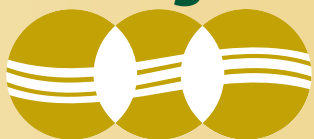


Valuing Our



**NONPROFIT
WORKFORCE**

A Compensation Survey of
and for Nonprofits in Massachusetts
and Adjoining Communities



THIRD SECTOR
New England

Valuing Our Nonprofit Workforce 2010: A Compensation Survey *of and for* Nonprofits in Massachusetts and Adjoining Communities



THIRD SECTOR
New England

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



NONPROFIT
COMPENSATION
ASSOCIATES

Dedication

This report is dedicated to the memory of **Wayne Glynn**, TSNE's former director of information services, who passed away in 2007, far too soon. Wayne considered it a privilege to work in the nonprofit sector. He was fiercely dedicated to ensuring that the voices of rank-and-file nonprofit workers were heard and that these colleagues were treated fairly and with professional respect. This report is a small tribute in support of Wayne's commitment.

Acknowledgements

Thanks!

Many people contributed to the release of this first compensation survey of nonprofit organizations in Massachusetts and adjoining communities. We are deeply grateful for the combined efforts of our Survey Partners, which made it possible for us to provide such relevant, critically important data to you.

We especially thank our Funding Partners. Through their generosity, we are able to produce and to provide this report to you free of charge.

We also want to thank the staff from the 202 organizations (see Appendix A) who generously gave their time and effort to report on their organizations' compensation practices, to the benefit of all members of our nonprofit workforce.

Jonathan Spack
Executive Director
Third Sector New England

Major Funding Partners



Casner & Edwards, LLP
(Robert Cowden III)



Greater Worcester Community Foundation
(Gail Randall)



The Boston Foundation
(Andrea Martinez)

Funding Partners

Associated Grant Makers (Georganna Woods, Gail Pinkham, Miki Akimoto*)
Berkshire Taconic Community Foundation (Jennifer Dowley)
Elizabeth and Dan Jick
Massachusetts Council of Human Service Providers (Carly Burton, Sara Morrison-Neil)

Supporting Partners

Human Service Forum (Kathleen Dowd)
Massachusetts Nonprofit Network (Alyssa Fry, Heather Hartshorn*)
Massachusetts Cultural Council (Charles McDermott)

A special thank you to Sylvia de Haas-Phillips of the United Way of Pioneer Valley for providing a spark of energy to help get this project off of the ground.

Finally, TSNE would like to thank Rodney Byrd who, through tireless effort and good humor, made sure that this report became a reality.

* This former staff member played an instrumental role in moving this project forward.

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Preface

This report provides you with the results of **Valuing Our Nonprofit Workforce 2010: A Compensation Survey *of and for* Nonprofit Organizations in Massachusetts and Adjoining Communities**.

Purpose of This Report

Third Sector New England builds the knowledge, power and effectiveness of nonprofits, so they can better help communities leverage resources, solve problems, identify opportunities – and thrive.

As a regional resource providing capacity building support and programs to nonprofit organizations, TSNE receives frequent requests from nonprofit executive directors, board members and consultants for compensation data on specific jobs in specific fields of service. They come to us because few of the salary surveys available are both specific to the type of nonprofit organizations we work with and reflective of regional differences across Massachusetts. This is true for small organizations as well as for larger mission-driven groups.

In these times of economic turmoil, as nonprofits work to tackle increasingly difficult and persistent social issues, organizational leaders need, more than ever, to make fair and informed compensation decisions. How we determine what to pay new employees and how we compensate tenured ones deeply influences the morale, longevity and, ultimately, the success of our workforce and their ability to make a real difference for our constituents and our society.

To help address these challenges, our main goal in commissioning this study is to provide organizational leaders with relevant local compensation data. Even in cases where organizations do not have the resources to meet the targeted pay ranges, this information can help leaders work from a base of relevancy, rather than by making educated guesses. We set as a major goal to gather and report on compensation information about the smallest nonprofits in the region – those who provide their programs and services, often with the smallest staffs and fewest resources.

We wanted to distinguish between organizations with differing missions – some provide direct services, others address root causes of social injustice and others work to raise funds to distribute to nonprofits. And we wanted to differentiate pay practices between fields of service and issues such as youth work, the environment and economic justice. Perhaps most importantly, we wanted to be sure to generate data about jobs that are specific to our sector – positions that aren't typically included in mainstream compensation reports but that are familiar to us including positions such as organizers, advocates and campaign directors.

Once we established these distinctions we set out to answer basic, yet important questions:

- What are the pay practices in Massachusetts-based (and contiguous) nonprofit organizations?
- What are the pay variables across staff positions, organizational fields of service, size and budget and geographic regions?
- How do salaries in smaller organizations compare to each other and how are they different from those in larger ones?
- Does length of service impact pay for executive and other management level positions?

This report is divided into the following sections:

I Guide to Using the Survey

Offers information on how to compare your own practices to the survey data, including matching jobs, definitions of terms used and adjusting pay levels during the coming year.

II Survey Highlights

Summarizes points of particular interest from the full report.

III Participant Overview

Provides details on the participants, including budget size, location, field of service and numbers of employees.

IV Compensation and Employment Practices

Includes data on salary increases, bonus practices, shift differential policies, and a profile of the CEO/Executive Director positions.

V Compensation by Position

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

Appendices

Appendix A: Survey Participants

Appendix B: Third Sector New England and Survey Partners

Appendix C: Wage Conversion Formulas and Tables

I. Guide to Using the Survey

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

- The survey reports the compensation and benefit practices in effect on July 1, 2010, as reported by 202 nonprofit organizations in Massachusetts and Rhode Island.
- The survey findings represent actual practices reported by the participants in the survey. The survey, therefore, is not a scientifically selected sample from which conclusions can be drawn about all nonprofits in the area. Also, the results are not intended to represent an ideal of what compensation and benefits should be.
- When developing compensation programs, a nonprofit organization should consider its compensation philosophy and the internal value of jobs in addition to survey data.
- Different organizations often use different titles for the same or similar jobs. We recommend that you use the job descriptions provided to match your jobs, rather than the job titles alone.

Matching Jobs

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

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

Determining/Comparing Compensation

- Review all the data subsets (such as organization budget or field of service) to locate those most relevant to your organization. Note that the pay for senior management positions is most often influenced by the size of a nonprofit organization, with larger organizations paying higher salaries. However, organizational size typically has less effect on lower-level supervisory, professional and support jobs.
- You may also consider the variable information provided within a subset of data. For example, if your organization's budget is \$9 million, it may be appropriate to compare third quartile salary data in the budget group from \$2.5 to \$9.9 million against your Executive Director's salary. Or, if you are planning substantial growth in the immediate future and the budget for the next year is expected to

be more than \$10 million, then consider using the compensation information from the data subset providing pay levels for larger organizations.

- Keep in mind that pay is a moving target. During the current economic recession, it has been particularly difficult to gauge how salaries in nonprofit organizations are changing over time. The data in this document was reported as of July 1, 2010. To age compensation data from this point, making an increase to a reported salary of 0.1675% to 0.2% per month (2.0% to 2.4% per year) appears to be a conservative, but reasonable adjustment.

Terminology and Abbreviations

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

Term	Definition
Across-the-board salary increase	A general pay increase, usually of a certain percent, given to every eligible employee in an organization. The increase may be linked to cost of living or other economic indicators; <i>see also Cost of Living Increase</i> .
Actual bonus paid	Not all employees who are eligible for bonuses actually receive them. The data in this row of the <i>Compensation by Position</i> tables detail the numbers of employees receiving bonuses and, where there are sufficient data, information on the amounts paid.
Average salary	The sum of all salaries or cash compensation divided by the number of incumbents. Average salary figures may be unduly influenced by a few extremely high or low salaries or by the wage practices of a small number of organizations if they employ large numbers of employees in a particular category. Median salaries are less influenced by extremes.
Annual base salaries	In the <i>Compensation by Position</i> tables, the average full-time, annual base salary paid for the position. Part-time salaries have been annualized based on a 40-hour workweek. Base salaries do not include the cost of benefits, incentive pay, or perquisites. To convert annual salaries to hourly, weekly or monthly figures, consult Appendix C of this report.
Cost of living increase	Periodic, across-the-board increases in base pay, designed to keep employees' salaries in line with the rising cost of living.
Incentive or bonus pay	A periodic or one-time financial reward that compensates employees for outstanding job performance. Bonuses may be given for specific instances of employee achievement or initiative or when a worker meets or exceeds preset performance goals.
Median	The data point at which 50 percent of the sample is lower and 50 percent of the sample is higher. The median is synonymous with the 50th percentile.
Number of employees	In the <i>Compensation by Position</i> tables, the total number of individuals reported for a specific job; the size of the sample.
Number of organizations	In the <i>Compensation by Position</i> tables, the number of organizations reporting employees in a specific position.

Term	Definition
Percentiles	<ul style="list-style-type: none"> • The 10th percentile is the data point below which 10% of the sample falls; conversely, the level above which the top 90% of the sample falls. • The 25th percentile is the data point below which 25% of the sample falls; conversely, the level above which the top 75% of the sample falls. • The 75th percentile is the data point below which 75% of the sample falls; conversely, the level above which the top 25% of the sample falls. • The 90th percentile is the data point below which 90% of the sample falls; conversely, the level above which the top 10% of the sample falls.
Performance-based or merit increases	Salary increases based on employee merit or performance over a given period of time.

Data Confidentiality

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

Positions Reported in the Survey

The survey instrument requested information for 181 job titles. This report presents compensation levels for each of 131 jobs for which data was collected **from at least four unique organizations**. This threshold ensures the confidentiality of data for all participating organizations. Therefore, a number of jobs presented in the survey instrument are not reported here. Over 24,000 individual salaries were used to generate this report.

Additional Information

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

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II. Survey Highlights

Two hundred two (202) nonprofit organizations that employ over 30,000 employees completed the survey instrument. Data was compiled on over 24,000 individual salaries and these were categorized into the one hundred thirty-one (131) job titles contained within the report.

The annual operating budgets of participating nonprofits range from under \$50,000 to over \$100,000,000. The median budget in the sample is \$1,966,000. Budget sizes are divided into six (6) categories.

Sixty-one percent (61%) of participating nonprofits define a full-time workweek as 40 hours per week; 17% use 37.5 hours and 12% use 35 hours. The remaining 10% are predominantly small nonprofits with less structured policies.

Sixty-five percent (65%) of employees at participating organizations work full time, while 35% work part time. The participating organizations experienced annual voluntary turnover rates during the past twelve months of 12% for full-time employees and 11% for part-time employees. Involuntary turnover rates were 4% for full-time employees and 3% for part-time employees.

Compensation

On average, Executive Directors/CEOs who are men earn significantly higher pay than those who are women. The average pay for all Executive Directors/CEOs in the sample is \$107,256 per year. For men, the average pay is \$126,247 per year and for women, the average is \$89,271 per year. While a majority (54%) of all Executive Directors/CEOs in the sample are women, a relatively greater number of men are found in the Executive Directors/CEOs positions of the largest organizations, which tend to pay higher salaries, particularly for management positions.

Many participating nonprofits use more than one method to grant salary increases. Merit or performance pay was cited by 39%, cost of living by 35% and other practices by 10%. However, only fifty-eight percent (58%) of participating organizations have salary increases budgeted in their current fiscal year. This may be a reflection of continuing economic uncertainty.

III. Participant Overview

Effective Date

Participants provided salary data effective as of July 1, 2010.

Participants

Two hundred two (202) nonprofit organizations in Massachusetts and Rhode Island participated in the survey. These organizations provided comprehensive information on compensation for positions common to nonprofits. A list of the participants is included in Appendix A. The tables that follow in this section provide you with an overview of the organizations — where they are located, their budget size, field of service and the number of staff they employ.

Field of Service

Participants are classified by 15 separate Fields of Service.

Participation by Field of Service	
Field of Service	# of Orgs
Child and youth services and advocacy	31
Immigrant, GLBT, minority and other demographic populations services and advocacy	10
Elderly and developmentally disabled services and advocacy	28
Philanthropy	5
Arts, culture, recreation	31
Environment, conservation, animal welfare	15
Housing and homelessness prevention	12
Community and economic development, social justice, legal services, civil rights	18
Family and individual counseling, crisis intervention, mental health and medical-related services	26
Association and memberships	3
Management and organizational support	3
Public policy and education reform	9
Food programs and pantries, nutrition, agriculture	5
Religion, spiritual awareness and development	0
Health and fitness, wellness	6
Total	202

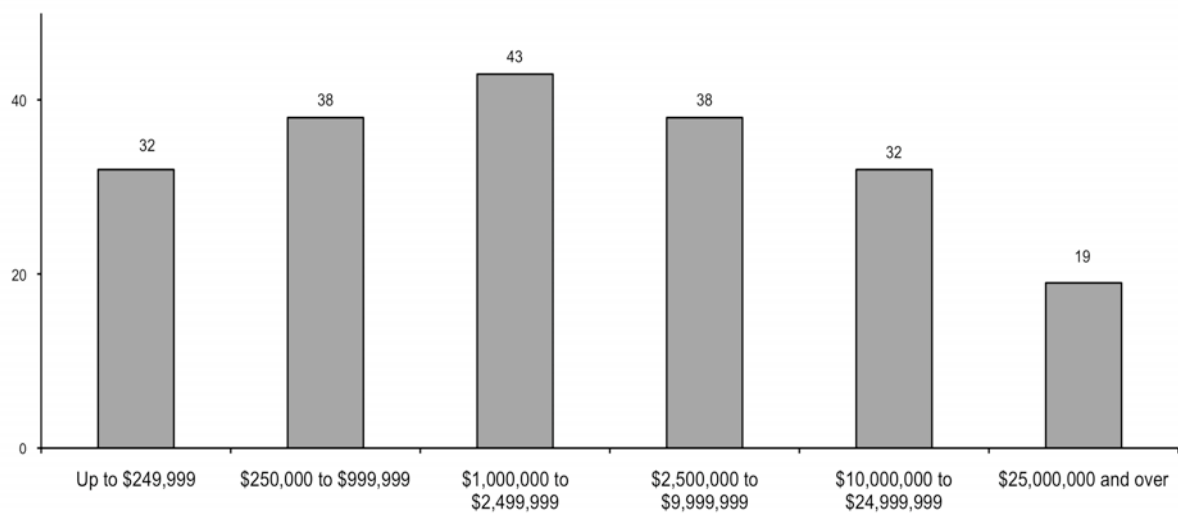
Budgets

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

Budget Groups	# of Orgs
to \$249,999	32
\$250,000 - \$999,999	38
\$1,000,000 - \$2,499,999	43
\$2,500,000 - \$9,999,999	38
\$10,000,000 - \$24,999,999	32
\$25,000,000 and over	19
Total	202

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

Distribution of Participants by Budget Size



This table shows the participants' average budget size across each of the budget groups.

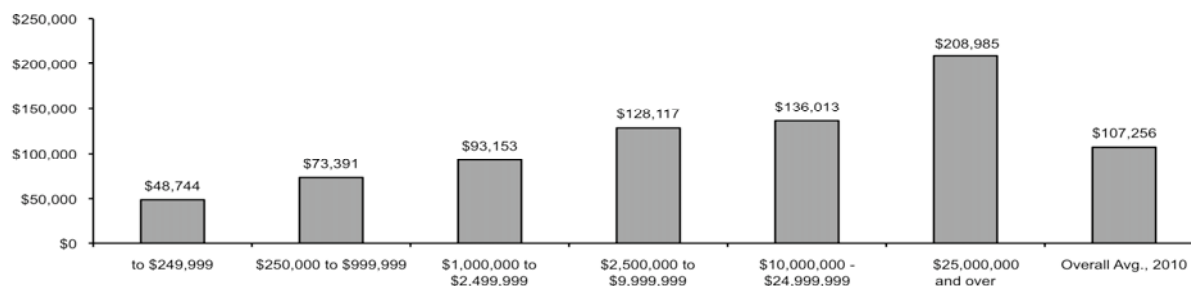
Budget Groups	Average Budget Size for 2010
to \$249,999	\$127,555
\$250,000 - \$999,999	\$550,070
\$1,000,000 - \$2,499,999	\$1,581,187
\$2,500,000 - \$9,999,999	\$5,468,325
\$10,000,000 - \$24,999,999	\$16,225,500
\$25,000,000 and over	\$52,977,695
Average of all participants	\$9,050,483

Using Budget Data to Evaluate Pay

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

Budget Groups	Average Base Pay for Executive Director/CEO
to \$249,999	\$48,744
\$250,000 - \$999,999	\$73,391
\$1,000,000 - \$2,499,999	\$93,153
\$2,500,000 - \$9,999,999	\$128,117
\$10,000,000 - \$24,999,999	\$136,013
\$25,000,000 and over	\$208,985
Average for all	\$107,256

Average Executive Director/CEO Pay Across Budget Groups



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

Staff Size

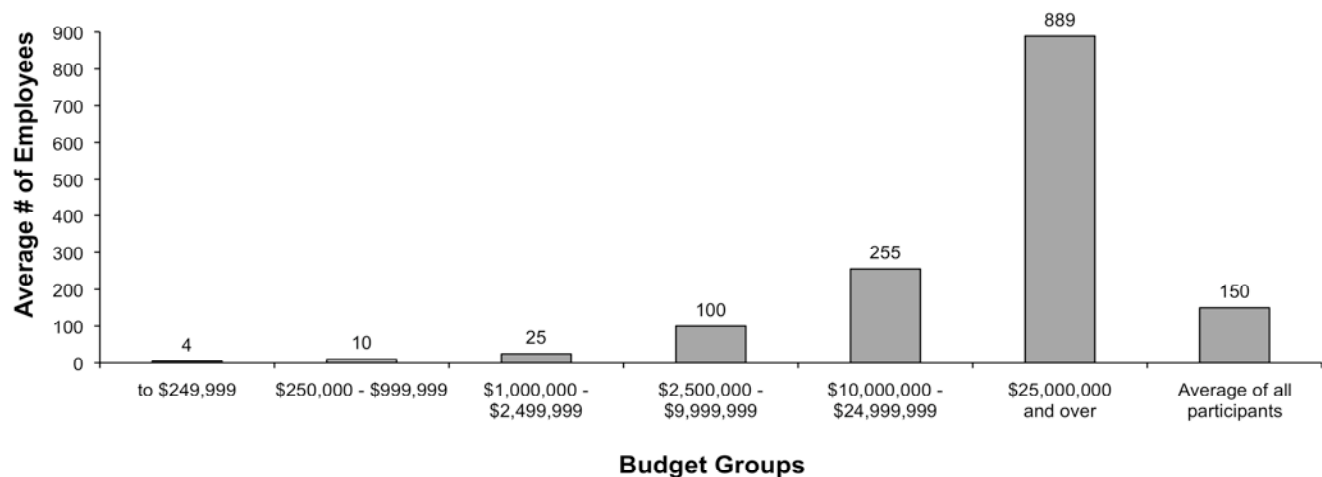
The average number of employees in each size group is another measure against which to evaluate pay for those individuals with responsibility for the entire organization, or for a substantial part of it.

Budget Groups	Average Number of Employees*
to \$249,999	4
\$250,000 - \$999,999	10
\$1,000,000 - \$2,499,999	25
\$2,500,000 - \$9,999,999	100
\$10,000,000 - \$24,999,999	255
\$25,000,000 and over	889
Average of all participants	150

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

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

Average # of Employees Across Budget Groups

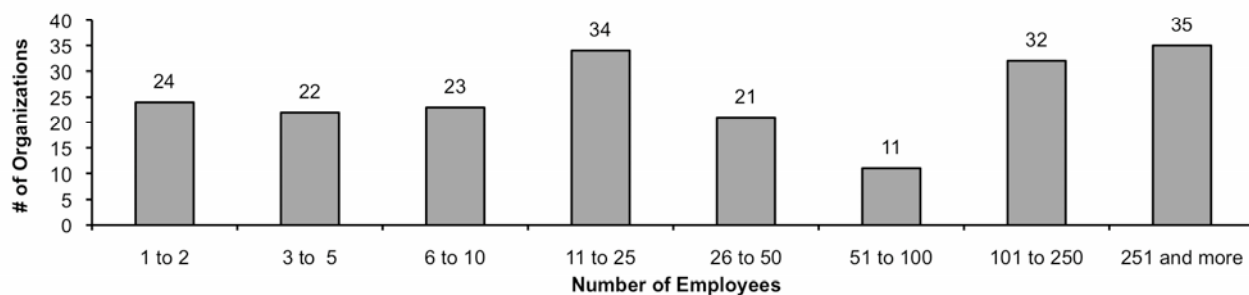


Data are also calculated on employee size groupings.

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

Employee Size Groups	# of Organizations
From 1 to 2 employees	24
From 3 to 5 employees	22
From 6 to 10 employees	23
From 11 to 25 employees	34
From 26 to 50 employees	21
From 51 to 100 employees	11
From 101 to 250 employees	32
251 employees and more	35
Total	202

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



Distribution of Participants by Employee Size Groups

Turnover and Newly Created Positions

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

Full-Time Positions

Employee Size Groups	Voluntary Turnover	Involuntary Turnover	New Positions
From 1 to 2 employees	10%	5%	5%
From 3 to 5 employees	13%	8%	3%
From 6 to 10 employees	14%	4%	7%
From 11 to 25 employees	11%	3%	7%
From 26 to 50 employees	6%	4%	5%
From 51 to 100 employees	5%	6%	8%
From 101 to 250 employees	14%	4%	5%
251 employees and more	12%	4%	5%
Overall Percentage	12%	4%	5%

Part-Time Positions

Employee Size Groups	Voluntary Turnover	Involuntary Turnover	New Positions
From 1 to 2 employees	14%	5%	5%
From 3 to 5 employees	13%	2%	9%
From 6 to 10 employees	14%	2%	8%
From 11 to 25 employees	19%	1%	9%
From 26 to 50 employees	10%	3%	2%
From 51 to 100 employees	13%	2%	7%
From 101 to 250 employees	11%	4%	4%
251 employees and more	10%	3%	4%
Overall Percentage	11%	3%	4%

Supervisory Responsibility

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

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

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

Geographic Location

Compensation levels are reported for the following geographic areas:

Area/County	# of Organizations
Berkshire County Region	26
Western Massachusetts Region (Franklin, Hampshire & Hampden Counties)	24
Central Massachusetts Region (Worcester County)	47
Greater Boston Region (Suffolk County and Norfolk, Essex & Middlesex Counties within Route 128)	68
Northeastern Massachusetts Region (Essex & Middlesex Counties outside of Route 128)	19
Southeastern Massachusetts Region (Bristol & Plymouth Counties, Cape Cod & The Islands, Norfolk County outside of Route 128 and all Rhode Island counties)	18
Total	202

IV. Compensation & Employment Practices

Compensation Practices

Salary Increase Budgets

The median salary increase budget reported for the current fiscal year is 2.0%, as detailed in the following table.

Salary Increase Budgets for Current Fiscal Year	
# of Organizations Responding	202
# Organizations Responding with 0.0%	84
# Organizations Responding With an Increase Budget	118
For All Organizations - 25th Percentile	0.0%
For All Organizations - Median	2.0%
For All Organizations - 75th Percentile	3.0%
Average Increase Budget (Including those reporting 0.00%)	1.85%
Average Increase Budget (Excluding those reporting 0.00%)	3.17%

Fifty-eight percent (58%) of participating organizations report salary increases being given in the current fiscal year, while 42% report no salary increases.

Organizations that have budgeted for salary increases in the current fiscal year report an average increase of 3.17%.

Salary Increase Practices

Asked what method best describes their salary increase practices, more than one third of participants report that they award salary increases based upon merit or performance. Note that this question asks about their general policy, so organizations that do not plan to give increases this year (2010) may still report on one or more of the methods listed. Some organizations report more than one answer, as shown below.

Salary Increase Practice	% of Total Sample with Policy	% of these that gave increase in previous 12 months	Average increase given	% of these expecting to give increase in next 12 months	Average increase expected
Merit/Performance	39%	30%	3.26%	36%	2.98%
Cost of Living	35%	23%	2.76%	30%	2.58%
Other	10%	6%	3.41%	7%	2.43%

Incentive or Bonus Pay for Employees Other Than Executive Director/CEO

Of the 202 respondents, 43% indicate that some employees other than the Executive Director/CEO are eligible for some type of incentive or bonus pay, and 31% of the total sample reports that incentive pay or bonuses were paid to employees during the past twelve months. On average, 61% of employees at these organizations received some type of bonus or incentive pay, which represented an average of 4% of employees' base pay.

Thirteen percent (13%) of all organizations report that bonuses were given during the past twelve months (July 1, 2009 – June 30, 2010) in lieu of pay raises.

For information about incentive-based pay for Executive Directors/CEOs, please see page 20.

Full-Time Workweek

Well over one-half of the organizations have a 40-hour full-time workweek. Organizations with a workweek of fewer than 35 hours tend to be among the smallest in the survey sample.

Length of Full-Time Workweek	# of Organizations	% of Orgs
40 hours	124	61%
38 hours	1	<1%
37.5 hours	34	17%
35 hours	25	12%
Other	18	9%
# Organizations responding	202	

Evening/Night Shift Differentials

Of the 100 nonprofits that indicate they have an evening and/or night shift (49.5% of the total sample), the majority indicate that they do not pay any special rates beyond regular hourly pay and overtime, if applicable. Only 12% of those organizations that have an evening or night shift indicate any additional compensation. Among the nonprofits that do pay a premium are the following practices:

- Paying an additional hourly wage, from \$1.00 to \$4.50 per hour
- Paying a stipend per overnight shift, amount depending on circumstances

Salary Grades and Ranges

More than one third of respondents use salary grades or ranges.

Grades & Ranges	# of Organizations	% of Orgs
Use grades or ranges	77	38%
Do not use grades or ranges	125	62%
# Organizations Responding	202	

Union Contracts

Only 15 organizations (7%) reported that they have union contracts for one or more of their positions. The types of positions are varied and include both professional and non-exempt positions. Examples of the types of jobs represented by unions in this survey are:

- Actors, stage managers, stagehands
- Clerical staff, administrative assistants
- Billing specialists
- Computer specialists
- Teachers, teacher assistants, vocational instructors, developmental specialists
- Drivers
- Case Managers, counselors, clinical staff
- Nurses
- Direct care workers

Premium for Bilingual Skills

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

Practice/Policy	# of Organizations	% of Orgs
Do not pay a premium for bilingual skills	183	91%
Pay a premium for bilingual skills	19	9%

The practices for compensating bilingual skills vary widely. Among organizations paying a premium for bilingual skills are the following practices:

- Paying an hourly premium, from \$0.50 to \$4.00 per hour, depending on the position, with a median of \$1.00 per hour
- Paying a percentage of salary, from 2.5% to 12%, with a median of 5%
- Adding some dollar amount to salary, typically around \$1000 per year, but depending upon the position

Executive Director/CEO Compensation Profile

Employment Contract

Twenty-four percent (24%) of the Executive Directors represented in the survey have an employment contract.

Employment Contract	# of Organizations	% of Orgs
Executive Director has contract	47	24%
Executive Director does not have contract	150	76%
# Organizations Responding	197	

Gender

Over half of the Executive Directors in the sample are women.

Executive Director Gender	# of Organizations	% of Orgs
Men Executive Director/CEO	83	46%
Women Executive Director/CEO	97	54%
# Organizations Responding	180	

Gender and Compensation

Executive Directors who are men, on average, earn significantly higher pay than those who are women. The difference in pay appears to be related to the fact that, while over half (54%) of the Executive Directors are women, the men are heavily represented at the largest organizations in the sample. When that is taken into account, pay for men is not predictably higher than for women. However, the issue of the disproportionate representation of men and women at small and large organizations remains. See the chart below for details.

Annual Operating Budget	% Men	Average Salary, Men	% Women	Average Salary, Women	Women's Pay as % of Men's Pay
to \$249,999	26%	\$40,196	74%	\$51,718	129%
\$250,000 - \$999,999	28%	\$87,767	72%	\$68,651	78%
\$1,000,000 - \$2,499,999	38%	\$90,806	62%	\$94,619	104%
\$2,500,000 - \$9,999,999	66%	\$134,775	34%	\$111,750	83%
\$10,000,000 - \$24,999,999	59%	\$114,997	41%	\$130,200	113%
\$25,000,000 and over	75%	\$215,430	25%	\$211,671	98%
All Responses	46%	\$126,247	54%	\$89,271	71%

Education and Compensation

Sixty-nine percent (69%) of the Executive Directors/CEOs in the survey hold Master's Degrees or Doctorates. As indicated below, salaries generally increase with the level of education.

Level of Education	# Reported	Average Salary
High School	2	insufficient data
Some College	3	\$90,723
Associate Degree	0	insufficient data
Bachelor's Degree	53	\$83,876
Master's Degree	107	\$113,161
Doctorate	23	\$134,082
Number Responding	188	

Time in Position and Compensation

The table below illustrates the average salaries of Executive Directors/CEOs in terms of how long they have been in their current position. On average, individuals in these positions have been in their jobs for 11.3 years. There is not as clear a correlation in pay for these employees based upon their time in their positions, as there is based upon other factors (e.g., budget, numbers of employees, education).

Years in Current Job	# of Incumbents	Average Salary
Less than one year	9	\$131,564
1.0 to 1.9 years	10	\$86,445
2.0 to 2.9 years	11	\$81,683
3.0 to 4.9 years	28	\$95,897
5.0 to 6.9 years	28	\$108,014
7.0 to 9.9 years	16	\$117,390
10.0 years and over	89	\$111,810
Average of 11.3 years	191	\$107,256

The table below illustrates the average salaries of these employees in terms of their total number of years of experience as an Executive Director/CEO, both in the current position, as well as previous nonprofit and/or private sector experience. Individuals have an average of 15.9 years of total experience.

Years as Exec. Dir./CEO	# of Incumbents	Average Salary
Less than one year	4	\$133,479
1.0 to 1.9 years	5	\$78,894
2.0 to 2.9 years	6	\$83,602
3.0 to 4.9 years	15	\$90,257
5.0 to 6.9 years	19	\$103,295
7.0 to 9.9 years	16	\$98,406
10.0 years and over	126	\$112,420
Average of 15.9 years	191	\$107,256

Succession Planning

Thirty-six percent (36%) of participating organizations actively engage in succession planning to help ease transitions among their most senior leaders, including the Executive Director/CEO. Of these organizations, 28% describe the succession planning as formal and 72% describe it as informal.

Incentive-Based Compensation

Thirteen percent (13%) of participating organizations provide additional incentive-based compensation for the Executive Director/CEO, in addition to his/her regular compensation. These organizations often award such pay based upon successful achievement of one or more types of predetermined goals and/or other targets. Some organizations report more than one answer, as shown below.

Goals/Targets for Incentive-Based Compensation	% of Organizations Using Goals/Targets
Financial and/or operational stability	74%
Program goals	67%
Fundraising	52%
Membership	7%
Other	4%

Within this sample of organizations, 59% paid incentive-based compensation to the Executive Director/CEO during the twelve months preceding July 1, 2010. The average amount of bonuses given ranged from \$500 to \$40,000, with an average of \$13,500.

Additional Benefits Provided to the Executive Director/CEO

The following benefits were reported for the Executive Director/CEO position. Typically, these are provided only to the Executive Director/CEO. Travel/conferences is the most common benefit, at 35%, followed by cell phones at 32% and laptop computers at 27%.

Benefit	# Reported	% of Organizations
Travel/Conferences	70	35%
Cell phone	65	32%
Laptop Computer	55	27%
Additional Vacation	45	22%
Car or Car Allowance	41	20%
Additional Contribution to Health Insurance	23	11%
Additional Contribution to Retirement Benefits	22	11%
Additional Contribution to Life Insurance	14	7%
Club Memberships	7	3%
Housing or Housing Allowance	3	1%
Other	5	2%
# Organizations Responding	202	

"Other" includes items such as paid parking, office rental subsidy and flex time.

V. Compensation by Position

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

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

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

- At least four organizations are required to report compensation in any data subset.
- At least four incumbents (employees) in a data subset are required to report the average.
- Five incumbents are required to report the median.
- Reporting meaningful percentiles requires a larger sample of data, so the 10th, 25th, 75th and 90th percentiles are reported for samples of at least twelve incumbents.
- When there are insufficient data, cells in the individual reports are left blank.
- In cases where 50% or more of the responses came from a single organization, only the median and average are reported.

