-	-	-	-	-	-	-
12	Office Assistant - A	2	-	-	-	-	-	-	-	-
13	Office Assistant - B	2	-	-	-	-	-	-	-	-
7	Office Manager	19	24,960	32,427	32,749	-	32,734	-	-	-
1	Receptionist	17	-	-	-	-	21,888	-	-	27,389
2	Secretary - A	1	-	-	-	-	-	-	-	-
17	Supervisor, Mail Operations	1	-	-	-	-	-	-	-	-
Communications/Marketing/Creative										
104	Director, Communications	5	-	-	-	-	56,000	-	-	-
162	Director, Marketing	2	-	-	-	-	-	-	-	-
74	Manager, Marketing	3	-	-	-	-	43,566	-	-	-
76	Manager, Public Relations	2	-	-	-	-	-	-	-	-
158	Web & Social Media Director	2	-	-	-	-	-	-	-	-
Executive Management										
168	Chief Administrative Officer	1	-	-	-	-	-	-	-	-
163	Chief Executive Officer (TOP EXECUTIVE)	51	41,432	47,733	72,098	91,043	113,333	-	95,823	145,500
164	Chief Financial Officer	7	-	-	-	-	90,180	-	-	-
165	Chief Operations Officer	4	-	-	-	-	-	-	-	-

Weighted Average Salaries Paid by Budget Size

Job #	Job Title	Total Emps.	Under 250K	250-500K	500-750K	750K-1M	1-3M	3-5M	5-10M	Over 10M
Government Relations/Legal/Policy										
103	Director, Legal Affairs	2	-	-	-	-	-	-	-	-
120	Legislative Representative (Outside DC Area)	1	-	-	-	-	-	-	-	-
123	Public Policy Analyst (Outside DC Area)	3	-	-	-	-	-	-	-	-
124	Staff Attorney (Outside DC Area)	22	-	-	-	-	68,227	-	-	-
169	Vice President, Government Relations	1	-	-	-	-	-	-	-	-
Human Resources/Benefits										
51	Benefits Specialist	1	-	-	-	-	-	-	-	-
112	Director, Human Resources	5	-	-	-	-	-	-	-	62,025
50	Employment Specialist	1	-	-	-	-	-	-	-	-
49	Human Resources Assistant	1	-	-	-	-	-	-	-	-
170	Vice President, Human Resources	1	-	-	-	-	-	-	-	-
Human Services										
136	Case Manager (non-supervisory)	20	-	28,856	-	-	-	-	-	-
128	Child Day Care Assistant	1	-	-	-	-	-	-	-	-
127	Child Day Care Worker	1	-	-	-	-	-	-	-	-
137	Cook	4	-	-	-	-	-	-	-	-
133	Counselor	6	-	-	-	-	-	-	-	-
131	Direct Care Worker	364	-	25,117	-	-	-	-	-	-
135	Social Worker – Bachelor's Level	12	-	-	-	-	-	-	-	-
134	Social Worker – Master's Level	2	-	-	-	-	-	-	-	-
129	Trainer (Adult Education)	8	-	-	-	-	-	-	-	-
Information Technology										
24	Data Entry Operator - B	6	-	-	-	-	-	-	-	-
111	Director, Information Technology	3	-	-	-	-	-	-	-	-
99	Help Desk Specialist	2	-	-	-	-	-	-	-	-
90	Manager, Computer Operations	1	-	-	-	-	-	-	-	-
89	Manager, Computer Services	2	-	-	-	-	-	-	-	62,028
98	Manager, Database Administration	4	-	-	-	-	-	-	-	-
25	Supervisor, Database Administration	3	-	-	-	-	43,543	-	-	-
88	Systems Analyst	1	-	-	-	-	-	-	-	-
92	Web Developer/Network Specialist	1	-	-	-	-	-	-	-	-

Weighted Average Salaries Paid by Budget Size

Job #	Job Title	Total Emps.	Under 250K	250-500K	500-750K	750K-1M	1-3M	3-5M	5-10M	Over 10M
Library/Editorial										
72	Editor - A	1	-	-	-	-	-	-	-	-
73	Editor - B	1	-	-	-	-	-	-	-	-
Meetings/Conventions										
60	Manager, Convention/Meetings	1	-	-	-	-	-	-	-	-
58	Meetings Planning Assistant	1	-	-	-	-	-	-	-	-
Programs/Development										
84B	Development Associate	7	-	-	-	-	32,225	-	-	-
113	Director, Development/Fundraising	16	-	-	47,435	-	63,303	-	-	-
105	Director, Membership	2	-	-	-	-	-	-	-	-
140	Grant Writer	3	-	-	-	-	26,207	-	-	-
84A	Manager, Development/Fundraising	6	-	-	-	44,225	44,935	-	-	-
47	Program Assistant	18	-	-	-	-	-	-	-	-
139	Program Coordinator	16	29,146	42,460	30,000	-	32,522	-	-	-
95	Program Director	34	54,540	37,054	49,000	-	63,730	-	-	-
96	Program Manager	30	-	-	29,350	-	55,272	-	-	-
171	Vice President, Development/Fundraising	4	-	-	-	-	-	-	-	-
172	Vice President, Membership	1	-	-	-	-	-	-	-	-
138	Volunteer Coordinator	26	-	-	-	-	33,316	-	-	34,589
Research/Education										
110	Director, Education	2	-	-	-	-	-	-	-	-
57	Manager, Education	1	-	-	-	-	-	-	-	-
81	Research Associate	1	-	-	-	-	-	-	-	-

Weighted Average Salaries Paid by Staff Size

Job #	Job Title	Total Emps.	Under 10	10-24	25-100	Over 100
Accounting/Finance						
35	Accounting Assistant - A	7	-	35,251	34,250	-
36	Accounting Assistant - B	2	29,016	-	-	-
108	Director, Finance	7	-	64,679	52,400	64,272
40	Manager, Accounting	5	-	-	-	49,130
37	Payroll Assistant	4	-	-	-	35,319
39	Staff Accountant	9	-	42,353	-	53,772
Administrative						
6	Administrative Assistant	39	25,731	29,250	28,582	-
4	Administrative Secretary	2	-	-	-	-
32	Building Maintenance/Janitor	4	-	-	-	-
102	Director, Administration	7	34,503	-	52,400	-
5	Executive Secretary	8	-	30,050	37,000	39,354
9	Legal Secretary	7	-	-	-	-
15	Mail Assistant - A	1	-	-	-	-
33	Manager, Building Services	3	-	-	-	-
12	Office Assistant - A	2	-	-	-	-
13	Office Assistant - B	2	-	-	-	-
7	Office Manager	19	30,725	41,372	30,575	-
1	Receptionist	17	-	22,593	-	27,906
2	Secretary - A	1	-	-	-	-
17	Supervisor, Mail Operations	1	-	-	-	-
Communications/Marketing/Creative						
104	Director, Communications	5	39,500	56,000	-	-
162	Director, Marketing	2	-	-	-	-
74	Manager, Marketing	3	-	-	-	-
76	Manager, Public Relations	2	-	-	-	-
158	Web & Social Media Director	2	-	-	-	-
Executive Management						
168	Chief Administrative Officer	1	-	-	-	-
163	Chief Executive Officer (TOP EXECUTIVE)	51	52,314	92,033	99,509	126,288
164	Chief Financial Officer	7	103,500	-	80,100	93,552
165	Chief Operations Officer	4	47,000	-	-	-

Weighted Average Salaries Paid by Staff Size

Job #	Job Title	Total Emps.	Under 10	10-24	25-100	Over 100
Government Relations/Legal/Policy						
103	Director, Legal Affairs	2	-	-	-	-
120	Legislative Representative (Outside DC Area)	1	-	-	-	-
123	Public Policy Analyst (Outside DC Area)	3	-	-	-	-
124	Staff Attorney (Outside DC Area)	22	-	-	-	-
169	Vice President, Government Relations	1	-	-	-	-
Human Resources/Benefits						
51	Benefits Specialist	1	-	-	-	-
112	Director, Human Resources	5	-	-	-	62,821
50	Employment Specialist	1	-	-	-	-
49	Human Resources Assistant	1	-	-	-	-
170	Vice President, Human Resources	1	-	-	-	-
Human Services						
136	Case Manager (non-supervisory)	20	32,041	29,469	-	35,615
128	Child Day Care Assistant	1	-	-	-	-
127	Child Day Care Worker	1	-	-	-	-
137	Cook	4	-	-	-	-
133	Counselor	6	-	40,180	-	-
131	Direct Care Worker	364	25,362	-	-	20,898
135	Social Worker – Bachelor's Level	12	-	-	-	37,571
134	Social Worker – Master's Level	2	-	-	-	-
129	Trainer (Adult Education)	8	36,093	-	-	-
Information Technology						
24	Data Entry Operator - B	6	-	-	-	-
111	Director, Information Technology	3	-	-	-	67,103
99	Help Desk Specialist	2	-	-	-	-
90	Manager, Computer Operations	1	-	-	-	-
89	Manager, Computer Services	2	-	-	-	62,028
98	Manager, Database Administration	4	-	-	-	-
25	Supervisor, Database Administration	3	-	43,543	-	-
88	Systems Analyst	1	-	-	-	-
92	Web Developer/Network Specialist	1	-	-	-	-

Weighted Average Salaries Paid by Staff Size

Job #	Job Title	Total Emps.	Under 10	10-24	25-100	Over 100
Library/Editorial						
72	Editor - A	1	-	-	-	-
73	Editor - B	1	-	-	-	-
Meetings/Conventions						
60	Manager, Convention/Meetings	1	-	-	-	-
58	Meetings Planning Assistant	1	-	-	-	-
Programs/Development						
84B	Development Associate	7	-	-	34,783	-
113	Director, Development/Fundraising	16	43,778	64,000	63,070	59,996
105	Director, Membership	2	-	-	-	-
140	Grant Writer	3	-	-	26,207	-
84A	Manager, Development/Fundraising	6	43,090	44,935	-	-
47	Program Assistant	18	-	-	-	32,431
139	Program Coordinator	16	32,358	33,064	-	-
95	Program Director	34	46,865	62,550	-	63,761
96	Program Manager	30	33,232	58,332	36,497	-
171	Vice President, Development/Fundraising	4	-	-	-	85,154
172	Vice President, Membership	1	-	-	-	-
138	Volunteer Coordinator	26	32,701	-	35,050	35,727
Research/Education						
110	Director, Education	2	-	-	-	-
57	Manager, Education	1	-	-	-	-
81	Research Associate	1	-	-	-	-

