



Management Compensation Report: National Voluntary Health and Human Service Organizations

September 2017



2017

Management Compensation Report

National Voluntary Health and Human Service Organizations

National Health Council

and

National Human Services Assembly

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I. Introduction

A. Overview

This survey is sponsored annually by the National Health Council and the National Human Services Assembly. It represents primarily the national offices of health, human, and youth service organizations that are members of the National Health Council and the National Human Services Assembly.

The survey was conducted by PRM Consulting Group, Inc. (PRM), which specializes in pay and benefits consulting for the not-for-profit community. The objective of the survey was to collect and tabulate total cash compensation (base salary plus additional cash) and salary range data on selected management and professional positions. It also summarizes the prevalence of benefits and perquisites provided to positions at various staff levels. In addition, the survey summarizes various compensation practices, including salary adjustments, retirement and savings plans, medical benefits, variable compensation practices, paid time off, and Board compensation practices.

This year's report includes individual position summary tables for 88 positions. The tables contain base salary statistics for each position reported by total respondents, geographical location, organization budget, and total employees. Although respondents were asked to report cash compensation for up to 100 survey positions, the data has been excluded for any positions for which fewer than three organizations responded.

B. Survey Respondents

All National Health Council and National Human Services Assembly members were invited to participate in the survey, and a total of 60 member organizations returned valid questionnaires. [Table 1](#) provides an alphabetical listing of the survey respondents.

[Table 2](#) profiles this year's participants by geographic location, organization budget, and total employees. Most survey respondents (62%) are located in the Washington, DC, or New York City metropolitan areas – major geographic centers for non-profits – and those in other locations across the United States represent 38% of all survey respondents. The median operating budget for all survey respondents is approximately \$8.5 million, and the median full-time staff size is 32 employees.

This year, National Health Council members (the “Health Services Organizations” category) comprise 65% of the total survey, while National Human Services Assembly members (the “Human/Youth Service Organizations” category) make up 35% of all survey respondents.

Listing of Survey Respondents

Afterschool Alliance
Alliance for Strong Families and Communities
Alpha-1 Foundation
The ALS Association
American Cancer Society
American Diabetes Association
American Foundation for Suicide Prevention
American Foundation for the Blind
American Heart Association
American Kidney Fund
American Liver Foundation
Amputee Coalition of America
Arthritis Foundation
Association of Junior Leagues International

Barth Syndrome Foundation
Beyond Celiac
Boy Scouts of America

Camp Fire National Headquarters
CenterLink
Colon Cancer Alliance
COPD Foundation

The Eden Alternative

Feeding America
Foundation for Ichthyosis and Related Skin Types (FIRST)

Gay, Lesbian and Straight Education Network (GLSEN)
Girl Scouts of the USA
Girls Incorporated

Huntington's Disease Society of America
Hydrocephalus Association

Immune Deficiency Foundation

The LAM Foundation
The Leukemia and Lymphoma Society
Little Kids Rock
Lung Cancer Alliance

March of Dimes Foundation
The Marfan Foundation
Mentor: The National Mentoring Partnership
The Myositis Association

National Alliance for Hispanic Health
National Alopecia Areata Foundation
National Blood Clot Alliance
National Council on Aging
National Eczema Association
National Industries for the Blind
National Kidney Foundation
National Multiple Sclerosis Society
National Organization for Rare Disorders
National Psoriasis Foundation
National Urban League

Osteogenesis Imperfecta Foundation

Parent Project Muscular Dystrophy
PKD Foundation
Prevent Blindness
Prevent Cancer Foundation

Sjögren's Syndrome Foundation
Spina Bifida Association

Volunteers of America

WomenHeart: The National Coalition for Women with Heart Disease

YMCA of the USA
Youth Advocate Programs

Profile of Survey Respondents by Organization Type

	All Survey Participants	TYPE OF ORGANIZATION	
		Health Services Organizations	Human/Youth Service Organizations
A. Summary	60	39	21
B. Geographic Location			
Washington, DC/Maryland/Virginia	18	13	5
New York/New Jersey	19	11	8
Other Locations	23	15	8
C. Organization Budget			
Less than \$5.0 mm	20	15	5
\$5.0 mm - \$9.9 mm	13	7	6
\$10.0 mm - \$29.9 mm	9	8	1
\$30.0 mm or more	18	9	9
D. Total Employees			
Less than 15	15	12	3
15 - 29	13	9	4
30 - 149	16	10	6
150 or more	16	8	8

II. Survey Methodology

A. Data Collection and Analysis

On-line survey questionnaires were used to obtain the requested compensation data. Respondents were asked to match their positions to the survey positions on the basis of descriptions included in the questionnaire.

Respondents reported annual base salary data for matched positions as of July 1, 2017. Other cash compensation data were requested for cash payments made at the end of the most recently completed fiscal year. Cash compensation data submitted by survey respondents are reported for a total of 5,820 employees.

The submitted survey data was reviewed for accuracy and completeness and then processed and tabulated to generate the reported summary statistics. To ensure the confidentiality of individual respondents, no compensation data was reported if fewer than three observations were included in the variable breakdowns; only the mean and median are reported for three or four observations.

B. Explanation of Terms

1. Cash Compensation Data

Base Salary — represents the current annual base salary reported for each survey position as of July 1, 2017.

Total Cash Compensation — represents the sum of the current annual base salary plus other cash compensation provided to position incumbents.

Salary Range — represents the average salary opportunities, including salary range minimum, midpoint, and maximum, reported for each position in effect as of July 1, 2017.

Number of Organizations — represents the number of organizations that reported matches to each survey position.

Number of Incumbents — represents the total number of incumbents reported for each survey position by the responding organizations.

2. Summary Statistics

Low — represents the lowest compensation figure reported.

25th Percentile — represents the compensation figure above which 75% of all reported figures fall.

II. Survey Methodology (cont.)

Median (50th Percentile) — represents the compensation figure above and below which half of all reported figures fall.

Mean — represents the simple average of all compensation figures reported.

75th Percentile — represents the compensation figure above which 25% of all reported figures fall.

High — represents the highest compensation figure reported.

2. Supplemental Benefits and Perquisites

Number of Respondents — represents the total number of participants reporting data for the benefits and perquisites questions.

Survey Benefits and Perquisites — represents benefits and/or non-cash compensation provided to selected executives and staff levels in addition to the regular compensation available to all employees.

Percentage of Survey Respondents Reporting — represents the number of organizations indicating a specific supplemental benefit or perquisite for a given position or staff level, divided by the number of organizations that reported at least one benefit or perquisite for that position or staff level.

C. Other Survey Respondent Demographics

A summary of the other demographic information – including payroll expenses, benefits expenses, and turnover – reported by survey respondents is as follows:

Other Organization Demographics	25 th Percentile	Mean	Median	75 th Percentile
Payroll Costs <i>(Salaries as a percent of annual operating budget)</i>	28.0%	35.4%	35.0%	43.0%
Benefits Costs <i>(Voluntary benefits – excluding paid time off – as a percent of payroll)</i>	12.0%	16.1%	15.0%	19.0%
Turnover <i>(Estimated staff turnover for the most recently completed fiscal year; excluding zero values)</i>	15.2%	18.8%	19.0%	21.3%

II. Survey Methodology (cont.)

A. Total Cash Compensation Highlights

This section summarizes the cash compensation data reported for individual survey positions. It includes summary statistics on total cash compensation, base salary, and salary range data reported for each position.

Table 3 contains the total cash compensation data (base salary plus other additional cash) reported for each position.

In 2017, the mean total cash compensation reported for the Top Executive Officer by all respondents is \$328,463. This data is based solely on the information provided by the list of participating organizations, which changes from year to year.

The mean total cash compensation reported for the five highest paid staff positions (excluding the Top Executive Officer) are as follows:

Highest Paid Positions	Mean Total Cash
1. Top Medical Services Position	\$412,154
2. Deputy Executive Officer	\$258,272
3. Top Legal Executive/General Counsel	\$253,057
4. Top Government Relations Position (Lobbyist)	\$227,493
5. Chief of Staff	\$208,743

The summary of the base salary data reported for survey positions is contained in Table 4. This table also identifies the number of reported incumbents and their mean tenure (time in position) for each position. Because organizational structures vary, in some cases, more than one incumbent was reported by survey respondents for the top staff position. Typically, this is a single-incumbent position within an organization. Also, the counters for the time in position subset were lower because not all respondents reported this information.

The summary of the salary range data reported for each survey position is contained in Table 5. Only about 25% of all respondents reported salary range data.

Summary of Total Cash Reported for Survey Positions

Survey Position	No. of Organizations	No. of Incumbents	Total Cash Compensation					
			25th Percentile		Mean	Median	75th Percentile	
			Low	Percentile			High	High
1. Top Executive Officer	58	58	\$102,645	\$187,163	\$328,463	\$281,303	\$376,129	\$1,708,610
2. Deputy Executive Officer	20	20	70,000	158,500	248,859	199,939	309,013	666,216
3. Chief of Staff	12	12	89,505	153,518	208,743	174,794	251,563	386,225
4. Board/Committee Administrator	3	3	--	--	109,173	99,445	--	--
5. Executive Assistant	34	57	36,456	53,076	64,375	63,179	71,954	108,207
6. Top Administrative Position	11	11	67,000	123,797	189,223	191,934	219,361	413,103
7. Top Financial Position	42	43	98,000	112,780	188,073	154,535	242,895	397,964
8. Controller	25	27	52,000	95,000	125,312	129,444	152,152	213,500
9. Accounting Manager	29	44	53,220	65,123	84,331	80,000	101,000	128,059
10. Top Information Technology Position	22	22	75,000	100,573	182,473	162,124	238,500	379,480
11. Network Manager	18	31	52,223	72,983	96,270	96,335	107,438	173,286
12. Database Manager	22	24	42,000	55,493	83,009	64,500	104,802	155,524
13. Website Developer	9	29	61,053	83,447	94,330	96,995	103,711	130,318
14. Webmaster	13	14	45,000	60,000	77,994	72,030	98,754	137,000
15. Help Desk/Info. Technology Position	16	74	33,655	50,125	57,351	57,882	64,418	73,259
16. Office/Facilities Manager	22	66	35,150	52,214	71,468	62,507	86,315	133,627
17. Top Human Resource Position	21	21	95,680	142,298	196,068	177,031	247,183	395,057
18. Human Resource Director	18	40	78,260	90,170	109,514	101,202	127,528	182,500
19. Human Resource Manager	18	42	49,130	62,145	81,348	80,786	96,160	123,300
20. Top Legal Executive/General Counsel	13	13	142,100	185,000	253,057	237,774	330,490	355,000
21. Senior Staff Attorney	6	18	--	131,965	135,961	143,455	148,715	--
22. Staff Attorney	6	117	--	109,094	120,122	126,364	132,456	--
23. Paralegal	5	8	--	60,399	64,146	61,406	76,540	--
24. Top Field Services Position	16	24	54,590	128,224	183,567	167,711	231,380	360,000
25. Regional Office Head	6	20	--	128,277	180,263	181,802	229,384	--
26. Field Services Manager	7	170	50,326	69,708	97,504	78,500	117,397	179,493
27. Top Reg./Public Policy Pos. (Non-Lobbyist)	16	17	89,428	128,821	156,451	161,250	187,677	216,721
28. Reg./Public Policy Pos. (Non-Lobbyist)	14	34	56,650	71,950	95,914	79,658	105,350	251,452
29. Top Gov't. Relations Pos. (Lobbyist)	13	13	94,000	183,524	227,493	200,000	298,166	385,975
30. Federal Lobbyist	4	6	--	--	129,281	137,818	--	--
31. State Lobbyist	3	52	--	--	101,631	101,000	--	--
32. Legislative Network Position	6	6	--	104,595	118,384	119,190	125,903	--
33. Regulatory/Legislative Specialist	4	6	--	--	80,006	76,000	--	--
34. Regulatory/Legislative Assistant	5	5	--	52,998	55,411	55,409	62,849	--
35. Top Communications Position	39	39	61,318	102,500	143,935	120,000	192,407	260,815
36. Public Relations Manager	19	33	54,100	76,316	102,733	103,402	120,075	168,400
37. Public Relations Position	14	84	40,000	50,100	68,176	64,967	78,476	111,147
38. Top Editorial Position	8	8	65,372	90,505	97,833	92,593	111,613	126,280
39. Managing Editor	7	14	60,000	81,056	88,025	88,100	91,182	123,600
40. Senior Editor	8	19	52,000	70,818	75,667	74,857	84,175	91,176
41. Editor	8	20	35,610	64,024	70,065	71,264	77,267	97,430
42. Assistant/Associate Editor	4	5	--	--	50,349	47,860	--	--
43. Content Writer	7	9	44,000	47,375	52,661	51,350	55,266	68,000
44. Art Director	7	10	63,800	76,376	90,870	96,914	104,602	113,420

Summary of Total Cash Reported for Survey Positions

Survey Position	No. of Organizations	No. of Incumbents	Total Cash Compensation					
			25th Percentile		Mean	Median	75th Percentile	
			Low	Percentile			High	High
45. Graphic Designer	21	35	40,000	54,837	63,291	64,634	69,683	81,952
46. Production Manager	6	6	60,118	73,216	84,376	89,059	92,425	106,536
47. Production Position	4	5	--	--	54,995	55,669	--	--
48. Fulfillment Position	6	6	--	45,587	78,549	78,601	109,182	--
49. Top Foundation Executive	4	4	--	--	142,442	143,800	--	--
50. Grant Proposal Manager	13	17	50,000	67,000	83,569	82,000	87,500	141,567
51. Grant Position	13	21	41,200	61,000	72,727	65,409	82,571	109,000
52. Top International Development Executive	4	4	--	--	166,674	176,988	--	--
53. Top Marketing Position	14	15	65,000	119,302	206,944	197,559	237,656	605,880
54. Top Strategic/Mission Executive	12	12	100,883	130,092	196,068	191,548	228,150	315,453
55. Top Business Development Executive	8	8	101,000	127,500	184,279	161,250	214,525	364,000
56. Business Development Manager	6	6	--	73,475	89,242	87,750	102,250	--
57. Marketing Position	18	104	37,500	52,750	67,853	61,001	74,477	183,040
58. Sales Position	4	13	--	--	89,084	69,935	--	--
59. Top Membership Position	8	8	110,000	124,375	161,610	140,500	171,504	290,286
60. Membership Director	6	6	--	78,685	133,732	134,546	183,088	--
61. Member Relations Position	12	26	46,800	53,164	66,034	60,930	76,354	92,831
62. Chapter/Affiliate Relations Position	9	35	43,571	55,220	75,250	70,500	97,063	118,000
63. Call Center/Member Service Manager	15	53	44,872	58,700	74,096	69,245	82,594	117,728
64. Senior Call Center/Member Service Rep.	13	46	36,209	39,057	51,720	48,588	59,748	80,000
65. Call Center/Member Service Rep.	15	399	25,500	36,070	42,847	40,494	50,633	60,573
66. Membership Records Position	3	3	--	--	54,190	41,517	--	--
67. Top Convention/Meetings Position	8	8	52,378	94,191	111,421	109,400	137,093	164,960
68. Convention and Meetings Manager	11	21	51,750	56,100	80,015	66,576	81,598	150,547
69. Exhibit Manager	3	3	--	--	78,515	79,445	--	--
70. Program Planner	3	3	--	--	74,859	58,000	--	--
71. Meetings Planner	8	14	44,263	47,880	57,872	57,727	66,356	74,594
72. Top Program Position	26	29	95,000	120,982	169,332	153,235	210,940	322,800
73. Senior Program/Section Manager	26	60	65,650	84,075	108,169	102,908	134,521	182,500
74. Program/Section Manager	26	132	48,891	60,000	75,442	68,770	89,519	140,238
75. Program Staff Position	23	1,059	40,000	48,361	54,987	53,982	59,795	79,335
76. Program Assistant	17	43	26,303	37,500	42,046	40,750	45,000	62,031
77. Top Volunteer Program Position	7	7	56,730	115,510	171,370	166,445	191,284	362,832
78. Top Professional Education Position	10	10	96,100	113,855	151,980	161,150	177,500	220,000
79. Education/Curriculum Developer	9	19	31,200	63,951	76,040	69,698	79,865	147,475
80. e-Learning Manager	5	7	--	60,150	76,332	72,686	80,031	--
81. Top Medical Services Position	8	8	191,893	355,866	412,154	410,994	453,414	678,250
82. Top Scientific/Technical Research Pos.	19	19	65,000	114,000	187,072	168,706	221,315	432,500
83. Research Position	15	36	32,500	48,250	69,206	70,761	78,750	132,294
84. Research Manager	10	24	65,000	72,404	87,194	80,440	93,764	149,466
85. Top Development Position	32	34	81,000	101,559	172,342	129,407	222,932	477,488
86. Regional Development Position	15	133	57,769	66,405	102,109	84,000	130,739	196,414
87. Major Gifts Position	21	73	65,000	80,000	100,787	93,614	115,417	210,668
88. Fundraising Position	29	1,858	40,000	52,370	74,206	61,500	88,893	191,501

Table 4

Summary of Base Salaries Reported for Survey Positions

Survey Position	No. of Organizations	No. of Incumbents	Annual Base Salary				Average Tenure (Years)
			25th Percentile	Mean	Median	75th Percentile	
1. Top Executive Officer	58	58	\$179,663	\$300,531	\$258,654	\$370,800	7.9
2. Deputy Executive Officer	20	20	\$146,699	\$235,019	\$199,939	\$288,010	9.2
3. Chief of Staff	12	12	\$153,518	\$200,903	\$170,864	\$247,125	4.1
4. Board/Committee Administrator	3	3	--	\$107,831	\$99,445	--	3.0
5. Executive Assistant	34	57	\$53,076	\$63,815	\$62,404	\$70,186	3.6
6. Top Administrative Position	11	11	\$117,427	\$172,158	\$189,000	\$205,793	5.0
7. Top Financial Position	42	43	\$112,780	\$180,324	\$154,535	\$231,624	6.3
8. Controller	25	27	\$95,000	\$124,364	\$129,375	\$152,152	2.5
9. Accounting Manager	29	44	\$65,123	\$83,922	\$80,000	\$101,000	6.0
10. Top Information Technology Position	22	22	\$100,573	\$177,874	\$162,124	\$238,500	4.9
11. Network Manager	18	31	\$72,983	\$96,104	\$96,335	\$107,438	5.8
12. Database Manager	22	24	\$55,493	\$83,009	\$64,500	\$104,802	4.0
13. Website Developer	9	29	\$83,447	\$94,268	\$96,995	\$103,711	6.3
14. Webmaster	13	14	\$60,000	\$77,705	\$72,030	\$98,754	8.6
15. Help Desk/Info. Technology Position	16	74	\$49,375	\$57,186	\$57,882	\$64,418	4.4
16. Office/Facilities Manager	22	66	\$50,850	\$71,150	\$62,507	\$86,315	11.4
17. Top Human Resource Position	21	21	\$142,298	\$191,148	\$177,031	\$247,183	8.7
18. Human Resource Director	18	40	\$90,170	\$109,149	\$101,202	\$127,528	8.0
19. Human Resource Manager	18	42	\$62,145	\$80,630	\$80,786	\$95,924	9.3
20. Top Legal Executive/General Counsel	13	13	\$185,000	\$246,313	\$228,732	\$298,990	3.6
21. Senior Staff Attorney	6	18	\$131,965	\$134,460	\$143,455	\$148,150	1.9
22. Staff Attorney	6	11	\$109,094	\$120,122	\$126,364	\$132,456	6.8
23. Paralegal	5	8	\$60,399	\$64,146	\$61,406	\$76,540	4.8
24. Top Field Services Position	16	24	\$128,224	\$182,348	\$167,711	\$227,630	9.2
25. Regional Office Head	6	20	\$126,402	\$177,376	\$181,802	\$218,268	5.0
26. Field Services Manager	7	170	\$69,708	\$96,613	\$78,000	\$114,528	1.0
27. Top Reg./Public Policy Pos. (Non-Lobbyist)	16	17	\$125,775	\$155,804	\$161,250	\$187,677	3.0
28. Reg./Public Policy Pos. (Non-Lobbyist)	14	34	\$71,725	\$95,535	\$79,658	\$105,350	3.3
29. Top Gov't. Relations Pos. (Lobbyist)	13	13	\$183,524	\$221,033	\$200,000	\$298,166	7.0
30. Federal Lobbyist	4	6	--	\$126,154	\$135,318	--	3.0
31. State Lobbyist	3	52	--	\$98,933	\$101,000	--	2.0
32. Legislative Network Position	6	6	\$104,595	\$118,384	\$119,190	\$125,903	2.5
33. Regulatory/Legislative Specialist	4	6	--	\$79,931	\$76,000	--	1.0
34. Regulatory/Legislative Assistant	5	5	\$52,998	\$55,411	\$55,409	\$62,849	1.0
35. Top Communications Position	39	39	\$102,500	\$141,802	\$120,000	\$188,165	4.0
36. Public Relations Manager	19	33	\$76,316	\$102,448	\$103,402	\$117,575	5.3
37. Public Relations Position	14	84	\$49,475	\$67,997	\$64,967	\$78,476	4.0
38. Top Editorial Position	8	8	\$90,505	\$97,833	\$92,593	\$111,613	18.7
39. Managing Editor	7	14	\$81,056	\$88,025	\$88,100	\$91,182	5.9
40. Senior Editor	8	19	\$70,818	\$75,667	\$74,857	\$84,175	6.2
41. Editor	8	20	\$64,024	\$70,065	\$71,264	\$77,267	8.5
42. Assistant/Associate Editor	4	5	--	\$50,349	\$47,860	--	6.5
43. Content Writer	7	9	\$47,375	\$52,633	\$51,350	\$55,166	2.0
44. Art Director	7	10	\$76,376	\$90,634	\$96,914	\$103,777	12.6

Table 4

Summary of Base Salaries Reported for Survey Positions

Survey Position	No. of Organizations	No. of Incumbents	Annual Base Salary				Average Tenure (Years)
			25th Percentile	Mean	Median	75th Percentile	
45. Graphic Designer	21	35	\$54,837	\$63,287	\$64,634	\$69,683	3.3
46. Production Manager	6	6	\$73,216	\$84,073	\$89,059	\$92,425	10.6
47. Production Position	4	5	--	\$54,995	\$55,669	--	4.0
48. Fulfillment Position	6	6	\$45,587	\$78,549	\$78,601	\$109,182	9.0
49. Top Foundation Executive	4	4	--	\$140,417	\$139,750	--	8.2
50. Grant Proposal Manager	13	17	\$67,000	\$83,095	\$80,000	\$87,500	2.1
51. Grant Position	13	21	\$61,000	\$72,727	\$65,409	\$82,571	3.2
52. Top International Development Executive	4	4	--	\$155,430	\$176,338	--	4.6
53. Top Marketing Position	14	15	\$119,302	\$191,888	\$192,858	\$237,656	5.4
54. Top Strategic/Mission Executive	12	12	\$130,092	\$194,529	\$190,898	\$228,150	7.7
55. Top Business Development Executive	8	8	\$123,750	\$178,341	\$161,250	\$214,525	5.7
56. Business Development Manager	6	6	\$73,475	\$89,242	\$87,750	\$102,250	1.3
57. Marketing Position	18	104	\$52,750	\$67,677	\$60,464	\$74,477	2.1
58. Sales Position	4	13	--	\$88,629	\$69,935	--	5.3
59. Top Membership Position	8	8	\$124,375	\$159,499	\$137,375	\$168,844	8.0
60. Membership Director	6	6	\$78,685	\$133,732	\$134,546	\$183,088	3.3
61. Member Relations Position	12	26	\$53,164	\$65,854	\$60,930	\$76,354	6.7
62. Chapter/Affiliate Relations Position	9	35	\$55,220	\$74,920	\$70,000	\$97,063	1.7
63. Call Center/Member Service Manager	15	53	\$58,700	\$73,433	\$68,436	\$81,025	3.7
64. Senior Call Center/Member Service Rep.	13	46	\$39,057	\$51,681	\$48,588	\$59,748	2.9
65. Call Center/Member Service Rep.	15	399	\$36,070	\$42,813	\$40,494	\$50,383	2.8
66. Membership Records Position	3	3	--	\$52,881	\$41,517	--	1.5
67. Top Convention/Meetings Position	8	8	\$94,191	\$110,808	\$106,950	\$137,093	4.5
68. Convention and Meetings Manager	11	21	\$56,100	\$80,015	\$66,576	\$81,598	4.7
69. Exhibit Manager	3	3	--	\$78,515	\$79,445	--	4.3
70. Program Planner	3	3	--	\$74,859	\$58,000	--	2.0
71. Meetings Planner	8	14	\$47,880	\$57,872	\$57,727	\$66,356	10.0
72. Top Program Position	26	29	\$120,982	\$167,994	\$153,235	\$206,066	6.8
73. Senior Program/Section Manager	26	60	\$84,075	\$106,716	\$101,408	\$132,986	6.1
74. Program/Section Manager	26	132	\$59,882	\$74,687	\$67,171	\$89,519	5.0
75. Program Staff Position	23	1,059	\$48,240	\$54,791	\$53,135	\$59,795	2.3
76. Program Assistant	17	43	\$37,500	\$42,017	\$40,750	\$45,000	3.0
77. Top Volunteer Program Position	7	7	\$115,510	\$160,137	\$166,445	\$191,284	3.1
78. Top Professional Education Position	10	10	\$113,855	\$150,470	\$161,150	\$177,500	8.3
79. Education/Curriculum Developer	9	19	\$60,976	\$75,253	\$69,698	\$79,865	1.6
80. e-Learning Manager	5	7	\$60,150	\$76,332	\$72,686	\$80,031	2.6
81. Top Medical Services Position	8	8	\$355,866	\$384,872	\$410,994	\$452,500	8.1
82. Top Scientific/Technical Research Pos.	19	19	\$111,125	\$185,674	\$168,706	\$221,315	6.9
83. Research Position	15	36	\$48,150	\$68,673	\$70,000	\$78,750	1.3
84. Research Manager	10	24	\$72,404	\$86,948	\$80,340	\$93,764	3.2
85. Top Development Position	32	34	\$101,559	\$170,824	\$129,407	\$222,932	3.8
86. Regional Development Position	15	133	\$66,405	\$100,565	\$84,000	\$130,739	3.0
87. Major Gifts Position	21	73	\$80,000	\$99,190	\$86,167	\$113,410	1.8
88. Fundraising Position	29	1,858	\$52,370	\$73,487	\$59,207	\$88,893	2.5