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	190	191	\$48,310	\$66,997	\$96,000	\$134,992	\$193,261	\$107,256
By Budget Size:								
to \$249,999	31	31	31,749	37,440	46,384	57,990	71,028	48,744
\$250,000 – 999,999	34	34	48,953	55,869	74,984	90,231	101,712	73,391
\$1,000,000 – 2,499,999	39	39	65,998	72,800	89,440	103,730	138,008	93,153
\$2,500,000 – 9,999,999	37	38	79,423	98,259	119,507	150,176	200,312	128,117
\$10,000,000 – 24,999,999	31	31	94,836	105,560	119,538	156,915	194,950	136,013
\$25,000,000 and over	18	18	132,488	177,257	198,266	244,610	283,196	208,985
By Geographic Location:								
Berkshire County Region	25	26	36,192	49,920	74,256	108,493	137,950	77,863
Western Massachusetts Region	23	23	54,804	66,997	100,006	141,440	177,690	108,822
Central Massachusetts Region	44	44	39,759	53,300	82,992	117,879	169,125	94,153
Greater Boston Region	63	63	50,565	69,243	99,840	150,010	205,204	116,789
Northeastern Massachusetts Region	18	18	69,092	74,942	103,147	149,147	251,525	124,006
Southeastern Massachusetts Region	17	17	60,864	90,002	125,008	171,569	215,312	130,940
By Field of Service:								
Srvcs & Adv: Children and youth	29	29	57,824	80,735	96,158	120,006	239,990	113,121
Srvcs & Adv: Immigrant, GLBT, minority, other	10	10			127,608			121,851
Srvcs & Adv: Elderly, developmentally disabled	27	27	61,418	94,016	110,531	141,440	201,654	121,378
Philanthropy	5	5			97,136			102,964
Arts, culture, recreation	29	29	37,440	44,575	68,994	87,548	137,925	74,009
Environment, conservation, animal welfare	15	16	38,794	51,220	68,328	77,813	113,578	68,418
Housing and homelessness prevention	10	10			96,741			99,522
Cmnty/econ dev, social justice, legal, civil rights	16	16	50,315	58,277	85,457	107,406	187,352	94,880
Counseling, crisis interv, mental hlth, medical	25	25	69,830	100,173	150,010	187,679	264,714	153,885
Public policy and education reform	9	9			75,005			112,315
Food programs & pantries, nutrition, agriculture	5	5			58,282			77,343
Health and fitness, wellness	5	5			65,998			91,599
By Number of Employees:								
1 – 2	21	21	31,749	36,712	41,995	61,253	68,881	47,567
3 – 5	20	20	43,626	52,000	58,625	74,422	103,218	65,662
6 – 10	22	22	52,104	64,501	80,735	92,472	105,903	80,315
11 – 25	32	32	52,841	69,550	85,166	99,044	145,415	88,745
26 – 50	20	20	49,427	69,919	102,243	139,922	178,222	108,422
51 – 100	11	12	74,256	85,639	105,488	135,008	147,998	107,794
101 – 250	31	31	94,729	104,998	118,830	170,976	204,738	135,878
251+	33	33	107,848	128,835	175,011	201,999	270,421	178,569
By Years of Experience Required:								
2 – 3 Years	17	17	32,897	46,072	67,933	108,878	175,377	78,655
4 – 6 Years	61	61	42,274	54,475	79,040	99,715	138,524	83,361
7 – 10 Years	55	56	79,456	94,900	111,707	169,515	218,818	132,919
More than 10 years	10	10			147,108			161,383
By Level of Education Required:								
No requirement	9	9			52,000			70,632
Bachelor's Degree	68	69	39,998	58,771	78,000	95,337	114,400	80,111
Master's Degree	80	80	55,112	85,442	116,917	164,658	199,992	128,333
By Sex of Employee:								
Male	83	83	58,024	82,638	110,157	165,131	207,381	126,247
Female	97	97	45,760	57,907	80,080	108,420	138,940	89,271
By Race/Ethnicity of Employee:								
American Indian/Alaskan Native	5	5			100,006			116,380
Asian	4	4						127,530
Black	7	7			99,840			132,965
White	161	162	48,473	65,749	95,337	135,725	190,501	105,447
By Number of Years in Position:								
Up to 5 Years	60	60	45,760	60,086	86,185	117,723	149,452	94,998
5 – 10 Years	36	36	41,396	52,198	79,997	105,888	223,997	100,549
11 – 20 Years	39	39	49,608	66,560	94,640	120,016	159,994	101,120
More than 20 Years	42	43	63,819	85,800	115,003	174,221	202,400	127,688

Associate Director/Chief Operating Officer

010

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	64	74	\$56,431	\$65,749	\$92,997	\$115,669	\$174,752	\$101,196
By Budget Size:								
\$250,000 – 999,999	6	6			47,455			50,520
\$1,000,000 – 2,499,999	12	13	52,749	58,240	63,981	85,332	124,596	73,374
\$2,500,000 – 9,999,999	15	17	62,903	70,221	83,720	107,494	127,325	90,908
\$10,000,000 – 24,999,999	15	15	71,993	85,696	96,990	115,565	185,528	109,361
\$25,000,000 and over	15	22	90,528	104,499	115,596	176,399	223,024	136,253
By Geographic Location:								
Berkshire County Region	5	6			64,813			61,585
Central Massachusetts Region	11	12	58,240	63,242	90,262	96,865	199,314	95,406
Greater Boston Region	31	32	52,437	64,137	95,004	130,307	196,604	105,986
Northeastern Massachusetts Region	7	8			109,003			126,749
Southeastern Massachusetts Region	8	10			102,502			99,863
By Field of Service:								
Srvcs & Adv: Children and youth	15	15	57,853	65,000	89,690	119,995	192,862	101,162
Srvcs & Adv: Immigrant, GLBT, minority, other	5	6			88,026			86,964
Srvcs & Adv: Elderly, developmentally disabled	9	9			90,272			108,624
Environment, conservation, animal welfare	4	6			60,934			64,033
Housing and homelessness prevention	5	5			87,422			91,591
Cmnty/econ dev, social justice, legal, civil rights	4	4						101,114
Counseling, crisis interv, mental hlth, medical	11	17	78,999	98,498	104,998	159,866	204,709	125,047
Public policy and education reform	4	5			118,955			103,497
By Number of Employees:								
11 – 25	8	8			72,707			76,656
26 – 50	9	11			83,720			82,911
51 – 100	6	7			70,450			72,530
101 – 250	13	13	62,404	79,009	94,141	132,777	169,853	104,645
251+	22	29	85,696	98,498	114,605	161,648	221,728	129,911
By Years of Experience Required:								
2 – 3 Years	6	6			70,367			70,578
4 – 6 Years	24	29	54,621	60,008	80,413	104,998	115,565	83,519
7 – 10 Years	14	15	56,172	79,997	96,491	115,211	186,247	103,334
By Level of Education Required:								
Bachelor's Degree	24	26	50,490	60,003	64,803	94,032	121,896	77,557
Master's Degree	25	29	69,992	90,085	105,061	139,371	221,728	120,769
By Sex of Employee:								
Male	21	23	50,552	65,998	89,898	133,744	208,516	104,698
Female	43	46	57,154	64,449	93,070	115,055	165,329	97,897
By Race/Ethnicity of Employee:								
White	52	61	55,345	65,499	91,998	115,388	172,869	100,097
By Number of Years in Position:								
Up to 5 Years	26	28	49,741	58,682	88,494	115,877	162,313	96,180
5 – 10 Years	18	18	44,443	60,008	82,493	105,903	141,492	89,334
11 – 20 Years	12	12	63,141	78,577	89,981	95,545	163,588	94,541
More than 20 Years	9	9			104,998			127,905
By Number of Employees Managed:								
1 to 3	10	10			60,008			65,951
4 to 8	17	17	58,290	67,299	96,990	117,468	155,996	100,174
9 to 14	5	5			94,141			84,906
15 and over	22	26	69,114	80,949	93,143	115,144	178,542	107,325

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	46	79	\$59,030	\$67,434	\$86,632	\$106,891	\$136,282	\$92,300
By Budget Size:								
\$250,000 – 999,999	5	7			57,824			58,406
\$1,000,000 – 2,499,999	8	11			62,982			69,688
\$2,500,000 – 9,999,999	14	16	63,592	71,178	77,886	101,738	138,073	87,728
\$10,000,000 – 24,999,999	9	12	63,473	76,861	86,164	101,998	122,487	88,877
\$25,000,000 and over	10	33	70,437	91,593	103,168	131,300	159,232	110,490
By Geographic Location:								
Western Massachusetts Region	4	6			77,626			77,813
Central Massachusetts Region	7	11			76,731			89,239
Greater Boston Region	19	36	61,484	78,879	100,006	119,195	142,077	101,602
Northeastern Massachusetts Region	6	10			95,025			107,750
Southeastern Massachusetts Region	8	14	58,313	63,310	70,003	75,395	86,362	70,096
By Field of Service:								
Srvcs & Adv: Children and youth	10	23	57,890	63,981	95,680	119,496	159,232	95,461
Srvcs & Adv: Elderly, developmentally disabled	11	15	64,210	76,565	85,696	121,534	137,763	92,896
Cmnty/econ dev, social justice, legal, civil rights	4	9			94,078			86,442
Counseling, crisis interv, mental hlth, medical	8	18	61,770	69,743	87,839	121,420	144,802	95,613
By Number of Employees:								
6 – 10	6	10			62,920			63,908
11 – 25	6	8			73,508			77,017
26 – 50	4	4						97,635
51 – 100	5	5			69,992			68,756
101 – 250	10	14	62,400	66,826	78,999	106,969	127,286	87,769
251+	14	37	70,862	86,164	102,544	127,847	148,466	108,687
By Years of Experience Required:								
2 – 3 Years	11	14	51,532	56,617	65,229	77,048	102,450	69,068
4 – 6 Years	18	28	57,801	63,185	74,735	95,092	118,614	80,855
7 – 10 Years	7	9			123,594			120,762
By Level of Education Required:								
Bachelor's Degree	19	29	57,824	62,317	68,994	91,864	104,291	75,688
Master's Degree	17	24	66,487	79,404	98,498	121,025	140,993	101,653
By Sex of Employee:								
Male	20	27	57,778	63,981	86,091	115,003	134,480	91,493
Female	33	46	58,718	66,826	79,384	101,473	127,400	87,966
By Race/Ethnicity of Employee:								
White	37	60	58,094	69,244	79,602	104,010	125,484	88,741
By Number of Years in Position:								
Up to 5 Years	25	31	53,119	62,858	69,992	87,506	111,954	75,025
5 – 10 Years	10	11			78,000			85,471
11 – 20 Years	10	13	63,066	76,305	95,326	112,913	134,809	95,070
More than 20 Years	5	9			119,995			118,932
By Number of Employees Managed:								
1 to 3	7	9			62,982			68,665
4 to 8	10	10			73,508			82,526
15 and over	18	24	64,418	74,802	83,044	112,325	129,147	91,089

Director, Administration

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	24	30	\$55,198	\$59,140	\$74,994	\$87,688	\$118,712	\$78,618
By Budget Size:								
\$1,000,000 – 2,499,999	7	7			70,720			67,965
\$10,000,000 – 24,999,999	8	11			75,462			77,386
\$25,000,000 and over	4	7			80,246			86,385
By Geographic Location:								
Western Massachusetts Region	4	4						76,034
Central Massachusetts Region	4	7			74,526			77,079
Greater Boston Region	8	11			83,054			91,233
By Field of Service:								
Srvcs & Adv: Children and youth	5	8			76,856			75,764
Arts, culture, recreation	4	4						68,063
Counseling, crisis interv, mental hlth, medical	6	8			76,596			86,213
By Number of Employees:								
11 – 25	6	6			58,927			63,998
101 – 250	4	5			74,131			72,543
251+	10	15	56,380	69,992	76,794	92,747	124,917	82,588
By Years of Experience Required:								
2 – 3 Years	5	5			74,526			72,625
4 – 6 Years	7	12	57,491	60,965	73,559	86,050	92,951	74,225
By Level of Education Required:								
Bachelor's Degree	12	12	54,954	58,734	71,095	82,352	107,842	72,746
Master's Degree	6	11			76,398			77,329
By Sex of Employee:								
Male	7	9			76,398			77,496
Female	17	19	54,999	59,197	74,131	83,054	125,341	77,179
By Race/Ethnicity of Employee:								
White	20	25	57,591	63,076	76,398	90,366	121,509	81,241
By Number of Years in Position:								
Up to 5 Years	11	11			66,955			71,626
5 – 10 Years	4	4						102,284
11 – 20 Years	11	12	54,346	62,229	75,930	79,685	86,229	72,817
By Number of Employees Managed:								
1 to 3	8	11			75,462			75,910
4 to 8	5	6			75,265			84,244

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	15	36	\$43,441	\$50,003	\$52,374	\$66,284	\$85,010	\$58,279
By Budget Size:								
\$10,000,000 – 24,999,999	5	14	41,964	51,485	51,979	54,621	70,346	53,426
\$25,000,000 and over	4	16	47,790	52,374	64,366	78,967	85,609	65,315
By Geographic Location:								
Central Massachusetts Region	5	13	44,928	51,979	51,979	54,746	60,936	52,673
Greater Boston Region	5	11			75,005			71,342
By Field of Service:								
Srvcs & Adv: Children and youth	4	11			51,979			52,327
Counseling, crisis interv, mental hlth, medical	6	16	47,779	54,621	69,992	83,830	86,089	67,631
By Number of Employees:								
251+	7	21	48,418	52,374	54,995	77,647	85,559	64,058
By Years of Experience Required:								
2 – 3 Years	4	4						47,559
4 – 6 Years	6	16	48,123	51,979	51,979	59,800	68,694	55,015
By Level of Education Required:								
Bachelor's Degree	10	21	44,096	50,991	51,979	55,495	66,377	54,100
By Sex of Employee:								
Male	7	7			49,982			55,506
Female	9	18	43,420	52,437	58,989	76,326	85,079	63,647
By Race/Ethnicity of Employee:								
White	11	22	41,912	49,967	58,490	76,326	85,490	62,441
By Number of Years in Position:								
Up to 5 Years	8	10			53,872			54,552
11 – 20 Years	6	9			66,747			65,647
By Number of Employees Managed:								
4 to 8	5	6			54,247			57,169
15 and over	5	12	44,843	50,497	51,979	53,867	67,764	53,102

Office Manager

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	61	101	\$29,294	\$33,155	\$39,104	\$44,635	\$51,334	\$39,533
By Budget Size:								
\$250,000 – 999,999	10	10			37,513			36,086
\$1,000,000 – 2,499,999	10	10			36,327			35,154
\$2,500,000 – 9,999,999	13	13	32,157	34,580	41,995	47,393	50,203	40,755
\$10,000,000 – 24,999,999	14	24	28,267	29,297	34,278	44,029	45,001	36,493
\$25,000,000 and over	12	42	33,091	36,385	40,435	48,106	57,618	43,014
By Geographic Location:								
Berkshire County Region	7	13	28,267	28,777	31,200	37,575	41,771	33,177
Western Massachusetts Region	11	20	29,207	31,845	36,962	40,076	46,900	37,191
Central Massachusetts Region	11	11			37,274			37,068
Greater Boston Region	18	39	31,990	36,400	42,744	49,400	57,283	42,856
Northeastern Massachusetts Region	7	11			40,040			39,911
Southeastern Massachusetts Region	7	7			40,824			42,793
By Field of Service:								
Srvcs & Adv: Children and youth	8	26	32,704	37,290	40,154	45,261	54,400	41,842
Srvcs & Adv: Immigrant, GLBT, minority, other	4	4						38,232
Srvcs & Adv: Elderly, developmentally disabled	8	8			38,761			38,917
Arts, culture, recreation	6	6			34,434			34,299
Environment, conservation, animal welfare	4	4						35,729
Cmnty/econ dev, social justice, legal, civil rights	6	6			45,615			44,294
Counseling, crisis interv, mental hlth, medical	17	38	28,267	31,283	36,057	41,662	56,264	38,172
By Number of Employees:								
6 – 10	9	9			38,002			39,081
11 – 25	9	9			37,440			36,689
26 – 50	4	4						38,662
51 – 100	6	6			39,999			39,076
101 – 250	10	11			43,260			39,930
251+	20	59	29,286	33,010	39,499	45,011	56,098	40,212
By Years of Experience Required:								
1 Year	5	6			39,239			37,008
2 – 3 Years	29	41	29,594	31,990	37,710	44,266	50,935	38,971
4 – 6 Years	5	6			39,780			41,108
By Level of Education Required:								
No requirement	6	6			37,357			38,993
High School Diploma	14	40	28,369	32,313	38,002	42,822	52,699	38,977
Associate's Degree	13	14	29,599	36,692	40,945	45,578	52,115	41,021
Bachelor's Degree	17	19	29,120	31,990	40,560	44,990	47,840	39,164
By Sex of Employee:								
Male	8	11			39,998			40,712
Female	49	79	29,286	33,717	39,104	44,990	53,165	39,754
By Race/Ethnicity of Employee:								
Black	5	5			44,980			44,514
Hispanic or Latino	7	8			33,467			34,876
White	44	74	28,777	34,008	39,998	45,245	53,082	40,356
By Number of Years in Position:								
Up to 5 Years	38	45	28,878	31,720	37,274	41,715	46,716	37,342
5 – 10 Years	9	11			40,102			41,879
11 – 20 Years	12	15	28,904	35,152	39,998	44,242	49,171	39,692
More than 20 Years	4	4						44,980
By Number of Employees Managed:								
1 to 3	19	26	28,211	29,817	39,239	42,983	45,396	37,019
4 to 8	7	10			38,803			41,931

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	60	69	\$32,760	\$35,738	\$42,432	\$52,998	\$57,824	\$44,532
By Budget Size:								
\$1,000,000 – 2,499,999	8	8			35,100			36,143
\$2,500,000 – 9,999,999	15	15	30,767	35,360	39,520	52,998	58,922	43,000
\$10,000,000 – 24,999,999	19	21	32,614	38,231	40,560	50,055	54,898	43,271
\$25,000,000 and over	14	21	39,724	44,387	49,982	57,710	68,644	51,788
By Geographic Location:								
Berkshire County Region	7	7			35,360			35,856
Western Massachusetts Region	11	11			40,560			40,259
Central Massachusetts Region	14	14	28,371	36,140	44,242	55,175	60,476	44,885
Greater Boston Region	13	16	38,717	48,500	53,456	57,278	70,616	53,568
Northeastern Massachusetts Region	10	12	31,096	34,325	42,141	57,122	62,641	45,027
Southeastern Massachusetts Region	5	9			39,666			39,231
By Field of Service:								
Srvcs & Adv: Children and youth	8	10			44,907			46,509
Srvcs & Adv: Immigrant, GLBT, minority, other	4	6			36,653			38,485
Srvcs & Adv: Elderly, developmentally disabled	13	13	32,968	33,499	40,290	52,510	56,601	42,560
Arts, culture, recreation	5	5			30,160			37,157
Housing and homelessness prevention	4	4						44,627
Cmnty/econ dev, social justice, legal, civil rights	4	4						42,437
Counseling, crisis interv, mental hlth, medical	11	16	37,977	41,434	46,195	55,993	70,616	49,636
By Number of Employees:								
11 – 25	4	4						35,298
26 – 50	8	8			35,880			39,231
101 – 250	20	20	33,881	37,118	40,841	52,936	62,385	44,637
251+	24	33	34,087	40,113	45,257	55,671	61,231	47,758
By Years of Experience Required:								
1 Year	4	4						33,951
2 – 3 Years	28	30	32,812	34,924	41,216	47,299	57,335	42,171
4 – 6 Years	9	11			45,257			48,258
By Level of Education Required:								
High School Diploma	15	16	31,031	35,314	40,456	53,196	61,512	43,342
Associate's Degree	12	15	35,514	39,125	43,992	49,442	61,593	45,631
Bachelor's Degree	19	19	30,160	35,630	41,226	55,016	63,752	44,659
By Sex of Employee:								
Male	4	4						44,590
Female	50	58	32,308	35,407	42,515	50,830	57,917	44,127
By Race/Ethnicity of Employee:								
White	47	53	31,609	35,360	41,226	48,142	55,802	42,632
By Number of Years in Position:								
Up to 5 Years	34	35	31,533	35,298	40,560	48,006	54,997	41,440
5 – 10 Years	13	14	35,880	39,500	43,701	51,584	61,974	45,934
11 – 20 Years	4	4						48,744
More than 20 Years	6	6			48,038			50,618
By Number of Employees Managed:								
1 to 3	8	8			42,016			46,431

Administrative Assistant, Senior Level

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	46	108	\$29,037	\$32,765	\$38,875	\$45,071	\$54,059	\$40,050
By Budget Size:								
\$250,000 – 999,999	5	5			31,200			31,263
\$1,000,000 – 2,499,999	8	8			36,827			38,558
\$2,500,000 – 9,999,999	12	17	27,003	33,405	40,997	43,763	47,927	38,902
\$10,000,000 – 24,999,999	8	13	27,826	30,399	32,240	47,066	60,736	38,114
\$25,000,000 and over	13	65	31,554	36,151	39,624	47,060	55,894	41,596
By Geographic Location:								
Western Massachusetts Region	5	11			31,450			32,908
Central Massachusetts Region	10	30	24,309	31,746	37,523	42,983	46,077	37,181
Greater Boston Region	14	43	32,922	38,002	41,142	46,675	56,888	42,744
Northeastern Massachusetts Region	11	16	29,952	36,213	46,987	54,543	58,020	45,374
Southeastern Massachusetts Region	4	6			35,475			37,832
By Field of Service:								
Srvcs & Adv: Children and youth	7	34	32,147	37,836	41,475	52,395	59,052	44,247
Srvcs & Adv: Elderly, developmentally disabled	10	35	27,277	31,034	36,899	39,520	43,422	36,287
Arts, culture, recreation	5	7			38,251			37,844
Housing and homelessness prevention	4	4						35,199
Cmnty/econ dev, social justice, legal, civil rights	6	6			32,407			33,010
Counseling, crisis interv, mental hlth, medical	7	11			33,946			39,291
By Number of Employees:								
6 – 10	4	4						30,675
26 – 50	4	5			45,531			41,508
101 – 250	14	19	27,040	32,240	39,354	43,680	49,130	38,548
251+	17	73	30,044	33,447	39,000	46,031	56,343	40,837
By Years of Experience Required:								
1 Year	6	10			39,999			39,885
2 – 3 Years	26	50	28,232	31,024	34,955	39,546	45,646	36,341
4 – 6 Years	6	9			42,994			41,681
By Level of Education Required:								
High School Diploma	21	55	27,710	31,034	36,296	42,931	55,852	38,327
Associate's Degree	8	12	29,382	32,032	39,843	45,609	58,198	40,588
Bachelor's Degree	10	26	37,374	38,189	40,498	43,119	46,848	40,912
By Sex of Employee:								
Male	5	8			38,376			42,307
Female	41	92	28,538	32,240	38,501	43,805	52,951	39,285
By Race/Ethnicity of Employee:								
Black	5	9			39,520			40,213
Hispanic or Latino	5	7			34,528			34,567
White	39	82	29,419	32,443	38,376	45,134	53,697	39,711
By Number of Years in Position:								
Up to 5 Years	28	42	27,953	31,746	37,960	42,401	45,764	37,128
5 – 10 Years	14	19	30,992	32,240	35,984	42,931	60,008	40,378
11 – 20 Years	11	15	27,677	33,280	38,501	52,000	53,839	40,849
More than 20 Years	6	7			39,499			39,086
By Number of Employees Managed:								
1 to 3	8	10			36,140			38,895

Administrative Assistant, Intermediate Level

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	60	208	\$24,960	\$27,337	\$31,200	\$35,006	\$39,568	\$31,647
By Budget Size:								
\$250,000 – 999,999	4	4						29,812
\$1,000,000 – 2,499,999	12	14	22,860	24,607	30,940	34,144	36,681	30,007
\$2,500,000 – 9,999,999	15	38	25,530	27,716	30,639	34,445	38,509	31,260
\$10,000,000 – 24,999,999	17	57	25,480	26,676	29,557	32,583	36,600	30,481
\$25,000,000 and over	12	95	24,752	28,413	32,074	37,170	40,968	32,821
By Geographic Location:								
Berkshire County Region	6	6			30,046			30,073
Western Massachusetts Region	7	53	23,346	25,480	29,120	31,990	33,767	28,814
Central Massachusetts Region	12	38	23,982	26,952	31,075	32,245	36,866	30,430
Greater Boston Region	20	66	29,630	31,200	34,507	38,319	41,941	35,131
Northeastern Massachusetts Region	8	19	24,960	28,496	34,112	39,208	46,010	34,226
Southeastern Massachusetts Region	7	26	24,648	25,933	28,413	29,708	34,058	28,841
By Field of Service:								
Srvcs & Adv: Children and youth	11	46	29,557	30,717	33,020	36,551	40,504	33,906
Srvcs & Adv: Immigrant, GLBT, minority, other	4	17	24,769	25,720	26,686	29,013	33,026	27,618
Srvcs & Adv: Elderly, developmentally disabled	9	37	24,752	25,595	28,122	31,907	34,112	29,186
Arts, culture, recreation	7	10			31,803			31,019
Counseling, crisis interv, mental hlth, medical	12	75	23,982	26,707	31,200	34,320	40,194	31,614
By Number of Employees:								
11 – 25	11	12	24,449	29,640	33,457	36,379	37,740	32,613
26 – 50	5	7			28,454			30,701
51 – 100	5	6			32,407			33,370
101 – 250	12	43	24,386	26,686	29,307	33,675	37,407	30,369
251+	23	136	24,960	27,347	31,606	35,516	40,094	32,039
By Years of Experience Required:								
1 Year	19	75	23,504	25,709	29,120	31,990	35,256	29,262
2 – 3 Years	26	59	25,480	29,994	33,093	38,002	42,494	34,211
By Level of Education Required:								
No requirement	5	6			30,951			32,431
High School Diploma	30	129	24,003	26,104	30,160	34,216	39,520	30,933
Associate's Degree	9	19	29,328	31,200	33,675	36,982	38,771	33,960
Bachelor's Degree	10	14	28,600	31,834	35,183	38,122	44,741	35,611
By Sex of Employee:								
Male	5	7			33,010			34,766
Female	56	195	24,960	27,040	31,096	34,736	39,520	31,431
By Race/Ethnicity of Employee:								
Black	11	20	26,000	27,383	32,240	36,998	40,412	32,649
Hispanic or Latino	12	27	23,795	25,002	28,683	30,701	34,944	28,741
White	47	144	24,919	27,778	31,200	34,310	38,626	31,406
By Number of Years in Position:								
Up to 5 Years	43	107	23,920	26,000	29,994	32,656	37,240	30,277
5 – 10 Years	16	27	24,977	27,102	28,704	34,736	37,640	30,949
11 – 20 Years	18	24	25,990	29,443	35,298	39,255	43,410	34,887
More than 20 Years	4	5			38,355			37,061
By Number of Employees Managed:								
1 to 3	5	5			31,512			31,861

Administrative Assistant, Junior Level**085**

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	44	225	\$19,261	\$20,800	\$24,960	\$29,120	\$33,155	\$25,645
By Budget Size:								
\$250,000 – 999,999	4	5			20,800			21,632
\$2,500,000 – 9,999,999	8	14	24,960	25,283	29,921	32,610	37,555	29,842
\$10,000,000 – 24,999,999	17	44	19,448	21,045	23,473	28,392	32,240	25,004
\$25,000,000 and over	12	157	18,720	20,800	24,960	29,120	34,890	25,693
By Geographic Location:								
Western Massachusetts Region	8	119	18,720	19,864	21,424	27,269	31,512	23,642
Central Massachusetts Region	8	21	22,880	23,244	25,958	30,909	35,472	27,659
Greater Boston Region	15	41	20,800	24,960	27,643	31,533	36,254	28,094
Northeastern Massachusetts Region	5	18	20,800	27,368	29,183	35,927	38,688	30,440
Southeastern Massachusetts Region	6	23	21,632	24,960	27,040	29,120	31,096	26,824
By Field of Service:								
Srvcs & Adv: Children and youth	11	40	21,532	23,400	27,997	32,084	38,397	28,433
Srvcs & Adv: Elderly, developmentally disabled	12	20	20,800	24,960	25,802	31,949	36,407	27,353
Counseling, crisis interv, mental hlth, medical	10	138	18,720	20,800	24,960	28,855	32,677	25,058
By Number of Employees:								
11 – 25	4	6			22,901			23,393
26 – 50	4	7			24,960			26,752
101 – 250	10	14	22,298	24,555	25,802	30,358	36,400	27,563
251+	21	192	19,261	20,800	24,960	29,120	34,324	25,591
By Years of Experience Required:								
1 Year	17	135	18,720	20,800	22,734	29,120	32,968	24,922
2 – 3 Years	9	17	20,800	24,284	25,542	29,744	32,927	26,685
By Level of Education Required:								
No requirement	5	6			26,000			25,248
High School Diploma	27	171	18,824	20,800	23,005	28,870	32,743	24,951
Associate's Degree	4	4						29,120
By Sex of Employee:								
Male	6	10			23,463			23,843
Female	37	188	19,188	20,800	24,981	29,120	32,685	25,618
By Race/Ethnicity of Employee:								
American Indian/Alaskan Native	4	4						31,959
Black	12	18	18,720	21,830	27,238	30,888	34,014	27,143
Hispanic or Latino	9	60	18,772	20,800	23,192	29,016	34,643	25,091
White	30	108	18,720	20,800	24,960	28,657	32,240	25,141
By Number of Years in Position:								
Up to 5 Years	32	134	18,720	20,800	24,263	29,120	32,105	24,802
5 – 10 Years	9	26	20,155	24,596	28,413	32,615	36,406	28,607
11 – 20 Years	8	11			28,413			28,816

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	67	180	\$19,498	\$22,880	\$25,376	\$29,006	\$31,200	\$25,567
By Budget Size:								
\$1,000,000 – 2,499,999	11	17	18,512	18,720	23,400	27,644	29,295	23,549
\$2,500,000 – 9,999,999	21	49	18,200	21,081	25,480	28,871	33,862	25,464
\$10,000,000 – 24,999,999	20	60	20,328	22,984	24,763	29,006	32,198	25,726
\$25,000,000 and over	14	53	20,800	24,003	26,000	29,120	31,454	26,240
By Geographic Location:								
Berkshire County Region	4	24	18,720	22,984	22,984	25,272	27,924	23,522
Western Massachusetts Region	11	23	19,020	20,280	23,005	28,205	34,204	24,845
Central Massachusetts Region	15	39	17,680	19,760	24,128	27,040	30,493	23,958
Greater Boston Region	15	31	21,216	22,880	25,480	29,702	36,192	27,395
Northeastern Massachusetts Region	12	21	20,800	24,128	26,250	30,524	35,859	27,365
Southeastern Massachusetts Region	10	42	20,297	23,970	26,000	29,120	31,088	26,378
By Field of Service:								
Srvcs & Adv: Children and youth	10	19	18,720	22,755	24,128	29,120	34,216	25,608
Srvcs & Adv: Immigrant, GLBT, minority, other	6	18	20,049	22,781	23,434	29,640	32,338	25,611
Srvcs & Adv: Elderly, developmentally disabled	15	38	20,234	21,840	26,125	29,911	33,488	26,662
Arts, culture, recreation	4	6			19,240			20,249
Housing and homelessness prevention	4	5			28,080			27,972
Counseling, crisis interv, mental hlth, medical	17	70	20,800	22,984	25,480	27,716	30,114	25,561
By Number of Employees:								
11 – 25	4	4						25,813
26 – 50	11	21	16,640	18,720	22,880	23,400	28,496	21,881
51 – 100	6	13	18,720	22,100	26,000	29,599	38,189	26,656
101 – 250	20	44	19,552	22,386	27,144	29,390	35,631	27,011
251+	26	98	20,272	22,984	25,272	28,704	31,125	25,555
By Years of Experience Required:								
1 Year	21	64	19,459	22,984	25,272	27,378	31,336	25,344
2 – 3 Years	15	23	22,177	26,000	27,498	29,994	33,355	28,008
By Level of Education Required:								
No requirement	7	14	17,940	18,283	20,051	25,491	34,996	22,727
High School Diploma	46	126	20,590	22,880	25,480	29,058	31,870	25,915
By Sex of Employee:								
Male	4	6			19,646			20,457
Female	59	161	19,760	22,880	25,480	29,079	31,582	25,862
By Race/Ethnicity of Employee:								
Black	14	19	18,304	22,880	23,920	34,216	41,787	27,420
Hispanic or Latino	18	26	20,176	21,222	25,740	29,011	29,896	25,192
White	43	115	19,032	22,880	25,480	28,704	31,150	25,463
By Number of Years in Position:								
Up to 5 Years	47	105	18,720	22,880	24,960	27,040	29,490	24,821
5 – 10 Years	16	21	17,784	20,020	24,003	30,129	36,192	24,998
11 – 20 Years	22	27	22,576	26,354	29,120	32,594	36,541	29,641
More than 20 Years	4	5			30,576			27,127

Chief Financial Officer

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	70	70	\$68,615	\$80,013	\$95,743	\$115,934	\$152,181	\$102,106
By Budget Size:								
\$1,000,000 – 2,499,999	5	5			85,696			87,360
\$2,500,000 – 9,999,999	24	24	65,364	70,558	82,129	99,289	120,058	86,474
\$10,000,000 – 24,999,999	21	21	80,001	84,989	99,320	108,940	152,148	103,349
\$25,000,000 and over	17	17	89,798	104,957	125,341	154,222	196,722	132,878
By Geographic Location:								
Berkshire County Region	6	6			77,491			83,592
Western Massachusetts Region	12	12	61,760	76,700	92,352	99,835	113,499	89,950
Central Massachusetts Region	13	13	66,206	76,137	96,491	108,389	116,380	93,190
Greater Boston Region	20	20	73,728	84,729	106,569	147,493	186,435	118,193
Northeastern Massachusetts Region	11	11			94,994			109,030
Southeastern Massachusetts Region	8	8			87,754			98,980
By Field of Service:								
Srvcs & Adv: Children and youth	10	10			104,915			115,509
Srvcs & Adv: Immigrant, GLBT, minority, other	8	8			83,419			88,141
Srvcs & Adv: Elderly, developmentally disabled	14	14	62,660	77,512	90,959	109,710	151,497	96,374
Arts, culture, recreation	4	4						78,442
Cmnty/econ dev, social justice, legal, civil rights	4	4						91,151
Counseling, crisis interv, mental hlth, medical	18	18	68,465	81,541	100,475	122,845	174,720	109,498
By Number of Employees:								
11 – 25	5	5			85,696			85,080
26 – 50	6	6			88,348			90,130
51 – 100	5	5			91,000			90,418
101 – 250	22	22	67,336	73,772	83,304	97,558	141,748	90,698
251+	29	29	79,997	96,491	109,990	144,997	169,291	119,683
By Years of Experience Required:								
4 – 6 Years	27	27	66,148	69,222	80,829	100,298	112,961	86,922
7 – 10 Years	15	15	81,590	91,000	102,461	149,989	191,006	118,832
By Level of Education Required:								
Bachelor's Degree	30	30	66,645	69,155	82,107	100,079	109,978	87,024
Master's Degree	26	26	80,642	89,388	114,400	150,462	175,506	120,246
By Sex of Employee:								
Male	35	35	74,206	86,008	99,840	125,986	154,740	109,270
Female	29	29	65,000	69,472	82,202	109,928	124,495	93,918
By Race/Ethnicity of Employee:								
Black	6	6			97,396			96,044
White	54	54	68,484	76,487	94,994	116,912	152,610	100,984
By Number of Years in Position:								
Up to 5 Years	20	20	66,799	76,237	92,955	112,845	152,703	99,581
5 – 10 Years	19	19	72,255	80,829	93,496	118,102	169,291	102,746
11 – 20 Years	12	12	68,933	75,499	108,389	123,875	202,170	112,267
More than 20 Years	9	9			80,018			89,637
By Number of Employees Managed:								
1 to 3	16	16	62,463	68,157	75,629	103,668	133,303	86,210
4 to 8	27	27	78,994	82,638	99,840	122,013	154,507	106,530
9 to 14	8	8			91,250			94,021
15 and over	6	6			114,400			115,333

