

Valuing Our



**NONPROFIT
WORKFORCE**

***A Compensation and Benefits Survey
of and for Nonprofits in
Massachusetts, Rhode Island
and Adjoining Communities 2014***



THIRD SECTOR
New England

**Valuing Our Nonprofit Workforce 2014:
A Compensation and Benefits Survey of and for Nonprofits in Massachusetts,
Rhode Island and Adjoining Communities**



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Third Sector New England
NonProfit Center
89 South Street, Suite 700
Boston, MA 02111-2670
617.523.6565/phone
617.523.2070/fax
www.tsne.org
info@tsne.org

Nonprofit Compensation Associates
P.O. Box 10737
Oakland, CA 94610
510.645.1005/phone
www.nonprofitcomp.com
survey@nonprofitcomp.com

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

Rodney Byrd, Human Resources Manager served as TSNE's Project Manager for this survey, working hand in hand with the survey partner organizations and with Fairpay to coordinate survey design, distribution, collection, analysis and production of this final report. Lyn Freundlich, TSNE's Director of Administration and Human Resources teamed with Rodney to provide data analysis. Sandy St. Louis, TSNE Director of Strategic Communications and Marketing and Ning Yuan, TSNE Online Communications Specialist provided expertise in the presentation and communications of the survey results including the PDF survey report and the new searchable report database.

Dedication

In 2010 Third Sector New England worked with Nonprofits Compensation Partners on our first *Valuing Our Nonprofit Workforce* survey report in 2010. We embarked on this effort to compile a resource for nonprofits to help them assess their own compensation practices and policies and compare them to others from different types of organizations.

We firmly believe that fair wages and equity are the keys to keeping our workforce productive and thriving. A dedicated workforce is a critical element of successful organizations. And as nonprofits are asked to address increasingly pressing issues, success is more important than ever. Treating employees fairly and with respect, is consistent with Third Sector New England's values, commitments and practices as an employer of 40 staff in our Boston offices and over 370 project staff in 28 states across the country. We also share what we have learned through training, consulting and disseminating knowledge, like this compensation report, to our colleagues throughout the nonprofit sector.

We dedicate this report to all of our colleagues and especially the hard-working, committed, passionate members of the nonprofit workforce represented in this study.

Acknowledgements

Thanks!

Many people contributed to the release of this, our second compensation survey of nonprofit organizations in Massachusetts and adjoining communities. We are thrilled to add a report of benefits practices in nonprofits and a [searchable database](#) of the 2010 and 2014 results, this time around. We are deeply grateful for the combined efforts of our survey partners, which made it possible for us to provide such relevant, critically important data to you.

We especially thank our funding partners. Through their generosity, we are able to produce and to provide this report to you free of charge, once again.

We also want to thank the staff from the 250 reporting organizations (see Appendix A) who generously gave their time and effort to report on their organizations' compensation and benefits practices, to the benefit of all members of our nonprofit workforce.

Rodney Byrd
Survey Project Manager

Jonathan Spack
Executive Director

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Preface

This report summarizes the results of *Valuing Our Nonprofit Workforce 2014: A Compensation and Benefits Survey of and for Nonprofits in Massachusetts, Rhode Island and Adjoining Communities*. It was published in June 2014 using survey information gathered from 250 nonprofit organizations across the region.

Purpose of this Report

Third Sector New England provides information and services to build the knowledge, power and effectiveness of individuals and groups that engage people in community and public life.

In 2010, TSNE published the first *Valuing Our Nonprofit Workforce* report, which provided a deep look at nonprofit compensation practices across Massachusetts and bordering communities. The resulting free, online report has since been used by executive directors, board members, human resources staff and consultants to help establish pay rates across entire organizations, as well as for individual positions. We have heard from our constituents that the data we have provided is valuable for a number of reasons:

- The data is locally relevant to the New England region
- It includes positions that are common to our nonprofit workforce but are difficult to find and make comparisons to in other compensation studies, and
- The information is relevant for distinct segments of social justice-oriented organizations.

Compensation

In our previous report, nonprofits were still reeling from the national financial crisis. Many organizations found themselves having to do more with fewer resources, while trying to maintain their commitments to paying fair wages.

Now, in 2014, our economy is improving. Organizations are seeing increased job turnover as employees have been able to find new positions, vacant positions are being filled, fringe benefits and raises have begun to creep back into the compensation equations, and increased funding is available to maintain and expand programming and create new positions.

TSNE's main goal in re-commissioning this study has not changed: we want to provide nonprofit leaders with relevant data to inform and support fair and consistent compensation decisions and practices, even in the smallest organizations.

Benefits

This year's survey also reports on the benefits offered by nonprofits in our region. Participating organizations were asked to provide information on the benefits they offer to employees including: time-off, health and dental insurance, retirement and other forms of coverage and benefits. The landscape, particularly as it relates to health insurance, is changing rapidly and dramatically. This report presents a snapshot in time – a picture of how nonprofits in our region are meeting the health and welfare needs of their employees - *today*. The data can be useful as nonprofits explore their options in this increasingly costly and evolving healthcare and insurance environment.

Using the Report

Third Sector New England contracted with Bob Orser, The Nonprofit Doctor, and Rita Haronian who administer a software application survey program called [FAIRPAY](#).

[FAIRPAY](#) has developed a solid track record of producing thoughtful, values-based nonprofit compensation and benefits studies and reports around the country. Their survey program has given us great flexibility in designing a survey and report that can support and address our goals of providing the most relevant information possible for our region's nonprofits. And, as we expected, [FAIRPAY](#) has been an invaluable resource.

We suggest that this report will:

- Enable nonprofit leaders to make informed hiring and pay decisions in these shifting financial times, and to more effectively plan for the futures of their organizations
- Help leaders explain compensation rates and policies to employees in a meaningful context
- Provide data that nonprofit boards need to determine appropriate compensation practices for executive directors and other top positions, as required for many nonprofits by IRS Section 990

All nonprofits are different, and all jobs are unique. We urge you not to view this survey report as your "final answer" in deciding what and how to pay your staff. Rather, use this survey as one tool or resource, along with many others, to decide what is right for your organization. While the report provides a much-needed informational base for nonprofit managers, there are several important things to keep in mind:

- As the publishers of this report, the information we've included is not our recommendations for what compensation and benefits practices ought to be. Rather, the information is presented as a report of what these practices were on October 1, 2013, for the 250 organizations that participated in the survey
- The information in this report is not a scientific sampling from which conclusions can be drawn about all nonprofit compensation across our region. Rather, this report presents only information about the 250 organizations that chose to participate in the survey
- The report is not a scientific comparison of nonprofits located in different regions of Massachusetts, or in one field versus another. The mix of sizes and types of nonprofits, and the jobs associated with each organization means there are multiple variables for you to compare and consider

Be sure to review and follow the *Guide to Using the Survey*, which provides details about our survey methodology, along with helpful terminology. The *Guide* will help you understand and interpret the data in meaningful ways.

You can also view salary data by organization budget, employee population, location, or field of service from our searchable database at www.tsne.org.

Valuing Our Nonprofit Workforce is divided into the following sections:

I. Guide to Using the Survey

Offers information on how to compare your organization's compensation and benefits practices with the survey data, including matching jobs, definitions of terms used and adjusting pay levels during the coming years.

II. Survey Highlights

Summarizes trends and points of particular interest identified in the full report.

III. Participant Overview

Provides details (data points) on the participant organizations, including budget size, location, field of service and numbers of employees.

IV. Compensation and Benefits Practices

Reports data on salary budgets, salary increases, bonus practices, overtime and shift differentials, along with benefits offered to executive directors, and other related items. It also provides detailed information about a wide range of employer benefit practices and provides comparative data specifically related to Executive Directors/CEOs across the surveyed organizations.

V. Compensation by Position

Details the compensation (base pay and total compensation) for each position according to predetermined, survey specific variables including budget size, field of service, location and managerial responsibility.

VI. Appendices

Appendix A: List of Organizations That Responded to the Survey

Appendix B: Who We Are: Third Sector New England and Our Survey Partners

Appendix C: Wage Conversion Formulas and Tables

I. Guide to Using the Survey Report

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

- The survey reports the compensation and benefit practices in effect on October 1, 2013, as reported by 250 nonprofit organizations in Massachusetts, Rhode Island and adjoining communities.
- The survey findings represent actual practices reported by the participants in the survey. The survey, therefore, is not a scientifically selected sample from which conclusions can be drawn about all nonprofits in the survey area. Also, the results are not intended to represent an ideal of what compensation and benefits should be.
- When developing compensation and benefits programs, a nonprofit organization should consider its compensation philosophy and the internal value of its jobs, in addition to the reported survey data.

Matching Jobs

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

- Each job title is defined by an accompanying job description. Different organizations may use the same or similar job title to designate very different jobs. We recommend that you use the job descriptions provided to match your jobs along with the job titles.
- Jobs are grouped under general classifications or functions. To find compensation data for a specific job within your organization, first match the position to the job description that is found at the top of each ***Compensation by Position*** page. You can review several job descriptions within a function to determine the best match.
- To ensure that the job description you choose is as similar as possible to the actual job in your organization, at least 80% of the job responsibilities and requirements should be the same or comparable.

Determining/Comparing Compensation

- Review all of the data subsets (e.g., Organizational Budget, Field of Service) to locate those most relevant to your organization. Note that the pay for senior level positions is most often influenced by the size of a nonprofit organization, with larger organizations paying higher salaries. However, organizational size typically has less effect on less senior, supervisory, professional and support jobs.
- It may also be helpful to consider the variable information provided within a subset of data. For example, if your organization’s budget is \$9 million, it may be appropriate to compare third quartile salary data in the budget group ranging from \$2.5 to \$9.9 million against your Executive Director’s salary. Or, if you are planning substantial growth in the immediate future and the budget for the next year is expected to be more than \$10 million, then consider using the compensation information for the data subsets providing pay levels for larger organizations.
- Keep in mind that pay is a moving target and that it can be difficult to gauge how salaries in nonprofit organizations are changing over time. The data in this document was reported as of October 1, 2013. To age compensation data from this point, making an increase to a reported salary of 0.02% to 0.25% per month (2.4% to 3.0% per year) appears to be a conservative, but reasonable adjustment.

Terminology and Abbreviations

The following terms and abbreviations are used in the Compensation by Position tables as well as throughout this report:

Term	Definition
Across-the-board salary increase	A general pay increase, usually of a certain percent, given to every eligible employee in an organization. The increase may be linked to a cost of living, or other economic indicator; <i>see also Cost of Living Increase.</i>
Average salary • calculated by employee • calculated by organization	The sum of all salaries or cash compensation divided by the total number of values in the sample. The “ average calculated by employee ” uses each individual job reported, regardless of which organization reported it. It may be strongly influenced by a few extremely high or low salaries or by the wage practices of a small number of organizations if they employ large numbers of employees in a particular job. The “ average calculated by organization ” considers each organization in the sample equally regardless of the number of employees reported by each of them. In effect, an average salary is calculated for each organization in the sample, and then an average is taken of those values. This makes it possible to report data for samples in which one organization reports a disproportionate number of employees (see <i>Data Confidentiality</i> section below for more information).

Term	Definition
Annual base salaries	The full-time, annual base salary paid for the position as reported in the <i>Compensation by Position</i> tables. Part-time salaries have been annualized based on a 40-hour workweek. Base salaries do not include the cost of benefits, incentive pay, or perquisites. To convert annual salaries to hourly, weekly or monthly figures, consult <i>Appendix C</i> of this report.
Cafeteria plan	<i>See Flexible Spending Benefits Plan.</i>
Cost of living increase	Periodic, across-the-board increases in base pay, designed to keep employees' salaries in line with the rising cost of living.
Defined benefit plan	A retirement plan in which a retired employee receives a specific amount based on salary history and years of service, and in which the employer bears the investment risk. Contributions may be made by the employee, the employer, or both.
Defined contribution plan	A retirement plan that specifies the amount of an organization's contribution, but which may not have a formula for determining eventual benefits. The organization's contribution usually equals a certain percentage of the worker's salary, and a vesting period—specific length of employment—may be required. <i>See also Individual Retirement Account (IRA), Tax-sheltered annuity 401(k), Tax-sheltered annuity 403(b).</i>
Dependent Care Spending Account (DCSA)	One of the two types of FSA (Flexible Spending Account), which holds pre-tax dollars set aside by employees on an annual basis to pay for their dependent care expenses. No amount may be left in the DCSA at the end of the year, or it will be lost.
Exempt vs. Non-Exempt employees	Employees are classified as “exempt” or “nonexempt” in reference to the FLSA (Fair Labor Standards Act). An exempt employee is paid a salary and is not compensated for overtime hours worked. The three categories under which an employee may be considered exempt are administrative, executive and professional. These categories generally define an exempt employee as one who customarily and regularly exercises discretion and independent judgment in the performance of his/her duties. Exempt employees must pass a Salary Basis Test; that is, they must be compensated at a minimum weekly salary of at least \$455. A non-exempt employee is paid for all regular hours and all overtime hours worked. Most employees are classified as non-exempt and generally perform a wide variety of professional, and/or administrative responsibilities.
Flexible Spending Account (FSA)	A type of Section 125 account, an FSA holds pre-tax dollars set aside by employees to pay for their health care or dependent care expenses. No amount may be left in the FSA at the end of the year, or it will be lost. There are two types of FSA: Health Care Spending Account (HCSA) and Dependent Care Spending Account (DCSA) (<i>see DCSA</i>).

Term	Definition
Flexible benefit plan	Benefit plans that allow employees to choose the benefits they desire from a predetermined list. Employers provide a certain number of credits or dollars to each worker to ensure core coverage, and additional benefits may be purchased at an individual employee’s expense. Also called <i>cafeteria plan</i> .
Health Care Spending Account (HCSA)	One of the two types of FSA (Flexible Spending Account), which holds pre-tax dollars set aside by employees to pay for their health care expenses. No amount may be left in the HCSA at the end of the year, or it will be lost.
Health Reimbursement Arrangement (HRA)	An arrangement in which the employer contributes a certain amount per employee, per year to pay for health-care expenses. This money may be rolled over from one year into the next, but is not portable if an employee leaves employment with the organization.
Health Savings Account (HSA)	Employee and/or employer make pre-tax contributions that are used by the employee to pay for future medical, retirement, and/or long-term care premium expenses. These accounts are used in conjunction with a high-deductible health insurance plan. These funds can roll over from year to year, and the account is portable.
Incentive or bonus pay	A periodic or one-time financial reward that compensates employees for outstanding job performance. Bonuses may be given for specific instances of employee achievement or initiative and/or, when an employee meets or exceeds preset performance goals.
Individual Retirement Account (IRA)	A defined contribution benefit plan that allows employees to make tax-deductible contributions to their own retirement accounts.
Median	The data point at which 50 percent of the sample is lower and 50 percent of the sample is higher. The median is synonymous with the 50th percentile.
Number of employees	In the <i>V. Compensation by Position</i> tables, the total number of individuals reported for a specific job; the size of the sample.
Number of employees managed	In <i>V. Compensation by Position</i> tables, the total number of employees managed by a specific position.
Number of organizations	In <i>V. Compensation by Position</i> tables, the number of organizations reporting employees in a specific position.
Paid Time Off (PTO) program	In a Paid Time Off (PTO) program, employees are given a set number of days off each year to be taken at their discretion (as opposed to separate time off for vacation days, sick days and holidays).
Paid time-off benefits	Employer-paid time-off benefits may include vacation, sick days and holidays.

Term	Definition
Percentiles	<ul style="list-style-type: none"> • The 10th percentile is the data point below which 10% of the sample falls; conversely, the level above which the top 90% of the sample falls. • The 25th percentile is the data point below which 25% of the sample falls; conversely, the level above which the top 75% of the sample falls. • The 75th percentile is the data point below which 75% of the sample falls; conversely, the level above which the top 25% of the sample falls. • The 90th percentile is the data point below which 90% of the sample falls; conversely, the level above which the top 10% of the sample falls.
Performance-based or merit increases	Salary increases based on employee merit and/or performance over a given period of time. It is usually accompanied by an evaluation of the employee's performance.
Personal days	Days off taken at the discretion of the employee; May also called <i>floating holidays</i> .
Section 125 plan	A benefits plan in which certain employee benefits are paid with pre-tax dollars. Section 125 plans include premium-only plans, Flexible Spending Accounts and cafeteria plans.
Tax-sheltered annuity 401(k)	A defined contribution retirement plan that allows workers to make pre-tax contributions through salary reduction agreements with their employers. Following a change in tax regulations in 1997, 401(k) plans can be offered by nonprofit organizations.
Tax-sheltered annuity 403(b)	A defined contribution plan, similar to a 401(k), but specifically designed for use by nonprofit and public organizations.

Positions Reported in the Survey

The survey instrument requested information for 189 job titles. This report presents compensation levels for each of the 134 jobs for which data was collected **from at least five unique organizations**. This threshold ensures the confidentiality of data for all participating organizations. Therefore, a number of jobs presented in the survey instrument are not reported herein. Nearly 23,000 individual salaries have been used to generate this report.

Data Confidentiality

To ensure the confidentiality of all data, a minimum number of responses are required for each statistic reported on. A minimum of five organizations is required to report compensation in any data subset. There must be at least five employees in a data subset in order to report the average pay, and five incumbents are required to report the median pay. In order to report the 10th, 25th, 75th and 90th percentiles, at least twelve employees are required. When the data collected does not meet these minimum levels, cells in the individual position reports in Section V. are left blank. In cases where 50% or more of the data for a position was reported by a single organization, only the median and average are reported.

Additional Information

Please contact us with any questions about this survey or for help in interpreting the data.

Rodney D. Byrd

Survey Project Manager

Lyn Freundlich

Director of Administration and Human Resources

Third Sector New England

89 South Street, Suite 700

Boston, Mass. 02111

(617) 523-6565

www.tsne.org

hr@tsne.org

II. Survey Highlights

General Observations

- Two hundred fifty (250) nonprofit organizations completed the survey instrument.
- Data was compiled on nearly 23,000 individual salaries and these were categorized into the 134 job titles contained within the report.
- The annual operating budgets of participating nonprofits range from under \$50,000 to over \$100,000,000. The average budget of those reported is \$8,279,586. Budget sizes are divided into six categories (page 10).
- Fifty-three percent (53%) of participating nonprofits define a full-time workweek as 40 hours per week; 18% use 37.5 hours and 19% use 35 hours. Most of the remaining organizations tended to be smaller nonprofits, with workweeks of 32 hours or less.
- Sixty-six percent (66%) of employees at participating organizations work full-time, while 34% work part-time.
- Respondents reported annual voluntary turnover rates during the twelve months prior to the survey of 17% for full-time employees (12% in 2010) and 21% for part-time employees (11% in 2010). As the economy improves, it is reasonable to surmise that employees feel increasingly comfortable making job or career changes that they may have rejected during the recession.
- Involuntary turnover rates in 2014 were 6% for full-time employees and 5% for part-time employees.
- Executive directors in 59% of the participating organizations are female; 41% are male.

Benefits: Time Off

- Seventy-three percent (73%) of participating nonprofits provide full-time employees with specified numbers of paid days off each for vacation, holiday and sick leave.
- Twenty-two percent (22%) offer a PTO (Paid Time Off) program instead, giving employees a set number of days off to be used for any purpose.
- Another 5% offer some other benefit, most of which are small organizations which tend to have less formal practices.
- Seventy-seven percent (77%) of nonprofits with part-time employees pay for time off for their part-time staff.
- Of these organizations, 52% require that those employees work a minimum number of hours per week to be eligible, with an average of 21 hours per week required.
- Eighty-two percent (82%) of participants reporting a formal policy regarding paid time off, offer one vacation schedule for all employees, which often gives an increasing number of vacation days the longer an employee remains with the organization.
- Thirteen percent (13%) offer two or more time-off schedules, depending on the type of employee within their organizations.
- Reporting nonprofits provide an average of 11 paid holidays and 10 paid sick days per year.

Benefits: Insurance & Retirement

- Ninety percent (90%) of responding nonprofits offer some type of medical insurance to full-time employees. A significant number pay 80% or more of individual's premiums.
- Seventy percent (70%) offer a traditional health plan, 17% offer a cafeteria plan, 3% pay a stipend directly to employees allowing them to purchase their own coverage, and 10% do not offer insurance benefits.
- Of the respondents reporting part-time employees, 43% indicate that only full-time employees are eligible for insurance benefits.

- Fifty-four (54%) indicate that their part-time employees are eligible for medical insurance coverage, as long as they maintain a minimum number of hours per week (on average, 22 hours per week), while 3% make benefits available to employees regardless of the number of hours worked.
- Over two-thirds of surveyed organizations (71%) provide some type of retirement benefit to their full-time employees.
- For these employers, tax-sheltered annuities such as 401(k) and 403(b) plans are by far the most popular type (58% of all reporting organizations), followed by IRA/SEP-IRA plans (8%).
- Almost two-thirds (63%) of those offering retirement benefits have plans in which both the employer and the employee contribute to retirement.
- In 25% of the organizations, only the employee contributes, and in 8%, only the employer contributes.
- Eighty-eight percent (88%) of organizations that contribute to their employees' retirement plans indicated that they contribute a percentage of each employee's annual salary, usually the same percentage for all employees.
- These reported employer contributions range from 1% to 15%, with an average of 4.88%.

Compensation

- In 2010, 51% of the nonprofit workforce represented in our study earned less than \$28,000 annually. It appears that the needle has shifted a little bit in this area as this time around; about 43% are earning less than \$28,000.
- On average, male Executive Directors/CEOs earn significantly higher pay than those who are female.
- The average pay for all Executive Directors/CEOs is \$119,952 per year: \$139,506 for men and \$106,627 for women.
- In 2014, 59% of the executive directors represented are women. However, women still hold most of those positions in the smallest organizations, which are also the ones that pay the lowest salaries. Seventy-five percent (75%) of the groups with budgets under \$250,000 have female executive directors, while 60% of the largest groups – those with budgets over \$25,000,000-employ male directors.
- 574 individuals in the survey hold the 10 highest paying jobs. Of those, 56% are women and 44% are men; 90% are white. On the other hand, of the 7,453 individuals in the survey holding the 10 lowest paying job titles, 61% are women. Forty percent (40%) are white, which means that people of color hold 10% of the highest paying jobs and 60% of the lowest.
- Many participating nonprofits use more than one method to grant salary increases. Merit or performance based pay was cited by 43%, across-the-board increases by 39%, cost of living increases by 29%, and length of service by 9%.
- Seventy-one percent (71%) of participating organizations have salary increases budgeted for their current fiscal year. This seems to indicate improved economic conditions since the 2010 survey, when just 58% reported budgets for salary increases – a 13% increase.
- Eighty-five percent (85%) of the nonprofits report having annual employee performance reviews, while 5% conduct reviews every six months, and 10% do not have a set schedule.
- Twenty-two percent (22%) of the nonprofits reported that they have a formal policy that allows for incentive pay for their executive directors.

III. Participant Overview

Effective Date

Participants provided compensation and benefits data in effect as of October 1, 2013.

Participants

Two hundred fifty (250) nonprofit organizations located in Massachusetts, Connecticut, New Hampshire and Rhode Island participated in the survey. These organizations provided comprehensive information on compensation for positions common to nonprofits. A list of the participants is included in *Appendix A*. The tables that follow in this section provide an overview of the organizations — where they are located, their budget size, field of service and the number of staff they employ.

Field of Service

Participants are classified by 15 separate Fields of Service.

Field of Service	# of Organizations
Child and youth services and advocacy	42
Elderly and developmentally disabled services and advocacy	39
Arts, culture, recreation	37
Family and individual counseling, crisis intervention, mental health and medical-related services	25
Community and economic development, social justice, legal services, civil rights	22
Housing and homelessness prevention	18
Environment, conservation, animal welfare	15
Food programs and pantries, nutrition, agriculture	10
Immigrant, GLBT, minority and other demographic populations services and advocacy	10
Public policy and education reform	10
Health and fitness, wellness	7
Association and memberships	6
Philanthropy	6
Religion, spiritual awareness and development	2
Management and organizational support	1
Total	250

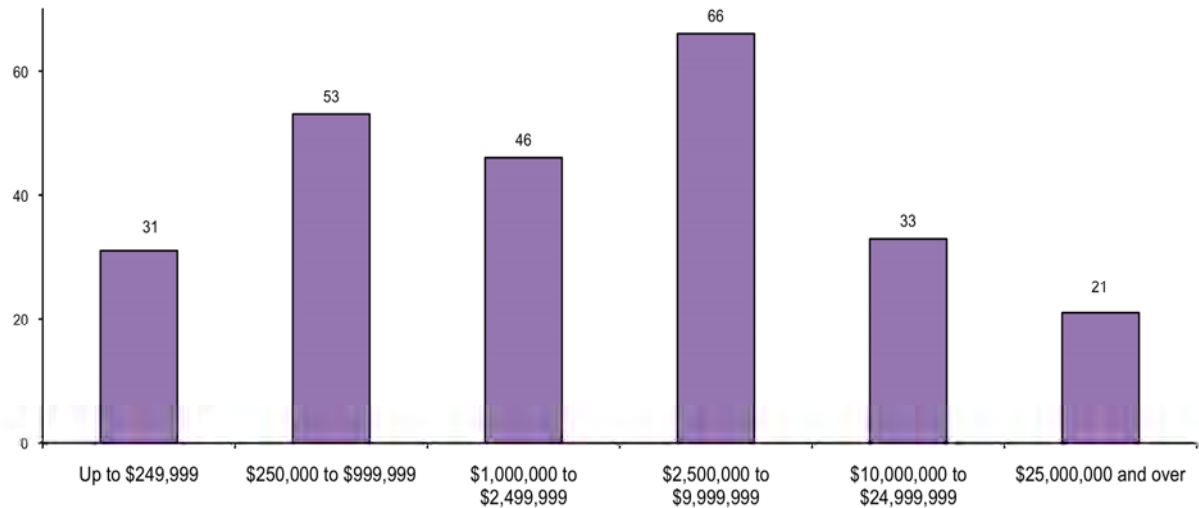
Budgets

Budget size groups have been established where natural breaks occurred in the data and to ensure a sufficient number of responses in each to provide you with valid information.

Budget Groups	# of Organizations	Average Annual Operating Budget Size
to \$249,999	31	\$137,961
\$250,000 - \$999,999	53	\$599,941
\$1,000,000 - \$2,499,999	46	\$1,559,893
\$2,500,000 - \$9,999,999	66	\$4,984,471
\$10,000,000 - \$24,999,999	33	\$16,214,806
\$25,000,000 and over	21	\$52,285,903
All Organizations	250	\$8,279,586

The following chart illustrates the distribution of participants by budget size.

Distribution of Participants by Budget Size

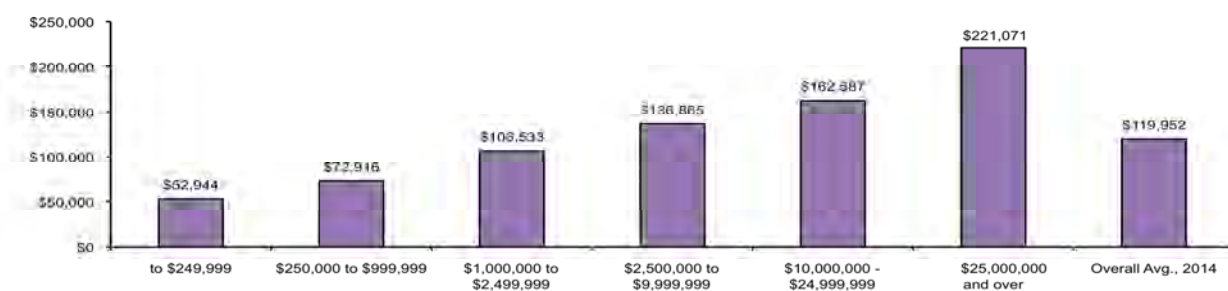


Using Budget Data to Evaluate Pay

The size of an organization typically affects pay for management-level staff because of the increased complexity of the organization, number of employees supervised and overall financial responsibility (i.e., the larger the nonprofit, the higher the compensation for a senior manager). The following table generally demonstrates this pattern.

Budget Groups	# of Organizations	Average Base Pay for Executive Director/CEO
to \$249,999	31	\$52,944
\$250,000 - \$999,999	53	\$72,916
\$1,000,000 - \$2,499,999	46	\$106,533
\$2,500,000 - \$9,999,999	66	\$136,865
\$10,000,000 - \$24,999,999	33	\$162,587
\$25,000,000 and over	21	\$221,071
All Organizations	250	\$119,952

Average Executive Director/CEO Pay Across Survey Budget Groups



Budget size does not have quite the same impact on pay for professional or support staff, as these non-executive jobs are more similar, whether they are in a large organization or a small one. Instead, factors that may influence the pay levels of these jobs include: the pay philosophy of the organization, whether it has a formal salary administration program or not, and the sources of, and availability of funding for the organization.

Staff Size

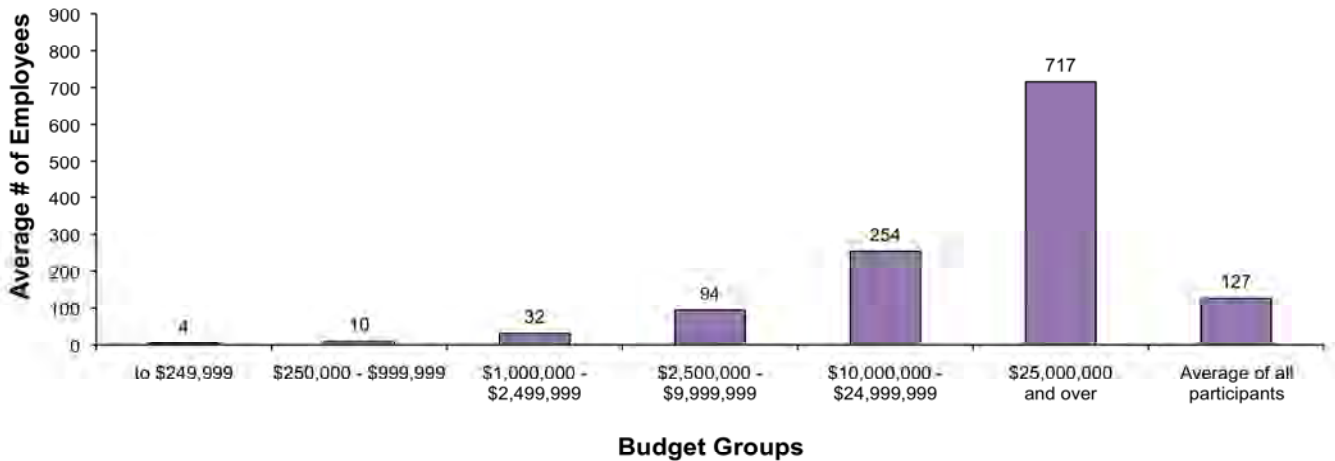
The average number of employees in each size group is another measure against which to evaluate pay for those individuals with responsibility for the entire organization, or for a substantial part of it.

Budget Groups	# of Organizations	Average Number of Employees
to \$249,999	31	4
\$250,000 - \$999,999	53	10
\$1,000,000 - \$2,499,999	46	32
\$2,500,000 - \$9,999,999	66	94
\$10,000,000 - \$24,999,999	33	254
\$25,000,000 and over	21	717
Total	250	127

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

The following chart illustrates the average number of employees per budget group.

Average # of Employees Across Survey Budget Groups



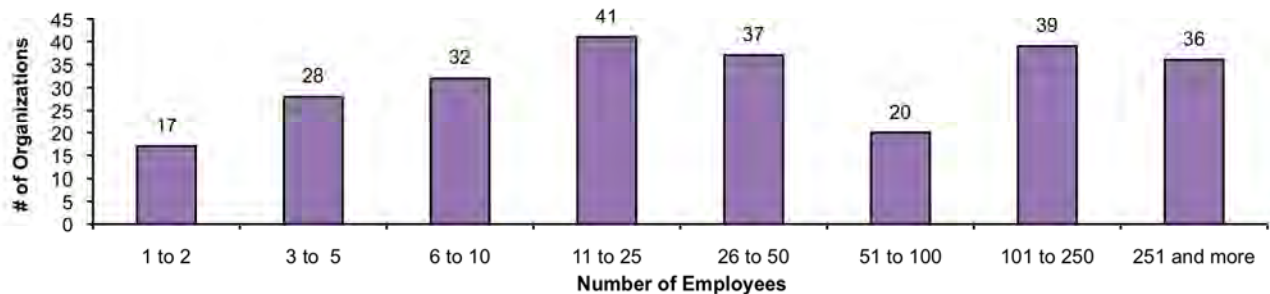
Data is also calculated on employee size groupings.

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

Employee Size Groups	# of Organizations
From 1 to 2 employees	17
From 3 to 5 employees	28
From 6 to 10 employees	32
From 11 to 25 employees	41
From 26 to 50 employees	37
From 51 to 100 employees	20
From 101 to 250 employees	39
251 employees and more	36
Total	250

The following chart illustrates the distribution of participants by number of employees.

Distribution of Participants by Employee Size Groups



Employee Turnover

We asked respondents to identify the source of the positions into which they hired new employees when an existing employee left, either voluntarily, or involuntarily. The table below shows the percentage rate for these variables for both full-time and part-time positions based upon the size of organization. Please note that these numbers do not include discontinued positions that were not refilled after being vacated by an employee (typically due to layoff).

Full-Time Positions

Employee Size Groups	Refilled Due To:	
	Voluntary Turnover	Involuntary Turnover
From 1 to 2 employees	6%	6%
From 3 to 5 employees	16%	7%
From 6 to 10 employees	17%	5%
From 11 to 25 employees	12%	3%
From 26 to 50 employees	13%	4%
From 51 to 100 employees	15%	5%
From 101 to 250 employees	13%	5%
251 employees and more	20%	6%
Overall Percentage	17%	6%

Part-Time Positions

Employee Size Groups	Refilled Due To:	
	Voluntary Turnover	Involuntary Turnover
From 1 to 2 employees	17%	8%
From 3 to 5 employees	17%	3%
From 6 to 10 employees	10%	2%
From 11 to 25 employees	22%	2%
From 26 to 50 employees	10%	1%
From 51 to 100 employees	27%	2%
From 101 to 250 employees	13%	3%
251 employees and more	24%	6%
Overall Percentage	21%	5%

Supervisory Responsibility

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

Data Categories - Number of Employees Managed
1 to 3
4 to 8
9 to 14
15 and over

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

Geographic Location of Responding Organization

Compensation levels are reported for nonprofits based on the following geographic areas:

Area/County	# of Organizations
Berkshire County Massachusetts Region	22
Western Massachusetts Region (Franklin, Hampshire & Hampden Counties and Hartford County, CT)	49
Central Massachusetts Region (Worcester County)	35
Greater Boston Massachusetts Region (Suffolk County and Norfolk, Essex & Middlesex Counties within Route 128)	64
Northeastern Massachusetts Region (Essex & Middlesex Counties outside of Route 128 and Rockingham County, NH)	39
Southeastern Massachusetts Region (Bristol & Plymouth Counties, Cape Cod & The Islands, Norfolk County outside of Route 128 and Rhode Island counties)	41
Total	250

IV. Compensation & Benefits Practices

Compensation Practices

Salary Increase Budgets

Organizations that have budgeted for salary increases in the current fiscal year report an average increase of 3.07%. The median salary increase budget (including all organizations who responded to the survey) for the current fiscal year, is 2.0% as detailed in the table below. Twenty-nine percent (29%) of organizations report salary increase budgets of 0.0%, while 71% report that their budgets include some salary increases. This indicates improvement in organizations' ability to increase salaries compared with the 2010 survey, in which 58% of organizations indicated budgets for salary increases.

Salary Increase Budgets for Current Fiscal Year	
# of Organizations Responding	250
# Organizations Responding Indicating No Budgeted Increase	72
# Organizations Responding With an Increase Budget	178
25th Percentile for All Organizations	0.0%
Median for All Organizations	2.0%
75th Percentile for All Organizations	3.0%
Average (Including those reporting 0.00%)	2.21%
Average (Excluding those reporting 0.00%)	3.07%

Salary Increase Practices

When asked what method best describes their salary increase practices, more than half of participants report that they award salary increases based on merit or performance. Note that this question asks about their general policy, so organizations that do not plan to give increases this year may still choose one or more of the methods listed. Some organizations report more than one answer, as shown below:

Salary Increase Practice	% of Total Sample with Policy	% of these that gave increase in previous 12 months	Average increase given	% of these expecting to give increase in next 12 months	Average increase expected
Merit/Performance	43%	72%	3.29%	71%	2.84%
Across the Board	39%	72%	2.89%	77%	2.81%
Cost of Living	26%	71%	2.02%	58%	2.10%
Length of Service	9%	63%	2.84%	59%	2.67%

Salary Grades and Ranges

One-third of respondents use salary grades or ranges.

Grade & Ranges	# of Organizations	% of Organizations
Use grades or ranges	83	33%
Do not use grades or ranges	167	67%
Total # of Organizations	250	

Incentive Pay or Bonuses

Of the 250 respondents, 22% indicate that they provide the Executive Director with some type of incentive or bonus opportunity. Incentive or bonus pay is slightly less common for other categories of employees.

Employee Group – Eligible for Incentive and/or Bonus Pay	# of Organizations	% of Organizations
Executive Director	55	22%
Management Staff	49	20%
Professional Staff	43	17%
Support and Administrative Staff	43	17%

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

On-Call Practices

Eighty-nine respondents (36% of the 250 participants) indicate that they have some type of on-call pay practice as follows:

On-Call Pay Practices	# of Organizations	% of Organizations
Pay for hours worked (including overtime)	25	28%
Pay a flat rate for employees' on-call time	24	27%
Provide compensatory time off or flex-time	10	11%
No additional pay or time off for exempt employees	17	19%
Pay a show-up rate and in addition to hourly pay rate	11	12%
Other	2	2%
Total # of Organizations	89	

Practices for Dealing with Extensive Overtime Worked by Exempt Staff

Thirty-six percent (36%) of respondents indicate that they do not compensate for extensive overtime worked by exempt staff, and 25% of organizations report that they have no formal policy. Thirty percent (30%) provide compensatory time off and the remaining have some other policy or practice.

(Note that the wage and hour laws do not mandate overtime pay for exempt staff).

Practice/Policy	# of Organizations	% of Organizations
No formal policy	62	25%
Provide compensatory time off	75	30%
Pay straight time	8	3%
Pay overtime rates	7	3%
Do not compensate for extensive overtime	90	36%
Other Practices	8	3%
Total # of Organizations	250	

Evening/Night Shift Differentials

Of the 94 nonprofits reporting that they have an evening and/or night shift (38% of the total sample), the majority (85%) indicates that they do not pay any special rates beyond regular hourly pay and overtime, if applicable. Only 15% of the organizations that report an evening or night shift indicate that they pay any additional compensation.

Practice/Policy	# of Organizations	% of Organizations
Do not have evening/night shift positions	156	62%
Do have evening/night shift positions	94	38%
# Organizations Responding	250	

Practice/Policy	# of Organizations	% of Organizations
Of the 94 organization reporting evening/night shift:		
Do not pay a differential for evening/night shift	80	85%
Do pay a differential	14	15%

Among the nonprofits that do pay a premium are the following practices:

- Paying an additional hourly wage, from 50 cents to \$1.00 per hour
- Paying a salary or shift differential of up to 15%
- Paying overtime rates for a night shift
- Paying a stipend per overnight shift, amount depending on the position.

Premium for Bilingual Skills

The great majority of organizations report that they do not pay a premium for bilingual skills:

Practice/Policy	# of Organizations	% of Organizations
Do not pay a premium for bilingual skills	225	90%
Pay a premium for bilingual skills	25	10%

Among organizations that do pay a premium, the practices for compensating bilingual skills vary widely including:

- Paying an hourly premium, from 50 cents to \$2.00 per hour, depending on the position
- Paying a percentage of salary, typically 3% - 5%
- Adding some dollar amount to pay, with a median reported of \$1000 per year

Job classifications that are subject to additional pay for bilingual skills include many program-related jobs, as well as some administrative jobs including:

- Attorneys, Paralegals, Legal Assistants
- Case Managers, Client Advocates, Clinicians, Counselors, Direct Service Providers
- Teachers
- Medical Assistants, Nurses
- Customer Service Representatives, Receptionists, Administrative Support Staff

Employment Practices

Full-Time Workweek

More than 50% of organizations report a 40-hour full-time workweek. Nine percent (9%) of the organizations report a workweek of fewer than 35 hours.

Length of Full-Time Workweek	# of Organizations	% of Organizations
40 hours	133	53%
38 hours	2	1%
37.5 hours	46	18%
35 hours	47	19%
32 hours	4	2%
30 hours	15	6%
Other	3	1%
Total # of Organizations	250	

Introductory Period

For the 186 nonprofits reporting an Introductory Period, the average length is 3.76 months. The average Introductory Period for all organizations is 2.80 months including the 64 organizations that indicate they have no Introductory Period, which is calculated as 0 months.

Length of Introductory Period	# of Organizations	% of Organizations
30 – 45 days	6	2%
Two months/60 days	3	1%
Three months/90 days	122	49%
Four months/120 days	4	2%
Five months/150 days	1	<1%
Six months /180 days	50	20%
None	64	26%
Total # of Organizations	250	

Of those organizations that have an Introductory Period, 53% report that employees are eligible to use their time-off benefits and 73% report that employees are eligible to use their insurance benefits during the introductory period.

Performance Reviews

The vast majority (85%) of organizations review staff on an annual basis.

Performance Review Period	# of Organizations	% of Organizations
Do not review	1	<1%
Every six months	12	5%
Annually	212	85%
No set schedule	25	10%
Total # of Organizations	250	

Union Contracts

Twenty-four organizations (10%) reported having union contracts for one or more of their positions. The types of positions are varied and include both exempt and non-exempt positions. Examples of the types of jobs represented by unions in this survey are:

- Actors, Musicians
- Attorneys, Paralegals
- Case Manager, Direct Care Providers, Nurses, Protective Services Workers, Residential Counselors, Social Workers
- Cooks, Food Services Workers, Kitchen Staff
- Teachers, Lead Teachers, Assistant Teachers
- Drivers, Maintenance Supervisors, Maintenance Technicians
- Employment Specialists, Vocational Counselors
- Administrative Support Staff, Payroll Clerks, Receptionists, Volunteer Coordinators

Miscellaneous Employee Benefits

Organizations were asked whether the following benefits are provided to the CEO/Executive Director, other executive-level staff and non-executive level staff.

Benefits Offered to All Staff	% of Organizations Offering Benefits to:		
	Executive Director/CEO	Senior Staff (other than Executive Director/CEO)	Other Staff
Professional conference attendance	81%	75%	65%
Professional development classes	76%	74%	73%
Work from home or elsewhere	54%	49%	34%
Flex Time	47%	46%	40%
Professional membership dues	47%	39%	23%
Cellular phone	45%	42%	24%
Employee Assistance Program (EAP)	37%	36%	47%
Professional liability insurance	31%	27%	22%
Tuition assistance/reimbursement	27%	32%	34%
Access to products and services discount programs	22%	22%	22%
Reimbursement for cost of professional license/credential	20%	24%	24%
Financial planning services	15%	14%	14%
Access to credit union membership	13%	13%	13%
Car leasing	8%	2%	<1%
Sabbatical (paid)	7%	5%	4%
Health club membership	6%	5%	5%
Local mass transit subsidy	5%	4%	4%
Home computer purchase or lease	4%	3%	1%
Car ownership	4%	1%	<1%
Low-interest or no-interest loan program	3%	3%	4%
Personal liability insurance	2%	2%	2%
Cost of home internet provider	2%	1%	1%
Housing or housing allowance	2%	<1%	<1%
Personal legal expenses	0%	0%	0%
Benefits Offered Only to Senior and Executive Staff	Executive Director/CEO	Senior Staff (other than Executive Director/CEO)	
Additional vacation time	20%	10%	
Additional contribution to medical insurance	10%	4%	
Additional contribution to retirement plan	10%	4%	
Additional contribution to life insurance	6%	3%	
Additional contribution to disability insurance	4%	3%	
Additional contribution to long-term care insurance	2%	1%	

Time-Off Practices

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

- Separate vacation, sick leave and holiday benefits: 183 organizations (73%)
- Combined “Paid Time Off” (PTO): 54 organizations (22%)
- 13 respondents (5%) report other time-off policies for their staff including some that have no formal time-off policies.
- Of the respondents that have part-time employees, 77% indicate that they pay for time-off benefits for these employees. These benefits are generally pro-rated according to the employees’ scheduled number of hours each work week.
- Fifty-two percent (52%) require that part-time employee work a minimum number of hours per week to be eligible. The average minimum is 21 hours per week.
- Another 25% offer time-off benefits to part-time employees regardless of the number of hours they work each week.
- In the remaining 23% of organizations, part-time employees are not eligible for time-off benefits.

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

The survey results show that 161 survey participants (64%) provide the same benefit to both exempt and non-exempt staff - where employees accrue vacation, holiday and sick leave as separate benefits. Time-off days indicated are based on full time equivalency (FTE).

Exempt and Non Exempt Staff Years of Service	Vacation Days	Sick Leave	Holiday	Personal Days	Total Days
First Year	12.7	10.0	10.8	2.5	36.0
Second Year	14.0	10.0	10.8	2.5	37.3
Third Year	15.5	10.0	10.8	2.5	38.8
Fourth Year	16.5	10.0	10.8	2.5	39.8
Fifth Year	18.0	10.0	10.8	2.5	41.3
Sixth to Ninth Years	19.3	10.0	10.8	2.5	42.6
Tenth Year	20.9	10.0	10.8	2.5	44.2
Eleventh Year +	21.2	10.0	10.8	2.5	44.5

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

The survey results show that 22 survey respondents (9%) provide different benefits to exempt and non-exempt staff - where employees accrue vacation, holiday and sick leave as separate benefits, as detailed in the following two tables. Time-off days indicated are based on full-time equivalency (FTE).

