

# Nonprofit Organizations Salary & Benefits Report

**BLUEWATER**  
NONPROFIT SOLUTIONS



# 2012 Nonprofit Organizations Salary and Benefits Report

Based on a Salary and Benefits Survey of Nonprofit Organizations in the U.S.A.,  
Authored and Administered by



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# Introduction

## Developing the Survey

The 2012 Nonprofit Organizations Salary and Benefits Survey was designed to address the unique compensation and benefit practices of nonprofits in the U.S.A. Prior to developing the survey, extensive research was completed to ensure the survey reports would satisfy the needs of the nonprofit sector. The survey used a state-of-the-art online questionnaire to collect total cash compensation data on 311 nonprofit specific positions from entry-level to executive directors. Where possible, detailed benefits information was collected to cover plan costs, participation rates and eligibility for medical, dental, vision, life, disability, and retirement plans. More than 34 general benefit offerings from employee leave to telecommuting are covered as well. An executive benefits section provides additional information on these benefits and on employment agreements.

## Data Effective Date

Survey participants were asked to provide responses to all survey questions with data that was valid for their organization as of April 1, 2012.

## Data Sources

Participation in the survey was open to all U.S. based nonprofit organizations with at least 1 full time employee working 30 or more hours per week. All Data within the 2012 Nonprofit Organizations Salary and Benefits Reports were obtained directly from nonprofit organizations. As a condition to participating in the survey, each participant was asked to verify that they were an employee that had been authorized by their organization to provide the information requested in the survey. Additionally, they acknowledged that they would provide accurate survey information for their organization. No third party data was used in this report.

## Data Confidentiality

All questionnaire data have been handled in the strictest confidence by Bluewater Nonprofit Solutions. The data within this report is presented in aggregate to protect the confidentiality of participating organizations. In the case where data specific to a particular organization could possibly be identified, the results have not been published or the presentation of the data has been changed to protect the identity of the organization.

## Survey Data Collection

Data was collected through an online questionnaire on the Bluewater Nonprofit Solutions' website. Nonprofits were invited to complete the survey from April 1 through July 20, 2012. Prior to completing the questionnaire, participants were asked to register and verify that they were authorized by their organizations to complete the survey.

## Survey Participation

Participation in the survey was promoted through a variety of channels. The NonProfit Times invited its subscribers to participate in the survey through a series of vehicles including email communications, social media, advertisements on its website, and print and electronic advertisements in its magazines, newsletters and publications. Bluewater Nonprofit Solutions promoted participation in the survey to its customers and other nonprofit organizations through emails, social media, and by advertising on its website. Additionally, the New York Council of Nonprofits (NYCON) and the Grants Professional Association (GPA) invited their members to participate in the survey.

## Survey Completion

### Organizational Data

Survey participants were asked to provide information about their nonprofit organization to make it possible for the survey results to be displayed by operating budget size, number of full-time employees, geographic region, and field of work (based on the classifications in the National Taxonomy of Exempt Organizations). These data are used extensively throughout the report.

### Position Matching and Entering Compensation Data

Prior to completing the compensation section of the questionnaire, participants were asked to match the organization's positions to benchmark jobs found in one of 28 job families. Job families are used to group relevant jobs together by functional area of responsibility (e.g., all jobs related to income development). The survey questionnaire made use of benchmark jobs during the position matching process to accommodate the many differences between the size, field, and programs offered by various nonprofit organizations. Because of these differences, similar job titles used across multiple organizations are likely to have differing levels of responsibility and scope associated with them. The use of benchmark jobs helps level the playing field by asking survey participants to match their organization's positions to a predefined list of positions using job descriptions, not job titles.

Once the appropriate benchmark jobs were selected, participants were asked to enter compensation data for each position. They were instructed to enter data for full-time employees only and to match each employee to only one benchmark job description. If more than one employee was being reported for a position, participants were asked to provide average annual compensation data for the group. The majority of the fields on the position entry page were mandatory to ensure data completeness. Participants were given the option to enter the position title used by their organization.

Organizations that completed the survey by the deadline were provided a complimentary Executive Summary report of the survey results and were given a discount on the purchase price of the full survey report.

## **Understanding what Survey Responses are Displayed**

The online survey questionnaire was designed with functionality and tools that helped survey participants provide accurate data. A series of business rules were used during the data entry process. These business rules help improve the quality of the survey data by providing data validation in real time. Once participation in the survey was closed, a series of additional data quality checks are made. Survey participants were contacted directly to verify suspect responses, and changes were made to these survey participants' data as necessary.

Salary data was not collected for part-time positions. However, the data can be used as a starting point for determining part-time pay by calculating a percentage of the base salary amount reported in the data.

As part of the quality control process, data display rules are used to determine what information is presented throughout the report. The following data display guidelines are utilized throughout the report.

### **Position Data Titles Removed For Insufficient Data**

Individual job title reports are not displayed where fewer than 5 organizations have provided a response. In cases where fewer than 5 responses are available, the data is still used for the aggregated data reporting in the Job Family and Operating Unit Compensation Costs & Practices reports.

### **Survey Responses Not Displayed**

Survey responses are displayed as a hyphen (-) in cases where data is not available or where an insufficient number of organizations provided a response to the survey question. In the case where a zero is displayed, this data should be considered valid and the response accurate.

### **Displaying Statistical Data (AVG, MIN, 25<sup>th</sup> PCTL, Median, 75<sup>th</sup> PCTL, MAX)**

The key statistical measures of Average (AVG), Minimum (MIN), 25<sup>th</sup> Percentile (25<sup>th</sup> PCTL), Median (50<sup>th</sup> PCTL), 75<sup>th</sup> Percentile (75<sup>th</sup> PCTL), and Maximum (MAX) are used to display data throughout the report. In cases where fewer than 4 organizations have provided valid data, only the AVG field will display data. All other statistical fields will display a hyphen (-) when data is not available.

Throughout the report, survey responses will be displayed as numbers unless otherwise indicated by the use of a percentage (%) or dollar (\$) sign.

## Overview of Survey Participants

### Characteristics of Participating Organizations

This section provides information about the 1,197 nonprofit organizations that completed the 2012 Nonprofit Organizations Salary and Benefits Survey. These organizations provided detailed information on benefit practices and compensation data on 254 different nonprofit positions. The tables in this section provide an overview of the participants based upon where they are located, their operating budget size, field of services and the number of full time staff they employ.

Full-Time Employees	Number of Organizations
1-10	617
11-25	218
26-50	101
51-100	100
101-200	75
201 or more	86

Field of Work	Number of Organizations
Arts, Culture, and Humanities	159
Education	91
Environment and Animals	63
Health	153
Human Services	471
International, Foreign Affairs	12
Public, Societal Benefit	178
Religion Related	19
Mutual/Membership Benefit	27
Unknown, Unclassified	24

Operating Budget	Number of Organizations
Less than \$499,999	311
\$500,000 - \$999,999	188
\$1,000,000 - \$2,499,999	257
\$2,500,000 - \$4,999,999	129
\$5,000,000 - \$9,999,999	122
\$10,000,000 - \$24,999,999	101
\$25,000,000 - \$49,999,999	39
\$50,000,000 or more	50

Geographic Region	Number of Organizations
Northeast U.S.	552
Southeast U.S.	180
North Central U.S.	175
South Central U.S.	87
Northwest U.S.	143
Southwest U.S.	60

## Survey Participants

2-1-1 Brevard, Inc.  
 211 Palm Beach/Treasure Coast, Inc.  
 A Better Chance, Inc.  
 A.C. Gilbert Discovery Village  
 AAF Tucson  
 AASHE  
 Abilities Network  
 ACCSES NJ  
 ACEC WI  
 ACF Charlotte  
 ACHIEVA  
 ACORN Clinic  
 Action for a Better Community, Inc.  
 Ada Jenkins Center  
 Adaptive Sports Foundation  
 Adaptive Sports Partners of the North Country  
 Adopt-A-Family of the Palm Beaches, Inc.  
 Advocates for Exceptional Children, Inc.  
 Advocates, Inc.  
 African Enterprise  
 Agricultural Stewardship Association  
 AIDS Ministries/AIDS Assist  
 AIDS/HIV Services Group  
 Al Sigi Community of Agencies  
 Alabama Association of Nonprofits  
 Alaska Community Development Corporation  
 Alaska Junior Theater  
 Alcohol & Drug Services  
 Alcoholism & Drug Abuse Council of Orange County  
 All Classical Public Media, Inc.  
 Allen County Bar Association  
 Allied Arts Foundation  
 Almost Home, Inc.  
 Alpha Home, Inc.  
 Alpha-1 Foundation  
 Alwan Foundation (DBA Alwan for the Arts)  
 Alzheimer's Association  
 AMBC  
 America SCORES  
 American Anthropological Association  
 American Association of Community Colleges  
 American College of Medical Genetics and Genomics  
 American Heart Association  
 American Indian College Fund  
 American Indian Community House, Inc.  
 American Institute of Building Design  
 American Kidney Fund  
 American Lung Association  
 American Morgan Horse Association  
 American Prairie Reserve  
 American Red Cross  
 American Red Cross  
 ANAD  
 And Justice For All  
 Angelic Organics Learning Center  
 Animal Lifeline of Iowa  
 AOCS  
 Arbor Housing and Development  
 ARC Marion, Inc.  
 ARISE  
 Arizona College Scholarship Foundation  
 Arizona Dental Foundation  
 Arizona Suicide Prevention Coalition  
 ARMY HERITAGE CENTER FOUNDATION  
 Art Omi Inc.  
 Artbeat, Inc.  
 Artists Space  
 Arts & Business Council  
 Arts for the Aging, Inc. (AFTA)  
 Arts in Orange  
 Arts Services Initiative of Western New York, Inc.  
 Associated Charities  
 Association for Supportive Child Care  
 Association of American Medical Colleges  
 ASSOCIATION OF ENERGY SERVICES PROFESSIONALS  
 Association of Substance Abuse Programs Texas  
 Association to Benefit Children  
 Attention Deficit Disorder Resources  
 Aurora of Central New York, Inc.  
 Austin Chamber Music Center  
 AVODAH: The Jewish Service Corps  
 Avondale House  
 AWSP Outdoor Learning Centers  
 Back2Back Ministries  
 Ballet Arizona  
 Barberton Community Foundation  
 Battery Dance Company  
 Bay Area Food Bank  
 Bedford Builds HFH  
 Bedford Historical Society  
 Beech Acres Parenting Center  
 Beech Brook  
 BEGINNINGS for Parents of Children Who Are Deaf or Hard of Hearing, Inc.  
 Behavioral Health Services North  
 Belmont Housing Resources for WNY  
 Bennington Rescue Squad, Inc.  
 Berwick Area United Way  
 Big Apple Performing Arts  
 Big Brothers Big Sisters of Greater Rochester  
 Big Brothers Big Sisters of Northwestern Wisconsin  
 Big Brothers Big Sisters of the Heart of GA  
 Bike Maryland  
 Bladder Cancer Advocacy Network  
 Blount County Children's Center  
 Blue Frontier Campaign  
 Boston Community Capital  
 Boston Pride  
 BounceBack Kids  
 Boys & Girls Clubs of America  
 Brevard Achievement Center  
 Bridgeway Capital Inc.  
 Bright Hope  
 Brookwood  
 Broome County Arts Council  
 Broome County Urban League  
 Buffalo & Erie Co Historical Society  
 Buffalo Niagara RIVERKEEPER  
 Building Changes  
 Bureau of Jewish Education  
 CAAA  
 CALCRA  
 California Institute for Rural Studies  
 California State Parks Foundation  
 Camelot Community Care  
 Camptown, Inc.  
 Cancer Coalition of South Georgia, Inc.  
 Canvas Health  
 Canyon Ranch Institute  
 Capabilities Partnership Inc  
 Capital District Community Gardens  
 Capital Region Medical Center  
 Capital Region Sponsor-A-Scholar, Inc.