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	32	35	\$59,634	\$63,107	\$74,006	\$95,472	\$108,459	\$79,945
By Budget Size:								
\$1,000,000 – 2,499,999	5	5			65,936			74,015
\$2,500,000 – 9,999,999	5	5			69,202			72,767
\$10,000,000 – 24,999,999	7	7			79,997			80,416
\$25,000,000 and over	14	17	62,770	67,018	83,200	100,496	106,899	84,780
By Geographic Location:								
Central Massachusetts Region	6	6			67,600			70,609
Greater Boston Region	13	15	56,805	69,202	85,696	104,000	113,992	86,048
Northeastern Massachusetts Region	6	7			83,200			85,821
By Field of Service:								
Srvcs & Adv: Children and youth	6	8			98,228			97,479
Srvcs & Adv: Elderly, developmentaly disabled	6	6			71,521			74,887
Counseling, crisis interv, mental hlth, medical	8	8			76,679			78,403
By Number of Employees:								
11 – 25	6	6			66,498			73,025
101 – 250	4	4						87,162
251+	18	21	61,947	64,771	81,494	97,740	104,798	81,691
By Years of Experience Required:								
2 – 3 Years	4	4						68,437
4 – 6 Years	18	18	59,030	64,121	71,594	87,303	115,103	77,283
By Level of Education Required:								
Bachelor's Degree	19	19	58,656	62,858	72,987	87,110	113,651	77,282
Master's Degree	9	10			85,998			84,922
By Sex of Employee:								
Male	18	18	57,990	62,998	76,492	96,044	115,103	80,667
Female	13	13	60,674	65,468	81,494	92,852	110,190	80,694
By Race/Ethnicity of Employee:								
White	28	30	60,008	64,168	77,750	96,044	112,786	80,701
By Number of Years in Position:								
Up to 5 Years	15	15	55,994	60,008	72,987	87,110	107,860	76,398
11 – 20 Years	8	8			69,348			80,158
By Number of Employees Managed:								
1 to 3	17	18	59,030	62,562	69,348	86,840	115,103	77,864

Accounting Manager

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	46	59	\$46,800	\$51,480	\$57,283	\$73,133	\$85,613	\$63,219
By Budget Size:								
\$1,000,000 – 2,499,999	7	7			57,283			58,050
\$2,500,000 – 9,999,999	11	11			57,075			62,619
\$10,000,000 – 24,999,999	13	13	44,824	47,091	57,117	77,813	83,367	60,402
\$25,000,000 and over	14	27	49,995	53,040	61,110	82,202	89,452	66,112
By Geographic Location:								
Western Massachusetts Region	10	15	46,093	49,962	57,117	73,008	80,879	60,567
Central Massachusetts Region	8	8			57,138			58,965
Greater Boston Region	16	22	50,789	54,194	62,712	80,033	92,603	68,188
Northeastern Massachusetts Region	7	9			58,011			65,513
Southeastern Massachusetts Region	4	4						53,858
By Field of Service:								
Srvcs & Adv: Children and youth	8	8			61,547			66,115
Srvcs & Adv: Elderly, developmentally disabled	11	12	45,860	54,247	57,159	72,483	84,889	61,922
Counseling, crisis interv, mental hlth, medical	13	25	45,710	50,742	56,222	76,128	86,283	63,642
By Number of Employees:								
26 – 50	5	5			54,995			68,573
101 – 250	9	9			62,982			62,687
251+	24	37	48,456	52,250	57,200	76,128	85,646	63,786
By Years of Experience Required:								
2 – 3 Years	11	12	47,162	51,324	60,330	71,693	84,590	62,377
4 – 6 Years	14	16	45,525	50,372	56,056	81,844	88,121	63,493
By Level of Education Required:								
Associate's Degree	4	5			50,003			50,727
Bachelor's Degree	26	33	48,788	53,779	61,110	75,754	84,286	64,662
By Sex of Employee:								
Male	14	16	46,428	52,749	70,273	79,591	87,855	67,857
Female	30	39	46,800	52,624	57,075	70,533	85,613	61,859
By Race/Ethnicity of Employee:								
Black	4	4						79,019
White	35	45	46,467	51,491	57,200	73,071	84,045	62,573
By Number of Years in Position:								
Up to 5 Years	21	28	49,563	52,728	60,330	74,537	83,381	64,380
5 – 10 Years	9	9			57,117			59,142
11 – 20 Years	8	9			57,283			63,787
More than 20 Years	4	4						64,657
By Number of Employees Managed:								
1 to 3	24	27	50,602	53,997	58,011	73,008	85,796	64,257
4 to 8	9	9			57,283			64,026

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	25	34	\$37,815	\$39,998	\$47,788	\$56,556	\$60,504	\$48,633
By Budget Size:								
\$10,000,000 – 24,999,999	10	12	36,005	38,038	45,500	55,557	59,110	46,412
\$25,000,000 and over	8	15	40,722	45,906	54,579	60,008	64,228	53,230
By Geographic Location:								
Berkshire County Region	4	5			37,669			38,168
Western Massachusetts Region	5	6			49,785			49,109
Central Massachusetts Region	6	7			51,750			48,776
Southeastern Massachusetts Region	5	6			49,299			51,235
By Field of Service:								
Srvcs & Adv: Children and youth	4	4						50,341
Srvcs & Adv: Elderly, developmentally disabled	7	9			43,160			45,973
Counseling, crisis interv, mental hlth, medical	8	15	36,005	39,998	54,579	60,008	64,228	51,202
By Number of Employees:								
101 – 250	7	7			50,758			47,244
251+	14	23	36,787	41,205	50,523	58,843	61,890	50,205
By Years of Experience Required:								
2 – 3 Years	11	13	37,910	39,728	50,758	59,426	64,507	50,419
4 – 6 Years	7	8			49,743			50,539
By Level of Education Required:								
High School Diploma	5	6			51,875			49,109
Associate's Degree	4	4						42,307
Bachelor's Degree	11	12	40,026	41,990	53,875	60,008	65,092	52,306
By Sex of Employee:								
Female	21	29	37,669	39,998	47,736	56,701	61,000	48,571
By Race/Ethnicity of Employee:								
White	21	26	37,170	39,983	47,788	57,471	61,445	48,841
By Number of Years in Position:								
Up to 5 Years	12	13	38,750	41,184	56,410	60,504	65,100	51,882
5 – 10 Years	6	7			47,736			47,749
11 – 20 Years	6	6			48,755			47,486
By Number of Employees Managed:								
1 to 3	10	12	37,756	39,941	44,460	54,268	63,889	46,891
4 to 8	8	9			50,758			49,234

Senior Accountant

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	28	35	\$43,901	\$50,544	\$58,219	\$63,586	\$75,367	\$58,114
By Budget Size:								
\$2,500,000 – 9,999,999	9	10			54,226			53,306
\$10,000,000 – 24,999,999	8	10			58,719			61,042
\$25,000,000 and over	9	13	43,538	52,770	60,133	65,889	71,964	58,969
By Geographic Location:								
Central Massachusetts Region	9	11			59,218			56,998
Greater Boston Region	10	12	54,355	55,833	63,222	67,829	75,934	63,535
Northeastern Massachusetts Region	4	5			60,133			60,739
By Field of Service:								
Srvcs & Adv: Children and youth	5	6			61,568			60,760
Srvcs & Adv: Elderly, developmentally disabled	6	7			50,544			54,457
Counseling, crisis interv, mental hlth, medical	5	8			56,246			57,004
By Number of Employees:								
26 – 50	4	5			57,907			56,372
101 – 250	10	11			55,141			54,791
251+	12	17	46,517	52,770	58,219	65,889	76,037	59,374
By Years of Experience Required:								
2 – 3 Years	9	11			54,995			52,139
4 – 6 Years	9	10			62,743			61,766
By Level of Education Required:								
Bachelor's Degree	19	24	45,251	51,043	58,063	62,873	71,303	57,595
By Sex of Employee:								
Male	7	9			63,003			59,896
Female	21	25	41,808	49,629	55,141	61,766	77,376	57,392
By Race/Ethnicity of Employee:								
Asian	4	4						67,382
Black	4	5			62,483			60,470
White	19	23	42,232	48,006	57,475	63,003	75,745	56,705
By Number of Years in Position:								
Up to 5 Years	15	17	42,224	48,360	54,995	61,267	67,463	54,580
5 – 10 Years	5	6			65,213			66,195
11 – 20 Years	5	6			57,117			53,338
More than 20 Years	4	4						63,549
By Number of Employees Managed:								
1 to 3	6	6			55,994			55,817

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	63	111	\$31,703	\$34,320	\$42,390	\$50,400	\$55,840	\$43,073
By Budget Size:								
\$1,000,000 – 2,499,999	8	9			35,027			39,871
\$2,500,000 – 9,999,999	16	25	30,850	34,206	43,264	52,000	56,560	43,487
\$10,000,000 – 24,999,999	19	37	29,324	33,377	38,376	46,436	52,108	40,101
\$25,000,000 and over	17	37	32,577	38,002	49,504	51,759	60,079	46,908
By Geographic Location:								
Western Massachusetts Region	10	18	27,558	31,595	36,411	45,295	48,275	37,920
Central Massachusetts Region	12	18	31,408	32,921	41,236	49,348	53,716	41,623
Greater Boston Region	19	34	37,305	44,845	50,315	56,504	60,185	49,650
Northeastern Massachusetts Region	10	16	33,736	37,456	44,801	50,301	57,914	44,769
Southeastern Massachusetts Region	10	23	30,576	33,743	36,795	39,065	51,900	38,273
By Field of Service:								
Srvcs & Adv: Children and youth	7	9			49,504			45,497
Srvcs & Adv: Immigrant, GLBT, minority, other	5	13	31,924	33,743	37,564	46,436	50,194	39,648
Srvcs & Adv: Elderly, developmentally disabled	15	28	30,023	32,516	37,118	44,876	52,000	38,731
Arts, culture, recreation	4	5			40,123			38,347
Counseling, crisis interv, mental hlth, medical	16	35	31,499	37,440	47,549	54,267	60,008	45,616
By Number of Employees:								
11 – 25	5	5			38,626			40,123
26 – 50	4	8			51,470			51,184
101 – 250	20	28	30,083	34,351	38,595	46,301	52,154	41,089
251+	26	61	31,761	34,808	43,260	50,003	59,184	43,500
By Years of Experience Required:								
1 Year	6	7			42,390			42,221
2 – 3 Years	30	43	32,211	35,984	44,949	51,750	60,008	44,923
4 – 6 Years	7	12	28,396	33,962	45,937	52,874	56,341	44,065
By Level of Education Required:								
No requirement	4	5			37,440			40,373
High School Diploma	11	26	29,414	32,292	34,195	38,407	51,064	36,704
Associate's Degree	11	16	33,559	40,310	46,950	51,064	52,155	45,123
Bachelor's Degree	26	37	34,911	41,995	47,861	55,640	60,362	48,498
By Sex of Employee:								
Male	14	18	37,365	43,235	48,870	54,803	57,893	48,360
Female	49	80	31,701	34,024	39,614	50,877	55,276	42,676
By Race/Ethnicity of Employee:								
Asian	8	11			51,251			47,277
Black	7	7			50,003			47,320
Hispanic or Latino	5	7			50,128			48,618
White	43	72	31,705	33,977	40,498	49,665	54,895	42,157
By Number of Years in Position:								
Up to 5 Years	38	56	31,924	34,086	42,411	50,970	59,993	43,405
5 – 10 Years	16	18	31,839	36,545	47,466	50,426	52,905	44,099
11 – 20 Years	11	14	30,015	34,351	38,887	51,730	57,221	42,288
More than 20 Years	5	6			42,963			42,824
By Number of Employees Managed:								
1 to 3	5	5			51,750			48,186

Accounting Clerk

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	74	181	\$27,040	\$30,722	\$33,426	\$38,054	\$42,236	\$34,351
By Budget Size:								
\$1,000,000 – 2,499,999	8	9			31,200			31,447
\$2,500,000 – 9,999,999	25	38	29,355	31,601	34,393	39,983	41,646	35,156
\$10,000,000 – 24,999,999	20	47	23,733	27,040	31,200	35,006	40,110	31,266
\$25,000,000 and over	17	83	29,807	31,200	35,714	39,790	44,990	36,000
By Geographic Location:								
Berkshire County Region	4	5			31,200			31,450
Western Massachusetts Region	16	47	23,733	27,040	31,200	35,360	40,110	31,762
Central Massachusetts Region	17	35	24,698	29,120	31,824	34,008	38,838	31,968
Greater Boston Region	19	49	30,160	32,136	36,920	41,559	45,094	37,400
Northeastern Massachusetts Region	9	26	30,663	34,387	37,980	39,650	41,742	37,061
Southeastern Massachusetts Region	9	19	26,229	30,493	34,570	37,648	41,870	34,336
By Field of Service:								
Srvcs & Adv: Children and youth	16	31	27,431	31,200	38,002	41,080	43,476	36,669
Srvcs & Adv: Immigrant, GLBT, minority, other	7	14	22,048	27,940	36,005	40,440	44,564	34,455
Srvcs & Adv: Elderly, developmentally disabled	18	42	25,705	31,159	32,958	38,106	42,794	34,029
Cmnty/econ dev, social justice, legal, civil rights	4	5			39,416			39,299
Counseling, crisis interv, mental hlth, medical	16	69	27,040	30,160	33,280	36,452	38,106	33,491
By Number of Employees:								
11 – 25	5	6			38,262			37,152
26 – 50	10	12	29,045	31,434	32,864	40,877	41,477	35,343
51 – 100	4	5			34,486			36,937
101 – 250	23	44	24,138	28,018	32,032	35,636	39,770	32,365
251+	28	110	28,562	30,742	34,746	38,001	42,994	34,816
By Years of Experience Required:								
1 Year	22	40	23,841	28,569	32,927	36,229	42,395	32,832
2 – 3 Years	38	67	28,338	31,200	34,798	38,000	42,582	34,920
4 – 6 Years	6	6			37,347			36,965
By Level of Education Required:								
High School Diploma	36	82	24,742	29,120	32,958	37,726	42,416	33,351
Associate's Degree	15	29	31,200	33,353	36,504	39,562	44,990	36,959
Bachelor's Degree	15	23	31,100	32,448	35,360	41,309	42,752	36,679
By Sex of Employee:								
Male	13	18	30,740	31,902	34,424	43,493	48,351	37,371
Female	62	143	27,040	30,680	34,133	38,000	41,430	34,200
By Race/Ethnicity of Employee:								
Asian	9	9			35,942			36,333
Black	14	21	24,448	30,296	36,774	41,049	43,476	35,478
Hispanic or Latino	10	11			32,136			33,978
White	54	116	27,608	31,076	33,571	38,002	42,007	34,319
By Number of Years in Position:								
Up to 5 Years	49	88	26,154	30,160	32,885	35,610	41,311	33,040
5 – 10 Years	17	23	28,575	31,200	36,400	39,520	45,860	36,011
11 – 20 Years	15	18	27,694	31,798	36,234	40,029	45,275	36,221
More than 20 Years	8	11			37,960			39,350

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries		90th %ile	Average
					Median (50th %ile)	75th %ile		
All Organizations:	4	4						\$42,151
By Number of Years in Position:	-----							
Up to 5 Years	4	4						42,151

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries		90th %ile	Average
					Median (50th %ile)	75th %ile		
All Organizations:	4	5			\$34,278			\$32,552
By Sex of Employee:	-----							
Female	4	5			34,278			32,552
By Number of Years in Position:	-----							
Up to 5 Years	4	5			34,278			32,552

Artistic Director

154

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	9	11			\$66,976			\$69,271
By Budget Size:								
\$1,000,000 – 2,499,999	5	7			74,214			79,530
By Geographic Location:								
Greater Boston Region	6	8			67,985			64,704
By Field of Service:								
Arts, culture, recreation	8	10			67,985			71,798
By Number of Employees:								
11 – 25	4	6			72,197			80,416
By Years of Experience Required:								
4 – 6 Years	6	7			66,976			74,036
By Level of Education Required:								
Bachelor's Degree	6	8			71,604			75,090
By Sex of Employee:								
Male	4	5			75,400			84,369
Female	6	6			57,471			56,689
By Race/Ethnicity of Employee:								
White	9	11			66,976			69,271
By Number of Employees Managed:								
1 to 3	6	6			57,471			60,164

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	6	9			\$68,910			\$62,864
By Field of Service:								
Arts, culture, recreation	6	9			68,910			62,864
By Level of Education Required:								
Master's Degree	4	7			77,646			69,968
By Sex of Employee:								
Female	5	6			62,535			62,563
By Race/Ethnicity of Employee:								
White	6	9			68,910			62,864
By Number of Years in Position:								
Up to 5 Years	4	4						46,410

Instructor**157**

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	8	134			\$46,800			\$53,921
By Budget Size:								
\$250,000 – 999,999	5	46			72,800			68,957
By Field of Service:								
Arts, culture, recreation	5	127			46,800			55,240
By Years of Experience Required:								
1 Year	4	91			43,680			46,257
By Level of Education Required:								
Bachelor's Degree	5	127			46,800			54,342
By Sex of Employee:								
Male	5	46			50,440			55,932
Female	6	87			44,720			52,736
By Race/Ethnicity of Employee:								
White	7	118			44,720			51,511
By Number of Years in Position:								
Up to 5 Years	6	117			44,720			52,112
5 – 10 Years	4	11			72,800			63,622

Production Manager/Coordinator**160**

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	9	9			\$39,998			\$42,321
By Budget Size:								
\$1,000,000 – 2,499,999	5	5			39,291			39,362
By Geographic Location:								
Greater Boston Region	6	6			39,645			40,113
By Field of Service:								
Arts, culture, recreation	9	9			39,998			42,321
By Years of Experience Required:								
2 – 3 Years	4	4						39,042
4 – 6 Years	4	4						43,181
By Level of Education Required:								
Bachelor's Degree	6	6			39,645			42,467
By Sex of Employee:								
Male	7	7			39,998			42,268
By Race/Ethnicity of Employee:								
White	9	9			39,998			42,321
By Number of Years in Position:								
Up to 5 Years	8	8			39,645			41,233

Organizes and coordinates rehearsals and performances and ensures that props and equipment are available and maintained. Disseminates information to other theater and performance related departments. Acts as liaison between the theater management, box office, performance director, and technical personnel.

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	4	6			\$24,960			\$26,974
By Budget Size:	-----							
\$1,000,000 – 2,499,999	4	6			24,960			26,974
By Field of Service:	-----							
Arts, culture, recreation	4	6			24,960			26,974

Supervises sale of individual, group and subscription tickets by staff and/or volunteers. Maintains accurate and complete database of sales and financial records. Coordinates use of charge card services.

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	4	11			\$20,800			\$25,665
By Field of Service:	-----							
Arts, culture, recreation	4	11			20,800			25,665
By Level of Education Required:	-----							
Bachelor's Degree	4	4						31,621
By Sex of Employee:	-----							
Male	4	5			30,202			31,296
By Race/Ethnicity of Employee:	-----							
White	4	8			25,397			27,100

Director, Development

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	61	64	\$56,244	\$65,390	\$73,008	\$99,268	\$121,930	\$83,081
By Budget Size:								
\$250,000 – 999,999	6	6			64,491			70,526
\$1,000,000 – 2,499,999	15	15	53,647	60,008	68,640	72,800	92,493	69,335
\$2,500,000 – 9,999,999	19	19	60,008	69,139	78,021	105,934	114,421	83,884
\$10,000,000 – 24,999,999	12	13	47,595	62,016	74,880	111,738	165,260	89,547
\$25,000,000 and over	9	11			97,053			99,647
By Geographic Location:								
Western Massachusetts Region	7	7			69,992			70,702
Central Massachusetts Region	18	18	52,048	55,890	72,904	89,893	115,211	76,412
Greater Boston Region	22	25	61,194	70,325	79,997	108,878	132,263	92,289
Northeastern Massachusetts Region	5	5			92,997			90,750
Southeastern Massachusetts Region	6	6			70,856			75,224
By Field of Service:								
Srvcs & Adv: Children and youth	12	14	53,539	62,988	72,509	81,781	114,504	75,948
Srvcs & Adv: Immigrant, GLBT, minority, other	4	4						78,271
Srvcs & Adv: Elderly, developmentally disabled	10	10			76,784			85,613
Arts, culture, recreation	4	4						78,577
Housing and homelessness prevention	6	6			76,888			79,896
Cmnty/econ dev, social justice, legal, civil rights	4	4						90,178
Counseling, crisis interv, mental hlth, medical	9	10			79,009			97,500
By Number of Employees:								
6 – 10	5	5			72,800			77,834
11 – 25	11	11			63,981			69,765
26 – 50	8	8			78,073			77,704
51 – 100	4	4						65,036
101 – 250	16	16	59,244	69,997	79,009	102,871	124,565	85,262
251+	16	19	67,538	73,008	87,131	121,534	135,970	97,269
By Years of Experience Required:								
2 – 3 Years	13	13	46,396	53,623	72,573	76,784	88,209	68,187
4 – 6 Years	27	29	57,990	63,815	72,010	90,501	109,179	78,689
7 – 10 Years	4	4						102,731
By Level of Education Required:								
Bachelor's Degree	42	42	54,654	63,232	72,292	85,634	106,036	75,301
Master's Degree	12	14	65,760	72,509	92,633	122,403	131,602	96,037
By Sex of Employee:								
Male	11	11			87,131			87,710
Female	48	51	54,563	66,560	73,008	97,053	120,111	82,792
By Race/Ethnicity of Employee:								
White	53	55	56,293	65,000	73,008	97,053	123,398	83,010
By Number of Years in Position:								
Up to 5 Years	40	40	56,044	66,805	73,944	106,044	122,246	84,045
5 – 10 Years	11	11			75,546			90,087
11 – 20 Years	6	6			64,781			64,386
By Number of Employees Managed:								
1 to 3	37	39	56,493	63,981	72,675	85,093	108,576	77,129
4 to 8	6	7			114,421			122,052

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	23	25	\$38,127	\$45,386	\$52,229	\$59,322	\$79,369	\$53,996
By Budget Size:								
\$250,000 – 999,999	4	4						46,878
\$1,000,000 – 2,499,999	7	7			46,342			47,647
\$2,500,000 – 9,999,999	6	6			59,322			58,282
By Geographic Location:								
Central Massachusetts Region	4	4						52,515
Greater Boston Region	12	12	39,346	45,344	50,503	52,837	60,767	49,934
By Field of Service:								
Srvcs & Adv: Children and youth	6	6			52,177			51,393
Arts, culture, recreation	6	6			41,611			42,179
Counseling, crisis interv, mental hlth, medical	4	6			51,896			62,043
By Number of Employees:								
11 – 25	6	6			53,893			56,826
26 – 50	4	4						48,823
101 – 250	4	4						57,533
251+	4	6			49,494			60,244
By Years of Experience Required:								
2 – 3 Years	13	13	35,252	42,588	50,003	52,572	60,520	48,376
4 – 6 Years	6	6			57,221			57,425
By Level of Education Required:								
Bachelor's Degree	17	19	38,210	45,760	52,354	59,010	79,706	55,362
By Sex of Employee:								
Male	4	4						53,981
Female	19	21	38,801	45,386	52,354	59,322	75,987	53,999
By Race/Ethnicity of Employee:								
White	20	22	38,064	44,554	51,501	59,249	79,537	53,860
By Number of Years in Position:								
Up to 5 Years	15	15	36,113	43,181	47,986	52,790	58,249	47,969
5 – 10 Years	6	7			52,998			64,237
By Number of Employees Managed:								
1 to 3	8	8			52,385			51,626

Development Manager, Annual Giving

211

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	7	8			\$63,419			\$65,520
By Geographic Location:								
Greater Boston Region	4	4						75,728
By Level of Education Required:								
Bachelor's Degree	5	6			63,419			60,799
By Sex of Employee:								
Female	5	6			63,419			67,843
By Race/Ethnicity of Employee:								
White	7	8			63,419			65,520
By Number of Years in Position:								
Up to 5 Years	6	6			63,419			67,690

Development Manager, Major Gifts

212

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	10	15	\$47,299	\$50,003	\$62,816	\$70,096	\$79,148	\$61,847
By Budget Size:								
\$2,500,000 – 9,999,999	4	5			66,290			66,402
By Geographic Location:								
Greater Boston Region	7	12	46,494	51,787	64,553	72,280	80,571	63,617
By Field of Service:								
Cmnty/econ dev, social justice, legal, civil rights	4	5			66,290			67,217
By Years of Experience Required:								
4 – 6 Years	4	5			70,096			67,729
By Level of Education Required:								
Bachelor's Degree	7	12	46,144	50,003	62,931	72,280	80,571	61,695
By Sex of Employee:								
Male	4	5			50,003			53,452
Female	8	10			65,437			66,044
By Race/Ethnicity of Employee:								
White	7	12	46,494	51,787	64,553	72,280	80,571	63,617
By Number of Years in Position:								
Up to 5 Years	9	11			62,816			60,638

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	16	18	\$32,449	\$41,922	\$44,996	\$52,796	\$63,049	\$46,924
By Budget Size:								
\$1,000,000 – 2,499,999	4	4						50,118
\$10,000,000 – 24,999,999	6	8			45,214			48,071
By Geographic Location:								
Central Massachusetts Region	4	5			42,702			43,077
Greater Boston Region	6	6			44,855			46,349
By Field of Service:								
Srvcs & Adv: Immigrant, GLBT, minority, other	6	8			45,214			44,736
By Number of Employees:								
101 – 250	6	8			43,852			46,298
251+	4	4						52,681
By Years of Experience Required:								
2 – 3 Years	7	7			43,992			47,797
By Level of Education Required:								
Bachelor's Degree	12	14	36,249	42,453	45,573	56,051	65,645	48,630
By Sex of Employee:								
Male	4	4						46,675
Female	10	12	34,749	41,777	44,913	53,050	61,277	46,420
By Race/Ethnicity of Employee:								
White	13	15	36,999	41,995	44,990	52,000	60,154	46,473
By Number of Years in Position:								
Up to 5 Years	12	13	35,499	41,850	44,824	46,186	59,513	45,205

Special Event Coordinator

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	15	16	\$30,938	\$38,782	\$43,025	\$51,283	\$60,780	\$45,292
By Budget Size:	-----							
\$2,500,000 – 9,999,999	8	8			42,078			44,296
By Geographic Location:	-----							
Central Massachusetts Region	5	5			46,696			51,135
Greater Boston Region	5	5			50,003			48,110
Southeastern Massachusetts Region	4	5			38,376			37,132
By Field of Service:	-----							
Srvcs & Adv: Children and youth	4	5			42,786			43,385
By Number of Employees:	-----							
251+	5	6			48,922			47,920
By Years of Experience Required:	-----							
2 – 3 Years	7	7			42,786			44,337
By Level of Education Required:	-----							
Bachelor's Degree	11	12	30,588	39,198	43,025	52,281	68,492	45,760
By Sex of Employee:	-----							
Female	11	12	30,588	38,782	42,879	49,462	68,492	45,094
By Race/Ethnicity of Employee:	-----							
White	11	12	30,588	38,782	42,640	47,554	67,906	44,330
By Number of Years in Position:	-----							
Up to 5 Years	10	11			42,786			43,771

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	37	43	\$27,040	\$32,635	\$37,960	\$41,808	\$44,928	\$37,081
By Budget Size:								
\$1,000,000 – 2,499,999	15	15	26,807	27,498	37,960	41,600	47,099	36,119
\$2,500,000 – 9,999,999	11	12	27,926	30,493	36,359	43,175	46,952	36,941
\$10,000,000 – 24,999,999	4	5			36,774			37,249
\$25,000,000 and over	4	8			41,902			40,461
By Geographic Location:								
Berkshire County Region	4	4						34,013
Central Massachusetts Region	7	7			37,003			34,284
Greater Boston Region	15	17	31,196	34,747	38,002	42,921	48,389	39,110
Northeastern Massachusetts Region	4	8			39,884			37,695
Southeastern Massachusetts Region	4	4						36,437
By Field of Service:								
Srvcs & Adv: Children and youth	9	13	26,728	34,008	39,957	41,995	42,245	37,766
Arts, culture, recreation	8	8			30,743			32,014
Housing and homelessness prevention	4	4						38,548
Counseling, crisis interv, mental hlth, medical	5	7			36,774			37,761
By Number of Employees:								
6 – 10	4	4						41,215
11 – 25	7	7			34,507			33,874
26 – 50	5	5			33,280			34,570
101 – 250	10	11			40,622			39,132
251+	6	11			38,626			39,476
By Years of Experience Required:								
1 Year	8	8			32,604			31,907
2 – 3 Years	17	18	29,717	33,119	38,813	40,867	44,079	37,524
4 – 6 Years	4	4						40,513
By Level of Education Required:								
High School Diploma	4	4						32,739
Associate's Degree	4	4						35,818
Bachelor's Degree	25	25	28,996	34,747	39,000	42,921	47,994	38,711
By Sex of Employee:								
Male	5	5			39,957			38,588
Female	32	34	27,019	31,122	36,390	40,930	46,603	36,286
By Race/Ethnicity of Employee:								
White	32	34	27,019	31,122	37,367	41,600	46,603	36,663
By Number of Years in Position:								
Up to 5 Years	29	31	27,006	30,014	36,774	40,706	44,279	35,883

Director, Education

253

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	38	57	\$46,779	\$52,655	\$65,998	\$74,412	\$96,662	\$66,956
By Budget Size:								
\$250,000 – 999,999	4	4						54,339
\$1,000,000 – 2,499,999	10	11			52,000			54,173
\$2,500,000 – 9,999,999	9	16	45,263	50,877	54,995	69,996	96,747	61,976
\$10,000,000 – 24,999,999	10	14	54,527	65,515	77,896	104,489	123,895	84,079
\$25,000,000 and over	5	12	57,947	66,248	67,579	73,299	87,479	69,541
By Geographic Location:								
Central Massachusetts Region	7	12	52,643	53,545	68,817	91,749	102,003	72,230
Greater Boston Region	13	22	44,129	50,201	66,966	68,370	87,479	63,172
Northeastern Massachusetts Region	5	8			67,912			77,282
Southeastern Massachusetts Region	7	9			54,995			57,214
By Field of Service:								
Srvcs & Adv: Children and youth	13	22	44,404	52,588	63,066	68,729	82,820	63,154
Arts, culture, recreation	9	9			52,000			58,101
By Number of Employees:								
11 – 25	9	11			52,000			52,739
101 – 250	9	14	44,710	58,516	68,753	87,298	121,878	74,877
251+	11	19	57,491	65,998	67,995	88,061	104,000	74,642
By Years of Experience Required:								
2 – 3 Years	8	11			54,995			62,392
4 – 6 Years	18	24	45,636	47,756	58,313	74,241	100,672	65,183
By Level of Education Required:								
Bachelor's Degree	22	30	46,103	47,919	55,151	67,750	79,591	59,982
Master's Degree	12	19	50,294	65,354	68,640	96,491	109,990	77,884
By Sex of Employee:								
Male	10	10			58,750			65,322
Female	30	44	46,145	52,156	66,466	74,490	96,211	66,809
By Race/Ethnicity of Employee:								
White	33	52	46,415	52,640	66,498	76,784	97,088	67,673
By Number of Years in Position:								
Up to 5 Years	24	30	46,103	47,919	55,151	66,950	93,396	61,603
5 – 10 Years	4	5			74,568			80,791
11 – 20 Years	5	5			68,512			63,236
More than 20 Years	6	6			89,333			87,158
By Number of Employees Managed:								
1 to 3	9	12	44,129	46,410	53,217	85,057	101,747	62,244
4 to 8	12	13	48,156	51,490	67,995	75,889	102,511	69,210
9 to 14	7	7			49,920			60,848
15 and over	7	9			65,354			73,680

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	16	36	\$26,416	\$29,729	\$35,620	\$49,720	\$65,003	\$40,664
By Budget Size:	-----							
\$1,000,000 – 2,499,999	4	10			29,994			30,757
By Geographic Location:	-----							
Central Massachusetts Region	6	18	26,832	28,990	30,337	32,963	44,799	32,398
Greater Boston Region	5	6			41,621			39,180
By Field of Service:	-----							
Srvcs & Adv: Children and youth	8	25	26,208	29,120	31,720	46,270	54,080	37,371
By Number of Employees:	-----							
251+	4	11			54,080			57,303
By Years of Experience Required:	-----							
1 Year	4	11			30,680			31,790
2 – 3 Years	7	13	24,960	28,080	32,510	37,066	65,428	36,008
By Level of Education Required:	-----							
Bachelor's Degree	11	15	27,781	32,510	44,221	65,000	76,046	46,034
By Sex of Employee:	-----							
Female	12	18	24,910	28,600	37,066	46,150	75,795	40,349
By Race/Ethnicity of Employee:	-----							
White	12	17	24,860	32,677	44,990	57,502	75,879	46,141
By Number of Years in Position:	-----							
Up to 5 Years	11	17	24,860	29,557	35,360	46,270	65,002	38,358
By Number of Employees Managed:	-----							
1 to 3	5	10			29,557			34,911
4 to 8	4	11			30,680			32,684