Exempt Staff Years of Service	Vacation Days	Sick Leave	Holiday	Personal Days	Total Days
First Year	16.0	9.0	11.8	2.7	39.5
Second Year	17.1	9.0	11.8	2.7	40.6
Third Year	17.4	9.0	11.8	2.7	40.9
Fourth Year	17.6	9.0	11.8	2.7	41.1
Fifth Year	18.2	9.0	11.8	2.7	41.7
Sixth to Ninth Years	18.9	9.0	11.8	2.7	42.4
Tenth Year	20.3	9.0	11.8	2.7	43.8
Eleventh Year +	20.3	9.0	11.8	2.7	43.8

Non-Exempt Staff Years of Service	Vacation Days	Sick Leave	Holiday	Personal Days	Total Days
First Year	10.0	9.0	11.8	2.7	33.5
Second Year	11.0	9.0	11.8	2.7	34.5
Third Year	12.8	9.0	11.8	2.7	36.3
Fourth Year	13.3	9.0	11.8	2.7	36.8
Fifth Year	15.0	9.0	11.8	2.7	38.5
Sixth to Ninth Years	16.0	9.0	11.8	2.7	39.5
Tenth Year	17.1	9.0	11.8	2.7	40.6
Eleventh Year +	17.4	9.0	11.8	2.7	40.9

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

Forty-four (44) survey respondents (18%) provide PTO benefits that combine at least some portion of vacation, holidays and sick leave, **with all employees receiving the same benefits**. Time-off days indicated are based on full time equivalency (FTE).

All Staff Years of Service	Paid Time Off	Holidays	Total Days
First Year	20.2	10.0	30.2
Second Year	21.7	10.0	31.7
Third Year	23.5	10.0	33.5
Fourth Year	24.3	10.0	34.3
Fifth Year	26.4	10.0	36.4
Sixth to Ninth Years	27.5	10.0	37.5
Tenth Year	29.6	10.0	39.6
Eleventh Year +	30.2	10.0	40.2

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

Ten survey respondents (4%) provide PTO benefits that combine at least some portion of vacation, holidays and sick leave, **with exempt and non-exempt staff receiving different benefits**, as shown in the two tables below:

Exempt Staff Years of Service	Paid Time Off	Holidays	Total Days
First Year	24.6	10.4	35.0
Second Year	25.4	10.4	35.8
Third Year	26.3	10.4	37.7
Fourth Year	27.9	10.4	38.3
Fifth Year	28.0	10.4	38.4
Sixth to Ninth Years	29.4	10.4	39.8
Tenth Year	29.9	10.4	40.3
Eleventh Year +	31.7	10.4	42.1

Non-Exempt Staff Years of Service	Paid Time Off	Holidays	Total Days
First Year	18.9	10.4	29.3
Second Year	19.7	10.4	30.1
Third Year	20.6	10.4	31.0
Fourth Year	21.4	10.4	31.8
Fifth Year	22.3	10.4	32.7
Sixth to Ninth Years	24.4	10.4	34.8
Tenth Year	26.3	10.4	36.7
Eleventh Year +	28.1	10.4	38.5

Other Time-Off Benefits

A majority of organizations provide additional paid time for bereavement leave (78%) and jury duty (75%). Close to one-third of organizations provide paid time for maternity/paternity time off, while close to one-fourth provide time-off pay for family illness and military service. They are less likely to provide time-off pay for job-related education/training (10%) and volunteer service (2%).

Type of Time-Off Pay	# of Organizations	% of Organizations
Bereavement	195	78%
Jury service	186	74%
Maternity/paternity	81	32%
Family illness	71	28%
Military service	57	23%
Job-related education/training	24	10%
Volunteer service	4	2%

In addition, 20% of respondents report that their organizations close their operations for some or all of the week between the Christmas and New Year's holidays, providing several days off for employees that are in addition to their regular vacation/PTO and holiday time-off benefits.

Insurance and Retirement Benefits

Insurance Coverage Offered

The majority of survey participants (90%) offer some type of insurance benefit to employees, at an average cost to the organization of \$628 per employee, per month. Note that this figure includes the cost of medical insurance as well as dental, vision, life, long-term disability and long-term care, along with any other optional types of insurance coverage, which will differ by organization depending on their offerings.

Many respondents offer more than one type of medical insurance plan, as detailed below. The tables on this page include organizations that offer insurance through flexible benefit plans (a.k.a. cafeteria plans) as well as through traditional insurance plans.

*Types of Medical Insurance Plans	# of Organizations Offering	% of Organizations Offering
Health Maintenance Organization (HMO)	182	73%
Preferred Provider Organization (PPO)	76	30%
Point of Service Plan (POS)	16	6%
A monthly stipend is paid directly to employees	8	3%
Insurance is not provided	26	10%
Total # of Organizations	250	

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

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

*Other Types of Insurance	# of Organizations Offering	% of Organizations Offering
Dental Care Insurance	181	72%
Vision Care Insurance	83	33%
Life Insurance	141	56%
Short-Term Disability Insurance	107	43%
Long-Term Disability Insurance	131	52%
Long-Term Care Insurance	47	19%
Voluntary Supplemental Plans	73	29%
A monthly stipend is paid directly to employees	8	3%
Other types of insurance are not provided	58	23%
**Total # of Organizations	250	

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

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

The **Employer Contribution** tables on pages 30 - 36 detail the percentage of healthcare premiums paid by employers who offer traditional plans rather than cafeteria or flexible benefit plans. Results are displayed for all organizations reporting each type of insurance and by their insurance market: “**Small market**” refers to employers covering 50 or fewer employees; “**Large market**” refers to employers covering 51 or more employees. Some employers offer both Small and Large market plans, **so their data appears only in the column for All Organizations.**

Waiting Period for New Employees

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

Waiting Period for New Employees	# of Organizations Responding	% of Organizations Responding
No waiting period (coverage begins immediately)	112	52%
up to 1 month	41	19%
up to 2 months	19	9%
up to 3 months	39	18%
6 months	3	1%
Total # of Organizations	214	

Part-Time Employee Benefits

Forty-three percent (43%) of respondents provide insurance benefits only to full-time employees. Of the respondents who report having part-time employees, 54% indicate that these employees are eligible for medical insurance coverage as long as they maintain a minimum number of hours per week. Twenty-three percent (23%) offer full benefits to qualifying part-time employees, who must work an average of 25 hours per week to be eligible for benefits. The other 31% of respondents provide pro-rated benefits to qualifying part-time employees, who must work an average of 21 hours per week to be eligible for benefits.

Just 3% of respondents provide full insurance benefits (either full or pro-rated) to part-time employees regardless of their work schedules.

Domestic Partner Benefits

Since 2013, all responding organizations in this survey operate in states that recognize same sex marriage, thus all employers must provide benefits equally to all legally married couples. In many cases, prior to legalizing same sex marriage, employers had offered certain benefits to domestic partners of employees on the same basis as a spouse. Sixty-two percent (62%) of the respondents continue to offer medical insurance coverage to domestic partners of employees on the same basis as a spouse. This includes 55% that extend coverage **to both same- sex and opposite-sex domestic partners**, and 7% that extend coverage **to same-sex domestic partners only**. The remaining 38% indicate that they do not offer any medical coverage to **domestic partners**, whether same or opposite sex.

Employer Contribution—HMO Insurance (Traditional Plans)

The following tables show the average reported payment of medical insurance premiums by employers for both employees and their dependents, through a **Health Maintenance Organization (HMO)** plan. Results show that 99% of respondents that offer HMO coverage pay at least half of the premium cost for the employee. Twelve (12%) pay the entire premium cost for the employee. Note that the information in these tables does not include organizations that offer HMO coverage through a flexible benefit plan.

Please note that a small number of employers offer both Small and Large market plans, so their data appears only in the column for *All Organizations*.

HMO Employer Contribution to Employee Health	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	17	12%	17	18%	0	0%
Pay 90 to 99% of premium	6	4%	2	2%	3	6%
Pay 80 to 89% of premium	36	25%	22	24%	14	29%
Pay 70 to 79% of premium	51	35%	31	33%	18	37%
Pay 60 to 69% of premium	25	17%	14	15%	11	22%
Pay 50 to 59% of premium	8	6%	6	6%	2	4%
Pay from 1 to 49% of premium	2	1%	1	1%	1	2%
Do not pay any of the premium	0	0%	0	0%	0	0%
Total # Offering HMO	145		93		49	

Seventy-two percent (72%) of respondents pay at least 50% of the cost of HMO coverage for their employees' dependents.

HMO Employer Contribution to Dependent Health	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	4	3%	4	4%	0	0%
Pay 90 to 99% of premium	3	2%	1	1%	2	4%
Pay 80 to 89% of premium	16	11%	13	14%	3	6%
Pay 70 to 79% of premium	45	31%	26	28%	17	35%
Pay 60 to 69% of premium	22	15%	12	13%	10	20%
Pay 50 to 59% of premium	14	10%	8	9%	6	12%
Pay from 1 to 49% of premium	14	10%	7	8%	7	14%
Do not pay any of the premium	27	19%	22	24%	4	8%
Total # Offering HMO	145		93		49	

Respondents were asked to indicate a typical or average office co-payment for the types of insurance they offer. For HMO plans, co-payments ranged from \$10 - \$50, with an average of \$21.93 and a median of \$20.

Employer Contribution—PPO Insurance (Traditional Plans)

The following tables show the average payment of premiums by employers for both employees and their dependents for medical insurance through a **Preferred Provider (PPO)** plan. Results show that 98% of respondents that offer PPO coverage pay at least half of the premium cost for the employee, and 6% pay the entire premium cost for the employee. Note that the information in these tables does not include organizations that offer PPO coverage through a flexible benefit plan.

Please note that a small number of employers offer both Small and Large market plans, so their data appears only in the column for *All Organizations*.

PPO Employer Contribution to Employee Health	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	4	6%	3	9%	1	4%
Pay 90 to 99% of premium	3	5%	2	6%	0	0%
Pay 80 to 89% of premium	19	31%	10	30%	9	35%
Pay 70 to 79% of premium	21	34%	12	36%	7	27%
Pay 60 to 69% of premium	9	15%	3	9%	6	23%
Pay 50 to 59% of premium	5	8%	3	9%	2	8%
Pay from 1 to 49% of premium	1	2%	0	0%	1	4%
Do not pay any of the premium	0	0%	0	0%	0	0%
Total # Offering PPO	62		33		26	

Sixty-six percent (66%) of the organizations pay at least 50% of the cost of PPO coverage for their employees' dependents.

PPO Employer Contribution to Dependent Health	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	0	0%	0	0%	0	0%
Pay 90 to 99% of premium	1	2%	1	3%	0	0%
Pay 80 to 89% of premium	9	15%	6	18%	3	12%
Pay 70 to 79% of premium	15	24%	8	24%	5	19%
Pay 60 to 69% of premium	6	10%	2	6%	4	15%
Pay 50 to 59% of premium	10	16%	4	12%	6	23%
Pay from 1 to 49% of premium	7	11%	3	9%	4	15%
Do not pay any of the premium	14	23%	9	27%	4	15%
Total # Offering PPO	62		33		26	

Respondents were asked to indicate a typical or average office co-payment for the types of insurance they offer. For PPO plans, co-payments ranged from \$10 - \$40, with an average of \$20.98 and a median of \$20.

Employer Contribution—POS Insurance (Traditional Plans)

The following tables show the average payment of premiums by employers for both employees and their dependents for medical insurance through a **Point of Service (POS)** plan. Results show that all respondents that offer POS coverage pay at least half of the premium cost for the employee, and 13% pay the entire premium cost for the employee. Note that the information in these tables does not include organizations that offer POS coverage through a flexible benefit plan.

Please note that a small number of employers offer both Small and Large market plans, so **their data appears only in the column for *All Organizations***.

POS Employer Contribution to Employee Health	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	2	13%	2	40%	0	0%
Pay 90 to 99% of premium	0	0%	0	0%	0	0%
Pay 80 to 89% of premium	6	40%	1	20%	5	56%
Pay 70 to 79% of premium	5	33%	1	20%	3	33%
Pay 60 to 69% of premium	2	13%	1	20%	1	11%
Pay 50 to 59% of premium	0	0%	0	0%	0	0%
Pay from 1 to 49% of premium	0	0%	0	0%	0	0%
Do not pay any of the premium	0	0%	0	0%	0	0%
Total # Offering POS	15		5		9	

Seventy-three percent (73%) of respondents pay at least 50% of the cost of POS coverage for their employees' dependents.

POS Employer Contribution to Dependent Health	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	0	0%	0	0%	0	0%
Pay 90 to 99% of premium	0	0%	0	0%	0	0%
Pay 80 to 89% of premium	3	20%	1	20%	2	22%
Pay 70 to 79% of premium	4	27%	0	0%	3	33%
Pay 60 to 69% of premium	4	27%	1	20%	3	33%
Pay 50 to 59% of premium	0	0%	0	0%	0	0%
Pay from 1 to 49% of premium	2	13%	2	40%	0	0%
Do not pay any of the premium	2	13%	1	20%	1	11%
Total # Offering POS	15		5		9	

Respondents were asked to indicate a typical or average office co-payment for the types of insurance they offer. For POS plans, co-payments ranged from \$15 - \$50 with an average of \$26.25 and a median of \$25. Please note that because data about the POS plans is limited to a relatively small sample, it may not be informative of larger trends.

Employer Contribution—Dental Care (Traditional Plans)

The following tables show the average payment of premiums by employers for both employees and their dependents for **dental insurance**. Sixty-seven percent (67%) of survey participants that offer dental insurance pay at least half of the premium cost for the employee, and 13% pay the entire premium cost for the employee. Note that the information in these tables does not include organizations that offer dental coverage through a flexible benefit plan.

Please note that a small number of employers offer both Small and Large market plans, so **their data appears only in the column for *All Organizations***.

Employer Contribution to Employee Dental Care	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	19	13%	15	18%	4	7%
Pay 90 to 99% of premium	2	1%	2	2%	0	0%
Pay 80 to 89% of premium	16	11%	10	12%	5	9%
Pay 70 to 79% of premium	25	17%	17	20%	8	14%
Pay 60 to 69% of premium	11	8%	6	7%	5	9%
Pay 50 to 59% of premium	24	17%	9	11%	15	26%
Pay from 1 to 49% of premium	16	11%	6	7%	9	16%
Do not pay any of the premium	31	22%	19	23%	11	19%
Total # Offering Dental	144		84		57	

Fifty-two percent (52%) of respondents pay at least 50% of the cost of dental care for their employees' dependents.

Employer Contribution to Dependent Dental Care	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	9	6%	7	8%	2	4%
Pay 90 to 99% of premium	2	1%	2	2%	0	0%
Pay 80 to 89% of premium	10	7%	7	8%	2	4%
Pay 70 to 79% of premium	22	15%	13	15%	9	16%
Pay 60 to 69% of premium	12	8%	5	6%	7	12%
Pay 50 to 59% of premium	20	14%	9	11%	11	19%
Pay from 1 to 49% of premium	15	10%	5	6%	9	16%
Do not pay any of the premium	54	38%	36	43%	17	30%
Total # Offering Dental	144		84		57	

Employer Contribution—Vision Care (Traditional Plans)

The following tables show the average payment of premiums by employers for both employees and their dependents for **vision insurance**. Thirty-one percent (31%) of survey participants that offer vision insurance pay at least half of the premium cost for the employee, and 12% pay the entire premium cost for the employee. Note that the information in these tables does not include vision coverage offered through a flexible benefit plan.

Please note that a small number of employers offer both Small and Large market plans, so **their data appears only in the column for *All Organizations***.

Employer Contribution to Employee Vision Care	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	9	12%	6	14%	3	10%
Pay 90 to 99% of premium	0	0%	0	0%	0	0%
Pay 80 to 89% of premium	4	5%	2	5%	2	7%
Pay 70 to 79% of premium	4	5%	3	7%	1	3%
Pay 60 to 69% of premium	2	3%	0	0%	2	7%
Pay 50 to 59% of premium	4	5%	2	5%	2	7%
Pay from 1 to 49% of premium	2	3%	2	5%	0	0%
Do not pay any of the premium	48	66%	28	65%	19	66%
Total # Offering Vision	73		43		29	

Twenty-five percent (25%) of respondents pay at least 50% of the cost of vision care for their employees' dependents.

Employer Contribution to Dependent Vision Care	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	7	10%	5	12%	2	7%
Pay 90 to 99% of premium	0	0%	0	0%	0	0%
Pay 80 to 89% of premium	0	0%	0	0%	0	0%
Pay 70 to 79% of premium	3	4%	2	5%	1	3%
Pay 60 to 69% of premium	3	4%	1	2%	2	7%
Pay 50 to 59% of premium	5	7%	3	7%	2	7%
Pay from 1 to 49% of premium	1	1%	1	2%	0	0%
Do not pay any of the premium	54	74%	31	72%	22	76%
Total # Offering Vision	73		43		29	

Employer Contribution—Life Insurance Benefits (Traditional Plans)

Seventy-three percent (73%) of respondents that provide **life insurance** for their staff pay the entire premium for their employees. Note that the information in this table does not include organizations that offer life insurance through a flexible benefit plan.

Please note that a small number of employers offer both Small and Large market plans, **so their data appears only in the column for *All Organizations*.**

Employer Contribution to Employee Life	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	90	73%	47	69%	42	78%
Pay 50 to 99% of premium	6	5%	3	4%	3	6%
Pay from 1 to 49% of premium	1	1%	0	0%	1	2%
Do not pay any of the premium	26	21%	18	26%	8	15%
Total # Offering Life	123		68		54	

Employer Contribution—Short-Term Disability (Traditional Plans)

Fifty-six percent (56%) of respondents that provide **short-term disability** insurance for their staff pay the entire premium for their employees. Note that the information in this table does not include organizations that offer long-term disability coverage through a flexible benefit plan.

Please note that a small number of employers offer both Small and Large market plans, **so their data appears only in the column for *All Organizations*.**

Employer Contribution to Employee STD	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	53	56%	33	59%	20	54%
Pay 50 to 99% of premium	4	4%	1	2%	3	8%
Pay from 1 to 49% of premium	0	0%	0	0%	0	0%
Do not pay any of the premium	37	39%	22	39%	14	38%
Total # Offering LTD	94		56		37	

Employer Contribution—Long-Term Disability (Traditional Plans)

Sixty-eight percent (68%) of respondents that provide **long-term disability (LTD)** insurance for their staff pay the entire premium for their employees. Note that the information in this table does not include organizations that offer long-term disability coverage through a flexible benefit plan.

Please note that a small number of employers offer both Small and Large market plans, **so their data appears only in the column for *All Organizations*.**

Employer Contribution to Employee LTD	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	82	68%	43	64%	38	75%
Pay 50 to 99% of premium	4	3%	2	3%	1	2%
Pay from 1 to 49% of premium	0	0%	0	0%	0	0%
Do not pay any of the premium	34	28%	22	33%	12	24%
Total # Offering LTD	120		67		51	

Employer Contribution—Long-Term Care (Traditional Plans)

Thirteen percent (13%) of respondents that provide **long-term care (LTC)** insurance for their staff pay the entire premium for their employees. Note that the information in this table does not include organizations that offer long-term care coverage through a flexible benefit plan.

Please note that a small number of employers offer both Small and Large market plans, **so their data appears only in the column for *All Organizations*.**

Employer Contribution to Employee Long-Term Care	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	6	13%	3	11%	3	16%
Pay 50 to 99% of premium	0	0%	0	0%	0	0%
Pay from 1 to 49% of premium	0	0%	0	0%	0	0%
Do not pay any of the premium	40	87%	24	89%	16	84%
Total # Offering LTC	46		27		19	

Voluntary Supplemental Plans (Traditional Plans)

Voluntary supplemental plans are paid for by employees, and may include additional life insurance, accidental death and dismemberment insurance, short-term disability insurance, as well as other types of plans. Of the organizations that administer traditional group insurance benefits rather than flexible benefits plans or stipends, sixty-one organizations offer some type of voluntary supplemental plans to employees. This number represents 35% of this sample of organizations.

Section 125 Plans

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

Overall, 17% of all participants indicate they offer employees a choice of benefits through a cafeteria or flexible benefit plan. On average, employers contribute \$455 per month, per employee toward these plans. The types of insurance offered as a part of these programs follow:

*Type of Insurance Offered	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
HMO	37	88%	17	89%	20	87%
PPO	14	33%	5	26%	9	39%
POS	1	2%	0	0%	1	4%
Dental Care	37	88%	16	84%	21	91%
Vision Care	10	24%	3	16%	7	30%
Life Insurance	18	43%	7	37%	11	48%
Short-Term Disability	13	31%	4	21%	9	39%
Long-Term Disability	11	26%	4	21%	7	30%
Long-Term Care	1	2%	0	0%	1	4%
Voluntary Supplemental Plans	12	29%	4	21%	8	35%
Other	2	5%	0	0%	2	9%
Total # Offering Cafeteria Plan	42		19		23	

** Many of these plans may be the same or similar to plans otherwise offered by an organization. In this case, employees may have a wider array of choices.*

Other types of Section 125 plans include:

- **Premium-Only Plan**, which is a simplified version of the cafeteria plan. Forty-five percent (45%) of surveyed organizations administer their insurance benefits through a premium-only plan.
- **Flexible Spending Account (FSA)**, in which pre-tax dollars are set aside by employees for their health care (**Health Care Spending Account** or HCSA) or dependent care (**Dependent Care Spending Account** or DCSA). Forty-seven percent (47%) of surveyed organizations offer an HCSA and/or DCSA to employees. These accounts are usually funded completely by employee contributions. Respondents reported that the maximum amount employees may contribute annually to HCSA accounts ranges between \$1,000 to \$5,000 per organization. The median maximum contribution reported is \$2,500.

Special Insurance-Related Accounts

HRA (Health Reimbursement Arrangement): The employer contributes a certain amount per employee per year for health-care expenses. This money may be rolled from one year to the next, but may not be portable when an employee leaves his/her job. An HRA is often used in conjunction with traditional insurance coverage, but in some cases an HRA replaces traditional coverage and reimburses employees for coverage that they purchase as individuals. Sixty responding organizations (24%) offer an HRA to employees, with the average annual contribution ranging from \$500 to \$3,500 per employee.

HSA (Health Savings Account): The employee and/or employer make pre-tax contributions that are used by the employee for future medical or long-term care premium expenses. These accounts are used in conjunction with a high-deductible health insurance plan. The funds can roll over from year to year and the account is portable. Eighteen organizations (7%) offer an HSA-compatible HMO plan, with a median annual contribution from the organization of \$900 for a single employee, \$1,800 for an employee plus one dependent, and \$1,800 for a family. Seven organizations (3%) offer an HSA-compatible PPO plan, with a median annual contribution from the organization of \$750 for a single employee, \$1,125 for an employee plus one dependent, and \$1,500 for a family.

Retirement Benefits

Seventy-one percent (71%) of survey participants indicate they offer some type of retirement benefit to their employees. Of the respondents who have part-time employees, 55% indicate that their part-time employees are eligible for retirement benefits as long as they maintain a minimum number of hours per week (on average, 21 hours per week), while 26% make benefits available to employees regardless of the number of hours worked. The remaining 19% cover only full-time employees.

In 66% of organizations that contribute to retirement benefits, there is a vesting period of time after which the benefits fully belong to the employee. This period ranges from 1 year to 6 years, with an average of 3.6 years and median of 3 years. The remaining 34% of respondents have no vesting period.

Among organizations that offer benefits through a cafeteria plan, 48% allow employees to designate some portion of their benefit dollars toward an organization-sponsored retirement plan.

The types of plans offered are detailed below:

Type of Plan Offered	# of Organizations Who Offer	% of Organizations Who Offer
Tax-Sheltered Annuity: 401(k), 403(b)	144	58%
Other Defined Contribution Plan	13	5%
IRA/SEP-IRA	21	8%
Defined Benefit Plan	8	3%
Other	3	1%
No Retirement Benefit	72	29%
*Total # of Organizations	250	

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

Among organizations that offer a tax-sheltered annuity plan, 41% have conducted an audit of the plan during the past 12 months. Of those, 7% either have considered, or are considering discontinuing the plan. Reasons cited included both budgetary and compliance issues.

Retirement Benefits—Funding

Almost two-thirds of responding organizations (63%) offering a single or multiple retirement plan, share responsibility for funding with their employees. Twenty-five percent (25%) offer plans that are funded solely by the employee.

Funding of Retirement Plans *	# of Organizations Who Fund Through:	% of Organizations Who Fund Through:
Employee contribution only	44	25%
Organization contribution only	14	8%
Organization contributes/employee may contribute	50	28%
If employee contributes, organization contributes	62	35%
Other	8	4%
Total # of Organizations	178	

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

Retirement Benefits—Contributions

Of the organizations that contribute to the funding of a retirement benefit, 88% base their contribution on a percentage of their employees’ salary and 4% use a flat dollar amount:

Type of Limit on Contribution *	# of Organizations	% of Organizations	Average Limit
% of salary	118	88%	4.88%
Flat dollar amount	5	4%	insufficient data
Other	11	8%	
*Total # of Organizations	134		

**If organization has more than one type of plan, the responses are based on the plan with the highest level of contribution from the organization.*

Executive Director/CEO Profile

Employment Contract

Twenty percent (20%) of the Executive Directors/CEOs (Executive Directors) in the survey have an employment contract:

Employment Contract	# of Organizations	% of Organizations
Executive Director has contract	50	20%
Executive Director does not have contract	194	80%

Gender

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

Executive Director Gender	# of Organizations	% of Organizations
Male Executive Director/CEO	91	41%
Female Executive Director/CEO	131	59%

Gender and Compensation

Male Executive Directors in this survey's sample earn on average 32% more than female Executive Directors. The difference in pay appears to be related to the fact that, while over half (59 percent) of the Executive Directors in the sample are female, the male Executive Directors are more heavily represented in the largest organizations. When this is taken into account, pay for males is not consistently and/or significantly higher than for females in each group of similarly sized organizations, though the difference between pay for males and females tends to increase with organizational size. The issue of the disproportionate representation of men and women at small and large organizations remains, however. (See the chart below for details).

Annual Operating Budget	% Male	Average Salary, Males	% Female	Average Salary, Females	Female Pay as % of Male Pay
to \$249,999	25%	\$53,069	75%	\$52,902	99.7%
\$250,000 - \$999,999	28%	\$75,906	72%	\$71,738	94.5%
\$1,000,000 - \$2,499,999	38%	\$111,335	62%	\$103,617	93.1%
\$2,500,000 - \$9,999,999	46%	\$145,769	54%	\$129,310	88.7%
\$10,000,000 - \$24,999,999	52%	\$175,459	48%	\$148,857	84.8%
\$25,000,000 and over	60%	\$228,981	40%	\$209,206	91.4%
All Responses	41%	\$139,506	59%	\$106,214	76.0%

Education and Compensation

Seventy percent (70%) of the Executive Directors in the survey hold Master’s Degrees or Doctorates. As indicated below, salaries generally increase with the level of education.

Level of Education	# of Incumbents Achieving Level	Average Salary
High School	3	n. a.
Some College/Associate’s Degree	8	\$74,025
Bachelor’s Degree	56	\$94,254
Master’s Degree	131	\$127,116
Doctorate	22	\$170,084

Time in Position and Compensation

The table below illustrates the average salaries of Executive Directors in terms of how long they have been in their current position. On average, incumbents have served in these positions for 13.2 years. As you can see from the table below, the correlation in pay for Executive Directors based upon their time in the job is not as clear as it is for other factors (for example, budget, numbers of employees, education).

Years in Current Job	# of Incumbents	Average Salary
Less than one year	15	\$108,652
1.0 to 1.9 years	27	\$103,214
2.0 to 2.9 years	19	\$101,575
3.0 to 4.9 years	27	\$122,338
5.0 to 6.9 years	24	\$114,526
7.0 to 9.9 years	24	\$124,503
10.0 years and over	91	\$130,141
Average of 13.2 years	227	\$119,952

The table below illustrates the average salaries of these employees in terms of their total number of years of experience as an Executive Director, both in their current position, and in previous nonprofit and/or private sector experience. Individuals have an average of 15.5 years of total experience.

Years as Executive Director/CEO	# of Incumbents	Average Salary
Less than one year	9	\$107,681
1.0 to 1.9 years	16	\$104,890
2.0 to 2.9 years	11	\$93,950
3.0 to 4.9 years	24	\$103,233
5.0 to 6.9 years	23	\$107,099
7.0 to 9.9 years	29	\$121,502
10.0 years and over	115	\$131,164
Average of 15.5 years	227	\$119,952

Setting Compensation of the Executive Director/CEO

Ninety-six percent (96%) of survey participants confirmed that their organization’s board of directors formally approved the current compensation of their Executive Director. Fifty-four percent (54%) report that a formal salary survey was conducted to determine reasonable compensation for the Executive Director.

Executive Director/CEO Search

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

Search Method	# of Organizations	% of Organizations
Word of mouth	18	17%
Craigslist or other online service	13	12%
Executive search firm	24	22%
Internal candidate/former employee/founder	38	35%
Current or former Board member	2	2%
Other	14	13%
# Organizations Responding	109	

Additional Benefits Provided to the Executive Director

For a list of other benefits provided to Executive Director incumbents, please see the chart detailing miscellaneous employee benefits on page 23.

V. Compensation by Position

This section details the compensation for individual job titles according to multiple parameters including:

- Annual operating budget of organization
- Location of organization
- Field of service of organization
- Total number of employees of organization
- Years of experience required by position
- Education level required by position
- Sex of employee
- Race of employee
- Number of years of tenure in position
- Number of employees managed by employee in this position

To ensure the confidentiality of all data, a minimum number of responses must have been received in order to report on each statistic.

- At least five organizations are required to report compensation in any data subset
- At least five incumbents (employees) in a data subset are required to report the average
- Five incumbents are required to report the median
- Meaningful percentiles require a larger sample of data, so where the findings for any positions reported on less than twelve (12) employees, pay at the 10th, 25th, 75th and 90th percentiles is not included
- When there is insufficient data, cells in the individual reports are left blank
- In cases where 50% or more of the responses came from a single organization, only the median and average are reported

Executive Director/Chief Executive Officer

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

			Annual Base Salaries					Avg by Employee	Avg by Org
	Number of Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	227	227	\$54,596	\$75,005	\$104,998	\$150,134	\$209,447	\$119,952	\$119,952
By Budget Size:	-----								
to \$249,999	24	24	35,360	40,919	50,440	62,400	71,784	52,944	52,944
\$250,000 – \$999,999	46	46	49,496	55,999	69,493	86,648	96,587	72,916	72,916
\$1,000,000 – \$2,499,999	45	45	75,645	91,250	98,114	114,473	151,740	106,533	106,533
\$2,500,000 – \$9,999,999	61	61	85,010	99,382	120,536	172,122	217,297	136,865	136,865
\$10,000,000 – \$24,999,999	31	31	111,509	128,003	150,134	187,500	211,856	162,587	162,587
\$25,000,000 and over	20	20	129,860	185,900	221,427	271,306	297,546	221,071	221,071
By Geographic Location:	-----								
Berkshire County Region	20	20	40,366	49,005	82,556	117,296	150,896	91,407	91,407
Western Massachusetts Region	45	45	71,897	80,039	105,019	148,907	201,573	121,277	121,277
Central Massachusetts Region	32	32	48,619	61,350	100,932	173,966	224,536	118,269	118,269
Greater Boston Region	60	60	69,094	90,543	116,855	153,603	200,039	127,652	127,652
Northeastern Massachusetts Region	35	35	56,094	76,003	98,862	159,994	221,886	121,776	121,776
Southeastern Massachusetts/Rhode Island Region	35	35	45,053	69,992	99,174	158,787	242,104	121,075	121,075
By Field of Service:	-----								
Srvcs & Adv: Children and youth	40	40	52,416	86,045	109,481	138,669	186,750	116,815	116,815
Srvcs & Adv: Immigrant, GLBT, minority, other	8	8			77,442			95,907	95,907
Srvcs & Adv: Elderly, developmentally disabled	36	36	63,430	98,894	136,290	181,511	242,345	143,126	143,126
Philanthropy	5	5			113,693			135,383	135,383
Arts, culture, recreation	33	33	48,356	62,272	80,000	138,091	197,434	102,678	102,678
Environment, conservation, animal welfare	13	13	39,395	60,160	70,247	113,631	267,887	102,024	102,024
Housing and homelessness prevention	16	16	66,292	86,757	96,897	125,819	200,570	112,362	112,362
Cmnty/econ dev, social justice, legal, civil rights	22	22	56,668	87,875	100,922	137,992	169,363	110,125	110,125
Counseling, crisis interv, mental hlth, medical	22	22	68,664	79,238	131,841	209,482	234,848	141,470	141,470
Association and memberships	5	5			94,515			99,399	99,399
Public policy and education reform	10	10			151,014			160,519	160,519
Food programs & pantries, nutrition, agriculture	9	9			76,003			84,293	84,293
Health and fitness, wellness	5	5			105,019			126,464	126,464
By Number of Employees:	-----								
1 – 2	12	12	37,856	43,758	52,957	64,808	69,871	53,213	53,213
3 – 5	23	23	36,209	52,000	62,400	74,880	90,002	62,095	62,095
6 – 10	31	31	48,106	61,000	79,997	96,907	135,554	84,530	84,530
11 – 25	38	38	59,787	75,754	94,006	112,819	153,394	99,476	99,476
26 – 50	35	35	69,331	87,526	108,160	154,128	213,324	126,171	126,171
51 – 100	18	18	79,173	90,002	130,000	174,897	242,784	135,827	135,827
101 – 250	37	37	98,866	112,143	138,549	189,753	214,519	150,314	150,314
251+	33	33	122,300	142,253	180,003	240,126	287,519	192,101	192,101
By Years of Experience Required:	-----								
2 – 3 Years	11	11			124,509			121,094	121,094
4 – 6 Years	64	64	47,747	60,002	81,339	109,538	130,406	86,079	86,079
7 – 10 Years	63	63	80,962	98,883	133,328	177,008	248,883	146,327	146,327
More than 10 years	18	18	44,720	96,086	163,883	188,927	208,504	145,601	145,601
By Level of Education Required:	-----								
Bachelor's Degree	81	81	50,336	65,271	91,499	116,543	153,612	96,987	96,987
Master's Degree	93	93	63,540	89,991	120,016	174,159	240,153	135,928	135,928
Doctorate	7	7			213,325			232,868	232,868
By Gender of Employee:	-----								
Male	92	92	66,953	91,624	124,755	187,821	233,486	139,506	139,506
Female	135	135	49,970	66,997	95,680	134,992	179,163	106,627	106,627
By Race/Ethnicity of Employee:	-----								
Black	7	7			107,931			131,168	131,168
White	198	198	54,795	74,532	103,990	148,354	213,325	119,366	119,366
By Number of Years in Position:	-----								
Up to 5 Years	96	96	49,496	66,749	97,022	139,189	205,298	112,391	112,391
5 – 10 Years	46	46	61,980	76,596	104,510	171,085	222,308	124,863	124,863
11 – 20 Years	37	37	60,006	71,136	98,862	152,839	192,113	116,027	116,027
More than 20 Years	48	48	51,800	91,031	122,263	175,891	235,198	133,393	133,393

Associate Director/Chief Operating Officer

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	75	83	\$60,594	\$78,000	\$95,680	\$129,459	\$157,901	\$105,906	\$103,883
By Budget Size:	-----								
\$250,000 – \$999,999	6	6			59,644			60,469	60,469
\$1,000,000 – \$2,499,999	10	10			71,718			74,416	74,416
\$2,500,000 – \$9,999,999	25	26	59,403	76,674	94,131	119,777	148,368	99,598	98,090
\$10,000,000 – \$24,999,999	20	24	76,835	91,016	115,721	132,933	150,790	113,803	114,795
\$25,000,000 and over	14	17	88,936	94,422	129,459	165,371	207,854	138,966	138,294
By Geographic Location:	-----								
Western Massachusetts Region	15	17	56,792	78,968	89,835	120,994	151,536	99,286	100,546
Central Massachusetts Region	12	13	62,600	92,144	115,190	149,916	259,563	131,800	122,230
Greater Boston Region	21	25	60,732	74,818	93,725	130,956	163,946	101,346	99,884
Northeastern Massachusetts Region	11	12	69,555	72,930	100,080	133,526	154,989	104,357	101,427
Southeastern Massachusetts/Rhode Island Region	14	14	52,021	69,519	88,379	124,972	161,367	99,559	99,559
By Field of Service:	-----								
Srvcs & Adv: Children and youth	13	13	64,189	79,072	92,123	117,385	126,171	94,821	94,821
Srvcs & Adv: Elderly, developmentally disabled	20	24	58,251	77,751	110,396	134,503	176,343	116,464	112,484
Arts, culture, recreation	8	8			81,713			90,966	90,966
Housing and homelessness prevention	6	8			92,758			111,163	118,272
Cmnty/econ dev, social justice, legal, civil rights	7	8			115,700			115,146	111,983
Counseling, crisis interv, mental hlth, medical	8	9			113,568			110,129	106,822
By Number of Employees:	-----								
11 – 25	11	11			75,691			76,882	76,882
26 – 50	11	12	52,948	70,086	88,307	132,521	156,514	99,273	95,817
51 –100	8	8			84,209			88,449	88,449
101 – 250	20	25	71,839	83,741	97,001	129,459	150,014	105,765	108,283
251+	20	22	86,690	113,189	128,730	162,552	179,878	138,408	133,088
By Years of Experience Required:	-----								
2 – 3 Years	8	8			85,384			86,518	86,518
4 – 6 Years	25	26	59,490	73,752	84,885	112,835	148,233	94,758	93,085
7 – 10 Years	18	19	73,944	79,997	125,008	164,008	182,000	129,965	123,483
By Level of Education Required:	-----								
Bachelor's Degree	31	32	53,348	69,524	80,975	107,838	139,491	87,547	88,121
Master's Degree	27	30	77,302	90,428	123,864	149,521	174,504	126,871	121,980
By Gender of Employee:	-----								
Male	25	25	60,607	72,852	100,630	144,310	171,995	116,030	116,030
Female	46	51	58,690	78,000	92,123	123,427	152,768	100,660	100,183
By Race/Ethnicity of Employee:	-----								
Black	5	5			79,997			94,856	94,856
White	60	67	59,663	78,146	99,008	130,000	160,846	108,124	106,377
By Number of Years in Position:	-----								
Up to 5 Years	29	31	56,851	69,992	81,016	119,600	153,117	93,179	93,524
5 – 10 Years	17	19	71,760	89,835	117,541	141,544	170,040	114,934	117,887
11 – 20 Years	10	10			93,340			92,602	92,602
More than 20 Years	14	15	64,617	97,001	128,001	143,166	229,466	131,456	131,090
By Number of Employees Managed:	-----								
1 to 3	11	11			72,238			83,652	83,652
4 to 8	19	20	70,000	80,231	89,835	139,760	179,806	114,663	107,717
15 and over	34	36	69,661	81,120	101,504	133,526	152,635	107,279	106,930

Directs delivery of programs in accordance with the organization's goals and objectives. May write or participate in writing of grant applications, depending on structure of organization. Ensures program activities comply with contracts. Supervises program staff either directly or through intermediary supervisors. Acts as liaison with government agencies, the community and the public relative to funding, contracts and delivery of services. Participates as a member of the senior management team in the development and implementation of organization-wide policies and programs that contribute to its overall success. This is a single-incumbent position. Report others in other program-related jobs (e.g., 140, 420, 421, 430, 435, 853, 856, 950, 955).