Capital Workforce Partners  
 CAPTAIN Youth and Family Services  
 Capuchin Franciscans, Province of St. Mary  
 Cardinal O'Hara High School  
 Care Management Coalition of Western New York, Inc.  
 CareLink  
 CARING for Children, Inc  
 Carlisle Area Health & Wellness Foundation  
 Carnegie Art Center  
 Carolina Farm Stewardship Association  
 Carrie Estelle Doheny Foundation  
 Carver Community Center  
 CASA for Kids of South Central Texas  
 CASA of Adams & Broomfield Counties  
 CASA of Montana  
 Catalina Community Services  
 Catholic Charitable Bureau of the Archdiocese of Boston, Inc.  
 Catholic Charities Brooklyn & Queens  
 Catholic Charities of Broome County  
 Catholic Charities, Diocese of Joliet  
 Catholic Education Arizona  
 Catholic Family Center  
 CCCS of Rochester  
 CCCS, Inc.  
 CCHASM  
 Center for Aging in Place  
 Center for Cancer Support & Education  
 Center for Community Alternatives  
 Center for Community Engagement, SSU  
 Center for Creative Education  
 Center for Disability Rights, Inc.  
 Center for Family Life and Recovery, Inc.

Center for Media Justice  
 Center for the Study of Economics  
 Center for the Visually Impaired  
 Center for Working Families  
 Cen-Tex Alcoholic Rehabilitation Center  
 Central Adirondack Partnership  
 Central Appalachia Empowerment Zone of WV  
 Central New York Health Systems Agency, Inc.  
 Central Pennsylvania Food Bank  
 Central Terminal Restoration Corp.  
 Chadwick Residence, Inc.  
 Chamber Music Tulsa  
 Champlain Housing Trust, Inc.  
 Chances and Changes, Inc.  
 Charles Settlement House Inc  
 Charleston Halos  
 Chattanooga Hamilton County Medical Society and Medical Foundation  
 Chautauqua Alcoholism & Substance Abuse Council  
 Chemung County Historical Society  
 Chemung County Humane Society and SPCA  
 Chenango County Council of the Arts  
 Chicago Foundation for Education  
 Chicagoland Lutheran Educational Foundation  
 Child Care Associates  
 Child Care Council of Dutchess & Putnam, Inc.  
 Child Care Council of Nassau, Inc.  
 Child Care Council of Orange Co., Inc.  
 Child Care Council, Inc.  
 Child Care Solutions  
 Child Crisis Center  
 Child Development Council of Central New York, Inc.

CHILD GUIDANCE & FAMILY SOLUTIONS  
 Children of Vietnam  
 Children Today  
 Children's Aid Society  
 Children's Dental Services  
 Children's Media Project  
 Chinese Methodist Center Corp  
 Christian Church Homes  
 Christian Family Care Agency  
 Christmas In Action Wichita Co TX  
 Church and Synagogue Library Assoc  
 Cincinnati Association for the Blind and Visually Impaired  
 Circle Tail, Inc.  
 CitiWide Harm Reduction  
 City of Allen  
 City of Coral Springs  
 City of Jacksonville  
 City Rescue Mission of New Castle, PA  
 City Slicker Farms  
 City Year New York  
 Civic Council of Greater Kansas City  
 Civic League of Greater New Brunswick  
 Civitan Foundation Inc.  
 Coarc  
 Colburn Foundation  
 Collision Repair Education Foundation  
 Colonial Williamsburg Foundation  
 Colorado Association for Recycling  
 Colorado Cancer Coalition  
 Colorado Coalition for the Homeless  
 Colorado Cross Disability Coalition  
 Colorado Uplift  
 Columbia County Community Healthcare Consortium, Inc.  
 Columbia County Habitat for Humanity  
 Columbia Land Conservancy, Inc.

Communities In Schools of Chicago  
 Community Access Unlimited  
 Community Action Network of Austin, TX  
 Community Action of Greene County  
 Community Action Partnership Huntsville/Madison & Limestone Counties, Inc.  
 Community Awareness Network for a Drug-free Life and Environment  
 Community Blood Center  
 Community Capital Resources  
 Community Care Network of Nichols  
 Community Caregivers  
 Community Concern of WNY, Inc.  
 Community Cradle  
 Community Foundation for Southern Arizona  
 Community Foundation of Greater Des Moines  
 Community Foundation of the Upper Peninsula  
 Community Foundation of the Virginias, Inc.  
 Community Health Charities, Inc  
 Community Interface Services  
 Community Planning Council of Yonkers  
 Community Services for the Developmentally Disabled  
 Community Shares  
 Community Voices Heard  
 Community Youth Services  
 Compeer of the Mohawk Valley, Inc.  
 Compeer Rochester Inc  
 Comprehensive Therapy Center  
 Concordia Educational Association  
 Coney Island USA  
 Conflict Resolution Center of Montgomery County  
 CONNECT, Inc.

Connecticut Association of REALTORS Inc.  
 Connecting Caring Communities Consortium for Entrepreneurship Education  
 Consultative Group on Biological Diversity  
 Consumer Directed Choices  
 Consumer Directed Personal Assistance Association of NYS  
 CONTACT We Care  
 Cooperstown Art Association  
 Cornell Cooperative Extension Dutchess County  
 Cornell University  
 Cortland County Community Action Program, Inc.  
 Cottage Theatre  
 Council for Court Excellence  
 Council of Community Clinics  
 Council on the Arts and Humanities for Staten Island  
 Country Dance And Song Society, Inc.  
 countryside association  
 Court Appointed Special Advocates for Children  
 Court Theatre  
 Covenant Counseling & Family Resource Center  
 CPCD  
 Crandall Public Library  
 Crime Victims Assistance Center, Inc.  
 Crisis Control Ministry  
 Crisis Intervention Services  
 Crossroad Child & Family Services, Inc.  
 Crossroads Urban Center  
 CRRA  
 CT Community Care, Inc  
 Cultural Tourism DC  
 CURE Childhood Cancer Association

Damar Services  
 Dance Films Association  
 Danielle House  
 David's House, Inc.  
 Day Nursery Association  
 Death with Dignity National Center  
 Deer Valley Education Foundation  
 Defending Dissent Foundation  
 Delaware Center for Horticulture  
 Desert Rose Foundation, Inc.  
 Devereux Foundation  
 Dextra Baldwin McGonagle Foundation  
 di Rosa  
 Diabetes Hands Foundation  
 Diablo Regional Arts Association  
 Diocese of St Augustine  
 Direct Relief International  
 Dixon Place  
 Doing Art Together, Inc.  
 Domestic Violence and Rape Crisis Services of Saratoga County  
 Domestic Violence Intervention Services  
 Doug Varone and Dancers  
 Downtown Albany Business Improvement District  
 Dumbo Arts Center  
 Durham Center for Senior Life  
 Dutchess County Arts Council  
 Dutchess County Community Action Agency, Inc.  
 EAC  
 Eagle Creek Park Foundation  
 Eagle Mount Bozeman  
 Early Care and Learning Council  
 Early Childhood Education Association of Colorado  
 Early Music America  
 East Coast Greenway Alliance  
 East End Arts

East Stroudsburg University Foundation  
 Easter Seals Oklahoma  
 Easter Seals, Inc.  
 EBA Arts  
 EBS Support Services LLC  
 ECBA Volunteer Lawyers Project  
 Economists for Peace and Security  
 ECOS: The Environmental Clearinghouse, Inc  
 Ed Snider Youth Hockey Foundation  
 Edmarc Hospice for Children  
 Education for Employment  
 Education Through Music  
 Educational & Institutional Cooperative Service  
 Educational Information and Resource Center  
 EduGuide  
 Eli & Bessie Cohen Camps  
 Elks Aidmore, Inc.  
 Ellenville Public Library & Museum  
 Elmcors Youth And Adult Activities, Inc  
 Elmore Medical Center Foundation  
 Embassy Theatre Foundation, Inc.  
 Emelin Theatre  
 Emergency Services & Homeless Coalition of Jacksonville  
 Empowerment International  
 En Foco, Inc.  
 Enable New York  
 Enable New Jersey, Inc  
 ENGLISH @ WORK  
 Epilepsy Association of WNY, Inc.  
 Epilepsy Foundation of NENY, Inc.  
 Eppson Center for Seniors  
 Equal Justice USA  
 Equity Foundation  
 Erasing the Distance  
 Erie County Council for the Prevention of Alcohol Abuse

Every Child Matters Education Fund  
 Everywoman Opportunity Center, Inc.  
 Exchange Club Family Center  
 Executive Service Corps of Houston  
 Explore Austin  
 ExplorNet  
 Fair Housing Center of Southwest Michigan  
 Fairfax Choral Society  
 Faith Action Network  
 Families and Work Institute  
 Families Together in NYS  
 Family & Childcare Resources NEW  
 Family Answers, Inc  
 Family Focus  
 Family Futures  
 Family Justice Center of Erie County  
 Family Life Communications  
 Family Reach Foundation  
 Family Resources, Inc  
 Family Scholar House, Inc  
 Family Service Communities  
 Family Service of Morris County  
 Family Services Inc  
 Family Services, Inc.  
 Family Services, Inc.  
 Farm Equip Mfg Assn  
 Farm Sanctuary  
 Feeding South Florida, Inc.  
 Finger Lakes ReUse, Inc.  
 Fintry Development Trust  
 First Colony Community Association  
 First Presbyterian Church  
 Five Towns Senior Center Inc.  
 Flamenco Vivo Carlota Santana  
 Florida Public Defender Association, Inc.  
 Florida United Methodist Children's Home  
 FOCUS Churches of Albany, Inc.  
 Foodnet Meals on Wheels



Foothill AIDS Project	Georgia Alliance to End Homelessness	Gulf Coast Community Foundation	HomeAid Northern Virginia
Footsteps	Georgia O'Keeffe Museum	HABcore, Inc.	Homeless Action Committee, Inc
Fort Lauderdale Children's Theatre	Georgia Recreation and Park Association	HabiJax	Honest Weight Community Initiative, Inc.
Forum on Education Abroad	Georgia Soccer	Habitat for Humanity	Hope 7 Community Center
Foundation for Community Partnerships	Geos Institute	Habitat for Humanity Cabarrus County	HOPE Center of Edmond
Foundation For Informed Medical Decision Making	Geva Theatre Center	Habitat for Humanity of Metro Denver	Hope Haven of Northeast Georgia, Inc.
Foundation of the NYS Psychological Association	Gifford Pinchot Task Force	Habitat for Humanity of Northern Arizona	Hope Haven, Inc.
Frank Lloyd Wright Foundation	Gilead House	Habitat for Humanity of NYS	Hope Network
Frederik Meijer Gardens & Sculpture Park	Girl Scouts in the Heart of Pennsylvania	Hale Kipa, Inc.	Hope's Door
Fresno Council on Child Abuse Prevention	Girl Scouts of NYPENN pathways, Inc.	Hamilton Hill Arts Center	Horizons National
Fresno Metro Ministry	GIRL SCOUTS OF WESTERN NEW YORK INC	Handicapped Children's Association	Hospicare and Palliative Care Services of Tompkins County, Inc.
Friends In Deed	Girls Inc. of Tarrant County	Hanford Mills Museum	Hospice & Palliative Care Assn. of NYS
Friends of Animals, Inc.	Glacial Lakes Conservancy	Harlem RBI	Hospice Care of Southwest Michigan
Friends of Recovery of Delaware and Otsego Counties, Inc.	Glass Manufacturing Industry Council	Harlem Stage	Hospice Foundation
Friends of Reinstein Nature Preserve	Glens Falls Independent Living Center	HAVEN	Housing Opportunities Made Equal Inc.
Friends of Scotchman Peaks Wilderness	Global Citizen	Health Care Advocates	Housing Resources of Western Colorado
Friends of Seniors of Dutchess County Corp.	GMDC	HealthReach Community Clinic	HR Dynamics, Inc. as an Agent for FEGS
Friends of the Children New York	Good for Good, Inc.	Healthy Community Alliance, Inc.	Hubbard Hall Projects, Inc.
Friends of Van Cortlandt Park	Grace Smith House, Inc.	Heart of Florida United Way	Hudson Community Enterprises
FSEEF	Grand Rapids Community Foundation	Heartland Family Service	Human Development Services of Westchester
Fulton Friendship House, Inc.	Grant Halliburton Foundation	Hearts and Hands-Faith in Action Inc.	Humane Society of Central Oregon
Funding Partners	Grantmakers Forum of New York	Heifer International	Hunger Solutions New York, Inc.
Garth Fagan Dance, Inc.	Grassroots Gardens of Buffalo	Heights and Hills	Huntington's Disease Society of America
Gateway Chapter Paralyzed Veterans of America	Great Plains Institute	Helen Woodward Animal Center	Huther Doyle Memorial Institute
Gateway Community Industries, Inc.	Great Smoky Mountains Institute	HelpHOPELive	IDA and Asset Building Collaborative of NC
Gateway Services, Inc.	Greater Milwaukee Association of REALTORS	Helping Hand Center	Indiana Association of Soil and Water Conservation Districts
Gateways Community Services	Greater New York Councils, Boy Scout of America	Helping Our Women	Ingleside at King Farm
General Human Outreach in the Community, Inc.	Greater Yellowstone Coalition	Hemophilia Association of NY Inc	Innovative Charitable Initiatives, Inc,
Genesee County Youth Corporation	Greene County Council on the Arts, Inc.	Hemophilia Federation of America	InsideNGO
Genesee-Orleans Regional Arts Council	GRID Alternatives	Hendricks Regional Health Foundation	Institute for Agricultural and Trade Policy-IATP
	Growing Gardens	HERE Arts Center	
	Guild for the Blind	Herkimer County HealthNet, Inc.	
		Heroes for Children	
		Hidden Villa	
		High Hopes Therapeutic Riding, Inc.	
		Historic Bridge Foundation	
		Hofstra University Museum	
		Home Sweet Home Ministries, Inc.	