Educator or Teacher, Adult Education**256**

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	15	66	\$35,870	\$38,002	\$41,600	\$43,696	\$47,441	\$41,636
By Budget Size:								
\$2,500,000 – 9,999,999	6	39	36,088	41,142	42,848	45,718	48,506	42,895
\$10,000,000 – 24,999,999	4	17	36,458	38,002	38,002	41,558	48,717	40,489
By Geographic Location:								
Greater Boston Region	7	44	36,255	39,207	42,640	44,990	48,381	42,552
By Field of Service:								
Srvcs & Adv: Immigrant, GLBT, minority, other	5	29	37,003	38,002	41,142	42,848	45,739	41,454
By Number of Employees:								
26 – 50	4	10			37,877			39,605
101 – 250	5	36	35,870	38,002	42,338	45,718	48,331	42,055
By Years of Experience Required:								
2 – 3 Years	9	18	35,335	36,650	38,675	41,600	41,679	38,923
By Level of Education Required:								
Bachelor's Degree	12	52	35,578	37,836	41,142	44,959	47,907	41,297
By Sex of Employee:								
Male	9	14	35,610	37,742	41,142	41,772	47,195	40,455
Female	11	40	35,433	37,971	41,371	45,718	48,481	42,102
By Race/Ethnicity of Employee:								
White	13	43	36,467	38,002	41,600	45,718	48,406	42,278
By Number of Years in Position:								
Up to 5 Years	13	37	35,310	37,752	41,142	45,354	48,410	41,428

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	19	207	\$35,477	\$40,539	\$47,549	\$52,000	\$66,880	\$48,875
By Budget Size:								
\$2,500,000 – 9,999,999	4	28	25,650	28,106	42,141	48,006	49,410	39,045
\$10,000,000 – 24,999,999	7	72	39,225	45,680	51,391	70,949	81,014	57,808
\$25,000,000 and over	7	104	35,433	40,009	45,760	49,998	53,789	45,308
By Geographic Location:								
Central Massachusetts Region	4	21	39,208	40,675	45,573	49,951	51,688	45,331
Greater Boston Region	5	97	31,175	37,856	45,760	49,868	53,602	43,573
Southeastern Massachusetts Region	4	25	38,210	39,333	43,826	48,006	51,587	44,054
By Field of Service:								
Srvcs & Adv: Children and youth	8	129	31,990	39,177	45,802	50,003	54,995	44,911
By Number of Employees:								
101 – 250	5	52	26,414	39,640	48,693	73,923	92,758	56,541
251+	12	151	37,502	40,539	46,925	50,440	54,812	46,265
By Years of Experience Required:								
1 Year	4	53	26,504	33,966	48,069	73,923	91,603	54,509
2 – 3 Years	7	54	38,179	40,030	47,216	50,789	57,283	46,858
By Level of Education Required:								
Bachelor's Degree	13	141	38,127	41,600	48,984	54,049	73,819	51,753
Master's Degree	7	39	38,147	39,998	46,000	49,920	52,078	45,309
By Sex of Employee:								
Male	13	64	35,807	40,400	48,079	50,331	55,370	48,039
Female	16	136	32,801	40,181	47,258	53,326	73,127	49,472
By Race/Ethnicity of Employee:								
Black	5	10			39,999			42,062
White	17	186	36,030	41,522	48,006	52,225	70,387	49,483
By Number of Years in Position:								
Up to 5 Years	15	93	31,691	39,999	47,549	50,002	71,673	47,762
5 – 10 Years	12	29	36,358	39,083	45,822	54,517	63,253	47,042
11 – 20 Years	8	13	32,719	41,496	46,446	76,742	98,804	57,272
By Number of Employees Managed:								
1 to 3	8	40	39,181	41,366	49,920	73,039	75,319	57,382

Teacher, Pre-School

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	17	260	\$22,192	\$24,383	\$28,507	\$34,278	\$38,293	\$29,577
By Budget Size:								
\$2,500,000 – 9,999,999	5	58	24,184	26,005	28,611	32,011	41,517	30,263
\$10,000,000 – 24,999,999	4	57	24,302	26,520	30,160	35,610	37,561	30,641
\$25,000,000 and over	6	134	21,455	23,036	27,165	34,642	38,470	28,999
By Geographic Location:								
Central Massachusetts Region	5	47	21,241	23,941	27,040	29,640	33,114	27,115
Greater Boston Region	6	55	24,764	26,000	28,288	31,554	36,026	29,391
By Field of Service:								
Srvcs & Adv: Children and youth	7	142	21,665	23,104	26,000	29,120	32,771	26,787
By Number of Employees:								
101 – 250	6	96	23,941	26,104	29,390	35,548	38,380	30,527
251+	7	144	21,715	23,197	26,926	34,310	38,314	28,927
By Years of Experience Required:								
1 Year	7	63	23,621	25,022	27,206	31,990	36,504	28,560
2 – 3 Years	7	111	21,320	22,734	25,022	29,120	33,251	26,417
By Level of Education Required:								
Associate's Degree	7	124	21,320	22,880	25,813	29,297	36,504	26,961
Bachelor's Degree	8	44	23,400	28,018	32,916	37,227	42,110	32,858
By Sex of Employee:								
Male	4	10			35,246			33,962
Female	15	181	21,840	23,920	26,749	30,524	36,504	27,832
By Race/Ethnicity of Employee:								
Black	7	24	23,130	24,461	26,000	29,385	32,001	27,037
Hispanic or Latino	7	16	22,462	24,222	26,895	28,106	29,694	26,463
White	13	146	21,765	23,889	27,123	32,407	38,312	28,649
By Number of Years in Position:								
Up to 5 Years	12	122	21,320	22,880	25,668	28,980	32,011	26,335
5 – 10 Years	10	36	23,568	25,631	27,363	31,351	35,237	28,469
11 – 20 Years	7	13	25,226	27,685	33,072	40,206	41,517	33,621
By Number of Employees Managed:								
1 to 3	7	57	22,776	26,000	31,200	35,485	38,351	30,618

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	19	202	\$21,549	\$23,613	\$28,954	\$31,907	\$37,965	\$29,133
By Budget Size:								
\$2,500,000 – 9,999,999	5	31	24,328	26,000	28,954	40,810	42,890	31,358
\$10,000,000 – 24,999,999	5	72	26,306	28,512	31,596	33,197	37,715	31,775
\$25,000,000 and over	6	95	20,800	22,693	24,232	29,994	33,921	26,711
By Geographic Location:								
Western Massachusetts Region	4	45	24,053	27,726	29,869	33,259	42,349	31,872
Central Massachusetts Region	4	36	24,989	28,106	29,588	31,699	33,761	29,720
Greater Boston Region	4	30	20,238	20,597	22,152	30,223	42,788	26,484
Northeastern Massachusetts Region	4	74	22,059	22,963	28,112	32,131	36,795	28,631
By Field of Service:								
Srvcs & Adv: Children and youth	5	63	20,238	22,797	28,309	33,259	43,094	30,421
Counseling, crisis interv, mental hlth, medical	4	31	24,224	25,459	27,144	29,994	31,620	27,898
By Number of Employees:								
101 – 250	6	64	25,584	28,954	31,138	36,790	42,484	32,971
251+	9	133	20,808	22,901	27,726	31,138	33,272	27,506
By Years of Experience Required:								
1 Year	7	21	20,800	23,941	31,637	41,808	49,017	33,262
2 – 3 Years	4	45	27,664	29,120	31,408	34,216	37,552	32,346
By Level of Education Required:								
High School Diploma	7	97	20,800	25,127	29,411	31,907	35,926	29,167
Associate's Degree	4	39	27,726	27,726	31,242	38,397	43,160	33,021
Bachelor's Degree	7	22	21,723	24,862	28,122	34,663	46,502	30,959
By Sex of Employee:								
Male	12	51	21,790	25,043	29,536	35,131	41,808	30,887
Female	15	111	21,549	27,269	30,160	32,157	37,769	30,315
By Race/Ethnicity of Employee:								
Black	9	24	21,799	26,832	29,276	32,999	45,864	31,216
Hispanic or Latino	7	19	21,320	21,549	27,789	31,637	41,808	28,174
White	13	111	22,880	27,269	30,285	33,093	38,318	30,865
By Number of Years in Position:								
Up to 5 Years	15	84	24,305	27,726	29,484	31,699	33,415	29,473
5 – 10 Years	8	32	26,790	28,642	31,554	35,626	44,094	33,226
11 – 20 Years	4	11			38,958			37,780

Teaching Assistant, Pre-School

268

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	16	151	\$17,430	\$18,096	\$21,632	\$25,480	\$27,173	\$21,955
By Budget Size:								
\$2,500,000 – 9,999,999	6	17	19,019	21,050	22,838	25,969	33,059	24,166
\$10,000,000 – 24,999,999	4	73	20,134	22,235	24,752	26,520	27,984	24,322
\$25,000,000 and over	5	52	17,430	17,680	17,940	20,160	20,975	18,830
By Geographic Location:								
Central Massachusetts Region	5	71	16,640	20,280	23,504	26,229	27,622	23,119
Greater Boston Region	6	24	20,062	20,659	22,298	24,898	30,857	23,454
Southeastern Massachusetts Region	4	45	17,430	17,670	17,680	18,647	20,900	18,510
By Field of Service:								
Srvcs & Adv: Children and youth	5	105	17,430	17,680	19,968	23,192	26,433	20,766
Counseling, crisis interv, mental hlth, medical	4	12	18,720	19,963	20,457	23,837	25,449	21,360
By Number of Employees:								
101 – 250	7	81	19,635	21,799	24,398	26,323	27,830	24,066
251+	6	56	17,430	17,680	18,190	20,477	22,880	19,120
By Level of Education Required:								
High School Diploma	10	119	17,430	17,680	20,800	24,398	27,040	21,306
By Sex of Employee:								
Female	15	103	17,430	17,680	20,550	24,960	27,040	21,408
By Race/Ethnicity of Employee:								
Black	5	20	16,640	17,441	17,899	22,880	24,752	19,723
Hispanic or Latino	9	20	16,640	16,640	22,038	25,854	27,876	22,338
White	10	58	17,430	17,758	20,665	25,480	27,057	21,462
By Number of Years in Position:								
Up to 5 Years	13	89	16,640	17,680	18,720	22,880	27,040	20,725
5 – 10 Years	6	9			25,480			25,085
11 – 20 Years	4	4						23,457

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	8	79	\$16,640	\$16,640	\$17,784	\$20,800	\$23,296	\$19,058
By Budget Size:								
\$10,000,000 – 24,999,999	4	12	17,836	18,564	19,084	20,800	23,712	19,760
By Number of Employees:								
251+	4	52	16,640	16,640	17,659	18,621	20,800	18,069
By Level of Education Required:								
High School Diploma	5	28	16,640	18,278	20,800	23,764	25,646	21,351
By Sex of Employee:								
Female	6	68	16,640	16,640	17,680	20,410	23,358	18,998
By Race/Ethnicity of Employee:								
Hispanic or Latino	5	8			17,680			20,358
White	4	54	16,640	16,640	17,680	19,630	22,755	18,824
By Number of Years in Position:								
Up to 5 Years	5	57	16,640	16,640	17,659	20,020	23,937	18,967

Recreation or Activity Leader, Children or Youth

277

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	15	139	\$16,640	\$16,640	\$21,778	\$27,040	\$31,200	\$23,400
By Budget Size:								
\$10,000,000 – 24,999,999	4	48	18,720	20,800	23,920	26,957	29,101	24,375
By Geographic Location:								
Central Massachusetts Region	5	89	16,640	16,640	18,200	22,880	26,000	20,624
By Field of Service:								
Srvcs & Adv: Children and youth	9	117	16,640	16,640	20,800	27,040	31,200	22,898
By Years of Experience Required:								
1 Year	7	51	18,200	19,760	21,632	24,960	35,006	23,742
2 – 3 Years	5	9			24,960			24,995
By Level of Education Required:								
High School Diploma	9	79	16,640	18,200	21,632	26,957	29,078	22,970
Bachelor's Degree	5	18	22,880	25,740	27,638	31,996	35,306	28,787
By Sex of Employee:								
Male	9	31	16,640	16,640	19,760	27,498	35,006	23,092
Female	13	68	16,640	16,640	26,957	29,120	38,050	25,230
By Race/Ethnicity of Employee:								
Black	6	17	16,640	16,640	26,000	35,526	41,600	25,979
Hispanic or Latino	4	26	16,640	16,640	27,040	27,560	29,744	23,968
White	11	36	16,640	19,760	26,791	29,099	31,200	24,763
By Number of Years in Position:								
Up to 5 Years	12	93	16,640	16,640	21,778	27,929	35,006	23,747
5 – 10 Years	4	7			29,120			29,381

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	6	8			\$37,243			\$36,806
By Field of Service:								
Srvcs & Adv: Elderly, developmentaly disabled	4	5			42,099			40,173
By Number of Employees:								
251+	4	5			33,488			34,241
By Sex of Employee:								
Female	4	5			42,099			38,064
By Race/Ethnicity of Employee:								
White	5	6			40,799			39,170

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	6	140	\$18,608	\$20,800	\$29,120	\$35,376	\$46,226	\$31,213
By Number of Employees:								
251+	4	137	18,591	20,800	29,120	35,371	46,675	31,181
By Years of Experience Required:								
2 – 3 Years	4	5			29,994			34,586
By Level of Education Required:								
High School Diploma	4	135	18,587	20,800	29,120	35,360	45,124	31,015
By Sex of Employee:								
Male	4	43	18,175	19,115	20,800	27,414	33,983	24,100
Female	4	97	18,845	22,423	31,200	37,732	56,189	34,366
By Race/Ethnicity of Employee:								
White	4	125	18,587	20,800	29,120	35,464	47,690	31,636

Job Developer

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	18	121	\$27,202	\$31,065	\$36,899	\$42,911	\$45,718	\$36,879
By Budget Size:								
\$2,500,000 – 9,999,999	8	56	23,566	33,260	42,286	45,718	46,931	39,245
\$10,000,000 – 24,999,999	6	19	29,994	31,970	35,006	38,002	45,739	35,981
\$25,000,000 and over	4	46	28,269	30,077	32,781	39,998	40,699	34,370
By Geographic Location:								
Western Massachusetts Region	4	11			35,006			36,495
Central Massachusetts Region	4	35	27,664	29,786	30,909	33,280	43,518	32,690
Greater Boston Region	7	61	35,006	38,002	42,286	45,583	46,991	41,652
By Field of Service:								
Srvcs & Adv: Elderly, developmentally disabled	9	52	23,566	27,908	31,065	33,280	40,377	31,356
By Number of Employees:								
101 – 250	9	52	23,566	33,561	43,462	45,718	47,091	39,958
251+	7	60	29,182	30,036	33,010	38,283	40,129	34,262
By Years of Experience Required:								
1 Year	7	59	23,566	33,010	40,144	45,053	46,592	38,603
2 – 3 Years	8	46	28,269	30,077	32,656	42,063	45,724	35,260
By Level of Education Required:								
Associate's Degree	4	38	27,976	29,801	32,022	35,095	42,110	33,385
Bachelor's Degree	7	57	35,006	39,998	42,453	45,718	47,091	42,211
By Sex of Employee:								
Male	9	32	30,587	33,462	41,527	45,718	48,607	40,292
Female	15	83	25,942	29,994	35,006	42,141	45,485	35,552
By Race/Ethnicity of Employee:								
Black	8	22	28,793	34,445	42,141	44,450	46,860	39,630
Hispanic or Latino	4	8			31,793			32,032
White	11	69	25,584	30,077	34,694	44,242	46,176	36,381
By Number of Years in Position:								
Up to 5 Years	11	62	25,501	30,540	37,024	42,604	45,718	36,664
5 – 10 Years	7	21	25,763	28,798	31,970	43,483	46,509	35,088
11 – 20 Years	6	11			33,280			35,750

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	22	211	\$23,920	\$23,920	\$30,160	\$34,008	\$41,313	\$31,125
By Budget Size:								
\$2,500,000 – 9,999,999	6	35	24,636	28,850	33,592	41,392	52,233	36,474
\$10,000,000 – 24,999,999	7	59	30,160	30,160	31,200	34,216	37,128	32,489
\$25,000,000 and over	9	117	23,642	23,920	24,960	30,493	36,005	28,837
By Geographic Location:								
Central Massachusetts Region	6	38	23,483	24,763	27,841	40,747	44,822	32,523
Greater Boston Region	10	101	23,920	23,920	27,061	35,370	44,312	31,080
By Field of Service:								
Srvcs & Adv: Elderly, developmentaly disabled	5	86	23,462	24,877	30,160	31,200	32,785	28,983
Counseling, crisis interv, mental hlth, medical	8	86	23,920	23,920	25,584	31,990	36,005	28,700
By Number of Employees:								
101 – 250	7	32	24,455	28,871	33,374	37,763	53,438	35,104
251+	12	164	23,920	23,920	27,841	31,372	35,870	29,556
By Years of Experience Required:								
1 Year	7	88			23,920			29,003
2 – 3 Years	10	77	23,650	28,892	30,160	31,990	34,245	30,653
By Level of Education Required:								
High School Diploma	11	148	23,650	23,920	26,000	30,800	32,858	27,966
Bachelor's Degree	9	32	28,677	31,013	40,872	46,410	56,403	41,660
By Sex of Employee:								
Male	14	78	23,650	23,920	27,841	32,172	36,190	29,495
Female	21	133	23,920	24,523	30,160	34,528	43,447	32,081
By Race/Ethnicity of Employee:								
Black	11	47	23,895	23,920	23,920	30,160	34,673	27,242
Hispanic or Latino	8	21	23,442	24,825	31,200	32,916	36,903	30,030
White	18	115	24,819	29,099	30,909	36,005	47,308	34,135
By Number of Years in Position:								
Up to 5 Years	17	139	23,920	23,920	29,099	32,240	38,002	29,547
5 – 10 Years	11	27	23,612	26,000	30,846	35,214	53,868	33,578
11 – 20 Years	6	12	23,483	24,196	29,880	32,994	49,469	30,987

Job Coach

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	20	223	\$22,984	\$23,962	\$26,520	\$29,994	\$35,002	\$27,930
By Budget Size:								
\$2,500,000 – 9,999,999	5	76	19,718	24,357	27,227	33,238	35,630	28,107
\$10,000,000 – 24,999,999	6	76	23,504	24,451	25,480	28,038	31,367	27,602
\$25,000,000 and over	6	67	23,221	23,816	27,893	29,994	33,912	27,841
By Geographic Location:								
Central Massachusetts Region	4	30	22,984	23,208	23,733	24,591	25,397	24,078
Greater Boston Region	4	55	23,358	23,920	27,851	30,992	34,091	28,097
Northeastern Massachusetts Region	5	35	25,397	26,936	28,080	35,776	42,124	32,673
By Field of Service:								
Srvcs & Adv: Children and youth	4	14	22,027	22,027	31,346	37,300	43,212	30,723
Srvcs & Adv: Elderly, developmentaly disabled	9	133	22,281	24,420	26,395	28,995	33,438	27,110
By Number of Employees:								
101 – 250	5	75	19,718	24,357	27,040	33,238	35,630	29,028
251+	11	140	23,400	23,931	26,104	28,080	32,350	27,038
By Years of Experience Required:								
1 Year	10	146	23,920	25,480	27,030	30,451	34,245	28,161
2 – 3 Years	6	23	23,571	24,960	28,080	33,301	41,712	30,170
By Level of Education Required:								
High School Diploma	14	175	22,580	23,816	25,626	29,994	34,062	27,532
Bachelor's Degree	6	22	23,783	25,740	28,475	31,242	39,998	29,563
By Sex of Employee:								
Male	19	89	22,984	24,201	27,102	31,211	35,630	28,903
Female	15	134	22,984	23,962	26,385	28,865	33,238	27,285
By Race/Ethnicity of Employee:								
Black	10	50	23,508	25,277	25,678	27,945	33,095	26,892
Hispanic or Latino	10	26	23,188	25,137	26,551	30,836	36,881	27,953
White	18	128	22,000	23,504	26,395	30,841	35,630	28,295
By Number of Years in Position:								
Up to 5 Years	17	128	22,984	23,962	25,803	28,330	33,027	26,877
5 – 10 Years	10	35	22,580	24,918	27,914	33,238	35,052	28,832
11 – 20 Years	10	24	23,244	26,572	28,361	32,843	38,709	30,508
More than 20 Years	4	6			34,954			41,364

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	15	20	\$25,642	\$30,748	\$36,754	\$39,998	\$56,131	\$37,781
By Budget Size:								
\$2,500,000 – 9,999,999	5	6			36,130			36,376
\$10,000,000 – 24,999,999	5	5			39,998			45,203
\$25,000,000 and over	4	8			36,754			35,095
By Geographic Location:								
Western Massachusetts Region	4	5			30,597			36,662
Southeastern Massachusetts Region	4	5			37,003			39,050
By Field of Service:								
Srvcs & Adv: Children and youth	7	10			36,899			38,559
Counseling, crisis interv, mental hlth, medical	4	6			34,102			36,033
By Number of Employees:								
101 – 250	5	6			36,130			36,494
251+	7	11			36,504			37,325
By Years of Experience Required:								
2 – 3 Years	7	11			35,006			37,485
By Level of Education Required:								
High School Diploma	7	11			31,200			31,954
By Sex of Employee:								
Male	5	9			37,003			37,611
Female	10	10			34,331			37,713
By Race/Ethnicity of Employee:								
White	12	13	25,202	28,819	34,819	47,746	61,343	38,224
By Number of Years in Position:								
Up to 5 Years	7	9			35,006			33,573
5 – 10 Years	6	6			39,499			43,226
By Number of Employees Managed:								
1 to 3	4	7			37,440			42,420
4 to 8	5	5			34,819			40,094

Nutritionist/Dietician**360**

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	8	12	\$42,740	\$43,103	\$48,880	\$57,606	\$80,080	\$53,160
By Budget Size:	-----							
\$25,000,000 and over	4	4						63,003
By Number of Employees:	-----							
251+	4	4						63,003
By Level of Education Required:	-----							
Credential/Certification/License	4	5			56,826			59,397
By Sex of Employee:	-----							
Female	7	10			52,666			55,120
By Race/Ethnicity of Employee:	-----							
White	7	9			53,331			56,368
By Number of Years in Position:	-----							
Up to 5 Years	5	6			48,880			53,480

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	22	64	\$21,143	\$24,336	\$27,966	\$32,646	\$35,995	\$29,100
By Budget Size:								
\$2,500,000 – 9,999,999	5	7			24,128			25,011
\$10,000,000 – 24,999,999	6	8			29,203			29,535
\$25,000,000 and over	9	46	21,528	24,960	30,025	33,447	36,604	29,916
By Geographic Location:								
Central Massachusetts Region	5	6			27,040			26,680
Greater Boston Region	6	17	26,108	26,603	34,269	35,995	38,268	32,661
Northeastern Massachusetts Region	5	16	24,631	27,903	30,296	31,476	35,951	30,225
By Field of Service:								
Srvcs & Adv: Immigrant, GLBT, minority, other	5	13	22,718	26,322	30,597	31,419	33,763	29,139
Counseling, crisis interv, mental hlth, medical	6	29	20,800	22,173	24,960	27,040	32,781	26,529
By Number of Employees:								
101 – 250	8	11			27,206			27,841
251+	9	46	21,528	24,960	30,025	33,447	36,604	29,916
By Years of Experience Required:								
1 Year	4	6			27,643			27,737
2 – 3 Years	5	6			29,079			33,719
By Level of Education Required:								
High School Diploma	14	34	20,800	23,301	29,640	35,006	37,908	29,100
By Sex of Employee:								
Male	13	28	21,680	25,184	30,940	33,436	35,948	29,343
Female	13	29	20,800	23,785	26,790	32,511	38,022	29,046
By Race/Ethnicity of Employee:								
Black	9	14	21,663	23,972	26,822	31,408	36,136	27,837
Hispanic or Latino	5	5			24,003			24,748
White	16	35	22,215	24,960	30,597	35,006	37,897	30,629
By Number of Years in Position:								
Up to 5 Years	14	34	20,800	23,301	26,302	31,044	33,613	27,664
5 – 10 Years	5	7			29,994			28,998

Food Service Assistant/Worker**370**

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	13	85	\$18,720	\$19,240	\$20,114	\$22,235	\$24,024	\$20,906
By Budget Size:								
\$10,000,000 – 24,999,999	7	36	18,683	20,800	21,705	23,582	26,279	22,244
By Geographic Location:								
Greater Boston Region	4	16	19,072	20,800	21,435	23,197	25,247	21,870
By Field of Service:								
Srvcs & Adv: Children and youth	5	12	17,576	20,114	20,582	22,157	24,355	20,937
By Number of Employees:								
101 – 250	8	38	18,708	20,629	21,476	23,363	26,038	22,147
By Level of Education Required:								
High School Diploma	6	22	18,333	20,322	21,788	23,447	28,363	22,321
By Sex of Employee:								
Female	12	55	18,720	19,240	20,322	22,235	24,710	21,080
By Race/Ethnicity of Employee:								
White	10	41	18,720	19,240	20,322	22,121	25,389	21,099
By Number of Years in Position:								
Up to 5 Years	10	63	18,720	19,240	19,677	20,842	23,516	20,582
5 – 10 Years	4	7			22,506			24,470

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries		90th %ile	Average
					Median (50th %ile)	75th %ile		
All Organizations:	8	8			\$100,548			\$96,273
By Geographic Location:	-----							
Greater Boston Region	4	4						95,717
By Number of Employees:	-----							
251+	4	4						80,850
By Sex of Employee:	-----							
Male	4	4						89,799
By Race/Ethnicity of Employee:	-----							
White	5	5			110,219			107,132

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries		90th %ile	Average
					Median (50th %ile)	75th %ile		
All Organizations:	5	8			\$48,464			\$54,779
By Geographic Location:	-----							
Greater Boston Region	4	7			55,120			57,111
By Sex of Employee:	-----							
Female	5	8			48,464			54,779
By Race/Ethnicity of Employee:	-----							
White	5	6			56,160			59,901

Director, Housing or Residential Services**420**

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	21	31	\$57,175	\$64,688	\$74,318	\$80,829	\$90,480	\$73,940
By Budget Size:								
\$2,500,000 – 9,999,999	5	5			64,688			68,883
\$10,000,000 – 24,999,999	8	9			76,003			73,572
\$25,000,000 and over	6	14	65,999	72,431	76,034	81,245	101,515	78,588
By Geographic Location:								
Central Massachusetts Region	5	7			65,206			69,329
Greater Boston Region	8	14	64,844	70,840	75,286	80,205	90,293	75,892
By Field of Service:								
Srvcs & Adv: Elderly, developmentally disabled	6	8			77,002			74,306
Housing and homelessness prevention	4	5			64,002			66,390
Counseling, crisis interv, mental hlth, medical	6	12	63,996	69,540	74,662	79,123	106,849	76,898
By Number of Employees:								
101 – 250	8	9			64,688			68,775
251+	10	19	65,000	73,611	76,502	82,493	89,981	78,457
By Years of Experience Required:								
4 – 6 Years	12	16	56,343	64,252	74,194	84,770	90,950	74,177
By Level of Education Required:								
Bachelor's Degree	8	10			64,127			68,216
Master's Degree	10	13	64,401	65,769	76,898	90,293	107,502	79,973
By Sex of Employee:								
Male	7	8			78,000			76,914
Female	15	22	57,516	64,517	72,551	78,707	88,933	73,174
By Race/Ethnicity of Employee:								
White	17	25	56,293	63,784	75,566	81,661	91,065	74,285
By Number of Years in Position:								
Up to 5 Years	8	10			74,662			72,401
5 – 10 Years	8	9			73,611			71,747
11 – 20 Years	7	7			71,490			72,428
By Number of Employees Managed:								
4 to 8	4	5			75,566			71,311
15 and over	11	14	58,240	64,517	74,745	86,268	104,878	76,735

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	12	167	\$37,498	\$39,998	\$42,994	\$48,256	\$56,115	\$45,102
By Budget Size:								
\$25,000,000 and over	6	158	37,482	39,977	42,994	48,054	56,098	44,905
By Geographic Location:								
Greater Boston Region	5	64	42,994	42,994	46,884	54,995	59,946	49,130
By Field of Service:								
Counseling, crisis interv, mental hlth, medical	5	65	42,994	42,994	46,842	54,995	59,771	48,938
By Number of Employees:								
251+	7	161	37,486	39,998	42,994	47,861	55,877	44,849
By Years of Experience Required:								
2 – 3 Years	4	78	36,991	38,205	39,957	41,434	46,238	40,703
4 – 6 Years	4	29	42,744	46,083	48,256	53,248	59,571	49,819
By Level of Education Required:								
Bachelor's Degree	6	92	37,003	38,532	40,248	45,984	48,980	42,128
By Sex of Employee:								
Male	6	44	37,929	39,687	42,869	48,688	59,613	45,083
Female	11	120	37,484	39,998	42,994	47,622	54,995	44,910
By Race/Ethnicity of Employee:								
Black	6	36	37,199	39,582	42,994	43,774	52,665	43,421
Hispanic or Latino	4	9			40,498			41,926
White	9	111	38,484	39,998	43,014	50,461	57,221	45,839
By Number of Years in Position:								
Up to 5 Years	9	61	37,585	39,957	42,994	46,707	56,098	44,087
5 – 10 Years	6	51	37,461	39,811	43,867	48,963	54,151	44,679
11 – 20 Years	4	31	38,734	40,747	42,994	54,995	59,888	47,285
More than 20 Years	5	11			47,008			50,574
By Number of Employees Managed:								
4 to 8	4	40	37,003	37,487	39,416	42,994	50,307	41,244
15 and over	5	35	40,660	45,011	47,008	51,626	59,534	48,520

Coordinator, Housing or Residential Services**422**

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	14	269	\$31,990	\$34,008	\$36,005	\$38,750	\$41,621	\$36,466
By Budget Size:								
\$10,000,000 – 24,999,999	7	69	30,160	32,001	34,008	35,423	44,949	35,082
By Geographic Location:								
Western Massachusetts Region	4	62	30,160	31,902	33,176	34,507	37,045	33,711
Greater Boston Region	4	103	36,005	36,005	38,563	40,435	42,844	38,677
By Field of Service:								
Srvcs & Adv: Elderly, developmentally disabled	6	140	30,493	33,083	34,507	36,957	39,998	35,311
Counseling, crisis interv, mental hlth, medical	4	100	36,005	36,005	37,066	40,290	42,099	38,323
By Number of Employees:								
101 – 250	5	22	27,997	31,580	38,170	41,224	44,575	37,038
251+	7	244	32,490	34,008	36,005	38,750	40,789	36,335
By Years of Experience Required:								
2 – 3 Years	7	72	30,160	31,637	35,485	38,750	41,918	35,534
By Level of Education Required:								
High School Diploma	6	177	32,007	33,218	35,006	38,001	40,435	35,796
Bachelor's Degree	5	10			44,949			41,900
By Sex of Employee:								
Male	9	87	31,637	34,008	36,005	39,000	42,170	36,457
Female	13	181	32,061	34,008	36,005	38,750	41,023	36,432
By Race/Ethnicity of Employee:								
Asian	4	10			36,005			36,673
Black	7	70	30,160	33,176	35,651	37,066	40,240	35,430
Hispanic or Latino	7	21	33,126	33,935	36,005	37,908	41,396	36,516
White	12	157	32,028	34,008	36,005	39,000	42,099	36,774
By Number of Years in Position:								
Up to 5 Years	12	156	31,506	33,987	36,005	38,750	41,007	36,148
5 – 10 Years	10	56	33,051	34,112	36,224	38,797	42,205	37,035
11 – 20 Years	5	21	31,737	34,455	38,438	40,404	44,450	37,508
By Number of Employees Managed:								
1 to 3	4	9			37,066			37,350
4 to 8	6	79	32,864	34,507	37,066	39,811	44,255	37,549
9 to 14	5	38	31,539	33,800	35,256	37,050	40,435	35,519

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	6	6			\$73,768			\$75,192
By Number of Employees:								
251+	4	4						83,200
By Years of Experience Required:								
4 – 6 Years	4	4						74,199
By Level of Education Required:								
Bachelor's Degree	5	5			80,018			79,360
By Sex of Employee:								
Female	4	4						67,782
By Race/Ethnicity of Employee:								
White	6	6			73,768			75,192

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	10	11			\$43,680			\$45,340
By Budget Size:								
\$10,000,000 – 24,999,999	4	5			41,059			45,244
By Geographic Location:								
Central Massachusetts Region	4	4						44,226
By Field of Service:								
Housing and homelessness prevention	4	4						43,191
By Number of Employees:								
251+	4	5			42,869			46,018
By Years of Experience Required:								
2 – 3 Years	4	4						44,127
By Level of Education Required:								
Bachelor's Degree	4	5			43,680			41,945
By Sex of Employee:								
Male	5	5			42,016			47,607
Female	6	6			44,304			43,451
By Race/Ethnicity of Employee:								
White	8	8			44,304			47,203
By Number of Years in Position:								
Up to 5 Years	9	9			43,680			43,631
By Number of Employees Managed:								
1 to 3	6	6			47,050			49,133

Shelter Manager/Supervisor

427

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	16	36	\$31,100	\$35,048	\$38,574	\$42,900	\$47,711	\$38,386
By Budget Size:								
\$2,500,000 – 9,999,999	4	7			41,350			40,990
\$10,000,000 – 24,999,999	6	19	32,822	35,797	36,005	39,998	49,982	38,225
By Geographic Location:								
Greater Boston Region	6	21	32,356	35,298	36,005	40,674	45,989	38,007
By Field of Service:								
Housing and homelessness prevention	6	16	32,613	35,849	36,005	39,359	43,940	37,474
By Number of Employees:								
101 – 250	7	17	33,451	35,901	36,005	39,759	41,488	37,357
251+	4	12	21,840	31,210	40,997	44,892	50,702	38,057
By Years of Experience Required:								
2 – 3 Years	9	20	33,247	35,849	36,276	40,750	43,360	37,819
By Level of Education Required:								
High School Diploma	7	18	21,840	34,403	36,005	38,454	40,490	35,105
Bachelor's Degree	7	12	31,512	32,994	41,810	45,914	50,696	40,535
By Sex of Employee:								
Female	14	24	26,354	36,005	39,998	43,330	49,993	39,141
By Race/Ethnicity of Employee:								
Black	6	18	21,840	32,677	36,005	40,249	47,164	36,251
Hispanic or Latino	4	4						36,734
White	9	11			39,998			40,308
By Number of Years in Position:								
Up to 5 Years	10	21	23,645	32,531	36,005	42,807	48,988	36,839
11 – 20 Years	5	5			39,000			40,469
By Number of Employees Managed:								
1 to 3	4	11			36,005			36,015
4 to 8	4	6			38,896			38,641
9 to 14	5	6			41,985			43,615