Table 5

Average Salary Ranges Reported for Survey Positions

Survey Position	No. of Organizations	No. of Incumbents	AVERAGE SALARY RANGE		
			Minimum	Midpoint	Maximum
1. Top Executive Officer	13	13	\$287,432	\$368,726	\$446,909
2. Deputy Executive Officer	6	6	\$194,309	\$247,269	\$297,870
3. Chief of Staff	4	4	\$164,290	\$216,640	\$265,991
4. Board/Committee Administrator	1	1	--	--	--
5. Executive Assistant	15	36	\$50,679	\$59,799	\$72,005
6. Top Administrative Position	2	2	--	--	--
7. Top Financial Position	15	16	\$155,533	\$196,738	\$237,248
8. Controller	11	13	\$103,515	\$134,542	\$164,288
9. Accounting Manager	15	28	\$73,581	\$95,360	\$115,767
10. Top Information Technology Position	11	11	\$146,706	\$193,468	\$238,284
11. Network Manager	11	24	\$73,348	\$94,773	\$116,061
12. Database Manager	9	11	\$73,077	\$98,339	\$123,295
13. Website Developer	6	26	\$63,406	\$87,237	\$110,002
14. Webmaster	7	8	\$63,308	\$84,885	\$105,466
15. Help Desk/Info. Technology Position	11	60	\$47,566	\$55,555	\$127,772
16. Office/Facilities Manager	12	50	\$61,074	\$81,068	\$99,728
17. Top Human Resource Position	13	13	\$146,415	\$191,798	\$233,612
18. Human Resource Director	10	26	\$86,481	\$110,489	\$133,678
19. Human Resource Manager	10	25	\$63,150	\$82,842	\$166,717
20. Top Legal Executive/General Counsel	10	10	\$172,301	\$222,150	\$271,987
21. Senior Staff Attorney	5	17	\$112,953	\$150,006	\$185,460
22. Staff Attorney	6	11	\$92,615	\$119,181	\$142,923
23. Paralegal	4	7	\$46,292	\$61,303	\$75,641
24. Top Field Services Position	6	10	\$193,012	\$237,815	\$282,118
25. Regional Office Head	5	16	\$151,536	\$191,709	\$227,262
26. Field Services Manager	4	166	\$86,558	\$112,200	\$145,262
27. Top Reg./Public Policy Pos. (Non-Lobbyist)	8	8	\$130,649	\$164,605	\$197,460
28. Reg./Public Policy Pos. (Non-Lobbyist)	8	17	\$92,798	\$120,299	\$141,275
29. Top Gov't. Relations Pos. (Lobbyist)	8	8	\$159,745	\$214,750	\$267,080
30. Federal Lobbyist	3	5	\$97,232	\$123,881	\$147,963
31. State Lobbyist	3	52	\$80,640	\$101,404	\$120,668
32. Legislative Network Position	2	2	--	--	--
33. Regulatory/Legislative Specialist	2	3	--	--	--
34. Regulatory/Legislative Assistant	4	4	\$48,760	\$53,410	\$74,300
35. Top Communications Position	15	15	\$132,773	\$170,588	\$207,210
36. Public Relations Manager	11	25	\$85,528	\$113,980	\$141,583
37. Public Relations Position	7	75	\$67,005	\$87,691	\$105,754
38. Top Editorial Position	6	6	\$80,842	\$105,358	\$129,591
39. Managing Editor	5	12	\$66,753	\$91,623	\$114,702
40. Senior Editor	5	16	\$60,875	\$78,504	\$95,366
41. Editor	8	20	\$53,648	\$71,037	\$89,306
42. Assistant/Associate Editor	3	4	\$41,167	\$55,800	\$69,700
43. Content Writer	2	3	--	--	--
44. Art Director	5	8	\$67,735	\$89,629	\$109,588

Table 5

Average Salary Ranges Reported for Survey Positions

Survey Position	No. of Organizations	No. of Incumbents	AVERAGE SALARY RANGE		
			Minimum	Midpoint	Maximum
45. Graphic Designer	11	25	\$56,265	\$68,287	\$91,418
46. Production Manager	5	5	\$63,753	\$84,083	\$102,742
47. Production Position	2	2	--	--	--
48. Fulfillment Position	4	4	\$76,893	\$102,505	\$125,656
49. Top Foundation Executive	3	3	\$101,387	\$144,225	\$185,714
50. Grant Proposal Manager	7	11	\$62,625	\$71,453	\$99,666
51. Grant Position	8	16	\$61,915	\$79,788	\$97,254
52. Top International Development Executive	3	3	\$112,222	\$152,605	\$188,836
53. Top Marketing Position	10	11	\$145,250	\$189,352	\$232,015
54. Top Strategic/Mission Executive	5	5	\$147,861	\$189,137	\$230,372
55. Top Business Development Executive	2	2	--	--	--
56. Business Development Manager	3	3	\$90,082	\$120,087	\$148,058
57. Marketing Position	8	94	\$58,218	\$74,284	\$100,566
58. Sales Position	4	13	\$65,612	\$84,326	\$111,353
59. Top Membership Position	4	4	\$111,552	\$125,198	\$176,886
60. Membership Director	1	1	--	--	--
61. Member Relations Position	7	20	\$52,035	\$59,376	\$84,357
62. Chapter/Affiliate Relations Position	5	30	\$77,668	\$91,206	\$104,745
63. Call Center/Member Service Manager	8	45	\$61,776	\$71,752	\$92,452
64. Senior Call Center/Member Service Rep.	8	38	\$40,039	\$43,432	\$63,706
65. Call Center/Member Service Rep.	9	360	\$37,299	\$42,108	\$53,807
66. Membership Records Position	1	1	--	--	--
67. Top Convention/Meetings Position	5	5	\$65,403	\$104,705	\$130,656
68. Convention and Meetings Manager	5	14	\$63,235	\$68,917	\$102,210
69. Exhibit Manager	2	2	--	--	--
70. Program Planner	0	0	--	--	--
71. Meetings Planner	6	12	\$47,250	\$59,941	\$72,144
72. Top Program Position	12	15	\$150,925	\$191,000	\$234,737
73. Senior Program/Section Manager	10	27	\$96,299	\$122,405	\$145,924
74. Program/Section Manager	12	101	\$61,059	\$78,987	\$96,723
75. Program Staff Position	9	989	\$46,815	\$61,081	\$76,245
76. Program Assistant	6	19	\$39,943	\$52,187	\$63,578
77. Top Volunteer Program Position	3	3	\$137,805	\$183,179	\$226,321
78. Top Professional Education Position	6	6	\$139,976	\$182,374	\$219,371
79. Education/Curriculum Developer	4	14	\$74,069	\$95,238	\$115,506
80. e-Learning Manager	2	4	--	--	--
81. Top Medical Services Position	6	6	\$266,863	\$341,096	\$414,434
82. Top Scientific/Technical Research Pos.	7	7	\$135,685	\$174,403	\$208,047
83. Research Position	8	29	\$53,523	\$70,779	\$87,339
84. Research Manager	5	15	\$74,707	\$97,770	\$119,290
85. Top Development Position	8	9	\$151,987	\$198,035	\$238,345
86. Regional Development Position	7	109	\$96,583	\$124,425	\$151,318
87. Major Gifts Position	8	52	\$86,056	\$114,009	\$139,311
88. Fundraising Position	12	1,653	\$57,129	\$77,878	\$103,444

III. Compensation Data Reported (cont.)

B. Individual Position Summary Tables

Following are individual summary tables for the survey positions covered in this year's report. They provide detailed base salary data reported by geographical location, organization budget, and total employees.

Survey Position	Page Number
1. Top Executive Officer	16
2. Deputy Executive Officer	17
3. Chief of Staff	18
4. Board/Committee Administrator	19
5. Executive Assistant	20
6. Top Administrative Position	21
7. Top Financial Position	22
8. Controller	23
9. Accounting Manager	24
10. Top Information Technology Position	25
11. Network Manager	26
12. Database Manager	27
13. Website Developer	28
14. Webmaster	29
15. Help Desk/Information Technology Position	30
16. Office/Facilities Manager	31
17. Top Human Resource Position	32
18. Human Resource Director	33
19. Human Resource Manager	34
20. Top Legal Executive/General Counsel	35
21. Senior Staff Attorney	36
22. Staff Attorney	37
23. Paralegal	38
24. Top Field Services Position	39
25. Regional Office Head	40
26. Field Services Manager	41
27. Top Reg./Public Policy Position (Non-Lobbyist)	42
28. Reg./Public Policy Position (Non-Lobbyist)	43
29. Top Government Relations Position (Lobbyist)	44
30. Federal Lobbyist	45
31. State Lobbyist	46
32. Legislative Network Position	47
33. Regulatory/Legislative Specialist	48
34. Regulatory/Legislative Assistant	49
35. Top Communications Position	50
36. Public Relations Manager	51
37. Public Relations Position	52
38. Top Editorial Position	53
39. Managing Editor	54
40. Senior Editor	55

III. Compensation Data Reported (cont.)

Survey Position	Page Number
41. Editor	56
42. Assistant/Associate Editor	57
43. Content Writer	58
44. Art Director	59
45. Graphic Designer	60
46. Production Manager	61
47. Production Position	62
48. Fulfillment Position	63
49. Top Foundation Executive	64
50. Grant Proposal Manager	65
51. Grant Position	66
52. Top International Development Executive	67
53. Top Marketing Position	68
54. Top Strategic/Mission Executive	69
55. Top Business Development Executive	70
56. Business Development Manager	71
57. Marketing Position	72
58. Sales Position	73
59. Top Membership Position	74
60. Membership Director	75
61. Member Relations Position	76
62. Chapter/Affiliate Relations Position	77
63. Call Center/Member Service Manager	78
64. Senior Call Center/Member Service Representative	79
65. Call Center/Member Service Representative	80
66. Membership Records Position	81
67. Top Convention/Meetings Position	82
68. Convention and Meetings Manager	83
69. Exhibit Manager	84
70. Program Planner	85
71. Meetings Planner	86
72. Top Program Position	87
73. Senior Program/Section Manager	88
74. Program/Section Manager	89
75. Program Staff Position	90
76. Program Assistant	91
77. Top Volunteer Program Position	92
78. Top Professional Education Position	93
79. Education/Curriculum Developer	94
80. e-Learning Manager	95
81. Top Medical Services Position	96
82. Top Scientific/Technical Research Position	97
83. Research Position	98
84. Research Manager	99
85. Top Development Position	100
86. Regional Development Position	101
87. Major Gifts Position	102
88. Fundraising Position	103

Top Executive Officer

Responsible for directing the daily work activities of the organization. Accountable for the successful execution of organizational programs, policies, and procedures. Responsible for overseeing the effective utilization of the organization's financial and human resources. This is the top paid staff position reporting to the Board of Directors.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	58	58	\$ 179,663	\$ 300,531	\$ 258,654	\$ 370,800
B. Geographic Location						
Washington, DC/Maryland/Virginia	18	18	209,750	277,651	253,383	350,164
New York/New Jersey	18	18	211,202	321,431	304,133	411,129
Other Locations	22	22	150,807	302,152	231,767	353,250
C. Organization Type						
Health Services Organizations	38	38	175,000	294,056	248,078	370,025
Human/Youth Service Organizations	20	20	236,200	312,835	300,527	380,504
D. Organization Budget						
Less than \$5.0 mm	19	19	135,000	181,845	150,000	229,267
\$5.0 mm - \$9.9 mm	14	14	211,000	251,772	256,250	286,567
\$10.0 mm - \$29.9 mm	8	8	265,318	292,941	300,500	332,990
\$30.0 mm or more	17	17	388,500	476,907	451,587	525,000
E. Total Employees						
Less than 15	19	19	135,000	181,845	150,000	229,267
15 - 29	14	14	211,000	251,772	256,250	286,567
30 - 149	8	8	265,318	292,941	300,500	332,990
150 or more	17	17	388,500	476,907	451,587	525,000
F. Time in Position						
Less than 2 Years	6	6	262,975	298,318	301,660	304,566
2.0 - 4.9	8	8	191,250	325,911	343,893	383,375
5.0 - 9.9	5	5	255,000	361,992	287,090	371,000
10.0 - 14.9	4	4	--	294,960	287,512	--
15 Years or More	4	4	--	315,638	323,235	--

Deputy Executive Officer

Responsible for directing the daily activities of more than one major program or support function of the organization. Officially designated the officer-in-charge of the organization's daily activities in the absence of the Top Executive Officer. This is a single incumbent position and refers only to the second-in-command within the organization.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	20	20	\$ 146,699	\$ 235,019	\$ 199,939	\$ 288,010
B. Geographic Location						
Washington, DC/Maryland/Virginia	8	8	180,056	219,750	225,738	267,581
New York/New Jersey	6	6	191,493	251,716	252,045	325,951
Other Locations	6	6	141,816	238,682	157,805	353,861
C. Organization Type						
Health Services Organizations	10	10	141,250	216,581	178,438	259,382
Human/Youth Service Organizations	10	10	193,900	253,457	257,819	298,478
D. Organization Budget						
Less than \$5.0 mm	5	5	100,782	134,974	144,000	168,345
\$5.0 mm - \$9.9 mm	3	3	--	177,677	188,531	--
\$10.0 mm - \$29.9 mm	2	2	--	--	--	--
\$30.0 mm or more	10	10	267,581	315,211	293,244	394,075
E. Total Employees						
Less than 15	5	5	100,782	134,974	144,000	168,345
15 - 29	3	3	--	177,677	188,531	--
30 - 149	2	2	--	--	--	--
150 or more	10	10	267,581	315,211	293,244	394,075
F. Time in Position						
Less than 2 Years	5	5	147,265	260,591	251,976	303,712
2.0 - 4.9	1	1	--	--	--	--
5.0 - 9.9	2	2	--	--	--	--
10.0 - 14.9	1	1	--	--	--	--
15 Years or More	3	3	--	243,845	263,661	--

Chief of Staff

Responsible for overseeing and coordinating the administrative, operational, and/or financial affairs of the office of the organization's top executive as well as the Board of Directors. Represents the Top Executive Officer to other senior officials both within and outside of the organization. May advise the Top Executive on policy, procedural, and operational issues. May serve as Secretary of the Board. Arranges for Board meetings and keeps minutes of such meetings. Not a secretarial/administrative position.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	12	12	\$ 153,518	\$ 200,903	\$ 170,864	\$ 247,125
B. Geographic Location						
Washington, DC/Maryland/Virginia	3	3	--	125,264	140,216	--
New York/New Jersey	6	6	159,501	206,182	179,903	221,694
Other Locations	3	3	--	265,983	300,000	--
C. Organization Type						
Health Services Organizations	7	7	160,178	227,153	229,500	308,875
Human/Youth Service Organizations	5	5	146,072	164,152	156,000	180,198
D. Organization Budget						
Less than \$5.0 mm	2	2	--	--	--	--
\$5.0 mm - \$9.9 mm	1	1	--	--	--	--
\$10.0 mm - \$29.9 mm	1	1	--	--	--	--
\$30.0 mm or more	8	8	175,531	232,554	213,888	304,438
E. Total Employees						
Less than 15	2	2	--	--	--	--
15 - 29	1	1	--	--	--	--
30 - 149	1	1	--	--	--	--
150 or more	8	8	175,531	232,554	213,888	304,438
F. Time in Position						
Less than 2 Years	2	2	--	--	--	--
2.0 - 4.9	1	1	--	--	--	--
5.0 - 9.9	0	0	--	--	--	--
10.0 - 14.9	1	1	--	--	--	--
15 Years or More	0	0	--	--	--	--

Board/Committee Administrator

Responsible for managing activities related to the organization's Board and committees. Schedules meetings, generates reports, establishes committee staffing assignments, and interfaces with Board members regarding committee activities. May be responsible for special research projects under the direction of the Board and/or Top Executive Officer. Not a secretarial/executive assistant position.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	3	3	--	\$ 107,831	\$ 99,445	--
B. Geographic Location						
Washington, DC/Maryland/Virginia	2	2	--	--	--	--
New York/New Jersey	0	0	--	--	--	--
Other Locations	1	1	--	--	--	--
C. Organization Type						
Health Services Organizations	2	2	--	--	--	--
Human/Youth Service Organizations	1	1	--	--	--	--
D. Organization Budget						
Less than \$5.0 mm	0	0	--	--	--	--
\$5.0 mm - \$9.9 mm	0	0	--	--	--	--
\$10.0 mm - \$29.9 mm	0	0	--	--	--	--
\$30.0 mm or more	3	3	--	107,831	99,445	--
E. Total Employees						
Less than 15	0	0	--	--	--	--
15 - 29	0	0	--	--	--	--
30 - 149	0	0	--	--	--	--
150 or more	3	3	--	107,831	99,445	--
F. Time in Position						
Less than 2 Years	1	1	--	--	--	--
2.0 - 4.9	0	0	--	--	--	--
5.0 - 9.9	1	1	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

Executive Assistant

Oversees the daily administrative activities of the Top Executive's office and serves as confidential assistant. Performs a variety of administrative support activities, including managing non-exempt staff, scheduling appointments, and following up on the status of staff assignments.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	34	57	\$ 53,076	\$ 63,815	\$ 62,404	\$ 70,186
B. Geographic Location						
Washington, DC/Maryland/Virginia	8	8	50,582	63,544	65,404	73,310
New York/New Jersey	10	19	55,134	66,966	61,967	73,889
Other Locations	16	30	57,500	61,981	61,997	67,248
C. Organization Type						
Health Services Organizations	19	23	56,217	64,929	62,000	70,210
Human/Youth Service Organizations	15	34	51,783	62,404	66,100	69,816
D. Organization Budget						
Less than \$5.0 mm	7	7	44,885	55,528	48,000	62,964
\$5.0 mm - \$9.9 mm	8	10	54,359	60,320	60,000	68,001
\$10.0 mm - \$29.9 mm	7	7	52,768	59,494	60,000	63,240
\$30.0 mm or more	12	33	65,277	73,500	70,749	84,069
E. Total Employees						
Less than 15	7	7	44,885	55,528	48,000	62,964
15 - 29	8	10	54,359	60,320	60,000	68,001
30 - 149	7	7	52,768	59,494	60,000	63,240
150 or more	12	33	65,277	73,500	70,749	84,069
F. Time in Position						
Less than 2 Years	7	9	46,655	51,823	49,440	57,240
2.0 - 4.9	6	16	63,631	66,666	67,050	69,916
5.0 - 9.9	0	0	--	--	--	--
10.0 - 14.9	1	1	--	--	--	--
15 Years or More	1	1	--	--	--	--

Top Administrative Position

Responsible for directing two or more support activities of the organization, including finance/accounting, human resources, long-range planning, and/or office administration. Responsible for establishing policies and procedures to manage the daily operations of the support activities. This descriptor applies only to positions with multiple functions in the organization.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	11	11	\$ 117,427	\$ 172,158	\$ 189,000	\$ 205,793
B. Geographic Location						
Washington, DC/Maryland/Virginia	2	2	--	--	--	--
New York/New Jersey	4	4	--	173,947	190,467	--
Other Locations	5	5	91,000	132,741	120,000	151,844
C. Organization Type						
Health Services Organizations	5	5	91,000	138,827	120,000	189,000
Human/Youth Service Organizations	6	6	147,539	199,933	195,967	208,690
D. Organization Budget						
Less than \$5.0 mm	3	3	--	106,580	120,000	--
\$5.0 mm - \$9.9 mm	3	3	--	168,929	191,934	--
\$10.0 mm - \$29.9 mm	3	3	--	169,045	189,000	--
\$30.0 mm or more	2	2	--	--	--	--
E. Total Employees						
Less than 15	3	3	--	106,580	120,000	--
15 - 29	3	3	--	168,929	191,934	--
30 - 149	3	3	--	169,045	189,000	--
150 or more	2	2	--	--	--	--
F. Time in Position						
Less than 2 Years	4	4	--	137,545	123,797	--
2.0 - 4.9	1	1	--	--	--	--
5.0 - 9.9	0	0	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	1	1	--	--	--	--

Top Financial Position

Responsible for directing the financial and accounting activities of the organization. Responsible for establishing fiscal policies and procedures. This position is responsible only for the accounting and financial activities of the organization.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	42	43	\$ 112,780	\$ 180,324	\$ 154,535	\$ 231,624
B. Geographic Location						
Washington, DC/Maryland/Virginia	14	14	101,985	151,913	118,047	205,953
New York/New Jersey	13	14	145,000	184,592	188,900	200,000
Other Locations	15	15	122,910	203,143	155,000	291,943
C. Organization Type						
Health Services Organizations	25	26	114,115	176,601	145,000	210,000
Human/Youth Service Organizations	17	17	112,500	185,799	189,052	238,303
D. Organization Budget						
Less than \$5.0 mm	7	7	105,043	126,301	112,570	138,700
\$5.0 mm - \$9.9 mm	12	12	102,958	130,451	118,415	147,035
\$10.0 mm - \$29.9 mm	7	7	119,558	152,448	145,000	189,416
\$30.0 mm or more	16	17	211,190	253,560	261,799	293,351
E. Total Employees						
Less than 15	7	7	105,043	126,301	112,570	138,700
15 - 29	12	12	102,958	130,451	118,415	147,035
30 - 149	7	7	119,558	152,448	145,000	189,416
150 or more	16	17	211,190	253,560	261,799	293,351
F. Time in Position						
Less than 2 Years	8	8	111,308	177,743	190,972	210,397
2.0 - 4.9	2	2	--	--	--	--
5.0 - 9.9	3	3	--	187,503	189,932	--
10.0 - 14.9	3	3	--	152,012	114,115	--
15 Years or More	2	2	--	--	--	--

Controller

Responsible for overseeing the organization's finance functions including accounting, budgeting, financial reporting, and payroll. Develops and maintains financial reporting systems and procedures. Directs department staff and participates in financial planning with senior management.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	25	27	\$ 95,000	\$ 124,364	\$ 129,375	\$ 152,152
B. Geographic Location						
Washington, DC/Maryland/Virginia	3	3	--	148,192	152,152	--
New York/New Jersey	11	12	98,127	130,239	128,544	151,185
Other Locations	11	12	70,088	111,990	112,000	134,000
C. Organization Type						
Health Services Organizations	14	15	100,750	124,716	129,688	137,688
Human/Youth Service Organizations	11	12	79,252	123,915	128,544	163,431
D. Organization Budget						
Less than \$5.0 mm	2	2	--	--	--	--
\$5.0 mm - \$9.9 mm	6	7	95,000	95,302	95,627	101,314
\$10.0 mm - \$29.9 mm	4	4	--	113,538	106,000	--
\$30.0 mm or more	13	14	133,250	150,342	138,386	172,823
E. Total Employees						
Less than 15	2	2	--	--	--	--
15 - 29	6	7	95,000	95,302	95,627	101,314
30 - 149	4	4	--	113,538	106,000	--
150 or more	13	14	133,250	150,342	138,386	172,823
F. Time in Position						
Less than 2 Years	4	4	--	109,036	117,127	--
2.0 - 4.9	4	4	--	134,443	141,076	--
5.0 - 9.9	1	1	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

