

Valuing Our Nonprofit Workforce

A Compensation and Benefits Survey
of Nonprofits in New England and
Adjoining Communities



Valuing Our Nonprofit Workforce 2023

A Compensation and Benefits Survey of Nonprofits
in New England and Adjoining Communities

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TSNE

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



Nonprofit Compensation Associates

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



This survey has been produced by TSNE, in partnership with Nonprofit Compensation Associates using FAIRPAY, a nonprofit salary and benefits model and software. Based on forty years of 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.

Luzdy Rivera, Chief People and Culture Officer at TSNE, organized and led the creation of this report. Invaluable assistance was provided by TSNE staff including, Michael Ibrahim, Chief Program and Impact Officer, Bobby Brickey, Director of People and Culture, Ning Yuan, Communications Associate, Tatiana Johnson-Boria, Director of Strategic Communications and Marketing, and Elaine Ng, President and CEO. We collaborated closely with funding and partner organizations, including the Boston Foundation and the Barr Foundation, as well as with Fair Pay to manage the survey design, distribution, data collection, analysis, and report production, and with Rita Haronian, Nonprofit Compensation Associates, on the development of the survey report. We thank Luke Alonso, Director of Data and Business Intelligence and TSNE's IT Team who were instrumental in developing an easy-to-use and informative online searchable database presenting findings on pay across various factors, along with a downloadable survey format. And lastly, we want to thank Smitten Labs and Overture Brand Studio for the salary database and design of the report.

TSNE (Third Sector New England) (www.tsne.org) is a nonprofit management support and capacity building organization that works with hundreds of nonprofits across the country. We envision a future where organizations creating a just world have the capacity to lead change and our mission is to strengthen organizations working towards a just and equitable society. TSNE's organizational values are:

Justice

A just society is one in which all people have the dignity, resources, power, and self-determination to fully thrive. We seek to create a more just world in all of our work.

Progress

We commit our resources, expertise, and energy to delivering high quality support and services that make movement toward a more just world possible.

Impact

We work collaboratively with others to build the capacity and sustainability of organizations who work towards social good.

TSNE assists a wide range of people, nonprofits, and philanthropists in the social sector with expertise in consulting, financial and grants management, human resources compensation and benefits administration, professional development training, and research about nonprofit fields of practice. Our fiscal sponsorship program works in partnership with nonprofit projects nationally stewarding \$36 million in projects' funds and managing compensation and benefits for 470 employees in 27 states. Our consulting program is the largest provider of executive transitions services in New England. We are also the owner and operator of the NonProfit Center, a 110,000 square foot building in downtown Boston that provides office and meeting space to nonprofits. Through these programs and services we share our knowledge and experience with others, enhancing their ability to become more adaptive and effective, to think innovatively, to discover new opportunities, to achieve their missions, and to reach their goals.

TSNE has published several groundbreaking original research projects that have been widely reviewed and shared with the sector including: Valuing Our Nonprofit Workforce compensation studies (2017, 2014, and 2010), Opportunity in Change (2017, with the Boston Foundation), Leadership New England study (2015), Funding Learning Networks for Community Impact (2013), Inclusion Initiative report (2013), Step-by-Step Guide to Achieving Diversity in the Workplace (2010), Creative Disruption a sabbatical study (2009), and the Executive Directors Guide (2002, 2010, and 2018).

Survey Partner

The Boston Foundation is one of the oldest and largest community foundations in the nation. The Foundation works closely with donors to increase the impact of their giving and encourage philanthropy throughout the region, and invests grant-making resources in nonprofits aiming to improve civic life and opportunity in Boston and beyond. The Boston Foundation also plays a major civic leadership role, publishing fresh research, convening people to discuss our region's challenges, and creating powerful agendas for change. Boston, Mass. For more information, visit www.tbf.org

Acknowledgments

We extend our heartfelt appreciation to all those who have contributed their time and efforts to participate in the survey, and the release of this report and searchable salary database. You are key in bringing to life our fourth compensation and benefits survey of nonprofit organizations operating in our region.

This report highlights the often unnoticed challenges and aspirations of our nonprofit workforce. As we move forward with a goal of uplifting our communities, we hope you share our unwavering commitment to strengthening the nonprofit workforce.

To Funders, Partners, and Supporters:

We are deeply grateful to our funders, partners, and supporters for your generosity with time and treasure. Your contributions breathe life into our mission, allowing us to continue making our research accessible and available. We are committed to upholding your trust with diligence and integrity, providing free access to salary data and analysis for all nonprofits.

To Survey Participants:

We're pleased to include data from over 200 nonprofit organizations in the survey region, listed in the Appendix. The report's strength is rooted in the insights of our survey participants, forming the foundation of our knowledge as we navigate nonprofit compensation with clarity and purpose.

To Nonprofit Staff:

Our appreciation goes to the unsung heroes who form the backbone of our organizations and our communities. Nonprofit staff, your dedication is commendable. This report highlights a truth: your financial compensation may not fully reflect your significant contributions to your organization. Yet, you persist in your commitment to your communities despite this challenge. Your resilience and unwavering dedication are sources of inspiration. To all of you, we extend our gratitude and respect.

Luzdy Rivera-Marrero

Chief People and Culture Officer



**The Boston
Foundation**

Thanks to Our Sponsor

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Preface

This report, Valuing Our Nonprofit Workforce 2023: A Compensation and Benefits Survey of Nonprofits in New England and Adjoining Communities published in March 2024 using information gathered between April and September 2023, includes data from 210 nonprofit organizations across the survey region.

Purpose of this Report

TSNE partners every year with hundreds of nonprofits, foundations, community-based groups and others working for social change. We help strengthen organizations and their leaders, facilitate learning, guide strategic thinking, and build organizational capacity through our dynamic mix of financial management, consulting services, training programs, research, and learning resources.

This report provides nonprofit leaders with relevant data to inform and support fair and consistent compensation decisions and practices, and:

- Enables nonprofit leaders to make informed hiring and pay decisions to more effectively plan for the future of their organizations;
- Help leaders explain compensation rates and policies to their employees and potential employees, in a meaningful context; and
- Provides data that nonprofit boards need in order to determine appropriate compensation practices for executive directors and other top positions, as required for many nonprofits by IRS Section 990.

First published in 2010, TSNE's Valuing Our Nonprofit Workforce report provided a deep look at nonprofit compensation practices in nonprofit organizations across Massachusetts and bordering communities. This report was followed in 2014 by a compensation and benefits survey of nonprofits in Massachusetts and Rhode Island, and a report in 2017 that includes information from more than 340 nonprofits located in Southern New England and Westchester County, New York. The resulting searchable database and accompanying report is used by thousands of executive directors, board members, human resources staff, and consultants to help establish pay practices across entire organizations and set salaries for individual positions. The data is also accessed by individual members of the workforce who are seeking information about the competitiveness of their current pay rate and to learn about their future earning potential. Our data:

- Is locally relevant to the New England region and adjoining communities, but can be used to benchmark salaries in other regions across the country;
- Includes positions that are common to our nonprofit workforce but are difficult to find and make comparisons in other compensation studies; and
- Has pay and benefits information from small to mid-sized organizations including service providers, grassroots community groups, and social justice organizations.

Using the Report

TSNE contracted with Nonprofit Compensation Associates, Inc. to administer the survey using FAIRPAY, a software application survey program.

FAIRPAY has a solid track record of producing thoughtful, values-based nonprofit compensation and benefits studies and reports around the country. The FAIRPAY survey tool affords TSNE great flexibility in designing surveys and reports that support and address our goal of providing the most relevant information possible for our region's nonprofits.

All nonprofits are different, and all jobs are unique. We urge you to view this report as one of many factors in deciding what and how to compensate your staff. Use this information as one tool or resource to decide what is most appropriate for your organization. While the report provides a much-needed informational baseline for nonprofits, there are several important things to keep in mind:

- The information presented does not constitute recommendations for setting compensation and benefits. Rather, the information is presented as a report of the compensation and benefits practices as reported by the 210 organizations that participated in the survey, as of May 1, 2023:
- The information presented is not a scientific sampling from which conclusions can be drawn about all nonprofit compensation across the region. Rather, it presents only information about the 210 organizations that participated in the survey:
- The report is not a scientific comparison of nonprofits located in different geographic regions or in one field of service versus another. The mix of sizes and types of nonprofits, and the types of jobs associated with each organization, means that there are multiple variables for you to compare and consider.

Be sure to review and follow the [Guide to Using the Survey](#), which provides details about our survey methodology, along with definitions for terminology. The Guide will help you understand and interpret the data in ways that are meaningful to you.

You can also view the salary data broken down by organizational annual operating expenses, employee population, location, field of service, and other factors found in our online searchable database at salarydatabase.tsne.org

This report is divided into the following sections:

I. Guide to Using the Survey Report

Provides information on how to compare your organization's compensation and benefits practices with the survey data, including matching jobs, definitions of terms, and adjusting pay levels over the next few years.

II. Survey Highlights

Summarizes trends and points of particular interest from the full report.

III. Participant Overview

Provides details (data points) describing the organizations which contributed to the survey, including annual operating expenses, geographical location, field of service, and numbers of employees.

IV. Compensation and Benefits Practices

Reports data on compensation budgets, pay increases, bonus practices, overtime and shift differentials, and the wide range of benefit practices across surveyed organizations, including details on special benefits offered to Executive Directors/CEOs.

V. Compensation by Position

Details the compensation (base pay and total compensation) for each position according to predetermined, survey-specific variables:

- Annual operating expenses
- Fields of service
- Geographic region
- The number of full-time equivalent employees of the organization
- Educational requirement of the position
- Years of experience required
- Managerial responsibility of the position
- Gender of employee
- Race/ethnicity of employee
- Generation of employee
- Number of years employee has been in this position

VII. Appendices

Appendix A: List of Organizations Participating in the Survey

Appendix B: Wage Conversion Formulas and Tables

Note

The report only includes data on the gender categories Female/Woman and Male/Man due to insufficient data for other gender categories. While efforts were made to capture a comprehensive range of gender identities, the limited availability of data for certain categories prevented their inclusion in this report. It is essential to acknowledge the diverse spectrum of gender identities, and the absence of specific categories in this report does not diminish the importance of recognizing and respecting the full range of gender diversity.

Guide to Using the Survey Report

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

- The survey reports the compensation and benefit practices in effect on May 1, 2023, as reported by 210 nonprofit organizations in New England and adjoining communities.
- The survey findings represent actual practices reported by participants in the survey. The survey, therefore, is not a scientifically selected sample from which conclusions can be drawn about all nonprofits in the survey area. Also, the results are not intended to represent an ideal of what compensation and benefits should be.
- When developing compensation and benefits programs, a nonprofit organization should consider its compensation philosophy and the internal value the organization places on its jobs, in addition to the reported survey data.

Matching Jobs

When seeking information for a particular job, it is important to carefully match the job's duties and responsibilities with those indicated in the position description provided in the survey [Composition by Position](#) reports:

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

Comparing Positions and Determining Compensation

- Review all of the data subsets (e.g., Annual Operating Expenses, Field of Service) to locate those most relevant to your organization.
- It may also be helpful to consider the variable information provided within a subset of data. For example, if your organization’s annual operating expenses are \$9 million but you are planning substantial growth in the immediate future and the annual operating expenses for the next year are expected to be more than \$10 million, then consider using the compensation information for the data subsets providing pay levels for larger organizations.
- Keep in mind that pay is a moving target and that it can be difficult to gauge how salaries in nonprofit organizations are changing over time. The data in this document was reported as of May 1, 2023. To age compensation data from that point, making an increase to a reported salary of 0.25% per month (3.0% per year) appears to be a conservative, but reasonable adjustment.

Note

The pay for senior level positions is most often influenced by the size of a nonprofit organization, with larger organizations paying higher salaries. However, organizational size typically has less influence on less senior, supervisory, professional, and support jobs.

Terminology and Abbreviations

Term	Definition
Across-the-board salary increase	A general pay increase, usually of a certain percent, given to every eligible employee in an organization. The increase may be linked to a cost of living or other economic indicator. See also: <i>Cost of Living Increase</i> .
Average salary • calculated by employee • calculated by organization	<p>The sum of all salaries or cash compensation divided by the total number of values in the sample.</p> <p>The “average calculated by employee” uses each individual job reported, regardless of which organization reported it. It may be strongly influenced by a few extremely high or low salaries or by the wage practices of a small number of organizations if they employ large numbers of employees in a particular job.</p> <p>The “average calculated by organization” considers each organization in the sample equally, regardless of the number of employees reported by each of them. In effect, an average salary is calculated for each organization in the sample, and then an average is taken of those values. This makes it possible to report data for samples in which one organization reports a disproportionate number of employees. See also: <i>Data Confidentiality</i>.</p>
Annual base salary	The full-time, annual base salary paid for a position as reported in the <i>Compensation by Position</i> tables. Part-time salaries have been annualized based on a 40-hour workweek. Base salaries do not include the cost of benefits, incentive pay, or perquisites. To convert annual salaries to hourly, weekly, or monthly figures, consult Appendix B of this report.

Cafeteria plan	<i>See Flexible Spending Benefits Plan.</i>
Cost of living increase	A periodic, across-the-board increase in base pay, designed to keep employees' salaries in line with the rising cost of living.
Defined benefit plan	A retirement plan in which a retired employee receives a specific amount based on their salary history and years of service to the organization, and in which the employer bears the investment risk. Contributions may be made by the employee, the employer, or both.
Defined contribution plan	A retirement plan that specifies the amount of an organization's contribution, but which may not have a formula for determining eventual benefits. An organization's contribution usually equals a certain percentage of the employee's salary. A vesting period—specific length of employment—may be required. <i>See also: Individual Retirement Account (IRA), Tax-sheltered annuity 401(k), Tax-sheltered annuity 403(b).</i>
Dependent Care Spending Account (DCSA)	One of the two types of FSA (Flexible Spending Account), which holds pre-tax dollars set aside by employees on an annual basis, to pay for their dependent care expenses. Any money in the DCSA not spent at the end of the year, or in the period determined by the plan, is forfeited.
Exempt vs. non-exempt employees	Employees are classified as "exempt" or "non-exempt" in accordance with the FLSA (Fair Labor Standards Act). An exempt employee is paid a salary and is not compensated for overtime hours worked. The three categories under which an employee may be considered exempt are: administrative, executive, and professional. These categories generally define an exempt employee as one who customarily and regularly exercises discretion and independent judgment in the performance of their duties. Exempt employees must also pass a Salary Basis Test; that is, they must be compensated at a minimum level, which can vary based on the employer's location. A non-exempt employee is paid for all regular hours and all overtime hours worked. Most employees are classified as non-exempt and generally perform a wide variety of professional and/or administrative responsibilities.
Flexible benefit plan	Benefit plans that allow employees to choose the benefits they desire from a predetermined list. Employers provide a certain number of credits or dollars to each employee to ensure they can obtain core coverage. Additional benefits on the list may be purchased at an individual employee's expense. <i>See also: Cafeteria plan.</i>
Flexible Spending Account (FSA)	A type of Section 125 plan, an FSA holds pre-tax dollars set aside by employees to pay for their health care or dependent care expenses. Any money in the FSA not spent at the end of the year or period determined by the plan is forfeited. There are two types of FSA: Health Care Spending Account (HCSA) and Dependent Care Spending Account (DCSA) <i>See Also: DCSA.</i>

Health Care Spending Account (HCSA)	One of the two types of FSA (Flexible Spending Accounts), which holds pre-tax dollars set aside by employees to pay for their health care expenses. Any money remaining unspent in the HCSA at the end of the year or the period of time determined by the plan is forfeited.
Health Reimbursement Arrangement (HRA)	An arrangement in which the employer contributes a certain amount of money per employee, per year, to pay for health-care expenses. This money may be rolled over from one year into the next, but is not portable if an employee leaves employment with the organization.
Health Savings Account (HSA)	An employee and/or employer make pre-tax contributions that are used by the employee to pay for future medical, retirement, and/or long-term care premium expenses. These accounts are used in conjunction with a high-deductible health insurance plan. These funds can roll over from year to year, and the account is portable if the employee leaves the organization.
Incentive or bonus pay	A periodic or one-time financial reward that compensates employees for outstanding job performance. Bonuses may be given for specific instances of employee achievement or initiative and/or when an employee meets or exceeds preset performance goals.
Individual Retirement Account (IRA)	A defined contribution benefits plan that allows employees to make tax-deductible contributions to their own retirement accounts.
Median	The data point at which 50 percent of the sample is lower and 50 percent of the sample is higher. The median is synonymous with the 50th percentile.
Number of employees	In <i>Compensation by Position</i> tables, the total number of individuals reported for a specific job; the size of the sample.
Number of employees managed	In <i>Compensation by Position</i> tables, the total number of employees managed by a specific position.
Number of organizations	In <i>Compensation by Position</i> tables, the number of organizations reporting employees in a specific position.
Paid Time Off (PTO) program	Employees are given a set number of days off each year to be taken at their discretion (rather than separate time off for vacation days, sick days, personal days, and holidays).
Paid time-off benefits	Employer-paid time-off benefits which may include vacation days, sick days, personal days, and holidays.

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

Positions Reported in the Survey

The survey instrument requested information for 324 job titles. This report presents compensation data for each of 170 job titles for which data was collected **from at least five unique organizations**. See: *Data Confidentiality*. This threshold ensures the confidentiality of data for all participating organizations. Therefore, a number of jobs presented in the survey instrument are not reported. Nearly 10,000 individual salaries were used to generate this report.

Data Confidentiality

To ensure the confidentiality of all data, a minimum number of responses are required for each statistic that is reported.

- For compensation data, a minimum of five organizations must report in the organizational size range.
- For average pay or median pay, there must be a minimum of five employees in that job title.
- For specific percentiles (10th, 25th, 75th, and 90th), there must be a minimum of 12 employees in each organization.

Note

When the data collected does not meet these minimum levels, we leave those cells blank in Section V. Compensation by Position. In cases where fifty percent or more of the data for a position was reported by a single organization, only the average by organization is reported.

To Request Additional Information

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

Luzdy Rivera

Chief People and Culture Officer

Bobby Brickey

Director of People and Culture

TSNE
89 South Street, Suite 700
Boston, Massachusetts 02111
(617) 523-6565
www.tsne.org
hr@tsne.org

Survey Highlights

General Observations

- Two hundred ten (210) nonprofit organizations completed the survey.
- Data was compiled on nearly 10,000 individual salaries and these were categorized into the 170 job titles contained within the report.
- The annual operating expenses of participating nonprofits range from less than \$100,000 to more than \$40,000,000. The average annual operating expense of those reported is \$5,988,513 and the median is \$2,400,000. Organizations are divided into five categories based on their annual operating expenses (page 10).
- Fifty-two percent (52%) of these organizations define a full-time workweek as 40 hours per week; 31% use 37.5 hours, and 13% use 35 hours. Most of the remaining organizations are smaller nonprofits, with varied workweeks of 32 hours or less.
- Seventy-one percent (71%) of employees at participating organizations work full-time, while 29% work part-time.
- Respondents reported annual voluntary turnover rates during the 12 months prior to the survey of 17% for full-time employees (15% in 2017, 17% in 2014, and 12% in 2010), and 26% for part-time employees (24% in 2017, 21% in 2014, and 11% in 2010).
- Involuntary turnover rates in 2023 were 4% for full-time employees (5% in 2017, 6% in 2014, and 4% in 2010) and 3% for part-time employees (5% in 2017, 5% in 2014, and 3% in 2010).
- Sixty-six percent (66%) of Executive Directors are female and thirty three percent (33%) are male. The remaining one percent (1%) of Executive Directors identify their gender as other than male or female.
- Twenty-two percent (22%) of organizations indicate that the current Executive Director is planning to leave their position within the next three years.

Impact of the Economic Environment

- Twenty percent (20%) of organizations report that their operations are currently severely or significantly impacted by the COVID-19 pandemic, 29% are moderately impacted, and 51% are slightly or not at all impacted.
- Eighty-three percent (83%) of participating organizations have at least some employees working either remotely or with a “hybrid” combination of remote and in-person work. Among these organizations, 76% report that all or most of these employees worked in person prior to the pandemic.
- Seventy-seven percent (77%) of respondents expect increased competition from other employers to attract and retain well-qualified employees in 2023. Thirty-three percent (33%) see turnover as a significant problem for their organizations in 2023.

Diversity, Equity, and Inclusion (DEI) Practices

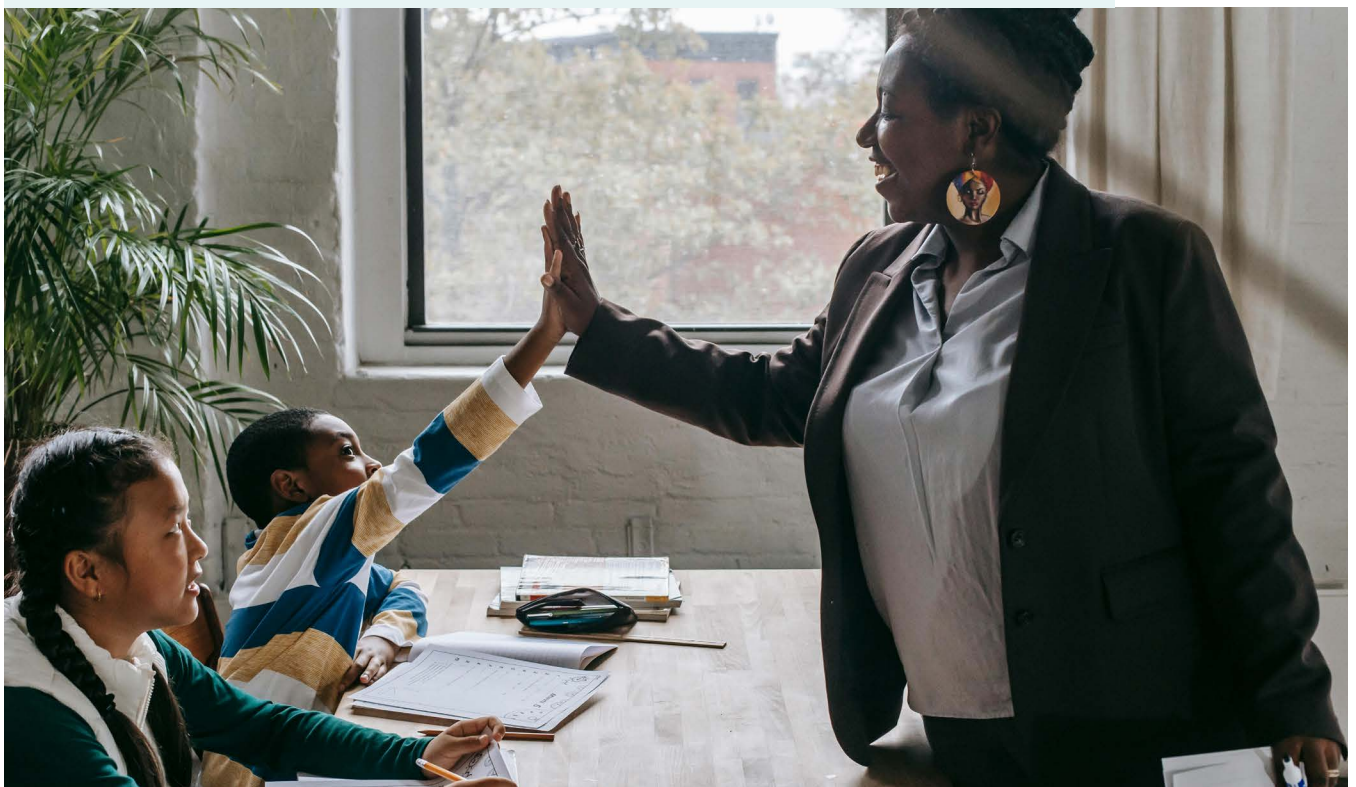
- Eighty-eight percent (88%) of organizations have done some work on DEI practices, from discussion to fully implemented policies.
- Among these organizations, 50% have an internal working group or task force. Most of these groups were established between 2020 and 2022.
- Sixty-eight percent (68%) of organizations that have worked on DEI practices plan to provide DEI-related training for staff in 2023; 52% plan to provide DEI-related training for their boards.

Benefits: Time Off

- Seventy-eight percent (78%) of the organizations provide full-time employees with a specified number of paid days off each year for vacation, holidays, sick leave, and personal days.
- Seventeen percent (17%) offer a Paid Time Off (PTO) program instead, giving employees a set number of days off to be used for any purpose.
- Another five percent (5%) offer some other form of time off benefits. These policies include unlimited time off, personal days off combined with comp time, a PTO program that covers vacation and holidays (rather than covering vacation and sick time), and separate schedules for planned vs. unplanned time off.
- Seventy-seven percent (77%) of nonprofits with part-time employees provide paid time off for their part-time staff.
- Of these organizations, fifty-eight percent (58%) require that those employees work a minimum number of hours per week to be eligible, with an average of 21 hours per week required.
- Eighty-five percent (85%) of participants offer one vacation schedule option for all employees, which often provides a schedule of an increasing number of vacation or PTO days, the longer an employee remains employed with the organization.
- Ten percent (10%) offer two or more time-off schedules, depending on employees' FLSA status (exempt or non-exempt).
- Reporting organizations provide an average of 11.7 paid holidays and 9.2 paid sick days per year.

Benefits: Insurance & Retirement

- Ninety-three percent (93%) of responding nonprofits offer some type of medical insurance to full-time employees. In general, more than 50% of these organizations pay 80% or more of the individual employee premium.
- Eighty-one percent (81%) offer a traditional health plan, 9% offer a cafeteria plan, 3% pay a stipend directly to employees allowing them to purchase their own coverage, and 7% do not offer health insurance benefits.
- Of the respondents reporting part-time employees, 66% do not offer insurance benefits.
- Fifty percent (50%) indicate that part-time employees are eligible for health insurance benefits as long as they work a minimum average number of hours per week (on average, 25 hours per week), while six percent (6%) make benefits available to all employees regardless of the number of hours worked.
- Eighty-six percent (86%) of surveyed organizations provide some type of retirement benefit to their full-time employees.
- For these employers, tax-sheltered annuities such as 401(k) and 403(b) plans are by far the most popular type (sixty-five percent (65%) of all organizations), followed by IRA/SEP-IRA/Simple IRA plans at sixteen percent (16%)..
- Eighty-three percent (83%) of those offering retirement benefits have plans in which both the employer and the employee contribute to retirement accounts.
- In twelve percent (12%) of the organizations, only the employee contributes, and in three percent (3%), only the employer contributes.
- Ninety-four percent (94%) of organizations that contribute to their employees' retirement plans indicate that they contribute a percentage of each employee's annual salary, usually the same percentage for all employees.
- The reported employer retirement contributions range from one percent (1%) to fifteen percent (15%), with an average of four point three percent (4.3)%.



Compensation

- On average, in 2023, male Executive Directors/CEOs earn significantly higher pay than those who are female, with an average annual salary of \$168,210 for men and \$151,373 for women. The average pay for all Executive Directors/CEOs is \$156,828 per year.
- Sixty-six percent (66%) of the Executive Directors/CEOs represented are women. However, women are more strongly represented at the smallest organizations, which are also those that pay the lowest salaries.
- Seventy-three percent (73%) of the organizations with annual operating expenses under \$2,500,000 have female executive directors, compared with 59% of the largest organizations – those with annual operating expenses over \$10,000,000 – that employ female Executive Directors/CEOs.
- Of the 476 individuals in the survey holding the 10 highest paying jobs, 77% are white and 23% are people of color. Of the 2,207 individuals in the survey holding the 10 lowest paying positions, 25% are white and 75% are people of color.
- Many participating nonprofits use more than one method to grant salary increases. Cost of living increases were cited by 56%, merit or performance-based increases by 46%, across-the-board increases by 36%, and length of service increases by 9%. In addition, 30% give pay increases based on internal job equity considerations, and 29% look at external labor market data.
- Eighty-six percent (86%) of participating organizations have salary increases budgeted for their current fiscal year. This is significantly higher than in 2017 and 2014, when budgets for salary increases were reported by 70% and 71% of organizations, respectively.
- Eighty percent (80%) of the nonprofits report having annual employee performance reviews, while 12% conduct reviews every six months, 5% conduct reviews quarterly, and 3% do not have a set schedule.
- Thirty-eight percent (38%) of the organizations report that they have a formal policy that allows for incentive pay for their Executive Directors/CEO.

Participant Overview

Effective Date of Data

Participants provided compensation and benefits data in effect as of May 1, 2023.

Participants

Two hundred ten (210) nonprofit organizations located in New England and adjoining communities participated in the survey. These organizations provided comprehensive information on compensation for positions common to nonprofits. They also provided information about their benefits practices. A list of the participants is included in Appendix A. The tables that follow in this section provide an overview of the organizations – where they are located, their annual operating expenses, field of service, and the number of staff they employ.

Fields of Service

Participants are classified by 19 separate Fields of Service.

Field of Service	# of Organizations
Child and Youth Services and Advocacy	39
Arts and Culture	22
Community and Economic Development	20
Food Programs and Pantries, Nutrition, Agriculture	17
Elderly and Disabled Services and Advocacy	15
Environment, Conservation, Animal Welfare	15
Social Justice, Legal Services, Civil Rights	14
Family and Individual Counseling, Crisis Intervention, and Mental Health Services, including Substance Misuse Services	11
Public Policy and Education Reform	11
Housing and Homelessness Prevention	8
Philanthropy	8
Association, Membership, Management, and Organizational Support	12
Immigrant, LGBT, Minority, and Other Demographic Population Services and Advocacy	7
Domestic Violence and Sexual Violence Programs	5
Medical-Related Services	3
Fitness, Wellness, and Recreation	2
Religion, Spiritual Awareness, and Development	1
Total	210

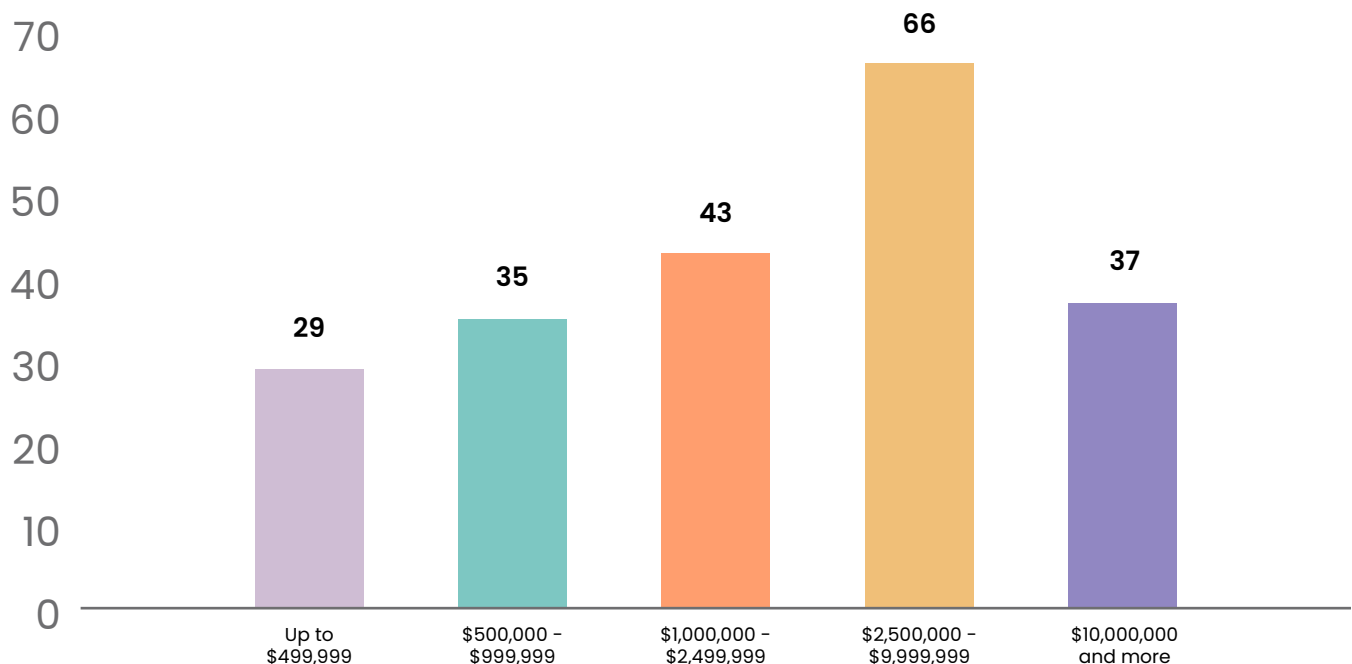
Annual Operating Expenses

Groupings by the size of an organization's annual operating expenses have been established where natural breaks occurred in the data and to ensure a sufficient number of responses in each category to provide valid information.

Annual Operating Expenses Groups	# of Organizations	Average Annual Operating Expenses
Up to \$499,999	29	\$296,017
\$500,000 - \$999,999	35	\$703,101
\$1,000,000 - \$2,499,999	43	\$1,682,897
\$2,500,000 - \$9,999,999	66	\$5,026,152
\$10,000,000 and more	37	\$22,170,386
All Organizations	210	\$5,988,514

The following chart illustrates the distribution of participants by annual operating expenses.

Distribution of Participants by Organization's Annual Expenses

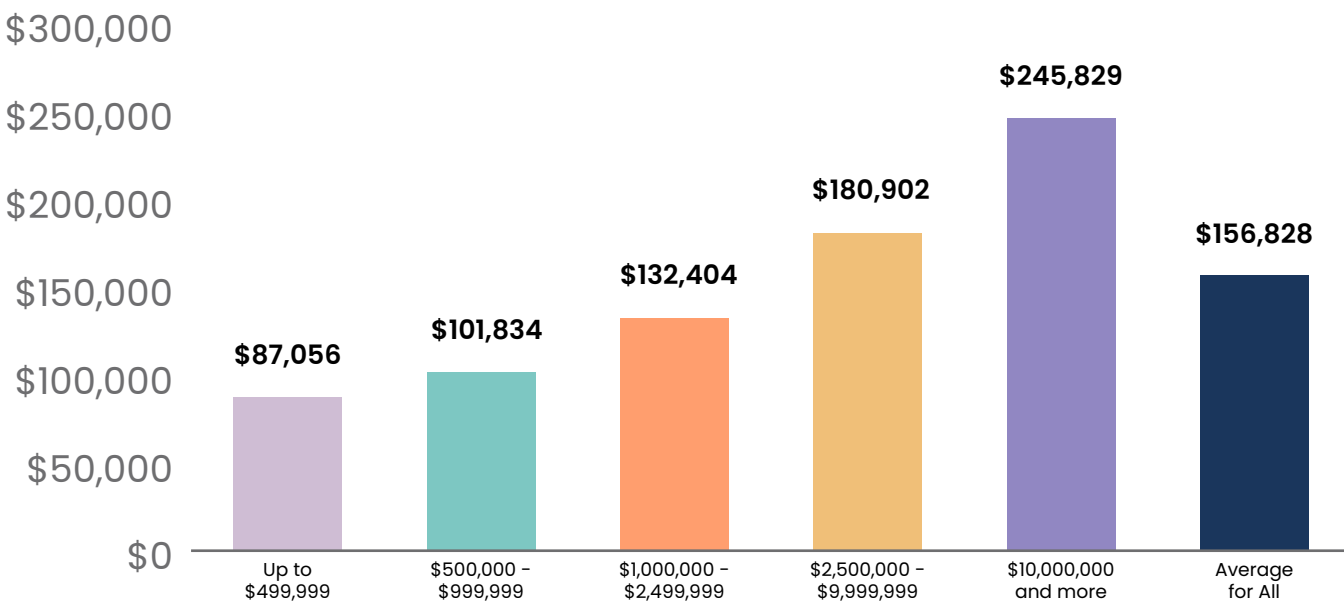


Using Annual Operating Expenses Data to Evaluate Executive Director/CEO Pay

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

Annual Operating Expenses Groups	# of Organizations	Average Base Pay for Executive Director/CEO
Up to \$499,999	29	\$87,056
\$500,000 - \$999,999	35	\$101,834
\$1,000,000 - \$2,499,999	43	\$132,404
\$2,500,000 - \$9,999,999	66	\$180,902
\$10,000,000 and more	37	\$245,829
All Organizations	210	\$156,828

Average Executive Director/CEO Pay Across Annual Expenses Groups

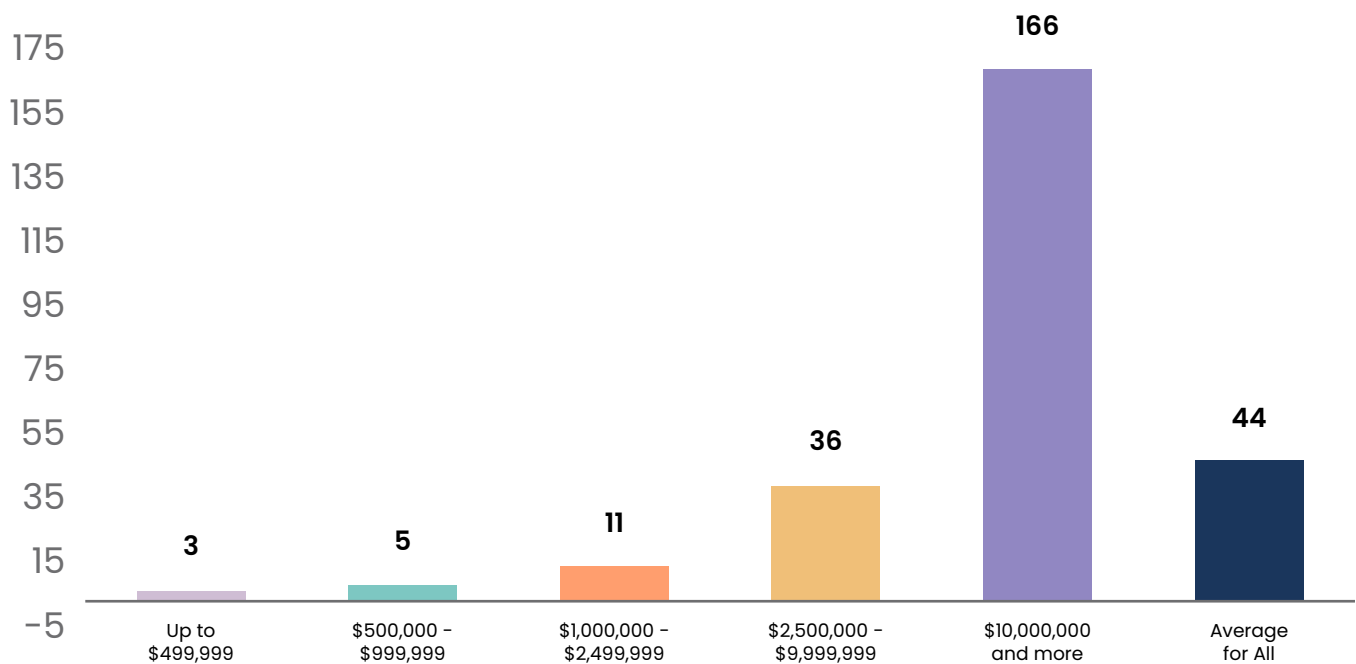


Staff Size

The average number of full-time equivalent employees in each annual operating expense 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. The following chart and graph illustrate the average number of employees per annual operating expenses group.

