

**United Way of Allegheny County**  
In service to the nonprofit community  
presents the ...

**2010**  
**Wage and Benefit Survey**  
**of Southwestern Pennsylvania**  
**Nonprofit Organizations**

In cooperation with  
**The Bayer Center for Nonprofit Management**  
at Robert Morris University



*Bayer Center for  
Nonprofit Management*



**United Way of  
Allegheny County**

# 2010 Wage and Benefit Survey of Southwestern Pennsylvania Nonprofit Organizations

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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.



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January 2011

Dear Nonprofit Leader:

We are very pleased to present to you this 2010 Wage and Benefit Survey Report; a collaborative effort between our two organizations - the United Way of Allegheny County and the Bayer Center for Nonprofit Management at Robert Morris University.

This is the fifth iteration of this survey. The survey has been of real value to regional and national organizations, as evinced by the thousands of downloads from the United Way of Allegheny County website. This bi-annual survey adds depth to our collective nonprofit management knowledge base. Now, it is an especially useful tool because of the requirements in the new IRS 990 form for all nonprofits to benchmark their executive compensation against the market. It remains useful to boards hiring new executive directors or seeking to fairly compensate the current staff leader, and for staff leaders seeking to bring equity to their salary administration. In this year's study, we are curious to see how the recession has affected nonprofit compensation. So, this survey continues to both influence and reflect the evolving picture of nonprofit life in southwestern Pennsylvania.


The 2010 survey report captures information on nearly 12,000 local nonprofit employees. Not only you will find the most current information on comparative salaries, but there is also updated information on benefits administration and the myriad challenges that they present to nonprofit organizations. We would like to thank Bob Orser, the Nonprofit Doctor, and Rita Haronian, for collecting and translating the data into a meaningful document.

Following is a brief description of how to use the survey. For other questions about the survey or its content please contact the Bayer Center at 412-397-6000. If you'd like to download a copy of the survey you may do so at the United Way of Allegheny County's web site - [www.unitedwaypittsburgh.org](http://www.unitedwaypittsburgh.org). We hope that you find this information useful and relevant.

Sincerely,



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



Bob Nelkin  
President and CPO  
United Way of Allegheny County



# PREFACE

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This report provides you with the results of the **2010 Wage and Benefit Survey of Southwestern Pennsylvania Nonprofit Organizations**.

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

This report is divided into the following sections:

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

## Appendices

- Appendix A: Average Annual Base Salary by Position**
- Appendix B: Survey Participants**
- Appendix C: Wage Conversion Formulas and Tables**
- Appendix D: About United Way of Allegheny County**  
**About The Bayer Center for Nonprofit Management at Robert Morris University**



# I. GUIDE TO USING THE SURVEY

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The 2010 Wage and Benefit Survey of Southwestern Pennsylvania Nonprofit Organizations contains data from the 169 nonprofit organizations that completed and returned the Survey questionnaire distributed by The Bayer Center for Nonprofit Management at Robert Morris University. This questionnaire was designed so that the resulting report would provide a comprehensive and accurate picture of wages, benefits, and other organizational practices as they exist in Southwestern Pennsylvania's nonprofit sector, as of October 1, 2010.

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

- The survey reports the compensation and benefit practices in effect on October 1, 2010, as reported by 169 nonprofit organizations in Southwestern Pennsylvania.
- The survey findings are representative of actual practices reported by the participants in the survey. The survey, therefore, is not a scientifically selected sample from which conclusions can be drawn about all nonprofits in the area. Also, the results are not intended to represent an ideal of what compensation and benefits should be.
- A job in one organization often has a different title than that in another. We recommend using the job description to match jobs rather than the job title alone.
- When developing compensation or benefits programs, a nonprofit organization should consider its compensation philosophy and the internal value of jobs in addition to survey data.

## Matching Jobs

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

- Each job title is defined by an accompanying job description. Individual organizations may use the same job title to designate very different jobs.

<p><b>TIP:</b> We strongly recommend using the job descriptions rather than the job titles alone to match your jobs to those in the survey.</p>
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- To find compensation data for a specific job in your organization, first match the position to a job description that is found at the top of each *Compensation by Position* page. Jobs are grouped under general classifications or functions. It is often useful to review several job descriptions within a function to determine the best match.
- To ensure that the job description you choose is as similar as possible to the actual job at your organization, at least 80 percent of the job responsibilities and requirements should be the same or comparable.

## Determining/Comparing Compensation

- Review all the data subsets (such as organization budget or field of service) to locate those most relevant to your organization. Note that the pay for senior management positions is most often influenced by the size of a nonprofit organization, with larger organizations paying higher salaries. However, organization size typically has little or no effect on lower-level supervisory, professional, or support jobs.
- You may also consider the variable information provided within a subset of data. For example, if your organization budget is \$4.5 million, it may be appropriate to compare third quartile salary data in the budget group from \$2 to \$5 million against your Executive Director’s salary. If you are planning substantial growth in the immediate future and the budget next year is expected to be \$5.5 million, then consider using the compensation information from the data subset providing pay levels for larger organizations.
- Keep in mind that pay is a moving target. The data in this report are salaries in effect October 1, 2010. Therefore, when evaluating your organization’s pay levels after that date, the data in this report will need adjusting upward to reflect pay movement. For 2011, we recommend you use 0.2% for each month that has passed since October 1, 2010, to adjust pay levels to the current rate.

## Terminology and Abbreviations

The following terms and abbreviations are used in the *Compensation by Position* tables and throughout this document:

Term	Definition
<b>Across-the-board salary increase</b>	A general pay increase, usually of a certain percent, given to every eligible employee in an organization. The increase may be linked to cost of living or other economic indicators; <i>see also Cost of Living Increase.</i>
<b>Actual bonus paid</b>	Not all employees who are eligible for bonuses actually receive them. The data in this row of the <i>Compensation by Position</i> tables detail the numbers of employees receiving bonuses and, where there are sufficient data, information on the amounts paid.
<b>Average salary</b>	The sum of all salaries or cash compensation divided by the number of incumbents. Average salary figures may be unduly influenced by a few extremely high or low salaries or by the wage practices of a small number of organizations if they employ large numbers of employees in a particular category. Median salaries are less influenced by extremes.
<b>Base salary – All Employees</b>	In the <i>Compensation by Position</i> tables, the average full-time, annual base salary paid for the position. Part-time salaries have been annualized based on a 40-hour workweek. Base salaries do not include the cost of benefits, incentive pay, or perquisites. To convert annual salaries to hourly, weekly, or monthly figures, consult Appendix B of this report.
<b>Cafeteria plan</b>	<i>See Flexible benefit plan.</i>

Term	Definition
<b>Cost of living increase</b>	Periodic, across-the-board increases in base pay, designed to keep employees' salaries in line with the rising cost of living.
<b>Defined benefit plan</b>	A retirement plan in which a retired employee receives a specific amount based on salary history and years of service, and in which the employer bears the investment risk. Contributions may be made by the employee, the employer, or both.
<b>Defined contribution plan</b>	A retirement plan that specifies the amount of an agency's contribution, but may not have a formula for determining eventual benefits. The agency's contribution is usually a certain percentage of the worker's salary, and a vesting period – specific length of employment – may be required. <i>See Individual Retirement Account (IRA), Tax-sheltered annuity 401(k), Tax-sheltered annuity 403(b).</i>
<b>Dependent Care Spending Account (DCSA)</b>	One of the two types of FSA (Flexible Spending Account), which holds pre-tax dollars set aside by employees for their dependent care expenses. No amount may be left in the DCSA by the end of the year, or it will be lost.
<b>Eligible for incentive/bonus</b>	The data in this row of the <i>Compensation by Position</i> tables indicate the organizations that provide opportunity for an employee to receive a bonus, regardless of whether one is awarded. These may include formal plans based upon achievement of pre-determined goals or be discretionary with leadership and/or board approval.
<b>Exempt vs. Non-Exempt employees</b>	Employees are classified as "exempt" or "nonexempt" in reference to the FLSA (Fair Labor Standards Act). An exempt employee is paid a salary and is not compensated for overtime hours worked. The three categories under which an employee may be considered exempt are administrative, executive and professional. These categories generally define an exempt employee as one who customarily and regularly exercises discretion and independent judgment in the performance of his/her duties. Exempt employees must pass a Salary Basis Test; that is, they must be compensated at a minimum weekly salary of at least \$455. A non-exempt employee is paid for all overtime hours worked. Non-exempt employees generally perform operational functions such as routine clerical duties, maintenance work, and checking and inspecting equipment.
<b>Flexible benefit plan</b>	Benefit plan that allows employees to choose the benefits they want from a predetermined list. Employers provide a certain number of credits or dollars to each worker to ensure core coverage, and additional benefits may be purchased at an individual employee's expense. <i>Also called Cafeteria plan</i> in this document.
<b>Flexible Spending Account (FSA)</b>	A type of Section 125 accounts, an FSA holds pre-tax dollars set aside by employees for their health care or dependent care expenses. No amount may be left in the FSA by the end of the year, or it will be lost. There are two types of FSA: Health Care Spending Account (HCSA) and Dependent Care Spending Account (DCSA).

<b>Term</b>	<b>Definition</b>
<b>Full-time equivalent (FTE)</b>	Either one full-time position (as defined by an organization’s policy regarding the hours required for a full-time workweek), or two or more part-time positions that, when taken together, make up the work schedule of one full-time position.
<b>Health Care Spending Account (HCSA)</b>	One of the two types of FSA (Flexible Spending Account), which holds pre-tax dollars set aside by employees for their health care expenses. No amount may be left in the HCSA by the end of the year, or it will be lost.
<b>Health Reimbursement Arrangement (HRA)</b>	An arrangement in which the employer contributes a certain amount per employee per year for health care expenses. This money may be rolled from one year to the next but is not portable if an employee leaves his/her job.
<b>Health Savings Account (HSA)</b>	Employee and/or employer make pre-tax contributions that are used by the employee for future medical, retirement, or long-term care premium expenses. These accounts are used in conjunction with a high-deductible health insurance policy. The funds can roll over from year to year and the account is portable.
<b>Incentive or bonus pay</b>	A periodic or one-time financial reward that compensates employees for outstanding job performance. Bonuses may be given for specific instances of employee achievement or initiative or when a worker meets or exceeds preset performance goals.
<b>Individual Retirement Account (IRA)</b>	A defined contribution benefit plan that allows employees to make tax-deductible contributions to their own retirement accounts.
<b>Median</b>	The data point at which 50 percent of the sample is lower and 50 percent of the sample is higher. The median is synonymous with the 50th percentile.
<b>Number of employees</b>	In the <i>Compensation by Position</i> tables, the total number of individuals reported in the job; the size of the sample.
<b>Number of Organizations</b>	In the <i>Compensation by Position</i> tables, the number of organizations reporting employees in the position.
<b>Paid Time Off (PTO) program</b>	In a Paid Time Off program, employees are given a set number of days off each year to be taken at their discretion (as opposed to separate time off for vacation days, sick days and holidays).
<b>Paid time-off benefits</b>	Employer-paid time off the job; that is, vacation, sick days and holidays.
<b>Percentiles</b>	<ul style="list-style-type: none"> <li>• The 25th percentile is the data point below which 25 percent of the sample falls.</li> <li>• The 75th percentile is the data point below which 75 percent of the sample falls; conversely, the level above which the top 25 percent of the sample falls.</li> </ul>
<b>Performance-based or merit increases</b>	Salary increases based on employee merit or performance over a given period of time.



<b>Term</b>	<b>Definition</b>
<b>Personal days</b>	Days off taken at the discretion of the employee. Also called floating holidays.
<b>Tax-sheltered annuity 401(k)</b>	A defined contribution retirement plan that allows workers to make pre-tax contributions through salary reduction agreements with their employers. Following a change in tax regulations in 1997, 401(k) plans can now be offered by nonprofit organizations.
<b>Tax-sheltered annuity 403(b)</b>	A defined contribution plan, similar to a 401(k), but specifically designed for use by nonprofit and public organizations.
<b>Total cash compensation</b>	Calculated by adding base salary and bonus together and dividing by the total number of incumbents in the job, regardless of whether they received a bonus. For example, <ul style="list-style-type: none"> <li>• Average base salary for 5 Executive Directors is \$50,000</li> <li>• Two received bonuses: one was \$5,000 and one was \$1,000</li> <li>• <math>(5 \times \\$50,000) + (\\$5,000 + \\$1,000) / 5 = \\$51,200</math> (Total Cash Compensation)</li> </ul>

## Positions

This year, we collected data on 185 job titles and received enough data to print reports for 121 of those titles. For many of these jobs, especially those core positions found particularly in nonprofits, there are very limited data available elsewhere. Nearly 12,000 individual salaries were reported and included in this report.

Each wage chart contains data broken out by the following parameters, given a sufficient response:

- Organization’s annual operating budget
- Organization’s location
- Organization’s primary field of work
- Organization’s primary source of funding
- Total number of employees
- Educational requirement of this particular position
- Employee’s sex
- Employee’s race
- Number of years the employee has held this position
- Number of employees managed directly or indirectly by this employee

## Data Confidentiality

To ensure the confidentiality of all data, a minimum number of responses is required for each statistic. A minimum of four organizations is required to report compensation in any data subset. At least four incumbents in a data subset are required to report the average, and five incumbents are required to report the median. The 10th, 25th, 75th and 90th percentiles are reported for samples of at least twelve incumbents. When not enough data is collected to meet these minimum levels, cells in the individual reports are left blank. In cases where 50% or more of the responses come from a single organization, only the median and average are reported.

## Job Titles with Insufficient Data

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

### *Accounting/Finance*

Cashier

### *Animal Welfare*

Veterinarian

Veterinary Clinic Manager

Humane Officer

Registered Veterinary Technician

Veterinary Technician

Animal Care Worker

Animal Adoption Counselor

Animal Shelter Manager

### *Cultural, Artistic & Performing Arts*

Resident Designer

Resident Director

Stage Manager

Costume Shop Manager

Box Office/Sales Manager

Production Assistant

Actor

Instrumental Musician

### *Development*

Development Manager, Capital Campaign

Development Manager, Planned Giving

Grant Writer, Government Funding

### *Education & Recreation*

Lifeguard/Swim Instructor

Fitness Instructor

### *Foundation/Philanthropy*

Program Officer

Grants Manager/Administrator

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

Warehouse Worker

Food Bank/Pantry Manager

Food Bank/Pantry Assistant/Clerk

### *Government Affairs, Advocacy, Research*

Lobbyist

### *Housing/Community Development*

Director of Real Estate Development

Project Developer

Construction Manager

Director of Property Management

Property Supervisor

Program Manager: Housing

Program Manager: Economic Development

Asset Manager (Compliance & Monitoring)

Asset Manager (Financial Analyst)

### *Information Technology*

Accidental Techie

### *Legal Services and Community Organizing*

Attorney, Corporate

Paralegal

Legal Secretary/Assistant

Community Organizer

### *Maintenance, Grounds & Purchasing*

Purchasing Coordinator or Specialist

### *Medical and Clinical Services*

Director, Medical Services

Physician, Family/General Practice

Physician, Internal Medicine

Physician, Obstetrics & Gynecology

Physician, Pediatrics

Physician, Other Specialty

Director of Nursing

Physician's Assistant

Dental Director

Dentist

Dental Assistant

Laboratory Technician/Technologist

Phlebotomist

Radiology Technician

Community Health Worker

Case Manager, Medical

Patient Accounts Representative

Medical Records Transcriber

### *Social Services & Mental Health*

Psychiatric Social Worker

Chaplain/Clergy

### *Volunteer, Membership & Marketing*

Volunteer Director

## Survey Highlights

### Surveyed Organizations

This report provides data collected from 169 nonprofit employers of all sizes across Southwestern Pennsylvania for wages and benefits they provided to 15,781 employees as of October 1, 2010. Participating nonprofits are divided into two regions: those in Allegheny County, and those in the surrounding area. One hundred twenty seven organizations included in this Survey are located in Allegheny County and forty-two are located in other counties.

The annual operating budgets of participating nonprofits range from under \$50,000 to over \$90,000,000 per year. The median budget in the sample is \$1,608,260.

Fifty-six percent of the organizations' Executive Directors are women; 44% are men. In the total sample of employees, 74% are women and 26% are men.

Seventy-one percent of the 15,781 employees of the participating organizations work full-time; 29% work part-time.

### Benefits: Paid Time Off

Most (60%) participating nonprofits provide full-time employees with specific, separate numbers of paid days off for vacation, holiday, and sick leave. Thirty-four percent have a PTO (Paid Time Off) program instead, giving employees a set number of days off to be taken for any purpose. Another 7%, mostly small organizations, have a less formal policy.

Fifty-nine percent of participating nonprofits offer paid time off to part-time employees. Of those, 68% require that those employees work at least 22 hours per week, on average, to be eligible.

Most (81%) participating nonprofits with formal policies have one vacation schedule for all employees, which often gives an increasing number of vacation days the longer an employee remains with the organization; 19% have two or more schedules depending on the type of employee. Surveyed nonprofits provide an average of 10 paid holidays and 10 paid sick days per year.

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

Sixty-one percent of participating nonprofits define a full-time workweek as 40 hours per week; 25% use 37.5 hours; and 12% use 35 hours.

### **Benefits: Insurance**

Ninety-one percent of surveyed nonprofits offer some type of medical insurance to full-time employees. Among organizations that offer a “traditional” health plans (rather than flexible benefit plans), 46% of those pay the full cost of premiums for employees. This is very close to the 2008 results, when 47% paid the full cost. The percentage of organizations paying the full cost for employees was 44% in 2006, 49% in 2004, and 59% in 2002.

Thirty-three percent of surveyed organizations provide insurance to part-time employees, usually requiring that employees work a minimum of 24 hours per week on average. The other 67% of surveyed organizations provide insurance benefits only to full-time employees.

### **Benefits: Retirement**

The great majority (81%) of participating nonprofits provide some type of retirement benefit to their full-time employees. Tax-deferred annuities are by far the most popular type of plan (58% of all organizations participating in this survey), followed by other defined contribution plans and IRAs/SEP-IRAs (each at 12%). Most (72%) of those with retirement benefits have plans in which both the employer and the employee contribute to retirement. In 9% only the employee contributes, and in 18% only the employer contributes.

Ninety percent of organizations that contribute to employees’ retirement plans describe their contributions as a percentage of each employee’s annual salary, usually the same for all employees. If the percentage increases with an employee’s length of service, organizations entered the highest percentage, or cap, of an employee’s salary that would be contributed. The range of all percent of salary responses is from 1% to 15%, with a median response of 5%.

### **Compensation**

On average, male Executive Directors earn significantly higher pay than do females. The average pay for all Executive Directors in the sample is \$102,125 per year; for men the average Executive Director pay is \$118,652 per year and for women the average Executive Director pay is \$89,354 per year. While a majority (56%) of all Executive Directors in the sample are women, a relatively greater number of men are found in this position at the largest organizations, which tend to pay higher wages. However, this pattern and the related pay gap between male and female Executive Directors is somewhat less pronounced than in the 2008 survey.

Overall, 79% of participating nonprofits expect to give salary increases during their current fiscal year, with a median expected increase of 2.5%. Merit/performance is the most common factor considered these decisions, with 46% of participating organizations planning merit/performance increases during the next twelve months. Twenty-seven percent expect an across-board pay increase, 16% anticipate a cost-of-living increase, and 2% will consider employee length of service. Some organizations use more than one method to grant salary increases.

Eighty-six percent of the participating nonprofits report a merit review interval of one year, 4% conduct reviews every six months, and 8% have no set interval.

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

## II. PARTICIPANT OVERVIEW

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### Effective Date

We asked the participants to provide salary data as of October 1, 2010.

### Participants

This year, 169 nonprofit organizations in Southwestern Pennsylvania participated in the survey. These organizations provided comprehensive information on benefits and compensation for positions common to nonprofits. A list of the participants is included in Appendix A. The tables in this section provide you with an overview of the participants – where they are located, their budget size, field of service, and the number of staff they employ.

### Budgets

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

Budget Groups	# of Orgs	Average Budget Size
Up to \$250,000	21	\$140,027
\$250,001 - \$750,000	22	\$516,924
\$750,001 - \$2,000,000	52	\$1,333,048
\$2,000,001 - \$5,000,000	31	\$3,485,367
\$5,000,001 - \$15,000,000	23	\$9,617,886
Over \$15,000,000	20	\$34,724,099
<b>Total</b>	<b>169</b>	<b>\$6,552,492</b>

### Using Budget Data to Evaluate Pay

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

Budget Groups	Average Base Pay for Executive Director
Up to \$250,000	\$48,123
\$250,001 - \$750,000	\$70,916
\$750,001 - \$2,000,000	\$82,777
\$2,000,001 - \$5,000,000	\$101,559
\$5,000,001 - \$15,000,000	\$134,890
Over \$15,000,000	\$190,685
<b>Average of all</b>	<b>\$102,125</b>

## Staff Size

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

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

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

Budget Groups	Average Number of Employees*	Part-Time Employees as % of Total
Up to \$250,000	3	52%
\$250,001 - \$750,000	8	45%
\$750,001 - \$2,000,000	25	48%
\$2,000,001 - \$5,000,000	63	32%
\$5,000,001 - \$15,000,000	167	22%
Over \$15,000,000	422	28%
<b>Average of all participants</b>	93	29%

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

Data are also calculated on employee size groupings.

Employee Size Groups	# of Organizations
From 1 to 5 employees	38
From 6 to 20 employees	33
From 21 to 50 employees	34
From 51 to 100 employees	22
Over 100 employees	42
<b>Total</b>	169

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

## Field of Service and Budget Size

The survey participants represent the following 15 fields of service:

Field of Service	Total # of Orgs	Up to \$250K	\$250K to \$750K	\$750K to \$2M	\$2M to \$5M	\$5M to \$15M	Over \$15 M
Basic Material Need	12	0	1	2	5	3	1
Counseling/Behavioral Health & Wellness	17	0	2	6	4	4	1
Culture/Arts	22	3	5	8	1	3	2
Economic/Neighborhood Development	13	4	3	6	0	0	0
Education and Child Care Services	18	1	2	7	3	2	3
Employment and Economic Opportunity	3	1	0	1	1	0	0
Environment/Animal Welfare	7	2	2	0	2	0	1
Family Support and Preservation	8	0	0	2	3	1	2
Foundation/Philanthropy	7	2	1	2	1	1	0
Health and Health Education	12	2	0	4	3	0	3
Legal/Advocacy	1	0	1	0	0	0	0
Management/Technical Assistance	3	0	1	2	0	0	0
Religious	3	2	0	1	0	0	0
Social Support	36	4	1	7	8	9	7
Youth/Recreation	7	0	3	4	0	0	0
<b>Total</b>	<b>169</b>	<b>21</b>	<b>22</b>	<b>52</b>	<b>31</b>	<b>23</b>	<b>20</b>

## Primary Source of Funding and Budget Size

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

Primary Source of Funding	Total # of Orgs	Up to \$250K	\$250K to \$750K	\$750K to \$2M	\$2M to \$5M	\$5M to \$15M	Over \$15 M
Contributions from individuals	21	6	1	5	6	2	1
Contributions from foundations or trusts	32	5	10	14	1	1	1
United Way	1	0	1	0	0	0	0
Government	75	7	6	20	14	15	13
Service membership dues	2	2	0	0	0	0	0
Program service fees	33	1	4	10	9	4	5
Revenue from sales, investments, etc.	5	0	0	3	1	1	0
<b>Total</b>	<b>169</b>	<b>21</b>	<b>22</b>	<b>52</b>	<b>31</b>	<b>23</b>	<b>20</b>

## Supervisory Responsibility

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

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

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

## Geographic Location and Budget Size

Compensation levels are reported for the following geographic areas:

County	Total # of Orgs	Up to \$250K	\$250K to \$750K	\$750K to \$2M	\$2M to \$5M	\$5M to \$15M	Over \$15 M
Allegheny	127	9	19	37	27	18	17
Other Counties:							
Armstrong	2	1	0	1	0	0	0
Beaver	4	1	1	2	0	0	0
Butler	6	1	0	2	2	0	1
Erie	1	1	0	0	0	0	0
Fayette	3	0	1	2	0	0	0
Greene	1	1	0	0	0	0	0
Indiana	1	0	0	0	0	1	0
Lawrence	3	1	0	2	0	0	0
Mercer	1	0	0	0	0	1	0
Somerset	2	1	0	1	0	0	0
Venango	1	1	0	0	0	0	0
Washington	6	1	0	1	2	1	1
Westmoreland	11	3	1	4	0	2	1
Total Other Counties	42	12	3	15	4	5	3
<b>Total</b>	<b>169</b>	<b>21</b>	<b>22</b>	<b>52</b>	<b>31</b>	<b>23</b>	<b>20</b>



### Fiscal Year Calendar and Budget Size

Participating organizations report fiscal year calendars as follows:

Month Beginning Fiscal Year	Total # of Orgs	Up to \$250K	\$250K to \$750K	\$750K to \$2M	\$2M to \$5M	\$5M to \$15M	Over \$15 M
January	50	14	12	19	3	1	1
July	104	4	8	30	26	21	15
September	5	1	0	2	0	0	2
October	6	2	1	0	2	0	1
Other	4	0	1	1	0	1	1
<b>Total</b>	<b>169</b>	<b>21</b>	<b>22</b>	<b>52</b>	<b>31</b>	<b>23</b>	<b>20</b>

### Workforce by Sex of Employee and Budget Size

Participating organizations report male and female employees as follows:

Sex of Employee	Total # of Emps	Up to \$250K	\$250K to \$750K	\$750K to \$2M	\$2M to \$5M	\$5M to \$15M	Over \$15 M
Male Employees	3,255	9	43	209	387	869	1,738
Female Employees	9,320	48	81	653	1,248	2,500	4,790
<b>Total</b>	<b>12,575</b>	<b>57</b>	<b>124</b>	<b>862</b>	<b>1,635</b>	<b>3,369</b>	<b>6,528</b>
Female Employees as % of Total	<b>74%</b>	<b>84%</b>	<b>65%</b>	<b>76%</b>	<b>76%</b>	<b>74%</b>	<b>73%</b>

### Workforce by Race of Employee and Budget Size

Participating organizations report race of employees as follows:

Race of Employee	Total # of Emps	Up to \$250K	\$250K to \$750K	\$750K to \$2M	\$2M to \$5M	\$5M to \$15M	Over \$15 M
American Indian/Alaska Native	14	0	0	1	0	0	13
Asian	86	0	0	6	11	13	56
Black or African American	2,436	1	29	132	420	606	1,248
Native Hawaiian/Other Pacific Islander	5	0	0	0	0	2	3
White	9,594	55	92	689	1,128	2,728	4,902
Mixed Race	99	0	0	4	18	21	56
<b>Total</b>	<b>12,234</b>	<b>56</b>	<b>121</b>	<b>832</b>	<b>1,577</b>	<b>3,370</b>	<b>6,278</b>

## Turnover Rates

This year, we asked for basic information about the number of positions in which an existing employee had left and been replaced by a new employee during the past year, resulting in an overall rate (voluntary and involuntary combined) of 18% for full-time employees and 27% for part-time employees. The table and chart below show the percentage rate of turnover, based on the size of the organization:

Employee Size Groups	Full-Time Turnover		Part-Time Turnover	
	Voluntary	Involuntary	Voluntary	Involuntary
From 1 to 5 employees	14%	5%	9%	6%
From 6 to 20 employees	15%	3%	19%	3%
From 21 to 50 employees	15%	1%	15%	3%
From 51 to 100 employees	16%	4%	21%	2%
Over 100 employees	14%	4%	24%	5%
<b>Overall Percentage Turnover</b>	<b>14%</b>	<b>4%</b>	<b>23%</b>	<b>4%</b>

# III. COMPENSATION & BENEFITS PRACTICES

## Compensation Practices

### Salary Increase Budgets for Current Fiscal Year

The median salary increase budget for the current fiscal year is 2.5%, as detailed in the following table:

Salary Increase Budgets for Current Fiscal Year	
# of Organizations Responding	167
# Organizations Responding with 0.0%	35
# Organizations Responding With an Increase Budget	132
All Organizations - 25th Percentile	1.00%
All Organizations - Median	2.50%
All Organizations - 75th Percentile	3.00%
Average (Including those reporting 0.00%)	2.33%
Average (Excluding those reporting 0.00%)	2.94%

### Salary Increase Practices: Past 12 Months and Next 12 Months

Participants were asked for details about four types of salary increases, both over the past twelve months and projected for the coming twelve months:

Salary Increase Practice	% of Organizations that gave increase in previous 12 months	Average increase given	% of Organizations expecting to give increase in next 12 months	Average increase expected
Merit/Performance	44%	3.21%	46%	2.80%
Across the Board	26%	2.96%	27%	2.48%
Cost of Living	15%	2.66%	16%	2.33%
Length of Service	1%	1.75%	2%	1.67%

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

### Salary Grades and Ranges

Just under half of survey respondents indicate that they use salary grades or ranges in their organizations.

Grades & Ranges	# of Organizations	% of Orgs
Use grades and ranges	81	48%
Do not use grades and ranges	88	52%
<b># Organizations Responding</b>	<b>169</b>	

### Incentive Pay or Bonuses

Of the 169 respondents, 34% indicate they provide the Executive Director with some type of incentive or bonus opportunity. Between 18% and 26% of nonprofits provide bonus opportunities for some other staff members, as follows:

Employee Group – Bonus Eligible	# of Organizations	% of Orgs
Executive Director	57	34%
Associate Director	32	19%
Development Director	30	18%
Department Heads	44	26%
Support and Administrative Staff	47	26%

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

### On-Call Practices

Seventy respondents (41% of the 169 survey respondents) indicate they have some type of on-call pay practice:

On-Call Pay Practices	# of Organizations	% of Orgs
Pay for hours worked (including overtime)	20	12%
Pay a flat rate for being on call	17	10%
Provide compensatory time off or flex-time	9	5%
Do not pay or provide time off (exempt staff)	12	7%
Pay a show-up rate and hourly pay for time worked	6	4%
Other	6	4%
<b>Total Responses</b>	<b>70</b>	<b>41%</b>

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

When dealing with overtime by exempt staff, 31% of organizations surveyed report that they have no formal policy. The practice of providing compensatory time-off is 38%. (Note that the Wage and Hour laws do not mandate overtime pay for exempt staff.) Twenty-three percent (23%) of respondents indicate that they do not compensate exempt staff for overtime.

Practice	# of Responses	% of Orgs
No formal policy	52	31%
Provide compensatory time off	64	38%
Pay straight time	1	1%
Pay overtime rates	2	1%
Do not compensate for extensive overtime	39	23%
Other	11	7%
<b># Organizations Responding</b>	<b>169</b>	

### Compensatory Time Off

Thirty-nine nonprofits (23%) offer employees the option of taking compensatory instead of pay for overtime hours worked.

### Evening/Night Shift Differentials

Of the 79 nonprofits that indicate they have an evening and/or night shift, the majority indicate that they do not pay any special rates beyond regular hourly pay and overtime, if applicable. Only 10% indicate any additional pay for evening or night shifts. The nonprofits that do pay a premium typically pay an additional hourly wage, from \$0.25 to \$1.00 per hour.

## Employment Practices

### Introductory Period

The 139 nonprofits with an introductory period report an average of **3.46** months. The most common responses were 3 months and 6 months.

Length of Introductory Period	# of Organizations	% of Orgs
None	30	18%
Less than two months	3	2%
Two months	5	3%
Three months	70	42%
Four months	1	<1%
Five months	2	1%
Six months	58	35%
<b># Organizations responding</b>	<b>169</b>	

Of those organizations that report an introductory period, 36% indicate that employees are eligible for paid-time off benefits and 56% indicate that employees are eligible for insurance benefits during the introductory period.

### Performance Reviews

The vast majority of organizations review staff on an annual basis.

Performance Review Period	# of Responses	% of Orgs
Do not review	3	2%
Every six months	7	4%
Annually	146	86%
No set schedule	13	8%
<b>Total responses</b>	<b>169</b>	

### Premium for Bilingual Skills

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

**Union Contracts**

Only eight organizations (5%) report union contracts for one or more of their positions. Among these organizations, the types of positions with union contracts are varied and include both professional and non-exempt positions. Examples of jobs represented by unions in this survey include:

- Direct support professionals
- Drivers
- Educators
- Licensed practical nurses
- Maintenance
- Musicians
- Theater stagehands
- Warehouse workers

**Professional Development Classes**

Of the organizations polled, eighty-nine percent (89%) indicate they pay for professional development classes for their employees when funding allows. Just 11% do not pay for such classes.

**Professional Conferences**

The great majority of responding organizations (92%) indicate that they pay for attendance at professional conferences when funding allows. Only 8% of organizations indicate that they do not pay for conferences.

**Professional Organizations**

Of the organizations polled, 78% indicate that they pay for professional memberships, assuming funds are available. The remaining 22% do not pay for any professional memberships.

**Employee Assistance Program (EAP)**

An Employee Assistance Program (EAP) is a confidential service paid for by the employer to provide counseling for a variety of problems that may impact job performance, such as substance abuse, family conflicts, health issues, financial and legal concerns. Among survey participants, 39% offer this type of benefit to employees. The remaining 61% do not offer an EAP benefit.

**Full-Time Workweek by Budget Size**

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

Full-Time Work Week	All Orgs	Up to \$250,000	\$250,001 to \$750,000	\$750,001 to \$2 Million	\$2 Million to \$5 Million	\$5 Million to \$15 Million	Over \$15 Million
40 hours	61%	52%	77%	64%	61%	52%	55%
37.5 hours	25%	29%	18%	21%	32%	22%	30%
35 hours	12%	0%	5%	15%	7%	26%	15%
Other	2%	19%	0%	0%	0%	0%	0%

### Time-Off Practices

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

- Separate vacation, sick leave and holiday benefits: 101 organizations (60%) are reported
- Paid time off (PTO): 57 organizations (34%) are reported

In addition, 11 respondents (7%) report different time-off policies for their staff, including a few that have no formal time-off policies.

Of the respondents who have part-time employees, 59% indicate that their part-time employees are eligible for paid time off benefits and 41% do not offer these benefits to part-time employees. When offered, these benefits are virtually always pro-rated according to employees' work schedules. Of the organizations that do offer paid time off to part-time employees, 68% require the part-time employee to work a minimum number of hours per week to be eligible. On average, this minimum is 22 hours per week. The remaining 32% offer paid time off benefits to part-time employees regardless of the number of hours they work each week.