Accounting Manager

Responsible for managing the day-to-day activities of the organization's accounting department, including the maintenance of accounts and financial statements. Responsible for overseeing the efficient operation of department systems and programs. Ensures compliance to the organization's accounting policies and procedures. Participates in departmental projects. Provides guidance and leadership to staff accountants. Reports to the Controller or the Top Financial Position.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	29	44	\$ 65,123	\$ 83,922	\$ 80,000	\$ 101,000
B. Geographic Location						
Washington, DC/Maryland/Virginia	8	9	73,829	83,229	79,731	93,667
New York/New Jersey	10	16	69,441	83,211	76,137	91,394
Other Locations	11	19	61,028	85,072	88,800	104,575
C. Organization Type						
Health Services Organizations	16	26	68,694	85,114	81,912	96,931
Human/Youth Service Organizations	13	18	61,545	82,455	79,462	101,000
D. Organization Budget						
Less than \$5.0 mm	4	4	--	63,721	59,976	--
\$5.0 mm - \$9.9 mm	6	6	66,994	73,413	75,265	82,349
\$10.0 mm - \$29.9 mm	3	4	--	62,538	63,650	--
\$30.0 mm or more	16	30	86,239	96,922	98,238	111,758
E. Total Employees						
Less than 15	4	4	--	63,721	59,976	--
15 - 29	6	6	66,994	73,413	75,265	82,349
30 - 149	3	4	--	62,538	63,650	--
150 or more	16	30	86,239	96,922	98,238	111,758
F. Time in Position						
Less than 2 Years	4	4	--	73,403	65,506	--
2.0 - 4.9	3	4	--	69,150	63,650	--
5.0 - 9.9	4	6	--	94,601	90,231	--
10.0 - 14.9	1	1	--	--	--	--
15 Years or More	2	2	--	--	--	--

Top Information Technology Position

Responsible for directing the management information system activities of the organization. Responsible for systems design, computer operations, and computer programming. Responsible for directing the management of the organization's computer facilities and operations. Typically has responsibility for overseeing the organization's telecommunications and internet/intranet systems.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	22	22	\$ 100,573	\$ 177,874	\$ 162,124	\$ 238,500
B. Geographic Location						
Washington, DC/Maryland/Virginia	7	7	103,495	139,020	133,066	149,041
New York/New Jersey	6	6	104,894	190,938	191,643	255,848
Other Locations	9	9	165,000	199,385	208,958	250,000
C. Organization Type						
Health Services Organizations	13	13	97,652	175,742	165,000	240,000
Human/Youth Service Organizations	9	9	109,338	180,955	154,544	234,000
D. Organization Budget						
Less than \$5.0 mm	1	1	--	--	--	--
\$5.0 mm - \$9.9 mm	5	5	86,776	89,636	90,000	95,000
\$10.0 mm - \$29.9 mm	1	1	--	--	--	--
\$30.0 mm or more	15	15	156,896	215,004	224,039	258,226
E. Total Employees						
Less than 15	1	1	--	--	--	--
15 - 29	5	5	86,776	89,636	90,000	95,000
30 - 149	1	1	--	--	--	--
150 or more	15	15	156,896	215,004	224,039	258,226
F. Time in Position						
Less than 2 Years	4	4	--	139,836	137,169	--
2.0 - 4.9	4	4	--	207,687	219,174	--
5.0 - 9.9	1	1	--	--	--	--
10.0 - 14.9	1	1	--	--	--	--
15 Years or More	1	1	--	--	--	--

Network Manager

Responsible for planning, administering, and managing all activities in the implementation and support of the organization's Local Area Network (LAN) and/or Wide Area Network (WAN). Coordinates network hardware and software installations/upgrades. Provides training and technical support to the organization's in-house users. Oversees network security and the resolution of hardware or software problems.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	18	31	\$ 72,983	\$ 96,104	\$ 96,335	\$ 107,438
B. Geographic Location						
Washington, DC/Maryland/Virginia	4	4	--	85,709	83,707	--
New York/New Jersey	6	12	101,348	107,130	101,891	107,438
Other Locations	8	15	69,052	93,032	84,168	106,155
C. Organization Type						
Health Services Organizations	8	20	73,748	89,164	94,564	101,403
Human/Youth Service Organizations	10	11	62,993	101,656	97,993	124,524
D. Organization Budget						
Less than \$5.0 mm	2	2	--	--	--	--
\$5.0 mm - \$9.9 mm	3	4	--	73,001	65,000	--
\$10.0 mm - \$29.9 mm	2	2	--	--	--	--
\$30.0 mm or more	11	23	96,335	113,302	102,000	119,823
E. Total Employees						
Less than 15	2	2	--	--	--	--
15 - 29	3	4	--	73,001	65,000	--
30 - 149	2	2	--	--	--	--
150 or more	11	23	96,335	113,302	102,000	119,823
F. Time in Position						
Less than 2 Years	3	3	--	72,537	65,000	--
2.0 - 4.9	2	2	--	--	--	--
5.0 - 9.9	2	7	--	--	--	--
10.0 - 14.9	1	1	--	--	--	--
15 Years or More	1	2	--	--	--	--

Database Manager

Responsible for the administration and planning of the organization's centralized databases. Reviews database design and makes recommendations changes. Ensures that databases are accurate and current. Provides support and training to end users and works with technical staff to maintain security procedures.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	22	24	\$ 55,493	\$ 83,009	\$ 64,500	\$ 104,802
B. Geographic Location						
Washington, DC/Maryland/Virginia	6	6	55,493	77,906	61,467	99,761
New York/New Jersey	9	10	53,275	73,069	60,309	84,122
Other Locations	7	8	69,630	100,163	102,709	126,825
C. Organization Type						
Health Services Organizations	16	18	53,966	75,236	62,500	86,865
Human/Youth Service Organizations	6	6	71,607	103,738	108,424	130,191
D. Organization Budget						
Less than \$5.0 mm	1	1	--	--	--	--
\$5.0 mm - \$9.9 mm	6	6	53,353	59,212	59,092	63,812
\$10.0 mm - \$29.9 mm	5	5	51,500	55,955	53,275	61,000
\$30.0 mm or more	10	12	96,996	113,648	108,424	137,056
E. Total Employees						
Less than 15	1	1	--	--	--	--
15 - 29	6	6	53,353	59,212	59,092	63,812
30 - 149	5	5	51,500	55,955	53,275	61,000
150 or more	10	12	96,996	113,648	108,424	137,056
F. Time in Position						
Less than 2 Years	2	2	--	--	--	--
2.0 - 4.9	5	7	51,500	88,448	95,092	105,500
5.0 - 9.9	0	0	--	--	--	--
10.0 - 14.9	1	1	--	--	--	--
15 Years or More	0	0	--	--	--	--

Website Developer

Designs and develops the organization's website. Utilizes HTML, JAVA, Visual Basic, Flash, and other web development tools to construct page design and navigation. Develops and manages database interfaces, e-commerce platforms, and website security features. May also assist in developing website content.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	9	29	\$ 83,447	\$ 94,268	\$ 96,995	\$ 103,711
B. Geographic Location						
Washington, DC/Maryland/Virginia	1	1	--	--	--	--
New York/New Jersey	3	5	--	95,835	96,995	--
Other Locations	5	23	70,000	86,118	94,838	101,544
C. Organization Type						
Health Services Organizations	5	24	83,447	91,378	94,838	101,544
Human/Youth Service Organizations	4	5	--	97,880	100,353	--
D. Organization Budget						
Less than \$5.0 mm	0	0	--	--	--	--
\$5.0 mm - \$9.9 mm	0	0	--	--	--	--
\$10.0 mm - \$29.9 mm	1	1	--	--	--	--
\$30.0 mm or more	8	28	91,990	97,301	99,270	104,549
E. Total Employees						
Less than 15	0	0	--	--	--	--
15 - 29	0	0	--	--	--	--
30 - 149	1	1	--	--	--	--
150 or more	8	28	91,990	97,301	99,270	104,549
F. Time in Position						
Less than 2 Years	2	2	--	--	--	--
2.0 - 4.9	1	9	--	--	--	--
5.0 - 9.9	1	3	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	1	1	--	--	--	--

Webmaster

Responsible for maintaining the content of the organization's internet/intranet web site. Formats and posts on-line materials. Administers on-line databases and answers questions from web site users. Monitors internal/external web site security and usage. Familiar with development tools and languages such as HTML, JAVA, PERL, and SQL. May also be responsible for administering the organization's social media content and activities. Typically requires a related degree or certification.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	13	14	\$ 60,000	\$ 77,705	\$ 72,030	\$ 98,754
B. Geographic Location						
Washington, DC/Maryland/Virginia	3	3	--	57,479	49,875	--
New York/New Jersey	3	4	--	94,161	98,754	--
Other Locations	7	7	61,876	79,321	64,200	86,148
C. Organization Type						
Health Services Organizations	10	11	60,938	72,086	68,115	80,366
Human/Youth Service Organizations	3	3	--	96,435	102,430	--
D. Organization Budget						
Less than \$5.0 mm	3	3	--	69,380	58,000	--
\$5.0 mm - \$9.9 mm	3	3	--	69,143	60,000	--
\$10.0 mm - \$29.9 mm	1	1	--	--	--	--
\$30.0 mm or more	6	7	66,158	85,550	74,797	93,457
E. Total Employees						
Less than 15	3	3	--	69,380	58,000	--
15 - 29	3	3	--	69,143	60,000	--
30 - 149	1	1	--	--	--	--
150 or more	6	7	66,158	85,550	74,797	93,457
F. Time in Position						
Less than 2 Years	1	1	--	--	--	--
2.0 - 4.9	1	1	--	--	--	--
5.0 - 9.9	3	3	--	72,510	72,030	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	2	3	--	--	--	--

Help Desk/Information Technology Position

Responsible for providing comprehensive help desk and technical support activities for the organization's information technology operations function. Provides direct assistance to end users in the troubleshooting, set-up, installation, and configuration of office technology hardware and software, including personal computers, cell phones, and other hand-held devices. May assist on other IT projects including software customization, database maintenance and analysis, website configuration, and ensuring compliance with internal controls and policies.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	16	74	\$ 49,375	\$ 57,186	\$ 57,882	\$ 64,418
B. Geographic Location						
Washington, DC/Maryland/Virginia	3	3	--	66,149	67,496	--
New York/New Jersey	5	25	56,214	63,831	63,105	71,173
Other Locations	8	46	44,474	49,671	48,750	57,210
C. Organization Type						
Health Services Organizations	10	62	49,476	57,523	57,720	63,044
Human/Youth Service Organizations	6	12	51,635	56,624	59,822	66,398
D. Organization Budget						
Less than \$5.0 mm	1	1	--	--	--	--
\$5.0 mm - \$9.9 mm	1	1	--	--	--	--
\$10.0 mm - \$29.9 mm	2	2	--	--	--	--
\$30.0 mm or more	12	70	56,011	61,079	62,553	67,859
E. Total Employees						
Less than 15	1	1	--	--	--	--
15 - 29	1	1	--	--	--	--
30 - 149	2	2	--	--	--	--
150 or more	12	70	56,011	61,079	62,553	67,859
F. Time in Position						
Less than 2 Years	1	1	--	--	--	--
2.0 - 4.9	3	7	--	49,428	55,404	--
5.0 - 9.9	3	22	--	68,534	68,950	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

Office/Facilities Manager

Oversees the daily administration of all office support services, including purchasing, mail room, front desk, telecommunications, and building maintenance activities of the organization. Serves as the liaison between the organization and building management. Supervises the daily activities of clerical and office support staff. May be responsible for recruiting clerical/office support staff.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	22	66	\$ 50,850	\$ 71,150	\$ 62,507	\$ 86,315
B. Geographic Location						
Washington, DC/Maryland/Virginia	7	7	50,631	64,770	53,247	66,690
New York/New Jersey	8	41	57,742	78,979	62,507	105,114
Other Locations	7	18	54,465	68,584	67,940	81,313
C. Organization Type						
Health Services Organizations	12	54	51,250	65,006	60,112	67,448
Human/Youth Service Organizations	10	12	53,228	78,524	70,660	101,736
D. Organization Budget						
Less than \$5.0 mm	4	4	--	46,678	49,531	--
\$5.0 mm - \$9.9 mm	4	4	--	51,574	50,374	--
\$10.0 mm - \$29.9 mm	2	2	--	--	--	--
\$30.0 mm or more	12	56	65,198	88,940	82,003	108,579
E. Total Employees						
Less than 15	4	4	--	46,678	49,531	--
15 - 29	4	4	--	51,574	50,374	--
30 - 149	2	2	--	--	--	--
150 or more	12	56	65,198	88,940	82,003	108,579
F. Time in Position						
Less than 2 Years	3	3	--	54,267	52,500	--
2.0 - 4.9	1	1	--	--	--	--
5.0 - 9.9	0	0	--	--	--	--
10.0 - 14.9	1	1	--	--	--	--
15 Years or More	3	3	--	89,561	73,380	--

Top Human Resource Position

Responsible for directing the human resource activities of the organization, including recruitment, training, benefits, compensation, affirmative action, and strategic human resource planning. Responsible for establishing human resource policies, procedures and practices.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	21	21	\$ 142,298	\$ 191,148	\$ 177,031	\$ 247,183
B. Geographic Location						
Washington, DC/Maryland/Virginia	7	7	133,937	150,041	142,298	166,272
New York/New Jersey	8	8	141,000	186,488	182,518	246,837
Other Locations	6	6	231,250	245,319	255,457	264,729
C. Organization Type						
Health Services Organizations	11	11	147,298	194,373	194,750	246,953
Human/Youth Service Organizations	10	10	145,602	187,600	173,658	251,936
D. Organization Budget						
Less than \$5.0 mm	1	1	--	--	--	--
\$5.0 mm - \$9.9 mm	2	2	--	--	--	--
\$10.0 mm - \$29.9 mm	2	2	--	--	--	--
\$30.0 mm or more	16	16	158,878	212,061	210,000	252,729
E. Total Employees						
Less than 15	1	1	--	--	--	--
15 - 29	2	2	--	--	--	--
30 - 149	2	2	--	--	--	--
150 or more	16	16	158,878	212,061	210,000	252,729
F. Time in Position						
Less than 2 Years	4	4	--	200,258	168,515	--
2.0 - 4.9	1	1	--	--	--	--
5.0 - 9.9	2	2	--	--	--	--
10.0 - 14.9	1	1	--	--	--	--
15 Years or More	1	1	--	--	--	--

Human Resource Director

Responsible for planning and implementing various human resource functions and programs for the organization.
 Collaborates with the senior management to help ensure human resource programs are aligned with short- and longer-term organizational objectives.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	18	40	\$ 90,170	\$ 109,149	\$ 101,202	\$ 127,528
B. Geographic Location						
Washington, DC/Maryland/Virginia	3	3	--	112,371	120,112	--
New York/New Jersey	7	22	91,523	113,990	102,000	122,942
Other Locations	8	15	89,632	103,706	96,452	109,250
C. Organization Type						
Health Services Organizations	12	32	89,284	99,470	92,500	104,985
Human/Youth Service Organizations	6	8	106,528	128,509	125,556	143,037
D. Organization Budget						
Less than \$5.0 mm	1	1	--	--	--	--
\$5.0 mm - \$9.9 mm	2	2	--	--	--	--
\$10.0 mm - \$29.9 mm	5	5	90,045	99,809	92,500	102,000
\$30.0 mm or more	10	32	94,476	119,838	117,025	131,709
E. Total Employees						
Less than 15	1	1	--	--	--	--
15 - 29	2	2	--	--	--	--
30 - 149	5	5	90,045	99,809	92,500	102,000
150 or more	10	32	94,476	119,838	117,025	131,709
F. Time in Position						
Less than 2 Years	2	2	--	--	--	--
2.0 - 4.9	2	2	--	--	--	--
5.0 - 9.9	0	0	--	--	--	--
10.0 - 14.9	1	6	--	--	--	--
15 Years or More	2	3	--	--	--	--

Human Resource Manager

Responsible for managing the day-to-day administration of the organization's human resource policies and programs. May oversee one or more major human resource functions such as employment, salary administration, and employee benefits. Ensures compliance with both internal and external regulations. Serves as an employee advocate in dealing with the organization's leadership staff.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	18	42	\$ 62,145	\$ 80,630	\$ 80,786	\$ 95,924
B. Geographic Location						
Washington, DC/Maryland/Virginia	4	5	--	83,057	85,149	--
New York/New Jersey	6	16	63,145	84,952	75,317	105,594
Other Locations	8	21	57,798	76,176	79,536	94,808
C. Organization Type						
Health Services Organizations	10	24	69,495	82,817	82,863	93,392
Human/Youth Service Organizations	8	18	57,798	77,897	70,670	98,895
D. Organization Budget						
Less than \$5.0 mm	2	2	--	--	--	--
\$5.0 mm - \$9.9 mm	4	4	--	58,447	60,829	--
\$10.0 mm - \$29.9 mm	0	0	--	--	--	--
\$30.0 mm or more	12	36	81,438	90,732	92,534	98,895
E. Total Employees						
Less than 15	2	2	--	--	--	--
15 - 29	4	4	--	58,447	60,829	--
30 - 149	0	0	--	--	--	--
150 or more	12	36	81,438	90,732	92,534	98,895
F. Time in Position						
Less than 2 Years	3	3	--	57,818	59,798	--
2.0 - 4.9	2	2	--	--	--	--
5.0 - 9.9	1	9	--	--	--	--
10.0 - 14.9	1	1	--	--	--	--
15 Years or More	3	5	--	75,031	79,480	--

Top Legal Executive/General Counsel

Responsible for directing the legal activities of the organization. Responsible for advising and representing the staff and members on legal matters regarding the organization. Responsible for coordinating legal matters with outside counsel retained by the organization. Ensures compliance with federal, state, and local requirements to protect the organization from legal action. This descriptor does not apply to legal positions with responsibility for government relations.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	13	13	\$ 185,000	\$ 246,313	\$ 228,732	\$ 298,990
B. Geographic Location						
Washington, DC/Maryland/Virginia	3	3	--	190,582	185,000	--
New York/New Jersey	4	4	--	271,230	263,861	--
Other Locations	6	6	185,232	257,568	276,400	324,600
C. Organization Type						
Health Services Organizations	7	7	205,853	233,475	228,732	276,400
Human/Youth Service Organizations	6	6	176,650	261,291	278,655	335,973
D. Organization Budget						
Less than \$5.0 mm	0	0	--	--	--	--
\$5.0 mm - \$9.9 mm	0	0	--	--	--	--
\$10.0 mm - \$29.9 mm	0	0	--	--	--	--
\$30.0 mm or more	13	13	185,000	246,313	228,732	298,990
E. Total Employees						
Less than 15	0	0	--	--	--	--
15 - 29	0	0	--	--	--	--
30 - 149	0	0	--	--	--	--
150 or more	13	13	185,000	246,313	228,732	298,990
F. Time in Position						
Less than 2 Years	2	2	--	--	--	--
2.0 - 4.9	3	3	--	264,537	267,800	--
5.0 - 9.9	0	0	--	--	--	--
10.0 - 14.9	1	1	--	--	--	--
15 Years or More	0	0	--	--	--	--

Senior Staff Attorney

Responsible for handling complex legal matters or for a specific legal function or department within organization. May assume the responsibilities of the General Counsel in his/her absence. Reviews legal documents and directs legal research to support the organization's internal and/or external activities/interests. Typically requires 6-8 years of legal experience.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	6	18	\$ 131,965	\$ 134,460	\$ 143,455	\$ 148,150
B. Geographic Location						
Washington, DC/Maryland/Virginia	0	0	--	--	--	--
New York/New Jersey	1	1	--	--	--	--
Other Locations	5	17	142,050	142,952	144,860	149,247
C. Organization Type						
Health Services Organizations	3	13	--	120,884	128,603	--
Human/Youth Service Organizations	3	5	--	148,036	149,247	--
D. Organization Budget						
Less than \$5.0 mm	0	0	--	--	--	--
\$5.0 mm - \$9.9 mm	0	0	--	--	--	--
\$10.0 mm - \$29.9 mm	0	0	--	--	--	--
\$30.0 mm or more	6	18	131,965	134,460	143,455	148,150
E. Total Employees						
Less than 15	0	0	--	--	--	--
15 - 29	0	0	--	--	--	--
30 - 149	0	0	--	--	--	--
150 or more	6	18	131,965	134,460	143,455	148,150
F. Time in Position						
Less than 2 Years	1	6	--	--	--	--
2.0 - 4.9	1	1	--	--	--	--
5.0 - 9.9	0	0	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

Staff Attorney

Under the direction of the General Counsel or Senior Attorney, responsible for handling a variety of routine to moderately complex legal projects. Drafts legal documents and provides advice and interpretation in connection with the organization's legal research. Typically requires 5 years or less of legal experience.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	6	11	\$ 109,094	\$ 120,122	\$ 126,364	\$ 132,456
B. Geographic Location						
Washington, DC/Maryland/Virginia	1	1	--	--	--	--
New York/New Jersey	2	5	--	--	--	--
Other Locations	3	5	--	115,176	125,000	--
C. Organization Type						
Health Services Organizations	2	5	--	--	--	--
Human/Youth Service Organizations	4	6	--	113,906	114,396	--
D. Organization Budget						
Less than \$5.0 mm	0	0	--	--	--	--
\$5.0 mm - \$9.9 mm	0	0	--	--	--	--
\$10.0 mm - \$29.9 mm	0	0	--	--	--	--
\$30.0 mm or more	6	11	109,094	120,122	126,364	132,456
E. Total Employees						
Less than 15	0	0	--	--	--	--
15 - 29	0	0	--	--	--	--
30 - 149	0	0	--	--	--	--
150 or more	6	11	109,094	120,122	126,364	132,456
F. Time in Position						
Less than 2 Years	1	1	--	--	--	--
2.0 - 4.9	0	0	--	--	--	--
5.0 - 9.9	0	0	--	--	--	--
10.0 - 14.9	1	2	--	--	--	--
15 Years or More	0	0	--	--	--	--

Paralegal

Responsible for providing assistance to attorneys in the preparation of legal documents. Performs legal research and compiles data from a variety of reference sources such as digests, practice manuals, and on-line systems. Typically requires a paralegal certificate or degree.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	5	8	\$ 60,399	\$ 64,146	\$ 61,406	\$ 76,540
B. Geographic Location						
Washington, DC/Maryland/Virginia	1	1	--	--	--	--
New York/New Jersey	1	1	--	--	--	--
Other Locations	3	6	--	54,935	60,399	--
C. Organization Type						
Health Services Organizations	2	5	--	--	--	--
Human/Youth Service Organizations	3	3	--	66,309	76,540	--
D. Organization Budget						
Less than \$5.0 mm	0	0	--	--	--	--
\$5.0 mm - \$9.9 mm	1	1	--	--	--	--
\$10.0 mm - \$29.9 mm	0	0	--	--	--	--
\$30.0 mm or more	4	7	--	60,336	60,903	--
E. Total Employees						
Less than 15	0	0	--	--	--	--
15 - 29	1	1	--	--	--	--
30 - 149	0	0	--	--	--	--
150 or more	4	7	--	60,336	60,903	--
F. Time in Position						
Less than 2 Years	1	1	--	--	--	--
2.0 - 4.9	1	1	--	--	--	--
5.0 - 9.9	1	1	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

Top Field Services Position

Responsible for overseeing the field office activities of the organization. This position is located at the headquarters and serves as the liaison with field office locations. Ensures adherence to the organization's field office policies and procedures.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	16	24	\$ 128,224	\$ 182,348	\$ 167,711	\$ 227,630
B. Geographic Location						
Washington, DC/Maryland/Virginia	5	9	72,802	110,246	80,000	148,400
New York/New Jersey	6	10	162,147	212,717	201,919	232,890
Other Locations	5	5	144,299	218,008	211,150	320,000
C. Organization Type						
Health Services Organizations	11	11	146,100	190,537	156,583	230,260
Human/Youth Service Organizations	5	13	72,802	164,334	178,839	180,030
D. Organization Budget						
Less than \$5.0 mm	4	4	--	87,222	75,000	--
\$5.0 mm - \$9.9 mm	1	1	--	--	--	--
\$10.0 mm - \$29.9 mm	3	3	--	177,273	148,400	--
\$30.0 mm or more	8	16	179,732	235,035	218,075	323,115
E. Total Employees						
Less than 15	4	4	--	87,222	75,000	--
15 - 29	1	1	--	--	--	--
30 - 149	3	3	--	177,273	148,400	--
150 or more	8	16	179,732	235,035	218,075	323,115
F. Time in Position						
Less than 2 Years	3	7	--	148,734	148,400	--
2.0 - 4.9	1	1	--	--	--	--
5.0 - 9.9	1	1	--	--	--	--
10.0 - 14.9	3	3	--	123,370	80,000	--
15 Years or More	1	1	--	--	--	--