Annual Operating Expenses Groups	# of Organizations	Average Number of Full-Time Equivalent Employees
Up to \$499,999	29	3
\$500,000 - \$999,999	35	5
\$1,000,000 - \$2,499,999	43	11
\$2,500,000 - \$9,999,999	66	36
\$10,000,000 and more	37	166
Total	210	44

Average Number of Full-Time Equivalent Employees Across Annual Expenses Group



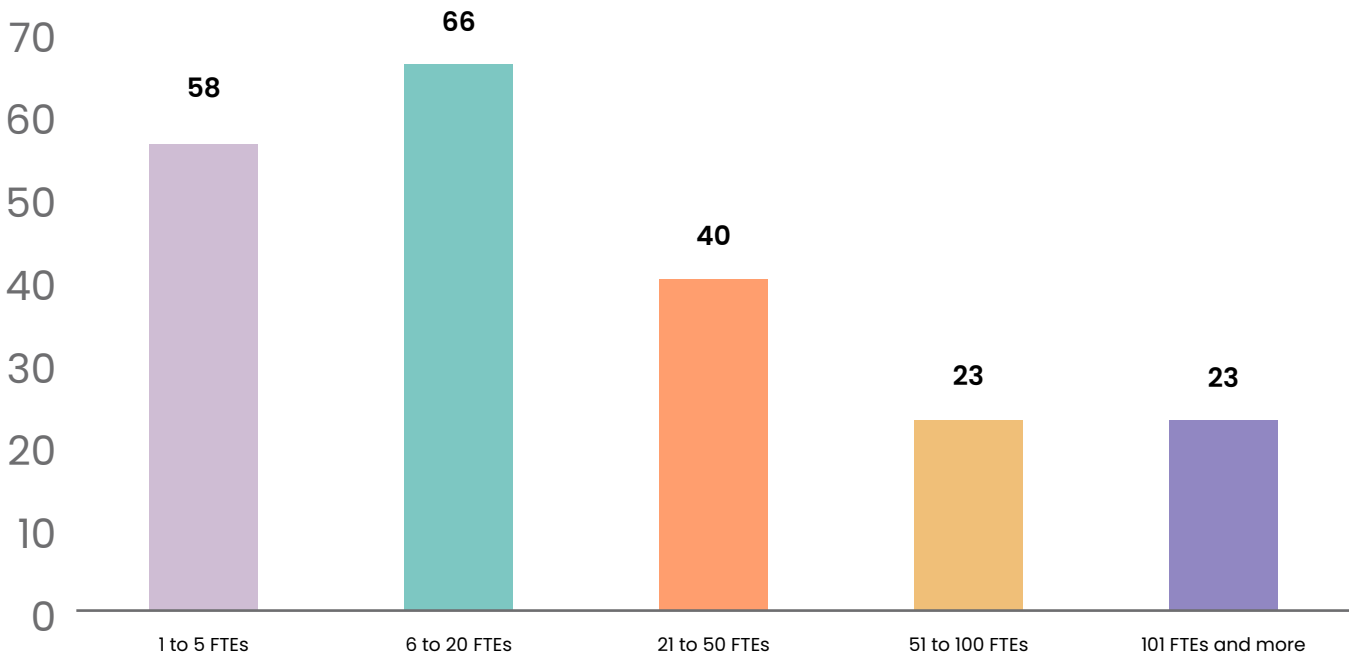
Data is also calculated on groupings by the number of full-time equivalent employees in an organization. The following chart and graph illustrate the distribution of participants by number of full-time equivalent employees.

Employee Size Groups	# of Organizations
From 1 to 5 FTEs	58
From 6 to 20 FTEs	66
From 21 to 50 FTEs	40
From 51 to 100 FTEs	23
101 FTEs and more	23
Total	210

Tip

If your organization has low annual operating expenses relative to the number of employees, or vice versa, then compare your data based upon both annual operating expenses and employee size groups.

Distribution of Participants by Employee Size Group



Employee Turnover

We asked respondents to identify the source of the positions into which they hired new employees when an existing employee left, either voluntarily or involuntarily. The table below shows the percentages 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).

Employee Size Groups	Full-Time Positions		Part-Time Positions	
	Position Refilled Due To: Voluntary Turnover	Position Refilled Due To: Involuntary Turnover	Position Refilled Due To: Voluntary Turnover	Position Refilled Due To: Involuntary Turnover
From 1 to 5 FTEs	17%	4%	11%	1%
From 6 to 20 FTEs	17%	3%	15%	2%
From 21 to 50 FTEs	15%	3%	24%	3%
From 51 to 100 FTEs	19%	4%	30%	3%
101 FTEs and more	17%	5%	32%	4%
Overall Percentage	17%	4%	26%	3%

Organizations were asked to identify factors they are aware of as significant reasons why employees have left their jobs during the past year due to voluntary turnover, other than retirement.

Factors Related to Voluntary Turnover	# of Organizations	% of Organizations
Jobs with higher pay elsewhere	101	48%
Personal reasons (other than geographic move)	66	31%
Higher-level job (promotion) elsewhere	64	30%
Stress/burnout	53	25%
Career change	46	22%
Geographic move for personal/family reasons	39	19%
Jobs with more competitive benefits elsewhere	32	15%
Pursuing higher education	26	12%
Dissatisfaction with leadership/management	26	12%
Job in the public sector	23	11%
Dissatisfaction with in-person work	20	10%
Geographic move for affordability reasons	15	7%
Dissatisfaction with organizational culture	14	7%
Job in the private sector	13	6%
Dissatisfaction with remote work	1	<1%
Other	7	3%

Supervisory Responsibility

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

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

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



Geographic Location of Responding Organizations

Compensation levels are reported for nonprofits based on the following regions, which group organizations within somewhat similar and adjacent geographical and economic areas in order to provide local information that is as relevant and robust as possible.

Region	# of Organizations
Route 195/Eastern Route 95 Windham County CT, New London County CT, Bristol County MA, Rhode Island	8
New Haven Coastal Middlesex County CT, New Haven County CT	4
New England Gateway Fairfield County CT, Westchester County NY	1
Greater Hartford Hartford County CT, Tolland County CT	41
Western MA & Litchfield County CT Litchfield County CT, Berkshire County MA, Franklin County MA, Hampden County MA, Hampshire County MA	24
Eastern MA, Not Including Boston Essex County MA, Middlesex County MA (other than Cambridge), Norfolk County MA, Worcester County MA	44
Boston & Cambridge Suffolk County MA, City of Cambridge MA	70
Cape Cod & The Islands Barnstable County MA, Dukes County MA, Nantucket County MA, Plymouth County MA	9
Maine, New Hampshire, Vermont and Upstate New York	9
Total	210

Compensation levels are also reported statewide for Connecticut, Massachusetts, and Rhode Island.

State	# of Organizations
Connecticut	46
Massachusetts	151
Rhode Island	7

Compensation & Benefits Practices

Compensation Practices

Salary Increase Budgets

Organizations that have budgeted for salary increases in their current fiscal year report an average increase of 4.39%. The median salary increase budget (including all organizations who responded to the survey) for the current fiscal year, is 3.0% as detailed in the table below. Eighty-six percent (86%) of survey participants report that their budgets include some salary increases, while 14% report salary increase budgets of 0.0%. This indicates a greater proportion of organizations giving increases compared with the results reported in the 2017 survey, in which 70% of organizations indicated their budgets included some salary increases.

Salary Increase Budgets for Current Fiscal Year

# of Organizations Responding	210
# Organizations Responding Indicating No Budgeted Increase	30
# Organizations Responding With an Increase Budgeted	180
25th Percentile for All Organizations	3.0%
Median for All Organizations	3.0%
75th Percentile for All Organizations	5.0%
Average Increase Budgeted (Including those reporting 0.00%)	3.75%
Average Increase Budgeted (Excluding those reporting 0.00%)	4.39%

Salary Increase Practices

When asked what method best describes their salary increase practices, more than half of participants report that they award salary increases based on cost of living considerations. Note that this question asks about their general practice, so organizations that do not plan to give increases this year may still choose one or more of the methods listed below. 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
Cost of Living	56%	77%	4.62%	65%	3.65%
Merit/ Performance	46%	72%	4.05%	67%	3.82%
Across the Board	36%	80%	3.83%	77%	3.90%
Internal Job Equity	30%	47%	6.19%	31%	4.97%
External Labor Market Data	29%	50%	5.77%	42%	5.22%
Length of Service	9%	68%	3.77%	58%	3.82%

Use of Standardized Seniority/Length of Service Factors

Thirteen percent (13%) of survey participants report that their organizations incorporate standardized seniority/length of service factors for pay differentials among employees in the same job. Among these organizations, 14% use a fixed percentage as the basis for the pay differential, with a median pay differential of 3%. The remaining 86% of organizations in this group may have a less formal policy and/or may include factors such as experience and performance to determine the pay differential.

Pay Philosophy

Thirty-two percent (32%) of survey participants report that their organizations have a board-approved pay philosophy that defines the organization’s compensation strategy. Among these organizations, 78% share the pay philosophy with staff.

Salary Structure

Forty-one percent (41%) of survey participants use a salary structure with grades and ranges.

Grade & Ranges	# of Organizations	% of Organizations
Use grades or ranges	87	41%
Do not use grades or ranges	123	59%
Total # of Organizations	210	

Among organizations that use a salary structure, 61% report that they adjusted ranges upward in 2022 with a median adjustment of 5.0%. Sixty-nine percent (69%) have adjusted or plan to adjust their ranges during the calendar year 2023 and report a median expected adjustment of 3.5%.

Fifty-six percent (56%) of organizations with a salary structure share the structure with staff.

Pay Transparency in Job Advertisements

Survey participants were asked whether their organizations include the pay range and/or information about employee benefits when advertising open jobs.

Inclusion of Pay and/or Benefits	# of Organizations	% of Organizations
Pay range only is included.	36	17%
Employee benefits only is included.	14	7%
Both pay and employee benefits are included.	145	69%
Neither pay nor benefits are included.	15	7%

Incentive Pay or Bonuses

Of the 210 respondents, 38% indicate that they provide their Executive Director/CEO with some type of incentive or bonus opportunity. Incentive or bonus pay is just slightly less common for other categories of employees.

Employee Group – Eligible for Incentive and/or Bonus Pay	# of Organizations	% of Organizations
Executive Director	79	38%
Management Staff	74	35%
Professional Staff	76	36%
Support and Administrative Staff	71	34%

Survey participants that provide incentive/bonus pay to any category of employees were asked about the purpose(s) of that additional pay. Sixty-seven percent (67%) report that incentive/bonus pay is intended to reward performance, and 58% report that it is meant to encourage retention.

On-Call Practices

Fifty-one respondents (24% of the 210 participants) indicate that they have some type of on-call pay practice as follows:

On-Call Pay Practices	# of Organizations	% of Organizations
Pay for hours worked (including overtime)	13	25%
Pay a flat rate for employees' on-call time	12	24%
Provide compensatory time off or flex-time	5	10%
No additional pay or time off for exempt employees	10	20%
Pay a show-up rate in addition to hourly pay rate	5	10%
Other or no formal policy	6	12%
Total # of Responding Organizations	51	100%

Practices for Dealing with Extensive Overtime Worked by Exempt Staff

Thirty-five percent (35%) of respondents indicate that they do not compensate for extensive overtime worked by exempt staff, 32% provide compensatory time off, and 24% report that they have no formal policy. The remaining have some other policy or practice.

Note

The wage and hour laws do not mandate overtime pay for exempt staff

Practice/Policy	# of Organizations	% of Organizations
No formal policy	50	24%
Provide compensatory time off	68	32%
Pay straight time	1	<1%
Pay overtime rates	8	4%
Do not compensate for extensive overtime	74	35%
Other Practices	8	4%
Total # of Responding Organizations	210	100%

Evening/Night Shift Differentials

Forty-nine nonprofits (23% of the total sample) report that some of their employees work an evening or night shift schedule.

Practice/Policy	# of Organizations	% of Organizations
Do not have evening/night shift positions	161	77%
Do have evening/night shift positions	49	23%
# Organizations Responding	210	

Among these organizations, the majority (88%) indicates that they do not pay any special rates beyond regular hourly pay and overtime, if applicable. Only 12% of the organizations that report an evening or night shift indicate that they pay any additional compensation.

Practice/Policy	# of Organizations	% of Organizations
Of the 49 organizations reporting evening/night shift:		
Do not pay a differential for evening/night shift	40	88%
Do pay a differential	9	12%

Among the organizations that do pay a premium for evening/night shifts are the following practices:

- Paying an additional hourly wage, from \$.75 to \$2.50 per hour
- Paying a salary or shift differential, from 5% to 10%
- Paying a stipend per overnight shift, with the amount depending on the position

Premium for Bilingual Skills

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

Practice/Policy	# of Organizations	% of Organizations
Do not pay a premium for bilingual skills	179	85%
Pay a premium for bilingual skills	31	15%

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

- Paying an hourly premium, from \$.50 to \$3.00 per hour, depending on the position
- Paying a percentage of salary, from 2% - 10%
- Adding some dollar amount to annual pay, from \$1,000 to \$4,000

Job classifications that are subject to additional pay for bilingual skills often include public-facing and program-related jobs, but administrative jobs are also reported:

- Case Managers, Case Manager Supervisors, Client Advocates, Clinicians, Counselors, Direct Service Providers, Foster Care Managers, Home Resource Specialists, Housing Services Coordinators, Program Coordinators, Resident Managers, Therapists, Social Workers, Youth Workers
- Six organizations report that all positions are eligible for additional bilingual pay.

Organizations' Response to Minimum Wage Increases

Survey participants were asked whether their compensation practices are being affected by recent increases in the minimum wage.

Practice/Policy	# of Organizations	% of Organizations
Organization's practices are not affected.	156	74%
Compensation is adjusted only for employees at the minimum wage level.	14	7%
Compensation is also adjusted for some non-exempt employees whose pay was the above minimum wage.	11	5%
Compensation is also adjusted for some non-exempt employees whose pay was the above minimum wage and for some exempt employees.	8	4%
Compensation is adjusted for most or all employees.	21	10%
# Organizations Responding	210	

Living Wage

Eighty-six percent (86%) of survey participants report that paying employees a living wage is a strategic priority for their organizations.

Paying Living Wage as Strategic Priority	# of Organizations	% of Organizations
Yes, paying living wage is a strategic priority	181	86%
No, paying living wage is not a strategic priority	29	14%

Those that do consider paying a living wage to be a strategic priority were asked how they expect to address the budget impact involved. Some participants selected more than one answer.

Addressing Budget Impact of Living Wage	# of Organizations	% of Organizations
Additional fundraising	136	75%
Absorb with already-existing resources	95	52%
Budget re-allocations, not including layoffs	47	26%
Increasing income from programs and services	11	6%
Organization already pays at or above the living wage	5	3%
Budget re-allocations, possibly including layoffs	4	2%

Those that do consider paying a living wage to be a strategic priority were asked what data they use to determine an appropriate living wage for their location(s). Some participants selected more than one answer.

Data Used to Determine Living Wage	# of Organizations	% of Organizations
Municipal/city data	87	48%
County/regional data	81	45%
State data	91	50%
Other	32	18%

Employer Contribution for Cell Phone Costs

Fifty-three percent (53%) of survey participants either provide a cell phone or reimburse some full-time employees for the cost of cell phone use. The first chart below reports the typical monthly payment made, grouped by the percentage of their full-time employees who receive this reimbursement.

Percentage of Full-Time Employees Paid Monthly Reimbursement for Cell Phone Cost	# of Orgs	% of Orgs	Median \$ Per Month Per Employee
All full-time employees	39	19%	\$50
75% - 99% of full-time employees	9	4%	\$50
50% - 74% of full-time employees	8	4%	\$50
25% - 49% of full-time employees	20	10%	\$30
1% - 24% of full-time employees	35	17%	\$50
None	99	47%	n.a.
Total Responses	210		\$50

The chart below reports factor(s) determining eligibility among organizations that reimburse some (but not all) employees.

Factor(s) Determining Eligibility *	# of Orgs	% of Orgs
Requiring regular work away from office	39	54%
On-call work responsibilities	31	43%
Level of job responsibility	38	53%
Total Responses	72	

* Some organizations report multiple factors.

Employment Practices

Full-Time Workweek

Just over half of organizations report a 40-hour full-time workweek. Three percent (3%) report a workweek of fewer than 35 hours.

Length of Full-Time Workweek	# of Organizations	% of Organizations
40 hours	109	52%
37.5 hours	66	31%
35 hours	28	13%
32 hours	1	<1%
30 hours	2	1%
Other	4	2%
Total # of Organizations	210	



Introductory Period

An introductory period refers to a specific timeframe during which a new employee is evaluated and acclimated to their role and the organization. It typically occurs at the beginning of employment, ranging from a few weeks to a few months, depending on the organization's policies. During this period, both the employer and the employee have the opportunity to assess the fit between the individual and the job, providing an opportunity for training, feedback, and adjustments as needed. At the end of the introductory period, the employee's performance and suitability for the role may be formally evaluated, and decisions regarding continued employment or further training may be made. For the 146 nonprofits reporting an introductory period, the average length is 3.7 months. The average introductory period for all organizations is 2.6 months including the 64 organizations that indicate they have no introductory period, which is calculated as 0 months.

Length of Introductory Period	# of Organizations	% of Organizations
30 – 45 days	3	1%
Two months/60 days	2	1%
Three months/90 days	104	50%
Four months/120 days	3	1%
Five months/150 days	1	<1%
Six months /180 days	31	15%
Twelve months/365 days	2	1%
No Introductory Period	64	31%
Total # of Organizations	210	

Of those organizations that have an introductory period, **53% report that employees are eligible for paid time-off benefits during this time. Sixty-five percent (65%) report that employees are eligible for insurance benefits during their introductory period.**

Performance Reviews

The vast majority (80%) of organizations review staff on an annual basis.

Performance Review Period	# of Organizations	% of Organizations
Quarterly	10	5%
Every six months	25	12%
Annually	167	80%
No set schedule	7	3%
Other	1	<1%
Total # of Organizations	210	

Employee Engagement

Survey participants were asked if their organizations have taken or plan to take in the near future any specific action(s) to assess and/or encourage employee engagement. **Overall, 75% of organizations report at least one of the following actions related to employee engagement:**

Employee Engagement-Related Actions	# of Organizations	% of Organizations
Yes, organization has taken at least one action	159	75%
No, organization has not taken any of these actions	50	25%
Actions taken (some organizations report more than one):		
Conduct an assessment of employee engagement	74	35%
Involve staff in strategic planning discussions	112	53%
Involve staff in programmatic planning discussions	113	54%
Employee recognition program	47	22%
Efforts to encourage a positive and enjoyable work environment	137	65%
Other	15	7%

Union Contracts

Twelve organizations (6%) reported having union contracts for one or more of their positions. The types of positions are varied and include both exempt and non-exempt positions. Examples of the types of jobs represented by unions in this survey are:

- Attorneys, Librarians, Paralegals
- Case Managers, Counselors, Direct Care Providers, Intake Coordinators, Protective Services Workers, Resident Services Coordinators, Residential Counselors, Resource Specialists, Social Workers
- Dentists, Dental Assistants, Health Care Services Managers, Medical Assistants, Nurses, Physicians
- Teachers, Assistant Teachers
- Cooks, Kitchen Staff, Nutrition Assistants
- Drivers, Facility Technicians, Maintenance Supervisors, Maintenance Technicians, Network and Systems Technicians, Security Staff
- Administrative Support Staff, Receptionists, Volunteer Coordinators



Miscellaneous Employee Benefits

Organizations were asked whether the following benefits are provided to a) their Executive Director/CEO, b) other executives/managers and, c) other staff.

Benefits Offered to All Staff	% of Organizations Offering Benefits to:		
	Exec Dir/CEO	Execs/Mgrs	Other Staff
Professional development classes	80%	80%	80%
Professional conference attendance	80%	80%	72%
Telecommuting: work from home or elsewhere	65%	64%	58%
Employee Assistance Program (EAP)	57%	57%	57%
Reimbursement for cost of professional license/credential	39%	39%	39%
Transportation and/or travel	37%	38%	38%
Professional membership dues	28%	30%	26%
Continuing education costs	25%	25%	25%
Financial planning services	24%	24%	23%
Professional liability insurance	24%	22%	20%
*Sabbatical (paid)	12%	12%	11%
Home computer purchase or lease	10%	10%	10%
Local mass transit subsidy	9%	10%	10%
Personal liability insurance	8%	8%	7%
Cost of home internet provider	6%	6%	6%
Low-interest or no-interest loan program	4%	4%	5%
Health club membership	3%	3%	3%
Housing or housing allowance	2%	1%	2%
Car leasing	2%	1%	0%
Spouse's/domestic partner's travel expenses	1%	1%	1%
Car ownership	1%	<1%	0%
Country/Residential club membership	1%	0%	0%
Fraternal club membership	<1%	0%	0%
Personal legal expenses	0%	0%	0%
Benefits Offered Only to Exec Dir/CEO & Senior Staff	Exec Dir/CEO	Execs/Mgrs	
Additional vacation time	23%	17%	
Additional contribution to retirement plan	10%	8%	
Additional contribution to medical insurance	8%	6%	
Additional contribution to life insurance	7%	4%	
Additional contribution to disability insurance	5%	4%	
Additional contribution to long-term care insurance	3%	2%	

* Organizations that offer sabbaticals (paid time off), were asked for more details about this benefit:

- The length of employment required before a sabbatical is offered ranges from less than three years to ten years, with a median of seven years.
- The length of the sabbatical ranges from two weeks to six months, with a median of 2.5 months
- Ninety-six percent (96%) of these organizations reports that employees remain enrolled in the organization’s employee benefits programs such as insurance and retirement while on sabbatical.
- Sixty-three percent (63%) of these organizations require that an employee reimburses the organization if the employee leaves the organization directly after a sabbatical or returns but does not stay for a prescribed period of time, typically six months to one year.

Impact of the Economic Environment

This section includes an assessment of the COVID-19 pandemic’s impact on participating nonprofit organizations.

Participants were asked for an overall assessment of the degree to which their organization’s operations are currently impacted by the COVID-19 pandemic. They were also asked to describe the degree to which their organization’s programs and services have changed due to the pandemic.

Degree of Impact	Degree to which organization’s operations are currently impacted by the COVID-19 pandemic	Degree to which organization’s programs and services changed due to the pandemic
	% of Organizations	% of Organizations
Severe	3%	3%
Significant	17%	23%
Moderate	29%	42%
Slight	35%	27%
Not all all	16%	5%

Participants were asked whether their organizations have taken any of the actions below since the onset of the COVID-19 pandemic in during the next twelve months, and if so, how many of their employees were impacted.

Actions Taken Since Onset of Pandemic in 2020	% of Organizations			
	All employees	More than half of employees	Fewer than half of employees	No employees
Withhold planned/expected salary increases	11%	2%	3%	84%
Reduce pay	3%	1%	4%	92%
Furlough employees	1%	4%	8%	86%
Lay off employees	1%	2%	10%	86%

Participants were asked whether they expect their organizations to take any of the actions below during the next twelve months, and if so, how many of their employees they expect to be impacted.

Actions Expected During the Next Twelve Months	% of Organizations			
	All employees	More than half of employees	Fewer than half of employees	No employees
Withhold planned/expected salary increases	4%	0%	1%	95%
Reduce pay	1%	0%	0%	99%
Furlough employees	0%	1%	0%	99%
Lay off employees	1%	0%	2%	97%

Participants were asked to what extent do they expect employees to be working remotely for the foreseeable future, choosing which option (remote, hybrid, or in-person) best describes their practice for each of four broad groups of employees.

Employee Groups	% of Organizations		
	Remote	Hybrid combination	In-Person
Corporate administration (Executive, Office, HR, IT)	11%	69%	20%
Accounting/Finance	19%	59%	22%
Development	15%	67%	18%
Program services	10%	52%	39%

Among survey participants with at least some hybrid and/or remote employees, **76% of survey participants report that all or most of these employees worked in person prior to the pandemic.**

Participants with any employees working remotely and/or with a hybrid arrangement were asked whether their organization compensates these employees for at-home work expenses. If they do, they were asked which kinds of expenses are reimbursed.

Compensate for at-home work expenses	% of Organizations
Yes	28%
No	72%
Among those who answered Yes:	
Internet service	18%
Cell phone	45%
Computer	43%
Home office supplies, furniture, and other equipment	59%
Monthly stipend to cover work-related expenses	20%

Participants with any remote employees were asked about the geographic areas from which their organization hires.

Geographic area for hiring employees	% of Organizations
Local area (within commuting distance)	73%
Outside of the local area	39%
Outside of state	32%

Among organizations that hire from non-local areas, 9% adjust pay based on cost-of-living differences. **Eighteen percent (18%) report that they opened the geographic area for recruitment as a result of the pandemic.**

More generally, survey participants described changes in the overall cost of their insurance and retirement benefits per employee during calendar year 2022, as well as any projected changes for 2023. They were also asked about the size of their workforce, the prospect of increased competition from other employers and concern about turnover.

Question	% of Organizations Answering		
	Increase	About the Same	Reduce
Please indicate changes in the overall cost of your organization's insurance & retirement benefits per employee during calendar year 2022.	70%	29%	<1%
Please indicate expected/projected changes in the overall cost of your organization's insurance & retirement benefits per employee during calendar year 2023.	58%	41%	<1%
Overall, does your organization plan to increase or reduce the number of full-time equivalent employees in calendar year 2023?	48%	51%	1%
	Yes	No	
Do you expect to see increased competition from other employers to attract and retain well-qualified employees in 2023?	77%	23%	
Was employee turnover a significant concern for your organization during calendar year 2022?	43%	57%	
Do you see turnover as a significant problem for your organization in calendar year 2023?	33%	67%	
	Larger	About the Same	Smaller
How does your organization's current workforce size compare with your pre-pandemic workforce?	42%	44%	14%

Those who answered that their workforce is now smaller than before the pandemic were asked about contributing factors to that workforce reduction. Some participants choose more than one factor.

Factor Contributing to Smaller Workforce	% of Organizations
Lack of funding	28%
Programs have changed	34%
Difficulty filling open positions	69%

Organizations were asked to identify job families for which they are having difficulty hiring:

Job Family	# of Organizations	% of Organizations
Accounting/Finance/Grant Administration	30	14%
Administration/General Office	14	7%
Communications/Marketing	13	6%
Development/Fundraising	45	21%
Executive	7	3%
Human Resources	4	2%
Information Technology	4	2%
Maintenance/Facilities/Grounds	20	9%
Program Delivery and Management	88	42%

Diversity, Equity, and Inclusion (DEI) Practices

Survey participants were asked to choose from a list of options describing the degree to which their organizations have worked on DEI practices and policies.

Organization's Stage of DEI Work	% of Organizations
None	12%
Discussion	17%
Planning	10%
Time formally allocated for all or some staff to work on DEI	15%
Funds allocated for DEI (i.e., staffing, training, consultant)	24%
DEI is standing line item in budget/Policies implemented	21%
Other	1%

Organizations that answered anything other than "None" to the question above were asked a series of questions to details about their DEI practices.

Does your organization have, or have you had, an internal DEI working group or task force?	% of Organizations
Yes	50%
Planning to do within 12 months	7%
Done previously, no longer active	9%
No	34%

Among those that have (or had) an internal DEI working group or task force, most were established between 2020 and 2022. Virtually all are comprised of either staff or a combination of staff and board members. In most cases, the organization’s Executive Director/CEO is a member of the group.

Year DEI working group/task force was established	% of Organizations
Prior to 2016	1%
2016 - 2017	10%
2018 - 2019	16%
2020	26%
2021	17%
2022	26%
2023	5%

Composition of working group/task force	% of Organizations
Board only	3%
Staff only	53%
Both board and staff	44%
Executive Director/CEO is a member	76%

Survey participants were asked about the use of a consultant to assist with DEI work since 2019 as well as plans for staff and/or board training in the calendar year 2023.

Performance Review Period	% of Organizations Answering	
	Yes	No
Between 2019 – 2023, has your organization worked with or will you work with a consultant or firm to help support your DEI work?	68%	32%
Does your organization plan to provide DEI-related training for the staff in 2023?	75%	25%
Does your organization plan to provide DEI-related training for the board in 2023?	52%	48%

Survey participants were asked about their boards' nominations plan with respect to DEI considerations.

Question	% of Organizations Answering		
	Yes	Planning to do within 12 months	No
Does the board have a nominations plan that integrates DEI?	59%	15%	26%

Survey participants were asked about the staffing responsible for DEI advancement.

Staffing responsibility for DEI	% of Organizations
One staff person (either full-time or part-time)	19%
Planning to have one staff person (either full-time or part-time)	4%
Combination of staffing with defined number of hours across multiple staff positions	27%
Planning to have combination of staffing with defined number of hours across multiple staff positions	6%
None of the above	40%
Other	4%

Survey participants were asked whether a number of policies/practices have been reviewed or will soon be reviewed with respect to DEI considerations.

Policies/practices reviewed with respect to DEI	% of Organizations Answering		
	Yes	Planning to do within 12 months	No
Compensation and benefits	54%	16%	30%
Hiring (recruitment, hiring, onboarding)	75%	12%	13%
Supervision, evaluation, promotion, lay-offs	45%	14%	41%
Financial practices/policy	33%	14%	54%
Fundraising/marketing	41%	16%	44%
Program	75%	12%	13%
Planning (strategic, program planning)	68%	17%	15%
Retention (e.g., stay interview)	41%	20%	40%

Time-Off Practices

Note

This section does not include responses from twenty-eight survey participants that are fiscally sponsored by TSNE and therefore each have the same time-off practices as TSNE.

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

Time-Off Policy	# of Organizations	% of Organizations
Separate vacation, sick leave, and holiday benefits	10	5%
(some also offer personal days as paid time off)	142	78%
Combined "Paid Time Off" (PTO)	31	17%
Other policy	9	5%

Respondents that have part-time employees report the following policies with respect to paid time off for these employees:

Time-Off Policy for Part-Time Employees	# of Organizations	% of Organizations
Paid time off is provided to all part-time employees regardless of work schedule.	25	19%
Paid time off provided to part-time employees who work a minimum number of hours per week to be eligible.	75	58%
Average number of hours required: 21 hours per week	30	23%

Separate Vacation, Sick Leave & Holidays

All Employees Receiving the Same Benefit

One hundred twenty-eight (128) survey participants (70%) provide the same benefit to both exempt and non-exempt staff - where employees accrue vacation, holiday, and sick leave as separate benefits. Some organizations offer personal days as paid time off. Time-off days indicated are based on full time equivalency (FTE).

Exempt and Non-Exempt Staff Years of Service	Vacation Days	Sick Leave	Holiday	Personal Days	Total Days
First Year	13.7	9.5	11.8	2.3	37.3
Second Year	14.9	9.5	11.8	2.3	38.5
Third Year	16.2	9.5	11.8	2.3	39.8
Fourth Year	17.2	9.5	11.8	2.3	40.8
Fifth Year	18.8	9.5	11.8	2.3	42.4
Sixth to Ninth Years	20.3	9.5	11.8	2.3	43.9
Tenth Year	21.7	9.5	11.8	2.3	45.3
Eleventh Year +	22.3	9.5	11.8	2.3	45.9

Separate Vacation, Sick Leave & Holidays

Exempt & Non-Exempt Staff Receiving Different Benefits

Fourteen (14) survey respondents (8%) provide different benefits to exempt and non-exempt staff - where employees accrue vacation, holiday, and sick leave as separate benefits, as detailed in the following two tables. Some organizations offer personal days as paid time off. Time-off days indicated are based on full-time equivalency (FTE).

Exempt Staff Years of Service	Vacation Days	Sick Leave	Holiday	Personal Days	Total Days
First Year	15.8	9.8	11.6	2.8	40.0
Second Year	17.1	9.8	11.6	2.8	41.3
Third Year	17.1	9.8	11.6	2.8	41.3
Fourth Year	17.1	9.8	11.6	2.8	41.3
Fifth Year	19.2	9.8	11.6	2.8	43.4
Sixth to Ninth Years	19.2	9.8	11.6	2.8	43.4
Tenth Year	19.6	9.8	11.6	2.8	43.8
Eleventh Year +	20.0	9.8	11.6	2.8	44.2

Non-Exempt Staff Years of Service	Vacation Days	Sick Leave	Holiday	Personal Days	Total Days
First Year	10.8	9.8	11.6	2.8	35.0
Second Year	11.5	9.8	11.6	2.8	35.7
Third Year	12.1	9.8	11.6	2.8	36.3
Fourth Year	13.3	9.8	11.6	2.8	37.5
Fifth Year	14.9	9.8	11.6	2.8	39.1
Sixth to Ninth Years	16.4	9.8	11.6	2.8	40.6
Tenth Year	17.0	9.8	11.6	2.8	41.2
Eleventh Year +	17.7	9.8	11.6	2.8	41.9

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

Twenty-seven (27) survey respondents (15%) provide PTO benefits that combine at least some portion of vacation, holidays, and sick leave, **with all employees receiving the same benefits**. Time-off days indicated are based on full time equivalency (FTE).

Exempt Staff Years of Service	Paid Time Off	Holidays	Total Days
First Year	20.4	12.1	32.5
Second Year	21.2	12.1	33.3
Third Year	22.9	12.1	35.0
Fourth Year	24.0	12.1	36.1
Fifth Year	26.8	12.1	38.9
Sixth to Ninth Years	28.8	12.1	40.9
Tenth Year	30.5	12.1	42.6
Eleventh Year +	31.4	12.1	43.5

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

Four survey respondents (2%) provide PTO benefits that combine at least some portion of vacation, holidays, and sick leave, **with exempt and non-exempt staff receiving different benefits**. There is insufficient data to report details.

Additional Year-End Holidays

Thirty percent (30%) of respondents report that their organizations close their operations for some or all of the week between the Christmas and New Year’s holidays, providing several days off for employees that are in addition to their regular vacation/PTO and holiday time-off benefits.

Carry-Over of Unused Vacation or PTO Time

Seventy-eight percent (78%) of organizations allow employees to carry over unused vacation time (or PTO time when applicable) into the following year. The median number of days that can carry over is 10 days.

Employee “Donation” of Unused Paid Time Off

Eleven percent (11%) of organizations with formal time off policies allow employees to “donate” unused paid time off to another employee who is on medical or other extended leave.

Other Paid Time-Off Benefits

The great majority of organizations provide additional paid time for jury duty (91%) and bereavement (89%). Around one-third of organizations provide paid time for parental leave, job-related education/training, military service, and family illness. Organizations are less likely to provide time-off pay for volunteer service (13%).

Type of Time-Off Pay	% of Organizations with Separate Paid Time-Off Policy	% of Organizations Allowing Use of Paid Sick Time
Jury service	91%	5%
Bereavement	89%	14%
Parental leave (in addition to legally mandated paid family leave)	37%	47%
Job-related education/training	33%	7%
Military service	32%	15%
Family illness (in addition to legally mandated paid family leave)	30%	63%
Volunteer service	13%	14%



Insurance and Retirement Benefits

Insurance Coverage Offered

Note

This section does not include responses from 28 survey participants that are fiscally sponsored by TSNE and therefore each offer the same insurance and retirement benefits as TSNE.

The great majority of survey participants (93%) offer some type of insurance benefits to their employees, at an average cost to the organization of \$862 per employee, per month. This figure includes the cost of medical insurance, as well as dental, vision, life, long-term disability, and long-term care, and any other optional types of insurance coverage, which will differ by organization depending on their offerings.

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

Types of Medical Insurance Plans*	# of Organizations Offering **	% of Organizations Offering
Health Maintenance Organization (HMO)	110	60%
Exclusive Provider Organization (EPO)	14	7%
Preferred Provider Organization (PPO)	79	43%
Point of Service Plan (POS)	22	12%
A monthly stipend is paid directly to employees in lieu of insurance coverage	5	3%
Insurance is not provided	13	7%
Total # of Organizations Responding**	182	

*This chart includes organizations offering flexible benefit plans as well as traditional plans.

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

*Other Types of Insurance	# of Organizations Offering	% of Organizations
Dental Care Insurance	147	81%
Vision Care Insurance	117	64%
Life Insurance	122	67%
Short-Term Disability Insurance	101	55%
Long-Term Disability Insurance	110	60%
Long-Term Care Insurance	41	23%
Voluntary Supplemental Plans	61	34%
A monthly stipend is paid directly to employees	5	3%
Other types of insurance are not provided	32	18%
Total # of Organizations Responding**	182	

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

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

The [Employer Contribution](#) tables detail the percentage of healthcare premiums paid by employers who offer traditional plans rather than Cafeteria or Flexible Benefit plans. Results are displayed for all organizations reporting each type of insurance and indicate their insurance market: “Small market” refers to employers covering 50 or fewer employees (100 or fewer in Vermont and New York states); “Large market” refers to employers covering 51 or more employees (101 or more in Vermont or New York states).

Waiting Period for New Employees

Survey participants reported the waiting period before coverage begins for new employees.

Waiting Period for New Employees	# of Organizations Responding	% of Organizations Responding
No waiting period (coverage begins immediately)	80	49%
Up to 1 month	37	20%
Up to 2 months	37	20%
Up to 3 months	8	5%
Total # of Organizations Responding	162	

Part-Time Employee Benefits

Of the organizations who report having part-time employees, 50% indicate that these employees are eligible for medical insurance coverage as long as they maintain a minimum number of hours per week. This includes 31% who offer full benefits to qualifying part-time employees, who must work an average of 28 hours per week to be eligible, and 19% offering pro-rated benefits to qualifying part-time employees, who must work an average of 20 hours per week to be eligible. Six percent (6%) provide pro-rated insurance benefits to part-time employees regardless of their work schedules. The remaining forty-four percent (44%) of respondents provide insurance benefits only to full-time employees.

Cash In Lieu of Insurance Benefits

Fourteen percent (14%) of organizations providing insurance benefits offer a cash payment to employees who are covered under a spouse or partner's policy and choose to forego insurance benefits. The average monthly payment is \$225.

Domestic Partner Benefits

Of organizations that provide insurance benefits, 78% offer medical insurance coverage to domestic partners of employees on the same basis as a spouse. This group includes 77% that extend coverage to both same-sex and opposite-sex partners, and 1% that extend coverage to same-sex partners only. The remaining 22% do not offer coverage to domestic partners.

Employer Contribution—HMO Insurance

(Traditional Plans)

The following tables show the average reported payment of medical insurance premiums by employers for both employees and their dependents, through a **Health Maintenance Organization (HMO)** plan. Results show that 98% of respondents offering HMO coverage pay at least half of the premium cost for the employee. Sixteen percent (16%) pay the entire premium cost for the employee. Note that the information in these tables does not include organizations that offer HMO coverage through a Flexible Benefit plan.

Respondents were asked to indicate a typical or average office co-payment for the types of insurance they offer. For HMO plans, co-payments ranged from \$10 – \$50 per visit, with an average of \$28.69 and a median of \$25. Median annual deductibles are \$2,000 for individuals and \$4,000 for family coverage.

HMO Employer Contribution to Employee Health	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	16	16%	15	19%	1	4%
Pay 90 to 99% of premium	10	10%	4	5%	6	26%
Pay 80 to 89% of premium	32	31%	25	32%	7	30%
Pay 70 to 79% of premium	35	34%	26	33%	9	39%
Pay 60 to 69% of premium	4	4%	4	5%	0	0%
Pay 50 to 59% of premium	3	3%	3	4%	0	0%
Pay 1 to 49% of premium	2	2%	2	3%	0	0%
Do not pay any of the premium	0	0%	0	0%	0	0%
Total # Offering HMO	102		79		23	

Seventy-seven percent (77%) of the organizations pay at least 50% of the cost of HMO coverage for dependents.