Weighted Average Salaries Paid by Organization Category

Job #	Job Title	Total Emps.	Trade / Prof. Assn.	Edu. / Cult'l	Special Int.	Health	Human Ser.	Pub. Benefit / Cons.
Accounting/Finance								
35	Accounting Assistant - A	7	-	-	-	-	-	37,000
36	Accounting Assistant - B	2	-	-	-	-	-	-
108	Director, Finance	7	-	-	-	-	52,345	-
40	Manager, Accounting	5	-	-	-	-	34,162	-
37	Payroll Assistant	4	-	-	-	-	33,249	-
39	Staff Accountant	9	-	40,280	-	-	48,426	-
Administrative								
6	Administrative Assistant	39	-	22,712	31,128	30,950	28,140	26,503
4	Administrative Secretary	2	-	-	-	-	-	-
32	Building Maintenance/Janitor	4	-	-	-	-	-	-
102	Director, Administration	7	-	-	-	-	43,070	-
5	Executive Secretary	8	-	-	35,693	-	35,169	-
9	Legal Secretary	7	-	-	-	-	-	-
15	Mail Assistant - A	1	-	-	-	-	-	-
33	Manager, Building Services	3	-	-	-	-	-	-
12	Office Assistant - A	2	-	-	-	-	-	-
13	Office Assistant - B	2	-	-	-	-	-	-
7	Office Manager	19	-	28,267	-	33,600	30,736	37,674
1	Receptionist	17	-	22,393	-	-	24,203	-
2	Secretary - A	1	-	-	-	-	-	-
17	Supervisor, Mail Operations	1	-	-	-	-	-	-
Communications/Marketing/Creative								
104	Director, Communications	5	-	-	-	-	-	53,500
162	Director, Marketing	2	-	-	-	-	-	-
74	Manager, Marketing	3	-	-	-	-	-	-
76	Manager, Public Relations	2	-	-	-	-	-	-
158	Web & Social Media Director	2	-	-	-	-	-	-
Executive Management								
168	Chief Administrative Officer	1	-	-	-	-	-	-
163	Chief Executive Officer (TOP EXECUTIVE)	51	90,807	57,458	134,350	58,836	66,420	74,539
164	Chief Financial Officer	7	-	97,600	-	-	89,701	100,080
165	Chief Operations Officer	4	-	-	-	-	-	-

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 Emps.	Trade / Prof. Assn.	Edu. / Cult'l	Special Int.	Health	Human Ser.	Pub. Benefit / Cons.
Government Relations/Legal/Policy								
103	Director, Legal Affairs	2	-	-	-	-	-	-
120	Legislative Representative (Outside DC Area)	1	-	-	-	-	-	-
123	Public Policy Analyst (Outside DC Area)	3	-	-	-	-	-	-
124	Staff Attorney (Outside DC Area)	22	-	-	-	-	-	-
169	Vice President, Government Relations	1	-	-	-	-	-	-
Human Resources/Benefits								
51	Benefits Specialist	1	-	-	-	-	-	-
112	Director, Human Resources	5	-	-	61,279	-	61,037	-
50	Employment Specialist	1	-	-	-	-	-	-
49	Human Resources Assistant	1	-	-	-	-	-	-
170	Vice President, Human Resources	1	-	-	-	-	-	-
Human Services								
136	Case Manager (non-supervisory)	20	-	-	-	-	32,442	-
128	Child Day Care Assistant	1	-	-	-	-	-	-
127	Child Day Care Worker	1	-	-	-	-	-	-
137	Cook	4	-	-	-	-	21,737	-
133	Counselor	6	-	-	-	-	-	-
131	Direct Care Worker	364	-	-	-	-	21,033	-
135	Social Worker – Bachelor's Level	12	-	-	-	-	37,220	-
134	Social Worker – Master's Level	2	-	-	-	-	-	-
129	Trainer (Adult Education)	8	-	-	-	-	33,734	-
Information Technology								
24	Data Entry Operator - B	6	-	-	-	-	-	-
111	Director, Information Technology	3	-	-	-	-	52,597	-
99	Help Desk Specialist	2	-	-	-	-	-	-
90	Manager, Computer Operations	1	-	-	-	-	-	-
89	Manager, Computer Services	2	-	-	-	-	-	-
98	Manager, Database Administration	4	-	-	-	-	50,055	-
25	Supervisor, Database Administration	3	-	-	-	-	-	-
88	Systems Analyst	1	-	-	-	-	-	-
92	Web Developer/Network Specialist	1	-	-	-	-	-	-

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 Emps.	Trade / Prof. Assn.	Edu. / Cult'l	Special Int.	Health	Human Ser.	Pub. Benefit / Cons.
Library/Editorial								
72	Editor - A	1	-	-	-	-	-	-
73	Editor - B	1	-	-	-	-	-	-
Meetings/Conventions								
60	Manager, Convention/Meetings	1	-	-	-	-	-	-
58	Meetings Planning Assistant	1	-	-	-	-	-	-
Programs/Development								
84B	Development Associate	7	-	-	-	-	-	35,908
113	Director, Development/Fundraising	16	-	41,177	-	-	54,371	61,257
105	Director, Membership	2	-	-	-	-	-	-
140	Grant Writer	3	-	-	48,357	-	-	-
84A	Manager, Development/Fundraising	6	-	38,490	-	-	44,225	-
47	Program Assistant	18	-	-	-	-	32,431	-
139	Program Coordinator	16	-	26,500	-	-	35,000	40,745
95	Program Director	34	-	55,370	-	-	61,082	-
96	Program Manager	30	-	-	-	-	44,370	38,115
171	Vice President, Development/Fundraising	4	-	-	-	-	-	-
172	Vice President, Membership	1	-	-	-	-	-	-
138	Volunteer Coordinator	26	-	-	35,674	-	32,286	43,577
Research/Education								
110	Director, Education	2	-	38,537	-	-	-	-
57	Manager, Education	1	-	-	-	-	-	-
81	Research Associate	1	-	-	-	-	-	-

Organization Category Reference:

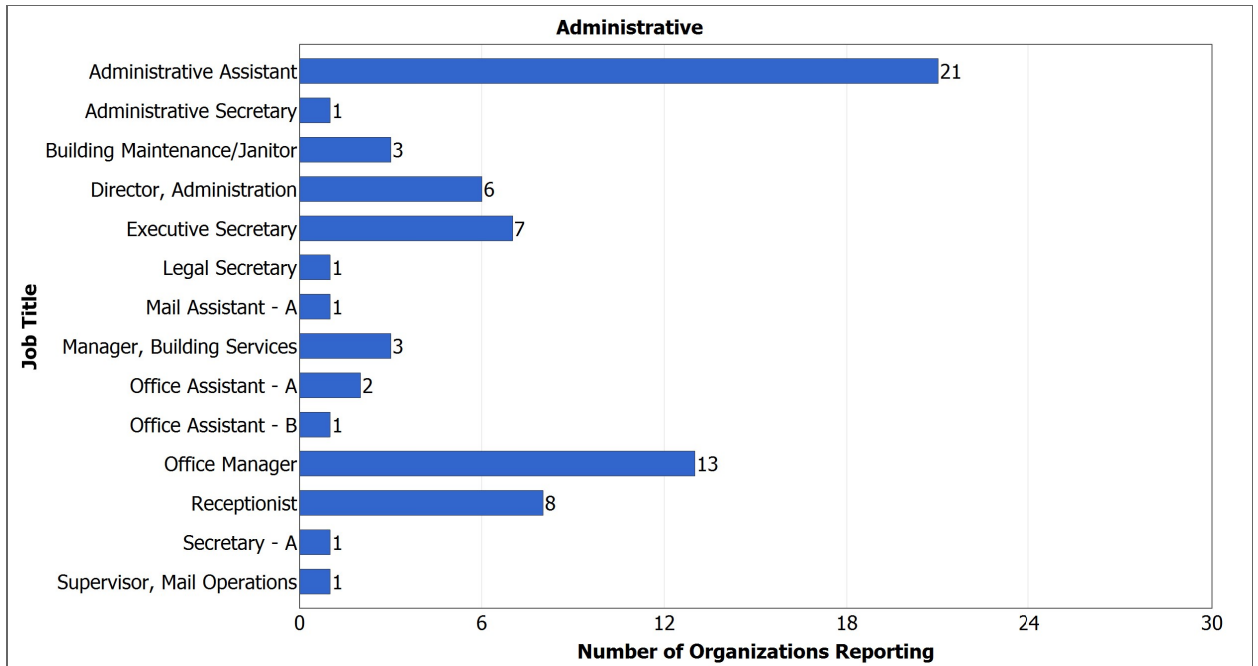
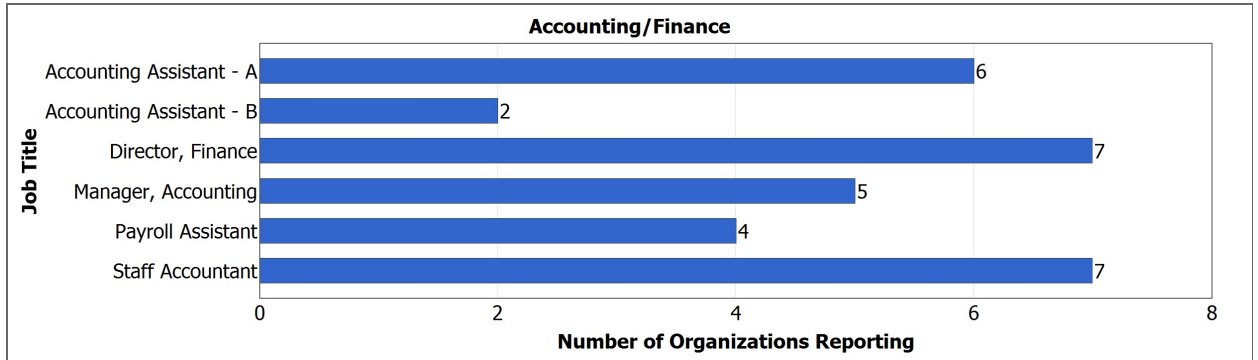
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Special Int. = Special Interest Organizations
 Health = Health Organizations
 Human Ser. = Human Services Organizations