Regional Office Head

Responsible for directing the program and support activities of the organization in a designated area or region of the country. Responsible for overseeing the successful execution of programs, policies, and procedures in the regional office. Responsible for managing the effective utilization of the financial and human resources assigned to the regional office.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	6	20	\$ 126,402	\$ 177,376	\$ 181,802	\$ 218,268
B. Geographic Location						
Washington, DC/Maryland/Virginia	0	0	--	--	--	--
New York/New Jersey	4	12	--	175,490	181,802	--
Other Locations	2	8	--	--	--	--
C. Organization Type						
Health Services Organizations	6	20	126,402	177,376	181,802	218,268
Human/Youth Service Organizations	0	0	--	--	--	--
D. Organization Budget						
Less than \$5.0 mm	1	4	--	--	--	--
\$5.0 mm - \$9.9 mm	0	0	--	--	--	--
\$10.0 mm - \$29.9 mm	1	4	--	--	--	--
\$30.0 mm or more	4	12	--	218,066	216,170	--
E. Total Employees						
Less than 15	1	4	--	--	--	--
15 - 29	0	0	--	--	--	--
30 - 149	1	4	--	--	--	--
150 or more	4	12	--	218,066	216,170	--
F. Time in Position						
Less than 2 Years	0	0	--	--	--	--
2.0 - 4.9	0	0	--	--	--	--
5.0 - 9.9	3	9	--	160,532	151,630	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

Field Services Manager

Oversees and coordinates the daily administration of a specific program or service in a designated area or region outside of the organization's headquarters office. Ensures the successful execution of assigned program/service area. Responsible for managing staff and/or financial resources for the assigned area.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	7	170	\$ 69,708	\$ 96,613	\$ 78,000	\$ 114,528
B. Geographic Location						
Washington, DC/Maryland/Virginia	0	0	--	--	--	--
New York/New Jersey	4	74	--	92,636	82,179	--
Other Locations	3	96	--	101,916	75,928	--
C. Organization Type						
Health Services Organizations	4	78	--	118,010	114,528	--
Human/Youth Service Organizations	3	92	--	68,085	75,928	--
D. Organization Budget						
Less than \$5.0 mm	1	1	--	--	--	--
\$5.0 mm - \$9.9 mm	2	3	--	--	--	--
\$10.0 mm - \$29.9 mm	0	0	--	--	--	--
\$30.0 mm or more	4	166	--	114,719	114,528	--
E. Total Employees						
Less than 15	1	1	--	--	--	--
15 - 29	2	3	--	--	--	--
30 - 149	0	0	--	--	--	--
150 or more	4	166	--	114,719	114,528	--
F. Time in Position						
Less than 2 Years	2	90	--	--	--	--
2.0 - 4.9	0	0	--	--	--	--
5.0 - 9.9	0	0	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

Top Regulatory/Public Policy Position (Non-Lobbyist)

Responsible for directing the organization's regulatory and public policy activities. Formulates and advances the organization's position on issues relevant to member and/or constituency interests. Oversees public policy research; develops books, position papers, and other media content to inform others on relevant public policies or industry regulations. This position is not engaged in direct lobbying activities.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	16	17	\$ 125,775	\$ 155,804	\$ 161,250	\$ 187,677
B. Geographic Location						
Washington, DC/Maryland/Virginia	4	5	--	126,365	125,517	--
New York/New Jersey	6	6	150,150	172,203	188,154	196,068
Other Locations	6	6	149,535	159,031	163,750	176,693
C. Organization Type						
Health Services Organizations	11	11	141,767	162,908	170,000	193,748
Human/Youth Service Organizations	5	6	125,000	140,176	137,800	146,880
D. Organization Budget						
Less than \$5.0 mm	2	3	--	--	--	--
\$5.0 mm - \$9.9 mm	3	3	--	125,638	126,033	--
\$10.0 mm - \$29.9 mm	6	6	142,725	154,666	161,250	168,750
\$30.0 mm or more	5	5	187,200	194,705	189,108	201,571
E. Total Employees						
Less than 15	2	3	--	--	--	--
15 - 29	3	3	--	125,638	126,033	--
30 - 149	6	6	142,725	154,666	161,250	168,750
150 or more	5	5	187,200	194,705	189,108	201,571
F. Time in Position						
Less than 2 Years	1	1	--	--	--	--
2.0 - 4.9	4	4	--	168,988	163,750	--
5.0 - 9.9	1	1	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

Regulatory/Public Policy Position (Non-Lobbyist)

Responsible for managing the organization's regulatory and public policy activities at the federal and/or state level. Conducts research on relevant public policy issues or industry regulations. Assists in keeping senior staff, members, and/or the public apprised of relevant regulatory and public policy developments. This position is not engaged in direct lobbying activities.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	14	34	\$ 71,725	\$ 95,535	\$ 79,658	\$ 105,350
B. Geographic Location						
Washington, DC/Maryland/Virginia	3	5	--	67,955	68,214	--
New York/New Jersey	5	19	79,316	88,250	85,445	97,536
Other Locations	6	10	74,275	115,397	93,514	117,907
C. Organization Type						
Health Services Organizations	8	23	78,337	108,873	88,768	108,938
Human/Youth Service Organizations	6	11	62,750	77,666	72,450	82,559
D. Organization Budget						
Less than \$5.0 mm	2	2	--	--	--	--
\$5.0 mm - \$9.9 mm	4	7	--	73,279	72,450	--
\$10.0 mm - \$29.9 mm	2	5	--	--	--	--
\$30.0 mm or more	6	20	100,141	117,907	109,792	129,003
E. Total Employees						
Less than 15	2	2	--	--	--	--
15 - 29	4	7	--	73,279	72,450	--
30 - 149	2	5	--	--	--	--
150 or more	6	20	100,141	117,907	109,792	129,003
F. Time in Position						
Less than 2 Years	0	0	--	--	--	--
2.0 - 4.9	3	5	--	86,976	75,400	--
5.0 - 9.9	1	2	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

Top Government Relations Position (Lobbyist)

Responsible for directing the lobbying activities of the organization. Formulates lobbying strategies and serves as the chief federal lobbyist for the organization. May also oversee lobbying activities at the state level. This position exists only within organizations engaged in direct lobbying activities.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	13	13	\$ 183,524	\$ 221,033	\$ 200,000	\$ 298,166
B. Geographic Location						
Washington, DC/Maryland/Virginia	4	4	--	201,220	194,146	--
New York/New Jersey	3	3	--	207,263	200,000	--
Other Locations	6	6	154,960	241,128	300,083	305,375
C. Organization Type						
Health Services Organizations	7	7	187,762	229,095	238,264	278,500
Human/Youth Service Organizations	6	6	170,265	211,629	198,146	273,625
D. Organization Budget						
Less than \$5.0 mm	1	1	--	--	--	--
\$5.0 mm - \$9.9 mm	2	2	--	--	--	--
\$10.0 mm - \$29.9 mm	0	0	--	--	--	--
\$30.0 mm or more	10	10	193,073	247,221	246,632	301,042
E. Total Employees						
Less than 15	1	1	--	--	--	--
15 - 29	2	2	--	--	--	--
30 - 149	0	0	--	--	--	--
150 or more	10	10	193,073	247,221	246,632	301,042
F. Time in Position						
Less than 2 Years	3	3	--	186,172	196,291	--
2.0 - 4.9	0	0	--	--	--	--
5.0 - 9.9	2	2	--	--	--	--
10.0 - 14.9	2	2	--	--	--	--
15 Years or More	1	1	--	--	--	--

Federal Lobbyist

Serves as a staff-level lobbyist at the federal level. Represents the organization's interests before federal government officials and staff. Participates in the development of the organization's federal legislative strategies and programs. This position exists only within organizations engaged in direct lobbying activities.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	4	6	--	\$ 126,154	\$ 135,318	--
B. Geographic Location						
Washington, DC/Maryland/Virginia	1	1	--	--	--	--
New York/New Jersey	1	1	--	--	--	--
Other Locations	2	4	--	--	--	--
C. Organization Type						
Health Services Organizations	4	6	--	126,154	135,318	--
Human/Youth Service Organizations	0	0	--	--	--	--
D. Organization Budget						
Less than \$5.0 mm	0	0	--	--	--	--
\$5.0 mm - \$9.9 mm	0	0	--	--	--	--
\$10.0 mm - \$29.9 mm	1	1	--	--	--	--
\$30.0 mm or more	3	5	--	141,538	152,472	--
E. Total Employees						
Less than 15	0	0	--	--	--	--
15 - 29	0	0	--	--	--	--
30 - 149	1	1	--	--	--	--
150 or more	3	5	--	141,538	152,472	--
F. Time in Position						
Less than 2 Years	0	0	--	--	--	--
2.0 - 4.9	2	2	--	--	--	--
5.0 - 9.9	0	0	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

State Lobbyist

Responsible for direct lobbying activities at the state level. Develops and executes the organization's state-level legislative strategies and objectives. This position exists only in organizations engaged in direct lobbying activities.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	3	52	--	\$ 98,933	\$ 101,000	--
B. Geographic Location						
Washington, DC/Maryland/Virginia	0	0	--	--	--	--
New York/New Jersey	1	2	--	--	--	--
Other Locations	2	50	--	--	--	--
C. Organization Type						
Health Services Organizations	3	52	--	98,933	101,000	--
Human/Youth Service Organizations	0	0	--	--	--	--
D. Organization Budget						
Less than \$5.0 mm	0	0	--	--	--	--
\$5.0 mm - \$9.9 mm	0	0	--	--	--	--
\$10.0 mm - \$29.9 mm	1	1	--	--	--	--
\$30.0 mm or more	2	51	--	--	--	--
E. Total Employees						
Less than 15	0	0	--	--	--	--
15 - 29	0	0	--	--	--	--
30 - 149	1	1	--	--	--	--
150 or more	2	51	--	--	--	--
F. Time in Position						
Less than 2 Years	0	0	--	--	--	--
2.0 - 4.9	1	1	--	--	--	--
5.0 - 9.9	0	0	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

Legislative Network Position

Serves as the primary liaison between the organization and its members' office and committee staff to keep them abreast of legislative actions on relevant issues. Establishes and maintains relationships with representatives of other associations with mutual legislative agendas. This position is not involved in direct lobbying activities.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	6	6	\$ 104,595	\$ 118,384	\$ 119,190	\$ 125,903
B. Geographic Location						
Washington, DC/Maryland/Virginia	2	2	--	--	--	--
New York/New Jersey	2	2	--	--	--	--
Other Locations	2	2	--	--	--	--
C. Organization Type						
Health Services Organizations	5	5	100,000	118,385	120,000	127,870
Human/Youth Service Organizations	1	1	--	--	--	--
D. Organization Budget						
Less than \$5.0 mm	1	1	--	--	--	--
\$5.0 mm - \$9.9 mm	1	1	--	--	--	--
\$10.0 mm - \$29.9 mm	1	1	--	--	--	--
\$30.0 mm or more	3	3	--	141,724	127,870	--
E. Total Employees						
Less than 15	1	1	--	--	--	--
15 - 29	1	1	--	--	--	--
30 - 149	1	1	--	--	--	--
150 or more	3	3	--	141,724	127,870	--
F. Time in Position						
Less than 2 Years	1	1	--	--	--	--
2.0 - 4.9	1	1	--	--	--	--
5.0 - 9.9	0	0	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

Regulatory/Legislative Specialist

Assists government relations professionals in representing the organization's interests before federal, state, or local government and advocacy groups. Responsible for tracking legislation and regulations pertaining to an assigned member program and/or constituency. Coordinates or conducts research projects and assists in maintaining relationships with organizations that have similar legislative or regulatory interests. Maintains records on bills, public laws, and the development of regulatory policies. Intermediate-level position; typically has 3-5 years of experience.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	4	6	--	\$ 79,931	\$ 76,000	--
B. Geographic Location						
Washington, DC/Maryland/Virginia	1	1	--	--	--	--
New York/New Jersey	2	3	--	--	--	--
Other Locations	1	2	--	--	--	--
C. Organization Type						
Health Services Organizations	3	4	--	82,907	78,000	--
Human/Youth Service Organizations	1	2	--	--	--	--
D. Organization Budget						
Less than \$5.0 mm	0	0	--	--	--	--
\$5.0 mm - \$9.9 mm	1	2	--	--	--	--
\$10.0 mm - \$29.9 mm	0	0	--	--	--	--
\$30.0 mm or more	3	4	--	82,907	78,000	--
E. Total Employees						
Less than 15	0	0	--	--	--	--
15 - 29	1	2	--	--	--	--
30 - 149	0	0	--	--	--	--
150 or more	3	4	--	82,907	78,000	--
F. Time in Position						
Less than 2 Years	1	1	--	--	--	--
2.0 - 4.9	0	0	--	--	--	--
5.0 - 9.9	0	0	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

Regulatory/Legislative Assistant

Responsible for assisting government relations professionals in representing the organization's interests before federal, state, or local government and advocacy groups. Tracks legislation and regulations, conducts basic research, and coordinates with organizations that have similar legislative or regulatory interests. Maintains records on bills, public laws, and the development of regulatory policies. Entry-level position; typically has less than 3 years of experience.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	5	5	\$ 52,998	\$ 55,411	\$ 55,409	\$ 62,849
B. Geographic Location						
Washington, DC/Maryland/Virginia	0	0	--	--	--	--
New York/New Jersey	2	2	--	--	--	--
Other Locations	3	3	--	56,216	62,849	--
C. Organization Type						
Health Services Organizations	3	3	--	52,753	55,409	--
Human/Youth Service Organizations	2	2	--	--	--	--
D. Organization Budget						
Less than \$5.0 mm	0	0	--	--	--	--
\$5.0 mm - \$9.9 mm	0	0	--	--	--	--
\$10.0 mm - \$29.9 mm	3	3	--	49,469	52,998	--
\$30.0 mm or more	2	2	--	--	--	--
E. Total Employees						
Less than 15	0	0	--	--	--	--
15 - 29	0	0	--	--	--	--
30 - 149	3	3	--	49,469	52,998	--
150 or more	2	2	--	--	--	--
F. Time in Position						
Less than 2 Years	1	1	--	--	--	--
2.0 - 4.9	0	0	--	--	--	--
5.0 - 9.9	0	0	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

Top Communications Position

Responsible for directing the public relations and internal communications activities of the organization. Establishes policies and practices to develop and maintain the desired image of the organization.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	39	39	\$ 102,500	\$ 141,802	\$ 120,000	\$ 188,165
B. Geographic Location						
Washington, DC/Maryland/Virginia	12	12	105,992	131,866	122,500	157,861
New York/New Jersey	15	15	113,630	157,162	139,345	210,272
Other Locations	12	12	78,366	132,538	108,205	176,179
C. Organization Type						
Health Services Organizations	25	25	81,161	138,031	120,000	192,783
Human/Youth Service Organizations	14	14	113,103	148,537	148,563	169,027
D. Organization Budget						
Less than \$5.0 mm	9	9	74,160	91,904	77,245	125,000
\$5.0 mm - \$9.9 mm	11	11	106,784	120,000	113,410	120,596
\$10.0 mm - \$29.9 mm	6	6	106,500	136,650	129,673	172,496
\$30.0 mm or more	13	13	159,905	196,669	212,386	230,625
E. Total Employees						
Less than 15	9	9	74,160	91,904	77,245	125,000
15 - 29	11	11	106,784	120,000	113,410	120,596
30 - 149	6	6	106,500	136,650	129,673	172,496
150 or more	13	13	159,905	196,669	212,386	230,625
F. Time in Position						
Less than 2 Years	9	9	113,410	161,883	120,000	212,386
2.0 - 4.9	4	4	--	143,493	151,773	--
5.0 - 9.9	3	3	--	137,709	153,126	--
10.0 - 14.9	2	2	--	--	--	--
15 Years or More	1	1	--	--	--	--

Public Relations Manager

Manages an assigned work function within the public affairs unit of the organization. May oversee press/media relations, publicity, and brochures or promotional materials of the organization. Responsible for conceptualizing the organization's social media campaigns. This position does not have responsibility for any of the organization's publications.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	19	33	\$ 76,316	\$ 102,448	\$ 103,402	\$ 117,575
B. Geographic Location						
Washington, DC/Maryland/Virginia	5	5	80,000	104,833	103,402	120,000
New York/New Jersey	6	9	100,867	112,316	107,021	120,511
Other Locations	8	19	66,483	93,557	87,966	106,713
C. Organization Type						
Health Services Organizations	14	28	74,474	98,605	101,065	107,032
Human/Youth Service Organizations	5	5	103,402	113,210	115,150	125,000
D. Organization Budget						
Less than \$5.0 mm	1	1	--	--	--	--
\$5.0 mm - \$9.9 mm	3	3	--	68,911	72,632	--
\$10.0 mm - \$29.9 mm	4	4	--	94,483	83,150	--
\$30.0 mm or more	11	25	103,651	117,203	107,042	122,500
E. Total Employees						
Less than 15	1	1	--	--	--	--
15 - 29	3	3	--	68,911	72,632	--
30 - 149	4	4	--	94,483	83,150	--
150 or more	11	25	103,651	117,203	107,042	122,500
F. Time in Position						
Less than 2 Years	3	3	--	93,036	67,477	--
2.0 - 4.9	3	3	--	95,274	98,823	--
5.0 - 9.9	2	7	--	--	--	--
10.0 - 14.9	1	1	--	--	--	--
15 Years or More	1	1	--	--	--	--

Public Relations Position

Serves as the liaison between the organization and the news media, consumer groups, membership, and/or the public. Prepares press releases, brochures, and other public information materials. Administers and contributes to the development of social media campaigns. May oversee consumer relations activities.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	14	84	\$ 49,475	\$ 67,997	\$ 64,967	\$ 78,476
B. Geographic Location						
Washington, DC/Maryland/Virginia	6	7	48,000	55,134	50,950	57,272
New York/New Jersey	3	6	--	93,943	110,588	--
Other Locations	5	71	69,840	67,866	74,520	74,969
C. Organization Type						
Health Services Organizations	10	79	48,000	68,550	64,967	78,742
Human/Youth Service Organizations	4	5	--	66,615	66,458	--
D. Organization Budget						
Less than \$5.0 mm	2	2	--	--	--	--
\$5.0 mm - \$9.9 mm	2	2	--	--	--	--
\$10.0 mm - \$29.9 mm	2	2	--	--	--	--
\$30.0 mm or more	8	78	67,403	79,900	74,745	87,381
E. Total Employees						
Less than 15	2	2	--	--	--	--
15 - 29	2	2	--	--	--	--
30 - 149	2	2	--	--	--	--
150 or more	8	78	67,403	79,900	74,745	87,381
F. Time in Position						
Less than 2 Years	1	1	--	--	--	--
2.0 - 4.9	3	12	--	65,947	69,840	--
5.0 - 9.9	0	0	--	--	--	--
10.0 - 14.9	1	2	--	--	--	--
15 Years or More	0	0	--	--	--	--

Top Editorial Position

Responsible for directing the editorial activities of the organization. Determines the overall editorial direction of the organization's on-line and print publications and approves book acquisitions. Establishes both editorial and production policies and procedures.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	8	8	\$ 90,505	\$ 97,833	\$ 92,593	\$ 111,613
B. Geographic Location						
Washington, DC/Maryland/Virginia	0	0	--	--	--	--
New York/New Jersey	4	4	--	91,048	91,754	--
Other Locations	4	4	--	104,617	113,409	--
C. Organization Type						
Health Services Organizations	4	4	--	111,571	113,409	--
Human/Youth Service Organizations	4	4	--	84,095	89,504	--
D. Organization Budget						
Less than \$5.0 mm	0	0	--	--	--	--
\$5.0 mm - \$9.9 mm	2	2	--	--	--	--
\$10.0 mm - \$29.9 mm	2	2	--	--	--	--
\$30.0 mm or more	4	4	--	105,321	101,502	--
E. Total Employees						
Less than 15	0	0	--	--	--	--
15 - 29	2	2	--	--	--	--
30 - 149	2	2	--	--	--	--
150 or more	4	4	--	105,321	101,502	--
F. Time in Position						
Less than 2 Years	0	0	--	--	--	--
2.0 - 4.9	0	0	--	--	--	--
5.0 - 9.9	0	0	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	3	3	--	97,396	109,817	--

Managing Editor

Oversees the publication of the organization's print and/or online publications from raw manuscripts through final production. Develops or acquires new content as well as provides final approval on content written by subordinates. Ensures compliance with editorial policies and authorization/copyright issues for. Supervises the editing and production of all print publications.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	7	14	\$ 81,056	\$ 88,025	\$ 88,100	\$ 91,182
B. Geographic Location						
Washington, DC/Maryland/Virginia	0	0	--	--	--	--
New York/New Jersey	2	2	--	--	--	--
Other Locations	5	12	80,662	82,225	88,100	88,267
C. Organization Type						
Health Services Organizations	5	11	80,662	79,696	81,449	88,100
Human/Youth Service Organizations	2	3	--	--	--	--
D. Organization Budget						
Less than \$5.0 mm	0	0	--	--	--	--
\$5.0 mm - \$9.9 mm	0	0	--	--	--	--
\$10.0 mm - \$29.9 mm	1	1	--	--	--	--
\$30.0 mm or more	6	13	83,112	92,639	88,184	92,696
E. Total Employees						
Less than 15	0	0	--	--	--	--
15 - 29	0	0	--	--	--	--
30 - 149	1	1	--	--	--	--
150 or more	6	13	83,112	92,639	88,184	92,696
F. Time in Position						
Less than 2 Years	0	0	--	--	--	--
2.0 - 4.9	1	1	--	--	--	--
5.0 - 9.9	2	4	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

Senior Editor

Reads and evaluates copy and manuscripts to ensure consistency of thought, development, and organization. Performs substantive editing and confers with author(s) to recommend changes. Rewrites, as necessary, in compliance with editorial guidelines. Provides guidance and direction to lower level editors. Typically requires five or more years of experience.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	8	19	\$ 70,818	\$ 75,667	\$ 74,857	\$ 84,175
B. Geographic Location						
Washington, DC/Maryland/Virginia	1	1	--	--	--	--
New York/New Jersey	3	3	--	72,399	71,091	--
Other Locations	4	15	--	74,241	78,140	--
C. Organization Type						
Health Services Organizations	5	16	71,091	73,611	73,608	82,672
Human/Youth Service Organizations	3	3	--	79,094	76,105	--
D. Organization Budget						
Less than \$5.0 mm	1	1	--	--	--	--
\$5.0 mm - \$9.9 mm	1	1	--	--	--	--
\$10.0 mm - \$29.9 mm	1	1	--	--	--	--
\$30.0 mm or more	5	16	73,608	81,228	82,672	88,683
E. Total Employees						
Less than 15	1	1	--	--	--	--
15 - 29	1	1	--	--	--	--
30 - 149	1	1	--	--	--	--
150 or more	5	16	73,608	81,228	82,672	88,683
F. Time in Position						
Less than 2 Years	1	1	--	--	--	--
2.0 - 4.9	2	10	--	--	--	--
5.0 - 9.9	1	1	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	1	1	--	--	--	--

Editor

Reads and edits all copy for one or more publications to ensure that spelling, punctuation, grammar, syntax, and facts are correct and to ensure that copy is ready by deadline. Rewrites shorter passages subject to author or senior editor approval. This is a mid-level editorial position typically requiring a degree and two to five years of experience.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	8	20	\$ 64,024	\$ 70,065	\$ 71,264	\$ 77,267
B. Geographic Location						
Washington, DC/Maryland/Virginia	1	1	--	--	--	--
New York/New Jersey	1	1	--	--	--	--
Other Locations	6	18	62,072	63,223	67,188	72,209
C. Organization Type						
Health Services Organizations	5	16	65,000	70,476	69,375	73,153
Human/Youth Service Organizations	3	4	--	69,382	75,105	--
D. Organization Budget						
Less than \$5.0 mm	0	0	--	--	--	--
\$5.0 mm - \$9.9 mm	1	1	--	--	--	--
\$10.0 mm - \$29.9 mm	1	1	--	--	--	--
\$30.0 mm or more	6	18	70,320	76,652	74,129	81,592
E. Total Employees						
Less than 15	0	0	--	--	--	--
15 - 29	1	1	--	--	--	--
30 - 149	1	1	--	--	--	--
150 or more	6	18	70,320	76,652	74,129	81,592
F. Time in Position						
Less than 2 Years	1	8	--	--	--	--
2.0 - 4.9	0	0	--	--	--	--
5.0 - 9.9	2	2	--	--	--	--
10.0 - 14.9	1	1	--	--	--	--
15 Years or More	1	1	--	--	--	--