HMO Employer Contribution to Employee Health	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	5	5%	4	5%	1	4%
Pay 90 to 99% of premium	2	2%	0	0%	2	9%
Pay 80 to 89% of premium	15	15%	13	16%	2	9%
Pay 70 to 79% of premium	35	34%	26	33%	9	39%
Pay 60 to 69% of premium	11	11%	6	8%	5	22%
Pay 50 to 59% of premium	11	11%	9	11%	2	9%
Pay 1 to 49% of premium	5	5%	3	4%	2	9%
Do not pay any of the premium	18	18%	18	23%	0	0%
Total # Offering HMO	102		79		23	



Employer Contribution—EPO Insurance

(Traditional Plans)

The following tables show the average reported payment of medical insurance premiums by employers for both employees and their dependents, through an **Exclusive Provider Organization (EPO)** plan. Results show that all of respondents offering EPO coverage pay at least half of the premium cost for the employee, but none pay the entire premium cost for the employee. Note that the information in these tables does not include organizations that offer EPO coverage through a Flexible Benefit plan.

Respondents were asked to indicate a typical or average office co-payment for the types of insurance they offer. For EPO plans, co-payments ranged from \$20 - \$45 per visit, with both an average of \$28.75 and a median of \$25. Median annual deductibles are \$3,500 for individuals and \$7,000 for family coverage.

EPO Employer Contribution to Employee Health	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	0	0%	0	0%	0	0%
Pay 90 to 99% of premium	4	44%	2	40%	2	50%
Pay 80 to 89% of premium	3	33%	2	40%	1	25%
Pay 70 to 79% of premium	1	11%	0	0%	1	25%
Pay 60 to 69% of premium	1	11%	1	20%	0	0%
Pay 50 to 59% of premium	0	0%	0	0%	0	0%
Pay from 1 to 49% of premium	0	0%	0	0%	0	0%
Do not pay any of the premium	0	0%	0	0%	0	0%
Total # Offering EPO	9		5		4	

Seventy-eight percent (78%) of respondents pay at least 50% of the cost of EPO coverage for dependents.

EPO Employer Contribution to Dependent Health	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	0	0%	0	0%	0	0%
Pay 90 to 99% of premium	0	0%	0	0%	0	0%
Pay 80 to 89% of premium	3	33%	3	60%	0	0%
Pay 70 to 79% of premium	1	11%	0	0%	1	25%
Pay 60 to 69% of premium	1	11%	0	0%	1	25%
Pay 50 to 59% of premium	2	22%	0	0%	2	50%
Pay from 1 to 49% of premium	0	0%	0	0%	0	0%
Do not pay any of the premium	2	22%	2	40%	0	0%
Total # Offering EPO	9		5		4	

Employer Contribution—PPO Insurance

(Traditional Plans)

The following tables show the average payment of premiums by employers for both employees and their dependents for medical insurance through a **Preferred Provider Organization (PPO)** plan. Results show that all respondents offering PPO coverage pay at least half of the premium cost for the employee, and 10% pay the entire premium cost for the employee. Note that the information in these tables does not include organizations that offer PPO coverage through a Flexible Benefit plan.

Respondents were asked to indicate a typical or average office co-payment for the types of insurance they offer. For PPO plans, co-payments ranged from \$20 - \$75 per visit, with an average of \$31.04 and a median of \$30. Median annual deductibles are \$2,000 for individual employees and \$4,000 for family coverage.

PPO Employer Contribution to Employee Health	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	7	10%	5	10%	2	9%
Pay 90 to 99% of premium	10	14%	4	8%	6	27%
Pay 80 to 89% of premium	24	34%	21	44%	3	14%
Pay 70 to 79% of premium	22	31%	13	27%	9	41%
Pay 60 to 69% of premium	6	9%	4	8%	2	9%
Pay 50 to 59% of premium	1	1%	1	2%	0	0%
Pay from 1 to 49% of premium	0	0%	0	0%	0	0%
Do not pay any of the premium	0	0%	0	0%	0	0%
Total # Offering PPO	70		48		22	

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

PPO Employer Contribution to Employee Health	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	3	4%	1	2%	2	9%
Pay 90 to 99% of premium	1	1%	0	0%	1	5%
Pay 80 to 89% of premium	14	20%	10	21%	4	18%
Pay 70 to 79% of premium	17	24%	11	23%	6	27%
Pay 60 to 69% of premium	7	10%	3	6%	4	18%
Pay 50 to 59% of premium	9	13%	6	13%	3	14%
Pay from 1 to 49% of premium	4	6%	2	4%	2	9%
Do not pay any of the premium	15	21%	15	31%	0	0%
Total # Offering PPO	70		48		22	

Employer Contribution—POS Insurance

(Traditional Plans)

The following tables show the average payment of premiums by employers for both employees and their dependents for medical insurance through a **Point of Service (POS)** plan. Results show that all respondents offering POS coverage pay at least half of the premium cost for the employee, and 10% pay the entire premium cost for the employee. Note that the information in these tables does not include organizations that offer POS coverage through a Flexible Benefit plan.

Respondents were asked to indicate a typical or average office co-payment for the types of insurance they offer. For POS plans, co-payments ranged from \$20 - \$75 per visit, with an average of \$31.04 and a median of \$30. Median annual deductibles are \$2,000 for individual employees and \$4,000 for family coverage.

POS Employer Contribution to Employee Health	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	0	0%	0	0%	0	0%
Pay 90 to 99% of premium	2	11%	2	15%	0	0%
Pay 80 to 89% of premium	7	39%	5	38%	2	40%
Pay 70 to 79% of premium	6	32%	4	31%	2	40%
Pay 60 to 69% of premium	2	11%	1	8%	1	20%
Pay 50 to 59% of premium	1	6%	1	8%	0	0%
Pay from 1 to 49% of premium	0	0%	0	0%	0	0%
Do not pay any of the premium	0	0%	0	0%	0	0%
Total # Offering POS	18		13		5	

Seventy-eight percent (78%) of respondents pay at least 50% of the cost of POS coverage for dependents.

POS Employer Contribution to Dependent Health	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	0	0%	0	0%	0	0%
Pay 90 to 99% of premium	0	0%	0	0%	0	0%
Pay 80 to 89% of premium	3	17%	3	23%	0	0%
Pay 70 to 79% of premium	4	22%	2	15%	2	40%
Pay 60 to 69% of premium	3	17%	2	15%	1	20%
Pay 50 to 59% of premium	4	22%	2	15%	2	40%
Pay from 1 to 49% of premium	0	0%	0	0%	0	0%
Do not pay any of the premium	4	22%	4	31%	0	0%
Total # Offering POS	18		13		5	

Employer Contribution—Dental Care

(Traditional Plans)

The following tables show the average payment of premiums by employers for both employees and their dependents for **dental insurance**. Eighty-one percent (81%) of survey participants that offer dental insurance pay at least half of the premium cost for the employee, and 17% pay the entire premium cost for the employee. Note that the information in these tables does not include organizations that offer dental coverage through a Flexible Benefit plan.

Employer Contribution to Employee Dental Care	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	22	17%	18	19%	4	11%
Pay 90 to 99% of premium	10	8%	6	6%	4	11%
Pay 80 to 89% of premium	25	19%	22	23%	3	8%
Pay 70 to 79% of premium	30	23%	21	22%	9	24%
Pay 60 to 69% of premium	5	4%	3	3%	2	5%
Pay 50 to 59% of premium	16	12%	13	14%	3	8%
Pay from 1 to 49% of premium	3	2%	0	0%	3	8%
Do not pay any of the premium	22	17%	13	14%	9	24%
Total # Offering Dental	133		96		37	

Fifty-nine percent (59%) of respondents pay at least 50% of the cost of dental coverage for dependents.

Employer Contribution to Dependent Dental Care	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	11	8%	9	9%	2	5%
Pay 90 to 99% of premium	2	2%	1	1%	1	3%
Pay 80 to 89% of premium	13	10%	12	13%	1	3%
Pay 70 to 79% of premium	25	19%	17	18%	8	22%
Pay 60 to 69% of premium	6	5%	4	4%	2	5%
Pay 50 to 59% of premium	22	17%	17	18%	5	14%
Pay from 1 to 49% of premium	8	6%	2	2%	6	16%
Do not pay any of the premium	46	35%	34	35%	12	32%
Total # Offering Dental	133		96		37	

Employer Contribution—Vision Care

(Traditional Plans)

The following tables show the average payment of premiums by employers for both employees and their dependents for **vision insurance**. Forty-nine percent (49%) of survey participants that offer vision insurance pay at least half of the premium cost for the employee, and 18% pay the entire premium cost for the employee. Note that the information in these tables does not include vision coverage offered through a Flexible Benefit plan.

Employer Contribution to Employee Vision Care	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	20	18%	16	21%	4	12%
Pay 90 to 99% of premium	4	4%	2	3%	2	6%
Pay 80 to 89% of premium	11	10%	9	12%	2	6%
Pay 70 to 79% of premium	14	13%	10	13%	4	12%
Pay 60 to 69% of premium	0	0%	0	0%	0	0%
Pay 50 to 59% of premium	4	4%	3	4%	1	3%
Pay from 1 to 49% of premium	2	2%	1	1%	1	3%
Do not pay any of the premium	54	50%	34	45%	20	59%
Total # Offering Vision	109		75		34	

Thirty-three percent (33%) of respondents pay at least 50% of the cost of vision coverage for dependents.

Employer Contribution to Dependent Vision Care	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	9	8%	7	9%	2	6%
Pay 90 to 99% of premium	0	0%	0	0%	0	0%
Pay 80 to 89% of premium	7	6%	7	9%	0	0%
Pay 70 to 79% of premium	13	12%	8	11%	5	15%
Pay 60 to 69% of premium	0	0%	0	0%	0	0%
Pay 50 to 59% of premium	7	6%	3	4%	4	12%
Pay from 1 to 49% of premium	3	3%	2	3%	1	3%
Do not pay any of the premium	70	64%	48	64%	22	65%
Total # Offering Vision	109		75		34	

Employer Contribution—Life Insurance Benefits

(Traditional Plans)

Eighty-four percent (84%) of respondents that provide **life insurance** for their staff pay the entire premium for their employees. Note that the information in this table does not include organizations that offer life insurance through a Flexible Benefit plan.

Employer Contribution to Employee Life	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	97	84%	65	81%	32	91%
Pay 50 to 99% of premium	6	5%	5	6%	1	3%
Pay from 1 to 49% of premium	0	0%	0	0%	0	0%
Do not pay any of the premium	12	10%	10	13%	2	6%
Total # Offering Life	115		80		35	

Employer Contribution—Short-Term Disability

(Traditional Plans)

Sixty-nine percent (69%) of respondents that provide **short-term disability (STD)** insurance for their staff pay the entire premium for their employees. Note that the information in this table does not include organizations that offer short-term disability coverage through a Flexible Benefit plan.

Employer Contribution to Employee Life	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	67	69%	48	72%	19	63%
Pay 50 to 99% of premium	6	6%	5	7%	1	3%
Pay from 1 to 49% of premium	0	0%	0	0%	0	0%
Do not pay any of the premium	24	25%	14	21%	10	33%
Total # Offering Life	97		67		30	

Employer Contribution—Long-Term Disability

(Traditional Plans)

Seventy-three percent (73%) of respondents that provide **long-term disability (LTD)** insurance for their staff pay the entire premium for their employees. Note that the information in this table does not include organizations that offer long-term disability coverage through a Flexible Benefit plan.

Employer Contribution to Employee LTD	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	77	73%	54	72%	23	74%
Pay 50 to 99% of premium	6	6%	5	7%	1	3%
Pay from 1 to 49% of premium	0	0%	0	0%	0	0%
Do not pay any of the premium	23	22%	16	21%	7	23%
Total # Offering LTD	106		75		31	

Employer Contribution—Long-Term Care

(Traditional Plans)

Five percent (5%) of respondents that provide **long-term care (LTC)** insurance for their staff pay the entire premium for their employees.

Note

The information in this table does not include organizations that offer long-term care coverage through a Flexible Benefit plan.

Employer Contribution to Employee LTC	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
Pay 100% of premium	2	5%	0	0%	2	15%
Pay 50 to 99% of premium	1	2%	1	4%	0	0%
Pay from 1 to 49% of premium	0	0%	0	0%	0	0%
Do not pay any of the premium	38	93%	27	96%	11	85%
Total # Offering LTC	41		28		13	

Voluntary Supplemental Plans

(Traditional Plans)

Voluntary Supplemental Plans are paid for by employees, and may include additional life insurance, accidental death and dismemberment insurance, short-term disability insurance, as well as other types of plans. Of the organizations that administer traditional group insurance benefits rather than Flexible Benefits plans or stipends, 57 organizations offer some type of voluntary supplemental plans to employees. This number represents 39% of responding organizations.

Section 125 Plans

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

Overall, 9% of all participants indicate they offer employees a choice of benefits through a Cafeteria or Flexible Benefit plan. The types of insurance offered as a part of these programs follow:

Type of Insurance Offered*	All Organizations		Small Market Plans		Large Market Plans	
	# of Orgs	% of Orgs	# of Orgs	% of Orgs	# of Orgs	% of Orgs
HMO	8	47%	6	46%	2	50%
EPO	3	18%	1	8%	2	50%
PPO	9	53%	5	38%	4	100%
POS	4	24%	2	15%	2	50%
Dental Care	14	82%	11	85%	3	75%
Vision Care	8	47%	5	38%	3	75%
Life Insurance	7	41%	4	31%	3	75%
Short-Term Disability	4	24%	2	15%	2	50%
Long-Term Disability	4	24%	2	15%	2	50%
Long-Term Care	0	0%	0	0%	0	0%
Voluntary Supplemental Plans	4	24%	1	8%	3	75%
Other	2	12%	0	0%	2	50%
Total # of Organizations Offering Cafeteria Plan	17		13		4	

Other types of Section 125 plans include:

- **Premium-Only Plan**, which is a simplified version of the **Cafeteria Plan**. Forty-seven percent (47%) of surveyed organizations administer their insurance benefits through a premium-only plan.
- **Flexible Spending Account (FSA)**, in which pre-tax dollars are set aside by employees for their health care (**Health Care Spending Account** or HCSA) or dependent care (**Dependent Care Spending Account** or DCSA). Fifty-one percent (51%) of surveyed organizations offer an HCSA and/or DCSA. These accounts are usually funded completely by employee contributions. Most organizations offering HCSA accounts report allow an employee to contribute up to \$3,050 annually (the IRS limit for 2023).

Special Insurance-Related Accounts

Health Reimbursement Arrangement (HRA): The employer contributes a certain amount per employee per year for health-care expenses. This money may be rolled over from one year to the next, but is generally not portable when an employee leaves his/her job. An HRA is often used in conjunction with traditional insurance coverage. However, in some cases, an HRA replaces traditional coverage and reimburses employees for coverage that they purchase as individuals. Forty-eight responding organizations (26%) offer an HRA to employees. The median annual employer contribution is \$1,500 and the average is \$1,539.

Health Savings Account (HSA): The employee and/or employer make pre-tax contributions that are used by the employee for future medical or long-term care premium expenses. These accounts are used in conjunction with a high-deductible health insurance plan. The funds can roll over from year to year and the account is portable. Twenty-four organizations (13%) offer an HSA-compatible HMO plan, with a median annual contribution from the organization of \$2,726 for a single employee and \$6,000 for a family. Twenty-nine organizations (16%) offer an HSA-compatible PPO plan, with a median annual contribution from the organization of \$1,238 for a single employee and \$2,525 for a family.

Additional Mental/Behavioral Health Benefits

Survey participants were asked to describe any benefits related to mental/behavioral health services in addition to those included in group health insurance and/or EAP benefits. Thirteen organizations, representing 7% of all survey participants, reported the following benefits:

- Access to online therapy services such as BetterHelp, Talkspace
- Employer-paid counseling services, either in-person or telehealth
- On-site social worker
- Accommodations such as paid time off

Retirement Benefits

Eighty-six percent (86%) of survey participants indicate they offer some type of retirement benefit to their employees. Of the respondents who have part-time employees, 40% indicate that their part-time employees are eligible for retirement benefits as long as they maintain a minimum number of hours per week (on average, 23 hours per week), while 38% make retirement benefits available to employees regardless of the number of hours they work. The remaining 22% cover only full-time employees.

In 50% of the organizations that contribute to retirement benefits, there is a vesting period of time before the benefits fully belong to the employee. This period ranges from 1 year to 6 years, with an average of 2.7 years and median of 2.5 years. The remaining 50% of respondents have no vesting period.

Among organizations that offer benefits through a cafeteria plan, 35% allow employees to designate some portion of their benefit dollars toward an organization-sponsored retirement plan.

The types of plans offered are detailed below:

Type of Plan Offered *	# of Organizations Who Offer	% of Organizations Who Offer
Tax-Sheltered Annuity: 401(k), 403(b)	118	65%
Other Defined Contribution Plan	10	5%
IRA/SEP-IRA/Simple IRA	29	16%
Defined Benefit Plan	4	2%
Other	2	1%
No Retirement Benefit	26	14%
Total # of Organizations Responding*	182	

*Some organizations offer more than one type of plan.

Among organizations that offer a tax-sheltered annuity plan, 37% have conducted an audit of the plan during the past 12 months. Of those, 6% either have considered or are considering discontinuing the plan. Reasons cited include budgetary, compliance, and other issues.

Retirement Benefits—Funding

Eighty-three percent (83%) of the organizations offering a single or multiple retirement plan share responsibility for funding the plan with their employees. Twelve percent (12%) offer plans that are funded solely by the employee.

Funding of Retirement Plans *	# of Organizations Who Fund Through	% of Organizations Who Fund Through
Employee contribution only	19	12%
Organization contribution only	4	3%
Organization contributes/employee may contribute	40	31%
If employee contributes, organization contributes	81	52%
Other	3	2%
Total # of Organizations Responding*	156	

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

Retirement Benefits—Contributions

Of the organizations that contribute to the funding of a retirement benefit, 94% base their contribution on a percentage of their employees' salary and 3% use a flat dollar amount:

Type of Limit on Contribution*	# of Organizations	% of Organizations	Average Limit
% of salary	129	94%	4.3%
Flat dollar amount	4	3%	insufficient data
Other	4	3%	
*Total # of Organizations Responding	137		

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

Retirement Benefits—457 Plans

Nine percent of surveyed organizations offer a 457 plan to relatively highly compensated employees such as executives, directors, and managers. These are deferred compensation retirement plans to which both employers and employees may contribute pre-tax dollars.

Executive Director/CEO Profile

Employment Contract

Thirteen percent (13%) of the Executive Directors/CEOs (Executive Directors) in the survey have an employment contract:

Employment Contract	# of Organizations	% of Organizations
Executive Director has contract	27	13%
Executive Director does not have contract	175	87%

Gender

Almost two-thirds (66%) of Executive Directors are female and one-third are male. Two percent of Executive Directors identify their gender as other than male or female.

Executive Director Gender	# of Organizations	% of Organizations
Male Executive Director/CEO	67	33%
Female Executive Director/CEO	135	66%
Another gender identity	4	2%

Gender and Compensation

Male Executive Directors earn on average 11% more than female Executive Directors. The difference in pay appears to be related to the fact that, while over half of the Executive Directors are female, the male Executive Directors are more heavily represented in the largest organizations. When this is taken into account, pay for males is not consistently and/or significantly higher than for females in each group of similarly sized organizations, though the difference between pay for males and females tends to increase with organizational size. The issue of the disproportionate representation of men and women at small and large organizations remains, however.

Note

There is insufficient data to include Executive Directors with gender identities other than male or female in this comparison.

Annual Operating Expenses	% Male	Average Salary, Males	% Female	Average Salary, Females	Female Pay as % of Male Pay
Up to \$499,999	31%	\$87,236	69%	\$86,974	99.7%
\$500,000 - \$999,999	26%	\$99,764	74%	\$101,549	101.8%
\$1,000,000 - \$2,499,999	26%	\$154,194	74%	\$124,676	80.9%
\$2,500,000 - \$9,999,999	39%	\$194,466	61%	\$173,645	89.3%
\$10,000,000 and more	41%	\$221,570	59%	\$262,369	118.4%
All Responses	33%	\$168,210	67%	\$151,373	90.0%

Age

On average, individuals in this position are 53 years old. Executive Directors/CEOs in this sample are grouped by age as follows:

Executive Director/CEO Age	# of Incumbents	% of Total
26 - 35	9	4%
36 - 45	46	22%
46- 55	67	32%
56 -65	69	33%
Over 65	16	8%

Education and Compensation

Seventy-three percent (73%) of the Executive Directors in the survey hold Master's Degrees or Doctorate. As indicated below, salaries generally increase with the level of education.

Level of Education	# of Incumbents Achieving Level	Average Salary
Some College/Associate's Degree	5	\$140,510
Bachelor's Degree	51	\$137,256
Master's Degree	139	\$160,093
Doctorate	12	\$208,989

Time in Position and Compensation

The table below illustrates the average salaries of Executive Directors in terms of how long they have been in their current position. On average, incumbents have served in these positions for 9.8 years. Pay for Executive Directors based upon their job tenure does not correlate as closely as it does for other factors such as annual operating expenses, numbers of employees, and education.

Years in Current Job	# of Incumbents	Average Salary
Less than one year	9	\$154,613
1.0 to 1.9 years	24	\$151,912
2.0 to 2.9 years	12	\$192,474
3.0 to 4.9 years	28	\$137,526
5.0 to 6.9 years	30	\$162,957
7.0 to 9.9 years	42	\$167,733
10.0 years and over	62	\$150,516
Average of 9.8 years	207	\$156,828

The table below illustrates the average salaries of the Executive Directors in terms of their total number of years of experience as an Executive Director, both in their current position, and in previous nonprofit and/or private sector experience. Individuals have an average of 12.8 years of total experience.

Years as Executive Director	# of Incumbents	Average Salary
Less than one year	12	\$146,354
1.0 to 1.9 years	15	\$148,771
2.0 to 2.9 years	10	\$212,491
3.0 to 4.9 years	18	\$126,767
5.0 to 6.9 years	22	\$158,606
7.0 to 9.9 years	36	\$155,604
10.0 years and over	94	\$159,337
Average of 12.8 years	207	\$156,828

Executive Director/CEO Search

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

Search Method	# of Organizations	% of Organizations
Word of mouth	12	14%
Online service	7	8%
Executive search firm	23	27%
Internal promotion	27	32%
Current/former board member or founder of organization	14	17%
Other	1	1%
	84	

Setting Compensation of the Executive Director

Ninety-two percent (92%) of survey participants confirmed that their organization’s Board of Directors formally approved the current compensation of the Executive Director.

Organizations used various methods to determine reasonable compensation for the Executive Director.

Methods Used to Determine Compensation*	# of Incumbents	Average Salary
Informal survey of similar organizations performed internally	126	62%
Published survey data	121	60%
Form 990s of similar organizations	76	38%
Outside consultant	29	14%
Other	14	7%
# Organizations Responding	185	

* Some organizations used more than one method.

Succession Planning

Thirty percent (30%) of surveyed organizations have a completed and updated emergency succession plan in place for the Executive Director/CEO position.

Twenty-nine percent (29%) of surveyed organizations have a formal, non-emergency transition plan in place for the Executive Director/CEO position.

Twenty-two percent (22%) of surveyed organizations expect to have a transition in the Executive Director/CEO position during the next three years.

Additional Benefits Provided to the Executive Director

For a list of other benefits provided to Executive Director incumbents, please see the [Miscellaneous Employee Benefits](#) chart.

Compensation by Position

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

- Annual operating expenses of organization
- Location of organization by region (see page 29)
- Location of organization by state
- Field of service of organization
- Total number of full-time equivalent employees of organization
- Years of experience required by position
- Education level required by position
- Gender of employee
- Race/ethnicity of employee
- Generation of employee
- Number of years of tenure in position
- Number of employees managed by employee in this position

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

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



Compensation Data

Executive Director/Chief Executive Officer

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

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	202	207	\$74,701	\$105,898	\$145,000	\$190,550	\$246,002	\$156,828	\$158,288
By Annual Operating Expenses:									
Less than \$500,000	27	29	53,602	64,803	79,997	99,492	117,333	87,056	86,693
\$500,000 - \$999,999	32	32	70,300	80,000	98,551	123,011	135,000	101,834	101,834
\$1,000,000 - \$2,499,999	41	44	89,232	110,000	131,250	150,900	174,653	132,404	134,645
\$2,500,000 - \$9,999,999	65	65	131,797	145,793	160,000	204,660	275,250	180,902	180,902
\$10,000,000 and more	37	37	160,010	182,493	208,060	269,108	345,563	245,829	245,829
By Geographic Region:									
Route 195/Eastern Route 95	8	8			94,631			117,159	117,159
New England Gateway/New Haven Coastal	5	5			185,000			185,865	185,865
Greater Hartford	40	41	77,500	120,000	145,000	199,497	251,600	160,856	162,128
Western MA & Litchfield County CT	24	24	67,111	105,248	153,933	192,324	228,125	149,307	149,307
Eastern MA, Not Including Boston	43	43	73,203	88,000	148,002	184,995	290,214	162,429	162,429
Boston & Cambridge	64	68	84,406	110,180	142,092	200,000	276,800	164,853	169,231
Cape Cod & The Islands	9	9			128,750			129,643	129,643
Maine, New Hampshire, Vermont, Upstate NY	9	9			112,500			117,446	117,446
By State:									
Connecticut	45	46	73,800	120,000	147,360	200,944	250,600	160,718	161,845
Massachusetts	140	144	77,798	105,609	145,793	191,004	262,307	159,338	161,181
Rhode Island	7	7			98,000			126,238	126,238
By Field of Service:									
Child and Youth Services and Advocacy	37	38	79,280	119,371	142,092	183,752	214,836	146,957	148,061
Immigrant, LGBT, Minority Popultns Srvc & Adv	7	7			100,693			120,573	120,573
Elderly and Disabled Services & Advocacy	15	15	111,157	148,158	171,246	190,550	248,477	172,365	172,365
Counseling, Crisis Interv, Mntl Hlth, Subst Misuse	11	11			149,720			175,450	175,450
Domestic Violence and Sexual Violence Programs	5	6			132,496			133,163	139,897
Food Programs and Pantries, Nutrition, Agriculture	17	19	60,008	69,326	93,392	110,000	133,328	103,103	103,797
Environment, Conservation, Animal Welfare	14	15	84,259	90,459	145,903	185,000	235,076	145,755	149,792
Community and Economic Development	18	18	70,550	105,000	157,447	200,000	251,943	159,073	159,073
Housing and Homelessness Prevention	8	8			146,999			148,755	148,755
Social Justice, Legal Services, Civil Rights	12	12	64,984	96,449	135,000	191,831	258,525	144,763	144,763
Public Policy and Education Reform	11	11			200,000			186,470	186,470
Philanthropy	8	8			139,500			148,909	148,909
Arts and Culture	21	21	112,720	130,445	150,000	238,250	543,646	215,827	215,827
Association, Membership, Mgmt & Org Support	12	12	73,580	114,686	149,549	205,000	364,337	176,381	176,381
By Number of Full-Time Equivalent Employees:									
1 - 5 FTEs	52	54	61,379	74,627	90,230	111,462	136,000	95,748	95,894
6 - 20 FTEs	64	67	77,760	115,357	140,000	157,587	215,419	142,409	144,313
21 - 50 FTEs	40	40	121,000	135,250	159,151	202,831	250,088	176,381	176,381
51 -100 FTEs	23	23	148,783	162,573	180,000	268,216	323,349	209,722	209,722
101+ FTEs	23	23	165,006	182,986	205,691	254,613	507,994	255,336	255,336

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.

CONTINUED FROM PREVIOUS PAGE	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
By Years of Experience Required:									
2 - 3 Years	20	21	54,883	67,163	87,000	113,516	170,502	94,409	94,668
4 - 6 Years	55	57	78,498	96,000	134,992	171,195	207,642	141,066	142,852
7+ Years	71	71	120,719	145,903	166,059	220,000	277,643	183,367	183,367
By Level of Education Required:									
No requirement	38	38	64,867	85,250	136,000	205,768	290,838	153,452	153,452
Bachelor's Degree	87	89	71,000	96,000	134,992	174,997	205,545	139,928	140,854
Master's Degree	45	47	86,881	130,000	151,549	198,994	252,523	168,035	171,416
Legal Degree	5	5			192,005			193,381	193,381
By Gender of Employee:									
Female/Woman	131	135	72,680	98,000	135,000	174,994	232,200	151,373	153,100
Male/Man	67	67	76,440	110,718	160,000	208,060	276,014	168,210	168,210
By Race/Ethnicity of Employee:									
BIPOC	45	45	76,480	121,148	150,000	214,590	258,000	168,703	168,703
Asian	9	9			134,992			157,664	157,664
Black	23	23	70,799	110,000	151,549	206,000	245,041	163,076	163,076
Hispanic/Latinx	11	11			213,150			196,838	196,838
White	155	159	73,507	104,000	140,005	175,000	231,750	152,391	153,852
By Generation of Employee:									
Baby Boom (1946 - 1964)	60	61	89,386	112,679	145,683	196,062	264,973	166,652	167,772
Gen X (1965 - 1980)	93	93	78,079	113,140	151,200	199,337	242,043	161,108	161,108
Millennial (1981 - 1996)	29	29	64,605	79,398	112,500	142,199	171,000	113,775	113,775
By Number of Years in Position:									
Up to 5 Years	91	92	70,300	91,212	138,500	182,500	236,491	149,988	150,428
5 - 10 Years	63	64	79,396	104,215	146,501	200,000	281,599	165,534	166,822
11 - 20 Years	34	34	91,800	126,004	143,999	181,249	223,375	156,294	156,294
More than 20 Years	17	17	95,182	123,750	154,461	197,719	249,646	162,132	162,132
By Number of Employees Managed:									
1 to 3 FTEs	37	39	62,750	76,800	91,262	112,008	144,000	98,698	99,063
4 to 8 FTEs	34	35	66,350	90,000	121,243	137,000	179,400	119,740	120,026
9 to 14 FTEs	27	29	89,232	119,850	143,998	153,794	215,000	142,722	146,060
15+ FTEs	99	99	130,000	149,720	182,986	224,500	297,149	201,635	201,635

Associate Director/Chief Operating Officer

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	63	64	\$90,900	\$100,500	\$125,570	\$158,500	\$195,800	\$134,417	\$133,880
By Annual Operating Expenses:									
\$500,000 - \$999,999	6	6			90,620			91,784	91,784
\$1,000,000 - \$2,499,999	12	12	83,899	96,250	108,750	122,740	145,850	110,656	110,656
\$2,500,000 - \$9,999,999	27	28	94,550	107,195	127,269	144,975	174,806	129,106	127,655
\$10,000,000 and more	18	18	98,082	141,794	165,828	206,180	270,919	172,732	172,732
By Geographic Region:									
Greater Hartford	15	15	93,034	98,631	110,000	140,000	170,000	120,262	120,262
Western MA & Litchfield County CT	6	6			123,433			123,658	123,658
Eastern MA, Not Including Boston	13	13	92,337	97,500	126,140	171,469	263,996	147,113	147,113
Boston & Cambridge	23	24	88,470	106,570	130,625	165,250	214,998	140,927	139,738
By State:									
Connecticut	17	17	89,389	97,983	110,000	141,988	160,000	119,800	119,800
Massachusetts	43	44	90,620	100,866	128,070	165,250	214,998	139,311	138,637
By Field of Service:									
Child and Youth Services and Advocacy	14	14	83,750	92,357	108,130	128,750	155,000	112,183	112,183
Community and Economic Development	6	6			145,517			156,453	156,453
Housing and Homelessness Prevention	5	5			116,000			120,935	120,935
Arts and Culture	7	7			143,975			165,095	165,095
By Number of Full-Time Equivalent Employees:									
1 - 5 FTEs	5	5			89,440			93,340	93,340
6 - 20 FTEs	20	20	88,050	95,014	111,750	132,785	170,696	117,361	117,361
21 - 50 FTEs	20	20	93,561	104,164	113,839	144,975	166,300	129,667	129,667
51 -100 FTEs	7	7			164,655			173,274	173,274
101+ FTEs	11	12	99,642	130,313	154,287	196,727	267,997	165,211	164,933
By Years of Experience Required:									
4 - 6 Years	20	20	89,676	95,626	106,880	142,135	153,173	117,150	117,150
7+ Years	22	22	90,899	108,554	126,699	168,021	195,125	139,170	139,170
By Level of Education Required:									
No requirement	12	13	88,000	108,750	130,000	169,042	196,665	137,100	134,504
Bachelor's Degree	23	23	88,500	93,142	110,000	129,792	157,600	114,820	114,820
Master's Degree	13	13	91,664	115,980	143,975	155,000	165,999	134,861	134,861
By Gender of Employee:									
Female/Woman	42	43	92,279	98,631	118,518	148,574	183,393	129,881	128,967
Male/Man	18	18	79,100	106,229	127,269	175,643	243,991	142,926	142,926
By Race/Ethnicity of Employee:									
BIPOC	13	13	89,757	99,233	140,000	187,675	275,964	153,590	153,590
Hispanic/Latinx	6	6			120,154			145,768	145,768
White	47	48	89,944	100,000	117,259	149,644	175,646	128,102	127,247
By Generation of Employee:									
Baby Boom (1946 - 1964)	14	14	92,140	102,257	132,507	162,500	204,235	137,171	137,171
Gen X (1965 - 1980)	28	28	92,697	106,570	127,966	165,250	203,999	139,472	139,472
Millennial (1981 - 1996)	15	15	82,064	95,056	110,000	140,000	154,300	112,735	112,735

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.

CONTINUED FROM PREVIOUS PAGE	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
By Number of Years in Position:									
Up to 5 Years	32	32	90,148	100,500	111,875	150,019	180,507	126,393	126,393
5 - 10 Years	11	11			126,140			128,198	128,198
11 - 20 Years	13	13	88,500	95,239	115,960	161,999	216,942	131,770	131,770
By Number of Employees Managed:									
1 to 3 FTEs	14	14	84,720	92,807	104,863	126,514	179,300	115,195	115,195
4 to 8 FTEs	20	20	93,206	110,000	123,130	152,644	234,366	138,005	138,005
15+ FTEs	19	19	95,000	110,000	143,975	169,998	224,720	148,275	148,275

Chief Programs Officer

Directs delivery of programs in accordance with the organization's goals and objectives. May write or participate in writing of grant applications, depending on structure of organization. Ensures program activities comply with contracts. Supervises program staff either directly or through intermediary supervisors. Acts as liaison with government agencies, the community and the public relative to funding, contracts and delivery of services. Participates as a member of the senior management team in the development and implementation of organization-wide policies and programs that will contribute to its overall success. This is a single-incumbent position. Report others in the Program Management section or other sections below (e.g. jobs 410, 420, 853, 856, 950, 955).

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	59	66	\$91,716	\$104,749	\$126,422	\$148,643	\$189,484	\$131,305	\$130,747
By Annual Operating Expenses:									
\$1,000,000 - \$2,499,999	5	5			110,000			104,259	104,259
\$2,500,000 - \$9,999,999	27	30	85,890	104,971	130,750	147,900	187,400	131,555	127,798
\$10,000,000 and more	22	26	94,451	106,496	132,850	162,311	194,054	137,691	141,999
By Geographic Region:									
Greater Hartford	13	14	78,593	86,767	122,047	143,381	163,855	118,002	117,142
Western MA & Litchfield County CT	9	12	92,789	96,530	105,997	117,278	181,562	114,463	116,306
Eastern MA, Not Including Boston	10	11			145,000			141,568	141,011
Boston & Cambridge	23	25	101,477	115,921	131,664	170,220	196,094	143,921	141,263
By State:									
Connecticut	14	15	79,034	87,360	124,093	142,008	161,129	118,719	117,972
Massachusetts	43	49	95,000	107,058	128,750	154,600	199,536	135,538	135,313
By Field of Service:									
Child and Youth Services and Advocacy	10	10			115,921			117,804	117,804
Elderly and Disabled Services & Advocacy	7	10			106,059			116,014	119,048
Counseling, Crisis Interv, Mntl Hlth, Subst Misuse	5	5			148,491			149,716	149,716
Community and Economic Development	5	6			128,751			129,509	127,116
Public Policy and Education Reform	5	5			155,000			158,248	158,248
Arts and Culture	5	7			124,093			119,305	111,763
Association, Membership, Mgmt & Org Support	6	7			113,300			150,013	140,432
By Number of Full-Time Equivalent Employees:									
6 - 20 FTEs	14	14	84,995	91,588	112,914	143,750	181,768	120,809	120,809
21 - 50 FTEs	15	18	80,359	102,004	130,125	159,760	213,679	136,326	130,516
51 -100 FTEs	13	14	93,951	116,000	134,632	177,995	197,249	141,162	142,084
101+ FTEs	13	16	99,626	107,026	130,094	148,948	173,620	131,460	136,658
By Years of Experience Required:									
4 - 6 Years	16	17	83,268	88,390	117,810	133,332	165,844	119,232	117,842
7+ Years	28	32	95,061	106,095	119,811	147,139	185,730	130,179	131,850
By Level of Education Required:									
No requirement	13	14	89,500	123,413	147,996	192,384	215,117	152,504	148,274
Bachelor's Degree	23	27	88,533	104,000	113,300	135,000	148,551	119,761	118,453
Master's Degree	12	12	89,713	105,500	130,094	146,875	171,521	128,217	128,217
By Gender of Employee:									
Female/Woman	44	49	89,419	104,000	120,000	147,500	190,000	130,626	129,462
Male/Man	13	13	85,560	102,074	131,435	151,301	193,716	129,463	129,463
By Race/Ethnicity of Employee:									
BIPOC	19	21	81,638	107,494	128,752	165,320	204,094	134,601	131,050
Black	6	7			154,200			149,218	139,504
Hispanic/Latinx	8	8			129,376			125,373	125,373
White	38	41	95,040	104,898	120,000	147,996	179,114	130,790	131,441

Directs delivery of programs in accordance with the organization's goals and objectives. May write or participate in writing of grant applications, depending on structure of organization. Ensures program activities comply with contracts. Supervises program staff either directly or through intermediary supervisors. Acts as liaison with government agencies, the community and the public relative to funding, contracts and delivery of services. Participates as a member of the senior management team in the development and implementation of organization-wide policies and programs that will contribute to its overall success. This is a single-incumbent position. Report others in the Program Management section or other sections below (e.g. jobs 410, 420, 853, 856, 950, 955).

CONTINUED FROM PREVIOUS PAGE	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
By Generation of Employee:									
Baby Boom (1946 - 1964)	17	18	92,433	112,129	144,574	151,218	180,837	136,227	135,585
Gen X (1965 - 1980)	23	26	93,467	105,596	119,811	167,880	201,245	133,833	132,742
Millennial (1981 - 1996)	11	11			117,810			115,495	115,495
By Number of Years in Position:									
Up to 5 Years	31	35	89,620	105,795	131,435	147,500	193,814	133,479	131,328
5 - 10 Years	14	15	91,344	100,515	118,518	134,264	190,832	124,814	125,632
11 - 20 Years	7	7			128,752			130,548	130,548
More than 20 Years	7	7			113,323			129,262	129,262
By Number of Employees Managed:									
1 to 3 FTEs	12	13	79,831	98,680	118,518	171,761	211,000	136,307	130,375
4 to 8 FTEs	18	18	92,196	98,113	114,264	133,748	152,704	119,592	119,592
15+ FTEs	22	25	92,889	104,499	120,000	146,070	182,197	128,965	131,697

Chief Communications Officer

The organization's top communications employee. This position is found only in relatively large organizations that have a communications executive on the senior management team. Has overall responsibility for all aspects of the organization's communications functions. Supervises communications staff, some of whom supervise lower-level department employees. Advises other top executives and the organization's board of directors on communications-related issues.