			Annual Base Salaries					Avg by Employee	Avg by Org
	Number of Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	60	82	\$68,409	\$77,381	\$89,752	\$113,314	\$137,244	\$98,129	\$98,195
By Budget Size:	-----								
\$1,000,000 – \$2,499,999	12	13	66,431	67,746	70,262	85,811	113,672	78,670	78,771
\$2,500,000 – \$9,999,999	21	24	72,700	80,221	94,942	117,416	144,102	101,008	99,845
\$10,000,000 – \$24,999,999	13	21	68,013	74,703	85,862	95,784	121,572	88,726	92,936
\$25,000,000 and over	11	18	82,389	89,477	112,674	145,265	195,677	124,196	128,336
By Geographic Location:	-----								
Western Massachusetts Region	11	14	67,517	72,915	83,887	86,970	136,750	87,825	88,568
Central Massachusetts Region	6	6			84,188			95,394	95,394
Greater Boston Region	22	30	72,723	85,213	90,720	114,588	149,019	103,854	104,392
Northeastern Massachusetts Region	8	15	67,063	72,446	81,619	120,304	160,954	96,413	94,305
Southeastern Massachusetts/Rhode Island Region	10	13	65,416	82,389	92,206	120,006	128,610	98,453	100,039
By Field of Service:	-----								
Srvcs & Adv: Children and youth	12	15	67,884	72,530	85,862	104,998	122,266	89,130	89,652
Srvcs & Adv: Elderly, developmentally disabled	12	19	69,326	73,653	90,002	114,039	160,014	102,666	109,984
Arts, culture, recreation	5	5			90,667			100,199	100,199
Housing and homelessness prevention	5	7			90,293			95,425	94,245
Cmnty/econ dev, social justice, legal, civil rights	8	12	66,627	74,402	84,282	90,423	133,301	87,443	87,603
Counseling, crisis interv, mental hlth, medical	7	12	73,900	82,420	111,041	137,761	185,734	115,124	114,331
By Number of Employees:	-----								
6 – 10	6	6			68,765			72,509	72,509
11 – 25	7	8			81,432			85,189	86,293
26 – 50	9	13	71,305	85,145	87,381	115,399	148,108	100,313	99,619
51 –100	8	8			108,451			106,090	106,090
101 – 250	12	17	70,096	80,985	89,856	109,148	116,580	92,163	93,264
251+	17	29	72,446	82,972	94,474	122,375	171,434	108,463	113,125
By Years of Experience Required:	-----								
4 – 6 Years	25	32	67,161	72,552	83,928	100,168	126,283	90,145	90,981
7 – 10 Years	13	19	70,699	83,554	98,446	123,594	149,323	107,806	104,164
By Level of Education Required:	-----								
Bachelor's Degree	29	37	68,864	73,085	84,219	106,943	124,700	90,540	92,283
Master's Degree	24	30	67,997	82,197	91,250	115,096	145,849	101,570	98,517
By Gender of Employee:	-----								
Male	26	32	78,882	84,001	102,534	121,352	168,008	110,752	111,238
Female	39	48	67,964	72,905	85,540	103,022	124,573	89,718	90,869
By Race/Ethnicity of Employee:	-----								
White	53	69	69,326	77,054	90,002	113,329	140,348	98,807	97,439
By Number of Years in Position:	-----								
Up to 5 Years	25	29	67,018	73,455	90,002	112,643	127,982	97,965	99,981
5 – 10 Years	19	22	68,471	77,381	88,619	118,918	149,344	98,312	96,447
11 – 20 Years	18	20	72,913	81,562	92,061	113,869	147,391	100,076	100,353
More than 20 Years	8	9			84,219			92,580	93,922
By Number of Employees Managed:	-----								
1 to 3	11	12	66,627	76,253	85,384	91,655	120,207	86,865	86,956
4 to 8	17	20	67,548	74,402	90,335	111,514	122,664	99,046	99,155
9 to 14	9	10			85,010			99,738	101,727
15 and over	23	28	69,162	72,615	90,075	119,842	144,870	99,775	98,272

Director, Administration

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	28	32	\$60,308	\$70,195	\$83,897	\$93,325	\$122,140	\$85,197	\$86,146
By Budget Size:									
\$2,500,000 – \$9,999,999	8	10			85,582			87,268	86,992
\$10,000,000 – \$24,999,999	13	15	58,797	63,045	76,321	102,003	121,622	83,638	85,930
By Geographic Location:									
Western Massachusetts Region	8	8			85,560			90,675	90,675
Central Massachusetts Region	6	8			84,365			86,143	85,399
Greater Boston Region	10	11			87,959			83,828	84,813
By Field of Service:									
Srvcs & Adv: Children and youth	5	6			85,580			79,937	81,129
Srvcs & Adv: Elderly, developmentally disabled	8	10			85,062			84,170	83,119
By Number of Employees:									
101 – 250	10	11			74,667			83,423	85,416
251+	9	12	60,308	71,807	84,365	89,490	114,702	82,747	82,471
By Years of Experience Required:									
4 – 6 Years	8	10			82,160			82,909	81,543
7 – 10 Years	10	10			96,720			98,736	98,736
By Level of Education Required:									
Bachelor's Degree	11	11			84,594			85,723	85,723
Master's Degree	10	12	60,830	78,041	87,817	99,991	119,538	89,099	89,244
By Gender of Employee:									
Male	7	8			72,808			76,260	74,334
Female	22	23	58,195	69,992	87,959	110,074	123,220	88,749	89,421
By Race/Ethnicity of Employee:									
White	26	29	60,000	70,367	84,594	97,979	122,658	85,908	86,177
By Number of Years in Position:									
Up to 5 Years	8	9			70,013			84,506	87,131
5 – 10 Years	6	7			87,959			92,050	95,062
11 – 20 Years	7	7			84,594			82,707	82,707
More than 20 Years	7	8			80,926			83,433	82,531
By Number of Employees Managed:									
1 to 3	8	8			72,145			79,132	79,132
4 to 8	9	10			85,062			86,453	86,550

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	17	53	\$43,101	\$45,479	\$57,034	\$71,365	\$98,384	\$62,183	\$60,371
By Budget Size:	-----								
\$2,500,000 – \$9,999,999	5	17							55,386
\$10,000,000 – \$24,999,999	6	22	41,500	44,751	62,201	72,488	99,840	62,828	59,544
By Geographic Location:	-----								
Greater Boston Region	8	29	41,500	44,778	50,960	61,286	70,000	53,280	54,645
By Field of Service:	-----								
Srvcs & Adv: Children and youth	6	30	41,600	45,001	52,749	67,420	97,856	58,813	57,912
By Number of Employees:	-----								
251+	8	32	41,800	49,644	64,865	80,000	99,840	68,152	65,418
By Years of Experience Required:	-----								
2 – 3 Years	8	20	41,202	45,926	55,100	62,400	70,350	55,150	53,993
By Level of Education Required:	-----								
Bachelor's Degree	13	35	44,412	50,960	60,570	72,405	99,840	65,822	59,280
By Gender of Employee:	-----								
Male	6	18	41,500	48,394	64,865	84,051	100,362	66,977	69,147
Female	14	25	41,833	47,502	60,466	74,506	93,937	63,517	59,895
By Race/Ethnicity of Employee:	-----								
White	16	45	43,400	46,935	59,634	71,365	97,656	62,715	60,390
By Number of Years in Position:	-----								
Up to 5 Years	11	23	42,098	49,525	62,400	77,002	99,840	64,014	57,011
5 – 10 Years	9	20	41,600	45,050	56,868	76,755	99,476	62,489	64,432
By Number of Employees Managed:	-----								
1 to 3	6	9			56,451			68,205	60,237
4 to 8	7	14	45,198	53,763	61,485	67,600	74,704	60,689	62,474

Office Manager

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

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	59	86	\$31,200	\$34,773	\$40,467	\$46,369	\$55,264	\$41,581	\$43,514	
By Budget Size:										
\$250,000 – \$999,999	12	12	30,356	34,320	39,700	45,849	56,611	40,800	40,800	
\$1,000,000 – \$2,499,999	12	12	33,904	37,456	43,774	46,597	48,749	42,091	42,091	
\$2,500,000 – \$9,999,999	10	12	39,520	40,997	48,787	56,705	62,382	49,765	49,240	
\$10,000,000 – \$24,999,999	14	21	29,428	31,252	39,520	46,436	57,878	40,189	43,771	
\$25,000,000 and over	8	26	30,098	34,086	38,043	42,715	48,445	38,830	42,111	
By Geographic Location:										
Berkshire County Region	5	10							36,104	
Western Massachusetts Region	15	28	30,139	34,195	40,030	43,846	46,921	39,834	42,153	
Central Massachusetts Region	5	6			46,842			47,798	46,858	
Greater Boston Region	17	18	32,548	39,489	46,395	57,080	64,054	47,408	47,121	
Northeastern Massachusetts Region	9	13	35,185	37,471	41,454	44,733	47,000	41,210	42,200	
Southeastern Massachusetts/Rhode Island Region	8	11			37,800			40,875	42,422	
By Field of Service:										
Srvcs & Adv: Children and youth	8	8			44,861			45,624	45,624	
Srvcs & Adv: Elderly, developmentally disabled	7	7			46,800			47,754	47,754	
Arts, culture, recreation	5	5			39,395			38,738	38,738	
Cmnty/econ dev, social justice, legal, civil rights	5	6			52,274			51,561	51,418	
Counseling, crisis interv, mental hlth, medical	15	40	29,956	33,280	37,471	43,509	47,058	38,388	41,142	
Public policy and education reform	6	7			41,454			41,172	41,702	
By Number of Employees:										
3 – 5	6	6			39,520			38,653	38,653	
11 – 25	10	10			42,869			42,748	42,748	
26 – 50	12	13	36,217	39,520	45,198	52,274	62,833	46,649	46,180	
101 – 250	9	11			43,867			47,380	47,855	
251+	15	39	29,952	32,616	37,440	42,752	47,112	38,226	41,663	
By Years of Experience Required:										
1 Year	8	16	29,286	31,226	38,043	42,740	52,281	38,427	42,783	
2 – 3 Years	27	40	30,264	34,762	40,050	46,265	55,801	41,397	43,438	
By Level of Education Required:										
High School Diploma	20	42	30,014	33,847	40,248	45,396	54,633	40,553	45,480	
Associate's Degree	5	5			32,616			36,779	36,779	
Bachelor's Degree	16	17	34,478	38,043	41,600	47,362	61,144	43,905	44,355	
By Gender of Employee:										
Female	51	76	31,200	34,585	40,050	45,791	55,264	41,247	43,470	
By Race/Ethnicity of Employee:										
Black	7	8			43,836			46,002	45,074	
White	42	60	31,200	34,216	40,467	45,149	53,354	40,751	42,822	
By Number of Years in Position:										
Up to 5 Years	31	39	30,160	33,280	39,520	44,267	54,995	40,473	40,692	
5 – 10 Years	14	19	29,286	36,171	42,744	46,800	49,442	41,031	42,991	
11 – 20 Years	9	13	32,065	36,099	42,702	46,707	52,387	41,829	43,580	
More than 20 Years	6	6			42,479			44,445	44,445	
By Number of Employees Managed:										
1 to 3	18	30	30,264	33,342	39,957	46,192	57,425	40,923	43,843	
4 to 8	7	12	29,775	34,944	41,402	48,448	58,198	42,231	43,136	

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

			Annual Base Salaries						Avg by Employee	Avg by Org
	Number of Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	70	82	\$33,536	\$38,461	\$45,875	\$54,231	\$61,520	\$46,926	\$47,530	
By Budget Size:										
\$250,000 – \$999,999	6	7			38,938			41,049	43,641	
\$2,500,000 – \$9,999,999	27	28	31,313	37,461	45,739	53,612	58,175	45,470	45,427	
\$10,000,000 – \$24,999,999	17	18	37,773	42,386	53,467	61,547	72,785	53,636	54,056	
\$25,000,000 and over	16	24	36,130	41,839	45,698	55,182	60,393	47,487	48,712	
By Geographic Location:										
Berkshire County Region	5	5			41,600			42,157	42,157	
Western Massachusetts Region	14	17	33,987	37,807	45,718	52,947	58,956	45,807	46,241	
Central Massachusetts Region	10	10			53,238			52,843	52,843	
Greater Boston Region	21	23	30,152	38,000	45,032	53,581	59,342	45,371	46,257	
Northeastern Massachusetts Region	11	16	33,334	42,042	50,000	60,877	69,243	50,443	52,330	
Southeastern Massachusetts/Rhode Island Region	9	11			45,219			43,578	43,723	
By Field of Service:										
Srvcs & Adv: Children and youth	16	16	31,395	36,155	41,492	53,570	56,977	43,249	43,249	
Srvcs & Adv: Elderly, developmentally disabled	15	16	31,861	38,942	48,340	58,651	62,483	48,122	48,125	
Arts, culture, recreation	6	7			35,100			43,560	46,570	
Housing and homelessness prevention	6	7			47,278			47,748	47,934	
Cmnty/econ dev, social justice, legal, civil rights	5	6			47,143			49,584	51,128	
Counseling, crisis interv, mental hlth, medical	10	16	35,606	41,652	45,505	50,000	63,511	46,555	47,858	
By Number of Employees:										
11 – 25	7	9			38,938			38,889	40,377	
26 – 50	10	10			45,375			49,004	49,004	
51 –100	7	7			53,622			49,430	49,430	
101 – 250	19	20	31,832	41,272	47,674	56,695	68,960	49,386	49,531	
251+	22	31	36,075	41,309	46,010	53,893	60,973	47,616	48,605	
By Years of Experience Required:										
1 Year	8	10			34,476			38,045	38,358	
2 – 3 Years	20	23	36,803	39,104	46,592	55,640	61,239	48,553	49,122	
4 – 6 Years	20	26	37,896	40,872	44,403	50,934	66,743	47,785	48,806	
By Level of Education Required:										
High School Diploma	18	20	27,418	37,424	45,552	54,506	59,852	44,533	44,768	
Associate's Degree	15	23	34,931	38,584	45,219	53,893	59,729	46,235	46,639	
Bachelor's Degree	27	28	36,154	41,577	48,038	58,630	68,411	50,568	50,714	
By Gender of Employee:										
Female	65	76	34,613	38,875	46,000	54,532	62,644	47,381	48,105	
By Race/Ethnicity of Employee:										
Black	5	7			38,938			38,006	39,240	
White	60	67	34,682	39,104	46,280	55,931	62,404	47,965	48,330	
By Number of Years in Position:										
Up to 5 Years	37	41	30,135	35,740	45,032	53,040	60,607	44,487	45,049	
5 – 10 Years	12	12	36,240	37,603	44,096	53,446	53,855	44,960	44,960	
11 – 20 Years	10	12	37,841	39,655	45,303	56,436	67,296	48,653	49,739	
More than 20 Years	10	10			56,898			59,950	59,950	
By Number of Employees Managed:										
1 to 3	16	17	37,228	43,441	51,293	54,631	62,870	49,642	50,137	

Administrative Assistant, Senior Level

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

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	52	92	\$31,275	\$34,076	\$41,174	\$48,532	\$54,024	\$42,101	\$42,887	
By Budget Size:										
\$250,000 – \$999,999	6	7			35,360			38,635	39,426	
\$2,500,000 – \$9,999,999	18	22	30,653	33,213	41,496	50,315	60,254	43,272	41,859	
\$10,000,000 – \$24,999,999	14	27	31,100	39,957	43,680	49,150	54,250	44,163	44,842	
\$25,000,000 and over	11	33	30,802	33,707	37,939	47,081	50,136	40,247	43,817	
By Geographic Location:										
Western Massachusetts Region	14	27	29,761	31,803	37,455	42,994	48,422	38,370	37,737	
Central Massachusetts Region	8	10			41,548			40,961	39,784	
Greater Boston Region	14	22	32,296	37,950	47,462	51,969	57,391	45,767	46,009	
Northeastern Massachusetts Region	5	7			50,502			46,913	48,637	
Southeastern Massachusetts/Rhode Island Region	10	25	31,383	34,279	39,520	46,686	56,572	41,822	44,934	
By Field of Service:										
Srvcs & Adv: Children and youth	11	14	30,878	33,213	44,294	52,717	59,545	44,204	43,433	
Srvcs & Adv: Elderly, developmentally disabled	15	26	30,700	32,911	38,252	47,345	51,157	40,490	41,230	
Cmnty/econ dev, social justice, legal, civil rights	5	7			46,883			45,430	44,524	
Counseling, crisis interv, mental hlth, medical	6	10			38,657			39,576	41,564	
By Number of Employees:										
26 – 50	6	9			51,938			51,288	49,265	
51 – 100	5	6			33,145			35,769	36,423	
101 – 250	15	30	34,143	40,518	43,795	49,493	53,996	44,900	44,693	
251+	17	37	29,848	32,594	37,455	45,687	50,960	38,972	41,634	
By Years of Experience Required:										
1 Year	5	6			33,884			34,459	34,574	
2 – 3 Years	28	46	30,956	33,280	37,697	46,935	54,758	40,416	41,639	
4 – 6 Years	8	15	35,056	39,520	43,680	49,150	52,736	44,235	45,316	
By Level of Education Required:										
High School Diploma	15	23	32,032	33,800	41,496	49,150	53,323	42,183	40,964	
Associate's Degree	7	20	29,757	31,195	33,280	36,925	40,173	34,291	33,520	
Bachelor's Degree	23	33	34,150	38,740	43,035	51,531	56,256	45,145	46,045	
By Gender of Employee:										
Female	46	85	31,164	33,800	40,414	48,648	54,358	41,997	42,833	
By Race/Ethnicity of Employee:										
Black	9	10			49,171			47,796	47,199	
Hispanic or Latino	5	6			34,996			36,548	35,467	
White	42	70	31,225	33,753	40,602	47,263	52,780	41,533	42,349	
By Number of Years in Position:										
Up to 5 Years	29	40	31,389	34,643	40,602	47,055	52,050	41,626	41,390	
5 – 10 Years	12	15	30,841	39,520	44,990	48,541	52,257	43,492	42,751	
11 – 20 Years	16	23	30,335	33,280	37,455	41,496	53,926	39,540	42,032	
More than 20 Years	8	8			53,217			51,550	51,550	
By Number of Employees Managed:										
1 to 3	9	10			43,607			43,729	42,550	

Administrative Assistant, Intermediate Level

Performs clerical duties including answering telephones, screening calls, taking messages and acting as receptionist. Sets up and maintains files, uses computer skills to enter and maintain data, prepares correspondence and develops other routine documents. May make appointments and handle travel arrangements. Coordinates activities related to departmental functions.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	88	272	\$26,000	\$29,120	\$32,417	\$37,138	\$42,407	\$33,379	\$33,582
By Budget Size:									
\$250,000 – \$999,999	12	12	27,165	29,245	32,760	37,690	39,410	33,381	33,381
\$1,000,000 – \$2,499,999	9	11			29,994			31,262	31,722
\$2,500,000 – \$9,999,999	29	42	25,091	27,441	32,063	35,095	40,271	32,319	31,679
\$10,000,000 – \$24,999,999	22	73	29,058	30,774	33,280	37,991	43,431	34,693	36,092
\$25,000,000 and over	15	133	24,960	28,580	31,824	37,388	42,815	33,169	34,878
By Geographic Location:									
Berkshire County Region	6	13	27,194	27,966	29,973	32,833	39,104	31,344	31,935
Western Massachusetts Region	21	97	24,960	27,040	30,160	34,331	37,989	30,903	31,822
Central Massachusetts Region	12	24	28,018	33,389	35,995	42,958	48,901	37,457	35,256
Greater Boston Region	17	35	27,647	29,245	31,533	35,006	41,358	32,684	32,293
Northeastern Massachusetts Region	17	34	29,266	31,133	34,133	39,244	49,005	36,479	36,478
Southeastern Massachusetts/Rhode Island Region	15	69	27,102	30,036	33,280	39,010	43,451	34,651	33,545
By Field of Service:									
Srvcs & Adv: Children and youth	14	31	27,681	29,120	31,200	33,800	40,448	32,432	32,097
Srvcs & Adv: Elderly, developmentally disabled	20	73	26,567	31,200	35,256	40,279	44,085	35,578	34,456
Arts, culture, recreation	11	12	24,421	26,260	32,635	39,442	44,327	33,431	32,924
Housing and homelessness prevention	8	9			30,805			32,164	32,544
Cmnty/econ dev, social justice, legal, civil rights	8	17	28,171	28,746	31,200	37,770	42,640	33,335	31,870
Counseling, crisis interv, mental hlth, medical	11	91	24,960	27,040	30,077	35,006	38,380	31,377	33,649
Health and fitness, wellness	5	12							32,900
By Number of Employees:									
6 – 10	10	10			32,032			32,831	32,831
11 – 25	10	11			29,994			31,556	31,799
26 – 50	9	12	26,312	28,964	36,057	40,314	49,377	35,997	34,583
51 – 100	8	15	26,195	28,350	31,990	33,218	37,706	31,400	31,323
101 – 250	23	66	29,193	31,954	35,256	40,872	44,225	36,045	34,994
251+	24	154	24,981	28,865	31,221	35,115	40,383	32,403	33,769
By Years of Experience Required:									
1 Year	25	87	24,960	27,040	30,160	35,006	40,227	31,549	31,979
2 – 3 Years	37	89	26,520	30,639	33,280	36,140	41,226	33,517	33,846
By Level of Education Required:									
High School Diploma	36	145	24,960	28,350	31,720	37,222	41,725	32,863	33,668
Associate's Degree	23	44	27,437	30,836	33,010	34,944	39,385	33,671	33,816
Bachelor's Degree	23	34	28,486	31,200	34,060	40,633	44,710	35,625	34,910
By Gender of Employee:									
Male	10	12	24,290	29,120	31,814	34,138	37,639	31,301	32,014
Female	80	247	26,000	29,120	32,323	37,336	42,782	33,493	33,788
By Race/Ethnicity of Employee:									
Black	14	16	27,144	29,417	31,367	34,929	41,779	32,739	32,805
Hispanic or Latino	16	43	23,953	26,000	29,744	34,258	38,280	30,649	31,898
White	70	191	27,040	29,370	33,010	37,960	43,443	34,163	34,006
By Number of Years in Position:									
Up to 5 Years	62	149	24,960	28,839	31,200	34,746	40,310	31,933	32,901
5 – 10 Years	32	50	27,171	29,094	32,958	35,147	38,024	33,208	33,276
11 – 20 Years	20	40	28,952	32,334	37,971	42,827	46,923	37,571	37,700
More than 20 Years	8	8			38,813			39,702	39,702

Administrative Assistant, Junior Level

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

	Number of Orgs Emps		Annual Base Salaries						Avg by Employee	Avg by Org
			10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	69	208	\$20,800	\$22,880	\$27,487	\$31,705	\$35,010	\$27,426	\$27,169	
By Budget Size:	-----		-----						-----	
\$250,000 – \$999,999	7	7			24,960			26,258	26,258	
\$1,000,000 – \$2,499,999	5	6			27,435			26,787	26,599	
\$2,500,000 – \$9,999,999	21	38	18,720	22,381	25,855	29,521	35,060	26,222	26,509	
\$10,000,000 – \$24,999,999	17	66	23,011	27,420	29,390	33,280	34,613	29,763	29,025	
\$25,000,000 and over	16	87	19,760	21,923	24,844	31,200	35,381	26,622	27,710	
By Geographic Location:	-----		-----						-----	
Berkshire County Region	7	15	19,169	23,005	25,960	33,280	38,676	28,044	26,370	
Western Massachusetts Region	19	84	20,280	21,876	26,520	29,390	32,760	26,164	27,013	
Central Massachusetts Region	8	27							25,442	
Greater Boston Region	15	29	20,800	24,627	28,808	32,563	40,518	29,465	29,301	
Northeastern Massachusetts Region	6	11			22,880			24,705	23,610	
Southeastern Massachusetts/Rhode Island Region	14	42	21,401	24,685	30,056	34,050	37,975	29,878	28,010	
By Field of Service:	-----		-----						-----	
Srvcs & Adv: Children and youth	12	24	20,800	24,274	27,727	30,742	33,613	27,381	26,805	
Srvcs & Adv: Elderly, developmentally disabled	23	82	20,800	23,192	29,390	33,935	37,197	29,298	28,459	
Arts, culture, recreation	5	7			20,883			22,060	23,107	
Housing and homelessness prevention	6	8			29,567			28,873	27,730	
Counseling, crisis interv, mental hlth, medical	9	52	19,032	20,800	22,880	26,032	31,630	24,021	24,598	
By Number of Employees:	-----		-----						-----	
11 – 25	9	9			21,216			23,405	23,405	
26 – 50	6	11			28,808			28,857	29,496	
51 –100	7	10			26,146			27,458	26,837	
101 – 250	20	57	20,534	26,125	30,555	34,050	37,499	29,972	28,177	
251+	22	115	20,800	21,985	25,480	30,846	34,333	26,428	27,277	
By Years of Experience Required:	-----		-----						-----	
1 Year	22	80	19,760	21,289	25,522	29,479	34,035	26,008	26,639	
2 – 3 Years	22	49	23,088	26,406	28,974	31,200	33,280	28,787	28,575	
By Level of Education Required:	-----		-----						-----	
High School Diploma	40	139	20,800	22,880	27,539	31,762	34,902	27,311	27,101	
Associate's Degree	11	22	21,195	26,032	28,361	31,871	34,266	28,244	27,728	
Bachelor's Degree	6	8			32,209			30,651	31,435	
By Gender of Employee:	-----		-----						-----	
Male	8	8			21,541			22,680	22,680	
Female	62	185	20,800	22,880	27,560	31,897	35,098	27,639	27,400	
By Race/Ethnicity of Employee:	-----		-----						-----	
Black	10	13	18,970	22,943	28,808	31,346	38,708	28,034	27,563	
Hispanic or Latino	17	39	18,720	20,800	23,566	29,390	35,006	25,570	27,060	
White	50	133	20,800	23,140	27,560	32,542	35,173	28,024	27,317	
By Number of Years in Position:	-----		-----						-----	
Up to 5 Years	56	125	19,644	21,299	25,563	30,358	34,050	26,192	26,480	
5 – 10 Years	16	21	21,569	23,473	27,061	31,897	37,844	28,020	27,626	
11 – 20 Years	10	16	19,448	28,366	33,072	34,695	36,832	31,322	30,176	
More than 20 Years	8	9			34,445			34,646	34,329	

Receives and greets visitors. Determines the nature of their visits and notifies appropriate staff members. Answers and transfers telephone calls using multiple-line equipment, and represents organization to callers and visitors in a friendly, professional manner. May issue security badges, maintains visitor logs and calls vendors as requested. May perform routine clerical duties including filing, word processing, and sorting and distributing mail. For employees who are responsible for scheduling patient appointments, facilitating patient flow, and referring patients to other resources, please refer to (752) Receptionist, Medical.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	63	145	\$20,800	\$22,880	\$27,040	\$30,912	\$33,501	\$27,179	\$28,383
By Budget Size:									
\$1,000,000 – \$2,499,999	6	8			24,139			24,768	25,057
\$2,500,000 – \$9,999,999	22	46	19,760	22,017	24,960	31,216	37,230	27,210	28,769
\$10,000,000 – \$24,999,999	19	32	22,023	26,853	28,039	31,200	34,670	29,018	29,406
\$25,000,000 and over	11	53	20,800	21,965	27,310	30,379	33,022	26,608	28,844
By Geographic Location:									
Western Massachusetts Region	16	47	20,571	21,174	23,725	27,352	28,542	24,180	25,929
Central Massachusetts Region	13	33	19,760	21,019	25,002	30,545	35,152	26,859	28,128
Greater Boston Region	11	16	22,431	23,566	26,728	33,077	40,839	29,016	30,915
Northeastern Massachusetts Region	10	15	26,133	27,310	31,200	33,613	39,749	31,612	31,650
Southeastern Massachusetts/Rhode Island Region	11	30	21,468	24,643	29,557	31,579	35,410	28,729	26,559
By Field of Service:									
Srvcs & Adv: Children and youth	8	15	21,174	22,880	27,352	27,851	37,764	27,137	26,642
Srvcs & Adv: Elderly, developmentally disabled	22	36	21,973	27,310	29,828	33,140	35,922	29,507	29,065
Housing and homelessness prevention	5	6			27,446			29,515	29,933
Cmnty/econ dev, social justice, legal, civil rights	6	15	21,149	23,566	26,790	32,469	43,168	28,824	31,091
Counseling, crisis interv, mental hlth, medical	12	51	20,800	21,861	24,960	30,888	32,074	26,090	27,839
By Number of Employees:									
11 – 25	7	8			24,003			26,081	26,458
26 – 50	8	10			27,176			28,363	29,479
51 – 100	9	20	20,948	23,566	24,534	29,458	41,586	27,071	28,352
101 – 250	18	40	19,760	22,350	28,496	32,818	35,575	28,030	28,729
251+	20	66	20,800	22,017	27,321	30,259	33,062	26,698	28,543
By Years of Experience Required:									
1 Year	23	63	19,760	20,800	24,211	28,870	32,436	25,532	27,905
2 – 3 Years	12	16	21,711	25,984	28,725	31,668	34,318	28,484	29,280
By Level of Education Required:									
High School Diploma	42	106	19,760	22,589	27,040	30,186	33,207	26,866	28,423
By Gender of Employee:									
Male	11	15	18,720	19,656	24,003	28,392	32,864	24,562	25,490
Female	50	120	20,800	23,208	27,352	31,133	33,613	27,567	29,055
By Race/Ethnicity of Employee:									
Black	13	18	22,689	23,566	26,884	31,200	33,798	27,391	28,373
Hispanic or Latino	16	33	19,760	20,800	26,790	30,909	35,152	26,748	28,037
White	41	81	20,862	23,161	28,226	31,231	34,927	27,626	28,181
By Number of Years in Position:									
Up to 5 Years	39	76	19,760	21,533	27,175	30,737	33,311	26,658	28,123
5 – 10 Years	16	24	19,708	21,819	24,170	29,765	32,303	25,497	24,702
11 – 20 Years	14	18	22,608	24,386	28,455	33,332	36,843	28,980	28,359
More than 20 Years	11	13	23,953	26,655	33,176	35,402	43,123	32,418	33,067

Chief Financial Officer

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

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	86	86	\$74,399	\$88,182	\$100,256	\$129,922	\$151,799	\$109,392	\$109,392	
By Budget Size:										
\$1,000,000 – \$2,499,999	11	11			86,840			88,007	88,007	
\$2,500,000 – \$9,999,999	31	31	68,919	80,018	97,157	117,707	142,268	100,083	100,083	
\$10,000,000 – \$24,999,999	28	28	90,294	92,882	102,555	131,638	155,982	111,604	111,604	
\$25,000,000 and over	14	14	94,578	117,222	134,160	177,310	206,604	143,826	143,826	
By Geographic Location:										
Berkshire County Region	7	7			91,520			88,299	88,299	
Western Massachusetts Region	19	19	67,579	80,018	107,328	130,000	140,109	107,148	107,148	
Central Massachusetts Region	12	12	75,943	94,739	109,699	131,477	136,537	110,100	110,100	
Greater Boston Region	26	26	75,701	86,990	97,143	124,535	145,511	104,343	104,343	
Northeastern Massachusetts Region	12	12	72,968	91,395	103,251	169,271	197,022	124,574	124,574	
Southeastern Massachusetts/Rhode Island Region	10	10			105,571			122,481	122,481	
By Field of Service:										
Srvcs & Adv: Children and youth	17	17	65,798	74,183	90,667	119,174	140,433	97,824	97,824	
Srvcs & Adv: Elderly, developmentally disabled	22	22	82,158	92,700	100,506	124,472	160,486	109,954	109,954	
Arts, culture, recreation	5	5			87,006			90,380	90,380	
Housing and homelessness prevention	6	6			106,652			108,812	108,812	
Cmnty/econ dev, social justice, legal, civil rights	10	10			101,421			99,996	99,996	
Counseling, crisis interv, mental hlth, medical	11	11			130,000			126,369	126,369	
By Number of Employees:										
11 – 25	9	9			93,600			91,767	91,767	
26 – 50	15	15	70,491	82,742	106,662	128,232	143,254	105,490	105,490	
51 – 100	9	9			91,603			103,455	103,455	
101 – 250	21	21	71,202	91,219	97,157	127,504	160,730	108,391	108,391	
251+	29	29	86,940	94,411	110,594	144,737	182,582	121,591	121,591	
By Years of Experience Required:										
2 – 3 Years	6	6			98,020			93,149	93,149	
4 – 6 Years	23	23	75,995	88,504	99,840	120,640	139,685	104,368	104,368	
7 – 10 Years	28	28	78,647	91,130	102,835	133,911	157,057	112,646	112,646	
By Level of Education Required:										
Bachelor's Degree	43	43	69,260	87,152	97,531	108,139	138,927	101,809	101,809	
Master's Degree	30	30	80,700	91,582	106,163	136,084	163,818	114,686	114,686	
By Gender of Employee:										
Male	44	44	74,079	87,043	105,830	138,060	170,175	114,725	114,725	
Female	36	36	69,472	88,665	98,416	109,980	135,641	102,290	102,290	
By Race/Ethnicity of Employee:										
White	70	70	75,190	88,988	99,424	124,535	144,417	108,481	108,481	
By Number of Years in Position:										
Up to 5 Years	38	38	72,979	86,325	101,338	121,013	140,544	105,593	105,593	
5 – 10 Years	21	21	72,579	90,335	104,998	147,244	191,526	119,100	119,100	
11 – 20 Years	12	12	72,281	91,265	97,570	120,125	152,893	105,398	105,398	
More than 20 Years	6	6			95,920			105,796	105,796	
By Number of Employees Managed:										
1 to 3	22	22	66,691	75,847	90,792	109,423	134,977	95,730	95,730	
4 to 8	38	38	74,720	90,766	99,424	131,514	155,982	110,062	110,062	
9 to 14	10	10			105,123			117,568	117,568	
15 and over	7	7			130,000			124,603	124,603	

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	39	41	\$61,950	\$70,782	\$78,582	\$97,032	\$108,032	\$83,743	\$83,509
By Budget Size:									
\$1,000,000 – \$2,499,999	6	6			75,276			77,352	77,352
\$2,500,000 – \$9,999,999	9	10			81,078			83,508	82,980
\$10,000,000 – \$24,999,999	10	10			73,003			77,933	77,933
\$25,000,000 and over	11	12	63,560	78,333	93,507	108,019	125,952	93,431	93,892
By Geographic Location:									
Berkshire County Region	5	5			61,838			61,626	61,626
Western Massachusetts Region	7	8			76,055			79,035	77,703
Central Massachusetts Region	5	5			74,277			79,202	79,202
Greater Boston Region	10	11			91,541			90,599	90,833
Northeastern Massachusetts Region	6	6			87,735			90,206	90,206
Southeastern Massachusetts/Rhode Island Region	6	6			89,087			93,201	93,201
By Field of Service:									
Srvcs & Adv: Children and youth	7	7			74,277			79,050	79,050
Srvcs & Adv: Elderly, developmentally disabled	8	8			76,794			80,570	80,570
Counseling, crisis interv, mental hlth, medical	7	8			77,355			82,155	81,269
By Number of Employees:									
11 – 25	6	6			79,779			81,557	81,557
101 – 250	7	8			79,487			85,440	85,038
251+	17	18	62,344	68,375	80,891	95,623	108,469	83,889	83,626
By Years of Experience Required:									
4 – 6 Years	17	18	61,699	73,518	76,970	91,723	99,912	79,918	79,422
By Level of Education Required:									
Bachelor's Degree	27	28	58,311	65,162	76,970	93,106	108,239	81,162	80,899
Master's Degree	8	8			80,891			83,082	83,082
By Gender of Employee:									
Male	15	17	62,434	70,782	85,010	97,084	107,644	84,433	83,916
Female	23	23	56,480	68,640	77,230	99,902	112,682	83,482	83,482
By Race/Ethnicity of Employee:									
White	33	35	60,574	70,574	83,574	99,902	109,628	84,921	84,715
By Number of Years in Position:									
Up to 5 Years	21	21	55,748	65,541	75,400	93,392	106,492	79,492	79,492
5 – 10 Years	7	7			92,269			88,086	88,086
11 – 20 Years	8	8			91,738			92,217	92,217
By Number of Employees Managed:									
1 to 3	17	17	57,550	63,222	75,400	91,905	95,060	76,469	76,469
4 to 8	10	10			89,087			88,434	88,434

Accounting Manager

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	53	60	\$52,013	\$60,000	\$67,424	\$76,269	\$84,446	\$67,852	\$67,324
By Budget Size:									
\$1,000,000 – \$2,499,999	6	6			58,386			57,581	57,581
\$2,500,000 – \$9,999,999	16	16	44,990	53,066	64,355	74,102	77,652	62,939	62,939
\$10,000,000 – \$24,999,999	16	19	55,848	60,000	68,536	76,950	82,181	68,888	70,089
\$25,000,000 and over	10	14	60,559	62,780	75,003	86,258	96,291	75,595	74,288
By Geographic Location:									
Western Massachusetts Region	14	16	44,990	58,178	63,866	74,131	77,545	63,895	63,232
Central Massachusetts Region	7	7			60,008			66,426	66,426
Greater Boston Region	14	15	50,091	60,000	69,555	76,523	83,075	68,857	69,490
Northeastern Massachusetts Region	10	14	49,567	59,046	75,003	85,650	96,291	72,606	71,065
Southeastern Massachusetts/Rhode Island Region	7	7			65,000			65,636	65,636
By Field of Service:									
Srvcs & Adv: Children and youth	8	9			60,000			62,332	62,624
Srvcs & Adv: Elderly, developmentally disabled	15	15	51,505	65,998	71,406	82,014	87,194	71,534	71,534
Cmnty/econ dev, social justice, legal, civil rights	5	5			63,710			67,101	67,101
Counseling, crisis interv, mental hlth, medical	7	13	57,699	64,054	75,000	76,253	97,232	73,761	73,712
By Number of Employees:									
11 – 25	5	5			52,125			52,466	52,466
26 – 50	7	7			75,941			70,102	70,102
101 – 250	17	18	52,497	60,000	67,122	75,381	88,747	67,723	68,177
251+	15	21	56,930	64,802	75,005	77,324	90,204	72,968	72,628
By Years of Experience Required:									
2 – 3 Years	13	15	46,201	59,197	66,997	77,147	91,038	67,416	67,243
4 – 6 Years	20	20	48,035	60,227	66,924	77,365	88,123	68,256	68,256
By Level of Education Required:									
Bachelor's Degree	35	41	48,006	59,603	67,850	76,835	90,451	68,622	67,732
By Gender of Employee:									
Male	19	19	52,000	57,200	64,022	75,005	76,950	64,972	64,972
Female	33	37	47,390	60,004	67,850	77,574	90,988	68,733	68,378
By Race/Ethnicity of Employee:									
White	39	45	52,075	59,384	66,997	75,692	84,710	67,615	66,661
By Number of Years in Position:									
Up to 5 Years	20	23	45,298	52,125	60,008	75,005	82,114	62,673	62,316
5 – 10 Years	11	11			75,941			70,691	70,691
11 – 20 Years	8	9			74,610			76,964	74,548
More than 20 Years	8	9			63,710			67,316	68,230
By Number of Employees Managed:									
1 to 3	19	20	52,497	60,227	66,498	76,513	87,872	67,788	67,985
4 to 8	5	5			75,000			70,024	70,024

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	30	40	\$41,868	\$47,102	\$52,738	\$57,627	\$62,292	\$52,482	\$51,327
By Budget Size:									
\$1,000,000 – \$2,499,999	5	5			51,501			50,394	50,394
\$2,500,000 – \$9,999,999	8	8			50,877			50,575	50,575
\$10,000,000 – \$24,999,999	6	6			46,883			49,213	49,213
\$25,000,000 and over	8	18	42,295	51,615	57,523	61,454	63,500	55,780	55,570
By Geographic Location:									
Western Massachusetts Region	8	14	41,829	47,200	54,091	58,646	61,776	52,569	51,221
Central Massachusetts Region	7	8			50,357			49,788	49,176
Northeastern Massachusetts Region	6	8			52,531			53,076	50,828
Southeastern Massachusetts/Rhode Island Region	6	6			54,964			54,461	54,461
By Field of Service:									
Srvcs & Adv: Children and youth	6	6			51,688			51,050	51,050
Srvcs & Adv: Elderly, developmentally disabled	9	11			56,701			54,638	54,153
Counseling, crisis interv, mental hlth, medical	5	13	41,471	45,209	56,638	60,341	64,963	54,169	51,673
By Number of Employees:									
11 – 25	5	5			51,251			49,425	49,425
51 – 100	5	5			51,501			52,083	52,083
101 – 250	5	5			57,346			52,703	52,703
251+	12	22	41,989	45,568	55,099	59,945	62,937	53,660	51,754
By Years of Experience Required:									
2 – 3 Years	10	16	44,071	51,366	55,879	60,689	64,202	55,574	55,053
4 – 6 Years	6	6			53,498			53,019	53,019
By Level of Education Required:									
Bachelor's Degree	20	25	43,185	48,027	52,582	57,533	61,655	52,859	52,014
By Gender of Employee:									
Male	5	5			53,186			53,560	53,560
Female	25	33	41,471	45,895	52,894	58,794	62,434	52,658	51,642
By Race/Ethnicity of Employee:									
White	27	34	42,755	48,038	53,373	57,876	62,432	53,227	51,918
By Number of Years in Position:									
Up to 5 Years	15	20	42,669	47,279	53,373	57,590	60,917	52,659	52,471
5 – 10 Years	6	6			51,771			52,485	52,485
11 – 20 Years	6	7			57,346			55,953	55,350
More than 20 Years	5	5			41,808			47,723	47,723
By Number of Employees Managed:									
1 to 3	13	17	41,001	48,360	52,582	58,794	61,081	52,612	52,425
4 to 8	6	7			55,120			54,894	55,032

Senior Accountant

Working with general supervision, performs relatively complex accounting duties including maintaining and analyzing accounting records and preparing accounting schedules, reports and financial statements. Prepares journal entries, reconciles ledger accounts and ensures compliance with generally accepted accounting principles and organizational policies, procedures and contracts. May prepare federal, state and local tax returns. Does not supervise, but may advise less experienced accounting staff.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	27	33	\$48,947	\$52,718	\$59,301	\$66,810	\$76,914	\$60,609	\$62,070
By Budget Size:									
\$2,500,000 – \$9,999,999	8	8			65,063			65,921	65,921
\$10,000,000 – \$24,999,999	6	8			57,263			58,170	60,957
\$25,000,000 and over	12	16	46,374	51,584	57,814	63,760	75,075	58,411	59,166
By Geographic Location:									
Western Massachusetts Region	5	8			55,755			56,230	58,787
Central Massachusetts Region	7	7			61,152			59,503	59,503
Greater Boston Region	8	8			70,887			68,234	68,234
Northeastern Massachusetts Region	5	8			54,746			58,112	59,320
By Field of Service:									
Srvcs & Adv: Elderly, developmentally disabled	12	14	48,683	50,576	58,438	63,913	77,438	58,934	60,455
By Number of Employees:									
26 – 50	5	5			69,098			70,945	70,945
101 – 250	5	5			63,669			64,983	64,983
251+	13	19	48,651	49,837	55,661	60,008	73,394	56,673	57,891
By Years of Experience Required:									
2 – 3 Years	11	15	46,268	52,104	57,117	61,859	67,735	57,072	57,409
4 – 6 Years	8	8			59,343			62,931	62,931
By Level of Education Required:									
Bachelor's Degree	19	25	48,689	51,241	58,864	63,816	74,388	58,776	60,274
By Gender of Employee:									
Male	8	11			63,963			65,147	68,005
Female	21	22	49,400	53,024	57,814	63,279	69,061	58,340	58,784
By Race/Ethnicity of Employee:									
Black	5	5			53,331			57,541	57,541
White	20	23	48,947	54,579	61,152	69,098	77,750	61,478	62,478
By Number of Years in Position:									
Up to 5 Years	12	16	46,330	50,404	55,755	59,722	67,904	56,095	57,720
5 – 10 Years	6	6			62,764			63,451	63,451
11 – 20 Years	7	7			69,098			67,213	67,213
By Number of Employees Managed:									
1 to 3	6	6			68,272			68,126	68,126

Performs various professional accounting duties including maintaining and analyzing accounting records and preparing accounting schedules, reports and financial statements. Prepares journal entries, reconciles ledger accounts and ensures compliance with generally accepted accounting principles and organizational policies, procedures and contracts. May prepare federal, state and local tax returns.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	77	116	\$38,538	\$41,063	\$46,717	\$52,000	\$55,746	\$46,951	\$46,180
By Budget Size:	-----								
\$250,000 – \$999,999	5	5			46,010			45,278	45,278
\$1,000,000 – \$2,499,999	8	9			43,971			42,520	41,587
\$2,500,000 – \$9,999,999	29	33	39,247	41,288	46,342	53,477	56,642	47,405	46,377
\$10,000,000 – \$24,999,999	18	30	39,530	40,862	44,855	50,034	53,329	45,791	46,283
\$25,000,000 and over	17	39	39,395	42,640	47,986	54,995	57,886	48,696	48,162
By Geographic Location:	-----								
Western Massachusetts Region	21	30	37,711	40,846	45,927	52,250	55,482	46,194	45,585
Central Massachusetts Region	8	8			46,051			47,120	47,120
Greater Boston Region	21	34	40,061	43,775	47,758	52,980	59,058	48,568	46,919
Northeastern Massachusetts Region	11	17	34,474	40,799	47,272	54,132	56,351	47,039	45,481
Southeastern Massachusetts/Rhode Island Region	13	24	37,908	40,857	46,426	51,127	55,235	46,299	47,281
By Field of Service:	-----								
Srvcs & Adv: Children and youth	7	10			42,262			44,288	45,545
Srvcs & Adv: Elderly, developmentally disabled	22	36	38,742	40,898	45,313	54,103	58,891	47,337	46,604
Arts, culture, recreation	8	8			44,117			45,051	45,051
Housing and homelessness prevention	5	9			47,840			46,157	43,733
Cmnty/econ dev, social justice, legal, civil rights	6	9			49,150			46,874	46,370
Counseling, crisis interv, mental hlth, medical	13	23	40,498	43,680	46,342	50,336	54,404	46,900	46,229
By Number of Employees:	-----								
11 – 25	10	11			44,990			43,962	42,394
26 – 50	13	16	37,860	40,829	47,363	52,614	57,379	47,603	46,297
51 – 100	7	7			45,406			45,635	45,635
101 – 250	19	29	38,854	40,716	47,008	52,739	56,992	47,213	47,666
251+	24	48	39,470	41,344	45,542	52,631	55,546	47,045	45,860
By Years of Experience Required:	-----								
1 Year	14	18	36,937	39,322	45,635	53,943	58,017	46,109	47,043
2 – 3 Years	30	40	37,761	40,009	44,179	49,010	54,357	44,981	44,905
4 – 6 Years	14	17	38,172	41,382	47,611	52,468	57,658	47,455	47,422
By Level of Education Required:	-----								
High School Diploma	13	15	40,065	41,891	46,010	53,477	56,476	47,344	47,639
Associate's Degree	17	21	35,269	38,189	44,262	52,416	58,207	45,352	46,163
Bachelor's Degree	34	47	39,029	40,165	45,843	50,003	55,324	46,286	46,488
By Gender of Employee:	-----								
Male	18	20	38,497	41,444	47,140	53,737	56,846	47,538	47,393
Female	62	87	38,322	40,456	46,800	52,728	56,019	46,968	46,063
By Race/Ethnicity of Employee:	-----								
Asian	6	6			46,717			47,560	47,560
Black	10	10			47,008			47,620	47,620
White	54	79	38,397	40,394	47,840	53,019	56,992	47,260	46,474
By Number of Years in Position:	-----								
Up to 5 Years	41	50	37,317	39,457	45,874	52,000	58,115	46,158	45,745
5 – 10 Years	20	21	38,875	44,242	47,986	54,490	55,619	47,902	47,978
11 – 20 Years	21	23	40,598	42,640	44,470	51,376	54,953	46,741	46,857
More than 20 Years	8	9			54,226			53,478	53,289
By Number of Employees Managed:	-----								
1 to 3	6	6			46,322			46,607	46,607

Accounting Clerk

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

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	77	172	\$27,697	\$30,946	\$35,006	\$38,751	\$43,263	\$35,144	\$35,542	
By Budget Size:										
\$2,500,000 – \$9,999,999	31	52	27,290	28,819	34,924	37,695	39,998	33,796	34,161	
\$10,000,000 – \$24,999,999	19	41	27,834	30,628	34,174	38,397	43,263	34,915	36,609	
\$25,000,000 and over	18	69	27,040	31,502	35,651	40,674	45,677	36,198	36,719	
By Geographic Location:										
Berkshire County Region	5	12	23,230	28,840	33,342	35,189	37,261	31,883	32,162	
Western Massachusetts Region	24	63	27,935	29,709	32,989	36,254	39,782	33,498	34,058	
Central Massachusetts Region	14	26	31,362	31,964	35,183	43,535	49,046	37,482	37,596	
Greater Boston Region	10	17	27,090	33,187	36,795	41,992	44,592	37,154	38,363	
Northeastern Massachusetts Region	10	21	29,386	34,934	39,146	40,781	48,937	38,382	35,046	
Southeastern Massachusetts/Rhode Island Region	14	33	27,040	28,673	35,006	38,875	43,410	34,535	35,581	
By Field of Service:										
Srvcs & Adv: Children and youth	15	30	28,887	31,637	35,048	37,971	41,371	34,849	35,219	
Srvcs & Adv: Elderly, developmentally disabled	26	59	27,040	30,285	33,197	38,355	42,738	34,405	34,182	
Arts, culture, recreation	5	6			37,003			36,757	37,592	
Cmnty/econ dev, social justice, legal, civil rights	5	11			31,200			32,652	33,905	
Counseling, crisis interv, mental hlth, medical	10	40	27,040	30,358	36,088	39,578	44,880	35,610	35,578	
By Number of Employees:										
26 – 50	11	15	26,720	28,122	34,987	37,523	49,096	35,099	35,599	
51 – 100	9	14	26,520	30,243	35,308	40,149	43,961	35,411	35,066	
101 – 250	25	47	28,155	30,285	34,902	38,355	43,480	35,092	35,634	
251+	26	90	27,048	31,024	35,006	39,146	43,208	35,031	35,320	
By Years of Experience Required:										
1 Year	23	50	27,040	29,256	33,239	38,630	41,554	33,917	33,849	
2 – 3 Years	39	68	28,072	31,824	35,755	39,931	44,656	36,203	35,752	
4 – 6 Years	6	11			31,574			34,517	37,200	
By Level of Education Required:										
High School Diploma	37	90	27,167	30,222	33,010	37,528	42,790	34,149	33,342	
Associate's Degree	23	34	26,520	33,161	35,651	38,511	42,651	35,453	35,990	
Bachelor's Degree	11	16	27,040	30,285	37,440	38,059	39,663	34,928	34,932	
By Gender of Employee:										
Male	8	8			37,430			39,109	39,109	
Female	69	153	27,585	30,503	35,006	38,709	43,145	34,978	35,409	
By Race/Ethnicity of Employee:										
Asian	6	6			35,527			34,763	34,763	
Black	11	14	23,119	28,673	34,882	37,414	44,720	33,816	34,521	
Hispanic or Latino	11	11			32,739			33,452	33,452	
White	64	128	27,841	30,946	35,194	39,695	43,766	35,537	35,893	
By Number of Years in Position:										
Up to 5 Years	51	87	27,106	30,160	34,320	37,752	40,904	34,174	34,578	
5 – 10 Years	21	27	24,411	31,200	35,006	38,626	45,427	35,347	34,978	
11 – 20 Years	24	35	28,858	30,706	35,859	39,957	43,437	36,111	35,937	
More than 20 Years	9	9			41,413			42,245	42,245	

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

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	7	14	\$38,085	\$40,544	\$47,050	\$61,880	\$93,465	\$54,665	\$57,309
By Level of Education Required:	-----								
Bachelor's Degree	5	11			48,693			54,558	55,811
By Gender of Employee:	-----								
Female	7	12	37,652	40,799	47,050	73,320	94,134	55,883	57,334
By Number of Years in Position:	-----								
Up to 5 Years	6	9			44,990			52,014	56,330

Conducts outreach in assigned communities in order to increase community awareness and engagement. Establishes relationships with community-based organizations to promote collaboration and identify potential resources. Implements public advocacy campaigns to mobilize members and supporters. Builds and maintains coalitions with grassroots groups and advocacy organizations. Organizes large-scale public education and organizing events, such as rallies, community forums, lobby visits, public hearings, news conferences, panel discussions and trainings.