InterExchange, Inc.	Katrina Reconstruction Resource Center	LifeSong Inc.	Mary's Center for Maternal and Child Care
InterFaith Works of CNY	KCTS Television	Lighthouse International	Maternity and Early Childhood Foundation
Interim, Inc.	Keep America Beautiful, Inc.	Links - North Shore Youth Health Service	Mayflower RSVP, Inc.
International Christian Ministries	Keep Indianapolis Beautiful Inc.	Literacy New York Greater Capital Region, Inc.	MCIF Center
International Film Seminars, Inc.	Kelleher & Associates	Literacy Orange`	McMahon/Ryan Child Advocacy Center
International Order of the Golden Rule	Kendrick Fincher Hydration Foundation	Living Alternatives for the Developmentally Disabled, Inc.	MD CASE
International Society for Computational Biology	King Manor Museum	Loaves & Fishes Centers	Meals on Wheels for Western New York, Inc.
International Sonoran Desert Alliance	Kishwaukee United Way	Loaves & Fishes Community Pantry	Meals on Wheels of Chemung County, Inc.
International Student Conferences	Kiva Microfunds	Loeb House, Inc.	Meals on Wheels of Syracuse
Iowa State University Foundation	Kopernik Observatory & Science Center	Lollypop Farm	Measure of Hope, inc
Ipas	KVC Health Systems Inc	Long Island Arts Alliance	Mediation Center of Dutchess County, Inc.
IREX	Lake Champlain International, Inc.	Long Island Minority AIDS Coalition	Medical Motor Service
Jackson Community College Foundation	Lake Placid-North Elba Historical Society	Long Term Care Ombudsman	Men's Shelter of Charlotte
Jackson County Mental Health Fund	Lake Tahoe Humane Society and S.P.C.A.	Los Angeles County Bar Association	Mental Health America of Middle TN
Japan-America Society of Georgia	Lakeview	Los Angeles Press Club	Mental Health America of Montana
JARC	Lance Armstrong Foundation	Lotus Fine Arts Productions, Inc.	Mental Health America of NC
JDiscover	LARAC	Love INC of Manistee County	Mentors Inc.
Jewish Community Center of Binghamton	Laredo Regional Food Bank	Lovers Lane Academy for the Deaf	Merrymakers Association
Jewish Community Foundation of Greater Hartford, Inc.	LDA Life & Learning Services	Lower East Side Printshop	Methodist Healthcare Ministries
Jewish Family Services of Ulster County	Leadership Greater Hartford	Lummi Island Heritage Trust	Metro Health Foundation
Jewish Federation of the Bluegrass	Leadership Kentucky Foundation, Inc.	Lutheran Community Services	Metropolitan Tenants Organization
John W. Lavelle Preparatory Charter School	L'Ecole Francaise du Maine	Lutheran High School of Indianapolis	MHA of Columbia - Greene Counties, Inc.
Johnson County Community Foundation	Legal Aid Society of Northeastern NY	Lutheran Social Services of IL	Michigan Theater Foundation
JONES CENTER FOR FAMILIES	Legal Services for Seniors	Lutheran Social Services of Wisconsin & Upper Michigan	Michigan's Children
Joseph's House and Shelter	LEGAL SERVICES OF NORTHWEST JERSEY, INC.	Lyngblomsten	Mid America Nutrition Program
Just Buffalo Literary Center	Lehigh University	Madison County Council on Alcoholism & Substance Abuse, Inc. d/b/a/ BRiDGES	MidAmerica Nazarene University
JustGive	Leila Arboretum Society	Magic Box Productions	MidAtlantic Employers Association
JVS	LHA	Main Street Ministries Houston	Middlesex DUIL Program
KAIROS (formerly SOASTC)	Libertae, Inc	Malignant Hyperthermia Assoc of the US	Mid-Erie Counseling and Treatment Services
Kalamazoo Loaves & Fishes	Liberty Community Development Corporation	MARC	Midwest Sociological Society
Kansas Humane Society	Liberty Resources, Inc.	Margaret P. Muscarelle CDC	Mifflin County Industrial Development Corporation
Kappa Delta Pi	Licensed Professional Counselors Association	Marin Humane Society	Millennium Water Alliance
	Life Steps Foundation	Marklund	Ministry with Community
		Maryland SPCA	

Miss Ruby's Kids	National Kidney Foundation	NNY Rural Health Care Alliance, Inc.	Oneonta Family YMCA
Mission America Coalition/U.S. Lausanne Committee	National Marfan Foundation, Inc.	No Greater Joy Ministries	ONTARIO COUNTY MENTAL HEALTH
Mobility 21	NATIONAL MULTIPLE SCLEROSIS SOCIETY	No Kill Nation Inc	Open Door Community House, Inc.
Mohawk Opportunities, Inc	National Multiple Sclerosis Society Michigan Chapter	Nonprofit Center of NE FL	Opera Saratoga
Mohawk Valley Community Action Agency, Inc	National Plasterers Council, Inc.	Nonprofits First, Inc.	Opportunities for Chenango
MOKA Corporation	National Rifle Association	North Area Meals on Wheels	Opportunities Unlimited
Momenta Art	National Rural Water Association	North Carolinians for Home Education	Optimist Youth Homes & Family Services
MOMMAS, Inc.	National World War I Museum	North Country Prenatal/Perinatal Council	Options for Community Living, Inc
Montana Weed Control Association	Nat'l Assoc. of Catholic Chaplains	North Shore Senior Center	Oregon Rehabilitation Association Inc
Montessori School of Waukesha	Natural Resources Foundation of Wisconsin, Inc	Northeast Career Planning	Oswego County Opportunities, Inc.
Montrose Counseling Center	NDAD	Northeast Cincinnati Chamber	Otsego County Chapter NYSARC, Inc.
Morgan Scott Project for Cooperative Christian Concerns	Neighborhood Alliance	Northeast Community Council, Inc	Ottumwa Regional Legacy Foundation
Mountain View Prevention Services, Inc.	Neighborhood Housing Services of Chicago	Northeast Michigan Community Service Agency, Inc.	Our Town Foundation
Moveable Feast, Inc	Neighborhood Housing Services of Southern Nevada	Northern Indiana Community Foundation, Inc.	Oxfam America
MSU Alumni Foundation	Neighborhood Resources Corporation	Northern Kentucky Tri-ED	Pa Trauma Systems Foundation
Museum of Chinese in America	NELCO	Northern Manhattan Perinatal Partnership, Inc.	Pacific Telecommunications Council
Museumwise	New Heights Therapy Center	Northwest Insurance Council	Pacific Youth Foundation
Music for All	New Hope Services, Inc.	Northwest Parkinson's Foundation	Palatine Township Senior Citizens Council
Music is Art	New Mexico Environmental Law Center	Norwalk Community College Foundation	Palm Beach Chamber of Commerce
NADAP, Inc.	New York Center for Liver Transplantation	Norwegian-American Historical Association	PARENTS OF SPECIAL CHILDREN
NAMG, LLC	New York Communities Organizing Fund, Inc.	NYS Psychological Association	Parsons Child and Family Center
Nantucket Film Festival	New York Council of Nonprofits, Inc.	NYSARC Inc., Broome-Tioga County Chapter dba ACHIEVE	PathwaysPA
Naperville CARES	New York Folklore Society	NYSILC	Paul Taylor Dance Foundation, Inc.
National Alliance for Musical Theatre	New York Foundation for the Arts	Oakland University Annual Giving	PBJ Connections
National Assoc. of Social Workers, NYS	New York Women in Film & Television	OCARC	PDI Surgery Center
National Association of Insurance Commissioners	Newman Central Catholic High School	Odyssey Youth Center	Peabody Access
National Association of Mortgage Field Services Inc	NFED	Ogden Nature Center	Telecommunications, Inc.
National Center for Law and Economic Justice	NH Coalition Against Domestic and Sexual Violence	Oklahoma Bar Foundation	PENCIL Foundation
National Down Syndrome Society	Niagara County Historical Society	Oklahoma NECA	People Against Rape
NATIONAL ENERGY FOUNDATION	NNY Cerebral Palsy Association	Oklahoma Primary Care Association	People Inc
National Family Preservation Network		Old Fort Niagara	People Making a Difference
National Healthcare for the Homeless Council		Omicron Delta Kappa Foundation	Peppermint Ridge
		One N Ten	Peppermint Ridge
		One Warm Coat	Performance Space 122, Inc.
			Performing Arts Workshop
			Perinatal Network of Monroe County
			Peter Maurin House Inc.
			Phelps Arts Center
			Philanthropy Journal