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

The survey results show that 85 survey participants (50%) provide the same benefit to both exempt and nonexempt staff, AND accrue vacation, holiday, and sick leave separately:

All Staff Years of Service	Vacation Days	Sick Leave	Holiday	Personal Days	Total Days
First Year	10.2	9.6	9.8	2.3	31.9
Second Year	11.7	9.6	9.8	2.3	33.4
Third Year	12.8	9.6	9.8	2.3	34.5
Fourth Year	13.6	9.6	9.8	2.3	35.3
Fifth Year	15.2	9.6	9.8	2.3	36.9
Sixth to Ninth Years	16.9	9.6	9.8	2.3	38.6
Tenth Year	18.3	9.6	9.8	2.3	40.0
Eleventh Year +	19.7	9.6	9.8	2.3	41.4



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

The survey results show that 16 survey participants (9%) provide different benefits to exempt and non-exempt staff, AND accrue vacation, holiday, and sick leave separately, as detailed in the following two tables:

<b>Exempt Staff Years of Service</b>	<b>Vacation Days</b>	<b>Sick Leave</b>	<b>Holiday</b>	<b>Personal Days</b>	<b>Total Days</b>
First Year	14.4	11.2	11.8	2.2	39.6
Second Year	16.8	11.2	11.8	2.2	42.0
Third Year	17.5	11.2	11.8	2.2	42.7
Fourth Year	17.5	11.2	11.8	2.2	42.7
Fifth Year	19.1	11.2	11.8	2.2	44.3
Sixth to Ninth Years	19.9	11.2	11.8	2.2	45.1
Tenth Year	21.1	11.2	11.8	2.2	46.3
Eleventh Year +	22.2	11.2	11.8	2.2	47.4

<b>Non-Exempt Staff Years of Service</b>	<b>Vacation Days</b>	<b>Sick Leave</b>	<b>Holiday</b>	<b>Personal Days</b>	<b>Total Days</b>
First Year	8.8	11.2	11.8	2.2	34.0
Second Year	11.2	11.2	11.8	2.2	36.4
Third Year	11.9	11.2	11.8	2.2	37.1
Fourth Year	12.3	11.2	11.8	2.2	37.5
Fifth Year	13.8	11.2	11.8	2.2	39.0
Sixth to Ninth Years	15.1	11.2	11.8	2.2	40.3
Tenth Year	16.3	11.2	11.8	2.2	41.5
Eleventh Year +	18.1	11.2	11.8	2.2	43.3

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

Forty-three survey respondents (25%) provide PTO benefits that combine at least some portion of vacation, holidays and sick leave, with all employees receiving the same benefits:

All Staff Years of Service	Holidays	Paid Time-Off	Total Days
First Year	9.8	16.0	25.8
Second Year	9.8	17.8	27.6
Third Year	9.8	19.1	28.9
Fourth Year	9.8	20.1	29.9
Fifth Year	9.8	21.9	31.7
Sixth to Ninth Years	9.8	24.0	33.8
Tenth Year	9.8	26.2	36.0
Eleventh Year +	9.8	27.3	37.1

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

Fourteen survey respondents (8%) 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	Holidays	Paid Time-Off	Total Days
First Year	9.6	21.0	30.6
Second Year	9.6	23.5	33.1
Third Year	9.6	24.0	33.6
Fourth Year	9.6	24.6	34.2
Fifth Year	9.6	26.5	36.1
Sixth to Ninth Years	9.6	27.8	37.4
Tenth Year	9.6	30.2	39.8
Eleventh Year +	9.6	31.5	41.1

Non-Exempt Staff Years of Service	Holidays	Paid Time-Off	Total Days
First Year	9.6	14.4	24.0
Second Year	9.6	17.4	27.0
Third Year	9.6	17.6	27.2
Fourth Year	9.6	18.8	28.4
Fifth Year	9.6	21.0	30.6
Sixth to Ninth Years	9.6	23.5	33.1
Tenth Year	9.6	26.2	35.8
Eleventh Year +	9.6	27.5	37.1

**Other Paid Time Off**

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

Type of Paid Time Off	# of Organizations	% of Orgs
Bereavement	139	82%
Jury service	138	82%
Family illness	87	51%
Military service	75	44%
Maternity/paternity	70	41%
Job-related education/training	38	22%
Volunteer service	6	4%

## Insurance and Retirement Benefits

### Insurance Coverage Offered

The great majority of survey participants (91%) offer some type of medical insurance to their employees, at an average cost of \$583 per employee per month. Many respondents offer more than one type of medical insurance and a variety of other insurance benefits, as detailed below. Note that these tables include organizations that offer insurance through a flexible benefit plan, as well as through a traditional insurance plan.

*Types of Medical Insurance Offered	# of Organizations	% of Orgs
Health Maintenance Organization (HMO)	34	20%
Preferred Provider Organization (PPO)	141	83%
Do not provide medical insurance	16	9%
<b>**Total Organizations Responding</b>	<b>169</b>	

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

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

*Other Types of Insurance Offered	# of Organizations	% of Orgs
Dental Care Insurance	140	83%
Vision Care Insurance	137	81%
Life Insurance	131	78%
Short-Term Disability Insurance	106	63%
Long-Term Disability Insurance	121	72%
Long-Term Care Insurance	61	36%
Do not provide other types of insurance	24	14%
<b>*Total Organizations Responding</b>	<b>169</b>	

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

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

### Waiting Period for New Employees

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

Waiting Period for New Employees	# of Organizations	% of Orgs
No waiting period (coverage begins immediately)	25	19%
up to 1 month	61	47%
up to 2 months	7	5%
up to 3 months	29	22%
up to 4 months	4	3%
6 months	5	4%
<b>Total Organizations Responding</b>	<b>131</b>	

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

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## Changes in Insurance Policies Since 2008

When asked about changes in insurance plans during the past two years, 50% describe changes involving higher costs and/or a lower level of coverage for employees. Typical comments include shifting to new policies with higher deductibles and co-payments, and higher levels of employee contribution to monthly premium costs.

Forty percent (40%) of organizations report no changes other than premium increases which have not, as of yet, been passed on to employees. Another 8% have changed the types of plans and policies offered to control costs in such a way that employee contributions do not increase.

Finally, 2% describe lowered costs for employees as the organization pays a higher proportion of insurance premiums.

## Co-Payments for Office Visits

Co-payments for HMO plans ranged from \$10 to \$25, with a median of \$20. Co-payments for PPO plans ranged from \$5 to \$50, also with a median of \$20.

## Domestic Partner Benefits

Thirty-six percent (36%) of respondents offer medical insurance coverage to domestic partners of employees. This includes 21% of respondents that pay all or some of the premium for domestic partners, and 15% of respondents that do not pay any of the premium. Sixty-four percent (64%) do not offer any medical coverage to domestic partners.

## Part-Time Employee Benefits

Of the respondents who have part-time employees, 67% provide insurance benefits only to full-time employees.

Twenty-nine percent (29%) offer medical insurance benefits to part-time employees who maintain a minimum weekly work schedule. This includes 14% percent offering full benefits to qualifying part-time employees, who must work an average of 24 hours per week to be eligible. The other 15% provide pro-rated benefits to qualifying part-time employees, who must also work an average of 24 hours per week to be eligible.

Just 4% of respondents offer insurance coverage to part-time employees regardless of their work schedules, including 1% that provide full benefits to part-time employees, and another 3% with pro-rated insurance benefits for part-time employees based on work schedules.

## Special Insurance-Related Accounts

**In an HRA** (Health Reimbursement Arrangement) the employer contributes a certain amount per employee per year for health care expenses. This money may be rolled from one year to the next but may not be portable if an employee leaves his or her job. Sixteen organizations in this survey's sample (9%) offer an HRA to employees.

**An HSA** (Health Savings Account) allows the employee and/or employer to make pre-tax contributions that are used by the employee for future medical or long-term care premium expenses. These accounts are used in conjunction with a high-deductible health insurance policy. The funds can roll over from year to year and the account is portable. Fifteen organizations (9%) offer health insurance policies that are compatible with Health Savings Accounts.

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

The following tables show the average payment of premiums by employers for both employees and their dependents for medical insurance through a **Health Maintenance Organization (HMO)** plan. Results show that 71% of respondents who offer HMO coverage pay at least 50% of the cost *for the employee*, and 45% pay the entire cost. Note that the information in these tables does not include organizations that offer HMO coverage through a flexible benefit plan.

HMO—Employee Health Insurance Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	14	45%
Pay 90 to 99% of premium	2	6%
Pay 80 to 89% of premium	4	13%
Pay 70 to 79% of premium	0	0%
Pay 60 to 69% of premium	2	6%
Pay 50 to 59% of premium	0	0%
Pay from 1 to 49% of premium	0	0%
Do not pay any of the premium	9	29%
<b>Total Offering HMO</b>	<b>31</b>	

Twenty-three percent (23%) of respondents pay at least 50% of the cost of HMO coverage for the employee’s dependents.

HMO—Dependent Health Insurance Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	3	10%
Pay 90 to 99% of premium	1	3%
Pay 80 to 89% of premium	1	3%
Pay 70 to 79% of premium	0	0%
Pay 60 to 69% of premium	1	3%
Pay 50 to 59% of premium	1	3%
Pay from 1 to 49% of premium	2	6%
Do not pay any of the premium	22	71%
<b>Total Offering HMO</b>	<b>31</b>	

**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 95% of respondents who offer PPO coverage pay at least 50% of the cost *for the employee*, and 41% pay the entire cost. Note that the information in these tables does not include organizations that offer PPO coverage through a flexible benefit plan.

<b>PPO—Employee Health Insurance Employer Contribution</b>	<b># of Organizations</b>	<b>% of Orgs</b>
Pay 100% of premium	54	41%
Pay 90 to 99% of premium	23	18%
Pay 80 to 89% of premium	28	21%
Pay 70 to 79% of premium	14	11%
Pay 60 to 69% of premium	3	2%
Pay 50 to 59% of premium	2	2%
Pay from 1 to 49% of premium	0	0%
Do not pay any of the premium	7	5%
<b>Total Offering PPO</b>	<b>131</b>	

Fifty-one percent (51%) of respondents pay at least 50% of the cost of PPO coverage for the employee's dependents.

<b>PPO—Dependent Health Insurance Employer Contribution</b>	<b># of Organizations</b>	<b>% of Orgs</b>
Pay 100% of premium	18	14%
Pay 90 to 99% of premium	6	5%
Pay 80 to 89% of premium	17	13%
Pay 70 to 79% of premium	14	11%
Pay 60 to 69% of premium	3	2%
Pay 50 to 59% of premium	9	7%
Pay from 1 to 49% of premium	6	5%
Do not pay any of the premium	58	44%
<b>Total Offering PPO</b>	<b>131</b>	

### 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**. Seventy-nine percent (79%) of survey participants that offer dental insurance pay at least 50% of the premiums *for the employee*, and 57% pay the entire cost. Note that the information in these tables does not include organizations that offer dental coverage through a flexible benefit plan.

Employee Dental Care Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	73	57%
Pay 90 to 99% of premium	9	7%
Pay 80 to 89% of premium	9	7%
Pay 70 to 79% of premium	5	4%
Pay 60 to 69% of premium	2	2%
Pay 50 to 59% of premium	4	3%
Pay from 1 to 49% of premium	1	1%
Do not pay any of the premium	26	20%
<b>Total Offering Dental Care</b>	<b>129</b>	

Forty-two percent (42%) of respondents pay at least 50% of the cost of dental care for the employee's dependents.

Dependent Dental Care Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	27	21%
Pay 90 to 99% of premium	2	2%
Pay 80 to 89% of premium	8	6%
Pay 70 to 79% of premium	7	5%
Pay 60 to 69% of premium	0	0%
Pay 50 to 59% of premium	10	8%
Pay from 1 to 49% of premium	6	5%
Do not pay any of the premium	69	53%
<b>Total Offering Dental Care</b>	<b>129</b>	



**Employer Contribution—Vision Care (Traditional Plans)**

The following tables show the average payment of premiums by employers for both employees and their dependents for **vision insurance**. Seventy-six percent (76%) of survey participants that offer vision insurance pay at least 50% of the premiums *for the employee*, and 56% pay the entire cost. Note that the information in these tables does not include vision coverage offered through a flexible benefit plan.

<b>Employee Vision Care Employer Contribution</b>	<b># of Organizations</b>	<b>% of Orgs</b>
Pay 100% of premium	71	56%
Pay 90 to 99% of premium	9	7%
Pay 80 to 89% of premium	8	6%
Pay 70 to 79% of premium	4	3%
Pay 60 to 69% of premium	3	2%
Pay 50 to 59% of premium	1	1%
Pay from 1 to 49% of premium	1	1%
Do not pay any of the premium	29	23%
<b>Total Offering Vision Care</b>	<b>126</b>	

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

<b>Dependent Vision Care Employer Contribution</b>	<b># of Organizations</b>	<b>% of Orgs</b>
Pay 100% of premium	27	21%
Pay 90 to 99% of premium	3	2%
Pay 80 to 89% of premium	5	4%
Pay 70 to 79% of premium	5	4%
Pay 60 to 69% of premium	2	2%
Pay 50 to 59% of premium	8	6%
Pay from 1 to 49% of premium	5	4%
Do not pay any of the premium	71	56%
<b>Total Offering Vision Care</b>	<b>126</b>	

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

Eighty-six percent (86%) of respondents that provide **life insurance** for their staff pay the entire premium for their employees. Note that the information in this table does not include organizations that offer life insurance through a flexible benefit plan.

Employee Life Insurance Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	105	86%
Pay 50 to 99% of premium	1	1%
Pay 1 to 49% of premium	0	0%
Do not pay premium for employee	16	13%
<b>Total Offering Life Insurance</b>	<b>122</b>	

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

Sixty-six percent (66%) of respondents that provide **short-term disability** insurance for their staff pay the entire premium for their employees. Note that the information in this table does not include organizations that offer short-term disability coverage through a flexible benefit plan.

Employee Short-Term Disability Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	67	66%
Pay 50 to 99% of premium	2	2%
Pay 1 to 49% of premium	0	0%
Do not pay premium for employee	32	32%
<b>Total Offering Short Term Disability</b>	<b>101</b>	

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

Eighty percent (80%) of respondents that provide **long-term disability** insurance for their staff pay the entire premium for their employees. Note that the information in this table does not include organizations that offer long-term disability coverage through a flexible benefit plan.

Employee Long-Term Disability Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	90	80%
Pay 50 to 99% of premium	2	2%
Pay 1 to 49% of premium	0	0%
Do not pay premium for employee	20	18%
<b>Total Offering Long Term Disability</b>	<b>112</b>	

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

Twenty-nine percent (29%) of respondents that provide **long-term care** insurance for their staff pay the entire premium for their employees. Note that the information in this table does not include organizations that offer long-term care coverage through a flexible benefit plan.

Employee Long-Term Care Employer Contribution	# of Organizations	% of Orgs
Pay 100% of premium	17	29%
Pay 50 to 99% of premium	2	3%
Pay 1 to 49% of premium	0	0%
Do not pay premium for employee	39	67%
<b>Total Offering Long Term Care</b>	<b>58</b>	

**Section 125 Plans**

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

Eleven survey participants (7% of the total sample) offer employees a choice of benefits through a flexible benefit plan. The plans offered as a part of these programs follow:

Type of Insurance Offered	# of Organizations	% of Orgs
Health Maintenance Organization (HMO)	3	27%
Preferred Provider Organization (PPO)	10	91%
Dental Care Insurance	11	100%
Vision Care Insurance	11	100%
Life Insurance	9	82%
Short-Term Care Insurance	5	45%
Long-Term Disability Insurance	9	82%
Long-Term Care Insurance	3	27%
Any Organization-Sponsored Retirement Plan	9	82%
<b>Total Offering a Flexible Benefit Plan</b>	<b>11</b>	

Other types of Section 125 plans include:

- **Premium-Only Plan**, which is a simplified version of the cafeteria plan. Thirty-three percent (33%) 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**). Twenty-three percent (23%) of surveyed organizations offer an HCSA and 21% offer a DCSA to employees. These accounts are almost exclusively funded by employee contributions.

### Retirement Benefits

Eighty-one percent (81%) of survey participants indicate they offer some type of retirement benefit to their employees. The types of plans offered are detailed below:

Type of Plan Offered	# of Responses	% of Orgs
Tax Sheltered Annuity: 401(k), 403(b)	98	58%
Other Defined Contribution Plan	21	12%
IRA/SEP-IRA	21	12%
Defined Benefit Plan	13	8%
Other	1	1%
Do not offer retirement benefits	32	19%
<b>*Total Organizations Responding</b>	<b>169</b>	

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

### Retirement Benefits—Funding

Of those 137 organizations that offer some type of retirement benefit, 72% offer plans that share responsibility for funding with their staff. Nine percent (9%) offer plans funded solely by the employee.

Funding of Retirement Plans*	# of Responses	% of Orgs
Employee contribution only	13	9%
Organization contribution only	24	18%
Organization contributes/employee may contribute	49	36%
If employee contributes, organization contributes	50	36%
Other	1	1%
<b>Total Organizations Responding</b>	<b>137</b>	

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

### Retirement Benefits—Contributions

Organizations that contribute to employees’ retirement plans were asked to describe that contribution, and 90% indicated that they contribute some percentage of each employee’s annual salary, usually the same for all employees. If the percentage increases with an employee’s length of service, organizations entered the highest percentage, or cap, of an employee’s salary that would be contributed. The range of all percent of salary responses is from 1% to 15%, with a median response of 5%.

### Vesting Period

Organizations with retirement plans were asked about the vesting period for that benefit. Nineteen percent of the organizations have no vesting period. Vesting periods given by the other 81% of organizations ranged from 1 to 7 years, with a median of 3 years.

## Executive Director/CEO Profile

### Employment Contract

Only 16% of the Executive Directors in this Survey have an employment contract:

Employment Contract	# of Organizations	% of Orgs
Executive Director has contract	25	16%
Executive Director does not have contract	131	84%

### Gender and Compensation

Over half of Executive Directors in the sample are female:

Executive Director Gender	# of Organizations	% of Orgs
Male Executive Director/CEO	68	44%
Female Executive Director/CEO	88	56%

On average, male Executive Directors earn significantly higher pay than do females. The average annual base pay for all Executive Directors in the sample is \$102,125; for men, the average Executive Director pay is \$118,652 per year; for women, the average Executive Director pay is \$89,354 per year. While a majority (56%) of all Executive Directors in the sample are women, a relatively greater number of men are found in the Executive Director positions of the largest organizations, which tend to pay higher wages. This pattern is somewhat less pronounced, however, since the previous survey was conducted two years ago, and within groups of similarly sized organizations the gap between men's and women's pay has narrowed slightly. The following chart illustrates Executive Director pay for men and women according to organizations' annual operating budgets:

Annual Operating Budget	% Male	Average Salary, Males	% Female	Average Salary, Females	Female Pay as % of Male Pay
Up to \$250,000	31%	\$47,070	69%	\$48,602	103%
\$250,001 - \$750,000	45%	\$77,236	55%	\$65,745	85%
\$750,001 - \$2,000,000	38%	\$83,363	62%	\$82,426	99%
\$2,000,001 - \$5,000,000	42%	\$116,336	58%	\$92,609	79%
\$5,000,001 - \$15,000,000	59%	\$156,409	41%	\$103,806	66%
Over \$15,000,000	53%	\$209,165	47%	\$170,150	81%
All Responses	44%	\$118,652	56%	\$89,354	75%

### Education and Compensation

Sixty-five percent (65%) of the Executive Directors in our Survey hold Master's Degrees or Doctorates. As indicated below, salaries generally increase with the level of education.

Level of Education	# of Incumbents	Average Salary
Some College	5	\$73,981
Bachelor's Degree	49	\$84,689
Master's Degree	89	\$105,518
Doctorate	14	\$138,856

### Time in Position and Compensation

The table below illustrates the average salaries of Executive Directors/Chief Executive Officers in terms of how long they have been in their current position.

Years in Current Job	# of Incumbents	Average Salary
Less than one year	6	\$72,720
1.0 to 1.9 years	11	\$58,798
2.0 to 2.9 years	14	\$68,803
3.0 to 4.9 years	24	\$102,657
5.0 to 6.9 years	19	\$117,906
7.0 to 9.9 years	16	\$109,691
10.0 years and over	66	\$112,517
<b>Average of 9.75 years</b>	<b>156</b>	<b>\$102,125</b>

On average, those individuals in Executive Director/Chief Executive positions have been in their jobs for 9.75 years. As shown in the table above, there is not as clear a correlation in pay for Executive Directors based upon time in the job as there is based on other factors (for example, budget, numbers of employees, education).

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

The following benefits were reported for the Executive Director/Chief Executive Officer position. Typically, these are provided only to the Executive Director. Cell phones are the most common benefit, at 51%, followed closely by travel/conferences at 49%.

Benefit or Perquisite	# Reported	% of Organizations
Cell phone	80	51%
Travel/Conferences	77	49%
Laptop Computer	61	39%
Additional Vacation	31	20%
Car or Car Allowance	28	18%
Club Memberships	19	12%
Additional Contribution to Retirement Benefits	15	10%
Additional Contribution to Life Insurance	14	9%
Additional Contribution to Health Insurance	10	6%
Housing or Housing Allowance	6	4%
Parking	4	3%
Other	9	6%
<b># Organizations Responding</b>	<b>156</b>	

## IV. COMPENSATION BY POSITION

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

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

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

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Average
<b>Annual Cash Compensation</b>								
Salary and Incentives - All Organizations:								
Base Salary - All Employees	156	156	\$51,430	\$62,457	\$87,776	\$121,457	\$172,077	\$102,125
# Eligible for Incentive/Bonus	70	70						
Actual Bonus Paid	43	43	220	1,000	3,861	10,000	26,300	9,016
Total Cash Compensation (Base + Bonus)	156	156	51,794	63,528	88,527	123,800	177,993	104,610
<b>Annual Base Salary</b>								
By Budget Size:								
Up to \$250,000	16	16	33,203	41,054	49,078	52,811	64,956	48,123
\$250,001 - \$750,000	20	20	52,104	55,015	65,302	88,098	96,577	70,916
\$750,001 - \$2,000,000	48	48	51,948	60,112	80,507	93,574	119,377	82,777
\$2,000,001 - \$5,000,000	31	31	61,955	77,688	87,547	117,707	174,583	102,559
\$5,000,001 - \$15,000,000	22	22	88,186	102,092	124,280	153,052	213,815	134,890
Over \$15,000,000	19	19	121,680	140,026	170,400	231,982	310,003	190,685
By Geographic Location:								
Allegheny County	119	119	54,205	74,256	91,998	138,382	201,250	111,718
Outside of Allegheny County	37	37	41,030	51,740	60,424	87,735	120,332	71,274
By Field of Service:								
Basic Material Need	12	12	34,864	57,544	87,776	116,246	138,424	88,102
Counseling - Behavioral Health & Wellness	17	17	59,792	68,224	86,403	117,822	163,405	95,226
Culture/Arts	18	18	34,883	58,756	112,050	187,954	283,458	129,884
Economic/Neighborhood Development	12	12	46,686	53,726	80,371	93,163	103,151	74,939
Education and Child Care Services	17	17	53,972	77,116	90,667	142,803	232,765	114,601
Environment/Animal Welfare	6	6			79,987			97,459
Family Support and Preservation	7	7			123,802			111,287
Foundation/Philanthropy	7	7			87,214			115,439
Health and Health Education	12	12	46,592	62,374	81,495	182,754	252,873	116,158
Social Support	33	33	48,206	59,353	89,606	129,293	161,545	100,250
Youth/Recreation	7	7			54,995			67,876
By Primary Source of Funding:								
Contributions from individuals	19	19	39,998	52,000	74,984	121,680	223,850	93,334
Contributions from foundations or trusts	28	28	35,006	57,169	80,195	99,382	156,638	95,969
Government	71	71	51,767	69,451	92,290	123,594	167,981	104,072
Program services fee	31	31	52,208	58,240	85,696	139,006	219,666	108,546
Revenue from sales, investments, etc.	5	5			87,214			113,863
By Number of Employees:								
1 - 5	34	34	35,006	43,940	56,368	82,961	108,410	67,301
6 - 20	29	29	52,000	57,200	80,350	98,197	120,786	82,090
21 - 50	32	32	55,428	65,499	80,507	92,025	113,847	84,089
51 - 100	21	21	65,183	78,853	88,005	120,120	221,579	109,747
More than 100	40	40	88,708	118,243	139,516	184,522	273,097	156,678
By Level of Education Required:								
Bachelor's Degree	71	71	48,984	55,099	74,984	93,891	121,501	83,385
Master's Degree	67	67	62,188	80,725	92,622	142,875	213,674	117,529
By Sex of Employee:								
Male	68	68	51,931	69,670	96,387	149,058	218,945	118,652
Female	88	88	50,877	58,339	81,859	104,343	143,159	89,354
By Race/Ethnicity of Employee:								
Black or African American	12	12	55,101	75,083	86,528	117,229	155,123	94,652
White	136	136	51,430	61,496	87,610	119,528	169,391	99,938
By Number of Years in Position:								
Up to 5 Years	56	56	42,255	58,308	78,843	92,264	136,502	84,509
6 - 10 Years	28	28	54,340	59,280	85,187	133,162	177,127	100,448
11 - 20 Years	40	40	52,092	72,223	97,074	145,004	212,090	113,644
Over 20 Years	20	20	53,564	89,003	114,359	134,685	196,126	115,958



## Associate Director/Chief Operating Officer

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

Other sample job titles: Assistant Director, Deputy Director, Executive Vice President

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	63	72	\$52,402	\$65,073	\$82,899	\$102,872	\$134,177	\$89,615
# Eligible for Incentive/Bonus	33	40						
Actual Bonus Paid	22	28	500	831	3,625	10,000	27,420	9,118
Total Cash Compensation (Base + Bonus)	63	72	53,561	65,387	84,776	106,163	138,525	93,160
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$250,001 - \$750,000	4	4						60,986
\$750,001 - \$2,000,000	17	17	42,469	53,498	71,115	83,044	88,704	67,249
\$2,000,001 - \$5,000,000	11	14	54,215	65,218	69,732	88,566	111,332	77,325
\$5,000,001 - \$15,000,000	15	18	62,227	79,955	91,551	102,612	121,862	92,211
Over \$15,000,000	15	18	64,567	91,650	117,076	141,154	218,509	127,295
<b>By Geographic Location:</b>								
Allegheny County	52	57	54,883	67,299	85,488	111,823	138,943	94,760
Outside of Allegheny County	11	15	38,272	52,146	72,550	85,842	102,345	70,060
<b>By Field of Service:</b>								
Basic Material Need	6	8			82,077			75,702
Counseling - Behavioral Health & Wellness	9	12	45,637	58,947	78,916	99,585	105,408	78,260
Culture/Arts	10	11			85,488			91,788
Education and Child Care Services	6	7			76,461			122,563
Health and Health Education	4	4						117,643
Social Support	17	19	55,245	66,997	81,120	100,818	124,800	87,551
<b>By Primary Source of Funding:</b>								
Contributions from individuals	5	6			72,624			80,533
Contributions from foundations or trusts	8	8			68,266			78,619
Government	35	38	54,887	65,463	79,040	93,222	124,257	84,443
Program services fee	13	18	42,659	80,496	102,368	116,906	218,509	108,275
<b>By Number of Employees:</b>								
6 - 20	12	13	45,710	52,187	72,155	84,407	95,135	69,320
21 - 50	13	15	50,948	57,054	67,600	72,550	106,859	71,260
51 - 100	7	7			90,854			83,209
More than 100	28	34	64,262	82,051	102,368	120,432	175,705	109,629
<b>By Level of Education Required:</b>								
Bachelor's Degree	26	27	51,992	57,054	76,960	90,854	111,095	78,094
Master's Degree	27	29	54,850	66,144	81,120	101,650	138,195	91,813
Doctoral Degree	4	4						131,316
<b>By Sex of Employee:</b>								
Male	26	28	54,858	81,359	97,222	113,982	207,741	105,083
Female	40	43	50,860	63,003	71,677	91,582	121,043	78,266
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	5	5			64,605			66,927
White	56	65	51,838	66,259	83,512	102,742	130,158	90,066
<b>By Number of Years in Position:</b>								
Up to 5 Years	22	22	44,739	57,601	82,462	97,182	117,010	82,881
6 - 10 Years	15	15	54,875	67,600	81,973	115,294	184,026	95,959
11 - 20 Years	18	20	51,944	67,247	82,181	104,250	123,663	85,450
Over 20 Years	9	10			90,688			95,702
<b>By Number of Employees Managed:</b>								
1 to 3	12	13	44,233	52,187	58,136	71,292	77,247	61,032
4 to 8	17	19	50,003	71,677	85,488	97,142	104,666	81,463
9 to 14	10	10			83,044			85,275
15 and over	23	24	64,002	77,626	99,060	134,846	210,972	112,659

Directs delivery of programs in accordance with the organization's goals and objectives. May write or participate in writing of grant applications, depending on structure of organization. Ensures program activities comply with contracts. Supervises program staff either directly or through intermediary supervisors. Acts as liaison with government agencies, the community and the public relative to funding, contracts and delivery of services. Participates as a member of the senior management team in the development and implementation of organization-wide policies and programs that will contribute to its overall success. This is a single-incumbent position. Report others in the Program Management section or other sections below (e.g. jobs 805, 810, 853, 856, 421, 430, 431).

Other sample job titles: Director of Residential and Homeless Programs, Director of Services, Vice President of Programs & Services

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	28	39	\$52,998	\$63,523	\$71,718	\$79,997	\$104,914	\$73,969
# Eligible for Incentive/Bonus	15	18						
Actual Bonus Paid	13	14	500	575	1,893	5,000	6,250	2,828
Total Cash Compensation (Base + Bonus)	28	39	54,176	65,686	71,718	79,997	104,914	74,984
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$2,000,001 - \$5,000,000	9	12	48,880	51,215	61,953	66,799	107,996	64,991
\$5,000,001 - \$15,000,000	7	11			75,982			79,217
Over \$15,000,000	9	13	63,798	69,691	75,000	90,113	104,964	79,487
<b>By Geographic Location:</b>								
Allegheny County	26	36	52,268	62,681	72,332	79,997	104,939	74,395
<b>By Field of Service:</b>								
Counseling - Behavioral Health & Wellness	4	5			75,982			83,098
Education and Child Care Services	4	5			65,499			71,331
Social Support	8	11			71,864			74,442
<b>By Primary Source of Funding:</b>								
Contributions from individuals	4	4						78,286
Government	17	22	53,714	66,768	72,332	83,569	104,973	76,853
Program services fee	5	11			66,019			67,657
<b>By Number of Employees:</b>								
21 - 50	4	4						57,970
51 - 100	5	6			67,163			75,507
More than 100	16	23	65,657	70,408	76,877	86,674	104,964	80,300
<b>By Level of Education Required:</b>								
Bachelor's Degree	12	15	49,441	53,165	68,640	79,997	109,498	71,129
Master's Degree	13	14	53,997	58,297	70,346	77,657	112,950	73,309
<b>By Sex of Employee:</b>								
Male	10	11			76,877			75,652
Female	22	28	52,868	65,546	71,063	79,429	102,750	73,308
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	5	5			72,800			78,503
White	22	32	51,295	59,732	68,807	77,695	93,124	70,855
<b>By Number of Years in Position:</b>								
Up to 5 Years	12	12	53,597	58,094	71,063	77,517	79,997	68,831
6 - 10 Years	8	8			74,797			82,051
11 - 20 Years	6	6			71,823			74,648
Over 20 Years	4	7			65,499			61,508
<b>By Number of Employees Managed:</b>								
4 to 8	7	9			76,877			85,359
9 to 14	4	4						75,010
15 and over	12	13	53,797	61,079	67,059	71,063	81,519	67,014

## Director, Administration

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

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

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	12	12	\$50,602	\$56,254	\$73,559	\$83,144	\$93,724	\$71,430
# Eligible for Incentive/Bonus	3	3						
Actual Bonus Paid	3	3						
Total Cash Compensation (Base + Bonus)	12	12	50,602	56,329	73,559	83,144	104,871	72,807
<b>Annual Base Salary</b>								
By Budget Size:								
\$750,001 - \$2,000,000	4	4						55,141
By Geographic Location:								
Allegheny County	12	12	50,602	56,254	73,559	83,144	93,724	71,430
By Field of Service:								
Social Support	4	4						76,038
By Primary Source of Funding:								
Government	7	7			76,336			73,379
By Number of Employees:								
21 - 50	4	4						59,764
More than 100	5	5			82,911			85,283
By Level of Education Required:								
Bachelor's Degree	9	9			62,088			66,287
By Sex of Employee:								
Male	4	4						76,409
Female	8	8			66,435			68,941
By Race/Ethnicity of Employee:								
White	12	12	50,602	56,254	73,559	83,144	93,724	71,430
By Number of Years in Position:								
Up to 5 Years	4	4						61,828
11 - 20 Years	4	4						77,813
By Number of Employees Managed:								
1 to 3	8	8			73,559			69,196

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.

Other sample job titles: Area Team Supervisor, Branch Executive

	<b>Number of Organizations</b>	<b>Number of Employees</b>	<b>10h %ile</b>	<b>25th %ile</b>	<b>Annual Cash Compensation</b>			<b>Average</b>
					<b>Median (50%)</b>	<b>75th %ile</b>	<b>90th %ile</b>	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	4	13	\$36,766	\$45,096	\$49,440	\$64,054	\$69,858	\$52,447
# Eligible for Incentive/Bonus	3	8						
Actual Bonus Paid	2	4						
Total Cash Compensation (Base + Bonus)	4	13	36,966	45,096	49,440	64,054	70,258	52,639
<b>Annual Base Salary</b>								
<b>By Race/Ethnicity of Employee:</b>								
White	4	10			49,243			50,783

## Office Manager

065

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

Other sample job titles: Administrative Services Manager, Business Manager, Office Administrator

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	46	61	\$26,574	\$29,474	\$36,213	\$40,924	\$44,936	\$36,110
# Eligible for Incentive/Bonus	22	33						
Actual Bonus Paid	14	25	100	100	375	600	1,304	486
Total Cash Compensation (Base + Bonus)	46	61	26,574	29,574	36,213	41,293	45,603	36,309
<b>Annual Base Salary</b>								
By Budget Size:								
\$250,001 - \$750,000	4	4						37,170
\$750,001 - \$2,000,000	18	18	25,532	28,548	32,826	41,252	44,747	34,169
\$2,000,001 - \$5,000,000	11	11			40,040			38,756
\$5,000,001 - \$15,000,000	5	7			39,998			39,544
Over \$15,000,000	7	20	23,177	29,234	35,547	39,583	49,217	35,130
By Geographic Location:								
Allegheny County	37	51	26,712	32,197	37,086	41,392	45,723	37,130
Outside of Allegheny County	9	10			29,630			30,907
By Field of Service:								
Counseling - Behavioral Health & Wellness	5	6			40,092			39,035
Culture/Arts	5	5			38,168			35,577
Education and Child Care Services	6	16	21,393	25,891	33,103	37,680	43,975	32,548
Family Support and Preservation	4	4						43,054
Health and Health Education	4	5			40,643			39,944
Social Support	10	13	26,691	29,744	34,757	37,336	40,003	33,821
By Primary Source of Funding:								
Contributions from individuals	4	4						41,607
Contributions from foundations or trusts	7	7			37,960			36,148
Government	24	36	24,962	30,264	35,277	41,049	47,102	35,647
Program services fee	10	13	27,040	28,049	39,998	41,018	44,088	36,458
By Number of Employees:								
1 - 5	4	4						39,031
6 - 20	12	12	27,446	28,699	34,705	43,540	45,631	35,752
21 - 50	11	11			35,006			34,397
51 - 100	6	6			37,399			38,792
More than 100	13	28	25,557	29,234	36,151	40,118	49,903	35,944
By Level of Education Required:								
High School Diploma	15	29	25,854	28,361	35,547	38,085	43,680	34,424
Associate's Degree	14	14	24,856	28,896	33,925	40,456	51,356	35,786
Bachelor's Degree	7	8			40,342			38,514
By Sex of Employee:								
Male	4	4						39,912
Female	42	56	26,321	29,234	36,151	40,118	45,265	36,001
By Race/Ethnicity of Employee:								
Black or African American	8	9			37,586			35,836
White	35	46	26,321	30,649	36,151	40,269	43,992	35,713
By Number of Years in Position:								
Up to 5 Years	26	29	27,040	28,995	36,566	40,924	44,990	35,630
6 - 10 Years	12	18	26,468	35,412	37,180	43,274	50,392	38,163
11 - 20 Years	6	7			34,570			35,268
By Number of Employees Managed:								
1 to 3	12	13	28,979	35,922	40,643	42,703	51,788	40,051
4 to 8	4	4						40,025

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

Other sample job titles: Administrative Secretary, Assistant to the Director, Executive Secretary

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	62	82	\$30,000	\$33,332	\$39,998	\$47,864	\$51,064	\$40,563
# Eligible for Incentive/Bonus	23	31						
Actual Bonus Paid	17	24	313	600	750	1,102	1,755	900
Total Cash Compensation (Base + Bonus)	62	82	30,000	33,895	40,040	48,057	51,064	40,826
<b>Annual Base Salary</b>								
By Budget Size:								
\$750,001 - \$2,000,000	14	15	27,768	32,094	34,507	42,162	56,576	38,014
\$2,000,001 - \$5,000,000	12	15	30,252	32,989	37,856	46,925	50,369	39,462
\$5,000,001 - \$15,000,000	17	19	33,384	37,544	42,994	48,000	56,181	43,183
Over \$15,000,000	16	30	29,262	33,514	41,041	49,262	51,867	41,441
By Geographic Location:								
Allegheny County	48	65	31,736	36,234	42,000	48,159	51,001	42,266
Outside of Allegheny County	14	17	23,678	30,410	33,010	35,235	52,745	34,052
By Field of Service:								
Basic Material Need	5	6			34,726			36,341
Counseling - Behavioral Health & Wellness	10	13	26,969	32,635	37,544	47,982	54,159	39,383
Culture/Arts	8	10			36,421			36,309
Education and Child Care Services	9	15	29,195	35,006	38,002	51,896	58,144	42,361
Family Support and Preservation	5	5			46,925			44,327
Health and Health Education	5	8			43,443			44,578
Social Support	12	14	28,299	32,079	38,813	47,428	49,848	39,349
By Primary Source of Funding:								
Contributions from individuals	8	11			41,704			40,126
Contributions from foundations or trusts	6	7			35,006			37,538
Government	31	37	29,844	33,759	40,082	48,263	52,978	41,920
Program services fee	15	25	30,260	33,592	38,542	47,383	51,576	39,950
By Number of Employees:								
1 - 5	4	4						41,158
6 - 20	5	7			42,099			40,227
21 - 50	12	13	29,640	32,053	34,299	37,126	47,270	35,501
51 - 100	10	12	30,938	33,036	37,648	45,620	50,426	38,941
More than 100	31	46	29,819	34,185	42,828	48,880	52,002	42,416
By Level of Education Required:								
High School Diploma	26	34	30,036	33,332	39,039	46,588	51,376	40,251
Associate's Degree	12	17	31,454	34,019	37,544	46,062	51,351	39,204
Bachelor's Degree	15	17	28,408	31,502	38,542	44,596	48,152	37,834
By Sex of Employee:								
Female	60	77	29,877	33,280	39,520	48,045	51,222	40,565
By Race/Ethnicity of Employee:								
Black or African American	9	9			39,520			41,015
White	49	65	29,403	32,854	38,002	47,383	51,721	39,908
By Number of Years in Position:								
Up to 5 Years	28	33	29,632	32,844	39,998	46,535	50,036	40,015
6 - 10 Years	15	16	23,319	31,122	35,204	45,178	49,400	37,018
11 - 20 Years	13	13	30,493	34,975	42,162	48,194	50,744	41,402
Over 20 Years	10	10			45,927			44,701
By Number of Employees Managed:								
1 to 3	20	20	31,171	36,067	42,497	48,951	59,083	43,904

**Administrative Assistant, Senior Level**

075

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

Other sample job titles: Administrative Coordinator, Senior Secretary

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	43	88	\$25,994	\$30,618	\$34,362	\$38,142	\$42,792	\$34,599
# Eligible for Incentive/Bonus	14	29						
Actual Bonus Paid	10	19	500	500	515	600	1,045	623
Total Cash Compensation (Base + Bonus)	43	88	26,659	30,618	34,641	38,288	42,853	34,733
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$750,001 - \$2,000,000	12	17	24,789	27,508	31,200	36,265	43,022	32,754
\$5,000,001 - \$15,000,000	12	18	30,096	31,673	34,851	37,866	41,090	34,968
Over \$15,000,000	15	42	26,778	30,192	34,778	39,780	45,371	35,214
<b>By Geographic Location:</b>								
Allegheny County	31	69	29,016	31,710	35,152	38,999	42,848	35,688
Outside of Allegheny County	12	19	24,835	25,397	30,618	32,386	40,518	30,642
<b>By Field of Service:</b>								
Counseling - Behavioral Health & Wellness	6	9			33,530			31,928
Education and Child Care Services	6	19	28,995	30,202	32,490	37,461	42,848	34,352
Social Support	15	26	25,403	27,976	32,958	40,504	45,748	34,495
<b>By Primary Source of Funding:</b>								
Contributions from individuals	4	12	32,092	34,767	35,516	38,807	39,484	36,199
Contributions from foundations or trusts	4	5			29,994			30,867
Government	22	44	25,855	30,275	33,530	39,140	43,826	34,294
Program services fee	9	21	26,117	30,420	33,946	37,908	45,407	34,639
<b>By Number of Employees:</b>								
6 - 20	5	8			33,405			35,573
21 - 50	8	12	24,675	25,402	31,377	36,339	39,484	31,448
More than 100	25	55	26,890	30,618	34,840	39,686	45,127	35,098
<b>By Level of Education Required:</b>								
High School Diploma	22	44	29,224	31,252	34,362	38,807	44,455	35,260
Associate's Degree	7	15	25,343	29,557	33,946	36,088	42,199	33,503
Bachelor's Degree	10	12	27,371	30,764	36,421	41,764	46,051	36,265
<b>By Sex of Employee:</b>								
Male	4	5			31,699			34,620
Female	39	81	26,084	30,628	34,549	37,929	42,715	34,636
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	4	5			30,722			32,493
White	36	68	25,977	30,623	33,738	39,311	43,044	34,767
<b>By Number of Years in Position:</b>								
Up to 5 Years	22	35	26,308	30,202	33,280	36,400	39,799	33,404
6 - 10 Years	16	20	26,828	32,469	35,391	39,920	42,747	35,910
11 - 20 Years	15	18	24,925	25,896	32,407	38,480	43,214	33,506
Over 20 Years	5	7			37,502			39,770
<b>By Number of Employees Managed:</b>								
1 to 3	7	7			33,280			33,271

Performs clerical duties including answering telephones, screening calls, taking messages and acting as receptionist; sets up and maintains files of information; uses computer skills to enter and maintain data; prepares correspondence and develops other routine documents; may make appointments and travel arrangements, coordinates activities relative to department functions.