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	8	15	\$27,560	\$28,621	\$36,275	\$52,645	\$62,783	\$40,413	\$42,020
By Years of Experience Required:	-----								
2 – 3 Years	5	7			52,645			51,025	47,909
By Gender of Employee:	-----								
Female	8	13	27,040	28,621	36,920	55,599	64,014	41,910	42,150
By Race/Ethnicity of Employee:	-----								
White	6	10			46,592			45,332	46,407
By Number of Years in Position:	-----								
Up to 5 Years	8	9			43,264			43,569	42,125

Lead Organizer

Conducts target research and outreach to workers, enhances the leadership development of key workers, performs campaign planning, and implementation of campaign plans in coordination with organizers. Establishes organizing priorities, guides and coaches organizing team members to develop strategic organizing plans, objectives and outcomes in each target organization or community. Provides leadership and direction in the development of key partnerships. Effectively manages, guides, and coaches staff.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	5	10			\$55,380			\$59,336	\$57,325
By Number of Years in Position:	-----								
Up to 5 Years	5	7			54,995			53,958	54,667

Organizer

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	7	11			\$39,998			\$38,750	\$37,211
By Number of Years in Position:	-----								
Up to 5 Years	6	9			39,998			38,785	37,927

Primarily responsible for raising the awareness of community residents about issues that are going on in the community. Serves as an advocate for residents, schools, hospitals and other institutions to local officials. Plans and attends meetings where residents and other community members voice their concerns. Conducts surveys in local neighborhoods to determine residents' and community needs, to refer them to government officials and utility or other companies who can contribute to a resolution.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	7	17	\$30,959	\$32,999	\$41,600	\$65,271	\$71,265	\$48,981	\$38,691
By Gender of Employee:	-----								
Female	6	8			36,220			41,673	39,468
By Number of Years in Position:	-----								
Up to 5 Years	6	10			32,999			42,801	38,667

Artistic Director

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Responsible for setting the artistic direction and programming of a performing arts or cultural organization. Organizations reporting this position will also have a CEO/Executive Director who has overall responsibility for running the organization's administrative functions. Both the Artistic Director and CEO/Executive Director report to the Board of Directors.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	5	5			\$93,000			\$126,365	\$126,365
By Field of Service:	-----								
Arts, culture, recreation	5	5			93,000			126,365	126,365

Curator

155

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	10	17	\$33,611	\$41,974	\$66,206	\$82,327	\$93,034	\$65,448	\$60,880
By Budget Size:	-----								
\$2,500,000 – \$9,999,999	6	12	33,607	45,578	68,103	78,910	89,011	64,523	61,077
By Field of Service:	-----								
Arts, culture, recreation	9	16	33,610	40,986	68,103	83,398	94,072	65,412	60,309
By Years of Experience Required:	-----								
4 – 6 Years	6	6			54,985			58,338	58,338
By Level of Education Required:	-----								
Bachelor's Degree	5	5			43,950			51,814	51,814
By Gender of Employee:	-----								
Male	5	5			62,400			54,411	54,411
Female	7	12	35,260	49,213	72,544	89,102	98,224	70,046	62,989
By Race/Ethnicity of Employee:	-----								
White	9	15	33,609	39,998	66,019	75,088	94,923	62,765	58,137
By Number of Years in Position:	-----								
11 – 20 Years	5	6			75,109			74,554	70,267

Plans and runs classes teaching students at a variety of skill levels in cultural and/or performing arts.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	7	146							\$57,422
By Field of Service:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Arts, culture, recreation	6	134							62,767
By Level of Education Required:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Bachelor's Degree	5	121							63,824
By Gender of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Male	5	55							57,151
Female	5	83							54,786
By Race/Ethnicity of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
White	5	120							56,337
By Number of Years in Position:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Up to 5 Years	5	77							52,709

Supervises all technical elements of a performing arts production including sets, props, costumes, lighting, sound system and movement.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	8	8			\$45,968			\$48,191	\$48,191
By Field of Service:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Arts, culture, recreation	7	7			41,434			46,491	46,491
By Number of Employees:	-----	-----	-----	-----	-----	-----	-----	-----	-----
11 – 25	5	5			41,434			43,397	43,397
By Race/Ethnicity of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
White	7	7			41,434			45,296	45,296

Director, Development

Provides leadership for the organization's efforts to obtain financial and other support to help sustain its work – including planned, annual, deferred and other giving. Identifies and contacts individuals, foundations and corporations to solicit donations. Manages the overall marketing and promotions of the organization in order to market an appropriate image, to develop partners with the community, and to meet membership and participation goals. Manages departmental budgets. Participates as a member of the senior management team to formulate and implement fundraising and other policies and plans to help meet the organization's short- and long-term goals.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	91	97	\$60,008	\$70,107	\$81,120	\$99,923	\$124,842	\$89,080	\$87,606
By Budget Size:									
\$250,000 – \$999,999	7	7			58,760			63,948	63,948
\$1,000,000 – \$2,499,999	20	20	60,247	64,064	74,111	91,125	106,562	80,136	80,136
\$2,500,000 – \$9,999,999	35	38	60,008	65,016	84,105	104,442	145,191	94,794	93,050
\$10,000,000 – \$24,999,999	15	15	63,831	73,195	78,936	95,181	113,502	85,253	85,253
\$25,000,000 and over	13	16	77,160	88,925	96,990	119,850	137,952	101,650	100,251
By Geographic Location:									
Western Massachusetts Region	15	15	52,899	58,323	75,005	78,936	88,674	70,213	70,213
Central Massachusetts Region	14	15	57,703	62,400	79,997	101,005	139,443	87,614	87,016
Greater Boston Region	31	34	61,412	74,360	90,002	114,078	146,495	98,560	96,587
Northeastern Massachusetts Region	15	15	65,895	72,800	78,770	99,840	108,726	85,283	85,283
Southeastern Massachusetts/Rhode Island Region	13	15	61,006	81,349	93,600	108,576	138,245	95,314	93,382
By Field of Service:									
Srvcs & Adv: Children and youth	19	20	60,247	66,202	86,747	113,847	181,688	99,597	97,427
Srvcs & Adv: Elderly, developmentally disabled	11	12	59,931	78,567	89,284	104,000	120,619	90,178	88,613
Arts, culture, recreation	12	13	60,258	72,163	90,002	102,191	152,818	92,461	92,166
Housing and homelessness prevention	9	9			71,760			74,043	74,043
Cmnty/econ dev, social justice, legal, civil rights	10	11			76,149			83,212	80,672
Counseling, crisis interv, mental hlth, medical	9	11			94,994			95,796	93,113
By Number of Employees:									
6 – 10	7	7			71,760			72,008	72,008
11 – 25	18	18	53,348	63,752	75,151	90,501	111,301	79,202	79,202
26 – 50	19	21	58,722	63,253	76,149	98,114	135,654	85,320	81,173
51 –100	9	9			90,002			114,060	114,060
101 – 250	14	15	58,676	70,221	88,566	110,864	132,829	91,137	90,790
251+	22	25	74,281	79,477	94,994	103,389	124,883	95,733	94,100
By Years of Experience Required:									
2 – 3 Years	15	15	52,899	57,637	68,578	88,566	105,722	72,635	72,635
4 – 6 Years	35	35	60,981	65,000	76,981	91,998	101,829	79,748	79,748
7 – 10 Years	15	17	63,702	77,106	90,002	127,151	197,995	106,933	106,808
By Level of Education Required:									
Bachelor's Degree	64	67	60,008	69,992	78,083	95,014	114,063	85,633	84,076
Master's Degree	13	13	61,244	83,440	103,064	135,533	170,156	109,059	109,059
By Gender of Employee:									
Male	20	20	70,599	77,329	90,980	122,507	184,727	109,947	109,947
Female	69	73	59,018	64,501	78,770	96,339	109,949	83,140	82,107
By Race/Ethnicity of Employee:									
White	82	87	59,887	70,221	81,120	100,006	116,962	88,992	87,590
By Number of Years in Position:									
Up to 5 Years	60	62	58,954	68,245	79,384	100,256	122,007	89,700	88,742
5 – 10 Years	14	14	66,404	75,441	83,741	96,831	132,933	89,678	89,678
11 – 20 Years	10	10			79,477			80,120	80,120
By Number of Employees Managed:									
1 to 3	49	49	58,760	63,752	78,770	95,930	114,296	82,211	82,211
4 to 8	15	15	69,003	78,083	98,966	130,000	183,385	107,882	107,882
9 to 14	5	5			124,800			144,141	144,141

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	37	47	\$40,797	\$45,760	\$54,080	\$64,480	\$73,519	\$55,023	\$55,066
By Budget Size:									
\$1,000,000 – \$2,499,999	7	7			51,002			52,841	52,841
\$2,500,000 – \$9,999,999	15	18	42,143	45,505	55,120	63,264	67,319	54,671	53,925
\$10,000,000 – \$24,999,999	7	11			54,683			58,592	61,897
By Geographic Location:									
Western Massachusetts Region	5	8			49,816			50,139	49,712
Greater Boston Region	11	13	38,648	48,527	58,718	65,864	72,938	57,141	57,088
Northeastern Massachusetts Region	8	13	45,498	47,819	53,602	65,395	74,697	56,454	56,583
Southeastern Massachusetts/Rhode Island Region	5	5			62,858			64,301	64,301
By Field of Service:									
Srvcs & Adv: Elderly, developmentally disabled	6	8			66,462			59,425	63,862
Arts, culture, recreation	6	6			47,341			48,091	48,091
Cmnty/econ dev, social justice, legal, civil rights	7	8			45,802			48,679	49,127
By Number of Employees:									
11 – 25	7	7			46,530			48,693	48,693
26 – 50	5	7			54,080			55,149	54,536
51 – 100	6	7			60,112			57,937	57,289
101 – 250	8	9			57,138			56,806	58,214
251+	7	13	36,885	46,062	62,453	73,868	75,018	59,024	62,769
By Years of Experience Required:									
2 – 3 Years	13	14	42,387	46,020	53,040	61,142	66,290	53,467	53,500
4 – 6 Years	7	8			61,828			59,818	59,531
By Level of Education Required:									
Bachelor's Degree	22	30	43,278	47,357	54,382	64,954	71,931	55,906	56,108
By Gender of Employee:									
Female	29	37	37,535	45,542	53,602	64,480	71,076	54,303	54,032
By Race/Ethnicity of Employee:									
White	31	38	37,727	45,115	53,841	64,954	73,510	54,760	54,742
By Number of Years in Position:									
Up to 5 Years	23	27	37,535	45,323	54,683	64,938	74,389	55,679	54,653
5 – 10 Years	7	8			53,040			55,736	55,653
By Number of Employees Managed:									
1 to 3	12	13	38,992	51,106	62,453	68,942	73,941	59,365	58,478

Development Manager, Annual Giving

211

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	15	16	\$44,990	\$49,223	\$62,712	\$75,324	\$87,949	\$64,208	\$62,821
By Budget Size:	-----								
\$2,500,000 – \$9,999,999	5	5			60,424			61,203	61,203
\$25,000,000 and over	5	5			76,066			70,595	70,595
By Geographic Location:	-----								
Greater Boston Region	7	8			59,998			64,068	61,077
By Number of Employees:	-----								
251+	7	8			70,533			69,579	67,376
By Years of Experience Required:	-----								
4 – 6 Years	5	5			54,995			56,584	56,584
By Level of Education Required:	-----								
Bachelor's Degree	12	12	44,990	48,230	55,692	75,177	80,012	59,708	59,708
By Gender of Employee:	-----								
Male	5	5			60,424			62,034	62,034
Female	9	10			59,998			64,405	62,117
By Race/Ethnicity of Employee:	-----								
White	12	12	44,990	48,230	55,692	75,177	97,062	62,346	62,346
By Number of Years in Position:	-----								
Up to 5 Years	12	13	44,990	48,475	56,389	74,288	94,416	61,989	60,071
By Number of Employees Managed:	-----								
1 to 3	6	6			62,057			63,118	63,118

Development Manager, Major Gifts

212

Manages the organization's major gifts program. Responsible for the overall strategy and execution, and for long-range planning, donor relations, data management and supervision of administrative and support staff.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	12	15	\$51,564	\$62,858	\$67,500	\$85,509	\$117,537	\$75,653	\$72,229
By Budget Size:	-----								
\$2,500,000 – \$9,999,999	7	10			74,662			78,167	73,375
By Geographic Location:	-----								
Greater Boston Region	5	8			76,139			82,792	78,860
By Years of Experience Required:	-----								
4 – 6 Years	5	5			65,998			63,611	63,611
By Level of Education Required:	-----								
Bachelor's Degree	8	10			66,654			71,538	67,317
By Gender of Employee:	-----								
Female	11	13	47,966	62,629	67,018	83,752	108,189	72,297	70,069
By Race/Ethnicity of Employee:	-----								
White	11	14	49,765	62,744	67,259	82,873	117,947	74,594	70,570
By Number of Years in Position:	-----								
Up to 5 Years	12	13	47,966	62,629	67,018	82,275	105,731	71,754	71,242

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	30	34	\$38,501	\$43,098	\$52,978	\$66,451	\$70,003	\$53,901	\$53,639
By Budget Size:	-----								
\$1,000,000 – \$2,499,999	7	7			45,989			53,159	53,159
\$2,500,000 – \$9,999,999	7	7			45,864			46,926	46,926
\$10,000,000 – \$24,999,999	8	10			52,978			54,974	56,196
\$25,000,000 and over	5	7			58,136			57,586	55,965
By Geographic Location:	-----								
Central Massachusetts Region	6	7			60,798			56,832	55,112
Greater Boston Region	9	10			46,000			52,955	52,986
By Field of Service:	-----								
Srvcs & Adv: Children and youth	5	5			65,000			60,449	60,449
Srvcs & Adv: Elderly, developmentally disabled	7	9			52,208			52,885	50,877
By Number of Employees:	-----								
26 – 50	6	6			46,273			53,100	53,100
101 – 250	7	8			52,978			55,442	56,578
251+	8	11			58,011			53,690	51,830
By Years of Experience Required:	-----								
2 – 3 Years	9	10			46,284			54,632	53,241
4 – 6 Years	9	10			58,074			56,811	57,846
By Level of Education Required:	-----								
Bachelor's Degree	22	24	40,643	45,994	56,015	66,061	68,630	55,022	54,420
By Gender of Employee:	-----								
Female	24	28	40,250	43,186	52,978	66,524	69,994	53,828	53,488
By Race/Ethnicity of Employee:	-----								
White	26	30	39,102	43,114	52,978	65,354	69,782	53,252	52,851
By Number of Years in Position:	-----								
Up to 5 Years	22	23	38,384	43,181	53,747	66,414	69,755	53,757	53,148

Special Event Coordinator

Develops and coordinates special events that generate funds and attendance, and/or to increase members volunteers and/or clients for the organization. Identifies special events that are appropriate to the organization's image and mission. Plans budgets, locates and secures facilities, food, entertainment and equipment. Solicits donations and participation. Plans and organizes ticket sales. Attends events to coordinate activities, to ensure smooth operations and to resolve problems that may arise. Oversees marketing and promotions for the event. Conducts an evaluation after the event to determine its successes and improvements needed for the next time the event occurs. Develops and maintains donor and participant databases.

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	27	39	\$33,966	\$40,997	\$49,982	\$57,491	\$67,999	\$49,879	\$47,862	
By Budget Size:										
\$1,000,000 – \$2,499,999	8	8			48,839			48,560	48,560	
\$2,500,000 – \$9,999,999	9	17	30,998	38,283	49,130	52,978	68,286	48,305	44,385	
\$25,000,000 and over	5	9			53,539			55,480	53,608	
By Geographic Location:										
Western Massachusetts Region	6	8			40,175			41,600	38,524	
Greater Boston Region	12	22	37,609	46,878	50,003	64,376	73,070	53,268	51,712	
By Field of Service:										
Srvcs & Adv: Children and youth	6	8			47,497			50,469	48,359	
Srvcs & Adv: Elderly, developmentally disabled	5	7			53,539			54,199	49,953	
By Number of Employees:										
26 – 50	7	7			50,003			47,621	47,621	
251+	7	11			53,539			54,978	53,354	
By Years of Experience Required:										
1 Year	5	5			37,440			39,283	39,283	
2 – 3 Years	13	21	31,872	41,101	47,382	52,478	59,705	46,874	44,197	
4 – 6 Years	6	6			57,762			58,677	58,677	
By Level of Education Required:										
Bachelor's Degree	23	33	33,055	37,721	47,382	53,550	62,799	47,403	45,257	
By Gender of Employee:										
Male	5	5			53,560			60,720	60,720	
Female	22	32	32,903	38,751	47,382	53,883	65,584	48,118	45,868	
By Race/Ethnicity of Employee:										
White	25	33	34,382	39,604	50,003	60,892	68,072	51,055	49,284	
By Number of Years in Position:										
Up to 5 Years	22	30	34,070	40,108	48,256	53,669	63,436	48,000	46,947	
5 – 10 Years	5	5			66,560			59,571	59,571	
By Number of Employees Managed:										
1 to 3	6	6			60,892			58,164	58,164	

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

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	64	82	\$27,381	\$31,200	\$38,428	\$42,744	\$50,571	\$38,597	\$38,326	
By Budget Size:	-----		-----						-----	
\$250,000 – \$999,999	7	7			31,200			32,929	32,929	
\$1,000,000 – \$2,499,999	13	13	28,234	35,402	37,440	44,970	58,120	40,443	40,443	
\$2,500,000 – \$9,999,999	24	32	30,621	33,727	41,548	43,113	50,802	39,960	38,560	
\$10,000,000 – \$24,999,999	7	8			40,862			41,958	41,205	
\$25,000,000 and over	11	20	26,932	27,678	35,423	40,877	51,517	36,619	38,255	
By Geographic Location:	-----		-----						-----	
Western Massachusetts Region	7	11			30,680			36,866	35,790	
Central Massachusetts Region	10	10			40,238			39,757	39,757	
Greater Boston Region	23	31	27,269	31,200	39,998	43,784	47,840	39,182	38,795	
Northeastern Massachusetts Region	12	16	26,838	35,391	39,884	43,264	52,031	39,780	39,826	
Southeastern Massachusetts/Rhode Island Region	9	11			37,336			36,623	36,298	
By Field of Service:	-----		-----						-----	
Srvcs & Adv: Children and youth	13	15	28,704	34,008	38,002	41,995	54,746	39,224	37,962	
Srvcs & Adv: Elderly, developmentally disabled	12	18	26,626	27,269	37,128	44,476	53,417	37,879	39,189	
Arts, culture, recreation	15	16	25,688	31,200	36,503	42,245	46,450	36,557	36,311	
Counseling, crisis interv, mental hlth, medical	5	10			38,803			39,310	39,808	
By Number of Employees:	-----		-----						-----	
11 – 25	14	14	26,822	29,120	35,402	42,677	54,174	36,623	36,623	
26 – 50	7	12	31,824	40,804	42,782	51,002	55,089	44,203	42,825	
51 – 100	7	9			41,496			39,317	38,782	
101 – 250	12	13	27,214	32,251	39,998	41,798	46,979	38,067	37,885	
251+	16	26	27,157	29,721	37,471	41,465	51,214	37,593	38,663	
By Years of Experience Required:	-----		-----						-----	
1 Year	16	20	25,064	29,477	37,388	40,040	45,796	35,836	35,336	
2 – 3 Years	24	33	27,269	32,822	41,413	43,649	53,414	40,247	40,004	
By Level of Education Required:	-----		-----						-----	
High School Diploma	7	8			38,803			36,080	35,691	
Bachelor's Degree	36	46	28,413	33,920	39,759	43,342	52,000	39,625	39,023	
By Gender of Employee:	-----		-----						-----	
Male	11	12	24,960	27,149	39,271	43,654	60,031	38,577	38,231	
Female	53	67	28,651	31,200	38,376	42,661	51,102	38,523	38,704	
By Race/Ethnicity of Employee:	-----		-----						-----	
White	56	66	28,677	33,085	38,491	43,342	51,214	39,045	38,798	
By Number of Years in Position:	-----		-----						-----	
Up to 5 Years	48	60	27,432	31,398	38,189	42,744	47,923	38,289	37,890	
5 – 10 Years	10	10			41,278			40,319	40,319	

Director, Education

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

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	44	54	\$42,443	\$49,135	\$64,740	\$84,240	\$102,783	\$70,590	\$72,457	
By Budget Size:										
\$1,000,000 – \$2,499,999	10	13	38,339	42,443	48,006	64,012	83,525	54,387	56,308	
\$2,500,000 – \$9,999,999	13	15	48,381	49,629	64,293	76,502	121,172	69,785	71,600	
\$10,000,000 – \$24,999,999	11	14	46,800	74,196	81,996	86,897	108,327	80,202	79,849	
\$25,000,000 and over	8	10			74,516			84,358	90,533	
By Geographic Location:										
Western Massachusetts Region	9	10			54,362			59,329	60,121	
Central Massachusetts Region	7	9			59,426			64,309	65,306	
Greater Boston Region	12	16	46,752	63,731	75,752	81,808	130,595	77,688	79,796	
Northeastern Massachusetts Region	8	11			57,990			63,054	66,144	
Southeastern Massachusetts/Rhode Island Region	5	5			101,566			99,183	99,183	
By Field of Service:										
Srvcs & Adv: Children and youth	12	16	48,268	59,847	68,391	79,241	88,021	68,855	67,850	
Srvcs & Adv: Elderly, developmentally disabled	6	9			80,001			78,801	84,567	
Arts, culture, recreation	9	9			49,192			54,385	54,385	
Counseling, crisis interv, mental hlth, medical	6	6			84,500			83,779	83,779	
By Number of Employees:										
11 – 25	8	10			44,783			49,556	51,952	
26 – 50	6	6			68,048			77,480	77,480	
101 – 250	9	10			70,751			81,569	84,574	
251+	15	20	46,795	57,409	79,001	87,110	103,757	76,728	78,050	
By Years of Experience Required:										
2 – 3 Years	9	9			57,990			64,734	64,734	
4 – 6 Years	16	21	40,918	47,845	59,426	72,967	92,027	62,090	62,541	
7 – 10 Years	8	8			79,685			84,484	84,484	
By Level of Education Required:										
Bachelor's Degree	19	21	41,775	47,757	52,000	70,512	85,172	58,684	58,757	
Master's Degree	17	22	49,484	62,525	76,222	90,766	117,716	79,608	82,415	
By Gender of Employee:										
Male	13	15	54,171	64,480	75,941	85,010	143,483	81,978	83,166	
Female	32	38	41,575	47,535	57,357	80,603	101,809	65,742	67,715	
By Race/Ethnicity of Employee:										
White	39	47	42,249	48,006	63,544	84,989	107,919	69,923	71,786	
By Number of Years in Position:										
Up to 5 Years	23	24	45,843	48,245	69,098	88,754	115,825	72,448	73,328	
5 – 10 Years	7	8			61,839			71,212	75,849	
11 – 20 Years	11	12	41,687	53,857	64,012	83,147	112,886	68,844	69,284	
More than 20 Years	7	8			61,454			63,537	63,834	
By Number of Employees Managed:										
1 to 3	12	12	40,972	43,103	54,548	88,967	134,052	68,550	68,550	
4 to 8	14	14	47,845	51,569	74,568	87,199	147,441	77,935	77,935	
9 to 14	6	6			86,268			72,918	72,918	
15 and over	11	12	47,376	52,525	61,860	76,445	112,013	67,434	67,977	

Provides overall management and supervision to one or more Outside of School Time Program(s) including supervising staff, developing and managing the budget, developing and implementing policies and procedures, participating in obtaining funds and grants, coordinating and integrating the program with other organizational programs. Typically, this position manages fewer than ten staff members, directly and/or indirectly.

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	21	53	\$31,200	\$35,714	\$45,510	\$55,609	\$70,541	\$47,237	\$47,908	
By Budget Size:										
\$1,000,000 – \$2,499,999	8	17	29,765	33,894	42,848	59,821	75,026	47,485	44,373	
\$2,500,000 – \$9,999,999	8	18	23,444	34,507	45,781	59,005	69,951	47,671	48,912	
By Geographic Location:										
Greater Boston Region	8	15	34,507	42,494	55,058	65,062	71,797	53,553	53,021	
By Field of Service:										
Srvcs & Adv: Children and youth	11	32	29,193	34,632	45,375	59,384	73,397	47,435	45,908	
By Number of Employees:										
11 – 25	7	11			38,418			41,248	44,467	
26 – 50	5	17	23,092	42,224	59,821	71,365	75,026	55,490	55,020	
By Years of Experience Required:										
2 – 3 Years	7	24	30,597	35,360	46,384	58,599	75,026	48,279	47,655	
4 – 6 Years	9	18	35,659	40,711	48,225	59,005	69,951	50,244	48,489	
By Level of Education Required:										
Bachelor's Degree	18	44	32,386	38,137	47,341	59,384	72,020	49,580	49,486	
By Gender of Employee:										
Male	8	15	26,828	32,781	47,008	56,160	71,797	46,670	49,291	
Female	16	37	31,832	38,023	44,990	56,504	70,999	47,499	46,415	
By Race/Ethnicity of Employee:										
White	16	38	34,704	38,855	46,738	58,511	73,322	49,887	48,019	
By Number of Years in Position:										
Up to 5 Years	14	33	30,476	34,757	41,600	57,117	67,783	45,870	46,080	
5 – 10 Years	7	9			44,990			45,677	47,876	
11 – 20 Years	7	9			46,051			51,702	48,624	
By Number of Employees Managed:										
1 to 3	11	18	27,993	34,881	42,047	49,987	57,050	41,816	41,326	
4 to 8	8	11			58,074			53,038	48,711	

Educator or Teacher, Adult Education

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	21	75	\$33,047	\$38,002	\$41,600	\$44,720	\$53,997	\$42,332	\$41,971
By Budget Size:	-----								
\$2,500,000 – \$9,999,999	7	35							40,119
\$10,000,000 – \$24,999,999	5	27	37,877	38,480	41,371	46,675	55,469	43,587	44,465
By Geographic Location:	-----								
Western Massachusetts Region	6	9			42,994			42,691	41,836
By Field of Service:	-----								
Cmnty/econ dev, social justice, legal, civil rights	5	20	33,210	41,371	41,371	44,481	49,608	42,236	43,118
By Number of Employees:	-----								
26 – 50	5	8			44,335			46,636	47,177
By Years of Experience Required:	-----								
2 – 3 Years	5	13	30,888	40,009	43,763	44,855	52,316	42,637	42,634
4 – 6 Years	5	8			48,006			48,355	49,192
By Level of Education Required:	-----								
Bachelor's Degree	12	29	33,010	36,171	38,480	44,242	49,920	40,721	41,674
Master's Degree	5	8			44,855			47,650	46,688
By Gender of Employee:	-----								
Male	10	15	29,852	37,378	41,371	48,006	57,957	42,442	41,666
Female	16	41	32,810	37,721	41,371	44,855	55,145	41,917	41,346
By Race/Ethnicity of Employee:	-----								
White	16	47	32,619	37,440	41,371	44,990	52,399	41,478	40,153
By Number of Years in Position:	-----								
Up to 5 Years	20	40	32,149	37,347	41,371	46,431	55,388	42,228	41,840
5 – 10 Years	6	10			39,250			41,115	39,289

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

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	21	220	\$34,530	\$40,753	\$46,592	\$52,000	\$60,819	\$46,960	\$46,886	
By Budget Size:	-----									
\$10,000,000 - \$24,999,999	6	65	44,482	46,145	49,504	55,723	65,071	51,562	49,708	
\$25,000,000 and over	7	90	31,061	34,986	41,216	47,533	55,827	42,051	41,087	
By Geographic Location:	-----									
Greater Boston Region	5	25	36,740	42,578	46,405	52,770	55,868	46,864	47,175	
By Field of Service:	-----									
Srvcs & Adv: Children and youth	8	94	40,664	44,964	48,797	54,730	60,819	50,190	50,848	
Srvcs & Adv: Elderly, developmentally disabled	5	45							45,123	
Counseling, crisis interv, mental hlth, medical	5	70	33,259	35,277	44,304	52,000	62,908	44,716	45,529	
By Number of Employees:	-----									
251+	13	135	32,092	37,136	44,990	51,501	57,179	45,035	44,933	
By Years of Experience Required:	-----									
1 Year	6	40	31,824	34,019	37,856	44,694	51,501	39,721	42,819	
2 - 3 Years	10	29	27,040	36,779	42,640	49,234	53,560	43,306	46,043	
By Level of Education Required:	-----									
High School Diploma	5	48							39,091	
Bachelor's Degree	12	98	39,950	43,831	47,726	54,912	60,819	49,308	48,545	
Credential/Certification/License	6	30	33,559	35,142	41,642	45,630	52,000	41,730	42,016	
By Gender of Employee:	-----									
Male	16	52	36,255	44,019	49,369	54,995	64,596	49,863	47,930	
Female	20	146	33,983	39,520	44,990	49,920	57,178	45,076	45,894	
By Race/Ethnicity of Employee:	-----									
Black	5	7			39,520			43,181	45,269	
White	19	174	34,029	40,539	45,958	52,000	60,819	46,784	47,242	
By Number of Years in Position:	-----									
Up to 5 Years	17	111	34,308	39,998	44,990	49,504	54,995	45,004	44,498	
5 - 10 Years	13	20	36,326	41,340	48,974	57,241	60,819	48,491	48,024	
11 - 20 Years	7	17	41,065	47,715	55,973	63,045	66,493	54,753	54,685	

Teacher, Pre-School

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

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	26	431	\$22,277	\$25,480	\$29,120	\$34,278	\$40,144	\$30,114	\$31,070	
By Budget Size:	-----		-----						-----	
\$2,500,000 – \$9,999,999	10	120	21,859	25,693	29,120	32,557	42,184	30,030	28,980	
\$10,000,000 – \$24,999,999	6	164	27,477	28,340	31,939	37,029	41,226	33,302	37,601	
By Geographic Location:	-----		-----						-----	
Greater Boston Region	5	76	26,855	28,636	31,990	37,185	42,411	33,151	36,968	
Southeastern Massachusetts/Rhode Island Region	6	118							26,825	
By Field of Service:	-----		-----						-----	
Srvcs & Adv: Children and youth	13	250	25,493	27,560	31,200	36,749	41,600	32,178	33,003	
Cmnty/econ dev, social justice, legal, civil rights	5	55	21,516	24,960	29,120	34,944	36,774	29,493	29,407	
By Number of Employees:	-----		-----						-----	
51 –100	6	67	26,291	27,560	29,203	32,011	37,461	30,593	29,623	
101 – 250	5	61	25,522	27,758	32,344	37,669	42,411	33,165	31,426	
251+	7	235	22,110	24,440	28,517	34,632	39,973	29,905	34,185	
By Years of Experience Required:	-----		-----						-----	
1 Year	13	149	23,400	25,480	27,560	31,200	32,760	28,309	28,595	
2 – 3 Years	9	34	21,840	24,685	28,288	30,545	40,872	29,304	31,479	
By Level of Education Required:	-----		-----						-----	
High School Diploma	5	119							27,999	
Associate's Degree	11	201	26,291	27,560	31,554	36,951	41,642	32,754	31,838	
Bachelor's Degree	12	41	26,624	27,768	30,680	36,774	41,600	32,654	32,812	
Credential/Certification/License	6	64	19,417	23,384	27,040	29,224	33,020	26,596	28,161	
By Gender of Employee:	-----		-----						-----	
Male	7	7			25,085			29,661	29,661	
Female	24	404	22,256	25,397	28,881	33,353	39,208	29,754	29,899	
By Race/Ethnicity of Employee:	-----		-----						-----	
Black	10	46	20,804	22,189	25,886	30,628	33,018	26,518	28,091	
Hispanic or Latino	11	75	23,117	25,688	29,162	35,381	40,431	30,566	27,438	
White	26	291	22,880	25,958	29,120	34,632	40,793	30,468	31,518	
By Number of Years in Position:	-----		-----						-----	
Up to 5 Years	23	221	21,757	23,920	27,560	31,855	38,222	28,597	29,583	
5 – 10 Years	20	109	23,005	25,366	29,120	33,103	39,229	29,978	30,853	
11 – 20 Years	15	67	26,441	29,390	34,632	39,915	42,411	34,399	33,551	
More than 20 Years	6	11			40,165			39,006	37,497	
By Number of Employees Managed:	-----		-----						-----	
1 to 3	8	118	27,562	30,680	34,632	38,501	41,226	34,336	31,744	

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	16	203	\$20,800	\$24,960	\$28,891	\$31,824	\$35,119	\$28,809	\$29,496
By Budget Size:	-----								
\$10,000,000 – \$24,999,999	6	97	28,434	28,891	30,618	32,739	34,882	31,087	31,889
By Geographic Location:	-----								
Greater Boston Region	5	44	21,840	28,247	28,621	33,093	37,003	29,279	28,436
By Field of Service:	-----								
Srvcs & Adv: Children and youth	5	48							31,742
By Number of Employees:	-----								
251+	8	129	21,840	24,960	28,621	31,200	34,882	28,660	30,977
By Years of Experience Required:	-----								
1 Year	6	35	24,711	28,621	28,621	31,970	37,003	30,058	30,972
2 – 3 Years	5	34							28,298
By Level of Education Required:	-----								
High School Diploma	6	73							27,031
Bachelor's Degree	8	60	23,207	28,621	30,420	34,221	38,815	30,954	32,204
By Gender of Employee:	-----								
Male	14	59	20,800	24,960	28,621	33,072	37,523	29,108	30,524
Female	14	115	20,800	23,338	28,621	31,200	34,807	28,134	28,402
By Race/Ethnicity of Employee:	-----								
Asian	5	9			22,880			25,175	26,558
Black	8	23	21,807	25,834	28,746	33,010	36,953	29,371	28,464
Hispanic or Latino	8	19	17,680	21,840	28,600	34,882	37,003	27,880	28,289
White	12	115	20,800	23,546	28,621	31,200	35,730	28,661	31,520
By Number of Years in Position:	-----								
Up to 5 Years	14	116	20,800	22,880	28,621	31,200	34,489	27,673	29,592
5 – 10 Years	7	17	21,957	26,916	32,032	34,851	37,457	30,801	30,047
11 – 20 Years	5	12							33,921

Teaching Assistant, Pre-School

268

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	19	274	\$17,680	\$18,975	\$23,951	\$26,790	\$27,768	\$23,466	\$22,962
By Budget Size:	-----		-----					-----	
\$2,500,000 – \$9,999,999	8	73	17,160	20,707	24,606	26,790	27,893	23,687	22,425
\$10,000,000 – \$24,999,999	5	120							25,535
By Geographic Location:	-----		-----					-----	
Southeastern Massachusetts/Rhode Island Region	6	80							21,083
By Field of Service:	-----		-----					-----	
Srvcs & Adv: Children and youth	9	171	18,724	22,048	25,646	27,000	27,768	24,659	23,076
Cmnty/econ dev, social justice, legal, civil rights	5	26	18,874	22,880	24,440	27,768	36,774	25,951	23,426
By Number of Employees:	-----		-----					-----	
101 – 250	6	73	17,160	20,707	25,667	27,394	29,944	24,640	23,252
251+	7	175	17,680	18,741	23,358	26,312	27,768	23,145	23,655
By Years of Experience Required:	-----		-----					-----	
1 Year	7	56	18,741	21,216	22,048	23,935	26,094	22,694	24,114
By Level of Education Required:	-----		-----					-----	
High School Diploma	13	191	17,430	18,200	22,048	25,646	27,227	22,234	21,353
Credential/Certification/License	7	49							24,450
By Gender of Employee:	-----		-----					-----	
Female	18	231	17,680	18,720	23,192	26,187	27,768	22,904	22,771
By Race/Ethnicity of Employee:	-----		-----					-----	
Black	8	22	17,160	17,550	24,596	27,010	27,931	22,656	23,367
Hispanic or Latino	16	75							23,003
White	15	164	17,680	18,725	22,880	26,281	27,893	23,001	23,442
By Number of Years in Position:	-----		-----					-----	
Up to 5 Years	19	180	17,430	18,034	22,204	25,667	27,000	22,343	22,414
5 – 10 Years	8	26	19,242	22,407	26,187	26,187	30,550	24,925	24,670
11 – 20 Years	8	37							25,007
More than 20 Years	7	8			27,768			26,991	26,880

Provides a safe, nurturing, welcoming environment for young children. Provides overall guidance and care to the children. Attends to the physical needs of children. Serves snacks and drinks to children. Coordinates, supervises and/or plays indoor and outdoor games with children. Reads to children. Maintains communications with parents and/or guardians.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	5	108							\$19,988
By Race/Ethnicity of Employee:	-----								
White	5	94	16,640	17,639	18,720	20,800	23,452	19,569	20,140
By Number of Years in Position:	-----								
5 - 10 Years	5	22	17,204	17,883	19,396	20,800	24,349	19,943	20,809

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	7	252							\$23,336
By Gender of Employee:	-----								
Female	7	132							23,867
By Race/Ethnicity of Employee:	-----								
White	6	216							23,397
By Number of Years in Position:	-----								
Up to 5 Years	7	217							21,961

Recreation or Activity Leader, Children or Youth

277

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	20	336							\$29,722
By Budget Size:									
\$1,000,000 – \$2,499,999	5	31	17,680	20,800	24,960	38,210	49,279	28,650	32,314
\$2,500,000 – \$9,999,999	7	43	19,169	20,800	24,086	29,058	39,507	26,386	28,154
By Geographic Location:									
Greater Boston Region	7	33	22,048	23,712	27,040	31,200	40,364	29,371	32,490
By Field of Service:									
Srvcs & Adv: Children and youth	10	65	18,695	20,800	23,858	27,560	38,684	26,457	28,149
By Number of Employees:									
11 – 25	5	28	17,680	20,800	21,216	27,040	31,200	23,820	28,375
51 – 100	5	19	20,800	21,840	24,960	29,994	40,830	27,107	29,739
101 – 250	5	43	23,612	24,960	27,040	31,200	44,645	29,744	31,376
By Years of Experience Required:									
1 Year	9	177							25,427
2 – 3 Years	7	28	27,969	31,200	36,348	43,904	54,072	38,743	37,942
By Level of Education Required:									
High School Diploma	10	140							23,581
Bachelor's Degree	8	79							35,525
By Gender of Employee:									
Male	13	85							29,726
Female	18	229							30,858
By Race/Ethnicity of Employee:									
Black	8	42							25,577
Hispanic or Latino	8	22	17,443	17,680	19,188	22,074	28,897	21,131	23,530
White	16	241							30,249
By Number of Years in Position:									
Up to 5 Years	18	257							28,861
5 – 10 Years	8	48							31,499
By Number of Employees Managed:									
1 to 3	5	60							33,427

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	13	23	\$27,751	\$29,120	\$35,758	\$44,304	\$51,667	\$37,404	\$39,056
By Budget Size:	-----								
\$2,500,000 – \$9,999,999	6	8			41,600			38,493	37,457
By Geographic Location:	-----								
Greater Boston Region	5	7			41,600			40,204	39,646
By Field of Service:	-----								
Srvcs & Adv: Children and youth	5	7			41,600			42,608	43,011
By Number of Employees:	-----								
251+	6	14	27,040	28,179	33,686	41,683	50,546	35,739	38,497
By Level of Education Required:	-----								
High School Diploma	6	9			29,120			33,934	36,765
By Gender of Employee:	-----								
Male	5	8			32,531			37,004	39,182
Female	10	12	27,710	28,450	34,883	43,373	52,158	36,622	36,467
By Race/Ethnicity of Employee:	-----								
White	12	21	27,656	28,673	37,606	44,647	51,834	37,926	39,829
By Number of Years in Position:	-----								
Up to 5 Years	9	18	27,456	28,184	33,686	41,600	45,691	35,113	34,344

Develops physical fitness program content to meet needs of adults to improve general or specific health and fitness. Conducts classes/instructs individuals and groups in such programs. Provides continuous observation of clients to ensure their health and safety. Participates in keeping records. Promotes participation of current and prospective clients in fitness programs. May determine specific goals for participants and assess/report progress towards goals.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	7	403							\$36,341
By Gender of Employee:	-----								
Female	6	295							38,406
By Race/Ethnicity of Employee:	-----								
White	7	356							36,301
By Number of Years in Position:	-----								
5 – 10 Years	5	62	19,879	23,509	35,006	48,547	51,701	35,984	33,882

Job Developer

Researches, locates and develops job openings for the purpose of placing clients by making personal visits to companies and/or organizations, by placing telephone calls, and through other research and outreach efforts. Develops and maintains effective working relationships with representatives of employment and governmental agencies, companies, organizations and other potential sources that may offer employment opportunities.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	18	46	\$29,132	\$32,521	\$34,871	\$41,366	\$45,887	\$37,011	\$39,241
By Budget Size:									
\$2,500,000 – \$9,999,999	7	19	27,040	29,307	33,488	41,600	45,094	34,555	36,256
\$10,000,000 – \$24,999,999	7	17							39,256
By Geographic Location:									
Western Massachusetts Region	6	26	28,220	31,590	34,352	36,296	44,847	34,676	37,057
By Field of Service:									
Srvcs & Adv: Elderly, developmentally disabled	13	31	27,745	29,869	34,549	41,600	45,023	36,135	36,806
By Number of Employees:									
101 – 250	7	16							36,089
251+	6	22	33,126	34,502	36,015	40,321	41,935	37,081	37,060
By Years of Experience Required:									
2 – 3 Years	9	25	28,051	31,335	35,776	41,600	45,939	36,531	37,038
By Level of Education Required:									
High School Diploma	6	31	28,841	32,115	34,362	36,254	41,600	34,554	33,197
Bachelor's Degree	6	7			42,078			45,008	45,562
By Gender of Employee:									
Male	9	15	29,906	33,530	37,440	41,600	54,512	39,158	39,822
Female	11	29	27,500	30,701	34,549	37,305	47,736	35,764	37,532
By Race/Ethnicity of Employee:									
White	15	36	28,358	32,250	34,851	39,790	45,968	36,867	39,184
By Number of Years in Position:									
Up to 5 Years	11	28	27,454	30,539	34,352	36,130	42,671	35,141	38,003
5 – 10 Years	5	5			41,288			39,928	39,928
By Number of Employees Managed:									
1 to 3	5	5			41,600			44,129	44,129

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	18	159	\$25,189	\$27,040	\$31,034	\$34,549	\$43,597	\$32,513	\$38,289
By Budget Size:	-----								
\$10,000,000 – \$24,999,999	10	59	28,621	30,160	31,034	32,469	41,371	32,825	38,026
By Geographic Location:	-----								
Greater Boston Region	7	33	25,189	31,620	35,776	44,419	51,466	38,142	41,505
By Field of Service:	-----								
Srvcs & Adv: Children and youth	5	14	30,160	30,160	34,507	41,501	55,118	37,244	40,466
Srvcs & Adv: Elderly, developmentally disabled	7	75							36,349
By Number of Employees:	-----								
101 – 250	6	56							44,061
251+	10	97	27,028	30,160	31,200	34,320	36,275	31,905	32,126
By Years of Experience Required:	-----								
1 Year	6	45	23,874	25,511	30,160	33,863	37,490	30,725	30,608
2 – 3 Years	6	79	24,856	27,040	31,034	32,074	35,131	30,845	33,177
By Level of Education Required:	-----								
High School Diploma	7	87	23,587	25,979	29,453	31,491	34,507	29,229	30,263
Bachelor's Degree	10	48	25,189	31,034	34,549	44,486	50,320	37,207	41,067
By Gender of Employee:	-----								
Male	12	42	23,731	25,677	30,160	33,821	42,981	31,461	36,205
Female	17	117	25,189	28,028	31,200	35,058	43,734	32,890	36,713
By Race/Ethnicity of Employee:	-----								
Black	9	26	23,922	26,177	30,878	35,115	43,680	31,790	34,458
Hispanic or Latino	6	20	23,587	26,603	30,160	32,313	38,761	30,529	33,772
White	15	102	25,189	27,352	30,909	34,227	37,840	31,826	36,062
By Number of Years in Position:	-----								
Up to 5 Years	16	99	23,587	26,562	30,576	34,549	43,000	32,115	37,803
5 – 10 Years	9	29	25,272	26,697	31,387	34,549	44,554	32,236	37,175
11 – 20 Years	6	11			30,722			32,913	34,753
By Number of Employees Managed:	-----								
1 to 3	6	7			44,554			45,891	44,701

Job Coach

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

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	23	268	\$22,880	\$23,634	\$25,522	\$29,066	\$32,544	\$26,875	\$29,999	
By Budget Size:										
\$2,500,000 – \$9,999,999	10	125	20,779	23,046	26,000	31,231	35,360	27,320	31,546	
\$10,000,000 – \$24,999,999	6	92	23,175	23,956	25,959	28,038	29,347	26,545	31,412	
\$25,000,000 and over	6	49	23,421	24,814	25,522	28,600	29,619	26,508	27,151	
By Geographic Location:										
Western Massachusetts Region	8	139	23,046	24,440	27,040	29,203	32,531	27,382	28,495	
Central Massachusetts Region	5	43							32,414	
Northeastern Massachusetts Region	5	38	23,899	24,627	24,783	29,182	35,360	27,246	27,032	
By Field of Service:										
Srvcs & Adv: Elderly, developmentally disabled	16	207	22,040	23,343	24,960	28,704	32,693	26,390	28,851	
By Number of Employees:										
26 – 50	6	34							33,575	
101 – 250	6	75	20,717	23,046	24,066	28,704	31,928	26,002	31,429	
251+	9	125	23,400	24,627	25,522	28,038	29,182	26,339	26,544	
By Years of Experience Required:										
1 Year	9	110	23,400	24,627	26,520	28,600	31,470	27,006	26,788	
2 – 3 Years	8	59	23,421	24,960	26,520	29,120	32,240	27,443	32,483	
By Level of Education Required:										
High School Diploma	14	226	23,046	23,899	25,886	28,600	31,470	26,724	26,404	
Bachelor's Degree	6	16	24,419	25,470	30,826	33,472	51,501	32,178	37,673	
By Gender of Employee:										
Male	20	110	22,897	23,899	26,104	29,136	31,928	27,204	28,669	
Female	20	157	22,040	23,411	25,522	28,600	32,593	26,602	28,524	
By Race/Ethnicity of Employee:										
Black	12	61	23,117	24,627	26,520	28,038	32,510	26,761	27,424	
Hispanic or Latino	13	39	23,088	23,920	25,522	29,182	33,280	27,004	27,138	
White	20	158	21,840	23,379	25,522	29,198	32,300	26,931	29,463	
By Number of Years in Position:										
Up to 5 Years	22	171	22,880	23,379	25,480	28,600	32,178	26,617	29,544	
5 – 10 Years	12	45	21,553	23,681	25,272	27,685	30,443	25,842	25,683	
11 – 20 Years	12	35	24,157	25,418	28,538	31,470	35,818	28,779	27,772	

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	21	23	\$34,041	\$37,835	\$44,158	\$55,000	\$66,106	\$47,269	\$48,035
By Budget Size:	-----								
\$2,500,000 – \$9,999,999	7	9			40,290			44,681	46,240
\$10,000,000 – \$24,999,999	6	6			53,851			52,988	52,988
\$25,000,000 and over	5	5			52,250			51,090	51,090
By Geographic Location:	-----								
Greater Boston Region	7	7			52,250			49,915	49,915
Northeastern Massachusetts Region	5	5			43,867			45,153	45,153
By Field of Service:	-----								
Srvcs & Adv: Children and youth	7	7			40,290			43,329	43,329
Srvcs & Adv: Elderly, developmentally disabled	7	7			55,000			55,709	55,709
By Number of Employees:	-----								
101 – 250	6	6			42,765			51,601	51,601
251+	9	9			52,250			51,016	51,016
By Years of Experience Required:	-----								
2 – 3 Years	6	6			40,872			42,969	42,969
By Level of Education Required:	-----								
High School Diploma	7	7			41,371			45,314	45,314
Associate's Degree	5	5			43,867			50,307	50,307
Bachelor's Degree	5	7			44,158			45,573	48,113
By Gender of Employee:	-----								
Male	10	10			49,431			50,744	50,744
Female	9	11			44,158			43,754	44,761
By Race/Ethnicity of Employee:	-----								
White	16	18	34,062	37,508	44,013	55,233	71,552	47,022	47,997
By Number of Years in Position:	-----								
Up to 5 Years	7	9			36,525			41,492	42,140
11 – 20 Years	8	8			57,034			55,864	55,864
By Number of Employees Managed:	-----								
1 to 3	8	9			41,371			43,095	43,411
4 to 8	6	6			42,224			47,240	47,240

Nutritionist/Dietician**360**

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

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	17	34	\$36,057	\$40,383	\$48,007	\$66,508	\$81,120	\$53,202	\$59,510	
By Budget Size:										
\$10,000,000 – \$24,999,999	8	22	34,903	38,938	42,962	51,865	80,891	48,752	55,539	
\$25,000,000 and over	7	9			67,974			67,122	68,437	
By Field of Service:										
Srvcs & Adv: Elderly, developmentally disabled	8	8			64,127			64,329	64,329	
By Number of Employees:										
101 – 250	7	16	35,624	39,946	45,760	56,420	80,933	50,566	54,161	
251+	8	15	35,152	40,643	53,560	72,800	83,699	57,839	68,030	
By Years of Experience Required:										
2 – 3 Years	7	11			45,760			49,945	56,353	
By Level of Education Required:										
Bachelor's Degree	13	21	35,210	41,319	48,880	66,997	78,333	53,179	57,261	
By Gender of Employee:										
Female	16	31	35,714	40,643	48,173	66,019	78,333	53,071	58,008	
By Race/Ethnicity of Employee:										
White	16	32	35,828	39,863	46,800	65,634	77,979	52,253	58,309	
By Number of Years in Position:										
Up to 5 Years	12	19	35,485	38,938	47,840	64,480	83,200	52,786	54,886	
5 – 10 Years	6	8			47,830			54,265	54,302	
By Number of Employees Managed:										
1 to 3	5	6			45,947			57,651	60,588	

Chef**363**

Directs the preparation, and cooking of foods prepared within a food service establishment. Plans and prices menu items, order supplies, and maintain records and accounts. Supervises and participates in cooking, baking and the preparation of foods. Writes weekly work schedules according to business and projected goals for labor dollars or percentages. Prices labor and food costs. Reviews all purchased supplies for quality, accounting for each delivered item. Maintains inventory. Hires and manages all kitchen staff.