Phoenixville Community Health Foundation	Public Allies	Rochester Hearing & Speech Center	Schoolcraft College Foundation
Phoenixville Healthcare Access Foundation	Public Health Management Corporation	Rochester International Council	Schuyler Center for Analysis and Advocacy
PianoForte Foundation	Public Radio International	Rockaway Artists Alliance, Inc.	Scleroderma Foundation Tri-State, Inc. Chapter
Pikes Peak habitat for Humanity	Radio Television Digital News Association	Rockland Independent Living Center, Inc.	Sculpture Space, Inc.
Planned Parenthood of Nassau County, Inc.	RAFT	Rocky Mountain Horse Association	Seaway Valley Prevention Council
Planned Parenthood of South Central New York	Rainbow Center	Ronald McDonald House Charities of Greater Las Vegas	Second Chance Humane Society
Planned Parenthood of the Heartland	Rainbow Chimes, Inc.	Ronald McDonald House Charities of Greater Washington, D.C.	SEED, Inc.
Planned Parenthood of the Rochester/Syracuse Region	Rainbow Heights Club	Room at the Inn	SEEDS
Planned Parenthood of WI, Inc.	Rainbow House	Roper St. Francis Foundation	Senior Center Inc.
Planned Parenthood Shasta Pacific	RAMP	Rose Brooks Center	Senior Citizen Services
Polk Works	REACH CNY, Inc.	Rosie's Theater Kids, Inc.	Senior Services, Inc.
Ponce Inlet Lighthouse Preservation Assoc. Inc.	READ Foundation	Roundabout Theatre Company	Services for the UnderServed
Pop Warner Little Scholars Inc.	Read To Succeed Buffalo	Rubicon Programs, Inc.	Services to Enhance Potential
Port of Siuslaw	Reader to Reader	RUPCO	Setebaid Services, Inc.
Portland Cement Association	Reading Connections, Inc.	Rural Community Assistance Corporation (RCAC)	Seven Pillars House of Wisdom
Potential Unlimited Productions, Inc.	Realogy Charitable Foundation	Ruth Eckerd Hall	Shadowland Artists, Inc.
POTOMAC APPALACHIAN TRAIL CLUB	Rebuilding Together Tulsa	SABRA Sanctuary, Inc.	Shaker Heritage Society
PowerPlay NYC, Inc.	Recovery Resources	SafeHaven of Tarrant County	Share the Harvest Food Pantry
Poweshiek County MHC	Red River Valley Fighter Pilots Assoc.	SafeHouse of Shelby County, Inc.	ShareHouse
Prevail, Inc.	Redlands Community Hospital Foundation	SafePlace	Sheltering Wings Center for Women
Prevent Blindness America	Regional Economic Community Action Program	SafeRide America	shelters of Saratoga, inc
Prevent Child Abuse New York, Inc.	Regional EMS Council of NYC Inc	Safety Harbor Neighborhood Family Center	ShowMe Aquatics & fitness
Prevention Network	Regional Food Bank of Northeastern New York	Saint Dominic's Home	SightLife
Prima Civitas Foundation	Rehabilitation Institute of Southern California	Salvation Army Western Division	Sigma Alpha Iota International Music Fraternity
Printed Matter, Inc	Research Foundation of CUNY	San Diego River Park Foundation	Signal Centers, Inc.
Pro Bono Counseling	Residence XII	San Diego Youth Symphony	Silicon Valley Community Foundation
Pro Bono Partnership	Resource Center for Accessible Living, Inc.	San Francisco Public Health Foundation	Sisters of St. Dominic
Professional and Technical Employees Local 17	Resource Center of Somerset	Sarasota Family YMCA, Inc.	Sisters of the Holy Cross, Inc.
Programs Of Religious Activities with Youth	Retired Public Employees Assoc, Inc.	Sarasota Y	Sisters of the Living Word
ProInspire	Rita Allen Foundation	Saratoga Arts	SJB Child Development Centers
Promise House, Inc.	Road Scholar	Saratoga P.L.A.N.	Small Wonders Child Care Center, Inc
Prosperity Unlimited, Inc.	Roadrunner Food Bank	SBF	Society for Women's Health Research
	Roberson Museum and Science Center	SC Association of Nonprofit Organizations	Socio-Economic Development Center for Southeast Asians
	Rochester City Ballet	SCAN New York	Sound View Community Media, Inc.
		Schenectady Museum Association	South Bend Heritage Foundation
			South Central Regional Library Council

South County Outreach	St. Vincent de Paul Thrift Store	The Arts Center of the Capital Region	The Junior Statesmen Foundation
South End Improvement Corporation	Standby Program	The Arts Partnership	The Korean American Family Service Center
South Shore GRANTS Center	Starfish Family Services	The Baby Fold	The Legal Aid Society of Rochester
Southeast Michigan Community Alliance	Stark County Dental Society	The Baltimore Station	The Leukemia & Lymphoma Society
Southern Hills Preservation Corporation	STAT Inc.	The Brookwood School	The Life is good Kids Foundation
Southern Tier AIDS Program, Inc.	Staten Island NFP Association	The Broome County Humane Society & Relief Assoc. Inc.	The Literacy Programs of NJ
Southern Tier Zoological Society, Inc.	Story Pirates	The Carmel Foundation	The Little Orchestra Society/Orpheon Inc.
Southside Community Land Trust	Sullivan County Child Care Council, Inc.	The Center for EcoTechnology	The Lord's Place, Inc.
SOUTHVIEW COMMUNITY CHURCH	Sullivan County Head Start, Inc.	The Child Center of NY	The Montpelier Foundation
Space Foundation	Summerville D.R.E.A.M. (Downtown Restoration, Enhancement & Mgmt)	The Children's Law Center New York	The National Legal Foundation
SPCA of Texas	Summit Downtown, Inc.	The Children's Museum of Memphis	The National Multiple Sclerosis Society, NYC/Southern NY Chapter
Special Citizens Futures Unlimited Inc.	Summit Land Conservancy	The Children's Trust of SC	The New Group
Special Kids Foundation	Sundog Theatre	The Civilians	The Nurturing Center Inc.
Special Olympics Illinois	Sunflower House	The Community Foundation for SCNY	The NYS Forum. Inc.
Special Olympics Maryland	Sunshine	The Concord Baptist Church of Christ	The Olana Partnership
Special Olympics New Hampshire	sunshine gospel ministries	The Cornucopia Institute	The Parent-Child Home Program
Specialized Alternatives For Family and Youth	SUPPORTING HEROES	The Dougy Center	The Place of Forsyth County, Inc
Spina Bifida Assoc of North Texas	Support-Link Inc.	The DuPage Community Foundation	The Pribyl Group, Inc.
Spokane Low Income Housing Consortium	Susan B Anthony House	The Dwelling Place	The Quixote Center
Sports & Arts in Schools Foundation	Switchboard of Miami, Inc.	The Elizabeth Foundation for the Arts	The Salvation Army
Springbrook NY	Sylvia Rivera Law Project	The Enrichment Center	The Schoolhouse Theater
Springville Center for the Arts	Symphony Space	The Family Giving Tree	The SEPP Group
St James Court Art Show	Table to Table	The Fertilizer Institute	The Trust for Public Land - Hawaii
St. Andrew's Residential Programs for Youth Inc	TAMB of Jackson TN Inc	The Field Museum	THE TUITION EXCHANGE, INC
St. Lawrence County Arts Council	TARC	The Firemen's Association of the State of New York	The United Way of Delaware/Otsego Counties
St. Lawrence County Health Initiative, Inc.	Tarrant County Bar Association	The First Tee of Idaho	The Utility Refrom Network
St. Leonard Foundation	Teachers & Writers Collaborative	The Foraker Group	The V Foundation
St. Marks PI Institute for Mental Health	Teaching Channel	The Foundation Review	The Vegetarian Resource Group
St. Mary's Hospital	Team Fort Collins	The Great Books Foundation	Theatre of Youth Company, Inc.
St. Mary's Hospital Foundation	Tennessee Recreation & Parks Association	The Guild	Theatreworks
St. Mary's Medical Center Foundation	Teton Raptor Center	The Health Foundation, Inc.	This Is ME, Inc.
St. Paul's Center	Texas Network of Youth Services	The History Center in Tompkins County	TiAnViCa Riding Academy, Inc
St. Tammany Humane Society	The Addictions Care Center of Albany, Inc.	The Ironman Foundation	Tibet Aid
	THE ALBANY DAMIEN CENTER, INC.	The Jewish Community Center of Staten Island	TIER Inc
	The Alcohol and Substance Abuse Prevention Council	The Jointure for Community Adult Education	Tioga County Council on the Arts
	The Arc Greater Twin Cities	The Jones Trust	Tioga County Historical Society
			Tioga County Rural Ministry, Inc.
			Tioga Opportunities, Inc.

TLC Meals on Wheels	Upwardly Global	Western Catskills Community	Youth and Family Counseling Agency
Tompkins Community Action, Inc.	USA Cycling	Revitalization Council, Inc	of Oyster Bay
Tony Hawk Foundation	UST	Western Resource Advocates	Youth Service Opportunities Project
ToolBank USA	Utica Public Library	Westmoreland County Historical	Youth Shelter Program of
Toward Maximum Independence, Inc	Valley Home Builders Association	Society	Westchester, Inc
TPA Network, Inc.	Van Wezel Performing Arts Hall	Whidbey Camano Land Trust	YWCA Mohawk Valley
Transitional Services Association, Inc.	Vassar-Warner Home	WI Council of the Blind and Visually	YWCA NYC
TREC	Veterans Consortium Pro Bono	Impaired	YWCA of Duluth
Tri-Lakes Center for Independent	Program	WICPA	YWCA of Helena Montana
Living, Inc.	VIALINK, Inc.	Wildlife Foundation of Florida, Inc.	YWCA of Niagara
Trinity United Methodist Church	Virginia Community Healthcare	Wildwood Programs	YWCA of Ulster County
Tri-Valley CAREs	Association	Willamette Farm and Food Coalition	YWCA Organge County
Trocaire College	Virginia21	William Rainey Harper College	YWCA Southwest/Delta
Troy Savings Bank Music Hall	Visalians Inc.	Williams Adult Day Center	YWCA Westfield
Tu Nidito	Visions For Change	Willie Mae Rock Camp for Girls	YWCA's Northeast Region
Twin Oaks Community Services	Visiting Nurse Service of Rochester &	Wingspan Life Resources	
U.S. Education Delivery Institute	Monroe County, Inc.	Winnakee Land Trust	
Umpqua Community College	Vista Community Clinic	Winona ORC	
Under One Roof	V-LINC, Inc.	Wisconsin Technical College District	
Under One Roof, Inc.	Vocational Development Center, Inc.	Boards Association	
United Arts of Central Florida	Voices of Ascension	Women & Family Life	
United Catcher Boats	Volunteer Center of Lubbock	Women In Trucking, Inc.	
United Jewish Federation of	Volunteer Southern Arizona	Women's Employment & Resource	
Northeastern NY	Volunteers of America Texas	Center, Inc.	
United Methodist Home for	VSIONS/Services for the Blind and	Women's Institute for Housing and	
Children, Inc.	Visually Impaired	Economic Development	
United Ministries, Inc.	WACMHC	Women's Project & Productions, Inc.	
United Way of Broome County	Wake Interfaith Hospitality Network	Womens Rural Entrepreneurial	
United Way of Buffalo & Erie County	Walton Arts Center	Network	
United Way of Elkhart County	Washington Area Women's	Woodworking Machinery Industry	
United Way of Greater Houston	Foundation	Association	
United Way of Greater Kingsport	Washington Improv Theater	World Bible School, Inc.	
United Way of Midland	Washington red raspberry	World Forestry Center	
United Way of Morgan County	commission	World Neighbors	
United Way Of Snohomish County	Waterkeeper Alliance	World Peace Society	
United Way of Southwest Colorado	West Brighton Community LDC	Writers & Books	
United Way of Wapello County	West Virginia Humanities Council	Writers In The Schools	
Unity House of Troy, Inc	WestArk RSVP	WVHTC Foundation	
Universal School	Westchester County Historical	Yakima Habitat for Humanity	
University of Central Arkansas	Society	YMCA of the Suncoast	
University of Missouri-St. Louis	Westchester Disabled On the Move	Young Audiences Arts for Learning	
Unlimited Possibilities	Inc	Young Audiences New York	

# Guide to Locating and Using the Report Data

## Changes in Data from 2011 - 2012

Each section within the report contains a table that shows changes in the data for each field from 2011 to 2012. This table gives the user a quick snapshot of the changes and possible future data trends for each area of information. Each positive or negative number shows the percentage change in the data from 2011 to 2012. A hyphen (-) is displayed when comparable data is not available from the previous year. All results presented in this table represent the nationwide average for the data (shown as, All Organizations). Below is a sample report section showing what the table looks like, and how the results will be displayed.