Other sample job titles: Administrative Specialist, Program Assistant, Secretary

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	59	186	\$21,715	\$24,123	\$27,758	\$30,914	\$35,725	\$28,214
# Eligible for Incentive/Bonus	16	58						
Actual Bonus Paid	11	33	319	500	780	1,005	2,064	1,004
Total Cash Compensation (Base + Bonus)	59	186	22,103	24,280	27,883	31,184	35,725	28,392
<b>Annual Base Salary</b>								
By Budget Size:								
\$750,001 - \$2,000,000	13	17	20,705	24,721	27,872	32,292	38,272	28,631
\$2,000,001 - \$5,000,000	11	17	20,950	25,179	29,702	32,708	40,664	29,883
\$5,000,001 - \$15,000,000	17	49	21,341	22,891	26,998	29,016	32,386	26,381
Over \$15,000,000	16	101	22,343	24,721	28,018	32,282	36,600	28,805
By Geographic Location:								
Allegheny County	45	143	22,880	25,626	28,288	31,200	36,982	29,071
Outside of Allegheny County	14	43	20,513	21,715	24,378	28,018	32,873	25,364
By Field of Service:								
Counseling - Behavioral Health & Wellness	8	27	21,561	23,920	27,664	29,702	34,152	27,625
Culture/Arts	4	5			26,520			25,563
Education and Child Care Services	6	23	23,982	26,790	28,413	31,824	36,982	29,758
Foundation/Philanthropy	4	9			29,598			31,450
Health and Health Education	7	22	21,474	28,189	29,900	32,100	37,128	29,892
Social Support	19	73	21,320	22,880	25,397	29,651	33,442	26,558
By Primary Source of Funding:								
Contributions from individuals	6	12	21,852	25,880	29,411	36,675	41,454	30,750
Contributions from foundations or trusts	7	7			27,872			29,578
Government	34	101	21,715	23,275	27,477	30,847	35,540	27,772
Program services fee	11	65	23,134	25,272	27,893	29,900	35,289	28,305
By Number of Employees:								
21 - 50	15	20	21,035	25,751	28,070	30,113	33,375	27,644
51 - 100	9	23	21,228	26,083	28,080	30,701	40,185	28,944
More than 100	30	138	21,715	23,915	27,550	30,914	35,446	27,997
By Level of Education Required:								
High School Diploma	40	100	21,366	23,431	27,238	31,195	34,518	27,729
Associate's Degree	13	45	25,492	27,331	28,787	30,951	39,274	30,276
Bachelor's Degree	7	8			27,785			28,734
By Sex of Employee:								
Male	4	4						27,170
Female	57	181	21,740	24,055	27,664	30,920	35,836	28,239
By Race/Ethnicity of Employee:								
Black or African American	21	34	23,151	24,321	26,936	31,184	35,639	27,871
White	49	137	21,715	23,588	27,643	30,389	35,095	27,830
By Number of Years in Position:								
Up to 5 Years	40	87	20,979	23,192	26,790	28,787	33,334	26,776
6 - 10 Years	23	39	21,715	23,525	27,539	30,264	37,357	28,077
11 - 20 Years	15	24	22,225	24,882	30,607	35,599	38,439	30,734
Over 20 Years	7	11			32,344			33,369



**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.

Other sample job titles: Clerical Assistant, Clerk/Typist, General Office Assistant

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	47	180	\$17,045	\$19,536	\$22,350	\$25,374	\$28,575	\$22,706
# Eligible for Incentive/Bonus	15	55						
Actual Bonus Paid	8	27			500			445
Total Cash Compensation (Base + Bonus)	47	180	17,045	19,635	22,423	25,473	28,600	22,772
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
Up to \$250,000	4	5			17,680			18,264
\$750,001 - \$2,000,000	6	9			19,614			20,842
\$2,000,001 - \$5,000,000	11	23	16,640	19,469	21,507	25,438	27,402	21,821
\$5,000,001 - \$15,000,000	9	46	16,380	19,745	22,288	25,184	27,102	22,200
Over \$15,000,000	15	95	17,501	19,947	23,150	25,940	30,372	23,591
<b>By Geographic Location:</b>								
Allegheny County	34	130	16,640	20,790	23,399	25,955	29,938	23,546
Outside of Allegheny County	13	50	17,141	18,419	19,729	22,324	25,944	20,521
<b>By Field of Service:</b>								
Counseling - Behavioral Health & Wellness	6	13	16,640	18,429	21,549	24,076	27,285	21,405
Culture/Arts	4	7			20,800			21,109
Education and Child Care Services	6	24	18,897	19,890	23,254	25,917	27,415	23,027
Social Support	17	99	17,139	19,760	22,298	25,043	28,600	22,641
<b>By Primary Source of Funding:</b>								
Contributions from individuals	4	7			25,709			25,404
Contributions from foundations or trusts	5	6			19,095			19,972
Government	22	103	16,640	19,032	21,965	25,180	29,719	22,705
Program services fee	14	61	18,254	20,748	22,547	25,345	27,206	22,767
<b>By Number of Employees:</b>								
1 - 5	4	5			17,680			18,264
6 - 20	5	6			19,760			21,074
21 - 50	4	5			23,376			24,832
51 - 100	11	27	16,499	19,760	21,549	25,438	26,720	22,367
More than 100	23	137	17,118	19,760	22,693	25,393	29,157	22,928
<b>By Level of Education Required:</b>								
High School Diploma	35	98	16,640	18,830	21,549	24,999	26,740	21,989
Associate's Degree	4	19	21,008	22,942	25,085	28,096	30,264	25,444
<b>By Sex of Employee:</b>								
Male	7	15	15,352	18,720	20,800	23,376	30,571	21,680
Female	46	164	17,150	19,536	22,568	25,438	28,475	22,787
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	16	32	16,796	20,800	23,962	25,438	27,857	23,164
White	41	131	17,143	19,386	21,965	25,043	28,117	22,326
<b>By Number of Years in Position:</b>								
Up to 5 Years	31	100	16,640	18,746	21,092	24,003	26,699	21,760
6 - 10 Years	19	31	16,640	19,406	23,376	26,104	30,041	22,806
11 - 20 Years	9	18	19,337	22,111	24,245	28,242	38,044	25,552
Over 20 Years	5	5			26,290			25,800

Receives and greets visitors, determines nature of their visit and notifies appropriate staff members; answers and transfers telephone calls using multiple-line equipment; represents organization to callers and visitors in a friendly, professional manner; may issue security badges; maintains logs; calls for communications and other equipment service; may perform routine clerical duties such as filing, word processing, sorting and distributing the mail. See Receptionist, Medical (job #752) in Medical & Clinic Services section for those responsible for scheduling patient appointments, facilitating patient flow, and referring patients to other resources.

Other sample job titles: Lobby Receptionist, Receptionist/Tour Guide, Switchboard Operator

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	51	123	\$16,657	\$17,680	\$20,779	\$23,982	\$27,132	\$21,231
# Eligible for Incentive/Bonus	21	59						
Actual Bonus Paid	14	26	285	431	600	859	1,550	739
Total Cash Compensation (Base + Bonus)	51	123	16,815	17,680	20,800	24,003	27,215	21,387
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$750,001 - \$2,000,000	8	9			21,320			19,718
\$2,000,001 - \$5,000,000	13	23	15,080	17,160	20,800	23,462	25,189	20,582
\$5,000,001 - \$15,000,000	14	28	17,545	18,257	20,603	24,856	28,471	21,907
Over \$15,000,000	15	62	16,640	17,680	20,405	23,956	28,918	21,426
<b>By Geographic Location:</b>								
Allegheny County	38	75	16,640	18,034	21,590	24,544	28,554	22,203
Outside of Allegheny County	13	48	17,038	17,202	19,375	21,221	23,941	19,711
<b>By Field of Service:</b>								
Counseling - Behavioral Health & Wellness	10	18	16,877	17,139	20,332	25,173	27,313	21,327
Culture/Arts	4	10			17,680			18,891
Education and Child Care Services	8	14	17,160	18,174	20,863	24,289	28,777	21,654
Health and Health Education	5	5			23,982			26,781
Social Support	17	63	16,640	17,680	20,030	21,819	26,508	20,618
<b>By Primary Source of Funding:</b>								
Contributions from individuals	4	10			21,487			21,525
Government	30	70	16,728	17,737	20,114	22,760	27,009	20,831
Program services fee	14	40	16,640	17,274	21,008	25,319	29,051	21,959
<b>By Number of Employees:</b>								
6 - 20	4	4						22,079
21 - 50	8	9			21,507			20,517
51 - 100	12	23	15,080	17,160	20,800	24,128	25,826	20,794
More than 100	26	86	16,959	17,680	20,010	24,005	28,534	21,415
<b>By Level of Education Required:</b>								
High School Diploma	42	92	16,640	17,618	20,093	24,097	27,198	21,088
<b>By Sex of Employee:</b>								
Male	10	12	15,548	17,222	18,658	20,670	23,982	19,017
Female	49	111	16,761	17,722	20,800	24,003	27,231	21,470
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	15	21	15,080	17,160	19,760	24,012	27,074	20,853
White	41	97	16,998	17,680	20,280	23,712	27,045	21,100
<b>By Number of Years in Position:</b>								
Up to 5 Years	31	60	16,640	17,269	19,043	20,800	23,649	19,423
6 - 10 Years	18	20	16,761	18,440	21,549	25,137	28,317	22,245
11 - 20 Years	13	15	16,315	18,699	21,216	24,128	27,756	21,599
Over 20 Years	6	6			26,414			27,868

## Chief Financial Officer

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

Other sample job titles: Director of Fiscal Services, Finance Director, Treasurer, Vice President of Finance

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	52	52	\$61,903	\$74,755	\$83,564	\$102,810	\$134,366	\$92,389
# Eligible for Incentive/Bonus	20	20						
Actual Bonus Paid	12	12	500	1,149	7,750	14,547	32,059	10,141
Total Cash Compensation (Base + Bonus)	52	52	61,903	75,577	85,603	104,996	134,366	94,729
<b>Annual Base Salary</b>								
By Budget Size:								
\$750,001 - \$2,000,000	4	4						59,223
\$2,000,001 - \$5,000,000	15	15	61,110	70,283	77,334	90,854	97,556	78,986
\$5,000,001 - \$15,000,000	15	15	65,516	78,749	83,200	91,428	119,566	87,129
Over \$15,000,000	17	17	78,899	90,335	109,174	137,655	182,641	117,942
By Geographic Location:								
Allegheny County	44	44	65,510	77,688	90,335	108,109	137,655	96,366
Outside of Allegheny County	8	8			74,360			70,512
By Field of Service:								
Basic Material Need	5	5			77,334			76,540
Counseling - Behavioral Health & Wellness	7	7			82,860			84,503
Culture/Arts	5	5			90,002			93,409
Education and Child Care Services	7	7			109,990			112,792
Family Support and Preservation	4	4						80,402
Health and Health Education	4	4						120,297
Social Support	14	14	68,276	78,749	82,212	92,070	152,721	91,477
By Primary Source of Funding:								
Contributions from individuals	5	5			94,016			80,958
Government	30	30	70,314	77,324	82,843	109,378	137,195	95,916
Program services fee	12	12	61,641	65,843	90,335	92,929	160,582	91,536
By Number of Employees:								
6 - 20	4	4						76,861
21 - 50	5	5			67,038			64,501
51 - 100	12	12	61,185	68,978	79,103	94,011	101,076	81,252
More than 100	31	31	77,584	81,203	90,667	117,062	162,028	103,201
By Level of Education Required:								
Bachelor's Degree	33	33	60,611	71,011	81,598	92,259	122,379	87,595
Master's Degree	13	13	65,204	72,478	83,928	122,200	162,827	97,596
By Sex of Employee:								
Male	25	25	65,641	77,314	90,917	115,502	172,482	101,526
Female	26	26	59,026	69,472	82,212	90,998	104,533	81,883
By Race/Ethnicity of Employee:								
White	44	44	61,932	74,755	83,030	94,011	133,110	91,445
By Number of Years in Position:								
Up to 5 Years	21	21	60,786	70,439	78,749	99,684	124,659	87,691
6 - 10 Years	10	10			83,013			91,803
11 - 20 Years	13	13	57,903	78,115	90,854	109,980	173,047	97,786
By Number of Employees Managed:								
1 to 3	15	15	58,706	70,595	81,245	90,854	92,297	79,018
4 to 8	21	21	61,609	76,149	87,277	106,444	127,870	91,365
9 to 14	4	4						110,682
15 and over	7	7			86,528			109,863

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

Other sample job titles: Finance Officer, Fiscal Director

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	27	28	\$51,513	\$54,996	\$66,612	\$80,746	\$106,238	\$70,655
# Eligible for Incentive/Bonus	11	12						
Actual Bonus Paid	7	8			1,301			1,471
Total Cash Compensation (Base + Bonus)	27	28	53,281	54,996	67,175	80,746	106,238	71,075
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$750,001 - \$2,000,000	4	4						58,994
\$2,000,001 - \$5,000,000	6	6			54,995			61,017
\$5,000,001 - \$15,000,000	6	6			74,371			72,966
Over \$15,000,000	10	11			69,326			78,225
<b>By Geographic Location:</b>								
Allegheny County	22	23	51,272	55,000	68,744	83,512	106,715	72,772
Outside of Allegheny County	5	5			65,146			60,919
<b>By Field of Service:</b>								
Counseling - Behavioral Health & Wellness	4	4						59,285
Education and Child Care Services	6	6			76,503			77,931
Social Support	7	8			65,760			67,368
<b>By Primary Source of Funding:</b>								
Government	16	17	49,026	54,725	65,146	76,503	101,442	67,454
Program services fee	6	6			63,929			69,604
<b>By Number of Employees:</b>								
51 - 100	7	7			54,995			61,015
More than 100	15	16	50,997	62,058	69,035	82,883	108,401	74,448
<b>By Level of Education Required:</b>								
Bachelor's Degree	20	21	49,708	54,727	68,744	85,010	106,906	73,655
Master's Degree	4	4						59,384
<b>By Sex of Employee:</b>								
Male	12	12	50,170	54,589	63,690	80,746	106,811	70,056
Female	15	16	50,997	56,507	67,423	82,134	104,289	71,105
<b>By Race/Ethnicity of Employee:</b>								
White	23	23	50,224	54,995	66,373	80,995	106,715	70,918
<b>By Number of Years in Position:</b>								
Up to 5 Years	12	12	48,610	54,543	65,760	80,746	111,700	70,378
6 - 10 Years	7	7			78,000			75,623
<b>By Number of Employees Managed:</b>								
1 to 3	7	7			54,995			62,551
4 to 8	9	9			83,512			82,076

## Accounting Manager

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

Other sample job titles: Budget Manager, Chief Accountant, Director of Accounting

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	29	32	\$42,149	\$45,362	\$49,660	\$59,629	\$64,688	\$52,757
# Eligible for Incentive/Bonus	8	8						
Actual Bonus Paid	4	4						1,388
Total Cash Compensation (Base + Bonus)	29	32	42,524	46,359	49,660	59,629	64,688	52,931
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$750,001 - \$2,000,000	7	7			57,782			57,753
\$2,000,001 - \$5,000,000	8	8			47,403			46,959
Over \$15,000,000	11	13	42,270	45,670	56,659	63,003	70,374	55,707
<b>By Geographic Location:</b>								
Allegheny County	25	28	41,648	45,001	49,847	61,084	65,896	52,984
Outside of Allegheny County	4	4						51,168
<b>By Field of Service:</b>								
Health and Health Education	5	5			57,782			53,526
Social Support	9	10			48,839			49,064
<b>By Primary Source of Funding:</b>								
Contributions from foundations or trusts	5	6			57,575			56,188
Government	16	16	43,738	46,436	50,700	59,452	76,730	54,176
Program services fee	6	8			47,376			49,396
<b>By Number of Employees:</b>								
21 - 50	7	7			48,422			53,337
More than 100	15	18	41,307	44,647	51,085	61,594	65,896	53,076
<b>By Level of Education Required:</b>								
Bachelor's Degree	18	20	40,654	45,330	49,005	61,084	63,804	52,866
<b>By Sex of Employee:</b>								
Male	7	7			50,960			51,505
Female	19	21	40,673	44,096	48,422	60,726	71,646	52,262
<b>By Race/Ethnicity of Employee:</b>								
White	23	25	41,230	44,782	48,402	56,754	63,024	51,014
<b>By Number of Years in Position:</b>								
Up to 5 Years	14	15	39,029	42,994	49,275	60,008	71,656	51,945
6 - 10 Years	6	6			47,632			48,824
<b>By Number of Employees Managed:</b>								
1 to 3	11	12	38,006	43,493	47,403	59,452	76,673	51,946
4 to 8	6	6			48,839			50,357

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

Other sample job titles: Accounts Payable/Receivable Supervisor, Billing Supervisor, Payroll Supervisor

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	27	31	\$34,266	\$38,917	\$42,141	\$47,237	\$52,832	\$43,115
# Eligible for Incentive/Bonus	11	12						
Actual Bonus Paid	8	9			813			1,590
Total Cash Compensation (Base + Bonus)	27	31	35,124	38,917	42,994	47,237	52,832	43,576
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$750,001 - \$2,000,000	6	6			41,226			41,881
\$2,000,001 - \$5,000,000	5	5			39,770			39,204
\$5,000,001 - \$15,000,000	7	8			45,167			45,097
Over \$15,000,000	9	12	27,396	40,451	43,264	49,379	60,325	44,040
<b>By Geographic Location:</b>								
Allegheny County	17	20	38,684	41,652	45,001	49,128	53,042	45,565
Outside of Allegheny County	10	11			38,917			38,660
<b>By Field of Service:</b>								
Education and Child Care Services	4	5			49,504			48,272
Health and Health Education	4	4						40,326
Social Support	11	14	29,713	39,219	42,495	47,132	56,919	42,996
<b>By Primary Source of Funding:</b>								
Government	13	14	28,975	35,433	42,068	45,229	58,551	41,928
Program services fee	9	12	34,638	39,942	41,704	47,711	51,176	42,978
<b>By Number of Employees:</b>								
21 - 50	8	8			41,798			43,259
51 - 100	6	6			39,167			39,662
More than 100	13	17	33,189	40,591	43,534	48,919	55,282	44,266
<b>By Level of Education Required:</b>								
Associate's Degree	6	6			36,536			38,029
Bachelor's Degree	17	20	34,482	39,827	44,262	49,379	53,178	44,357
<b>By Sex of Employee:</b>								
Male	10	10			45,116			46,109
Female	18	21	33,750	38,064	41,808	45,261	51,368	41,689
<b>By Race/Ethnicity of Employee:</b>								
White	27	31	34,266	38,917	42,141	47,237	52,832	43,115
<b>By Number of Years in Position:</b>								
Up to 5 Years	10	11			42,994			43,693
11 - 20 Years	8	8			40,227			40,719
<b>By Number of Employees Managed:</b>								
1 to 3	21	23	36,330	39,770	42,141	48,000	52,612	44,100

## Senior Accountant

Working under only general supervision, performs relatively complex accounting duties including maintenance and analysis of accounting records, preparation of accounting schedules, reports and financial statements; prepares journal entries and reconciles ledger accounts; ensures compliance with generally accepted accounting principles and organization's policies, procedures and contracts. May prepare federal, state and local tax returns. Does not supervise but may advise less experienced accounting staff.

Other sample job titles: Accountant III, Budget Analyst, Financial Analyst

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	18	22	\$31,793	\$37,877	\$44,990	\$48,454	\$53,479	\$43,533
# Eligible for Incentive/Bonus	7	8						
Actual Bonus Paid	6	6			1,037			1,993
Total Cash Compensation (Base + Bonus)	18	22	32,012	39,562	45,156	48,454	55,133	44,077
<b>Annual Base Salary</b>								
By Budget Size:								
\$5,000,001 - \$15,000,000	6	7			44,990			45,564
Over \$15,000,000	8	11			45,510			42,736
By Geographic Location:								
Allegheny County	14	17	30,613	40,311	44,990	48,922	53,797	44,006
Outside of Allegheny County	4	5			38,750			41,924
By Field of Service:								
Education and Child Care Services	4	4						46,753
Family Support and Preservation	5	5			46,467			44,527
Social Support	6	8			42,723			42,247
By Primary Source of Funding:								
Government	13	16	33,850	39,463	45,250	47,880	53,109	44,159
Program services fee	4	5			39,832			39,578
By Number of Employees:								
More than 100	14	18	30,907	35,189	44,990	48,454	53,787	43,141
By Level of Education Required:								
Bachelor's Degree	14	16	30,320	36,130	42,723	51,683	54,240	43,114
By Sex of Employee:								
Male	6	6			48,953			47,265
Female	12	15	30,027	35,256	41,600	47,070	52,246	41,744
By Race/Ethnicity of Employee:								
White	16	18	30,907	37,877	44,418	50,622	53,787	43,527
By Number of Years in Position:								
Up to 5 Years	8	10			45,250			45,417
6 - 10 Years	4	5			40,789			41,765

Performs various professional accounting duties including maintenance and analysis of accounting records, preparation of accounting schedules, reports and financial statements; prepares journal entries and reconciles ledger accounts; ensures compliance with generally accepted accounting principles and organization's policies, procedures and contracts. May prepare federal, state and local tax returns.

Other sample job titles: Financial Analyst, Accounting Officer, Grants/Contracts Analyst, Bookkeeper

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	48	68	\$29,975	\$33,010	\$37,980	\$41,756	\$48,274	\$38,226
# Eligible for Incentive/Bonus	20	31						
Actual Bonus Paid	11	18	320	500	774	1,410	3,050	1,234
Total Cash Compensation (Base + Bonus)	48	68	29,975	33,296	38,001	41,756	48,274	38,553
<b>Annual Base Salary</b>								
By Budget Size:								
\$250,001 - \$750,000	5	5			38,002			35,809
\$750,001 - \$2,000,000	6	6			37,721			40,106
\$2,000,001 - \$5,000,000	11	11			35,360			36,098
\$5,000,001 - \$15,000,000	11	14	27,571	33,093	38,002	40,362	47,409	37,509
Over \$15,000,000	15	32	29,868	33,093	38,084	45,455	53,013	39,296
By Geographic Location:								
Allegheny County	36	49	32,968	35,537	39,395	44,034	52,998	40,511
Outside of Allegheny County	12	19	23,858	29,806	32,864	34,757	40,248	32,334
By Field of Service:								
Basic Material Need	5	5			33,010			35,934
Counseling - Behavioral Health & Wellness	8	10			38,844			40,125
Culture/Arts	5	5			36,566			40,402
Education and Child Care Services	6	7			38,168			39,419
Social Support	14	25	26,458	31,325	35,021	39,395	42,678	35,341
By Primary Source of Funding:								
Contributions from individuals	5	5			32,531			33,421
Government	25	42	30,131	33,213	39,395	43,295	50,377	39,055
Program services fee	14	17	25,064	35,235	37,918	38,106	44,661	36,754
By Number of Employees:								
6 - 20	4	4						42,791
21 - 50	9	9			33,925			36,423
51 - 100	9	9			35,714			36,266
More than 100	24	44	29,682	33,296	37,980	41,439	52,213	38,676
By Level of Education Required:								
High School Diploma	4	7			39,395			41,476
Associate's Degree	14	18	30,503	32,958	36,657	40,622	44,575	37,428
Bachelor's Degree	30	35	29,706	32,635	35,110	41,600	53,006	37,798
By Sex of Employee:								
Male	8	9			41,163			41,185
Female	41	57	29,956	33,000	37,960	40,924	46,888	37,696
By Race/Ethnicity of Employee:								
Black or African American	6	6			38,657			39,043
White	40	55	29,706	32,968	36,566	40,248	46,962	37,273
By Number of Years in Position:								
Up to 5 Years	20	24	29,682	32,355	33,790	42,058	49,814	37,015
6 - 10 Years	15	17	26,404	34,341	38,000	41,704	53,464	38,103
11 - 20 Years	11	13	26,936	35,721	39,728	42,942	50,026	39,122
Over 20 Years	4	4						46,142
By Number of Employees Managed:								
1 to 3	8	8			36,512			37,939



## Accounting Clerk

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

Other sample job titles: Accounting Assistant, Billing Clerk, Bookkeeping Assistant, Finance Assistant, Payroll Clerk

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	57	146	\$20,800	\$24,258	\$28,663	\$32,334	\$36,013	\$28,643
# Eligible for Incentive/Bonus	22	75						
Actual Bonus Paid	13	49	375	500	500	1,244	2,000	953
Total Cash Compensation (Base + Bonus)	57	146	21,673	24,524	28,673	32,396	36,531	28,963
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$750,001 - \$2,000,000	4	4						22,189
\$2,000,001 - \$5,000,000	17	28	23,704	24,960	31,460	35,100	37,367	30,705
\$5,000,001 - \$15,000,000	21	42	22,441	25,428	30,223	33,041	35,982	29,769
Over \$15,000,000	14	71	19,743	23,837	28,096	29,931	35,897	27,637
<b>By Geographic Location:</b>								
Allegheny County	42	84	24,024	28,096	30,483	34,674	38,636	30,935
Outside of Allegheny County	15	62	19,142	22,703	24,960	28,829	31,990	25,537
<b>By Field of Service:</b>								
Basic Material Need	5	8			33,675			34,398
Counseling - Behavioral Health & Wellness	7	18	21,677	24,633	30,025	33,088	39,566	29,509
Culture/Arts	5	8			30,181			28,785
Education and Child Care Services	6	8			26,697			26,268
Family Support and Preservation	5	6			35,080			34,528
Health and Health Education	4	7			28,725			28,392
Social Support	21	85	19,785	23,660	28,096	30,337	35,243	27,726
<b>By Primary Source of Funding:</b>								
Contributions from individuals	7	9			30,722			29,525
Government	32	96	20,137	24,024	28,163	31,663	38,382	28,393
Program services fee	14	34	22,214	24,960	28,985	32,459	34,674	28,941
<b>By Number of Employees:</b>								
21 - 50	5	6			28,936			28,913
51 - 100	14	26	23,914	29,001	31,990	35,272	39,520	32,030
More than 100	35	111	19,768	24,024	28,096	31,512	35,705	27,914
<b>By Level of Education Required:</b>								
High School Diploma	25	51	22,564	24,960	28,683	32,136	35,406	28,519
Associate's Degree	20	42	19,317	25,646	30,472	33,072	38,584	29,546
Bachelor's Degree	13	14	20,800	23,270	29,713	36,488	42,598	30,000
<b>By Sex of Employee:</b>								
Male	8	11			28,704			28,637
Female	53	131	20,800	24,877	28,642	32,136	36,196	28,658
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	8	9			29,931			31,302
White	49	128	20,232	23,946	28,174	31,990	35,932	28,250
<b>By Number of Years in Position:</b>								
Up to 5 Years	30	68	20,228	23,821	28,130	31,178	33,990	27,532
6 - 10 Years	20	24	19,261	24,165	28,444	33,863	37,898	28,673
11 - 20 Years	18	25	26,308	28,736	33,051	36,140	40,169	32,917
Over 20 Years	4	5			31,018			30,792

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.

Other sample job titles: Music Director

	Number of Organizations	Number of Employees	10h %ile	Annual Cash Compensation				Average
				25th %ile	Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	4	4						\$82,410
# Eligible for Incentive/Bonus								
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	4	4						82,410
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	4	4						82,410

**Curator**

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.

Other sample job titles: Archivist, Collections Registrar

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	8	11			\$50,003			\$49,477
# Eligible for Incentive/Bonus	2	2						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	8	11			50,003			49,477
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	7	9			50,003			47,350
By Field of Service:								
Culture/Arts	7	10			47,861			48,834
By Number of Employees:								
More than 100	5	7			50,003			49,551
By Level of Education Required:								
Bachelor's Degree	6	6			52,375			50,374
By Sex of Employee:								
Male	4	4						50,908
Female	6	7			44,990			48,660
By Race/Ethnicity of Employee:								
White	7	9			45,718			48,704
By Number of Years in Position:								
Up to 5 Years	6	6			48,495			48,360

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

Other sample job titles: Communications Specialist, Marketing Assistant

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	7			\$31,928			\$35,514
# Eligible for Incentive/Bonus	3	5						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	5	7			31,928			35,622
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	4	5			36,691			37,215
By Field of Service:								
Culture/Arts	4	6			31,263			35,045
By Race/Ethnicity of Employee:								
White	4	5			30,597			30,692

## Technical Staff

Participates in the construction and fabrication of one or more creative elements of a performing arts production, such as costumes, lighting, sound, props, or scenery. Works with Resident Designer to implement creative decisions. Responsible for equipment and property related to their field. Some examples of technical staff are wardrobe supervisors, cutters, electricians, carpenters, and set crew.

Other sample job titles: Assistant Conservator, Stage Crew, Wardrobe Supervisor

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	6	12	\$23,972	\$28,782	\$40,851	\$53,757	\$73,798	\$44,259
# Eligible for Incentive/Bonus	2	4						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	6	12	23,972	28,782	40,851	53,757	73,798	44,259
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	5	11			39,998			44,491
By Field of Service:								
Culture/Arts	6	12	23,972	28,782	40,851	53,757	73,798	44,259
By Primary Source of Funding:								
Contributions from foundations or trusts	4	8			51,979			52,351
By Sex of Employee:								
Male	4	6			31,450			32,334
By Race/Ethnicity of Employee:								
White	5	7			31,200			32,172
By Number of Years in Position:								
Up to 5 Years	4	5			27,976			29,715

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

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

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	43	47	\$50,794	\$60,694	\$73,133	\$82,992	\$119,787	\$78,612
# Eligible for Incentive/Bonus	20	22						
Actual Bonus Paid	14	15	340	500	1,104	7,361	29,028	6,238
Total Cash Compensation (Base + Bonus)	43	47	50,794	61,194	73,133	83,592	123,187	80,603
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$750,001 - \$2,000,000	4	4						54,897
\$2,000,001 - \$5,000,000	17	19	49,962	54,288	65,000	75,005	136,510	73,709
\$5,000,001 - \$15,000,000	11	12	54,718	65,000	76,118	97,600	112,112	79,212
Over \$15,000,000	11	12	60,214	64,989	78,670	93,813	190,363	93,682
<b>By Geographic Location:</b>								
Allegheny County	40	44	51,116	61,235	73,726	83,148	126,058	80,120
<b>By Field of Service:</b>								
Basic Material Need	4	4						66,274
Counseling - Behavioral Health & Wellness	5	5			73,133			70,445
Culture/Arts	6	6			84,479			93,843
Education and Child Care Services	6	7			60,008			80,258
Health and Health Education	4	4						66,295
Social Support	10	11			74,194			71,670
<b>By Primary Source of Funding:</b>								
Contributions from individuals	6	8			91,698			93,525
Government	23	25	52,491	63,087	70,304	77,567	88,117	70,507
Program services fee	9	9			74,256			81,460
<b>By Number of Employees:</b>								
21 - 50	9	9			64,002			66,674
51 - 100	11	13	46,979	52,167	74,568	99,403	147,905	81,342
More than 100	21	23	56,576	63,315	74,256	82,992	144,183	82,296
<b>By Level of Education Required:</b>								
Bachelor's Degree	31	34	52,167	61,069	71,781	83,044	103,179	75,035
Master's Degree	6	6			68,391			86,279
<b>By Sex of Employee:</b>								
Male	10	12	49,599	63,398	78,447	131,284	185,713	96,188
Female	33	34	50,482	59,405	65,000	78,172	96,575	69,692
<b>By Race/Ethnicity of Employee:</b>								
White	37	39	49,962	60,008	70,009	78,749	102,400	73,349
<b>By Number of Years in Position:</b>								
Up to 5 Years	30	31	51,048	57,595	70,009	78,749	101,451	74,321
6 - 10 Years	5	6			94,370			98,862
11 - 20 Years	5	5			80,995			76,490
<b>By Number of Employees Managed:</b>								
1 to 3	26	26	49,250	59,405	64,418	74,667	90,790	67,862
4 to 8	7	7			80,954			85,946

## Development Manager, General

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

Other sample job titles: Annual Giving Manager, Planned Giving Manager, Associate Director of Corporate Sponsorship

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	18	29	\$36,400	\$42,245	\$50,294	\$62,754	\$81,807	\$55,530
# Eligible for Incentive/Bonus	6	6						
Actual Bonus Paid	3	3						
Total Cash Compensation (Base + Bonus)	18	29	36,400	42,245	50,294	62,754	81,807	55,798
<b>Annual Base Salary</b>								
By Budget Size:								
\$750,001 - \$2,000,000	5	5			41,995			46,858
\$2,000,001 - \$5,000,000	4	8			62,754			61,602
By Geographic Location:								
Allegheny County	14	25	40,722	43,647	53,331	65,476	86,083	57,575
Outside of Allegheny County	4	4						42,744
By Primary Source of Funding:								
Contributions from individuals	7	17	31,591	43,647	54,400	71,251	83,945	56,316
Government	4	4						46,883
By Number of Employees:								
21 - 50	4	10			51,732			52,331
51 - 100	4	8			62,754			61,602
More than 100	5	6			52,958			62,410
By Level of Education Required:								
Bachelor's Degree	15	23	37,839	41,995	50,133	64,002	88,222	56,291
By Sex of Employee:								
Male	4	5			58,751			63,852
Female	14	22	37,479	41,896	48,308	57,497	81,663	53,115
By Race/Ethnicity of Employee:								
White	16	22	33,313	41,896	48,308	55,982	76,466	51,430
By Number of Years in Position:								
Up to 5 Years	14	18	31,790	42,271	49,278	62,130	84,486	54,369
By Number of Employees Managed:								
1 to 3	4	6			67,163			65,759

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

Other sample job titles: Annual Campaign Director

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	5	6			\$49,725			\$50,989
# Eligible for Incentive/Bonus								
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	5	6			49,725			50,989
					<b>Annual Base Salary</b>			
<hr/>								
By Budget Size:								
Over \$15,000,000	4	5			55,167			53,965
By Geographic Location:								
Allegheny County	5	6			49,725			50,989
By Number of Employees:								
More than 100	4	5			55,167			53,965
By Level of Education Required:								
Bachelor's Degree	4	4						48,786
By Sex of Employee:								
Female	4	4						48,786



## Development Manager: Major Gifts

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

Other sample job titles: Major Gifts Officer

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	6	6			\$63,159			\$65,207
# Eligible for Incentive/Bonus	2	2						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	6	6			63,159			65,307
<b>Annual Base Salary</b>								
By Budget Size:								
Over \$15,000,000	4	4						71,530
By Geographic Location:								
Allegheny County	6	6			63,159			65,207
By Number of Employees:								
More than 100	4	4						71,530
By Level of Education Required:								
Bachelor's Degree	5	5			60,320			64,858
By Number of Years in Position:								
Up to 5 Years	4	4						69,872

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 approvals of grants. Follows up with grantors to determine/monitor grant status. Report grant writers responsible for government funding only in job #216 below.