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	13	13	\$96,960	\$111,250	\$125,557	\$153,813	\$182,165	\$132,070	\$132,070
By Annual Operating Expenses:									
\$10,000,000 and more	5	5			130,000			147,038	147,038
By Geographic Region:									
Boston & Cambridge	5	5			112,200			124,062	124,062
By State:									
Massachusetts	9	9			120,000			134,215	134,215
By Number of Full-Time Equivalent Employees:									
6 - 20 FTEs	5	5			129,323			134,925	134,925
By Years of Experience Required:									
7+ Years	5	5			112,200			111,420	111,420
By Level of Education Required:									
Bachelor's Degree	5	5			129,323			116,844	116,844
By Gender of Employee:									
Female/Woman	7	7			120,000			124,215	124,215
Male/Man	5	5			130,000			144,369	144,369
By Race/Ethnicity of Employee:									
White	8	8			126,708			132,057	132,057
By Generation of Employee:									
Gen X (1965 - 1980)	5	5			177,625			156,168	156,168
By Number of Years in Position:									
Up to 5 Years	8	8			129,662			134,930	134,930
By Number of Employees Managed:									
1 to 3 FTEs	7	7			129,323			135,362	135,362

The organization's top development employee. This position is found only in relatively large organizations that have a development executive on the senior management team. Has overall responsibility for all aspects of the organization's development functions. Supervises development staff, some of whom supervise lower-level department employees. Advises other top executives and the organization's board of directors on development-related issues.

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	33	33	\$101,999	\$125,000	\$145,000	\$172,454	\$204,175	\$150,513	\$150,513
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	20	20	98,200	123,244	140,668	164,031	189,720	142,665	142,665
\$10,000,000 and more	13	13	109,591	127,500	156,915	195,376	233,340	162,588	162,588
By Geographic Region:									
Greater Hartford	7	7			140,000			147,717	147,717
Eastern MA, Not Including Boston	8	8			142,168			135,869	135,869
Boston & Cambridge	12	12	119,036	135,000	167,000	206,329	236,256	171,972	171,972
By State:									
Connecticut	7	7			140,000			147,717	147,717
Massachusetts	25	25	102,199	123,829	150,000	177,454	212,338	152,317	152,317
By Field of Service:									
Arts and Culture	5	5			170,000			181,912	181,912
By Number of Full-Time Equivalent Employees:									
21 - 50 FTEs	12	12	98,600	119,000	150,613	164,031	178,472	141,709	141,709
51 -100 FTEs	9	9			140,000			151,646	151,646
101+ FTEs	8	8			150,958			162,979	162,979
By Years of Experience Required:									
4 - 6 Years	9	9			135,281			135,654	135,654
7+ Years	14	14	101,499	125,000	144,000	166,531	195,377	146,522	146,522
By Level of Education Required:									
No requirement	8	8			162,500			164,206	164,206
Bachelor's Degree	18	18	97,242	121,114	140,668	157,599	176,960	139,110	139,110
By Gender of Employee:									
Female/Woman	23	23	98,800	122,658	143,000	174,907	204,175	148,632	148,632
Male/Man	7	7			150,000			149,771	149,771
By Race/Ethnicity of Employee:									
BIPOC	6	6			145,108			148,749	148,749
White	25	25	99,200	123,829	145,000	170,141	201,262	148,178	148,178
By Generation of Employee:									
Baby Boom (1946 - 1964)	6	6			137,500			135,707	135,707
Gen X (1965 - 1980)	17	17	103,598	123,829	141,336	180,400	199,519	149,829	149,829
Millennial (1981 - 1996)	5	5			150,000			141,245	141,245
By Number of Years in Position:									
Up to 5 Years	22	22	108,443	125,000	147,500	166,531	204,240	150,194	150,194
5 - 10 Years	7	7			151,225			153,180	153,180
By Number of Employees Managed:									
1 to 3 FTEs	12	12	92,693	101,250	133,168	172,524	194,046	138,577	138,577
4 to 8 FTEs	16	16	116,844	133,795	147,500	159,913	184,595	148,635	148,635

Chief Human Resources Officer

The organization's top human resources employee. This position is found only in relatively large organizations that have a human resources executive on the senior management team. Has overall responsibility for all aspects of the organization's human resources functions. Supervises human resources staff, some of whom supervise lower-level department employees. Advises other top executives and the organization's board of directors on human resources-related issues.

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	20	20	\$92,941	\$110,142	\$134,150	\$165,283	\$203,060	\$141,241	\$141,241	
By Annual Operating Expenses:										
\$2,500,000 - \$9,999,999	5	5			133,300			152,114	152,114	
\$10,000,000 and more	15	15	93,042	105,456	135,000	165,006	192,920	137,617	137,617	
By Geographic Region:										
Eastern MA, Not Including Boston	5	5			155,000			136,028	136,028	
Boston & Cambridge	7	7			165,375			171,708	171,708	
By State:										
Massachusetts	15	15	90,830	105,456	136,677	170,000	223,053	147,042	147,042	
By Field of Service:										
Child and Youth Services and Advocacy	6	6			134,150			135,133	135,133	
By Number of Full-Time Equivalent Employees:										
51 -100 FTEs	6	6			126,100			128,534	128,534	
101+ FTEs	13	13	96,849	115,232	136,677	165,191	178,885	138,740	138,740	
By Years of Experience Required:										
4 - 6 Years	7	7			124,200			120,591	120,591	
7+ Years	7	7			170,000			168,725	168,725	
By Level of Education Required:										
No requirement	5	5			165,375			174,126	174,126	
Bachelor's Degree	9	9			135,000			131,316	131,316	
By Gender of Employee:										
Female/Woman	15	15	90,830	102,440	133,300	155,000	223,053	136,800	136,800	
By Race/Ethnicity of Employee:										
BIPOC	5	5			155,000			173,679	173,679	
White	14	14	90,307	100,111	130,080	165,098	177,404	130,602	130,602	
By Generation of Employee:										
Baby Boom (1946 - 1964)	7	7			136,677			143,895	143,895	
Gen X (1965 - 1980)	9	9			135,000			145,229	145,229	
By Number of Years in Position:										
Up to 5 Years	10	10			134,150			148,270	148,270	
By Number of Employees Managed:										
1 to 3 FTEs	8	8			134,150			140,539	140,539	
4 to 8 FTEs	6	6			152,786			154,347	154,347	

Executive

035

Chief Information Officer

The organization's top information technology employee. This position is found only in relatively large organizations that have an IT executive on the senior management team. Has overall responsibility for all aspects of the organization's IT functions. Supervises IT staff, some of whom supervise lower-level department employees. Advises other top executives and the organization's board of directors on IT-related issues.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	5	5			\$150,010			\$147,812	\$147,812
By Race/Ethnicity of Employee:									
White	5	5			150,010			147,812	147,812

040

Chief Strategy Officer

The organization's top executive with responsibility for developing and implementing the organization's strategic initiatives. This position is found only in relatively large organizations with an executive in this area on the senior management team. Has overall responsibility for all aspects of the organization's strategic planning. Supervises employees who carry out organization's strategic plans. Advises other top executives and the organization's board of directors on issues related to strategy development and execution.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	11	12	\$101,490	\$118,127	\$136,317	\$182,075	\$253,480	\$151,629	\$147,913
By Annual Operating Expenses:									
\$10,000,000 and more	5	5			135,000			135,309	135,309
By State:									
Massachusetts	7	8			141,328			161,478	157,046
By Years of Experience Required:									
7+ Years	5	5			149,350			166,653	166,653
By Gender of Employee:									
Female/Woman	9	9			133,305			134,831	134,831
By Race/Ethnicity of Employee:									
White	8	9			149,350			157,068	152,639
By Generation of Employee:									
Gen X (1965 - 1980)	5	5			155,106			182,631	182,631
Millennial (1981 - 1996)	6	6			120,751			128,566	128,566
By Number of Years in Position:									
Up to 5 Years	7	7			126,000			137,494	137,494
By Number of Employees Managed:									
1 to 3 FTEs	7	7			126,000			140,608	140,608

Chief Financial Officer

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

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	51	51	\$97,717	\$124,738	\$140,000	\$164,230	\$194,252	\$148,111	\$148,111
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	24	24	98,620	124,402	140,000	149,823	174,065	137,561	137,561
\$10,000,000 and more	26	26	100,790	126,173	152,158	188,018	237,299	159,845	159,845
By Geographic Region:									
Greater Hartford	11	11			140,000			147,135	147,135
Western MA & Litchfield County CT	9	9			127,026			131,371	131,371
Eastern MA, Not Including Boston	11	11			147,139			150,101	150,101
Boston & Cambridge	14	14	98,367	133,760	160,322	191,329	240,927	164,204	164,204
By State:									
Connecticut	12	12	92,068	139,006	142,863	174,119	198,380	147,017	147,017
Massachusetts	35	35	104,480	124,200	147,000	165,006	209,932	150,944	150,944
By Field of Service:									
Child and Youth Services and Advocacy	10	10			134,480			138,843	138,843
Elderly and Disabled Services & Advocacy	9	9			127,026			130,495	130,495
Counseling, Crisis Interv, Mntl Hlth, Subst Misuse	5	5			157,643			155,690	155,690
Community and Economic Development	5	5			145,725			150,128	150,128
Arts and Culture	5	5			147,139			185,516	185,516
By Number of Full-Time Equivalent Employees:									
6 - 20 FTEs	6	6			134,337			132,054	132,054
21 - 50 FTEs	13	13	88,800	93,731	140,000	147,070	179,200	128,914	128,914
51 -100 FTEs	14	14	104,350	122,330	140,000	166,311	213,587	147,643	147,643
101+ FTEs	18	18	107,006	134,171	160,937	185,723	255,240	167,691	167,691
By Years of Experience Required:									
4 - 6 Years	16	16	95,555	118,222	142,863	158,037	188,250	142,524	142,524
7+ Years	20	20	105,100	124,806	140,000	163,923	200,897	145,525	145,525
By Level of Education Required:									
No requirement	5	5			164,230			180,372	180,372
Bachelor's Degree	24	24	95,111	116,974	137,676	151,596	188,750	138,316	138,316
Master's Degree	13	13	95,200	116,467	140,000	161,782	185,743	139,043	139,043
By Gender of Employee:									
Female/Woman	29	29	96,221	111,515	140,000	160,779	195,315	145,641	145,641
Male/Man	17	17	90,992	124,469	140,000	164,618	198,372	144,187	144,187
By Race/Ethnicity of Employee:									
BIPOC	11	11			140,000			136,026	136,026
White	34	34	100,611	126,173	147,070	181,254	198,735	152,453	152,453
By Generation of Employee:									
Baby Boom (1946 - 1964)	23	23	105,400	130,916	140,000	156,475	178,192	142,821	142,821
Gen X (1965 - 1980)	17	17	89,600	111,374	163,000	192,443	245,975	158,054	158,054

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.

CONTINUED FROM PREVIOUS PAGE	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
By Number of Years in Position:									
Up to 5 Years	25	25	90,744	104,350	128,960	146,754	187,078	131,562	131,562
5 - 10 Years	8	8			154,279			150,819	150,819
11 - 20 Years	7	7			147,000			154,367	154,367
More than 20 Years	6	6			159,044			162,696	162,696
By Number of Employees Managed:									
1 to 3 FTEs	18	18	89,800	105,606	133,797	146,526	165,700	130,193	130,193
4 to 8 FTEs	14	14	109,648	124,941	152,849	188,018	248,880	162,828	162,828
9 to 14 FTEs	7	7			153,082			153,621	153,621

Director, Administration/Operations

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. Jobs that include management of the organization's financial department are reported in job #106 (Director of Finance & Administration).

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	31	32	\$64,786	\$75,223	\$94,674	\$107,895	\$120,976	\$92,692	\$93,349
By Annual Operating Expenses:									
\$1,000,000 - \$2,499,999	7	7			88,400			94,034	94,034
\$2,500,000 - \$9,999,999	11	11			97,240			98,274	98,274
\$10,000,000 and more	8	9			105,000			91,170	93,527
By Geographic Region:									
Greater Hartford	6	6			79,200			83,841	83,841
Eastern MA, Not Including Boston	7	7			80,000			85,509	85,509
Boston & Cambridge	11	11			97,240			100,233	100,233
By State:									
Connecticut	7	8			72,846			80,961	82,196
Massachusetts	21	21	73,241	75,820	97,074	120,000	124,240	96,038	96,038
By Field of Service:									
Child and Youth Services and Advocacy	9	9			97,074			93,764	93,764
By Number of Full-Time Equivalent Employees:									
6 - 20 FTEs	12	12	67,893	82,100	98,037	121,013	128,500	101,524	101,524
21 - 50 FTEs	5	5			84,000			88,744	88,744
51 -100 FTEs	5	5			105,000			105,207	105,207
101+ FTEs	5	6			75,348			81,958	83,885
By Years of Experience Required:									
4 - 6 Years	9	10			84,200			89,960	91,920
7+ Years	5	5			105,000			100,760	100,760
By Level of Education Required:									
No requirement	6	6			112,500			106,488	106,488
Bachelor's Degree	11	12	60,577	70,465	77,501	97,962	107,842	82,800	83,753
By Gender of Employee:									
Female/Woman	24	24	62,461	75,058	84,200	107,370	122,727	90,590	90,590
Male/Man	5	5			99,000			98,458	98,458
By Race/Ethnicity of Employee:									
BIPOC	8	8			78,200			82,154	82,154
White	21	21	63,538	75,229	97,240	117,814	124,091	95,677	95,677
By Generation of Employee:									
Gen X (1965 - 1980)	11	11			97,240			92,270	92,270
Millennial (1981 - 1996)	14	14	62,461	73,754	77,855	120,113	127,500	89,221	89,221
By Number of Years in Position:									
Up to 5 Years	17	17	61,538	72,609	80,000	106,580	122,362	88,516	88,516
5 - 10 Years	6	6			106,434			103,178	103,178
11 - 20 Years	5	5			94,848			90,530	90,530
By Number of Employees Managed:									
1 to 3 FTEs	16	16	62,677	80,483	98,623	117,040	121,817	97,338	97,338

Oversees organization's operations functions and procedures, including both high-level planning and daily management. Develops and maintains operational guidelines and procedures. Coordinates with departments such as HR and IT to facilitate effective management. May oversee facilities and safety functions.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	31	39	\$57,000	\$66,000	\$81,000	\$89,232	\$93,600	\$78,279	\$76,324
By Annual Operating Expenses:									
\$1,000,000 - \$2,499,999	6	6			73,726			75,114	75,114
\$2,500,000 - \$9,999,999	14	17	52,000	64,250	79,558	84,538	93,600	74,175	73,259
\$10,000,000 and more	7	12	64,250	78,380	88,432	94,429	97,055	85,602	82,249
By Geographic Region:									
Greater Hartford	7	14	56,160	75,544	86,996	93,950	96,959	82,950	76,495
Eastern MA, Not Including Boston	5	5			81,000			74,995	74,995
Boston & Cambridge	14	14	59,104	65,500	75,806	87,425	93,009	76,503	76,503
By State:									
Connecticut	7	14	56,160	75,544	86,996	93,950	96,959	82,950	76,495
Massachusetts	23	24	56,851	65,250	75,806	86,742	92,359	75,501	76,131
By Field of Service:									
Child and Youth Services and Advocacy	6	12	56,200	77,017	83,479	88,645	97,055	81,418	74,130
Social Justice, Legal Services, Civil Rights	6	6			80,971			80,445	80,445
By Number of Full-Time Equivalent Employees:									
6 - 20 FTEs	12	14	54,351	63,080	71,001	92,325	93,600	74,586	74,133
21 - 50 FTEs	6	6			68,326			69,942	69,942
101+ FTEs	7	12	65,905	80,923	87,414	93,600	97,055	85,853	82,679
By Years of Experience Required:									
2 - 3 Years	5	6			80,621			77,574	74,368
4 - 6 Years	10	12	56,200	71,537	80,280	88,675	94,490	79,202	80,868
By Level of Education Required:									
No requirement	6	6			83,750			82,220	82,220
High School Diploma	6	8			80,754			78,908	76,152
Bachelor's Degree	11	17	55,761	64,500	85,010	89,316	96,816	78,756	75,125
By Gender of Employee:									
Female/Woman	23	27	56,940	65,000	79,558	88,858	95,344	77,095	74,615
Male/Man	7	8			88,111			84,460	83,154
By Race/Ethnicity of Employee:									
BIPOC	12	15	56,880	65,000	81,947	88,005	95,879	77,830	75,492
Hispanic/Latinx	6	6			68,326			71,607	71,607
White	16	20	52,832	67,748	79,780	91,308	93,600	78,062	76,640
By Generation of Employee:									
Gen X (1965 - 1980)	9	15	77,912	80,000	85,987	93,600	96,911	86,591	85,181
Millennial (1981 - 1996)	15	15	54,821	60,320	67,000	92,000	93,420	73,725	73,725
By Number of Years in Position:									
Up to 5 Years	22	24	54,500	64,250	77,864	86,742	93,009	75,336	75,742
5 - 10 Years	5	5			85,010			79,073	79,073

Regional Manager/Center Manager

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

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	8	23	\$55,536	\$61,797	\$68,598	\$80,000	\$90,501	\$70,930	\$73,659
By State:									
Massachusetts	5	9			77,000			78,211	77,275
By Gender of Employee:									
Female/Woman	5	13	60,000	67,465	72,000	82,524	98,884	75,447	76,072
By Race/Ethnicity of Employee:									
White	7	16	52,699	60,596	66,300	75,750	82,154	67,322	69,793
By Generation of Employee:									
Millennial (1981 - 1996)	6	14	59,904	61,594	68,390	77,750	87,601	70,582	73,884
By Number of Years in Position:									
5 - 10 Years	5	5			74,173			75,487	75,487
By Number of Employees Managed:									
4 to 8 FTEs	6	8			67,319			67,674	68,633

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		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	43	47	\$41,280	\$47,422	\$56,000	\$64,397	\$73,240	\$56,167	\$56,535
By Annual Operating Expenses:									
\$500,000 - \$999,999	6	6			54,295			53,329	53,329
\$1,000,000 - \$2,499,999	9	9			60,902			56,563	56,563
\$2,500,000 - \$9,999,999	16	18	45,400	49,920	55,151	64,673	75,011	56,587	57,421
\$10,000,000 and more	11	13	42,844	47,215	51,958	62,442	81,428	56,494	56,857
By Geographic Region:									
Greater Hartford	12	13	35,144	41,943	47,486	60,952	68,005	50,303	50,774
Western MA & Litchfield County CT	8	8			53,496			53,275	53,275
Eastern MA, Not Including Boston	10	10			57,250			58,540	58,540
Boston & Cambridge	6	9			49,920			59,398	61,733
By State:									
Connecticut	14	15	35,216	42,286	50,000	62,000	69,072	51,893	52,410
Massachusetts	27	30	46,000	49,440	56,846	64,548	74,878	57,562	57,877
By Field of Service:									
Child and Youth Services and Advocacy	8	10			52,694			53,564	53,331
Elderly and Disabled Services & Advocacy	6	6			59,395			55,359	55,359
Food Programs and Pantries, Nutrition, Agriculture	6	6			51,851			51,231	51,231
By Number of Full-Time Equivalent Employees:									
6 - 20 FTEs	16	16	35,252	40,400	51,851	64,859	73,460	53,431	53,431
21 - 50 FTEs	10	10			56,350			57,533	57,533
51 -100 FTEs	6	6			56,667			61,244	61,244
101+ FTEs	7	11			49,920			53,936	54,923
By Years of Experience Required:									
1 Year	8	9			60,590			59,073	60,876
2 - 3 Years	16	17	39,000	44,840	50,000	64,699	72,253	54,643	54,037
4 - 6 Years	8	8			58,448			57,695	57,695
By Level of Education Required:									
No requirement	8	10			49,920			52,381	52,996
High School Diploma	11	13	42,844	47,215	51,958	61,495	76,139	55,037	55,136
Associate's Degree	6	6			61,350			57,552	57,552
Bachelor's Degree	12	12	36,500	47,615	61,693	72,100	75,076	58,957	58,957
By Gender of Employee:									
Female/Woman	33	35	40,960	47,008	54,600	65,013	73,680	55,871	56,391
Male/Man	7	7			59,904			58,233	58,233
By Race/Ethnicity of Employee:									
BIPOC	10	10			58,199			55,898	55,898
Black	5	5			54,600			55,364	55,364
White	32	33	42,432	47,215	55,702	62,543	71,680	55,744	55,475
By Generation of Employee:									
Baby Boom (1946 - 1964)	17	19	42,286	47,422	53,429	63,086	81,263	56,435	56,663
Gen X (1965 - 1980)	8	8			60,393			58,621	58,621
Millennial (1981 - 1996)	12	12	36,752	47,000	57,396	64,849	73,576	56,380	56,380

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.

CONTINUED FROM PREVIOUS PAGE	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
By Number of Years in Position:									
Up to 5 Years	30	33	40,640	46,711	56,700	65,007	74,120	56,024	56,153
5 - 10 Years	5	5			55,702			54,944	54,944
More than 20 Years	5	5			53,429			57,092	57,092
By Number of Employees Managed:									
1 to 3 FTEs	8	9			59,904			57,952	57,154

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	50	59	\$47,840	\$53,248	\$63,000	\$72,100	\$83,075	\$63,578	\$63,392
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	21	23	42,711	49,754	57,845	70,000	85,882	60,611	60,289
\$10,000,000 and more	24	31	48,917	56,056	63,128	72,550	82,459	65,318	65,475
By Geographic Region:									
Greater Hartford	13	14	46,779	49,920	58,923	71,193	77,499	60,244	60,416
Western MA & Litchfield County CT	7	9			56,056			58,776	58,190
Eastern MA, Not Including Boston	10	11			62,400			62,140	61,604
Boston & Cambridge	15	19	51,147	65,000	70,000	87,048	90,000	71,815	72,515
By State:									
Connecticut	13	14	46,779	49,920	58,923	71,193	77,499	60,244	60,416
Massachusetts	32	39	48,547	56,000	65,000	75,000	87,506	66,077	65,972
By Field of Service:									
Child and Youth Services and Advocacy	8	8			56,342			58,941	58,941
Counseling, Crisis Interv, Mntl Hlth, Subst Misuse	5	6			62,500			64,313	65,576
Community and Economic Development	5	6			71,050			72,068	72,481
Arts and Culture	11	13	42,274	48,880	63,000	73,775	84,386	62,324	60,451
By Number of Full-Time Equivalent Employees:									
6 - 20 FTEs	7	7			65,000			70,857	70,857
21 - 50 FTEs	15	17	44,570	47,923	56,000	70,000	75,949	59,175	58,531
51 -100 FTEs	15	18	47,127	52,375	62,750	73,163	80,702	63,197	63,397
101+ FTEs	12	16	49,631	55,026	63,211	73,837	84,404	64,534	63,803
By Years of Experience Required:									
2 - 3 Years	14	17	47,973	54,769	63,000	70,000	74,438	62,845	62,098
4 - 6 Years	13	15	48,264	49,920	63,128	79,706	88,768	64,750	65,354
By Level of Education Required:									
No requirement	15	19	51,147	56,056	63,294	70,700	87,048	65,407	66,139
High School Diploma	11	11			49,920			57,862	57,862
Associate's Degree	8	9			64,002			63,770	62,992
Bachelor's Degree	8	8			55,342			60,149	60,149
By Gender of Employee:									
Female/Woman	39	45	47,450	50,159	62,400	70,720	81,228	62,164	62,083
By Race/Ethnicity of Employee:									
BIPOC	18	19	46,864	53,560	68,000	72,100	80,000	64,552	64,250
Black	11	12	48,149	60,050	65,500	70,555	84,934	65,833	65,454
Hispanic/Latinx	5	5			53,560			57,351	57,351
White	28	32	47,890	51,183	61,200	69,760	82,152	62,230	62,034

Executive Assistant

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

CONTINUED FROM PREVIOUS PAGE	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
By Generation of Employee:									
Baby Boom (1946 - 1964)	13	14	47,435	53,451	61,600	73,054	87,211	63,430	63,718
Gen X (1965 - 1980)	15	15	49,371	57,845	68,000	75,000	82,643	66,118	66,118
Millennial (1981 - 1996)	12	12	42,846	48,360	64,501	76,955	86,462	63,357	63,357
Gen Z (1997 - 2012)	5	7			60,000			56,108	52,751
By Number of Years in Position:									
Up to 5 Years	31	36	47,203	51,745	62,450	70,000	79,328	61,469	61,171
5 - 10 Years	5	5			54,683			62,716	62,716
11 - 20 Years	7	7			60,199			63,054	63,054

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

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	27	52	\$37,939	\$42,746	\$50,731	\$56,025	\$69,729	\$50,641	\$53,594	
By Annual Operating Expenses:										
\$2,500,000 - \$9,999,999	14	19	35,000	43,680	50,003	59,695	72,924	52,815	54,509	
\$10,000,000 and more	9	29	37,315	40,539	46,509	55,617	57,574	48,470	51,076	
By Geographic Region:										
Greater Hartford	9	26	35,004	39,910	43,680	51,844	56,241	46,047	48,288	
Western MA & Litchfield County CT	7	13	41,620	45,532	53,123	55,926	58,847	51,343	52,115	
Eastern MA, Not Including Boston	5	5			53,040			57,516	57,516	
Boston & Cambridge	5	7			57,908			59,449	59,028	
By State:										
Connecticut	9	26	35,004	39,910	43,680	51,844	56,241	46,047	48,288	
Massachusetts	18	26	42,556	49,634	53,259	58,713	72,277	55,235	56,247	
By Field of Service:										
Child and Youth Services and Advocacy	10	24	37,243	40,061	46,410	53,519	57,741	47,035	50,857	
By Number of Full-Time Equivalent Employees:										
6 - 20 FTEs	5	5			58,386			60,262	60,262	
21 - 50 FTEs	8	13	34,400	43,340	52,000	65,743	72,554	52,766	55,700	
51 -100 FTEs	8	11			53,040			53,470	50,406	
101+ FTEs	5	22	37,214	39,910	44,024	53,191	57,173	45,808	49,350	
By Years of Experience Required:										
1 Year	5	16							49,430	
2 - 3 Years	12	15	42,244	44,554	51,792	53,394	65,025	51,160	52,220	
4 - 6 Years	6	11			52,000			53,012	57,129	
By Level of Education Required:										
No requirement	8	21	37,199	40,082	44,554	52,562	71,958	48,677	56,261	
High School Diploma	8	12	34,300	40,296	46,853	56,219	59,159	47,244	49,973	
Bachelor's Degree	9	11			53,019			53,335	52,767	
By Gender of Employee:										
Female/Woman	21	45	37,257	40,976	51,334	56,199	67,667	50,397	54,949	
Male/Man	5	5			50,003			52,083	52,083	
By Race/Ethnicity of Employee:										
BIPOC	10	20	35,452	40,342	47,929	54,969	70,255	49,112	50,963	
Hispanic/Latinx	7	14	34,500	39,972	46,255	55,619	64,111	47,176	49,966	
White	19	30	37,523	43,285	51,667	57,658	71,292	51,644	55,059	
By Generation of Employee:										
Baby Boom (1946 - 1964)	11	14	38,355	40,158	53,082	57,102	76,939	53,062	54,447	
Gen X (1965 - 1980)	9	18	34,900	40,102	43,680	52,884	58,609	45,787	50,242	
Millennial (1981 - 1996)	11	15	39,441	47,705	53,019	58,386	72,370	54,422	53,921	

Administrative Assistant, Senior Level

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

CONTINUED FROM PREVIOUS PAGE	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
By Number of Years in Position:									
Up to 5 Years	15	28	36,953	43,123	50,066	56,227	73,130	51,660	53,881
5 - 10 Years	6	9			51,792			48,827	51,972
11 - 20 Years	8	8			50,414			49,599	49,599
More than 20 Years	6	6			53,807			52,604	52,604
By Number of Employees Managed:									
1 to 3 FTEs	5	6			54,330			53,910	53,568

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	37	91	\$35,930	\$40,082	\$43,160	\$52,000	\$54,080	\$45,463	\$46,233
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	15	32	34,863	39,910	44,422	51,418	59,303	46,214	47,142
\$10,000,000 and more	14	51	35,664	39,949	42,515	52,316	53,182	44,724	44,725
By Geographic Region:									
Western MA & Litchfield County CT	8	27	34,149	36,400	40,851	43,534	49,920	41,314	43,575
Eastern MA, Not Including Boston	8	28	34,237	40,466	43,223	53,077	61,192	45,906	48,603
Boston & Cambridge	11	24	42,300	46,426	52,063	53,165	59,540	51,249	50,202
By State:									
Connecticut	7	9			39,520			41,004	40,527
Massachusetts	29	81	35,714	40,633	43,681	52,595	55,195	46,006	47,771
By Field of Service:									
Child and Youth Services and Advocacy	8	25	33,692	36,546	41,080	42,515	47,129	40,460	41,175
Elderly and Disabled Services & Advocacy	6	25	35,406	39,658	52,125	53,176	59,421	47,793	45,650
By Number of Full-Time Equivalent Employees:									
6 - 20 FTEs	7	7			54,080			51,460	51,460
21 - 50 FTEs	8	12	37,049	40,040	43,421	49,920	61,100	45,550	45,511
51 -100 FTEs	8	20	33,571	36,198	41,423	51,270	60,397	44,222	44,458
101+ FTEs	11	49	35,880	40,030	43,534	51,772	53,165	45,101	44,976
By Years of Experience Required:									
1 Year	7	16	33,983	36,198	42,515	45,800	61,000	43,023	45,504
2 - 3 Years	17	36	36,400	39,956	42,630	51,480	59,910	45,276	46,517
By Level of Education Required:									
No requirement	7	14	35,298	40,576	43,160	50,295	51,709	44,472	43,836
High School Diploma	17	39	35,880	38,563	43,681	53,165	58,406	45,890	44,402
By Gender of Employee:									
Female/Woman	30	76	36,055	40,466	43,410	51,418	54,498	45,507	46,958
Male/Man	7	8			43,080			44,521	43,298
By Race/Ethnicity of Employee:									
BIPOC	21	35	36,192	40,435	43,534	52,998	58,332	46,071	45,837
Black	13	14	35,038	38,740	42,651	56,737	68,513	47,654	47,960
Hispanic/Latinx	9	16	35,464	39,031	41,683	51,225	53,165	43,545	41,828
White	22	46	34,514	39,971	43,080	50,295	53,643	44,710	45,038
By Generation of Employee:									
Baby Boom (1946 - 1964)	17	29	35,880	40,030	45,482	53,508	64,709	48,089	49,658
Gen X (1965 - 1980)	18	27	36,346	39,367	42,515	45,989	53,348	43,409	43,057
Millennial (1981 - 1996)	12	19	34,320	40,435	41,600	49,920	53,165	43,506	43,623
Gen Z (1997 - 2012)	7	7			43,160			46,037	46,037
By Number of Years in Position:									
Up to 5 Years	28	64	34,965	39,405	41,611	49,920	53,155	43,465	43,789
5 - 10 Years	7	10			43,851			46,477	46,388
11 - 20 Years	11	12	36,423	42,101	53,508	62,166	64,913	51,610	50,764

Administrative Assistant, Junior Level

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

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	18	52	\$35,360	\$36,067	\$38,872	\$45,568	\$48,000	\$40,748	\$40,576
By Annual Operating Expenses:									
\$10,000,000 and more	9	41	35,360	36,067	38,189	44,803	47,878	40,616	40,433
By Geographic Region:									
Western MA & Litchfield County CT	5	21							41,208
By State:									
Massachusetts	11	40	35,360	36,156	39,367	45,760	47,973	41,371	42,098
By Number of Full-Time Equivalent Employees:									
101+ FTEs	8	40	35,360	36,072	38,491	44,897	47,973	40,828	41,470
By Years of Experience Required:									
1 Year	8	11			37,502			37,534	36,491
By Level of Education Required:									
High School Diploma	12	38	35,360	36,067	38,189	43,888	47,129	39,868	41,001
By Gender of Employee:									
Female/Woman	18	46	35,360	36,067	38,872	45,760	47,909	40,686	40,437
Male/Man	5	6			38,778			41,228	42,118
By Race/Ethnicity of Employee:									
BIPOC	13	22	32,409	35,360	36,483	44,523	48,568	38,948	40,146
Black	6	7			37,502			37,965	38,163
Hispanic/Latinx	7	11			35,880			39,786	40,606
White	11	29	36,067	37,855	41,441	45,760	48,069	42,048	40,847
By Generation of Employee:									
Baby Boom (1946 - 1964)	8	15	34,649	36,670	44,616	46,064	52,591	43,302	42,027
Gen X (1965 - 1980)	7	16	35,360	36,140	38,491	40,923	46,763	39,296	38,906
Millennial (1981 - 1996)	8	14	35,360	35,890	40,415	47,055	49,920	41,474	43,378
Gen Z (1997 - 2012)	6	6			36,660			37,979	37,979
By Number of Years in Position:									
Up to 5 Years	15	33	35,360	35,658	38,000	44,096	47,062	39,545	40,421
5 - 10 Years	5	9			39,229			40,491	38,270

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	25	53	\$32,386	\$35,360	\$37,440	\$41,600	\$44,928	\$38,402	\$38,498
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	9	19	32,136	33,280	36,546	41,330	43,680	37,296	37,579
\$10,000,000 and more	15	32	31,924	35,360	38,710	43,446	45,681	39,249	39,258
By Geographic Region:									
Greater Hartford	5	14	35,620	36,684	40,165	41,730	45,173	39,879	40,217
Western MA & Litchfield County CT	5	7			38,168			35,816	34,653
Eastern MA, Not Including Boston	5	10			38,304			39,886	39,751
Boston & Cambridge	5	6			41,247			43,677	43,711
By State:									
Connecticut	6	17	35,776	35,880	39,000	41,600	44,677	39,173	39,495
Massachusetts	15	23	31,910	35,360	39,520	44,803	48,339	39,636	39,372
By Field of Service:									
Child and Youth Services and Advocacy	9	18	30,326	32,854	35,620	40,264	42,276	36,235	35,919
Elderly and Disabled Services & Advocacy	9	16	32,656	38,168	39,531	44,803	51,399	41,167	40,881
By Number of Full-Time Equivalent Employees:									
51 -100 FTEs	11	26	31,300	35,360	36,026	41,398	42,663	37,112	36,234
101+ FTEs	10	21	33,130	35,880	40,061	44,803	49,130	40,431	41,501
By Years of Experience Required:									
1 Year	5	13	30,992	36,026	40,061	44,803	45,987	39,542	37,914
2 - 3 Years	7	10			40,159			40,644	41,057
By Level of Education Required:									
High School Diploma	18	37	32,635	35,360	38,168	40,914	45,036	38,155	37,810
By Gender of Employee:									
Female/Woman	18	33	33,280	35,880	39,000	41,600	45,502	39,262	38,983
By Race/Ethnicity of Employee:									
BIPOC	13	21	33,280	35,880	37,440	41,600	44,433	38,606	38,792
Hispanic/Latinx	10	11			39,520			39,767	39,583
White	14	22	31,581	33,280	38,710	42,287	45,619	38,378	37,216
By Generation of Employee:									
Baby Boom (1946 - 1964)	9	15	32,510	33,280	36,546	41,600	45,282	37,998	37,775
Gen X (1965 - 1980)	8	10			39,276			38,943	38,569
Millennial (1981 - 1996)	8	10			39,260			40,549	40,613
By Number of Years in Position:									
Up to 5 Years	17	25	32,505	35,880	40,061	41,860	46,850	39,564	39,606
5 - 10 Years	6	6			37,638			37,225	37,225

Business Development Manager

Responsible for researching and identifying new business opportunities for the organization in support of its mission and goals. Identifies potential projects, analyzes and reports on feasibility, prepares proposals, researches funding sources. Cultivates relationships with potential stakeholders to further organization's growth and impact.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	8	9			\$74,000			\$83,693	\$82,655
By Geographic Region:									
Boston & Cambridge	6	7			74,000			86,988	86,152
By State:									
Massachusetts	6	7			74,000			86,988	86,152
By Race/Ethnicity of Employee:									
White	6	6			73,900			76,652	76,652
By Number of Years in Position:									
Up to 5 Years	6	6			74,500			83,519	83,519

Contracts Administrator

Oversees organization's contractual agreements related to delivery of program services. Is responsible for maintaining documentation in compliance with the specific requirements of each contract. Monitors contract budgets, expiration dates, reporting dates and documentation. Communicates with organization's program directors/managers and representatives of funding agencies.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	7	9			\$73,500			\$72,163	\$72,344
By Annual Operating Expenses:									
\$10,000,000 and more	5	6			72,655			72,911	73,582
By State:									
Massachusetts	6	8			71,694			70,716	70,445
By Number of Full-Time Equivalent Employees:									
101+ FTEs	5	6			74,461			74,226	74,371
By Gender of Employee:									
Female/Woman	6	7			73,500			71,797	71,513
By Race/Ethnicity of Employee:									
White	6	7			69,888			71,781	72,152
By Number of Years in Position:									
Up to 5 Years	5	6			69,555			69,787	69,834

Designs and implements quality-control program to ensure that organization's programs and services meet its standards. Works with Program Managers to develop quality assurance policies, collecting data for analysis by program, department and organization-wide. Produces reports showing outcome achievement and customer/client satisfaction. Trains staff on related policies and procedures.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	18	21	\$65,427	\$71,479	\$82,400	\$91,334	\$108,376	\$83,193	\$82,663
By Annual Operating Expenses:									
\$10,000,000 and more	13	16	66,458	71,817	83,715	95,238	113,029	84,715	84,332
By Geographic Region:									
Greater Hartford	5	6			69,013			71,796	69,339
Boston & Cambridge	5	5			82,400			86,603	86,603
By State:									
Connecticut	7	9			71,406			73,286	71,895
Massachusetts	11	12	73,268	82,025	88,024	99,440	117,081	90,624	89,516
By Field of Service:									
Child and Youth Services and Advocacy	5	6			87,200			86,184	86,603
Elderly and Disabled Services & Advocacy	6	7			85,488			85,870	83,048
By Number of Full-Time Equivalent Employees:									
101+ FTEs	13	16	66,458	71,817	82,150	95,211	113,029	84,167	83,658
By Years of Experience Required:									
2 - 3 Years	6	6			88,744			91,945	91,945
4 - 6 Years	8	9			71,552			76,996	77,592
By Level of Education Required:									
Bachelor's Degree	9	11			82,400			81,704	82,493
By Gender of Employee:									
Female/Woman	12	15	62,750	69,225	72,904	96,762	114,042	83,106	82,290
By Race/Ethnicity of Employee:									
BIPOC	5	5			69,225			78,003	78,003
White	12	14	65,703	72,348	83,371	93,191	115,055	85,008	86,150
By Generation of Employee:									
Gen X (1965 - 1980)	7	8			88,024			86,092	86,379
Millennial (1981 - 1996)	6	6			82,732			85,232	85,232
By Number of Years in Position:									
Up to 5 Years	11	11			84,341			83,900	83,900
By Number of Employees Managed:									
1 to 3 FTEs	10	11			85,030			85,048	83,272

Quality Assurance Specialist

Performs a variety of quality assurance assessments of organization's programs and services to ensure that standards and regulations are met. Records and analyzes data. Documents results to indicate degree that standards are met. Recommends modifications to existing standards, or suggests new standards, methods and procedures. Typically reports to Quality Assurance Manager or equivalent.