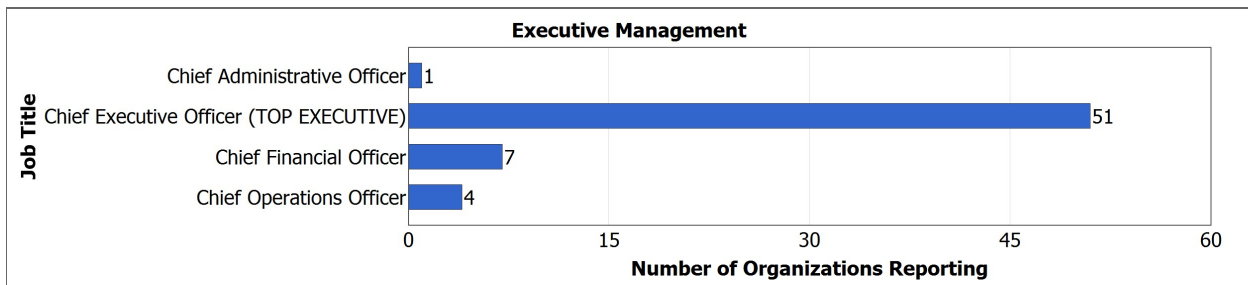
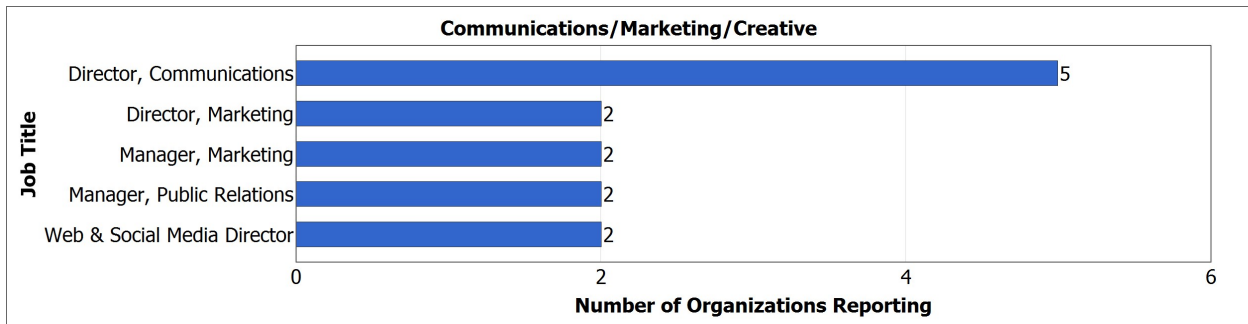
Public Benefit / Cons. = Public Benefit & Conservation Organizations
 Other = Other Organizations

Participation by Job Category

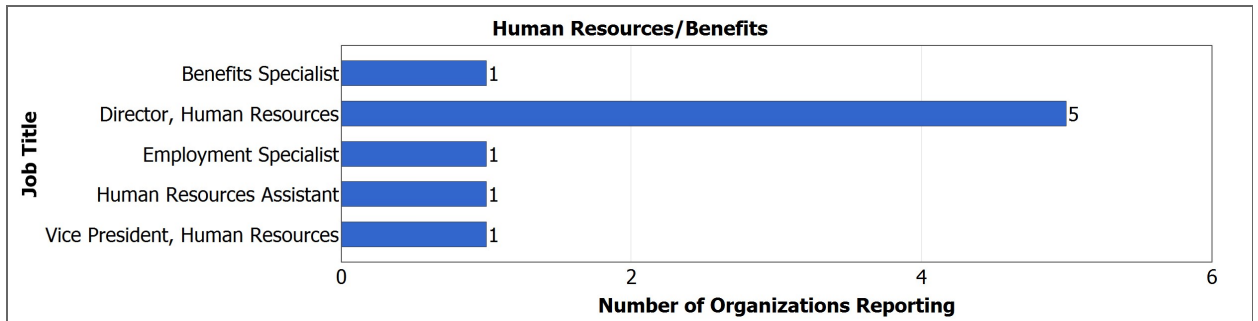
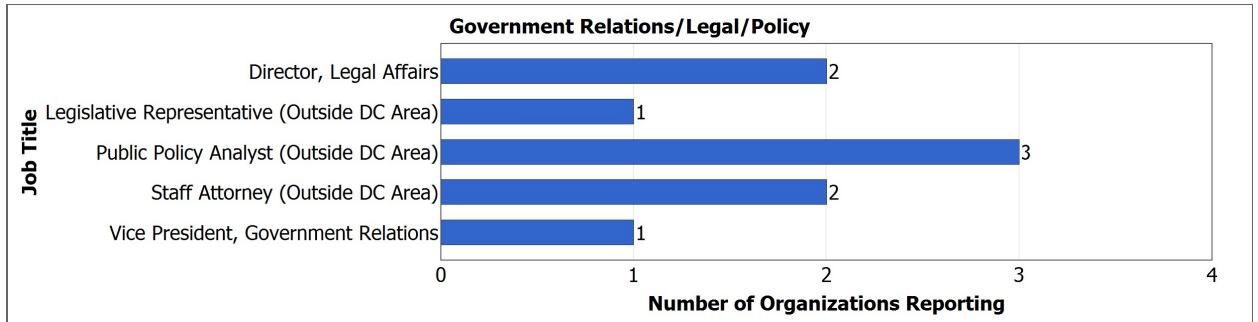
This section contains a series of graphs which provide the number of responding organizations reporting a particular job title. As such, figures in this section are not necessarily indicative of the number of employees for a job title. For example, an organization having 5 administrative assistants will only be "counted" once for the administrative assistant total. Job titles are organized by job family.



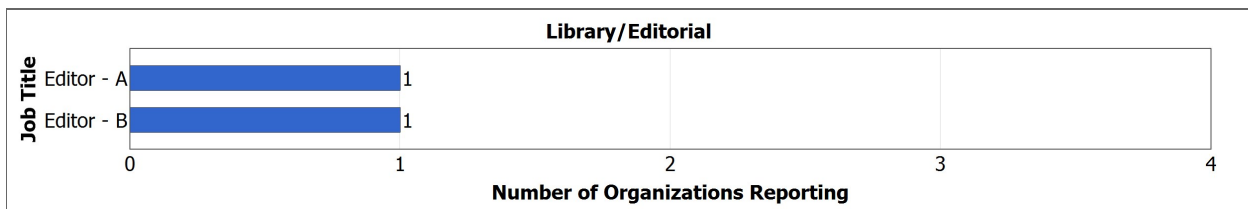
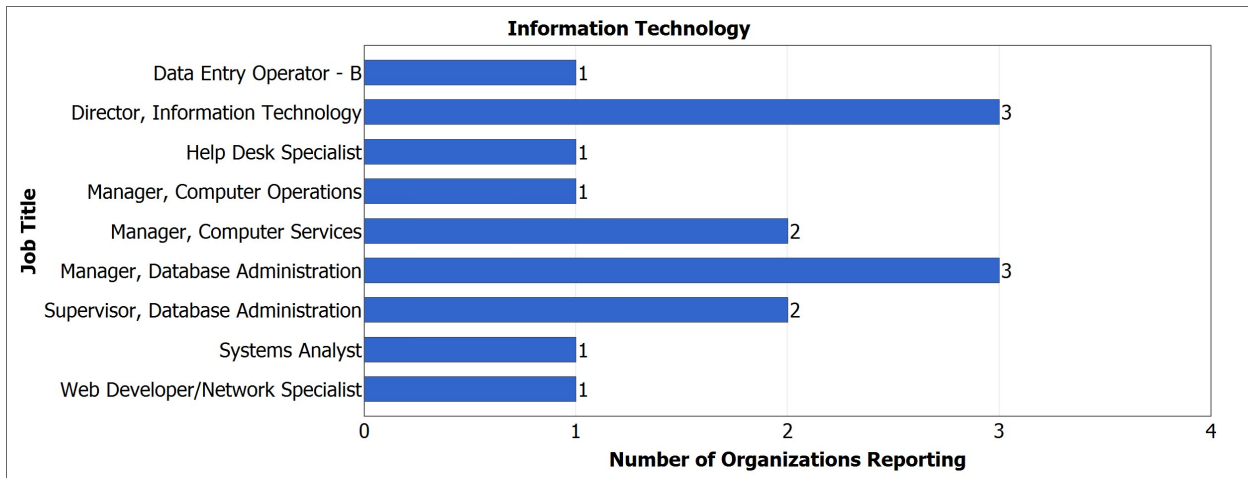
Participation by Job Category