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	6	22	\$18,720	\$19,968	\$21,320	\$25,532	\$32,263	\$23,040
By Geographic Location:	-----							
Greater Boston Region	4	20	18,845	20,020	21,320	25,844	32,566	23,446
By Level of Education Required:	-----							
High School Diploma	4	20	18,720	19,968	21,216	25,376	30,722	22,634
By Sex of Employee:	-----							
Female	5	16	18,096	19,968	21,320	25,844	32,768	23,269
By Number of Years in Position:	-----							
Up to 5 Years	4	16	18,096	19,968	20,488	21,320	27,629	21,237

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	7	10			\$67,766			\$65,960
By Geographic Location:	-----							
Greater Boston Region	4	7			75,005			71,778
By Sex of Employee:	-----							
Female	5	7			74,006			68,921
By Race/Ethnicity of Employee:	-----							
White	5	8			74,506			70,750

Program Manager, Housing/Homelessness Prevention**435**

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	13	40	\$33,550	\$33,550	\$39,000	\$45,997	\$52,940	\$40,824
By Budget Size:	-----							
\$10,000,000 – 24,999,999	8	30			33,550			39,753
By Geographic Location:	-----							
Greater Boston Region	6	28			33,550			38,538
By Field of Service:	-----							
Housing and homelessness prevention	4	10			45,719			47,697
By Number of Employees:	-----							
101 – 250	4	10			45,724			48,203
251+	7	25			33,550			37,777
By Years of Experience Required:	-----							
2 – 3 Years	4	7			43,493			43,250
4 – 6 Years	5	7			48,859			52,192
By Level of Education Required:	-----							
Bachelor's Degree	7	12	42,444	44,460	46,285	53,759	61,755	49,242
By Sex of Employee:	-----							
Male	4	12			33,550			39,577
Female	11	27	33,550	33,550	41,995	45,999	53,235	41,627
By Race/Ethnicity of Employee:	-----							
Black	6	17			33,550			38,939
Hispanic or Latino	4	5			45,448			45,582
White	6	15	33,550	33,550	41,995	49,067	57,400	42,365
By Number of Years in Position:	-----							
Up to 5 Years	11	26	33,550	33,550	40,498	46,925	55,800	41,363
5 – 10 Years	5	9			34,507			38,799
By Number of Employees Managed:	-----							
4 to 8	7	24			33,550			37,655

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	18	152	\$29,257	\$31,263	\$33,883	\$39,266	\$44,924	\$35,774
By Budget Size:								
\$10,000,000 – 24,999,999	7	30	28,768	33,250	36,839	39,998	41,446	36,064
\$25,000,000 and over	6	91	29,120	30,763	32,947	39,998	50,120	36,511
By Geographic Location:								
Greater Boston Region	7	108	29,532	31,450	34,944	39,998	46,503	37,020
Northeastern Massachusetts Region	5	10			37,378			35,834
By Field of Service:								
Housing and homelessness prevention	7	46	31,200	32,469	35,804	39,089	40,299	35,684
Counseling, crisis interv, mental hlth, medical	5	88	29,108	30,670	32,396	39,998	50,634	36,385
By Number of Employees:								
101 – 250	4	26	31,418	32,469	37,083	39,998	41,497	36,683
251+	9	95	29,070	30,701	32,552	39,998	50,061	36,217
By Years of Experience Required:								
2 – 3 Years	12	74	29,838	31,668	33,000	39,250	40,571	34,710
By Level of Education Required:								
High School Diploma	6	42	30,262	31,990	33,174	35,511	37,875	33,782
Bachelor's Degree	8	36	30,717	32,261	39,000	39,998	41,995	37,132
By Sex of Employee:								
Male	6	36	29,403	30,717	32,771	39,749	42,345	35,246
Female	16	111	29,212	31,512	33,987	39,603	45,011	36,081
By Race/Ethnicity of Employee:								
American Indian/Alaskan Native	4	8			32,053			33,462
Black	10	46	28,733	30,857	32,396	36,430	39,999	34,673
Hispanic or Latino	7	26	30,518	31,871	33,488	37,310	39,299	34,322
White	13	53	29,045	30,930	33,987	42,578	52,998	37,315
By Number of Years in Position:								
Up to 5 Years	12	87	29,578	31,200	33,987	39,998	44,778	35,878
5 – 10 Years	8	32	28,558	31,678	34,398	39,998	52,331	36,568

Housing Advocate

445

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	15	45	\$27,040	\$28,548	\$31,990	\$33,519	\$38,093	\$31,980
By Budget Size:								
\$10,000,000 – 24,999,999	4	8			33,020			33,202
\$25,000,000 and over	5	10			32,874			35,697
By Geographic Location:								
Greater Boston Region	5	23	28,600	30,160	32,760	34,070	38,315	33,242
By Field of Service:								
Housing and homelessness prevention	5	20	28,600	28,949	32,916	33,244	37,529	32,197
Counseling, crisis interv, mental hlth, medical	5	15			27,040			30,932
By Number of Employees:								
251+	6	11			33,758			35,634
By Years of Experience Required:								
2 – 3 Years	12	35	28,600	30,160	32,760	33,758	39,056	33,128
By Level of Education Required:								
Bachelor's Degree	6	9			33,093			32,864
By Sex of Employee:								
Female	15	42	27,040	28,444	31,990	33,758	38,426	32,042
By Race/Ethnicity of Employee:								
Black	4	9			33,072			32,185
Hispanic or Latino	8	17	27,040	28,600	33,280	34,538	41,233	33,293
White	9	16	27,040	27,040	29,235	31,990	40,598	30,757
By Number of Years in Position:								
Up to 5 Years	12	31	27,040	28,600	31,990	33,280	35,421	31,588
5 – 10 Years	6	11			31,990			32,730

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	56	56	\$57,234	\$65,281	\$77,501	\$94,432	\$111,725	\$81,532
By Budget Size:								
\$2,500,000 – 9,999,999	14	14	50,337	57,109	64,751	78,333	108,587	70,862
\$10,000,000 – 24,999,999	24	24	59,239	66,737	72,083	83,850	93,205	75,891
\$25,000,000 and over	17	17	74,002	79,997	94,994	106,995	148,346	100,387
By Geographic Location:								
Western Massachusetts Region	10	10			69,285			72,147
Central Massachusetts Region	12	12	49,276	61,584	83,036	91,530	112,299	80,362
Greater Boston Region	18	18	55,894	73,398	89,908	105,295	143,624	91,442
Northeastern Massachusetts Region	7	7			75,005			89,740
Southeastern Massachusetts Region	7	7			70,000			67,890
By Field of Service:								
Srvcs & Adv: Children and youth	10	10			83,939			88,733
Srvcs & Adv: Elderly, developmentally disabled	17	17	53,132	59,769	69,971	77,116	106,371	72,290
Counseling, crisis interv, mental hlth, medical	17	17	65,295	76,004	82,680	102,503	122,092	89,682
By Number of Employees:								
101 – 250	20	20	55,161	58,942	67,486	86,352	113,470	72,886
251+	32	32	66,860	70,076	81,484	99,705	133,243	88,531
By Years of Experience Required:								
2 – 3 Years	5	5			70,304			67,796
4 – 6 Years	24	24	56,738	61,916	71,001	86,986	98,135	74,920
7 – 10 Years	6	6			106,995			107,394
By Level of Education Required:								
Bachelor's Degree	29	29	54,995	62,858	72,010	85,280	104,000	76,446
Master's Degree	15	15	68,815	79,997	85,093	102,003	126,797	92,075
By Sex of Employee:								
Male	9	9			79,997			85,739
Female	40	40	57,601	64,626	79,997	94,432	109,391	81,000
By Race/Ethnicity of Employee:								
White	39	39	58,677	65,000	79,997	87,880	101,317	78,584
By Number of Years in Position:								
Up to 5 Years	25	25	53,510	68,058	79,997	93,205	112,336	81,256
5 – 10 Years	12	12	55,295	60,929	77,116	99,143	111,436	79,684
11 – 20 Years	7	7			69,992			84,325
More than 20 Years	5	5			80,475			77,688
By Number of Employees Managed:								
1 to 3	24	24	56,238	64,626	77,116	90,662	115,815	79,863
4 to 8	13	13	57,492	61,911	70,304	89,648	106,504	76,845
9 to 14	5	5			87,880			90,006

Human Resources Manager

510

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	39	43	\$45,835	\$49,837	\$53,477	\$62,400	\$76,448	\$56,738
By Budget Size:								
\$1,000,000 – 2,499,999	4	4						47,351
\$2,500,000 – 9,999,999	15	15	36,090	46,010	52,998	59,987	80,167	54,930
\$10,000,000 – 24,999,999	11	12	47,293	49,941	50,711	57,595	64,220	53,349
\$25,000,000 and over	9	12	50,003	54,637	63,003	76,487	87,396	65,518
By Geographic Location:								
Western Massachusetts Region	9	9			50,003			51,998
Central Massachusetts Region	6	6			54,028			54,555
Greater Boston Region	13	15	47,894	50,003	58,510	70,990	82,463	60,737
Northeastern Massachusetts Region	4	6			57,471			65,191
Southeastern Massachusetts Region	5	5			54,517			52,303
By Field of Service:								
Srvcs & Adv: Children and youth	5	7			58,510			64,563
Srvcs & Adv: Immigrant, GLBT, minority, other	4	4						52,468
Srvcs & Adv: Elderly, developmentally disabled	9	10			50,003			50,390
Counseling, crisis interv, mental hlth, medical	13	14	34,476	49,504	57,003	65,000	74,995	56,234
By Number of Employees:								
26 – 50	6	6			51,074			56,198
101 – 250	12	12	35,018	46,031	51,543	59,015	69,903	52,085
251+	16	20	49,928	50,003	56,753	69,493	80,806	60,723
By Years of Experience Required:								
2 – 3 Years	14	14	35,733	47,403	50,003	57,913	68,505	51,581
4 – 6 Years	11	12	45,806	47,700	53,800	60,616	69,193	55,085
By Level of Education Required:								
Bachelor's Degree	24	26	45,981	49,899	53,280	59,613	66,797	54,678
By Sex of Employee:								
Female	33	35	42,439	49,150	53,477	59,987	72,867	55,494
By Race/Ethnicity of Employee:								
White	28	29	37,520	47,923	52,998	59,738	65,000	53,634
By Number of Years in Position:								
Up to 5 Years	17	18	44,541	46,764	51,460	57,918	62,660	52,098
5 – 10 Years	8	8			54,819			58,996
11 – 20 Years	8	8			56,982			58,035
By Number of Employees Managed:								
1 to 3	15	15	41,433	49,837	54,995	59,987	78,882	56,716

Human Resources Representative/Specialist

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	42	86	\$34,951	\$39,447	\$43,878	\$51,485	\$55,045	\$44,892
By Budget Size:								
\$2,500,000 – 9,999,999	6	6			45,115			44,918
\$10,000,000 – 24,999,999	21	38	33,918	36,754	41,881	45,714	51,588	42,267
\$25,000,000 and over	15	42	37,016	40,825	48,007	54,018	56,805	47,264
By Geographic Location:								
Western Massachusetts Region	7	11			41,163			41,679
Central Massachusetts Region	8	20	35,039	37,627	42,942	46,166	53,198	43,596
Greater Boston Region	14	32	37,016	42,822	49,379	54,215	56,805	48,260
Northeastern Massachusetts Region	7	13	38,830	39,759	43,493	49,650	57,499	45,097
Southeastern Massachusetts Region	5	9			40,310			40,801
By Field of Service:								
Srvcs & Adv: Children and youth	7	13	38,588	44,627	46,800	53,862	59,022	48,622
Srvcs & Adv: Elderly, developmentally disabled	13	25	35,556	39,759	42,162	51,751	57,824	45,235
Counseling, crisis interv, mental hlth, medical	13	36	34,451	38,283	44,088	50,752	54,748	44,544
By Number of Employees:								
101 – 250	11	13	37,319	40,415	42,162	52,406	63,378	46,637
251+	28	70	34,539	38,470	43,878	51,626	54,960	44,508
By Years of Experience Required:								
2 – 3 Years	23	36	35,747	39,520	42,879	45,745	52,035	43,291
4 – 6 Years	5	6			51,751			50,728
By Level of Education Required:								
High School Diploma	7	8			39,593			42,162
Associate's Degree	5	5			43,555			43,065
Bachelor's Degree	24	53	34,897	39,042	43,680	52,000	55,095	44,885
By Sex of Employee:								
Male	10	14	33,779	41,943	44,939	51,610	53,904	45,844
Female	34	61	34,570	39,042	43,680	51,751	56,127	44,872
By Race/Ethnicity of Employee:								
Asian	4	9			50,003			46,830
Black	6	7			44,990			47,293
Hispanic or Latino	7	7			44,100			42,334
White	29	52	34,471	38,283	43,587	51,875	56,006	44,810
By Number of Years in Position:								
Up to 5 Years	28	51	34,120	37,794	43,264	52,000	56,093	44,345
5 – 10 Years	7	11			45,698			46,380
11 – 20 Years	8	9			44,283			46,146
By Number of Employees Managed:								
1 to 3	6	9			45,968			44,861

Human Resources Assistant

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	42	52	\$26,851	\$29,120	\$32,999	\$35,287	\$39,998	\$33,199
By Budget Size:								
\$2,500,000 – 9,999,999	9	9			33,530			33,728
\$10,000,000 – 24,999,999	17	18	23,982	27,945	30,108	34,642	36,854	30,717
\$25,000,000 and over	14	23	27,664	31,200	33,051	39,541	45,016	34,829
By Geographic Location:								
Western Massachusetts Region	10	12	23,358	27,092	33,676	35,553	39,998	32,396
Central Massachusetts Region	9	12	29,120	31,080	32,261	34,206	42,076	33,166
Greater Boston Region	10	11			36,837			35,740
Northeastern Massachusetts Region	6	8			33,530			35,066
Southeastern Massachusetts Region	4	6			27,820			28,257
By Field of Service:								
Srvcs & Adv: Children and youth	7	7			34,403			36,552
Srvcs & Adv: Elderly, developmentally disabled	12	15	25,651	28,371	31,824	34,008	37,032	31,446
Counseling, crisis interv, mental hlth, medical	13	19	27,040	29,120	32,947	36,837	39,998	33,262
By Number of Employees:								
101 – 250	14	14	23,400	28,018	30,555	35,142	36,920	30,949
251+	24	34	27,040	29,822	32,916	35,183	40,747	33,522
By Years of Experience Required:								
1 Year	13	15	27,044	29,120	31,200	33,051	35,215	31,189
2 – 3 Years	15	19	26,770	31,096	33,738	35,714	39,998	34,014
By Level of Education Required:								
High School Diploma	16	20	26,837	29,120	32,438	34,164	39,952	32,399
Associate's Degree	6	8			33,083			33,512
Bachelor's Degree	7	7			32,947			35,113
By Sex of Employee:								
Male	4	4						33,327
Female	33	40	27,173	29,349	32,999	35,553	39,998	33,466
By Race/Ethnicity of Employee:								
Hispanic or Latino	6	6			35,423			34,802
White	27	34	27,040	29,120	32,968	34,554	39,998	33,130
By Number of Years in Position:								
Up to 5 Years	24	29	27,040	29,120	31,491	34,154	36,837	31,575
5 – 10 Years	6	6			33,873			32,615

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	33	34	\$53,664	\$63,414	\$77,605	\$103,516	\$121,878	\$85,307
By Budget Size:								
\$2,500,000 – 9,999,999	4	4						72,394
\$10,000,000 – 24,999,999	13	14	52,687	62,280	72,759	117,296	125,747	84,968
\$25,000,000 and over	14	14	59,748	69,899	93,746	103,516	141,815	92,599
By Geographic Location:								
Western Massachusetts Region	4	4						73,055
Central Massachusetts Region	5	5			70,304			72,746
Greater Boston Region	13	14	69,722	77,657	100,558	117,926	145,683	102,640
Northeastern Massachusetts Region	5	5			68,682			84,057
By Field of Service:								
Srvcs & Adv: Elderly, developmentally disabled	5	5			67,496			78,449
Counseling, crisis interv, mental hlth, medical	14	15	57,279	71,947	92,498	116,979	142,692	94,120
By Number of Employees:								
101 – 250	8	8			70,699			75,652
251+	20	21	61,364	69,493	92,498	109,990	129,181	92,087
By Years of Experience Required:								
2 – 3 Years	6	6			72,478			85,062
4 – 6 Years	11	11			76,003			77,374
By Level of Education Required:								
Bachelor's Degree	25	25	54,866	63,201	73,008	97,552	119,255	81,509
By Sex of Employee:								
Male	25	26	52,961	63,414	81,006	103,516	125,312	86,538
Female	7	7			76,003			83,111
By Race/Ethnicity of Employee:								
White	27	28	53,236	61,292	74,506	107,432	120,988	82,646
By Number of Years in Position:								
Up to 5 Years	11	12	52,000	53,898	71,230	108,732	127,739	78,664
5 – 10 Years	8	8			95,961			96,707
11 – 20 Years	9	9			72,510			78,677
By Number of Employees Managed:								
1 to 3	15	15	52,824	55,474	71,947	92,498	109,121	75,067
4 to 8	7	7			94,994			93,606

Information Technology Manager

560

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries			90th %ile	Average
All Organizations:	21	25	\$44,033	\$49,972	\$65,998	\$74,485		\$82,015	\$63,129
By Budget Size:									
\$2,500,000 – 9,999,999	6	6			64,907				62,598
\$10,000,000 – 24,999,999	6	7			55,682				57,019
\$25,000,000 and over	7	10			67,257				69,202
By Geographic Location:									
Central Massachusetts Region	4	4							69,015
Greater Boston Region	8	11			55,702				63,364
By Field of Service:									
Srvcs & Adv: Elderly, developmentaly disabled	5	5			55,682				60,765
Counseling, crisis interv, mental hlth, medical	7	11			66,519				65,930
By Number of Employees:									
101 – 250	5	5			55,682				61,622
251+	11	15	43,493	52,936	66,269	70,013	89,295		64,079
By Years of Experience Required:									
2 – 3 Years	7	7			55,682				60,718
4 – 6 Years	7	7			70,013				74,301
By Level of Education Required:									
Bachelor's Degree	12	14	49,379	55,542	67,257	78,505	90,366		68,818
By Sex of Employee:									
Male	13	16	44,044	55,651	66,134	73,523	88,224		64,987
Female	7	8			60,820				61,680
By Race/Ethnicity of Employee:									
White	16	19	42,598	47,008	55,702	67,995	78,000		59,379
By Number of Years in Position:									
Up to 5 Years	9	10			66,134				63,430
5 – 10 Years	9	9			65,666				63,616
11 – 20 Years	4	4							68,364
By Number of Employees Managed:									
1 to 3	8	9			70,013				69,343

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	14	23	\$43,800	\$47,008	\$51,501	\$59,280	\$66,997	\$53,390
By Budget Size:								
\$2,500,000 – 9,999,999	4	4						50,367
\$25,000,000 and over	7	16	45,188	47,757	53,477	64,797	69,805	55,446
By Geographic Location:								
Western Massachusetts Region	4	9			53,997			54,101
Greater Boston Region	6	10			48,599			54,313
By Field of Service:								
Counseling, crisis interv, mental hlth, medical	4	13	44,033	50,003	53,997	63,284	72,613	55,862
By Number of Employees:								
101 – 250	6	6			47,591			48,970
251+	7	16	45,188	47,757	53,477	64,797	69,805	55,446
By Years of Experience Required:								
2 – 3 Years	6	9			53,997			55,709
4 – 6 Years	4	5			50,003			52,799
By Level of Education Required:								
Bachelor's Degree	9	16	46,167	47,055	53,477	59,587	69,805	54,929
By Sex of Employee:								
Male	9	15	39,907	47,986	53,997	66,310	70,741	55,400
Female	6	8			47,102			49,621
By Race/Ethnicity of Employee:								
White	10	15	41,866	46,925	51,501	57,574	66,585	52,257
By Number of Years in Position:								
Up to 5 Years	9	17	45,107	47,008	51,501	57,138	66,447	52,712

Network Technician

570

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	19	27	\$33,941	\$40,539	\$50,003	\$60,008	\$72,875	\$52,444
By Budget Size:								
\$10,000,000 – 24,999,999	5	5			62,733			66,202
\$25,000,000 and over	10	18	33,428	38,007	47,497	57,263	65,451	47,929
By Geographic Location:								
Greater Boston Region	8	15	33,875	35,714	44,096	60,008	93,051	51,684
By Field of Service:								
Srvcs & Adv: Children and youth	5	6			52,437			50,762
Srvcs & Adv: Elderly, developmentaly disabled	4	4						55,078
Counseling, crisis interv, mental hlth, medical	6	13	32,190	34,861	44,096	56,919	66,876	46,387
By Number of Employees:								
101 – 250	4	4						63,544
251+	13	21	33,742	39,655	50,003	57,533	64,679	49,157
By Years of Experience Required:								
2 – 3 Years	9	9			54,870			57,491
4 – 6 Years	4	4						55,697
By Level of Education Required:								
Associate's Degree	5	5			50,003			48,539
Bachelor's Degree	9	10			57,533			60,297
By Sex of Employee:								
Male	18	26	33,908	40,097	50,534	60,689	75,304	52,787
By Race/Ethnicity of Employee:								
Black	4	4						72,831
White	13	18	33,428	40,893	50,534	60,689	67,342	50,871
By Number of Years in Position:								
Up to 5 Years	12	17	33,180	37,243	50,003	57,533	73,245	50,713
11 – 20 Years	4	4						55,993

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	22	37	\$31,200	\$34,674	\$37,710	\$47,788	\$52,000	\$40,255
By Budget Size:								
\$2,500,000 – 9,999,999	4	4						44,486
\$10,000,000 – 24,999,999	9	14	34,028	34,674	37,575	39,640	48,594	38,542
\$25,000,000 and over	8	18	29,491	31,200	37,472	45,698	56,346	39,995
By Geographic Location:								
Western Massachusetts Region	5	12	26,832	31,887	36,764	40,154	43,942	36,374
Greater Boston Region	8	9			39,458			41,824
By Field of Service:								
Srvcs & Adv: Elderly, developmentaly disabled	4	8			44,460			46,225
Counseling, crisis interv, mental hlth, medical	9	19	29,994	31,200	36,046	39,998	44,554	36,758
By Number of Employees:								
101 – 250	6	7			39,458			42,081
251+	13	27	30,959	34,110	37,482	42,515	52,632	39,343
By Years of Experience Required:								
1 Year	6	11			39,790			42,776
2 – 3 Years	6	12	26,832	31,523	37,472	41,938	46,985	37,133
By Level of Education Required:								
Associate's Degree	5	10			38,460			37,671
Bachelor's Degree	5	9			40,206			45,291
By Sex of Employee:								
Male	17	26	30,838	33,582	38,470	49,138	52,949	40,645
Female	7	8			39,177			40,365
By Race/Ethnicity of Employee:								
Hispanic or Latino	5	5			48,110			43,586
White	15	25	30,718	34,392	38,563	46,291	53,265	40,300
By Number of Years in Position:								
Up to 5 Years	14	21	30,235	34,476	38,563	46,052	48,926	39,175
5 – 10 Years	6	6			45,001			44,325

Data Entry Operator

580

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	7	11			\$29,994			\$31,881
By Geographic Location:	-----							
Greater Boston Region	4	5			29,994			30,160
By Number of Employees:	-----							
251+	4	7			27,040			31,750
By Sex of Employee:	-----							
Female	5	5			27,165			29,103
By Race/Ethnicity of Employee:	-----							
White	5	5			27,165			29,103
By Number of Years in Position:	-----							
Up to 5 Years	4	4						30,077

Web Site Developer

585

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	4	5			\$57,866			\$58,099
By Geographic Location:	-----							
Greater Boston Region	4	5			57,866			58,099

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries			90th %ile	Average
					Median (50th %ile)	75th %ile			
All Organizations:	4	7			\$47,008				\$48,975
By Level of Education Required:	-----								
Legal Degree	4	7			47,008				48,975

Facilities Manager

655

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	36	42	\$39,998	\$42,929	\$51,075	\$65,031	\$79,229	\$55,248
By Budget Size:								
\$2,500,000 – 9,999,999	14	14	37,440	39,998	42,545	65,146	81,297	52,385
\$10,000,000 – 24,999,999	12	12	37,249	45,144	51,075	65,187	88,529	56,265
\$25,000,000 and over	7	13	44,362	48,922	57,096	68,068	84,664	59,952
By Geographic Location:								
Western Massachusetts Region	4	4						50,705
Central Massachusetts Region	8	8			46,301			55,684
Greater Boston Region	9	12	42,607	56,051	63,420	74,334	91,375	65,002
Southeastern Massachusetts Region	9	12	37,590	41,574	46,130	52,785	55,845	46,695
By Field of Service:								
Srvcs & Adv: Children and youth	5	6			54,850			54,992
Srvcs & Adv: Elderly, developmentaly disabled	7	7			65,000			65,122
Arts, culture, recreation	4	4						52,135
Counseling, crisis interv, mental hlth, medical	9	14	36,483	42,323	47,976	59,774	81,599	52,285
By Number of Employees:								
26 – 50	7	7			44,200			50,134
101 – 250	10	10			61,110			63,040
251+	14	20	42,650	45,994	53,498	64,751	76,795	55,940
By Years of Experience Required:								
2 – 3 Years	7	8			50,503			52,351
4 – 6 Years	17	17	35,622	39,998	52,146	65,291	81,345	54,064
By Level of Education Required:								
High School Diploma	12	12	36,866	41,465	44,408	47,742	71,642	46,899
Bachelor's Degree	16	17	41,147	49,499	57,096	71,510	90,023	61,270
By Sex of Employee:								
Male	31	37	39,773	42,763	52,146	65,063	81,345	55,524
By Race/Ethnicity of Employee:								
White	30	35	39,549	42,432	48,693	64,002	78,462	53,877
By Number of Years in Position:								
Up to 5 Years	15	17	35,622	41,361	47,008	61,495	79,847	51,783
5 – 10 Years	8	8			51,105			53,021
11 – 20 Years	7	9			53,997			61,991
By Number of Employees Managed:								
1 to 3	14	14	35,048	40,966	50,992	67,611	84,022	54,915
4 to 8	12	13	39,899	42,545	45,573	56,399	74,231	51,101

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	6	46	\$19,300	\$20,010	\$20,010	\$23,254	\$26,603	\$21,947
By Level of Education Required:								
High School Diploma	5	44	19,188	20,010	20,010	23,254	26,603	21,802
By Sex of Employee:								
Male	6	33	19,020	20,010	22,277	25,283	26,603	22,547
By Race/Ethnicity of Employee:								
White	4	39	18,907	20,010	20,010	23,254	26,603	21,375
By Number of Years in Position:								
Up to 5 Years	4	26	18,720	19,875	20,010	23,254	26,603	21,858

Maintenance Technician/Specialist

665

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	58	208	\$20,800	\$25,002	\$31,200	\$37,440	\$45,063	\$32,306
By Budget Size:								
\$1,000,000 – 2,499,999	8	9			31,200			31,812
\$2,500,000 – 9,999,999	16	24	22,298	25,298	29,963	37,456	45,354	31,616
\$10,000,000 – 24,999,999	15	52	20,228	27,040	31,200	37,596	45,799	32,990
\$25,000,000 and over	17	121	20,800	24,960	32,136	37,440	45,760	32,324
By Geographic Location:								
Berkshire County Region	7	15	20,488	25,002	29,120	31,616	35,755	28,678
Western Massachusetts Region	9	47	18,304	20,800	24,960	31,200	41,500	26,814
Central Massachusetts Region	11	30	21,368	28,611	33,717	36,795	44,524	33,808
Greater Boston Region	14	71	24,960	28,122	33,280	42,744	49,625	35,763
Northeastern Massachusetts Region	8	19	25,002	31,200	36,629	41,725	47,507	36,909
Southeastern Massachusetts Region	9	26	23,579	24,960	27,040	35,298	40,608	29,788
By Field of Service:								
Srvcs & Adv: Children and youth	9	50	22,893	26,900	33,280	41,600	45,683	34,261
Srvcs & Adv: Immigrant, GLBT, minority, other	5	16	18,720	24,490	29,443	41,663	46,255	31,787
Srvcs & Adv: Elderly, developmentally disabled	11	32	26,674	32,068	34,300	37,253	47,726	35,216
Arts, culture, recreation	4	5			27,040			28,808
Housing and homelessness prevention	4	9			36,650			36,888
Counseling, crisis interv, mental hlth, medical	18	85	20,800	24,076	28,122	33,821	43,389	30,205
By Number of Employees:								
26 – 50	10	11			30,805			32,022
51 – 100	6	11			27,477			29,353
101 – 250	12	24	20,675	24,971	32,438	41,283	49,463	33,540
251+	27	159	20,800	25,002	31,262	37,440	44,678	32,343
By Years of Experience Required:								
1 Year	11	32	18,876	24,960	30,857	36,899	40,423	31,076
2 – 3 Years	16	39	27,477	31,616	34,570	39,770	44,512	35,680
4 – 6 Years	7	11			36,878			36,706
By Level of Education Required:								
No requirement	12	20	20,879	26,000	35,974	44,735	56,385	36,961
High School Diploma	34	140	20,800	25,002	31,231	37,326	44,242	31,648
By Sex of Employee:								
Male	55	189	21,424	25,501	31,990	37,950	45,718	32,825
Female	4	7			24,107			26,891
By Race/Ethnicity of Employee:								
Black	13	17	18,720	22,631	28,122	34,705	40,610	28,724
Hispanic or Latino	11	18	20,800	22,651	26,177	32,334	41,714	28,585
White	49	152	21,595	26,619	32,157	37,596	44,896	32,857
By Number of Years in Position:								
Up to 5 Years	37	110	20,800	24,992	31,200	36,675	41,806	31,332
5 – 10 Years	18	24	24,106	29,469	33,790	42,505	53,831	36,070
11 – 20 Years	20	22	21,462	25,870	33,488	40,508	46,368	33,586
More than 20 Years	4	5			41,080			39,083
By Number of Employees Managed:								
1 to 3	4	4						44,590

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	33	361	\$18,720	\$20,800	\$22,235	\$23,920	\$27,997	\$22,814
By Budget Size:								
\$2,500,000 – 9,999,999	7	108	16,827	18,845	20,800	22,288	24,303	20,936
\$10,000,000 – 24,999,999	14	135	19,115	21,403	22,880	23,920	28,587	23,248
\$25,000,000 and over	9	114	20,800	22,131	23,442	26,603	28,683	24,260
By Geographic Location:								
Western Massachusetts Region	6	46	18,845	18,845	19,417	22,131	23,148	20,349
Central Massachusetts Region	12	90	18,720	20,800	22,880	24,960	29,588	23,265
Greater Boston Region	4	33	19,760	20,883	26,000	26,603	27,997	24,686
Northeastern Massachusetts Region	5	98	16,827	18,138	22,235	27,331	29,536	22,863
Southeastern Massachusetts Region	5	92	20,800	20,920	22,693	23,920	24,168	22,725
By Field of Service:								
Srvcs & Adv: Elderly, developmentaly disabled	10	211	18,138	19,198	21,840	22,880	23,442	21,372
Counseling, crisis interv, mental hlth, medical	10	61	19,760	20,883	22,131	25,210	26,603	22,952
By Number of Employees:								
101 – 250	13	174	17,763	18,845	20,800	23,130	28,018	21,706
251+	14	177	21,216	22,131	22,880	24,263	27,997	23,843
By Years of Experience Required:								
1 Year	7	46	22,131	22,131	23,442	23,442	26,481	23,392
2 – 3 Years	5	38	18,845	18,845	19,251	21,684	24,960	20,809
By Level of Education Required:								
No requirement	6	73	18,720	19,022	21,549	22,880	22,988	21,393
High School Diploma	19	171	17,763	20,800	22,131	23,442	24,960	21,834
By Sex of Employee:								
Male	27	204	18,720	20,800	22,277	23,598	26,603	22,522
Female	18	121	18,138	19,656	22,069	23,442	23,920	21,726
By Race/Ethnicity of Employee:								
Black	10	50	19,760	21,434	23,442	25,459	26,603	23,472
Hispanic or Latino	13	62	16,827	17,763	19,219	22,131	24,542	20,350
White	24	203	19,115	20,800	22,235	23,442	24,960	22,453
By Number of Years in Position:								
Up to 5 Years	23	216	18,138	19,760	22,131	23,442	23,920	21,753
5 – 10 Years	11	33	18,138	21,268	22,880	24,378	27,177	23,168
11 – 20 Years	9	20	19,770	22,137	25,012	26,603	27,464	24,308
More than 20 Years	5	7			28,579			28,395