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

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	13	13	\$27,997	\$39,010	\$43,514	\$46,145	\$60,116	\$42,983
# Eligible for Incentive/Bonus	3	3						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	13	13	28,497	39,010	43,514	46,145	60,116	43,079
<b>Annual Base Salary</b>								
By Budget Size:								
\$2,000,001 - \$5,000,000	4	4						42,385
Over \$15,000,000	5	5			44,496			49,301
By Geographic Location:								
Allegheny County	12	12	32,402	39,998	44,005	46,182	62,336	44,343
By Primary Source of Funding:								
Government	4	4						39,390
Program services fee	5	5			43,514			48,102
By Number of Employees:								
More than 100	7	7			45,302			48,289
By Level of Education Required:								
Bachelor's Degree	9	9			42,702			42,464
By Sex of Employee:								
Female	9	9			42,702			39,832
By Race/Ethnicity of Employee:								
White	10	10			44,408			44,626
By Number of Years in Position:								
Up to 5 Years	8	8			41,756			39,473

## Special Event Coordinator

Develops and coordinates special events to generate funds, attendance, and/or increased membership, volunteers and/or clients for the organization. Identifies types of special events appropriate to the organization's image and purpose; plans budget, locates and books facilities, food, entertainment and equipment; solicits donations and participation; plans and organizes ticket sales; attends events to resolve problems, coordinates activities and ensure the event runs smoothly; oversees promotion and marketing of the event. Conducts an appraisal after the event to determine its success, improvements needed the next time the event occurs. Develops and maintains donor and participant databases.

Other sample job titles: Event Planner, Manager of Special Events

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	25	26	\$31,061	\$33,327	\$38,740	\$46,078	\$58,288	\$41,027
# Eligible for Incentive/Bonus	7	7						
Actual Bonus Paid	3	3						
Total Cash Compensation (Base + Bonus)	25	26	31,131	33,327	38,740	46,078	58,288	41,066
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$750,001 - \$2,000,000	4	4						41,137
\$2,000,001 - \$5,000,000	6	7			40,997			40,780
\$5,000,001 - \$15,000,000	8	8			37,201			41,782
Over \$15,000,000	6	6			38,503			41,354
<b>By Geographic Location:</b>								
Allegheny County	22	23	30,817	33,280	39,998	47,216	61,164	41,450
<b>By Field of Service:</b>								
Social Support	6	6			34,185			36,980
<b>By Primary Source of Funding:</b>								
Contributions from individuals	4	5			55,411			53,576
Contributions from foundations or trusts	4	4						40,913
Government	11	11			33,987			35,084
Program services fee	6	6			43,131			41,542
<b>By Number of Employees:</b>								
21 - 50	5	5			33,280			40,310
51 - 100	6	7			44,262			46,512
More than 100	11	11			35,027			37,635
<b>By Level of Education Required:</b>								
Bachelor's Degree	20	21	31,641	33,831	40,997	48,527	63,082	42,547
<b>By Sex of Employee:</b>								
Female	21	22	31,242	33,826	40,498	47,871	62,123	42,117
<b>By Race/Ethnicity of Employee:</b>								
White	22	22	30,736	33,207	37,201	46,078	60,501	40,556
<b>By Number of Years in Position:</b>								
Up to 5 Years	17	18	30,416	32,823	38,740	49,879	65,148	41,933

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

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

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	38	61	\$22,897	\$26,520	\$31,699	\$36,534	\$41,870	\$31,996
# Eligible for Incentive/Bonus	8	10						
Actual Bonus Paid	3	3						
Total Cash Compensation (Base + Bonus)	38	61	22,897	26,520	31,699	36,534	42,795	32,149
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$750,001 - \$2,000,000	8	8			28,933			27,649
\$2,000,001 - \$5,000,000	11	22	21,112	23,858	28,309	33,743	42,994	29,974
\$5,000,001 - \$15,000,000	6	10			32,271			33,201
Over \$15,000,000	12	20	25,326	30,425	35,128	40,471	43,025	34,897
<b>By Geographic Location:</b>								
Allegheny County	33	55	22,930	27,872	31,699	37,000	42,398	32,356
Outside of Allegheny County	5	6			28,226			28,690
<b>By Field of Service:</b>								
Basic Material Need	4	6			25,771			27,415
Counseling - Behavioral Health & Wellness	4	4						37,887
Culture/Arts	7	15	26,799	30,000	32,000	37,000	42,456	33,200
Education and Child Care Services	6	14	21,320	23,660	28,517	33,686	42,432	29,642
Social Support	7	8			35,118			32,783
<b>By Primary Source of Funding:</b>								
Contributions from individuals	5	9			30,992			33,313
Contributions from foundations or trusts	7	15	25,950	29,869	31,990	35,006	40,284	32,108
Government	17	26	22,568	24,908	30,389	33,362	38,615	29,894
Program services fee	8	10			37,357			36,806
<b>By Number of Employees:</b>								
21 - 50	8	8			32,136			31,109
51 - 100	9	21	20,800	23,275	27,040	32,240	42,994	29,361
More than 100	17	28	24,998	30,300	34,743	39,017	42,114	34,412
<b>By Level of Education Required:</b>								
High School Diploma	6	7			27,872			29,084
Bachelor's Degree	23	37	22,880	27,519	31,990	36,806	43,023	32,852
<b>By Sex of Employee:</b>								
Male	6	6			32,136			32,670
Female	32	47	22,672	24,960	31,491	36,067	41,679	31,681
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	4	4						30,847
White	31	37	22,946	27,935	31,990	36,806	41,200	32,298
<b>By Number of Years in Position:</b>								
Up to 5 Years	25	30	22,888	27,155	31,096	35,193	42,497	31,381
6 - 10 Years	8	8			39,780			37,755

## 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.

Other sample job titles: Director of Community Education, Training Director, Vice President of Educational Services

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	36	50	\$37,598	\$41,785	\$47,903	\$60,120	\$85,134	\$54,381
# Eligible for Incentive/Bonus	14	18						
Actual Bonus Paid	6	7			1,609			2,850
Total Cash Compensation (Base + Bonus)	36	50	38,580	41,785	47,975	60,792	85,134	54,780
<b>Annual Base Salary</b>								
By Budget Size:								
\$750,001 - \$2,000,000	10	12	36,015	40,217	43,795	47,923	54,223	44,162
\$2,000,001 - \$5,000,000	6	6			50,253			49,234
\$5,000,001 - \$15,000,000	9	12	42,195	46,208	56,337	68,183	88,910	59,179
Over \$15,000,000	9	18	36,196	39,381	49,231	84,864	103,886	59,848
By Geographic Location:								
Allegheny County	32	46	37,292	43,038	48,115	60,792	87,953	55,410
Outside of Allegheny County	4	4						42,546
By Field of Service:								
Culture/Arts	8	12	37,503	43,945	50,877	68,183	100,562	58,701
Education and Child Care Services	5	9			46,010			56,786
Family Support and Preservation	4	4						55,708
Social Support	6	12	36,378	39,238	44,004	51,115	61,395	46,149
By Primary Source of Funding:								
Contributions from individuals	4	4						57,231
Contributions from foundations or trusts	4	6			47,975			58,656
Government	17	19	38,709	42,141	55,578	67,579	85,176	57,742
Program services fee	8	18	35,909	37,892	44,930	52,005	65,596	48,620
By Number of Employees:								
6 - 20	4	4						49,437
21 - 50	8	10			43,732			45,007
51 - 100	6	6			45,396			54,163
More than 100	18	30	36,993	44,255	52,525	67,392	93,506	58,208
By Level of Education Required:								
Bachelor's Degree	22	24	36,764	39,593	47,331	57,340	68,079	50,530
Master's Degree	11	17	38,913	42,183	48,006	63,727	97,914	56,912
By Sex of Employee:								
Male	6	7			43,992			48,220
Female	30	41	36,906	41,460	48,006	59,530	81,856	53,506
By Race/Ethnicity of Employee:								
Black or African American	6	8			49,231			51,911
White	28	39	36,752	39,998	46,134	59,051	85,176	52,718
By Number of Years in Position:								
Up to 5 Years	13	14	35,527	38,413	43,566	51,977	78,115	47,966
6 - 10 Years	14	15	40,895	43,992	47,861	57,491	85,284	53,942
11 - 20 Years	8	8			58,739			60,661
By Number of Employees Managed:								
1 to 3	9	11			43,597			44,397
4 to 8	5	8			39,135			41,579
9 to 14	7	8			50,802			53,811
15 and over	11	14	40,664	46,103	60,112	87,490	103,356	66,202

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

Other sample job titles: Adult Education Specialist, Classroom Trainer, Family Educator

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Average
<b>Annual Cash Compensation</b>								
Salary and Incentives - All Organizations:								
Base Salary - All Employees	20	87	\$27,809	\$29,162	\$31,637	\$35,693	\$41,550	\$33,144
# Eligible for Incentive/Bonus	7	31						
Actual Bonus Paid	4	15	351	540	634	712	1,872	794
Total Cash Compensation (Base + Bonus)	20	87	27,831	29,535	31,637	36,056	41,550	33,281
<b>Annual Base Salary</b>								
By Budget Size:								
\$2,000,001 - \$5,000,000	5	20	30,073	30,930	35,849	38,064	42,855	35,916
\$5,000,001 - \$15,000,000	5	18			31,523			32,472
Over \$15,000,000	7	43	25,085	27,934	30,400	33,933	37,581	32,150
By Geographic Location:								
Allegheny County	17	57	29,563	31,152	33,666	37,409	43,214	35,473
By Field of Service:								
Culture/Arts	5	7			36,608			38,198
Education and Child Care Services	4	23			30,909			33,608
Social Support	8	50	26,736	28,553	31,630	35,110	38,180	31,988
By Primary Source of Funding:								
Government	13	60	27,092	28,834	30,847	35,683	41,594	32,775
Program services fee	4	23	27,859	30,763	32,573	35,047	36,758	33,599
By Number of Employees:								
More than 100	11	60	27,029	28,709	30,743	33,484	36,833	32,132
By Level of Education Required:								
Bachelor's Degree	18	76	27,216	29,162	31,606	35,500	41,557	33,025
Master's Degree	4	6			33,998			34,403
By Sex of Employee:								
Male	10	23	27,934	29,705	32,178	36,858	41,887	34,187
Female	18	64	27,154	29,037	31,433	35,563	39,915	32,769
By Race/Ethnicity of Employee:								
Black or African American	6	10			33,840			36,858
White	18	74	27,466	28,990	31,152	35,386	40,269	32,616
By Number of Years in Position:								
Up to 5 Years	16	44	27,934	28,663	30,722	32,261	37,430	31,188
6 - 10 Years	8	12	24,929	32,178	33,883	37,570	55,877	35,941
11 - 20 Years	4	6			38,595			37,308

**Teacher, K – 12**

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

Other sample job titles: Classroom Teacher, Homeroom Teacher, Instructor, Lead Teacher

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	17	169	\$24,960	\$28,995	\$33,509	\$41,600	\$55,120	\$36,727
# Eligible for Incentive/Bonus	9	100						
Actual Bonus Paid	4	60			100			600
Total Cash Compensation (Base + Bonus)	17	169	24,960	29,095	33,609	41,600	55,120	36,940
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$750,001 - \$2,000,000	5	38			41,600			36,165
\$5,000,001 - \$15,000,000	5	48	31,277	33,337	47,247	56,868	63,481	47,200
Over \$15,000,000	6	70	27,092	28,995	31,034	35,006	40,725	32,570
<b>By Geographic Location:</b>								
Allegheny County	14	158	24,960	28,995	34,195	41,600	55,120	37,216
<b>By Field of Service:</b>								
Education and Child Care Services	6	111	21,840	28,995	31,387	41,600	42,394	34,276
Social Support	5	13	25,210	26,749	28,621	33,561	36,095	29,947
<b>By Primary Source of Funding:</b>								
Government	11	111	21,840	28,995	31,949	44,200	57,450	37,231
Program services fee	5	56	25,547	31,200	35,100	41,600	41,731	35,876
<b>By Number of Employees:</b>								
21 - 50	5	38			41,600			36,165
More than 100	11	118	28,552	29,781	33,883	45,245	57,450	38,521
<b>By Level of Education Required:</b>								
Bachelor's Degree	15	143	27,372	29,411	34,299	41,600	51,201	37,415
<b>By Sex of Employee:</b>								
Male	8	34	26,499	28,995	33,259	41,824	55,120	36,699
Female	16	134	24,825	28,995	33,509	41,600	55,120	36,687
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	5	14	26,499	32,963	39,219	41,600	48,558	37,914
White	15	149	24,960	28,995	32,718	41,600	55,120	36,634
<b>By Number of Years in Position:</b>								
Up to 5 Years	15	114	21,840	28,928	31,990	41,600	49,972	34,459
6 - 10 Years	6	17	28,492	30,670	40,040	59,936	66,838	43,728

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

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

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation Median (50%)	75th %ile	90th %ile	Average
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	14	130	\$21,320	\$22,797	\$30,961	\$33,114	\$40,391	\$30,132
# Eligible for Incentive/Bonus	8	31						
Actual Bonus Paid	4	16	500	506	1,509	2,320	2,955	1,498
Total Cash Compensation (Base + Bonus)	14	130	21,326	22,859	31,034	33,114	40,391	30,317
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
Over \$15,000,000	7	38	20,800	21,996	27,498	35,786	39,635	30,273
<b>By Geographic Location:</b>								
Allegheny County	8	41	20,800	24,908	32,074	40,518	43,418	33,934
Outside of Allegheny County	6	89	21,466	22,672	30,722	33,114	35,734	28,381
<b>By Field of Service:</b>								
Education and Child Care Services	4	47	30,722	31,637	33,072	33,114	36,483	33,092
Social Support	7	64	21,247	22,215	23,379	36,617	41,330	28,719
<b>By Primary Source of Funding:</b>								
Government	10	110	21,694	22,797	31,637	33,873	40,518	30,641
<b>By Number of Employees:</b>								
More than 100	11	121	21,320	22,776	31,595	33,114	40,518	30,230
<b>By Level of Education Required:</b>								
Bachelor's Degree	11	116	21,247	22,797	31,637	33,639	40,518	30,611
<b>By Sex of Employee:</b>								
Female	14	128	21,316	22,797	31,398	33,114	40,518	30,255
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	6	10			28,725			28,872
White	13	120	21,320	22,797	31,398	33,114	40,518	30,237
<b>By Number of Years in Position:</b>								
Up to 5 Years	10	50	20,927	22,053	28,798	32,297	37,856	28,333
6 - 10 Years	9	28	20,842	22,906	32,614	33,114	40,599	30,646
11 - 20 Years	8	25	21,299	27,092	33,114	40,924	45,023	34,397
Over 20 Years	6	17	22,581	25,886	35,610	36,483	38,634	32,009
<b>By Number of Employees Managed:</b>								
1 to 3	5	12	22,491	22,797	27,518	32,032	37,575	28,198



## Teaching Assistant, K-12

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

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

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	14	196	\$18,350	\$21,320	\$24,211	\$28,434	\$32,560	\$25,131
# Eligible for Incentive/Bonus	7	96						
Actual Bonus Paid	4	57			100			432
Total Cash Compensation (Base + Bonus)	14	196	18,637	21,320	24,262	28,534	32,678	25,256
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$5,000,001 - \$15,000,000	5	48	19,423	20,987	26,364	28,590	33,996	25,850
Over \$15,000,000	6	120	17,836	21,653	24,534	28,974	34,266	25,652
<b>By Geographic Location:</b>								
Allegheny County	11	143	21,154	23,525	26,707	29,702	34,362	27,112
<b>By Field of Service:</b>								
Education and Child Care Services	6	141	19,772	21,320	24,107	28,736	33,638	25,554
<b>By Primary Source of Funding:</b>								
Government	12	192	17,967	21,320	24,087	28,434	32,877	25,107
<b>By Number of Employees:</b>								
More than 100	11	168	19,180	21,388	25,137	28,891	33,763	25,709
<b>By Level of Education Required:</b>								
High School Diploma	10	126	16,640	20,244	23,213	28,257	31,858	24,562
Bachelor's Degree	5	61	21,320	21,528	25,605	28,673	34,362	26,477
<b>By Sex of Employee:</b>								
Male	10	38	20,949	22,802	25,220	29,375	37,034	26,819
Female	10	157	17,680	21,050	23,899	28,434	31,492	24,715
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	7	38	19,552	22,204	25,397	28,512	34,595	25,955
White	12	156	17,680	21,050	24,056	28,398	32,560	24,961
<b>By Number of Years in Position:</b>								
Up to 5 Years	13	104	16,640	19,916	21,674	26,640	28,923	22,866
6 - 10 Years	8	29	20,842	21,820	25,314	29,952	34,362	26,146
11 - 20 Years	5	18	23,548	28,974	31,554	34,601	37,136	31,376
Over 20 Years	5	10			40,123			36,648

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

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

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	10	179	\$16,370	\$16,640	\$18,637	\$21,029	\$23,462	\$19,465
# Eligible for Incentive/Bonus	3	16						
Actual Bonus Paid	1	8						
Total Cash Compensation (Base + Bonus)	10	179	16,370	16,640	18,637	21,029	23,733	19,507
<b>Annual Base Salary</b>								
By Budget Size:								
\$5,000,001 - \$15,000,000	4	105	16,195	16,370	18,637	21,029	22,880	19,277
By Geographic Location:								
Allegheny County	8	87	16,623	17,139	18,720	21,736	25,064	20,073
By Field of Service:								
Education and Child Care Services	4	63	16,370	16,640	20,384	21,694	23,625	20,329
Social Support	4	57	16,037	16,432	17,576	20,655	23,205	18,921
By Primary Source of Funding:								
Government	8	120	16,370	16,432	19,001	21,663	23,418	19,660
By Number of Employees:								
More than 100	7	158	16,360	16,625	18,637	21,091	23,070	19,416
By Level of Education Required:								
High School Diploma	9	159	16,266	16,432	18,262	20,800	22,880	19,081
By Sex of Employee:								
Male	5	9			16,910			17,347
Female	10	168	16,370	16,640	18,720	21,388	23,752	19,617
By Race/Ethnicity of Employee:								
Black or African American	7	30	16,183	16,952	18,720	21,044	24,950	19,387
White	8	149	16,370	16,609	18,637	21,029	23,026	19,480
By Number of Years in Position:								
Up to 5 Years	9	86	16,191	16,370	17,566	19,932	22,797	18,549
6 - 10 Years	7	33	16,515	16,838	20,197	22,797	25,022	20,437
11 - 20 Years	6	19	16,432	18,283	19,781	22,256	23,982	20,053
Over 20 Years	5	16	18,727	20,566	21,986	27,436	32,652	23,813

**Child Care Assistant/Babysitter**

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

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

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	7	86	\$15,080	\$15,080	\$16,640	\$18,392	\$21,162	\$17,458
# Eligible for Incentive/Bonus	2	8						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	7	86	15,080	15,080	16,640	18,392	21,162	17,476
<b>Annual Base Salary</b>								
By Geographic Location: Allegheny County	6	76	15,080	15,080	16,640	19,219	22,268	17,582
By Primary Source of Funding: Government	6	31	16,037	16,390	16,640	19,906	27,173	18,672
By Number of Employees: More than 100	5	69	15,080	15,080	16,619	17,420	20,800	16,891
By Level of Education Required: High School Diploma	4	77	15,080	15,080	16,640	16,869	19,552	16,797
By Sex of Employee: Female	7	80	15,080	15,080	16,640	18,611	21,885	17,545
By Race/Ethnicity of Employee: Black or African American	5	25			15,080			17,043
White	5	61	15,080	16,037	16,640	18,939	21,765	17,628
By Number of Years in Position: Up to 5 Years	6	58	15,080	15,080	16,640	19,240	20,800	17,387

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

Other sample job titles: Crafts Instructor, Day Camp Counselor, Youth Activity Specialist

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	8	328			\$15,080			\$17,161
# Eligible for Incentive/Bonus	1	1						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	8	328			15,080			17,161
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$2,000,001 - \$5,000,000	4	114			15,080			17,556
<b>By Geographic Location:</b>								
Allegheny County	8	328			15,080			17,161
<b>By Number of Employees:</b>								
More than 100	5	314			15,080			16,985
<b>By Level of Education Required:</b>								
High School Diploma	4	256			15,080			17,231
<b>By Sex of Employee:</b>								
Male	4	183			15,080			16,523
Female	8	145			15,080			17,966
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	4	93			15,080			16,537
White	6	235			15,080			17,408
<b>By Number of Years in Position:</b>								
Up to 5 Years	8	262			15,080			16,852

## Recreation or Activity Leader, Adults

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.

Other sample job titles: Activity Coordinator, Enrichment Program Coordinator

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	7	13	\$18,158	\$19,656	\$25,334	\$34,993	\$37,599	\$26,232
# Eligible for Incentive/Bonus	2	2						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	7	13	18,158	19,656	25,334	34,993	38,109	26,297
<b>Annual Base Salary</b>								
By Budget Size:								
\$5,000,001 - \$15,000,000	4	7			25,792			27,907
By Geographic Location:								
Allegheny County	7	13	18,158	19,656	25,334	34,993	37,599	26,232
By Field of Service:								
Social Support	4	9			20,218			22,972
By Primary Source of Funding:								
Government	4	7			25,792			28,507
By Number of Employees:								
More than 100	6	12	17,909	19,656	23,067	32,708	36,107	25,211
By Level of Education Required:								
Bachelor's Degree	4	5			35,707			34,548
By Sex of Employee:								
Female	6	11			20,800			25,210
By Race/Ethnicity of Employee:								
White	6	12	19,656	19,797	25,563	35,350	37,819	26,988
By Number of Years in Position:								
Up to 5 Years	5	7			27,997			28,287

Locates and develops job openings for placement of clients through personal visits to companies, telephone calls and other communication. Develops and maintains effective working relationships with representatives of employment agencies, companies, sheltered workshops and other sources of employment.

Other sample job titles: Employment Specialist, Workforce Development Coordinator

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation Median (50%)	75th %ile	90th %ile	Average
Salary and Incentives - All Organizations:								
Base Salary - All Employees	11	40	\$27,525	\$27,800	\$31,065	\$37,331	\$47,355	\$33,404
# Eligible for Incentive/Bonus	3	15						
Actual Bonus Paid	1	12						
Total Cash Compensation (Base + Bonus)	11	40	27,575	28,300	31,234	37,331	47,355	33,554
<b>Annual Base Salary</b>								
By Budget Size:								
\$5,000,001 - \$15,000,000	5	7			33,010			34,638
Over \$15,000,000	5	30	27,768	27,799	30,152	35,839	38,757	32,331
By Geographic Location:								
Allegheny County	10	39	27,498	27,799	31,200	37,336	47,694	33,503
By Field of Service:								
Social Support	8	34	24,149	27,797	29,422	34,050	38,617	31,098
By Primary Source of Funding:								
Government	8	21	27,768	27,795	29,307	38,657	52,749	33,681
By Number of Employees:								
More than 100	10	37	26,158	27,799	30,767	37,295	45,844	32,768
By Level of Education Required:								
Bachelor's Degree	9	22	22,809	28,797	36,338	42,152	52,655	36,866
By Sex of Employee:								
Male	6	15	24,981	27,790	31,388	35,360	49,416	33,156
Female	10	25	24,819	27,990	30,930	38,064	47,757	33,553
By Race/Ethnicity of Employee:								
White	10	32	27,579	27,800	30,152	36,826	46,677	33,082
By Number of Years in Position:								
Up to 5 Years	8	17	25,430	27,784	28,496	34,102	52,187	31,920
11 - 20 Years	4	4						40,581

## Vocational Counselor

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

Other sample job titles: Career Coach, Vocational Evaluator

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	11	66	\$17,139	\$18,284	\$29,425	\$35,346	\$40,113	\$29,051
# Eligible for Incentive/Bonus	2	9						
Actual Bonus Paid	2	5						
Total Cash Compensation (Base + Bonus)	11	66	17,139	18,284	29,425	35,346	40,113	29,058
<b>Annual Base Salary</b>								
By Budget Size:								
\$2,000,001 - \$5,000,000	4	6			35,225			33,471
By Geographic Location:								
Allegheny County	11	66	17,139	18,284	29,425	35,346	40,113	29,051
By Field of Service:								
Counseling - Behavioral Health & Wellness	4	10			30,202			32,480
Social Support	4	49	17,139	17,576	28,662	33,967	40,082	27,608
By Primary Source of Funding:								
Government	7	18	26,312	27,394	31,247	38,002	41,211	32,886
Program services fee	4	48	17,116	17,576	28,819	33,514	40,221	27,613
By Number of Employees:								
More than 100	6	55	17,139	18,096	29,137	34,008	38,876	28,509
By Level of Education Required:								
Bachelor's Degree	8	31	27,006	28,829	32,500	38,002	43,801	34,218
By Sex of Employee:								
Male	6	18	17,089	25,070	29,401	36,676	44,952	30,561
Female	11	48	17,139	18,159	29,425	34,721	38,528	28,485
By Race/Ethnicity of Employee:								
White	10	54	17,139	19,407	28,819	35,346	40,311	29,233
By Number of Years in Position:								
Up to 5 Years	10	17	23,954	27,217	29,994	34,497	38,792	30,801
6 - 10 Years	5	5			35,464			34,083

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

Other sample job titles: Career Aide, Career Services Coordinator, Employment Consultant

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	7	46	\$20,141	\$24,030	\$25,917	\$31,944	\$40,554	\$28,560
# Eligible for Incentive/Bonus	1	2						
Actual Bonus Paid	1	2						
Total Cash Compensation (Base + Bonus)	7	46	20,141	24,030	25,917	31,944	40,974	28,575
<b>Annual Base Salary</b>								
By Budget Size:								
Over \$15,000,000	5	38	18,855	24,523	25,990	33,337	41,956	29,069
By Geographic Location:								
Allegheny County	7	46	20,141	24,030	25,917	31,944	40,554	28,560
By Field of Service:								
Social Support	4	39	18,990	23,504	25,314	31,158	32,531	26,605
By Primary Source of Funding:								
Government	4	12	23,067	25,725	33,873	42,182	47,297	34,478
By Number of Employees:								
More than 100	6	43	19,648	23,920	25,626	31,928	41,109	28,412
By Level of Education Required:								
Bachelor's Degree	5	11			35,755			35,647
By Sex of Employee:								
Male	6	20	17,620	21,320	25,917	34,689	39,971	27,766
Female	6	26	23,473	24,523	26,008	31,944	42,168	29,170
By Race/Ethnicity of Employee:								
White	5	38	20,470	23,816	25,803	31,928	41,956	28,591
By Number of Years in Position:								
Up to 5 Years	6	10			28,507			32,683



## Food Service Manager or Supervisor

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

Other sample job titles: Dietary Supervisor, Nutrition Site Manager, Café Manager

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	15	19	\$22,672	\$30,347	\$35,027	\$41,995	\$43,701	\$35,021
# Eligible for Incentive/Bonus	6	9						
Actual Bonus Paid	3	5						
Total Cash Compensation (Base + Bonus)	15	19	22,672	31,097	35,627	41,995	43,701	35,231
<b>Annual Base Salary</b>								
By Budget Size:								
\$2,000,001 - \$5,000,000	4	6			28,163			28,839
\$5,000,001 - \$15,000,000	5	5			41,995			42,702
Over \$15,000,000	6	8			34,830			34,856
By Geographic Location:								
Allegheny County	12	15	23,425	31,075	36,774	42,667	46,222	36,257
By Primary Source of Funding:								
Government	10	12	27,289	31,304	34,830	40,116	43,189	35,500
By Number of Employees:								
More than 100	12	14	25,335	33,972	39,042	42,858	46,852	37,795
By Level of Education Required:								
High School Diploma	4	7			25,979			29,849
Bachelor's Degree	5	5			34,632			35,360
By Sex of Employee:								
Male	8	10			33,925			33,833
Female	7	8			37,503			36,884
By Race/Ethnicity of Employee:								
White	13	15	21,441	30,347	36,774	41,995	46,059	35,510
By Number of Years in Position:								
Up to 5 Years	5	5			41,995			36,962
11 - 20 Years	6	7			38,106			36,521
By Number of Employees Managed:								
4 to 8	4	4						40,986

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.

Other sample job titles: Registered Dietician, WIC Nutritionist

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	7	43	\$28,271	\$31,408	\$36,046	\$42,203	\$52,000	\$38,031
# Eligible for Incentive/Bonus	3	28						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	7	43	28,271	31,408	36,046	42,203	52,000	38,031
<b>Annual Base Salary</b>								
By Budget Size:								
Over \$15,000,000	4	33	27,377	31,013	36,691	42,318	52,000	38,564
By Geographic Location:								
Allegheny County	5	19	36,046	37,128	42,203	52,000	66,560	44,734
By Primary Source of Funding:								
Government	6	39	27,789	30,638	34,632	39,894	42,598	36,171
By Number of Employees:								
More than 100	5	41	28,030	31,023	35,443	42,193	52,000	37,367
By Level of Education Required:								
Bachelor's Degree	4	21	27,239	30,129	33,987	50,617	63,648	39,013
By Sex of Employee:								
Female	6	40	29,838	32,043	36,380	42,281	52,000	38,666
By Race/Ethnicity of Employee:								
White	7	43	28,271	31,408	36,046	42,203	52,000	38,031
By Number of Years in Position:								
Up to 5 Years	5	21	29,936	32,271	37,128	42,463	52,000	40,051
6 - 10 Years	4	7			31,408			32,025
11 - 20 Years	4	7			39,894			43,909

## Cook

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

Other sample job titles: Chef, Food Services Coordinator, Kitchen Staff

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	18	148	\$16,222	\$17,680	\$20,280	\$21,840	\$28,858	\$20,875
# Eligible for Incentive/Bonus	6	27						
Actual Bonus Paid	3	15						
Total Cash Compensation (Base + Bonus)	18	148	16,222	17,680	20,280	21,840	29,151	20,927
<b>Annual Base Salary</b>								
By Budget Size:								
\$5,000,001 - \$15,000,000	9	119	16,120	17,389	19,136	21,840	29,640	20,663
Over \$15,000,000	5	19	17,202	18,366	21,736	25,002	29,120	22,054
By Geographic Location:								
Allegheny County	15	110	15,893	17,680	20,800	23,400	29,959	21,503
By Field of Service:								
Social Support	6	90	15,600	16,858	18,575	20,800	24,856	19,358
By Primary Source of Funding:								
Government	12	140	16,205	17,680	19,573	21,840	29,091	20,749
By Number of Employees:								
More than 100	15	139	16,203	17,680	19,510	21,840	29,120	20,873
By Level of Education Required:								
High School Diploma	15	142	16,286	17,680	20,280	21,840	28,355	20,843
By Sex of Employee:								
Male	11	34	15,860	18,621	20,800	30,524	35,755	24,215
Female	14	114	16,328	17,639	19,167	21,481	23,660	19,879
By Race/Ethnicity of Employee:								
Black or African American	11	24	16,526	18,704	20,800	21,284	32,583	21,481
White	13	122	16,209	17,639	19,219	21,840	27,073	20,668
By Number of Years in Position:								
Up to 5 Years	15	67	16,186	17,514	19,240	21,840	29,162	20,618
6 - 10 Years	9	35	15,600	17,680	20,280	20,925	24,777	19,936
11 - 20 Years	9	24	16,817	18,699	20,509	22,058	28,039	21,208

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

Other sample job titles: Assistant Cook, Kitchen Assistant

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	13	57	\$16,029	\$16,422	\$18,720	\$20,977	\$24,083	\$19,386
# Eligible for Incentive/Bonus	5	20						
Actual Bonus Paid	2	10						
Total Cash Compensation (Base + Bonus)	13	57	16,029	16,422	18,720	21,652	24,243	19,453
<b>Annual Base Salary</b>								
By Budget Size:								
Over \$15,000,000	6	29	15,600	16,651	20,072	20,811	24,960	19,771
By Geographic Location:								
Allegheny County	12	48	15,956	17,290	19,729	22,937	24,605	19,984
By Primary Source of Funding:								
Government	9	43	16,012	16,120	18,366	20,467	23,779	19,126
By Number of Employees:								
More than 100	10	52	16,008	16,203	18,668	20,467	24,384	19,293
By Level of Education Required:								
High School Diploma	11	50	15,999	16,182	18,283	20,467	23,485	18,941
By Sex of Employee:								
Male	4	11			19,698			21,063
Female	12	45	15,837	16,079	18,366	20,467	23,620	19,037
By Race/Ethnicity of Employee:								
Black or African American	5	7			18,720			19,784
White	9	39	16,037	16,640	19,698	23,317	24,960	19,921
By Number of Years in Position:								
Up to 5 Years	9	30	15,640	16,037	17,680	20,467	23,839	18,461
6 - 10 Years	4	5			20,072			19,955
11 - 20 Years	5	7			20,467			19,398

## Program Associate

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

Other sample job titles: Community Programs Manager, Program Coordinator

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	4	8			\$42,339			\$43,716
# Eligible for Incentive/Bonus								
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	4	8			42,339			43,716
					<b>Annual Base Salary</b>			
By Level of Education Required:								
Bachelor's Degree	4	6			46,478			45,670
By Sex of Employee:								
Female	4	7			39,125			43,454

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

Other sample job titles: Bookstore Manager, Retail Manager

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	8	45	\$23,400	\$32,411	\$33,495	\$39,282	\$50,971	\$36,355
# Eligible for Incentive/Bonus	3	6						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	8	45	23,400	32,411	33,495	39,282	50,971	36,434
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	6	40	28,234	32,978	34,372	41,715	51,424	37,674
By Field of Service:								
Culture/Arts	4	6			39,104			41,018
By Number of Employees:								
More than 100	4	38	27,981	32,911	33,710	38,922	50,700	36,398
By Level of Education Required:								
High School Diploma	4	35	23,400	32,398	33,000	36,139	40,914	33,744
Bachelor's Degree	4	9			49,690			45,372
By Sex of Employee:								
Female	8	34	23,400	32,834	33,710	42,354	52,114	37,303
By Race/Ethnicity of Employee:								
White	7	41	23,400	32,851	33,924	39,282	50,425	36,349
By Number of Years in Position:								
Up to 5 Years	4	7			26,000			35,916
6 - 10 Years	4	4						42,016
By Number of Employees Managed:								
9 to 14	4	10			33,005			35,875

**Gift/Thrift Shop Retail Sales Clerk**

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

Other sample job titles: Sales Associate, Store Assistant

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	7	395	\$15,080	\$15,080	\$15,746	\$17,160	\$18,720	\$16,490
# Eligible for Incentive/Bonus	3	30						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	7	395	15,080	15,080	15,746	17,160	18,720	16,491
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	5	372	15,080	15,080	15,840	17,410	18,720	16,562
By Number of Employees:								
More than 100	4	365	15,080	15,080	15,766	17,160	18,720	16,492
By Level of Education Required:								
High School Diploma	7	394	15,080	15,080	15,746	17,160	18,720	16,494
By Sex of Employee:								
Male	4	122	15,080	15,080	15,611	17,634	18,720	16,346
Female	6	273	15,080	15,080	15,766	17,160	18,770	16,555
By Race/Ethnicity of Employee:								
Black or African American	5	25	15,080	15,080	15,496	16,640	18,146	16,222
White	5	351	15,080	15,080	15,725	17,160	18,720	16,431
By Number of Years in Position:								
Up to 5 Years	6	37	15,080	15,080	16,640	19,760	20,800	17,441

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

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

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	6	6			\$75,213			\$90,116
# Eligible for Incentive/Bonus	1	1						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	6	6			75,213			90,116
<b>Annual Base Salary</b>								
<b>By Geographic Location:</b>								
Allegheny County	6	6			75,213			90,116
<b>By Number of Employees:</b>								
More than 100	4	4						95,919
<b>By Level of Education Required:</b>								
Bachelor's Degree	4	4						76,861
<b>By Race/Ethnicity of Employee:</b>								
White	4	4						68,261



## Research Analyst

Participates in planning research projects including drafting all/part of grant applications, determining most appropriate methods for research, gathering and analyzing data and preparing/publishing the final report. Recruits participants for research and evaluation projects. Determines methods for interviewing techniques and the protocols to be observed. Interviews and/or trains others to interview participants. Manages compilation of data including the establishment and maintenance of databases, compiling and cleaning quantitative and qualitative data and storage of completed surveys. Drafts comprehensive research reports. Presents findings. Conducts literature searches on topics.