Assistant/Associate Editor

Performs light editing of articles or publications to ensure that grammar and structure comply with in-house style guidelines. Makes minor corrections and formats tables and charts. Checks galleys and page proofs. Confers with authors and editors to resolve stylistic problems. This is an entry-level position typically requiring a degree and two years or less of related experience.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	4	5	--	\$ 50,349	\$ 47,860	--
B. Geographic Location						
Washington, DC/Maryland/Virginia	0	0	--	--	--	--
New York/New Jersey	1	1	--	--	--	--
Other Locations	3	4	--	51,323	48,293	--
C. Organization Type						
Health Services Organizations	2	3	--	--	--	--
Human/Youth Service Organizations	2	2	--	--	--	--
D. Organization Budget						
Less than \$5.0 mm	0	0	--	--	--	--
\$5.0 mm - \$9.9 mm	1	1	--	--	--	--
\$10.0 mm - \$29.9 mm	0	0	--	--	--	--
\$30.0 mm or more	3	4	--	51,323	48,293	--
E. Total Employees						
Less than 15	0	0	--	--	--	--
15 - 29	1	1	--	--	--	--
30 - 149	0	0	--	--	--	--
150 or more	3	4	--	51,323	48,293	--
F. Time in Position						
Less than 2 Years	1	1	--	--	--	--
2.0 - 4.9	0	0	--	--	--	--
5.0 - 9.9	0	0	--	--	--	--
10.0 - 14.9	1	1	--	--	--	--
15 Years or More	0	0	--	--	--	--

Content Writer

Responsible for researching, writing and editing content for the organization's print and/or online publications. Develops content independently. May collaborate with subject matter experts to write and organize portions of more specialized content. Reviews written materials for accuracy and consistency.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	7	9	\$ 47,375	\$ 52,633	\$ 51,350	\$ 55,166
B. Geographic Location						
Washington, DC/Maryland/Virginia	1	1	--	--	--	--
New York/New Jersey	3	4	--	57,117	52,000	--
Other Locations	3	4	--	51,027	47,476	--
C. Organization Type						
Health Services Organizations	5	7	47,273	53,791	51,350	58,331
Human/Youth Service Organizations	2	2	--	--	--	--
D. Organization Budget						
Less than \$5.0 mm	1	1	--	--	--	--
\$5.0 mm - \$9.9 mm	1	1	--	--	--	--
\$10.0 mm - \$29.9 mm	2	2	--	--	--	--
\$30.0 mm or more	3	5	--	52,386	51,350	--
E. Total Employees						
Less than 15	1	1	--	--	--	--
15 - 29	1	1	--	--	--	--
30 - 149	2	2	--	--	--	--
150 or more	3	5	--	52,386	51,350	--
F. Time in Position						
Less than 2 Years	0	0	--	--	--	--
2.0 - 4.9	1	1	--	--	--	--
5.0 - 9.9	0	0	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

Art Director

DIRECTS THE DESIGN AND ART DIRECTION OF ALL OF THE ORGANIZATION'S PUBLICATIONS, PROMOTIONAL MATERIALS, AND BROCHURES. OVERSEES AND COORDINATES THE USE OF FREELANCE DESIGNERS AND ARTISTS.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	7	10	\$ 76,376	\$ 90,634	\$ 96,914	\$ 103,777
B. Geographic Location						
Washington, DC/Maryland/Virginia	0	0	--	--	--	--
New York/New Jersey	4	5	--	104,472	103,777	--
Other Locations	3	5	--	72,184	74,114	--
C. Organization Type						
Health Services Organizations	6	9	75,245	89,588	89,616	105,368
Human/Youth Service Organizations	1	1	--	--	--	--
D. Organization Budget						
Less than \$5.0 mm	0	0	--	--	--	--
\$5.0 mm - \$9.9 mm	1	1	--	--	--	--
\$10.0 mm - \$29.9 mm	0	0	--	--	--	--
\$30.0 mm or more	6	9	75,245	89,588	89,616	105,368
E. Total Employees						
Less than 15	0	0	--	--	--	--
15 - 29	1	1	--	--	--	--
30 - 149	0	0	--	--	--	--
150 or more	6	9	75,245	89,588	89,616	105,368
F. Time in Position						
Less than 2 Years	1	1	--	--	--	--
2.0 - 4.9	0	0	--	--	--	--
5.0 - 9.9	1	2	--	--	--	--
10.0 - 14.9	1	1	--	--	--	--
15 Years or More	1	1	--	--	--	--

Graphic Designer

Designs and produces layouts and formatting for the organization's print, online, and/or multi-media communications materials. Conceptualizes, recommends, and prepares design samples. Develops style sheets and graphic standards. May also coordinate with marketing/editorial staff or external vendors to manage production schedules for various materials and design projects.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	21	35	\$ 54,837	\$ 63,287	\$ 64,634	\$ 69,683
B. Geographic Location						
Washington, DC/Maryland/Virginia	3	3	--	71,005	69,062	--
New York/New Jersey	9	14	57,750	65,845	65,544	72,278
Other Locations	9	18	51,334	58,156	59,550	66,700
C. Organization Type						
Health Services Organizations	13	17	51,500	59,110	59,550	64,634
Human/Youth Service Organizations	8	18	66,411	70,074	69,372	72,975
D. Organization Budget						
Less than \$5.0 mm	1	1	--	--	--	--
\$5.0 mm - \$9.9 mm	4	4	--	59,636	63,772	--
\$10.0 mm - \$29.9 mm	5	5	51,500	56,117	53,000	57,750
\$30.0 mm or more	11	25	64,210	69,034	69,062	75,139
E. Total Employees						
Less than 15	1	1	--	--	--	--
15 - 29	4	4	--	59,636	63,772	--
30 - 149	5	5	51,500	56,117	53,000	57,750
150 or more	11	25	64,210	69,034	69,062	75,139
F. Time in Position						
Less than 2 Years	2	2	--	--	--	--
2.0 - 4.9	3	4	--	57,628	59,550	--
5.0 - 9.9	3	6	--	63,533	66,700	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

Production Manager

Responsible for overseeing the production of all publications. Establishes and ensures adherence to production schedules. Establishes relationships and negotiates with outside vendors/suppliers. Approves production costs.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	6	6	\$ 73,216	\$ 84,073	\$ 89,059	\$ 92,425
B. Geographic Location						
Washington, DC/Maryland/Virginia	0	0	--	--	--	--
New York/New Jersey	3	3	--	79,573	87,418	--
Other Locations	3	3	--	88,573	90,700	--
C. Organization Type						
Health Services Organizations	5	5	87,418	89,227	90,700	93,000
Human/Youth Service Organizations	1	1	--	--	--	--
D. Organization Budget						
Less than \$5.0 mm	1	1	--	--	--	--
\$5.0 mm - \$9.9 mm	0	0	--	--	--	--
\$10.0 mm - \$29.9 mm	0	0	--	--	--	--
\$30.0 mm or more	5	5	87,418	89,227	90,700	93,000
E. Total Employees						
Less than 15	1	1	--	--	--	--
15 - 29	0	0	--	--	--	--
30 - 149	0	0	--	--	--	--
150 or more	5	5	87,418	89,227	90,700	93,000
F. Time in Position						
Less than 2 Years	0	0	--	--	--	--
2.0 - 4.9	1	1	--	--	--	--
5.0 - 9.9	1	1	--	--	--	--
10.0 - 14.9	1	1	--	--	--	--
15 Years or More	1	1	--	--	--	--

Production Position

Responsible for coordinating the production of all publication and/or audio-video materials. Develops cost estimates and makes recommendations regarding the use of outside vendors/suppliers. Coordinates the production of all publication, audio and video materials.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	4	5	--	\$ 54,995	\$ 55,669	--
B. Geographic Location						
Washington, DC/Maryland/Virginia	0	0	--	--	--	--
New York/New Jersey	2	3	--	--	--	--
Other Locations	2	2	--	--	--	--
C. Organization Type						
Health Services Organizations	2	3	--	--	--	--
Human/Youth Service Organizations	2	2	--	--	--	--
D. Organization Budget						
Less than \$5.0 mm	0	0	--	--	--	--
\$5.0 mm - \$9.9 mm	2	2	--	--	--	--
\$10.0 mm - \$29.9 mm	0	0	--	--	--	--
\$30.0 mm or more	2	3	--	--	--	--
E. Total Employees						
Less than 15	0	0	--	--	--	--
15 - 29	2	2	--	--	--	--
30 - 149	0	0	--	--	--	--
150 or more	2	3	--	--	--	--
F. Time in Position						
Less than 2 Years	1	1	--	--	--	--
2.0 - 4.9	0	0	--	--	--	--
5.0 - 9.9	1	1	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

Fulfillment Position

Oversees the order processing, distribution, and warehousing of the organization's publications and other products. Supervises the processing of customer/member publications and/or product orders. Oversees and maintains adequate inventory levels of the organization's publications and/or products.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	6	6	\$ 45,587	\$ 78,549	\$ 78,601	\$ 109,182
B. Geographic Location						
Washington, DC/Maryland/Virginia	0	0	--	--	--	--
New York/New Jersey	2	2	--	--	--	--
Other Locations	4	4	--	57,361	54,431	--
C. Organization Type						
Health Services Organizations	5	5	72,118	86,910	85,084	117,214
Human/Youth Service Organizations	1	1	--	--	--	--
D. Organization Budget						
Less than \$5.0 mm	1	1	--	--	--	--
\$5.0 mm - \$9.9 mm	0	0	--	--	--	--
\$10.0 mm - \$29.9 mm	1	1	--	--	--	--
\$30.0 mm or more	4	4	--	99,762	101,149	--
E. Total Employees						
Less than 15	1	1	--	--	--	--
15 - 29	0	0	--	--	--	--
30 - 149	1	1	--	--	--	--
150 or more	4	4	--	99,762	101,149	--
F. Time in Position						
Less than 2 Years	1	1	--	--	--	--
2.0 - 4.9	0	0	--	--	--	--
5.0 - 9.9	0	0	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	1	1	--	--	--	--

Top Foundation Executive

Serves as President of a foundation established and controlled by the parent organization. Accountable for the successful execution of all foundation programs, policies, and procedures. Responsible for overseeing the effective utilization of the foundation's assets and ensuring that grants and/or project funding are in compliance with the foundation's mission as established by the Board of Directors.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	4	4	--	\$ 140,417	\$ 139,750	--
B. Geographic Location						
Washington, DC/Maryland/Virginia	0	0	--	--	--	--
New York/New Jersey	1	1	--	--	--	--
Other Locations	3	3	--	160,530	184,500	--
C. Organization Type						
Health Services Organizations	2	2	--	--	--	--
Human/Youth Service Organizations	2	2	--	--	--	--
D. Organization Budget						
Less than \$5.0 mm	1	1	--	--	--	--
\$5.0 mm - \$9.9 mm	0	0	--	--	--	--
\$10.0 mm - \$29.9 mm	0	0	--	--	--	--
\$30.0 mm or more	3	3	--	155,556	184,500	--
E. Total Employees						
Less than 15	1	1	--	--	--	--
15 - 29	0	0	--	--	--	--
30 - 149	0	0	--	--	--	--
150 or more	3	3	--	155,556	184,500	--
F. Time in Position						
Less than 2 Years	1	1	--	--	--	--
2.0 - 4.9	0	0	--	--	--	--
5.0 - 9.9	0	0	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	1	1	--	--	--	--

Grant Proposal Manager

Manages and oversees all proposal writing for grants. Ensures proposals are in accordance with the funder's giving policies and criteria. May participate in writing proposals.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	13	17	\$ 67,000	\$ 83,095	\$ 80,000	\$ 87,500
B. Geographic Location						
Washington, DC/Maryland/Virginia	3	3	--	64,667	64,000	--
New York/New Jersey	3	4	--	120,696	119,780	--
Other Locations	7	10	69,500	74,879	74,150	86,750
C. Organization Type						
Health Services Organizations	8	12	70,000	84,682	80,825	90,810
Human/Youth Service Organizations	5	5	67,000	80,556	80,000	86,000
D. Organization Budget						
Less than \$5.0 mm	3	3	--	70,333	67,000	--
\$5.0 mm - \$9.9 mm	2	2	--	--	--	--
\$10.0 mm - \$29.9 mm	3	3	--	93,093	87,500	--
\$30.0 mm or more	5	9	86,000	97,992	87,500	100,741
E. Total Employees						
Less than 15	3	3	--	70,333	67,000	--
15 - 29	2	2	--	--	--	--
30 - 149	3	3	--	93,093	87,500	--
150 or more	5	9	86,000	97,992	87,500	100,741
F. Time in Position						
Less than 2 Years	12	5	50,000	69,100	72,000	86,000
2.0 - 4.9	1	4	--	--	--	--
5.0 - 9.9	1	1	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

Grant Position

Executes the grant-making activities of the organization's foundation. Identifies potential grant opportunities and oversees proposal preparation.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	13	21	\$ 61,000	\$ 72,727	\$ 65,409	\$ 82,571
B. Geographic Location						
Washington, DC/Maryland/Virginia	1	1	--	--	--	--
New York/New Jersey	4	4	--	78,578	72,155	--
Other Locations	8	16	53,932	66,457	64,180	77,643
C. Organization Type						
Health Services Organizations	6	13	63,463	72,005	65,205	78,281
Human/Youth Service Organizations	7	8	54,213	73,346	76,000	89,398
D. Organization Budget						
Less than \$5.0 mm	4	4	--	67,799	64,999	--
\$5.0 mm - \$9.9 mm	1	1	--	--	--	--
\$10.0 mm - \$29.9 mm	1	1	--	--	--	--
\$30.0 mm or more	7	15	63,975	72,036	65,409	77,655
E. Total Employees						
Less than 15	4	4	--	67,799	64,999	--
15 - 29	1	1	--	--	--	--
30 - 149	1	1	--	--	--	--
150 or more	7	15	63,975	72,036	65,409	77,655
F. Time in Position						
Less than 2 Years	3	4	--	55,492	56,100	--
2.0 - 4.9	2	3	--	--	--	--
5.0 - 9.9	0	0	--	--	--	--
10.0 - 14.9	1	1	--	--	--	--
15 Years or More	0	0	--	--	--	--

Top International Development Executive

Responsible for establishing policies and programs to promote organization and/or member products or services in foreign markets. Advises management and/or members on trade regulations and policies affecting international business. Oversees market research and development of promotional programs and materials.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	4	4	--	\$ 155,430	\$ 176,338	--
B. Geographic Location						
Washington, DC/Maryland/Virginia	0	0	--	--	--	--
New York/New Jersey	2	2	--	--	--	--
Other Locations	2	2	--	--	--	--
C. Organization Type						
Health Services Organizations	3	3	--	145,241	166,675	--
Human/Youth Service Organizations	1	1	--	--	--	--
D. Organization Budget						
Less than \$5.0 mm	0	0	--	--	--	--
\$5.0 mm - \$9.9 mm	1	1	--	--	--	--
\$10.0 mm - \$29.9 mm	0	0	--	--	--	--
\$30.0 mm or more	3	3	--	145,241	166,675	--
E. Total Employees						
Less than 15	0	0	--	--	--	--
15 - 29	1	1	--	--	--	--
30 - 149	0	0	--	--	--	--
150 or more	3	3	--	145,241	166,675	--
F. Time in Position						
Less than 2 Years	1	1	--	--	--	--
2.0 - 4.9	0	0	--	--	--	--
5.0 - 9.9	1	1	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

Top Marketing Position

Responsible for directing the marketing activities of the organization. Responsible for product/service development, advertising, and promotional activities, marketing research and market penetration/expansion.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	14	15	\$ 119,302	\$ 191,888	\$ 192,858	\$ 237,656
B. Geographic Location						
Washington, DC/Maryland/Virginia	2	2	--	--	--	--
New York/New Jersey	6	7	163,187	183,170	192,858	226,028
Other Locations	6	6	159,157	239,985	255,000	273,525
C. Organization Type						
Health Services Organizations	10	11	119,302	184,881	164,774	226,028
Human/Youth Service Organizations	4	4	--	209,406	235,313	--
D. Organization Budget						
Less than \$5.0 mm	1	1	--	--	--	--
\$5.0 mm - \$9.9 mm	2	2	--	--	--	--
\$10.0 mm - \$29.9 mm	0	0	--	--	--	--
\$30.0 mm or more	11	12	164,774	219,466	228,781	255,000
E. Total Employees						
Less than 15	1	1	--	--	--	--
15 - 29	2	2	--	--	--	--
30 - 149	0	0	--	--	--	--
150 or more	11	12	164,774	219,466	228,781	255,000
F. Time in Position						
Less than 2 Years	3	3	--	249,233	274,700	--
2.0 - 4.9	2	2	--	--	--	--
5.0 - 9.9	1	1	--	--	--	--
10.0 - 14.9	2	2	--	--	--	--
15 Years or More	0	0	--	--	--	--

Top Strategic/Mission Executive

Responsible for formulating and directing the organization's long-range strategic initiatives, special projects, and/or mission. Works in conjunction with board and staff executives to pursue and achieve tactical or strategic objectives.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	12	12	\$ 130,092	\$ 194,529	\$ 190,898	\$ 228,150
B. Geographic Location						
Washington, DC/Maryland/Virginia	3	3	--	156,977	131,318	--
New York/New Jersey	4	4	--	252,536	254,345	--
Other Locations	5	5	100,883	170,656	183,600	195,795
C. Organization Type						
Health Services Organizations	7	7	189,698	211,748	201,189	243,100
Human/Youth Service Organizations	5	5	126,412	170,423	131,318	186,000
D. Organization Budget						
Less than \$5.0 mm	2	2	--	--	--	--
\$5.0 mm - \$9.9 mm	1	1	--	--	--	--
\$10.0 mm - \$29.9 mm	1	1	--	--	--	--
\$30.0 mm or more	8	8	170,530	216,783	198,492	281,625
E. Total Employees						
Less than 15	2	2	--	--	--	--
15 - 29	1	1	--	--	--	--
30 - 149	1	1	--	--	--	--
150 or more	8	8	170,530	216,783	198,492	281,625
F. Time in Position						
Less than 2 Years	4	4	--	174,718	192,395	--
2.0 - 4.9	0	0	--	--	--	--
5.0 - 9.9	1	1	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	1	1	--	--	--	--

Top Business Development Executive

Responsible for the development and introduction of new products/services for the organization, including online products. Identifies and evaluates the feasibility of various ideas for new products and services and develops business plans to ensure their successful implementation. Contributes to the marketing and promotion of new products/services. This position does not require information technology competencies.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	8	8	\$ 123,750	\$ 178,341	\$ 161,250	\$ 214,525
B. Geographic Location						
Washington, DC/Maryland/Virginia	2	2	--	--	--	--
New York/New Jersey	4	4	--	226,432	218,364	--
Other Locations	2	2	--	--	--	--
C. Organization Type						
Health Services Organizations	5	5	105,000	137,500	130,000	161,000
Human/Youth Service Organizations	3	3	--	207,243	210,685	--
D. Organization Budget						
Less than \$5.0 mm	1	1	--	--	--	--
\$5.0 mm - \$9.9 mm	1	1	--	--	--	--
\$10.0 mm - \$29.9 mm	3	3	--	122,833	130,000	--
\$30.0 mm or more	3	3	--	247,515	226,044	--
E. Total Employees						
Less than 15	1	1	--	--	--	--
15 - 29	1	1	--	--	--	--
30 - 149	3	3	--	122,833	130,000	--
150 or more	3	3	--	247,515	226,044	--
F. Time in Position						
Less than 2 Years	1	1	--	--	--	--
2.0 - 4.9	1	1	--	--	--	--
5.0 - 9.9	0	0	--	--	--	--
10.0 - 14.9	1	1	--	--	--	--
15 Years or More	0	0	--	--	--	--

Business Development Manager

Responsible for managing and performing activities that directly contribute to the development of new products/services and/or the growth of existing markets. Assists in developing and executing strategic programs and partnerships for the assigned products and services. Identifies potential business development opportunities and conducts research to determine feasibility of new products and services.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	6	6	\$ 73,475	\$ 89,242	\$ 87,750	\$ 102,250
B. Geographic Location						
Washington, DC/Maryland/Virginia	1	1	--	--	--	--
New York/New Jersey	0	0	--	--	--	--
Other Locations	5	5	72,800	81,590	75,500	100,000
C. Organization Type						
Health Services Organizations	4	4	--	83,788	87,750	--
Human/Youth Service Organizations	2	2	--	--	--	--
D. Organization Budget						
Less than \$5.0 mm	2	2	--	--	--	--
\$5.0 mm - \$9.9 mm	0	0	--	--	--	--
\$10.0 mm - \$29.9 mm	1	1	--	--	--	--
\$30.0 mm or more	3	3	--	110,167	103,000	--
E. Total Employees						
Less than 15	2	2	--	--	--	--
15 - 29	0	0	--	--	--	--
30 - 149	1	1	--	--	--	--
150 or more	3	3	--	110,167	103,000	--
F. Time in Position						
Less than 2 Years	1	1	--	--	--	--
2.0 - 4.9	1	1	--	--	--	--
5.0 - 9.9	0	0	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

Marketing Position

Responsible for designing marketing programs to promote the organization's products and services. Identifies and tests plans to market new products and services. Makes recommendations to senior management based on test results.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	18	104	\$ 52,750	\$ 67,677	\$ 60,464	\$ 74,477
B. Geographic Location						
Washington, DC/Maryland/Virginia	4	4	--	57,375	58,500	--
New York/New Jersey	5	19	57,814	68,699	75,000	77,000
Other Locations	9	81	49,680	71,689	55,924	72,908
C. Organization Type						
Health Services Organizations	14	87	50,260	68,447	60,464	72,500
Human/Youth Service Organizations	4	17	--	64,986	63,971	--
D. Organization Budget						
Less than \$5.0 mm	4	4	--	48,009	49,750	--
\$5.0 mm - \$9.9 mm	4	4	--	65,704	61,407	--
\$10.0 mm - \$29.9 mm	3	3	--	49,535	49,680	--
\$30.0 mm or more	7	93	68,954	77,840	75,000	87,820
E. Total Employees						
Less than 15	4	4	--	48,009	49,750	--
15 - 29	4	4	--	65,704	61,407	--
30 - 149	3	3	--	49,535	49,680	--
150 or more	7	93	68,954	77,840	75,000	87,820
F. Time in Position						
Less than 2 Years	5	5	55,035	59,692	55,924	65,000
2.0 - 4.9	2	73	--	--	--	--
5.0 - 9.9	1	1	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

Sales Position

Responsible for the generation of non-dues revenue through the sale and promotion of the organization's products or services. May include the sale and promotion of education/certification programs. Not responsible for advertising or exhibit sales.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	4	13	--	\$ 88,629	\$ 69,935	--
B. Geographic Location						
Washington, DC/Maryland/Virginia	0	0	--	--	--	--
New York/New Jersey	3	10	--	99,442	83,680	--
Other Locations	1	3	--	--	--	--
C. Organization Type						
Health Services Organizations	1	1	--	--	--	--
Human/Youth Service Organizations	3	12	--	64,657	56,190	--
D. Organization Budget						
Less than \$5.0 mm	1	1	--	--	--	--
\$5.0 mm - \$9.9 mm	1	3	--	--	--	--
\$10.0 mm - \$29.9 mm	0	0	--	--	--	--
\$30.0 mm or more	2	9	--	--	--	--
E. Total Employees						
Less than 15	1	1	--	--	--	--
15 - 29	1	3	--	--	--	--
30 - 149	0	0	--	--	--	--
150 or more	2	9	--	--	--	--
F. Time in Position						
Less than 2 Years	1	3	--	--	--	--
2.0 - 4.9	0	0	--	--	--	--
5.0 - 9.9	2	2	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

Top Membership Position

Responsible for directing membership activities of the organization. Directs programs and campaigns to attract new members. Oversees the development of membership standards and services.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	8	8	\$ 124,375	\$ 159,499	\$ 137,375	\$ 168,844
B. Geographic Location						
Washington, DC/Maryland/Virginia	1	1	--	--	--	--
New York/New Jersey	3	3	--	182,929	143,500	--
Other Locations	4	4	--	148,990	142,980	--
C. Organization Type						
Health Services Organizations	5	5	115,000	131,642	131,250	143,500
Human/Youth Service Organizations	3	3	--	205,929	200,000	--
D. Organization Budget						
Less than \$5.0 mm	0	0	--	--	--	--
\$5.0 mm - \$9.9 mm	1	1	--	--	--	--
\$10.0 mm - \$29.9 mm	1	1	--	--	--	--
\$30.0 mm or more	6	6	134,313	173,082	150,980	189,615
E. Total Employees						
Less than 15	0	0	--	--	--	--
15 - 29	1	1	--	--	--	--
30 - 149	1	1	--	--	--	--
150 or more	6	6	134,313	173,082	150,980	189,615
F. Time in Position						
Less than 2 Years	0	0	--	--	--	--
2.0 - 4.9	1	1	--	--	--	--
5.0 - 9.9	0	0	--	--	--	--
10.0 - 14.9	2	2	--	--	--	--
15 Years or More	0	0	--	--	--	--