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	6	6			\$42,619			\$46,498	\$46,498	

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	31	85	\$23,342	\$25,595	\$28,080	\$31,991	\$36,284	\$29,182	\$29,400
By Budget Size:	-----								
\$2,500,000 – \$9,999,999	10	19	21,632	23,795	29,370	31,158	32,843	28,136	27,553
\$10,000,000 – \$24,999,999	9	29	25,750	27,155	28,080	32,542	39,811	30,379	32,368
\$25,000,000 and over	9	31	23,192	24,544	28,018	31,595	35,194	28,549	28,751
By Geographic Location:	-----								
Western Massachusetts Region	9	33	21,715	24,440	27,664	28,496	32,070	27,236	27,026
Greater Boston Region	8	19	24,856	26,562	28,500	31,545	35,360	29,300	29,393
By Field of Service:	-----								
Srvcs & Adv: Children and youth	8	26	23,419	26,750	27,872	29,666	32,585	28,188	28,319
Srvcs & Adv: Elderly, developmentally disabled	7	17	27,560	30,254	34,320	35,735	42,066	33,801	33,753
Counseling, crisis interv, mental hlth, medical	6	22	24,440	24,544	26,364	29,172	32,469	27,326	27,755
By Number of Employees:	-----								
51 – 100	5	8			29,734			28,301	27,877
101 – 250	6	11			29,370			31,669	32,857
251+	14	54	24,440	25,688	27,706	31,558	34,944	28,702	29,045
By Years of Experience Required:	-----								
1 Year	8	16	21,353	22,880	27,581	30,711	39,243	27,837	28,724
2 – 3 Years	8	17	23,246	27,675	30,118	32,615	40,048	30,471	31,606
By Level of Education Required:	-----								
High School Diploma	19	54	22,360	24,544	28,205	33,150	39,260	29,626	30,052
By Gender of Employee:	-----								
Male	16	30	23,729	24,544	29,047	32,781	37,045	29,862	30,083
Female	25	49	22,880	25,751	28,080	31,242	36,546	28,790	29,258
By Race/Ethnicity of Employee:	-----								
Black	10	17	21,507	24,045	26,562	30,857	31,828	26,920	26,523
Hispanic or Latino	8	12	21,050	22,100	26,832	29,526	36,764	26,923	26,922
White	22	48	24,534	27,010	28,696	34,320	39,549	30,702	30,555
By Number of Years in Position:	-----								
Up to 5 Years	24	49	22,880	24,544	27,269	31,034	32,760	27,804	28,313
5 – 10 Years	9	11			29,952			30,577	31,099
11 – 20 Years	10	16	24,328	27,685	29,734	36,494	43,099	32,097	31,096

Food Service Assistant/Worker

370

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

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	25	177	\$18,325	\$19,739	\$22,526	\$27,446	\$28,621	\$23,169	\$22,939	
By Budget Size:	-----		-----						-----	
\$2,500,000 – \$9,999,999	10	36	18,976	20,373	21,840	23,962	25,855	22,117	21,778	
\$10,000,000 – \$24,999,999	8	80	18,757	19,718	23,546	28,621	28,621	24,356	24,449	
\$25,000,000 and over	5	54	17,680	20,379	23,296	24,061	26,354	22,574	23,285	
By Geographic Location:	-----		-----						-----	
Western Massachusetts Region	7	25	17,472	18,606	19,760	20,852	23,612	20,168	19,544	
Greater Boston Region	8	55							25,073	
By Field of Service:	-----		-----						-----	
Srvcs & Adv: Children and youth	6	12	17,896	19,781	20,405	21,689	30,293	21,446	22,309	
Srvcs & Adv: Elderly, developmentally disabled	11	139	18,325	19,718	23,379	28,621	28,621	23,481	23,610	
By Number of Employees:	-----		-----						-----	
101 – 250	11	99	20,218	22,110	24,502	28,621	28,621	24,967	23,197	
251+	7	52	17,680	18,720	19,718	21,814	23,546	20,635	23,340	
By Years of Experience Required:	-----		-----						-----	
1 Year	6	11			19,760			20,690	21,279	
By Level of Education Required:	-----		-----						-----	
High School Diploma	15	61	18,795	20,031	22,672	24,128	27,298	22,685	23,092	
By Gender of Employee:	-----		-----						-----	
Male	14	60	17,784	20,826	26,312	28,621	28,621	24,802	24,117	
Female	18	87	18,512	20,218	22,963	24,960	28,621	23,028	22,210	
By Race/Ethnicity of Employee:	-----		-----						-----	
Black	9	32							24,418	
Hispanic or Latino	7	20	19,539	21,778	23,723	28,621	28,902	24,297	25,064	
White	13	96	17,680	19,900	22,464	24,399	28,621	22,487	22,494	
By Number of Years in Position:	-----		-----						-----	
Up to 5 Years	21	97	18,196	19,573	20,384	24,045	28,621	21,926	21,765	
5 – 10 Years	10	43	20,463	22,526	24,565	28,621	28,621	25,130	24,760	
11 – 20 Years	8	24	22,308	22,880	27,487	28,621	28,871	26,187	25,819	

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	7	7			\$106,766			\$99,944	\$99,944
By Gender of Employee:	-----								
Male	5	5			106,766			97,839	97,839
By Race/Ethnicity of Employee:	-----								
White	7	7			106,766			99,944	99,944

Plans and oversees organization, advocacy strategy and activities related to local, state and federal policy. Works with constituents and elected officials to draft and pass legislation.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	6	6			\$75,359			\$75,618	\$75,618
By Number of Years in Position:	-----								
Up to 5 Years	5	5			70,720			71,527	71,527

Director, Housing or Residential Services

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

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	15	23	\$53,756	\$62,005	\$70,990	\$81,994	\$94,532	\$74,080	\$75,643
By Budget Size:	-----								
\$25,000,000 and over	5	7			69,368			71,421	72,287
By Number of Employees:	-----								
101 – 250	5	10			69,368			76,948	84,102
251+	6	9			74,526			75,552	76,624
By Years of Experience Required:	-----								
4 – 6 Years	7	7			71,510			69,463	69,463
By Level of Education Required:	-----								
Bachelor's Degree	10	15	49,870	57,990	69,368	72,966	84,856	66,606	65,913
By Gender of Employee:	-----								
Male	6	7			69,368			67,413	66,035
Female	8	14	54,195	61,001	70,429	90,251	119,694	77,339	82,419
By Race/Ethnicity of Employee:	-----								
White	12	15	53,464	66,622	71,510	89,149	114,791	77,951	78,833
By Number of Years in Position:	-----								
Up to 5 Years	8	10			66,675			75,292	75,418
By Number of Employees Managed:	-----								
4 to 8	6	9			69,368			69,798	71,131
15 and over	5	5			81,994			78,549	78,549

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

	Number of Orgs	Emps	Annual Base Salaries					Avg by Employee	Avg by Org
			10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	15	88	\$39,798	\$41,787	\$45,927	\$52,957	\$59,184	\$47,503	\$47,028
By Budget Size:									
\$2,500,000 – \$9,999,999	5	8			44,990			44,722	44,858
\$10,000,000 – \$24,999,999	5	24	29,640	33,223	47,736	52,801	60,445	45,769	46,645
\$25,000,000 and over	5	56	41,288	41,787	45,011	55,915	61,206	48,644	49,581
By Number of Employees:									
101 – 250	5	22	44,990	45,968	47,736	52,281	57,042	49,478	48,209
251+	7	62	33,523	41,787	43,701	54,481	62,055	46,850	46,860
By Years of Experience Required:									
2 – 3 Years	5	32	30,680	40,061	41,787	41,787	45,011	40,266	39,209
4 – 6 Years	7	36	42,126	46,410	51,876	56,477	62,735	51,970	49,731
By Level of Education Required:									
Bachelor's Degree	12	60	32,321	41,527	48,007	54,538	60,416	47,844	46,796
By Gender of Employee:									
Male	10	22	29,952	41,314	42,214	47,736	56,547	44,220	45,891
Female	13	66	40,061	41,787	46,977	54,481	61,206	48,598	48,028
By Race/Ethnicity of Employee:									
Hispanic or Latino	5	10			43,711			44,491	45,607
White	12	57	41,043	44,512	49,920	56,462	63,220	50,672	48,922
By Number of Years in Position:									
Up to 5 Years	11	40	30,680	41,787	42,120	47,388	55,719	43,928	44,754
5 – 10 Years	8	23	40,452	41,787	47,736	52,645	58,988	48,482	50,427
11 – 20 Years	6	15	41,097	45,011	56,430	62,691	65,720	54,456	52,073
By Number of Employees Managed:									
1 to 3	5	5			42,016			47,886	47,886
4 to 8	6	31							49,971
9 to 14	6	12	41,546	45,011	46,052	48,797	61,568	47,838	46,412
15 and over	5	15	39,612	42,182	45,843	54,101	64,509	48,565	53,427

Coordinator, Housing or Residential Services

422

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

	Number of Orgs	Emps	Annual Base Salaries					Avg by Employee	Avg by Org
			10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	16	232	\$29,230	\$32,802	\$35,995	\$38,355	\$41,556	\$35,787	\$36,748
By Budget Size:									
\$10,000,000 – \$24,999,999	6	82	31,996	34,986	37,086	40,607	44,048	37,553	39,107
\$25,000,000 and over	6	144							35,535
By Geographic Location:									
Greater Boston Region	5	47	28,492	32,136	36,109	39,250	42,195	36,338	38,407
By Field of Service:									
Srvcs & Adv: Elderly, developmentally disabled	7	148							38,955
Counseling, crisis interv, mental hlth, medical	6	81	27,065	30,576	32,906	38,002	40,681	33,693	32,768
By Number of Employees:									
101 – 250	5	40	31,990	32,802	36,057	37,773	39,905	35,744	39,475
251+	9	188	29,151	32,890	36,234	38,854	42,005	36,001	37,031
By Years of Experience Required:									
2 – 3 Years	9	95	28,475	30,347	33,738	40,290	43,277	34,843	33,553
By Level of Education Required:									
High School Diploma	8	120							32,481
Bachelor's Degree	8	64	32,126	35,589	38,054	41,340	44,304	38,139	37,528
By Gender of Employee:									
Male	9	68	29,151	33,395	36,442	38,854	41,491	36,096	35,965
Female	14	144	28,205	32,677	36,047	38,340	42,547	35,791	36,738
By Race/Ethnicity of Employee:									
Black	10	64	28,486	31,377	36,629	40,170	41,637	35,885	36,139
Hispanic or Latino	6	10			35,423			35,818	37,002
White	11	115	28,937	32,885	36,109	38,355	43,277	35,983	36,404
By Number of Years in Position:									
Up to 5 Years	14	110	27,988	31,247	35,756	38,028	40,995	34,936	36,344
5 – 10 Years	9	48							37,546
11 – 20 Years	8	32							38,851

Provides overall management and direction to residential and commercial property operations, including management of staff, developing/controlling the budget, developing/ implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating program with others in the organization. Typically, this position reports to the Executive Director/Chief Executive Officer, is a member of the senior executive team and directly or indirectly manages a minimum of ten staff. Develops and implements short and long range plans to take advantage of business opportunities and to ensure maintenance of property values. Directs efforts to ensure compliance with lenders and investors. Directs programs to develop and train site staff and supervisors.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	5	5			\$83,200			\$82,734	\$82,734
By Race/Ethnicity of Employee:	-----								
White	5	5			83,200			82,734	82,734

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	8	23	\$30,268	\$38,688	\$47,882	\$53,830	\$64,883	\$47,596	\$52,851
By Gender of Employee:	-----								
Female	5	18	28,766	37,071	46,384	51,303	54,696	44,401	45,492
By Race/Ethnicity of Employee:	-----								
White	5	13	30,551	46,249	51,230	53,976	69,750	50,371	55,026

Shelter Manager/Supervisor

427

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	10	41	\$28,105	\$32,240	\$34,736	\$39,125	\$45,065	\$35,691	\$38,622
By Years of Experience Required:	-----								
2 – 3 Years	6	21	28,080	29,380	32,781	35,048	43,472	33,588	36,920
By Level of Education Required:	-----								
Bachelor's Degree	7	21	31,408	33,218	36,400	40,862	46,671	37,205	39,740
By Gender of Employee:	-----								
Male	5	12	28,080	28,210	31,991	35,605	43,192	32,923	36,700
Female	7	28	31,443	33,035	35,360	39,561	47,108	36,653	37,306
By Race/Ethnicity of Employee:	-----								
Black	6	13	28,080	29,380	32,781	37,679	42,620	33,867	35,926
White	7	21							36,824
By Number of Years in Position:	-----								
Up to 5 Years	6	23	28,080	30,160	33,218	36,462	43,251	34,056	35,796
5 – 10 Years	5	9			34,278			34,459	35,224
By Number of Employees Managed:	-----								
4 to 8	6	16							38,521

Program Director, Housing/Homelessness Prevention

430

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	10	11			\$62,400			\$64,365	\$63,331
By Field of Service:	-----								
Housing and homelessness prevention	5	5			67,662			68,994	68,994
By Years of Experience Required:	-----								
4 – 6 Years	6	7			62,400			66,093	64,659
By Gender of Employee:	-----								
Female	8	9			66,622			64,845	63,613
By Race/Ethnicity of Employee:	-----								
White	9	9			62,005			62,067	62,067
By Number of Years in Position:	-----								
Up to 5 Years	5	5			62,400			62,770	62,770

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	6	15	\$34,133	\$35,506	\$40,290	\$49,005	\$50,452	\$42,221	\$44,969
By Gender of Employee:	-----								
Female	5	12	35,404	37,461	42,557	49,286	50,852	43,254	45,050
By Number of Years in Position:	-----								
Up to 5 Years	5	9			44,824			42,702	44,438
By Number of Employees Managed:	-----								
4 to 8	5	6			48,610			45,978	45,415

Responsible for client case management including resident intake, assessment and, referral. Screens applicants for housing to determine eligibility for residency and implement the supportive services component of the program as directed.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	9	55	\$25,002	\$31,013	\$34,736	\$36,046	\$37,290	\$33,597	\$32,352
By Field of Service:	-----								
Housing and homelessness prevention	5	43	31,075	33,987	35,006	36,234	38,376	35,303	35,020
By Years of Experience Required:	-----								
2 - 3 Years	5	31	30,472	31,720	34,840	36,046	37,003	34,050	33,575
By Level of Education Required:	-----								
Bachelor's Degree	5	30	25,002	27,389	33,093	36,129	37,467	32,485	31,914
By Gender of Employee:	-----								
Female	8	47	25,002	31,699	34,840	36,046	37,103	33,666	32,844
By Race/Ethnicity of Employee:	-----								
Black	6	12	25,077	31,112	34,955	35,719	37,003	33,140	33,177
Hispanic or Latino	5	23	30,534	32,781	34,965	36,046	38,858	34,874	35,153
White	6	18	25,002	27,326	34,331	36,426	39,838	33,087	32,546
By Number of Years in Position:	-----								
Up to 5 Years	7	45	25,002	30,607	34,736	35,974	37,061	33,265	32,475

Housing Advocate

Completes intakes for shelter services. Serves as advocate for clients and their families to address housing needs. Provides information about housing and rental assistance programs and resources. Assists with housing searches. Attends appointments at other agencies with clients to assist with the application processes and to advocate for their interests. Coordinates other support services as needed. Tracks changes in availability and eligibility requirements for housing subsidies, welfare and other benefits.

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	9	40	\$24,623	\$26,109	\$31,992	\$36,786	\$41,895	\$32,305	\$34,704
By Gender of Employee:	-----								
Female	8	32	23,362	25,459	30,555	37,113	43,204	32,157	34,884
By Race/Ethnicity of Employee:	-----								
White	7	12	25,459	28,059	34,383	35,786	45,446	33,302	34,061
By Number of Years in Position:	-----								
Up to 5 Years	8	20	23,050	25,085	31,117	36,109	41,852	31,433	34,136

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	53	53	\$60,008	\$68,976	\$80,018	\$98,239	\$113,364	\$83,697	\$83,697
By Budget Size:	-----								
\$2,500,000 – \$9,999,999	16	16	51,940	59,197	69,496	84,209	106,871	72,673	72,673
\$10,000,000 – \$24,999,999	23	23	64,663	68,952	77,709	91,774	110,144	82,508	82,508
\$25,000,000 and over	14	14	80,161	87,111	96,242	109,632	121,930	98,249	98,249
By Geographic Location:	-----								
Berkshire County Region	5	5			72,530			72,568	72,568
Western Massachusetts Region	12	12	50,833	67,190	73,505	84,401	102,001	75,013	75,013
Central Massachusetts Region	8	8			91,604			90,420	90,420
Greater Boston Region	8	8			87,672			91,462	91,462
Northeastern Massachusetts Region	8	8			96,242			93,691	93,691
Southeastern Massachusetts/Rhode Island Region	12	12	60,008	65,359	79,758	87,880	108,235	80,697	80,697
By Field of Service:	-----								
Srvcs & Adv: Children and youth	9	9			85,862			86,783	86,783
Srvcs & Adv: Elderly, developmentally disabled	24	24	56,389	67,763	80,008	99,476	115,184	83,030	83,030
Counseling, crisis interv, mental hlth, medical	6	6			87,246			87,703	87,703
By Number of Employees:	-----								
101 – 250	19	19	58,926	62,858	72,862	85,010	110,906	76,907	76,907
251+	29	29	66,602	75,543	87,152	100,006	115,003	88,734	88,734
By Years of Experience Required:	-----								
2 – 3 Years	6	6			71,095			70,675	70,675
4 – 6 Years	17	17	55,748	61,433	77,709	92,945	103,005	78,603	78,603
7 – 10 Years	11	11			92,477			96,024	96,024
By Level of Education Required:	-----								
Bachelor's Degree	36	36	58,196	66,789	78,864	87,880	116,850	80,509	80,509
Master's Degree	10	10			98,946			93,980	93,980
By Gender of Employee:	-----								
Male	10	10			92,126			92,486	92,486
Female	42	42	60,008	68,365	77,709	92,004	110,396	81,693	81,693
By Race/Ethnicity of Employee:	-----								
White	49	49	60,008	68,151	80,018	95,181	109,207	82,081	82,081
By Number of Years in Position:	-----								
Up to 5 Years	28	28	59,657	65,541	78,832	97,063	109,787	81,268	81,268
5 – 10 Years	7	7			81,806			92,625	92,625
11 – 20 Years	10	10			81,786			81,360	81,360
By Number of Employees Managed:	-----								
1 to 3	25	25	59,575	72,696	85,010	99,299	109,887	84,550	84,550
4 to 8	13	13	54,005	64,553	86,986	98,946	115,519	82,451	82,451

Human Resources Manager

Manages several functions in a human resources department such as employment, compensation, benefits, training, and/or employee relations. Advises managers and staff on employment laws, policies and practices. Ensures organizational practices are in compliance with laws and good human resources practice. Participates in developing and implementing new policies and practices. May manage hourly employees, or is the sole human resources practitioner in a smaller organization. The primary differences between the Director and Manager level (see above) positions are that the Director is a key member of the senior management team, reports to the Executive Director/CEO and typically manages professional and/or supervisory staff. The Manager position may report to a second level executive (e.g. Chief Financial Officer, Director of Administration), be the sole human resources practitioner in a small organization, have responsibility for implementing human resources programs, but be less involved in the design of human resources strategies and related programs.

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	37	42	\$43,607	\$49,904	\$58,344	\$66,344	\$74,420	\$59,491	\$59,612	
By Budget Size:	-----									
\$2,500,000 – \$9,999,999	14	15	44,350	47,944	52,270	72,862	95,443	62,281	59,827	
\$10,000,000 – \$24,999,999	13	13	46,866	52,853	58,344	63,388	65,224	57,226	57,226	
\$25,000,000 and over	10	14	40,997	45,651	63,107	69,248	74,755	58,604	62,412	
By Geographic Location:	-----									
Western Massachusetts Region	13	13	44,142	49,639	59,010	68,484	75,920	58,957	58,957	
Central Massachusetts Region	9	9			62,275			59,851	59,851	
Greater Boston Region	6	7			69,000			71,729	67,578	
By Field of Service:	-----									
Srvcs & Adv: Children and youth	7	7			53,165			54,384	54,384	
Srvcs & Adv: Elderly, developmentally disabled	12	13	46,172	51,418	58,344	65,187	69,595	57,996	57,204	
Counseling, crisis interv, mental hlth, medical	9	12	40,606	44,143	56,117	64,751	76,053	55,962	60,301	
By Number of Employees:	-----									
26 – 50	5	6			72,114			71,011	65,886	
51 – 100	5	5			64,563			61,930	61,930	
101 – 250	8	8			53,269			55,708	55,708	
251+	19	23	42,540	49,608	58,344	65,000	70,903	57,271	58,995	
By Years of Experience Required:	-----									
2 – 3 Years	13	14	43,535	44,959	50,752	62,847	67,496	53,459	52,379	
4 – 6 Years	11	11			61,651			62,038	62,038	
By Level of Education Required:	-----									
Bachelor's Degree	26	27	44,629	51,334	58,344	69,992	73,307	59,376	59,064	
By Gender of Employee:	-----									
Female	32	35	43,638	49,608	55,168	65,458	73,715	58,577	59,255	
By Race/Ethnicity of Employee:	-----									
White	28	32	43,445	48,360	55,030	65,437	74,402	58,285	59,600	
By Number of Years in Position:	-----									
Up to 5 Years	24	26	43,520	47,206	62,827	71,448	75,962	60,061	60,516	
5 – 10 Years	6	7			53,165			52,124	53,447	
11 – 20 Years	5	5			62,774			67,451	67,451	
By Number of Employees Managed:	-----									
1 to 3	13	14	43,628	48,423	52,853	63,331	73,996	55,909	55,018	
4 to 8	5	5			53,890			59,210	59,210	

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	45	70	\$35,179	\$39,811	\$44,138	\$51,553	\$59,107	\$46,331	\$46,640
By Budget Size:									
\$2,500,000 – \$9,999,999	9	12	31,743	36,660	43,899	56,207	70,547	46,694	47,378
\$10,000,000 – \$24,999,999	17	21	35,027	38,501	42,869	51,886	58,556	44,669	44,574
\$25,000,000 and over	18	36	36,335	41,106	46,030	50,159	61,168	47,408	48,696
By Geographic Location:									
Western Massachusetts Region	12	19	33,010	37,440	41,600	49,954	56,160	42,994	43,495
Central Massachusetts Region	8	15	38,601	41,184	45,510	52,000	72,351	48,970	49,414
Greater Boston Region	7	9			43,680			51,367	54,383
Northeastern Massachusetts Region	6	11			48,802			47,637	46,304
Southeastern Massachusetts/Rhode Island Region	8	10			42,339			44,238	44,409
By Field of Service:									
Srvcs & Adv: Children and youth	6	10			39,624			43,014	42,189
Srvcs & Adv: Elderly, developmentally disabled	20	33	35,564	41,444	46,550	50,950	61,514	47,692	48,059
Counseling, crisis interv, mental hlth, medical	9	16	34,782	35,989	41,413	46,316	52,303	42,215	41,139
By Number of Employees:									
101 – 250	14	15	35,044	37,440	47,341	56,160	63,894	47,360	48,207
251+	27	51	35,247	40,914	42,994	50,003	56,256	45,512	44,897
By Years of Experience Required:									
1 Year	7	7			42,994			44,684	44,684
2 – 3 Years	22	34	35,006	36,530	41,642	47,035	53,997	43,283	43,802
4 – 6 Years	8	10			52,611			50,832	51,475
By Level of Education Required:									
High School Diploma	6	8			40,997			45,238	47,247
Associate's Degree	6	8			37,003			37,906	38,359
Bachelor's Degree	29	46	35,079	41,522	47,008	51,828	56,657	46,939	47,161
By Gender of Employee:									
Male	5	6			47,541			45,997	44,532
Female	40	61	35,247	40,082	44,595	51,886	59,505	46,626	47,266
By Race/Ethnicity of Employee:									
Black	5	5			41,080			44,807	44,807
White	39	60	35,179	40,227	44,928	51,870	59,548	46,780	46,815
By Number of Years in Position:									
Up to 5 Years	30	41	35,006	37,222	42,000	48,848	55,482	44,278	44,308
5 – 10 Years	13	16	38,214	41,839	48,966	59,036	63,434	50,355	50,316
11 – 20 Years	7	7			46,550			45,582	45,582
By Number of Employees Managed:									
1 to 3	6	6			48,872			47,078	47,078

Human Resources Assistant

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

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	25	35	\$25,584	\$29,994	\$34,278	\$37,107	\$42,636	\$34,095	\$34,217
By Budget Size:									
\$2,500,000 – \$9,999,999	7	9			33,530			33,807	35,363
\$10,000,000 – \$24,999,999	9	11			34,278			33,316	33,199
\$25,000,000 and over	9	15	27,111	31,096	34,278	38,002	42,906	34,840	34,344
By Geographic Location:									
Western Massachusetts Region	9	12	24,960	26,458	32,946	36,031	36,764	31,564	31,754
Greater Boston Region	5	6			36,671			37,091	37,645
By Field of Service:									
Srvcs & Adv: Children and youth	5	7			36,254			35,191	36,168
Srvcs & Adv: Elderly, developmentally disabled	8	13	24,960	30,545	31,824	35,298	42,936	32,905	32,992
Counseling, crisis interv, mental hlth, medical	7	10			34,819			33,688	32,615
By Number of Employees:									
101 – 250	8	10			34,383			33,819	34,689
251+	16	24	25,480	29,775	33,779	36,894	42,671	33,591	33,060
By Years of Experience Required:									
1 Year	6	8			33,779			32,094	30,738
2 – 3 Years	10	14	26,915	30,821	32,093	39,109	42,921	34,006	33,781
By Level of Education Required:									
High School Diploma	16	24	25,480	29,775	32,677	36,894	40,425	33,089	32,925
By Gender of Employee:									
Female	22	31	25,168	29,994	33,530	37,107	42,777	34,073	34,254
By Race/Ethnicity of Employee:									
Hispanic or Latino	5	5			35,360			32,386	32,386
White	21	25	25,584	29,848	34,278	37,992	42,906	34,476	34,188
By Number of Years in Position:									
Up to 5 Years	18	22	24,960	27,846	32,821	36,467	42,844	33,287	33,391

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	29	31	\$64,011	\$75,005	\$90,667	\$103,002	\$122,406	\$92,291	\$92,286
By Budget Size:	-----								
\$10,000,000 – \$24,999,999	11	11			75,566			89,380	89,380
\$25,000,000 and over	14	16	68,923	82,498	94,994	105,565	127,193	96,462	97,047
By Geographic Location:	-----								
Western Massachusetts Region	8	9			81,120			85,904	86,643
Central Massachusetts Region	5	5			90,002			84,702	84,702
Northeastern Massachusetts Region	6	6			92,831			102,356	102,356
Southeastern Massachusetts/Rhode Island Region	6	7			103,085			100,319	99,582
By Field of Service:	-----								
Srvcs & Adv: Elderly, developmentally disabled	8	8			92,467			85,171	85,171
Counseling, crisis interv, mental hlth, medical	5	7			103,002			98,924	101,546
By Number of Employees:	-----								
101 – 250	7	7			87,651			95,338	95,338
251+	17	19	63,649	75,005	94,266	103,002	125,000	90,739	90,548
By Years of Experience Required:	-----								
2 – 3 Years	5	6			72,863			73,227	71,872
4 – 6 Years	6	6			90,543			92,909	92,909
7 – 10 Years	6	6			97,282			108,164	108,164
By Level of Education Required:	-----								
Bachelor's Degree	17	17	68,973	75,286	94,266	99,768	111,711	90,587	90,587
Master's Degree	6	7			103,002			105,156	109,349
By Gender of Employee:	-----								
Male	24	25	64,734	75,286	90,667	101,900	117,217	92,256	91,736
Female	6	6			89,981			92,435	92,435
By Race/Ethnicity of Employee:	-----								
White	26	28	63,607	75,145	92,394	102,451	125,731	92,544	92,558
By Number of Years in Position:	-----								
Up to 5 Years	18	19	63,232	75,005	90,667	99,965	103,085	86,559	85,549
5 – 10 Years	7	7			108,389			111,824	111,824
By Number of Employees Managed:	-----								
1 to 3	16	16	61,578	66,696	81,609	101,941	115,565	84,951	84,951
4 to 8	5	6			95,119			93,704	96,446

Information Technology Manager

560

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

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	36	40	\$48,010	\$52,037	\$61,423	\$74,230	\$85,775	\$63,928	\$62,865	
By Budget Size:	-----									
\$2,500,000 – \$9,999,999	9	9			56,909			59,909	59,909	
\$10,000,000 – \$24,999,999	13	17	47,405	50,856	57,221	75,993	88,637	63,151	59,968	
\$25,000,000 and over	9	9			72,696			73,831	73,831	
By Geographic Location:	-----									
Western Massachusetts Region	7	7			51,771			55,839	55,839	
Central Massachusetts Region	6	6			57,065			60,026	60,026	
Greater Boston Region	9	10			66,581			66,366	68,129	
Northeastern Massachusetts Region	5	8			74,849			75,078	71,427	
Southeastern Massachusetts/Rhode Island Region	6	6			65,188			65,971	65,971	
By Field of Service:	-----									
Srvcs & Adv: Children and youth	6	7			57,221			59,734	61,273	
Srvcs & Adv: Elderly, developmentally disabled	10	10			58,292			62,850	62,850	
Arts, culture, recreation	6	6			58,688			62,047	62,047	
Counseling, crisis interv, mental hlth, medical	6	6			64,876			62,608	62,608	
By Number of Employees:	-----									
101 – 250	13	17	47,555	52,073	64,002	76,461	88,637	65,390	62,896	
251+	13	13	47,407	54,496	64,002	75,546	86,575	65,618	65,618	
By Years of Experience Required:	-----									
2 – 3 Years	15	15	47,233	50,752	60,466	72,800	76,628	61,251	61,251	
4 – 6 Years	8	10			73,643			72,925	70,403	
By Level of Education Required:	-----									
Associate's Degree	5	5			61,048			61,726	61,726	
Bachelor's Degree	21	25	47,208	53,886	64,002	75,993	82,081	65,313	63,754	
By Gender of Employee:	-----									
Male	26	30	47,108	52,110	60,445	74,610	87,451	63,928	62,456	
Female	9	9			69,909			65,677	65,677	
By Race/Ethnicity of Employee:	-----									
White	30	33	48,023	52,957	64,002	75,993	87,164	65,515	63,950	
By Number of Years in Position:	-----									
Up to 5 Years	20	20	48,237	52,037	58,532	72,956	78,294	61,845	61,845	
5 – 10 Years	5	5			56,909			57,125	57,125	
11 – 20 Years	9	12	45,901	57,262	73,393	84,079	91,362	70,503	69,419	
By Number of Employees Managed:	-----									
1 to 3	18	19	49,941	52,146	61,797	74,090	92,000	65,286	64,427	

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	22	29	\$43,160	\$50,648	\$57,262	\$69,992	\$76,378	\$60,238	\$59,637
By Budget Size:	-----								
\$2,500,000 – \$9,999,999	8	9			52,000			55,259	56,485
\$10,000,000 – \$24,999,999	5	5			59,322			60,025	60,025
\$25,000,000 and over	9	15	46,742	53,040	60,008	69,992	89,099	63,298	62,224
By Geographic Location:	-----								
Western Massachusetts Region	6	9			59,322			61,624	61,280
Greater Boston Region	6	8			53,591			54,673	54,281
Northeastern Massachusetts Region	5	6			50,461			58,070	55,029
By Number of Employees:	-----								
251+	11	17	47,312	53,477	59,322	69,992	87,627	62,603	61,346
By Years of Experience Required:	-----								
1 Year	5	5			52,000			55,848	55,848
2 – 3 Years	6	9			57,262			58,071	58,725
By Level of Education Required:	-----								
Bachelor's Degree	14	19	45,032	52,000	59,322	71,406	76,378	61,636	61,752
By Gender of Employee:	-----								
Male	8	10			58,635			59,599	58,888
Female	15	18	47,254	51,324	57,252	70,346	86,890	61,543	61,797
By Race/Ethnicity of Employee:	-----								
White	20	26	44,470	51,324	58,292	70,346	79,311	61,123	61,027
By Number of Years in Position:	-----								
Up to 5 Years	12	14	39,572	52,780	63,754	75,203	81,266	62,585	62,349
5 – 10 Years	7	7			57,262			57,595	57,595

Network Technician

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

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	24	28	\$41,442	\$46,083	\$55,672	\$63,175	\$74,044	\$57,105	\$56,164
By Budget Size:	-----								
\$10,000,000 – \$24,999,999	8	9			52,499			52,601	52,144
\$25,000,000 and over	13	16	42,650	47,804	60,112	72,358	80,296	60,677	59,698
By Geographic Location:	-----								
Western Massachusetts Region	5	5			58,510			56,410	56,410
Southeastern Massachusetts/Rhode Island Region	8	8			50,222			53,612	53,612
By Field of Service:	-----								
Srvcs & Adv: Elderly, developmentally disabled	5	7			55,339			56,557	56,328
Counseling, crisis interv, mental hlth, medical	6	7			55,994			59,598	56,115
By Number of Employees:	-----								
101 – 250	6	7			58,510			58,064	58,366
251+	13	16	40,976	45,510	55,667	69,129	80,296	57,237	55,465
By Years of Experience Required:	-----								
2 – 3 Years	9	10			58,885			60,811	58,624
By Level of Education Required:	-----								
Bachelor's Degree	14	17	44,962	55,672	60,216	71,562	80,197	62,034	60,432
By Gender of Employee:	-----								
Male	17	21	42,078	48,464	60,008	71,562	78,674	59,109	58,252
Female	6	6			52,895			51,983	51,983
By Race/Ethnicity of Employee:	-----								
White	20	23	45,577	50,440	58,510	71,094	77,351	59,481	57,977
By Number of Years in Position:	-----								
Up to 5 Years	14	15	42,203	46,925	55,994	63,003	75,479	57,329	56,297
11 – 20 Years	7	7			60,216			56,558	56,558

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	28	50	\$31,128	\$36,062	\$41,600	\$49,925	\$55,374	\$43,041	\$44,095
By Budget Size:	-----								
\$2,500,000 – \$9,999,999	5	6			40,560			41,080	42,640
\$10,000,000 – \$24,999,999	12	17	33,912	36,847	42,598	47,747	54,817	43,322	43,182
\$25,000,000 and over	11	27	30,131	34,674	41,122	52,000	61,680	43,301	45,751
By Geographic Location:	-----								
Western Massachusetts Region	8	16	31,408	37,664	41,361	46,587	53,273	41,785	42,873
Central Massachusetts Region	5	11							46,532
Greater Boston Region	6	6			47,965			49,358	49,358
Southeastern Massachusetts/Rhode Island Region	6	8			35,433			37,097	38,995
By Field of Service:	-----								
Srvcs & Adv: Elderly, developmentally disabled	8	14	32,469	35,506	41,808	50,789	66,633	44,249	44,636
Counseling, crisis interv, mental hlth, medical	5	15	27,926	31,034	38,334	41,600	52,399	38,491	38,243
By Number of Employees:	-----								
101 – 250	9	14	35,932	38,532	47,747	52,666	63,253	47,229	47,291
251+	14	30	30,584	34,294	40,841	44,980	52,898	40,706	40,902
By Years of Experience Required:	-----								
1 Year	10	18	31,876	34,923	39,198	45,833	53,618	41,502	40,166
2 – 3 Years	9	16	34,320	38,750	42,879	50,227	56,857	44,487	47,151
By Level of Education Required:	-----								
High School Diploma	12	15	30,027	34,674	38,334	52,000	62,886	42,435	42,819
Associate's Degree	6	10			39,759			39,666	42,333
Bachelor's Degree	8	18	31,826	36,878	43,472	48,365	63,259	44,354	44,037
By Gender of Employee:	-----								
Male	23	35	32,569	36,192	41,600	49,920	58,406	43,452	43,989
Female	7	12	29,122	34,320	41,247	53,248	59,170	43,221	46,529
By Race/Ethnicity of Employee:	-----								
Hispanic or Latino	5	5			52,000			49,109	49,109
White	24	37	30,934	34,840	41,122	46,311	52,400	41,294	42,519
By Number of Years in Position:	-----								
Up to 5 Years	18	27	30,131	33,280	38,002	42,598	48,260	38,667	39,773
5 – 10 Years	5	6			49,952			50,111	50,143
11 – 20 Years	7	9			49,920			47,267	46,672

Data Entry Operator

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

	Number of		Annual Base Salaries							
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org	
All Organizations:	20	35	\$24,523	\$27,165	\$29,162	\$32,906	\$39,125	\$30,420	\$31,618	
By Budget Size:	-----		-----						-----	
\$2,500,000 – \$9,999,999	9	16	24,201	27,378	30,347	33,966	38,844	31,009	31,404	
\$25,000,000 and over	6	14	22,526	25,886	27,987	29,656	36,834	28,461	29,938	
By Geographic Location:	-----		-----						-----	
Western Massachusetts Region	6	8			28,153			28,052	28,139	
Southeastern Massachusetts/Rhode Island Region	6	10			28,507			30,724	32,911	
By Field of Service:	-----		-----						-----	
Srvcs & Adv: Children and youth	5	6			28,288			29,470	29,370	
By Number of Employees:	-----		-----						-----	
251+	8	17	22,863	26,593	28,122	31,603	40,968	29,733	30,902	
By Years of Experience Required:	-----		-----						-----	
2 – 3 Years	8	10			33,551			33,528	33,237	
By Level of Education Required:	-----		-----						-----	
High School Diploma	11	22	23,806	26,806	28,756	30,560	39,379	29,641	31,148	
By Gender of Employee:	-----		-----						-----	
Male	7	8			28,184			29,957	29,901	
Female	16	25	26,416	27,987	29,162	32,487	37,877	30,627	31,760	
By Race/Ethnicity of Employee:	-----		-----						-----	
White	15	26	22,751	26,806	30,347	32,277	39,081	30,332	31,825	
By Number of Years in Position:	-----		-----						-----	
Up to 5 Years	15	23	25,696	27,560	30,347	31,200	39,687	30,821	31,291	
5 – 10 Years	5	6			25,792			26,277	26,412	

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	6	6			\$53,747			\$54,340	\$54,340
By Budget Size:	-----	-----	-----	-----	-----	-----	-----	-----	-----
\$2,500,000 – \$9,999,999	5	5			57,200			55,149	55,149
By Race/Ethnicity of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
White	5	5			57,200			56,888	56,888

The Accidental Techie is typically found in smaller to mid-size nonprofits. The organization usually has a full array of electronic equipment including telecommunications, telephones, computers (with sophisticated and complex software), printers, copiers, fax machines, scanning devices, etc., but does not have the finances to hire a fully-qualified staff member to maintain them. Under these circumstances, an employee with the background and some of the skills evolves into an "Accidental Techie": the person who troubleshoots software and hardware problems and fixes them; installs new software and hardware and provides training to other staff. He or she may also maintain the donor and member database and/or the web site, research the Internet for information, and provide advice when purchasing new equipment or software.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	5	5			\$38,168			\$41,092	\$41,092
By Race/Ethnicity of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
White	5	5			38,168			41,092	41,092

Legal Aid Attorney

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	7	57							\$73,954
By Gender of Employee:	-----								
Female	5	29							66,091

Legal Secretary/Assistant

Performs all the duties of an Administrative Assistant in a legal environment that requires a working knowledge of legal terminology and formatting of legal documents such as pleadings, court forms, contracts, etc. Requires working knowledge of law library, state and federal regulations, code sections, and related matters.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	5	8			\$44,440			\$46,790	\$49,692
By Race/Ethnicity of Employee:	-----								
White	5	6			45,407			47,809	49,933