Other sample job titles: Data Manager, Research Coordinator

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	4	5			\$57,200			\$65,013
# Eligible for Incentive/Bonus								
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	4	5			57,200			65,013
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	4	5			57,200			65,013
By Number of Employees:								
More than 100	4	5			57,200			65,013

Assists in the recruitment of participants for research projects. May interview participants in accordance with protocols. Cleans and enters qualitative and quantitative data into the database. Maintains and updates information in the database. Assists with analyses of data (e.g. runs frequency reports and cross-tabulations on data) and report preparation. Maintains resource and information libraries.

Other sample job titles: Public Policy Specialist, Research Specialist

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	4	17	\$15,554	\$18,720	\$20,301	\$25,647	\$31,200	\$21,638
# Eligible for Incentive/Bonus	1	9						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	4	17	15,554	18,720	20,301	25,647	31,200	21,638
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	4	17	15,554	18,720	20,301	25,647	31,200	21,638
By Race/Ethnicity of Employee:								
White	4	16	15,531	18,720	19,698	25,823	31,200	21,683

## Director of Resident/Community Services

420

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.

Other sample job titles: Deputy Director of Social Services, Director of Tenant Services,

	Number of Organizations	Number of Employees	10h %ile	Annual Cash Compensation				Average
				25th %ile	Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	8	11			\$65,000			\$64,417
# Eligible for Incentive/Bonus	3	5						
Actual Bonus Paid	3	5						
Total Cash Compensation (Base + Bonus)	8	11			65,600			64,717
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
Over \$15,000,000	6	9			68,827			67,957
<b>By Geographic Location:</b>								
Allegheny County	7	10			66,914			64,714
<b>By Field of Service:</b>								
Social Support	4	4						66,096
<b>By Primary Source of Funding:</b>								
Government	6	9			65,000			63,669
<b>By Number of Employees:</b>								
More than 100	7	10			66,914			66,803
<b>By Level of Education Required:</b>								
Bachelor's Degree	5	6			65,914			64,610
<b>By Sex of Employee:</b>								
Female	5	7			65,000			62,308
<b>By Race/Ethnicity of Employee:</b>								
White	8	11			65,000			64,417
<b>By Number of Employees Managed:</b>								
15 and over	5	5			61,443			60,382

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.

Other sample job titles: Building Services Manager, Residential Services Supervisor

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	7	16	\$29,389	\$34,258	\$39,801	\$43,368	\$52,558	\$39,650
# Eligible for Incentive/Bonus	4	9						
Actual Bonus Paid	4	8			1,000			892
Total Cash Compensation (Base + Bonus)	7	16	29,805	35,015	40,301	43,743	52,978	40,096
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	6	12	28,165	34,258	40,955	45,927	54,521	40,326
By Primary Source of Funding:								
Government	5	12	28,165	31,356	37,991	45,641	54,521	39,163
By Sex of Employee:								
Male	4	5			38,958			39,728
Female	6	11			40,643			39,615
By Race/Ethnicity of Employee:								
Black or African American	4	5			42,952			40,340
White	5	11			38,958			39,337
By Number of Years in Position:								
11 - 20 Years	5	10			41,496			41,438
By Number of Employees Managed:								
1 to 3	6	7			37,024			39,903

## Resident Services Coordinator

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.

Other sample job titles: Resident Services Manager, Social Services Coordinator

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	10	52	\$18,824	\$20,431	\$23,296	\$24,253	\$31,610	\$23,885
# Eligible for Incentive/Bonus	6	32						
Actual Bonus Paid	4	10			1,000			904
Total Cash Compensation (Base + Bonus)	10	52	18,824	20,431	23,296	24,950	31,610	24,058
<b>Annual Base Salary</b>								
By Budget Size:								
Over \$15,000,000	6	38	18,824	19,490	23,296	23,504	31,512	23,655
By Geographic Location:								
Allegheny County	8	34	20,800	23,192	23,296	28,756	36,920	25,924
By Primary Source of Funding:								
Government	9	51	18,824	20,342	23,296	24,128	31,644	23,745
By Number of Employees:								
More than 100	7	41	18,824	19,490	23,296	24,066	30,961	23,687
By Level of Education Required:								
High School Diploma	5	46	18,824	19,583	21,944	23,296	25,933	22,115
Bachelor's Degree	4	4						35,220
By Sex of Employee:								
Male	4	9			23,296			23,287
Female	10	43	18,824	20,342	23,296	24,294	31,525	24,010
By Race/Ethnicity of Employee:								
Black or African American	5	12	19,527	20,800	23,296	24,003	36,847	23,852
White	9	40	18,824	19,703	23,296	24,404	31,781	23,894
By Number of Years in Position:								
Up to 5 Years	8	32	19,490	20,431	22,048	23,826	31,533	23,619
6 - 10 Years	4	4						29,328
By Number of Employees Managed:								
4 to 8	4	17	22,797	23,296	23,296	29,016	34,012	26,106

Responsible for day-to-day operations of an assigned apartment complex. Processes apartment lease applications, move-in and move-out actions, and related certifications. Sets-up and maintains the integrity of resident files and application and waiting lists. Collects rents, makes bank deposits, and orients new residents to building, policies, and regulations. Conducts physical site inspections and written reviews. Responds to resident grievances and provides problem resolution assistance.

Other sample job titles: Community Manager, Property Manager

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	4	8			\$34,455			\$32,298
# Eligible for Incentive/Bonus	1	1						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	4	8			34,455			32,360
					<b>Annual Base Salary</b>			
By Sex of Employee:								
Female	4	6			35,162			34,238

**Shelter Manager**

Provides overall management to the general operations of the organization's shelter and/or residential facilities including staffing, daily operations, budgeting, funding, developing policies and community outreach. Manages construction and/or renovations during design, construction, completion and occupancy.

Other sample job titles: Residential Services Manager, Transitional Housing Director

	<b>Number of Organizations</b>	<b>Number of Employees</b>	<b>10h %ile</b>	<b>25th %ile</b>	<b>Annual Cash Compensation</b>			<b>Average</b>
					<b>Median (50%)</b>	<b>75th %ile</b>	<b>90th %ile</b>	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	4	8			\$48,090			\$46,155
# Eligible for Incentive/Bonus	1	5						
Actual Bonus Paid	1	5						
Total Cash Compensation (Base + Bonus)	4	8			48,390			46,530
					<b>Annual Base Salary</b>			
<b>By Primary Source of Funding:</b>								
Government	4	8			48,090			46,155
<b>By Sex of Employee:</b>								
Female	4	4						42,916

Supervises the day-to-day operations of a shelter or residential facility including food service, cleaning, maintenance, assigning rooms/space, day care 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.

Other sample job titles: Coordinator of Building Services

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	9	27	\$22,568	\$25,022	\$32,157	\$36,400	\$45,094	\$32,127
# Eligible for Incentive/Bonus	5	18						
Actual Bonus Paid	3	7						
Total Cash Compensation (Base + Bonus)	9	27	22,568	25,022	32,157	36,400	45,134	32,230
<b>Annual Base Salary</b>								
By Budget Size:								
Over \$15,000,000	5	18	23,962	24,975	32,074	41,372	45,643	32,837
By Geographic Location:								
Allegheny County	5	14	25,636	32,547	34,559	44,242	46,176	36,409
Outside of Allegheny County	4	13	21,944	24,628	25,085	31,086	37,436	27,515
By Primary Source of Funding:								
Government	4	16	24,686	25,038	33,187	43,119	45,910	33,809
Program services fee	4	9			32,677			31,364
By Number of Employees:								
More than 100	6	23	24,598	25,085	32,677	39,582	45,302	33,000
By Sex of Employee:								
Male	6	12	20,361	24,789	32,157	42,042	46,442	32,640
Female	7	15	23,217	25,085	32,677	36,400	41,896	31,716
By Race/Ethnicity of Employee:								
Black or African American	7	17	20,912	25,907	32,677	36,015	45,094	32,260
White	4	10			29,256			31,901
By Number of Years in Position:								
Up to 5 Years	4	14	22,100	24,887	32,417	40,685	45,250	32,348
6 - 10 Years	5	7			33,072			32,308
By Number of Employees Managed:								
4 to 8	5	5			31,990			31,920



## Occupancy Specialist

Provides information to participants and applicants of housing programs and provides technical staff assistance. May assess eligibility, analyze income and assets, and maintain associated records.

Other sample job titles: Housing Coordinator, Residential Program Worker

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	7	73	\$18,762	\$18,824	\$20,779	\$23,171	\$28,288	\$21,932
# Eligible for Incentive/Bonus	4	67						
Actual Bonus Paid	2	3						
Total Cash Compensation (Base + Bonus)	7	73	18,762	18,824	20,779	23,171	28,663	21,957
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	4	8			31,795			32,134
By Primary Source of Funding:								
Government	6	66	18,824	19,947	20,779	23,171	29,295	22,446
By Level of Education Required:								
Bachelor's Degree	4	7			29,994			28,999
By Sex of Employee:								
Female	7	56	18,824	19,604	20,779	23,171	29,295	22,367
By Race/Ethnicity of Employee:								
Black or African American	6	17	16,640	18,824	21,715	28,024	32,626	23,079
White	5	56	18,824	18,824	20,488	22,974	26,139	21,584
By Number of Years in Position:								
Up to 5 Years	7	40	16,640	18,824	20,176	22,043	28,801	21,535

Provides security at a residential property. May also assist with other tasks, such as office work or cleaning, as assigned. Answers the telephone and greets residents and guests. Assures doors are closed and locked. Contacts appropriate personnel during an emergency. Documents incidents that occur at the site in logbook.

Other sample job titles: Facility Attendant, Monitor

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	4	47	\$17,139	\$17,139	\$18,637	\$20,800	\$23,766	\$19,351
# Eligible for Incentive/Bonus	2	33						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	4	47	17,139	17,139	18,637	20,800	23,766	19,351
<b>Annual Base Salary</b>								
By Level of Education Required:								
High School Diploma	4	47	17,139	17,139	18,637	20,800	23,766	19,351
By Race/Ethnicity of Employee:								
White	4	28	17,139	17,139	18,637	20,800	21,821	19,158

## Director, Human Resources

505

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

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

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	35	36	\$51,390	\$57,523	\$69,160	\$82,993	\$99,298	\$74,178
# Eligible for Incentive/Bonus	12	13						
Actual Bonus Paid	10	11			1,376			5,620
Total Cash Compensation (Base + Bonus)	35	36	53,333	59,330	72,249	82,993	99,848	75,895
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$2,000,001 - \$5,000,000	5	5			56,389			59,205
\$5,000,001 - \$15,000,000	12	12	50,883	54,143	66,903	78,569	93,995	69,201
Over \$15,000,000	17	18	58,469	66,436	78,287	92,863	107,686	83,112
<b>By Geographic Location:</b>								
Allegheny County	28	29	53,144	57,908	74,693	90,698	99,528	76,770
Outside of Allegheny County	7	7			66,914			63,437
<b>By Field of Service:</b>								
Counseling - Behavioral Health & Wellness	5	5			63,024			68,976
Education and Child Care Services	4	4						107,812
Family Support and Preservation	5	5			56,389			64,664
Social Support	14	15	50,365	58,677	66,914	74,443	96,526	68,368
<b>By Primary Source of Funding:</b>								
Government	21	22	54,180	63,439	75,853	85,680	99,430	75,046
Program services fee	11	11			63,024			74,732
<b>By Number of Employees:</b>								
51 - 100	5	5			54,995			62,117
More than 100	28	29	56,389	62,762	74,693	87,318	99,528	77,153
<b>By Level of Education Required:</b>								
Bachelor's Degree	18	18	51,388	56,197	63,388	71,864	92,498	66,373
Master's Degree	13	13	60,599	74,568	78,765	94,923	144,880	87,249
<b>By Sex of Employee:</b>								
Male	10	10			65,333			75,724
Female	24	25	49,604	56,868	74,443	90,698	99,331	73,167
<b>By Race/Ethnicity of Employee:</b>								
White	29	29	50,502	60,310	70,054	84,978	99,528	75,199
<b>By Number of Years in Position:</b>								
Up to 5 Years	12	12	48,711	55,396	62,221	68,042	85,860	62,968
6 - 10 Years	8	8			70,679			69,431
11 - 20 Years	8	8			85,375			83,029
<b>By Number of Employees Managed:</b>								
1 to 3	10	10			75,868			75,350
4 to 8	16	16	49,828	59,764	67,819	87,812	99,498	72,372

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

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

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	28	32	\$35,826	\$40,983	\$49,650	\$55,291	\$63,133	\$49,469
# Eligible for Incentive/Bonus	12	13						
Actual Bonus Paid	6	7			896			1,078
Total Cash Compensation (Base + Bonus)	28	32	36,176	40,983	49,816	55,595	63,133	49,705
<b>Annual Base Salary</b>								
By Budget Size:								
\$2,000,001 - \$5,000,000	6	6			41,673			40,071
\$5,000,001 - \$15,000,000	8	9			46,114			45,490
Over \$15,000,000	12	15	39,647	51,002	54,995	61,110	77,284	56,435
By Geographic Location:								
Allegheny County	23	26	36,308	42,745	49,816	56,090	66,041	50,825
Outside of Allegheny County	5	6			41,715			43,593
By Field of Service:								
Education and Child Care Services	5	7			54,995			58,436
Social Support	11	13	31,441	36,515	40,498	53,383	61,006	43,807
By Primary Source of Funding:								
Government	15	17	38,410	43,100	47,507	55,193	56,640	48,539
Program services fee	8	10			49,816			52,135
By Number of Employees:								
51 - 100	6	6			45,386			44,145
More than 100	20	24	36,515	42,539	51,189	56,373	67,402	51,312
By Level of Education Required:								
Bachelor's Degree	21	23	34,466	40,498	49,650	54,995	68,082	50,271
By Sex of Employee:								
Female	24	28	36,549	40,983	49,816	55,809	64,680	50,248
By Race/Ethnicity of Employee:								
White	23	25	36,188	39,822	49,650	55,669	66,721	50,095
By Number of Years in Position:								
Up to 5 Years	14	17	36,429	42,642	47,507	55,755	74,044	50,950
6 - 10 Years	5	5			51,376			50,144
By Number of Employees Managed:								
1 to 3	7	9			54,995			59,204

## Human Resources Representative or Specialist

515

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

Other sample job titles: Benefits Analyst, Human Resources Recruiter, Workers Comp Specialist

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	26	42	\$30,039	\$33,132	\$37,720	\$41,985	\$49,154	\$38,325
# Eligible for Incentive/Bonus	9	14						
Actual Bonus Paid	8	10			622			883
Total Cash Compensation (Base + Bonus)	26	42	31,092	33,188	37,720	41,985	49,154	38,535
<b>Annual Base Salary</b>								
By Budget Size:								
\$2,000,001 - \$5,000,000	5	6			32,999			35,356
\$5,000,001 - \$15,000,000	8	11			38,126			38,825
Over \$15,000,000	13	25	29,307	34,071	38,000	42,713	50,777	38,817
By Geographic Location:								
Allegheny County	22	34	31,575	35,235	39,354	43,415	50,846	39,741
Outside of Allegheny County	4	8			32,074			32,308
By Field of Service:								
Counseling - Behavioral Health & Wellness	4	6			37,211			37,361
Health and Health Education	4	6			43,086			43,465
Social Support	10	18	28,735	30,987	35,722	38,007	38,954	34,705
By Primary Source of Funding:								
Government	13	19	28,808	30,992	36,358	40,000	41,974	36,368
Program services fee	11	21	32,273	33,540	38,000	43,420	49,604	39,101
By Number of Employees:								
More than 100	21	37	30,705	34,071	38,000	41,487	50,639	38,556
By Level of Education Required:								
High School Diploma	5	6			32,007			34,523
Bachelor's Degree	20	28	30,838	33,987	37,595	40,901	50,571	38,396
By Sex of Employee:								
Female	25	41	29,906	33,088	37,440	41,508	49,604	38,236
By Race/Ethnicity of Employee:								
White	25	37	29,636	33,088	37,440	41,508	50,639	38,309
By Number of Years in Position:								
Up to 5 Years	16	21	29,623	31,564	35,443	40,801	49,084	36,814
6 - 10 Years	6	6			39,096			40,540
11 - 20 Years	6	7			38,854			39,506
By Number of Employees Managed:								
1 to 3	7	7			38,029			40,249

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

Other sample job titles: Employee Benefits Coordinator, Human Resources Generalist

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	25	37	\$20,800	\$23,785	\$29,203	\$30,535	\$36,508	\$28,691
# Eligible for Incentive/Bonus	8	17						
Actual Bonus Paid	7	14	338	594	1,059	1,796	2,313	1,148
Total Cash Compensation (Base + Bonus)	25	37	21,835	24,763	29,432	31,275	36,808	29,125
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$2,000,001 - \$5,000,000	5	5			33,010			34,224
\$5,000,001 - \$15,000,000	9	12	20,837	27,404	29,786	30,233	35,443	28,900
Over \$15,000,000	11	20	20,800	21,112	27,654	29,760	34,624	27,182
<b>By Geographic Location:</b>								
Allegheny County	16	18	26,749	28,902	30,077	33,594	41,862	31,910
Outside of Allegheny County	9	19	19,760	20,800	25,334	29,931	30,077	25,641
<b>By Field of Service:</b>								
Education and Child Care Services	5	5			33,197			35,368
Social Support	10	22	20,072	20,800	26,187	29,885	30,223	26,149
<b>By Primary Source of Funding:</b>								
Government	16	25	20,384	21,424	28,579	30,171	38,979	28,088
Program services fee	8	11			29,515			29,871
<b>By Number of Employees:</b>								
51 - 100	5	5			32,989			32,124
More than 100	19	31	20,800	23,400	28,579	30,056	34,466	27,731
<b>By Level of Education Required:</b>								
High School Diploma	15	19	19,760	27,040	30,056	34,783	41,288	30,375
Associate's Degree	4	4						27,180
Bachelor's Degree	5	9			23,442			26,083
<b>By Sex of Employee:</b>								
Female	24	36	20,800	23,614	29,162	30,233	35,231	28,448
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	4	4						29,037
White	21	31	20,800	24,128	29,203	30,784	37,207	28,869
<b>By Number of Years in Position:</b>								
Up to 5 Years	14	21	20,800	22,724	28,246	29,994	33,160	27,135
11 - 20 Years	5	5			32,989			31,043

**Director, Information Technology/Services**

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

Other sample job titles: MIS Director, Chief Technology Officer

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	22	22	\$50,432	\$60,913	\$74,558	\$90,407	\$104,964	\$78,551
# Eligible for Incentive/Bonus	9	9						
Actual Bonus Paid	7	7			2,407			5,908
Total Cash Compensation (Base + Bonus)	22	22	51,132	60,913	74,808	90,407	107,455	80,431
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$5,000,001 - \$15,000,000	6	6			56,940			63,629
Over \$15,000,000	14	14	67,886	73,055	83,788	92,133	136,146	88,247
<b>By Geographic Location:</b>								
Allegheny County	18	18	49,673	63,011	81,245	92,133	115,221	82,030
Outside of Allegheny County	4	4						62,894
<b>By Field of Service:</b>								
Health and Health Education	4	4						78,548
Social Support	4	4						70,900
<b>By Primary Source of Funding:</b>								
Government	12	12	48,562	65,779	73,778	88,741	104,592	75,461
Program services fee	7	7			61,027			79,509
<b>By Number of Employees:</b>								
51 - 100	4	4						69,576
More than 100	17	17	51,018	62,121	74,235	87,610	120,452	79,798
<b>By Level of Education Required:</b>								
Bachelor's Degree	17	17	49,488	56,940	74,235	87,610	92,679	72,920
<b>By Sex of Employee:</b>								
Male	15	15	51,929	61,027	73,320	85,342	99,938	75,312
Female	5	5			74,235			85,238
<b>By Race/Ethnicity of Employee:</b>								
White	17	17	49,488	56,940	74,235	88,941	120,452	78,900
<b>By Number of Years in Position:</b>								
Up to 5 Years	9	9			82,243			79,291
11 - 20 Years	4	4						70,153
<b>By Number of Employees Managed:</b>								
1 to 3	10	10			72,710			69,195

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

Other sample job titles: Senior Technology Consultant, Systems Administrator

			Annual Cash Compensation					
	Number of Organizations	Number of Employees	10h %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Average
Salary and Incentives - All Organizations:								
Base Salary - All Employees	24	25	\$36,866	\$43,514	\$50,606	\$63,024	\$74,171	\$53,103
# Eligible for Incentive/Bonus	7	7						
Actual Bonus Paid	5	5			1,064			1,493
Total Cash Compensation (Base + Bonus)	24	25	36,866	43,514	50,606	63,324	74,171	53,401
<b>Annual Base Salary</b>								
By Budget Size:								
\$2,000,001 - \$5,000,000	8	8			46,696			51,142
\$5,000,001 - \$15,000,000	6	7			50,606			52,544
Over \$15,000,000	8	8			56,399			56,328
By Geographic Location:								
Allegheny County	19	20	35,109	43,997	52,135	69,259	75,039	54,691
Outside of Allegheny County	5	5			45,864			46,750
By Field of Service:								
Education and Child Care Services	4	4						61,480
Social Support	11	12	35,812	38,574	45,895	51,464	74,692	48,694
By Primary Source of Funding:								
Contributions from individuals	4	4						56,841
Government	15	15	36,866	38,856	51,750	59,384	69,085	50,959
Program services fee	4	5			50,606			57,165
By Number of Employees:								
21 - 50	5	5			47,528			47,420
51 - 100	6	6			58,552			57,214
More than 100	13	14	38,668	44,798	51,178	62,036	72,078	53,371
By Level of Education Required:								
Associate's Degree	4	4						41,423
Bachelor's Degree	15	16	38,681	43,997	57,096	71,100	76,143	57,602
By Sex of Employee:								
Male	18	18	37,921	42,287	52,135	66,560	75,523	54,580
Female	6	7			45,864			49,305
By Race/Ethnicity of Employee:								
White	21	22	35,812	42,412	50,305	59,800	72,806	51,856
By Number of Years in Position:								
Up to 5 Years	9	9			51,750			55,157
6 - 10 Years	10	11			46,592			51,677
By Number of Employees Managed:								
1 to 3	10	11			46,592			49,836



## Database Administrator

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

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

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	17	20	\$35,077	\$38,121	\$44,741	\$49,504	\$53,354	\$44,327
# Eligible for Incentive/Bonus	5	5						
Actual Bonus Paid	3	3						
Total Cash Compensation (Base + Bonus)	17	20	35,077	38,121	44,741	49,879	53,354	44,441
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$2,000,001 - \$5,000,000	4	4						41,533
\$5,000,001 - \$15,000,000	6	7			39,790			43,567
Over \$15,000,000	6	8			47,507			46,778
<b>By Geographic Location:</b>								
Allegheny County	13	16	34,388	37,638	44,741	47,835	55,732	44,235
Outside of Allegheny County	4	4						44,694
<b>By Field of Service:</b>								
Education and Child Care Services	4	4						43,165
<b>By Primary Source of Funding:</b>								
Government	10	11			42,548			42,826
<b>By Number of Employees:</b>								
More than 100	10	12	37,026	40,480	45,906	51,064	52,942	45,640
<b>By Level of Education Required:</b>								
Bachelor's Degree	9	10			44,263			45,425
<b>By Sex of Employee:</b>								
Male	6	7			44,803			43,600
Female	11	11			44,678			45,230
<b>By Race/Ethnicity of Employee:</b>								
White	13	15	34,182	37,565	44,803	51,418	56,456	44,885
<b>By Number of Years in Position:</b>								
6 - 10 Years	5	5			44,678			41,658
Over 20 Years	4	4						44,933

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

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

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	19	22	\$34,763	\$38,158	\$41,215	\$55,080	\$57,263	\$44,559
# Eligible for Incentive/Bonus	8	9						
Actual Bonus Paid	6	7			540			771
Total Cash Compensation (Base + Bonus)	19	22	35,705	38,261	41,515	55,080	57,263	44,805
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$5,000,001 - \$15,000,000	9	9			39,083			43,951
Over \$15,000,000	10	13	32,028	39,260	43,597	53,821	57,242	44,980
<b>By Geographic Location:</b>								
Allegheny County	16	19	34,632	39,083	43,597	55,334	57,324	45,619
<b>By Field of Service:</b>								
Social Support	6	7			38,355			41,855
<b>By Primary Source of Funding:</b>								
Government	12	15	32,779	37,440	40,310	54,995	57,668	43,858
Program services fee	5	5			39,666			44,699
<b>By Number of Employees:</b>								
More than 100	16	19	34,632	37,565	40,310	54,995	57,324	44,331
<b>By Level of Education Required:</b>								
Bachelor's Degree	11	13	33,342	39,697	44,346	56,195	58,024	46,561
<b>By Sex of Employee:</b>								
Male	16	19	35,069	38,542	43,597	55,334	57,324	45,745
<b>By Race/Ethnicity of Employee:</b>								
White	18	21	34,719	37,960	40,310	52,791	57,270	43,961
<b>By Number of Years in Position:</b>								
Up to 5 Years	9	9			39,978			41,504
6 - 10 Years	6	6			42,006			45,664
11 - 20 Years	4	4						47,301

# Personal Computer Technician

575

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

Other sample job titles: PC Support Specialist, Systems Specialist

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	14	19	\$24,045	\$28,267	\$32,960	\$35,360	\$43,493	\$32,607
# Eligible for Incentive/Bonus	6	8						
Actual Bonus Paid	4	5			960			1,174
Total Cash Compensation (Base + Bonus)	14	19	24,960	29,045	32,960	35,360	43,493	32,916
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$5,000,001 - \$15,000,000	4	4						30,290
Over \$15,000,000	8	13	23,712	27,394	33,280	37,336	45,315	33,369
<b>By Geographic Location:</b>								
Allegheny County	9	12	26,239	31,126	34,632	36,172	45,619	34,782
Outside of Allegheny County	5	7			28,267			28,879
<b>By Field of Service:</b>								
Social Support	7	11			32,960			33,669
<b>By Primary Source of Funding:</b>								
Government	6	10			31,897			33,459
Program services fee	7	8			32,673			31,199
<b>By Number of Employees:</b>								
More than 100	13	18	23,929	27,830	32,673	35,631	43,797	32,455
<b>By Level of Education Required:</b>								
High School Diploma	4	5			26,520			27,452
Bachelor's Degree	6	7			34,216			33,835
<b>By Sex of Employee:</b>								
Male	13	15	23,579	26,520	30,514	35,048	35,793	30,555
<b>By Race/Ethnicity of Employee:</b>								
White	13	16	23,696	26,957	31,450	35,282	36,978	31,035
<b>By Number of Years in Position:</b>								
Up to 5 Years	8	9			29,827			29,846

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

Other sample job titles: Computer Operator, Data Entry Clerk, Data Processor

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	24	33	\$18,857	\$21,175	\$24,981	\$29,536	\$33,605	\$25,569
# Eligible for Incentive/Bonus	5	7						
Actual Bonus Paid	3	4						
Total Cash Compensation (Base + Bonus)	24	33	18,971	21,175	24,981	29,586	34,097	25,657
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$750,001 - \$2,000,000	4	5			23,046			23,870
\$2,000,001 - \$5,000,000	6	7			21,840			24,330
\$5,000,001 - \$15,000,000	4	8			27,258			26,205
Over \$15,000,000	7	10			28,767			28,592
<b>By Geographic Location:</b>								
Allegheny County	20	26	18,945	20,800	23,390	29,411	34,645	25,502
Outside of Allegheny County	4	7			26,582			25,822
<b>By Field of Service:</b>								
Counseling - Behavioral Health & Wellness	4	5			22,922			23,837
Family Support and Preservation	4	5			23,046			26,732
Social Support	11	14	18,450	20,800	25,782	29,411	30,233	24,945
<b>By Primary Source of Funding:</b>								
Government	17	22	18,129	21,123	24,357	29,411	33,659	25,149
Program services fee	6	10			27,258			26,747
<b>By Number of Employees:</b>								
21 - 50	6	7			24,981			25,489
51 - 100	4	5			21,632			22,248
More than 100	11	18	17,680	22,641	27,539	32,220	36,909	27,531
<b>By Level of Education Required:</b>								
High School Diploma	11	17	19,623	21,175	23,733	28,246	30,718	24,778
Associate's Degree	6	6			22,443			24,984
<b>By Sex of Employee:</b>								
Female	21	29	18,741	21,591	24,981	29,932	33,821	25,750
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	4	4						20,753
White	17	24	18,855	22,079	25,543	29,661	32,573	25,856
<b>By Number of Years in Position:</b>								
Up to 5 Years	13	15	18,304	21,549	27,144	33,280	37,939	27,402
6 - 10 Years	8	8			22,984			23,377

## Web Site Developer

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

Other sample job titles: Manager of Electronic Media, Webmaster

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	9	15	\$38,002	\$38,542	\$44,990	\$55,931	\$61,902	\$47,261
# Eligible for Incentive/Bonus	1	1						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	9	15	38,002	38,542	44,990	55,931	61,972	47,269
<b>Annual Base Salary</b>								
By Budget Size:								
Over \$15,000,000	4	10			48,922			47,848
By Geographic Location:								
Allegheny County	9	15	38,002	38,542	44,990	55,931	61,902	47,261
By Field of Service:								
Culture/Arts	5	5			38,064			40,132
By Number of Employees:								
More than 100	4	10			46,935			46,513
By Level of Education Required:								
Bachelor's Degree	6	12	38,021	40,451	48,922	56,633	64,571	49,231
By Sex of Employee:								
Male	5	7			48,880			49,004
Female	4	7			44,990			46,841
By Race/Ethnicity of Employee:								
White	7	11			44,990			47,234
By Number of Years in Position:								
Up to 5 Years	6	9			48,880			48,856

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.

Other sample job titles: Project Attorney, Staff Attorney

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	4	26	\$36,304	\$38,751	\$43,337	\$51,932	\$57,625	\$45,585
# Eligible for Incentive/Bonus	1	2						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	4	26	36,304	38,751	43,337	51,932	57,625	45,585
<b>Annual Base Salary</b>								
By Primary Source of Funding:								
Government	4	26	36,304	38,751	43,337	51,932	57,625	45,585
By Level of Education Required:								
Legal Degree	4	26	36,304	38,751	43,337	51,932	57,625	45,585
By Sex of Employee:								
Female	4	22	35,373	38,751	46,842	53,118	58,273	46,547
By Race/Ethnicity of Employee:								
White	4	24	35,839	38,252	42,464	51,407	57,491	44,982

## Facilities Manager

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

Other sample job titles: Chief of Maintenance & Security, Director of Physical Plant

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	25	26	\$35,150	\$42,490	\$54,604	\$74,142	\$88,389	\$57,253
# Eligible for Incentive/Bonus	9	9						
Actual Bonus Paid	5	5			1,000			1,677
Total Cash Compensation (Base + Bonus)	25	26	35,500	43,394	54,604	74,592	88,389	57,575
<b>Annual Base Salary</b>								
By Budget Size:								
\$2,000,001 - \$5,000,000	4	4						37,482
\$5,000,001 - \$15,000,000	6	6			68,994			63,832
Over \$15,000,000	12	13	42,723	50,972	59,051	76,931	92,119	63,299
By Geographic Location:								
Allegheny County	22	23	36,134	43,992	57,809	74,984	89,356	59,775
By Field of Service:								
Culture/Arts	6	6			62,993			62,400
Education and Child Care Services	4	5			73,861			75,932
Social Support	5	5			44,408			47,314
By Primary Source of Funding:								
Government	14	14	38,397	43,691	56,885	63,001	76,931	54,974
Program services fee	4	5			53,248			61,897
By Number of Employees:								
51 - 100	4	4						47,305
More than 100	17	18	41,120	47,623	60,279	78,500	90,892	62,827
By Level of Education Required:								
High School Diploma	7	7			42,786			49,460
Bachelor's Degree	13	14	34,996	43,394	58,430	75,738	91,874	60,104
By Sex of Employee:								
Male	22	23	35,106	42,786	57,809	74,984	89,356	58,688
By Race/Ethnicity of Employee:								
White	19	20	35,244	41,897	54,604	74,703	90,324	58,014
By Number of Years in Position:								
Up to 5 Years	9	9			36,795			44,681
6 - 10 Years	6	6			61,026			67,019
11 - 20 Years	6	6			55,529			56,362
By Number of Employees Managed:								
1 to 3	7	7			43,992			47,020
9 to 14	4	4						71,547
15 and over	4	4						75,572

Manages and coordinates the organization's housekeeping operations to ensure facilities are maintained in a clean, safe manner. Ensures custodial and maintenance activities comply with health, fire and other safety regulations. Tours facilities to identify custodial needs. Emphasizes preventive maintenance. Ensures adequate stock of cleaning tools and supplies. Coordinates cleaning and maintenance activities with departments and responds quickly to emergency problems. Supervises and trains staff.