### Chief Development Officer -- Position Code: 10004

#### Detailed Analysis

Scope				Base Salary					Bonus				Total Cash Compensation						
Geographic Region	# of ORGs	# of Full Time EMPs	# of Years With ORG	AVG	MIN	25th PCTL	Median	75th PCTL	MAX	% of ORGs Paying	% of Eligible EMPs RCVNG	MAX % Payout	AVG % Paid	AVG	MIN	25th PCTL	Median	75th PCTL	MAX
Northeast U.S.	52	1	5.8	\$103,727	\$28,600	\$70,370	\$91,000	\$125,294	\$330,000	40.38%	57.14%	20.00%	2.65%	\$105,553	\$28,600	\$70,370	\$91,000	\$125,294	\$356,000
			4.7	\$92,889	\$35,000	\$52,200	\$69,900	\$111,740	\$345,000	29.41%	50.00%	15.00%	2.09%	\$93,589	\$35,300	\$52,200	\$69,900	\$111,740	\$345,000
			6.9	\$96,178	\$45,000	\$70,625	\$85,800	\$108,800	\$210,000	19.05%	62.50%	15.00%	4.03%	\$97,047	\$50,000	\$70,625	\$85,800	\$108,800	\$225,000
			7.5	\$119,520	\$54,000	\$65,310	\$91,000	\$132,500	\$328,000	50.00%	50.00%	25.00%		\$119,520	\$54,000	\$65,310	\$91,000	\$132,500	\$328,000
			6.4	\$104,323	\$53,000	\$77,050	\$93,000	\$132,405	\$210,000	40.91%	66.67%	15.00%		\$104,323	\$53,000	\$77,050	\$93,000	\$132,405	\$210,000
			6.9	\$95,757	\$50,000	\$79,433	\$94,341	\$108,000	\$175,000	50.00%	85.71%	20.00%		\$95,757	\$50,000	\$79,433	\$94,341	\$108,000	\$175,000
All Organizations	176	1	6.2	\$100,349	\$28,600	\$65,925	\$85,750	\$117,600	\$345,000	34.66%	60.66%	25.00%		\$100,349	\$28,600	\$65,925	\$85,750	\$117,600	\$345,000

This section of each report shows how the data has changed from 2011 to 2012.

Each field in this report will display the positive or negative percentage change in the data from 2011 to 2012.

#### Changes in Data from 2011 - 2012

The report below shows how the data has changed in each field from 2011 to 2012. A positive percentage represents a number that has increased in value from 2011 to 2012, and a percentage with a negative sign represents a number that has decreased in value from 2011 to 2012. This symbol ">" will be used whenever a positive percentage change is greater than 100 percent. A hyphen (-) is displayed when comparable data is not available.

Scope				Base Salary					Bonus				Total Cash Compensation						
	# of Full Time EMPs	# of Years With ORG		AVG	MIN	25th PCTL	Median	75th PCTL	MAX	% of ORGs Paying	% of Eligible EMPs RCVNG	MAX % Payout	AVG % Paid	AVG	MIN	25th PCTL	Median	75th PCTL	MAX
All Organizations	-0.08%	9.06%		0.45%	43.00%	2.05%	2.13%	-7.04%	10.79%	21.31%	-16.60%	-7.41%	-6.05%	0.52%	43.00%	1.66%	2.13%	-10.45%	13.95%

## Finding and Using the Compensation Data

This section will help you understand what information is available within the compensation reports and where to find it. Each report section presents unique information that can be used to quickly assess market competitiveness and benchmark compensation practices. The compensation data is organized and displayed through four different reports. When used in combination, the report sections provide a comprehensive view of compensation practices throughout all levels of an organization.

### Quick Guide to the Compensation Report Sections

Type of Information Needed	Where to Find the Information
✓ Salary and bonus information for a single position	• Individual Job Title Reports
✓ Compensation data for a department or group of related positions	• Job Family Reports
✓ Compensation data for all positions within the organization	• Operating Unit Compensation Costs & Practices Report
✓ Employee data and compensation practices for the whole organization	• Employee Turnover & Salary Increases Report

The information available within each report section is presented by multiple views to allow for easy comparisons against relevant peer organizations by geographic location, operating budget, or field of work. Each compensation segment below contains a brief description of the information available within the report section. Look for the [Suggested Uses for the Data](#) component for recommendations and guidance on how the data might be used for comparison purposes.

### Individual Job Title Reports

Individual Job Title reports provide base salary, bonus information, and total cash compensation data for a specific position title. Each report includes:

- Benchmark Job Description Used for the Position
- Total Number of Organizations Reporting Data for the Position
- Average Number of Full-Time Employees within the Position
- Average Number of Years Employed with the Organization
- Base Salary Compensation Statistics
- Percentage of Organizations Offering Bonus Pay
- Percentage of Employees Receiving Bonus Pay
- Maximum Bonus Offered
- Average Bonus Pay Received
- Total Cash Compensation Statistics



### ***Suggested Uses for the Data:***

- ✓ Benchmark your organization's base salary or total cash compensation practices for a specific job title.
- ✓ Compare employee length of service for a specific position within your organization.
- ✓ Evaluate your organization's bonus or incentive pay practices for a particular position.
- ✓ Find comparable data to satisfy IRS Intermediate Sanctions documentation requirements for your organization's top executives.

## **Job Family Reports**

Job Family reports provide a department level view of compensation data for a group of related jobs. 28 unique Job Family Reports are displayed within the compensation section of the report. Each Job Family report includes:

- Listing of the Individual Position Titles Included within the Job Family
- Number of Organizations Reporting Data for the Job Family
- Number of Full-Time Employees within the Job Family
- Number of Years Job Family Employees have been with the Organization
- Total Cash Compensation Cost for each Employee within the Job Family
- Total Cash Compensation Cost Statistics for the Job Family
- Percentage of Job Family Total Cash Compensation Costs Comprised of Bonus Pay
- Percentage of Organizations Offering Bonus Pay to Job Family Positions
- Percentage of Employees within the Job Family Receiving Bonus Pay

### ***Suggested Uses for the Data:***

- ✓ Benchmark your organization's compensation costs for a department or group of related positions.
- ✓ Compare employee tenure within your organization at a department level.
- ✓ Evaluate your organization's incentive or bonus pay practices for a particular department.

## **Operating Unit Compensation Costs & Practices Report**

The Operating Unit report provides aggregated compensation data for all positions within an organization. Each report includes:

- Number of Organizations Reporting Data
- Number of Full-Time Employees within the Organization
- Number of Years Employees have been with the Organization
- Total Cash Compensation Costs for each Employee within the Organization
- Total Cash Compensation Cost Statistics for the Organization
- Percentage of Total Cash Compensation Comprised of Bonus Pay
- Percentage of Organizations Offering Bonus Pay
- Percentage of Employees Receiving Bonus Pay

### ***Suggested Uses for the Data:***

- ✓ Benchmark your organization's total compensation costs.
- ✓ Compare the organization's overall employee tenure and retention practices.
- ✓ Evaluate your organization's incentive or bonus pay practices.

## **Employee Turnover & Salary Increases Report**

This report section provides aggregated employee turnover & salary increase data at the organization level. Each report includes:

- Number of Organizations Reporting Data
- Number of Full-Time Employees within the Organization
- Percentage of Full-Time Exempt Level Staff
- Number of Part-Time Employees within the Organization
- Number of Years Employees have been with the Organization
- Full-Time Employee Turnover Statistics
- Annual Salary Increases for Prior Year
- Projected Salary Increases for Current Year

### ***Suggested Uses for the Data:***

- ✓ Benchmark your organization's full-time employee turnover.
- ✓ Analyze the organization's mix of exempt versus non-exempt employees.
- ✓ Compare the organization's projected and prior year annual salary increase practices.
- ✓ Evaluate the competitiveness of the organization's staffing model.

SAMPLE

## Finding and Using the Benefits Data

This section will help you understand what information is available within the benefit reports and where to find it. Each report section presents unique information that can be used to quickly assess market competitiveness and benefit practices. The benefits data is organized and displayed through eighteen different reports. When used in combination, the report sections provide a complete view of benefit practices throughout the nonprofit sector.

### Quick Guide to the Benefit Report Sections

Type of Information Needed	Where to Find the Information
✓ Information about general benefits offered to employees	• General Benefit Offerings Report
✓ Flexible Spending Accounts offerings and practices	• Flexible Spending Accounts Report
✓ Type of leave benefits provided and number of days offered (e.g. vacation leave)	• Organizational Leave Reports
✓ Methods used to compensate employees for overtime	• Overtime Practices Report
✓ Medical plans offered and employee eligibility and participation rates	• Medical Plan Offerings Report
✓ Dental plans offered and employee eligibility and participation rates	• Dental Plan Offerings Report
✓ Vision plans offered and employee eligibility and participation rates	• Vision Plan Offerings Report
✓ Costs paid by the organization for employee for medical coverage	• Medical Plan Costs Report
✓ Costs paid by the organization for employee for dental coverage	• Dental Plan Costs Report
✓ Costs paid by the organization for employee for vision coverage	• Vision Plan Costs Report
✓ Prescription drug plan benefits and employee costs	• Prescription Drug Plan Offerings & Costs Report
✓ Life insurance and disability plan offerings and employee participation	• Life Insurance & Disability Plan Offerings Report
✓ Timeframe employees must wait before life and disability benefits are available	• Life Insurance & Disability Plan Eligibility Report
✓ Retirement plan options and employee participation	• Retirement Plan Offerings Report
✓ Employee vesting periods for retirement plans	• Retirement Plan Eligibility Report
✓ Maximum organization and employee retirement plan contributions	• Retirement Plan Contributions Report
✓ Additional perks offered to key executive positions	• Executive Benefit Offerings Report
✓ Composition and use of employment agreements for key executives	• Executive Employment Agreement Reports

The information available within each report section is presented by multiple views to allow for easy comparisons against relevant peer organizations by geographic location, operating budget, number of employees, or field of work. Each benefit segment below contains a brief description of the information available within the report section. Look for the *Suggested Uses for the Data* component for recommendations and guidance on how the data might be used for comparison purposes.

## General Benefit Offerings Report

This report section provides information about 34 different general benefits that are offered by organizations to their employees. Each report includes:

- Number of Organizations Reporting Data
- Percentage of Organizations Offering Each Benefit Type

### *Suggested Uses for the Data:*

- ✓ Benchmark your organization's general benefit practices.
- ✓ Identify additional benefits that can be offered to increase market competitiveness.
- ✓ Evaluate the competitiveness of the organization's benefit package.

## Flexible Spending Accounts Report

The Flexible Spending Account report provides information on healthcare and dependent care account usage and practices. Each report includes:

- Number of Organizations Reporting Data
- Percentage of Organizations Offering Flexible Spending Account Programs
- Maximum Employee Contribution Statistics

### *Suggested Uses for the Data:*

- ✓ Analyze the use of flexible spending account benefit programs within the marketplace.
- ✓ Evaluate the competitiveness of your organization's flexible spending account program.

## Organizational Leave Reports

*Includes the following 9 Report Sections: Paid Vacation Leave, Paid Sick Leave, Paid Corporate Holidays, Paid Floating Holidays, Paid Personal Days, Paid Bereavement, Extended Sick Leave Pool, Paid Time Off (PTO), Family and Medical Leave (FMLA) with Pay*

These reports provide data on the number of leave days provided to employees based upon the length of service with the organization. Each report includes:

- Number of Organizations Reporting Data
- Percentage of Organizations Offering Each Benefit Type
- Number of Leave Days Offered to Employees by Length of Employment with the Organization
- Percentage of Organizations Offering Benefits to Part-Time Employees

### ***Suggested Uses for the Data:***

- ✓ Benchmark your organization's employee leave practices.
- ✓ Identify emerging market trends in the use of employee leave programs.
- ✓ Evaluate the competitiveness of the organization's employee leave practices for part-time staff.

## **Overtime Practices Report**

This report section provides information on how organizations compensate employees that work overtime. The report provides data on employees classified by the Fair Labor Standards Act as exempt and non-exempt. Each report includes:

- Number of Organizations Reporting Data
- Percentage of Organizations Utilizing Each Compensation Method

### ***Suggested Uses for the Data:***

- ✓ Benchmark your organization's overtime practices for exempt and non-exempt staff.