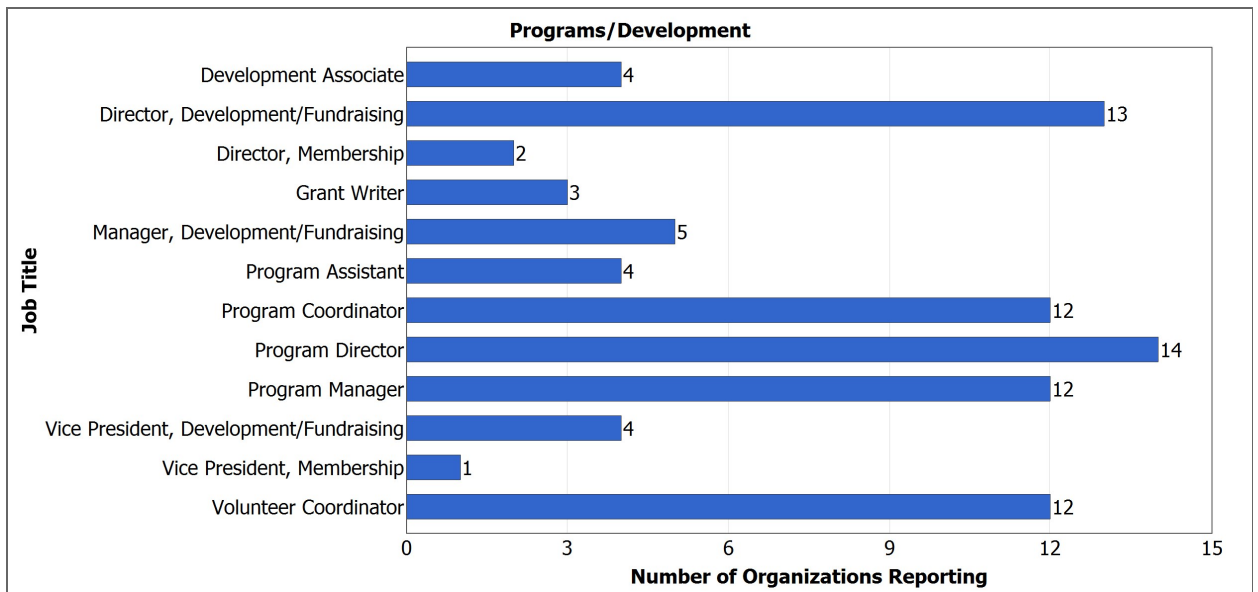
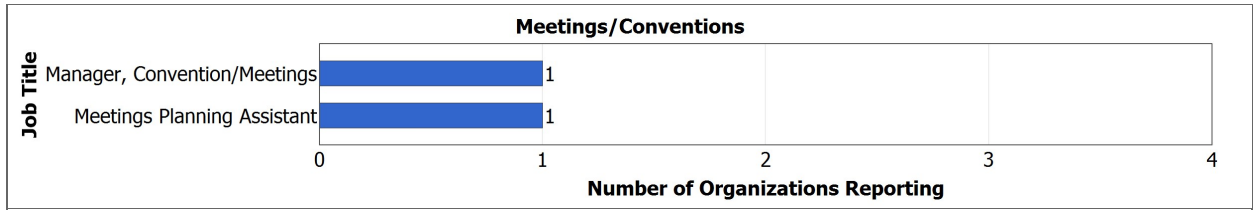
Participation by Job Category



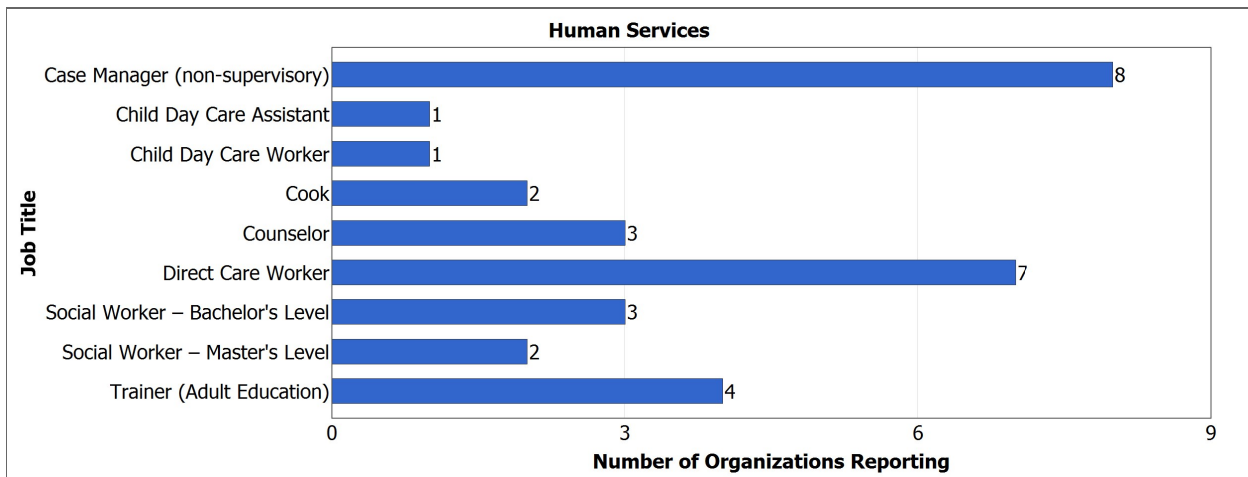
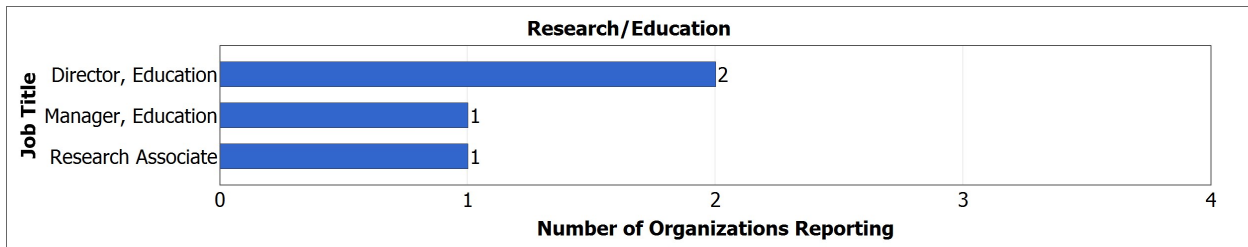
Participation by Job Category



Participation by Job Category



Participation by Job Category



Job Number: **163**

Job Title: **Chief Executive Officer (TOP EXECUTIVE)**

This is the top paid position within the organization, and may have 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 program areas.

Overall Position Data Highlights:			
Total Employees:	51	MIN:	18,000
Group Average (Weighted & Trimmed):	69,752	1 st Quartile:	41,600
% Orgs Paying Bonus:	45%	Median:	58,989
% Eligible Employees Receiving Bonus:	83%	3 rd Quartile:	92,700
Average Bonus:	4,056 (5.11%)	MAX:	176,000

Job Number: **168**

Job Title: **Chief Administrative Officer**

This is a single incumbent position that will report to the Chief Executive Officer and will be accountable for the performance of at least two or more critical business administration functions and typically at least three or more (e.g., human resources, real estate, IT, risk management, etc.).

Overall Position Data Highlights:			
Group Average:	24,000	% Orgs Paying Bonus:	-
Group Median:	24,000	% Eligible Employees Receiving Bonus:	-
Weighted Average:	24,000	Average Bonus:	-

Job Number: **164**

Job Title: **Chief Financial Officer**

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:			
Group Average:	94,923	% Orgs Paying Bonus:	29%
Group Median:	90,000	% Eligible Employees Receiving Bonus:	100%
Weighted Average:	94,923	Average Bonus:	2,200 (2.83%)

Job Number: **165**

Job Title: **Chief Operations Officer**

This is a single incumbent position that will report to the Chief Executive Officer and will typically be the 2nd in command, who serves as the organization's leader in the absence of the CEO. In smaller organizations, this position may also be called a "Deputy Executive Director" and may also be accountable for the function of one or more critical business units (e.g., sales, distribution, etc.) but essentially is a critical business leader and adviser to the CEO and the Board.

Overall Position Data Highlights:			
Group Average:	66,726	% Orgs Paying Bonus:	25%
Group Median:	61,323	% Eligible Employees Receiving Bonus:	100%
Weighted Average:	66,726	Average Bonus:	2,000 (4.08%)

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 bank deposit slips. Accounts 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:			
Group Average:	33,003	% Orgs Paying Bonus:	50%
Group Median:	35,000	% Eligible Employees Receiving Bonus:	100%
Weighted Average:	33,860	Average Bonus:	874 (2.49%)

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:			
Group Average:	29,016	% Orgs Paying Bonus:	-
Group Median:	29,016	% Eligible Employees Receiving Bonus:	-
Weighted Average:	29,016	Average Bonus:	-

Job Number: **108**

Job Title: **Director, Finance**

Depending on the organization, persons in this position may report to a CFO and/or Vice President of Finance. This position normally incorporates determining policy on all accounting/auditing, financial and budgeting activities, and may participate in the investment policies of the organization. Persons in this position may be given ownership of certain programs or initiatives.

Overall Position Data Highlights:			
Group Average:	61,054	% Orgs Paying Bonus:	57%
Group Median:	60,000	% Eligible Employees Receiving Bonus:	100%
Weighted Average:	61,054	Average Bonus:	2,400 (4.61%)

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 Accountant 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 ereports 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, as well as the establishment of federal and state grant procedures and reporting routines.

Overall Position Data Highlights:			
Group Average:	45,212	% Orgs Paying Bonus:	40%
Group Median:	44,600	% Eligible Employees Receiving Bonus:	100%
Weighted Average:	45,212	Average Bonus:	425 (1.39%)

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:			
Group Average:	33,249	% Orgs Paying Bonus:	25%
Group Median:	32,760	% Eligible Employees Receiving Bonus:	100%
Weighted Average:	33,249	Average Bonus:	550 (1.96%)

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 ensure 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:			
Group Average:	42,275	% Orgs Paying Bonus:	29%
Group Median:	45,200	% Eligible Employees Receiving Bonus:	50%
Weighted Average:	44,830	Average Bonus:	350 (1.29%)

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:	39	MIN:	16,100
Group Average (Weighted & Trimmed):	28,561	1 st Quartile:	24,480
% Orgs Paying Bonus:	48%	Median:	28,122
% Eligible Employees Receiving Bonus:	94%	3 rd Quartile:	30,150
Average Bonus:	873 (4.10%)	MAX:	36,004

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 ensure consistency, accuracy and quality of work performed.