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	15	29	\$45,011	\$49,213	\$54,829	\$67,175	\$74,970	\$57,615	\$57,609	
By Annual Operating Expenses:										
\$10,000,000 and more	12	25	45,460	49,213	54,829	64,003	72,833	56,922	57,702	
By Geographic Region:										
Greater Hartford	6	10			51,751			52,803	53,392	
By State:										
Connecticut	7	12	44,625	46,265	52,323	68,853	76,514	56,681	56,632	
Massachusetts	8	17	43,293	50,690	56,534	67,175	76,681	58,274	58,464	
By Field of Service:										
Elderly and Disabled Services & Advocacy	5	11			52,645			56,988	57,909	
By Number of Full-Time Equivalent Employees:										
101+ FTEs	9	22	45,236	47,949	54,164	62,436	73,857	56,502	56,935	
By Years of Experience Required:										
2 - 3 Years	6	9			68,474			64,935	63,939	
By Level of Education Required:										
High School Diploma	5	13	39,508	45,760	50,960	58,666	60,798	51,171	47,938	
Bachelor's Degree	6	10			69,972			68,560	68,457	
By Gender of Employee:										
Female/Woman	12	25	45,111	49,213	55,973	67,912	75,852	58,253	58,136	
By Race/Ethnicity of Employee:										
BIPOC	5	10							52,048	
White	11	17	43,293	48,090	53,498	69,972	76,753	57,932	57,422	
By Generation of Employee:										
Gen X (1965 - 1980)	6	9			60,798			64,579	65,983	
Millennial (1981 - 1996)	7	11			50,960			51,278	52,503	
By Number of Years in Position:										
Up to 5 Years	13	19	44,138	47,778	52,000	67,000	74,970	55,848	55,963	

Responsible for the organization's diversity, equity and inclusion vision, strategy and initiatives. Develops a comprehensive DEIB strategy, with involvement from the executive team, board of directors, and other stakeholders. Leads efforts to integrate DEIB goals throughout the organization in both programmatic and operational areas. Designs and implements procedures to assess and report DEIB metrics and outcomes. Works closely with departments throughout the organization to strengthen policies and practices with respect to racial equity and accessibility, creating opportunities for staff participation. Develops communications strategy and internal training materials related to DEIB efforts.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	5	5			\$102,298			\$119,720	\$119,720
By Level of Education Required:									
Bachelor's Degree	5	5			102,298			119,720	119,720
By Race/Ethnicity of Employee:									
BIPOC	5	5			102,298			119,720	119,720
Black	5	5			102,298			119,720	119,720
By Number of Years in Position:									
Up to 5 Years	5	5			102,298			119,720	119,720

Responsible for overseeing daily operations of the customer service staff. Participates in hiring, training, directing and evaluating. Provides leadership within the department. Ensures a high standard of service and compliance with organizational and department policies and procedures.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	7	16							\$66,974
By State:									
Massachusetts	5	5			65,000			68,652	68,652
By Gender of Employee:									
Female/Woman	5	5			76,500			73,767	73,767
By Number of Years in Position:									
Up to 5 Years	5	5			65,000			70,352	70,352

Customer Service Representative

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	6	46						\$39,855	
By Gender of Employee:									
Female/Woman	5	11			39,639		40,081	41,421	

Responsible for the organization's financial operations as well as other administrative functions such as human resources, operations, facilities and information technology. Develops and maintains effective administrative systems. Oversees accounting operations including bookkeeping, financial statements and reporting. Supervises staff in accounting/finance as well as any additional functional areas. This job is most often found at organizations that do not have an executive-level CFO. Jobs that oversee multiple functions but not including management of the organization's financial department are reported in job #055 (Director, Administration/Operations).

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	41	42	\$80,879	\$85,205	\$96,236	\$114,237	\$136,915	\$102,565	\$101,913	
By Annual Operating Expenses:										
\$1,000,000 - \$2,499,999	7	7			88,000			87,676	87,676	
\$2,500,000 - \$9,999,999	19	19	79,380	83,824	92,227	107,500	126,506	96,826	96,826	
\$10,000,000 and more	12	13	86,740	102,143	117,874	129,272	144,261	116,868	115,835	
By Geographic Region:										
Greater Hartford	10	10			99,643			101,516	101,516	
Western MA & Litchfield County CT	6	6			101,000			106,224	106,224	
Eastern MA, Not Including Boston	8	8			113,937			108,221	108,221	
Boston & Cambridge	9	9			90,000			103,002	103,002	
By State:										
Connecticut	12	13	74,420	90,304	105,000	119,950	129,463	103,145	100,968	
Massachusetts	25	25	81,265	84,652	97,000	122,190	142,842	104,235	104,235	
By Field of Service:										
Child and Youth Services and Advocacy	9	9			90,000			96,101	96,101	
Arts and Culture	9	9			105,000			104,343	104,343	
By Number of Full-Time Equivalent Employees:										
6 - 20 FTEs	17	17	79,874	82,793	90,750	106,250	131,205	97,286	97,286	
21 - 50 FTEs	7	7			86,400			96,252	96,252	
51 -100 FTEs	8	8			107,500			108,619	108,619	
101+ FTEs	8	9			117,874			114,015	112,108	
By Years of Experience Required:										
2 - 3 Years	9	10			89,554			96,117	92,433	
4 - 6 Years	17	17	80,627	83,912	88,000	106,250	113,995	93,804	93,804	
7+ Years	7	7			126,875			125,650	125,650	
By Level of Education Required:										
No requirement	5	5			105,000			116,020	116,020	
Bachelor's Degree	23	23	80,911	84,000	91,500	113,025	135,195	99,416	99,416	
Master's Degree	6	6			111,197			114,083	114,083	
By Gender of Employee:										
Female/Woman	27	27	79,874	85,000	95,472	126,506	141,244	102,688	102,688	
Male/Man	10	10			91,125			101,126	101,126	
By Race/Ethnicity of Employee:										
BIPOC	7	7			89,107			100,305	100,305	
Black	6	6			90,304			103,023	103,023	
White	31	32	80,233	85,555	98,500	116,662	136,915	103,336	102,499	
By Generation of Employee:										
Baby Boom (1946 - 1964)	15	16	76,153	83,944	91,489	123,111	142,133	100,425	98,502	
Gen X (1965 - 1980)	11	11			97,000			105,886	105,886	
Millennial (1981 - 1996)	11	11			100,000			99,982	99,982	

Director of Finance & Administration

Responsible for the organization's financial operations as well as other administrative functions such as human resources, operations, facilities and information technology. Develops and maintains effective administrative systems. Oversees accounting operations including bookkeeping, financial statements and reporting. Supervises staff in accounting/finance as well as any additional functional areas. This job is most often found at organizations that do not have an executive-level CFO. Jobs that oversee multiple functions but not including management of the organization's financial department are reported in job #055 (Director, Administration/Operations).

CONTINUED FROM PREVIOUS PAGE	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
By Number of Years in Position:									
Up to 5 Years	23	23	80,312	84,000	91,500	126,506	144,171	103,401	103,401
5 - 10 Years	5	5			85,273			91,398	91,398
11 - 20 Years	6	6			95,700			94,496	94,496
By Number of Employees Managed:									
1 to 3 FTEs	24	24	80,942	84,546	98,250	116,413	134,048	102,489	102,489
4 to 8 FTEs	6	6			100,236			104,481	104,481

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		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	22	23	\$79,298	\$86,913	\$98,634	\$110,250	\$127,187	\$101,105	\$100,591
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	8	8			91,452			93,388	93,388
\$10,000,000 and more	14	15	79,531	92,830	100,006	125,000	135,116	105,221	104,706
By Geographic Region:									
Boston & Cambridge	9	9			102,100			107,431	107,431
By State:									
Massachusetts	16	17	77,466	86,060	99,343	119,924	131,212	103,114	102,532
By Number of Full-Time Equivalent Employees:									
51 -100 FTEs	7	7			95,000			101,605	101,605
101+ FTEs	8	9			110,000			105,329	104,442
By Years of Experience Required:									
4 - 6 Years	8	8			87,069			88,377	88,377
7+ Years	7	8			101,053			105,948	105,023
By Level of Education Required:									
Bachelor's Degree	10	10			90,617			91,650	91,650
By Gender of Employee:									
Female/Woman	10	11			98,634			99,739	98,471
Male/Man	10	10			96,087			100,628	100,628
By Race/Ethnicity of Employee:									
White	17	18	78,149	86,232	98,989	110,063	129,260	100,209	99,491
By Generation of Employee:									
Gen X (1965 - 1980)	9	10			90,617			96,531	94,765
Millennial (1981 - 1996)	8	8			99,675			101,253	101,253
By Number of Years in Position:									
Up to 5 Years	16	16	79,648	86,531	96,902	108,025	114,675	96,850	96,850
By Number of Employees Managed:									
1 to 3 FTEs	9	9			98,634			96,645	96,645

Accounting Manager

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

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	19	22	\$55,913	\$71,911	\$80,530	\$96,081	\$124,173	\$86,020	\$83,599	
By Annual Operating Expenses:										
\$2,500,000 - \$9,999,999	6	7			81,900			90,844	84,318	
\$10,000,000 and more	11	13	52,075	71,958	80,434	96,169	121,917	84,300	83,804	
By Geographic Region:										
Boston & Cambridge	6	8			108,711			104,625	97,528	
By State:										
Massachusetts	15	17	67,772	73,903	81,900	108,888	127,000	90,785	86,101	
By Field of Service:										
Child and Youth Services and Advocacy	5	5			80,000			81,703	81,703	
By Number of Full-Time Equivalent Employees:										
101+ FTEs	9	10			79,820			77,084	79,847	
By Years of Experience Required:										
4 - 6 Years	10	11			80,434			91,830	88,829	
By Level of Education Required:										
No requirement	5	6			78,453			90,708	84,483	
Bachelor's Degree	10	10			84,618			87,842	87,842	
By Gender of Employee:										
Female/Woman	12	13	52,075	65,929	80,000	88,815	129,897	81,242	83,660	
Male/Man	8	8			92,301			95,161	95,161	
By Race/Ethnicity of Employee:										
BIPOC	6	6			88,309			93,394	93,394	
Black	5	5			80,626			87,625	87,625	
White	14	14	57,897	69,182	79,603	88,795	123,215	82,416	82,416	
By Generation of Employee:										
Baby Boom (1946 - 1964)	7	7			80,000			81,029	81,029	
Gen X (1965 - 1980)	8	8			88,445			83,554	83,554	
Millennial (1981 - 1996)	5	5			95,992			100,045	100,045	
By Number of Years in Position:										
Up to 5 Years	14	14	57,897	69,182	79,820	96,081	128,215	83,746	83,746	
11 - 20 Years	5	5			89,350			102,696	102,696	
By Number of Employees Managed:										
1 to 3 FTEs	10	10			80,530			89,549	89,549	

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		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	11	11			\$70,866			\$73,511	\$73,511
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	6	6			63,274			65,988	65,988
By State:									
Massachusetts	6	6			82,223			82,309	82,309
By Years of Experience Required:									
4 - 6 Years	5	5			78,541			80,646	80,646
By Level of Education Required:									
Bachelor's Degree	7	7			70,866			70,925	70,925
By Gender of Employee:									
Female/Woman	9	9			70,866			74,409	74,409
By Race/Ethnicity of Employee:									
White	10	10			66,696			71,862	71,862
By Generation of Employee:									
Gen X (1965 - 1980)	6	6			62,463			66,685	66,685
By Number of Years in Position:									
Up to 5 Years	6	6			62,463			64,792	64,792

Senior Accountant

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

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	22	27	\$61,214	\$69,550	\$74,672	\$82,930	\$88,637	\$75,601	\$76,188	
By Annual Operating Expenses:										
\$2,500,000 - \$9,999,999	7	7			76,066			78,386	78,386	
\$10,000,000 and more	14	19	61,214	69,555	74,672	82,930	86,560	74,945	75,634	
By Geographic Region:										
Greater Hartford	7	7			73,195			77,225	77,225	
Western MA & Litchfield County CT	6	7			65,128			64,779	65,373	
By State:										
Connecticut	7	7			73,195			77,225	77,225	
Massachusetts	14	19	61,214	66,789	74,672	82,930	86,560	74,334	74,805	
By Number of Full-Time Equivalent Employees:										
51 -100 FTEs	5	8			75,900			77,134	77,098	
101+ FTEs	11	13	61,214	68,172	73,195	83,013	85,936	74,376	75,762	
By Years of Experience Required:										
4 - 6 Years	10	14	61,214	69,554	75,900	82,504	88,281	75,480	76,392	
By Level of Education Required:										
Bachelor's Degree	9	10			71,364			70,874	71,947	
By Gender of Employee:										
Female/Woman	12	15	61,214	69,550	74,589	83,096	94,001	76,151	77,474	
Male/Man	6	7			75,962			74,236	74,056	
By Race/Ethnicity of Employee:										
BIPOC	5	7			75,962			75,761	75,007	
White	15	17	60,971	66,843	72,727	80,533	92,002	74,096	75,075	
By Generation of Employee:										
Baby Boom (1946 - 1964)	5	5			73,195			74,893	74,893	
Gen X (1965 - 1980)	10	11			74,672			78,256	78,556	
Millennial (1981 - 1996)	6	8			72,981			71,839	72,394	
By Number of Years in Position:										
Up to 5 Years	14	14	60,607	69,302	74,631	80,795	95,001	75,377	75,377	
By Number of Employees Managed:										
1 to 3 FTEs	6	7			83,096			83,467	85,329	

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	45	63	\$46,659	\$52,083	\$60,000	\$69,555	\$74,965	\$61,120	\$61,319
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	16	18	51,029	56,270	64,533	74,402	80,303	64,960	65,931
\$10,000,000 and more	24	40	45,847	51,950	59,712	69,274	73,190	60,643	60,369
By Geographic Region:									
Greater Hartford	9	12	48,719	50,695	58,140	63,201	69,400	57,888	58,806
Western MA & Litchfield County CT	9	12	44,949	46,707	53,331	58,000	64,688	53,282	54,341
Eastern MA, Not Including Boston	11	12	46,904	54,553	60,393	71,357	79,267	62,304	62,703
Boston & Cambridge	10	18	56,103	66,017	69,982	74,402	83,547	70,265	70,998
By State:									
Connecticut	10	14	47,522	49,535	58,140	64,725	69,000	57,727	58,602
Massachusetts	30	42	46,709	54,506	61,766	71,092	79,267	63,138	62,960
By Field of Service:									
Child and Youth Services and Advocacy	8	13	44,949	45,760	52,083	63,038	75,795	55,503	58,218
Elderly and Disabled Services & Advocacy	6	7			59,280			57,773	58,124
Community and Economic Development	6	7			70,000			67,761	69,594
By Number of Full-Time Equivalent Employees:									
6 - 20 FTEs	6	7			54,579			60,059	61,055
21 - 50 FTEs	9	9			70,000			68,272	68,272
51 -100 FTEs	14	22	45,760	57,750	66,972	70,362	81,315	64,795	62,905
101+ FTEs	14	23	45,623	49,440	55,349	60,466	69,310	56,154	57,086
By Years of Experience Required:									
1 Year	6	8			54,080			55,986	56,452
2 - 3 Years	23	30	45,030	49,183	59,640	66,906	77,207	59,220	61,313
By Level of Education Required:									
No requirement	8	16	45,760	56,838	68,994	70,393	79,308	64,570	60,959
High School Diploma	6	9			57,227			59,963	62,471
Associate's Degree	7	8			57,835			58,035	58,053
Bachelor's Degree	20	25	44,949	48,925	58,000	66,919	76,399	58,761	60,315
By Gender of Employee:									
Female/Woman	33	44	46,665	52,304	59,712	70,148	76,586	61,558	60,744
Male/Man	9	10			61,599			60,451	62,173
By Race/Ethnicity of Employee:									
BIPOC	16	24	47,600	54,397	61,932	70,164	78,530	62,925	60,650
Asian	5	9			68,432			62,384	53,758
Black	7	8			63,534			66,221	66,767
Hispanic/Latinx	7	7			56,451			59,855	59,855
White	34	37	46,459	51,818	59,280	67,500	75,999	59,873	60,076

Staff Accountant

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

CONTINUED FROM PREVIOUS PAGE	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
By Generation of Employee:									
Baby Boom (1946 - 1964)	12	13	45,510	52,042	55,120	70,013	85,934	61,369	59,885
Gen X (1965 - 1980)	19	20	46,644	50,151	62,733	72,357	77,207	62,069	62,348
Millennial (1981 - 1996)	13	19	49,440	54,080	60,798	68,432	70,346	61,166	60,167
By Number of Years in Position:									
Up to 5 Years	30	40	45,760	51,930	58,000	65,501	69,956	58,482	58,653
5 - 10 Years	8	10			65,947			61,867	61,441
11 - 20 Years	5	5			74,000			73,538	73,538

Performs various clerical payroll and accounting tasks such as processing semi-monthly payrolls, entering payroll data into the system database, verifying accuracy of figures and computations, and balancing and reconciling accounts.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	19	22	\$37,617	\$49,680	\$57,013	\$65,037	\$73,458	\$56,872	\$58,914
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	5	6			49,357			49,760	50,855
\$10,000,000 and more	13	15	37,203	56,160	60,008	68,952	77,254	60,145	62,665
By Geographic Region:									
Eastern MA, Not Including Boston	5	5			60,008			59,351	59,351
Boston & Cambridge	5	5			69,555			66,021	66,021
By State:									
Massachusetts	14	14	49,140	54,753	59,249	69,103	77,786	61,565	61,565
By Field of Service:									
Child and Youth Services and Advocacy	6	7			50,003			55,875	57,808
Elderly and Disabled Services & Advocacy	5	5			58,490			59,099	59,099
By Number of Full-Time Equivalent Employees:									
101+ FTEs	12	15	37,203	50,003	57,138	65,146	77,254	57,513	60,907
By Years of Experience Required:									
2 - 3 Years	9	11			57,138			57,815	60,938
By Level of Education Required:									
High School Diploma	6	7			50,440			54,885	56,652
Associate's Degree	7	7			57,138			57,756	57,756
By Gender of Employee:									
Female/Woman	16	17	45,710	51,173	57,138	65,073	76,192	58,579	59,300
By Race/Ethnicity of Employee:									
BIPOC	9	9			57,741			61,111	61,111
Hispanic/Latinx	5	5			57,741			58,377	58,377
White	10	12	37,196	41,423	53,804	62,224	77,175	54,373	57,099
By Generation of Employee:									
Baby Boom (1946 - 1964)	5	5			58,490			64,041	64,041
Gen X (1965 - 1980)	8	8			58,448			57,555	57,555
Millennial (1981 - 1996)	7	8			53,571			52,728	54,946
By Number of Years in Position:									
Up to 5 Years	8	9			56,160			53,623	55,676

Accounting Clerk

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	38	60	\$37,024	\$40,914	\$46,994	\$53,390	\$59,622	\$47,747	\$49,119
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	18	21	35,547	38,550	45,760	58,230	59,571	47,490	48,935
\$10,000,000 and more	19	38	37,356	42,619	47,767	52,390	60,106	48,050	49,689
By Geographic Region:									
Greater Hartford	10	19	35,360	38,600	45,760	52,187	58,500	46,173	48,087
Western MA & Litchfield County CT	10	13	36,799	41,735	44,720	51,116	56,620	46,183	46,445
Eastern MA, Not Including Boston	8	10			55,526			52,306	51,751
Boston & Cambridge	8	12	39,312	47,788	52,896	59,130	64,899	52,708	53,544
By State:									
Connecticut	12	25	35,672	37,950	43,202	48,069	55,536	44,355	46,644
Massachusetts	26	35	37,423	43,680	50,232	58,240	60,260	50,169	50,262
By Field of Service:									
Child and Youth Services and Advocacy	9	15	36,583	40,685	45,675	52,083	55,488	45,855	46,712
Elderly and Disabled Services & Advocacy	8	14	42,370	45,459	50,451	54,652	66,102	51,425	50,696
Arts and Culture	6	7			48,298			48,812	49,853
By Number of Full-Time Equivalent Employees:									
6 - 20 FTEs	5	5			57,990			53,125	53,125
21 - 50 FTEs	7	7			48,298			49,714	49,714
51 -100 FTEs	11	15	33,680	38,500	42,848	58,240	59,808	46,805	48,034
101+ FTEs	14	32	37,107	39,577	46,987	52,161	60,227	47,109	48,781
By Years of Experience Required:									
1 Year	10	21	35,464	37,419	42,848	47,955	53,200	43,287	44,884
2 - 3 Years	18	20	36,500	43,582	50,118	56,883	59,202	49,000	49,321
By Level of Education Required:									
No requirement	5	7			48,298			48,556	47,035
High School Diploma	13	21	37,423	40,100	47,840	53,311	59,124	47,549	48,626
Associate's Degree	7	12	35,516	37,086	40,175	46,680	63,529	43,366	44,178
Bachelor's Degree	11	13	36,001	44,959	52,083	55,745	59,557	50,072	49,692
By Gender of Employee:									
Female/Woman	30	46	37,113	41,371	46,994	52,390	59,389	47,600	49,103
Male/Man	10	10			48,871			49,190	49,190
By Race/Ethnicity of Employee:									
BIPOC	17	22	36,335	43,561	48,475	52,780	64,667	49,053	50,292
Hispanic/Latinx	8	8			51,262			51,204	51,204
White	26	34	37,201	40,164	45,760	58,053	59,849	47,873	49,533
By Generation of Employee:									
Baby Boom (1946 - 1964)	12	16	37,288	40,981	45,157	52,535	61,543	47,348	48,642
Gen X (1965 - 1980)	17	17	35,360	40,155	52,000	56,030	59,470	48,856	48,856
Millennial (1981 - 1996)	18	23	35,568	38,500	47,000	56,243	64,207	48,010	49,721
By Number of Years in Position:									
Up to 5 Years	27	32	35,516	41,668	46,994	53,243	59,037	47,342	47,458
5 - 10 Years	8	11			43,202			46,113	47,108
11 - 20 Years	8	9			44,554			49,323	50,025

Responsible for managing grant awards, tracking program evaluation indicators and preparing status and evaluation reports.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	15	24	\$56,368	\$70,346	\$90,334	\$99,003	\$103,480	\$84,918	\$81,619
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	8	8			87,500			89,463	89,463
By State:									
Massachusetts	8	15	63,294	70,200	92,477	99,362	102,752	88,083	80,391
By Field of Service:									
Child and Youth Services and Advocacy	5	7			76,440			81,050	86,344
By Number of Full-Time Equivalent Employees:									
51 -100 FTEs	5	12							93,997
By Years of Experience Required:									
2 - 3 Years	6	7			76,440			75,112	76,575
4 - 6 Years	5	12							86,955
By Level of Education Required:									
Bachelor's Degree	8	10			76,284			78,045	80,602
By Gender of Employee:									
Female/Woman	11	18	51,888	68,900	84,100	96,476	99,410	81,265	76,471
By Race/Ethnicity of Employee:									
White	14	20	61,162	70,346	90,334	98,520	106,392	85,671	82,551
By Generation of Employee:									
Baby Boom (1946 - 1964)	5	5			95,950			90,492	90,492
Gen X (1965 - 1980)	5	8			88,739			85,347	84,653
Millennial (1981 - 1996)	8	11			90,000			82,072	76,358
By Number of Years in Position:									
Up to 5 Years	9	16	58,115	72,197	91,572	99,362	102,024	86,692	78,772

Grass Roots Program Manager

140

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

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	11	14	\$48,110	\$55,750	\$64,750	\$69,212	\$83,003	\$64,086	\$63,770
By Geographic Region:									
Boston & Cambridge	5	7			60,000			59,435	60,006
By State:									
Massachusetts	10	13	47,488	54,500	65,000	69,951	84,003	64,169	63,847
By Number of Full-Time Equivalent Employees:									
1 - 5 FTEs	6	8			61,500			59,567	60,086
By Level of Education Required:									
No requirement	6	7			66,560			64,150	63,588
By Gender of Employee:									
Female/Woman	6	8			61,500			62,617	62,119
By Race/Ethnicity of Employee:									
BIPOC	8	9			63,000			61,770	63,428
By Generation of Employee:									
Millennial (1981 - 1996)	6	7			66,560			67,675	65,668
By Number of Years in Position:									
Up to 5 Years	11	14	48,110	55,750	64,750	69,212	83,003	64,086	63,770
By Number of Employees Managed:									
1 to 3 FTEs	5	5			64,500			66,745	66,745

Lead Organizer

146

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

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	7	8			\$60,466			\$59,841	\$59,279
By Geographic Region:									
Boston & Cambridge	5	6			58,618			57,901	56,727
By State:									
Massachusetts	6	7			57,158			57,795	56,799
By Level of Education Required:									
No requirement	6	7			57,158			59,104	58,326
By Race/Ethnicity of Employee:									
BIPOC	7	7			57,158			59,279	59,279
By Number of Years in Position:									
Up to 5 Years	6	7			63,773			60,224	59,633

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	8	13	\$37,440	\$37,534	\$52,000	\$59,500	\$69,031	\$51,382	\$52,075
By State:									
Massachusetts	8	13	37,440	37,534	52,000	59,500	69,031	51,382	52,075
By Years of Experience Required:									
2 - 3 Years	6	8			58,650			58,252	57,447
By Gender of Employee:									
Female/Woman	7	8			55,150			52,237	54,350
By Number of Years in Position:									
Up to 5 Years	8	13	37,440	37,534	52,000	59,500	69,031	51,382	52,075

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	5	9			\$41,600			\$46,511	\$50,440
By Number of Years in Position:									
Up to 5 Years	5	9			41,600			46,511	50,440

Curator

155

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	8	28	\$65,243	\$81,261	\$91,232	\$126,565	\$135,776	\$100,850	\$89,321
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	5	10			84,240			79,939	76,594
By Field of Service:									
Arts and Culture	8	28	65,243	81,261	91,232	126,565	135,776	100,850	89,321
By Years of Experience Required:									
4 - 6 Years	5	5			65,374			74,066	74,066
By Gender of Employee:									
Female/Woman	7	17	62,679	75,000	90,000	97,146	141,605	92,628	82,782
By Race/Ethnicity of Employee:									
White	7	21	64,326	75,000	90,944	109,896	132,600	95,798	84,629
By Generation of Employee:									
Gen X (1965 - 1980)	6	14	66,069	79,964	92,165	124,275	155,113	100,751	89,633
By Number of Years in Position:									
11 - 20 Years	5	5			91,520			85,682	85,682

Visitor Services Manager

185

Manages visitor access and services at a museum, gallery, theater or other cultural venue to ensure that visitors have a positive experience. Arranges group tours and event rentals. Oversees venue's master calendar. Coordinates program needs with organization's education and volunteer departments. Supervises visitor services staff and volunteers. May be involved with organization's retail and membership operations.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	9	12	\$50,867	\$57,119	\$61,878	\$78,886	\$92,074	\$66,307	\$65,423
By Annual Operating Expenses:									
\$10,000,000 and more	5	6			62,342			69,979	68,566
By Field of Service:									
Arts and Culture	6	7			62,400			68,360	66,913
By Race/Ethnicity of Employee:									
White	6	7			61,355			62,077	63,094
By Generation of Employee:									
Gen X (1965 - 1980)	5	5			58,500			62,524	62,524

Welcomes visitors to museum, gallery, theater or other cultural venue. Provides information about programs, answering general phone and email questions. May also participate in retail sales of goods and memberships.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	10	72	\$32,423	\$33,280	\$34,445	\$38,766	\$40,290	\$36,127	\$36,767
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	7	42							35,359
By Geographic Region:									
Greater Hartford	5	40							36,951
By State:									
Connecticut	5	40							36,951
By Field of Service:									
Arts and Culture	8	39							37,440
By Number of Full-Time Equivalent Employees:									
21 - 50 FTEs	5	14	31,200	31,512	32,615	33,410	44,859	34,119	35,485
By Level of Education Required:									
High School Diploma	5	40							35,567
By Gender of Employee:									
Female/Woman	9	32	32,136	33,280	33,280	35,911	44,126	35,231	36,472
By Race/Ethnicity of Employee:									
White	9	33	31,512	33,187	33,280	34,445	42,564	34,840	36,608
By Generation of Employee:									
Millennial (1981 - 1996)	5	11			34,445			35,854	36,510
Gen Z (1997 - 2012)	5	28							37,431
By Number of Years in Position:									
Up to 5 Years	6	37							36,111

Archivist

197

Responsible for processing, arranging, and documenting items in a museum collection according to archival processing standards. Updates and maintains procedures and policies; provides reports for use in grant writing and strategic planning. Manages project staff, supervising archival assistants. Participates in public programs and represents the museum in professional organizations.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	7	11			\$62,400			\$60,458	\$59,256
By Field of Service:									
Arts and Culture	7	11			62,400			60,458	59,256
By Years of Experience Required:									
2 - 3 Years	5	6			51,187			51,289	49,647
By Level of Education Required:									
Master's Degree	5	7			64,002			65,897	63,621
By Gender of Employee:									
Female/Woman	6	10			59,500			60,264	58,732
By Race/Ethnicity of Employee:									
White	6	10			59,500			60,264	58,732
By Generation of Employee:									
Millennial (1981 - 1996)	5	7			47,374			50,437	49,979
By Number of Years in Position:									
Up to 5 Years	5	5			47,374			48,747	48,747

Exhibit Guide/Docent

198

Actively interacts with museum visitors to enhance their enjoyment and learning experiences, and speaks about museum exhibits to groups of visitors. Understands and demonstrates his/her knowledge of the museum's general themes and exhibits. Assists in the opening/closing procedures of the museum.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	5	53							\$36,707
By Field of Service:									
Arts and Culture	5	53							36,707

Provides leadership to the organization's efforts to obtain financial and other support to sustain its work, including planned, annual and deferred giving; approaches to individuals, foundations and corporations. Manages the overall marketing and promotional functions to construct and market an appropriate image, develop ties with the community, and achieve membership/participation goals. Manages department budgets. Formulates and implements policies and plans to meet the organization's short- and long-term objectives. May report to the Executive Director/CEO, or in the case of larger organizations, to an executive-level development employee (see job #025).

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	63	67	\$74,910	\$84,510	\$95,000	\$110,000	\$125,822	\$97,197	\$97,164	
By Annual Operating Expenses:										
\$1,000,000 - \$2,499,999	13	13	77,400	83,495	90,000	105,000	122,543	94,702	94,702	
\$2,500,000 - \$9,999,999	30	32	74,685	80,000	94,422	104,797	122,700	94,880	95,272	
\$10,000,000 and more	17	19	73,000	85,155	95,085	120,000	128,023	100,386	99,672	
By Geographic Region:										
Greater Hartford	14	14	69,270	78,128	91,922	101,145	112,728	90,068	90,068	
Western MA & Litchfield County CT	10	10			90,922			98,709	98,709	
Eastern MA, Not Including Boston	14	16	81,952	88,567	98,365	119,150	136,875	103,036	103,541	
Boston & Cambridge	18	20	75,095	83,378	96,277	110,808	125,200	97,499	97,671	
By State:										
Connecticut	14	14	69,270	78,128	91,922	101,145	112,728	90,068	90,068	
Massachusetts	45	49	75,130	85,000	96,000	110,000	126,000	99,416	99,567	
By Field of Service:										
Child and Youth Services and Advocacy	14	14	73,989	78,737	87,834	98,388	120,500	91,004	91,004	
Elderly and Disabled Services & Advocacy	5	5			75,000			86,974	86,974	
Environment, Conservation, Animal Welfare	6	6			108,000			107,667	107,667	
Community and Economic Development	5	6			86,921			91,186	91,697	
Arts and Culture	13	14	69,250	89,775	103,169	121,445	127,805	102,255	101,631	
By Number of Full-Time Equivalent Employees:										
6 - 20 FTEs	24	25	82,200	85,000	95,160	108,000	121,695	97,943	98,330	
21 - 50 FTEs	16	16	70,500	75,000	92,522	101,910	129,750	92,853	92,853	
51 -100 FTEs	10	11			97,850			101,845	101,776	
101+ FTEs	12	14	69,270	76,716	91,234	123,095	132,101	96,579	96,031	
By Years of Experience Required:										
2 - 3 Years	10	10			81,500			83,263	83,263	
4 - 6 Years	30	31	73,426	85,155	95,000	110,000	127,270	98,299	98,621	
7+ Years	12	12	84,259	91,247	101,563	110,000	122,967	101,829	101,829	
By Level of Education Required:										
No requirement	12	14	77,275	82,500	103,143	111,250	133,500	101,052	101,901	
Bachelor's Degree	39	40	75,013	84,604	90,865	104,467	125,824	95,679	95,860	
By Gender of Employee:										
Female/Woman	51	55	74,820	84,510	93,844	105,600	126,635	96,629	96,543	
Male/Man	5	5			110,000			107,268	107,268	
By Race/Ethnicity of Employee:										
BIPOC	7	7			85,000			94,582	94,582	
White	50	54	75,000	84,971	95,043	105,700	123,219	96,996	96,938	
By Generation of Employee:										
Baby Boom (1946 - 1964)	14	14	73,739	75,098	95,513	105,114	113,000	92,285	92,285	
Gen X (1965 - 1980)	27	27	83,192	91,062	97,850	115,000	136,642	103,679	103,679	
Millennial (1981 - 1996)	18	18	73,850	82,500	87,054	104,075	122,739	92,823	92,823	

Director, Development

Provides leadership to the organization's efforts to obtain financial and other support to sustain its work, including planned, annual and deferred giving; approaches to individuals, foundations and corporations. Manages the overall marketing and promotional functions to construct and market an appropriate image, develop ties with the community, and achieve membership/participation goals. Manages department budgets. Formulates and implements policies and plans to meet the organization's short- and long-term objectives. May report to the Executive Director/CEO, or in the case of larger organizations, to an executive-level development employee (see job #025).

CONTINUED FROM PREVIOUS PAGE	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
By Number of Years in Position:									
Up to 5 Years	41	44	74,775	84,120	93,043	105,450	120,000	94,927	95,030
5 - 10 Years	11	11			101,338			101,390	101,390
By Number of Employees Managed:									
1 to 3 FTEs	42	42	75,039	84,791	93,272	101,650	121,540	94,374	94,374
4 to 8 FTEs	11	11			106,000			105,916	105,916

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

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	48	55	\$49,845	\$59,000	\$68,250	\$80,000	\$89,389	\$69,610	\$69,239	
By Annual Operating Expenses:										
\$500,000 - \$999,999	8	9			64,000			63,975	64,862	
\$1,000,000 - \$2,499,999	10	10			67,967			67,162	67,162	
\$2,500,000 - \$9,999,999	18	18	44,630	57,000	65,640	79,410	85,070	66,016	66,016	
\$10,000,000 and more	11	17	49,330	60,934	84,074	89,491	93,170	76,443	77,394	
By Geographic Region:										
Greater Hartford	10	10			69,693			69,917	69,917	
Western MA & Litchfield County CT	7	8			63,009			62,995	64,994	
Eastern MA, Not Including Boston	9	10			73,345			69,776	71,209	
Boston & Cambridge	14	17	56,880	63,308	79,380	86,742	90,666	75,098	73,636	
By State:										
Connecticut	11	11			67,392			68,154	68,154	
Massachusetts	32	37	49,909	58,675	68,250	83,637	90,396	70,353	70,356	
By Field of Service:										
Child and Youth Services and Advocacy	9	10			62,500			61,696	63,106	
Environment, Conservation, Animal Welfare	5	7			71,420			70,492	68,003	
Social Justice, Legal Services, Civil Rights	5	5			79,500			79,033	79,033	
Arts and Culture	7	8			79,100			78,756	79,365	
By Number of Full-Time Equivalent Employees:										
1 - 5 FTEs	6	6			66,700			70,493	70,493	
6 - 20 FTEs	19	20	51,100	57,813	67,028	71,268	78,140	64,949	65,374	
21 - 50 FTEs	7	7			64,200			66,449	66,449	
51 -100 FTEs	7	10			76,057			75,289	73,495	
101+ FTEs	9	12	48,789	52,894	81,727	88,857	96,089	74,048	75,421	
By Years of Experience Required:										
2 - 3 Years	18	19	49,546	51,000	63,000	71,690	83,200	64,152	64,993	
4 - 6 Years	10	11			74,880			72,920	71,712	
By Level of Education Required:										
No requirement	12	14	61,909	67,104	79,690	85,871	91,665	77,166	75,754	
Bachelor's Degree	24	26	49,221	57,313	64,100	75,872	87,587	66,559	67,694	
By Gender of Employee:										
Female/Woman	32	34	50,773	60,951	68,700	79,625	85,665	69,435	70,466	
Male/Man	9	9			63,000			66,169	66,169	
By Race/Ethnicity of Employee:										
BIPOC	6	6			68,745			69,558	69,558	
White	35	39	50,523	61,818	68,000	80,000	90,000	70,079	70,169	

Development Manager, General

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

CONTINUED FROM PREVIOUS PAGE	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
By Generation of Employee:									
Baby Boom (1946 - 1964)	8	8			62,571			64,649	64,649
Gen X (1965 - 1980)	17	18	47,738	57,763	74,940	90,495	93,782	73,671	73,005
Millennial (1981 - 1996)	15	15	55,800	61,859	64,200	78,489	84,444	67,651	67,651
By Number of Years in Position:									
Up to 5 Years	35	37	49,693	58,675	67,392	78,935	86,557	67,913	67,740
By Number of Employees Managed:									
1 to 3 FTEs	16	18	47,738	57,313	67,663	80,800	91,981	68,820	68,556

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	11	11			\$74,984			\$77,607	\$77,607
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	6	6			79,787			83,613	83,613
By Geographic Region:									
Eastern MA, Not Including Boston	5	5			72,000			74,415	74,415
By State:									
Massachusetts	10	10			73,492			77,867	77,867
By Number of Full-Time Equivalent Employees:									
21 - 50 FTEs	5	5			75,000			76,815	76,815
By Level of Education Required:									
Bachelor's Degree	7	7			72,000			70,651	70,651
By Gender of Employee:									
Female/Woman	7	7			74,984			80,237	80,237
By Race/Ethnicity of Employee:									
White	10	10			73,500			77,869	77,869
By Generation of Employee:									
Millennial (1981 - 1996)	6	6			74,992			75,676	75,676
By Number of Years in Position:									
Up to 5 Years	8	8			73,500			77,962	77,962

Development Manager: Major Gifts

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	9	10			\$84,659			\$89,652	\$90,788
By Annual Operating Expenses:									
\$10,000,000 and more	6	7			102,502			93,386	95,712
By State:									
Massachusetts	6	7			80,000			88,821	90,386
By Field of Service:									
Arts and Culture	7	8			84,659			86,843	87,901
By Number of Full-Time Equivalent Employees:									
51 -100 FTEs	5	5			87,318			89,911	89,911
By Gender of Employee:									
Male/Man	5	5			82,000			88,919	88,919
By Race/Ethnicity of Employee:									
White	7	7			87,318			97,522	97,522
By Number of Years in Position:									
Up to 5 Years	6	6			81,000			80,546	80,546

Researches grant opportunities that match the goals and objectives of the organization. Gathers information from various departments and coordinates/writes grant proposals for government, corporate and foundation funds. Develops/maintains effective, long-term working relationships with grantors to facilitate approval of grants. Follows up with grantors to determine/monitor grant status. Report grant writers responsible for government funding only in job #216 below.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	25	26	\$52,000	\$60,000	\$64,636	\$79,603	\$86,947	\$68,117	\$68,540
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	16	16	52,000	60,070	62,629	81,496	89,951	67,921	67,921
\$10,000,000 and more	7	8			73,961			71,036	72,967
By Geographic Region:									
Greater Hartford	7	8			61,950			61,218	61,747
Boston & Cambridge	10	10			73,961			72,061	72,061
By State:									
Connecticut	7	8			61,950			61,218	61,747
Massachusetts	16	16	53,456	60,000	73,961	83,572	89,951	72,902	72,902
By Field of Service:									
Child and Youth Services and Advocacy	5	5			62,400			68,379	68,379
Arts and Culture	5	6			62,057			59,359	59,727
By Number of Full-Time Equivalent Employees:									
21 - 50 FTEs	9	9			65,000			70,815	70,815
51 -100 FTEs	9	10			62,629			65,017	65,850
By Years of Experience Required:									
2 - 3 Years	9	9			64,272			66,374	66,374
4 - 6 Years	8	8			74,639			73,652	73,652
By Level of Education Required:									
No requirement	7	7			70,000			72,140	72,140
Bachelor's Degree	12	12	43,628	54,000	60,767	77,940	86,158	64,356	64,356
By Gender of Employee:									
Female/Woman	18	19	52,000	56,000	71,760	80,000	86,520	68,064	68,650
Male/Man	7	7			64,272			68,259	68,259
By Race/Ethnicity of Employee:									
White	23	24	52,000	60,000	67,500	79,868	87,231	68,611	69,094
By Generation of Employee:									
Baby Boom (1946 - 1964)	11	11			79,471			73,918	73,918
Gen X (1965 - 1980)	5	5			61,256			65,755	65,755
Millennial (1981 - 1996)	6	7			62,858			62,848	63,736
By Number of Years in Position:									
Up to 5 Years	22	23	52,832	60,000	64,272	75,000	87,373	67,606	68,064

Development Officer

Manages one or more fund development functions. Works under general supervision, exercising significant independent judgment. Generally does not have supervisory responsibility for administrative/support staff.