## **Medical, Dental and Vision Plan Offering Reports**

These reports provide information on the scope and usage of medical, dental and vision plans made available by organizations to their employees. Each report includes:

- Number of Organizations Reporting Data
- Percentage of Organizations Offering Plan Benefits
- Percentage of Organizations Offering Each Plan Type
- Percentage of Employees Enrolled in Each Plan Type
- Eligibility Time Frame Requirements for Employee Plan Participation
- Percentage of Organizations Offering Plan Coverage to Part-Time Employees
- Percentage of Organizations Offering Reimbursement for Medical Plan Opt-Out

### ***Suggested Uses for the Data:***

- ✓ Benchmark your organization's medical, dental, or vision plan offerings.
- ✓ Identify emerging market trends in the use of medical, dental and vision plans.
- ✓ Assess the competitiveness of the organization's employee eligibility time frame for plan participation.
- ✓ Evaluate your organization's practice of providing medical, dental or vision plan benefits to part-time staff.

## **Medical, Dental and Vision Plan Cost Reports**

These reports show the monthly cost and percentage of the cost paid by the organization for all medical, dental and vision plan offerings. Each report includes:

- Number of Organizations Reporting Data
- Total Monthly Cost for Plan Coverage
- Percentage of Monthly Cost Paid By the Organization

### ***Suggested Uses for the Data:***

- ✓ Benchmark your organization's medical, dental, or vision plan costs.
- ✓ Identify opportunities to reduce medical, dental, and vision plan costs.
- ✓ Evaluate the competitiveness of the organization's premium cost share coverage for each medical, dental, or vision plan offered.

## **Prescription Drug Plan Offerings & Costs Report**

This report provides data on prescription drug plan offerings and the costs associated with filling a prescription through retail and mail order pharmacies. Each report includes:

- Number of Organizations Reporting Data
- Percentage of Organizations Offering Prescription Drug Plan Benefits
- Cost to Fill a 30-Day Supply of Medication at a Retail Pharmacy
- Cost to Fill a 90-Day Supply of Medication Through a Mail Order Pharmacy

### ***Suggested Uses for the Data:***

- ✓ Compare your organization's prescription drug plan costs.
- ✓ Identify opportunities to reduce prescription drug plan costs.

## **Life Insurance & Disability Plan Offerings Report**

This report provides information on the types of life insurance and disability plans offered to employees and participation rates by plan type. Each report includes:

- Number of Organizations Reporting Data
- Percentage of Organizations Offering Each Plan Type
- Percentage of Employees Enrolled in Each Plan Type
- Percentage of Organizations Offering Plan Coverage to Part-Time Employees

### ***Suggested Uses for the Data:***

- ✓ Benchmark your organization's life insurance and disability plan offerings.
- ✓ Evaluate the participation rates of your employees within each plan type.

## **Life Insurance & Disability Plan Eligibility Report**

This report provides information on life insurance and disability plans eligibility time frames for each plan type offered to employees. Each report includes:

- Number of Organizations Reporting Data
- Eligibility Time Frame Requirements for Employee Plan Participation

### ***Suggested Uses for the Data:***

- ✓ Assess the competitiveness of the organization's employee eligibility time frame for plan participation.

## Retirement Plan Offerings Report

This report provides information on the types of retirement plans offered to employees and participation rates by plan type. Each report includes:

- Number of Organizations Reporting Data
- Percentage of Organizations Offering Each Plan Type
- Percentage of Employees Enrolled in Each Plan Type
- Percentage of Organizations Offering Plan Coverage to Part-Time Employees

### *Suggested Uses for the Data:*

- ✓ Compare your organization's retirement plan offerings.
- ✓ Evaluate employee participation rates within each plan type.

## Retirement Plan Eligibility Report

This report provides information on retirement benefits eligibility time frames for each retirement plan option offered to employees. Each report includes:

- Number of Organizations Reporting Data
- Eligibility Time Frame Requirements for Employee Plan Participation

### *Suggested Uses for the Data:*

- ✓ Assess the competitiveness of the organization's employee eligibility time frame for plan participation.

## Retirement Plan Contributions Report

This report shows the maximum percentage an organization will contribute to each plan type as a percentage of an employee's salary. Each report includes:

- Number of Organizations Reporting Data
- Maximum Organization Contribution by Plan Type

### *Suggested Uses for the Data:*

- ✓ Benchmark your organization's retirement plan benefits.
- ✓ Identify opportunities to reduce retirement plan costs.

## Executive Benefit Offerings Report

Reports are provided for the following 15 Executive Positions: Chief Executive Officer/ President/Executive Director, Chancellor/President, Chief Operating Officer/Associate Executive Director, Executive Vice President, Chief Administrative Officer, Chief Advocacy Officer, Chief Development Officer, Chief Financial Officer, Chief Human Resources Officer, Chief Information Officer, Chief Marketing Officer, Chief Medical Officer, Chief Program Officer, Chief Scientific Officer, Chief of Staff

These reports provide market data on the percentage of organizations that offer 11 additional benefits to executive level positions. Each report includes:

- Number of Organizations Reporting Data
- Percentage of Organizations Offering Additional Benefits for Executives
- Percentage of Organizations Offering Each Benefit Type

### **Suggested Uses for the Data:**

- ✓ Evaluate the competitiveness of the organization's executive compensation package.
- ✓ Find comparable data to satisfy IRS Intermediate Sanctions documentation requirements for your organization's top executives.
- ✓ Identify additional benefits that can be offered to increase market competitiveness.

## Executive Employment Agreement Reports

Reports are provided for the following 15 Executive Positions: Chief Executive Officer/ President/Executive Director, Chancellor/President, Chief Operating Officer/Associate Executive Director, Executive Vice President, Chief Administrative Officer, Chief Advocacy Officer, Chief Development Officer, Chief Financial Officer, Chief Human Resources Officer, Chief Information Officer, Chief Marketing Officer, Chief Medical Officer, Chief Program Officer, Chief Scientific Officer, Chief of Staff

These reports provide information on the use of five popular contract terms found within employment agreements. The reports also cover the length of the agreement and the percentage of organizations that use employment agreements for each position. Each report includes:

- Number of Organizations Reporting Data
- Percentage of Organizations Utilizing Employment Agreements for Executives
- Number of Years the Employment Agreement Covers
- Percentage of Organizations that Utilize Each Contract Term

### **Suggested Uses for the Data:**

- ✓ Benchmark your organization's employment agreement practices.
- ✓ Identify what components and contract terms are used most frequently.
- ✓ Evaluate the competitiveness of the organization's executive compensation package.



## Report Presentation Views

The information within the report is presented by multiple reporting views to allow the user to quickly identify the most relevant data set for comparison. The following four distinct reporting views are used throughout the report to display the data: 1) Operating Budget, 2) Geographic Region, 3) Field of Work, and 4) Number of Employees. Each section within the report utilizes three of the available reporting views to present the data. The reporting views utilized are dependent upon the content and the relevance to the data being displayed. Each of the four reporting views contains predefined “bands” or subcategories that organize the display of the data. One additional aspect of each reporting view is the All Organizations row. The All Organizations row provides a summary of the data being displayed within each band of the reporting view. See the charts below for definitions of the bands displayed within the reporting views.

Geographic Region	States within the Region
<b>Northeast U.S.</b>	Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont
<b>Southeast U.S.</b>	Alabama, District of Columbia, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, West Virginia
<b>North Central U.S.</b>	Illinois, Indiana, Iowa, Michigan, Minnesota, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin
<b>South Central U.S.</b>	Arkansas, Louisiana, Missouri, Oklahoma, Texas, Kansas
<b>Northwest U.S.</b>	Alaska, California, Hawaii, Idaho, Montana, Oregon, Washington, Wyoming
<b>Southwest U.S.</b>	Arizona, Colorado, Nevada, New Mexico, Utah

<b>Operating Budget</b> (Organization Fiscal-Year Operating Expenses)
<b>Less than \$499,999</b>
<b>\$500,000 - \$999,999</b>
<b>\$1,000,000 - \$2,499,999</b>
<b>\$2,500,000 - \$4,999,999</b>
<b>\$5,000,000 - \$9,999,999</b>
<b>\$10,000,000 - \$24,999,999</b>
<b>\$25,000,000 - \$49,999,999</b>
<b>\$50,000,000 or more</b>

<b>Number of Employees</b> (Full Time Staff)
<b>1-10</b>
<b>11-25</b>
<b>26-50</b>
<b>51-100</b>
<b>101-200</b>
<b>201 or more</b>

<b>Field of Work</b>	<b>Sub-Categories</b>
Arts, Culture, and Humanities	Arts, Culture, and Humanities
Education	Educational Institutions
Environment and Animal	Environmental Quality Protection, Beautification Animal Related
Health	Health - General & Rehabilitative Mental Health, Crisis Intervention Disease, Disorders, Medical Disciplines Medical Research
Human Services	Crime, Legal Related Employment, Job Related Agriculture, Food, Nutrition Housing, Shelter Public Safety, Disaster Preparedness and Relief Recreation, Sports, Leisure, Athletics Youth Development Human Services
International, Foreign Affairs	International, Foreign Affairs, and National Security
Public, Societal Benefit	Civil Rights, Social Actions, Advocacy Community Improvement, Capacity Building Philanthropy, Voluntarism, and Grantmaking Science and Technology Research Institutes Social Science Research Institute Public, Society Benefit
Religion Related	Religion, Spiritual Development
Mutual/Membership Benefit	Mutual/Membership Benefit Organizations, Other
Unknown, Unclassified	Unknown

# Compensation Section

SAMPLE

# Administrative/General Office Job Family

## Detailed Analysis

Administration Director; Administrative Assistant, Intermediate Level; Administrative Assistant, Junior Level; Administrative Assistant, Senior Level; Data Entry Operator; Data Entry Supervisor; Executive Assistant; File Clerk; Mail Clerk; Meetings and Events Manager/Planner; Office Manager; Receptionist

Scope			Operating Metrics		Total Cash Compensation as a % of the Operating Budget						Bonus Practices		
Operating Budget	# of ORGs	# of Full Time EMPs	# of Years With ORG	Cost Per EMP	AVG	MIN	25th PCTL	Median	75th PCTL	MAX	% of Total Cash COMP	% of ORGs Paying	% of Eligible EMPs RCVNG
											\$0 to \$499,999	100	1
\$500,000 to \$999,999	101	1	5.7	\$36,108	7.02%	1.51%	4.56%	5.82%	8.53%	22.00%	0.48%	33.66%	58.82%
\$1,000,000 to \$2,499,999	156	2	6.4	\$36,607	4.66%	1.32%	2.43%	3.42%	5.70%	31.07%	0.75%	39.74%	61.53%
\$2,500,000 to \$4,999,999	87	2	5.7	\$37,044	2.60%	0.59%	1.08%	2.11%	3.79%	8.26%	0.40%	28.74%	45.69%
\$5,000,000 to \$9,999,999	72	5	5.9	\$37,570	2.37%	0.41%	1.09%	1.85%	3.27%	7.54%	0.56%	26.39%	48.25%
\$10,000,000 to \$24,999,999	50	8	7.8	\$36,307	1.98%	0.11%	0.68%	1.28%	2.07%	13.78%	0.24%	22.00%	36.74%
\$25,000,000 to \$49,999,999	13	11	7.1	\$34,673	1.11%	0.35%	0.94%	1.11%	1.33%	1.81%	0.14%	23.08%	88.89%
\$50,000,000 or More	6	19	7.1	\$41,369	0.81%	0.05%	0.26%	0.40%	1.05%	2.56%	0.88%	50.00%	31.96%
All Organizations	585	3	6.2	\$36,496	6.16%	0.05%	1.90%	3.87%	7.12%	58.18%	0.50%	31.62%	53.73%