Overall Position Data Highlights:			
Group Average:	27,872	% Orgs Paying Bonus:	-
Group Median:	27,872	% Eligible Employees Receiving Bonus:	-
Weighted Average:	27,872	Average Bonus:	-

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:			
Group Average:	21,133	% Orgs Paying Bonus:	-
Group Median:	16,640	% Eligible Employees Receiving Bonus:	-
Weighted Average:	20,010	Average Bonus:	-

Job Number: **102**

Job Title: **Director, Administration**

Similar to the Chief Administrative Officer and Chief Operations Officer, but having less responsibility. Responsibilities are related to management 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:			
Group Average:	41,935	% Orgs Paying Bonus:	67%
Group Median:	41,765	% Eligible Employees Receiving Bonus:	75%
Weighted Average:	42,173	Average Bonus:	500 (1.68%)

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 Chief 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:			
Group Average:	34,241	% Orgs Paying Bonus:	14%
Group Median:	33,000	% Eligible Employees Receiving Bonus:	100%
Weighted Average:	34,086	Average Bonus:	500 (1.11%)

Job Number: **9**

Job Title: **Legal Secretary**

This position is normally found in the Legal or General Counsel's office of an organization. Knowledge of, or proficiency in shorthand is not a controlling factor of this position.

Performs the normal range of secretarial duties with emphasis on the preparation of legal briefs, documents, and testimony. Tracks court rules and court calendars for cases to assure that critical dates are not missed.

Prepares the table of authorities that is an essential part of all briefs. In this regard sees that the legal staff complies with the rules of the various courts governing the stylistic and editorial requirements of briefs and other papers filed. Responsible for coordinating the completion of briefs to assure that they are printed and published on time.

May conduct basic legal searches and perform other general paralegal duties. Reviews court decisions reported in the advance sheets and in the various case reporter services in order to identify important issues of concern and interest.

Responsible for maintaining the legal records of the organization. Decides which records ought to become a part of the organization's permanent legal files versus those which should be retained only to facilitate day-to-day operations.

Responsible for the collection, consolidation of data in the preparation of organization's lobbying report. May assist in putting together the budget for the Counsel's Office.

Overall Position Data Highlights:			
Group Average:	25,000	% Orgs Paying Bonus:	100%
Group Median:	25,000	% Eligible Employees Receiving Bonus:	100%
Weighted Average:	25,000	Average Bonus:	500 (2.00%)

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 pick up or deliver mail bags and certified pieces of mail. May drive organization vehicles to accomplish these tasks.

Maintains daily 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:			
Group Average:	21,403	% Orgs Paying Bonus:	-
Group Median:	21,403	% Eligible Employees Receiving Bonus:	-
Weighted Average:	21,403	Average Bonus:	-

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; lubricating 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 ensure that their general building and cleaning needs are met.

Overall Position Data Highlights:			
Group Average:	38,095	% Orgs Paying Bonus:	-
Group Median:	32,000	% Eligible Employees Receiving Bonus:	-
Weighted Average:	38,095	Average Bonus:	-

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:			
Group Average:	26,000	% Orgs Paying Bonus:	100%
Group Median:	26,000	% Eligible Employees Receiving Bonus:	100%
Weighted Average:	26,000	Average Bonus:	635 (2.50%)

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:			
Group Average:	22,870	% Orgs Paying Bonus:	-
Group Median:	22,870	% Eligible Employees Receiving Bonus:	-
Weighted Average:	22,870	Average Bonus:	-

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 pickup 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 purchasing 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:	19	MIN:	18,720
Group Average (Weighted & Trimmed):	32,740	1 st Quartile:	27,900
% Orgs Paying Bonus:	38%	Median:	33,280
% Eligible Employees Receiving Bonus:	91%	3 rd Quartile:	41,372
Average Bonus:	1,438 (3.70%)	MAX:	50,000

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:			
Group Average:	25,595	% Orgs Paying Bonus:	38%
Group Median:	24,498	% Eligible Employees Receiving Bonus:	100%
Weighted Average:	24,012	Average Bonus:	595 (2.26%)

Job Number: 2

Job Title: **Secretary - A**

May work for more than one managerial/professional staff member. Reports administratively to the senior staff member within the unit. Is expected to establish general priorities in completing assignments, and in following the instructions outlined by the assignment originator.

Scans and sorts incoming mail and interoffice correspondence into priority categories; notes items of interest based on current projects; may retrieve and attach background material before forwarding.

Responds directly to requests for distributive materials and general information. Occasionally drafts replies on routine matters for staff members' signatures.

Transcribes from notes, tapes and handwritten drafts in both draft and final format a variety of documentation including: correspondence, agendas, releases, minutes, speeches, testimony, legal briefs, position papers and reports, charts and tables. Edits for grammar, punctuation, spelling and general sentence structure.

Screens incoming calls not specifically directed to staff members. Answers inquiries on routine matters, referring others to appropriate staff member or department. Takes messages in someone's absence. Makes tentative appointments, clearing these with staff before confirming.

Greets callers to the office, ascertains their business and announces them to appropriate party. Makes travel arrangements.

Maintains the office's working, publication, and subject files current by filing and retrieving material, establishing new folders and sections as needed, and periodically purging files of outdated materials.

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

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:			
Group Average:	40,012	% Orgs Paying Bonus:	-
Group Median:	40,012	% Eligible Employees Receiving Bonus:	-
Weighted Average:	40,012	Average Bonus:	-

Job Number: **104**

Job Title: **Director, Communications**

If applicable, this position reports to the Vice President of Communications. Persons in this position may be given ownership of certain program areas. Generally, this position is 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:			
Group Average:	51,200	% Orgs Paying Bonus:	20%
Group Median:	50,000	% Eligible Employees Receiving Bonus:	100%
Weighted Average:	51,200	Average Bonus:	5,208 (10.42%)

Job Number: **162**

Job Title: **Director, Marketing**

This is the principal or chief marketing position within the organization.

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:			
Group Average:	27,750	% Orgs Paying Bonus:	50%
Group Median:	27,750	% Eligible Employees Receiving Bonus:	100%
Weighted Average:	27,750	Average Bonus:	185 (0.50%)

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, provides information and support, and may assist in developing purpose and goals of fund-raising program.

Overall Position Data Highlights:			
Group Average:	42,675	% Orgs Paying Bonus:	50%
Group Median:	42,675	% Eligible Employees Receiving Bonus:	100%
Weighted Average:	43,566	Average Bonus:	4,679 (10.32%)

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 ensure 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:			
Group Average:	36,000	% Orgs Paying Bonus:	-
Group Median:	36,000	% Eligible Employees Receiving Bonus:	-
Weighted Average:	36,000	Average Bonus:	-

Job Number: **158**

Job Title: **Web & Social Media Director**

Manages the functionality and content of the website and social media sites to engage, build and improve relationships with internal and external stakeholders. Writes or creates content. Produces and aligns website management strategies and social media strategies with broader marketing and communications strategies. Manages all internal and external updates and requests for the website and social media sites.

Harnesses social media such as Twitter, Facebook, and YouTube to further the organization's goals. Responsibilities may include direction of social media programs, development of communication strategies across product and service lines, identification of revenue opportunities, customer relations, reputation management, and investor relations.

Overall Position Data Highlights:			
Group Average:	50,687	% Orgs Paying Bonus:	-
Group Median:	50,687	% Eligible Employees Receiving Bonus:	-
Weighted Average:	50,687	Average Bonus:	-

Job Number: **103**

Job Title: **Director, Legal Affairs**

Second to the General Counsel, this is the highest legal position within the organization.

Specific duties may vary, but duties typically include providing management with effective legal advice on business issues and company strategies; selecting and overseeing the work of outside counsel; drafting and editing complex commercial agreements; ensuring the company operates in compliance with applicable laws and regulations; and helping prepare briefs, complaints, motions and other court documents.

Overall Position Data Highlights:			
Group Average:	73,000	% Orgs Paying Bonus:	50%
Group Median:	73,000	% Eligible Employees Receiving Bonus:	100%
Weighted Average:	73,000	Average Bonus:	500 (0.59%)

Job Number: 120

Job Title: **Legislative Representative (Outside DC Area)**

This individual is located outside the DC Metro area. NOTE: THIS IS NOT A POLICY MAKING POSITION

Assists in the execution of Federal legislative policies as conceived and established by the organization. Contributes in the development of these policies by the identification and analysis of legislative issues of interest to the organization and its members. Consults with other staff members and Board committees with expertise in the particular area affected to develop appropriate positions on various issues.

To assure that the organization receives due consideration by the appropriate legislative parties, participates in liaison activities which involve frequent personal contact with Members of Congress and their staffs, Congressional committees, regulatory and executive branch officials.

Monitors various bills, speeches and statements of Congressional leaders; attends hearings, writes and reviews testimony and statements for use in Congressional hearings; reviews government, industry and academic studies and reports; monitors the general press and various congressional, government and trade publications; and explains organization positions and legislative activities to other staff groups, members and other interested parties.

Provides advice and counsel to the Board and various committees by analyzing legislative details for these groups and any legal considerations and implications of legislative issues which affect their area of activity. Where appropriate, prepares draft of position papers to have presented at hearings. On occasion testifies before congressional/regulatory hearings.

Some positions may require the individual to maintain close liaison with other area based groups that have similar legislative interests.

Some positions may require the individual to serve as the secretary or secretary/treasurer for the organization's Political Action Committee. The primary responsibility is PAC activity; although a portion of the time may be taken up by related assignments.

Oversees the receipt, deposit and disbursement of all PAC monies; the accurate recording of all such transactions; as well as, the filing of reports with the Federal Election Campaign Commission.

Receives requests for political contributions from all governmental levels preparing these for review along with appropriate background information. If authorized, issues acceptance letters and requests checks. Also sends out declination letters.

Makes all arrangements for periodic PAC committee meetings including the preparation of all financial and activity reports. Takes and distributes minutes of deliberations and maintains all committee records. May also keep files on all member PACs by obtaining copies of their filing reports.

Provides material/information for; or may write periodic newsletter for member distribution, citing PAC activities and legislative/regulatory developments.

Assembles data and information for annual IRS tax filing. Monitors the Federal Election Campaign and Lobbying Acts to keep apprised of new developments and upcoming hearings. Briefs visiting members on these, and arranges appointments for those who may wish to visit their congressional delegations.