Other sample job titles: Assistant Facilities Manager, Building Supervisor, Maintenance Foreman

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	26	31	\$28,428	\$31,200	\$37,877	\$42,994	\$53,485	\$38,240
# Eligible for Incentive/Bonus	10	13						
Actual Bonus Paid	6	7			600			761
Total Cash Compensation (Base + Bonus)	26	31	28,428	31,700	37,877	42,994	53,901	38,412
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$750,001 - \$2,000,000	4	5			32,240			34,977
\$2,000,001 - \$5,000,000	4	5			34,320			34,432
\$5,000,001 - \$15,000,000	8	8			40,477			41,732
Over \$15,000,000	9	12	29,615	33,516	40,328	42,957	51,351	39,446
<b>By Geographic Location:</b>								
Allegheny County	24	29	28,571	31,720	37,960	43,025	53,726	38,910
<b>By Field of Service:</b>								
Culture/Arts	6	8			32,157			34,203
Social Support	7	7			33,259			36,102
<b>By Primary Source of Funding:</b>								
Government	14	17	27,616	32,355	37,877	43,098	53,830	38,362
Program services fee	6	6			42,942			45,601
<b>By Number of Employees:</b>								
More than 100	17	21	28,806	32,864	38,126	42,942	53,015	38,992
<b>By Level of Education Required:</b>								
High School Diploma	15	19	27,997	29,744	37,128	41,600	44,595	36,215
Bachelor's Degree	5	5			42,827			45,045
<b>By Sex of Employee:</b>								
Male	25	30	28,626	31,980	37,919	43,010	53,605	38,569
<b>By Race/Ethnicity of Employee:</b>								
White	21	25	28,671	31,720	37,877	42,828	49,862	37,736
<b>By Number of Years in Position:</b>								
Up to 5 Years	8	9			35,901			35,219
6 - 10 Years	10	12	29,819	31,517	37,627	50,154	55,386	40,087
Over 20 Years	4	4						34,639
<b>By Number of Employees Managed:</b>								
1 to 3	7	7			40,872			38,474
4 to 8	10	11			38,126			39,376



**Maintenance Technician or Specialist**

665

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

Other sample job titles: Maintenance Mechanic, Structural Trades Worker

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	41	120	\$20,800	\$22,339	\$26,250	\$32,261	\$39,830	\$28,231
# Eligible for Incentive/Bonus	12	25						
Actual Bonus Paid	9	19	100	500	699	1,000	3,480	984
Total Cash Compensation (Base + Bonus)	41	120	20,800	22,530	26,593	32,685	39,830	28,387
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$750,001 - \$2,000,000	6	11			20,800			22,339
\$2,000,001 - \$5,000,000	6	9			24,960			26,532
\$5,000,001 - \$15,000,000	17	49	20,280	22,402	25,688	31,429	42,411	27,637
Over \$15,000,000	12	51	22,211	24,939	29,120	33,207	40,135	30,373
<b>By Geographic Location:</b>								
Allegheny County	29	101	20,800	22,880	27,019	33,181	41,970	29,139
Outside of Allegheny County	12	19	19,074	20,800	20,800	25,438	32,302	23,407
<b>By Field of Service:</b>								
Basic Material Need	4	7			24,960			25,082
Counseling - Behavioral Health & Wellness	4	14	21,320	22,464	26,094	34,778	44,075	28,529
Culture/Arts	5	11			25,688			31,858
Education and Child Care Services	6	26	19,914	28,595	32,001	39,941	45,864	33,479
Social Support	15	37	19,041	21,320	22,880	29,786	33,317	25,334
<b>By Primary Source of Funding:</b>								
Government	25	73	19,760	20,800	25,438	31,439	34,707	26,500
Program services fee	10	34	22,236	22,880	26,801	34,315	44,273	30,419
<b>By Number of Employees:</b>								
21 - 50	5	10			20,800			22,389
51 - 100	5	10			27,768			30,016
More than 100	30	99	20,800	22,880	26,790	32,531	39,853	28,706
<b>By Level of Education Required:</b>								
High School Diploma	34	92	20,436	22,880	27,977	33,285	42,717	29,505
Associate's Degree	4	7			25,667			26,060
<b>By Sex of Employee:</b>								
Male	38	116	20,800	22,537	26,593	32,261	39,959	28,369
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	10	13	17,859	20,280	22,676	26,759	33,787	23,848
White	36	96	20,800	22,339	26,801	32,647	42,542	28,843
<b>By Number of Years in Position:</b>								
Up to 5 Years	29	57	19,207	20,800	22,880	27,966	36,459	26,196
6 - 10 Years	14	19	22,880	25,688	28,246	36,358	44,304	31,408
11 - 20 Years	8	12	20,748	26,442	31,856	34,804	42,717	31,484
Over 20 Years	7	8			33,197			34,438

Maintains planted areas or gardens in an attractive, neat manner. Selects and plants appropriate annuals and perennials, shrubs and trees. Tends garden and grounds with an emphasis on land conservation and care of plant life. Weeds, prunes, trims trees, maintains sprinkler system; controls pests. May maintain parking lots, driveways and other areas.

Other sample job titles: Field Technician, Groundskeeper, Landscaper

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	32	\$15,548	\$17,144	\$24,243	\$30,159	\$36,427	\$25,056
# Eligible for Incentive/Bonus	1	10						
Actual Bonus Paid	1	10						
Total Cash Compensation (Base + Bonus)	5	32	15,548	17,280	24,243	30,284	36,427	25,212
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	5	32	15,548	17,144	24,243	30,159	36,427	25,056
By Level of Education Required:								
High School Diploma	5	18	15,080	16,640	19,896	28,839	30,980	22,546
By Sex of Employee:								
Male	4	19	15,080	16,640	20,800	28,662	34,986	23,442
Female	4	13	17,060	20,530	29,370	33,509	38,343	27,415
By Race/Ethnicity of Employee:								
Black or African American	4	7			16,640			19,264
White	4	22	17,145	20,800	29,016	34,164	38,559	27,934
By Number of Years in Position:								
Up to 5 Years	4	15	16,890	20,031	28,434	30,306	34,961	26,438

## Janitor or Custodian

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

Other sample job titles: Facilities Assistant, Housekeeper, Utility Worker

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	40	205	\$16,224	\$17,160	\$20,467	\$24,076	\$27,726	\$21,047
# Eligible for Incentive/Bonus	12	73						
Actual Bonus Paid	8	17	96	300	500	1,347	1,930	807
Total Cash Compensation (Base + Bonus)	40	205	16,224	17,160	20,467	24,076	27,726	21,113
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$750,001 - \$2,000,000	7	14	18,096	19,079	21,331	25,116	30,015	22,578
\$2,000,001 - \$5,000,000	5	29	15,392	16,640	17,680	18,200	25,147	17,989
\$5,000,001 - \$15,000,000	14	58	15,842	17,160	17,940	23,426	28,309	20,310
Over \$15,000,000	12	102	16,224	18,949	20,998	24,750	28,448	22,188
<b>By Geographic Location:</b>								
Allegheny County	33	179	16,640	17,680	20,613	24,648	28,309	21,499
Outside of Allegheny County	7	26	16,224	16,224	17,025	20,129	21,478	17,934
<b>By Field of Service:</b>								
Culture/Arts	7	38	16,032	16,640	18,086	24,461	29,066	21,236
Education and Child Care Services	7	56	17,680	18,720	20,613	23,540	27,298	21,553
Family Support and Preservation	4	12	17,793	20,524	21,206	28,101	31,824	23,740
Social Support	12	68	15,749	16,224	17,160	20,738	26,006	19,044
<b>By Primary Source of Funding:</b>								
Contributions from individuals	4	11			24,149			24,155
Contributions from foundations or trusts	7	22	17,139	17,680	18,720	24,585	27,290	20,704
Government	19	94	16,224	17,041	19,219	21,611	28,309	20,083
Program services fee	7	56	17,164	19,240	20,863	25,579	28,550	22,748
<b>By Number of Employees:</b>								
6 - 20	4	10			21,840			22,491
21 - 50	5	6			20,499			21,126
51 - 100	5	11			24,149			23,599
More than 100	26	178	16,224	17,160	19,854	23,462	27,602	20,805
<b>By Level of Education Required:</b>								
High School Diploma	33	173	16,224	17,160	19,656	23,109	27,024	20,570
<b>By Sex of Employee:</b>								
Male	30	137	16,224	17,160	20,446	23,962	28,309	21,061
Female	25	60	16,224	17,139	19,240	22,584	27,934	20,568
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	22	58	16,205	17,160	17,680	20,800	23,962	18,881
White	29	125	16,224	17,680	20,613	24,575	28,309	21,550
<b>By Number of Years in Position:</b>								
Up to 5 Years	30	101	15,783	17,160	18,720	21,424	26,000	19,963
6 - 10 Years	16	24	17,753	19,152	21,268	25,178	28,309	22,419
11 - 20 Years	9	14	18,980	20,691	24,419	26,999	28,829	24,070
Over 20 Years	7	13	19,361	21,514	27,560	32,355	36,150	27,251

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

Other sample job titles: Courier, Van Driver

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	23	136	\$15,303	\$16,640	\$18,699	\$22,901	\$27,040	\$20,227
# Eligible for Incentive/Bonus	9	60						
Actual Bonus Paid	6	27			500			498
Total Cash Compensation (Base + Bonus)	23	136	15,303	16,640	18,699	23,401	27,040	20,325
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$2,000,001 - \$5,000,000	5	23	15,080	15,288	16,640	20,800	21,615	17,882
\$5,000,001 - \$15,000,000	8	50	15,309	16,640	18,720	27,040	28,567	21,273
Over \$15,000,000	6	56	16,224	16,843	18,439	22,836	23,814	19,759
<b>By Geographic Location:</b>								
Allegheny County	18	97	15,309	17,160	20,800	24,575	28,080	21,458
Outside of Allegheny County	5	39	15,288	16,224	17,160	18,366	18,699	17,164
<b>By Field of Service:</b>								
Counseling - Behavioral Health & Wellness	4	9			22,048			23,229
Social Support	10	89	15,288	16,224	17,514	20,010	23,292	18,394
<b>By Primary Source of Funding:</b>								
Government	15	101	15,446	17,160	19,219	23,814	27,339	20,793
Program services fee	5	29	15,288	16,214	17,306	19,771	24,190	18,583
<b>By Number of Employees:</b>								
6 - 20	4	7			22,880			24,196
51 - 100	4	25	15,080	18,356	27,040	27,560	29,744	23,675
More than 100	14	99	15,309	16,224	17,680	22,214	23,814	19,038
<b>By Level of Education Required:</b>								
High School Diploma	19	125	15,288	16,640	18,366	22,901	27,040	19,991
<b>By Sex of Employee:</b>								
Male	21	98	15,309	16,640	18,512	23,784	28,080	20,375
Female	10	30	16,224	17,946	22,131	22,901	23,947	20,791
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	14	49	16,640	17,493	19,469	22,718	23,814	20,245
White	17	78	15,309	16,536	18,699	25,220	28,103	20,595
<b>By Number of Years in Position:</b>								
Up to 5 Years	18	71	15,995	16,640	18,720	24,960	27,040	20,549
6 - 10 Years	9	21	15,309	18,075	20,800	23,814	29,769	21,417
11 - 20 Years	9	11			22,734			22,259

**Security Guard or Officer**

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.

Other sample job titles: Client Safety Assistant, Safety Monitor

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	9	79	\$17,638	\$20,093	\$23,483	\$26,666	\$29,765	\$23,789
# Eligible for Incentive/Bonus	2	5						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	9	79	17,638	20,093	23,483	26,666	29,765	23,789
<b>Annual Base Salary</b>								
By Budget Size:								
Over \$15,000,000	4	22	17,700	20,800	27,113	31,081	39,298	26,859
By Geographic Location:								
Allegheny County	7	66	20,087	22,880	23,816	27,077	30,196	25,162
By Primary Source of Funding:								
Government	4	44	18,689	22,880	23,608	24,617	27,477	23,689
By Number of Employees:								
More than 100	7	69	19,760	22,807	23,650	26,947	29,765	24,656
By Level of Education Required:								
High School Diploma	9	79	17,638	20,093	23,483	26,666	29,765	23,789
By Sex of Employee:								
Male	7	49	18,658	20,800	23,566	27,134	35,027	24,770
Female	8	30	15,288	18,720	23,047	24,523	28,010	22,187
By Race/Ethnicity of Employee:								
Black or African American	5	17	19,552	21,216	22,880	24,523	28,721	23,345
White	6	60	15,473	19,760	23,515	26,983	29,765	23,867
By Number of Years in Position:								
Up to 5 Years	7	57	15,288	19,760	23,213	24,586	28,284	22,582

Provides direction and supervision of the day-to-day activities of the clinic's medical programs; manages, implements and monitors the 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.

Other sample job titles: Clinic Administrator, Director of Clinical Services

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	6	6			\$73,455			\$73,178
# Eligible for Incentive/Bonus	5	5						
Actual Bonus Paid	5	5			1,000			2,592
Total Cash Compensation (Base + Bonus)	6	6			73,805			75,338
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	5	5			66,040			71,639
By Primary Source of Funding:								
Government	4	4						79,508
By Number of Employees:								
More than 100	4	4						81,250
By Sex of Employee:								
Female	6	6			73,455			73,178
By Race/Ethnicity of Employee:								
White	6	6			73,455			73,178

## Registered Nurse

714

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

Other sample job titles: Acute Care Nurse, Charge Nurse, Health Center Nurse

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	23	117	\$39,146	\$43,680	\$48,880	\$53,040	\$58,240	\$49,033
# Eligible for Incentive/Bonus	10	42						
Actual Bonus Paid	7	20	50	63	350	788	1,804	554
Total Cash Compensation (Base + Bonus)	23	117	39,495	43,680	48,880	53,040	58,240	49,128
<b>Annual Base Salary</b>								
By Budget Size:								
\$5,000,001 - \$15,000,000	8	26	39,483	41,590	46,426	54,673	58,240	49,005
Over \$15,000,000	11	76	39,146	45,760	49,920	53,618	59,513	49,645
By Geographic Location:								
Allegheny County	19	93	39,736	45,375	49,920	54,600	59,001	50,169
Outside of Allegheny County	4	24	36,057	39,146	45,022	50,929	52,905	44,633
By Field of Service:								
Counseling - Behavioral Health & Wellness	5	15	41,970	45,760	52,541	58,240	66,319	52,756
Education and Child Care Services	4	15	36,783	44,075	52,000	61,194	68,840	52,530
Social Support	8	40	39,146	40,072	46,426	52,000	56,828	47,143
By Primary Source of Funding:								
Government	15	88	39,370	43,779	49,920	53,040	59,372	49,737
Program services fee	7	27	39,486	43,680	47,840	53,290	58,240	47,932
By Number of Employees:								
More than 100	19	102	39,221	43,976	49,879	53,865	58,458	49,482
By Level of Education Required:								
RN/NP	23	117	39,146	43,680	48,880	53,040	58,240	49,033
By Sex of Employee:								
Female	22	109	39,146	43,680	49,837	53,165	58,240	49,190
By Race/Ethnicity of Employee:								
Black or African American	4	4						47,003
White	21	112	39,221	43,680	48,880	53,040	58,240	49,037
By Number of Years in Position:								
Up to 5 Years	18	61	39,146	43,587	47,840	52,845	57,828	48,002
6 - 10 Years	12	24	39,271	44,699	48,880	54,975	61,355	49,625
11 - 20 Years	9	12	35,354	46,368	51,480	62,436	76,808	54,210
By Number of Employees Managed:								
1 to 3	6	8			45,053			50,094

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

Other sample job titles: Certified Nurse Midwife, Clinician

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	4	29	\$57,990	\$65,395	\$73,008	\$80,122	\$87,464	\$72,520
# Eligible for Incentive/Bonus	3	28						
Actual Bonus Paid	1	5						
Total Cash Compensation (Base + Bonus)	4	29	58,190	65,395	73,008	80,122	87,464	72,582
<b>Annual Base Salary</b>								
By Level of Education Required:								
RN/NP	4	29	57,990	65,395	73,008	80,122	87,464	72,520
By Sex of Employee:								
Female	4	29	57,990	65,395	73,008	80,122	87,464	72,520
By Race/Ethnicity of Employee:								
White	4	27	57,487	66,976	73,008	81,536	87,672	72,634



**Licensed Vocational Nurse**

720

Interviews patients and documents patient histories; assists physicians in examinations; provides treatment in accordance with physician's instructions; administers medications; draws blood; provides health care instruction to patients. Requires licensure by the State of Pennsylvania as a Licensed Vocational Nurse.

Other sample job titles: Licensed Practical Nurse

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	9	27	\$28,246	\$31,720	\$37,128	\$38,896	\$43,056	\$35,858
# Eligible for Incentive/Bonus	6	12						
Actual Bonus Paid	4	7			900			1,289
Total Cash Compensation (Base + Bonus)	9	27	28,722	31,720	37,523	39,228	43,056	36,192
<b>Annual Base Salary</b>								
By Budget Size:								
Over \$15,000,000	4	22	29,006	32,656	37,523	39,109	42,731	36,456
By Geographic Location:								
Allegheny County	5	17	31,150	34,403	37,523	39,323	43,147	37,306
Outside of Allegheny County	4	10			31,200			33,394
By Field of Service:								
Social Support	4	10			33,582			34,439
By Primary Source of Funding:								
Government	6	24	28,579	32,032	37,326	38,662	42,515	36,097
By Number of Employees:								
More than 100	7	25	28,205	31,720	37,523	39,323	43,056	36,154
By Level of Education Required:								
LVN/LPN	9	27	28,246	31,720	37,128	38,896	43,056	35,858
By Sex of Employee:								
Female	8	22	28,142	31,460	36,899	40,305	43,056	35,823
By Race/Ethnicity of Employee:								
White	6	24	28,184	32,032	37,523	39,536	43,056	36,453
By Number of Years in Position:								
6 - 10 Years	4	9			37,523			35,508

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

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

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	6	55	\$20,280	\$21,258	\$23,587	\$25,750	\$28,708	\$24,011
# Eligible for Incentive/Bonus	4	53						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	6	55	20,280	21,258	23,587	25,750	28,708	24,040
<b>Annual Base Salary</b>								
By Geographic Location: Allegheny County	5	49	20,800	21,414	24,107	27,394	29,619	24,381
By Primary Source of Funding: Government	4	53	20,280	21,206	23,296	25,615	29,012	23,920
By Number of Employees: More than 100	5	54	20,280	21,232	23,598	26,130	28,860	24,040
By Sex of Employee: Female	6	55	20,280	21,258	23,587	25,750	28,708	24,011
By Race/Ethnicity of Employee: White	5	46	20,280	21,320	23,868	27,331	28,556	24,249
By Number of Years in Position: 6 - 10 Years	4	13	22,572	23,931	25,314	25,449	26,898	24,896

**Health Educator**

Develops curricula and conducts training programs in response to the health care needs of the general community in such topics as substance abuse, HIV/AIDS, violence prevention, and pregnancy/family planning; leads discussions and group activities; arranges schedules and space; develops or orders educational materials; identifies community needs and participates in development of new education programs; may supervise volunteers or others. Typically, this position requires a degree (or equivalent) in health education, psychology, social work, education or a related field.

Other sample job titles: Childbirth Educator, Community Trainer, Seminar Leader

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	7	13	\$28,334	\$30,847	\$36,566	\$38,304	\$58,157	\$37,298
# Eligible for Incentive/Bonus	2	5						
Actual Bonus Paid	1	3						
Total Cash Compensation (Base + Bonus)	7	13	28,334	30,897	36,566	38,304	58,157	37,321
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	6	11			36,566			38,735
By Primary Source of Funding:								
Government	5	9			36,566			36,118
By Level of Education Required:								
Bachelor's Degree	5	10			36,566			36,806
By Sex of Employee:								
Female	7	11			36,566			38,185
By Race/Ethnicity of Employee:								
White	6	9			36,566			39,411
By Number of Years in Position:								
Up to 5 Years	6	7			36,566			37,446

Responsible for all credit and collections on patient accounts including insurances, government programs, patient payments; provides financial counseling to patients; creates special accounts; supervises Patient Accounts Representatives.

Other sample job titles: Patient Accounts Supervisor

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	5	6			\$39,707			\$40,979
# Eligible for Incentive/Bonus	3	4						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	5	6			39,957			41,096
<b>Annual Base Salary</b>								
<b>By Number of Employees:</b>								
More than 100	4	5			41,808			42,935
<b>By Sex of Employee:</b>								
Female	5	6			39,707			40,979
<b>By Race/Ethnicity of Employee:</b>								
White	5	6			39,707			40,979

## Medical Records Clerk

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

Other sample job titles: Records Specialist

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	10	15	\$18,845	\$21,965	\$26,104	\$29,286	\$34,865	\$26,168
# Eligible for Incentive/Bonus	3	3						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	10	15	18,911	21,965	26,104	29,286	35,471	26,246
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$5,000,001 - \$15,000,000	5	9			27,373			27,849
Over \$15,000,000	4	5			21,965			22,040
<b>By Geographic Location:</b>								
Allegheny County	7	10			26,926			26,455
<b>By Field of Service:</b>								
Counseling - Behavioral Health & Wellness	4	5			26,478			26,441
<b>By Primary Source of Funding:</b>								
Government	5	7			22,610			24,918
Program services fee	5	8			26,291			27,261
<b>By Number of Employees:</b>								
More than 100	9	14	18,616	21,414	26,021	28,678	35,163	25,774
<b>By Level of Education Required:</b>								
High School Diploma	6	9			25,293			25,180
<b>By Sex of Employee:</b>								
Female	10	15	18,845	21,965	26,104	29,286	34,865	26,168
<b>By Race/Ethnicity of Employee:</b>								
White	10	14	18,616	21,414	26,021	29,884	35,163	26,082
<b>By Number of Years in Position:</b>								
Up to 5 Years	5	6			26,291			24,887

Processes patient-related billing; processes and submits billings for reimbursement from Medi-Cal, CPSP, EAPC, CVR's for family planning, Public-Private partnership and other sources; verifies patient charts for accuracy and completeness, signatures and assembly in accordance with reimbursing agency requirements; routes charts for follow-up; performs data entry; prepares statistical and other reports related to billings. The position typically requires prior experience in Medi-Cal billings.

Other sample job titles: Accounts Representative, Insurance Coordinator, Reimbursement Manager

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	14	33	\$18,928	\$24,336	\$28,205	\$32,916	\$37,241	\$28,207
# Eligible for Incentive/Bonus	6	11						
Actual Bonus Paid	4	5			600			680
Total Cash Compensation (Base + Bonus)	14	33	18,928	24,336	28,205	32,916	37,273	28,310
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
Over \$15,000,000	8	20	16,744	24,784	28,923	35,142	38,790	29,459
<b>By Geographic Location:</b>								
Allegheny County	9	22	24,792	27,440	28,819	34,253	38,703	30,591
Outside of Allegheny County	5	11			21,986			23,440
<b>By Field of Service:</b>								
Social Support	5	11			27,934			26,717
<b>By Primary Source of Funding:</b>								
Government	7	16	16,640	21,669	28,205	33,805	36,155	27,508
Program services fee	6	16	21,713	24,783	28,080	32,432	39,807	28,920
<b>By Number of Employees:</b>								
More than 100	11	30	17,992	24,367	28,205	33,400	38,108	28,478
<b>By Level of Education Required:</b>								
High School Diploma	6	17	16,640	21,601	26,000	28,819	33,555	25,850
Associate's Degree	5	5			34,008			30,447
<b>By Sex of Employee:</b>								
Female	13	31	18,304	24,274	28,205	32,635	37,819	28,081
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	4	4						21,908
White	12	27	21,770	26,000	28,205	33,197	38,484	29,316
<b>By Number of Years in Position:</b>								
Up to 5 Years	9	12	16,640	18,731	24,336	31,886	37,374	25,430
6 - 10 Years	5	6			28,819			31,609

## Receptionist (Medical)

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

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

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	4	5			\$23,005			\$23,571
# Eligible for Incentive/Bonus	2	3						
Actual Bonus Paid	2	3						
Total Cash Compensation (Base + Bonus)	4	5			23,288			23,759
<b>Annual Base Salary</b>								
<b>By Geographic Location:</b>								
Allegheny County	4	5			23,005			23,571
<b>By Sex of Employee:</b>								
Female	4	5			23,005			23,571
<b>By Race/Ethnicity of Employee:</b>								
White	4	5			23,005			23,571

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

Other sample job titles: Aquatic Physical Therapist, Pediatric Physical Therapist

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	5	19			\$72,800			\$75,202
# Eligible for Incentive/Bonus	1	1						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	5	19			72,800			75,202
<b>Annual Base Salary</b>								
<b>By Primary Source of Funding:</b>								
Government	4	16			73,154			75,652
<b>By Number of Employees:</b>								
More than 100	4	12			72,800			75,161
<b>By Sex of Employee:</b>								
Female	4	16			73,154			75,652
<b>By Race/Ethnicity of Employee:</b>								
White	4	16			73,154			75,652



# Occupational Therapist

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

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

	Number of Organizations	Number of Employees	10h %ile	Annual Cash Compensation				Average
				25th %ile	Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	4	20	\$53,501	\$58,578	\$65,115	\$74,688	\$95,878	\$69,257
# Eligible for Incentive/Bonus								
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	4	20	53,501	58,578	65,115	74,688	95,878	69,257

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

Other sample job titles: Pediatric Speech Pathologist, Speech Therapist

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	9	42	\$44,990	\$49,244	\$53,810	\$64,673	\$81,378	\$58,129
# Eligible for Incentive/Bonus	3	4						
Actual Bonus Paid	1	2						
Total Cash Compensation (Base + Bonus)	9	42	44,990	49,244	53,810	64,673	81,378	58,254
<b>Annual Base Salary</b>								
By Budget Size:								
Over \$15,000,000	4	12	42,617	51,667	55,588	79,186	81,808	61,584
By Geographic Location:								
Allegheny County	6	36	45,427	51,667	54,943	70,413	81,784	59,755
By Field of Service:								
Social Support	4	17	44,312	46,665	53,040	57,876	60,345	52,770
By Primary Source of Funding:								
Government	7	34	44,990	51,366	54,652	61,033	81,796	58,286
By Number of Employees:								
More than 100	7	29	44,990	50,534	54,413	65,240	81,827	59,041
By Level of Education Required:								
Master's Degree	4	20	41,939	50,763	53,206	64,782	81,636	57,711
By Sex of Employee:								
Female	7	37	45,489	51,667	54,995	69,067	81,777	59,615
By Race/Ethnicity of Employee:								
White	7	36	45,427	51,667	55,401	70,413	81,784	59,822
By Number of Years in Position:								
Up to 5 Years	4	7			53,206			53,908

**Program Director/Administrator, Other**

Provides overall management and direction to one or more large programs including management of staff, developing/controlling the budget, developing/ implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating program with others in the organization. Typically, this position reports to the Executive Director/Chief Executive Officer, is a member of the senior executive team and directly or indirectly manages a minimum of ten staff. Report smaller programs in job #810 below.

Other sample job titles: Director of Consulting, Environmental Programs Director, Training Director, Youth Services Director

			Annual Cash Compensation					Average
	Number of Organizations	Number of Employees	10h %ile	25th %ile	Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	16	35	\$50,053	\$56,347	\$66,310	\$88,941	\$117,300	\$73,770
# Eligible for Incentive/Bonus	5	11						
Actual Bonus Paid	3	7						
Total Cash Compensation (Base + Bonus)	16	35	51,223	56,576	66,310	89,864	117,300	74,324
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$5,000,001 - \$15,000,000	5	8			59,280			64,328
Over \$15,000,000	9	24	52,069	56,352	74,246	91,219	129,792	79,426
<b>By Geographic Location:</b>								
Allegheny County	14	30	50,046	56,103	71,816	91,183	127,034	76,464
<b>By Field of Service:</b>								
Education and Child Care Services	4	10			58,292			65,988
<b>By Primary Source of Funding:</b>								
Government	8	20	55,491	57,434	75,140	95,113	130,441	82,042
Program services fee	4	10			57,762			62,551
<b>By Number of Employees:</b>								
More than 100	12	29	50,058	56,576	70,000	90,064	128,981	76,525
<b>By Level of Education Required:</b>								
Bachelor's Degree	8	15	50,028	52,000	56,576	66,310	76,186	59,299
Master's Degree	6	10			90,061			92,857
<b>By Sex of Employee:</b>								
Male	8	9			61,984			70,945
Female	12	26	52,870	56,524	68,155	89,501	115,839	74,748
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	4	4						76,877
White	13	28	50,057	55,614	60,008	78,869	91,191	66,937
<b>By Number of Years in Position:</b>								
Up to 5 Years	10	14	50,960	56,519	76,825	92,488	129,792	79,673
6 - 10 Years	4	6			58,188			59,249
11 - 20 Years	6	8			59,280			67,132
Over 20 Years	4	4						99,913
<b>By Number of Employees Managed:</b>								
1 to 3	4	5			59,176			71,721
15 and over	8	19	50,058	54,205	56,576	75,421	91,187	63,370

Provides overall management and supervision to one or two program(s) including supervision of staff, developing/controlling the budget, developing/implementing policies and procedures, participating in obtaining funds/grants, coordinating/integrating program with others in the organization. Typically, this position directly or indirectly manages fewer than ten staff. Report larger programs in job #805 above.

Other sample job titles: Community Outreach Manager, Head of Collections, Land Use Program Director, Recreation Program Manager

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Average
<b>Annual Cash Compensation</b>								
Salary and Incentives - All Organizations:								
Base Salary - All Employees	57	165	\$33,180	\$39,759	\$47,382	\$56,098	\$68,627	\$49,419
# Eligible for Incentive/Bonus	23	60						
Actual Bonus Paid	16	47	110	464	734	1,000	2,084	1,016
Total Cash Compensation (Base + Bonus)	57	165	33,518	39,759	48,006	56,098	68,627	49,709
<b>Annual Base Salary</b>								
By Budget Size:								
\$750,001 - \$2,000,000	19	37	31,650	36,972	42,494	52,489	56,010	44,609
\$2,000,001 - \$5,000,000	11	32	26,819	36,041	40,820	48,116	55,333	41,458
\$5,000,001 - \$15,000,000	10	24	38,127	40,923	48,766	60,320	69,576	50,179
Over \$15,000,000	12	65	39,998	45,604	55,827	66,352	81,270	57,251
By Geographic Location:								
Allegheny County	48	146	33,030	39,811	47,871	57,396	70,000	49,935
Outside of Allegheny County	9	19	36,005	39,520	46,925	52,042	55,931	45,458
By Field of Service:								
Counseling - Behavioral Health & Wellness	5	6			54,506			54,740
Culture/Arts	11	25	29,457	35,132	39,998	47,081	58,390	43,366
Economic/Neighborhood Development	7	15	33,400	37,003	39,998	54,184	66,036	44,637
Education and Child Care Services	10	43	27,319	37,149	47,320	53,789	66,905	46,848
Social Support	10	32	40,560	43,493	49,099	56,569	68,937	51,125
By Primary Source of Funding:								
Contributions from individuals	6	11			41,600			42,120
Contributions from foundations or trusts	12	35	27,119	33,946	38,771	48,360	59,184	41,869
Government	26	65	38,738	42,420	50,211	61,731	74,855	53,184
Program services fee	11	52	33,030	39,998	51,531	60,821	68,937	51,404
By Number of Employees:								
1 - 5	7	8			39,759			46,095
6 - 20	9	17	32,341	36,504	39,998	48,048	53,431	41,939
21 - 50	13	23	33,372	39,998	44,533	51,106	55,232	44,638
51 - 100	6	14	29,099	32,713	40,820	47,767	57,991	41,029
More than 100	22	103	36,230	42,013	51,560	63,454	72,725	53,120
By Level of Education Required:								
High School Diploma	6	7			45,531			45,151
Bachelor's Degree	37	107	34,590	38,480	44,242	54,995	63,243	47,159
Master's Degree	20	29	42,494	50,555	63,752	70,075	81,682	61,368
By Sex of Employee:								
Male	22	47	30,360	38,480	49,192	60,008	84,099	51,310
Female	47	116	35,992	39,998	47,123	55,843	67,451	48,875
By Race/Ethnicity of Employee:								
Black or African American	13	17	34,274	43,961	51,106	56,098	60,697	49,603
White	49	137	33,030	39,312	46,155	55,879	67,348	48,532
By Number of Years in Position:								
Up to 5 Years	34	66	31,593	37,643	41,798	56,004	66,412	46,550
6 - 10 Years	19	34	32,480	41,725	52,489	60,762	79,435	54,004
11 - 20 Years	17	28	35,695	40,607	45,292	53,467	73,463	49,035
Over 20 Years	8	16	42,638	47,627	52,552	56,227	72,053	54,136
By Number of Employees Managed:								
1 to 3	27	41	34,774	38,335	43,368	53,800	60,675	46,558
4 to 8	21	39	33,030	40,560	50,003	63,454	77,875	51,879
9 to 14	14	26	27,219	38,366	49,702	60,502	71,036	49,917
15 and over	10	22	28,998	39,353	47,320	56,077	66,112	47,056

**Program Coordinator, Other**

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

Other sample job titles: Business Resource Coordinator, Educational Program Specialist, Gallery Coordinator

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	64	285	\$26,150	\$30,992	\$35,547	\$41,124	\$52,000	\$37,114
# Eligible for Incentive/Bonus	30	138						
Actual Bonus Paid	20	106	117	500	500	614	1,390	713
Total Cash Compensation (Base + Bonus)	64	285	26,250	31,160	35,901	41,600	52,000	37,379
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$250,001 - \$750,000	7	12	25,759	28,548	33,093	42,843	63,502	37,452
\$750,001 - \$2,000,000	18	50	23,059	29,479	33,280	39,998	52,000	35,694
\$2,000,001 - \$5,000,000	16	50	25,513	29,828	32,251	37,690	40,278	33,189
\$5,000,001 - \$15,000,000	11	86	28,222	33,915	36,744	41,829	56,358	38,931
Over \$15,000,000	10	85	28,475	31,200	36,400	42,828	53,331	38,487
<b>By Geographic Location:</b>								
Allegheny County	55	242	26,318	30,956	35,579	41,229	53,281	37,548
Outside of Allegheny County	9	43	24,332	31,262	34,258	39,978	42,016	34,670
<b>By Field of Service:</b>								
Basic Material Need	4	12	26,855	29,640	31,356	36,837	47,002	33,871
Counseling - Behavioral Health & Wellness	5	9			57,117			47,230
Culture/Arts	7	34	21,195	25,184	30,514	35,011	42,432	31,289
Education and Child Care Services	12	61	24,219	31,231	37,045	41,143	52,000	37,350
Environment/Animal Welfare	4	6			26,697			31,165
Social Support	15	117	29,455	33,505	36,192	41,229	45,972	37,719
<b>By Primary Source of Funding:</b>								
Contributions from individuals	8	33	23,874	26,624	31,200	35,703	57,456	35,598
Contributions from foundations or trusts	11	27	24,469	29,994	38,002	44,990	54,080	38,790
Government	32	158	28,475	32,864	37,565	41,829	52,229	38,507
Program services fee	12	64	23,369	30,410	33,779	36,744	40,945	34,066
<b>By Number of Employees:</b>								
1 - 5	6	10			46,800			43,183
6 - 20	12	32	29,114	31,200	37,222	41,444	55,503	38,804
21 - 50	16	54	24,388	28,200	32,812	37,690	47,300	34,683
51 - 100	10	30	22,932	26,052	31,200	36,135	49,751	32,707
More than 100	20	159	28,475	32,448	36,629	41,600	52,125	38,050
<b>By Level of Education Required:</b>								
High School Diploma	15	50	21,944	29,994	35,371	37,710	41,749	33,496
Bachelor's Degree	48	180	27,086	31,200	35,308	40,305	50,284	37,275
Master's Degree	11	26	36,616	38,797	44,127	57,169	62,606	47,662
<b>By Sex of Employee:</b>								
Male	31	59	27,997	33,030	38,709	44,304	57,117	40,009
Female	59	225	25,784	30,878	35,006	39,998	50,128	36,387
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	30	55	22,830	29,328	33,280	39,998	52,000	35,307
White	53	227	27,032	31,200	35,547	41,229	52,333	37,572
<b>By Number of Years in Position:</b>								
Up to 5 Years	48	137	24,902	29,600	33,280	39,988	52,000	35,898
6 - 10 Years	29	65	26,699	32,739	37,710	40,456	50,361	37,842
11 - 20 Years	16	35	22,951	35,547	38,189	43,805	51,039	39,258
Over 20 Years	6	17	33,157	34,622	40,914	42,183	49,871	39,937
<b>By Number of Employees Managed:</b>								
1 to 3	18	28	24,883	31,887	36,691	41,366	57,626	38,033
4 to 8	19	40	26,375	31,044	35,547	40,274	45,258	35,684
9 to 14	10	31	31,631	34,507	36,629	42,099	58,290	40,300
15 and over	12	31	31,017	39,021	41,229	52,125	54,192	42,468

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

Other sample job titles: Client Services Assistant, Reference Assistant, Training Assistant, Visitor Services Aide