Scope			Operating Metrics		Total Cash Compensation as a % of the Operating Budget						Bonus Practices		
Field of Work	# of ORGs	# of Full Time EMPs	# of Years With ORG	Cost Per EMP	AVG	MIN	25th PCTL	Median	75th PCTL	MAX	% of Total Cash COMP	% of ORGs Paying	% of Eligible EMPs RCVNG
											Arts, Culture, and Humanities	68	2
Education	39	2	6.9	\$38,567	6.92%	0.33%	2.69%	4.17%	7.56%	51.67%	0.57%	17.95%	71.43%
Environment and Animals	19	2	6.3	\$41,022	4.70%	0.11%	1.39%	2.68%	5.88%	26.34%	0.69%	42.11%	50.00%
Health	78	4	6.5	\$37,600	5.34%	0.24%	1.85%	3.72%	6.18%	38.89%	0.43%	29.49%	41.13%
Human Services	250	3	6.0	\$34,327	4.69%	0.05%	1.58%	3.06%	5.33%	36.00%	0.43%	32.00%	53.79%
International, Foreign Affairs	3	2	3.8	\$32,333	2.70%	-	-	-	-	-	1.08%	33.33%	100.00%
Public, Societal Benefit	90	3	6.3	\$37,872	7.22%	0.54%	2.67%	4.80%	7.88%	50.00%	0.64%	28.89%	60.64%
Religion Related	9	2	9.6	\$34,257	14.00%	2.24%	5.38%	10.65%	17.08%	35.29%	0.10%	22.22%	50.00%
Mutual, Membership Benefit	17	2	6.8	\$39,939	9.78%	0.90%	5.45%	7.00%	11.81%	29.82%	0.29%	41.18%	42.86%
Unknown, Unclassified	12	2	7.2	\$46,003	7.41%	0.92%	2.63%	3.51%	8.91%	31.07%	1.41%	58.33%	52.14%
All Organizations	585	3	6.2	\$36,496	6.16%	0.05%	1.90%	3.87%	7.12%	58.18%	0.50%	31.62%	53.73%

## Administrative/General Office Job Family

### Detailed Analysis

Scope			Operating Metrics		Total Cash Compensation as a % of the Operating Budget						Bonus Practices		
Geographic Region	# of ORGs	# of Full Time EMPs	# of Years With ORG	Cost Per EMP	AVG	MIN	25th PCTL	Median	75th PCTL	MAX	% of Total Cash COMP	% of ORGs Paying	% of Eligible EMPs RCVNG
Northeast U.S.	294	3	6.7	\$36,525	6.22%	0.24%	2.00%	4.13%	7.29%	58.18%	0.44%	30.27%	49.41%
Southeast U.S.	79	2	6.4	\$35,761	6.97%	0.41%	2.08%	3.64%	7.42%	51.67%	0.59%	40.51%	55.73%
North Central U.S.	83	3	6.4	\$35,540	6.89%	0.41%	1.88%	4.00%	9.82%	38.89%	0.27%	20.48%	58.82%
South Central U.S.	36	3	5.5	\$35,314	5.50%	0.33%	1.86%	3.70%	5.98%	30.00%	0.73%	41.67%	71.11%
Northwest U.S.	63	3	4.8	\$38,735	5.05%	0.05%	1.51%	3.00%	6.25%	35.29%	0.35%	28.57%	47.76%
Southwest U.S.	30	2	4.7	\$37,506	4.49%	0.53%	2.04%	3.86%	5.32%	24.38%	1.48%	46.67%	59.52%
All Organizations	585	3	6.2	\$36,496	6.16%	0.05%	1.90%	3.87%	7.12%	58.18%	0.50%	31.62%	53.73%

### Changes in Data from 2011 - 2012

The report below shows how the data has changed in each field from 2011 to 2012. A positive percentage represents a number that has increased in value from 2011 to 2012, and a percentage with a negative sign represents a number that has decreased in value from 2011 to 2012. This symbol ">" will be used whenever a positive percentage change is greater than 100 percent. A hyphen (-) is displayed when comparable data is not available.

Scope		Operating Metrics		Total Cash Compensation as a % of the Operating Budget						Bonus Practices		
	# of Full Time EMPs	# of Years With ORG	Cost Per EMP	AVG	MIN	25th PCTL	Median	75th PCTL	MAX	% of Total Cash COMP	% of ORGs Paying	% of Eligible EMPs RCVNG
All Organizations	-6.38%	4.70%	-0.84%	-13.05%	> 100%	-13.05%	-7.21%	-6.89%	-10.49%	-1.71%	3.24%	-11.87%

# Administrative Assistant, Intermediate Level -- Position Code: 2001

## Detailed Analysis

Performs routine clerical and administrative functions such as drafting correspondence, scheduling appointments and travel, organizing and maintaining paper and electronic files, updating databases, or providing information to callers. Prepares and formats reports, presentations, program materials, and other documents as necessary using the full suite of office productivity software.

Scope				Base Salary						Bonus				Total Cash Compensation					
Operating Budget	# of ORGs	# of Full Time EMPs	# of Years With ORG	AVG	MIN	25th PCTL	Median	75th PCTL	MAX	% of ORGs Paying	% of Eligible EMPs RCVNG	MAX % Payout	AVG % Paid	AVG	MIN	25th PCTL	Median	75th PCTL	MAX
\$500,000 to \$999,999	21	1	3.8	\$27,223	\$17,300	\$24,960	\$28,000	\$30,000	\$36,100	33.33%	57.14%	5.00%	1.73%	\$27,361	\$17,300	\$25,000	\$28,000	\$30,000	\$36,100
\$1,000,000 to \$2,499,999	50	1	4.5	\$29,850	\$14,976	\$26,250	\$29,376	\$33,879	\$49,200	30.00%	50.00%	10.00%	1.94%	\$30,048	\$14,976	\$26,250	\$29,526	\$33,879	\$49,200
\$2,500,000 to \$4,999,999	35	2	4.7	\$34,317	\$14,500	\$29,040	\$33,100	\$38,250	\$56,400	31.43%	32.32%	10.00%	1.78%	\$34,494	\$14,500	\$29,040	\$33,100	\$38,250	\$56,400
\$5,000,000 to \$9,999,999	43	2	5.0	\$31,970	\$21,700	\$29,000	\$31,200	\$34,768	\$47,400	23.26%	50.00%	29.00%	3.65%	\$32,218	\$21,700	\$29,000	\$31,200	\$35,405	\$47,400
\$10,000,000 to \$24,999,999	43	4	8.0	\$32,588	\$19,800	\$27,000	\$32,000	\$36,350	\$53,600	13.95%	30.56%	5.00%	1.42%	\$32,670	\$19,800	\$27,000	\$32,000	\$36,350	\$54,850
\$25,000,000 to \$49,999,999	17	7	6.3	\$30,984	\$23,300	\$27,040	\$31,000	\$34,000	\$43,000	11.76%	100.00%	3.50%	2.34%	\$31,063	\$23,300	\$27,040	\$31,000	\$34,000	\$43,500
\$50,000,000 or More	20	23	7.2	\$36,283	\$24,088	\$33,450	\$35,650	\$36,563	\$52,000	20.00%	55.00%	12.00%	1.16%	\$36,353	\$24,088	\$33,450	\$35,650	\$36,563	\$52,932
All Organizations	253	4	5.4	\$31,285	\$11,700	\$26,500	\$30,160	\$35,000	\$56,400	23.72%	46.81%	29.00%	2.05%	\$31,435	\$11,700	\$26,500	\$30,600	\$35,000	\$56,400

Scope				Base Salary						Bonus				Total Cash Compensation					
Field of Work	# of ORGs	# of Full Time EMPs	# of Years With ORG	AVG	MIN	25th PCTL	Median	75th PCTL	MAX	% of ORGs Paying	% of Eligible EMPs RCVNG	MAX % Payout	AVG % Paid	AVG	MIN	25th PCTL	Median	75th PCTL	MAX
Education	16	1	7.8	\$31,187	\$15,700	\$27,438	\$31,550	\$34,625	\$44,000	25.00%	75.00%	10.00%	4.60%	\$31,581	\$15,700	\$27,438	\$31,550	\$35,375	\$44,500
Environment and Animals	8	2	5.8	\$37,801	\$23,000	\$30,650	\$37,500	\$42,952	\$56,400	37.50%	0.00%	0.00%	0.00%	\$37,801	\$23,000	\$30,650	\$37,500	\$42,952	\$56,400
Health	43	9	4.8	\$33,179	\$15,600	\$29,109	\$33,514	\$36,300	\$52,000	25.58%	47.27%	12.00%	1.59%	\$33,311	\$15,600	\$29,109	\$33,514	\$36,300	\$52,932
Human Services	120	4	5.4	\$29,915	\$11,700	\$26,000	\$29,000	\$33,708	\$53,600	23.33%	48.41%	29.00%	1.37%	\$30,001	\$11,700	\$26,000	\$29,000	\$33,708	\$54,850
International, Foreign Affairs	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public, Societal Benefit	38	2	5.5	\$34,188	\$20,800	\$29,786	\$33,850	\$37,975	\$53,200	21.05%	66.67%	25.43%	5.35%	\$34,559	\$20,800	\$29,786	\$34,950	\$38,136	\$54,500
Religion Related	5	1	7.4	\$29,276	\$17,300	\$28,000	\$30,600	\$35,000	\$35,480	0.00%	0.00%	0.00%	0.00%	\$29,276	\$17,300	\$28,000	\$30,600	\$35,000	\$35,480
Mutual, Membership Benefit	4	2	2.6	\$26,740	\$17,000	\$22,970	\$27,480	\$31,250	\$35,000	25.00%	0.00%	0.00%	0.00%	\$26,740	\$17,000	\$22,970	\$27,480	\$31,250	\$35,000
Unknown, Unclassified	2	2	4.0	\$28,100	-	-	-	-	-	50.00%	0.00%	0.00%	0.00%	\$28,100	-	-	-	-	-
All Organizations	253	4	5.4	\$31,285	\$11,700	\$26,500	\$30,160	\$35,000	\$56,400	23.72%	46.81%	29.00%	2.05%	\$31,435	\$11,700	\$26,500	\$30,600	\$35,000	\$56,400

# Administrative Assistant, Intermediate Level -- Position Code: 2001

## Detailed Analysis

Scope				Base Salary						Bonus				Total Cash Compensation					
Geographic Region	# of ORGs	# of Full Time EMPs	# of Years With ORG	AVG	MIN	25th PCTL	Median	75th PCTL	MAX	% of ORGs Paying	% of Eligible EMPs RCVNG	MAX % Payout	AVG % Paid	AVG	MIN	25th PCTL	Median	75th PCTL	MAX
Southeast U.S.	39	4	4.9	\$30,498	\$14,976	\$26,150	\$29,200	\$34,950	\$51,000	25.64%	40.00%	5.00%	0.89%	\$30,557	\$14,976	\$26,150	\$29,200	\$34,950	\$51,000
North Central U.S.	38	3	6.1	\$31,380	\$18,000	\$27,000	\$30,500	\$34,869	\$48,000	13.16%	40.00%	29.00%	0.99%	\$31,420	\$18,000	\$27,000	\$30,500	\$34,975	\$48,000
South Central U.S.	20	14	5.0	\$29,776	\$15,600	\$24,000	\$29,700	\$34,200	\$50,000	30.00%	33.33%	10.00%	1.80%	\$29,886	\$15,600	\$24,750	\$29,925	\$34,388	\$50,000
Northwest U.S.	30	2	3.5	\$32,814	\$11,700	\$29,714	\$33,700	\$38,511	\$53,600	23.33%	43.65%	5.00%	1.57%	\$32,956	\$11,700	\$29,725	\$33,700	\$38,511	\$54,850
Southwest U.S.	16	1	3.3	\$31,934	\$20,800	\$27,813	\$30,300	\$33,500	\$56,400	43.75%	71.43%	25.43%	6.50%	\$32,849	\$20,800	\$27,888	\$30,380	\$38,025	\$56,400
All Organizations	253	4	5.4	\$31,285	\$11,700	\$26,500	\$30,160	\$35,000	\$56,400	23.72%	46.81%	29.00%	2.05%	\$31,435	\$11,700	\$26,500	\$30,600	\$35,000	\$56,400

## Changes in Data from 2011 - 2012

The report below shows how the data has changed in each field from 2011 to 2012. A positive percentage represents a number that has increased in value from 2011 to 2012, and a percentage with a negative sign represents a number that has decreased in value from 2011 to 2012. This symbol ">" will be used whenever a positive percentage change is greater than 100 percent. A hyphen (-) is displayed when comparable data is not available.