Overall Position Data Highlights:			
Group Average:	68,500	% Orgs Paying Bonus:	-
Group Median:	68,500	% Eligible Employees Receiving Bonus:	-
Weighted Average:	68,500	Average Bonus:	-

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:			
Group Average:	44,587	% Orgs Paying Bonus:	33%
Group Median:	45,762	% Eligible Employees Receiving Bonus:	0%
Weighted Average:	44,587	Average Bonus:	-

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 ensure 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 ensure 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, complaints, 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:			
Group Average:	60,250	% Orgs Paying Bonus:	50%
Group Median:	60,250	% Eligible Employees Receiving Bonus:	100%
Weighted Average:	68,227	Average Bonus:	500 (0.71%)

Job Number: **169**

Job Title: **Vice President, Government Relations**

This is the principal or chief government relations position at the organization. Directs the effort to plan, develop and carry out the organization's legislative/regulatory programs, making the organization's views known to legislators and regulators at all government levels.

Overall Position Data Highlights:			
Group Average:	96,600	% Orgs Paying Bonus:	100%
Group Median:	96,600	% Eligible Employees Receiving Bonus:	100%
Weighted Average:	96,600	Average Bonus:	10,062 (10.42%)

Job Number: **51**

Job Title: **Benefits Specialist**

Responsible for the efficient administration of the organization's employee benefits program, which includes: basic and major health care insurance, dental insurance and vision insurance, prescription drugs; life insurance with AD&D, long- and short-term disability; pension, thrift, 403(b) and IRA plans; along with unemployment and workers' 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 principal 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:			
Group Average:	45,011	% Orgs Paying Bonus:	-
Group Median:	45,011	% Eligible Employees Receiving Bonus:	-
Weighted Average:	45,011	Average Bonus:	-

Job Number: **112**

Job Title: **Director, Human Resources**

Where applicable, persons in this position report to the Vice President of Human Resources. At smaller organizations, this position may be the principal or chief human resources position.

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 applicants; 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 an HMO; life insurance; long term disability; accidental death and dismemberment; travel accident retirement; workers' compensation 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 principal liaison with carrier representatives on claims, premium rate changes and exploring additional coverages.

Develops records-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:			
Group Average:	61,133	% Orgs Paying Bonus:	20%
Group Median:	55,877	% Eligible Employees Receiving Bonus:	100%
Weighted Average:	61,133	Average Bonus:	1,100 (2.05%)

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:			
Group Average:	32,074	% Orgs Paying Bonus:	-
Group Median:	32,074	% Eligible Employees Receiving Bonus:	-
Weighted Average:	32,074	Average Bonus:	-

Job Number: 49

Job Title: **Human Resources Assistant**

Assists in the employment function for support level staff which entails recruiting through classified advertising and employment agencies, initial interviewing and skills testing of job applicants, assisting unit managers in making selections and extending job offers. May brief new employees on pay, leave and benefit plan procedures. Places temporary office help requests with firms providing such assistance.

Maintains the organization's personnel files and records consisting of individual employee personnel jackets, leave records, application and resume files, and benefit plan records, Establishes personnel records and documents whenever new employees are hired; files and retrieves materials; retires records of departed employees; and processes all personnel transaction forms.

May maintain staff leave records by recording leave usage indicated on periodic leave and time reports submitted by each office. Monitors leave usage to see that it conforms to policy. Calls discrepancies to employees' attention. Prepares regular leave summary reports showing current leave balances by category for each staff member. Additionally explains leave policy to staff as questions arise.

May prepare periodic benefit plan reports and inform insurance carriers of additions, deletions and changes to the various plan participant lists. Performs data entry incidental to the completion of all assignments.

Overall Position Data Highlights:			
Group Average:	35,401	% Orgs Paying Bonus:	-
Group Median:	35,401	% Eligible Employees Receiving Bonus:	-
Weighted Average:	35,401	Average Bonus:	-

Job Number: **170**

Job Title: **Vice President, Human Resources**

This is the principal or chief human resources position in the organization, except to the extent that such duties are managed by the COO or CAO. This position generally only exists at organizations having a large staff.

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 applicants; 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 an HMO; life insurance; long term disability; accidental death and dismemberment; travel accident retirement; workers' compensation 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 principal liaison with carrier representatives on claims, premium rate changes and exploring additional coverages.

Develops records- 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:			
Group Average:	90,000	% Orgs Paying Bonus:	-
Group Median:	90,000	% Eligible Employees Receiving Bonus:	-
Weighted Average:	90,000	Average Bonus:	-

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:			
Group Average:	32,453	% Orgs Paying Bonus:	63%
Group Median:	29,800	% Eligible Employees Receiving Bonus:	100%
Weighted Average:	32,442	Average Bonus:	1,100 (3.11%)

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:			
Group Average:	21,840	% Orgs Paying Bonus:	-
Group Median:	21,840	% Eligible Employees Receiving Bonus:	-
Weighted Average:	21,840	Average Bonus:	-

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:			
Group Average:	29,102	% Orgs Paying Bonus:	-
Group Median:	29,102	% Eligible Employees Receiving Bonus:	-
Weighted Average:	29,102	Average Bonus:	-

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:			
Group Average:	19,518	% Orgs Paying Bonus:	50%
Group Median:	19,518	% Eligible Employees Receiving Bonus:	0%
Weighted Average:	21,737	Average Bonus:	-

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:			
Group Average:	35,383	% Orgs Paying Bonus:	67%
Group Median:	38,050	% Eligible Employees Receiving Bonus:	100%
Weighted Average:	37,900	Average Bonus:	550 (1.66%)

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:			
Group Average:	23,560	% Orgs Paying Bonus:	29%
Group Median:	24,655	% Eligible Employees Receiving Bonus:	100%
Weighted Average:	21,033	Average Bonus:	138 (0.69%)

Job Number: **135**

Job Title: **Social Worker – Bachelor's 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:			
Group Average:	37,173	% Orgs Paying Bonus:	33%
Group Median:	35,759	% Eligible Employees Receiving Bonus:	100%
Weighted Average:	37,220	Average Bonus:	100 (0.30%)

Job Number: **134**

Job Title: **Social Worker – Master's 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:			
Group Average:	46,148	% Orgs Paying Bonus:	50%
Group Median:	46,148	% Eligible Employees Receiving Bonus:	100%
Weighted Average:	46,148	Average Bonus:	840 (1.95%)

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:			
Group Average:	34,073	% Orgs Paying Bonus:	-
Group Median:	33,710	% Eligible Employees Receiving Bonus:	-
Weighted Average:	33,835	Average Bonus:	-

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:			
Group Average:	27,700	% Orgs Paying Bonus:	-
Group Median:	27,700	% Eligible Employees Receiving Bonus:	-
Weighted Average:	27,700	Average Bonus:	-

Job Number: **111**

Job Title: **Director, Information Technology**

Second to the Chief Information Officer, this is the highest IT-related position in the organization. If there is no CIO at the organization, the person in this position is the lead of the organization's IT department.

Generally, this position is responsible for the overall planning, organizing, and execution of all IT functions at the organization. This includes directing IT operations to meet customer requirements as well as the support and maintenance of existing applications and development of new technical solutions. May be given ownership of certain program areas which require special attention.

Overall Position Data Highlights:			
Group Average:	56,969	% Orgs Paying Bonus:	33%
Group Median:	65,712	% Eligible Employees Receiving Bonus:	100%
Weighted Average:	56,969	Average Bonus:	500 (1.36%)

Job Number: 99

Job Title: *Help Desk Specialist*

Provides front line technical assistance by diagnosing and troubleshooting hardware and software problems. Responsible for documenting all user requests or inquiries for support. Researches internal and external knowledge-base resources to provide problem resolution or communication to minimize troubleshooting time. Responsible for following up, ensuring customer satisfaction, after issues are resolved. Maintains 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.

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

Schedules usage and tracks in-house loaner equipment. Follows up on outstanding equipment ensuring safe return.

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

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

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

Overall Position Data Highlights:			
Group Average:	40,643	% Orgs Paying Bonus:	-
Group Median:	40,643	% Eligible Employees Receiving Bonus:	-
Weighted Average:	40,643	Average Bonus:	-

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:			
Group Average:	64,223	% Orgs Paying Bonus:	-
Group Median:	64,223	% Eligible Employees Receiving Bonus:	-
Weighted Average:	64,223	Average Bonus:	-

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 others 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 ensure 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:			
Group Average:	62,028	% Orgs Paying Bonus:	-
Group Median:	62,028	% Eligible Employees Receiving Bonus:	-
Weighted Average:	62,028	Average Bonus:	-

Job Number: **98**

Job Title: **Manager, Database Administration**

This position is responsible for maintaining the organization's data capture, structure, storage, improvement, and reporting functions. The information contained in the database can span a wide variety of demographic statistical data on numerous subjects, topics and issues.

In some instances the database may interface with other databases to complete tasks. These databases can be located (1) in other locations and (2) in other regions of the country or be international.

Manages the daily operations of the organization's database, which can include interactive and batch processes. Develops and maintains supplementary database systems which support operational requirements.

Maintains technical documentation including data file structures, schema system requirements process flows, operating procedures and management guidelines.

Schedules, coordinates and performs file, record, and field maintenance using available database management tools; monitors database integrity and documents maintenance procedures and activities.

Coordinates and performs batch processing to input, change, or extract data, purge databases, and conduct global updates; maintains appropriate documentation.

Manages report production from various databases to meet management and functional requirements to include scheduling, report formatting and printing; provides assistance to the staff in design and execution of ad hoc reports.

Provides assistance to satellite locations databases regarding output or performance.

Recommends improvements to existing database applications; acts as liaison with software vendors for approved functional improvements by providing program specifications, monitoring contractor performance, testing deliverables; assisting with contract review and renewal.

Takes responsibility for the security of the integrated database, including but not limited to: backup and restoration of data and programs; maintenance of user access, passwords, file and directory maintenance, and executing special backups for long-term retention. Establishes automatic recurring system events, reorganizes the directory structure, loads of software updates, and performs other activities which enhance the functionality of the system.

Participates in new system development activities and assists with testing and implementation.

Overall Position Data Highlights:			
Group Average:	45,243	% Orgs Paying Bonus:	33%
Group Median:	46,800	% Eligible Employees Receiving Bonus:	100%
Weighted Average:	42,838	Average Bonus:	325 (0.69%)

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 re-enters corrected information or advises appropriate department personnel of corrective action to be taken. Ensures 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 and/or ad hoc reports from the database. 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 re-enters corrected information or advises appropriate department personnel of corrective action to be taken. Ensures 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 and/or ad hoc reports from the database.