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Average
<b>Annual Cash Compensation</b>								
Salary and Incentives - All Organizations:								
Base Salary - All Employees	24	104	\$15,860	\$18,814	\$27,477	\$34,455	\$37,024	\$27,070
# Eligible for Incentive/Bonus	6	35						
Actual Bonus Paid	5	28			500			606
Total Cash Compensation (Base + Bonus)	24	104	16,095	18,814	27,477	34,580	37,024	27,233
<b>Annual Base Salary</b>								
By Budget Size:								
\$250,001 - \$750,000	4	7			20,800			26,009
\$750,001 - \$2,000,000	5	12	18,834	24,648	26,499	28,059	35,031	26,452
\$2,000,001 - \$5,000,000	6	14	24,846	28,761	32,261	35,199	47,632	33,160
Over \$15,000,000	5	58	15,080	16,640	29,784	35,235	35,414	26,394
By Geographic Location:								
Allegheny County	19	92	15,236	18,720	27,935	35,136	37,167	27,234
Outside of Allegheny County	5	12	16,588	21,736	24,939	30,789	35,674	25,814
By Field of Service:								
Culture/Arts	4	37	15,080	15,340	17,680	24,960	33,804	20,919
Social Support	6	33	21,224	31,169	33,987	35,243	37,680	32,079
By Primary Source of Funding:								
Contributions from foundations or trusts	6	10			20,800			23,229
Government	10	43	24,918	29,723	33,010	35,246	38,583	33,002
Program services fee	5	34	15,080	15,080	17,160	28,876	34,726	21,632
By Number of Employees:								
6 - 20	5	9			24,960			30,329
21 - 50	5	14	22,672	25,553	27,872	33,010	36,733	28,961
51 - 100	4	15	18,429	19,094	24,960	29,286	35,427	25,466
More than 100	7	62	15,080	16,640	29,108	35,235	36,377	26,632
By Level of Education Required:								
High School Diploma	13	54	15,080	16,640	20,800	27,966	35,131	22,563
Bachelor's Degree	12	40	25,039	28,132	32,040	35,239	37,921	31,949
By Sex of Employee:								
Male	8	32	15,080	16,640	18,356	26,489	33,622	21,589
Female	20	72	17,992	24,918	30,878	35,238	37,267	29,506
By Race/Ethnicity of Employee:								
Black or African American	5	11			26,000			26,975
White	22	92	15,236	18,720	27,935	34,455	37,090	27,082
By Number of Years in Position:								
Up to 5 Years	21	57	15,080	16,640	24,731	28,912	35,446	24,494
6 - 10 Years	9	16	19,084	28,439	31,724	35,244	37,035	30,692
11 - 20 Years	8	16	19,864	26,364	32,931	37,190	39,074	31,606
Over 20 Years	4	6			31,938			32,137

## Program Director/Administrator, Social Services/Mental Health

853

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

Other sample job titles: Day Treatment Services Director, Director of Children's Services, Disabilities Program Administrator

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	31	66	\$42,563	\$52,816	\$64,240	\$73,612	\$81,049	\$63,045
# Eligible for Incentive/Bonus	14	33						
Actual Bonus Paid	11	23	500	500	850	2,812	4,458	1,663
Total Cash Compensation (Base + Bonus)	31	66	44,853	52,816	64,490	73,811	81,049	63,624
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$2,000,001 - \$5,000,000	12	19	44,533	49,150	56,846	64,896	81,806	58,633
\$5,000,001 - \$15,000,000	6	12	51,341	57,497	63,575	72,913	76,249	64,403
Over \$15,000,000	10	32	37,771	55,947	71,765	79,363	83,128	66,161
<b>By Geographic Location:</b>								
Allegheny County	22	42	49,974	57,330	70,304	76,668	83,128	67,038
Outside of Allegheny County	9	24	35,381	43,399	55,869	66,071	75,598	56,057
<b>By Field of Service:</b>								
Counseling - Behavioral Health & Wellness	5	9			54,829			62,487
Family Support and Preservation	4	8			79,189			75,174
Social Support	17	41	40,938	52,634	64,000	73,029	77,359	62,110
<b>By Primary Source of Funding:</b>								
Government	20	46	41,469	52,078	64,522	73,586	82,988	63,164
Program services fee	6	15	52,058	54,829	70,616	76,960	80,721	66,886
<b>By Number of Employees:</b>								
21 - 50	6	6			50,315			49,868
51 - 100	8	15	43,734	53,997	60,424	69,992	83,079	60,995
More than 100	16	44	41,257	57,242	70,699	76,096	81,805	65,682
<b>By Level of Education Required:</b>								
Bachelor's Degree	16	30	36,926	44,117	55,120	65,036	79,465	56,061
Master's Degree	14	25	50,486	60,508	70,616	74,163	80,288	67,756
<b>By Sex of Employee:</b>								
Male	14	18	42,767	57,018	74,080	82,076	85,404	69,944
Female	26	46	41,469	51,246	60,767	71,737	77,110	60,402
<b>By Race/Ethnicity of Employee:</b>								
White	27	57	41,837	51,886	61,277	73,029	79,997	61,824
<b>By Number of Years in Position:</b>								
Up to 5 Years	16	21	34,707	48,246	59,738	73,778	83,991	60,383
6 - 10 Years	12	16	43,859	50,596	61,194	72,613	78,414	62,133
11 - 20 Years	10	14	41,257	49,093	64,907	73,009	79,092	62,345
Over 20 Years	5	7			73,570			72,982
<b>By Number of Employees Managed:</b>								
4 to 8	9	12	42,112	59,910	69,082	73,471	78,375	65,111
9 to 14	9	10			51,272			57,610
15 and over	19	35	45,780	52,270	60,694	72,883	80,288	61,220

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

Other sample job titles: Adoption Program Supervisor, Case Management Director, Family Services Supervisor

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Average
<b>Annual Cash Compensation</b>								
Salary and Incentives - All Organizations:								
Base Salary - All Employees	61	356	\$27,726	\$33,280	\$39,998	\$48,959	\$55,768	\$41,285
# Eligible for Incentive/Bonus	26	180						
Actual Bonus Paid	16	129	375	600	1,250	2,393	4,751	1,838
Total Cash Compensation (Base + Bonus)	61	356	28,988	34,324	40,284	49,242	55,864	41,951
<b>Annual Base Salary</b>								
By Budget Size:								
\$750,001 - \$2,000,000	14	20	33,804	36,977	43,649	55,869	63,603	46,832
\$2,000,001 - \$5,000,000	19	52	28,419	35,115	39,167	49,676	55,694	41,162
\$5,000,001 - \$15,000,000	15	125	30,181	34,996	40,914	49,674	55,776	42,457
Over \$15,000,000	11	157	26,520	30,963	38,605	47,965	54,429	39,767
By Geographic Location:								
Allegheny County	45	237	30,980	35,152	40,747	51,813	56,926	43,272
Outside of Allegheny County	16	119	25,667	28,808	37,877	43,742	49,275	37,327
By Field of Service:								
Basic Material Need	8	33	28,045	33,395	36,941	42,463	51,542	38,622
Counseling - Behavioral Health & Wellness	12	52	36,338	40,238	49,140	53,734	59,409	47,939
Education and Child Care Services	7	32	30,992	33,795	38,595	51,064	59,103	42,634
Family Support and Preservation	5	29	33,155	38,710	48,638	53,995	66,286	47,536
Health and Health Education	4	33	27,997	32,240	35,110	39,000	41,600	34,925
Social Support	24	175	26,345	30,098	39,666	47,174	53,822	39,653
By Primary Source of Funding:								
Contributions from individuals	5	8			39,604			42,171
Contributions from foundations or trusts	4	7			37,752			40,593
Government	36	256	26,882	31,398	38,815	47,853	55,243	40,213
Program services fee	15	83	33,176	37,064	43,035	51,376	54,851	44,062
By Number of Employees:								
6 - 20	5	6			39,832			42,088
21 - 50	17	34	31,720	35,464	40,363	52,707	59,488	44,232
51 - 100	12	48	27,691	33,680	39,312	48,329	54,995	40,596
More than 100	26	267	27,040	32,760	39,998	48,954	54,858	41,046
By Level of Education Required:								
High School Diploma	6	46	23,741	25,953	28,163	31,065	36,267	29,076
Bachelor's Degree	40	169	29,744	34,435	39,666	45,581	52,790	40,358
Master's Degree	22	83	38,567	43,202	50,003	54,392	58,669	49,196
By Sex of Employee:								
Male	30	77	27,943	33,363	40,040	50,003	54,062	41,688
Female	49	268	27,635	33,416	40,217	48,959	56,029	41,434
By Race/Ethnicity of Employee:								
Black or African American	23	52	27,749	30,732	40,363	49,633	56,635	40,665
White	50	269	27,560	33,301	39,998	48,928	54,636	41,089
By Number of Years in Position:								
Up to 5 Years	39	128	26,075	31,497	38,928	47,803	55,097	40,093
6 - 10 Years	28	78	29,603	33,935	39,582	48,704	53,722	40,696
11 - 20 Years	19	61	29,474	33,228	40,872	47,817	58,519	42,717
Over 20 Years	10	13	37,761	41,600	52,083	53,695	62,924	49,261
By Number of Employees Managed:								
1 to 3	21	41	29,078	34,341	40,040	53,901	64,394	43,850
4 to 8	39	147	27,011	33,176	40,539	48,901	54,708	40,892
9 to 14	20	45	30,952	36,224	40,747	51,314	55,132	42,666
15 and over	18	60	28,617	33,384	39,156	45,870	53,173	39,844



## Program Coordinator, Social Services/Mental Health

859

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

Other sample job titles: Assistant Director of Health Services, Infant/Child Development Specialist, Prevention Coordinator

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	43	209	\$27,040	\$31,054	\$35,006	\$39,978	\$45,282	\$35,631
# Eligible for Incentive/Bonus	18	50						
Actual Bonus Paid	11	31	118	300	600	1,240	1,768	1,002
Total Cash Compensation (Base + Bonus)	43	209	27,640	31,284	35,006	40,057	45,282	35,779
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$750,001 - \$2,000,000	7	13	27,107	29,880	32,427	34,934	40,082	32,690
\$2,000,001 - \$5,000,000	15	67	26,603	28,808	31,387	36,358	42,644	33,196
\$5,000,001 - \$15,000,000	9	47	31,054	34,882	37,565	41,787	47,247	38,554
Over \$15,000,000	10	78	28,912	32,421	36,073	41,444	45,987	36,795
<b>By Geographic Location:</b>								
Allegheny County	32	145	27,040	31,398	36,254	42,068	46,230	36,463
Outside of Allegheny County	11	64	28,174	30,628	34,081	35,750	40,737	33,744
<b>By Field of Service:</b>								
Basic Material Need	4	9			36,379			37,773
Counseling - Behavioral Health & Wellness	12	62	30,909	33,717	39,333	43,675	46,560	38,490
Education and Child Care Services	4	15	26,974	27,040	30,264	37,253	43,900	32,797
Family Support and Preservation	5	12	31,109	33,072	36,556	40,898	46,727	37,445
Social Support	15	100	27,080	30,836	33,447	37,279	41,454	34,253
<b>By Primary Source of Funding:</b>								
Government	26	98	27,040	30,971	34,164	38,069	42,767	34,629
Program services fee	14	104	28,964	31,054	35,558	42,224	46,249	36,617
<b>By Number of Employees:</b>								
21 - 50	10	26	25,859	28,907	31,387	35,454	40,463	32,178
51 - 100	11	42	26,624	30,540	34,404	38,023	46,727	35,240
More than 100	19	135	29,278	32,100	36,000	41,454	46,043	36,593
<b>By Level of Education Required:</b>								
High School Diploma	10	25	25,501	27,019	29,120	35,651	38,185	31,138
Bachelor's Degree	30	111	28,458	31,054	35,110	41,912	46,305	36,481
Master's Degree	10	23	31,350	35,006	38,958	45,926	47,070	39,534
<b>By Sex of Employee:</b>								
Male	21	42	27,040	32,058	36,057	42,923	46,735	36,676
Female	35	147	29,058	31,982	35,235	39,957	44,629	35,998
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	15	43	27,040	30,909	35,402	39,998	43,299	35,436
White	35	144	29,120	32,000	35,339	40,681	46,062	36,347
<b>By Number of Years in Position:</b>								
Up to 5 Years	30	92	27,159	31,054	34,133	37,336	42,661	34,416
6 - 10 Years	18	33	30,555	33,299	38,958	46,498	47,569	39,613
11 - 20 Years	11	19	31,387	35,048	39,770	43,326	48,006	39,684
<b>By Number of Employees Managed:</b>								
1 to 3	15	23	30,797	31,200	34,133	40,539	47,109	36,257
4 to 8	20	56	30,052	33,431	37,336	44,424	47,027	38,255
9 to 14	7	15	29,345	34,133	41,454	45,157	46,526	39,860

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

Other sample job titles: Adult Day Service Staff, Family Services Assistant, Resource Assistant

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation Median (50%)	75th %ile	90th %ile	Average
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	19	150	\$16,640	\$18,923	\$23,743	\$27,248	\$30,805	\$23,615
# Eligible for Incentive/Bonus	6	50						
Actual Bonus Paid	3	28						
Total Cash Compensation (Base + Bonus)	19	150	16,640	18,923	24,859	27,961	30,930	23,964
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$2,000,001 - \$5,000,000	6	36	16,328	21,372	26,531	28,855	30,930	25,182
Over \$15,000,000	5	52	20,800	22,964	24,440	29,412	31,991	25,751
<b>By Geographic Location:</b>								
Allegheny County	14	81	15,517	17,191	22,547	28,236	30,930	22,677
Outside of Allegheny County	5	69	19,094	21,143	24,773	27,248	30,618	24,716
<b>By Field of Service:</b>								
Social Support	11	119	15,995	18,262	22,818	26,894	30,618	22,760
<b>By Primary Source of Funding:</b>								
Government	10	118	15,991	18,184	22,547	26,463	30,618	22,617
Program services fee	7	29	22,464	25,449	27,227	29,182	32,000	27,149
<b>By Number of Employees:</b>								
51 - 100	6	37	16,432	21,424	26,666	29,203	30,930	25,398
More than 100	7	91	16,124	17,950	23,483	27,248	30,784	23,353
<b>By Level of Education Required:</b>								
High School Diploma	10	95	15,600	17,618	23,483	27,248	30,081	23,079
Bachelor's Degree	6	22	20,800	22,386	23,962	26,931	29,494	24,575
<b>By Sex of Employee:</b>								
Male	5	8			27,945			26,082
Female	17	126	16,640	19,630	23,982	27,326	30,618	23,832
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	8	25	19,564	23,109	27,789	30,680	31,820	26,739
White	16	108	15,919	18,377	23,941	27,196	30,449	23,392
<b>By Number of Years in Position:</b>								
Up to 5 Years	11	61	15,588	17,742	22,547	25,803	30,909	22,675
6 - 10 Years	7	19	16,640	20,800	26,853	28,870	30,930	24,947
11 - 20 Years	4	11			26,853			23,943

## Psychiatrist

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/social service professionals, technicians and other staff. Requires licensure by the State of Pennsylvania as a Medical Doctor and board certification in psychiatry.

Other sample job titles: Staff Psychiatrist, Youth Psychiatrist

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	11			\$280,800			\$256,732
# Eligible for Incentive/Bonus	4	10						
Actual Bonus Paid	2	3						
Total Cash Compensation (Base + Bonus)	5	11			280,800			257,609
<b>Annual Base Salary</b>								
By Budget Size:								
\$5,000,001 - \$15,000,000	4	6			175,999			194,899
By Number of Employees:								
More than 100	5	11			280,800			256,732
By Level of Education Required:								
Medical Degree	5	11			280,800			256,732

Evaluates needs of clients and develops treatment plan in coordination with others; implements counseling and mental health services in accordance with treatment plans; provides individual, marital, group and family psychotherapy; provides drug and/or alcohol counseling services; may develop and implement specialized therapy programs; maintains accurate and complete client records. Requires Pennsylvania State licensure (LCSW).

Other sample job titles: Clinician, Group Leader, Social Service Coordinator

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	11	25	\$36,783	\$39,270	\$44,304	\$50,263	\$64,846	\$46,906
# Eligible for Incentive/Bonus	4	9						
Actual Bonus Paid	2	3						
Total Cash Compensation (Base + Bonus)	11	25	37,527	39,786	44,304	50,263	64,846	47,096
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$2,000,001 - \$5,000,000	4	11			44,762			45,870
\$5,000,001 - \$15,000,000	4	8			40,310			43,326
<b>By Geographic Location:</b>								
Allegheny County	9	20	37,906	41,949	45,001	50,404	67,228	48,389
<b>By Primary Source of Funding:</b>								
Government	9	16	36,854	38,532	44,055	56,119	71,030	48,741
<b>By Number of Employees:</b>								
More than 100	7	14	36,119	37,643	41,070	57,403	73,247	47,720
<b>By Level of Education Required:</b>								
Master's Degree	5	7			43,243			41,799
LCSW/MFT/MFCC	7	16	37,743	41,439	46,280	56,119	71,030	50,043
<b>By Sex of Employee:</b>								
Female	10	21	36,500	38,189	43,888	48,901	65,424	46,073
<b>By Race/Ethnicity of Employee:</b>								
White	9	22	36,570	38,365	44,096	50,123	66,275	46,686
<b>By Number of Years in Position:</b>								
Up to 5 Years	5	6			43,295			45,278
6 - 10 Years	5	8			42,931			45,898
11 - 20 Years	6	8			44,325			48,409

## Psychologist

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 Pennsylvania license in psychology.

Other sample job titles: Neuropsychologist, School Psychologist

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	4	8			\$67,902			\$89,799
# Eligible for Incentive/Bonus	3	3						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	4	8			67,902			91,205
<b>Annual Base Salary</b>								
By Level of Education Required:								
Doctoral Degree	4	8			67,902			89,799
By Race/Ethnicity of Employee:								
White	4	8			67,902			89,799

Provides individual and/or group counseling to assist clients in achieving more effective personal, educational, vocational development and adjustment. Provides safe, supportive environment for organization's clients. Maintains observation and progress records. Provides crisis intervention and conflict resolution services. Requires certification as a Marriage, Family and Child Counselor or as a Marriage and Family Therapist.

Other sample job titles: Family Therapist, Mental Health Clinician, Prevention Counselor

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	8	31	\$32,523	\$33,134	\$35,797	\$44,616	\$49,687	\$39,125
# Eligible for Incentive/Bonus	5	23						
Actual Bonus Paid	3	15						
Total Cash Compensation (Base + Bonus)	8	31	32,622	34,101	36,664	44,616	49,724	39,583
<b>Annual Base Salary</b>								
By Budget Size:								
\$5,000,001 - \$15,000,000	4	16	32,073	34,102	38,605	47,471	57,560	41,385
By Geographic Location:								
Allegheny County	5	21	32,685	33,426	37,232	46,498	53,497	40,803
By Field of Service:								
Education and Child Care Services	4	7			39,978			40,845
By Primary Source of Funding:								
Government	4	6			42,484			42,134
Program services fee	4	25	32,423	32,989	35,006	42,547	51,750	38,403
By Number of Employees:								
More than 100	5	19	32,323	35,006	40,997	48,006	54,371	42,113
By Level of Education Required:								
Master's Degree	5	25	32,423	32,989	35,006	42,547	51,750	38,568
By Sex of Employee:								
Female	8	26	32,440	33,000	35,360	40,233	45,895	37,200
By Race/Ethnicity of Employee:								
White	7	26	32,440	33,000	35,579	44,710	51,313	39,392
By Number of Years in Position:								
Up to 5 Years	5	14			33,925			35,726
6 - 10 Years	4	9			38,126			40,047
11 - 20 Years	4	4						45,209

## Case Manager, Master Level

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

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

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	11	103	\$32,048	\$34,070	\$36,442	\$43,118	\$52,499	\$39,966
# Eligible for Incentive/Bonus	5	36						
Actual Bonus Paid	3	23						
Total Cash Compensation (Base + Bonus)	11	103	32,261	34,133	36,795	43,742	53,651	40,120
<b>Annual Base Salary</b>								
By Budget Size:								
\$2,000,001 - \$5,000,000	4	8			33,904			34,895
Over \$15,000,000	4	44	32,864	35,053	36,931	52,000	52,999	41,310
By Geographic Location:								
Allegheny County	9	98	31,990	34,133	36,827	44,808	52,949	40,245
By Primary Source of Funding:								
Government	5	38	32,121	36,130	39,894	49,140	55,478	42,512
Program services fee	5	64	31,179	33,738	35,194	42,073	52,000	38,548
By Number of Employees:								
More than 100	7	95	32,078	34,320	36,795	48,006	53,298	40,364
By Level of Education Required:								
Master's Degree	10	102	32,034	34,117	36,442	43,274	52,582	40,025
By Sex of Employee:								
Male	6	18	30,634	33,618	37,815	52,000	56,243	41,249
Female	9	84	32,063	34,180	36,442	42,760	52,000	39,762
By Race/Ethnicity of Employee:								
Black or African American	4	7			38,002			43,876
White	10	92	32,034	34,086	36,442	43,056	52,000	39,976
By Number of Years in Position:								
Up to 5 Years	9	68	30,967	33,623	35,776	41,715	52,000	38,325
6 - 10 Years	6	20	34,160	34,840	36,983	48,469	55,176	40,967

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

Other sample job titles: Community Outreach Worker, Family Advocate, Social Worker

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Average
<b>Annual Cash Compensation</b>								
Salary and Incentives - All Organizations:								
Base Salary - All Employees	51	985	\$26,354	\$28,632	\$30,826	\$33,371	\$37,315	\$31,295
# Eligible for Incentive/Bonus	20	352						
Actual Bonus Paid	14	131	140	500	600	1,215	1,492	799
Total Cash Compensation (Base + Bonus)	51	985	26,666	28,787	30,826	33,643	37,323	31,402
<b>Annual Base Salary</b>								
By Budget Size:								
\$750,001 - \$2,000,000	10	37	24,977	26,780	31,470	34,570	41,276	31,732
\$2,000,001 - \$5,000,000	14	159	26,666	28,808	30,618	33,155	37,523	31,353
\$5,000,001 - \$15,000,000	13	397	25,251	27,997	30,077	32,313	34,765	30,388
Over \$15,000,000	11	389	26,998	29,162	31,990	35,526	38,688	32,189
By Geographic Location:								
Allegheny County	37	477	25,264	28,964	31,990	35,526	39,503	32,235
Outside of Allegheny County	14	508	26,998	28,590	30,077	32,157	34,676	30,413
By Field of Service:								
Basic Material Need	5	16	25,239	28,002	30,337	33,535	38,168	30,580
Counseling - Behavioral Health & Wellness	9	173	25,251	28,080	30,121	33,475	37,611	31,172
Education and Child Care Services	5	84	25,116	28,787	29,276	31,658	34,403	30,473
Family Support and Preservation	8	124	22,433	30,025	32,011	36,863	40,480	32,512
Social Support	19	546	26,998	28,637	30,732	33,197	36,246	31,187
By Primary Source of Funding:								
Contributions from foundations or trusts	4	14	25,480	26,780	31,481	34,169	41,840	31,897
Government	33	613	26,507	28,350	30,971	34,164	37,948	31,536
Program services fee	12	351	25,900	28,808	30,618	32,531	35,755	30,906
By Number of Employees:								
6 - 20	6	9			28,995			31,054
21 - 50	10	52	25,156	27,997	30,285	33,806	38,418	30,976
51 - 100	10	136	26,666	28,808	30,899	33,155	38,370	31,567
More than 100	25	788	26,273	28,605	30,826	33,513	37,219	31,273
By Level of Education Required:								
High School Diploma	5	20	21,746	23,587	25,959	26,666	32,408	25,677
Associate's Degree	5	6			30,755			32,432
Bachelor's Degree	42	838	26,998	28,787	30,514	33,197	36,650	31,287
By Sex of Employee:								
Male	30	215	26,325	27,934	30,264	32,718	39,412	31,268
Female	46	762	26,373	28,787	30,826	33,608	37,043	31,313
By Race/Ethnicity of Employee:								
Black or African American	27	124	26,593	28,247	30,743	34,049	39,079	31,475
White	43	752	26,470	28,605	30,254	33,155	36,581	31,064
By Number of Years in Position:								
Up to 5 Years	42	535	25,875	27,997	29,994	32,718	36,113	30,589
6 - 10 Years	29	138	26,666	29,214	32,120	36,988	40,603	33,316
11 - 20 Years	18	63	28,912	31,949	34,528	37,398	41,750	34,741
Over 20 Years	7	16	28,772	30,035	32,999	36,473	42,353	33,779
By Number of Employees Managed:								
1 to 3	5	8			32,105			32,427
4 to 8	5	17	28,895	32,531	36,379	38,699	43,655	36,182
15 and over	5	25	30,131	31,200	34,174	35,526	39,299	34,100



**Counselor, Master Level**

882

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

Other sample job titles: Lead Counselor, Senior Family Counselor

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	17	165	\$32,078	\$34,923	\$38,002	\$42,713	\$52,000	\$40,341
# Eligible for Incentive/Bonus	6	62						
Actual Bonus Paid	4	22			600			468
Total Cash Compensation (Base + Bonus)	17	165	32,118	34,974	38,123	42,713	52,000	40,404
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$2,000,001 - \$5,000,000	4	10			38,553			37,979
\$5,000,001 - \$15,000,000	4	60	33,213	36,078	39,998	42,781	60,320	41,633
Over \$15,000,000	5	82	32,034	34,923	37,523	43,337	51,401	40,169
<b>By Geographic Location:</b>								
Allegheny County	13	123	31,371	34,923	37,877	42,578	48,352	39,571
Outside of Allegheny County	4	42	33,259	34,866	38,720	50,440	60,320	42,597
<b>By Field of Service:</b>								
Counseling - Behavioral Health & Wellness	7	70	34,267	36,275	39,998	44,101	60,320	42,529
Social Support	4	54	32,500	34,679	36,795	41,018	43,420	37,850
<b>By Primary Source of Funding:</b>								
Government	10	85	31,882	33,860	36,382	40,831	50,802	38,975
Program services fee	6	79	33,800	36,275	39,998	43,202	60,320	41,870
<b>By Number of Employees:</b>								
More than 100	10	146	32,092	34,923	38,085	42,646	52,275	40,548
<b>By Level of Education Required:</b>								
Master's Degree	16	157	31,990	34,694	37,877	41,600	49,575	39,670
<b>By Sex of Employee:</b>								
Male	9	27	29,994	34,923	39,528	43,867	53,668	40,568
Female	15	136	32,136	34,751	37,940	42,781	52,275	40,333
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	7	16	30,198	35,594	38,314	43,207	57,695	40,690
White	15	145	32,078	34,809	37,877	42,858	52,000	40,368
<b>By Number of Years in Position:</b>								
Up to 5 Years	13	101	31,957	34,165	37,336	41,600	52,732	40,000
6 - 10 Years	10	27	35,547	36,338	39,499	43,867	53,198	42,106
11 - 20 Years	6	13	31,242	33,987	37,794	41,226	43,489	37,419
Over 20 Years	4	5			45,469			47,150

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 should be reported in job #882.

Other sample job titles: Behavior Specialist, Crisis Line Counselor, Substance Abuse Counselor

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	36	833	\$21,320	\$22,870	\$25,310	\$29,994	\$35,360	\$27,402
# Eligible for Incentive/Bonus	16	579						
Actual Bonus Paid	14	455	356	500	500	600	873	559
Total Cash Compensation (Base + Bonus)	36	833	21,636	23,359	25,741	30,144	35,360	27,708
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$750,001 - \$2,000,000	8	69	21,986	23,515	26,000	28,278	34,424	27,137
\$2,000,001 - \$5,000,000	11	117	25,247	26,291	28,995	33,072	36,537	29,660
\$5,000,001 - \$15,000,000	9	273	19,760	21,008	24,170	28,007	35,360	26,307
Over \$15,000,000	7	372	22,552	23,048	24,550	29,994	35,360	27,411
<b>By Geographic Location:</b>								
Allegheny County	26	680	20,806	22,791	24,747	29,625	34,986	27,088
Outside of Allegheny County	10	153	22,323	25,605	27,685	32,365	35,360	28,801
<b>By Field of Service:</b>								
Counseling - Behavioral Health & Wellness	13	194	20,259	24,024	26,936	33,010	42,474	29,386
Family Support and Preservation	4	17	25,900	26,998	29,328	34,726	39,071	30,900
Social Support	12	428	22,332	23,023	24,546	27,789	34,736	26,134
<b>By Primary Source of Funding:</b>								
Government	24	655	21,840	22,859	24,929	30,077	35,360	27,559
Program services fee	12	178	20,072	23,842	26,624	29,848	33,087	26,826
<b>By Number of Employees:</b>								
21 - 50	11	120	22,006	25,293	27,664	32,859	36,015	28,850
51 - 100	7	63	25,605	26,562	27,581	31,990	36,970	29,318
More than 100	16	645	20,800	22,703	24,546	29,037	35,360	26,944
<b>By Level of Education Required:</b>								
High School Diploma	8	357	20,800	22,318	23,058	24,960	28,080	24,004
Associate's Degree	4	69			24,747			25,523
Bachelor's Degree	30	298	24,998	26,686	29,994	35,360	44,335	32,231
<b>By Sex of Employee:</b>								
Male	26	277	20,800	22,703	24,924	29,224	36,138	27,445
Female	35	555	21,840	23,044	25,917	30,410	35,360	27,375
<b>By Race/Ethnicity of Employee:</b>								
Asian	6	8			28,839			27,972
Black or African American	24	290	21,008	22,542	24,024	27,789	33,122	26,039
White	35	519	21,424	23,407	26,146	31,554	35,360	28,218
Mixed Race	4	11			22,859			24,962
<b>By Number of Years in Position:</b>								
Up to 5 Years	31	415	20,800	22,790	25,241	29,078	34,083	26,630
6 - 10 Years	21	121	22,507	23,383	26,583	32,760	42,607	29,376
11 - 20 Years	17	86	23,125	24,546	27,810	35,236	39,994	30,660
Over 20 Years	6	25	23,414	24,735	27,584	34,181	35,867	29,148

## 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 under the Occupancy Specialist position in Housing/Shelter section.)

Other sample job titles: Intake Specialist, Service Evaluator

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	21	161	\$25,126	\$28,008	\$31,221	\$32,947	\$35,880	\$30,753
# Eligible for Incentive/Bonus	7	24						
Actual Bonus Paid	6	14	300	437	584	857	1,379	668
Total Cash Compensation (Base + Bonus)	21	161	25,126	28,049	31,221	32,947	35,880	30,811
<b>Annual Base Salary</b>								
By Budget Size:								
\$750,001 - \$2,000,000	5	11			24,024			23,075
\$2,000,001 - \$5,000,000	5	12	21,047	24,763	27,612	29,833	39,169	28,345
\$5,000,001 - \$15,000,000	6	38	25,043	26,130	28,506	30,118	36,036	29,473
Over \$15,000,000	5	100	29,723	30,764	32,157	33,446	36,125	32,373
By Geographic Location:								
Allegheny County	14	130	27,240	29,723	31,647	33,446	36,768	31,862
Outside of Allegheny County	7	31	20,280	24,024	26,686	28,454	31,891	26,102
By Field of Service:								
Counseling - Behavioral Health & Wellness	6	14	19,448	26,037	27,612	31,876	37,409	28,385
Social Support	10	115	26,944	29,723	31,803	33,446	36,001	31,748
By Primary Source of Funding:								
Government	13	142	25,126	28,205	31,284	32,947	35,870	30,928
Program services fee	8	19	20,280	26,666	28,829	33,613	36,067	29,446
By Number of Employees:								
21 - 50	7	33	20,488	25,126	27,227	28,278	29,328	26,401
51 - 100	4	11			27,206			27,240
More than 100	10	117	28,213	30,035	32,094	33,686	36,966	32,311
By Level of Education Required:								
High School Diploma	7	38	20,580	25,043	27,227	28,631	29,786	26,199
Associate's Degree	5	11			28,246			30,306
Bachelor's Degree	7	19	24,128	26,686	28,330	30,742	40,435	29,459
By Sex of Employee:								
Male	7	15	27,726	29,141	33,446	37,586	42,238	33,278
Female	19	146	25,043	27,586	31,211	32,802	35,596	30,493
By Race/Ethnicity of Employee:								
Black or African American	5	79	27,414	29,723	31,678	32,906	34,674	31,458
White	20	80	22,957	26,738	28,996	33,072	37,565	30,030
By Number of Years in Position:								
Up to 5 Years	16	110	25,159	27,586	30,462	32,193	33,596	30,073
6 - 10 Years	5	24	22,839	31,590	33,332	35,875	37,576	32,521
11 - 20 Years	6	12	26,682	30,456	33,103	34,721	36,835	32,550

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

Other sample job titles: Health Aide, Life Skills Trainer, Therapeutic Support Staff

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	19	1,048	\$18,304	\$20,072	\$21,320	\$23,296	\$26,666	\$22,035
# Eligible for Incentive/Bonus	8	273						
Actual Bonus Paid	8	155	283	500	680	2,905	3,895	1,527
Total Cash Compensation (Base + Bonus)	19	1,048	18,304	20,208	21,341	23,535	26,832	22,261
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$750,001 - \$2,000,000	4	38	18,720	19,511	20,800	21,507	21,728	20,806
\$5,000,001 - \$15,000,000	6	260	19,240	20,072	21,320	24,893	27,477	22,539
Over \$15,000,000	5	702	18,429	20,571	21,424	23,296	26,208	22,087
<b>By Geographic Location:</b>								
Allegheny County	12	765	19,074	20,800	21,840	23,833	26,838	22,549
Outside of Allegheny County	7	283	17,680	18,720	20,280	21,840	24,960	20,647
<b>By Field of Service:</b>								
Social Support	11	535	17,784	18,824	20,800	23,296	25,792	21,302
<b>By Primary Source of Funding:</b>								
Government	15	993	18,720	20,342	21,320	23,359	26,566	22,092
Program services fee	4	55	17,680	17,680	17,784	21,174	28,067	21,010
<b>By Number of Employees:</b>								
21 - 50	4	38	18,720	19,511	20,800	21,507	21,728	20,806
More than 100	11	932	18,304	19,802	21,320	23,067	26,208	21,880
<b>By Level of Education Required:</b>								
High School Diploma	16	1,017	18,304	20,072	21,320	23,213	26,208	21,904
Bachelor's Degree	5	11			31,326			32,231
<b>By Sex of Employee:</b>								
Male	13	214	19,240	20,800	21,840	24,804	27,456	22,871
Female	16	789	18,304	20,176	21,320	23,296	26,208	22,012
<b>By Race/Ethnicity of Employee:</b>								
Asian	4	39			20,800			21,106
Black or African American	11	331	18,304	19,552	21,216	22,880	25,746	21,592
White	14	621	18,824	20,800	21,840	24,222	27,040	22,588
<b>By Number of Years in Position:</b>								
Up to 5 Years	15	572	18,304	19,552	21,227	21,965	24,669	21,217
6 - 10 Years	14	158	20,072	21,840	22,880	24,513	26,458	23,243
11 - 20 Years	10	90	20,800	23,400	25,813	27,079	29,956	25,364
Over 20 Years	9	39	24,440	26,208	27,456	32,365	34,674	28,543

## Children or Youth Program Assistant

890

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

Other sample job titles: Children's Services Aide, Youth Mentor

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	11	298	\$19,084	\$21,190	\$23,047	\$27,040	\$29,994	\$23,976
# Eligible for Incentive/Bonus	5	205						
Actual Bonus Paid	5	132	25	100	100	350	600	274
Total Cash Compensation (Base + Bonus)	11	298	19,459	21,216	23,111	27,186	29,997	24,097
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$2,000,001 - \$5,000,000	5	7			25,958			27,634
<b>By Geographic Location:</b>								
Allegheny County	9	263	20,800	21,320	23,525	27,768	29,994	24,818
<b>By Field of Service:</b>								
Counseling - Behavioral Health & Wellness	4	91	20,800	20,800	21,320	22,880	25,992	22,300
<b>By Primary Source of Funding:</b>								
Government	6	206	17,262	21,632	24,554	28,434	30,000	24,676
Program services fee	5	92	20,800	20,800	21,320	22,880	26,699	22,408
<b>By Number of Employees:</b>								
More than 100	5	290	19,094	21,190	22,911	27,040	29,842	23,860
<b>By Level of Education Required:</b>								
High School Diploma	5	288	18,963	21,138	22,880	26,874	29,792	23,788
Bachelor's Degree	5	6			30,742			29,681
<b>By Sex of Employee:</b>								
Male	6	127	20,800	21,632	23,920	28,434	29,994	25,255
Female	10	171	16,877	20,800	22,069	25,626	29,411	23,026
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	6	207	20,800	21,320	23,525	28,267	29,994	24,785
White	10	87	15,600	17,680	21,840	24,502	29,594	22,158
<b>By Number of Years in Position:</b>								
Up to 5 Years	9	190	17,680	20,800	22,111	25,969	29,411	23,110
6 - 10 Years	6	27	20,800	22,069	23,525	29,494	34,844	26,065
11 - 20 Years	5	18	20,039	23,208	27,779	34,309	38,480	28,348