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	15	15	\$53,503	\$55,000	\$64,002	\$71,000	\$78,370	\$64,060	\$64,060
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	7	7			64,584			65,280	65,280
By Geographic Region:									
Boston & Cambridge	7	7			60,000			64,071	64,071
By State:									
Massachusetts	10	10			64,632			65,762	65,762
By Number of Full-Time Equivalent Employees:									
6 - 20 FTEs	5	5			55,000			61,239	61,239
21 - 50 FTEs	5	5			64,002			67,586	67,586
By Years of Experience Required:									
2 - 3 Years	11	11			64,002			64,451	64,451
By Level of Education Required:									
No requirement	6	6			65,500			65,083	65,083
Bachelor's Degree	7	7			64,002			64,316	64,316
By Gender of Employee:									
Female/Woman	13	13	53,004	56,467	64,002	71,750	80,556	64,356	64,356
By Race/Ethnicity of Employee:									
White	12	12	54,630	55,750	64,293	72,125	81,648	65,136	65,136
By Generation of Employee:									
Millennial (1981 - 1996)	9	9			64,584			64,552	64,552
By Number of Years in Position:									
Up to 5 Years	13	13	53,004	54,967	60,000	68,723	73,400	61,921	61,921

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

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	20	29	\$41,600	\$45,739	\$54,080	\$62,700	\$73,362	\$54,838	\$56,085
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	10	11			54,080			51,742	51,924
\$10,000,000 and more	6	14	41,600	42,754	51,000	66,554	76,201	53,938	56,077
By Geographic Region:									
Greater Hartford	6	7			52,000			52,434	52,673
Maine, New Hampshire, Vermont, Upstate NY	5	6			53,040			53,668	54,417
By State:									
Connecticut	7	8			53,500			55,211	55,813
Massachusetts	8	15	41,600	43,139	54,080	65,738	75,633	55,107	57,367
By Field of Service:									
Arts and Culture	5	14	41,600	44,689	48,109	54,080	76,201	51,630	50,844
By Number of Full-Time Equivalent Employees:									
21 - 50 FTEs	7	8			55,040			55,067	55,802
51 -100 FTEs	5	6			53,238			54,026	54,631
By Years of Experience Required:									
2 - 3 Years	10	11			55,000			57,595	58,255
By Level of Education Required:									
No requirement	5	5			62,400			60,896	60,896
Bachelor's Degree	9	10			51,000			51,798	51,887
By Gender of Employee:									
Female/Woman	16	22	41,600	45,209	54,080	59,280	71,660	53,795	56,428
By Race/Ethnicity of Employee:									
White	15	20	41,600	45,729	54,278	61,360	72,420	54,353	57,162
By Generation of Employee:									
Millennial (1981 - 1996)	9	10			54,540			52,090	52,562
Gen Z (1997 - 2012)	5	5			45,760			50,745	50,745
By Number of Years in Position:									
Up to 5 Years	15	16	43,518	46,820	55,500	62,850	70,695	55,935	56,264

Development Associate

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 staff.

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	57	75	\$39,798	\$44,782	\$50,003	\$55,037	\$60,940	\$49,896	\$49,692
By Annual Operating Expenses:									
\$1,000,000 - \$2,499,999	10	13	40,440	45,891	51,000	54,166	58,398	50,217	49,910
\$2,500,000 - \$9,999,999	29	35	35,152	43,000	50,000	55,037	61,680	49,231	49,951
\$10,000,000 and more	13	22	42,704	44,946	50,586	57,403	62,166	51,215	49,632
By Geographic Region:									
Greater Hartford	10	12	38,448	44,010	48,720	53,799	62,040	49,164	48,878
Western MA & Litchfield County CT	10	14	36,005	41,200	45,300	49,800	60,487	46,302	47,323
Eastern MA, Not Including Boston	14	18	32,042	44,507	50,137	55,784	62,691	49,279	49,472
Boston & Cambridge	16	23	43,713	51,198	55,000	57,000	60,960	53,575	52,769
By State:									
Connecticut	12	15	38,896	44,470	47,520	54,080	61,680	49,125	48,706
Massachusetts	41	56	40,000	44,782	51,084	55,755	60,930	50,316	50,252
By Field of Service:									
Child and Youth Services and Advocacy	7	9			47,000			49,946	51,336
Counseling, Crisis Interv, Mntl Hlth, Subst Misuse	5	5			50,000			48,671	48,671
Food Programs and Pantries, Nutrition, Agriculture	5	9			55,000			53,620	50,452
Environment, Conservation, Animal Welfare	6	7			52,000			51,448	51,106
Arts and Culture	13	19	36,400	43,000	45,718	50,274	53,331	46,487	45,874
By Number of Full-Time Equivalent Employees:									
6 - 20 FTEs	15	18	37,840	41,600	49,806	53,518	56,395	48,200	48,162
21 - 50 FTEs	18	22	39,646	45,267	50,137	56,196	61,080	50,361	50,443
51 -100 FTEs	11	17	31,949	46,432	53,560	59,030	61,756	51,365	51,065
101+ FTEs	9	14	38,948	44,704	48,880	55,812	62,793	49,679	49,152
By Years of Experience Required:									
1 Year	14	15	34,678	40,000	49,629	53,331	54,848	46,431	45,986
2 - 3 Years	25	28	41,857	45,375	51,584	58,102	61,372	51,312	51,167
By Level of Education Required:									
No requirement	12	18	36,088	46,800	53,099	56,500	61,140	51,256	50,155
High School Diploma	11	12	44,847	46,039	50,097	52,998	59,940	50,655	50,472
Associate's Degree	6	6			53,519			53,286	53,286
Bachelor's Degree	23	29	35,610	41,143	47,520	54,280	60,000	47,852	48,827
By Gender of Employee:									
Female/Woman	43	52	39,646	44,548	50,106	56,338	61,140	50,355	50,021
Male/Man	13	13	41,640	46,000	52,229	56,000	60,552	51,543	51,543
By Race/Ethnicity of Employee:									
BIPOC	15	16	38,683	44,179	52,265	55,755	63,060	51,148	50,947
White	45	55	40,960	45,000	50,211	56,000	60,360	50,351	49,904

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 staff.

CONTINUED FROM PREVIOUS PAGE	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
By Generation of Employee:									
Baby Boom (1946 - 1964)	9	10			51,252			52,365	51,458
Gen X (1965 - 1980)	11	12	33,240	43,956	46,750	55,588	65,032	48,423	48,169
Millennial (1981 - 1996)	24	26	37,630	43,680	49,515	53,690	61,640	49,341	48,656
Gen Z (1997 - 2012)	17	19	36,400	43,000	50,211	55,994	57,159	49,574	48,896
By Number of Years in Position:									
Up to 5 Years	49	63	40,000	44,470	51,000	55,037	60,540	50,025	49,770

Director, Education

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

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	25	42	\$63,627	\$69,661	\$79,186	\$95,432	\$101,400	\$82,494	\$81,331
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	14	17	61,606	68,096	78,811	86,265	107,852	80,054	80,747
\$10,000,000 and more	7	19	63,440	68,500	81,994	98,238	100,000	83,198	83,200
By Geographic Region:									
Greater Hartford	8	8			71,363			73,833	73,833
Eastern MA, Not Including Boston	6	12	70,637	74,433	84,515	98,925	127,119	90,626	90,154
Boston & Cambridge	5	14	64,199	70,801	84,335	96,560	108,750	84,747	91,063
By State:									
Connecticut	9	9			70,048			72,299	72,299
Massachusetts	12	27	66,756	72,000	83,000	98,238	115,892	86,758	88,728
By Field of Service:									
Child and Youth Services and Advocacy	10	19	60,029	64,063	74,672	94,058	98,238	77,942	75,731
By Number of Full-Time Equivalent Employees:									
6 - 20 FTEs	6	8			85,916			87,220	82,515
21 - 50 FTEs	7	8			71,024			79,399	78,971
51 -100 FTEs	10	14	60,892	70,103	80,920	88,390	97,622	79,828	81,228
By Years of Experience Required:									
2 - 3 Years	9	18	67,099	74,174	79,186	96,128	100,778	84,490	82,236
4 - 6 Years	8	8			82,397			83,840	83,840
By Level of Education Required:									
Bachelor's Degree	16	23	64,047	67,205	74,672	83,000	108,595	79,573	82,092
Master's Degree	5	8			90,029			90,878	83,632
By Gender of Employee:									
Female/Woman	19	33	62,576	67,853	78,811	89,646	98,650	79,835	79,189
Male/Man	5	6			94,250			94,027	93,982
By Race/Ethnicity of Employee:									
BIPOC	6	12	65,314	68,063	75,203	92,719	98,719	79,165	81,128
White	19	26	61,409	69,661	80,663	95,432	116,087	83,163	80,432
By Generation of Employee:									
Baby Boom (1946 - 1964)	5	9			98,238			94,860	91,534
Gen X (1965 - 1980)	9	11			72,800			73,917	74,503
Millennial (1981 - 1996)	9	13	63,183	68,627	78,811	82,900	94,600	76,895	76,637
By Number of Years in Position:									
Up to 5 Years	12	17	59,151	67,853	79,040	89,646	98,925	78,222	76,208
5 - 10 Years	8	10			77,491			86,402	82,669
11 - 20 Years	5	5			72,800			77,541	77,541
By Number of Employees Managed:									
1 to 3 FTEs	6	8			77,500			81,261	74,571
4 to 8 FTEs	7	9			78,811			86,705	89,993
9 to 14 FTEs	9	9			72,800			78,798	78,798
15+ FTEs	5	10			82,770			82,080	85,913

Develops instructional material, coordinate educational content, and incorporate current technology into educational programs. Monitor progress of students and teachers to assess effectiveness of programs. Requires instructional experience and teacher credential.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	11	22	\$48,113	\$49,844	\$59,304	\$75,118	\$91,860	\$65,280	\$70,050
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	5	12	46,166	48,857	50,087	59,400	70,600	53,830	57,663
By Geographic Region:									
Boston & Cambridge	5	8			63,100			67,843	75,969
By State:									
Massachusetts	7	14	51,000	56,556	72,187	86,700	103,551	72,885	78,505
By Number of Full-Time Equivalent Employees:									
21 - 50 FTEs	5	6			58,500			62,723	65,938
By Level of Education Required:									
Bachelor's Degree	5	7			57,408			61,710	64,167
By Gender of Employee:									
Female/Woman	10	17	48,090	49,774	71,573	83,034	97,041	68,889	71,505
By Race/Ethnicity of Employee:									
White	6	10			72,287			70,353	68,538
By Number of Years in Position:									
Up to 5 Years	6	8			50,590			63,856	69,207

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		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	11	46	\$47,488	\$50,560	\$55,910	\$65,245	\$71,500	\$57,612	\$61,957
By Annual Operating Expenses:									
\$10,000,000 and more	5	11			60,000			61,772	63,340
By State:									
Massachusetts	6	29							61,679
By Number of Full-Time Equivalent Employees:									
51 -100 FTEs	6	19	45,760	49,920	54,621	63,898	68,578	56,503	59,587
By Years of Experience Required:									
2 - 3 Years	6	21	46,058	49,785	55,162	67,569	76,568	58,714	62,051
By Gender of Employee:									
Female/Woman	9	34	48,450	50,669	55,910	60,975	72,500	57,459	61,646
Male/Man	7	10			53,810			58,591	61,786
By Race/Ethnicity of Employee:									
BIPOC	8	14	50,461	57,478	65,780	69,250	75,980	64,202	65,065
Hispanic/Latinx	5	6			69,000			67,483	67,180
White	8	28	47,556	49,920	52,420	55,910	69,800	54,697	60,263
By Number of Years in Position:									
Up to 5 Years	10	39	49,920	50,937	55,910	66,560	75,000	58,626	63,103

Site Supervisor

Responsible for all facets of operation of an educational program site. Assures compliance with state, local and federal regulations. Conveys program policies and expectations to staff and the community. Supervises and coaches staff, ensuring effective program delivery. Develops and implements staff training and performance evaluations.

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	16	91	\$40,723	\$44,990	\$46,509	\$52,998	\$61,469	\$49,348	\$56,452	
By Annual Operating Expenses:										
\$2,500,000 - \$9,999,999	11	52	36,671	41,600	46,342	56,493	66,628	50,537	58,190	
By Geographic Region:										
Greater Hartford	6	10			53,540			52,751	52,287	
By State:										
Connecticut	7	14	35,360	40,513	49,205	54,423	61,193	48,363	50,159	
Massachusetts	8	52							63,384	
By Field of Service:										
Child and Youth Services and Advocacy	7	42							55,563	
By Number of Full-Time Equivalent Employees:										
21 - 50 FTEs	5	9			55,000			58,909	67,928	
51 -100 FTEs	6	19	40,789	49,920	54,230	61,506	67,246	55,041	54,963	
By Years of Experience Required:										
2 - 3 Years	6	59							52,184	
By Level of Education Required:										
Bachelor's Degree	7	14	44,340	51,480	59,528	65,702	75,766	59,379	58,667	
By Gender of Employee:										
Female/Woman	15	55	41,600	44,990	47,008	54,371	66,011	50,551	53,483	
Male/Man	6	14							54,828	
By Race/Ethnicity of Employee:										
BIPOC	10	39							52,624	
Hispanic/Latinx	5	16							63,699	
White	11	47	40,069	41,995	46,509	53,997	62,242	49,484	55,556	
By Generation of Employee:										
Gen X (1965 - 1980)	7	24	42,505	44,990	46,759	55,746	65,187	51,112	56,442	
Millennial (1981 - 1996)	10	51	41,051	44,990	46,509	52,229	58,007	48,365	52,824	
By Number of Years in Position:										
Up to 5 Years	12	48							55,954	
5 - 10 Years	7	14	45,635	46,384	51,459	65,187	75,766	56,108	59,394	
By Number of Employees Managed:										
4 to 8 FTEs	9	24							58,956	
9 to 14 FTEs	7	20	44,990	45,003	52,824	58,256	65,187	53,513	56,643	

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		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	15	197	\$36,494	\$40,706	\$43,930	\$50,960	\$56,568	\$45,840	\$44,331
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	7	90	35,775	38,063	41,749	45,974	50,024	42,708	41,976
\$10,000,000 and more	5	86							45,153
By State:									
Connecticut	5	36							40,671
Massachusetts	8	155	39,520	42,120	46,072	52,000	60,224	47,778	48,200
By Field of Service:									
Child and Youth Services and Advocacy	11	152	36,494	41,600	44,325	50,960	55,950	45,938	43,609
By Number of Full-Time Equivalent Employees:									
21 - 50 FTEs	5	27	39,104	41,600	44,720	55,000	64,431	48,738	45,526
51 -100 FTEs	7	90	35,432	36,880	41,621	45,974	50,024	42,327	41,222
By Years of Experience Required:									
1 Year	6	112							45,536
By Gender of Employee:									
Female/Woman	14	192	36,494	40,706	43,847	50,752	56,424	45,718	44,431
By Race/Ethnicity of Employee:									
BIPOC	12	116	39,520	41,621	46,623	52,344	57,121	47,577	44,233
Black	7	35							41,668
Hispanic/Latinx	9	67	40,706	42,702	47,840	53,851	63,108	49,068	45,685
White	11	57	36,924	41,600	43,701	47,133	60,241	45,391	44,053
By Generation of Employee:									
Baby Boom (1946 - 1964)	5	29							46,539
Gen X (1965 - 1980)	9	50	41,132	42,349	46,010	51,610	55,204	47,640	47,487
Millennial (1981 - 1996)	10	58	37,267	41,559	43,847	47,180	52,726	44,732	44,569
Gen Z (1997 - 2012)	9	24	37,388	40,207	41,600	45,651	54,600	43,851	43,449
By Number of Years in Position:									
Up to 5 Years	13	123	35,432	39,000	41,787	47,133	53,040	43,867	43,648
5 - 10 Years	9	22	36,064	41,210	45,416	48,214	61,726	46,348	47,602
11 - 20 Years	7	23	38,609	42,848	47,902	51,418	54,700	47,659	48,163
By Number of Employees Managed:									
1 to 3 FTEs	5	34							39,588

Teaching Assistant, K - 12

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

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	5	72							\$38,550
By Gender of Employee:									
Female/Woman	5	44							38,604
By Race/Ethnicity of Employee:									
BIPOC	5	29	33,280	34,424	40,893	43,972	45,843	39,577	38,258
White	5	42							39,416
By Generation of Employee:									
Millennial (1981 - 1996)	5	35							38,768
Gen Z (1997 - 2012)	5	27	28,667	33,280	37,502	43,701	45,548	37,697	38,062

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		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	13	89	\$31,200	\$32,208	\$34,205	\$37,440	\$39,707	\$35,028	\$36,593
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	7	58	31,200	32,224	33,800	37,440	40,019	34,988	35,703
By State:									
Connecticut	5	41	31,200	31,200	34,840	37,440	39,312	35,164	36,189
Massachusetts	7	41	32,040	33,280	35,360	38,387	40,040	35,837	37,897
By Field of Service:									
Child and Youth Services and Advocacy	11	67	31,200	32,136	35,360	38,480	40,023	35,493	37,198
By Number of Full-Time Equivalent Employees:									
51 -100 FTEs	6	50	28,860	32,032	33,800	37,440	40,019	34,641	35,383
By Level of Education Required:									
High School Diploma	9	63	31,408	33,280	36,400	38,480	40,019	35,662	36,693
By Gender of Employee:									
Female/Woman	13	85	31,200	32,240	34,320	37,700	39,832	35,135	36,642
By Race/Ethnicity of Employee:									
BIPOC	9	42	32,552	33,670	37,440	38,480	40,034	36,749	36,367
Black	6	11			36,712			36,411	36,554
Hispanic/Latinx	6	25	33,280	33,800	37,440	38,480	40,040	36,918	35,130
White	10	36	28,080	31,200	33,280	36,140	39,520	33,916	35,950
By Generation of Employee:									
Gen X (1965 - 1980)	6	15	33,592	37,440	38,480	39,520	43,917	38,592	39,004
Millennial (1981 - 1996)	7	23	33,280	33,800	36,920	38,480	40,032	36,490	36,933
Gen Z (1997 - 2012)	10	30	31,200	32,178	33,540	37,440	39,584	34,632	35,965
By Number of Years in Position:									
Up to 5 Years	12	81	31,200	32,063	33,800	37,440	39,670	34,738	36,143

Child Care Assistant

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

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	6	48							\$34,787
By Field of Service:									
Child and Youth Services and Advocacy	5	46							34,673
By Gender of Employee:									
Female/Woman	6	33							34,491
By Race/Ethnicity of Employee:									
White	6	21	20,925	26,000	31,200	33,280	42,831	31,106	34,304
By Generation of Employee:									
Millennial (1981 - 1996)	5	7			34,320			36,546	38,684
By Number of Years in Position:									
Up to 5 Years	5	37							36,166

Works collaboratively with staff to design, coordinate and present educational programs on behalf on the organization to school and/or community groups. Presentations may be either at organization's facilities or elsewhere in the community. May assist with administration of educational program including marketing, fundraising, managing supplies, creating assessments and supervising volunteers.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	15	36	\$37,440	\$43,680	\$52,000	\$61,025	\$62,593	\$51,903	\$52,728
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	8	19	37,440	45,760	55,890	60,500	64,189	53,231	52,454
By State:									
Massachusetts	7	13	42,432	44,720	52,000	61,200	62,092	53,651	57,070
By Field of Service:									
Arts and Culture	5	8			54,658			53,317	52,817
By Number of Full-Time Equivalent Employees:									
51 -100 FTEs	6	17	37,440	44,133	55,890	61,854	65,981	53,668	51,436
By Years of Experience Required:									
2 - 3 Years	5	12							56,633
By Level of Education Required:									
Bachelor's Degree	8	19	37,440	45,115	49,508	56,925	62,431	50,976	47,306
By Gender of Employee:									
Female/Woman	11	22	37,440	43,680	52,000	61,219	63,662	52,754	53,493
Male/Man	5	9			55,373			51,491	50,363
By Race/Ethnicity of Employee:									
White	12	23	37,440	45,115	52,000	60,500	62,419	51,672	51,170
By Generation of Employee:									
Gen X (1965 - 1980)	5	8			52,000			52,264	52,647
Millennial (1981 - 1996)	8	15	41,184	45,760	55,890	62,400	67,773	55,367	54,736
By Number of Years in Position:									
Up to 5 Years	11	18	37,440	43,160	46,880	61,365	62,607	50,530	52,797
5 - 10 Years	5	11			52,000			50,705	47,641
By Number of Employees Managed:									
1 to 3 FTEs	5	6			52,441			52,280	54,104

Recreation Program Manager

273

Responsible for organizing and staffing youth and adult sports leagues and recreational programs, managing the schedule for facilities required, overseeing open recreation and sports programs, and coordinating facility rentals, as well as supervision of facility staff. Develops, promotes, coordinates and implements sports and/or recreation programs, including leagues and clinics. Manages enrollment process and participant communications, participates in development of budgets, coordinates publicity materials and manages the facilities' schedules. Hires, manages and schedules program support staff. Maintains records, compiles and submits reports as required related to program development and participation, employment and payroll, marketing and departmental goals.

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	10	14	\$43,493	\$52,000	\$56,300	\$65,893	\$80,101	\$58,644	\$60,046
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	8	12	44,997	52,000	56,300	64,002	74,938	57,791	59,117
By State:									
Massachusetts	5	8			55,000			58,441	60,356
By Field of Service:									
Child and Youth Services and Advocacy	5	6			54,150			52,207	51,688
By Years of Experience Required:									
2 - 3 Years	5	5			61,006			60,978	60,978
By Gender of Employee:									
Female/Woman	6	7			56,950			60,642	61,616
Male/Man	5	7			52,000			56,646	56,770
By Race/Ethnicity of Employee:									
White	6	6			66,785			68,796	68,796
By Number of Years in Position:									
Up to 5 Years	5	8			56,300			56,576	57,371

After School Instructor

275

Leads academic and enrichment activities for school-age children or youth in an after school program. Plans and facilitates academic skill-building activities writes lesson plans. Provides homework and academic support for participants. Promotes a safe and supportive classroom environment. Maintains accurate attendance records, participates in staff meetings and trainings.

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	5	101	\$29,120	\$31,200	\$33,280	\$37,440	\$40,560	\$34,333	\$37,439
By Field of Service:									
Child and Youth Services and Advocacy	5	101	29,120	31,200	33,280	37,440	40,560	34,333	37,439
By Level of Education Required:									
High School Diploma	5	81							37,620
By Gender of Employee:									
Male/Man	5	16							36,102
By Race/Ethnicity of Employee:									
BIPOC	5	29							36,487

Provides support to teachers and other staff members in a school setting serving special needs students. Assists with implementation of educational programs, classroom behavior management, small group instruction, and recess/lunchtime supervision. May participate in transportation of students.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	6	23							\$41,079
By Gender of Employee:									
Female/Woman	5	8			40,103			39,291	39,311
By Number of Years in Position:									
Up to 5 Years	5	9			42,765			39,778	39,935

277

Recreation or Activity Leader, Children or Youth

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, or similar. Teaches and participates in activities, assesses/reports progress toward goals. Does not include Recreation or Activity leaders whose primary function is to work with seniors or adults. Depending upon their specific duties, some of these employees may be reported under Children or Youth Program Assistant (Job #884).

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	10	76							\$39,768
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	5	54							40,374
By State:									
Connecticut	5	55							39,958
By Gender of Employee:									
Female/Woman	5	32							39,624
Male/Man	7	28							41,323
By Race/Ethnicity of Employee:									
BIPOC	5	48							36,162
By Generation of Employee:									
Gen Z (1997 - 2012)	6	27							37,427
By Number of Years in Position:									
Up to 5 Years	9	56							40,213

Camp Director

282

Responsible for the coordination, program development, budget management and execution of camp programs, including the hiring, training, and management of seasonal camp staff. Designs camp programs, coordinating with organization's other program services as appropriate. Oversees camp program marketing and promotional materials. Completes and maintains all program-related documentation and reports. Maintains compliance with accreditation standards.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	6	7			\$56,175			\$56,759	\$56,038

Assistant Camp Director

284

Responsible for assisting in the coordination, program development and execution of organization's camp programs, including the hiring, training, and management of seasonal camp staff, with direction from the Camp Director. May oversee programming for specific camps. Assists with the development and monitoring of program budgets. Assists with development of marketing and promotional materials. Performs other duties as assigned by the Camp Director.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	5	6			\$43,050			\$42,451	\$42,332

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	5	21							\$43,436
By Annual Operating Expenses:									
\$10,000,000 and more	5	21							43,436
By Number of Full-Time Equivalent Employees:									
101+ FTEs	5	21							43,436
By Generation of Employee:									
Millennial (1981 - 1996)	5	11			45,552			46,301	44,950
By Number of Years in Position:									
Up to 5 Years	5	15	37,398	43,680	44,450	47,840	50,028	44,505	42,796

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		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	6	18	\$39,210	\$40,248	\$49,670	\$52,801	\$65,427	\$49,953	\$52,500
By Gender of Employee:									
Female/Woman	5	13	39,187	44,242	52,146	54,777	76,364	52,351	55,301
By Race/Ethnicity of Employee:									
White	5	7			52,146			55,279	56,182
By Generation of Employee:									
Millennial (1981 - 1996)	5	7			40,976			46,697	49,415
By Number of Years in Position:									
Up to 5 Years	6	16	39,048	42,609	49,764	54,111	69,802	51,166	52,576

Job Coach

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

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	11	85							\$51,860
By Annual Operating Expenses:									
\$10,000,000 and more	5	73							51,155
By Geographic Region:									
Greater Hartford	6	76							46,532
By State:									
Connecticut	6	76							46,532
Massachusetts	5	9			52,520			56,354	58,253
By Field of Service:									
Child and Youth Services and Advocacy	5	13	41,159	45,675	49,500	52,749	70,038	50,843	51,528
By Number of Full-Time Equivalent Employees:									
101+ FTEs	5	73							51,155
By Years of Experience Required:									
2 - 3 Years	6	13	38,064	45,675	49,400	51,635	70,550	50,231	54,372
By Level of Education Required:									
Bachelor's Degree	5	13	38,064	44,939	45,675	52,145	68,640	49,280	53,846
By Gender of Employee:									
Female/Woman	9	56							53,683
Male/Man	5	29							44,117
By Race/Ethnicity of Employee:									
BIPOC	8	66							48,462
Black	6	45							43,209
Hispanic/Latinx	5	17							48,433
By Generation of Employee:									
Baby Boom (1946 - 1964)	5	13							57,035
Millennial (1981 - 1996)	7	30							45,692
By Number of Years in Position:									
Up to 5 Years	11	63							51,464

Responsible for the overall development and implementation of the organization's conservation goals. Provides leadership on science-based project evaluation, stewardship and land management planning and implementation, public agency fundraising and the development of relationships with partner organizations. Oversees conservation and restoration projects. Manages project budgets. Participates in the development and implementation of strategic plans. Directs and supervises conservation staff as well as contractors and consultants.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	6	10			\$89,523			\$110,053	\$103,399

Food Service Manager or Supervisor

355

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

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	9	12	\$39,062	\$46,230	\$57,349	\$64,964	\$76,159	\$56,652	\$57,207
By State:									
Massachusetts	5	7			58,198			60,040	61,561
By Gender of Employee:									
Female/Woman	6	7			62,130			60,737	62,112
By Race/Ethnicity of Employee:									
White	7	10			60,164			59,246	61,072
By Generation of Employee:									
Gen X (1965 - 1980)	5	6			59,315			57,886	59,313
By Number of Years in Position:									
Up to 5 Years	7	8			56,680			54,401	54,674
By Number of Employees Managed:									
1 to 3 FTEs	5	5			62,130			61,112	61,112

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 with the Committee for Dietetic Registration.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	7	10			\$67,518			\$70,220	\$71,307
By Annual Operating Expenses:									
\$10,000,000 and more	7	10			67,518			70,220	71,307
By State:									
Massachusetts	6	9			64,480			70,183	71,432
By Field of Service:									
Elderly and Disabled Services & Advocacy	5	6			76,659			74,461	73,393
By Number of Full-Time Equivalent Employees:									
101+ FTEs	5	6			76,659			75,473	74,608
By Years of Experience Required:									
1 Year	5	7			64,480			70,624	70,726
By Level of Education Required:									
Credential/Certification/License	5	8			69,234			70,895	72,822
By Gender of Employee:									
Female/Woman	5	8			69,234			70,895	72,822
By Race/Ethnicity of Employee:									
White	6	7			64,480			69,943	71,444
By Number of Years in Position:									
Up to 5 Years	5	7			64,191			65,483	67,026

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	5	7			\$54,912			\$60,335	\$62,685

Cook

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	12	29	\$32,136	\$34,819	\$38,688	\$43,129	\$52,000	\$39,761	\$40,827
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	5	15	31,762	33,280	35,360	42,848	55,295	38,611	38,118
\$10,000,000 and more	7	14	35,360	37,123	40,872	43,608	49,171	40,992	42,762
By State:									
Connecticut	5	12	31,481	33,280	35,360	39,884	52,932	37,972	40,410
Massachusetts	7	17	33,850	36,644	41,038	43,774	48,056	41,023	41,124
By Field of Service:									
Counseling, Crisis Interv, Mntl Hlth, Subst Misuse	5	6			41,319			42,378	43,525
By Number of Full-Time Equivalent Employees:									
101+ FTEs	5	11			40,706			40,006	41,151
By Level of Education Required:									
High School Diploma	5	12	32,779	35,381	41,319	43,816	57,766	41,980	42,112
By Gender of Employee:									
Female/Woman	5	7			36,234			38,599	39,778
Male/Man	9	15	31,762	35,360	39,728	41,808	47,852	39,329	40,646
By Race/Ethnicity of Employee:									
BIPOC	7	15	32,448	35,360	40,706	44,200	52,532	40,636	42,561
Black	6	12	31,824	35,360	38,574	41,377	44,531	38,335	39,703
White	6	8			36,644			36,950	36,451
By Generation of Employee:									
Gen X (1965 - 1980)	6	10			40,217			41,274	39,378
Millennial (1981 - 1996)	7	8			41,257			42,818	43,674
By Number of Years in Position:									
Up to 5 Years	10	19	32,136	33,280	38,688	41,808	53,331	39,681	39,970

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		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	13	41	\$31,741	\$33,811	\$37,440	\$41,870	\$46,675	\$38,307	\$37,191
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	5	19	31,824	32,136	35,360	44,928	52,000	38,504	38,922
\$10,000,000 and more	6	17	30,992	36,088	37,648	40,019	44,924	38,240	35,890
By State:									
Massachusetts	7	27	32,053	36,088	37,898	41,870	47,931	39,343	39,205
By Field of Service:									
Child and Youth Services and Advocacy	5	9			35,360			36,797	36,358
By Years of Experience Required:									
1 Year	5	18	31,450	35,589	37,700	41,844	47,413	38,799	37,680
By Level of Education Required:									
High School Diploma	5	26	32,136	36,088	38,668	43,368	52,287	40,058	41,092
By Gender of Employee:									
Female/Woman	8	21	32,926	36,255	39,437	41,870	45,910	39,579	38,835
Male/Man	7	8			36,764			38,420	37,669
By Race/Ethnicity of Employee:									
BIPOC	8	11			38,480			38,792	38,800
White	8	22	31,751	35,043	37,544	41,870	49,254	38,580	36,995
By Generation of Employee:									
Gen X (1965 - 1980)	8	15	32,972	35,360	37,440	39,437	46,305	38,088	38,300
Millennial (1981 - 1996)	5	12	31,356	31,902	38,511	46,238	50,403	39,097	38,589
By Number of Years in Position:									
Up to 5 Years	11	32	31,356	34,549	37,544	41,870	46,675	38,371	37,417

Food Bank Manager

370

Manages a food bank to provide food and other consumer items to those in need. Supervises or performs needs assessment of applicants for food and ensures maintenance of associated records. Develops and maintains contacts in the community to develop sources of foods and other items. Coordinates and participates in fund-raising activities and drives for donations. Recruits, trains, schedules and supervises volunteers and paid staff. Ensures food bank activities comply with applicable health and safety regulations.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	5	6			\$51,002			\$52,672	\$52,288
By Race/Ethnicity of Employee:									
White	5	5			50,128			52,831	52,831

Food Bank Assistant/Clerk

371

Fills client grocery orders. Oversees the work of volunteers including training them in procedures for receiving, storing and maintaining stock and filling orders for food bank clients. Enters data relative to distribution of food and other consumer items to clients into computer. Generates associated reports. Helps with pick up and deliveries of food and supplies. Assists volunteers with food drives. Receives, sorts and stocks food and other supplies onto warehouse shelves. Maintains records of inventory. Ensures warehouse is maintained in a neat and clean manner Ensures food bank activities meet applicable health and safety regulations.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	5	7			\$41,600			\$43,731	\$42,919

A person hired to work in the agricultural industry. This includes work in agricultural settings (including farms) of all sizes, from small, family-run businesses to large industrial agriculture operations providing plant and/or animal food sources. Workers may be unskilled or low skilled, or may have a particular set of skills or educational background that defines the scope of their work. The work may be seasonal or permanent.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	6	16	\$35,354	\$37,440	\$44,242	\$46,894	\$54,648	\$43,811	\$43,679
By Race/Ethnicity of Employee:									
White	6	9			40,560			42,291	42,972
By Generation of Employee:									
Millennial (1981 - 1996)	5	8			46,800			47,350	49,552
By Number of Years in Position:									
Up to 5 Years	5	14	35,059	36,400	42,120	46,831	55,000	43,115	42,679

Program Officer

Plans the short-term and long-term development of respective program area, encourages grant proposals that advance Foundation grantmaking goals. Maintains current, working knowledge in particular field(s), performs assessments of grant/loan proposals, develops funding recommendations, develops program and policy recommendations, monitors grants once awarded, and maintains community outreach.