Janitor/Custodian**675**

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	48	138	\$17,145	\$18,720	\$21,424	\$26,437	\$29,270	\$22,976
By Budget Size:								
\$1,000,000 – 2,499,999	10	18	16,640	18,200	21,736	28,371	31,225	23,252
\$2,500,000 – 9,999,999	13	27	17,651	19,760	24,190	25,709	28,758	23,311
\$10,000,000 – 24,999,999	13	28	16,640	16,734	26,104	31,388	36,481	25,748
\$25,000,000 and over	9	62	18,200	18,720	19,760	25,023	27,167	21,479
By Geographic Location:								
Berkshire County Region	5	8			24,139			24,617
Western Massachusetts Region	9	18	16,640	16,640	21,164	25,085	29,702	21,759
Central Massachusetts Region	11	25	16,640	17,555	22,963	28,704	29,952	23,203
Greater Boston Region	12	25	22,090	24,887	25,709	26,978	29,444	26,034
Southeastern Massachusetts Region	8	49	17,576	18,720	18,720	20,571	27,040	20,183
By Field of Service:								
Srvcs & Adv: Children and youth	12	52	17,160	18,720	19,760	24,487	28,995	21,441
Srvcs & Adv: Elderly, developmentally disabled	7	12	16,752	17,628	25,532	28,662	33,297	23,949
Arts, culture, recreation	7	15	19,494	23,712	27,040	28,704	29,952	25,771
Counseling, crisis interv, mental hlth, medical	11	30	16,640	18,200	18,720	25,085	26,978	21,232
By Number of Employees:								
11 – 25	4	5			27,851			26,512
26 – 50	7	12	19,107	21,008	23,296	30,368	33,238	24,915
51 – 100	6	12	16,640	16,640	21,289	27,040	28,509	21,752
101 – 250	15	32	19,001	21,034	25,522	29,749	35,724	26,021
251+	15	76	16,902	18,720	19,687	25,148	27,342	21,317
By Years of Experience Required:								
1 Year	12	20	19,523	20,977	25,709	30,644	33,846	26,327
2 – 3 Years	7	10			26,655			27,038
By Level of Education Required:								
No requirement	10	24	17,857	19,890	22,152	26,848	29,453	23,350
High School Diploma	29	78	17,403	18,720	21,518	27,170	31,450	23,369
By Sex of Employee:								
Male	39	86	16,640	18,720	21,424	26,255	30,312	23,011
Female	19	43	17,488	18,720	20,904	26,978	29,170	22,653
By Race/Ethnicity of Employee:								
Black	8	16	16,640	18,720	25,730	28,730	35,300	24,367
Hispanic or Latino	13	21	17,056	20,135	21,424	25,709	28,359	22,710
White	32	81	17,459	18,720	21,403	26,988	29,919	23,009
By Number of Years in Position:								
Up to 5 Years	28	72	16,640	18,720	19,563	24,960	26,809	21,154
5 – 10 Years	16	23	17,239	18,741	23,920	28,704	33,047	24,432
11 – 20 Years	17	21	18,974	23,109	26,978	29,567	35,664	26,771

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	13	18	\$139,797	\$153,374	\$202,499	\$236,096	\$312,000	\$205,346
By Budget Size:								
\$25,000,000 and over	9	14	134,555	148,741	199,992	244,957	312,000	202,668
By Geographic Location:								
Greater Boston Region	7	10			185,703			193,251
By Field of Service:								
Counseling, crisis interv, mental hlth, medical	9	13	133,245	152,246	199,992	238,275	287,972	202,018
By Number of Employees:								
251+	11	16	137,176	151,117	202,499	239,117	312,000	204,881
By Years of Experience Required:								
7 – 10 Years	4	5			208,000			222,127
By Level of Education Required:								
Medical Degree	13	18	139,797	153,374	202,499	236,096	312,000	205,346
By Sex of Employee:								
Male	9	12	131,934	154,799	203,996	249,606	312,000	211,420
Female	5	5			187,200			185,053
By Race/Ethnicity of Employee:								
White	6	10			199,691			206,819
By Number of Years in Position:								
Up to 5 Years	6	6			206,503			206,326

Clinic Director

704

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	16	47	\$48,023	\$55,120	\$64,355	\$72,550	\$88,812	\$65,000
By Budget Size:								
\$2,500,000 – 9,999,999	7	9			62,442			64,117
\$10,000,000 – 24,999,999	4	9			63,648			65,696
\$25,000,000 and over	5	29	31,200	54,995	65,000	74,068	90,126	65,057
By Geographic Location:								
Western Massachusetts Region	5	12	48,025	56,446	62,775	68,334	96,597	64,867
Northeastern Massachusetts Region	5	13	56,876	64,106	72,550	89,305	97,344	76,160
By Field of Service:								
Srvcs & Adv: Children and youth	5	21	48,855	54,995	65,000	73,778	95,900	66,394
Srvcs & Adv: Elderly, developmentally disabled	4	11			61,526			59,919
Counseling, crisis interv, mental hlth, medical	5	13	55,420	59,759	63,648	70,667	82,532	65,718
By Number of Employees:								
101 – 250	4	6			64,470			63,600
251+	9	38	46,325	54,995	64,657	73,599	90,848	65,209
By Years of Experience Required:								
2 – 3 Years	4	10			64,002			65,884
4 – 6 Years	8	13	48,014	51,969	62,442	70,356	88,110	64,360
By Level of Education Required:								
Bachelor's Degree	5	7			60,008			52,850
Master's Degree	7	25	48,052	54,995	62,442	67,798	77,734	62,391
By Sex of Employee:								
Male	7	13	50,839	62,265	66,186	72,863	96,241	68,464
Female	12	28	31,061	53,497	60,674	68,334	81,669	59,995
By Race/Ethnicity of Employee:								
White	13	38	48,065	55,682	64,002	70,174	82,399	64,725
By Number of Years in Position:								
Up to 5 Years	7	10			62,775			63,854
5 – 10 Years	5	8			58,323			56,283
11 – 20 Years	7	8			63,700			64,937
By Number of Employees Managed:								
4 to 8	6	8			57,939			63,424
15 and over	6	12	59,182	62,338	69,649	79,513	88,203	71,174

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	18	29	\$60,008	\$70,346	\$75,733	\$81,934	\$96,741	\$77,959
By Budget Size:								
\$10,000,000 – 24,999,999	8	9			75,005			78,693
\$25,000,000 and over	9	19	68,640	74,547	78,000	81,250	85,613	78,739
By Geographic Location:								
Western Massachusetts Region	4	4						78,406
Greater Boston Region	5	13	64,002	72,623	77,002	84,407	107,781	79,877
Northeastern Massachusetts Region	4	5			79,997			81,100
By Field of Service:								
Srvcs & Adv: Children and youth	4	11			72,842			70,242
Srvcs & Adv: Elderly, developmentaly disabled	4	5			75,733			77,721
Counseling, crisis interv, mental hlth, medical	8	11			81,250			83,993
By Number of Employees:								
101 – 250	4	4						79,493
251+	14	25	61,506	70,346	75,733	80,624	95,073	77,713
By Years of Experience Required:								
4 – 6 Years	10	12	61,317	70,497	80,624	88,499	105,506	80,946
By Level of Education Required:								
Nursing: RN/NP	13	16	60,707	69,956	77,865	88,499	112,482	81,276
By Sex of Employee:								
Female	18	29	60,008	70,346	75,733	81,934	96,741	77,959
By Race/Ethnicity of Employee:								
White	16	27	59,642	69,992	75,254	81,250	90,917	76,326
By Number of Years in Position:								
Up to 5 Years	10	11			75,005			80,489
5 – 10 Years	5	5			82,618			79,198
By Number of Employees Managed:								
4 to 8	5	6			70,918			68,876
9 to 14	4	4						80,158

Registered Nurse

714

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	50	599	\$45,968	\$52,000	\$56,160	\$62,566	\$72,322	\$58,850
By Budget Size:								
\$2,500,000 – 9,999,999	14	53	45,036	51,480	59,093	63,960	72,813	60,377
\$10,000,000 – 24,999,999	18	142	41,600	47,798	52,000	58,224	68,409	53,439
\$25,000,000 and over	16	396	49,920	54,080	57,564	63,003	72,800	60,782
By Geographic Location:								
Berkshire County Region	4	39	40,102	42,661	59,280	65,229	72,800	54,882
Western Massachusetts Region	11	101	42,515	50,451	54,642	62,483	103,197	60,619
Central Massachusetts Region	7	87	45,760	46,800	49,920	59,280	62,920	53,710
Greater Boston Region	13	204	48,204	55,198	60,008	65,000	71,760	61,749
Northeastern Massachusetts Region	8	44	49,515	52,000	57,512	73,768	83,200	62,580
Southeastern Massachusetts Region	7	124	49,920	54,080	56,160	58,963	61,755	56,170
By Field of Service:								
Srvcs & Adv: Children and youth	7	93	46,916	52,000	56,160	62,400	65,716	56,751
Srvcs & Adv: Elderly, developmentally disabled	19	101	45,802	49,920	54,600	60,320	72,800	56,440
Counseling, crisis interv, mental hlth, medical	19	368	45,760	52,000	56,160	62,925	72,041	59,443
By Number of Employees:								
51 – 100	4	24	50,357	60,861	64,116	72,426	105,768	69,411
101 – 250	15	57	43,996	48,589	54,704	59,956	67,363	55,056
251+	29	510	47,154	52,000	56,160	62,400	72,291	58,929
By Years of Experience Required:								
1 Year	14	103	41,325	45,760	52,000	59,280	74,327	54,517
2 – 3 Years	20	139	45,760	50,544	56,264	63,336	68,640	58,484
4 – 6 Years	7	24	37,960	54,470	59,280	68,744	105,103	64,391
By Level of Education Required:								
Bachelor's Degree	7	93	47,840	52,000	56,160	62,400	64,792	56,981
Nursing: RN/NP	34	324	43,680	49,920	55,536	63,820	74,485	59,662
By Sex of Employee:								
Male	17	53	50,311	54,080	56,264	63,003	66,585	58,642
Female	45	538	45,760	51,922	56,160	62,400	72,800	58,843
By Race/Ethnicity of Employee:								
Asian	5	34	52,000	56,233	60,851	65,749	71,115	61,350
Black	17	59	50,898	52,624	58,240	63,024	72,322	59,657
Hispanic or Latino	6	11			56,160			57,552
White	43	462	45,760	50,481	56,160	62,400	72,800	58,629
Mixed Race	5	9			58,240			61,242
By Number of Years in Position:								
Up to 5 Years	42	355	45,760	51,480	56,160	63,003	74,231	59,278
5 – 10 Years	24	83	46,176	52,000	56,992	62,691	71,914	57,953
11 – 20 Years	17	33	42,024	51,449	58,989	64,376	72,933	58,241
More than 20 Years	8	11			65,208			63,548
By Number of Employees Managed:								
1 to 3	7	11			55,110			60,542

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)		75th %ile	90th %ile	Average
All Organizations:	12	29	\$81,994	\$88,192	\$114,400	\$127,920	\$145,600	\$110,125	
By Budget Size:									
\$10,000,000 – 24,999,999	4	12	84,198	89,622	113,360	144,040	152,880	114,682	
\$25,000,000 and over	7	16	68,954	84,000	117,822	124,800	132,288	108,102	
By Geographic Location:									
Greater Boston Region	4	6			92,227			98,776	
By Field of Service:									
Counseling, crisis interv, mental hlth, medical	7	18	81,999	86,897	105,560	116,480	125,840	103,696	
By Number of Employees:									
251+	10	25	77,010	94,297	115,003	131,040	145,600	113,953	
By Years of Experience Required:									
1 Year	4	14	81,997	84,198	95,763	120,640	150,800	106,042	
By Level of Education Required:									
Nursing: RN/NP	6	15	68,760	82,000	90,000	114,400	133,120	96,744	
By Sex of Employee:									
Female	10	25	77,010	86,393	114,400	124,800	132,704	106,594	
By Race/Ethnicity of Employee:									
White	8	20	70,780	88,940	113,360	123,828	131,040	105,693	
By Number of Years in Position:									
Up to 5 Years	8	15	76,236	84,198	114,400	124,800	132,704	105,688	

Licensed Vocational Nurse

720

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	26	172	\$40,585	\$43,680	\$47,840	\$51,953	\$53,516	\$47,226
By Budget Size:								
\$2,500,000 – 9,999,999	8	14	38,147	40,118	44,065	54,075	58,448	46,249
\$10,000,000 – 24,999,999	11	24	34,580	38,584	45,375	53,206	56,098	45,884
\$25,000,000 and over	7	134	41,600	44,538	47,840	51,074	53,040	47,568
By Geographic Location:								
Western Massachusetts Region	5	19	38,480	40,269	42,120	51,334	57,200	45,977
Central Massachusetts Region	5	17	34,840	42,120	45,760	50,263	53,206	45,178
Northeastern Massachusetts Region	6	22	36,504	41,600	46,592	48,766	55,016	45,834
Southeastern Massachusetts Region	6	66	44,564	46,878	48,880	51,074	53,560	48,995
By Field of Service:								
Srvcs & Adv: Elderly, developmentally disabled	9	23	36,458	41,600	44,762	47,840	53,206	45,107
Counseling, crisis interv, mental hlth, medical	10	107	42,016	46,446	48,214	51,813	53,560	48,292
By Number of Employees:								
101 – 250	9	19	34,320	39,666	44,200	51,813	55,619	44,824
251+	15	150	41,600	43,992	47,840	52,000	53,206	47,496
By Years of Experience Required:								
1 Year	8	29	42,016	46,270	47,486	53,206	55,703	48,928
2 – 3 Years	6	10			42,266			44,601
By Level of Education Required:								
Nursing: LVN/LPN	18	59	40,269	41,600	47,008	52,000	55,702	47,171
By Sex of Employee:								
Male	8	24	35,620	44,507	47,403	50,981	54,080	46,530
Female	23	142	41,028	43,654	47,840	52,000	53,352	47,445
By Race/Ethnicity of Employee:								
Black	12	29	40,269	41,808	47,486	52,000	54,101	46,728
White	22	127	40,626	43,680	47,840	51,043	53,248	47,233
By Number of Years in Position:								
Up to 5 Years	17	85	41,600	45,760	47,840	51,189	53,206	47,900
5 – 10 Years	11	24	39,125	44,507	47,580	52,951	57,086	48,428
11 – 20 Years	9	10			49,587			49,666

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	12	195	\$22,360	\$24,440	\$27,248	\$31,054	\$36,837	\$28,456
By Budget Size:								
\$10,000,000 – 24,999,999	7	127	22,360	24,960	27,248	30,285	38,239	28,480
By Geographic Location:								
Greater Boston Region	4	91	26,208	27,248	28,558	32,635	40,282	31,048
By Field of Service:								
Counseling, crisis interv, mental hlth, medical	4	92	26,208	27,040	27,456	32,042	39,273	30,264
By Number of Employees:								
101 – 250	4	45	21,320	22,360	23,920	24,960	27,273	24,469
251+	7	149	22,880	26,208	27,456	32,552	38,085	29,633
By Years of Experience Required:								
1 Year	5	16	24,242	25,454	26,738	27,555	35,318	27,683
By Level of Education Required:								
High School Diploma	4	14	23,837	26,000	27,040	28,387	31,367	27,307
By Sex of Employee:								
Female	10	149	23,920	26,208	27,456	32,459	38,106	29,814
By Race/Ethnicity of Employee:								
Black	5	22	22,880	26,208	27,352	31,887	35,158	28,718
Hispanic or Latino	5	16	25,665	26,052	27,248	31,907	37,935	29,150
White	7	110	22,880	26,208	27,456	32,703	38,779	29,825
By Number of Years in Position:								
Up to 5 Years	6	96	23,608	26,208	27,456	29,547	32,829	28,333
5 – 10 Years	7	24	25,917	27,612	30,431	37,794	42,359	32,990
11 – 20 Years	4	9			32,677			34,849

Health Educator

724

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	6	21	\$33,280	\$33,280	\$37,003	\$45,927	\$49,916	\$39,511
By Field of Service:								
Counseling, crisis interv, mental hlth, medical	4	18	33,041	33,280	36,307	45,843	50,844	39,249
By Sex of Employee:								
Female	5	19	33,280	33,280	39,083	46,093	50,482	39,891
By Race/Ethnicity of Employee:								
White	4	17	32,802	33,280	39,083	45,927	51,206	39,860
By Number of Years in Position:								
Up to 5 Years	5	13	33,280	33,280	39,083	45,927	49,350	40,064
5 – 10 Years	5	7			33,280			38,843

Case Manager, Medical

740

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	4	33	\$34,927	\$43,378	\$62,400	\$72,800	\$72,800	\$56,518
By Sex of Employee:								
Female	4	26	36,883	47,044	62,400	72,800	72,800	58,898
By Number of Years in Position:								
Up to 5 Years	4	14	32,510	37,066	51,501	62,400	72,800	50,018

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	8	13	\$35,605	\$40,508	\$50,003	\$57,689	\$80,737	\$51,961
By Budget Size:								
\$10,000,000 – 24,999,999	4	6			53,519			56,247
By Field of Service:								
Counseling, crisis interv, mental hlth, medical	5	10			50,711			51,750
By Number of Employees:								
251+	5	10			50,711			53,082
By Sex of Employee:								
Female	6	11			50,003			51,881
By Race/Ethnicity of Employee:								
White	6	10			50,711			53,930
By Number of Years in Position:								
Up to 5 Years	5	8			50,711			52,276

Medical Records Clerk

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	11	27	\$22,672	\$24,960	\$27,473	\$32,053	\$37,494	\$29,039
By Budget Size:								
\$10,000,000 – 24,999,999	5	10			27,777			29,034
By Field of Service:								
Counseling, crisis interv, mental hlth, medical	5	16	21,734	23,275	26,874	30,706	37,554	27,928
By Number of Employees:								
251+	7	18	22,776	24,846	26,622	29,282	42,334	28,730
By Years of Experience Required:								
1 Year	4	9			28,642			29,065
By Level of Education Required:								
High School Diploma	6	13	23,529	25,116	28,538	33,676	36,176	28,837
By Sex of Employee:								
Female	10	23	22,880	24,960	27,706	32,053	36,176	29,005
By Race/Ethnicity of Employee:								
Black	4	4						35,022
White	8	15	23,829	24,960	27,473	32,053	35,955	28,343
By Number of Years in Position:								
Up to 5 Years	5	8			24,711			27,297
5 – 10 Years	5	8			31,627			32,500
11 – 20 Years	5	6			28,122			29,668

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	20	95	\$22,880	\$26,270	\$29,120	\$34,070	\$39,604	\$30,479
By Budget Size:								
\$2,500,000 – 9,999,999	5	8			32,427			34,382
\$10,000,000 – 24,999,999	8	32	21,861	25,616	28,101	31,034	38,274	29,213
\$25,000,000 and over	7	55	22,880	25,646	29,120	35,880	38,859	30,648
By Geographic Location:								
Western Massachusetts Region	5	35	22,709	27,040	29,203	35,360	37,066	30,018
Greater Boston Region	5	19	27,851	30,888	33,280	40,414	47,507	35,879
Northeastern Massachusetts Region	5	9			34,091			34,932
By Field of Service:								
Counseling, crisis interv, mental hlth, medical	13	78	23,497	27,040	29,162	34,070	38,715	30,424
By Number of Employees:								
101 – 250	5	11			30,160			31,415
251+	13	81	22,880	25,408	28,829	34,039	38,467	29,958
By Years of Experience Required:								
1 Year	6	22	22,092	27,040	27,966	30,966	35,709	28,838
2 – 3 Years	7	28	26,183	30,347	34,070	37,352	40,400	33,975
By Level of Education Required:								
High School Diploma	11	53	24,174	27,040	29,994	35,610	37,577	30,626
By Sex of Employee:								
Female	16	81	23,637	26,978	29,120	34,715	39,117	30,513
By Race/Ethnicity of Employee:								
Black	7	13	24,236	27,560	35,859	40,352	42,341	33,630
Hispanic or Latino	6	15	26,990	27,851	30,285	31,200	33,996	29,957
White	12	53	23,154	25,408	29,120	34,715	38,867	30,366
By Number of Years in Position:								
Up to 5 Years	15	60	22,880	25,475	28,080	33,150	36,797	29,443
5 – 10 Years	8	13	25,967	28,496	36,546	39,479	42,341	34,022
11 – 20 Years	4	4						31,195

Receptionist, Medical

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	10	76	\$20,800	\$22,880	\$26,104	\$31,179	\$36,171	\$27,657
By Budget Size:								
\$25,000,000 and over	6	58	20,800	22,880	26,312	31,356	35,254	27,587
By Geographic Location:								
Greater Boston Region	4	37	21,982	25,418	27,123	32,032	38,372	29,147
By Field of Service:								
Counseling, crisis interv, mental hlth, medical	6	63	20,800	22,880	26,437	31,824	37,107	28,063
By Number of Employees:								
251+	7	66	20,800	22,880	26,000	29,853	35,115	27,024
By Years of Experience Required:								
1 Year	5	40	22,150	25,147	26,478	31,460	35,903	28,039
By Level of Education Required:								
High School Diploma	8	45	22,556	25,979	27,123	32,032	36,941	29,042
By Sex of Employee:								
Male	4	6			28,008			29,148
Female	10	70	20,800	22,880	26,104	29,853	35,895	27,529
By Race/Ethnicity of Employee:								
Hispanic or Latino	6	12	24,137	26,109	30,181	36,197	46,191	31,878
White	8	55	20,800	22,880	26,000	31,117	35,497	27,452
By Number of Years in Position:								
Up to 5 Years	8	47	20,800	22,880	23,795	29,120	36,275	26,897
5 – 10 Years	8	15	22,555	24,877	27,123	31,824	35,955	28,490
11 – 20 Years	5	8			28,080			30,870

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	10	42	\$55,141	\$66,040	\$83,200	\$100,350	\$114,400	\$85,396
By Budget Size:								
\$2,500,000 – 9,999,999	4	27	54,163	62,400	77,189	93,600	93,600	76,791
By Field of Service:								
Counseling, crisis interv, mental hlth, medical	5	12	53,947	59,608	83,200	106,340	143,520	87,393
By Number of Employees:								
101 – 250	4	26	59,072	68,120	83,200	93,600	115,511	84,116
251+	5	10			104,000			96,760
By Years of Experience Required:								
2 – 3 Years	4	16	52,894	62,400	83,200	101,400	121,784	84,150
By Level of Education Required:								
Credential/Certification/License	5	10			85,280			89,272
By Sex of Employee:								
Female	10	40	56,368	67,080	83,200	102,783	114,400	86,026
By Race/Ethnicity of Employee:								
White	9	24	53,851	59,608	90,761	110,443	123,531	89,200
By Number of Years in Position:								
Up to 5 Years	10	28	52,898	59,088	83,200	104,000	114,400	83,173
5 – 10 Years	4	5			83,200			80,816

Occupational Therapist

762

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	17	57	\$47,986	\$54,080	\$70,720	\$84,594	\$104,000	\$71,653
By Budget Size:								
\$2,500,000 – 9,999,999	5	26	49,920	53,935	60,320	83,720	93,600	68,226
\$10,000,000 – 24,999,999	4	10			86,674			87,531
\$25,000,000 and over	8	21	40,976	47,986	70,720	82,160	106,496	68,334
By Geographic Location:								
Greater Boston Region	6	12	41,464	46,083	72,800	104,000	107,120	73,112
By Field of Service:								
Srvcs & Adv: Elderly, developmentaly disabled	6	25	49,920	54,080	69,222	84,240	97,760	70,762
Counseling, crisis interv, mental hlth, medical	7	18	44,297	47,986	60,320	83,200	107,120	68,249
By Number of Employees:								
101 – 250	6	29	49,920	55,120	74,880	88,400	104,000	74,018
251+	10	23	41,953	47,986	70,720	83,200	105,872	69,833
By Years of Experience Required:								
1 Year	5	10			82,056			85,078
2 – 3 Years	5	14	47,986	54,293	76,020	93,080	107,120	75,417
By Level of Education Required:								
Master's Degree	4	22	48,566	53,560	72,051	85,800	100,880	71,910
Credential/Certification/License	7	14	53,248	58,240	71,760	87,620	110,760	75,370
By Sex of Employee:								
Female	15	52	47,986	53,644	72,900	84,937	104,000	71,919
By Race/Ethnicity of Employee:								
White	15	36	45,279	55,806	74,003	88,057	107,120	74,416
By Number of Years in Position:								
Up to 5 Years	13	34	47,986	53,935	71,860	83,200	104,000	71,226

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	15	65	\$49,878	\$60,320	\$84,427	\$95,680	\$104,000	\$80,434
By Budget Size:								
\$2,500,000 – 9,999,999	5	32	53,248	60,424	83,200	93,600	102,128	77,613
\$10,000,000 – 24,999,999	4	10			84,927			83,780
\$25,000,000 and over	6	23	44,886	51,002	93,600	104,000	110,240	82,903
By Geographic Location:								
Greater Boston Region	6	20	45,034	50,752	96,803	104,000	106,808	84,618
By Field of Service:								
Srvcs & Adv: Elderly, developmentaly disabled	6	27	50,873	60,320	83,200	93,600	104,000	76,562
Counseling, crisis interv, mental hlth, medical	5	26	48,250	52,749	93,600	104,000	108,056	83,263
By Number of Employees:								
101 – 250	5	38	56,160	62,400	83,200	93,600	98,384	79,529
251+	9	26	44,886	51,751	91,520	104,000	110,240	83,085
By Years of Experience Required:								
1 Year	4	9			80,454			76,697
2 – 3 Years	5	15	48,356	70,720	93,600	104,000	105,248	87,094
By Level of Education Required:								
Master's Degree	5	32	50,602	58,760	83,200	93,600	104,000	77,373
Credential/Certification/License	5	18	51,900	65,000	93,600	104,780	110,656	88,177
By Sex of Employee:								
Female	14	60	49,722	60,080	83,814	96,720	104,000	79,642
By Race/Ethnicity of Employee:								
White	13	41	45,981	60,160	85,696	104,000	106,496	82,255
By Number of Years in Position:								
Up to 5 Years	11	38	51,900	60,320	85,790	101,005	107,432	82,760
5 – 10 Years	7	10			79,872			76,802

Gift/Thrift Shop Manager

805

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries		90th %ile	Average
					Median (50th %ile)	75th %ile		
All Organizations:	7	8			\$36,972			\$36,728
By Field of Service:								
Arts, culture, recreation	4	4						41,018
By Sex of Employee:								
Female	6	6			36,972			38,178
By Race/Ethnicity of Employee:								
White	6	7			39,998			38,557
By Number of Years in Position:								
Up to 5 Years	6	7			39,998			38,557

Gift/Thrift Shop Retail Sales Clerk

810

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries		90th %ile	Average
					Median (50th %ile)	75th %ile		
All Organizations:	5	10			\$21,497			\$21,873
By Sex of Employee:								
Female	4	8			21,663			22,565
By Race/Ethnicity of Employee:								
White	4	9			21,570			22,455
By Number of Years in Position:								
Up to 5 Years	4	6			21,497			21,996

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	6	26	\$18,720	\$22,880	\$26,000	\$31,741	\$32,371	\$27,325
By Sex of Employee:	-----							
Female	6	22	18,720	22,631	26,000	31,741	32,546	27,093
By Race/Ethnicity of Employee:	-----							
White	6	22	18,720	22,631	26,000	31,990	32,546	27,192
By Number of Years in Position:	-----							
Up to 5 Years	4	23	18,720	22,880	26,000	31,658	32,240	27,123

Program Director/Administrator, Social Services/Mental Health**853**

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	69	429	\$47,008	\$56,888	\$64,501	\$73,351	\$85,051	\$65,884
By Budget Size:								
\$1,000,000 – 2,499,999	6	9			60,466			65,777
\$2,500,000 – 9,999,999	21	47	51,551	57,343	64,750	76,357	86,254	67,476
\$10,000,000 – 24,999,999	23	100	47,108	58,905	63,576	73,492	82,493	65,949
\$25,000,000 and over	17	271	46,775	54,995	64,896	72,758	86,183	65,647
By Geographic Location:								
Berkshire County Region	5	21	45,622	52,167	55,931	69,171	74,352	59,069
Western Massachusetts Region	15	92	45,011	59,754	65,291	76,019	84,873	66,363
Central Massachusetts Region	11	35	56,896	63,045	66,581	78,894	92,710	72,195
Greater Boston Region	21	154	57,741	61,277	67,496	79,997	90,927	71,519
Northeastern Massachusetts Region	7	91	43,472	49,504	55,245	65,000	74,000	57,893
Southeastern Massachusetts Region	10	36	45,960	49,156	58,386	66,248	72,234	58,596
By Field of Service:								
Srvcs & Adv: Children and youth	14	142	43,998	49,920	63,003	78,208	87,462	64,922
Srvcs & Adv: Immigrant, GLBT, minority, other	7	34	50,003	52,375	62,650	69,992	79,250	63,059
Srvcs & Adv: Elderly, developmentally disabled	20	62	45,011	53,560	60,029	73,013	90,045	63,883
Counseling, crisis interv, mental hlth, medical	20	175	54,995	60,008	65,000	73,008	84,227	67,494
By Number of Employees:								
26 – 50	4	5			57,741			62,974
51 – 100	6	8			60,331			59,246
101 – 250	24	64	54,538	57,819	64,522	74,511	87,059	67,506
251+	31	346	46,692	55,683	64,907	73,724	85,022	65,714
By Years of Experience Required:								
2 – 3 Years	18	58	53,473	59,759	64,802	69,992	79,098	64,635
4 – 6 Years	36	166	52,967	59,348	64,002	71,102	83,213	65,601
7 – 10 Years	10	25	63,182	73,070	81,994	91,447	97,510	81,843
By Level of Education Required:								
Associate's Degree	4	9			52,000			49,846
Bachelor's Degree	33	89	45,011	49,712	60,008	69,992	77,251	61,464
Master's Degree	29	232	56,512	60,869	66,789	79,997	88,121	70,759
LCSW/LICSW/MFT/MFCC	7	12	64,898	66,451	74,503	91,873	103,195	79,050
By Sex of Employee:								
Male	32	116	52,000	60,065	68,172	79,997	90,781	70,367
Female	54	257	49,986	57,365	65,000	72,270	85,717	66,208
By Race/Ethnicity of Employee:								
American Indian/Alaskan Native	4	9			74,589			77,371
Black	13	22	47,008	59,286	67,007	80,995	100,394	70,512
Hispanic or Latino	9	14	42,505	55,807	62,962	84,558	103,542	67,992
White	55	279	50,003	57,262	64,958	75,000	85,280	66,994
By Number of Years in Position:								
Up to 5 Years	38	143	46,833	55,245	62,005	69,992	82,460	63,068
5 – 10 Years	28	58	51,351	57,637	66,498	76,471	88,635	67,837
11 – 20 Years	32	83	53,364	58,843	65,000	74,589	84,061	67,328
More than 20 Years	21	31	57,423	61,006	69,992	90,147	96,853	73,851
By Number of Employees Managed:								
1 to 3	8	11			71,406			75,481
4 to 8	12	21	60,008	62,806	71,531	86,008	97,669	75,030
9 to 14	14	40	52,185	60,008	64,802	74,937	84,964	67,237
15 and over	44	162	49,804	57,642	65,000	74,754	84,710	66,650

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	68	593	\$35,556	\$39,000	\$45,427	\$52,000	\$60,008	\$47,367
By Budget Size:								
\$250,000 – 999,999	4	8			48,630			51,173
\$1,000,000 – 2,499,999	10	18	34,906	36,634	46,800	52,047	64,376	46,368
\$2,500,000 – 9,999,999	20	83	35,618	38,314	44,512	51,109	55,457	45,218
\$10,000,000 – 24,999,999	21	170	37,359	41,974	46,728	52,000	56,661	47,311
\$25,000,000 and over	13	314	35,000	38,147	45,011	53,321	65,645	47,926
By Geographic Location:								
Western Massachusetts Region	14	100	36,005	38,725	45,011	51,563	59,675	46,928
Central Massachusetts Region	15	73	38,405	43,000	47,840	51,201	55,184	47,852
Greater Boston Region	20	239	37,003	42,099	47,507	55,994	65,998	50,484
Northeastern Massachusetts Region	7	79	33,207	34,008	39,998	46,000	51,000	41,025
Southeastern Massachusetts Region	9	91	35,144	38,002	41,995	51,522	56,688	45,072
By Field of Service:								
Srvcs & Adv: Children and youth	18	99	36,546	39,998	47,986	55,494	62,504	48,652
Srvcs & Adv: Immigrant, GLBT, minority, other	6	70	36,161	40,378	45,573	52,004	56,269	46,888
Srvcs & Adv: Elderly, developmentally disabled	18	113	34,852	38,158	44,470	52,687	65,728	47,738
Counseling, crisis interv, mental hlth, medical	18	291	35,000	38,147	44,990	50,565	58,274	46,325
By Number of Employees:								
6 – 10	4	9			47,029			48,328
11 – 25	5	10			44,897			46,384
26 – 50	5	17	45,260	47,840	51,002	54,923	56,622	51,189
51 – 100	6	18	34,833	37,877	41,788	51,797	57,138	44,677
101 – 250	20	101	35,360	38,751	43,992	49,993	54,363	44,676
251+	27	437	35,477	39,000	46,000	52,998	62,404	47,939
By Years of Experience Required:								
2 – 3 Years	37	303	34,133	38,002	43,306	49,920	57,582	44,967
4 – 6 Years	34	119	36,712	42,994	49,462	54,434	56,930	49,319
By Level of Education Required:								
No requirement	4	11			39,998			41,265
High School Diploma	14	74	32,695	33,280	35,360	41,600	48,714	38,105
Associate's Degree	9	25	35,028	36,265	37,981	39,967	45,165	39,446
Bachelor's Degree	46	276	38,002	42,728	47,504	53,831	60,008	48,957
Master's Degree	21	158	36,504	43,134	48,849	55,245	65,100	50,307
LCSW/LICSW/MFT/MFCC	4	5			49,026			52,934
By Sex of Employee:								
Male	39	146	35,202	38,875	45,323	53,248	65,000	48,050
Female	59	406	35,549	39,328	46,020	52,998	60,008	47,472
By Race/Ethnicity of Employee:								
American Indian/Alaskan Native	4	13	36,804	41,246	48,818	50,608	62,529	47,530
Asian	8	63	36,504	38,002	44,325	50,003	54,396	44,695
Black	25	88	33,836	36,629	41,226	49,634	55,122	43,291
Hispanic or Latino	21	26	35,044	36,478	43,003	50,846	56,882	44,591
White	54	346	35,462	41,678	48,000	54,995	65,000	49,565
Other Racial Identity	4	5			41,995			47,758
By Number of Years in Position:								
Up to 5 Years	51	269	34,694	37,752	44,803	51,001	57,990	45,811
5 – 10 Years	38	107	36,321	40,331	46,946	51,673	56,888	47,133
11 – 20 Years	32	85	38,476	41,299	46,030	54,257	65,582	49,479
More than 20 Years	16	22	39,356	48,100	51,044	55,900	61,720	51,322
By Number of Employees Managed:								
1 to 3	32	58	39,013	44,185	50,086	64,532	77,368	53,984
4 to 8	36	117	33,280	38,015	47,320	54,080	64,705	48,462
9 to 14	26	76	33,775	36,660	44,262	53,279	57,364	44,973
15 and over	24	89	36,421	39,999	46,000	50,024	55,245	46,359