Overall Position Data Highlights:			
Group Average:	43,658	% Orgs Paying Bonus:	-
Group Median:	43,658	% Eligible Employees Receiving Bonus:	-
Weighted Average:	43,543	Average Bonus:	-

Job Number: **88**

Job Title: **Systems Analyst**

Often 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 milestones, 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 detailed 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, verify assumptions and check on the feasibility of the design.

In considering new systems or changes to existing systems, ensures 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 future projects.

Often 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 milestones, developmental cost (both hardware and manpower), annual projection cost and completion dates.

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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, verify assumptions and check on the feasibility of the design.

In considering new systems or changes to existing systems, ensures 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 future projects.

Overall Position Data Highlights:			
Group Average:	64,583	% Orgs Paying Bonus:	-
Group Median:	64,583	% Eligible Employees Receiving Bonus:	-
Weighted Average:	64,583	Average Bonus:	-

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:			
Group Average:	34,450	% Orgs Paying Bonus:	-
Group Median:	34,450	% Eligible Employees Receiving Bonus:	-
Weighted Average:	34,450	Average Bonus:	-

Job Number: 72

Job Title: **Editor - A**

This position does not deal with scientific/technical publication; nor with the publication of newsletters and related services.

Publishes the organization's primary serial magazine, whether it be a weekly, monthly, or quarterly. The publication is generally viewed as the organization's official communications; and is the major carrier of advertising space.

Has full responsibility for the overall operation of the magazine, its content and editorial direction. Acts in the capacity of publisher for the magazine and provides guidance in long-term editorial direction. General direction for content may also be available through an advisory board.

The daily operations of the magazine are carried out through a managing editor and/or, various editorial staff members who are responsible for their respective magazine sections.

In some instances, may be expected to write editorials. Provides general public guidance and editorial direction carried out on a continuing basis via informal and formal channels of communication. While the daily activities of the staff are delegated to and are the responsibility of others, the Editor - A also provides general guidance and editorial direction to the staff. A general review of each issue provides a continuing check of performance.

Maintains continuing and large-scale contact and communication with organization departments, the constituent community, and with governmental and non-governmental organizations, agencies, and groups. Also maintains liaison with the advertising sales organization, to assist in maximizing the economic and advertising potential of the magazine.

Overall Position Data Highlights:			
Group Average:	57,410	% Orgs Paying Bonus:	-
Group Median:	57,410	% Eligible Employees Receiving Bonus:	-
Weighted Average:	57,410	Average Bonus:	-

Job Number: **73**

Job Title: **Editor - B**

The range of responsibilities is the same or very similar as Editor A; however, the individual normally has to have formal education and training in the particular discipline-often times at an advanced level- in order to carry out editorial assignments and to review article content.

Overall Position Data Highlights:			
Group Average:	52,230	% Orgs Paying Bonus:	-
Group Median:	52,230	% Eligible Employees Receiving Bonus:	-
Weighted Average:	52,230	Average Bonus:	-

Job Number: **60**

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

The position is not involved with meetings policy or program content; but with the operational aspects of meetings planning.

The meetings program generally consists of an annual meeting (with/without exhibits show), several conference/seminars/workshops, Board and committee meetings.

Visits potential convention sites, meeting with hotel, convention/tourist bureau officials and local suppliers to develop appropriate information for presentation. Once a site is selected, prepares master schedule to review progress and details leading up to the meeting. Assignments negotiated include: housing, meeting facilities, equipment, various services, temporary help, and staff assignments.

Provides on-site management to ensure that all arrangements are executed properly. This includes ensuring that assistance is provided to attendees regarding general information, registration, housing, transport, communication, entertainment, audiovisual arrangements and security. It also includes all contact with local vendors and suppliers.

Some annual meetings/conferences may incorporate exhibit shows. In such cases, responsibilities include: determining the exhibit's scope and budget; setting fees; developing a promotional campaign along with the required materials and appropriate mailing lists. Negotiates with local decorating firm to design and construct a desirable exhibit show area.

May provide preregistration and travel arrangements for executive staff, Board members and other VIPs on all business meetings, including the Convention. Coordinates arrangements through a travel agency.

Oversees the dismantling activities; develops critique on the facilities, supplier services, registration activities, as well as general observations of the host community; reconciles all bills and approves for payment.

Schedules in-house meeting rooms for various affairs. Makes appropriate arrangements with area suppliers, including catered meals. May also assign meeting rooms to approved outside organizations on a space-available basis. Makes the necessary arrangements as requested.

Overall Position Data Highlights:			
Group Average:	50,200	% Orgs Paying Bonus:	100%
Group Median:	50,200	% Eligible Employees Receiving Bonus:	100%
Weighted Average:	50,200	Average Bonus:	4,167 (8.30%)

Job Number: **58**

Job Title: **Meetings Planning Assistant**

Assists in the planning, scheduling, negotiating and coordination of all conferences/seminars and the organization's annual meeting/convention.

Confirms advance arrangements with hotel for guest room bloc, function/event rooms, complimentary services, and general purpose areas. Helps to develop program schedule setting times and meeting room allocations for receptions, meals, refreshment breaks, and concurrent workshop sessions.

Reviews promotional and registration materials for accuracy of informational items. Also responsible for placing attendee badge orders and for preparing, reproducing and distributing the registrant attendance lists at meetings.

Works with supervisor and sponsoring unit to develop a staging guide that details how each event/function is to be conducted. Provides unit and hotel with copies, continually advising them of changes and revisions.

Participates in negotiating with convention visitors bureau for temporary help and with various local suppliers/vendors for such things as freight services; communication lines/equipment; furniture A/V equipment; printing and limousine transportation. Assists in negotiating rates for meal and beverage functions, and complimentary services based on price guidelines; makes preliminary menu selections and serving guarantees.

Travels on-site and consults with hotel and vendor officials to review staging guide and make last changes. Provides coordination to ensure an efficient logistical operation. Takes initiative in resolving on-the-spot difficulties as they arise.

Oversees the packing and freighting of all materials, equipment and supplies, as well as the return of all supplier leased items. Reconciles hotel accounts and approves for payment. May critique key hotel officials and department heads on the services/procedures provided.

Overall Position Data Highlights:			
Group Average:	31,200	% Orgs Paying Bonus:	100%
Group Median:	31,200	% Eligible Employees Receiving Bonus:	0%
Weighted Average:	31,200	Average Bonus:	-

Job Number: **84B**

Job Title: **Development Associate**

Writes proposals for general and specific program support for corporations, foundations, government agencies, and individuals. 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:			
Group Average:	32,281	% Orgs Paying Bonus:	25%
Group Median:	32,500	% Eligible Employees Receiving Bonus:	100%
Weighted Average:	34,193	Average Bonus:	250 (1.05%)

Job Number: **113**

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

If applicable, persons in this position report to the Vice President of Development/Fundraising.

Generally, this position is involved in the 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:	16	MIN:	16,000
Group Average (Weighted & Trimmed):	55,567	1 st Quartile:	47,470
% Orgs Paying Bonus:	31%	Median:	56,925
% Eligible Employees Receiving Bonus:	57%	3 rd Quartile:	63,945
Average Bonus:	1,700 (3.01%)	MAX:	68,000

Job Number: **105**

Job Title: **Director, Membership**

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:			
Group Average:	54,070	% Orgs Paying Bonus:	-
Group Median:	54,070	% Eligible Employees Receiving Bonus:	-
Weighted Average:	54,070	Average Bonus:	-

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:			
Group Average:	38,571	% Orgs Paying Bonus:	33%
Group Median:	33,414	% Eligible Employees Receiving Bonus:	100%
Weighted Average:	38,571	Average Bonus:	250 (1.32%)

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, provides 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:			
Group Average:	42,367	% Orgs Paying Bonus:	40%
Group Median:	42,000	% Eligible Employees Receiving Bonus:	67%
Weighted Average:	43,039	Average Bonus:	5,429 (11.70%)

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:			
Group Average:	26,717	% Orgs Paying Bonus:	25%
Group Median:	27,330	% Eligible Employees Receiving Bonus:	100%
Weighted Average:	27,916	Average Bonus:	2,400 (7.40%)

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:	16	MIN:	20,500
Group Average (Weighted & Trimmed):	33,385	1 st Quartile:	27,124
% Orgs Paying Bonus:	50%	Median:	32,913
% Eligible Employees Receiving Bonus:	71%	3 rd Quartile:	42,500
Average Bonus:	1,014 (3.02%)	MAX:	53,355

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 matches 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:	34	MIN:	31,000
Group Average (Weighted & Trimmed):	60,770	1 st Quartile:	49,500
% Orgs Paying Bonus:	43%	Median:	54,207
% Eligible Employees Receiving Bonus:	100%	3 rd Quartile:	66,898
Average Bonus:	1,750 (2.74%)	MAX:	93,075

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:	30	MIN:	17,000
Group Average (Weighted & Trimmed):	45,965	1 st Quartile:	32,400
% Orgs Paying Bonus:	42%	Median:	37,310
% Eligible Employees Receiving Bonus:	90%	3 rd Quartile:	48,911
Average Bonus:	2,051 (4.96%)	MAX:	65,700

Job Number: **171**

Job Title: ***Vice President, Development/Fundraising***

This is the principal or chief development/fundraising position at the organization.

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:			
Group Average:	90,592	% Orgs Paying Bonus:	25%
Group Median:	85,154	% Eligible Employees Receiving Bonus:	100%
Weighted Average:	90,592	Average Bonus:	14,798 (10.42%)

Job Number: **172**

Job Title: **Vice President, Membership**

This is the principal or chief membership position in the organization.