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

Other sample job titles: Home Health Aide

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	6	625	\$19,240	\$19,947	\$20,800	\$22,360	\$24,212	\$21,370
# Eligible for Incentive/Bonus	4	607						
Actual Bonus Paid	3	261						
Total Cash Compensation (Base + Bonus)	6	625	19,417	20,093	21,181	22,764	25,080	21,809
<b>Annual Base Salary</b>								
By Field of Service:								
Social Support	4	607	19,240	19,947	20,800	22,360	23,962	21,321
By Primary Source of Funding:								
Government	4	535	19,240	19,718	20,654	22,360	23,920	21,289
By Number of Employees:								
More than 100	4	535	19,240	19,718	20,654	22,360	23,920	21,289
By Level of Education Required:								
High School Diploma	5	327	19,510	19,947	20,654	21,320	23,005	20,923
By Sex of Employee:								
Male	5	95	19,240	20,093	21,320	22,360	25,480	21,750
Female	6	530	19,240	19,947	20,800	22,152	23,914	21,302
By Race/Ethnicity of Employee:								
Black or African American	6	103	19,868	20,800	21,320	22,360	25,480	22,019
White	6	514	19,240	19,760	20,654	22,235	23,920	21,242
By Number of Years in Position:								
Up to 5 Years	6	437	19,240	19,718	20,467	21,663	22,735	21,023
6 - 10 Years	4	93	20,654	20,862	21,216	22,152	23,259	21,690

## Direct Care Counselor

892

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

Other sample job titles: Community Living Specialist, Life Skills Worker

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	11	573	\$18,720	\$19,448	\$20,800	\$23,265	\$25,538	\$21,617
# Eligible for Incentive/Bonus	4	287						
Actual Bonus Paid	3	229						
Total Cash Compensation (Base + Bonus)	11	573	18,720	19,615	21,196	23,317	25,951	21,812
<b>Annual Base Salary</b>								
By Budget Size:								
\$2,000,001 - \$5,000,000	5	83	18,200	18,200	19,760	20,613	22,730	19,687
By Geographic Location:								
Allegheny County	6	452	18,928	19,760	21,278	24,061	26,636	22,095
Outside of Allegheny County	5	121	18,200	18,523	19,490	21,715	21,736	19,831
By Field of Service:								
Social Support	6	524	18,720	19,261	20,977	23,504	25,657	21,667
By Primary Source of Funding:								
Government	5	366	19,115	19,760	21,299	23,837	26,582	22,102
Program services fee	6	207	17,160	18,720	20,467	22,485	24,843	20,759
By Number of Employees:								
More than 100	7	528	18,720	19,261	20,946	23,483	25,615	21,659
By Level of Education Required:								
High School Diploma	9	556	18,720	19,324	20,800	23,270	25,569	21,599
By Sex of Employee:								
Male	6	98	19,115	20,691	22,121	24,414	27,088	22,681
Female	10	437	18,824	19,490	20,883	22,942	25,588	21,669
By Race/Ethnicity of Employee:								
Black or African American	8	185	19,115	19,760	20,738	23,598	25,422	21,849
White	9	346	18,720	19,490	21,320	23,566	26,136	21,877
By Number of Years in Position:								
Up to 5 Years	9	277	18,720	19,126	20,342	21,320	23,371	20,534
6 - 10 Years	6	86	20,405	21,143	22,079	23,369	25,303	22,489
11 - 20 Years	5	81	21,715	22,600	24,773	26,895	30,069	25,008

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

Other sample job titles: Community Outreach Coordinator, Partnership Development Specialist

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	29	33	\$22,905	\$28,590	\$31,200	\$38,647	\$40,664	\$32,725
# Eligible for Incentive/Bonus	9	11						
Actual Bonus Paid	5	5			600			628
Total Cash Compensation (Base + Bonus)	29	33	23,175	28,590	31,200	38,647	40,789	32,821
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$750,001 - \$2,000,000	4	4						30,717
\$2,000,001 - \$5,000,000	11	13	21,008	26,749	29,994	35,277	40,556	30,659
\$5,000,001 - \$15,000,000	8	9			36,005			34,644
Over \$15,000,000	4	4						39,853
<b>By Geographic Location:</b>								
Allegheny County	24	27	24,303	28,621	33,197	38,771	41,039	33,104
Outside of Allegheny County	5	6			29,973			31,020
<b>By Field of Service:</b>								
Basic Material Need	5	6			29,911			30,593
Counseling - Behavioral Health & Wellness	4	4						36,541
Education and Child Care Services	5	6			36,348			35,915
Social Support	5	6			28,975			29,775
<b>By Primary Source of Funding:</b>								
Contributions from individuals	7	9			29,952			29,363
Government	17	19	28,496	29,349	36,379	39,645	41,205	34,956
<b>By Number of Employees:</b>								
21 - 50	8	9			31,200			31,847
51 - 100	8	10			32,136			31,229
More than 100	11	11			36,691			35,793
<b>By Level of Education Required:</b>								
High School Diploma	5	5			27,997			28,330
Associate's Degree	4	4						31,626
Bachelor's Degree	17	19	28,496	29,952	35,152	38,771	40,997	34,520
<b>By Sex of Employee:</b>								
Female	28	32	22,556	28,574	31,200	38,064	40,747	32,498
<b>By Race/Ethnicity of Employee:</b>								
White	24	27	27,398	28,954	31,200	36,691	41,039	32,973
<b>By Number of Years in Position:</b>								
Up to 5 Years	20	24	23,161	28,512	30,597	36,353	39,208	31,916
6 - 10 Years	6	6			34,861			35,242



## Communications Director or 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.

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

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	21	25	\$50,003	\$52,021	\$60,320	\$78,718	\$103,675	\$67,587
# Eligible for Incentive/Bonus	7	9						
Actual Bonus Paid	3	3						
Total Cash Compensation (Base + Bonus)	21	25	50,003	52,021	60,320	78,718	113,366	68,745
<b>Annual Base Salary</b>								
By Budget Size:								
\$5,000,001 - \$15,000,000	4	6			53,196			56,717
Over \$15,000,000	9	10			71,066			77,368
By Geographic Location:								
Allegheny County	20	24	50,003	51,896	58,157	79,919	106,434	67,835
By Field of Service:								
Culture/Arts	8	11			54,725			65,632
By Primary Source of Funding:								
Contributions from foundations or trusts	5	7			61,651			69,208
Government	7	8			56,815			59,503
Program services fee	5	5			85,488			84,498
By Number of Employees:								
51 - 100	4	5			60,320			67,662
More than 100	12	15	50,003	51,428	54,725	85,488	122,562	69,957
By Level of Education Required:								
Bachelor's Degree	17	20	50,103	51,896	60,666	79,040	92,198	66,532
By Sex of Employee:								
Male	5	6			54,039			62,525
Female	16	17	49,017	52,406	61,012	78,718	94,598	66,968
By Race/Ethnicity of Employee:								
White	17	20	50,103	52,463	58,157	72,389	87,922	64,421
By Number of Years in Position:								
Up to 5 Years	10	11			61,012			67,823
6 - 10 Years	5	6			53,331			55,858
11 - 20 Years	5	5			76,315			75,283
By Number of Employees Managed:								
1 to 3	7	7			61,651			64,244

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

Other sample job titles: Communications Specialist, Community Relations Coordinator, Marketing Manager

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	19	20	\$35,664	\$43,082	\$45,646	\$53,263	\$75,556	\$49,290
# Eligible for Incentive/Bonus	7	7						
Actual Bonus Paid	4	4						374
Total Cash Compensation (Base + Bonus)	19	20	35,664	43,082	45,656	53,276	75,556	49,365
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$2,000,001 - \$5,000,000	8	9			46,322			50,271
Over \$15,000,000	7	7			43,992			52,208
<b>By Geographic Location:</b>								
Allegheny County	16	17	37,220	43,171	46,301	52,905	78,133	49,917
<b>By Field of Service:</b>								
Culture/Arts	4	4						39,473
Social Support	5	5			43,784			46,476
<b>By Primary Source of Funding:</b>								
Contributions from individuals	4	5			51,293			55,120
Government	9	9			44,990			47,516
Program services fee	4	4						50,539
<b>By Number of Employees:</b>								
51 - 100	6	7			51,293			52,752
More than 100	8	8			43,888			50,102
<b>By Level of Education Required:</b>								
Bachelor's Degree	16	17	37,220	43,566	46,322	54,558	78,133	50,791
<b>By Sex of Employee:</b>								
Male	4	4						61,953
Female	13	13	34,865	43,389	46,322	52,905	57,029	47,434
<b>By Race/Ethnicity of Employee:</b>								
White	12	12	34,276	43,192	45,656	53,263	73,879	49,150
<b>By Number of Years in Position:</b>								
Up to 5 Years	8	8			48,495			50,268
6 - 10 Years	4	5			51,293			54,721
<b>By Number of Employees Managed:</b>								
1 to 3	5	6			53,394			58,954

## Marketing Coordinator

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

Other sample job titles: Communications Specialist, Marketing Assistant

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	16	18	\$24,960	\$28,574	\$36,431	\$44,330	\$49,953	\$36,443
# Eligible for Incentive/Bonus	3	3						
Actual Bonus Paid	1	1						
Total Cash Compensation (Base + Bonus)	16	18	24,960	28,574	36,431	44,548	49,953	36,491
<b>Annual Base Salary</b>								
By Budget Size:								
\$750,001 - \$2,000,000	6	7			29,120			32,882
\$2,000,001 - \$5,000,000	6	6			39,645			39,548
By Geographic Location:								
Allegheny County	13	15	26,387	29,120	37,502	45,032	52,299	38,339
By Field of Service:								
Culture/Arts	4	5			37,502			34,195
By Primary Source of Funding:								
Contributions from foundations or trusts	4	5			37,502			36,267
Government	4	4						47,642
Program services fee	4	5			29,120			32,781
By Number of Employees:								
6 - 20	5	5			44,096			42,902
21 - 50	4	4						32,578
By Level of Education Required:								
Bachelor's Degree	12	12	24,960	30,545	38,896	45,766	54,646	39,047
By Sex of Employee:								
Female	15	16	24,960	27,731	35,277	44,798	51,517	36,310
By Race/Ethnicity of Employee:								
White	13	14	24,960	26,733	33,166	44,330	53,082	35,697
By Number of Years in Position:								
Up to 5 Years	13	14	24,960	26,733	33,083	41,033	53,082	35,131

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).

Other sample job titles: Art Director, Senior Designer, Publications Specialist

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	9	14	\$23,889	\$29,614	\$34,154	\$39,973	\$51,026	\$35,276
# Eligible for Incentive/Bonus	3	5						
Actual Bonus Paid	2	2						
Total Cash Compensation (Base + Bonus)	9	14	23,889	29,739	34,154	39,973	51,026	35,455
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
Over \$15,000,000	4	7			33,301			36,136
<b>By Geographic Location:</b>								
Allegheny County	8	13	23,421	29,994	34,549	40,945	51,372	35,799
<b>By Number of Employees:</b>								
More than 100	7	12	22,953	28,855	33,530	38,376	47,374	33,795
<b>By Level of Education Required:</b>								
Bachelor's Degree	5	8			35,527			38,941
<b>By Sex of Employee:</b>								
Female	6	7			36,504			39,191
<b>By Race/Ethnicity of Employee:</b>								
White	8	10			36,036			37,389
<b>By Number of Years in Position:</b>								
Up to 5 Years	4	5			34,549			34,457
6 - 10 Years	5	6			34,435			35,382

**Writer/Editor**

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.

Other sample job titles: Associate Editor, Marketing Specialist

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	4	14	\$31,148	\$33,696	\$38,179	\$55,895	\$63,191	\$43,407
# Eligible for Incentive/Bonus								
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	4	14	31,148	33,696	38,179	55,895	63,191	43,407
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	4	14	31,148	33,696	38,179	55,895	63,191	43,407
By Level of Education Required:								
Bachelor's Degree	4	13	30,717	33,676	38,563	55,963	64,081	44,074
By Race/Ethnicity of Employee:								
White	4	14	31,148	33,696	38,179	55,895	63,191	43,407
By Number of Years in Position:								
Up to 5 Years	4	9			34,736			38,286

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.

Other sample job titles: Customer Service Director, Member Services Manager

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
Salary and Incentives - All Organizations:								
Base Salary - All Employees	5	13	\$36,038	\$48,755	\$60,694	\$66,144	\$86,915	\$59,558
# Eligible for Incentive/Bonus	2	3						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	5	13	36,038	48,755	60,694	66,144	86,915	59,558
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	5	13	36,038	48,755	60,694	66,144	86,915	59,558
By Level of Education Required:								
Bachelor's Degree	4	11			60,694			58,682
By Sex of Employee:								
Female	5	9			53,893			54,221
By Number of Years in Position:								
Up to 5 Years	4	7			52,728			50,562

## Membership Assistant

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

Other sample job titles: Membership Clerk

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	6	13	\$25,002	\$25,720	\$30,014	\$35,776	\$41,163	\$31,206
# Eligible for Incentive/Bonus	1	1						
Actual Bonus Paid								
Total Cash Compensation (Base + Bonus)	6	13	25,002	25,720	30,014	35,776	41,163	31,206
<b>Annual Base Salary</b>								
By Geographic Location:								
Allegheny County	6	13	25,002	25,720	30,014	35,776	41,163	31,206
By Field of Service:								
Culture/Arts	4	8			26,718			28,751
By Number of Employees:								
More than 100	4	10			32,094			32,105
By Level of Education Required:								
Bachelor's Degree	4	4						31,845
By Sex of Employee:								
Female	5	10			32,687			32,567
By Race/Ethnicity of Employee:								
White	6	13	25,002	25,720	30,014	35,776	41,163	31,206
By Number of Years in Position:								
Up to 5 Years	6	8			26,718			27,883

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

Other sample job titles: Customer Specialist, Member Services Representative, Subscriber Services Representative

	Number of Organizations	Number of Employees	10h %ile	25th %ile	Annual Cash Compensation			Average
					Median (50%)	75th %ile	90th %ile	
<b>Salary and Incentives - All Organizations:</b>								
Base Salary - All Employees	14	141	\$15,392	\$16,640	\$21,424	\$24,315	\$33,313	\$22,371
# Eligible for Incentive/Bonus	4	45						
Actual Bonus Paid	1	18						
Total Cash Compensation (Base + Bonus)	14	141	15,392	16,640	21,507	24,315	33,313	22,386
<b>Annual Base Salary</b>								
<b>By Budget Size:</b>								
\$5,000,001 - \$15,000,000	5	35	15,080	16,078	16,557	19,677	32,585	19,427
Over \$15,000,000	6	91	16,640	20,800	22,963	25,043	33,467	24,101
<b>By Geographic Location:</b>								
Allegheny County	12	131	15,142	16,640	21,611	24,960	33,467	22,639
<b>By Field of Service:</b>								
Culture/Arts	4	80	15,080	16,078	17,680	24,315	30,320	20,419
Social Support	4	11			23,920			26,441
<b>By Primary Source of Funding:</b>								
Contributions from individuals	4	54	15,236	16,292	20,800	22,600	25,002	20,506
Government	4	16	16,873	16,973	20,925	23,614	26,616	20,874
<b>By Number of Employees:</b>								
More than 100	9	85	15,267	16,973	22,880	27,976	33,534	23,412
<b>By Level of Education Required:</b>								
High School Diploma	7	105	15,080	16,391	19,760	22,142	28,579	20,741
<b>By Sex of Employee:</b>								
Male	5	17	15,941	16,640	19,760	21,674	33,260	21,337
Female	12	102	15,080	16,536	20,800	23,977	30,256	21,528
<b>By Race/Ethnicity of Employee:</b>								
Black or African American	4	15	15,392	20,800	21,611	24,960	29,889	22,213
White	13	99	15,080	16,557	20,800	23,858	31,990	21,348
Mixed Race	4	4						23,837
<b>By Number of Years in Position:</b>								
Up to 5 Years	13	61	15,142	16,276	20,800	22,173	31,532	20,938
6 - 10 Years	7	22	16,224	16,869	22,922	24,695	34,971	22,697
11 - 20 Years	6	9			25,293			26,076



## Appendix A: Average Annual Base Salary by Position

<b>Executive</b>	005	Executive Director/Chief Executive Officer	\$ 102,125
	010	Associate Director/Chief Operating Officer	89,615
	015	Director, Program(s)	73,969
<b>Administrative</b>	055	Director, Administration	71,430
	060	Regional Manager/Center Manager	52,447
	065	Office Manager	36,110
	070	Executive Assistant	40,563
	075	Administrative Assistant, Senior Level	34,599
	080	Administrative Assistant, Intermediate Level	28,214
	085	Administrative Assistant, Junior Level	22,706
<b>Accounting/Finance</b>	090	Receptionist	21,231
	105	Chief Financial Officer	92,389
	110	Controller	70,655
	115	Accounting Manager	52,757
	120	Accounting Supervisor	43,115
	124	Senior Accountant	43,533
	125	Staff Accountant	38,226
<b>Cultural/Artistic/Performing Arts</b>	130	Accounting Clerk	28,643
	154	Artistic Director	82,410
	155	Curator	49,477
	160	Production Manager/Coordinator	35,514
<b>Development</b>	166	Technical Staff	44,259
	205	Director, Development	78,612
	210	Development Manager	55,530
	211	Development Manager: Annual Giving	50,989
	212	Development Manager: Major Gifts	65,207
	215	Grant Writer, All Types of Funding	42,983
	220	Special Events Coordinator	41,027
<b>Education &amp; Recreation</b>	225	Development Associate	31,996
	253	Director, Education	54,381
	256	Educator or Teacher, Adult Education	33,144
	259	Teacher, K-12	36,727
	262	Teacher, Pre-School	30,132
	265	Teaching Assistant, K-12	25,131
	268	Teaching Assistant, Pre-School	19,465
	271	Child Care Assistant/Babysitter	17,458
	277	Recreation or Activity Leader, Children or Youth	17,161
	278	Recreation or Activity Leader, Adults	26,232
<b>Employment/Work Training</b>	305	Job Developer	33,404
	310	Vocational Counselor	29,051
	315	Job Coach	28,560
<b>Food Service</b>	355	Food Service Manager or Supervisor	35,021
	360	Nutritionist/Dietician	38,031
	365	Cook	20,875
	370	Food Service Assistant/Worker	19,386
<b>Foundation/Philanthropy</b>	965	Program Associate	43,716
<b>Gift/Thrift Shop, Warehouse &amp; Food Bank</b>	455	Gift/Thrift Shop Manager	36,355
	460	Gift/Thrift Shop Retail Sales Clerk	16,490
<b>Government Affairs, Advocacy, Research</b>	380	Director or Manager, Government Affairs	90,116
	387	Research Analyst	65,013
	390	Research Assistant	21,638
<b>Housing/Community Development</b>	420	Director of Resident/Community Services	64,417
	421	Program Manager, Resident/Community Services	39,650
	422	Resident Services Coordinator	23,885
	425	Site Administrator	32,298
	426	Shelter Manager	46,155
	427	Shelter Supervisor	32,127
	428	Occupancy Specialist	21,932
	429	Desk Clerk	19,351

Appendix A: Average Annual Base Salary by Position

<b>Human Resources</b>	505	Director, Human Resources	\$ 74,178
	510	Human Resources Manager	49,469
	515	Human Resources Representative or Specialist	38,325
	520	Human Resources Assistant	28,691
<b>Information Technology</b>	555	Director, Information Technology/Services	78,551
	560	Information Technology Manager	53,103
	565	Database Administrator	44,327
	570	Network Technician	44,559
	575	Personal Computer Technician	32,607
	580	Data Entry Operator	25,569
	585	Web Site Developer	47,261
<b>Legal Services &amp; Community Organizing</b>	605	Attorney, Legal Aid/Advocacy	45,585
<b>Maintenance, Grounds &amp; Purchasing</b>	655	Facilities Manager	57,253
	660	Maintenance Supervisor	38,240
	665	Maintenance Technician or Specialist	28,231
	670	Gardener	25,056
	675	Janitor or Custodian	21,047
	680	Driver	20,227
	685	Security Guard or Officer	23,789
<b>Medical &amp; Clinical Services</b>	704	Clinic Director	73,178
	714	Registered Nurse	49,033
	716	Nurse Practitioner	72,520
	720	Licensed Vocational Nurse	35,858
	722	Medical Assistant	24,011
	724	Health Educator	37,298
	742	Patient Financial Services Manager	40,979
	748	Medical Records Clerk	26,168
	750	Billing Clerk	28,207
	752	Receptionist (Medical)	23,571
	761	Physical Therapist	75,202
	762	Occupational Therapist	69,257
	763	Speech Pathologist	58,129
<b>Program Management (other than Social Service/Mental Health)</b>	805	Program Director/Administrator	73,770
	810	Program Manager/Administrator	49,419
	815	Program Coordinator	37,114
	820	Program Assistant	27,070
<b>Social Services &amp; Mental Health</b>	853	Program Director/Administrator	63,045
	856	Program Manager/Administrator	41,285
	859	Program Coordinator	35,631
	862	Program Assistant	23,615
	865	Psychiatrist	256,732
	868	Licensed Clinic Social Worker	46,906
	874	Psychologist	89,799
	877	Therapeutic Counselor, MFCC/MFT	39,125
	879	Case Manager, Master Level	39,966
	880	Case Manager	31,295
	882	Counselor, Master Level	40,341
	883	Counselor	27,402
	886	Eligibility Specialist	30,753
	889	Senior or Adult Program Assistant	22,035
	890	Children or Youth Program Assistant	23,976
891	Personal Attendant/Home Health Care Worker	21,370	
892	Direct Care Counselor	21,617	
<b>Volunteer, Membership &amp; Marketing</b>	906	Volunteer Coordinator	32,725
	910	Communications Director or Manager	67,587
	915	Public Relations Manager	49,290
	917	Marketing Coordinator	36,443
	920	Graphic Artist	35,276
	921	Writer/Editor	43,407
	925	Membership Director or Manager	59,558
	930	Membership Assistant	31,206
	931	Customer Service Representative	22,371

## Appendix B: Survey Participants

Organization	City
3 Rivers Wet Weather, Inc	Pittsburgh
A Second Chance Incorporated	Pittsburgh
accessAbilities, Inc.	Greensburg
ACHIEVA	Pittsburgh
Adagio Health, Inc.	Pittsburgh
Airlift Research Foundation	Pittsburgh
Allegheny County Library Association	Pittsburgh
Allegheny Regional Asset District	Pittsburgh
Allegheny Youth Development	Pittsburgh
Animal Rescue League of Western Pennsylvania	Pittsburgh
ARC Manor Addiction Recovery Center	Kittanning
Armstrong County Community Foundation	Kittanning
Auberle	McKeesport
Bach Choir of Pittsburgh	Pittsburgh
Bayer Center for Nonprofit Management at Robert Morris University	Pittsburgh
Bethlehem Haven	Pittsburgh
Big Brothers Big Sisters of Beaver County	New Brighton
Big Brothers Big Sisters of Greater Pittsburgh, Inc.	Pittsburgh
Blind & Vision Rehabilitation Services of Pittsburgh	Homestead
Boys & Girls Clubs of Western Pennsylvania	Pittsburgh
The Bradley Center	Pittsburgh
Bridgeway Capital Inc.	Pittsburgh
Brother's Brother Foundation	Pittsburgh
Butler County Chamber of Commerce	Butler
Carnegie Hero Fund Commission	Pittsburgh
CASA of Westmoreland, Inc.	Greensburg
Catholic Charities of the Diocese of Greensburg	Greensburg
Center for Community Resources, Inc.	Butler
Center for Hearing & Deaf Services, Inc.	Pittsburgh
The Center for Victims of Violence and Crime	Pittsburgh
Children's Museum of Pittsburgh	Pittsburgh
Christian Camps of Pittsburgh, Inc.	Boswell
Communities In Schools of Pittsburgh-Allegheny County	Springdale
Communities In Schools of Southwest Pennsylvania, Inc.	Uniontown
Community Access Television	Erie
Community Action Southwest	Washington

<b>Organization</b>	<b>City</b>
Community Care Connections, Inc.	Butler
Community Design Center of Pittsburgh	Pittsburgh
Community Foundation of Greene County	Waynesburg
Community Guidance Center	Indiana
Community Human Services	Pittsburgh
Community Living and Support Services	Pittsburgh
Conemaugh Valley Conservancy, Inc.	Windber
CONTACT Beaver Valley	Beaver
Coro Center for Civic Leadership	Pittsburgh
Crisis Center North, Inc.	Pittsburgh
Crisis Shelter of Lawrence County	New Castle
DeBence Antique Music World	Franklin
Diversified Family Services	Hermitage
Dollar Energy Fund, Inc.	Pittsburgh
The Early Learning Institute	Pittsburgh
Easter Seals Western Pennsylvania	Pittsburgh
Eastern Area Adult Services Inc.	Wilkinsburg
Entrepreneuring Youth	Pittsburgh
Epilepsy Foundation Western/Central Pennsylvania	Pittsburgh
Every Child, Inc.	Pittsburgh
Family Resources	Pittsburgh
Family Services of Western Pennsylvania	Pittsburgh
Familylinks	Pittsburgh
The First Tee of Pittsburgh	Pittsburgh
Frick Art & Historical Center	Pittsburgh
Fund for the Advancement of Minorities Through Education	Pittsburgh
Gateway to the arts	Pittsburgh
Girls Hope of Pittsburgh, Inc	Baden
Goodwill of Southwestern Pennsylvania	Pittsburgh
Grantmakers of Western Pennsylvania	Pittsburgh
Greater Canonsburg Chamber of Commerce	Canonsburg
Greater Pittsburgh Community Food Bank	Duquesne
Greater Pittsburgh Arts Council	Pittsburgh
Greater Pittsburgh Literacy Council	Pittsburgh
Gwen's Girls Inc	Pittsburgh
Helping Hands-Healing Hearts	Pittsburgh
The Highland House, Inc.	New Castle
Hill House Association	Pittsburgh

<b>Organization</b>	<b>City</b>
Holy Family Institute	Pittsburgh
Human Services Center Corporation	Turtle Creek
Jewish Community Center of Greater Pittsburgh	Pittsburgh
Jewish Family and Children's Service	Pittsburgh
Jewish Federation of Greater Pittsburgh	Pittsburgh
Jewish Residential Services	Pittsburgh
KidsVoice	Pittsburgh
Laughlin Children's Center	Sewickley
Laurel Area Interfaith Volunteer Caregivers, Inc. (Faith in Action)	Latrobe
Lawrence County Tourist Promotion Agency	New Castle
Learning Disabilities Association of America	Pittsburgh
Lemington Community Services	Pittsburgh
Lifesteps, Inc.	Butler
The Lighthouse Foundation	Butler
Local Government Academy	Pittsburgh
Lutheran Service Society	Pittsburgh
The Outdoor Classroom	Pittsburgh
Mainstay Life Services	Pittsburgh
Mental Health America of Westmoreland County	Greensburg
The Midwife Center for Birth & Women's Health	Pittsburgh
Mountain Watershed Association, Inc.	Melcroft
NAMI Southwestern Pennsylvania	Pittsburgh
The Negro Educational Emergency Drive, Inc. (NEED)	Pittsburgh
Neighbors in the Strip	Pittsburgh
Network of Hope, Inc.	Allison Park
New Hazlett Center for the Performing Arts	Pittsburgh
North Hills Community Outreach	Allison Park
Northside Community Development Fund	Pittsburgh
Oakland Business Improvement District	Pittsburgh
Oncology Nursing Society	Pittsburgh
Outreach Teen and Family Services Inc.	Pittsburgh
Pace School	Pittsburgh
Phipps Conservatory and Botanical Gardens, Inc.	Pittsburgh
Pittsburgh Action Against Rape	Pittsburgh
Pittsburgh AIDS Task Force	Pittsburgh
Pittsburgh Community Reinvestment Group	Pittsburgh
Pittsburgh Community Television	Pittsburgh
Pittsburgh Musical Theater	Pittsburgh

<b>Organization</b>	<b>City</b>
Pittsburgh Symphony	Pittsburgh
POWER	Pittsburgh
The Presbyterian Church, Sewickley	Sewickley
Present Help, Inc.	Pittsburgh
Program to Aid Citizen Enterprise (PACE)	Pittsburgh
Providence Connections, Inc.	Pittsburgh
PULSE/Mennonite UrbanCorps	Pittsburgh
Rainbow Kitchen Community Services	Homestead
Rankin Christian Center	Rankin
Rebuilding Together Pittsburgh	Pittsburgh
Redevelopment Authority of Fayette County	Uniontown
Renewal, Inc.	Pittsburgh
Residential Care Services, Inc.	Pittsburgh
River City Brass	Pittsburgh
Riverview Children's Center	Verona
Robert Morris University	Moon Township
Senator John Heinz History Center	Pittsburgh
Silk Screen:Asian Arts Organization	Pittsburgh
Sisters Place, Inc.	Clairton
Sixth Mount Zion Baptist Church	Pittsburgh
SLB Radio Productions, Inc.	Pittsburgh
Sojourner House, Inc.	Pittsburgh
Soldiers & Sailors Memorial Hall and Museum Trust, Inc.	Pittsburgh
South Side Local Development Company	Pittsburgh
Spina Bifida Association of Western Pennsylvania	Mars
Steel Industry Heritage Corp	Homestead
Sudden Cardiac Arrest Foundation	Wexford
Sustainable Pittsburgh	Pittsburgh
Southwestern Pennsylvania Human Services, Inc.	Charleroi
Three Rivers Youth	Pittsburgh
Tobacco Free Allegheny	Pittsburgh
Transitional Services, Inc	Homestead
Travelers Aid	Pittsburgh
Try-Again Homes, Inc.	Washington
United Way of Allegheny County	Pittsburgh
United Way of Westmoreland County	Greensburg
Urban Impact Foundation	Pittsburgh
Venture Outdoors	Pittsburgh

<b>Organization</b>	<b>City</b>
Verland Foundation	Sewickley
Victim Outreach Intervention Center	Evans City
Vintage, Inc.	Pittsburgh
Ward Home, Inc.	Pittsburgh
Washington City Mission	Washington
Washington Women's Shelter, Inc.	Washington
The Watson Institute	Sewickley
Wesley Spectrum Services	Wilkinsburg
Western Pennsylvania Conservancy	Pittsburgh
Western Pennsylvania Humane Society	Pittsburgh
Westmoreland Case Management and Supports, Inc.	Greensburg
Westmoreland Cleanways	Greensburg
Westmoreland Community Action	Greensburg
Westmoreland Museum of American Art	Greensburg
Women's Center & Shelter of Greater Pittsburgh	Pittsburgh
Women's Center of Beaver County	Beaver
YouthWorks, Inc.	Pittsburgh
YWCA Greater Pittsburgh	Pittsburgh
YWCA of Westmoreland County	Greensburg

## Appendix C: Wage Conversion Formulas and Tables

These tables are based on the following:

<b>8 hours in a workday 40 hours in a week</b>	<b>52 weeks in a year 4.33 weeks in a month</b>	<b>21.67 days in a month 2080 hours in a year</b>
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Hourly	Monthly	Annual
\$ 6.75	\$ 1,170	\$ 14,040
\$ 7.00	\$ 1,213	\$ 14,560
\$ 7.25	\$ 1,257	\$ 15,080
\$ 7.50	\$ 1,300	\$ 15,600
\$ 7.75	\$ 1,343	\$ 16,120
\$ 8.00	\$ 1,387	\$ 16,640
\$ 8.25	\$ 1,430	\$ 17,160
\$ 8.50	\$ 1,473	\$ 17,680
\$ 8.75	\$ 1,517	\$ 18,200
\$ 9.00	\$ 1,560	\$ 18,720
\$ 9.25	\$ 1,603	\$ 19,240
\$ 9.50	\$ 1,647	\$ 19,760
\$ 9.75	\$ 1,690	\$ 20,280
\$ 10.00	\$ 1,733	\$ 20,800
\$ 10.25	\$ 1,777	\$ 21,320
\$ 10.50	\$ 1,820	\$ 21,840
\$ 10.75	\$ 1,863	\$ 22,360
\$ 11.00	\$ 1,907	\$ 22,880
\$ 11.25	\$ 1,950	\$ 23,400
\$ 11.50	\$ 1,993	\$ 23,920
\$ 11.75	\$ 2,037	\$ 24,440
\$ 12.00	\$ 2,080	\$ 24,960
\$ 12.25	\$ 2,123	\$ 25,480
\$ 12.50	\$ 2,167	\$ 26,000
\$ 12.75	\$ 2,210	\$ 26,520
\$ 13.00	\$ 2,253	\$ 27,040
\$ 13.25	\$ 2,297	\$ 27,560
\$ 13.50	\$ 2,340	\$ 28,080
\$ 13.75	\$ 2,383	\$ 28,600
\$ 14.00	\$ 2,427	\$ 29,120
\$ 14.25	\$ 2,470	\$ 29,640
\$ 14.50	\$ 2,513	\$ 30,160
\$ 14.75	\$ 2,557	\$ 30,680
\$ 15.00	\$ 2,600	\$ 31,200
\$ 15.25	\$ 2,643	\$ 31,720
\$ 15.50	\$ 2,687	\$ 32,240
\$ 15.75	\$ 2,730	\$ 32,760
\$ 16.00	\$ 2,773	\$ 33,280
\$ 16.25	\$ 2,817	\$ 33,800
\$ 16.50	\$ 2,860	\$ 34,320
\$ 16.75	\$ 2,903	\$ 34,840
\$ 17.00	\$ 2,947	\$ 35,360
\$ 17.25	\$ 2,990	\$ 35,880
\$ 17.50	\$ 3,033	\$ 36,400
\$ 17.75	\$ 3,077	\$ 36,920
\$ 18.00	\$ 3,120	\$ 37,440
\$ 18.25	\$ 3,163	\$ 37,960
\$ 18.50	\$ 3,207	\$ 38,480
\$ 18.75	\$ 3,250	\$ 39,000

Hourly	Monthly	Annual
\$ 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
\$ 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



Hourly	Monthly	Annual
\$ 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
\$ 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

Hourly	Monthly	Annual
\$ 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
\$ 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

Hourly	Monthly	Annual
\$ 59.75	\$ 10,357	\$ 124,280
\$ 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	\$ 136,760
\$ 66.00	\$ 11,440	\$ 137,280
\$ 66.25	\$ 11,483	\$ 137,800
\$ 66.50	\$ 11,527	\$ 138,320
\$ 66.75	\$ 11,570	\$ 138,840
\$ 67.00	\$ 11,613	\$ 139,360
\$ 67.25	\$ 11,657	\$ 139,880
\$ 67.50	\$ 11,700	\$ 140,400
\$ 67.75	\$ 11,743	\$ 140,920
\$ 68.00	\$ 11,787	\$ 141,440
\$ 68.25	\$ 11,830	\$ 141,960
\$ 68.50	\$ 11,873	\$ 142,480
\$ 68.75	\$ 11,917	\$ 143,000
\$ 69.00	\$ 11,960	\$ 143,520
\$ 69.25	\$ 12,003	\$ 144,040
\$ 69.50	\$ 12,047	\$ 144,560
\$ 69.75	\$ 12,090	\$ 145,080
\$ 70.00	\$ 12,133	\$ 145,600
\$ 70.25	\$ 12,177	\$ 146,120
\$ 70.50	\$ 12,220	\$ 146,640
\$ 70.75	\$ 12,263	\$ 147,160
\$ 71.00	\$ 12,307	\$ 147,680
\$ 71.25	\$ 12,350	\$ 148,200
\$ 71.50	\$ 12,393	\$ 148,720
\$ 71.75	\$ 12,437	\$ 149,240
\$ 72.00	\$ 12,480	\$ 149,760
\$ 72.25	\$ 12,523	\$ 150,280
\$ 72.50	\$ 12,567	\$ 150,800
\$ 72.75	\$ 12,610	\$ 151,320
\$ 73.00	\$ 12,653	\$ 151,840
\$ 73.25	\$ 12,697	\$ 152,360
\$ 73.50	\$ 12,740	\$ 152,880
\$ 73.75	\$ 12,783	\$ 153,400

Hourly	Monthly	Annual
\$ 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
\$ 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

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## **Appendix D**

### **About United Way of Allegheny County**

**United Way of Allegheny County** is a change agent and efficient community fundraiser that improves lives by addressing critical community needs. By convening diverse partners and investing in programs and people to advance solutions, United Way creates long-lasting change and helps children and youth succeed, strengthens and supports families by promoting financial stability, ensures the safety and well-being of vulnerable seniors, and provides county-wide access to information and referral sources meeting basic needs. [www.unitedwaypittsburgh.org](http://www.unitedwaypittsburgh.org)

### **About The Bayer Center for Nonprofit Management at Robert Morris University**

In ten years of service to the nonprofit community, the Bayer Center has completed over 900 consulting engagements and educated over 4,500 students. Our consulting clients include human service, arts, faith-based, community development, environmental and education organizations with budgets ranging from \$100,000 or less to more than \$50,000,000. Our intensive and customized Management, Governance, Financial and Technology consulting services are designed to educate leaders and have resulted in:

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

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