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	56	75	\$40,335	\$45,760	\$52,499	\$67,995	\$82,260	\$57,023	\$57,579
By Budget Size:									
\$2,500,000 – \$9,999,999	24	27	39,599	45,261	50,357	64,002	75,949	54,501	55,378
\$10,000,000 – \$24,999,999	14	18	40,248	48,942	54,600	79,477	89,130	60,641	63,768
\$25,000,000 and over	10	22	40,635	50,882	56,228	70,798	86,674	61,074	63,256
By Geographic Location:									
Berkshire County Region	5	6			45,760			49,043	49,699
Western Massachusetts Region	13	14	41,226	46,083	51,002	60,117	70,481	52,816	53,707
Central Massachusetts Region	9	14	38,900	44,996	52,000	76,540	88,463	59,346	59,509
Greater Boston Region	11	18	45,184	52,234	58,656	68,473	84,265	62,022	59,949
Northeastern Massachusetts Region	9	9			69,992			70,616	70,616
Southeastern Massachusetts/Rhode Island Region	9	14	36,681	40,326	46,426	54,137	59,270	47,163	49,685
By Field of Service:									
Srvcs & Adv: Children and youth	10	14	40,279	44,075	49,348	60,086	74,423	52,383	53,458
Srvcs & Adv: Elderly, developmentally disabled	13	21	50,074	53,207	62,005	71,604	82,360	64,571	63,181
Arts, culture, recreation	10	12	34,166	36,801	44,512	69,510	88,812	52,593	53,443
Counseling, crisis interv, mental hlth, medical	6	7			52,000			59,016	61,225
By Number of Employees:									
11 – 25	5	5			45,760			44,591	44,591
26 – 50	7	7			53,560			58,945	58,945
51 – 100	7	8			47,008			52,465	53,423
101 – 250	14	16	37,209	44,938	57,814	73,654	85,565	59,711	61,335
251+	21	37	40,560	48,017	53,914	68,765	83,450	58,713	60,119
By Years of Experience Required:									
2 – 3 Years	15	20	35,624	41,523	50,825	55,104	77,684	51,837	53,418
4 – 6 Years	21	30	45,267	50,981	56,244	68,473	81,266	59,928	57,974
By Level of Education Required:									
High School Diploma	20	27	39,599	45,760	53,560	60,008	84,881	57,091	55,830
Bachelor's Degree	16	18	44,875	49,629	65,999	78,874	89,130	64,927	65,327
Credential/Certification/License	5	5			50,003			57,683	57,683
By Gender of Employee:									
Male	50	67	39,923	45,344	52,021	65,874	82,210	56,323	56,632
Female	7	7			64,002			63,006	63,006
By Race/Ethnicity of Employee:									
Black	5	5			57,325			59,567	59,567
Hispanic or Latino	7	8			53,831			56,893	56,985
White	45	60	39,718	45,277	52,000	69,056	83,795	56,788	57,335
By Number of Years in Position:									
Up to 5 Years	28	33	40,660	45,542	51,438	57,575	75,346	52,975	53,289
5 – 10 Years	14	16	34,848	40,706	64,251	79,207	89,176	60,563	61,030
11 – 20 Years	15	17	40,448	47,112	55,619	73,996	90,264	60,600	60,467
More than 20 Years	7	8			54,174			58,169	57,907
By Number of Employees Managed:									
1 to 3	23	25	41,359	45,032	47,507	54,600	83,034	52,688	53,488
4 to 8	16	19	41,400	52,000	60,320	78,499	88,608	63,641	65,727

Security Guard/Officer

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	9	37	\$16,640	\$18,221	\$20,800	\$27,082	\$31,554	\$22,560	\$23,610
By Level of Education Required:	-----	-----	-----	-----	-----	-----	-----	-----	-----
High School Diploma	5	19	19,282	19,843	21,445	29,120	31,554	24,554	26,643
By Gender of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Male	7	25	16,640	19,282	20,800	25,907	31,554	22,977	24,398
By Race/Ethnicity of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
White	7	27	16,640	17,160	20,800	23,462	31,554	22,382	23,944
By Number of Years in Position:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Up to 5 Years	7	21	16,640	16,900	19,843	21,175	31,067	21,127	23,384

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	66	244	\$23,556	\$29,120	\$33,280	\$38,266	\$46,114	\$34,135	\$35,413
By Budget Size:									
\$2,500,000 – \$9,999,999	21	47	22,714	29,120	33,280	37,128	43,801	33,146	32,666
\$10,000,000 – \$24,999,999	22	50	25,780	29,063	33,509	40,113	48,701	35,121	39,020
\$25,000,000 and over	16	139	22,901	28,558	32,240	37,877	47,819	34,183	34,853
By Geographic Location:									
Berkshire County Region	8	22	23,592	30,285	34,123	40,716	56,543	36,589	33,772
Western Massachusetts Region	15	50	21,223	27,040	32,209	37,196	42,551	32,060	35,367
Central Massachusetts Region	10	38	28,022	32,828	35,277	37,175	44,339	35,053	35,035
Greater Boston Region	9	63							37,044
Northeastern Massachusetts Region	11	20	29,187	31,106	39,541	43,301	49,710	38,406	38,591
Southeastern Massachusetts/Rhode Island Region	13	51	20,388	24,211	29,994	36,608	44,421	31,444	32,949
By Field of Service:									
Srvcs & Adv: Children and youth	8	15	26,541	28,371	35,797	39,998	50,660	35,974	36,548
Srvcs & Adv: Elderly, developmentally disabled	21	101	28,675	31,200	33,280	37,700	48,031	35,364	34,601
Arts, culture, recreation	10	21	22,406	30,732	34,008	36,691	44,733	33,602	32,665
Housing and homelessness prevention	5	30	27,479	29,120	33,915	36,816	41,731	33,690	35,501
Counseling, crisis interv, mental hlth, medical	12	44	18,096	25,563	31,013	38,688	43,108	31,282	34,247
By Number of Employees:									
26 – 50	8	20	27,641	29,339	33,894	38,839	41,492	33,991	35,792
51 – 100	6	16							30,554
101 – 250	20	53	27,023	31,335	34,320	43,160	51,418	36,860	37,702
251+	28	151	22,052	28,371	31,782	37,502	46,213	33,557	35,131
By Years of Experience Required:									
1 Year	19	64	19,885	24,195	29,120	35,428	48,017	30,911	32,302
2 – 3 Years	25	107	27,514	30,722	33,280	37,274	41,629	34,292	35,932
4 – 6 Years	5	9			34,445			36,201	37,023
By Level of Education Required:									
High School Diploma	41	184	24,055	28,912	32,219	37,518	46,114	33,914	34,797
Associate's Degree	5	6			33,208			32,109	32,369
Bachelor's Degree	6	13							35,927
By Gender of Employee:									
Male	59	217	25,551	29,994	33,862	38,740	46,409	34,830	36,155
Female	11	17	16,956	19,677	26,853	31,845	47,199	27,558	27,442
By Race/Ethnicity of Employee:									
Black	9	22	21,360	26,993	31,782	38,355	47,827	33,145	34,614
Hispanic or Latino	11	42	23,207	27,368	31,782	34,731	38,081	31,379	30,647
White	55	168	24,931	29,885	34,185	39,998	47,877	35,226	36,178
By Number of Years in Position:									
Up to 5 Years	49	111	21,291	27,706	31,450	35,360	45,806	32,370	33,140
5 – 10 Years	27	58	22,774	28,756	33,592	37,799	41,812	33,819	34,418
11 – 20 Years	22	48	27,733	31,782	34,060	42,224	47,054	36,073	36,425
More than 20 Years	11	15	28,321	35,942	43,680	47,299	62,217	43,225	43,027
By Number of Employees Managed:									
1 to 3	9	12	24,394	31,579	35,308	39,998	54,040	36,348	36,721

Driver

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	33	723	\$20,114	\$22,485	\$27,040	\$32,240	\$36,192	\$27,445	\$27,395
By Budget Size:	-----		-----						
\$2,500,000 – \$9,999,999	11	112	16,640	16,640	20,467	22,990	32,968	22,013	26,999
\$10,000,000 – \$24,999,999	8	146							32,091
\$25,000,000 and over	10	447							25,145
By Geographic Location:	-----		-----						
Western Massachusetts Region	8	129	16,640	17,160	20,114	20,686	22,485	19,734	23,345
Greater Boston Region	7	353							32,275
Northeastern Massachusetts Region	8	151							30,209
By Field of Service:	-----		-----						
Srvcs & Adv: Children and youth	8	39	19,469	20,467	20,800	32,968	35,880	26,157	31,061
Srvcs & Adv: Elderly, developmentally disabled	14	542							25,072
By Number of Employees:	-----		-----						
26 – 50	5	23	19,244	20,010	25,688	31,366	37,465	25,972	28,925
101 – 250	10	227	18,658	20,405	23,026	27,040	32,448	24,583	24,643
251+	12	432							28,848
By Years of Experience Required:	-----		-----						
1 Year	8	102	17,285	19,552	25,688	32,448	32,448	25,945	26,269
2 – 3 Years	9	83	16,640	16,640	20,114	20,946	30,676	20,930	28,238
By Level of Education Required:	-----		-----						
High School Diploma	20	315	17,160	20,946	23,338	27,040	32,448	24,443	26,651
By Gender of Employee:	-----		-----						
Male	30	483							26,699
Female	22	233	17,576	21,840	24,336	29,848	33,592	25,726	25,657
By Race/Ethnicity of Employee:	-----		-----						
Black	16	114	20,467	22,443	26,520	32,370	36,400	27,620	23,654
Hispanic or Latino	11	114							23,918
White	30	475	19,718	22,880	27,040	31,741	34,840	27,179	27,926
By Number of Years in Position:	-----		-----						
Up to 5 Years	27	442	20,276	22,755	26,520	29,848	31,408	26,043	25,141
5 – 10 Years	18	127							27,593
11 – 20 Years	15	80							28,884
More than 20 Years	5	6			40,633			39,430	38,836

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	50	212	\$17,680	\$18,720	\$21,060	\$28,538	\$32,793	\$23,726	\$25,139
By Budget Size:									
\$1,000,000 – \$2,499,999	7	25							23,826
\$2,500,000 – \$9,999,999	17	64	18,720	18,720	20,197	22,287	26,614	21,218	23,011
\$10,000,000 – \$24,999,999	11	41	21,070	21,996	28,538	33,020	38,189	28,487	29,140
\$25,000,000 and over	9	75	17,144	19,094	20,800	29,702	33,912	24,141	24,724
By Geographic Location:									
Berkshire County Region	5	16							22,730
Western Massachusetts Region	14	56	17,489	20,111	22,215	28,538	30,759	23,573	24,526
Central Massachusetts Region	10	36							23,723
Greater Boston Region	7	19	16,640	23,920	29,702	31,470	34,320	27,503	26,644
Northeastern Massachusetts Region	9	34	16,640	18,460	20,800	35,490	38,189	25,249	28,123
Southeastern Massachusetts/Rhode Island Region	5	51							24,619
By Field of Service:									
Srvcs & Adv: Children and youth	11	32	18,138	21,034	23,400	28,538	37,496	25,578	24,485
Srvcs & Adv: Elderly, developmentally disabled	13	44	17,066	19,738	28,860	31,704	35,464	26,740	25,466
Arts, culture, recreation	5	35							26,785
Counseling, crisis interv, mental hlth, medical	5	22							20,671
By Number of Employees:									
11 – 25	6	7			23,920			24,999	25,785
26 – 50	7	26							22,024
51 – 100	5	10							26,618
101 – 250	14	69	18,720	18,720	20,800	27,363	31,554	23,457	24,776
251+	15	97	17,462	19,105	21,736	29,702	35,360	24,653	26,043
By Years of Experience Required:									
1 Year	18	53	19,760	21,736	25,542	29,411	34,632	26,023	26,063
By Level of Education Required:									
High School Diploma	32	101	19,847	21,445	26,749	30,764	35,526	26,719	25,661
By Gender of Employee:									
Male	41	154	17,636	18,720	21,674	28,559	34,154	24,067	25,016
Female	22	55	18,545	18,720	20,446	25,979	30,193	22,631	24,057
By Race/Ethnicity of Employee:									
Black	12	23	16,640	18,720	20,696	27,955	33,804	22,852	23,991
Hispanic or Latino	19	39	17,680	19,760	22,360	28,933	31,138	24,241	23,612
White	37	135	17,680	18,720	20,800	28,538	34,528	23,997	25,520
By Number of Years in Position:									
Up to 5 Years	36	131	17,680	18,720	20,696	25,542	31,416	22,598	24,845
5 – 10 Years	15	27	18,422	19,968	26,749	30,493	35,939	26,303	26,215
11 – 20 Years	20	33	18,458	19,843	27,082	30,493	35,684	26,313	25,596

Director, Medical Services

Provides leadership and oversight to an organization's medical and health service programs. Provides direction, consultation and support to medical practitioners. Oversees quality assurance programs. Ensures compliance with medical risk management and health care related regulations and policies. Develops and implements in-service training programs for clinical programs and services staff. Develops policies and protocols to ensure quality client/patient services and care. May provide direct patient care (e.g. conduct physical examination, determine course of treatment, provide appropriate treatment, document patient files). Participates as a member of the senior management team in developing and implementing organization-wide policies and programs that contribute to its overall success. Requires state licensure as a Medical Doctor.

	Number of		Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)		
All Organizations:	8	9			\$250,016	\$235,874	\$232,143
By Budget Size:							
\$25,000,000 and over	5	6			262,507	248,764	245,373
By Field of Service:							
Counseling, crisis interv, mental hlth, medical	6	6			243,641	241,404	241,404
By Number of Employees:							
251+	6	7			250,016	245,695	242,358
By Years of Experience Required:							
4 – 6 Years	5	5			260,000	246,970	246,970
By Level of Education Required:							
Medical Degree	5	5			227,282	223,570	223,570
By Gender of Employee:							
Male	6	6			243,641	233,989	233,989
By Race/Ethnicity of Employee:							
White	7	7			260,000	247,121	247,121

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	16	25	\$53,231	\$59,176	\$64,480	\$84,084	\$96,886	\$71,116	\$76,318
By Budget Size:	-----								
\$2,500,000 – \$9,999,999	6	7			64,480			66,554	68,538
\$10,000,000 – \$24,999,999	6	7			93,122			88,976	88,095
By Geographic Location:	-----								
Western Massachusetts Region	6	10			63,492			65,510	69,380
By Field of Service:	-----								
Srvcs & Adv: Elderly, developmentally disabled	5	6			80,153			79,633	76,706
Counseling, crisis interv, mental hlth, medical	6	14	51,584	55,391	60,008	64,283	80,567	61,599	66,640
By Number of Employees:	-----								
101 – 250	5	6			84,032			83,533	81,386
251+	8	15	52,333	58,344	62,504	79,098	95,876	67,652	75,862
By Years of Experience Required:	-----								
4 – 6 Years	7	9			82,035			78,672	79,876
By Level of Education Required:	-----								
LCSW/LICSW/MFT/MFCC	6	14	51,584	55,391	60,008	64,927	87,007	62,703	69,217
By Gender of Employee:	-----								
Female	11	20	52,794	57,034	62,775	81,301	95,231	68,914	74,680
By Race/Ethnicity of Employee:	-----								
White	15	23	54,546	60,008	64,480	86,133	97,594	72,150	77,004
By Number of Years in Position:	-----								
Up to 5 Years	11	17	54,887	60,008	67,995	89,596	99,208	72,783	80,357
5 – 10 Years	5	6			64,480			67,985	70,651
By Number of Employees Managed:	-----								
15 and over	7	12	57,198	60,008	84,084	94,885	99,707	78,946	87,753

Director of Nursing

712

Manages patient care services. Ensures high quality delivery of nursing care and compliance with clinic policies, government regulations and accreditation standards. Supervises/utilizes professional, technical and support nursing staff. Oversees the development and implementation of patient care goals and objectives. Position typically requires a state Registered Nurse's license, and a Bachelor's or Master's degree in a related discipline.

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	20	23	\$63,906	\$70,720	\$79,310	\$84,406	\$92,706	\$77,373	\$77,810
By Budget Size:	-----								
\$10,000,000 – \$24,999,999	9	10			81,858			77,967	79,218
\$25,000,000 and over	9	11			77,501			76,810	76,472
By Geographic Location:	-----								
Central Massachusetts Region	5	5			79,997			77,830	77,830
Northeastern Massachusetts Region	5	7			80,000			78,499	78,566
By Field of Service:	-----								
Srvcs & Adv: Elderly, developmentally disabled	17	18	62,729	68,494	76,253	83,736	93,852	76,360	76,928
By Number of Employees:	-----								
101 – 250	7	7			80,267			78,472	78,472
251+	13	16	64,089	69,534	76,253	82,401	93,180	76,892	77,454
By Years of Experience Required:	-----								
2 – 3 Years	8	9			79,310			76,812	78,076
4 – 6 Years	8	9			75,005			77,197	77,159
By Level of Education Required:	-----								
Nursing: RN/NP	14	17	61,796	70,647	79,310	84,874	94,207	77,433	78,071
By Gender of Employee:	-----								
Female	18	21	63,784	69,930	77,501	83,804	91,936	76,607	76,965
By Race/Ethnicity of Employee:	-----								
White	17	19	64,272	70,949	79,310	84,406	93,496	77,781	78,449
By Number of Years in Position:	-----								
Up to 5 Years	11	14	63,967	68,494	76,253	80,800	88,951	75,926	76,326
By Number of Employees Managed:	-----								
4 to 8	6	6			79,654			79,612	79,612
9 to 14	6	6			82,203			82,802	82,802

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

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	58	441	\$46,800	\$51,232	\$55,328	\$62,400	\$70,716	\$57,153	\$58,493	
By Budget Size:										
\$2,500,000 – \$9,999,999	16	44	46,083	50,960	53,300	60,374	67,548	55,591	57,399	
\$10,000,000 – \$24,999,999	23	129	44,387	50,586	54,995	62,400	69,680	56,522	59,151	
\$25,000,000 and over	16	264	47,382	52,000	55,328	62,400	71,548	57,697	58,297	
By Geographic Location:										
Berkshire County Region	6	38	41,746	44,065	49,920	52,130	54,496	49,187	48,318	
Western Massachusetts Region	13	119	47,768	50,586	54,309	59,925	66,726	56,369	57,216	
Central Massachusetts Region	8	75							59,401	
Greater Boston Region	10	31	52,192	60,632	63,968	71,585	82,173	64,916	64,835	
Northeastern Massachusetts Region	10	99	52,000	53,040	55,432	62,920	71,406	58,689	60,545	
Southeastern Massachusetts/Rhode Island Region	11	79	47,840	53,914	55,328	60,320	69,992	57,333	57,259	
By Field of Service:										
Srvcs & Adv: Children and youth	7	19	40,643	47,133	53,352	59,530	72,001	55,851	54,057	
Srvcs & Adv: Elderly, developmentally disabled	33	277	47,382	50,641	55,328	62,400	70,520	57,136	60,042	
Counseling, crisis interv, mental hlth, medical	14	133	45,835	52,000	56,160	62,400	72,734	57,868	57,732	
By Number of Employees:										
101 – 250	21	123	47,382	50,586	55,328	60,632	69,726	56,149	58,901	
251+	29	304	46,800	52,000	55,765	62,400	71,592	57,670	58,766	
By Years of Experience Required:										
1 Year	14	123	47,457	54,080	55,328	60,923	74,485	57,397	56,375	
2 – 3 Years	27	155	47,495	51,938	54,995	62,400	68,815	56,557	58,002	
4 – 6 Years	9	19	42,786	50,440	53,248	65,770	80,350	58,337	61,528	
By Level of Education Required:										
Bachelor's Degree	8	75	47,570	52,000	55,973	64,272	70,108	58,123	60,860	
Nursing: RN/NP	33	255	46,800	51,189	55,328	62,088	70,707	57,044	57,706	
By Gender of Employee:										
Male	13	22	47,424	52,593	55,931	62,400	70,982	56,940	57,384	
Female	52	377	46,800	50,842	55,141	62,400	70,757	56,959	57,763	
By Race/Ethnicity of Employee:										
Black	15	40	47,768	52,130	54,080	60,554	74,317	56,876	56,471	
Hispanic or Latino	8	16	49,477	52,057	54,891	58,240	76,201	57,619	59,176	
White	50	333	46,800	50,745	55,328	62,400	69,955	56,949	57,046	
By Number of Years in Position:										
Up to 5 Years	48	265	47,382	52,000	55,328	62,265	70,707	56,954	57,913	
5 – 10 Years	26	53	46,621	53,498	58,531	64,411	69,755	58,815	57,913	
11 – 20 Years	13	28	45,772	53,602	61,766	69,757	71,735	61,111	59,376	
More than 20 Years	7	11			68,286			68,181	69,872	
By Number of Employees Managed:										
1 to 3	14	17	48,897	54,663	61,360	65,250	70,067	59,980	59,626	
4 to 8	7	8			62,338			61,878	61,287	

Nurse Practitioner

716

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

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	10	37	\$82,160	\$97,354	\$106,662	\$131,061	\$156,000	\$111,968	\$109,270	
By Budget Size:										
\$25,000,000 and over	6	27	94,232	100,006	116,688	135,200	147,680	116,263	117,349	
By Field of Service:										
Counseling, crisis interv, mental hlth, medical	5	25	91,474	100,006	108,160	140,400	156,000	117,368	120,331	
By Number of Employees:										
251+	6	27	94,232	100,006	116,688	135,200	147,680	116,263	117,349	
By Years of Experience Required:										
2 – 3 Years	5	14							109,724	
By Level of Education Required:										
Nursing: RN/NP	5	21	97,726	102,003	108,160	140,400	156,000	118,506	118,143	
By Gender of Employee:										
Female	10	35	81,120	96,990	106,246	124,800	156,000	110,046	108,590	
By Race/Ethnicity of Employee:										
White	9	31	83,200	96,990	106,662	135,200	153,920	113,285	115,809	
By Number of Years in Position:										
Up to 5 Years	9	28	83,200	100,006	117,780	135,980	156,000	117,452	117,376	

Interviews patients and documents patient histories. Assists physicians in examinations. Provides treatment in accordance with physician's instructions, administers medications, draws blood and provides health care instruction to patients. Requires state licensure as a Licensed Vocational Nurse.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	19	189	\$40,123	\$44,720	\$47,715	\$53,206	\$54,000	\$48,290	\$46,424
By Budget Size:	-----								
\$10,000,000 – \$24,999,999	7	46							46,987
\$25,000,000 and over	8	132							48,478
By Geographic Location:	-----								
Western Massachusetts Region	5	23	39,000	41,784	45,677	52,000	56,493	46,877	44,295
By Field of Service:	-----								
Srvcs & Adv: Elderly, developmentally disabled	14	159	41,600	45,032	47,507	53,206	54,080	48,524	47,106
By Number of Employees:	-----								
101 – 250	6	18	37,103	37,986	39,375	43,004	64,397	42,221	44,163
251+	13	171	42,744	45,760	48,360	53,206	53,974	48,929	47,468
By Years of Experience Required:	-----								
1 Year	7	68	40,518	46,280	47,778	53,206	53,206	48,501	45,873
2 – 3 Years	8	11			43,680			45,106	44,146
By Level of Education Required:	-----								
Nursing: LVN/LPN	13	132							47,929
By Gender of Employee:	-----								
Male	6	25							47,736
Female	18	131	39,520	43,680	47,424	52,000	53,976	47,779	46,220
By Race/Ethnicity of Employee:	-----								
Black	9	31	43,888	46,904	47,840	53,206	53,206	49,458	46,391
White	16	116							46,611
By Number of Years in Position:	-----								
Up to 5 Years	16	95	39,379	42,640	47,320	53,206	54,032	47,684	47,048
5 – 10 Years	9	34	41,122	47,320	50,544	53,352	53,560	50,057	50,036
11 – 20 Years	7	22	41,349	47,268	49,283	51,334	54,870	49,044	46,293

Medical Assistant

722

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	9	98							\$29,225
By Level of Education Required:	-----								
Credential/Certification/License	7	87							28,973
By Gender of Employee:	-----								
Female	8	86							29,520
By Race/Ethnicity of Employee:	-----								
Black	5	10							29,851
White	7	63							29,746
By Number of Years in Position:	-----								
Up to 5 Years	7	53	22,880	23,920	27,352	29,120	31,616	27,226	28,816

Case Manager, Medical

740

Facilitates and actively participates in the delivery of psycho-social and health-related services for clients of the clinic. Assesses needs of individuals for family planning, health risk education, HIV counseling, pregnancy education, psychological services, medical or dental care, and/or social services. etc. Determines eligibility for various services and links/assists clients to obtaining various services within and/or outside of the clinic. Maintains accurate and complete records and participates in case conferences. Typically, this position requires a Bachelor's Degree (or equivalent) in social services or health field and Community Health Worker certification.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	6	19	\$29,120	\$33,280	\$47,320	\$52,000	\$52,062	\$44,747	\$45,386
By Budget Size:	-----								
\$10,000,000 – \$24,999,999	5	17	27,964	31,491	47,320	51,262	52,062	42,755	42,126
By Gender of Employee:	-----								
Female	6	18	28,542	32,386	47,320	52,016	54,356	44,622	45,802
By Race/Ethnicity of Employee:	-----								
White	6	19	29,120	33,280	47,320	52,000	52,062	44,747	45,386

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

	Number of Orgs Emps		Annual Base Salaries					Avg by Employee	Avg by Org
			10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	11	29	\$23,774	\$24,960	\$27,331	\$31,107	\$36,234	\$28,400	\$28,837
By Budget Size:	-----								
\$10,000,000 – \$24,999,999	5	7			27,040			28,380	28,425
\$25,000,000 and over	5	21							28,776
By Field of Service:	-----								
Counseling, crisis interv, mental hlth, medical	5	19							30,534
By Number of Employees:	-----								
251+	8	26	23,803	25,116	27,706	31,060	37,388	28,726	30,062
By Years of Experience Required:	-----								
1 Year	5	11			26,458			28,339	29,628
By Level of Education Required:	-----								
High School Diploma	5	7			25,272			26,175	25,682
By Gender of Employee:	-----								
Female	10	26	23,606	24,466	27,186	31,060	37,388	28,300	28,595
By Race/Ethnicity of Employee:	-----								
White	7	23							29,334
By Number of Years in Position:	-----								
Up to 5 Years	6	11			25,272			26,422	26,818
5 – 10 Years	5	6			25,470			27,238	27,914

Processes patient-related billing and processes and submits billings for reimbursement from various sources. Verifies patient charts for accuracy and completeness. Ensures required signatures and assembly in accordance with reimbursing agency requirements. Routes charts for follow-up, performs data entry and prepares statistical and other reports related to billings. The position typically requires prior experience in billings.

	Number of Orgs Emps		Annual Base Salaries					Avg by Employee	Avg by Org
			10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	16	59	\$27,664	\$29,640	\$34,320	\$38,667	\$42,432	\$34,853	\$35,211
By Budget Size:	-----								
\$25,000,000 and over	8	45	27,339	29,879	35,360	38,917	44,924	35,362	36,605
By Field of Service:	-----								
Counseling, crisis interv, mental hlth, medical	10	46	27,627	29,432	34,705	38,527	39,287	34,462	34,072
By Number of Employees:	-----								
251+	10	49	27,539	29,328	35,090	38,803	44,366	34,950	35,735
By Years of Experience Required:	-----								
1 Year	9	22	22,789	28,101	29,879	34,133	52,516	32,763	33,507
By Level of Education Required:	-----								
High School Diploma	9	26	24,053	28,990	32,843	37,877	40,450	33,259	33,370
By Gender of Employee:	-----								
Female	16	59	27,664	29,640	34,320	38,667	42,432	34,853	35,211
By Race/Ethnicity of Employee:	-----								
White	15	44	27,602	29,224	35,225	38,745	43,399	34,983	35,254
By Number of Years in Position:	-----								
Up to 5 Years	11	34	27,290	29,432	33,280	38,434	45,063	34,559	34,618
5 – 10 Years	9	13	26,067	28,423	36,150	37,939	49,279	34,773	35,670

Receptionist, Medical

752

Receives and registers patients. Makes and cancels appointments. Provides referrals to other departments or services. Helps walk-in patients obtain appropriate appointments or services, facilitates patient flow and assists patients to complete required documents. Receptionists working outside of Medical Services Programs are reported under Receptionist in Administrative Positions in (090).

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	8	62	\$22,911	\$24,721	\$26,790	\$29,136	\$36,192	\$27,516	\$28,996
By Number of Employees:	-----								
251+	6	30	23,076	23,915	26,291	31,819	36,881	28,289	29,675
By Level of Education Required:	-----								
High School Diploma	6	38	23,808	24,721	26,790	28,912	30,828	27,212	26,999
By Gender of Employee:	-----								
Female	8	58	22,811	24,700	26,790	29,011	34,971	27,322	28,966
By Race/Ethnicity of Employee:	-----								
White	8	40	20,939	23,899	26,790	29,167	36,492	27,389	29,137
By Number of Years in Position:	-----								
Up to 5 Years	8	43	21,632	24,960	28,080	29,182	33,434	27,708	29,040

Physical Therapist

761

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	12	41	\$56,272	\$60,820	\$79,040	\$104,000	\$118,859	\$82,909	\$94,700
By Field of Service:	-----								
Srvcs & Adv: Elderly, developmentally disabled	9	34	57,200	62,067	76,511	96,200	112,362	80,155	93,674
By Number of Employees:	-----								
251+	7	17	64,592	69,680	80,600	111,987	141,440	92,654	99,632
By Level of Education Required:	-----								
Credential/Certification/License	8	15	55,041	60,008	80,600	119,974	147,680	95,160	98,365
By Gender of Employee:	-----								
Female	11	32	54,704	60,065	79,820	104,000	118,302	82,099	94,733
By Race/Ethnicity of Employee:	-----								
White	11	34	55,120	60,180	79,820	104,520	127,587	84,027	96,101
By Number of Years in Position:	-----								
Up to 5 Years	10	30	54,288	60,180	67,600	93,600	113,568	76,743	85,254

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	18	62	\$49,202	\$54,907	\$67,870	\$93,600	\$104,000	\$74,174	\$72,401
By Budget Size:	-----								
\$10,000,000 – \$24,999,999	7	31							69,330
\$25,000,000 and over	6	19	41,600	52,000	58,240	93,600	98,800	68,762	77,413
By Field of Service:	-----								
Srvcs & Adv: Elderly, developmentally disabled	10	40	54,132	60,039	82,160	93,600	111,122	80,591	82,013
Counseling, crisis interv, mental hlth, medical	7	21	41,683	49,931	56,160	80,645	93,600	63,059	61,739
By Number of Employees:	-----								
101 – 250	6	28							72,907
251+	10	31	43,813	56,160	67,870	93,600	97,760	72,131	77,328
By Years of Experience Required:	-----								
1 Year	5	34	51,636	55,869	83,200	93,600	109,200	78,563	83,830
2 – 3 Years	5	7			60,008			61,955	67,823
By Level of Education Required:	-----								
Bachelor's Degree	5	6			46,675			60,317	64,018
Credential/Certification/License	9	26	47,482	54,907	75,518	94,900	112,580	76,720	74,391
By Gender of Employee:	-----								
Female	17	56	46,931	54,730	66,238	93,600	104,000	73,068	71,415
By Race/Ethnicity of Employee:	-----								
White	17	55	46,288	54,600	64,605	93,600	104,000	72,723	71,239
By Number of Years in Position:	-----								
Up to 5 Years	14	45	50,552	56,202	79,040	93,600	104,000	76,378	70,499
By Number of Employees Managed:	-----								
1 to 3	5	5			78,090			84,387	84,387

Speech Pathologist

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	14	53	\$54,080	\$58,240	\$64,480	\$92,560	\$104,000	\$73,543	\$78,379
By Budget Size:	-----								
\$10,000,000 – \$24,999,999	7	30							72,615
\$25,000,000 and over	5	16							90,739
By Field of Service:	-----								
Srvcs & Adv: Elderly, developmentally disabled	8	36							72,874
By Number of Employees:	-----								
251+	10	23	57,000	62,400	70,720	91,520	124,800	80,488	83,607
By Level of Education Required:	-----								
Master's Degree	6	28							63,200
Credential/Certification/License	6	22	53,802	61,802	79,373	104,000	124,800	84,213	91,084
By Gender of Employee:	-----								
Female	12	48	54,080	58,240	62,983	93,600	106,080	73,572	77,941
By Race/Ethnicity of Employee:	-----								
White	13	49	54,080	57,616	62,733	92,560	104,000	72,818	78,078
By Number of Years in Position:	-----								
Up to 5 Years	10	39	54,080	56,992	62,400	93,600	124,800	72,399	77,455

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	11	11			\$41,762			\$44,986	\$44,986
By Field of Service:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Arts, culture, recreation	6	6			40,425			44,411	44,411
By Years of Experience Required:	-----	-----	-----	-----	-----	-----	-----	-----	-----
2 - 3 Years	7	7			52,000			47,400	47,400
By Level of Education Required:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Bachelor's Degree	6	6			41,151			44,615	44,615
By Gender of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Female	8	8			43,990			46,308	46,308
By Race/Ethnicity of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
White	10	10			41,151			43,767	43,767
By Number of Years in Position:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Up to 5 Years	6	6			38,262			42,047	42,047
By Number of Employees Managed:	-----	-----	-----	-----	-----	-----	-----	-----	-----
1 to 3	8	8			41,151			45,081	45,081

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	10	45							\$27,781
By Field of Service:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Arts, culture, recreation	6	38							24,370
By Years of Experience Required:	-----	-----	-----	-----	-----	-----	-----	-----	-----
2 - 3 Years	5	7			32,774			31,621	32,418
By Level of Education Required:	-----	-----	-----	-----	-----	-----	-----	-----	-----
High School Diploma	8	41							27,709
By Gender of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Female	9	42							27,001
By Race/Ethnicity of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
White	8	41							26,951
By Number of Years in Position:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Up to 5 Years	8	25							25,819

Customer Service Representative

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	8	30	\$18,720	\$19,760	\$24,960	\$24,960	\$31,200	\$24,164	\$25,964
By Geographic Location:	-----								
Central Massachusetts Region	5	23							24,624
By Field of Service:	-----								
Arts, culture, recreation	5	24							25,780
By Gender of Employee:	-----								
Female	6	25	18,720	19,760	24,960	24,960	31,200	24,001	26,742
By Race/Ethnicity of Employee:	-----								
White	6	27	18,720	19,760	24,960	24,960	31,200	24,072	26,280
By Number of Years in Position:	-----								
Up to 5 Years	7	28	18,720	19,760	24,960	24,960	31,200	24,076	25,923

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

	Number of Orgs Emps		Annual Base Salaries					Avg by Employee	Avg by Org
			10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	70	287	\$50,868	\$60,008	\$69,992	\$80,621	\$96,221	\$71,793	\$73,223
By Budget Size:									
\$2,500,000 – \$9,999,999	25	64	48,017	53,545	62,972	75,425	85,717	66,149	69,725
\$10,000,000 – \$24,999,999	22	127	49,912	56,826	65,562	79,997	90,135	69,483	73,538
\$25,000,000 and over	17	90	60,008	68,993	76,241	90,001	106,072	79,842	82,569
By Geographic Location:									
Berkshire County Region	8	17	51,975	61,503	74,672	82,670	93,816	73,940	70,804
Western Massachusetts Region	16	73	49,246	60,008	69,992	79,196	87,481	69,557	68,829
Central Massachusetts Region	11	44	55,495	56,826	69,898	85,717	94,900	71,942	77,075
Greater Boston Region	15	42	54,429	60,008	69,670	77,251	102,712	71,956	73,734
Northeastern Massachusetts Region	7	71	47,861	54,642	69,285	85,010	101,857	72,455	75,272
Southeastern Massachusetts/Rhode Island Region	13	40	50,951	60,154	69,992	79,487	102,671	73,453	75,167
By Field of Service:									
Srvcs & Adv: Children and youth	15	38	52,233	62,301	72,925	85,213	100,206	75,266	69,505
Srvcs & Adv: Elderly, developmentally disabled	27	108	49,109	56,826	66,186	78,063	94,076	69,270	72,761
Cmnty/econ dev, social justice, legal, civil rights	6	34	46,436	57,413	69,639	80,595	85,717	67,925	68,981
Counseling, crisis interv, mental hlth, medical	14	93	53,622	60,840	72,738	82,119	95,580	73,137	78,203
By Number of Employees:									
51 –100	8	18	42,844	60,476	74,787	85,717	87,429	71,902	68,423
101 – 250	23	71	50,074	56,826	68,378	76,835	85,138	68,769	74,352
251+	28	181	52,075	60,008	69,992	83,980	99,890	73,547	75,986
By Years of Experience Required:									
1 Year	7	11			78,562			79,899	76,638
2 – 3 Years	16	24	51,979	61,724	71,667	77,376	102,419	72,795	71,384
4 – 6 Years	32	138	51,401	56,992	68,287	80,109	87,041	69,221	71,783
7 – 10 Years	13	28	61,339	68,417	82,472	101,078	120,754	87,065	85,944
By Level of Education Required:									
Bachelor's Degree	40	137	49,038	56,826	65,562	77,480	92,374	68,166	70,129
Master's Degree	31	80	60,008	65,562	76,241	85,010	104,364	78,990	79,719
LCSW/LICSW/MFT/MFCC	6	15	59,201	69,992	74,194	85,280	97,099	76,232	79,492
By Gender of Employee:									
Male	35	69	50,357	62,671	74,672	87,807	106,413	77,075	76,311
Female	57	200	50,548	58,615	68,987	78,520	91,312	70,110	71,651
By Race/Ethnicity of Employee:									
Asian	5	6			82,846			88,577	86,276
Black	8	13	47,707	56,909	61,901	72,072	83,466	63,400	63,421
Hispanic or Latino	8	8			74,870			73,656	73,656
White	59	233	50,415	60,008	69,992	81,370	96,804	71,893	72,859
By Number of Years in Position:									
Up to 5 Years	43	108	49,371	56,826	64,002	76,794	93,249	69,111	70,279
5 – 10 Years	33	65	51,201	57,866	67,226	75,837	85,759	68,616	72,101
11 – 20 Years	31	54	48,194	61,176	71,427	81,993	93,371	71,653	73,093
More than 20 Years	26	41	62,604	69,566	78,395	91,000	101,868	81,299	78,960
By Number of Employees Managed:									
1 to 3	18	33	44,275	59,759	67,205	75,045	82,382	65,939	66,048
4 to 8	19	46	48,306	57,158	67,704	83,970	97,752	71,029	72,623
9 to 14	21	35	46,945	55,307	63,440	84,053	99,024	69,149	72,281
15 and over	44	127	52,724	60,008	72,738	83,990	100,626	74,394	76,935

Program Manager/Administrator, Social Services/Mental Health

856

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

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	91	633	\$39,146	\$45,184	\$52,562	\$59,175	\$68,149	\$53,084	\$52,894	
By Budget Size:										
\$250,000 – \$999,999	7	8			46,686			46,569	47,090	
\$1,000,000 – \$2,499,999	10	26	42,528	45,977	51,293	55,385	61,394	51,298	51,027	
\$2,500,000 – \$9,999,999	30	140	31,564	36,738	44,647	54,448	62,758	46,317	50,936	
\$10,000,000 – \$24,999,999	26	193	39,146	43,451	52,270	57,377	62,691	51,685	53,050	
\$25,000,000 and over	17	265	46,975	50,232	55,619	64,054	75,005	58,080	60,081	
By Geographic Location:										
Berkshire County Region	9	39	42,661	46,000	53,643	55,598	60,008	51,880	49,781	
Western Massachusetts Region	21	192	32,749	41,382	50,003	56,233	65,776	49,749	49,585	
Central Massachusetts Region	12	28	44,030	47,840	48,787	54,850	65,000	51,607	53,373	
Greater Boston Region	25	119	43,867	49,920	54,995	61,262	68,578	55,894	53,862	
Northeastern Massachusetts Region	13	147	39,146	43,451	51,500	58,000	67,226	52,621	53,586	
Southeastern Massachusetts/Rhode Island Region	12	108	36,005	50,003	58,063	65,338	75,929	57,364	56,540	
By Field of Service:										
Srvcs & Adv: Children and youth	23	86	40,953	46,375	51,470	58,781	67,615	53,293	51,637	
Srvcs & Adv: Elderly, developmentally disabled	31	269	34,944	40,176	50,274	57,140	66,061	50,238	53,859	
Cmnty/econ dev, social justice, legal, civil rights	6	29	42,848	50,482	54,995	61,308	62,858	54,711	55,777	
Counseling, crisis interv, mental hlth, medical	19	200	42,309	49,005	53,851	60,008	69,894	55,221	51,382	
By Number of Employees:										
11 – 25	7	13	41,513	44,159	49,920	61,859	68,994	52,701	51,164	
26 – 50	9	25	42,345	45,953	51,771	56,118	64,720	52,156	50,653	
51 – 100	13	39	40,955	50,960	54,995	60,549	66,997	54,692	52,597	
101 – 250	24	151	36,704	43,014	50,003	56,514	61,223	50,461	51,646	
251+	33	400	39,146	46,534	53,571	60,819	71,409	54,041	55,521	
By Years of Experience Required:										
1 Year	8	34	39,863	45,599	53,851	59,249	75,452	54,967	51,637	
2 – 3 Years	44	273	34,694	39,998	48,859	54,995	62,858	48,761	50,364	
4 – 6 Years	32	159	43,867	49,130	54,995	61,194	69,014	55,646	55,176	
7 – 10 Years	6	23	51,925	57,907	59,488	70,013	78,516	63,131	62,604	
By Level of Education Required:										
High School Diploma	9	32							49,639	
Associate's Degree	5	31							54,471	
Bachelor's Degree	61	378	40,184	45,479	52,000	59,020	68,994	53,405	52,655	
Master's Degree	21	63	48,506	50,866	53,851	59,488	68,116	56,494	56,181	
LCSW/LICSW/MFT/MFCC	7	33	46,883	51,418	57,678	64,428	69,414	57,823	58,635	
Credential/Certification/License	7	12	53,425	54,454	55,911	63,451	91,753	62,293	60,139	
By Gender of Employee:										
Male	50	148	37,950	44,990	50,701	57,793	65,568	51,576	52,443	
Female	79	455	39,146	45,115	53,061	59,821	69,297	53,540	53,272	
By Race/Ethnicity of Employee:										
Asian	9	9			44,304			44,395	44,395	
Black	26	67	33,987	39,146	47,008	52,000	57,628	46,365	49,463	
Hispanic or Latino	13	23	30,397	35,464	40,997	56,000	67,762	45,815	46,803	
White	76	484	40,851	47,221	53,612	60,008	70,850	54,450	53,597	
By Number of Years in Position:										
Up to 5 Years	63	327	37,998	42,840	50,960	58,011	67,180	51,684	52,827	
5 – 10 Years	47	117	40,148	46,842	53,227	58,152	65,008	52,882	53,091	
11 – 20 Years	39	106	45,525	48,901	55,037	63,388	74,300	57,344	56,396	
More than 20 Years	20	25	40,435	44,387	54,080	60,267	67,872	53,853	54,223	
By Number of Employees Managed:										
1 to 3	39	71	40,248	45,531	52,312	56,493	62,841	51,790	52,006	
4 to 8	48	165	39,146	42,931	50,814	57,273	64,915	51,672	54,617	
9 to 14	35	125	31,458	39,499	50,003	58,459	68,166	50,406	53,673	
15 and over	32	149	43,451	48,932	55,016	60,507	72,800	56,028	54,194	

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

	Number of Orgs Emps		Annual Base Salaries					Avg by Employee	Avg by Org
			10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	71	787	\$31,200	\$35,838	\$40,000	\$44,470	\$50,015	\$40,692	\$42,502
By Budget Size:									
\$250,000 – \$999,999	7	14	28,922	32,136	41,912	46,239	56,451	41,000	41,436
\$1,000,000 – \$2,499,999	8	29	37,315	40,508	44,283	51,293	57,845	46,058	43,940
\$2,500,000 – \$9,999,999	17	106	33,280	37,487	40,820	44,492	48,215	41,029	40,876
\$10,000,000 – \$24,999,999	21	162	29,436	31,232	36,910	42,271	50,313	38,231	42,998
\$25,000,000 and over	16	473	33,434	36,525	40,310	44,506	50,003	41,189	44,578
By Geographic Location:									
Berkshire County Region	5	20	33,280	39,624	47,050	50,482	51,992	45,160	45,033
Western Massachusetts Region	15	225	32,822	34,830	39,374	43,430	46,921	39,472	40,670
Central Massachusetts Region	8	93	35,605	37,856	40,997	44,304	49,970	41,718	38,440
Greater Boston Region	19	103	30,638	34,008	41,205	47,653	52,312	41,556	44,966
Northeastern Massachusetts Region	11	231	34,062	37,440	39,998	41,995	46,914	40,048	40,997
Southeastern Massachusetts/Rhode Island Region	13	115	28,405	34,445	41,933	48,027	56,638	41,992	43,813
By Field of Service:									
Srvcs & Adv: Children and youth	18	101	31,200	34,913	41,101	47,507	51,954	41,491	42,444
Srvcs & Adv: Elderly, developmentally disabled	26	326	31,021	36,962	40,238	43,134	49,662	40,834	43,126
Counseling, crisis interv, mental hlth, medical	12	301	31,208	35,038	39,936	44,627	49,999	40,141	42,739
By Number of Employees:									
11 – 25	7	17	29,889	34,882	39,645	43,826	49,587	39,877	40,400
26 – 50	6	24							45,433
51 – 100	9	35	31,824	36,109	41,600	45,760	50,112	41,100	40,513
101 – 250	15	93	35,560	38,865	41,600	48,807	57,221	44,161	44,278
251+	28	609	31,034	35,126	39,998	43,430	48,006	39,881	42,363
By Years of Experience Required:									
1 Year	20	115	29,349	35,672	40,310	48,027	55,074	41,872	41,806
2 – 3 Years	35	455	33,097	36,109	39,998	42,994	47,295	40,163	42,354
4 – 6 Years	18	101	30,638	32,677	36,858	46,187	52,192	39,823	43,161
By Level of Education Required:									
High School Diploma	12	144							39,963
Associate's Degree	12	106	28,615	29,843	31,824	36,088	43,672	34,110	36,785
Bachelor's Degree	48	378	36,504	39,312	40,976	44,915	50,053	42,220	43,070
Master's Degree	15	33	42,588	44,783	50,482	54,413	61,012	50,124	50,809
Credential/Certification/License	7	44							41,680
By Gender of Employee:									
Male	38	197	32,791	36,003	39,998	43,996	48,411	40,516	42,177
Female	64	579	31,034	35,838	40,165	44,616	50,482	40,745	42,126
By Race/Ethnicity of Employee:									
Asian	14	17	30,946	33,228	39,478	46,748	52,183	40,383	41,320
Black	26	150	29,994	34,580	37,305	41,027	45,243	37,765	40,191
Hispanic or Latino	25	65	32,272	36,036	40,227	44,523	50,111	40,862	41,262
White	60	512	33,280	37,263	40,997	44,990	51,016	41,752	42,884
Mixed Race	5	6			39,073			36,979	37,032
By Number of Years in Position:									
Up to 5 Years	54	485	30,763	35,126	39,998	43,992	49,334	40,150	40,795
5 – 10 Years	32	134	34,736	37,404	40,841	44,741	50,368	41,710	43,313
11 – 20 Years	32	91	35,256	38,896	41,974	47,549	55,374	43,569	45,399
More than 20 Years	11	20	39,154	41,995	42,827	47,934	52,491	44,974	46,531
By Number of Employees Managed:									
1 to 3	27	67	32,138	36,962	40,560	45,157	49,321	40,637	40,169
4 to 8	33	238	35,006	38,574	40,789	44,512	52,071	42,259	42,725
9 to 14	23	182	31,758	34,992	38,563	43,430	48,006	39,418	43,501
15 and over	18	52	34,811	39,624	40,903	45,043	49,789	41,891	42,397

Program Assistant, Social Services/Mental Health

862

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	36	265	\$24,960	\$27,155	\$31,200	\$33,717	\$37,482	\$31,216	\$32,795
By Budget Size:									
\$2,500,000 – \$9,999,999	9	30	28,106	31,200	33,915	36,878	39,884	34,187	34,205
\$10,000,000 – \$24,999,999	11	77	21,320	24,960	26,104	31,055	36,546	28,313	32,793
\$25,000,000 and over	9	117	26,957	29,806	31,200	33,832	37,830	32,279	33,986
By Geographic Location:									
Western Massachusetts Region	7	54	20,894	24,570	29,828	35,110	39,381	30,066	33,626
Central Massachusetts Region	5	18	17,680	24,747	31,200	35,776	37,064	29,731	29,007
Greater Boston Region	11	73	24,960	26,000	31,200	34,445	41,184	31,874	36,472
Northeastern Massachusetts Region	6	101	26,707	29,723	31,179	33,041	34,798	31,171	31,658
Southeastern Massachusetts/Rhode Island Region	6	18							30,599
By Field of Service:									
Srvcs & Adv: Children and youth	9	63	20,891	24,960	31,200	33,280	35,822	29,205	30,351
Srvcs & Adv: Elderly, developmentally disabled	16	117	24,960	28,315	31,574	34,954	39,659	32,024	34,433
By Number of Employees:									
101 – 250	12	40	28,321	29,474	33,405	36,520	42,657	33,744	34,492
251+	12	170	24,960	26,327	30,555	33,108	36,092	30,280	32,353
By Years of Experience Required:									
1 Year	12	77							31,070
2 – 3 Years	12	96	24,960	26,000	29,675	33,379	36,693	30,437	33,765
By Level of Education Required:									
High School Diploma	19	115	24,960	26,000	29,120	32,531	36,400	29,989	32,304
Associate's Degree	6	21	27,327	29,391	32,677	38,798	49,271	34,970	33,088
Bachelor's Degree	9	66							37,946
By Gender of Employee:									
Male	12	62	23,504	26,000	29,806	32,672	36,735	29,409	31,318
Female	31	197	24,960	28,974	31,200	33,925	39,799	31,850	33,547
By Race/Ethnicity of Employee:									
Black	12	75	24,960	26,000	29,806	33,010	34,923	29,703	31,944
Hispanic or Latino	10	25	23,733	29,120	31,200	33,727	37,695	31,320	32,371
White	29	141	24,960	28,985	31,200	35,110	40,374	32,039	33,273
By Number of Years in Position:									
Up to 5 Years	27	156	24,960	26,624	30,742	32,963	36,036	30,643	32,389
5 – 10 Years	16	48	24,554	27,784	31,273	35,542	43,231	32,526	33,510
11 – 20 Years	10	25	29,070	30,878	33,322	34,965	41,965	33,845	33,792
More than 20 Years	5	5			33,779			35,982	35,982
By Number of Employees Managed:									
1 to 3	6	13	24,461	24,960	26,104	35,901	45,852	30,471	35,637

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	8	23	\$151,220	\$161,990	\$173,368	\$187,741	\$239,200	\$182,036	\$185,766
By Budget Size:	-----								
\$25,000,000 and over	6	20	153,205	162,063	172,266	182,717	207,522	179,181	187,021
By Field of Service:	-----								
Counseling, crisis interv, mental hlth, medical	6	20	150,328	156,905	170,581	182,114	235,040	174,216	173,990
By Number of Employees:	-----								
251+	7	21	150,625	158,600	171,163	182,437	206,419	176,591	178,132
By Level of Education Required:	-----								
Medical Degree	7	22	150,923	160,295	172,266	190,206	239,200	182,043	186,321
By Gender of Employee:	-----								
Male	7	16	142,461	156,978	175,911	195,135	239,200	179,984	182,385
Female	5	7			166,254			186,724	196,173
By Race/Ethnicity of Employee:	-----								
White	7	15	139,938	161,990	179,462	197,600	268,320	188,762	196,207
By Number of Years in Position:	-----								
Up to 5 Years	6	17	152,410	158,600	171,163	190,299	253,760	182,573	196,222

Licensed Clinical Social Worker

868

Evaluates needs of clients and develops treatment plans in coordination with others. Implements counseling and mental health services according to treatment plans. Provides individual, marital, group and family psychotherapy and/or drug and/or alcohol counseling services. May develop and implement specialized therapy programs. Maintains accurate and complete client records. Requires state licensure (LCSW).