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:			
Group Average:	94,148	% Orgs Paying Bonus:	100%
Group Median:	94,148	% Eligible Employees Receiving Bonus:	100%
Weighted Average:	94,148	Average Bonus:	9,120 (9.69%)

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:	26	MIN:	27,040
Group Average (Weighted & Trimmed):	34,332	1 st Quartile:	29,519
% Orgs Paying Bonus:	33%	Median:	39,375
% Eligible Employees Receiving Bonus:	80%	3 rd Quartile:	42,417
Average Bonus:	650 (1.70%)	MAX:	47,154

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:			
Group Average:	38,537	% Orgs Paying Bonus:	50%
Group Median:	38,537	% Eligible Employees Receiving Bonus:	100%
Weighted Average:	38,537	Average Bonus:	300 (0.88%)

Job Number: **57**

Job Title: **Manager, Education**

Responsible for developing, implementing and managing educational programs and conferences to enhance the professional development of members.

Assists in identifying conference and workshop faculty and speakers; and working with them to develop and reproduce course materials and format presentations. This entails seeking outside reviewers for course drafts, editing final copy, printing materials, or having them reproduced as cassettes at sound studios; slide preparation at photographic studios; and packaging and shipping materials on-site. Occasionally field tests materials with selected reviewers/audiences before full scale release is authorized.

Manages the presentation of regional conferences/seminars/workshops at various sites. May personally make all meeting arrangements or work with the meetings planning unit to secure necessary facilities. This includes obtaining the appropriate property, securing sleeping and meeting rooms, meal and beverage selections, audio-visual equipment, developing publicity materials, registration procedures, on-site management and close-out activities.

Critiques materials used and presentation against established criteria for levels of effectiveness. Submits recommendations.

Overall Position Data Highlights:			
Group Average:	34,000	% Orgs Paying Bonus:	-
Group Median:	34,000	% Eligible Employees Receiving Bonus:	-
Weighted Average:	34,000	Average Bonus:	-

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 is 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:			
Group Average:	43,518	% Orgs Paying Bonus:	-
Group Median:	43,518	% Eligible Employees Receiving Bonus:	-
Weighted Average:	43,518	Average Bonus:	-

Job Title Index

Job #	Job Title	Group Name	Page #
35	Accounting Assistant - A	Accounting/Finance	52
36	Accounting Assistant - B	Accounting/Finance	53
6	Administrative Assistant	Administrative	58
4	Administrative Secretary	Administrative	59
51	Benefits Specialist	Human Resources/Benefits	82
32	Building Maintenance/Janitor	Administrative	60
136	Case Manager (non-supervisory)	Human Services	87
168	Chief Administrative Officer	Executive Management	49
163	Chief Executive Officer (TOP EXECUTIVE)	Executive Management	48
164	Chief Financial Officer	Executive Management	50
165	Chief Operations Officer	Executive Management	51
128	Child Day Care Assistant	Human Services	88
127	Child Day Care Worker	Human Services	89
137	Cook	Human Services	90
133	Counselor	Human Services	91
24	Data Entry Operator - B	Information Technology	96
84	Development Associate	Programs/Development	109
131	Direct Care Worker	Human Services	92
102	Director, Administration	Administrative	61
104	Director, Communications	Communications/Marketing/Creative	72
113	Director, Development/Fundraising	Programs/Development	110
110	Director, Education	Research/Education	121
108	Director, Finance	Accounting/Finance	54
112	Director, Human Resources	Human Resources/Benefits	83
111	Director, Information Technology	Information Technology	97
103	Director, Legal Affairs	Government Relations/Legal/Policy	77
162	Director, Marketing	Communications/Marketing/Creative	73
105	Director, Membership	Programs/Development	111
72	Editor - A	Library/Editorial	105
73	Editor - B	Library/Editorial	106
50	Employment Specialist	Human Resources/Benefits	84
5	Executive Secretary	Administrative	62
140	Grant Writer	Programs/Development	112
99	Help Desk Specialist	Information Technology	98
49	Human Resources Assistant	Human Resources/Benefits	85
9	Legal Secretary	Administrative	63
120	Legislative Representative (Outside DC Area)	Government Relations/Legal/Policy	78
15	Mail Assistant - A	Administrative	64
40	Manager, Accounting	Accounting/Finance	55
33	Manager, Building Services	Administrative	65
90	Manager, Computer Operations	Information Technology	99
89	Manager, Computer Services	Information Technology	100
60	Manager, Convention/Meetings	Meetings/Conventions	107
98	Manager, Database Administration	Information Technology	101
84	Manager, Development/Fundraising	Programs/Development	113
57	Manager, Education	Research/Education	122
74	Manager, Marketing	Communications/Marketing/Creative	74
76	Manager, Public Relations	Communications/Marketing/Creative	75
58	Meetings Planning Assistant	Meetings/Conventions	108
12	Office Assistant - A	Administrative	66
13	Office Assistant - B	Administrative	67
7	Office Manager	Administrative	68
37	Payroll Assistant	Accounting/Finance	56
47	Program Assistant	Programs/Development	114
139	Program Coordinator	Programs/Development	115

Job Title Index

Job #	Job Title	Group Name	Page #
95	Program Director	Programs/Development	116
96	Program Manager	Programs/Development	117
123	Public Policy Analyst (Outside DC Area)	Government Relations/Legal/Policy	79
1	Receptionist	Administrative	69
81	Research Associate	Research/Education	123
2	Secretary - A	Administrative	70
135	Social Worker – Bachelor's Level	Human Services	93
134	Social Worker – Master's Level	Human Services	94
39	Staff Accountant	Accounting/Finance	57
124	Staff Attorney (Outside DC Area)	Government Relations/Legal/Policy	80
25	Supervisor, Database Administration	Information Technology	102
17	Supervisor, Mail Operations	Administrative	71
88	Systems Analyst	Information Technology	103
129	Trainer (Adult Education)	Human Services	95
171	Vice President, Development/Fundraising	Programs/Development	118
169	Vice President, Government Relations	Government Relations/Legal/Policy	81
170	Vice President, Human Resources	Human Resources/Benefits	86
172	Vice President, Membership	Programs/Development	119
138	Volunteer Coordinator	Programs/Development	120
158	Web & Social Media Director	Communications/Marketing/Creative	76
92	Web Developer/Network Specialist	Information Technology	104

Job Number Index

Job #	Job Title	Group Name	Page #
1	Receptionist	Administrative	69
2	Secretary - A	Administrative	70
4	Administrative Secretary	Administrative	59
5	Executive Secretary	Administrative	62
6	Administrative Assistant	Administrative	58
7	Office Manager	Administrative	68
9	Legal Secretary	Administrative	63
12	Office Assistant - A	Administrative	66
13	Office Assistant - B	Administrative	67
15	Mail Assistant - A	Administrative	64
17	Supervisor, Mail Operations	Administrative	71
24	Data Entry Operator - B	Information Technology	96
25	Supervisor, Database Administration	Information Technology	102
32	Building Maintenance/Janitor	Administrative	60
33	Manager, Building Services	Administrative	65
35	Accounting Assistant - A	Accounting/Finance	52
36	Accounting Assistant - B	Accounting/Finance	53
37	Payroll Assistant	Accounting/Finance	56
39	Staff Accountant	Accounting/Finance	57
40	Manager, Accounting	Accounting/Finance	55
47	Program Assistant	Programs/Development	114
49	Human Resources Assistant	Human Resources/Benefits	85
50	Employment Specialist	Human Resources/Benefits	84
51	Benefits Specialist	Human Resources/Benefits	82
57	Manager, Education	Research/Education	122
58	Meetings Planning Assistant	Meetings/Conventions	108
60	Manager, Convention/Meetings	Meetings/Conventions	107
72	Editor - A	Library/Editorial	105
73	Editor - B	Library/Editorial	106
74	Manager, Marketing	Communications/Marketing/Creative	74
76	Manager, Public Relations	Communications/Marketing/Creative	75
81	Research Associate	Research/Education	123
84A	Manager, Development/Fundraising	Programs/Development	113
84B	Development Associate	Programs/Development	109
88	Systems Analyst	Information Technology	103
89	Manager, Computer Services	Information Technology	100
90	Manager, Computer Operations	Information Technology	99
92	Web Developer/Network Specialist	Information Technology	104
95	Program Director	Programs/Development	116
96	Program Manager	Programs/Development	117
98	Manager, Database Administration	Information Technology	101
99	Help Desk Specialist	Information Technology	98
102	Director, Administration	Administrative	61
103	Director, Legal Affairs	Government Relations/Legal/Policy	77
104	Director, Communications	Communications/Marketing/Creative	72
105	Director, Membership	Programs/Development	111
108	Director, Finance	Accounting/Finance	54
110	Director, Education	Research/Education	121
111	Director, Information Technology	Information Technology	97
112	Director, Human Resources	Human Resources/Benefits	83
113	Director, Development/Fundraising	Programs/Development	110
120	Legislative Representative (Outside DC Area)	Government Relations/Legal/Policy	78
123	Public Policy Analyst (Outside DC Area)	Government Relations/Legal/Policy	79
124	Staff Attorney (Outside DC Area)	Government Relations/Legal/Policy	80
127	Child Day Care Worker	Human Services	89

Job Number Index

Job #	Job Title	Group Name	Page #
128	Child Day Care Assistant	Human Services	88
129	Trainer (Adult Education)	Human Services	95
131	Direct Care Worker	Human Services	92
133	Counselor	Human Services	91
134	Social Worker – Master’s Level	Human Services	94
135	Social Worker – Bachelor’s Level	Human Services	93
136	Case Manager (non-supervisory)	Human Services	87
137	Cook	Human Services	90
138	Volunteer Coordinator	Programs/Development	120
139	Program Coordinator	Programs/Development	115
140	Grant Writer	Programs/Development	112
158	Web & Social Media Director	Communications/Marketing/Creative	76
162	Director, Marketing	Communications/Marketing/Creative	73
163	Chief Executive Officer (TOP EXECUTIVE)	Executive Management	48
164	Chief Financial Officer	Executive Management	50
165	Chief Operations Officer	Executive Management	51
168	Chief Administrative Officer	Executive Management	49
169	Vice President, Government Relations	Government Relations/Legal/Policy	81
170	Vice President, Human Resources	Human Resources/Benefits	86
171	Vice President, Development/Fundraising	Programs/Development	118
172	Vice President, Membership	Programs/Development	119