Program Coordinator, Social Services/Mental Health**859**

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	54	823	\$29,536	\$32,573	\$38,002	\$44,450	\$50,977	\$39,204
By Budget Size:								
\$1,000,000 – 2,499,999	9	33	30,368	34,747	36,005	41,995	47,607	38,135
\$2,500,000 – 9,999,999	13	57	28,746	30,805	36,920	40,997	43,405	36,436
\$10,000,000 – 24,999,999	15	254	29,536	32,594	38,324	43,992	48,641	38,630
\$25,000,000 and over	13	471	29,994	32,510	38,418	45,323	52,998	39,950
By Geographic Location:								
Berkshire County Region	5	26	29,936	32,178	35,173	38,007	49,353	36,444
Western Massachusetts Region	12	154	28,746	30,873	39,000	45,334	50,399	39,753
Central Massachusetts Region	4	103	32,594	34,008	38,438	41,766	47,628	39,042
Greater Boston Region	15	372	28,995	31,990	36,567	42,625	51,480	38,496
Northeastern Massachusetts Region	8	95	30,081	35,214	40,019	44,824	50,790	40,498
Southeastern Massachusetts Region	10	73	28,808	31,543	40,040	50,003	54,995	41,179
By Field of Service:								
Srvcs & Adv: Children and youth	12	283	28,146	32,011	37,003	42,640	50,003	38,368
Srvcs & Adv: Immigrant, GLBT, minority, other	5	60	26,499	28,340	31,990	38,340	48,198	34,485
Srvcs & Adv: Elderly, developmentally disabled	15	110	30,930	36,339	39,998	45,365	51,413	41,058
Counseling, crisis interv, mental hlth, medical	17	356	30,680	33,057	38,303	44,990	52,000	39,935
By Number of Employees:								
11 – 25	6	21	30,368	33,894	37,731	43,087	47,806	38,666
26 – 50	4	14	27,040	34,040	35,683	36,005	39,759	34,653
101 – 250	16	109	29,266	31,804	37,211	43,014	49,005	38,297
251+	22	667	29,994	32,531	38,210	44,990	52,000	39,436
By Years of Experience Required:								
1 Year	14	65	28,417	30,233	37,211	45,563	49,920	38,068
2 – 3 Years	29	370	30,680	33,280	38,532	44,205	49,980	39,323
4 – 6 Years	6	42	32,178	34,986	43,857	51,127	57,990	44,991
By Level of Education Required:								
High School Diploma	17	289	27,997	31,231	34,154	38,990	43,014	35,398
Associate's Degree	8	34	26,499	27,102	30,389	38,023	38,886	32,467
Bachelor's Degree	30	346	31,435	34,320	39,998	44,990	50,003	40,184
Master's Degree	8	45	41,396	44,772	46,488	52,052	58,803	48,732
By Sex of Employee:								
Male	32	240	29,994	32,646	37,003	42,557	50,003	38,646
Female	46	508	30,481	33,509	39,000	45,043	52,000	40,196
By Race/Ethnicity of Employee:								
Asian	4	25	29,994	31,990	33,405	34,976	45,435	34,583
Black	20	123	29,569	31,741	35,006	40,248	44,096	36,352
Hispanic or Latino	17	38	26,894	31,200	36,415	45,334	50,638	38,152
White	42	548	30,984	34,221	39,998	45,791	52,499	40,748
By Number of Years in Position:								
Up to 5 Years	43	323	31,262	33,509	39,000	44,990	51,501	40,191
5 – 10 Years	31	103	31,890	34,320	41,309	46,072	51,226	41,085
11 – 20 Years	24	64	31,439	34,804	41,174	46,150	55,037	41,962
More than 20 Years	9	10			42,255			44,180
By Number of Employees Managed:								
1 to 3	21	58	32,157	36,005	39,998	46,150	54,003	41,850
4 to 8	23	166	29,759	34,008	39,998	45,058	52,000	40,450
9 to 14	21	90	32,178	35,324	39,998	43,040	46,807	40,010
15 and over	15	52	33,856	39,671	43,753	49,920	52,364	43,909

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	25	298	\$26,763	\$28,205	\$30,992	\$33,800	\$36,627	\$31,308
By Budget Size:								
\$2,500,000 – 9,999,999	7	22	29,120	30,072	30,711	32,781	36,683	31,488
\$10,000,000 – 24,999,999	6	50	25,029	26,478	27,748	28,995	31,829	28,171
\$25,000,000 and over	8	221	27,294	29,120	31,949	33,800	37,639	31,951
By Geographic Location:								
Western Massachusetts Region	4	18	24,996	29,120	30,160	31,044	32,777	29,966
Central Massachusetts Region	5	40	26,478	26,978	27,997	29,089	31,474	28,486
Greater Boston Region	5	52	27,997	28,205	30,347	33,462	37,272	31,425
Northeastern Massachusetts Region	6	175	27,040	29,120	31,990	34,549	37,785	32,106
By Field of Service:								
Srvcs & Adv: Elderly, developmentally disabled	6	62	27,438	29,089	30,680	32,240	33,072	30,667
Counseling, crisis interv, mental hlth, medical	10	133	26,478	27,384	28,995	31,200	33,679	29,619
By Number of Employees:								
101 – 250	7	24	26,458	29,879	30,680	32,474	37,201	31,343
251+	11	264	26,520	28,080	30,930	33,800	36,608	31,218
By Years of Experience Required:								
1 Year	9	64	25,001	26,478	27,997	29,328	33,675	28,584
2 – 3 Years	11	100	27,040	28,205	29,806	31,980	33,708	30,334
By Level of Education Required:								
High School Diploma	12	169	26,478	27,498	29,120	31,377	33,072	29,430
Bachelor's Degree	8	24	29,391	30,160	31,200	34,430	40,154	33,135
By Sex of Employee:								
Male	9	49	24,960	26,728	28,995	30,930	34,008	29,194
Female	20	155	26,970	27,997	30,077	32,240	34,395	30,451
By Race/Ethnicity of Employee:								
Asian	5	26	27,685	29,776	31,762	33,852	39,670	32,440
Black	7	55	26,287	27,040	28,205	30,160	33,010	28,753
Hispanic or Latino	6	12	24,097	26,556	28,101	28,891	34,087	28,253
White	16	103	26,478	27,997	30,077	31,990	35,610	30,371
By Number of Years in Position:								
Up to 5 Years	17	139	26,478	27,498	29,120	31,200	34,008	29,764
5 – 10 Years	7	18	27,348	29,167	31,138	32,526	35,057	31,051
11 – 20 Years	7	21	29,815	30,514	32,448	33,051	36,129	32,195
By Number of Employees Managed:								
1 to 3	5	37	26,478	26,978	27,997	29,058	31,807	28,551
4 to 8	4	39	26,478	27,498	29,120	29,786	31,200	28,816

Psychiatrist

865

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	15	64	\$142,491	\$155,002	\$182,000	\$228,800	\$260,000	\$192,573
By Budget Size:								
\$10,000,000 – 24,999,999	4	9			191,360			194,390
\$25,000,000 and over	10	54	142,803	155,002	176,800	228,800	254,800	191,505
By Geographic Location:								
Greater Boston Region	6	44	140,941	155,002	187,200	228,800	254,800	194,242
By Field of Service:								
Counseling, crisis interv, mental hlth, medical	10	55	142,988	155,002	176,800	228,800	253,760	189,607
By Number of Employees:								
251+	13	59	145,600	155,002	187,200	228,800	260,000	193,023
By Years of Experience Required:								
4 – 6 Years	5	17	145,184	164,071	191,360	213,200	262,080	193,026
By Level of Education Required:								
Medical Degree	15	64	142,491	155,002	182,000	228,800	260,000	192,573
By Sex of Employee:								
Male	9	35	132,621	150,010	198,120	239,200	260,000	194,150
Female	9	28	149,758	155,002	176,800	196,368	237,058	189,126
By Race/Ethnicity of Employee:								
Hispanic or Latino	4	7			155,002			173,166
White	11	37	143,362	155,761	190,000	232,232	260,000	198,434
By Number of Years in Position:								
Up to 5 Years	9	35	143,362	159,994	176,800	228,800	253,760	189,972
5 – 10 Years	6	14	128,388	155,002	206,284	230,516	270,400	196,260
11 – 20 Years	5	7			155,002			180,303
By Number of Employees Managed:								
1 to 3	4	6			158,496			153,570

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	30	656	\$36,005	\$39,998	\$52,000	\$64,480	\$72,800	\$53,550
By Budget Size:								
\$2,500,000 – 9,999,999	6	59	35,693	39,998	58,240	67,787	68,640	54,343
\$10,000,000 – 24,999,999	7	78			72,800			60,321
\$25,000,000 and over	13	507	36,005	39,998	49,920	62,400	66,560	52,433
By Geographic Location:								
Western Massachusetts Region	5	86	35,006	40,945	68,640	72,800	72,800	58,821
Greater Boston Region	10	282	37,752	40,997	52,000	62,452	66,560	53,102
Northeastern Massachusetts Region	4	118	39,895	49,757	58,240	66,560	70,720	59,611
Southeastern Massachusetts Region	6	148	33,280	37,440	41,600	60,320	66,560	47,438
By Field of Service:								
Srvcs & Adv: Children and youth	9	181	37,482	39,998	47,008	60,913	75,878	52,454
Counseling, crisis interv, mental hlth, medical	14	439	35,360	39,998	55,536	66,560	72,800	53,803
By Number of Employees:								
101 – 250	6	47	35,518	39,166	61,360	67,787	69,847	54,339
251+	19	584	36,005	39,998	52,000	64,480	72,800	53,485
By Years of Experience Required:								
1 Year	8	135	35,877	39,978	53,560	72,800	72,800	54,852
2 – 3 Years	12	148	37,003	39,405	43,597	60,008	66,560	48,966
4 – 6 Years	5	88	57,304	62,400	62,400	64,480	66,560	62,150
By Level of Education Required:								
Master's Degree	12	148	37,482	40,056	58,240	72,280	72,800	55,440
LCSW/LICSW/MFT/MFCC	18	313	37,215	41,600	53,123	64,480	68,640	53,937
By Sex of Employee:								
Male	17	129	35,901	43,836	60,008	66,560	72,800	56,196
Female	27	467	35,714	39,520	47,986	62,400	68,640	51,321
By Race/Ethnicity of Employee:								
Asian	6	7			38,002			43,002
Black	9	33	34,162	38,002	43,680	62,400	66,560	48,160
Hispanic or Latino	7	21	34,424	43,379	58,240	66,560	71,918	54,676
White	25	498	35,988	39,998	51,428	64,480	72,800	52,813
By Number of Years in Position:								
Up to 5 Years	24	357	35,161	38,938	45,000	62,400	68,640	50,230
5 – 10 Years	16	99	38,438	43,493	60,320	64,480	72,800	55,681
11 – 20 Years	15	50	39,678	47,455	55,838	63,440	68,640	56,789
More than 20 Years	5	9			58,344			59,363
By Number of Employees Managed:								
1 to 3	7	46	41,833	43,992	49,504	78,000	78,000	55,863

Psychologist**874**

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	13	66	\$47,698	\$62,400	\$71,410	\$80,621	\$85,085	\$70,244
By Budget Size:								
\$25,000,000 and over	7	57	40,897	64,626	72,100	82,493	85,060	70,970
By Geographic Location:								
Greater Boston Region	5	41	50,003	62,400	66,560	78,000	83,200	68,870
By Field of Service:								
Counseling, crisis interv, mental hlth, medical	9	56	40,161	62,400	70,720	79,997	84,034	68,606
By Number of Employees:								
251+	9	60	43,131	62,551	72,100	82,493	85,234	70,904
By Years of Experience Required:								
2 – 3 Years	4	19	35,006	50,003	74,651	79,997	85,259	69,198
By Level of Education Required:								
Doctorate	12	65	46,937	62,400	72,100	81,245	85,110	70,429
By Sex of Employee:								
Male	8	24	41,995	66,326	73,175	82,493	109,564	74,992
Female	10	41	43,897	60,705	66,560	77,934	83,200	66,642
By Race/Ethnicity of Employee:								
Asian	4	10			78,520			69,303
Hispanic or Latino	6	7			50,003			54,736
White	8	42	57,188	66,482	70,720	82,493	83,491	72,470
By Number of Years in Position:								
Up to 5 Years	8	33	37,952	60,705	72,800	78,999	84,286	68,377
5 – 10 Years	6	14	60,320	66,560	72,825	80,621	111,363	77,125
11 – 20 Years	6	9			66,560			73,731
More than 20 Years	4	6			66,404			67,115

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries			90th %ile	Average
All Organizations:	4	101	\$38,172	\$44,096	Median (50th %ile)	75th %ile		\$76,960	\$57,119

Case Manager, Master's Level

879

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	23	210	\$36,622	\$39,499	\$41,995	\$50,003	\$57,990	\$45,433
By Budget Size:								
\$10,000,000 – 24,999,999	9	25	33,613	37,305	39,998	44,980	51,987	41,700
\$25,000,000 and over	11	174	37,003	39,645	42,234	51,283	58,479	45,943
By Geographic Location:								
Western Massachusetts Region	4	12	32,377	36,645	41,850	47,304	50,411	41,610
Central Massachusetts Region	5	32	35,248	38,480	42,401	47,221	58,968	44,505
Greater Boston Region	7	124	36,993	39,998	41,299	51,751	57,990	45,802
By Field of Service:								
Srvcs & Adv: Children and youth	7	32	35,443	37,986	41,850	47,944	54,396	45,625
Srvcs & Adv: Immigrant, GLBT, minority, other	4	28	33,831	39,249	41,028	47,382	57,347	43,427
Counseling, crisis interv, mental hlth, medical	9	121	37,003	41,184	41,995	52,780	60,836	46,103
By Number of Employees:								
101 – 250	4	14	34,580	40,108	44,237	46,779	53,269	43,715
251+	18	195	36,799	39,499	41,434	50,502	57,990	45,416
By Years of Experience Required:								
2 – 3 Years	17	121	37,003	39,998	41,205	49,993	57,990	44,980
4 – 6 Years	4	20	36,026	38,251	46,218	52,999	57,990	46,143
By Level of Education Required:								
Master's Degree	20	171	36,517	39,146	41,205	49,982	57,990	45,241
By Sex of Employee:								
Male	12	58	35,146	37,981	41,600	50,627	61,443	45,023
Female	20	150	37,003	39,998	41,995	50,003	57,990	45,485
By Race/Ethnicity of Employee:								
Asian	5	39	34,154	46,093	50,003	56,264	57,990	49,910
Black	8	25	33,742	39,998	41,205	44,304	54,134	42,496
Hispanic or Latino	4	7			41,434			43,210
White	18	132	37,003	39,000	41,205	48,006	59,775	45,186
By Number of Years in Position:								
Up to 5 Years	17	134	37,003	39,910	41,205	48,006	57,383	44,358
5 – 10 Years	9	30	35,468	40,435	47,275	54,543	62,298	47,717
11 – 20 Years	8	21	34,566	39,188	46,093	56,358	61,814	47,655
By Number of Employees Managed:								
1 to 3	5	9			47,507			51,160
4 to 8	4	6			44,720			46,977

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	56	946	\$26,535	\$29,994	\$33,010	\$37,024	\$41,328	\$33,743
By Budget Size:								
\$250,000 – 999,999	5	18	28,844	29,245	34,029	36,426	41,394	34,283
\$1,000,000 – 2,499,999	5	13	28,866	34,715	36,400	37,315	39,998	35,534
\$2,500,000 – 9,999,999	11	56	26,160	29,120	32,063	33,441	35,306	31,397
\$10,000,000 – 24,999,999	18	361	28,001	31,200	35,006	37,960	41,084	34,779
\$25,000,000 and over	17	498	26,000	28,481	31,595	36,504	41,997	33,189
By Geographic Location:								
Western Massachusetts Region	10	187	26,083	29,120	33,966	36,816	39,167	33,261
Central Massachusetts Region	7	118	25,455	29,557	32,916	36,535	41,808	33,780
Greater Boston Region	21	470	26,963	30,014	33,072	37,877	41,995	34,330
Northeastern Massachusetts Region	11	54	27,560	30,119	32,927	35,006	37,502	32,498
Southeastern Massachusetts Region	6	116	26,890	29,120	31,543	34,944	41,801	32,690
By Field of Service:								
Srvcs & Adv: Children and youth	12	152	22,454	29,994	34,736	37,627	40,364	33,789
Srvcs & Adv: Immigrant, GLBT, minority, other	7	156	26,364	29,994	31,990	35,337	39,999	32,474
Srvcs & Adv: Elderly, developmentally disabled	15	148	28,479	30,602	34,664	36,816	40,477	34,495
Housing and homelessness prevention	5	40	32,810	35,006	38,316	40,232	41,484	37,873
Counseling, crisis interv, mental hlth, medical	13	438	26,000	28,969	31,803	37,357	42,394	33,599
By Number of Employees:								
11 – 25	7	22	28,182	29,245	34,029	36,426	40,735	34,012
26 – 50	4	16	32,486	33,353	35,090	36,400	39,998	35,521
101 – 250	16	221	27,040	31,211	34,757	38,109	41,758	34,969
251+	25	659	26,000	29,120	31,990	36,858	41,600	33,362
By Years of Experience Required:								
1 Year	12	127	24,960	26,000	29,494	32,822	35,693	30,032
2 – 3 Years	31	445	27,997	30,992	33,592	37,877	42,049	34,825
4 – 6 Years	6	84	33,519	35,006	36,026	39,130	44,959	37,729
By Level of Education Required:								
High School Diploma	16	126	24,754	27,997	31,252	32,842	36,225	30,782
Associate's Degree	8	42	26,000	27,259	29,827	33,763	37,713	31,138
Bachelor's Degree	39	645	27,573	30,722	34,757	38,002	42,000	34,950
By Sex of Employee:								
Male	37	224	25,958	28,689	31,996	36,982	41,600	33,190
Female	47	656	27,019	29,994	33,509	37,440	41,427	34,063
By Race/Ethnicity of Employee:								
American Indian/Alaskan Native	4	30	27,117	30,940	32,802	36,005	36,005	32,818
Asian	9	124	27,519	29,994	32,698	39,972	45,105	35,069
Black	27	178	22,859	28,059	32,271	36,030	40,721	32,541
Hispanic or Latino	31	118	27,265	29,947	33,499	36,982	39,250	33,634
White	44	407	27,036	29,994	33,758	37,606	41,600	34,205
Mixed Race	5	7			31,990			32,825
Other Racial Identity	4	10			33,280			34,810
By Number of Years in Position:								
Up to 5 Years	44	586	27,034	29,994	32,843	36,816	39,998	33,522
5 – 10 Years	30	125	28,197	31,367	35,006	38,761	43,476	35,835
11 – 20 Years	15	41	29,773	32,386	36,400	40,664	50,170	37,717
More than 20 Years	6	13	33,867	36,421	42,994	49,296	55,411	42,812
By Number of Employees Managed:								
1 to 3	7	17	26,924	34,320	37,960	44,401	48,402	38,558
4 to 8	5	6			41,590			41,041

Counselor, Master's Level

882

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	28	850	\$32,991	\$37,003	\$41,808	\$57,538	\$62,400	\$46,233
By Budget Size:								
\$2,500,000 – 9,999,999	6	25	34,220	45,760	49,920	61,412	64,480	51,935
\$10,000,000 – 24,999,999	11	279	31,200	32,802	39,437	46,342	64,480	42,764
\$25,000,000 and over	9	544	35,860	38,392	43,940	58,240	62,400	47,747
By Geographic Location:								
Western Massachusetts Region	9	378	31,200	35,027	39,998	53,851	66,560	44,802
Greater Boston Region	7	233	38,958	41,548	50,835	58,875	62,400	51,190
Southeastern Massachusetts Region	4	57	35,343	37,836	43,375	53,529	63,648	46,480
By Field of Service:								
Srvcs & Adv: Children and youth	7	164	37,554	39,998	43,836	49,998	55,910	45,444
Srvcs & Adv: Elderly, developmentaly disabled	4	12	44,554	51,699	55,671	78,250	85,852	61,819
Counseling, crisis interv, mental hlth, medical	13	583	32,802	36,005	40,206	58,240	62,400	45,232
By Number of Employees:								
101 – 250	5	8			41,689			49,965
251+	18	820	32,895	37,003	41,600	57,366	62,400	46,017
By Years of Experience Required:								
1 Year	6	97	31,200	32,802	36,296	41,008	50,199	38,442
2 – 3 Years	12	396	35,006	37,653	41,808	58,240	66,560	47,628
By Level of Education Required:								
Master's Degree	24	807	32,802	37,003	41,912	58,240	62,400	46,417
By Sex of Employee:								
Male	21	196	32,802	37,456	43,660	62,400	66,604	48,301
Female	25	632	32,885	36,987	41,548	56,160	62,400	45,620
By Race/Ethnicity of Employee:								
Black	10	54	33,280	39,510	47,570	62,400	62,400	49,280
Hispanic or Latino	9	52	31,986	36,046	39,998	57,294	70,096	46,774
White	25	633	32,935	37,055	41,371	54,080	62,400	45,403
Mixed Race	5	10			42,494			46,303
Other Racial Identity	6	11			43,333			45,929
By Number of Years in Position:								
Up to 5 Years	22	535	32,852	36,504	41,205	58,240	62,400	46,352
5 – 10 Years	13	63	35,452	39,146	44,429	57,678	60,320	47,377
11 – 20 Years	10	26	30,794	36,275	41,063	51,459	62,816	44,373
By Number of Employees Managed:								
1 to 3	8	17	36,953	39,572	50,981	62,400	71,173	51,544

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	40	1,666	\$21,216	\$23,504	\$26,000	\$29,915	\$34,992	\$27,390
By Budget Size:								
\$1,000,000 – 2,499,999	5	41	25,064	27,040	29,994	31,990	35,006	29,709
\$2,500,000 – 9,999,999	8	44	25,594	26,874	29,859	34,638	38,813	31,077
\$10,000,000 – 24,999,999	13	291	22,589	24,877	27,040	30,992	33,654	28,060
\$25,000,000 and over	14	1,290	21,174	23,400	25,376	29,120	34,986	27,039
By Geographic Location:								
Western Massachusetts Region	6	196	23,005	26,998	29,120	34,107	41,775	30,929
Central Massachusetts Region	7	142	22,755	25,787	27,435	31,491	32,812	27,986
Greater Boston Region	11	235	23,400	27,040	31,200	35,006	39,208	31,205
Northeastern Massachusetts Region	6	503	23,400	23,920	24,960	26,520	28,080	25,520
Southeastern Massachusetts Region	7	572	20,800	21,320	24,024	28,813	33,777	26,027
By Field of Service:								
Srvcs & Adv: Children and youth	8	116	27,481	31,200	33,072	37,992	40,059	34,179
Srvcs & Adv: Immigrant, GLBT, minority, other	5	353	23,400	23,920	24,960	26,749	29,120	25,755
Srvcs & Adv: Elderly, developmentally disabled	7	118	22,872	23,478	27,061	29,546	35,001	27,859
Counseling, crisis interv, mental hlth, medical	16	1,030	20,800	22,880	26,000	29,786	34,008	27,062
By Number of Employees:								
26 – 50	4	31	24,960	26,000	29,120	29,994	32,606	28,550
101 – 250	8	88	21,424	24,648	28,080	29,739	31,894	27,549
251+	23	1,519	21,216	23,400	26,000	29,536	34,819	27,254
By Years of Experience Required:								
1 Year	15	438	22,880	24,502	26,000	29,120	32,352	27,140
2 – 3 Years	20	316	26,499	27,997	31,200	36,301	42,051	32,504
By Level of Education Required:								
High School Diploma	15	563	22,880	23,920	26,000	28,829	32,527	27,298
Associate's Degree	6	25	25,426	26,583	28,080	30,285	33,114	28,913
Bachelor's Degree	21	403	24,003	26,000	30,722	34,507	39,125	31,014
By Sex of Employee:								
Male	24	669	20,800	23,400	25,002	28,496	32,968	26,694
Female	38	992	21,424	23,796	26,520	30,779	35,360	27,859
By Race/Ethnicity of Employee:								
Asian	8	17	23,296	24,596	27,040	31,595	40,560	28,716
Black	23	402	21,216	22,880	25,189	28,886	32,458	26,623
Hispanic or Latino	27	150	23,300	24,544	27,997	31,990	37,396	28,983
White	35	981	21,840	23,920	26,000	29,994	35,006	27,646
Mixed Race	5	20	20,800	22,880	27,685	33,020	37,503	28,116
Other Racial Identity	5	76	20,800	20,800	23,691	26,437	31,566	24,575
By Number of Years in Position:								
Up to 5 Years	33	1,184	20,800	23,400	25,656	29,107	33,332	26,875
5 – 10 Years	23	166	23,546	25,646	28,725	31,356	36,773	29,453
11 – 20 Years	20	77	23,920	26,271	31,200	37,503	41,754	32,184
More than 20 Years	5	7			29,120			29,937
By Number of Employees Managed:								
1 to 3	5	14	28,652	31,200	33,072	37,997	44,075	34,828
4 to 8	7	41	30,992	31,200	32,760	37,076	39,441	33,957

Eligibility Specialist

886

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	9	57	\$25,293	\$26,344	\$32,198	\$38,116	\$40,079	\$32,662
By Budget Size:								
\$10,000,000 – 24,999,999	5	28	28,756	31,861	37,752	39,453	41,128	36,308
By Geographic Location:								
Central Massachusetts Region	4	29	23,566	25,293	26,354	34,934	40,000	30,154
By Number of Employees:								
101 – 250	5	32	29,149	31,465	34,299	38,548	40,276	35,178
251+	4	25	24,116	25,293	26,333	35,527	39,903	29,442
By Years of Experience Required:								
1 Year	5	15	25,500	29,557	36,462	39,208	42,632	34,737
By Level of Education Required:								
High School Diploma	5	31	23,824	25,293	26,458	31,346	36,029	28,585
Bachelor's Degree	5	25	31,774	33,312	38,002	39,437	42,707	37,614
By Sex of Employee:								
Female	8	53	25,293	26,333	31,782	38,002	39,454	32,344
By Race/Ethnicity of Employee:								
Hispanic or Latino	5	17	24,948	30,400	31,782	34,299	38,048	31,793
White	7	36	25,162	25,584	33,852	39,240	40,515	33,207
By Number of Years in Position:								
Up to 5 Years	8	37	25,293	26,344	31,574	36,982	39,400	32,011

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	15	390	\$21,840	\$22,506	\$23,816	\$26,302	\$29,619	\$24,755
By Budget Size:								
\$2,500,000 – 9,999,999	6	146	21,840	22,521	24,087	26,936	30,424	25,303
\$25,000,000 and over	5	176	21,840	22,027	23,868	27,040	29,994	24,724
By Geographic Location:								
Southeastern Massachusetts Region	4	104	21,840	22,397	23,400	24,992	28,330	24,304
By Field of Service:								
Srvcs & Adv: Elderly, developmentally disabled	8	165	21,840	22,506	24,107	26,832	30,023	24,959
Counseling, crisis interv, mental hlth, medical	4	153	21,840	22,943	23,962	27,040	28,379	24,891
By Number of Employees:								
101 – 250	4	128	22,360	22,693	24,212	26,936	29,954	25,303
251+	8	225	21,840	22,360	23,504	25,564	28,280	24,476
By Years of Experience Required:								
1 Year	6	139	22,360	22,880	24,232	26,208	29,120	24,970
2 – 3 Years	4	76	21,840	22,880	27,040	28,080	31,905	26,687
By Level of Education Required:								
High School Diploma	8	305	21,882	22,755	23,920	26,780	29,769	24,760
Bachelor's Degree	4	7			23,005			26,303
By Sex of Employee:								
Male	8	87	21,840	22,755	23,670	25,542	28,500	24,678
Female	14	302	21,840	22,506	23,868	26,754	29,850	24,790
By Race/Ethnicity of Employee:								
Asian	4	8			29,838			28,590
Black	8	104	21,840	22,360	23,504	24,232	27,394	23,920
Hispanic or Latino	7	42	21,722	22,277	22,984	25,002	27,009	23,868
White	12	216	21,975	22,880	24,170	27,414	30,181	25,267
By Number of Years in Position:								
Up to 5 Years	11	196	21,840	22,506	23,504	25,397	28,080	24,164
5 – 10 Years	10	60	22,701	23,182	24,669	27,461	31,818	25,449
11 – 20 Years	10	33	23,180	24,732	27,165	32,521	38,259	28,858
More than 20 Years	4	5			26,998			27,323

Children or Youth Program Assistant

890

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	12	1,228	\$20,800	\$22,516	\$24,586	\$26,915	\$28,935	\$24,807
By Budget Size:								
\$10,000,000 – 24,999,999	4	374	16,640	22,499	23,691	26,915	29,089	24,171
By Geographic Location:								
Western Massachusetts Region	4	244	16,640	22,499	23,307	25,480	27,144	23,105
Greater Boston Region	4	641	22,589	23,920	24,960	27,040	29,099	25,817
By Field of Service:								
Srvcs & Adv: Children and youth	5	1,009	21,320	22,984	24,960	27,040	28,995	25,226
By Number of Employees:								
251+	6	1,138	20,800	22,506	24,294	26,707	28,746	24,676
By Years of Experience Required:								
1 Year	4	192	16,640	19,469	22,506	24,960	27,144	22,341
By Level of Education Required:								
High School Diploma	8	1,160	20,800	22,506	24,398	26,770	28,806	24,717
By Sex of Employee:								
Male	5	581	21,320	22,724	24,440	26,780	28,995	24,950
Female	10	452	21,724	23,733	24,960	27,176	29,120	25,680
By Race/Ethnicity of Employee:								
Black	6	293	20,800	22,433	23,962	25,002	28,525	24,457
Hispanic or Latino	6	76	20,800	22,844	24,700	27,040	28,756	25,283
White	7	640	21,424	23,093	24,960	27,997	29,424	25,650
By Number of Years in Position:								
Up to 5 Years	7	293	19,752	21,289	22,818	24,451	26,998	23,119
5 – 10 Years	6	76	22,880	24,773	26,447	28,652	29,952	26,605
11 – 20 Years	4	31	27,477	28,787	31,678	34,237	37,856	31,711

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	9	409	\$19,781	\$20,176	\$23,504	\$23,504	\$24,544	\$22,738
By Budget Size:								
\$25,000,000 and over	5	247			23,504			23,387
By Field of Service:								
Srvc & Adv: Elderly, developmentaly disabled	5	351			23,504			22,613
By Number of Employees:								
251+	6	248			23,504			23,377
By Years of Experience Required:								
1 Year	4	16	22,131	22,786	23,681	23,920	23,920	23,330
By Level of Education Required:								
High School Diploma	5	317			23,504			22,195
By Sex of Employee:								
Male	5	86	19,781	19,781	23,504	23,504	25,372	22,718
Female	8	321	19,781	21,185	23,504	23,504	24,037	22,752
By Race/Ethnicity of Employee:								
Asian	4	12	19,781	20,358	23,504	23,816	23,920	22,277
Black	6	83	19,781	19,781	21,965	23,504	23,920	22,017
White	5	219			23,504			22,643
By Number of Years in Position:								
Up to 5 Years	7	217	19,781	19,781	23,005	23,504	23,920	22,222
5 – 10 Years	4	61	19,781	19,781	23,504	23,504	26,283	22,919
11 – 20 Years	6	47	19,781	21,320	23,504	24,960	29,145	24,039

Direct Care Counselor

892

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	37	6,800	\$21,486	\$22,755	\$23,920	\$26,000	\$28,080	\$24,460
By Budget Size:								
\$2,500,000 – 9,999,999	8	462	19,718	21,923	24,492	27,290	29,994	24,843
\$10,000,000 – 24,999,999	15	1,910	21,195	22,609	23,224	25,719	27,789	24,165
\$25,000,000 and over	14	4,428	21,902	22,880	24,003	26,000	28,080	24,547
By Geographic Location:								
Western Massachusetts Region	8	1,283	21,133	22,672	22,880	26,208	29,786	24,482
Central Massachusetts Region	6	1,605	21,757	22,506	24,045	26,000	27,186	24,386
Greater Boston Region	10	2,343	21,931	22,984	24,107	26,250	28,080	24,674
Northeastern Massachusetts Region	6	1,122	21,840	22,131	23,442	26,000	26,000	24,165
Southeastern Massachusetts Region	5	226	20,800	22,006	25,126	27,581	30,064	25,215
By Field of Service:								
Srvcs & Adv: Children and youth	6	719	22,526	26,000	26,250	27,872	29,786	26,685
Srvcs & Adv: Elderly, developmentally disabled	12	2,547	21,424	22,360	23,421	25,293	27,186	23,964
Counseling, crisis interv, mental hlth, medical	14	3,453	21,486	22,818	24,045	25,501	28,080	24,385
By Number of Employees:								
101 – 250	9	518	19,718	22,454	23,879	26,728	29,994	24,689
251+	25	6,233	21,632	22,797	23,920	26,000	27,968	24,426
By Years of Experience Required:								
1 Year	18	2,665	21,549	22,880	23,629	26,250	28,080	24,586
2 – 3 Years	6	96	23,795	24,612	28,808	30,701	33,409	28,550
By Level of Education Required:								
High School Diploma	26	5,419	21,320	22,381	23,442	25,501	27,789	24,141
Bachelor's Degree	9	292	23,962	25,272	26,946	28,080	28,579	26,833
By Sex of Employee:								
Male	31	2,754	21,486	22,771	23,660	25,834	28,080	24,427
Female	32	3,666	21,486	22,755	23,899	26,000	28,080	24,482
By Race/Ethnicity of Employee:								
American Indian/Alaskan Native	9	91	22,909	24,960	26,853	28,808	31,562	27,133
Asian	21	260	22,368	23,442	24,960	27,040	28,080	25,443
Black	29	3,475	21,486	22,610	23,442	25,293	27,498	24,171
Hispanic or Latino	29	391	21,532	22,818	24,003	26,416	29,116	24,779
White	31	2,083	21,307	22,610	24,045	26,333	28,916	24,642
Mixed Race	14	52	20,800	22,360	22,953	25,111	28,303	23,960
Other Racial Identity	8	27	21,865	23,442	25,834	27,040	29,994	25,554
By Number of Years in Position:								
Up to 5 Years	29	4,233	21,349	22,745	23,608	25,501	28,080	24,329
5 – 10 Years	29	857	22,131	23,026	24,440	26,739	29,336	25,148
11 – 20 Years	24	355	22,422	23,400	25,126	27,352	30,206	25,789
More than 20 Years	16	52	23,319	24,570	26,208	29,250	32,306	27,374