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	41	460	\$40,000	\$43,961	\$52,447	\$63,851	\$72,800	\$55,056	\$53,577
By Budget Size:									
\$2,500,000 – \$9,999,999	12	55	40,785	43,243	49,504	58,240	71,702	52,384	54,877
\$10,000,000 – \$24,999,999	14	84	40,000	43,035	48,381	56,196	63,752	50,724	51,904
\$25,000,000 and over	12	309	39,998	44,990	56,451	67,654	74,880	56,742	55,641
By Geographic Location:									
Berkshire County Region	5	20							43,250
Western Massachusetts Region	9	117	40,604	47,216	64,480	74,880	79,040	61,337	57,906
Greater Boston Region	10	46	40,000	43,354	48,000	58,677	64,234	51,313	55,529
Northeastern Massachusetts Region	7	118							56,059
Southeastern Massachusetts/Rhode Island Region	6	127	40,232	43,389	50,378	62,400	68,382	53,090	53,714
By Field of Service:									
Srvcs & Adv: Children and youth	10	74	39,999	42,619	48,000	56,836	63,262	50,164	48,087
Srvcs & Adv: Elderly, developmentally disabled	13	80	37,752	41,995	46,759	55,011	72,800	50,842	53,194
Counseling, crisis interv, mental hlth, medical	13	257	40,602	45,968	57,200	70,720	76,960	57,880	54,801
By Number of Employees:									
26 – 50	5	17	40,714	43,878	54,642	64,480	69,056	54,732	51,341
101 – 250	11	31	42,087	49,504	53,581	67,995	81,548	58,129	57,768
251+	21	400	39,998	43,794	52,198	64,355	72,800	55,000	53,387
By Years of Experience Required:									
1 Year	8	34	41,652	44,923	59,665	72,800	75,951	59,966	52,939
2 – 3 Years	21	216	39,807	43,794	54,112	63,180	72,800	55,112	51,387
4 – 6 Years	6	28	38,523	43,306	47,071	53,753	58,677	48,227	52,496
By Level of Education Required:									
Master's Degree	20	217	40,489	44,450	54,995	62,400	72,800	54,671	52,634
LCSW/LICSW/MFT/MFCC	18	187	40,497	43,992	52,499	70,720	76,960	56,751	51,919
By Gender of Employee:									
Male	22	85	40,369	44,543	55,162	65,031	74,044	56,209	53,886
Female	38	372	39,999	43,540	51,761	63,330	72,800	54,729	52,574
By Race/Ethnicity of Employee:									
Asian	5	6			62,400			59,422	56,747
Black	9	17	36,387	43,545	52,998	64,480	72,800	54,233	52,637
Hispanic or Latino	9	26	44,992	51,142	62,764	76,960	79,040	62,460	59,007
White	37	388	40,000	43,477	51,210	62,400	72,800	54,294	53,216
By Number of Years in Position:									
Up to 5 Years	36	280	39,998	42,885	50,232	62,400	72,800	54,213	52,167
5 – 10 Years	22	75	41,529	47,507	56,826	68,640	79,040	58,255	53,819
11 – 20 Years	16	42	42,255	49,291	58,448	65,827	72,800	58,216	55,880
More than 20 Years	8	8			58,802			59,233	59,233
By Number of Employees Managed:									
1 to 3	8	29	47,008	51,501	55,744	60,507	65,582	56,427	54,917
4 to 8	6	6			56,576			57,730	57,730

Provides professional, clinical psychological services, such as assessments, biofeedback therapies, group and individual therapy, crisis intervention, consulting and educational workshops and programs. Provides consultation to other counseling and technical staff. Requires a Ph.D. in clinical psychology and valid state license in psychology.

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	9	27	\$67,168	\$77,002	\$86,216	\$94,058	\$99,378	\$87,030	\$88,326	
By Geographic Location:	-----									
Western Massachusetts Region	5	14							90,479	
By Field of Service:	-----									
Counseling, crisis interv, mental hlth, medical	7	24	62,588	77,027	85,956	93,408	94,058	86,051	85,021	
By Number of Employees:	-----									
251+	5	23	61,972	77,002	86,216	94,058	94,906	86,350	86,236	
By Years of Experience Required:	-----									
2 - 3 Years	5	19	72,500	77,100	88,000	93,600	94,058	85,237	83,416	
By Level of Education Required:	-----									
Doctorate	8	26	65,641	76,274	87,108	94,058	101,331	87,081	88,654	
By Gender of Employee:	-----									
Female	8	16	72,288	77,027	85,353	93,408	116,750	88,871	93,906	
By Race/Ethnicity of Employee:	-----									
White	8	26	65,641	76,274	87,108	94,058	101,331	87,107	88,740	
By Number of Years in Position:	-----									
Up to 5 Years	5	11			85,010			90,758	98,359	
5 - 10 Years	5	6			90,137			90,002	89,975	

Case Manager, Master's Level

879

Counsels and aids individuals and families requiring social service organization assistance. Interviews and evaluates applicants for services, formulates and implements treatment plan of action and goals. Assists applicants in applying for and obtaining social and other services. Requires a MSW degree. Positions not requiring a MSW degree are reported in (880).

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	15	64	\$28,278	\$33,322	\$41,076	\$49,392	\$69,257	\$44,283	\$47,253
By Budget Size:	-----								
\$10,000,000 – \$24,999,999	5	8			43,701			45,387	48,315
\$25,000,000 and over	5	41	27,610	30,483	38,397	65,520	70,720	44,764	47,220
By Geographic Location:	-----								
Western Massachusetts Region	5	25	33,322	40,414	48,006	68,640	72,800	52,948	46,941
By Field of Service:	-----								
Srvcs & Adv: Children and youth	5	13	35,680	38,199	41,995	46,504	54,695	42,744	44,310
Counseling, crisis interv, mental hlth, medical	5	37							47,543
By Number of Employees:	-----								
101 – 250	6	13	38,000	39,499	42,994	48,006	59,301	45,018	47,895
251+	7	44	27,623	30,737	39,032	63,149	70,720	44,913	48,015
By Years of Experience Required:	-----								
2 – 3 Years	8	26	29,026	42,994	51,002	68,640	72,800	53,621	49,817
By Level of Education Required:	-----								
Master's Degree	12	57	27,726	33,020	39,000	51,002	70,043	43,913	46,800
By Gender of Employee:	-----								
Male	5	10			42,997			47,775	49,581
Female	14	53	28,171	33,020	40,830	49,368	68,640	43,648	46,959
By Race/Ethnicity of Employee:	-----								
White	11	41	27,610	32,272	41,322	51,706	68,640	44,054	47,710
By Number of Years in Position:	-----								
Up to 5 Years	10	42	27,674	31,143	39,333	55,500	70,096	44,254	44,911
5 – 10 Years	7	9			41,322			43,808	44,602

Counsels and aids individuals and families requiring social service organization assistance. Interviews and evaluates applicants for services, formulates and implements treatment plan of action and goals; assists applicants in applying for and obtaining social and other services. Most Case Manager positions require a bachelor's degree in psychology or other behavioral science. Senior-level positions requiring a MSW degree are reported in (879). Case Managers working in a medical setting are reported in (740).

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	54	931	\$27,685	\$30,200	\$34,029	\$39,894	\$45,635	\$35,598	\$34,961
By Budget Size:									
\$2,500,000 – \$9,999,999	16	155	27,602	30,160	33,322	37,190	41,704	34,185	35,237
\$10,000,000 – \$24,999,999	17	338	28,279	30,504	36,055	43,056	50,606	37,510	35,406
\$25,000,000 and over	15	428	27,189	29,994	33,280	38,002	42,976	34,675	35,064
By Geographic Location:									
Berkshire County Region	6	34	28,621	30,504	31,991	34,440	46,072	33,752	34,530
Western Massachusetts Region	12	232	27,040	29,120	33,322	37,710	42,064	34,546	33,908
Central Massachusetts Region	8	119	29,141	31,200	33,072	36,358	40,726	34,294	34,437
Greater Boston Region	11	174	27,748	30,571	35,984	43,519	49,732	37,062	34,840
Northeastern Massachusetts Region	7	86	31,034	31,658	33,946	39,083	45,835	36,363	36,313
Southeastern Massachusetts/Rhode Island Region	10	286	26,563	29,323	35,256	41,475	48,012	36,092	36,091
By Field of Service:									
Srvcs & Adv: Children and youth	11	130	26,666	28,096	30,992	36,130	40,450	32,452	32,993
Srvcs & Adv: Elderly, developmentally disabled	21	435	29,141	31,990	37,502	43,223	49,520	38,331	36,547
Counseling, crisis interv, mental hlth, medical	13	257	26,000	28,580	32,011	35,891	40,006	32,939	34,710
By Number of Employees:									
26 – 50	6	46	28,413	30,817	32,947	34,871	38,846	33,097	32,258
51 –100	6	77	31,200	33,000	36,005	41,184	44,096	37,023	37,501
101 – 250	18	366	29,141	33,072	38,854	43,685	50,159	39,036	36,933
251+	20	435	26,666	28,725	31,346	35,360	41,455	32,765	33,574
By Years of Experience Required:									
1 Year	22	190	27,040	29,328	31,990	37,643	45,055	34,138	35,784
2 – 3 Years	27	395	27,851	30,160	35,360	40,269	48,389	36,425	35,761
4 – 6 Years	5	8			43,548			41,963	40,209
By Level of Education Required:									
High School Diploma	13	118	26,645	27,851	29,162	31,938	36,194	30,587	31,398
Associate's Degree	11	69	25,480	28,371	31,200	35,412	39,998	32,128	33,767
Bachelor's Degree	38	594	29,120	31,809	36,172	41,600	48,412	37,425	36,229
By Gender of Employee:									
Male	34	151	27,685	29,952	33,072	38,189	44,961	34,900	35,513
Female	47	702	27,685	30,363	34,320	40,706	46,010	35,928	35,130
By Race/Ethnicity of Employee:									
Asian	10	32	29,253	31,590	33,031	35,755	42,644	34,488	36,828
Black	25	114	26,656	27,961	31,273	37,767	44,460	33,901	33,977
Hispanic or Latino	26	114	26,635	29,395	33,301	38,854	43,711	34,467	33,790
White	45	566	28,605	31,034	35,360	41,475	47,453	36,611	35,854
Mixed Race	10	12	25,097	27,020	31,075	34,981	43,871	31,968	32,185
Other Racial Identity	5	7			39,312			36,980	37,525
By Number of Years in Position:									
Up to 5 Years	43	527	27,306	29,661	33,280	38,376	43,826	34,801	34,340
5 – 10 Years	34	127	27,589	30,160	32,500	41,475	48,398	35,441	36,273
11 – 20 Years	27	88	28,704	31,580	36,067	44,406	50,964	38,355	38,188
More than 20 Years	9	13	30,435	32,292	35,048	36,785	51,523	36,605	37,503
By Number of Employees Managed:									
1 to 3	6	8			35,710			37,202	38,098
4 to 8	7	24							37,671

Counselor, Master's Level

882

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

	Number of Orgs Emps		Annual Base Salaries						Avg by Employee	Avg by Org
			10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	19	686	\$34,133	\$38,126	\$43,524	\$62,400	\$72,800	\$49,138	\$50,377	
By Budget Size:	-----									
\$2,500,000 – \$9,999,999	5	62							55,956	
\$10,000,000 – \$24,999,999	5	166							45,555	
\$25,000,000 and over	8	457	34,486	37,606	43,430	57,127	71,136	48,764	48,401	
By Geographic Location:	-----									
Western Massachusetts Region	6	385							53,492	
Northeastern Massachusetts Region	5	124							47,016	
By Field of Service:	-----									
Srvcs & Adv: Elderly, developmentally disabled	6	23	32,635	41,371	44,741	50,003	68,199	46,880	49,146	
Counseling, crisis interv, mental hlth, medical	9	654	34,071	38,033	43,504	62,400	72,800	49,226	50,248	
By Number of Employees:	-----									
251+	14	617	34,008	37,606	42,723	53,581	70,720	47,558	47,794	
By Years of Experience Required:	-----									
1 Year	5	126							45,358	
2 – 3 Years	11	252	38,002	41,423	46,031	56,045	72,800	50,802	50,747	
By Level of Education Required:	-----									
Master's Degree	18	646	34,008	38,126	43,722	62,400	72,800	49,431	50,621	
By Gender of Employee:	-----									
Male	12	121	34,033	38,002	42,869	52,260	68,640	47,080	48,925	
Female	14	549	34,008	38,085	43,701	64,397	72,800	49,680	49,059	
By Race/Ethnicity of Employee:	-----									
Asian	5	10			47,611			50,744	48,219	
Black	9	46							47,917	
Hispanic or Latino	7	72							54,798	
White	16	516	34,008	38,126	43,337	57,813	70,720	48,493	49,362	
By Number of Years in Position:	-----									
Up to 5 Years	17	478	34,008	37,606	42,723	62,400	72,800	48,954	50,000	
5 – 10 Years	7	73	36,337	42,359	50,211	66,560	76,128	53,450	48,918	
11 – 20 Years	7	36	36,566	41,772	44,658	53,581	64,501	47,611	47,698	

Responsible for providing a safe and supportive environment for organization's clientele. Adheres to laws regarding confidentiality and reporting requirements. Maintains observation and progress records as needed. Provides crisis intervention and/or conflict resolution to individuals and groups. Senior-level positions requiring a Master degree are reported in (882).

	Number of Orgs Emps		Annual Base Salaries					Avg by Employee	Avg by Org
			10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	36	1,539	\$22,880	\$24,752	\$28,080	\$32,136	\$39,478	\$29,516	\$34,840
By Budget Size:	-----								
\$2,500,000 – \$9,999,999	9	102							37,942
\$10,000,000 – \$24,999,999	10	403	26,000	28,621	29,994	33,800	38,002	31,462	32,988
\$25,000,000 and over	11	999	22,214	23,442	26,000	30,472	39,603	28,428	35,796
By Geographic Location:	-----								
Western Massachusetts Region	7	140							32,397
Greater Boston Region	10	247							39,197
Northeastern Massachusetts Region	6	381							31,580
Southeastern Massachusetts/Rhode Island Region	7	379	21,216	22,547	24,960	35,984	43,701	29,735	33,785
By Field of Service:	-----								
Srvcs & Adv: Children and youth	9	373	24,003	26,437	29,640	33,800	39,458	30,684	35,792
Srvcs & Adv: Elderly, developmentally disabled	11	460							38,000
Counseling, crisis interv, mental hlth, medical	8	483	23,995	25,875	28,538	32,989	41,903	30,800	34,607
By Number of Employees:	-----								
26 – 50	6	44	24,960	31,202	33,500	40,883	42,661	35,160	37,436
101 – 250	8	55	28,974	39,770	43,555	43,701	50,307	41,734	37,609
251+	16	1,402	22,880	24,440	27,685	31,200	36,991	28,869	33,154
By Years of Experience Required:	-----								
1 Year	17	344	24,960	26,624	28,621	32,989	40,748	30,799	33,410
2 – 3 Years	14	128	29,588	33,140	37,659	42,266	45,883	38,383	38,829
By Level of Education Required:	-----								
High School Diploma	12	934	22,277	23,421	26,312	29,120	32,927	27,269	30,697
Bachelor's Degree	23	309	24,003	29,702	35,006	41,475	44,554	35,572	37,783
By Gender of Employee:	-----								
Male	21	692	22,880	23,795	26,323	30,160	36,387	27,961	32,770
Female	32	800	22,880	25,563	28,902	33,296	42,636	30,782	34,885
By Race/Ethnicity of Employee:	-----								
Asian	7	12	25,141	25,672	28,422	31,595	34,736	28,874	29,425
Black	19	418	21,632	23,338	26,000	29,645	35,412	27,590	31,104
Hispanic or Latino	19	121	22,880	24,960	28,829	32,505	39,358	29,914	33,195
White	32	873	22,880	24,960	28,621	32,989	40,697	30,264	35,080
Mixed Race	8	36	24,024	24,960	27,603	30,360	32,148	27,791	29,205
By Number of Years in Position:	-----								
Up to 5 Years	31	1,014	22,880	24,003	27,724	31,412	37,867	28,810	33,021
5 – 10 Years	21	222	23,519	25,584	28,777	34,845	42,715	31,328	34,711
11 – 20 Years	17	103	27,077	28,999	32,365	38,126	43,726	34,331	36,131
More than 20 Years	9	22	30,472	31,772	35,911	38,252	53,749	37,424	40,101
By Number of Employees Managed:	-----								
4 to 8	5	11							39,268

Eligibility Specialist

Interviews clients/prospective clients to determine their eligibility for a wide range of social services. Gathers and verifies information. Assists clients to complete application forms for government and other social services and submits for approval. Eligibility Specialists working in housing eligibility programs are reported in Housing Case Manager (440).

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	22	111	\$27,410	\$30,576	\$36,754	\$41,475	\$44,641	\$36,768	\$36,735
By Budget Size:									
\$10,000,000 – \$24,999,999	7	44	27,290	29,474	36,692	40,867	43,087	35,849	36,697
\$25,000,000 and over	8	48	27,189	28,954	36,296	41,787	50,878	36,956	35,842
By Geographic Location:									
Western Massachusetts Region	6	47	27,340	29,474	37,253	41,122	44,154	36,262	37,057
Northeastern Massachusetts Region	5	10			36,276			37,363	36,134
Southeastern Massachusetts/Rhode Island Region	6	32	26,836	28,335	34,445	40,758	50,434	35,390	34,718
By Field of Service:									
Srvcs & Adv: Elderly, developmentally disabled	7	33	33,846	35,766	41,475	43,399	52,678	41,548	39,636
Counseling, crisis interv, mental hlth, medical	6	26	26,387	28,225	30,524	38,371	42,865	33,161	35,617
By Number of Employees:									
101 – 250	8	52	34,732	36,363	39,728	42,843	50,434	40,525	41,141
251+	9	44	26,895	27,493	29,370	36,437	41,229	31,853	32,903
By Years of Experience Required:									
1 Year	13	52	27,090	28,101	34,226	40,976	42,925	34,917	34,323
2 – 3 Years	9	32	31,699	36,442	37,755	42,105	47,468	38,920	38,440
By Level of Education Required:									
High School Diploma	8	27	26,637	28,496	35,610	38,605	43,285	34,654	34,297
Bachelor's Degree	12	50	30,316	35,058	37,898	42,443	50,729	38,997	37,751
By Gender of Employee:									
Male	9	16	27,156	32,500	36,307	44,002	49,920	37,617	34,984
Female	16	88	27,373	29,646	36,619	41,259	43,680	36,354	37,017
By Race/Ethnicity of Employee:									
Black	8	12	28,602	32,464	39,988	43,971	48,021	38,487	36,885
Hispanic or Latino	11	26	26,707	34,180	36,639	38,761	42,053	35,566	35,240
White	18	63	27,273	29,474	36,629	41,954	50,078	37,106	36,643
By Number of Years in Position:									
Up to 5 Years	19	61	27,073	28,371	34,320	37,440	41,575	33,759	34,909
5 – 10 Years	10	21	33,293	36,265	38,605	41,923	49,242	39,411	39,443
11 – 20 Years	5	12	28,556	34,507	39,687	43,571	56,006	40,437	40,711

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

	Number of Orgs Emps		Annual Base Salaries					Avg by Employee	Avg by Org
			10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	17	522	\$21,879	\$23,046	\$25,085	\$28,205	\$32,656	\$26,203	\$26,658
By Budget Size:	-----								
\$10,000,000 – \$24,999,999	7	165							25,064
\$25,000,000 and over	6	230	21,879	25,022	28,163	32,656	32,656	28,525	31,067
By Geographic Location:	-----								
Greater Boston Region	5	15	20,987	24,690	25,314	35,360	44,196	29,996	29,133
By Field of Service:	-----								
Srvcs & Adv: Elderly, developmentally disabled	11	292	21,879	23,046	23,442	31,073	32,656	26,037	28,080
Counseling, crisis interv, mental hlth, medical	5	229	23,795	25,075	26,291	28,122	29,869	26,451	25,327
By Number of Employees:	-----								
101 – 250	5	143							25,590
251+	11	378	21,879	24,232	26,291	29,684	32,656	27,138	27,960
By Years of Experience Required:	-----								
1 Year	9	287	21,840	23,046	25,064	26,312	29,675	25,287	26,628
2 – 3 Years	6	119	23,046	23,733	26,645	28,517	32,926	26,924	28,673
By Level of Education Required:	-----								
High School Diploma	12	411	21,879	23,046	24,213	26,291	28,796	24,986	25,352
By Gender of Employee:	-----								
Male	14	182	21,880	23,046	25,522	29,266	32,656	26,742	28,571
Female	14	338	21,879	23,046	25,075	28,122	32,639	25,927	25,717
By Race/Ethnicity of Employee:	-----								
Black	12	177	23,046	23,962	25,418	28,268	32,656	26,528	27,562
Hispanic or Latino	11	53							25,781
White	13	280	21,879	23,046	25,522	29,136	32,656	26,331	26,831
By Number of Years in Position:	-----								
Up to 5 Years	15	307	21,840	23,046	24,232	28,080	32,656	25,637	25,585
5 – 10 Years	12	86	23,442	24,544	26,271	28,829	32,656	27,238	29,176
11 – 20 Years	9	56	23,088	26,291	26,832	30,950	32,681	27,997	28,156
More than 20 Years	5	10			32,791			33,028	33,098

Children or Youth Program Assistant

890

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	10	156	\$21,295	\$24,773	\$26,291	\$30,301	\$33,386	\$26,969	\$28,010
By Budget Size:	-----								
\$10,000,000 – \$24,999,999	6	38							28,637
By Number of Employees:	-----								
251+	6	76	22,402	25,272	28,839	32,011	33,929	28,814	28,186
By Years of Experience Required:	-----								
1 Year	6	123	22,402	24,960	26,291	29,120	32,223	26,998	27,685
By Level of Education Required:	-----								
High School Diploma	5	128	22,402	24,960	26,416	30,971	33,638	27,540	27,584
By Gender of Employee:	-----								
Male	8	75	21,753	25,064	27,310	31,533	34,133	27,934	26,091
Female	8	80	20,800	23,702	25,501	27,685	32,946	26,058	28,023
By Race/Ethnicity of Employee:	-----								
Black	6	53	22,127	24,960	26,416	31,304	33,659	27,726	26,799
White	9	81	21,565	24,659	26,291	29,557	33,451	26,913	28,118
By Number of Years in Position:	-----								
Up to 5 Years	6	93	20,800	24,357	25,480	27,622	32,294	25,995	26,876

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	10	587							\$26,257
By Budget Size:	-----	-----	-----	-----	-----	-----	-----	-----	-----
\$25,000,000 and over	6	455							25,013
By Field of Service:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Srvcs & Adv: Elderly, developmentally disabled	9	574							26,657
By Number of Employees:	-----	-----	-----	-----	-----	-----	-----	-----	-----
251+	7	475							27,523
By Years of Experience Required:	-----	-----	-----	-----	-----	-----	-----	-----	-----
1 Year	5	61	23,343	24,419	25,465	37,440	46,592	30,760	28,639
By Level of Education Required:	-----	-----	-----	-----	-----	-----	-----	-----	-----
High School Diploma	7	202							26,294
By Gender of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Male	7	121							25,484
Female	10	455							26,293
By Race/Ethnicity of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Black	7	80	20,238	21,278	21,840	24,357	27,540	22,881	23,551
Hispanic or Latino	6	65							27,917
White	7	315							27,469
By Number of Years in Position:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Up to 5 Years	8	260							24,098
5 – 10 Years	5	50							23,279

Direct Care Counselor

892

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

	Number of Orgs	Emps	Annual Base Salaries					Avg by Employee	Avg by Org
			10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	29	5,803	\$21,424	\$23,026	\$24,357	\$26,520	\$29,099	\$24,918	\$26,062
By Budget Size:									
\$2,500,000 – \$9,999,999	6	1,146	21,216	22,880	24,274	26,354	29,445	24,833	24,639
\$10,000,000 – \$24,999,999	11	1,142	17,534	23,026	24,627	27,347	29,099	24,821	25,342
\$25,000,000 and over	10	3,506	21,840	23,192	24,357	26,478	28,689	24,973	27,260
By Geographic Location:									
Western Massachusetts Region	8	1,943	21,403	22,235	23,816	26,356	29,411	24,829	24,943
Greater Boston Region	7	802	18,427	21,424	23,192	26,229	28,621	23,951	28,263
Northeastern Massachusetts Region	6	957	22,880	23,421	24,482	26,000	27,543	25,092	26,742
By Field of Service:									
Srvcs & Adv: Elderly, developmentally disabled	17	3,839	21,653	23,192	24,419	26,416	28,496	24,806	26,262
Counseling, crisis interv, mental hlth, medical	9	1,725	21,403	22,880	23,920	26,874	31,075	25,182	26,107
By Number of Employees:									
101 – 250	8	812	16,994	21,237	25,990	28,621	30,882	25,356	25,194
251+	19	4,982	21,840	23,026	24,274	26,000	28,496	24,844	26,192
By Years of Experience Required:									
1 Year	17	1,685	21,403	22,880	24,045	26,229	29,066	24,769	25,811
2 – 3 Years	6	257	23,192	23,203	25,563	28,995	32,731	26,926	26,738
By Level of Education Required:									
High School Diploma	23	5,098	21,653	23,026	24,274	26,130	28,621	24,826	24,660
Associate's Degree	5	57							27,230
Bachelor's Degree	6	141	22,880	24,492	26,645	29,318	35,005	27,803	29,331
By Gender of Employee:									
Male	23	2,280	21,424	23,093	24,409	26,520	28,621	24,905	24,951
Female	27	3,438	21,403	22,880	24,274	26,400	29,120	24,854	25,990
By Race/Ethnicity of Employee:									
American Indian/Alaskan Native	5	12	23,323	24,914	26,676	28,013	31,751	26,900	27,399
Asian	17	63	20,866	21,840	24,419	28,496	31,662	25,360	25,666
Black	24	2,984	21,840	22,880	24,045	25,912	27,997	24,603	24,629
Hispanic or Latino	20	449	21,403	22,880	24,274	26,541	30,285	25,109	24,102
Native Hawaiian/Pacific Islander	7	8			25,075			25,501	25,562
White	26	1,815	21,403	23,213	24,565	27,040	29,702	25,292	26,290
Mixed Race	11	110	21,653	23,338	24,357	25,969	28,107	24,750	24,571
By Number of Years in Position:									
Up to 5 Years	26	3,840	21,403	22,880	23,920	26,000	28,621	24,556	24,810
5 – 10 Years	25	828	22,472	24,190	25,064	27,061	29,064	25,818	25,284
11 – 20 Years	22	372	23,177	24,487	26,188	29,344	31,912	26,932	26,569
More than 20 Years	16	60	22,025	24,971	28,690	30,852	32,870	28,134	27,645

Conducts outreach (both individually and as a team member) to members of target populations within the community to build strong relationships with youth, residents, businesses, and community groups. Identifies at-risk community members and intervenes in their lives through case management and other programs designed to aid in resolving current problems and preventing future ones. Conducts presentations in targeted schools and community organizations and make referrals at outreach events and on websites. Maintains client charts and documentation. Submits logs and reports as required.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	26	291	\$24,960	\$27,643	\$31,990	\$37,440	\$41,000	\$32,901	\$35,981
By Budget Size:									
\$2,500,000 – \$9,999,999	9	88							35,311
\$25,000,000 and over	9	146	26,672	28,959	33,041	39,354	41,860	34,321	35,221
By Geographic Location:									
Western Massachusetts Region	7	118	21,278	25,542	29,827	32,994	37,197	30,158	31,750
Greater Boston Region	6	11			38,750			39,925	41,609
Southeastern Massachusetts/Rhode Island Region	5	49	25,813	28,569	33,072	37,399	45,594	33,612	38,644
By Field of Service:									
Srvcs & Adv: Children and youth	6	40	25,010	27,191	30,857	33,072	35,824	30,890	35,279
Srvcs & Adv: Elderly, developmentally disabled	7	72							36,260
Counseling, crisis interv, mental hlth, medical	8	145	28,496	30,493	34,050	39,593	41,049	35,007	34,600
By Number of Employees:									
26 – 50	5	19							36,464
101 – 250	9	79							39,185
251+	9	174	26,947	29,120	33,041	38,053	41,000	33,982	33,157
By Years of Experience Required:									
1 Year	8	34	25,564	27,893	33,072	38,589	45,677	34,836	40,709
2 – 3 Years	11	102	28,894	31,559	35,360	39,936	41,684	35,509	35,702
By Level of Education Required:									
High School Diploma	9	82	20,881	24,960	26,125	29,395	37,028	27,473	33,331
Bachelor's Degree	15	136	29,120	31,990	35,227	39,983	43,027	36,610	39,347
By Gender of Employee:									
Male	12	66	21,278	26,141	30,462	35,534	40,006	31,010	32,575
Female	21	222	24,960	28,496	32,604	37,471	41,563	33,452	36,379
By Race/Ethnicity of Employee:									
Black	11	32	24,960	28,745	31,096	36,967	39,418	32,059	32,474
Hispanic or Latino	12	34	26,302	30,331	32,573	37,393	39,988	33,019	33,593
White	20	193	24,960	26,947	31,990	37,784	42,365	33,187	35,875
Mixed Race	5	11			28,496			29,462	31,363
By Number of Years in Position:									
Up to 5 Years	20	185	24,960	27,103	31,200	35,849	39,961	31,801	34,433
5 – 10 Years	13	43	28,679	30,618	35,006	40,664	49,229	37,514	37,221
11 – 20 Years	11	16	32,279	33,644	37,378	41,132	51,228	38,799	39,949

Volunteer Director

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	9	9			\$51,646			\$51,746	\$51,746
By Budget Size:	-----	-----	-----	-----	-----	-----	-----	-----	-----
\$2,500,000 – \$9,999,999	5	5			55,328			56,397	56,397
By Level of Education Required:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Bachelor's Degree	7	7			52,978			54,425	54,425
By Gender of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Female	8	8			52,312			52,517	52,517
By Race/Ethnicity of Employee:	-----	-----	-----	-----	-----	-----	-----	-----	-----
White	9	9			51,646			51,746	51,746
By Number of Years in Position:	-----	-----	-----	-----	-----	-----	-----	-----	-----
Up to 5 Years	6	6			54,153			56,028	56,028

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	24	31	\$26,998	\$30,160	\$37,440	\$44,990	\$48,818	\$37,064	\$37,109
By Budget Size:	-----								
\$1,000,000 – \$2,499,999	5	5			39,582			37,673	37,673
\$2,500,000 – \$9,999,999	10	14	27,248	33,022	40,831	46,618	49,795	39,954	39,644
By Geographic Location:	-----								
Western Massachusetts Region	6	8			31,689			35,342	34,377
Greater Boston Region	10	14	31,159	35,001	40,674	45,370	49,795	40,575	41,871
By Field of Service:	-----								
Srvcs & Adv: Children and youth	5	7			45,302			44,378	43,927
By Number of Employees:	-----								
26 – 50	7	9			45,032			41,578	41,218
By Years of Experience Required:	-----								
1 Year	5	7			35,360			36,017	37,369
2 – 3 Years	11	14	30,160	31,839	42,286	46,618	49,795	40,217	40,654
By Level of Education Required:	-----								
High School Diploma	5	7			33,696			32,433	30,605
Bachelor's Degree	12	14	31,495	38,813	42,006	46,618	50,263	42,025	41,445
By Gender of Employee:	-----								
Female	22	25	26,083	30,580	38,251	45,011	48,069	37,078	37,063
By Race/Ethnicity of Employee:	-----								
White	22	24	25,896	30,370	36,400	42,333	49,660	36,563	36,942
By Number of Years in Position:	-----								
Up to 5 Years	17	18	26,645	30,160	35,568	43,243	49,286	36,593	36,972
5 – 10 Years	5	5			38,834			39,121	39,121

Communications Director/Manager

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

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	26	30	\$60,240	\$70,445	\$81,682	\$93,319	\$107,318	\$82,998	\$80,224
By Budget Size:									
\$1,000,000 – \$2,499,999	5	6			76,762			76,079	72,710
\$2,500,000 – \$9,999,999	12	15	72,538	79,997	85,280	95,992	128,140	92,495	89,685
\$25,000,000 and over	5	5			73,346			73,513	73,513
By Geographic Location:									
Greater Boston Region	14	17	64,299	74,113	82,564	94,318	123,298	86,380	82,758
Southeastern Massachusetts/Rhode Island Region	5	6			86,580			85,641	83,912
By Field of Service:									
Arts, culture, recreation	6	7			65,499			75,325	72,164
By Number of Employees:									
11 – 25	6	7			85,280			79,346	77,083
26 – 50	6	7			82,564			87,881	84,203
By Years of Experience Required:									
4 – 6 Years	9	9			79,997			77,616	77,616
7 – 10 Years	5	6			100,859			106,285	108,957
By Level of Education Required:									
Bachelor's Degree	18	21	62,974	68,796	81,203	92,924	105,959	81,871	79,172
By Gender of Employee:									
Male	5	5			95,992			98,762	98,762
Female	21	23	58,957	65,499	79,997	88,150	94,836	79,039	77,048
By Race/Ethnicity of Employee:									
White	23	26	59,478	70,445	81,682	94,261	111,540	83,533	80,897
By Number of Years in Position:									
Up to 5 Years	16	20	62,687	67,844	84,635	95,082	117,468	85,982	82,219
5 – 10 Years	5	5			82,160			83,480	83,480
By Number of Employees Managed:									
1 to 3	14	14	55,048	61,800	80,600	87,043	94,672	76,615	76,615
4 to 8	5	5			108,576			104,096	104,096

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	26	26	\$42,827	\$49,551	\$57,138	\$60,351	\$70,182	\$56,266	\$56,266
By Budget Size:	-----								
\$1,000,000 – \$2,499,999	5	5			49,982			48,701	48,701
\$2,500,000 – \$9,999,999	14	14	42,202	50,692	58,999	63,133	77,761	58,121	58,121
By Geographic Location:	-----								
Western Massachusetts Region	6	6			58,573			56,288	56,288
Central Massachusetts Region	8	8			52,031			51,129	51,129
Greater Boston Region	6	6			62,182			64,245	64,245
By Field of Service:	-----								
Srvcs & Adv: Elderly, developmentally disabled	5	5			57,138			54,289	54,289
Arts, culture, recreation	8	8			50,055			51,685	51,685
By Number of Employees:	-----								
11 – 25	6	6			52,031			52,607	52,607
26 – 50	8	8			56,015			59,064	59,064
101 – 250	5	5			57,138			54,500	54,500
By Years of Experience Required:	-----								
2 – 3 Years	7	7			54,080			53,905	53,905
4 – 6 Years	12	12	42,314	52,078	60,008	66,108	72,320	58,883	58,883
By Level of Education Required:	-----								
Bachelor's Degree	17	17	42,315	50,669	57,990	63,315	69,647	57,185	57,185
By Gender of Employee:	-----								
Female	21	21	42,515	48,693	57,616	63,315	72,854	57,049	57,049
By Race/Ethnicity of Employee:	-----								
White	23	23	42,640	49,982	57,616	61,318	71,785	56,783	56,783
By Number of Years in Position:	-----								
Up to 5 Years	15	15	45,160	50,128	57,138	65,312	76,993	58,360	58,360

Marketing Coordinator

917

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	28	28	\$33,103	\$35,568	\$40,779	\$45,037	\$52,104	\$40,933	\$40,933
By Budget Size:									
\$250,000 – \$999,999	8	8			37,159			36,670	36,670
\$2,500,000 – \$9,999,999	12	12	32,698	36,259	44,356	51,168	54,049	43,953	43,953
By Geographic Location:									
Western Massachusetts Region	8	8			39,239			40,144	40,144
Greater Boston Region	7	7			41,995			43,102	43,102
Southeastern Massachusetts/Rhode Island Region	6	6			39,520			40,945	40,945
By Field of Service:									
Srvcs & Adv: Children and youth	5	5			35,006			36,696	36,696
Arts, culture, recreation	11	11			41,600			40,679	40,679
By Number of Employees:									
11 – 25	7	7			37,003			38,031	38,031
101 – 250	9	9			42,001			43,768	43,768
By Years of Experience Required:									
2 – 3 Years	12	12	35,572	37,112	41,600	45,037	48,404	41,333	41,333
By Level of Education Required:									
Bachelor's Degree	15	15	32,947	35,547	40,019	47,778	52,416	41,298	41,298
By Gender of Employee:									
Male	7	7			37,003			40,408	40,408
Female	17	17	32,852	36,431	41,600	43,860	52,208	41,020	41,020
By Race/Ethnicity of Employee:									
White	19	19	33,280	35,630	40,394	45,718	52,000	41,148	41,148
By Number of Years in Position:									
Up to 5 Years	21	21	32,614	35,277	40,019	41,998	50,744	39,612	39,612

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	12	12	\$34,697	\$40,305	\$49,379	\$54,730	\$60,393	\$48,231	\$48,231
By Budget Size:	-----								
\$2,500,000 – \$9,999,999	8	8			50,991			50,509	50,509
By Field of Service:	-----								
Arts, culture, recreation	5	5			42,661			42,676	42,676
By Years of Experience Required:	-----								
2 – 3 Years	9	9			49,816			47,533	47,533
By Level of Education Required:	-----								
Bachelor's Degree	9	9			50,544			49,049	49,049
By Gender of Employee:	-----								
Female	8	8			50,180			49,771	49,771
By Race/Ethnicity of Employee:	-----								
White	11	11			49,816			49,023	49,023
By Number of Years in Position:	-----								
Up to 5 Years	11	11			48,942			47,541	47,541

Writes and edits internal and external materials, including printed and web materials, speeches, opinion pieces, essays, issue papers, background documents, conference materials, and other publications. For grant writers, please see positions #215 and #216 in Development section.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	7	11			\$61,797			\$59,335	\$58,395
By Budget Size:	-----								
\$2,500,000 – \$9,999,999	6	10			62,037			59,671	58,798
By Gender of Employee:	-----								
Female	6	7			61,797			61,042	58,736
By Race/Ethnicity of Employee:	-----								
White	6	6			58,885			60,469	60,469

Membership Director or Manager

925

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

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	14	17	\$38,817	\$42,016	\$51,563	\$64,740	\$79,302	\$53,813	\$53,064	
By Budget Size:	-----		-----						-----	
\$2,500,000 – \$9,999,999	7	9			60,320			59,689	59,001	
By Field of Service:	-----		-----						-----	
Arts, culture, recreation	7	8			44,148			49,704	49,985	
By Years of Experience Required:	-----		-----						-----	
2 – 3 Years	8	8			48,464			51,706	51,706	
By Level of Education Required:	-----		-----						-----	
Bachelor's Degree	8	10			52,822			54,550	52,663	
By Gender of Employee:	-----		-----						-----	
Female	14	16	38,466	41,808	48,714	65,390	79,433	53,277	52,767	
By Race/Ethnicity of Employee:	-----		-----						-----	
White	12	15	38,114	42,432	51,563	62,400	79,564	53,743	52,851	
By Number of Years in Position:	-----		-----						-----	
Up to 5 Years	9	11			51,563			55,530	54,071	
By Number of Employees Managed:	-----		-----						-----	
1 to 3	7	7			54,080			56,858	56,858	

Membership Assistant/Coordinator

930

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

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	14	32	\$20,072	\$27,706	\$34,278	\$39,380	\$44,065	\$33,298	\$34,424	
By Budget Size:	-----		-----						-----	
\$1,000,000 – \$2,499,999	7	11			28,080			27,257	31,304	
\$2,500,000 – \$9,999,999	5	16							40,443	
By Field of Service:	-----		-----						-----	
Arts, culture, recreation	6	6			31,075			33,692	33,692	
By Years of Experience Required:	-----		-----						-----	
2 – 3 Years	8	20	27,132	30,940	34,642	40,862	44,710	35,591	36,719	
By Level of Education Required:	-----		-----						-----	
Bachelor's Degree	10	21	27,681	32,635	35,006	41,642	45,032	36,202	36,060	
By Gender of Employee:	-----		-----						-----	
Female	13	30	19,864	27,955	34,278	39,099	44,708	33,431	33,844	
By Race/Ethnicity of Employee:	-----		-----						-----	
White	13	26	19,760	28,112	34,278	39,099	45,032	33,429	33,971	
By Number of Years in Position:	-----		-----						-----	
Up to 5 Years	13	27	19,760	27,082	33,509	38,418	42,453	32,315	33,524	

Creates and updates content media for website and online social media outlets. Assists with preparing and disseminating accurate, timely information for website(s) and assists with administering content management for all internet/intranet sites. Works closely with internal and external partners to drive social media initiatives. Incorporates new media into organizational communications. Identifies trends and insights on social platforms and devises and manages strategies. Supports organizational social communication strategies and engages prospects in a meaningful way. Identifies, creates, and executes new content strategies for social media and beyond.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	11	15	\$33,696	\$38,397	\$44,096	\$54,995	\$69,826	\$48,585	\$45,858
By Budget Size:	-----								
\$2,500,000 – \$9,999,999	5	6			50,253			51,359	49,982
By Geographic Location:	-----								
Greater Boston Region	5	5			44,096			44,574	44,574
By Level of Education Required:	-----								
Bachelor's Degree	9	9			43,451			42,966	42,966
By Gender of Employee:	-----								
Male	5	5			50,586			49,475	49,475
Female	8	9			43,992			47,942	46,821
By Race/Ethnicity of Employee:	-----								
White	8	11			43,992			48,757	46,280
By Number of Years in Position:	-----								
Up to 5 Years	11	15	33,696	38,397	44,096	54,995	69,826	48,585	45,858

Program or Campaign Director

950

Provides overall management and direction to one or more large programs including management of staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating program with others in the organization. Typically, this position reports to the Executive Director/Chief Executive Officer, is a member of the senior executive team and directly or indirectly manages a minimum of ten staff. Smaller programs are reported in (955).