Membership Director

Responsible for overseeing the organization's membership activities. Participates in designing and implementing member programs and services. Directs department staff to ensure member satisfaction.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	6	6	\$ 78,685	\$ 133,732	\$ 134,546	\$ 183,088
B. Geographic Location						
Washington, DC/Maryland/Virginia	0	0	--	--	--	--
New York/New Jersey	4	4	--	155,296	173,609	--
Other Locations	2	2	--	--	--	--
C. Organization Type						
Health Services Organizations	3	3	--	113,577	66,766	--
Human/Youth Service Organizations	3	3	--	153,886	154,650	--
D. Organization Budget						
Less than \$5.0 mm	0	0	--	--	--	--
\$5.0 mm - \$9.9 mm	2	2	--	--	--	--
\$10.0 mm - \$29.9 mm	1	1	--	--	--	--
\$30.0 mm or more	3	3	--	155,511	192,568	--
E. Total Employees						
Less than 15	0	0	--	--	--	--
15 - 29	2	2	--	--	--	--
30 - 149	1	1	--	--	--	--
150 or more	3	3	--	155,511	192,568	--
F. Time in Position						
Less than 2 Years	2	2	--	--	--	--
2.0 - 4.9	1	1	--	--	--	--
5.0 - 9.9	1	1	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

Member Relations Position

Manages the member relations activities of the organization. Administers development and administration of programs and services to attract new and retain existing members.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	12	26	\$ 53,164	\$ 65,854	\$ 60,930	\$ 76,354
B. Geographic Location						
Washington, DC/Maryland/Virginia	1	1	--	--	--	--
New York/New Jersey	4	10	--	78,688	81,460	--
Other Locations	7	15	50,597	56,210	53,987	60,930
C. Organization Type						
Health Services Organizations	7	15	52,341	61,224	59,000	64,814
Human/Youth Service Organizations	5	11	61,860	72,337	74,461	82,034
D. Organization Budget						
Less than \$5.0 mm	0	0	--	--	--	--
\$5.0 mm - \$9.9 mm	3	3	--	68,397	61,860	--
\$10.0 mm - \$29.9 mm	2	3	--	--	--	--
\$30.0 mm or more	7	20	56,494	68,323	69,628	78,247
E. Total Employees						
Less than 15	0	0	--	--	--	--
15 - 29	3	3	--	68,397	61,860	--
30 - 149	2	3	--	--	--	--
150 or more	7	20	56,494	68,323	69,628	78,247
F. Time in Position						
Less than 2 Years	4	11	--	72,678	71,947	--
2.0 - 4.9	2	3	--	--	--	--
5.0 - 9.9	0	0	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	2	2	--	--	--	--

Chapter/Affiliate Relations Position

Responsible for managing programs and services designed to support the organization's regional or local chapters/affiliates. Serves as liaison to resolve chapter/affiliate inquiries and issues with other internal departments. Reviews and recommends policies and processes to maintain and improve service levels between the organization and its chapters/affiliates.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	9	35	\$ 55,220	\$ 74,920	\$ 70,000	\$ 97,063
B. Geographic Location						
Washington, DC/Maryland/Virginia	2	3	--	--	--	--
New York/New Jersey	6	31	48,307	70,844	65,000	90,297
Other Locations	1	1	--	--	--	--
C. Organization Type						
Health Services Organizations	6	28	48,307	75,333	68,000	101,514
Human/Youth Service Organizations	3	7	--	74,094	70,000	--
D. Organization Budget						
Less than \$5.0 mm	2	2	--	--	--	--
\$5.0 mm - \$9.9 mm	3	4	--	57,857	60,000	--
\$10.0 mm - \$29.9 mm	3	7	--	86,491	97,063	--
\$30.0 mm or more	1	22	--	--	--	--
E. Total Employees						
Less than 15	2	2	--	--	--	--
15 - 29	3	4	--	57,857	60,000	--
30 - 149	3	7	--	86,491	97,063	--
150 or more	1	22	--	--	--	--
F. Time in Position						
Less than 2 Years	9	3	70,915	86,610	86,610	102,305
2.0 - 4.9	2	2	--	--	--	--
5.0 - 9.9	0	0	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

Call Center/Member Service Manager

Manages the organization's call center/customer service department. Supervises member/customer service representatives responsible for processing orders or conference/educational program registrations.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	15	53	\$ 58,700	\$ 73,433	\$ 68,436	\$ 81,025
B. Geographic Location						
Washington, DC/Maryland/Virginia	3	4	--	82,491	67,245	--
New York/New Jersey	6	7	68,729	72,005	70,664	72,845
Other Locations	6	42	52,081	69,492	58,700	83,063
C. Organization Type						
Health Services Organizations	11	49	53,054	63,030	62,500	70,078
Human/Youth Service Organizations	4	4	--	102,041	110,414	--
D. Organization Budget						
Less than \$5.0 mm	2	2	--	--	--	--
\$5.0 mm - \$9.9 mm	1	1	--	--	--	--
\$10.0 mm - \$29.9 mm	3	3	--	60,706	62,400	--
\$30.0 mm or more	9	47	67,245	81,363	72,100	110,334
E. Total Employees						
Less than 15	2	2	--	--	--	--
15 - 29	1	1	--	--	--	--
30 - 149	3	3	--	60,706	62,400	--
150 or more	9	47	67,245	81,363	72,100	110,334
F. Time in Position						
Less than 2 Years	9	2	64,202	66,004	66,004	67,807
2.0 - 4.9	3	4	--	67,155	67,245	--
5.0 - 9.9	2	4	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

Senior Call Center/Member Service Representative

Provides more advanced direct service to members or customers by telephone and/or e-mail. May advise members on various professional program requirements. Requires comprehensive knowledge of organization's products and/or services. Provides guidance to less experienced representatives and handles more difficult issues.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	13	46	\$ 39,057	\$ 51,681	\$ 48,588	\$ 59,748
B. Geographic Location						
Washington, DC/Maryland/Virginia	2	2	--	--	--	--
New York/New Jersey	6	12	42,527	55,840	53,661	67,934
Other Locations	5	32	38,595	46,136	40,495	48,588
C. Organization Type						
Health Services Organizations	8	32	38,446	47,460	39,776	53,299
Human/Youth Service Organizations	5	14	48,588	58,436	59,748	65,000
D. Organization Budget						
Less than \$5.0 mm	0	0	--	--	--	--
\$5.0 mm - \$9.9 mm	1	1	--	--	--	--
\$10.0 mm - \$29.9 mm	2	2	--	--	--	--
\$30.0 mm or more	10	43	39,417	49,947	47,492	58,045
E. Total Employees						
Less than 15	0	0	--	--	--	--
15 - 29	1	1	--	--	--	--
30 - 149	2	2	--	--	--	--
150 or more	10	43	39,417	49,947	47,492	58,045
F. Time in Position						
Less than 2 Years	2	16	--	--	--	--
2.0 - 4.9	1	1	--	--	--	--
5.0 - 9.9	1	1	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

Call Center/Member Service Representative

Provides direct service to members or customers by telephone and/or e-mail. Follows established procedures and guidelines to fulfill orders or provide basic information about the organization's programs, products, and services. Researches and resolves routine issues.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	15	399	\$ 36,070	\$ 42,813	\$ 40,494	\$ 50,383
B. Geographic Location						
Washington, DC/Maryland/Virginia	2	21	--	--	--	--
New York/New Jersey	6	11	40,681	43,691	41,907	49,467
Other Locations	7	367	35,068	40,587	37,003	44,543
C. Organization Type						
Health Services Organizations	10	385	35,034	39,794	39,793	42,053
Human/Youth Service Organizations	5	14	41,240	48,852	49,000	56,446
D. Organization Budget						
Less than \$5.0 mm	1	2	--	--	--	--
\$5.0 mm - \$9.9 mm	2	2	--	--	--	--
\$10.0 mm - \$29.9 mm	3	23	--	39,219	40,085	--
\$30.0 mm or more	9	372	35,136	43,644	40,494	51,765
E. Total Employees						
Less than 15	1	2	--	--	--	--
15 - 29	2	2	--	--	--	--
30 - 149	3	23	--	39,219	40,085	--
150 or more	9	372	35,136	43,644	40,494	51,765
F. Time in Position						
Less than 2 Years	5	74	39,500	39,557	40,085	41,240
2.0 - 4.9	1	1	--	--	--	--
5.0 - 9.9	0	0	--	--	--	--
10.0 - 14.9	1	2	--	--	--	--
15 Years or More	0	0	--	--	--	--

Membership Records Position

Oversees the daily administration of the organization's membership database and mailing lists. Supervises the processing of member applications and renewals.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	3	3	--	\$ 52,881	\$ 41,517	--
B. Geographic Location						
Washington, DC/Maryland/Virginia	1	1	--	--	--	--
New York/New Jersey	1	1	--	--	--	--
Other Locations	1	1	--	--	--	--
C. Organization Type						
Health Services Organizations	3	3	--	52,881	41,517	--
Human/Youth Service Organizations	0	0	--	--	--	--
D. Organization Budget						
Less than \$5.0 mm	1	1	--	--	--	--
\$5.0 mm - \$9.9 mm	0	0	--	--	--	--
\$10.0 mm - \$29.9 mm	1	1	--	--	--	--
\$30.0 mm or more	1	1	--	--	--	--
E. Total Employees						
Less than 15	1	1	--	--	--	--
15 - 29	0	0	--	--	--	--
30 - 149	1	1	--	--	--	--
150 or more	1	1	--	--	--	--
F. Time in Position						
Less than 2 Years	1	1	--	--	--	--
2.0 - 4.9	1	1	--	--	--	--
5.0 - 9.9	0	0	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

Top Convention/Meetings Position

Responsible for planning and executing the convention and meetings activities of the organization for professional members and/or other affiliates. Identifies and negotiates for meeting facilities, sells exhibition space, and negotiates with vendors for supplies and services. Participates in developing program content.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	8	8	\$ 94,191	\$ 110,808	\$ 106,950	\$ 137,093
B. Geographic Location						
Washington, DC/Maryland/Virginia	0	0	--	--	--	--
New York/New Jersey	6	6	77,498	105,357	106,618	126,986
Other Locations	2	2	--	--	--	--
C. Organization Type						
Health Services Organizations	5	5	69,152	101,654	103,200	132,415
Human/Youth Service Organizations	3	3	--	126,065	110,699	--
D. Organization Budget						
Less than \$5.0 mm	0	0	--	--	--	--
\$5.0 mm - \$9.9 mm	2	2	--	--	--	--
\$10.0 mm - \$29.9 mm	1	1	--	--	--	--
\$30.0 mm or more	5	5	103,200	113,318	110,699	132,415
E. Total Employees						
Less than 15	0	0	--	--	--	--
15 - 29	2	2	--	--	--	--
30 - 149	1	1	--	--	--	--
150 or more	5	5	103,200	113,318	110,699	132,415
F. Time in Position						
Less than 2 Years	2	2	--	--	--	--
2.0 - 4.9	0	0	--	--	--	--
5.0 - 9.9	0	0	--	--	--	--
10.0 - 14.9	1	1	--	--	--	--
15 Years or More	0	0	--	--	--	--

Convention and Meetings Manager

Responsible for logistics and on-site management of the organization's convention and meetings for professional members and/or other affiliates. Assists in negotiating contracts with vendors for on-site services. Approves transportation and hotel arrangements for speakers and attendees. Responsible for promoting attendance. May assist in developing program content.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	11	21	\$ 56,100	\$ 80,015	\$ 66,576	\$ 81,598
B. Geographic Location						
Washington, DC/Maryland/Virginia	3	4	--	57,859	55,000	--
New York/New Jersey	2	4	--	--	--	--
Other Locations	6	13	57,725	79,006	68,150	80,146
C. Organization Type						
Health Services Organizations	8	16	54,250	69,182	58,250	71,172
Human/Youth Service Organizations	3	5	--	103,596	82,000	--
D. Organization Budget						
Less than \$5.0 mm	1	1	--	--	--	--
\$5.0 mm - \$9.9 mm	2	3	--	--	--	--
\$10.0 mm - \$29.9 mm	4	4	--	63,132	61,888	--
\$30.0 mm or more	4	13	--	109,860	114,797	--
E. Total Employees						
Less than 15	1	1	--	--	--	--
15 - 29	2	3	--	--	--	--
30 - 149	4	4	--	63,132	61,888	--
150 or more	4	13	--	109,860	114,797	--
F. Time in Position						
Less than 2 Years	1	2	--	--	--	--
2.0 - 4.9	5	12	59,300	77,000	66,576	81,035
5.0 - 9.9	0	0	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	1	1	--	--	--	--

Exhibit Manager

Responsible for the on-site management of exhibits and displays at the organization's convention and meetings. Coordinates logistics with vendors to ensure that exhibit is set up on time and in accordance with pre-determined floor plans. Assists in exhibit set-up and dismantling.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	3	3	--	\$ 78,515	\$ 79,445	--
B. Geographic Location						
Washington, DC/Maryland/Virginia	0	0	--	--	--	--
New York/New Jersey	1	1	--	--	--	--
Other Locations	2	2	--	--	--	--
C. Organization Type						
Health Services Organizations	2	2	--	--	--	--
Human/Youth Service Organizations	1	1	--	--	--	--
D. Organization Budget						
Less than \$5.0 mm	0	0	--	--	--	--
\$5.0 mm - \$9.9 mm	0	0	--	--	--	--
\$10.0 mm - \$29.9 mm	0	0	--	--	--	--
\$30.0 mm or more	3	3	--	78,515	79,445	--
E. Total Employees						
Less than 15	0	0	--	--	--	--
15 - 29	0	0	--	--	--	--
30 - 149	0	0	--	--	--	--
150 or more	3	3	--	78,515	79,445	--
F. Time in Position						
Less than 2 Years	0	0	--	--	--	--
2.0 - 4.9	1	1	--	--	--	--
5.0 - 9.9	0	0	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

Program Planner

Assists in the program planning and execution of the organization's national convention and other major meetings/events. Prepares convention scripts, promotional materials, and printed programs in conjunction with other departments.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	3	3	--	\$ 74,859	\$ 58,000	--
B. Geographic Location						
Washington, DC/Maryland/Virginia	0	0	--	--	--	--
New York/New Jersey	0	0	--	--	--	--
Other Locations	3	3	--	74,859	58,000	--
C. Organization Type						
Health Services Organizations	3	3	--	74,859	58,000	--
Human/Youth Service Organizations	0	0	--	--	--	--
D. Organization Budget						
Less than \$5.0 mm	0	0	--	--	--	--
\$5.0 mm - \$9.9 mm	0	0	--	--	--	--
\$10.0 mm - \$29.9 mm	1	1	--	--	--	--
\$30.0 mm or more	2	2	--	--	--	--
E. Total Employees						
Less than 15	0	0	--	--	--	--
15 - 29	0	0	--	--	--	--
30 - 149	1	1	--	--	--	--
150 or more	2	2	--	--	--	--
F. Time in Position						
Less than 2 Years	0	0	--	--	--	--
2.0 - 4.9	1	1	--	--	--	--
5.0 - 9.9	0	0	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

Meetings Planner

Coordinates the registration, logistics, and travel arrangements for the organization's national convention and other major meetings/events. Works with vendors to ensure that convention and meetings/events needs are met.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	8	14	\$ 47,880	\$ 57,872	\$ 57,727	\$ 66,356
B. Geographic Location						
Washington, DC/Maryland/Virginia	3	3	--	58,413	56,383	--
New York/New Jersey	2	8	--	--	--	--
Other Locations	3	3	--	51,192	48,506	--
C. Organization Type						
Health Services Organizations	5	11	56,383	59,123	59,070	65,631
Human/Youth Service Organizations	3	3	--	55,788	48,506	--
D. Organization Budget						
Less than \$5.0 mm	1	1	--	--	--	--
\$5.0 mm - \$9.9 mm	2	2	--	--	--	--
\$10.0 mm - \$29.9 mm	1	1	--	--	--	--
\$30.0 mm or more	4	10	--	63,255	67,081	--
E. Total Employees						
Less than 15	1	1	--	--	--	--
15 - 29	2	2	--	--	--	--
30 - 149	1	1	--	--	--	--
150 or more	4	10	--	63,255	67,081	--
F. Time in Position						
Less than 2 Years	1	1	--	--	--	--
2.0 - 4.9	0	0	--	--	--	--
5.0 - 9.9	0	0	--	--	--	--
10.0 - 14.9	3	3	--	53,766	48,506	--
15 Years or More	0	0	--	--	--	--

Top Program Position

Responsible for directing the overall activities of the organization's major programs/services. Responsible for program planning, execution, and evaluation.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	26	29	\$ 120,982	\$ 167,994	\$ 153,235	\$ 206,066
B. Geographic Location						
Washington, DC/Maryland/Virginia	7	7	126,848	152,318	156,602	183,098
New York/New Jersey	11	12	118,547	168,110	149,868	213,651
Other Locations	8	10	123,375	181,551	151,550	233,474
C. Organization Type						
Health Services Organizations	17	20	127,000	173,661	181,432	217,181
Human/Youth Service Organizations	9	9	113,168	157,290	125,000	172,000
D. Organization Budget						
Less than \$5.0 mm	1	1	--	--	--	--
\$5.0 mm - \$9.9 mm	7	7	116,190	129,348	123,926	129,536
\$10.0 mm - \$29.9 mm	7	7	112,834	130,010	127,000	140,484
\$30.0 mm or more	11	14	187,749	222,912	217,181	239,300
E. Total Employees						
Less than 15	1	1	--	--	--	--
15 - 29	7	7	116,190	129,348	123,926	129,536
30 - 149	7	7	112,834	130,010	127,000	140,484
150 or more	11	14	187,749	222,912	217,181	239,300
F. Time in Position						
Less than 2 Years	5	5	120,000	158,408	123,926	190,735
2.0 - 4.9	3	3	--	153,877	149,868	--
5.0 - 9.9	2	2	--	--	--	--
10.0 - 14.9	2	2	--	--	--	--
15 Years or More	3	3	--	218,773	210,120	--

Senior Program/Section Manager

Responsible for managing the daily work activities of a major/complex program, section, or special interest group. May manage multiple programs and/or projects and delegate specific assignments to lower level Program/Section Managers. Serves as the lead staff liaison for the assigned program area. Oversees the execution of programs and services for assigned constituency group(s). Represents the interests of assigned constituency group both inside and outside of the organization. This position typically reports to the Top Program Position.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	26	60	\$ 84,075	\$ 106,716	\$ 101,408	\$ 132,986
B. Geographic Location						
Washington, DC/Maryland/Virginia	8	17	82,453	99,571	97,089	110,422
New York/New Jersey	9	27	110,250	123,448	135,000	137,352
Other Locations	9	16	69,025	96,334	86,700	100,000
C. Organization Type						
Health Services Organizations	18	40	84,075	110,449	102,908	136,500
Human/Youth Service Organizations	8	20	85,851	98,315	89,881	114,438
D. Organization Budget						
Less than \$5.0 mm	5	7	69,025	81,917	83,200	91,361
\$5.0 mm - \$9.9 mm	7	14	79,800	96,248	88,006	106,533
\$10.0 mm - \$29.9 mm	5	9	86,700	95,750	88,401	103,000
\$30.0 mm or more	9	30	127,844	134,726	133,086	137,352
E. Total Employees						
Less than 15	5	7	69,025	81,917	83,200	91,361
15 - 29	7	14	79,800	96,248	88,006	106,533
30 - 149	5	9	86,700	95,750	88,401	103,000
150 or more	9	30	127,844	134,726	133,086	137,352
F. Time in Position						
Less than 2 Years	5	18	79,387	101,448	90,743	133,086
2.0 - 4.9	1	1	--	--	--	--
5.0 - 9.9	1	1	--	--	--	--
10.0 - 14.9	3	8	--	124,285	132,687	--
15 Years or More	1	1	--	--	--	--

Program/Section Manager

Responsible for managing the daily work activities of a single program, section, or special interest group. May manage a large project within a major program, or a group of small, related programs. Serves as the day-to-day staff liaison for the assigned program area. Executes programs and services for an assigned constituency group. Represents the interests of the assigned constituency group, both inside and outside of the organization. This position typically reports to the Top Program Position or a Senior Program/Project Manager.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	26	132	\$ 59,882	\$ 74,687	\$ 67,171	\$ 89,519
B. Geographic Location						
Washington, DC/Maryland/Virginia	9	14	60,000	70,536	61,000	94,537
New York/New Jersey	10	51	61,048	73,856	73,764	84,029
Other Locations	7	67	57,064	81,212	69,680	97,775
C. Organization Type						
Health Services Organizations	18	114	60,000	71,526	67,171	84,029
Human/Youth Service Organizations	8	18	59,445	81,799	66,000	100,479
D. Organization Budget						
Less than \$5.0 mm	6	7	56,637	57,392	59,125	60,000
\$5.0 mm - \$9.9 mm	5	8	61,000	66,466	61,200	72,000
\$10.0 mm - \$29.9 mm	6	13	52,761	66,655	62,252	77,365
\$30.0 mm or more	9	104	84,038	96,140	95,989	98,495
E. Total Employees						
Less than 15	6	7	56,637	57,392	59,125	60,000
15 - 29	5	8	61,000	66,466	61,200	72,000
30 - 149	6	13	52,761	66,655	62,252	77,365
150 or more	9	104	84,038	96,140	95,989	98,495
F. Time in Position						
Less than 2 Years	4	64	--	69,949	64,840	--
2.0 - 4.9	4	7	--	71,923	71,400	--
5.0 - 9.9	1	1	--	--	--	--
10.0 - 14.9	4	12	--	85,657	92,942	--
15 Years or More	0	0	--	--	--	--

Program Staff Position

Executes the daily work activities for an assigned program section or special interest group. May serve as the staff liaison between member committee(s) and the organization. Reports directly to the Program/Section Manager and/or Top Program Position.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	23	1059	\$ 48,240	\$ 54,791	\$ 53,135	\$ 59,795
B. Geographic Location						
Washington, DC/Maryland/Virginia	8	27	46,978	54,076	53,284	58,050
New York/New Jersey	8	64	51,163	57,299	55,601	61,535
Other Locations	7	968	46,339	52,743	52,573	59,795
C. Organization Type						
Health Services Organizations	14	1030	47,768	55,395	57,733	60,000
Human/Youth Service Organizations	9	29	49,304	53,853	51,550	57,021
D. Organization Budget						
Less than \$5.0 mm	5	10	43,302	47,360	47,175	49,304
\$5.0 mm - \$9.9 mm	7	14	49,774	54,150	51,550	59,033
\$10.0 mm - \$29.9 mm	2	2	--	--	--	--
\$30.0 mm or more	9	1033	53,135	60,261	58,751	61,060
E. Total Employees						
Less than 15	5	10	43,302	47,360	47,175	49,304
15 - 29	7	14	49,774	54,150	51,550	59,033
30 - 149	2	2	--	--	--	--
150 or more	9	1033	53,135	60,261	58,751	61,060
F. Time in Position						
Less than 2 Years	4	10	--	53,547	47,426	--
2.0 - 4.9	3	14	--	59,487	60,000	--
5.0 - 9.9	1	1	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

Program Assistant

Assists in the daily execution of an assigned section or special interest group. Provides staff support to program, section, and/or special interest group. Requires a broad range of administrative, editorial, and/or basic research skills. This is an entry-level professional position.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	17	43	\$ 37,500	\$ 42,017	\$ 40,750	\$ 45,000
B. Geographic Location						
Washington, DC/Maryland/Virginia	7	16	37,250	44,937	43,250	49,888
New York/New Jersey	4	12	--	37,764	39,781	--
Other Locations	6	15	38,225	41,446	40,575	42,045
C. Organization Type						
Health Services Organizations	13	33	37,500	41,079	40,400	45,000
Human/Youth Service Organizations	4	10	--	45,065	41,614	--
D. Organization Budget						
Less than \$5.0 mm	5	7	37,500	39,695	38,500	42,477
\$5.0 mm - \$9.9 mm	2	3	--	--	--	--
\$10.0 mm - \$29.9 mm	4	7	--	43,066	41,200	--
\$30.0 mm or more	6	26	41,375	46,874	44,220	50,642
E. Total Employees						
Less than 15	5	7	37,500	39,695	38,500	42,477
15 - 29	2	3	--	--	--	--
30 - 149	4	7	--	43,066	41,200	--
150 or more	6	26	41,375	46,874	44,220	50,642
F. Time in Position						
Less than 2 Years	5	11	42,000	43,250	42,477	45,152
2.0 - 4.9	2	6	--	--	--	--
5.0 - 9.9	2	3	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