Scope			Base Salary						Bonus				Total Cash Compensation					
	# of Full Time EMPs	# of Years With ORG	AVG	MIN	25th PCTL	Median	75th PCTL	MAX	% of ORGs Paying	% of Eligible EMPs RCVNG	MAX % Payout	AVG % Paid	AVG	MIN	25th PCTL	Median	75th PCTL	MAX

# Employee Benefits Section

SAMPLE



# Medical Plan Offerings

## Detailed Analysis

Scope			Medical Plan Offerings & Employee Participation Rates									
# of Employees	# of ORGs	% of ORGs Offering	PPO Plan		HMO Plan		POS Plan		HDHP Plan		Indemnity Plan	
			% of ORGs Offering	% of EMPs in Plan	% of ORGs Offering	% of EMPs in Plan	% of ORGs Offering	% of EMPs in Plan	% of ORGs Offering	% of EMPs in Plan	% of ORGs Offering	% of EMPs in Plan
1-10	515	71.26%	61.31%	70.21%	28.88%	58.58%	5.45%	54.73%	10.35%	53.63%	2.45%	70.33%
11-25	183	97.27%	58.43%	57.36%	34.83%	52.53%	13.48%	50.79%	22.47%	50.86%	1.12%	22.50%
26-50	82	97.56%	62.50%	50.49%	28.75%	57.87%	17.50%	61.98%	23.75%	58.30%	2.50%	18.00%
51-100	82	98.78%	61.73%	54.21%	40.74%	64.86%	14.81%	45.79%	28.40%	37.58%	2.47%	15.85%
101-200	58	100.00%	56.90%	54.77%	39.66%	64.10%	17.24%	49.60%	25.86%	39.50%	0.00%	0.00%
201 or more	64	100.00%	60.94%	59.67%	35.94%	57.24%	21.88%	41.51%	25.00%	28.82%	0.00%	0.00%
All Organizations	984	84.15%	60.51%	62.14%	32.61%	58.25%	11.35%	51.15%	18.24%	47.01%	1.81%	49.71%

Scope			Eligibility Time Frame for Employee Participation in Medical Plans			
# of Employees	# of ORGs	% of ORGs Offering	% of ORGs Offering			
			on EMP Start Date	Following EMP Start Date	Following EMP Start Date	
1-10	515	71.26%	25.34%	24.52%	14.44%	29.70%
11-25	183	97.27%	15.17%	32.58%	22.47%	24.16%
26-50	82	97.56%	22.50%	23.75%	22.50%	22.50%
51-100	82	98.78%	12.35%	35.80%	27.16%	17.28%
101-200	58	100.00%	12.07%	20.69%	27.59%	32.76%
201 or more	64	100.00%	4.69%	25.00%	28.13%	29.69%
All Organizations	984	84.15%	19.08%	27.05%	20.17%	26.81%

Part Time Employee Coverage	Medical Plan Opt Out
% of ORGs Offering Benefit to Part Time EMPs	% of ORGs Offering Opt Out Benefit Option To EMPs
22.83%	21.25%
26.19%	20.22%
28.77%	28.75%
42.67%	22.22%
29.63%	18.97%
42.86%	23.44%
27.98%	21.86%

# Medical Plan Offerings

## Detailed Analysis

Scope			Medical Plan Offerings & Employee Participation Rates									
Field of Work	# of ORGs	% of ORGs Offering	PPO Plan		HMO Plan		POS Plan		HDHP Plan		Indemnity Plan	
			% of ORGs Offering	% of EMPs in Plan	% of ORGs Offering	% of EMPs in Plan	% of ORGs Offering	% of EMPs in Plan	% of ORGs Offering	% of EMPs in Plan	% of ORGs Offering	% of EMPs in Plan
Arts, Culture, and Humanities	134	79.10%	50.94%	65.90%	37.74%	65.98%	9.43%	46.36%	12.26%	59.45%	1.89%	75.00%
Education	67	82.09%	70.91%	53.36%	32.73%	50.56%	7.27%	45.75%	23.64%	37.77%	0.00%	0.00%
Environment and Animals	57	66.67%	50.00%	61.20%	36.84%	71.89%	7.89%	96.67%	15.79%	63.33%	10.53%	54.75%
Health	128	90.63%	63.79%	64.94%	38.79%	49.04%	10.34%	42.51%	16.38%	52.35%	1.72%	37.50%
Human Services	387	88.11%	56.01%	58.77%	30.79%	61.86%	14.08%	53.19%	21.99%	40.99%	1.17%	43.93%
International, Foreign Affairs	7	57.14%	75.00%	61.00%	50.00%	47.00%	25.00%	33.00%	0.00%	0.00%	0.00%	0.00%
Public, Societal Benefit	148	82.43%	76.23%	65.54%	26.23%	50.81%	8.20%	58.81%	12.30%	55.18%	2.46%	42.00%
Religion Related	12	75.00%	66.67%	75.50%	22.22%	61.50%	0.00%	0.00%	22.22%	25.25%	0.00%	0.00%
Mutual, Membership Benefit	23	82.61%	63.16%	66.65%	36.84%	63.00%	15.79%	42.34%	10.53%	44.01%	0.00%	0.00%
Unknown, Unclassified	21	85.71%	55.56%	76.79%	27.78%	37.33%	16.67%	20.07%	33.33%	69.92%	0.00%	0.00%
All Organizations	984	84.15%	60.51%	62.14%	32.61%	58.25%	11.35%	51.15%	18.24%	47.01%	1.81%	49.71%

Scope			Eligibility Time Frame for Employee Participation in Medical Plans			
Field of Work	# of ORGs	% of ORGs Offering	% of ORGs Offering			
			% of ORGs Offering on EMP Start Date	% of ORGs Offering on 1st of the Month Following EMP Start Date	% of ORGs Offering at 30 Days Following EMP Start Date	% of ORGs Offering at 90 Days Following EMP Start Date
Arts, Culture, and Humanities	134	79.10%	19.81%	18.87%	17.92%	33.96%
Education	67	82.09%	34.55%	14.55%	21.82%	9.09%
Environment and Animals	57	66.67%	13.16%	39.47%	15.79%	26.32%
Health	128	90.63%	16.38%	29.31%	25.00%	25.00%
Human Services	387	88.11%	16.42%	24.93%	20.82%	31.09%
International, Foreign Affairs	7	57.14%	50.00%	25.00%	0.00%	25.00%
Public, Societal Benefit	148	82.43%	22.95%	34.43%	16.39%	22.13%
Religion Related	12	75.00%	11.11%	33.33%	22.22%	33.33%
Mutual, Membership Benefit	23	82.61%	15.79%	31.58%	26.32%	26.32%
Unknown, Unclassified	21	85.71%	22.22%	55.56%	16.67%	0.00%
All Organizations	984	84.15%	19.08%	27.05%	20.17%	26.81%

Part Time Employee Coverage	Medical Plan Opt Out
% of ORGs Offering Benefit to Part Time EMPs	% of ORGs Offering Opt Out Benefit Option To EMPs
20.83%	16.04%
27.27%	18.18%
22.22%	31.58%
33.04%	26.72%
27.67%	23.75%
25.00%	25.00%
31.62%	16.39%
0.00%	22.22%
31.58%	21.05%
41.18%	16.67%
27.98%	21.86%

# Medical Plan Offerings

## Detailed Analysis

Scope			Medical Plan Offerings & Employee Participation Rates									
Geographic Region	# of ORGs	% of ORGs Offering	PPO Plan		HMO Plan		POS Plan		HDHP Plan		Indemnity Plan	
			% of ORGs Offering	% of EMPs in Plan	% of ORGs Offering	% of EMPs in Plan	% of ORGs Offering	% of EMPs in Plan	% of ORGs Offering	% of EMPs in Plan	% of ORGs Offering	% of EMPs in Plan
Northeast U.S.	461	88.07%	51.23%	61.05%	32.02%	58.81%	14.78%	49.19%	21.18%	48.47%	1.97%	46.96%
Southeast U.S.	144	82.64%	70.59%	64.80%	31.93%	55.41%	14.29%	46.23%	16.81%	46.22%	0.00%	0.00%
North Central U.S.	135	76.30%	73.79%	57.51%	24.27%	52.52%	4.85%	57.60%	19.42%	45.94%	1.94%	66.50%
South Central U.S.	72	83.33%	78.33%	68.60%	20.00%	42.29%	8.33%	81.20%	6.67%	11.75%	5.00%	45.33%
Northwest U.S.	121	81.82%	59.60%	61.00%	52.53%	64.00%	5.05%	35.95%	14.14%	49.50%	1.01%	1.00%
Southwest U.S.	51	80.39%	65.85%	66.49%	31.71%	63.81%	4.88%	98.55%	17.07%	49.50%	2.44%	100.00%
All Organizations	984	84.15%	60.51%	62.14%	32.61%	58.25%	11.35%	51.15%	18.24%	47.01%	1.81%	49.71%

Scope			Eligibility Time Frame for Employee Participation in Medical Plans			
Geographic Region	# of ORGs	% of ORGs Offering	% of ORGs Offering			
			on EMP Start Date	on 1st of the Month Following EMP Start Date	at 30 Days Following EMP Start Date	at 90 Days Following EMP Start Date
Northeast U.S.	461	88.07%	22.17%	27.59%	16.26%	27.09%
Southeast U.S.	144	82.64%	21.85%	27.73%	18.49%	26.05%
North Central U.S.	135	76.30%	18.45%	22.33%	32.04%	19.42%
South Central U.S.	72	83.33%	11.67%	21.67%	30.00%	31.67%
Northwest U.S.	121	81.82%	8.08%	32.32%	23.23%	28.28%
Southwest U.S.	51	80.39%	19.51%	26.83%	12.20%	34.15%
All Organizations	984	84.15%	19.08%	27.05%	20.17%	26.81%

Part Time Employee Coverage	Medical Plan Opt Out
% of ORGs Offering Benefit to Part Time EMPs	% of ORGs Offering Opt Out Benefit Option To EMPs
34.39%	25.62%
13.39%	17.65%
16.84%	19.42%
12.07%	16.67%
40.66%	21.21%
28.95%	12.20%
27.98%	21.86%

# Medical Plan Offerings

## Detailed Analysis

### Changes in Data from 2011 - 2012

The report below shows how the data has changed in each field from 2011 to 2012. A positive percentage represents a number that has increased in value from 2011 to 2012, and a percentage with a negative sign represents a number that has decreased in value from 2011 to 2012. This symbol ">" will be used whenever a positive percentage change is greater than 100 percent. A hyphen (-) is displayed when comparable data is not available.

Scope	Medical Plan Offerings & Employee Participation Rates										
	PPO Plan		HMO Plan		POS Plan		HDHP Plan		Indemnity Plan		
	% of ORGs Offering	% of EMPs in Plan	% of ORGs Offering	% of EMPs in Plan	% of ORGs Offering	% of EMPs in Plan	% of ORGs Offering	% of EMPs in Plan	% of ORGs Offering	% of EMPs in Plan	
All Organizations	2.94%	-8.56%	-1.15%	-13.28%	-4.68%	0.20%	-6.03%	> 100%	-28.50%	0.30%	-1.29%

Scope	Eligibility Time Frame for Employee Participation in Medical Plans				
	% of ORGs Offering	% of ORGs Offering		% of ORGs Offering	
		% of ORGs Offering on EMP Start Date	on 1st of the Month Following EMP Start Date	at 30 Days Following EMP Start Date	at 90 Days Following EMP Start Date
All Organizations	2.94%	23.63%	5.61%	-10.34%	-4.51%

Part Time Employee Coverage	Medical Plan Opt Out
% of ORGs Offering Benefit to Part Time EMPs	% of ORGs Offering Opt Out Benefit Option To EMPs
43.49%	22.13%