	Number of		Annual Base Salaries							
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org	
All Organizations:	17	35	\$63,831	\$69,701	\$79,414	\$99,070	\$110,352	\$83,841	\$80,413	
By Budget Size:	-----		-----						-----	
\$2,500,000 – \$9,999,999	11	24	62,109	69,493	80,143	102,991	116,990	85,549	81,193	
By Geographic Location:	-----		-----						-----	
Greater Boston Region	7	18	64,033	69,139	81,640	101,114	119,683	84,896	80,988	
By Field of Service:	-----		-----						-----	
Arts, culture, recreation	5	8			72,330			75,875	75,809	
By Number of Employees:	-----		-----						-----	
11 – 25	6	11			70,304			74,797	72,901	
By Years of Experience Required:	-----		-----						-----	
4 – 6 Years	8	12	60,414	63,264	71,885	85,608	87,818	73,374	73,133	
By Level of Education Required:	-----		-----						-----	
Bachelor's Degree	10	14	60,684	64,075	70,148	80,881	96,325	73,454	75,448	
Master's Degree	7	12	66,990	78,744	92,852	106,278	112,324	92,004	91,181	
By Gender of Employee:	-----		-----						-----	
Male	10	15	64,330	69,992	85,280	103,376	110,352	86,417	83,081	
Female	13	20	63,020	68,859	75,920	89,097	118,179	81,908	77,128	
By Race/Ethnicity of Employee:	-----		-----						-----	
White	14	29	62,858	69,847	85,280	100,454	114,296	84,451	81,923	
By Number of Years in Position:	-----		-----						-----	
Up to 5 Years	11	17	62,288	67,444	73,632	87,693	109,038	79,734	77,558	
5 – 10 Years	5	6			71,885			79,345	80,837	
11 – 20 Years	6	9			89,669			93,441	89,011	
By Number of Employees Managed:	-----		-----						-----	
1 to 3	7	9			73,466			79,759	81,581	
4 to 8	7	8			77,917			81,336	82,016	

Provides overall management and supervision to one or two program(s) including supervision of staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating program with others in the organization. Typically, this position directly or indirectly manages fewer than ten staff. Larger programs are reported in (950).

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	31	62	\$42,659	\$49,629	\$53,019	\$62,681	\$77,530	\$56,375	\$56,568
By Budget Size:									
\$250,000 – \$999,999	8	12	41,997	50,378	55,588	67,137	79,551	58,848	55,862
\$1,000,000 – \$2,499,999	6	9			53,040			57,905	55,061
\$2,500,000 – \$9,999,999	10	30	42,744	47,252	51,210	59,135	74,780	54,316	58,896
By Geographic Location:									
Western Massachusetts Region	7	11			58,802			60,931	60,273
Greater Boston Region	11	24	44,990	49,234	57,086	69,654	81,619	59,835	59,684
Northeastern Massachusetts Region	5	6			47,861			48,107	48,156
By Field of Service:									
Srvcs & Adv: Children and youth	6	11			51,002			52,179	54,081
Arts, culture, recreation	9	21	40,066	43,160	50,586	52,219	59,293	50,005	51,044
By Number of Employees:									
11 – 25	12	18	42,465	49,899	52,718	58,308	67,385	53,570	52,547
By Years of Experience Required:									
2 – 3 Years	9	22	41,848	45,661	50,794	58,588	66,404	52,365	55,728
4 – 6 Years	11	17	42,178	47,840	55,931	65,458	81,053	58,502	57,000
By Level of Education Required:									
Bachelor's Degree	20	32	44,073	49,234	52,000	58,729	64,126	53,720	53,985
Master's Degree	6	11			66,810			69,576	67,451
By Gender of Employee:									
Male	13	22	43,202	50,835	55,536	67,606	82,770	59,071	61,694
Female	24	40	40,906	48,256	52,219	61,537	68,501	54,892	55,875
By Race/Ethnicity of Employee:									
White	25	46	40,594	49,899	54,496	64,189	80,556	57,133	56,496
By Number of Years in Position:									
Up to 5 Years	21	33	43,093	48,506	53,040	62,328	69,451	55,668	56,956
5 – 10 Years	11	18	40,635	48,849	53,748	59,909	68,068	54,740	56,729
11 – 20 Years	5	8			65,208			65,216	69,247
By Number of Employees Managed:									
1 to 3	10	13	43,056	45,438	52,998	63,918	75,957	56,141	58,305
4 to 8	10	15	38,288	44,990	50,586	58,802	71,710	52,480	55,023

Program or Campaign Coordinator

960

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	31	76	\$35,403	\$39,728	\$44,036	\$50,992	\$55,447	\$44,941	\$45,595
By Budget Size:	-----								
\$250,000 – \$999,999	7	11			42,203			41,642	42,359
\$1,000,000 – \$2,499,999	5	9			50,440			49,171	47,723
\$2,500,000 – \$9,999,999	11	29	35,318	37,805	42,744	45,552	56,160	43,388	46,023
By Geographic Location:	-----								
Western Massachusetts Region	7	20	35,478	38,750	44,970	51,771	55,721	45,741	47,507
Greater Boston Region	8	19	37,710	41,600	44,990	52,832	57,699	47,318	49,216
Southeastern Massachusetts/Rhode Island Region	6	18							43,467
By Field of Service:	-----								
Arts, culture, recreation	6	14	33,371	38,725	42,651	43,588	45,958	41,104	42,097
Environment, conservation, animal welfare	7	12	31,604	37,710	41,600	49,405	56,932	43,051	42,817
By Number of Employees:	-----								
6 – 10	5	9			50,440			47,926	46,581
11 – 25	10	22	37,710	39,936	43,597	45,906	54,898	44,181	44,685
26 – 50	6	17	34,291	36,046	42,744	45,552	57,728	42,869	48,143
By Years of Experience Required:	-----								
2 – 3 Years	17	35	35,153	37,900	43,410	50,440	55,549	44,003	44,639
4 – 6 Years	5	6			43,597			43,978	44,535
By Level of Education Required:	-----								
Associate's Degree	5	7			40,248			43,071	41,257
Bachelor's Degree	20	51	35,372	39,375	44,121	50,960	52,720	44,556	44,538
Master's Degree	6	8			43,921			44,005	43,880
By Gender of Employee:	-----								
Male	9	12	38,035	40,888	44,866	50,560	55,047	45,540	44,712
Female	27	60	35,366	39,260	43,680	51,579	56,058	45,150	46,014
By Race/Ethnicity of Employee:	-----								
White	28	65	35,759	40,092	44,121	50,981	55,549	45,105	45,374
By Number of Years in Position:	-----								
Up to 5 Years	22	45	35,380	38,470	43,950	50,794	55,757	44,809	46,047
5 – 10 Years	12	15	35,178	38,251	42,931	51,771	58,165	45,641	45,523
11 – 20 Years	6	7			44,533			44,667	44,958
By Number of Employees Managed:	-----								
1 to 3	6	6			46,842			47,365	47,365
4 to 8	5	10			44,327			43,096	42,624

Other Program or Issues-Based Campaign Positions

965

Program or Campaign Assistant

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	15	34	\$24,960	\$27,758	\$35,912	\$41,476	\$44,366	\$35,306	\$33,906
By Budget Size:	-----								
\$1,000,000 – \$2,499,999	5	8			39,978			36,996	37,821
By Geographic Location:	-----								
Western Massachusetts Region	5	13							31,091
By Number of Employees:	-----								
11 – 25	7	8			38,085			34,965	34,344
By Years of Experience Required:	-----								
2 – 3 Years	9	20	24,960	27,040	33,187	40,779	44,568	33,969	33,379
By Level of Education Required:	-----								
High School Diploma	7	11			36,317			38,020	35,518
Bachelor's Degree	7	10			37,409			36,255	37,445
By Gender of Employee:	-----								
Male	7	7			36,317			34,546	34,546
Female	12	27	24,128	29,411	35,818	41,600	45,464	35,503	32,928
By Race/Ethnicity of Employee:	-----								
White	14	26	26,416	29,058	35,672	41,476	45,806	35,638	33,492
By Number of Years in Position:	-----								
Up to 5 Years	12	26	26,416	27,758	36,161	41,860	45,806	35,602	33,999

970

Trainer, Outside Consultants

Works with management and constituent organizations to determine specific training needs and learning objectives for constituents, consistent with the organizational mission. May research and develop training content. Designs field training programs (traditional and web-based) and learning initiatives. Creates and updates training materials. Solicits feedback on program content and effectiveness to identify opportunities to improve course design.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	6	13	\$45,956	\$46,270	\$52,000	\$68,900	\$79,323	\$56,616	\$62,015
By Number of Employees:	-----								
251+	5	12	45,943	46,234	52,000	61,750	77,838	54,808	58,756
By Gender of Employee:	-----								
Female	5	10			52,000			59,744	65,227
By Race/Ethnicity of Employee:	-----								
White	6	13	45,956	46,270	52,000	68,900	79,323	56,616	62,015

VI. Appendices

Appendix A: Participating Survey Organizations

<u>Organization</u>	<u>City</u>
Advocates, Inc.	Framingham
Alzheimer's Association	Watertown
American Antiquarian Society	Worcester
The Arc of Greater Haverhill-Newburyport	Haverhill
The Arc of Opportunity in North Central Massachusetts, Inc.	Fitchburg
The Association For Community Living	Springfield
The Bridge of Central Massachusetts, Inc.	Worcester
ArtsWorcester	Worcester
Associated Grant Makers	Boston
Associates for Human Services	Taunton
Associates of the Boston Public Library	Boston
Audible Local Ledger, Inc.	Mashpee
Ballet Theatre of Boston, Inc	Cambridge
Behavioral Health Network, Inc.	Springfield
Berkshire Botanical Garden	Stockbridge
Berkshire Taconic Community Foundation	Sheffield
Berkshire United Way	Pittsfield
Better Community Living, Inc.	Dartmouth
Beverly Historical Society	Beverly
Berkshire Family And Individual Resources	North Adams
Bidwell House Museum	Monterey
Big Brothers Big Sisters of Massachusetts Bay	Boston
Birth to Three Family Center	Ipswich
BOAT CAMP Nature School	Newburyport
Boston Debate League	Boston
Boston Psychoanalytic Society & Institute	Newton Centre
Boston Society of Architects	Boston
Bottom Line	Jamaica Plain
Boys & Girls Club of Greater Lowell	Lowell
Bridgewell	Lynnfield
The Brien Center	Pittsfield
Bristol Elder Services, Inc.	Fall River
Brookline Education Foundation	Brookline
Cambridge Community Center	Cambridge
Cancer Connection, Inc.	Northampton
Cantata Singers	Boston
Cape & Islands Self-Reliance Corporation	Cataumet
Cape Cod Children's Museum	Mashpee
Cape Cod Commercial Fishermen's Alliance	Chatham

<u>Organization</u>	<u>City</u>
Castle Square Tenants Organization, Inc.	Boston
Center for Human Development	Springfield
Charles River Center	Needham
Child & Family Services of Newport County, Inc.	Middletown, RI
Child Care of the Berkshires, Inc.	North Adams
The Children's Study Home	Springfield
City Mission Society	Boston
CLAMS, Inc.	Hyannis
Communities for People	Boston
Community Action of the Franklin, Hampshire, and North Quabbin Regions	Greenfield
Community Action, Inc.	Haverhill
Community Development Partnership	Eastham
Community Enterprises, Inc.	Northampton
Community Foundation for Nantucket	Nantucket
Community Harvest Project	North Grafton
Community Health Programs	Great Barrington
Community Involved in Sustaining Agriculture	South Deerfield
Community Legal Aid, Inc.	Worcester
Community MusicWorks	Providence, RI
Community Servings	Jamaica Plain
Consumer Assistance Council, Inc.	Hyannis
Council of Social Concern	Woburn
Country Dance And Song Society, Inc.	Easthampton
Crittenton Women's Union	Boston
Dakin Pioneer Valley Humane Society	Springfield
Danforth Art	Framingham
Delta Projects, Inc.	North Weymouth
Devereux Massachusetts	Rutland
Dorcas International Institute of Rhode Island	Providence, RI
Dudley Street Neighborhood Initiative	Boston
East Boston Social Centers	East Boston
East Quabbin Land Trust, Inc.	Hardwick
Easter Seals Massachusetts	Worcester
Educators for Social Responsibility, Inc.	Cambridge
Elder Services of Berkshire County, Inc.	Pittsfield
Elder Services of Merrimack Valley	Lawrence
Elder Services of Worcester Area, Inc.	Worcester
Elizabeth Freeman Center	Pittsfield
Ellis Memorial	Boston
Elms College	Chicopee
Employment Options, Inc.	Marlborough
Energy Consumers Alliance of New England	Boston
Essex County Greenbelt Association	Essex

<u>Organization</u>	<u>City</u>
Exeter Fine Crafts	Exeter, NH
Falmouth Housing Trust	Falmouth
Families First Parenting Programs	Cambridge
Family Nurturing Center of Massachusetts	Dorchester
The Family Pantry of Cape Cod	Harwich
Family Service of Rhode Island	Providence, RI
Family Services of the Merrimack Valley	Lawrence
Fitchburg Art Museum	Fitchburg
Five Colleges Incorporated	Amherst
Flying Cloud Institute	New Marlborough
For Kids Only Afterschool, Inc.	Salem
Free Press	Florence
Gaining Ground	Concord
Gateway Healthcare, Inc.	Pawtucket, RI
Gay & Lesbian Advocates & Defenders	Boston
Gedakina, Inc.	Amherst
Genesis Spiritual Life Center	Westfield
Girl Scouts of Central & Western Massachusetts	Holyoke
Girls Inc. of Holyoke	Holyoke
Girls Inc. of Worcester	Worcester
Greater Lynn Senior Services	Lynn
Greater Springfield Habitat for Humanity	West Springfield
Greater Waltham Arc	Waltham
Groundwork Lawrence	Lawrence
Guidewire, Inc.	Springfield
The Guild for Human Services	Waltham
H.C. Nevins Nursing and Rehabilitation Centre	Methuen
Habitat for Humanity Metrowest/Greater Worcester	Worcester
Hampshire Regional YMCA	Northampton
Handel and Haydn Society	Boston
HAP Housing	Springfield
Haven from Hunger	Peabody
The Helen Berube Teen Parent Program	Pittsfield
Helping Our Women	Provincetown
Highfield Hall & Gardens	Falmouth
Highland Valley Elder Services, Inc.	Florence
Hillcrest Educational Centers	Pittsfield
Holyoke/Chicopee/Springfield Head Start, Inc.	Springfield
Home City Housing Development LLC	Springfield
Hoosic River Watershed Association	Williamstown
House of Hope	Lowell
Human Resources Unlimited	Springfield
Immaculate Conception Shelter and Housing Corporation	Hartford, CT

<u>Organization</u>	<u>City</u>
Indian Hill Music, Inc.	Littleton
INSIGHT	Warwick, RI
Institute for Human Centered Design	Boston
Institute for Justice & Democracy in Haiti	Boston
Jewish Family Service of Western Massachusetts, Inc.	Springfield
JFYNetWorks	Boston
Joy of Music Program	Worcester
Just A Start Corporation	Cambridge
Justice Resource Institute	Needham
Learning, Loving, Living Preschool, Inc.	Andover
Lextended Day	Lexington
LifeLinks, Inc.	Chelmsford
Literacy Volunteers of Berkshire County	Pittsfield
Lowell Telecommunications Corp (LTC)	Lowell
Lucy's Love Bus Charitable Trust	Amesbury
Lynn Home for Women, Inc.	Lynn
Lyric Stage Company of Boston	Boston
Massachusetts Watershed Coalition	Leominster
MAB Community Services	Brookline
Markman Children's Programs, Inc.	Attleboro
Massachusetts Service Alliance	Boston
MATSOL: Massachusetts Association of Teachers of Speakers of Other Languages	Stoughton
Matthew 25	Worcester
Marine Biological Laboratories	Woods Hole
Mental Health Association	Springfield
Merrimack Education Center	Chelmsford
Merrimack Valley Habitat for Humanity	Lawrence
MetroWest Visitors Bureau	Framingham
Millbury Public Library	Millbury
Multi-Arts	Hadley
Multicultural Wellness Center	Worcester
Music Worcester	Worcester
Nam Vets Association of the Cape and Islands, Inc.	Hyannis
National Consumer Law Center	Boston
National Tay-Sachs & Allied Diseases Association	Boston
New England Business Associates	Springfield
New England Village, Inc.	Pembroke
North Andover Historical Society	North Andover
North Brookfield Youth Center	North Brookfield
North Quabbin Citizen Advocacy	Orange
Northampton Community Music Center	Northampton
Northeast Center for Youth & Families, Inc.	Easthampton
Northeast Document Conservation Center	Andover

Organization

<u>Organization</u>	<u>City</u>
Northeast Sustainable Energy Assoc., Inc.	Greenfield
Northeast Waste Management Officials' Association (NEWMOA)	Boston
Northern Berkshire Community Coalition	North Adams
OARS: For the Assabet, Sudbury and Concord Rivers	Concord
Old Colony Elder Services	Brockton
Old Colony Y	Brockton
Old Sturbridge Village	Sturbridge
On The Rise, Inc.	Cambridge
The Open Door	Gloucester
Partners for Youth with Disabilities	Boston
Partnerships for a Skilled Workforce, Inc.	Marlborough
Pathways for Children, Inc.	Gloucester
Pediatric Development Center	Pittsfield
People Making a Difference (PMD)	Randolph
Pernet Family Health Service	Worcester
Phoenix House	Providence, RI
Plimoth Plantation	Plymouth
The Possible Project	Cambridge
Providence Ministries	Holyoke
Railroad Street Youth Project	Great Barrington
Rainbow Child Development Center	Worcester
Raw Art Works	Lynn
RCAP Solutions	Gardner
REACH Beyond Domestic Violence	Waltham
Rehabilitative Resources Inc.	Sturbridge
Rhode Island Land Trust Council	Saunderstown, RI
Rhode Island Mentoring Partnership	Warwick, RI
River Valley Counseling Center	Holyoke
Robert F. Kennedy Children's Action Corps, Inc.	Boston
Roxbury Youthworks Inc.	Roxbury Crossing
Samaritans on Cape Cod and the Islands	Falmouth
Sanger Center for Compassion	Quincy
School One	Providence, RI
Seven Hills Foundation	Worcester
Sheffield Historical Society	Sheffield
Sight Loss Services, Inc.	West Dennis
Smith College Museum of Art	Northampton
Somerville Homeless Coalition	Somerville
South Africa Partners	Boston
South Shore Conservatory	Hingham
Southeast Asian Coalition	Worcester
Southwest Boston Senior Services (Ethos)	Jamaica Plain
Spanish American Center, Inc.	Leominster

<u>Organization</u>	<u>City</u>
Springfield Housing Authority	Springfield
Springfield Partners for Community Action	Springfield
Springfield Symphony Orchestra, Inc	Springfield
Square One	Springfield
Steppingstone Foundation, Inc.	Boston
Strategies for Children, Inc.	Boston
Sunshine Village	Chicopee
The Theater Offensive	Boston
Third Sector New England	Boston
Trauma Institute & Child Trauma Institute Inc	Northampton
Tri-Town Community Action Agency	Johnston, RI
Truro Center for the Arts at Castle Hill	Truro
Trustees of the Berkshire Museum	Pittsfield
Twin Cities CDC	Fitchburg
Unitarian Universalist Service Committee (UUSC)	Cambridge
United Methodist Foundation of New England	Hampstead, NH
United South End Settlements	Boston
United Way of Hampshire County	Northampton
United Way of Rhode Island	Providence, RI
Urban Edge Housing	Roxbury
Valley Community Development Corporation	Northampton
Valley Educational Associates	Hatfield
Valuing Our Children	Athol
Walker	Needham
Wayside Youth & Family Support Network	Framingham
Work, Community, Independence	Waltham
West Springfield Boys & Girls Club	West Springfield
Western Mass. Training Consortium	Holyoke
WestMass ElderCare	Holyoke
William J. Gould & Associates, Inc	Monterey
Williamstown Rural Lands Foundation	Williamstown
Worcester Art Museum	Worcester
Worcester County Food Bank	Shrewsbury
Worcester Natural History Society (EcoTarium)	Worcester
WORK Inc.	Dorchester
YMCA of Central Massachusetts	Worcester
YWCA Boston	Boston
YWCA Greater Newburyport	Newburyport
YWCA of Central Massachusetts	Worcester

Appendix B: Third Sector New England and Our Survey Partners

Third Sector New England

Third Sector New England provides management and leadership resources to help nonprofits support healthy, just communities. With a staff of dedicated nonprofit professionals, TSNE is an effective fiscal sponsor, convener, consultant and grant maker, offering a unique blend of capacity-building programs and services focused on strengthening nonprofits for a deeper impact on the communities they serve. Founded in 1959 as the Massachusetts Health Research Institute, Third Sector New England has expanded our programs over the past half century to serve nonprofits throughout New England and across the country. Today, we are using new tools and strategies in our work to support our clients and partners, foundations, colleagues working in nonprofit capacity building, and the many others committed to social change.

We also help build collaboration within the sector in efforts such as the *Valuing Our Nonprofit Workforce 2014* compensation and benefits report. As a partner, we meet nonprofits where they are, in order to help them succeed in making a positive community impact. Boston, Mass. www.tsne.org

Survey Partners

Associated Grant Makers is a vibrant community of Massachusetts' and the surrounding region's most highly-engaged philanthropic organizations, connecting new and established foundation donors, trustees and staff to each other and to their communities. AGM provides leadership and access to knowledge and it creates the bridge between funders and fund applicants for better understanding, efficiency and philanthropic impact. Boston, Mass. www.agmconnect.org

Barr Foundation is guided by a vision for a vibrant, just and sustainable world with hopeful futures for children. Its grant making is focused on enhancing educational and economic opportunities, achieving environmental sustainability and creating rich cultural experiences - all with particular attention to children and families living in poverty. Boston, Mass. www.barrfoundation.org

Berkshire Chamber of Commerce is a membership organization of the business community in Berkshire County, MA, that aims to lead and advance economic development and support the civic and social welfare of Berkshire County through the advocacy and support of our members, and the Berkshire Community. The Chamber is not a charitable corporation or financed by the county, city, state, or federal government. We are a private, nonprofit, self-supporting corporation funded by member investments. The Berkshire Chamber unites more than one thousand businesses, professional firms, and organizations, creating a unique central agency working to improve business and build a better community. Berkshire County, Mass. www.berkshirechamber.com

Berkshire Health Systems (BHS) is the Berkshire region's leading provider of comprehensive healthcare services. With award-winning programs, nationally-recognized physicians, world-class technology and a sincere commitment to the community, BHS is delivering the kind of advanced healthcare most commonly found in large metropolitan centers. A private, not-for-profit organization, BHS serves the region through a network of affiliates which include Berkshire Medical Center, the BMC Hillcrest Campus, Fairview Hospital, Berkshire Visiting Nurse Association, BHS physician practices, and long-term care associate Berkshire Healthcare Systems. Pittsfield, Mass. www.berkshirehealthsystems.org

Berkshire Taconic Community Foundation builds stronger communities and improves the quality of life for all residents of Berkshire County, MA; Columbia County and northeast Dutchess County, NY; and northwest Litchfield County, CT. Since 1987, the foundation has helped thousands of donors achieve their philanthropic goals, and hundreds of nonprofits to carry on their good work. Sheffield, Mass. www.berkshiretaconic.org

Berkshire United Way (BUW) was founded as the Pittsfield Community Chest in 1924 and aims to improve the quality of life in Berkshire County by mobilizing resources to address community priorities and create sustainable change. BUW advances the common good by focusing on early childhood literacy, positive youth development and financial stability – the building blocks for a good quality of life – with over \$2 million a year in community investments impacting nearly 19,000 lives in the 26 communities of Central and Southern Berkshire County. Pittsfield, Mass. www.berkshireunitedway.org

Cape Cod Foundation is a community foundation whose mission is to build permanent charitable resources for community betterment through informed grant making and civic leadership. Since its inception in 1989, the Foundation has distributed more than \$50 million back to the community in the form of grants and scholarships to support all that is good about Cape Cod. Yarmouth, Mass. www.capecodfoundation.org

Casner & Edwards, LLP is a prominent Boston law firm. The firm emphasizes a hands-on approach to managing business issues and problem solving. It maintains an extensive practice with nonprofit organizations. Boston, Mass. www.casneredwards.com

Community Foundation of Western Massachusetts seeks to enrich the quality of life of the people of Hampshire, Hampden and Franklin counties in western Massachusetts, by encouraging philanthropy, developing a permanent, flexible endowment, assessing and responding to emerging and changing needs, serving as a resource, catalyst and coordinator for charitable activities, and promoting efficiency in the management of charitable funds. Springfield, Mass. www.communityfoundation.org

Essex County Community Foundation manages charitable funds for donors, and provides grants, services and education to nonprofit leaders to improve the effectiveness and capacity of nonprofit organizations serving Essex County. Danvers, Mass. www.eccf.org

Greater Worcester Community Foundation is one of the largest funders for Worcester County. Its knowledge of community needs in health and human services, education and the arts makes it a reliable and trusted resource for donors. Its Nonprofit Support Center offers free and low cost seminars for nonprofits of all types. Worcester, Mass. www.greaterworcester.org

Hillcrest Educational Centers, Inc., a top employer in Berkshire County, is a local, private not-for-profit organization providing treatment and special education to children and adolescents with unique emotional and developmental needs. Serving youth from Berkshire County and the region, our campuses include four residential programs and a therapeutic day school. Our recently expanded ASD (Autism Spectrum Disorders) services offers specialized instruction and intensive residential treatment for children and adolescents with all forms of ASD. Our Hillcrest Dental Care, Inc. division is a complete general family dentistry practice and is the largest provider in Western Massachusetts of oral healthcare services to MassHealth recipients and special needs patients. Pittsfield, Mass. www.hillcrestec.org

Human Service Forum, founded in 1986, is an association of nonprofit and public agencies and individual professionals providing human services in western Massachusetts. Human Service Forum offers programs for leadership development, staff training and networking meetings, where regional and national experts address cutting edge issues. Holyoke, Mass. www.humanserviceforum.org

Massachusetts Council of Human Service Providers is the largest statewide association of nonprofit, community-based care giving organizations in Massachusetts. The association's members provide human services, health, educational and vocational supports. The Council offers high-quality public policy research and advocacy, education, training and business partnership services to benefit its members. Boston, Mass. www.providers.org

Massachusetts Cultural Council (MCC) is a Massachusetts State agency that supports the arts, humanities, and sciences to improve the quality of life in Massachusetts. MCC pursues this mission through grants, services and advocacy for nonprofit cultural organizations, schools, communities and artists. Boston, Mass. www.massculturalcouncil.org

Massachusetts Nonprofit Network In 2007, hundreds of nonprofits began to find their voice when the Massachusetts Nonprofit Network (MNN) launched as the sector's unifying statewide association. MNN's mission is to unite and strengthen the nonprofit sector in the Commonwealth through advocacy, public awareness and capacity-building services. Boston, Mass. www.massnonprofitnet.org

United Way of Pioneer Valley mobilizes people and resources to strengthen our communities. Our partners include government, public and private investors, business leaders, community-based organizations and trade associations. UWPV envisions a thriving, caring region where individuals have opportunities to realize their human potential, are economically self-sufficient and contribute collectively to improve the quality of life in their communities. Springfield, Mass. www.uwpv.org

United Way of Rhode Island works collaboratively with individuals and organizations to ensure that all Rhode Islanders have the opportunity for a high-quality educational experience, can earn and manage money, can live in stable and affordable housing, and can rely on a safety net in a crisis, enabling them to be contributors in our community. We are a local, independent 501(c) (3) organization, run by a diverse and qualified board of directors that oversee our community initiatives, strategic planning, annual campaign and financial operations. Providence, R.I. www.uwri.org

Appendix C: Wage Conversion Formulas and Tables

These tables are based on the following:

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

Hourly	Monthly	Annual
\$ 17.50	\$ 3,033	\$ 36,400
\$ 17.75	\$ 3,077	\$ 36,920
\$ 18.00	\$ 3,120	\$ 37,440
\$ 18.25	\$ 3,163	\$ 37,960
\$ 18.50	\$ 3,207	\$ 38,480
\$ 18.75	\$ 3,250	\$ 39,000
\$ 19.00	\$ 3,293	\$ 39,520
\$ 19.25	\$ 3,337	\$ 40,040
\$ 19.50	\$ 3,380	\$ 40,560
\$ 19.75	\$ 3,423	\$ 41,080
\$ 20.00	\$ 3,467	\$ 41,600
\$ 20.25	\$ 3,510	\$ 42,120
\$ 20.50	\$ 3,553	\$ 42,640
\$ 20.75	\$ 3,597	\$ 43,160
\$ 21.00	\$ 3,640	\$ 43,680
\$ 21.25	\$ 3,683	\$ 44,200
\$ 21.50	\$ 3,727	\$ 44,720
\$ 21.75	\$ 3,770	\$ 45,240
\$ 22.00	\$ 3,813	\$ 45,760
\$ 22.25	\$ 3,857	\$ 46,280
\$ 22.50	\$ 3,900	\$ 46,800
\$ 22.75	\$ 3,943	\$ 47,320
\$ 23.00	\$ 3,987	\$ 47,840
\$ 23.25	\$ 4,030	\$ 48,360
\$ 23.50	\$ 4,073	\$ 48,880
\$ 23.75	\$ 4,117	\$ 49,400
\$ 24.00	\$ 4,160	\$ 49,920
\$ 24.25	\$ 4,203	\$ 50,440
\$ 24.50	\$ 4,247	\$ 50,960
\$ 24.75	\$ 4,290	\$ 51,480
\$ 25.00	\$ 4,333	\$ 52,000
\$ 25.25	\$ 4,377	\$ 52,520
\$ 25.50	\$ 4,420	\$ 53,040
\$ 25.75	\$ 4,463	\$ 53,560
\$ 26.00	\$ 4,507	\$ 54,080
\$ 26.25	\$ 4,550	\$ 54,600
\$ 26.50	\$ 4,593	\$ 55,120
\$ 26.75	\$ 4,637	\$ 55,640

Hourly	Monthly	Annual
\$ 27.00	\$ 4,680	\$ 56,160
\$ 27.25	\$ 4,723	\$ 56,680
\$ 27.50	\$ 4,767	\$ 57,200
\$ 27.75	\$ 4,810	\$ 57,720
\$ 28.00	\$ 4,853	\$ 58,240
\$ 28.25	\$ 4,897	\$ 58,760
\$ 28.50	\$ 4,940	\$ 59,280
\$ 28.75	\$ 4,983	\$ 59,800
\$ 29.00	\$ 5,027	\$ 60,320
\$ 29.25	\$ 5,070	\$ 60,840
\$ 29.50	\$ 5,113	\$ 61,360
\$ 29.75	\$ 5,157	\$ 61,880
\$ 30.00	\$ 5,200	\$ 62,400
\$ 30.25	\$ 5,243	\$ 62,920
\$ 30.50	\$ 5,287	\$ 63,440
\$ 30.75	\$ 5,330	\$ 63,960
\$ 31.00	\$ 5,373	\$ 64,480
\$ 31.25	\$ 5,417	\$ 65,000
\$ 31.50	\$ 5,460	\$ 65,520
\$ 31.75	\$ 5,503	\$ 66,040
\$ 32.00	\$ 5,547	\$ 66,560
\$ 32.25	\$ 5,590	\$ 67,080
\$ 32.50	\$ 5,633	\$ 67,600
\$ 32.75	\$ 5,677	\$ 68,120
\$ 33.00	\$ 5,720	\$ 68,640
\$ 33.25	\$ 5,763	\$ 69,160
\$ 33.50	\$ 5,807	\$ 69,680
\$ 33.75	\$ 5,850	\$ 70,200
\$ 34.00	\$ 5,893	\$ 70,720
\$ 34.25	\$ 5,937	\$ 71,240
\$ 34.50	\$ 5,980	\$ 71,760
\$ 34.75	\$ 6,023	\$ 72,280
\$ 35.00	\$ 6,067	\$ 72,800
\$ 35.25	\$ 6,110	\$ 73,320
\$ 35.50	\$ 6,153	\$ 73,840
\$ 35.75	\$ 6,197	\$ 74,360
\$ 36.00	\$ 6,240	\$ 74,880
\$ 36.25	\$ 6,283	\$ 75,400
\$ 36.50	\$ 6,327	\$ 75,920
\$ 36.75	\$ 6,370	\$ 76,440
\$ 37.00	\$ 6,413	\$ 76,960
\$ 37.25	\$ 6,457	\$ 77,480
\$ 37.50	\$ 6,500	\$ 78,000
\$ 37.75	\$ 6,543	\$ 78,520

Hourly	Monthly	Annual
\$ 38.00	\$ 6,587	\$ 79,040
\$ 38.25	\$ 6,630	\$ 79,560
\$ 38.50	\$ 6,673	\$ 80,080
\$ 38.75	\$ 6,717	\$ 80,600
\$ 39.00	\$ 6,760	\$ 81,120
\$ 39.25	\$ 6,803	\$ 81,640
\$ 39.50	\$ 6,847	\$ 82,160
\$ 39.75	\$ 6,890	\$ 82,680
\$ 40.00	\$ 6,933	\$ 83,200
\$ 40.25	\$ 6,977	\$ 83,720
\$ 40.50	\$ 7,020	\$ 84,240
\$ 40.75	\$ 7,063	\$ 84,760
\$ 41.00	\$ 7,107	\$ 85,280
\$ 41.25	\$ 7,150	\$ 85,800
\$ 41.50	\$ 7,193	\$ 86,320
\$ 41.75	\$ 7,237	\$ 86,840
\$ 42.00	\$ 7,280	\$ 87,360
\$ 42.25	\$ 7,323	\$ 87,880
\$ 42.50	\$ 7,367	\$ 88,400
\$ 42.75	\$ 7,410	\$ 88,920
\$ 43.00	\$ 7,453	\$ 89,440
\$ 43.25	\$ 7,497	\$ 89,960
\$ 43.50	\$ 7,540	\$ 90,480
\$ 43.75	\$ 7,583	\$ 91,000
\$ 44.00	\$ 7,627	\$ 91,520
\$ 44.25	\$ 7,670	\$ 92,040
\$ 44.50	\$ 7,713	\$ 92,560
\$ 44.75	\$ 7,757	\$ 93,080
\$ 45.00	\$ 7,800	\$ 93,600
\$ 45.25	\$ 7,843	\$ 94,120
\$ 45.50	\$ 7,887	\$ 94,640
\$ 45.75	\$ 7,930	\$ 95,160
\$ 46.00	\$ 7,973	\$ 95,680
\$ 46.25	\$ 8,017	\$ 96,200
\$ 46.50	\$ 8,060	\$ 96,720
\$ 46.75	\$ 8,103	\$ 97,240
\$ 47.00	\$ 8,147	\$ 97,760
\$ 47.25	\$ 8,190	\$ 98,280
\$ 47.50	\$ 8,233	\$ 98,800
\$ 47.75	\$ 8,277	\$ 99,320
\$ 48.00	\$ 8,320	\$ 99,840
\$ 48.25	\$ 8,363	\$ 100,360
\$ 48.50	\$ 8,407	\$ 100,880
\$ 48.75	\$ 8,450	\$ 101,400

Hourly	Monthly	Annual
\$ 49.00	\$ 8,493	\$ 101,920
\$ 49.25	\$ 8,537	\$ 102,440
\$ 49.50	\$ 8,580	\$ 102,960
\$ 49.75	\$ 8,623	\$ 103,480
\$ 50.00	\$ 8,667	\$ 104,000
\$ 50.25	\$ 8,710	\$ 104,520
\$ 50.50	\$ 8,753	\$ 105,040
\$ 50.75	\$ 8,797	\$ 105,560
\$ 51.00	\$ 8,840	\$ 106,080
\$ 51.25	\$ 8,883	\$ 106,600
\$ 51.50	\$ 8,927	\$ 107,120
\$ 51.75	\$ 8,970	\$ 107,640
\$ 52.00	\$ 9,013	\$ 108,160
\$ 52.25	\$ 9,057	\$ 108,680
\$ 52.50	\$ 9,100	\$ 109,200
\$ 52.75	\$ 9,143	\$ 109,720
\$ 53.00	\$ 9,187	\$ 110,240
\$ 53.25	\$ 9,230	\$ 110,760
\$ 53.50	\$ 9,273	\$ 111,280
\$ 53.75	\$ 9,317	\$ 111,800
\$ 54.00	\$ 9,360	\$ 112,320
\$ 54.25	\$ 9,403	\$ 112,840
\$ 54.50	\$ 9,447	\$ 113,360
\$ 54.75	\$ 9,490	\$ 113,880
\$ 55.00	\$ 9,533	\$ 114,400
\$ 55.25	\$ 9,577	\$ 114,920
\$ 55.50	\$ 9,620	\$ 115,440
\$ 55.75	\$ 9,663	\$ 115,960
\$ 56.00	\$ 9,707	\$ 116,480
\$ 56.25	\$ 9,750	\$ 117,000
\$ 56.50	\$ 9,793	\$ 117,520
\$ 56.75	\$ 9,837	\$ 118,040
\$ 57.00	\$ 9,880	\$ 118,560
\$ 57.25	\$ 9,923	\$ 119,080
\$ 57.50	\$ 9,967	\$ 119,600
\$ 57.75	\$ 10,010	\$ 120,120
\$ 58.00	\$ 10,053	\$ 120,640
\$ 58.25	\$ 10,097	\$ 121,160
\$ 58.50	\$ 10,140	\$ 121,680
\$ 58.75	\$ 10,183	\$ 122,200
\$ 59.00	\$ 10,227	\$ 122,720
\$ 59.25	\$ 10,270	\$ 123,240
\$ 59.50	\$ 10,313	\$ 123,760
\$ 59.75	\$ 10,357	\$ 124,280

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

Hourly	Monthly	Annual
\$ 71.00	\$ 12,307	\$ 147,680
\$ 71.25	\$ 12,350	\$ 148,200
\$ 71.50	\$ 12,393	\$ 148,720
\$ 71.75	\$ 12,437	\$ 149,240
\$ 72.00	\$ 12,480	\$ 149,760
\$ 72.25	\$ 12,523	\$ 150,280
\$ 72.50	\$ 12,567	\$ 150,800
\$ 72.75	\$ 12,610	\$ 151,320
\$ 73.00	\$ 12,653	\$ 151,840
\$ 73.25	\$ 12,697	\$ 152,360
\$ 73.50	\$ 12,740	\$ 152,880
\$ 73.75	\$ 12,783	\$ 153,400
\$ 74.00	\$ 12,827	\$ 153,920
\$ 74.25	\$ 12,870	\$ 154,440
\$ 74.50	\$ 12,913	\$ 154,960
\$ 74.75	\$ 12,957	\$ 155,480
\$ 75.00	\$ 13,000	\$ 156,000
\$ 75.25	\$ 13,043	\$ 156,520
\$ 75.50	\$ 13,087	\$ 157,040
\$ 75.75	\$ 13,130	\$ 157,560
\$ 76.00	\$ 13,173	\$ 158,080
\$ 76.25	\$ 13,217	\$ 158,600
\$ 76.50	\$ 13,260	\$ 159,120
\$ 76.75	\$ 13,303	\$ 159,640
\$ 77.00	\$ 13,347	\$ 160,160
\$ 77.25	\$ 13,390	\$ 160,680
\$ 77.50	\$ 13,433	\$ 161,200
\$ 77.75	\$ 13,477	\$ 161,720
\$ 78.00	\$ 13,520	\$ 162,240
\$ 78.25	\$ 13,563	\$ 162,760
\$ 78.50	\$ 13,607	\$ 163,280
\$ 78.75	\$ 13,650	\$ 163,800
\$ 79.00	\$ 13,693	\$ 164,320
\$ 79.25	\$ 13,737	\$ 164,840
\$ 79.50	\$ 13,780	\$ 165,360
\$ 79.75	\$ 13,823	\$ 165,880
\$ 80.00	\$ 13,867	\$ 166,400
\$ 80.25	\$ 13,910	\$ 166,920
\$ 80.50	\$ 13,953	\$ 167,440
\$ 80.75	\$ 13,997	\$ 167,960
\$ 81.00	\$ 14,040	\$ 168,480
\$ 81.25	\$ 14,083	\$ 169,000
\$ 81.50	\$ 14,127	\$ 169,520
\$ 81.75	\$ 14,170	\$ 170,040

Hourly	Monthly	Annual
\$ 82.00	\$ 14,213	\$ 170,560
\$ 82.25	\$ 14,257	\$ 171,080
\$ 82.50	\$ 14,300	\$ 171,600
\$ 82.75	\$ 14,343	\$ 172,120
\$ 83.00	\$ 14,387	\$ 172,640
\$ 83.25	\$ 14,430	\$ 173,160
\$ 83.50	\$ 14,473	\$ 173,680
\$ 83.75	\$ 14,517	\$ 174,200
\$ 84.00	\$ 14,560	\$ 174,720
\$ 84.25	\$ 14,603	\$ 175,240
\$ 84.50	\$ 14,647	\$ 175,760
\$ 84.75	\$ 14,690	\$ 176,280
\$ 85.00	\$ 14,733	\$ 176,800
\$ 85.25	\$ 14,777	\$ 177,320
\$ 85.50	\$ 14,820	\$ 177,840
\$ 85.75	\$ 14,863	\$ 178,360
\$ 86.00	\$ 14,907	\$ 178,880
\$ 86.25	\$ 14,950	\$ 179,400
\$ 86.50	\$ 14,993	\$ 179,920
\$ 86.75	\$ 15,037	\$ 180,440
\$ 87.00	\$ 15,080	\$ 180,960
\$ 87.25	\$ 15,123	\$ 181,480
\$ 87.50	\$ 15,167	\$ 182,000
\$ 87.75	\$ 15,210	\$ 182,520
\$ 88.00	\$ 15,253	\$ 183,040
\$ 88.25	\$ 15,297	\$ 183,560
\$ 88.50	\$ 15,340	\$ 184,080
\$ 88.75	\$ 15,383	\$ 184,600
\$ 89.00	\$ 15,427	\$ 185,120
\$ 89.25	\$ 15,470	\$ 185,640
\$ 89.50	\$ 15,513	\$ 186,160
\$ 89.75	\$ 15,557	\$ 186,680
\$ 90.00	\$ 15,600	\$ 187,200
\$ 90.25	\$ 15,643	\$ 187,720
\$ 90.50	\$ 15,687	\$ 188,240
\$ 90.75	\$ 15,730	\$ 188,760
\$ 91.00	\$ 15,773	\$ 189,280
\$ 91.25	\$ 15,817	\$ 189,800
\$ 91.50	\$ 15,860	\$ 190,320
\$ 91.75	\$ 15,903	\$ 190,840
\$ 92.00	\$ 15,947	\$ 191,360
\$ 92.25	\$ 15,990	\$ 191,880
\$ 92.50	\$ 16,383	\$ 192,400
\$ 92.75	\$ 16,383	\$ 192,920



THIRD SECTOR
New England

For more information, contact:

Third Sector New England

NonProfit Center

89 South Street, Suite 700

Boston, MA 02111-2670

tel 617.523.6565

fax 617.523.2070

info@tsne.org

www.tsne.org