Top Volunteer Program Position

Responsible for directing the activities of the organization's volunteer staff. Develops volunteer programs and services.
Responsible for attracting and retaining volunteer staff.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	7	7	\$ 115,510	\$ 160,137	\$ 166,445	\$ 191,284
B. Geographic Location						
Washington, DC/Maryland/Virginia	1	1	--	--	--	--
New York/New Jersey	4	4	--	164,853	178,222	--
Other Locations	2	2	--	--	--	--
C. Organization Type						
Health Services Organizations	6	6	112,955	154,732	143,532	184,111
Human/Youth Service Organizations	1	1	--	--	--	--
D. Organization Budget						
Less than \$5.0 mm	0	0	--	--	--	--
\$5.0 mm - \$9.9 mm	1	1	--	--	--	--
\$10.0 mm - \$29.9 mm	0	0	--	--	--	--
\$30.0 mm or more	6	6	132,075	177,372	178,222	191,926
E. Total Employees						
Less than 15	0	0	--	--	--	--
15 - 29	1	1	--	--	--	--
30 - 149	0	0	--	--	--	--
150 or more	6	6	132,075	177,372	178,222	191,926
F. Time in Position						
Less than 2 Years	1	1	--	--	--	--
2.0 - 4.9	0	0	--	--	--	--
5.0 - 9.9	1	1	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

Top Professional Education Position

Responsible for directing the professional education/training activities of the organization. Directs and/or conducts educational seminars, workshops, and/or online courses. Responsible for developing educational program strategies as well as overseeing the development of course content for the programs offered.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	10	10	\$ 113,855	\$ 150,470	\$ 161,150	\$ 177,500
B. Geographic Location						
Washington, DC/Maryland/Virginia	2	2	--	--	--	--
New York/New Jersey	6	6	159,245	167,595	172,480	196,704
Other Locations	2	2	--	--	--	--
C. Organization Type						
Health Services Organizations	6	6	130,700	164,580	175,001	196,704
Human/Youth Service Organizations	4	4	--	129,305	128,131	--
D. Organization Budget						
Less than \$5.0 mm	0	0	--	--	--	--
\$5.0 mm - \$9.9 mm	3	3	--	124,522	112,607	--
\$10.0 mm - \$29.9 mm	0	0	--	--	--	--
\$30.0 mm or more	7	7	137,470	161,591	170,001	191,136
E. Total Employees						
Less than 15	0	0	--	--	--	--
15 - 29	3	3	--	124,522	112,607	--
30 - 149	0	0	--	--	--	--
150 or more	7	7	137,470	161,591	170,001	191,136
F. Time in Position						
Less than 2 Years	1	1	--	--	--	--
2.0 - 4.9	0	0	--	--	--	--
5.0 - 9.9	2	2	--	--	--	--
10.0 - 14.9	2	2	--	--	--	--
15 Years or More	0	0	--	--	--	--

Education/Curriculum Developer

Implements, manages, and administers educational programs to enhance the professional development of the organization's members. Assists in developing curricula or educational program content. May identify topics and collaborate with outside instructors to conduct educational conferences and workshops. May be responsible for delivering presentations, classes, or seminars for assigned topics. Periodically evaluates and updates educational programs and in-house course materials.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	9	19	\$ 60,976	\$ 75,253	\$ 69,698	\$ 79,865
B. Geographic Location						
Washington, DC/Maryland/Virginia	2	2	--	--	--	--
New York/New Jersey	3	4	--	104,489	98,000	--
Other Locations	4	13	--	55,743	61,037	--
C. Organization Type						
Health Services Organizations	7	17	58,576	72,468	65,898	74,782
Human/Youth Service Organizations	2	2	--	--	--	--
D. Organization Budget						
Less than \$5.0 mm	0	0	--	--	--	--
\$5.0 mm - \$9.9 mm	2	2	--	--	--	--
\$10.0 mm - \$29.9 mm	3	3	--	60,254	69,698	--
\$30.0 mm or more	4	14	--	81,629	63,437	--
E. Total Employees						
Less than 15	0	0	--	--	--	--
15 - 29	2	2	--	--	--	--
30 - 149	3	3	--	60,254	69,698	--
150 or more	4	14	--	81,629	63,437	--
F. Time in Position						
Less than 2 Years	2	5	--	--	--	--
2.0 - 4.9	2	2	--	--	--	--
5.0 - 9.9	0	0	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

e-Learning Manager

Designs and manages e-learning programs and provides specialized expertise in the area of learning technology solutions. Researches, plans, and implements processes for defining e-learning program requirements. Participates in developing program content. Ensures that the organization's e-learning products/services are aligned with organizational goals as well as members' requirements.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	5	7	\$ 60,150	\$ 76,332	\$ 72,686	\$ 80,031
B. Geographic Location						
Washington, DC/Maryland/Virginia	1	1	--	--	--	--
New York/New Jersey	1	1	--	--	--	--
Other Locations	3	5	--	84,658	80,031	--
C. Organization Type						
Health Services Organizations	3	5	--	76,315	60,150	--
Human/Youth Service Organizations	2	2	--	--	--	--
D. Organization Budget						
Less than \$5.0 mm	1	1	--	--	--	--
\$5.0 mm - \$9.9 mm	1	1	--	--	--	--
\$10.0 mm - \$29.9 mm	0	0	--	--	--	--
\$30.0 mm or more	3	5	--	76,315	60,150	--
E. Total Employees						
Less than 15	1	1	--	--	--	--
15 - 29	1	1	--	--	--	--
30 - 149	0	0	--	--	--	--
150 or more	3	5	--	76,315	60,150	--
F. Time in Position						
Less than 2 Years	3	3	--	69,239	72,686	--
2.0 - 4.9	0	0	--	--	--	--
5.0 - 9.9	1	2	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

Top Medical Services Position

Responsible for directing all aspects of the medical affairs activities of the organization, including policies and programs which support its overall health objectives. Serves as the chief medical officer and represents the organization among health professionals.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	8	8	\$ 355,866	\$ 384,872	\$ 410,994	\$ 452,500
B. Geographic Location						
Washington, DC/Maryland/Virginia	1	1	--	--	--	--
New York/New Jersey	5	5	325,432	341,065	366,011	400,000
Other Locations	2	2	--	--	--	--
C. Organization Type						
Health Services Organizations	8	8	355,866	384,872	410,994	452,500
Human/Youth Service Organizations	0	0	--	--	--	--
D. Organization Budget						
Less than \$5.0 mm	1	1	--	--	--	--
\$5.0 mm - \$9.9 mm	0	0	--	--	--	--
\$10.0 mm - \$29.9 mm	1	1	--	--	--	--
\$30.0 mm or more	6	6	344,074	377,161	410,994	450,497
E. Total Employees						
Less than 15	1	1	--	--	--	--
15 - 29	0	0	--	--	--	--
30 - 149	1	1	--	--	--	--
150 or more	6	6	344,074	377,161	410,994	450,497
F. Time in Position						
Less than 2 Years	0	0	--	--	--	--
2.0 - 4.9	2	2	--	--	--	--
5.0 - 9.9	0	0	--	--	--	--
10.0 - 14.9	2	2	--	--	--	--
15 Years or More	0	0	--	--	--	--

Top Scientific/Technical Research Position

Responsible for directing all technical research activities of the organization, including grant awards and forecasting. Oversees research projects and requires expertise in an academic discipline such as engineering, public health, medicine, mathematics, or other scientific subjects.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	19	19	\$ 111,125	\$ 185,674	\$ 168,706	\$ 221,315
B. Geographic Location						
Washington, DC/Maryland/Virginia	3	3	--	208,167	110,000	--
New York/New Jersey	10	10	149,122	200,252	174,353	236,882
Other Locations	6	6	85,250	150,130	163,600	197,138
C. Organization Type						
Health Services Organizations	16	16	145,497	202,535	183,600	243,016
Human/Youth Service Organizations	3	3	--	95,750	110,250	--
D. Organization Budget						
Less than \$5.0 mm	2	2	--	--	--	--
\$5.0 mm - \$9.9 mm	5	5	82,000	120,140	112,000	154,500
\$10.0 mm - \$29.9 mm	5	5	110,250	133,191	140,000	168,706
\$30.0 mm or more	7	7	221,315	286,260	248,676	339,781
E. Total Employees						
Less than 15	2	2	--	--	--	--
15 - 29	5	5	82,000	120,140	112,000	154,500
30 - 149	5	5	110,250	133,191	140,000	168,706
150 or more	7	7	221,315	286,260	248,676	339,781
F. Time in Position						
Less than 2 Years	3	3	--	135,150	140,000	--
2.0 - 4.9	0	0	--	--	--	--
5.0 - 9.9	2	2	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	2	2	--	--	--	--

Research Position

Performs statistical research and analysis. Collects and develops pertinent background data to support a greater understanding of issues and trends impacting the organization's activities. Assists in writing articles and/or technical reports.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	15	36	\$ 48,150	\$ 68,673	\$ 70,000	\$ 78,750
B. Geographic Location						
Washington, DC/Maryland/Virginia	3	3	--	91,570	80,000	--
New York/New Jersey	4	13	--	63,125	62,750	--
Other Locations	8	20	47,475	62,860	52,400	71,701
C. Organization Type						
Health Services Organizations	8	20	48,750	67,847	62,781	81,250
Human/Youth Service Organizations	7	16	48,150	69,617	70,000	76,010
D. Organization Budget						
Less than \$5.0 mm	3	3	--	60,833	70,000	--
\$5.0 mm - \$9.9 mm	3	3	--	73,670	48,300	--
\$10.0 mm - \$29.9 mm	4	5	--	55,500	47,500	--
\$30.0 mm or more	5	25	70,761	77,500	74,520	80,916
E. Total Employees						
Less than 15	3	3	--	60,833	70,000	--
15 - 29	3	3	--	73,670	48,300	--
30 - 149	4	5	--	55,500	47,500	--
150 or more	5	25	70,761	77,500	74,520	80,916
F. Time in Position						
Less than 2 Years	3	4	--	58,333	50,000	--
2.0 - 4.9	1	1	--	--	--	--
5.0 - 9.9	0	0	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

Research Manager

Designs and manages the administration of short- and long-range research projects for the organization. Contributes to the development of the organization's overall research strategy and/or specific project initiatives. Coordinates the work of research analysts, program assistants, and interns.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	10	24	\$ 72,404	\$ 86,948	\$ 80,340	\$ 93,764
B. Geographic Location						
Washington, DC/Maryland/Virginia	1	1	--	--	--	--
New York/New Jersey	4	6	--	80,964	77,596	--
Other Locations	5	17	70,000	93,389	85,480	97,000
C. Organization Type						
Health Services Organizations	7	19	71,071	88,185	78,680	91,003
Human/Youth Service Organizations	3	5	--	84,064	82,000	--
D. Organization Budget						
Less than \$5.0 mm	1	1	--	--	--	--
\$5.0 mm - \$9.9 mm	2	3	--	--	--	--
\$10.0 mm - \$29.9 mm	4	7	--	77,964	72,666	--
\$30.0 mm or more	3	13	--	110,649	97,000	--
E. Total Employees						
Less than 15	1	1	--	--	--	--
15 - 29	2	3	--	--	--	--
30 - 149	4	7	--	77,964	72,666	--
150 or more	3	13	--	110,649	97,000	--
F. Time in Position						
Less than 2 Years	0	0	--	--	--	--
2.0 - 4.9	3	9	--	75,874	72,141	--
5.0 - 9.9	0	0	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

Top Development Position

Responsible for directing the fund-raising activities of the organization. Responsible for developing fund-raising strategies and campaigns. Establishes contacts with individuals and organizations to solicit financial support for the organization.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	32	34	\$ 101,559	\$ 170,824	\$ 129,407	\$ 222,932
B. Geographic Location						
Washington, DC/Maryland/Virginia	10	11	105,059	154,738	125,590	184,664
New York/New Jersey	11	12	128,898	186,096	154,698	223,685
Other Locations	11	11	97,000	170,175	112,350	181,000
C. Organization Type						
Health Services Organizations	24	26	101,559	172,939	129,090	226,392
Human/Youth Service Organizations	8	8	115,000	164,478	140,756	200,454
D. Organization Budget						
Less than \$5.0 mm	5	5	93,000	105,070	110,000	112,350
\$5.0 mm - \$9.9 mm	11	12	99,475	126,496	115,000	127,795
\$10.0 mm - \$29.9 mm	6	6	108,750	125,249	134,898	143,199
\$30.0 mm or more	10	11	224,135	278,377	275,446	319,903
E. Total Employees						
Less than 15	5	5	93,000	105,070	110,000	112,350
15 - 29	11	12	99,475	126,496	115,000	127,795
30 - 149	6	6	108,750	125,249	134,898	143,199
150 or more	10	11	224,135	278,377	275,446	319,903
F. Time in Position						
Less than 2 Years	7	7	120,907	149,567	132,000	176,579
2.0 - 4.9	3	3	--	217,744	232,622	--
5.0 - 9.9	2	2	--	--	--	--
10.0 - 14.9	2	3	--	--	--	--
15 Years or More	0	0	--	--	--	--

Regional Development Position

Manages the organization's fundraising and development activities for an assigned territory or region. Oversees fundraising strategies and ensures that development goals and objectives are met for the assigned territory/region. Supervises district and/or local fundraising/development staff. Reports to the Top Development Position.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	15	133	\$ 66,405	\$ 100,565	\$ 84,000	\$ 130,739
B. Geographic Location						
Washington, DC/Maryland/Virginia	5	8	64,405	81,513	78,000	88,536
New York/New Jersey	5	68	64,068	72,500	68,404	82,259
Other Locations	5	57	89,000	137,922	162,702	176,640
C. Organization Type						
Health Services Organizations	15	133	66,405	100,565	84,000	130,739
Human/Youth Service Organizations	0	0	--	--	--	--
D. Organization Budget						
Less than \$5.0 mm	2	2	--	--	--	--
\$5.0 mm - \$9.9 mm	3	14	--	68,436	68,404	--
\$10.0 mm - \$29.9 mm	4	49	--	88,888	86,500	--
\$30.0 mm or more	6	68	102,058	135,306	152,663	173,156
E. Total Employees						
Less than 15	2	2	--	--	--	--
15 - 29	3	14	--	68,436	68,404	--
30 - 149	4	49	--	88,888	86,500	--
150 or more	6	68	102,058	135,306	152,663	173,156
F. Time in Position						
Less than 2 Years	1	1	--	--	--	--
2.0 - 4.9	6	93	67,551	98,404	83,268	111,274
5.0 - 9.9	1	5	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

Major Gifts Position

Responsible for the cultivation and acquisition of major gifts on behalf of the organization. Solicits contributions from corporate and institutional donors. May be responsible for developing and managing planned giving programs.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	21	73	\$ 80,000	\$ 99,190	\$ 86,167	\$ 113,410
B. Geographic Location						
Washington, DC/Maryland/Virginia	8	10	80,000	89,371	82,500	102,889
New York/New Jersey	6	17	73,250	91,855	83,083	108,104
Other Locations	7	46	88,384	116,701	100,000	136,729
C. Organization Type						
Health Services Organizations	16	61	80,000	92,438	85,583	102,889
Human/Youth Service Organizations	5	12	80,000	120,797	113,410	140,896
D. Organization Budget						
Less than \$5.0 mm	1	1	--	--	--	--
\$5.0 mm - \$9.9 mm	8	11	77,750	82,766	80,000	88,750
\$10.0 mm - \$29.9 mm	3	4	--	93,520	80,000	--
\$30.0 mm or more	9	57	94,982	119,479	113,410	132,419
E. Total Employees						
Less than 15	1	1	--	--	--	--
15 - 29	8	11	77,750	82,766	80,000	88,750
30 - 149	3	4	--	93,520	80,000	--
150 or more	9	57	94,982	119,479	113,410	132,419
F. Time in Position						
Less than 2 Years	5	11	80,000	91,039	81,786	100,000
2.0 - 4.9	2	5	--	--	--	--
5.0 - 9.9	1	7	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

Fundraising Position

Executes the day-to-day fundraising activities of the organization, typically for an assigned geographic area. Administers programs and/or special events designed to solicit corporate and/or individual donations. May provide direction to volunteer fundraisers.

	Number Organiza- tions	Number Incum- bents	Annual Base Salary			
			25th Percentile	Mean	Median	75th Percentile
A. SUMMARY	29	1858	\$ 52,370	\$ 73,487	\$ 59,207	\$ 88,893
B. Geographic Location						
Washington, DC/Maryland/Virginia	11	24	47,000	65,479	54,333	76,446
New York/New Jersey	10	717	53,936	78,078	58,280	82,107
Other Locations	8	1117	54,138	78,760	74,050	97,588
C. Organization Type						
Health Services Organizations	22	1827	50,593	68,561	54,818	70,321
Human/Youth Service Organizations	7	31	71,946	88,970	86,000	106,175
D. Organization Budget						
Less than \$5.0 mm	5	5	44,000	55,000	50,000	62,800
\$5.0 mm - \$9.9 mm	9	23	52,370	63,074	54,333	70,428
\$10.0 mm - \$29.9 mm	3	5	--	61,878	61,000	--
\$30.0 mm or more	12	1825	55,096	88,652	85,893	105,838
E. Total Employees						
Less than 15	5	5	44,000	55,000	50,000	62,800
15 - 29	9	23	52,370	63,074	54,333	70,428
30 - 149	3	5	--	61,878	61,000	--
150 or more	12	1825	55,096	88,652	85,893	105,838
F. Time in Position						
Less than 2 Years	5	236	59,207	65,730	65,000	70,000
2.0 - 4.9	5	59	50,000	65,854	53,703	88,893
5.0 - 9.9	1	5	--	--	--	--
10.0 - 14.9	0	0	--	--	--	--
15 Years or More	0	0	--	--	--	--

IV. Total Compensation Practices Data Reported

This section summarizes compensation practices data reported by the survey respondents. Table 6 contains detailed results of common practices in salary management, pensionable earnings limits, retirement and savings plans, medical benefits, paid time off, variable pay, and Board of director compensation practices. A total of 58 out of 60 survey respondents reported practices data for this year's survey.

A. Salary Management Practices

- Approximately 43% of survey respondents reported using a formal salary structure – traditional, broadband, or other.
- Of the respondents utilizing salary ranges, most have a traditional salary structure (i.e., grades and ranges).
- The most recent average salary structure adjustment for all survey respondents was 2.5%, and the anticipated average salary structure adjustment is 2.7% for the upcoming fiscal year.
- The most recent average salary increase budgets ranged from 3.2% to 3.7% depending on staff level, but the median salary increase budget was a uniform 3.0% for all position levels and all organizations.
- The next planned salary increase budgets vary less and range from 3.2% to 3.4%, overall. And, the median planned salary increase budget is 3.0% for all position levels and organization types.
- About 48% of all survey respondents reported utilizing some form of job evaluation plan to value their positions internally relative to each other.

B. Retirement Benefits

- Twenty organizations in this year's survey (33%) reported that they offer more than one retirement plan.
- A 403(b) defined contribution plan is the most common type of retirement plan reported.
- Eight survey respondents indicated that they still maintain a defined benefit plan, and five of them reported that contributions continue to be made for all employees.

IV. Total Compensation Practices Data Reported

- Survey respondents report they contribute an average of 6.7% of pay to their defined contribution plan, and contributions are typically based on base salary earnings.
- About 36% of all survey respondents (21 organizations) indicate they utilize some form of supplemental executive retirement plan.
- Most organizations with such a plan indicate its purpose is to restore lost benefits due to IRS mandated earnings limits, and most supplemental plans do not provide a tax gross-up on the benefits.

C. Medical Benefits

- The most common medical benefits plan is a preferred provider organizations (PPO) plan, reported by 85% of all survey respondents.
- Employee contributions are typically less than 30% of the premium for self and dependent coverage.
- About 40% of all survey respondents reported taking action to control medical costs during the past year. A majority of these organization (23 survey respondents) reported adopting higher deductibles or out-of-pocket limits.

D. Dental Benefits

- Most survey respondents (88%) offer dental benefits through a dental PPO plan.
- Annual deductibles are typically \$50 for employees and \$150 for dependents.
- The maximum annual benefit per covered individual typically \$1,500, while the median maximum lifetime orthodontia benefit is \$1,500 for all survey respondents.

E. Life Insurance Benefits

- Life insurance benefits are typically provided as a multiple of base salary, and the average multiple reported is 2.0x base salary.
- The policy typically does not include coverage for dependents.

IV. Total Compensation Practices Data Reported

F. Sick Leave and Disability Benefits

- About 57% of all survey respondents indicated that they provide paid sick leave benefits, and the maximum annual allowance and maximum carry-over/accrual is 12 days and 35 days at the survey median, respectively.
- Among those organizations providing short-term disability, the average plan provides between 60% and 67% of weekly earnings to a maximum of \$1,145 for 19 weeks.
- Long-term disability benefits usually replace between 60% and 67% of monthly earnings, to a maximum average amount of \$8,000 per month.

G. Other Benefits

- About 74% of all survey respondents reported providing a flexible spending account or Section 125 plan to help employees cover certain medical, dental, or dependent care expenses.
- However, most of these plans do not permit employees to “cash out” or exchange coverage for different benefits.
- Approximately 22% of survey respondents reported they provide tuition reimbursement or education assistance benefits. The benefits are available only to certain employees based on position level, and the average annual benefit is \$2,282.

H. Paid Time Off

- Overall, survey respondents typically provide 11 paid holidays and two floating holidays per year; there is a maximum annual carryover of 11 days and a maximum total accrual of 25 days at the survey median.
- Paid time off typically accrues to employees based solely on years of service.
- The Top Staff Executive typically earns a higher annual accrual during the first year of employment, as well as a slightly higher maximum accrual.

IV. Total Compensation Practices Data Reported

I. Variable Pay

- Fifty-seven percent of all survey respondents reported providing additional cash compensation opportunities to their employees.
- Among the organizations reporting variable pay programs, the most common type of opportunity is a discretionary bonus program, reported by 67% of those organizations providing some form of variable pay. Seventeen of the 33 organizations reporting a variable pay program (or 52% of them) provide annual incentives.
- The percentage of employee payroll reserved for variable compensation programs is 4.1% and 5.0% at the mean and median, respectively.
- Typical annual payments average 26.3% of base salary for the top executive officer, 10.2% of base salary for senior executives, 6.7% for other exempt staff, and 5.3% for nonexempt staff positions.

J. Board of Directors

- The typical term for most Board positions is two years, and Board members are required to attend four meetings per annum, on average.
- There is typically no fixed cap on expenses associated with attending Board meetings, while other expenses (office, secretarial, spouse travel) are not reimbursed.