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	10	26	\$60,000	\$65,720	\$77,476	\$93,642	\$110,000	\$80,583	\$79,625
By Geographic Region:									
Boston & Cambridge	5	14	60,000	64,869	68,001	102,100	110,000	79,520	76,713
By State:									
Massachusetts	9	23	60,000	65,720	75,168	95,000	110,000	80,443	79,399
By Number of Full-Time Equivalent Employees:									
6 - 20 FTEs	5	15	61,390	65,720	75,168	80,000	104,603	76,659	76,691
By Level of Education Required:									
Bachelor's Degree	5	8			79,676			84,167	79,154
By Gender of Employee:									
Female/Woman	7	16	61,680	71,345	80,500	100,325	113,517	85,214	82,510
By Race/Ethnicity of Employee:									
BIPOC	6	9			90,000			84,085	77,102
White	9	17	62,383	65,720	75,168	86,801	112,345	78,729	80,868
By Generation of Employee:									
Baby Boom (1946 - 1964)	5	6			77,260			80,449	77,438
Gen X (1965 - 1980)	5	7			93,189			92,599	90,317
Millennial (1981 - 1996)	7	13	60,000	61,159	65,720	91,301	102,100	74,175	75,044
By Number of Years in Position:									
Up to 5 Years	8	14	60,000	65,720	77,476	93,202	102,100	78,014	81,470
By Number of Employees Managed:									
1 to 3 FTEs	6	9			102,100			91,475	84,188

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	6	15	\$47,803	\$55,000	\$61,000	\$67,205	\$72,133	\$60,671	\$57,694
By Geographic Region:									
Boston & Cambridge	5	14	46,800	54,536	62,500	67,543	72,778	61,076	58,232
By State:									
Massachusetts	5	14	46,800	54,536	62,500	67,543	72,778	61,076	58,232
By Gender of Employee:									
Female/Woman	5	9			64,000			63,307	60,318
By Race/Ethnicity of Employee:									
White	5	9			57,500			59,445	59,251
By Number of Years in Position:									
Up to 5 Years	6	14	46,800	54,536	59,650	67,205	69,056	59,576	57,221

Director or Manager, Government Affairs

380

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	6	6			\$117,326			\$112,803	\$112,803
By Race/Ethnicity of Employee:									
White	6	6			117,326			112,803	112,803
By Number of Years in Position:									
Up to 5 Years	6	6			117,326			112,803	112,803

Director or Manager, Policy

382

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	5	6			\$90,647			\$91,570	\$94,184

Responsible for developing and implementing the organization's advocacy strategy, maintaining a comprehensive knowledge of public policy and legislation related to key issue areas related to the organization's mission and programs. Translates policy developments into advocacy actions to present and engage to stakeholders. Develops and maintains relationships with community partners to further organization's advocacy goals and efforts.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	7	12	\$66,768	\$67,076	\$75,023	\$84,141	\$91,689	\$76,389	\$74,556
By Geographic Region:									
Boston & Cambridge	5	10			75,023			76,667	74,378
By State:									
Massachusetts	6	11			76,400			76,970	75,315
By Level of Education Required:									
No requirement	5	7			68,000			71,193	72,963
By Gender of Employee:									
Female/Woman	5	9			80,000			78,389	75,498
By Race/Ethnicity of Employee:									
White	5	7			73,645			75,902	75,136
By Generation of Employee:									
Millennial (1981 - 1996)	5	9			73,645			75,925	74,894
By Number of Years in Position:									
Up to 5 Years	7	12	66,768	67,076	75,023	84,141	91,689	76,389	74,556

Responsible for managing the organization's research-related database system, reporting and analytics tools and software, document handling applications, and web applications. Facilitates collaboration between non-technical users and technical staff to define the strategy and implementation of projects. Supervises data/research analysts and/or assistants in this area.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	10	10			\$79,483			\$80,799	\$80,799
By State:									
Massachusetts	8	8			79,999			83,372	83,372
By Level of Education Required:									
No requirement	6	6			79,999			84,448	84,448
By Race/Ethnicity of Employee:									
White	6	6			85,115			86,686	86,686
By Generation of Employee:									
Millennial (1981 - 1996)	6	6			79,999			84,448	84,448
By Number of Years in Position:									
Up to 5 Years	8	8			78,843			79,849	79,849

Senior Scientist

390

Directs and guides scientific projects in support of the organization's mission and goals. Responsible for the development and execution of organization's scientific projects. Represents organization to clients/partner organizations and the community, responsible for obtaining funds/grants. Supervises and trains staff scientists. Requires a Ph.D. in a scientific discipline closely related to the focus of the organization's research.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	5	7			\$90,950			\$91,590	\$89,805

Staff Scientist

391

Designs, performs, analyzes and documents scientific projects that further the organization's mission and goals. May involve regular travel to execute projects in the field. Requires a Master's degree in a scientific discipline closely related to the focus of organization's research as well as some prior related work experience.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	6	14	\$48,984	\$51,875	\$60,000	\$73,625	\$78,372	\$62,250	\$65,541
By State:									
Massachusetts	6	14	48,984	51,875	60,000	73,625	78,372	62,250	65,541
By Gender of Employee:									
Female/Woman	5	6			71,444			68,105	67,070

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	7	15	\$41,840	\$45,448	\$56,160	\$64,000	\$65,601	\$54,826	\$55,616
By Geographic Region:									
Boston & Cambridge	5	8			61,315			59,670	59,081
By State:									
Massachusetts	7	15	41,840	45,448	56,160	64,000	65,601	54,826	55,616
By Gender of Employee:									
Female/Woman	5	10			55,975			54,356	55,783
By Race/Ethnicity of Employee:									
White	5	13	41,760	49,964	57,122	64,000	66,401	56,405	60,037
By Generation of Employee:									
Millennial (1981 - 1996)	5	7			58,629			58,799	57,943
By Number of Years in Position:									
Up to 5 Years	6	14	41,800	47,362	56,641	64,000	66,001	55,623	57,605

Librarian**397**

Responsible for the design and administration of library services and policies. Plans, organizes and develops collections and resources, including books, multimedia, serials and archival materials. Provides reference advice and assistance to library users. Serves as a liaison to organization staff.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	7	30	\$52,000	\$59,820	\$65,323	\$73,416	\$83,262	\$67,488	\$66,650
By Field of Service:									
Arts and Culture	6	29	52,000	59,640	65,562	73,751	83,387	67,729	67,674
By Level of Education Required:									
Master's Degree	5	19							67,313
By Gender of Employee:									
Female/Woman	7	24	50,734	59,460	65,032	72,813	82,493	65,857	64,602
By Race/Ethnicity of Employee:									
White	7	25	55,744	60,892	66,310	75,546	84,868	69,676	67,121
By Generation of Employee:									
Millennial (1981 - 1996)	5	12	48,328	54,361	63,503	70,585	79,824	63,198	61,590
By Number of Years in Position:									
Up to 5 Years	5	15	50,336	52,312	64,002	70,866	76,062	63,106	61,694
5 - 10 Years	5	5			73,080			68,975	68,975
By Number of Employees Managed:									
1 to 3 FTEs	6	8			68,256			70,982	69,167

Library Assistant**398**

Under general supervision, assists with library services and resources. Helps to manage collections, process and monitor serials, locate library material for patrons, check books in and out, re-shelve returned materials, and answer basic reference questions.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	6	60							\$44,590
By Field of Service:									
Arts and Culture	6	60							44,590
By Gender of Employee:									
Female/Woman	6	47	37,399	42,411	47,466	51,210	56,451	47,101	45,177
By Race/Ethnicity of Employee:									
White	5	29	36,709	37,575	42,765	48,880	56,451	44,623	44,095
By Generation of Employee:									
Millennial (1981 - 1996)	6	29							45,879
Gen Z (1997 - 2012)	5	15	36,221	37,440	41,600	42,765	46,426	40,998	40,323
By Number of Years in Position:									
Up to 5 Years	5	37							42,715

Provides overall management and direction to one or more real estate development 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		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	5	5			\$119,995			\$124,124	\$124,124
By Race/Ethnicity of Employee:									
White	5	5			119,995			124,124	124,124

Performs development tasks associated with the acquisition of land, buildings, construction and/or rehabilitation of housing units and other real estate. Carries out job task with final review by senior level developer or director of real estate development, and/or executive director. Demonstrated ability to communicate clearly and relate to a variety of diverse individuals and groups. Ability to produce financial spreadsheets.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	5	14	\$67,945	\$76,375	\$86,436	\$112,051	\$131,425	\$93,593	\$87,835
By State:									
Massachusetts	5	14	67,945	76,375	86,436	112,051	131,425	93,593	87,835
By Gender of Employee:									
Male/Man	5	8			78,525			86,700	81,435
By Number of Years in Position:									
Up to 5 Years	5	14	67,945	76,375	86,436	112,051	131,425	93,593	87,835

Director of Resident/Community Services

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	9	10			\$88,567			\$88,269	\$90,854
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	5	6			83,859			85,627	89,753
By State:									
Massachusetts	7	7			91,416			94,333	94,333
By Number of Full-Time Equivalent Employees:									
21 - 50 FTEs	5	6			86,708			89,674	94,609
By Gender of Employee:									
Female/Woman	7	8			83,859			87,294	90,479
By Race/Ethnicity of Employee:									
BIPOC	5	5			85,717			93,469	93,469
White	5	5			91,416			83,068	83,068
By Number of Years in Position:									
Up to 5 Years	6	7			85,717			88,051	91,893
By Number of Employees Managed:									
4 to 8 FTEs	5	5			91,416			98,753	98,753

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		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	11	63	\$48,616	\$51,355	\$61,485	\$69,534	\$76,781	\$61,854	\$62,479
By Annual Operating Expenses:									
\$10,000,000 and more	6	45	48,490	51,116	63,378	71,292	77,313	62,670	62,690
By State:									
Massachusetts	7	42	57,456	59,956	65,000	73,039	78,522	66,061	67,594
By Number of Full-Time Equivalent Employees:									
101+ FTEs	6	52	48,616	52,854	61,184	69,487	76,914	62,028	61,654
By Years of Experience Required:									
2 - 3 Years	5	36							61,654
By Gender of Employee:									
Female/Woman	11	51	48,363	55,415	63,063	70,054	77,047	62,754	62,094
Male/Man	5	12	48,902	49,940	54,590	64,954	75,679	58,033	57,512
By Race/Ethnicity of Employee:									
BIPOC	9	20	48,330	49,940	65,657	73,452	79,040	63,588	65,523
Black	5	13	48,425	49,430	61,485	74,589	79,040	61,668	64,535
White	6	26							56,329
By Generation of Employee:									
Gen X (1965 - 1980)	5	20							60,019
Millennial (1981 - 1996)	7	20	48,330	50,011	60,310	71,578	79,040	61,200	62,217
By Number of Years in Position:									
Up to 5 Years	10	43	48,426	50,877	60,008	65,000	73,363	60,023	61,933
By Number of Employees Managed:									
9 to 14 FTEs	5	13	48,299	48,808	51,355	62,475	79,040	56,386	60,309

Resident Services Coordinator

422

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

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	9	16	\$38,333	\$47,804	\$51,043	\$52,458	\$63,250	\$51,042	\$50,785
By State:									
Massachusetts	7	13	41,475	47,871	51,958	55,827	64,000	51,966	52,450
By Gender of Employee:									
Female/Woman	8	13	41,475	47,871	51,958	52,395	64,000	51,454	51,868
By Race/Ethnicity of Employee:									
BIPOC	7	9			49,899			51,309	51,696
By Number of Years in Position:									
Up to 5 Years	7	12	37,823	47,580	49,910	52,458	63,240	49,858	48,944

Director of Property Management

423

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 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		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	7	10			\$104,465			\$110,437	\$112,062
By State:									
Massachusetts	6	8			114,288			115,546	115,739
By Gender of Employee:									
Male/Man	6	7			105,575			112,736	112,478
By Generation of Employee:									
Gen X (1965 - 1980)	5	6			99,717			94,727	95,673

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	5	16	\$52,041	\$57,509	\$62,871	\$66,685	\$76,092	\$63,017	\$59,998
By Race/Ethnicity of Employee:									
BIPOC	5	11			62,406			61,029	59,584
By Number of Years in Position:									
Up to 5 Years	5	15	51,749	56,618	62,406	66,685	77,316	62,748	59,893

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	5	7			\$58,718			\$59,565	\$60,298

Occupancy Specialist

428

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	5	51							\$40,581
By Gender of Employee:									
Female/Woman	5	37							40,203
By Race/Ethnicity of Employee:									
BIPOC	5	46							40,537
Hispanic/Latinx	5	32							40,800
By Number of Years in Position:									
Up to 5 Years	5	48							40,408

Program Manager: Housing

430

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		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	7	14	\$49,147	\$58,110	\$60,820	\$72,447	\$91,998	\$66,112	\$66,737
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	5	7			58,240			60,540	62,320
By Race/Ethnicity of Employee:									
BIPOC	7	10			64,612			67,818	65,799
By Generation of Employee:									
Millennial (1981 - 1996)	5	6			70,625			71,828	67,793
By Number of Years in Position:									
Up to 5 Years	6	10			59,670			61,261	61,986

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		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	5	6			\$72,397			\$75,996	\$75,395
By State:									
Massachusetts	5	6			72,397			75,996	75,395
By Gender of Employee:									
Female/Woman	5	6			72,397			75,996	75,395

Director, Human Resources

Directs human resources functions including employment, compensation, benefits, training, affirmative action/equal employment, employee relations and services in support of organization objectives. Advises management on labor and other legal issues relative to employment. Develops and implements organization-wide policies and programs that will contribute to its overall success. Typically reports to either the Executive Director/CEO or, in the case of larger organizations, to an executive-level Human Resources employee (see job #030). The primary differences between the Director and Manager position (see job #510) are that the Manager position may be the sole human resources practitioner in a small organization, may supervise just one or two staff members, and may have responsibility for implementing the human resources program but be less involved in the design of human resources strategy.

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	24	26	\$63,866	\$85,494	\$100,092	\$121,250	\$137,995	\$101,382	\$99,805
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	9	10			92,497			95,070	93,411
\$10,000,000 and more	15	16	64,899	86,367	106,449	128,516	137,995	105,327	103,641
By Geographic Region:									
Eastern MA, Not Including Boston	7	7			90,000			102,075	102,075
Boston & Cambridge	6	8			127,344			125,635	127,412
By State:									
Massachusetts	17	19	85,000	87,550	110,000	129,688	140,005	108,807	107,454
By Field of Service:									
Child and Youth Services and Advocacy	5	5			94,994			91,298	91,298
Elderly and Disabled Services & Advocacy	6	6			87,601			90,723	90,723
By Number of Full-Time Equivalent Employees:									
21 - 50 FTEs	8	9			102,100			101,080	99,965
51 -100 FTEs	5	6			86,540			100,782	94,816
101+ FTEs	11	11			104,998			101,955	101,955
By Years of Experience Required:									
4 - 6 Years	10	11			89,817			97,791	94,509
7+ Years	6	7			110,000			109,290	109,171
By Level of Education Required:									
Bachelor's Degree	11	11			94,994			99,203	99,203
By Gender of Employee:									
Female/Woman	17	18	59,232	85,288	94,042	112,758	139,096	99,074	98,431
By Race/Ethnicity of Employee:									
BIPOC	6	6			117,500			117,845	117,845
White	16	16	57,685	85,096	92,497	109,475	123,462	93,791	93,791
By Generation of Employee:									
Gen X (1965 - 1980)	8	8			98,950			102,290	102,290
Millennial (1981 - 1996)	12	12	54,591	71,498	98,547	126,154	150,865	99,111	99,111
By Number of Years in Position:									
Up to 5 Years	14	16	57,685	85,926	106,449	128,516	143,019	104,696	102,466
By Number of Employees Managed:									
1 to 3 FTEs	12	13	70,003	87,674	98,083	124,844	134,896	102,668	100,340

Manages several functions in the human resources department such as employment, compensation, benefits, training, and employee relations. Advises managers and staff on employment laws, policies and practices. Ensures organization practices are in compliance with laws. Participates in the development and implementation of new policies and practices. May manage hourly positions, or is the sole human resources practitioner in a smaller organization. The primary differences between the Director (see job #505) and Manager position are that the Manager position may be the sole human resources practitioner in a small organization, may supervise just one or two staff members, and may have responsibility for implementing the human resources program but be less involved in the design of human resources strategy.

	Number of		Annual Base Salaries			Avg by Employee	Avg by Org		
	Orgs	Emps	10th %ile	25th %ile	Median (50%)			75th %ile	90th %ile
All Organizations:	20	24	\$57,938	\$68,235	\$75,159	\$82,587	\$102,153	\$77,717	\$79,014
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	7	7			77,979			76,760	76,760
\$10,000,000 and more	12	16	54,872	66,435	71,625	94,385	104,597	76,732	78,566
By Geographic Region:									
Western MA & Litchfield County CT	9	9			78,750			81,152	81,152
By State:									
Massachusetts	15	16	68,268	71,992	80,471	99,740	104,597	83,545	82,087
By Number of Full-Time Equivalent Employees:									
51 -100 FTEs	8	9			75,318			83,474	80,731
101+ FTEs	7	10			68,986			70,883	75,620
By Years of Experience Required:									
2 - 3 Years	7	10			68,490			69,416	73,524
4 - 6 Years	8	9			77,336			81,743	78,782
By Level of Education Required:									
No requirement	5	6			91,429			91,869	89,158
Bachelor's Degree	11	14	54,319	64,484	71,087	77,690	90,368	71,148	74,234
By Gender of Employee:									
Female/Woman	15	17	59,280	70,900	78,750	99,310	104,183	81,835	81,856
By Race/Ethnicity of Employee:									
BIPOC	6	8			78,596			78,669	77,896
White	15	15	62,217	69,000	75,318	82,688	100,482	77,724	77,724
By Generation of Employee:									
Gen X (1965 - 1980)	9	9			72,800			77,989	77,989
Millennial (1981 - 1996)	9	11			75,000			77,685	81,226
By Number of Years in Position:									
Up to 5 Years	16	18	64,622	68,745	75,159	82,386	103,769	77,790	76,741
By Number of Employees Managed:									
1 to 3 FTEs	7	7			77,979			80,127	80,127

Human Resources Generalist

Under limited supervision by a senior Human Resources staff member, is responsible for several functions in the Human Resources department such as employment, compensation, benefits, training, and employee relations. Advises managers and staff on employment laws, policies and practices. Ensures organization practices are in compliance with laws. Participates in the development and implementation of new policies and practices. This position does not generally have a supervisory role over other department employees.

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	21	28	\$48,666	\$55,276	\$64,844	\$74,625	\$83,541	\$65,534	\$65,979
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	8	8			64,343			64,313	64,313
\$10,000,000 and more	13	20	45,787	53,914	66,507	79,498	86,936	66,022	67,005
By Geographic Region:									
Greater Hartford	5	7			58,302			60,233	61,709
Eastern MA, Not Including Boston	5	6			71,591			73,392	71,306
Boston & Cambridge	7	9			78,000			74,367	73,152
By State:									
Connecticut	6	8			57,356			59,128	59,990
Massachusetts	14	19	45,427	53,581	70,040	79,997	87,360	68,427	68,845
By Field of Service:									
Child and Youth Services and Advocacy	7	10			60,050			62,214	65,393
Elderly and Disabled Services & Advocacy	5	8			67,580			67,098	65,495
By Number of Full-Time Equivalent Employees:									
51 -100 FTEs	5	6			65,476			68,472	67,031
101+ FTEs	13	19	45,427	53,581	61,797	78,000	83,117	64,883	66,083
By Years of Experience Required:									
2 - 3 Years	14	19	45,427	52,500	58,302	67,725	79,997	60,308	61,141
By Level of Education Required:									
Bachelor's Degree	11	15	53,947	58,302	66,950	79,997	87,585	68,488	68,078
By Gender of Employee:									
Female/Woman	17	21	49,500	54,975	65,686	74,204	82,547	65,510	64,805
By Race/Ethnicity of Employee:									
BIPOC	6	7			64,002			65,755	67,155
White	14	16	44,529	53,914	62,399	72,367	82,206	63,013	65,212
By Generation of Employee:									
Gen X (1965 - 1980)	6	6			70,046			71,827	71,827
Millennial (1981 - 1996)	12	16	44,529	51,673	57,356	69,783	89,438	62,450	63,875
By Number of Years in Position:									
Up to 5 Years	14	19	45,427	52,500	61,797	73,362	83,117	62,902	62,921
5 - 10 Years	5	5			65,686			69,939	69,939

Under general supervision, develops and administers organization's employee benefits program, including health insurance and retirement plans. Assists in developing an overall benefits philosophy for the organization. Researches, designs and evaluates benefits options. Serve as liaison between organization and various benefits vendors. Manages employee enrollment process.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	7	7			\$70,390			\$75,136	\$75,136
By Annual Operating Expenses:									
\$10,000,000 and more	6	6			74,528			77,765	77,765
By State:									
Massachusetts	5	5			78,666			84,345	84,345
By Number of Full-Time Equivalent Employees:									
101+ FTEs	5	5			70,390			67,580	67,580
By Gender of Employee:									
Female/Woman	7	7			70,390			75,136	75,136
By Race/Ethnicity of Employee:									
White	6	6			74,528			80,181	80,181

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	11	12	\$41,461	\$50,960	\$58,542	\$64,350	\$70,193	\$57,358	\$56,918
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	5	5			60,000			60,395	60,395
By State:									
Massachusetts	6	7			60,000			59,287	58,801
By Number of Full-Time Equivalent Employees:									
21 - 50 FTEs	5	5			60,000			61,947	61,947
By Years of Experience Required:									
2 - 3 Years	7	7			54,080			53,116	53,116
By Gender of Employee:									
Female/Woman	8	8			58,839			58,802	58,802
By Race/Ethnicity of Employee:									
White	7	8			60,903			58,972	58,510
By Generation of Employee:									
Gen X (1965 - 1980)	5	6			59,703			58,208	57,409
By Number of Years in Position:									
Up to 5 Years	7	7			57,678			55,893	55,893

Recruiter

Works under the general supervision of a Human Resources Director or Manager. Assesses the organization's employment needs, sources & interviews job candidates, checks references, coordinates interviews with hiring managers, makes recommendations, conducts exit interviews, compiles statistics. Requires knowledge of organization's employment practices as well as legal compliance issues.

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	12	15	\$39,893	\$41,558	\$56,326	\$63,835	\$69,106	\$54,156	\$55,272
By Annual Operating Expenses:									
\$10,000,000 and more	9	12	39,686	40,794	53,123	63,767	69,486	53,381	54,610
By State:									
Massachusetts	8	10			58,167			55,291	55,479
By Field of Service:									
Child and Youth Services and Advocacy	5	6			46,291			49,841	50,981
By Number of Full-Time Equivalent Employees:									
101+ FTEs	8	11			56,326			53,369	54,747
By Years of Experience Required:									
2 - 3 Years	5	6			43,711			47,444	48,931
By Level of Education Required:									
Bachelor's Degree	6	8			60,454			55,424	56,408
By Gender of Employee:									
Female/Woman	9	10			51,522			53,009	54,453
By Race/Ethnicity of Employee:									
White	8	10			46,291			50,305	52,363
By Generation of Employee:									
Millennial (1981 - 1996)	6	6			62,368			60,011	60,011
By Number of Years in Position:									
Up to 5 Years	11	13	39,755	41,049	56,326	63,698	67,159	53,273	55,310

Under general supervision, designs & implements employee orientation, management development, and on-the-job training programs to ensure that employees have the skills and knowledge to meet the organization's goals. Maintains records and helps evaluate impact of these programs.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	9	11			\$70,304			\$69,622	\$69,996
By Annual Operating Expenses:									
\$10,000,000 and more	7	9			70,304			70,020	70,615
By Number of Full-Time Equivalent Employees:									
101+ FTEs	7	9			70,304			70,020	70,615
By Gender of Employee:									
Female/Woman	8	9			66,331			68,014	69,231
By Race/Ethnicity of Employee:									
White	5	7			79,500			76,440	79,841

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	11	13	\$38,568	\$43,045	\$46,987	\$52,572	\$54,729	\$47,383	\$47,212
By Annual Operating Expenses:									
\$10,000,000 and more	7	9			46,987			47,327	47,042
By State:									
Connecticut	5	7			51,324			47,892	47,719
By Number of Full-Time Equivalent Employees:									
51 -100 FTEs	6	7			51,875			50,052	49,632
101+ FTEs	5	6			44,075			44,269	44,308
By Level of Education Required:									
High School Diploma	6	7			44,574			46,085	46,421
By Gender of Employee:									
Female/Woman	9	11			46,987			47,071	46,793
By Race/Ethnicity of Employee:									
White	6	6			48,943			47,145	47,145
By Generation of Employee:									
Millennial (1981 - 1996)	5	6			48,943			48,665	49,583
By Number of Years in Position:									
Up to 5 Years	7	9			46,987			47,768	47,609

Director, Information Technology/Services

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Determines organization needs for information management and manages the development and implementation systems and programs to meet those needs in a cost-effective, timely manner. Manages information technology functions including systems applications and development, database administration, financial systems, desktop support, web site development and maintenance, intra- and inter-networks, and internal telecommunications. Advises on purchase of new computer hardware and software. May report to the Executive Director/CEO, the CFO, or in the case of larger organizations, to an executive-level IT employee (see job #035).

	Number of		Annual Base Salaries						Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile			
All Organizations:	20	20	\$77,021	\$90,401	\$103,222	\$132,229	\$148,557	\$107,971	\$107,971	
By Annual Operating Expenses:										
\$2,500,000 - \$9,999,999	6	6			108,581			101,611	101,611	
\$10,000,000 and more	14	14	80,095	91,286	98,630	137,754	150,748	110,697	110,697	
By Geographic Region:										
Greater Hartford	5	5			104,343			107,395	107,395	
Boston & Cambridge	6	6			122,500			120,534	120,534	
By State:										
Connecticut	5	5			104,343			107,395	107,395	
Massachusetts	12	12	77,682	85,557	111,050	136,935	151,152	112,334	112,334	
By Field of Service:										
Arts and Culture	6	6			111,592			109,837	109,837	
By Number of Full-Time Equivalent Employees:										
21 - 50 FTEs	5	5			102,100			95,789	95,789	
51 -100 FTEs	7	7			94,390			103,089	103,089	
101+ FTEs	7	7			134,638			119,837	119,837	
By Years of Experience Required:										
4 - 6 Years	5	5			95,160			106,235	106,235	
7+ Years	6	6			98,245			102,682	102,682	
By Level of Education Required:										
Bachelor's Degree	11	11			95,160			103,354	103,354	
By Gender of Employee:										
Female/Woman	6	6			98,245			96,717	96,717	
Male/Man	8	8			117,683			116,652	116,652	
By Race/Ethnicity of Employee:										
BIPOC	5	5			104,343			100,551	100,551	
White	11	11			102,100			112,764	112,764	
By Generation of Employee:										
Gen X (1965 - 1980)	10	10			111,592			112,009	112,009	
By Number of Years in Position:										
Up to 5 Years	5	5			102,100			108,581	108,581	
By Number of Employees Managed:										
1 to 3 FTEs	12	12	85,438	94,583	107,354	137,863	151,152	115,161	115,161	

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		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	13	14	\$55,841	\$67,057	\$80,380	\$99,210	\$105,706	\$81,627	\$83,023
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	5	5			82,000			86,620	86,620
\$10,000,000 and more	8	9			78,759			78,854	80,775
By State:									
Massachusetts	9	10			86,000			85,127	87,531
By Number of Full-Time Equivalent Employees:									
101+ FTEs	9	10			81,375			81,888	83,933
By Years of Experience Required:									
4 - 6 Years	6	6			78,700			80,452	80,452
By Level of Education Required:									
Bachelor's Degree	7	7			83,990			87,259	87,259
By Gender of Employee:									
Male/Man	11	11			83,990			84,474	84,474
By Race/Ethnicity of Employee:									
BIPOC	5	5			82,000			74,760	74,760
White	6	7			98,450			88,155	92,266
By Generation of Employee:									
Gen X (1965 - 1980)	8	9			75,400			76,235	77,828
By Number of Years in Position:									
11 - 20 Years	5	5			78,759			78,804	78,804
By Number of Employees Managed:									
1 to 3 FTEs	5	5			78,759			75,778	75,778

Systems Administrator

Responsible for the organization's IT operations with respect to computer operating systems and related software. Recommends, implements and maintains systems. Performs tests, troubleshoots and resolves software and networking problems. Performs and monitors systems backups. Works under limited direction, regularly exercising independent judgment.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	11	11			\$72,322			\$73,667	\$73,667
By Annual Operating Expenses:									
\$10,000,000 and more	8	8			69,968			73,929	73,929
By State:									
Massachusetts	7	7			68,250			71,414	71,414
By Number of Full-Time Equivalent Employees:									
101+ FTEs	6	6			69,968			74,927	74,927
By Gender of Employee:									
Female/Woman	6	6			73,986			73,969	73,969
By Race/Ethnicity of Employee:									
White	7	7			72,322			74,602	74,602
By Number of Years in Position:									
Up to 5 Years	6	6			70,286			70,843	70,843

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	11	11			\$67,662			\$68,246	\$68,246
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	5	5			67,600			68,150	68,150
\$10,000,000 and more	5	5			68,682			69,020	69,020
By Geographic Region:									
Boston & Cambridge	5	5			69,000			72,562	72,562
By State:									
Massachusetts	9	9			68,250			69,779	69,779
By Number of Full-Time Equivalent Employees:									
101+ FTEs	5	5			68,250			68,870	68,870
By Years of Experience Required:									
2 - 3 Years	8	8			66,227			66,937	66,937
By Level of Education Required:									
Bachelor's Degree	6	6			66,227			65,249	65,249
By Gender of Employee:									
Female/Woman	8	8			66,227			65,508	65,508
By Race/Ethnicity of Employee:									
White	8	8			68,466			69,768	69,768
By Generation of Employee:									
Millennial (1981 - 1996)	7	7			67,600			67,548	67,548
By Number of Years in Position:									
Up to 5 Years	7	7			67,662			68,202	68,202

Tech Support Specialist

Supports staff in use of organization's technology systems. Responds to helpdesk questions and resolves problems. Develops training materials, performs one-on-one and/or group training. Creates documentation for users. May perform routine software updates.

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	24	34	\$41,111	\$48,201	\$57,516	\$64,023	\$73,840	\$56,386	\$56,604
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	5	5			57,893			57,749	57,749
\$10,000,000 and more	19	29	40,622	46,097	57,138	64,928	74,298	56,151	56,302
By Geographic Region:									
Western MA & Litchfield County CT	6	7			57,893			56,243	53,944
Eastern MA, Not Including Boston	7	12	42,224	48,932	56,691	63,248	65,381	55,549	55,817
By State:									
Connecticut	5	8			47,667			47,282	47,496
Massachusetts	17	24	42,411	50,370	58,120	65,349	75,484	58,844	58,494
By Field of Service:									
Elderly and Disabled Services & Advocacy	7	9			48,984			52,571	52,939
By Number of Full-Time Equivalent Employees:									
51 -100 FTEs	8	10			58,791			59,685	58,426
101+ FTEs	12	20	36,354	44,221	53,748	65,349	74,206	54,955	55,826
By Years of Experience Required:									
1 Year	5	7			45,843			44,675	45,887
2 - 3 Years	8	9			58,240			58,905	58,142
By Level of Education Required:									
No requirement	6	8			64,886			65,215	63,289
High School Diploma	6	8			47,414			48,924	51,350
Associate's Degree	6	8			57,793			56,426	54,819
By Gender of Employee:									
Female/Woman	7	7			56,000			56,959	56,959
Male/Man	16	23	37,777	43,680	57,893	64,002	75,721	55,410	56,134
By Race/Ethnicity of Employee:									
BIPOC	9	11			56,243			59,211	56,592
Hispanic/Latinx	5	5			55,619			56,357	56,357
White	15	21	37,024	46,249	57,893	61,048	65,566	54,412	55,394
By Generation of Employee:									
Gen X (1965 - 1980)	10	10			61,048			59,422	59,422
Millennial (1981 - 1996)	12	14	38,251	47,534	56,691	59,868	70,034	54,712	53,737
By Number of Years in Position:									
Up to 5 Years	13	16	47,139	55,714	58,120	63,373	75,009	59,046	58,620
5 - 10 Years	8	8			48,354			52,319	52,319

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		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	7	7			\$39,000			\$39,704	\$39,704
By Gender of Employee:									
Female/Woman	5	5			37,000			38,422	38,422
By Race/Ethnicity of Employee:									
BIPOC	5	5			39,000			39,704	39,704
By Generation of Employee:									
Millennial (1981 - 1996)	5	5			37,000			38,422	38,422
By Number of Years in Position:									
Up to 5 Years	5	5			37,000			37,701	37,701

Staff Attorney

Responsible for advocacy, research and litigation in support of organization's policy and advocacy goals. May supervise paralegals, legal secretaries, assistants and interns. Requires admission to practice law/membership in the State Bar Association.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	5	23						\$85,023	
By State:									
Massachusetts	5	23						85,023	
By Gender of Employee:									
Female/Woman	5	17						84,635	

Develops the strategy, production, and presentation of content for organization's media publication(s). Participates in the creation and presentation of content, which may encompass print, digital, video, and audio. Produces original content for publication through reporting, as directed by the Editor in Chief. Participates in discussions about the future of the production and dissemination of editorial content for the organization as a whole.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	6	11			\$85,000			\$81,363	\$72,206
By State:									
Massachusetts	5	8			84,493			80,099	69,700
By Gender of Employee:									
Female/Woman	5	6			83,500			77,890	75,441
By Race/Ethnicity of Employee:									
White	6	9			83,200			80,111	72,625

Director of Nursing

Manages patient care services; ensures high quality of nursing care and compliance with clinic policies, government regulations and accreditation standards; supervises/utilizes professional, technical and support nursing staff; oversees development and implementation of patient care goals and objectives. Position typically requires a current state-issued Registered Nurse' license, and a bachelor's or master's degree in a related discipline.

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	9	15	\$82,856	\$88,754	\$97,760	\$110,745	\$134,402	\$102,710	\$98,868
By Annual Operating Expenses:									
\$10,000,000 and more	9	15	82,856	88,754	97,760	110,745	134,402	102,710	98,868
By State:									
Massachusetts	7	10			97,573			101,186	99,509
By Field of Service:									
Elderly and Disabled Services & Advocacy	6	9			91,998			99,791	97,136
By Number of Full-Time Equivalent Employees:									
101+ FTEs	8	14	82,614	91,187	98,630	114,950	136,002	104,054	100,738
By Level of Education Required:									
Nursing: RN/NP	6	12	82,130	89,565	100,856	123,361	139,201	105,134	101,793
By Gender of Employee:									
Female/Woman	7	10			94,692			99,550	97,172
By Race/Ethnicity of Employee:									
White	8	12	82,130	85,119	95,268	123,287	139,201	102,721	99,847
By Generation of Employee:									
Baby Boom (1946 - 1964)	5	5			88,754			96,287	96,287
Gen X (1965 - 1980)	6	9			99,500			103,468	99,278
By Number of Years in Position:									
Up to 5 Years	7	9			93,150			98,034	93,982
By Number of Employees Managed:									
4 to 8 FTEs	5	5			99,500			97,613	97,613

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	14	105	\$66,560	\$71,063	\$80,101	\$87,922	\$95,930	\$79,714	\$79,266
By Annual Operating Expenses:									
\$10,000,000 and more	12	98	68,191	71,760	80,465	88,196	95,930	80,725	80,781
By Geographic Region:									
Eastern MA, Not Including Boston	6	56	65,389	69,441	83,013	90,860	98,060	80,620	79,743
By State:									
Massachusetts	11	81	66,560	70,408	80,579	89,465	97,373	80,614	80,039
By Field of Service:									
Elderly and Disabled Services & Advocacy	8	57	66,481	70,897	80,350	90,283	98,022	81,249	78,761
By Number of Full-Time Equivalent Employees:									
101+ FTEs	10	93	68,024	73,264	80,870	88,345	95,930	81,014	80,802
By Years of Experience Required:									
2 - 3 Years	7	19	50,000	67,000	71,448	81,973	97,718	73,158	79,808
By Level of Education Required:									
Nursing: RN/NP	10	98	66,521	71,235	80,226	87,859	95,930	79,701	76,584
By Gender of Employee:									
Female/Woman	13	81	66,244	70,408	80,870	89,465	97,373	80,468	79,453
By Race/Ethnicity of Employee:									
BIPOC	7	18	66,917	71,241	76,360	86,745	93,384	79,079	79,890
Black	5	13							83,572
White	12	83	66,086	70,408	80,350	87,797	97,028	79,711	78,421
By Generation of Employee:									
Baby Boom (1946 - 1964)	10	30	70,221	78,229	85,467	95,337	103,151	85,646	81,598
Gen X (1965 - 1980)	12	34	66,780	71,183	78,811	85,800	87,797	77,845	77,309
Millennial (1981 - 1996)	8	32	57,850	68,640	76,360	88,495	94,455	77,028	73,784
By Number of Years in Position:									
Up to 5 Years	14	68	65,643	68,786	75,463	84,323	89,378	75,545	78,105
5 - 10 Years	7	21	71,951	80,725	88,046	94,068	97,460	87,166	82,086
11 - 20 Years	8	14	66,652	78,759	84,334	98,374	105,664	86,651	82,772

Licensed Practical Nurse/ Licensed Vocational Nurse**720**

Interviews patients and documents patient histories; assists physicians in examinations; provides treatment in accordance with physician's instructions; administers medications; draws blood; provides health care instruction to patients. Requires a state-issued license as a Licensed Vocational Nurse.

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	6	19	\$58,240	\$62,670	\$69,243	\$71,323	\$75,670	\$67,034	\$66,840
By Annual Operating Expenses:									
\$10,000,000 and more	5	18							65,760
By State:									
Massachusetts	5	17							68,533
By Number of Full-Time Equivalent Employees:									
101+ FTEs	5	18							65,760
By Level of Education Required:									
Nursing: LVN/LPN	5	18							64,208
By Gender of Employee:									
Female/Woman	5	17							68,533
By Race/Ethnicity of Employee:									
White	5	9			71,323			69,271	69,074
By Generation of Employee:									
Millennial (1981 - 1996)	5	9			66,560			66,930	69,179
By Number of Years in Position:									
Up to 5 Years	6	16	56,992	59,800	66,893	70,808	74,566	66,088	66,685

Billing Clerk**750**

Processes patient-related billing; processes and submits billings for reimbursement; verifies patient charts for accuracy and completeness, signatures and assembly in accordance with reimbursing agency requirements; routes charts for follow-up; performs data entry; prepares statistical and other reports related to billings. The position typically requires prior experience in medical billing.