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	28	397	\$23,466	\$25,824	\$30,222	\$32,323	\$37,452	\$30,201
By Budget Size:								
\$1,000,000 – 2,499,999	4	6			34,320			31,200
\$2,500,000 – 9,999,999	5	41	20,842	22,922	30,160	32,760	34,382	28,472
\$10,000,000 – 24,999,999	8	101	24,190	24,190	25,979	29,682	32,819	27,540
\$25,000,000 and over	10	247	23,071	29,203	31,907	33,176	38,579	31,488
By Geographic Location:								
Western Massachusetts Region	7	122	24,190	24,190	27,581	31,018	34,320	28,111
Central Massachusetts Region	6	47	22,672	23,005	23,005	26,270	35,360	25,409
Greater Boston Region	5	106	29,203	29,203	31,824	33,836	39,208	32,444
Northeastern Massachusetts Region	4	87			31,907			34,146
Southeastern Massachusetts Region	4	24	25,314	26,440	28,748	31,600	33,145	28,997
By Field of Service:								
Srvcs & Adv: Children and youth	8	99	26,083	30,909	31,907	31,907	34,382	31,422
Srvcs & Adv: Elderly, developmentaly disabled	5	58	22,641	23,005	23,047	27,560	33,280	25,529
Counseling, crisis interv, mental hlth, medical	9	220	24,190	27,129	30,077	33,675	38,500	30,841
By Number of Employees:								
101 – 250	8	74	20,842	24,190	24,190	30,347	34,320	26,633
251+	15	315	24,003	27,914	31,658	32,718	38,500	30,970
By Years of Experience Required:								
1 Year	8	131	23,005	23,400	27,581	30,909	33,259	27,597
2 – 3 Years	9	141	29,203	29,203	32,718	37,180	39,500	33,644
By Level of Education Required:								
High School Diploma	11	135	23,645	29,058	30,077	32,718	36,180	30,557
Bachelor's Degree	13	114	23,005	23,712	30,482	37,294	39,500	30,931
By Sex of Employee:								
Male	17	80	24,931	27,742	30,098	32,718	35,783	30,281
Female	22	227	23,005	25,979	30,160	34,320	39,000	30,724
By Race/Ethnicity of Employee:								
Black	11	48	20,842	25,241	29,203	31,949	38,600	29,428
Hispanic or Latino	10	38	23,005	24,971	31,762	34,439	37,673	30,496
White	19	188	23,005	26,838	30,077	34,315	38,540	30,725
By Number of Years in Position:								
Up to 5 Years	23	218	24,012	28,023	30,160	33,675	38,500	30,862
5 – 10 Years	13	30	20,994	23,005	29,713	34,653	39,956	29,666
11 – 20 Years	4	15	22,605	29,203	31,970	36,504	44,075	32,087

Volunteer Director

905

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	7	7			\$46,696			\$52,153
By Number of Employees:								
251+	4	4						57,198
By Level of Education Required:								
Bachelor's Degree	4	4						45,425
By Sex of Employee:								
Female	4	4						46,502
By Race/Ethnicity of Employee:								
White	6	6			47,341			53,417
By Number of Years in Position:								
Up to 5 Years	5	5			47,986			55,016

Volunteer Coordinator

906

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	9	10			\$38,241			\$37,014
By Geographic Location:								
Central Massachusetts Region	4	4						32,183
By Years of Experience Required:								
2 – 3 Years	4	4						38,730
By Level of Education Required:								
Bachelor's Degree	6	7			40,997			41,139
By Sex of Employee:								
Female	9	10			38,241			37,014
By Race/Ethnicity of Employee:								
White	9	10			38,241			37,014
By Number of Years in Position:								
Up to 5 Years	8	8			36,244			35,737

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	18	21	\$50,402	\$55,172	\$77,480	\$92,654	\$118,252	\$80,176
By Budget Size:								
\$2,500,000 – 9,999,999	6	6			86,788			83,859
\$25,000,000 and over	6	7			57,990			79,405
By Geographic Location:								
Greater Boston Region	11	14	50,003	74,142	84,667	101,577	145,371	89,676
By Field of Service:								
Counseling, crisis interv, mental hlth, medical	4	6			73,019			76,218
By Number of Employees:								
11 – 25	4	4						60,367
26 – 50	4	4						89,393
251+	7	10			72,280			81,615
By Years of Experience Required:								
4 – 6 Years	8	8			81,599			77,953
By Level of Education Required:								
Bachelor's Degree	9	9			60,986			69,356
By Sex of Employee:								
Female	14	17	50,003	55,162	76,003	91,791	129,696	80,075
By Race/Ethnicity of Employee:								
White	13	16	50,003	54,246	72,280	90,329	131,441	77,970
By Number of Years in Position:								
Up to 5 Years	11	12	52,399	58,739	78,000	89,035	107,511	76,184
5 – 10 Years	5	5			93,579			102,361
By Number of Employees Managed:								
1 to 3	9	10			84,667			89,128
4 to 8	4	4						92,628

Public Relations Manager

915

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	16	16	\$37,844	\$45,921	\$51,938	\$62,738	\$74,583	\$54,098
By Budget Size:								
\$1,000,000 – 2,499,999	6	6			47,091			48,520
\$2,500,000 – 9,999,999	6	6			57,918			60,559
By Geographic Location:								
Central Massachusetts Region	6	6			52,593			56,240
Greater Boston Region	8	8			56,441			54,244
By Field of Service:								
Arts, culture, recreation	7	7			48,714			48,755
By Number of Employees:								
11 – 25	5	5			51,376			59,609
26 – 50	5	5			52,686			56,834
By Years of Experience Required:								
2 – 3 Years	4	4						47,752
4 – 6 Years	7	7			53,227			57,396
By Level of Education Required:								
Bachelor's Degree	14	14	37,461	47,783	51,938	61,917	76,243	53,905
By Sex of Employee:								
Female	12	12	37,078	44,990	49,556	53,045	74,726	50,977
By Race/Ethnicity of Employee:								
White	16	16	37,844	45,921	51,938	62,738	74,583	54,098
By Number of Years in Position:								
Up to 5 Years	11	11			49,920			51,090
By Number of Employees Managed:								
1 to 3	4	4						56,327

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	14	15	\$27,248	\$31,990	\$40,518	\$47,986	\$55,619	\$40,183
By Budget Size:	-----							
\$1,000,000 – 2,499,999	5	5			31,990			35,672
By Geographic Location:	-----							
Berkshire County Region	4	4						42,354
Greater Boston Region	6	7			37,003			39,493
By Field of Service:	-----							
Arts, culture, recreation	4	4						32,640
By Number of Employees:	-----							
251+	5	6			42,027			43,507
By Years of Experience Required:	-----							
2 – 3 Years	6	6			41,257			42,564
By Level of Education Required:	-----							
Bachelor's Degree	10	10			38,761			40,980
By Sex of Employee:	-----							
Female	11	12	25,226	35,521	41,257	47,237	53,161	40,336
By Race/Ethnicity of Employee:	-----							
White	13	14	26,520	34,268	41,257	48,210	55,775	40,860
By Number of Years in Position:	-----							
Up to 5 Years	11	12	25,064	31,023	38,761	44,257	53,984	38,489

Graphic Artist

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	5	6			\$48,714			\$47,982
By Level of Education Required:								
Bachelor's Degree	4	5			45,718			47,237
By Sex of Employee:								
Female	4	5			45,718			47,237
By Race/Ethnicity of Employee:								
White	4	4						49,546

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries		90th %ile	Average
					Median (50th %ile)	75th %ile		
All Organizations:	8	8			\$35,755			\$36,314
By Geographic Location:								
Central Massachusetts Region	4	4						37,440
By Number of Employees:								
11 – 25	4	4						36,624
By Years of Experience Required:								
2 – 3 Years	7	7			37,523			36,647
By Sex of Employee:								
Female	7	7			33,987			35,660
By Race/Ethnicity of Employee:								
White	6	6			35,402			35,939
By Number of Years in Position:								
Up to 5 Years	6	6			37,440			36,618

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries		90th %ile	Average
					Median (50th %ile)	75th %ile		
All Organizations:	7	9			\$41,766			\$43,828
By Sex of Employee:								
Female	4	4						45,817
By Race/Ethnicity of Employee:								
White	5	6			37,981			40,768
By Number of Years in Position:								
Up to 5 Years	5	6			45,313			45,666

Program or Campaign Director

950

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	15	32	\$54,957	\$65,094	\$83,200	\$97,110	\$111,009	\$81,260
By Budget Size:								
\$2,500,000 – 9,999,999	7	16	52,782	59,641	87,422	106,122	111,446	84,916
By Geographic Location:								
Central Massachusetts Region	4	6			60,065			59,223
Greater Boston Region	8	22	63,284	73,908	86,746	98,712	111,446	86,874
By Number of Employees:								
26 – 50	4	12	61,248	86,616	94,567	110,625	111,446	94,038
101 – 250	4	8			63,700			66,826
By Years of Experience Required:								
2 – 3 Years	5	6			63,700			61,807
4 – 6 Years	4	6			74,381			76,554
By Level of Education Required:								
Bachelor's Degree	7	9			70,720			71,262
Master's Degree	4	9			65,000			68,811
By Sex of Employee:								
Male	4	4						62,582
Female	12	21	54,560	63,887	78,042	99,143	111,446	81,221
By Race/Ethnicity of Employee:								
White	11	24	53,550	62,847	84,500	97,110	110,718	81,765
By Number of Years in Position:								
Up to 5 Years	11	15	52,599	57,730	69,992	90,002	103,546	73,574
5 – 10 Years	5	6			76,565			79,560
By Number of Employees Managed:								
1 to 3	5	9			87,006			86,398
15 and over	5	6			61,365			60,488

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	19	50	\$36,115	\$39,998	\$48,994	\$66,513	\$71,968	\$53,118
By Budget Size:								
\$250,000 – 999,999	4	8			46,301			45,492
\$1,000,000 – 2,499,999	4	9			46,405			55,989
\$2,500,000 – 9,999,999	7	24	35,007	39,998	51,594	66,014	70,668	53,219
By Geographic Location:								
Central Massachusetts Region	5	9			46,259			47,701
Greater Boston Region	9	20	40,158	51,064	66,675	71,906	81,670	63,495
By Field of Service:								
Arts, culture, recreation	4	6			35,558			37,322
By Number of Employees:								
11 – 25	6	13	38,788	41,247	50,003	72,499	86,965	57,678
26 – 50	4	12	31,897	43,633	65,676	69,056	71,885	59,076
By Years of Experience Required:								
2 – 3 Years	10	23	32,198	37,107	40,893	48,672	69,992	44,968
4 – 6 Years	6	10			47,996			47,692
By Level of Education Required:								
Bachelor's Degree	12	27	33,405	39,499	44,637	56,992	70,396	48,173
By Sex of Employee:								
Male	10	18	33,706	36,832	45,854	59,717	65,499	47,756
Female	13	28	37,898	39,998	52,655	69,992	75,746	55,870
By Race/Ethnicity of Employee:								
White	17	39	34,008	39,998	49,150	66,997	72,010	53,028
By Number of Years in Position:								
Up to 5 Years	16	33	34,807	38,990	48,838	68,047	72,484	52,647
5 – 10 Years	4	5			47,070			55,964
11 – 20 Years	4	5			47,965			47,803
By Number of Employees Managed:								
1 to 3	5	10			55,099			55,540
4 to 8	6	7			46,259			45,240

Program or Campaign Coordinator

960

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	29	102	\$28,080	\$30,992	\$37,003	\$44,096	\$54,109	\$38,609
By Budget Size:								
to \$249,999	4	8			31,668			31,385
\$1,000,000 – 2,499,999	10	19	29,994	34,986	41,829	46,966	49,920	40,984
\$2,500,000 – 9,999,999	9	66	28,080	30,368	34,164	42,588	57,791	38,355
By Geographic Location:								
Berkshire County Region	4	44	28,080	29,120	30,992	34,008	41,517	32,410
Central Massachusetts Region	4	4						46,514
Greater Boston Region	15	39	32,614	39,707	43,992	53,602	59,467	45,319
By Field of Service:								
Srvcs & Adv: Children and youth	5	20	29,207	32,136	39,281	42,510	45,077	38,048
Cmnty/econ dev, social justice, legal, civil rights	5	10			50,367			50,839
By Number of Employees:								
3 – 5	4	8			31,668			31,385
6 – 10	5	7			44,096			45,596
11 – 25	7	9			44,990			44,239
26 – 50	4	13	36,991	47,965	56,992	59,467	60,303	53,454
By Years of Experience Required:								
2 – 3 Years	16	73	28,080	29,994	32,136	39,998	45,003	34,994
By Level of Education Required:								
No requirement	4	43	28,080	28,080	30,992	33,925	42,103	32,316
High School Diploma	4	9			32,136			35,674
Bachelor's Degree	16	31	31,258	37,606	41,038	49,920	59,413	43,160
By Sex of Employee:								
Male	9	44	28,080	28,340	30,992	34,242	43,597	33,072
Female	24	47	30,992	32,614	39,998	44,990	57,566	41,306
By Race/Ethnicity of Employee:								
Hispanic or Latino	6	6			41,819			42,363
White	24	79	28,080	30,493	34,008	42,286	50,814	37,073
By Number of Years in Position:								
Up to 5 Years	24	78	28,080	30,041	32,136	41,871	49,920	36,431
5 – 10 Years	5	5			44,096			43,351
11 – 20 Years	4	7			40,893			43,836
By Number of Employees Managed:								
1 to 3	5	6			41,714			41,669

Other Program or Issues–Based Campaign Positions

965

Program or Campaign Assistant

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	12	15	\$23,296	\$28,080	\$36,754	\$39,520	\$43,460	\$34,137
By Budget Size:								
\$1,000,000 – 2,499,999	5	5			28,995			32,361
By Geographic Location:								
Greater Boston Region	7	9			36,754			34,590
By Number of Employees:								
11 – 25	4	4						32,968
By Years of Experience Required:								
2 – 3 Years	5	6			37,399			36,317
By Level of Education Required:								
Bachelor's Degree	6	7			37,211			34,252
By Sex of Employee:								
Female	7	8			33,291			34,650
By Race/Ethnicity of Employee:								
White	7	9			36,754			33,883
By Number of Years in Position:								
Up to 5 Years	9	9			29,494			32,464

970

Trainer, Outside Consultants

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

	Number of Organizations	Number of Employees	10th %ile	25th %ile	Annual Base Salaries Median (50th %ile)	75th %ile	90th %ile	Average
All Organizations:	8	28	\$37,736	\$45,411	\$52,000	\$62,770	\$72,800	\$53,241
By Budget Size:								
\$25,000,000 and over	5	21	32,951	44,990	52,000	63,284	71,552	52,096
By Geographic Location:								
Greater Boston Region	5	21	32,951	47,341	52,832	66,560	72,800	55,284
By Number of Employees:								
251+	5	21	32,951	44,990	52,000	63,284	71,552	52,096
By Level of Education Required:								
Bachelor's Degree	4	9			46,675			48,991
By Sex of Employee:								
Male	6	7			52,832			55,658
Female	7	21	32,951	44,990	52,000	65,125	71,552	52,435
By Race/Ethnicity of Employee:								
Black	4	4						54,907
White	8	20	38,811	45,411	52,000	56,478	72,176	52,297
By Number of Years in Position:								
Up to 5 Years	6	13	29,860	40,051	52,000	69,680	78,079	53,826
5 – 10 Years	5	7			51,022			50,282

APPENDICES

Appendix A: Survey Participants

Organization

Adolescent Consultation Services, Inc.
Advocates, Inc.
Alternatives
Amherst Survival Center
ARTSWorcester
Associates for Human Services
Asthma and Allergy Foundation of America New England Chapter, Inc.
Bay Cove Human Services, Inc.
Becket Athenaeum
Behavioral Health Network, Inc.
Berkshire Area Health Education Center
Berkshire Environmental Action Team, Inc.
Berkshire Family And Individual Resources, Inc.
Berkshire Museum
Berkshire Taconic Community Foundation
Berkshire United Way
Beta Community Partnerships
Beverly Historical Society
Big Brothers Big Sisters of Hampden County
Bird Street Community Center
Blue Rider Stables
Boston City Singers
Boston Gay Men's Chorus
Bottom Line
Boys & Girls Club of Worcester
The Bridge of Central Massachusetts, Inc.
Bridgewell
The Brien Center for Mental Health & Substance Abuse Services
Cambridge Forum
The Cambridge Society for Early Music
The Center for Ecological Technology (CET)
Center for Human Development
The Center for Teen Empowerment, Inc.
Central Massachusetts Agency on Aging, Inc.
Central Massachusetts Housing Alliance Inc.
Children's Services of Roxbury
The Children's Study Home
Choice Community Supports Inc.
CHP-South Berkshire Community Coalition
Citizens for Adequate Housing Inc.
CLASS, Inc.
Clinical & Support Options, Inc.
Central Square Theater, Inc.
Colleges of Worcester Consortium, Inc.
Community Action, Inc.
Community Care Services, Inc.
Community Catalyst
Community Connections, Inc.

City

Cambridge
Framingham
Whitinsville
North Amherst
Worcester
Taunton
Needham
Boston
Becket
Springfield
Pittsfield
Pittsfield
North Adams
Pittsfield
Sheffield
Pittsfield
Attleboro
Beverly
Springfield
Dorchester
Great Barrington
Dorchester
Boston
Jamaica Plain
Worcester
Worcester
Lynnfield
Pittsfield
Cambridge
Somerville
Pittsfield
Springfield
Boston
West Boylston
Worcester
Roxbury
Springfield
Quincy
Great Barrington
Peabody
Lawrence
Greenfield
Cambridge
Worcester
Haverhill
Taunton
Boston
South Yarmouth

<u>Organization</u>	<u>City</u>
Community Enterprises, Inc.	Northampton
Community Harvest Project, Inc.	North Grafton
Community Partners, Inc.	Amherst
Community Resources for Justice	Boston
Community Teamwork, Inc.	Lowell
Community Work Services	Boston
Construct, Inc.	Great Barrington
Cotting School	Lexington
Council of Social Concern	Woburn
Crittenton Women's Union	Boston
Crossroads for Kids	Duxbury
Cutchins Programs for Children and Families, Inc.	Northampton
Danforth Museum of Art	Framingham
Devereux Center	Rutland
East Quabbin Land Trust, Inc.	Hardwick
Easter Seals Massachusetts	Worcester
EcoTarium	Worcester
Elder Services of Worcester Area, Inc.	Worcester
Elizabeth Freeman Center	Pittsfield
English At Large	Medford
Families First Parenting Programs	Cambridge
Family Health Center of Worcester Inc.	Worcester
Family Service of Greater Boston	Jamaica Plain
Fellowship Health Resources Inc.	Lincoln, RI
Friends of Institute Park, Inc.	Worcester
Gandara Center	West Springfield
Girls Inc. of Holyoke	Holyoke
Girls Incorporated of Lynn	Lynn
Grassroots International	Jamaica Plain
Greater Gardner Community Development Corporation	Gardner
Greater Springfield Senior Services	Springfield
Greater Worcester Land Trust	Worcester
Growth Through Learning, Inc.	Medford
The Guild of St. Agnes	Worcester
Hale Reservation	Westwood
Hancock Shaker Village	Pittsfield
HAP, Inc.	Springfield
Harwich Junior Theatre, Inc.	West Harwich
Henry Lee Willis Community Center	Worcester
Historic Newton	Newton
The Home for Little Wanderers	Boston
hopeFound	Jamaica Plain
Human Resources Unlimited	Springfield
Images Cinema	Williamstown
Indian Hill Music	Littleton
Institute for Human Centered Design	Boston
International Institute of Boston, Inc.	Boston
Jewish Vocational Service	Boston
Joy of Music Program	Worcester
Justice Resource Institute	Boston
Key Program, Inc.	Framingham

<u>Organization</u>	<u>City</u>
Lawrence Family Development and Education Fund, Inc.	Lawrence
Learning By Design in Massachusetts	Boston
Lee Regional VNA	Lee
LGBT Aging Project	Boston
LifeLinks Inc.	Lowell
Lowell Parks & Conservation Trust, Inc.	Lowell
Lyric Stage Company of Boston	Boston
Martin Luther King, Jr. - BEC	Worcester
Mass Audubon	Lenox
Massachusetts Legal Assistance Corporation	Boston
Massachusetts Nonprofit Network	Boston
Massachusetts Ocean Partnership	Boston
Massachusetts Watershed Coalition	Leominster
Matthew 25	Worcester
MCCPSE	Boston
Mental Health Association of Greater Lowell, Inc.	Lowell
Mental Health Association, Inc.	Springfield
Montachusett Interfaith Hospitality Network	Leominster
Mount Grace Land Conservation Trust	Athol
Nativity School	Worcester
NEADS	Princeton
New England Paralyzed Veterans of America	Walpole
New England Village	Pembroke
New Repertory Theatre	Watertown
New School Of Music	Cambridge
NFI Massachusetts, Inc.	Peabody
North Quabbin Citizen Advocacy	Orange
North Quabbin Community Coalition	Orange
North Suffolk Mental Health Association, Inc.	Chelsea
Northeast Center for Youth and Families, Inc.	Easthampton
Northern Berkshire Community Coalition	North Adams
Old Colony Y	Brockton
On The Rise, Inc.	Cambridge
Our Sisters' School, Inc.	New Bedford
Pakachoag Music School of Greater Worcester	Auburn
Partners for Youth with Disabilities	Boston
Passim Folk Music and Cultural Center	Cambridge
Pathways for Children	Gloucester
Pathways to Wellness, Inc	Boston
Paul Revere memorial Association	Boston
People Making a Difference (PMD)	Mattapan
Pernet Family Health Service	Worcester
Planned Parenthood League of Massachusetts	Boston
Portal To Hope	Salisbury
Project Native	Housatonic
Railroad Street Youth Project	Great Barrington
Regatta Point Community Sailing	Worcester
Rehabilitative Resources Inc.	Sturbridge
Revels, Inc.	Watertown
Rhode Island Coalition Against Domestic Violence	Warwick, RI
Riverbrook Residence, Inc.	Stockbridge

<u>Organization</u>	<u>City</u>
Riverside Industries, Inc.	Easthampton
Saint Vincent's	Fall River
School Leaders Network	Hinsdale
Schwartz Center for Children	Dartmouth
Serving People In Need, Inc.	Lynn
Seven Hills Foundation	Worcester
Somerville Community Access Television, Inc.	Somerville
Somerville Homeless Coalition	Somerville
South Africa Partners	Boston
South End Community Health Center	Boston
South Shore Conservatory of Music, Inc.	Hingham
South Shore Mental Health	Quincy
Southeast Asian Coalition of Central Massachusetts	Worcester
Southeast Regional Network	New Bedford
Springfield School Volunteers	Springfield
Steppingstone, Inc.	Fall River
Sullivan & Associates, Inc.	Springfield
Surviving And Moving Forward: The SAMFund for Young Adult Survivors of Cancer	Boston
TDC	Boston
Third Sector New England	Boston
Transition House, Inc.	Cambridge
Tunefoolery Music, Inc.	Boston
Turning Point, Inc.	Newburyport
Twin Cities Community Development Corp.	Fitchburg
Union Square Main Streets	Somerville
Unitarian Universalist Service Committee (UUSC)	Cambridge
United Cerebral Palsy of MetroBoston	Watertown
United for a Fair Economy, Inc.	Boston
United South End Settlements	Boston
United Way of Central Massachusetts	Worcester
United Way of Hampshire County	Northampton
Vinfen Corporation	Cambridge
Walnut Street Center, Inc.	Somerville
Waltham Committee, Inc.	Waltham
Western Mass Training Consortium	Holyoke
WHEAT Community Services	Clinton
Williamstown Chamber of Commerce	Williamstown
Williamstown Rural Lands Foundation	Williamstown
Worcester Art Museum	Worcester
Worcester Center for Crafts	Worcester
Worcester Center for Performing Arts, Inc.	Worcester
Worcester Common Ground	Worcester
Worcester Community Action Council, Inc.	Worcester
Worcester Community Housing Resources	Worcester
Worcester County Food Bank	Shrewsbury
Worcester East Side CDC	Worcester
Worcester Interfaith	Worcester
Worcester Roots Project	Worcester
YMCA Camp Hi-Rock	Mount Washington
Youth Action Coalition	Amherst
Youth Center Incorporated	Adams
YWCA of Central Massachusetts	Worcester

Appendix B: Third Sector New England and Survey Partners

Third Sector New England

Third Sector New England is a nonprofit organization providing management and leadership resources to help individual nonprofits and the sector support strong, inclusive communities.

We primarily serve organizations in the region that work to advance social justice. We use a collaborative, holistic approach in our work, taking the time to learn about each partner's unique culture. We understand that to achieve lasting results, you need to focus on the entire organization, its community, and how they work together.

We also understand that each nonprofit's needs are unique. And we provide a wide variety of services to support those needs — training, consulting, grants, fiscal sponsorship, shared services, and shared nonprofit office space. We also help build collaboration within the sector. As a partner, we meet nonprofits where they are, in order to help them succeed in making a positive community impact. Boston, Mass., www.tsne.org

Survey Partners

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

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

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

Greater Worcester Community Foundation builds healthy and vibrant communities by serving donors, stewarding bequest gifts, awarding grants to nonprofit organizations, providing college scholarships, and convening area residents to address community topics. The Foundation also helps nonprofit leaders through agency fund management services and peer learning seminars. Worcester, Mass., www.greaterworcester.org

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

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

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

The Boston Foundation is one of the oldest and largest community foundations in the nation. Last year, the foundation and its donors made over \$95 million in grants to nonprofits. It received gifts of over \$81 million. The Boston Foundation serves as a civic leader, sponsoring initiatives that address the community's most pressing challenges. Boston, Mass., www.tbf.org

The Massachusetts Cultural Council is a state agency that promotes the arts, humanities and interpretive sciences in Massachusetts. The MCC pursues this mission through grant programs, partnerships and services for nonprofit cultural organizations, schools, communities and individual artists. Boston, Mass., www.massculturalcouncil.org

Appendix C: Wage Conversion Formulas and Tables

These tables are based on the following:

8 hours in a workday 40 hours in a week			52 weeks in a year 4.33 weeks in a month			21.67 days in a month 2080 hours in a year		
Hourly	Monthly	Annual	Hourly	Monthly	Annual	Hourly	Monthly	Annual
\$ 8.00	\$ 1,387	\$ 16,640	\$ 17.50	\$ 3,033	\$ 36,400	\$ 17.50	\$ 3,033	\$ 36,400
\$ 8.25	\$ 1,430	\$ 17,160	\$ 17.75	\$ 3,077	\$ 36,920	\$ 17.75	\$ 3,077	\$ 36,920
\$ 8.50	\$ 1,473	\$ 17,680	\$ 18.00	\$ 3,120	\$ 37,440	\$ 18.00	\$ 3,120	\$ 37,440
\$ 8.75	\$ 1,517	\$ 18,200	\$ 18.25	\$ 3,163	\$ 37,960	\$ 18.25	\$ 3,163	\$ 37,960
\$ 9.00	\$ 1,560	\$ 18,720	\$ 18.50	\$ 3,207	\$ 38,480	\$ 18.50	\$ 3,207	\$ 38,480
\$ 9.25	\$ 1,603	\$ 19,240	\$ 18.75	\$ 3,250	\$ 39,000	\$ 18.75	\$ 3,250	\$ 39,000
\$ 9.50	\$ 1,647	\$ 19,760	\$ 19.00	\$ 3,293	\$ 39,520	\$ 19.00	\$ 3,293	\$ 39,520
\$ 9.75	\$ 1,690	\$ 20,280	\$ 19.25	\$ 3,337	\$ 40,040	\$ 19.25	\$ 3,337	\$ 40,040
\$ 10.00	\$ 1,733	\$ 20,800	\$ 19.50	\$ 3,380	\$ 40,560	\$ 19.50	\$ 3,380	\$ 40,560
\$ 10.25	\$ 1,777	\$ 21,320	\$ 19.75	\$ 3,423	\$ 41,080	\$ 19.75	\$ 3,423	\$ 41,080
\$ 10.50	\$ 1,820	\$ 21,840	\$ 20.00	\$ 3,467	\$ 41,600	\$ 20.00	\$ 3,467	\$ 41,600
\$ 10.75	\$ 1,863	\$ 22,360	\$ 20.25	\$ 3,510	\$ 42,120	\$ 20.25	\$ 3,510	\$ 42,120
\$ 11.00	\$ 1,907	\$ 22,880	\$ 20.50	\$ 3,553	\$ 42,640	\$ 20.50	\$ 3,553	\$ 42,640
\$ 11.25	\$ 1,950	\$ 23,400	\$ 20.75	\$ 3,597	\$ 43,160	\$ 20.75	\$ 3,597	\$ 43,160
\$ 11.50	\$ 1,993	\$ 23,920	\$ 21.00	\$ 3,640	\$ 43,680	\$ 21.00	\$ 3,640	\$ 43,680
\$ 11.75	\$ 2,037	\$ 24,440	\$ 21.25	\$ 3,683	\$ 44,200	\$ 21.25	\$ 3,683	\$ 44,200
\$ 12.00	\$ 2,080	\$ 24,960	\$ 21.50	\$ 3,727	\$ 44,720	\$ 21.50	\$ 3,727	\$ 44,720
\$ 12.25	\$ 2,123	\$ 25,480	\$ 21.75	\$ 3,770	\$ 45,240	\$ 21.75	\$ 3,770	\$ 45,240
\$ 12.50	\$ 2,167	\$ 26,000	\$ 22.00	\$ 3,813	\$ 45,760	\$ 22.00	\$ 3,813	\$ 45,760
\$ 12.75	\$ 2,210	\$ 26,520	\$ 22.25	\$ 3,857	\$ 46,280	\$ 22.25	\$ 3,857	\$ 46,280
\$ 13.00	\$ 2,253	\$ 27,040	\$ 22.50	\$ 3,900	\$ 46,800	\$ 22.50	\$ 3,900	\$ 46,800
\$ 13.25	\$ 2,297	\$ 27,560	\$ 22.75	\$ 3,943	\$ 47,320	\$ 22.75	\$ 3,943	\$ 47,320
\$ 13.50	\$ 2,340	\$ 28,080	\$ 23.00	\$ 3,987	\$ 47,840	\$ 23.00	\$ 3,987	\$ 47,840
\$ 13.75	\$ 2,383	\$ 28,600	\$ 23.25	\$ 4,030	\$ 48,360	\$ 23.25	\$ 4,030	\$ 48,360
\$ 14.00	\$ 2,427	\$ 29,120	\$ 23.50	\$ 4,073	\$ 48,880	\$ 23.50	\$ 4,073	\$ 48,880
\$ 14.25	\$ 2,470	\$ 29,640	\$ 23.75	\$ 4,117	\$ 49,400	\$ 23.75	\$ 4,117	\$ 49,400
\$ 14.50	\$ 2,513	\$ 30,160	\$ 24.00	\$ 4,160	\$ 49,920	\$ 24.00	\$ 4,160	\$ 49,920
\$ 14.75	\$ 2,557	\$ 30,680	\$ 24.25	\$ 4,203	\$ 50,440	\$ 24.25	\$ 4,203	\$ 50,440
\$ 15.00	\$ 2,600	\$ 31,200	\$ 24.50	\$ 4,247	\$ 50,960	\$ 24.50	\$ 4,247	\$ 50,960
\$ 15.25	\$ 2,643	\$ 31,720	\$ 24.75	\$ 4,290	\$ 51,480	\$ 24.75	\$ 4,290	\$ 51,480
\$ 15.50	\$ 2,687	\$ 32,240	\$ 25.00	\$ 4,333	\$ 52,000	\$ 25.00	\$ 4,333	\$ 52,000
\$ 15.75	\$ 2,730	\$ 32,760	\$ 25.25	\$ 4,377	\$ 52,520	\$ 25.25	\$ 4,377	\$ 52,520
\$ 16.00	\$ 2,773	\$ 33,280	\$ 25.50	\$ 4,420	\$ 53,040	\$ 25.50	\$ 4,420	\$ 53,040
\$ 16.25	\$ 2,817	\$ 33,800	\$ 25.75	\$ 4,463	\$ 53,560	\$ 25.75	\$ 4,463	\$ 53,560
\$ 16.50	\$ 2,860	\$ 34,320	\$ 26.00	\$ 4,507	\$ 54,080	\$ 26.00	\$ 4,507	\$ 54,080
\$ 16.75	\$ 2,903	\$ 34,840	\$ 26.25	\$ 4,550	\$ 54,600	\$ 26.25	\$ 4,550	\$ 54,600
\$ 17.00	\$ 2,947	\$ 35,360	\$ 26.50	\$ 4,593	\$ 55,120	\$ 26.50	\$ 4,593	\$ 55,120
\$ 17.25	\$ 2,990	\$ 35,880	\$ 26.75	\$ 4,637	\$ 55,640	\$ 26.75	\$ 4,637	\$ 55,640

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

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

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

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

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

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