Summary of Compensation Practices

All Survey Participants	TYPE OF ORGANIZATION	
	Health Services Organizations	Human/Youth Service Organizations

A. Salary Administration

o Organization Uses a Formal Salary Structure

-- Yes	26	14	12
-- No	34	26	8

o Type of Structure Used

-- Traditional Salary Range	23	14	9
-- Broadband	4	1	3
-- Other	1	0	1

o Most Recent Salary Range Adjustment:

-- 25th Percentile	2.0%	2.0%	2.0%
-- Mean	2.5%	2.4%	2.6%
-- Median	2.3%	2.0%	2.8%
-- 75th Percentile	3.0%	3.0%	3.0%

o Next Planned Salary Range Adjustment:

-- 25th Percentile	2.0%	1.9%	2.0%
-- Mean	2.6%	2.6%	2.6%
-- Median	3.0%	3.0%	3.0%
-- 75th Percentile	3.0%	3.0%	3.0%

o Most Recent Salary Increase:

<u>Top Executive</u>			
-- 25th Percentile	2.0%	2.0%	2.5%
-- Mean	3.3%	3.3%	3.3%
-- Median	3.0%	3.0%	3.0%
-- 75th Percentile	3.5%	3.8%	3.3%

<u>Management</u>			
-- 25th Percentile	2.0%	2.0%	2.5%
-- Mean	3.6%	4.0%	2.9%
-- Median	3.0%	3.0%	3.0%
-- 75th Percentile	3.5%	4.0%	3.0%

<u>Other Exempt</u>			
-- 25th Percentile	2.0%	2.0%	2.5%
-- Mean	3.5%	3.6%	3.3%
-- Median	3.0%	3.0%	3.0%
-- 75th Percentile	3.6%	4.0%	3.1%

Summary of Compensation Practices

All Survey Participants	TYPE OF ORGANIZATION	
	Health Services Organizations	Human/Youth Service Organizations

Nonexempt

-- 25th Percentile	2.1%	2.0%	2.5%
-- Mean	3.2%	3.3%	2.9%
-- Median	3.0%	3.0%	3.0%
-- 75th Percentile	3.0%	3.6%	3.0%

o Next Planned Salary Increase:

Top Executive

-- 25th Percentile	3.0%	2.3%	3.0%
-- Mean	3.3%	3.5%	3.0%
-- Median	3.0%	3.0%	3.0%
-- 75th Percentile	3.1%	3.8%	3.0%

Management

-- 25th Percentile	3.0%	2.0%	3.0%
-- Mean	3.2%	3.3%	3.0%
-- Median	3.0%	3.0%	3.0%
-- 75th Percentile	3.2%	4.0%	3.0%

Other Exempt

-- 25th Percentile	3.0%	2.0%	3.0%
-- Mean	3.3%	3.4%	3.0%
-- Median	3.0%	3.0%	3.0%
-- 75th Percentile	3.4%	4.0%	3.0%

Nonexempt

-- 25th Percentile	3.0%	3.0%	3.0%
-- Mean	3.2%	3.4%	2.9%
-- Median	3.0%	3.0%	3.0%
-- 75th Percentile	3.1%	4.0%	3.0%

o Criteria for Determining Annual Salary Change Budgets

-- Internal financial considerations	58	39	19
-- External market conditions	48	29	19
-- Published salary data	42	29	13
-- Other	10	8	2

o Type of Formal Job Evaluation Plan Used

-- Job family or whole job ranking	13	6	7
-- Point factor	10	6	4
-- Other	5	3	2
-- None	32	25	7

Summary of Compensation Practices

	TYPE OF ORGANIZATION		
	All Survey Participants	Health Services Organizations	Human/Youth Service Organizations

B. Retirement Benefits

o Type(s) of Qualified Retirement plan(s) Provided

-- 401(k) plan	25	16	9
-- 403(b) plan	35	23	12
-- Defined benefit plan	8	2	6
-- Other	10	8	2

o Primary Plan (If More than One Provided)

-- 401(k) plan	9	4	5
-- 403(b) plan	11	4	7
-- Defined benefit plan	0	0	0
-- Other	7	5	2

o Status of Defined Benefit Plan (If Used)

-- Contributions are made for all employees	5	1	4
-- Plan frozen for all contributions	1	0	1
-- Frozen for those hired after a specific date	2	1	1
-- Plan will be terminated within 2 years	0	0	0

o Primary Defined Contribution Plan Provisions

Vesting Schedule for Employer Contributions

-- Immediate vesting	32	22	10
-- 3-year cliff vesting	14	8	6
-- 5-year cliff vesting	15	10	5

Employer Matching Contributions

-- Matching employer contributions	27	19	8
-- Unmatched employer contributions	18	11	7
-- Both matching and unmatched	10	5	5

Total Maximum Employer Contribution (as % of Base Salary)

-- 25th Percentile	4.0%	4.5%	4.0%
-- Mean	6.7%	6.9%	6.4%
-- Median	6.0%	5.0%	6.0%
-- 75th Percentile	9.0%	9.5%	8.8%

Maximum Employer Matching Percentage

-- 50%	5	3	2
-- 100%	26	18	8
-- Other amount -- less than 50%	3	1	2
-- Other amount -- between 50% and 100%	4	4	0

Summary of Compensation Practices

	TYPE OF ORGANIZATION		
	All Survey Participants	Health Services Organizations	Human/Youth Service Organizations

Employer Contributions Based On

-- Base salary only	28	16	12
-- Base salary PLUS overtime	7	6	1
-- Total cash earnings (salary plus bonus)	21	14	7

Percentage of Eligible Employees Participating

-- 25th Percentile	72%	62%	88%
-- Mean	81%	77%	90%
-- Median	90%	83%	91%
-- 75th Percentile	100%	100%	100%

o Supplemental Executive Retirement Plans (SERPs)

o Benefits Provided (Restoration or Supplemental)	22	14	8
--	----	----	---

If SERP Benefits Provided, the Plan Purpose is to

-- Restore lost benefits only	15	10	5
-- Provide enhanced benefits for executives	13	9	4
-- Target a specific level of retirement income	1	0	1

Type(s) of SERP Benefits Provided

-- 457(b) plan	19	13	6
-- 457(f) plan	7	4	3
-- Other	0	0	0

Plan Provides a Tax Gross-Up

-- Yes	3	1	2
-- No	23	15	8

C. Medical Benefits

o Type of Plan Options Offered

-- Health maintenance org. (HMO)	18	13	5
-- Preferred provider org. (PPO)	51	32	19
-- Point-of-service (POS) plan	18	10	8
-- Other	15	12	3

o Primary Plan (Utilized by Most Employees)

-- HMO	9	6	3
-- PPO	25	16	9
-- POS	7	6	1
-- Other	8	7	1

Summary of Compensation Practices

All Survey Participants	TYPE OF ORGANIZATION	
	Health Services Organizations	Human/Youth Service Organizations

o Primary Plan Provisions

Employee Premium Contributions for Self Coverage

-- 0%	0	0	0
-- Less than 30%	40	24	16
-- More than 30%	6	5	1

Employee Premium Contributions for Dependent Coverage

-- 0%	0	0	0
-- Less than 30%	26	14	12
-- More than 30%	19	14	5

Standard Copay for Office Visits

-- \$0 or \$5	0	0	0
-- Between \$10 and \$20	2	1	1
-- Between \$25 and \$35	9	3	6
-- Other Amount (Over \$35)	18	11	7

Annual Deductible for Individuals

-- 25th Percentile	\$575	\$600	\$750
-- Mean	\$1,434	\$1,330	\$1,607
-- Median	\$1,000	\$1,000	\$1,300
-- 75th Percentile	\$2,000	\$2,000	\$2,000

Annual Deductible for Dependents

-- 25th Percentile	\$1,500	\$1,500	\$2,325
-- Mean	\$2,876	\$2,650	\$3,228
-- Median	\$3,000	\$2,250	\$3,000
-- 75th Percentile	\$4,000	\$4,000	\$4,100

Out-of-Pocket Maximum for Individuals

-- 25th Percentile	\$2,500	\$2,500	\$2,000
-- Mean	\$3,612	\$3,647	\$3,553
-- Median	\$3,500	\$3,500	\$3,500
-- 75th Percentile	\$4,500	\$4,500	\$4,500

Out-of-Pocket Maximum for Dependents

-- 25th Percentile	\$5,000	\$5,000	\$4,000
-- Mean	\$7,383	\$7,400	\$7,355
-- Median	\$7,000	\$7,000	\$8,000
-- 75th Percentile	\$9,500	\$9,250	\$9,500

Summary of Compensation Practices

All Survey Partici- pants	TYPE OF ORGANIZATION	
	Health Services Organizations	Human/Youth Service Organizations

o Steps Taken to Control Medical Costs During the Past Year

-- New plan administrator/carrier	12	7	5
-- New coverage option(s)	21	14	7
-- Increased employee premium contribution	17	10	7
-- Higher deductibles or out-of-pocket limits	23	14	9
-- Reduced benefits	6	4	2
-- Other	16	14	2

o Retiree Medical Benefits Provided

-- Yes	5	3	2
-- No	54	37	17

o Retiree Medical Provisions

Criteria for Eligibility

-- All staff are eligible	1	0	1
-- Age requirement	3	3	0
-- Service requirement	3	3	0
-- Service requirement: average years	13	13	0

Plan Includes Long-Term Care Provision

-- Yes	0	0	0
-- No	5	3	2

D. Dental Benefits

o Type of Plan Options Offered

-- Dental HMO	17	12	5
-- Dental PPO	53	34	19
-- Traditional fee-for-service plan	3	2	1

o Dental Plan Provisions

Employee Premium Contributions for Self Coverage

-- 0%	3	1	2
-- Less than 30%	24	15	9
-- More than 30%	10	7	3

Employee Premium Contributions for Dependent Coverage

-- 0%	1	0	1
-- Less than 30%	16	8	8
-- More than 30%	20	15	5

Summary of Compensation Practices

All Survey Participants	TYPE OF ORGANIZATION	
	Health Services Organizations	Human/Youth Service Organizations

Annual Deductible for Individuals

-- \$0	5	2	3
-- Less than \$50 but Greater than \$0	3	1	2
-- \$50	36	23	13
-- More than \$50	6	6	0

Annual Deductible for Dependents

-- \$0	5	2	3
-- Less than \$150 but Greater than \$0	13	7	6
-- \$150	26	17	9
-- More than \$150	10	9	1

Maximum Annual Benefit per Covered Individual

-- Less than \$1,500	14	8	6
-- \$1,500	24	16	8
-- \$2,000	7	6	1
-- More than \$2,000	3	2	1

Maximum Lifetime Orthodontia Benefit

-- 25th Percentile	\$1,000	\$1,000	\$1,000
-- Mean	\$1,300	\$1,300	\$1,300
-- Median	\$1,500	\$1,375	\$1,500
-- 75th Percentile	\$1,500	\$1,500	\$1,500

E. Life Insurance Benefits

o Benefits Provided

-- As a flat dollar amount: number of orgs.	29	20	9
-- As a flat dollar amount: median benefit	\$50,000	\$50,000	\$90,000
-- As a multiple of salary: number of orgs.	41	29	12
-- As a multiple of salary: median multiple	2.0	2.0	1.0

o Policy Provides Coverage for Dependents

-- Yes	6	4	2
-- No	51	34	17

F. Sick Leave and Disability Benefits

o Paid Sick Leave Provided

-- Yes	35	25	10
-- No	25	15	10

Summary of Compensation Practices

	TYPE OF ORGANIZATION		
	All Survey Participants	Health Services Organizations	Human/Youth Service Organizations

o Sick Leave Provisions

Maximum Annual Allowance (Days)

-- Mean	15	17	9
-- Median	12	12	10

Maximum Carry-Over/Accrual (Days)

-- Mean	57	60	39
-- Median	33	33	39

o Short-Term Disability Provided

-- Yes	49	31	18
-- No	11	9	2

o Short-Term Disability Provisions

Percentage of Weekly Earnings Paid

-- 50% or less	6	5	1
-- Between 60% and 67%	33	21	12
-- More than 67% but less than 100%	2	1	1
-- 100%	4	2	2

Maximum Weekly Benefit

-- 25th Percentile	\$650	\$500	\$1,000
-- Mean	\$1,141	\$1,027	\$1,353
-- Median	\$1,000	\$1,000	\$1,000
-- 75th Percentile	\$1,500	\$1,500	\$1,875

Maximum Benefit Period in Weeks

-- 25th Percentile	13	12	13
-- Mean	19	19	19
-- Median	17	18	17
-- 75th Percentile	26	26	26

o Long-Term Disability Provided

-- Yes	50	32	18
-- No	9	8	1

o Long-Term Disability Provisions

Percentage of Monthly Earnings Paid

-- 50% or less	4	3	1
-- Between 60% and 67%	42	27	15
-- More than 67%	4	1	3

Summary of Compensation Practices

	TYPE OF ORGANIZATION		
	All Survey Participants	Health Services Organizations	Human/Youth Service Organizations

Maximum Monthly Benefit

-- 25th Percentile	\$5,000	\$5,000	\$5,000
-- Mean	\$8,091	\$8,276	\$7,733
-- Median	\$6,500	\$7,000	\$6,000
-- 75th Percentile	\$10,000	\$10,000	\$10,000

G. Other Benefits

o Flexible Spending Account/Section 125 Plan Provided

-- Yes	45	31	14
-- No	14	9	5

o Flexible Spending/Section 125 Plan Coverage

-- Covers eligible medical expenses	45	31	14
-- Covers eligible dental expenses	44	30	14
-- Covers eligible dependent care expenses	43	29	14

o Employees Can Exchange Certain Benefits for Cash or More of Another Benefit

-- Yes	3	0	3
-- No	56	40	16

o Tuition Reimbursement or Educational Assistance Provided

-- Yes	14	8	6
-- No	46	32	14

o Education Benefits Provisions

Criteria for Education Benefits Eligibility

-- Position level	16	9	7
-- All staff are eligible	0	0	0

Expenses Reimbursed by the Plan

Tuition only	9	6	3
Tuition plus books and/or fees	5	2	3

Maximum Annual Reimbursement

-- 25th Percentile	\$1,000	\$1,000	\$1,150
-- Mean	\$2,175	\$1,583	\$2,767
-- Median	\$1,300	\$1,000	\$2,300
-- 75th Percentile	\$3,000	\$2,125	\$4,688

Summary of Compensation Practices

All Survey Participants	TYPE OF ORGANIZATION	
	Health Services Organizations	Human/Youth Service Organizations

H. Paid Time Off

o Average Number of Annual Paid Holidays

-- Fixed Holidays	11	11	11
-- Floating Holidays	2	2	2

o Maximum Annual Carry-Over (Days)

-- Mean	28	24	36
-- Median	11	14	10

o Maximum Total Accrual (Days)

-- Mean	43	42	44
-- Median	25	25	26

o Basis for Providing Paid Time Off

-- Varies by staff level only	1	0	1
-- Varies by years of service only	30	21	9
-- Varies by both level and service	23	16	7
-- All employees are treated equally	5	2	3

o Median Annual Vacation Accruals:

Top Executive Officer

Minimum

-- Days in First Year	20	20	20
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Maximum

-- Days after	20	20	21
-- Years	10	10	20

Management

Minimum

-- Days in First Year	15	15	15
-----------------------	----	----	----

Maximum

-- Days after	20	20	21
-- Years	10	10	20

Other Exempt Staff

Minimum

-- Days in First Year	15	15	15
-----------------------	----	----	----

Maximum

-- Days after	20	20	21
-- Years	10	10	20

Summary of Compensation Practices

All Survey Participants	TYPE OF ORGANIZATION	
	Health Services Organizations	Human/Youth Service Organizations

Nonexempt Staff

Minimum

-- Days in First Year	15	13	15
<i>Maximum</i>			
-- Days after	20	20	20

-- Years 10 10 20

o Organization Has a PTO Plan that Combines Vacation, Sick, and Personal Leave

-- Yes	16	11	5
-- No	42	28	14

I. Variable Pay

o Variable Cash Compensation Opportunities Provided

-- Yes	33	20	13
-- No	27	20	7

o Types of Opportunities Provided

-- Discretionary Bonuses	22	15	7
-- Annual Incentives	17	11	6
-- Sales Incentives or Commission Plan	2	2	0
-- Spot Awards	15	9	6
-- Other	0	0	0

o Percentage of Total Staff Eligible

-- Mean	79%	71%	91%
-- Median	100%	100%	100%

o Percent of Total Payroll Reserved for Variable Compensation

-- Mean	4.1%	4.1%	4.2%
-- Median	5.0%	4.0%	5.0%

o Typical Annual Payments

Top Executive Officer

Percent of Salary:

-- Mean	26.3%	21.0%	35.0%
-- Median	22.5%	15.0%	50.0%

Summary of Compensation Practices

All Survey Participants	TYPE OF ORGANIZATION	
	Health Services Organizations	Human/Youth Service Organizations

Senior Executives (Top Executive's Direct Reports)

Percent of Salary:

-- Mean	10.2%	9.8%	11.0%
-- Median	7.5%	7.5%	11.0%

Other Exempt Staff

Percent of Salary:

-- Mean	6.7%	9.0%	3.7%
-- Median	5.0%	8.0%	4.0%

Nonexempt Staff

Percent of Salary:

-- Mean	5.3%	7.0%	2.0%
-- Median	4.0%	7.0%	2.0%

J. Board of Directors

o President

-- Average Required Yearly Meetings	3	3	4
-- Average Board Term (Years)	3	3	3

Expense Reimbursement

-- Office

Yes (no cap)	4	1	3
Yes (capped)	3	2	1
No	37	26	11

-- Secretarial

Yes (no cap)	2	0	2
Yes (capped)	3	2	1
No	35	25	10

-- Meetings

Yes (no cap)	18	11	7
Yes (capped)	12	7	5
No	14	11	3

-- Spouse Travel

Yes (no cap)	0	0	0
Yes (capped)	2	1	1
No	37	26	11

Summary of Compensation Practices

All Survey Participants	TYPE OF ORGANIZATION	
	Health Services Organizations	Human/Youth Service Organizations

o President Elect

-- Average Required Yearly Meetings	4	3	4
-- Average Board Term (Years)	3	3	4

Expense Reimbursement

-- <i>Office</i>			
Yes (no cap)	0	0	0
Yes (capped)	2	1	1
No	37	26	11
-- <i>Secretarial</i>			
Yes (no cap)	1	0	1
Yes (capped)	3	2	1
No	31	23	8
-- <i>Meetings</i>			
Yes (no cap)	13	10	3
Yes (capped)	10	6	4
No	12	10	2
-- <i>Spouse Travel</i>			
Yes (no cap)	0	0	0
Yes (capped)	1	1	0
No	36	25	11

o Past President

-- Average Required Yearly Meetings	4	3	4
-- Average Board Term (Years)	3	3	4

Expense Reimbursement

-- <i>Office</i>			
Yes (no cap)	3	1	2
Yes (capped)	2	2	0
No	33	24	9
-- <i>Secretarial</i>			
Yes (no cap)	1	0	1
Yes (capped)	2	2	0
No	32	23	9
-- <i>Meetings</i>			
Yes (no cap)	13	10	3
Yes (capped)	9	6	3
No	13	10	3
-- <i>Spouse Travel</i>			
Yes (no cap)	0	0	0
Yes (capped)	1	1	0
No	36	25	11

Summary of Compensation Practices

All Survey Participants	TYPE OF ORGANIZATION	
	Health Services Organizations	Human/Youth Service Organizations

o Vice President

-- Average Required Yearly Meetings	3	3	3
-- Average Board Term (Years)	3	3	3

Expense Reimbursement

-- <i>Office</i>			
Yes (no cap)	3	1	2
Yes (capped)	3	2	1
No	34	24	10
-- <i>Secretarial</i>			
Yes (no cap)	1	0	1
Yes (capped)	2	1	1
No	33	23	10
-- <i>Meetings</i>			
Yes (no cap)	17	10	7
Yes (capped)	10	5	5
No	14	11	3
-- <i>Spouse Travel</i>			
Yes (no cap)	0	0	0
Yes (capped)	1	0	1
No	37	25	12

o Secretary

-- Average Required Yearly Meetings	3	3	4
-- Average Board Term (Years)	3	3	3

Expense Reimbursement

-- <i>Office</i>			
Yes (no cap)	3	1	2
Yes (capped)	3	3	0
No	36	25	11
-- <i>Secretarial</i>			
Yes (no cap)	1	0	1
Yes (capped)	1	1	0
No	36	26	10
-- <i>Meetings</i>			
Yes (no cap)	18	11	7
Yes (capped)	10	6	4
No	15	12	3
-- <i>Spouse Travel</i>			
Yes (no cap)	0	0	0
Yes (capped)	1	0	1
No	39	28	11

Summary of Compensation Practices

All Survey Participants	TYPE OF ORGANIZATION	
	Health Services Organizations	Human/Youth Service Organizations

o Treasurer

-- Average Required Yearly Meetings	3	3	4
-- Average Board Term (Years)	3	3	3

Expense Reimbursement

-- <i>Office</i>			
Yes (no cap)	3	1	2
Yes (capped)	3	2	1
No	37	26	11
-- <i>Secretarial</i>			
Yes (no cap)	1	0	1
Yes (capped)	2	1	1
No	35	25	10
-- <i>Meetings</i>			
Yes (no cap)	18	11	7
Yes (capped)	12	7	5
No	13	10	3
-- <i>Spouse Travel</i>			
Yes (no cap)	0	0	0
Yes (capped)	1	0	1
No	39	27	12

V. Benefits and Perquisites Data Reported

Table 7 contains a summary of benefits and perquisites reported by organization type. Not all survey respondents reported perquisites data. Specifically, a total of 38 organizations (or 63% of all survey respondents) reported benefits and perquisites data for this year's survey. The organization counts at the bottom of each page indicate the total number of survey respondents reporting both perquisites and pay information for the surveyed positions, and the percentage figures represent the prevalence of each benefit/perquisite as a percentage of the number of reporting organizations.

The **Top Executive Officer** is most commonly provided supplemental retirement, supplemental life insurance, parking, and an employment contract. These perquisites were reported for the position by approximately 20% or more of survey respondents.

The most prevalent benefits and perquisites reported (reported by approximately 20% or more of reporting survey respondents) for the **Deputy Executive Officer** are supplemental retirement and supplemental life insurance coverage.

For **Top Staff** positions, 18% or more of the survey respondents reported positions at this level are provided supplemental life insurance, parking, and/or professional club/association memberships.

Supplemental benefits and perquisites are less commonly provided to **Department Staff Positions**. Survey respondents reported providing positions at this level with supplemental life insurance (16%), parking (13%), and/or professional club/association memberships (13%).

Summary of Benefits and Perquisites Provided

Top Executive Officer

	All Survey Participants	PERCENTAGE OF SURVEY RESPONDENTS REPORTING	
		Health Services Organizations	Human/Youth Service Organizations
1. Supplemental Retirement	41%	36%	50%
2. Supplemental Life Insurance	19%	15%	25%
3. Supplemental Medical Coverage	3%	3%	5%
4. Supplemental Disability Insurance	14%	10%	20%
5. Excess Liability Coverage	5%	5%	5%
6. Luncheon Club Membership	2%	3%	--
7. Estate and Financial Counseling	7%	8%	5%
8. First Class Air Travel	2%	3%	--
9. Spouse Travel - Annual Meetings	--	--	--
10. Car or Car Allowance	7%	5%	10%
11. Parking	19%	23%	10%
12. Employment Contract	25%	28%	20%
13. Country Club	--	--	--
14. Professional Clubs and Associations	15%	15%	15%
15. Entertainment Budget	2%	3%	--
Number of Orgs. Reporting Perquisites for Top Executive Officer	59	39	20

Summary of Benefits and Perquisites Provided

Deputy Executive Officer

	All Survey Participants	PERCENTAGE OF SURVEY RESPONDENTS REPORTING	
		Health Services Organizations	Human/Youth Service Organizations
1. Supplemental Retirement	19%	18%	20%
2. Supplemental Life Insurance	19%	9%	30%
3. Supplemental Medical Coverage	--	--	--
4. Supplemental Disability Insurance	10%	9%	10%
5. Excess Liability Coverage	5%	--	10%
6. Luncheon Club Membership	--	--	--
7. Estate and Financial Counseling	5%	9%	--
8. First Class Air Travel	--	--	--
9. Spouse Travel - Annual Meetings	--	--	--
10. Car or Car Allowance	5%	--	10%
11. Parking	10%	9%	10%
12. Employment Contract	--	--	--
13. Country Club	--	--	--
14. Professional Clubs and Associations	10%	9%	10%
15. Entertainment Budget	--	--	--
Number of Orgs. Reporting Perquisites for Deputy Executive Officer	21	11	10

Summary of Benefits and Perquisites Provided

Top Staff Positions

	All Survey Participants	PERCENTAGE OF SURVEY RESPONDENTS REPORTING	
		Health Services Organizations	Human/Youth Service Organizations
1. Supplemental Retirement	16%	14%	19%
2. Supplemental Life Insurance	18%	9%	31%
3. Supplemental Medical Coverage	5%	5%	6%
4. Supplemental Disability Insurance	13%	9%	19%
5. Excess Liability Coverage	5%	5%	6%
6. Luncheon Club Membership	5%	5%	6%
7. Estate and Financial Counseling	8%	9%	6%
8. First Class Air Travel	--	--	--
9. Spouse Travel - Annual Meetings	3%	--	6%
10. Car or Car Allowance	8%	5%	13%
11. Parking	24%	36%	6%
12. Employment Contract	--	--	--
13. Country Club	--	--	--
14. Professional Clubs and Associations	21%	23%	19%
15. Entertainment Budget	--	--	--
Number of Orgs. Reporting Perquisites for Top Staff Positions	38	22	16

Summary of Benefits and Perquisites Provided

Department Staff Positions

	All Survey Participants	PERCENTAGE OF SURVEY RESPONDENTS REPORTING	
		Health Services Organizations	Human/Youth Service Organizations
1. Supplemental Retirement	8%	5%	13%
2. Supplemental Life Insurance	16%	9%	25%
3. Supplemental Medical Coverage	8%	5%	13%
4. Supplemental Disability Insurance	11%	5%	19%
5. Excess Liability Coverage	3%	5%	--
6. Luncheon Club Membership	3%	5%	--
7. Estate and Financial Counseling	8%	9%	6%
8. First Class Air Travel	--	--	--
9. Spouse Travel - Annual Meetings	--	--	--
10. Car or Car Allowance	--	--	--
11. Parking	13%	18%	6%
12. Employment Contract	--	--	--
13. Country Club	--	--	--
14. Professional Clubs and Associations	13%	14%	13%
15. Entertainment Budget	--	--	--
Number of Orgs. Reporting Perquisites for Department Staff Positions	38	22	16



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