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	6	15	\$33,270	\$37,935	\$42,480	\$48,018	\$59,655	\$44,053	\$47,250
By Level of Education Required:									
High School Diploma	5	13							50,148
By Gender of Employee:									
Female/Woman	5	7			38,189			44,152	47,906

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		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	31	35	\$57,010	\$69,326	\$84,864	\$94,994	\$115,656	\$85,714	\$84,977
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	15	16	54,962	62,920	81,206	94,086	119,358	81,523	81,407
\$10,000,000 and more	15	18	68,165	80,732	86,570	98,447	122,248	91,634	91,131
By Geographic Region:									
Greater Hartford	9	10			82,138			84,413	84,368
Eastern MA, Not Including Boston	6	8			83,273			81,491	80,747
Boston & Cambridge	6	7			94,765			104,903	103,478
By State:									
Connecticut	11	12	57,115	69,617	82,138	92,257	123,588	83,516	83,398
Massachusetts	16	19	55,010	69,256	85,000	108,805	118,102	87,716	86,606
By Field of Service:									
Arts and Culture	10	11			85,000			88,795	89,257
By Number of Full-Time Equivalent Employees:									
21 - 50 FTEs	9	9			70,491			72,282	72,282
51 -100 FTEs	11	13	57,725	75,028	84,864	92,269	114,383	84,492	81,970
101+ FTEs	8	10			90,694			92,983	95,105
By Years of Experience Required:									
2 - 3 Years	6	6			63,440			68,295	68,295
4 - 6 Years	12	14	62,053	74,188	86,643	105,521	124,951	90,166	88,671
By Level of Education Required:									
No requirement	6	7			69,256			81,831	76,561
High School Diploma	8	9			81,682			78,101	77,454
Bachelor's Degree	8	8			86,211			90,269	90,269
By Gender of Employee:									
Male/Man	21	23	54,914	62,400	83,546	104,426	116,472	83,781	82,350
By Race/Ethnicity of Employee:									
BIPOC	6	6			79,091			78,644	78,644
White	21	23	54,914	64,480	85,000	104,426	116,472	84,670	83,323
By Generation of Employee:									
Baby Boom (1946 - 1964)	10	10			85,291			86,053	86,053
Gen X (1965 - 1980)	11	11			75,808			82,055	82,055
Millennial (1981 - 1996)	9	9			87,422			82,258	82,258
By Number of Years in Position:									
Up to 5 Years	10	12	57,227	69,617	83,273	93,101	115,313	83,236	80,210
11 - 20 Years	7	7			87,568			83,016	83,016
More than 20 Years	6	6			84,632			93,945	93,945
By Number of Employees Managed:									
1 to 3 FTEs	13	14	50,614	60,934	73,450	94,114	122,913	78,644	78,169
4 to 8 FTEs	8	8			86,211			85,706	85,706

Maintenance Supervisor

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	20	22	\$42,939	\$49,518	\$56,617	\$68,710	\$82,940	\$60,059	\$60,718
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	9	11			56,700			58,343	59,427
\$10,000,000 and more	10	10			58,968			62,983	62,983
By Geographic Region:									
Greater Hartford	7	8			56,617			57,512	58,178
By State:									
Connecticut	8	9			56,534			55,693	56,048
Massachusetts	10	10			59,821			64,446	64,446
By Field of Service:									
Arts and Culture	6	7			54,080			59,123	59,963
By Number of Full-Time Equivalent Employees:									
21 - 50 FTEs	6	8			55,390			55,912	56,728
51 -100 FTEs	7	7			56,534			61,957	61,957
101+ FTEs	5	5			61,402			65,508	65,508
By Years of Experience Required:									
2 - 3 Years	6	6			56,160			56,180	56,180
4 - 6 Years	5	5			75,000			68,434	68,434
By Level of Education Required:									
High School Diploma	12	12	42,939	48,130	56,004	74,381	82,940	59,722	59,722
By Gender of Employee:									
Male/Man	16	18	47,170	52,983	56,617	66,881	80,257	59,998	60,814
By Race/Ethnicity of Employee:									
BIPOC	9	10			56,316			52,963	52,976
Hispanic/Latinx	6	7			56,534			53,664	53,800
White	8	9			63,065			65,334	66,741
By Generation of Employee:									
Baby Boom (1946 - 1964)	7	7			49,691			57,490	57,490
Gen X (1965 - 1980)	9	10			56,617			57,818	58,233
By Number of Years in Position:									
Up to 5 Years	7	7			58,240			60,064	60,064
11 - 20 Years	6	7			54,080			60,200	61,426
By Number of Employees Managed:									
1 to 3 FTEs	5	6			54,777			57,463	58,139
4 to 8 FTEs	6	7			56,098			56,855	57,522

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	41	107	\$38,106	\$41,621	\$47,840	\$56,531	\$63,548	\$49,287	\$49,140
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	21	41	35,572	39,707	45,754	55,327	63,648	47,670	47,710
\$10,000,000 and more	18	64	39,354	43,540	49,546	56,381	63,118	50,102	50,005
By Geographic Region:									
Greater Hartford	14	24	34,320	40,468	43,000	50,543	55,661	44,694	45,111
Western MA & Litchfield County CT	8	30							47,015
Eastern MA, Not Including Boston	5	20	38,592	46,342	51,855	58,095	65,270	52,168	52,962
Boston & Cambridge	6	12	37,721	48,474	51,884	61,038	66,421	53,147	55,787
By State:									
Connecticut	16	29	33,280	39,500	43,000	50,086	53,206	44,333	44,759
Massachusetts	21	65	38,524	43,587	49,920	56,721	63,773	50,228	52,258
By Field of Service:									
Child and Youth Services and Advocacy	8	9			48,235			49,450	50,537
Counseling, Crisis Interv, Mntl Hlth, Subst Misuse	5	17	40,141	45,799	51,168	56,836	66,369	51,986	49,682
Arts and Culture	10	19	37,440	40,290	49,171	57,658	65,520	51,243	50,451
By Number of Full-Time Equivalent Employees:									
21 - 50 FTEs	12	24	34,140	38,330	43,340	50,000	57,407	45,184	43,061
51 -100 FTEs	14	30	38,475	41,340	48,506	59,857	66,666	51,515	52,127
101+ FTEs	11	48	38,676	43,540	48,943	53,586	63,024	49,253	49,583
By Years of Experience Required:									
1 Year	7	11			42,848			44,860	46,396
2 - 3 Years	13	41	38,967	42,432	47,840	53,560	63,024	49,224	50,792
4 - 6 Years	5	13	38,505	40,645	47,840	53,987	56,867	47,376	45,292
By Level of Education Required:									
No requirement	13	38	38,363	42,832	46,415	53,040	54,610	47,217	47,060
High School Diploma	18	44	37,347	41,000	48,486	56,289	60,632	48,320	48,544
By Gender of Employee:									
Female/Woman	7	7			51,000			50,820	50,820
Male/Man	32	79	38,465	41,621	47,840	56,531	63,024	49,057	49,607
By Race/Ethnicity of Employee:									
BIPOC	13	35	37,107	40,872	43,680	53,040	63,024	47,574	49,322
Black	6	7			39,998			47,531	47,963
Hispanic/Latinx	10	26	38,811	41,000	43,836	53,040	60,476	47,186	47,761
White	27	50	38,675	46,077	49,960	56,647	64,565	50,710	50,897
By Generation of Employee:									
Baby Boom (1946 - 1964)	17	24	38,782	41,928	50,566	57,632	63,555	50,266	50,682
Gen X (1965 - 1980)	16	38	40,956	43,000	50,699	54,184	65,560	50,848	51,411
Millennial (1981 - 1996)	14	24	38,369	40,217	46,998	50,000	57,554	46,899	47,562

Maintenance Technician or Specialist

665

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

CONTINUED FROM PREVIOUS PAGE	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
By Number of Years in Position:									
Up to 5 Years	24	59	37,440	41,000	46,675	52,541	57,554	47,231	47,952
5 - 10 Years	10	11			43,992			48,768	49,365
11 - 20 Years	7	11			54,454			55,392	55,912
More than 20 Years	7	7			51,000			47,483	47,483

Gardener

670

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	8	18	\$33,280	\$35,750	\$41,436	\$46,820	\$59,705	\$43,751	\$43,168
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	5	11			42,848			42,209	39,697
By Race/Ethnicity of Employee:									
White	6	12	33,280	35,490	42,424	54,750	65,874	44,697	45,145

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		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	21	56	\$32,136	\$33,140	\$35,880	\$41,600	\$44,560	\$37,468	\$37,655
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	8	19	32,136	32,136	34,840	37,440	50,000	36,138	36,275
\$10,000,000 and more	11	33	32,136	33,280	37,550	42,380	44,316	38,122	38,525
By Geographic Region:									
Greater Hartford	6	19	33,093	33,280	35,006	37,170	42,910	35,918	35,435
Eastern MA, Not Including Boston	5	19	32,136	34,278	37,960	41,600	44,366	38,219	37,770
By State:									
Connecticut	7	21	33,093	33,280	35,006	37,360	42,910	35,911	35,494
Massachusetts	11	28	31,866	34,549	39,115	44,107	50,000	39,365	39,843
By Field of Service:									
Arts and Culture	5	16	33,280	33,712	36,712	42,910	44,560	38,320	38,743
By Number of Full-Time Equivalent Employees:									
21 - 50 FTEs	6	13	32,932	34,060	35,800	44,209	51,200	38,891	39,394
51 -100 FTEs	6	22	32,136	32,136	33,280	38,870	42,910	35,629	35,805
101+ FTEs	8	19	31,866	35,880	39,437	43,701	45,011	39,082	38,308
By Level of Education Required:									
No requirement	6	11			35,298			38,037	38,652
High School Diploma	12	32	32,136	33,280	35,932	41,330	43,774	37,309	36,631
By Gender of Employee:									
Female/Woman	10	21	33,093	33,280	35,984	42,255	48,873	38,352	37,930
Male/Man	12	18	31,799	33,280	36,525	41,663	44,425	37,520	38,090
By Race/Ethnicity of Employee:									
BIPOC	11	25	32,366	33,280	35,880	40,321	46,283	37,355	36,687
Black	6	7			35,298			36,044	36,206
Hispanic/Latinx	9	17	32,400	33,280	35,880	42,380	50,000	37,976	37,329
White	12	18	32,109	33,280	38,439	42,125	45,710	38,747	37,110
By Generation of Employee:									
Baby Boom (1946 - 1964)	10	16	31,666	33,140	36,483	42,312	43,973	37,198	35,997
Gen X (1965 - 1980)	14	18	32,109	33,233	36,078	40,789	43,120	36,994	36,586
Millennial (1981 - 1996)	9	13	32,932	33,280	35,880	45,925	51,200	38,982	38,527
By Number of Years in Position:									
Up to 5 Years	12	24	32,001	32,845	34,642	38,870	42,255	35,983	36,383
5 - 10 Years	7	8			36,675			38,733	38,072
11 - 20 Years	5	5			37,960			38,122	38,122

Driver

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	13	233	\$32,448	\$33,800	\$39,520	\$41,600	\$42,266	\$38,042	\$37,934
By Annual Operating Expenses:									
\$10,000,000 and more	9	227	32,448	33,800	39,520	41,538	42,266	37,981	37,136
By State:									
Massachusetts	10	228	32,448	33,800	39,520	41,600	42,387	38,061	38,066
By Field of Service:									
Elderly and Disabled Services & Advocacy	7	224	32,448	33,800	39,520	41,585	42,266	38,005	37,212
By Number of Full-Time Equivalent Employees:									
101+ FTEs	9	196	32,448	34,372	40,560	41,600	43,534	38,738	37,988
By Level of Education Required:									
No requirement	6	190	32,373	34,070	40,560	41,600	43,659	38,785	37,723
High School Diploma	6	42							35,800
By Gender of Employee:									
Female/Woman	10	119	32,448	33,800	39,520	41,288	43,680	38,015	38,099
Male/Man	7	102	31,938	33,358	40,560	41,704	42,266	38,172	37,907
By Race/Ethnicity of Employee:									
BIPOC	11	55	31,720	33,800	38,480	42,266	42,266	38,001	38,112
Black	9	29	31,720	33,935	39,520	42,266	42,266	38,431	37,147
Hispanic/Latinx	5	21	31,866	32,552	35,443	41,195	42,266	36,680	35,634
White	7	159	32,448	33,800	37,149	41,288	43,680	37,673	37,183
By Generation of Employee:									
Silent Generation (1925 - 1945)	5	19							38,400
Baby Boom (1946 - 1964)	6	128	32,448	33,800	37,149	41,476	42,387	37,589	37,070
Gen X (1965 - 1980)	7	48	31,720	34,060	40,040	41,288	41,600	38,083	37,110
Millennial (1981 - 1996)	9	32	32,926	34,133	39,520	41,600	43,256	38,840	38,084
By Number of Years in Position:									
Up to 5 Years	9	129	31,720	32,552	39,520	41,600	42,266	37,959	38,413
5 - 10 Years	7	38	32,843	37,149	41,288	42,016	42,266	39,414	38,277
11 - 20 Years	5	29	34,528	35,714	39,728	44,564	46,800	40,051	38,256

Develops and implements security policies, procedures and programs. Responsible for staffing and training security guards or monitors and directing their activities. Develops system for visitor control and employee property and identification.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	6	11			\$65,000			\$75,693	\$71,915
By Annual Operating Expenses:									
\$10,000,000 and more	5	10			65,000			77,255	74,285

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		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	10	73	\$35,360	\$35,880	\$36,962	\$41,143	\$47,349	\$39,120	\$39,381
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	5	18	33,613	35,339	35,360	37,862	47,840	37,612	39,995
By Geographic Region:									
Greater Hartford	6	28	33,580	35,360	36,223	38,043	40,429	36,716	38,238
By State:									
Connecticut	6	28	33,580	35,360	36,223	38,043	40,429	36,716	38,238
By Field of Service:									
Arts and Culture	6	58	35,221	35,880	38,043	42,224	47,923	39,585	39,330
By Level of Education Required:									
High School Diploma	6	25	34,528	35,360	36,795	38,043	43,472	37,483	39,365
By Gender of Employee:									
Male/Man	8	44	34,164	35,880	35,880	39,858	43,243	37,539	39,534
By Race/Ethnicity of Employee:									
BIPOC	8	30	33,723	35,360	35,932	37,591	38,877	36,615	36,886
Black	7	16	33,513	35,360	35,932	37,432	38,043	36,146	36,188
Hispanic/Latinx	5	10			36,629			36,463	36,139
White	5	28							39,533
By Generation of Employee:									
Baby Boom (1946 - 1964)	6	22	34,884	35,750	36,140	38,173	40,352	37,267	37,420
Gen X (1965 - 1980)	7	11			36,795			37,345	37,225
Millennial (1981 - 1996)	5	18							40,861
Gen Z (1997 - 2012)	5	7			35,880			35,746	35,693
By Number of Years in Position:									
Up to 5 Years	8	20	33,313	35,360	35,620	37,196	47,632	37,331	38,240

Gift/Thrift Shop Manager

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	10	10			\$54,912			\$56,855	\$56,855
By Geographic Region:									
Greater Hartford	5	5			49,442			51,598	51,598
By State:									
Connecticut	5	5			49,442			51,598	51,598
Massachusetts	5	5			60,382			62,112	62,112
By Gender of Employee:									
Female/Woman	10	10			54,912			56,855	56,855
By Race/Ethnicity of Employee:									
White	8	8			54,912			57,764	57,764
By Number of Years in Position:									
Up to 5 Years	6	6			54,912			56,955	56,955

Gift/Thrift Shop Retail Sales Clerk

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	5	22	\$33,280	\$35,880	\$36,660	\$38,558	\$39,520	\$36,885	\$35,157

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

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	44	191	\$58,993	\$68,432	\$77,875	\$88,400	\$109,861	\$80,815	\$85,275
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	15	31	66,000	73,130	82,410	90,000	108,837	83,980	85,131
\$10,000,000 and more	22	153	58,198	65,936	77,667	87,774	109,732	80,061	86,006
By Geographic Region:									
Greater Hartford	11	42							85,218
Western MA & Litchfield County CT	7	63	54,997	59,010	68,494	83,408	103,261	73,809	77,504
Eastern MA, Not Including Boston	10	32	62,400	72,800	81,464	109,998	130,225	91,195	88,216
Boston & Cambridge	14	45	70,000	81,006	86,000	102,606	109,608	89,999	89,499
By State:									
Connecticut	12	49	59,509	69,992	73,130	79,999	87,547	75,373	84,357
Massachusetts	31	140	58,560	67,943	80,232	94,999	111,800	82,987	86,377
By Field of Service:									
Child and Youth Services and Advocacy	14	68	58,198	63,872	70,793	84,003	105,004	75,652	81,366
Elderly and Disabled Services & Advocacy	11	57	54,596	61,246	77,667	88,736	106,550	77,716	82,861
Counseling, Crisis Interv, Mntl Hlth, Subst Misuse	7	31	72,800	78,998	81,848	105,123	117,998	91,027	90,379
By Number of Full-Time Equivalent Employees:									
6 - 20 FTEs	5	5			73,549			75,910	75,910
21 - 50 FTEs	8	18	63,985	73,080	77,270	87,109	113,800	82,943	88,202
51 -100 FTEs	10	30	55,000	67,464	77,938	88,800	97,102	78,101	79,260
101+ FTEs	17	134	58,354	66,997	77,880	90,007	111,254	81,143	89,843
By Years of Experience Required:									
2 - 3 Years	14	31	53,065	65,790	73,080	80,000	86,662	74,160	77,665
4 - 6 Years	29	109	58,510	64,751	74,669	87,974	105,851	79,253	86,732
7+ Years	7	21	70,790	75,966	87,006	116,525	127,485	94,746	92,496
By Level of Education Required:									
No requirement	8	36	74,685	79,107	82,524	104,889	117,042	91,507	97,873
High School Diploma	5	29							80,787
Bachelor's Degree	26	93	62,317	70,429	77,688	86,145	105,510	79,942	83,246
Master's Degree	10	15	73,078	74,669	81,058	105,060	138,183	91,462	89,936
By Gender of Employee:									
Female/Woman	39	117	61,393	69,996	77,709	91,665	110,400	82,000	83,983
Male/Man	15	49	55,000	60,258	72,800	85,713	104,186	75,543	85,261
By Race/Ethnicity of Employee:									
BIPOC	26	78	58,028	67,746	74,310	82,950	101,429	76,784	80,759
Black	16	44	57,346	62,560	73,175	81,729	96,273	74,786	78,439
Hispanic/Latinx	14	27	54,600	68,000	73,827	82,410	98,202	75,914	75,962
White	33	104	61,464	70,720	79,718	96,771	111,254	84,557	87,359
By Generation of Employee:									
Baby Boom (1946 - 1964)	14	29	62,130	73,496	83,138	104,645	117,000	87,473	86,715
Gen X (1965 - 1980)	27	79	61,194	70,000	79,040	92,893	113,451	82,985	87,156
Millennial (1981 - 1996)	25	65	58,198	66,540	75,005	84,595	98,663	77,616	82,506

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

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

CONTINUED FROM PREVIOUS PAGE	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
By Number of Years in Position:									
Up to 5 Years	33	107	56,194	67,925	75,643	88,000	108,389	79,609	84,768
5 - 10 Years	16	30	61,655	70,398	78,947	88,160	109,695	81,844	86,821
11 - 20 Years	8	21	57,233	66,394	79,997	107,001	119,396	84,646	91,607
More than 20 Years	7	11			80,000			83,665	83,764
By Number of Employees Managed:									
1 to 3 FTEs	13	15	55,228	70,000	85,280	95,000	128,964	87,453	85,966
4 to 8 FTEs	21	40	62,130	70,180	81,569	100,103	109,935	84,240	85,616
9 to 14 FTEs	13	29	58,989	64,425	71,718	77,270	87,006	72,639	76,914
15+ FTEs	19	76	58,766	68,832	75,003	87,528	110,752	80,449	85,681

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	45	266	\$50,090	\$55,692	\$62,317	\$72,156	\$80,852	\$64,537	\$66,679
By Annual Operating Expenses:									
\$1,000,000 - \$2,499,999	8	23	50,000	60,000	68,300	81,994	96,965	70,970	72,366
\$2,500,000 - \$9,999,999	13	40	52,300	58,839	65,500	73,000	80,000	66,377	65,012
\$10,000,000 and more	21	199	50,000	54,683	61,256	69,992	79,726	63,488	66,133
By Geographic Region:									
Greater Hartford	10	48	47,984	51,179	61,371	68,059	81,222	61,858	64,631
Western MA & Litchfield County CT	7	78							67,833
Eastern MA, Not Including Boston	12	57	57,200	57,200	71,400	80,000	91,686	71,307	70,864
Boston & Cambridge	13	64	56,000	60,153	66,803	73,727	79,005	67,556	65,536
By State:									
Connecticut	11	61	48,193	52,593	58,302	63,784	79,135	60,624	63,853
Massachusetts	32	199	51,334	57,200	63,036	73,005	81,900	65,858	68,037
By Field of Service:									
Child and Youth Services and Advocacy	14	84							63,592
Elderly and Disabled Services & Advocacy	11	70	48,967	55,389	61,810	71,973	82,417	63,983	65,052
Counseling, Crisis Interv, Mntl Hlth, Subst Misuse	7	28	59,987	62,941	72,821	81,245	97,269	74,618	76,345
By Number of Full-Time Equivalent Employees:									
6 - 20 FTEs	10	26	50,000	56,531	61,502	75,628	96,965	67,719	68,036
21 - 50 FTEs	6	16	55,000	66,499	72,047	78,425	82,896	71,218	68,588
51 -100 FTEs	10	36	49,157	56,823	64,023	76,580	90,623	66,916	64,962
101+ FTEs	17	185	50,241	55,432	60,153	69,992	78,873	63,068	66,264
By Years of Experience Required:									
1 Year	7	14	52,247	59,847	60,277	68,308	89,596	65,288	63,861
2 - 3 Years	25	133	50,203	54,008	58,302	66,880	76,869	61,375	64,408
4 - 6 Years	17	76	49,920	60,234	67,509	75,621	85,932	67,946	71,015
By Level of Education Required:									
No requirement	10	56	59,771	60,541	67,149	73,000	80,000	67,878	68,437
High School Diploma	9	41	47,872	50,025	56,867	57,200	67,499	56,117	58,841
Bachelor's Degree	18	119	50,315	53,477	59,488	67,746	79,673	62,269	65,089
Master's Degree	6	22	64,008	70,773	76,596	91,853	99,094	79,680	82,739
By Gender of Employee:									
Female/Woman	40	191	49,454	54,475	62,421	72,654	82,476	64,455	67,884
Male/Man	21	49	53,685	58,063	62,827	72,661	79,622	65,591	67,200
By Race/Ethnicity of Employee:									
BIPOC	32	112	49,105	54,475	60,000	68,000	76,293	61,730	63,293
Asian	6	7			60,554			65,277	66,563
Black	21	65	48,381	52,998	59,238	65,406	75,091	60,977	64,119
Hispanic/Latinx	17	35	49,188	55,000	61,460	68,000	74,371	62,065	62,222
White	36	132	51,334	56,524	64,823	74,919	87,435	66,844	69,770

Program Manager/Administrator, Social Services/Behavioral Health**856**

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

CONTINUED FROM PREVIOUS PAGE	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
By Generation of Employee:									
Baby Boom (1946 - 1964)	14	31	50,370	55,125	65,000	77,688	89,943	67,933	71,411
Gen X (1965 - 1980)	23	83	51,072	55,702	63,066	75,026	86,458	66,501	70,992
Millennial (1981 - 1996)	34	108	49,338	53,300	60,968	71,335	77,027	62,619	65,946
By Number of Years in Position:									
Up to 5 Years	39	171	49,454	54,475	61,000	71,000	79,583	63,333	64,946
5 - 10 Years	15	33	52,528	55,279	65,000	74,984	85,168	66,757	68,777
11 - 20 Years	13	31	50,507	57,782	62,421	78,374	86,332	66,567	71,503
More than 20 Years	10	15	55,421	67,046	74,485	89,045	90,709	74,601	72,032
By Number of Employees Managed:									
1 to 3 FTEs	22	45	51,734	60,000	66,000	72,200	80,760	66,356	66,910
4 to 8 FTEs	26	96	50,330	55,874	60,968	72,070	79,722	63,749	66,575
9 to 14 FTEs	14	52	48,114	50,000	54,954	65,936	78,905	59,158	64,575
15+ FTEs	11	32	52,915	57,226	65,395	74,287	91,079	67,236	65,563

Assumes responsibility for the implementation of a single social services or behavioral 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		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	31	173	\$40,706	\$44,200	\$52,998	\$59,375	\$66,161	\$52,841	\$55,028
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	10	27	41,600	49,920	54,080	61,464	65,834	54,551	55,563
\$10,000,000 and more	13	126	40,602	43,140	53,934	59,722	66,462	53,205	56,973
By Geographic Region:									
Greater Hartford	7	25	47,440	52,662	61,194	63,524	70,380	59,055	57,506
Eastern MA, Not Including Boston	10	45	44,472	49,723	56,077	65,354	69,040	56,758	55,048
Boston & Cambridge	8	39	43,680	49,920	54,080	58,406	65,000	54,291	54,603
By State:									
Connecticut	8	64							55,906
Massachusetts	22	100	43,306	49,592	54,301	59,935	66,977	55,152	55,157
By Field of Service:									
Child and Youth Services and Advocacy	8	33	44,208	48,849	55,432	61,808	68,309	55,926	55,525
Elderly and Disabled Services & Advocacy	5	49	41,579	50,357	54,080	59,249	66,186	54,587	55,008
By Number of Full-Time Equivalent Employees:									
6 - 20 FTEs	7	11			52,998			53,728	55,053
51 -100 FTEs	7	39	39,728	49,483	56,430	61,273	66,331	54,752	53,983
101+ FTEs	11	104	40,602	43,015	52,936	59,381	66,529	52,578	56,478
By Years of Experience Required:									
1 Year	9	31	42,186	44,283	52,998	63,315	68,765	53,251	55,009
2 - 3 Years	17	93	40,602	41,787	49,962	55,620	63,715	50,357	52,293
4 - 6 Years	8	25	46,784	52,902	57,491	65,354	68,890	58,387	57,262
By Level of Education Required:									
No requirement	8	13	46,573	50,503	54,101	57,955	64,601	54,537	54,231
High School Diploma	8	19	37,440	42,952	54,080	61,273	70,000	52,883	53,958
Associate's Degree	6	24	40,061	41,600	43,472	53,300	61,652	47,311	47,737
Bachelor's Degree	16	97	40,602	44,200	52,811	59,563	66,207	52,603	54,688
By Gender of Employee:									
Female/Woman	24	136	40,602	43,218	52,319	59,275	65,187	52,077	54,070
Male/Man	15	29	42,307	48,036	54,995	65,219	68,890	55,438	57,330
By Race/Ethnicity of Employee:									
BIPOC	22	84	40,602	41,787	50,284	58,271	65,323	50,956	53,733
Asian	5	6			53,820			54,308	52,093
Black	14	61	40,602	41,902	49,338	55,162	64,468	50,274	54,039
Hispanic/Latinx	11	13	40,078	40,820	49,000	60,359	62,667	49,882	51,543
White	22	78	42,070	48,646	54,590	59,804	68,927	54,977	55,968
By Generation of Employee:									
Baby Boom (1946 - 1964)	11	20	37,821	45,525	52,343	64,043	70,487	53,610	53,521
Gen X (1965 - 1980)	16	53	41,870	47,414	55,162	59,303	68,690	54,131	55,872
Millennial (1981 - 1996)	26	78	40,602	42,234	53,165	61,049	65,699	52,541	55,052
Gen Z (1997 - 2012)	8	14	40,654	41,600	47,380	52,458	58,542	47,804	47,598

Program Coordinator, Social Services/Behavioral Health

859

Assumes responsibility for the implementation of a single social services or behavioral 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.

CONTINUED FROM PREVIOUS PAGE	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
By Number of Years in Position:									
Up to 5 Years	30	123	40,839	45,760	53,934	59,010	64,709	52,954	54,616
5 - 10 Years	8	26	40,602	41,959	53,654	66,410	70,000	54,833	59,056
11 - 20 Years	7	19							53,301
By Number of Employees Managed:									
1 to 3 FTEs	8	16	41,494	47,854	55,828	64,189	71,361	55,887	56,947
4 to 8 FTEs	7	36	40,675	50,085	54,748	59,214	63,326	54,176	56,392
15+ FTEs	5	18	37,440	41,361	44,117	61,345	66,579	48,939	54,045

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	20	237	\$35,443	\$38,449	\$43,680	\$49,816	\$54,176	\$44,309	\$45,124
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	6	9			47,715			47,037	45,854
\$10,000,000 and more	12	224	35,443	38,543	43,680	49,327	54,059	44,317	45,030
By Geographic Region:									
Eastern MA, Not Including Boston	6	34							44,028
Boston & Cambridge	7	111	35,443	36,005	43,680	49,920	53,207	43,982	46,704
By State:									
Massachusetts	16	217	35,443	37,773	43,680	49,816	54,176	44,181	44,219
By Field of Service:									
Child and Youth Services and Advocacy	5	16	33,280	35,069	36,130	46,256	58,436	40,675	45,792
Elderly and Disabled Services & Advocacy	6	81							41,466
By Number of Full-Time Equivalent Employees:									
51 -100 FTEs	5	14	37,024	38,210	46,748	51,924	55,172	45,873	45,907
101+ FTEs	10	216	35,443	38,761	43,680	48,875	54,059	44,303	44,733
By Years of Experience Required:									
1 Year	8	47							39,328
2 - 3 Years	7	106							47,961
By Level of Education Required:									
No requirement	7	119	37,960	41,933	43,680	46,779	50,960	44,187	48,553
High School Diploma	11	82	34,070	35,443	37,513	45,334	51,118	40,584	41,335
By Gender of Employee:									
Female/Woman	17	144	35,443	37,217	42,308	50,950	55,019	43,961	45,330
Male/Man	11	39	35,069	36,109	43,181	53,269	60,466	45,133	44,482
By Race/Ethnicity of Employee:									
BIPOC	13	167	35,443	38,730	43,680	47,549	53,269	44,016	45,138
Black	9	93	35,443	40,872	43,680	46,800	53,144	44,149	46,242
Hispanic/Latinx	8	64							47,371
White	18	65	35,069	37,128	42,619	50,482	56,700	44,582	46,172
By Generation of Employee:									
Baby Boom (1946 - 1964)	7	52	34,482	36,005	41,174	45,412	51,470	41,402	43,062
Gen X (1965 - 1980)	11	60	38,742	42,063	45,365	50,118	54,898	46,220	47,237
Millennial (1981 - 1996)	14	85	36,067	40,466	43,680	51,470	56,925	45,626	45,684
Gen Z (1997 - 2012)	11	34	32,635	36,140	40,498	48,069	51,951	42,084	43,994
By Number of Years in Position:									
Up to 5 Years	17	152	35,075	36,530	41,611	50,825	54,718	43,469	44,242
5 - 10 Years	9	16	35,724	36,509	46,249	49,327	60,065	45,239	44,291
11 - 20 Years	7	14	36,005	43,571	51,324	56,753	61,485	49,400	48,705

Clinical Supervisor

Supervises clinical behavioral health staff who are in the process of acquiring their professional licenses, as required by licensing boards. Provides regular supervision of trainees both individually and in groups. Oversees trainee client record-keeping of client cases. Evaluates trainees as required by their academic institutions. Conducts assessment interviews of new clients and participates in the process of assigning new clients to trainees. Meets directly with trainees' clients as needed. This position requires a Master's degree or PhD, licensing in the appropriate discipline, and several years of work experience while licensed.

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	11	55	\$60,008	\$61,797	\$69,992	\$79,040	\$88,537	\$72,048	\$78,103
By Annual Operating Expenses:									
\$10,000,000 and more	8	50	60,008	61,599	69,992	79,779	89,931	72,408	80,115
By State:									
Massachusetts	9	27	61,439	70,491	79,040	85,010	93,996	79,615	81,339
By Field of Service:									
Counseling, Crisis Interv, Mntl Hlth, Subst Misuse	5	24	60,008	65,550	78,021	84,022	88,816	75,794	73,009
By Number of Full-Time Equivalent Employees:									
101+ FTEs	8	50	60,008	61,599	69,992	79,779	89,931	72,408	80,115
By Years of Experience Required:									
2 - 3 Years	7	45							73,908
By Level of Education Required:									
Master's Degree	7	16	61,400	69,992	72,199	79,040	98,067	75,514	80,100
By Gender of Employee:									
Female/Woman	10	40	60,008	62,733	69,992	81,256	92,178	72,498	78,723
By Race/Ethnicity of Employee:									
BIPOC	5	13							70,201
White	11	42	60,208	62,316	70,751	83,959	91,957	73,607	80,264
By Generation of Employee:									
Gen X (1965 - 1980)	7	15	61,203	65,000	70,491	79,040	93,621	73,329	76,061
Millennial (1981 - 1996)	7	30							75,036
By Number of Years in Position:									
Up to 5 Years	8	30	60,008	60,954	69,992	79,040	85,010	71,275	74,956
By Number of Employees Managed:									
4 to 8 FTEs	5	29							72,235

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	14	128							\$70,236
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	8	20	52,038	56,162	60,005	69,160	75,831	62,308	64,555
\$10,000,000 and more	5	107							75,656
By Geographic Region:									
Eastern MA, Not Including Boston	5	29							69,696
By State:									
Massachusetts	10	53	56,260	66,383	70,720	76,378	81,894	70,888	70,546
By Field of Service:									
Child and Youth Services and Advocacy	5	77							65,120
By Number of Full-Time Equivalent Employees:									
101+ FTEs	6	108							74,772
By Years of Experience Required:									
2 - 3 Years	9	97							69,475
By Level of Education Required:									
Master's Degree	6	42							72,134
By Gender of Employee:									
Female/Woman	12	109							67,753
Male/Man	7	18	51,224	54,995	56,374	76,409	80,321	63,970	71,310
By Race/Ethnicity of Employee:									
BIPOC	7	49							71,949
Black	5	32							74,410
White	9	76	51,327	55,047	65,000	70,720	76,610	64,855	68,305
By Generation of Employee:									
Baby Boom (1946 - 1964)	5	10			62,317			63,897	67,155
Gen X (1965 - 1980)	7	41							71,547
Millennial (1981 - 1996)	8	68	53,782	54,995	60,008	70,720	78,711	64,337	70,235
By Number of Years in Position:									
Up to 5 Years	11	70	54,100	56,098	65,323	70,850	78,345	65,664	65,114
5 - 10 Years	8	12	52,835	60,524	70,360	75,010	85,108	68,827	69,751

Behavior Analyst

871

Uses principles of applied behavior analysis to address the behavioral needs of organization's clients. This includes developing and implementing individual behavioral support plans to build the skills of clients and their family members. Works with program staff to develop and monitor evidence-based individual treatment plans for clients. Conducts functional assessments of challenging behaviors. Collects data and maintains comprehensive records on client progress. Serves as trainer for behavioral safety training throughout the organization. May make home visits to clients as well as working on premises of organization. Requires Master's degree and BCBA (Board Certified Behavior Analyst) credential.

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	5	7			\$84,989			\$81,819	\$84,970
By Annual Operating Expenses:									
\$10,000,000 and more	5	7			84,989			81,819	84,970

Clinician (Pre-license MFTI/ACSW)

873

Responsible for providing therapeutic services to clients individually and in groups including assessing clients' needs, developing and helping clients implement treatment plans, providing crisis intervention, case-management and advocacy for clients. Has completed a Master's degree in psychology or closely related behavioral science field and is registered as an intern (MFTI or ACSW) with the relevant state board.

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	7	47	\$51,496	\$52,100	\$59,149	\$63,242	\$64,800	\$58,218	\$59,111
By State:									
Massachusetts	5	21							59,979
By Gender of Employee:									
Female/Woman	6	36							58,460
By Race/Ethnicity of Employee:									
BIPOC	5	16	51,850	52,325	57,900	62,933	64,545	57,847	59,054
Hispanic/Latinx	5	7			60,174			58,145	57,358
White	6	31	50,296	51,500	59,280	63,544	68,394	58,409	58,112
By Generation of Employee:									
Gen X (1965 - 1980)	5	11			62,000			60,905	59,226
Millennial (1981 - 1996)	6	25	51,492	52,050	56,628	61,692	64,929	57,159	58,689
By Number of Years in Position:									
Up to 5 Years	6	38	51,332	51,875	56,314	62,005	64,584	56,989	58,312

Counsels and aids individuals and families requiring social service organization assistance. Interviews and evaluates applicants for services, formulates and implements treatment plan of action and goals; assists applicants in applying for and obtaining social and other services. Requires a MSW degree. Positions not requiring a MSW degree should be reported in job #875. (Case Managers/Social Workers working in a medical setting are reported in the Case Manager, Medical position in the Medical & Clinic Services section.)

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	9	51	\$49,920	\$52,000	\$55,000	\$62,400	\$79,999	\$59,218	\$62,336
By Annual Operating Expenses:									
\$10,000,000 and more	5	27	49,920	52,000	55,000	65,146	84,344	60,372	61,606
By State:									
Massachusetts	8	43	49,920	52,458	56,098	64,500	81,496	60,390	63,514
By Number of Full-Time Equivalent Employees:									
101+ FTEs	5	31	52,000	53,040	55,141	62,400	83,774	60,536	62,603
By Level of Education Required:									
Master's Degree	6	32	49,920	52,000	56,098	68,500	83,614	62,126	66,283
By Gender of Employee:									
Female/Woman	9	37	49,920	52,258	56,098	64,323	80,819	60,113	62,167
Male/Man	6	12	50,250	51,777	53,768	61,902	77,095	57,411	60,368
By Race/Ethnicity of Employee:									
BIPOC	7	21	50,086	52,258	55,000	61,204	68,600	57,440	61,429
White	7	29	49,920	52,000	54,496	64,000	84,094	60,395	62,517
By Generation of Employee:									
Gen X (1965 - 1980)	5	11			54,886			56,432	59,698
Millennial (1981 - 1996)	7	22	49,920	52,000	54,970	70,319	82,866	61,186	63,728
By Number of Years in Position:									
Up to 5 Years	9	42	49,920	52,000	55,071	62,675	78,283	58,778	61,887

Case Manager/Social Worker

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. Report positions requiring a MSW in job #874. (Case Managers/Social Workers working in a medical setting are reported in the Case Manager, Medical position in the Medical & Clinic Services section.)

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	34	509	\$43,576	\$45,500	\$49,837	\$54,850	\$61,942	\$51,085	\$50,719
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	14	57	39,520	44,949	46,592	51,002	56,032	48,068	50,371
\$10,000,000 and more	16	444	43,649	45,661	50,086	55,073	62,598	51,480	50,154
By Geographic Region:									
Greater Hartford	11	134	43,576	43,576	44,419	47,840	52,354	45,925	47,218
Western MA & Litchfield County CT	6	134							51,620
Eastern MA, Not Including Boston	7	156							51,348
Boston & Cambridge	7	67	44,687	49,005	52,998	55,827	65,358	53,596	56,016
By State:									
Connecticut	11	134	43,576	43,576	44,419	47,840	52,354	45,925	47,218
Massachusetts	21	358	45,816	48,161	51,948	56,986	64,711	53,490	53,337
By Field of Service:									
Child and Youth Services and Advocacy	12	113	41,240	43,784	44,908	48,651	53,723	46,558	50,796
Elderly and Disabled Services & Advocacy	6	283	46,168	47,944	53,082	57,294	65,699	54,209	53,021
Counseling, Crisis Interv, Mntl Hlth, Subst Misuse	6	70	43,576	43,576	44,990	50,929	52,990	46,743	47,205
By Number of Full-Time Equivalent Employees:									
21 - 50 FTEs	10	52	41,180	45,161	46,879	50,000	55,000	47,890	49,289
51 -100 FTEs	8	80	37,440	43,576	43,576	47,320	49,234	45,052	47,371
101+ FTEs	11	370	44,013	47,239	51,012	56,146	63,835	52,762	52,019
By Years of Experience Required:									
1 Year	9	170	43,784	44,653	52,978	57,853	68,615	53,457	49,938
2 - 3 Years	19	211	43,576	45,675	49,234	52,894	57,294	49,920	52,842
By Level of Education Required:									
High School Diploma	6	24	41,716	44,959	47,503	50,814	54,309	47,992	46,812
Bachelor's Degree	22	419	43,576	45,261	49,754	55,286	63,835	51,468	51,324
By Gender of Employee:									
Female/Woman	33	416	43,576	45,536	49,941	55,105	63,469	51,452	50,760
Male/Man	16	67	42,698	43,784	47,840	53,500	58,477	49,008	48,600
By Race/Ethnicity of Employee:									
BIPOC	31	293	43,576	45,448	50,086	54,923	60,000	51,202	51,078
Asian	6	27							53,550
Black	26	118	43,576	43,784	47,320	54,687	66,198	50,401	50,598
Hispanic/Latinx	22	136	43,784	46,613	50,086	54,159	58,422	50,781	50,532
Mixed Race	7	10			50,960			50,356	50,351
White	26	190	43,591	45,313	48,691	53,768	61,373	50,304	49,401
By Generation of Employee:									
Baby Boom (1946 - 1964)	13	31	45,635	49,067	56,472	65,187	71,548	57,993	55,799
Gen X (1965 - 1980)	21	103	44,125	47,258	50,086	56,139	63,835	52,538	50,955
Millennial (1981 - 1996)	23	258	43,784	46,904	50,086	55,110	61,271	51,746	50,895
Gen Z (1997 - 2012)	17	85	43,576	43,784	45,885	50,887	53,618	47,277	47,521

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. Report positions requiring a MSW in job #874. (Case Managers/Social Workers working in a medical setting are reported in the Case Manager, Medical position in the Medical & Clinic Services section.)

CONTINUED FROM PREVIOUS PAGE	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
By Number of Years in Position:									
Up to 5 Years	32	375	43,576	44,990	48,668	53,768	57,294	49,688	50,078
5 - 10 Years	11	58	48,360	49,820	56,940	68,594	72,702	59,080	53,372
11 - 20 Years	10	22	45,866	50,045	55,073	62,477	69,586	57,121	54,848
More than 20 Years	7	9			57,403			58,564	59,209

Responsible for providing a safe and supportive environment for organization's clientele. Adheres to laws regarding confidentiality and reporting requirements. Maintains observation and progress records as needed. Provides crisis intervention and/or conflict resolution to individuals and groups. Requires a Master degree. Positions not requiring a Master degree should be reported in job #877.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	5	9			\$77,646			\$67,824	\$64,685
By State:									
Massachusetts	5	9			77,646			67,824	64,685

Counselor

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. Positions requiring a Master degree should be reported in job #876.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	12	105	\$33,530	\$40,206	\$47,472	\$52,000	\$55,534	\$46,449	\$48,070
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	7	45	38,956	40,206	43,801	49,345	58,411	46,106	48,350
\$10,000,000 and more	5	60	33,211	38,927	49,005	52,572	55,120	46,706	47,679
By State:									
Massachusetts	8	76	40,837	44,437	49,172	52,925	57,314	49,808	50,584
By Number of Full-Time Equivalent Employees:									
21 - 50 FTEs	5	28	41,500	43,878	46,970	54,278	66,292	49,952	51,913
By Years of Experience Required:									
1 Year	7	40	33,176	33,530	39,273	47,773	52,166	41,244	46,294
2 - 3 Years	5	39	40,498	42,745	49,338	53,976	59,946	49,253	48,079
By Level of Education Required:									
High School Diploma	5	35	33,176	33,530	41,009	44,741	52,066	40,909	43,519
Bachelor's Degree	5	31							49,289
By Gender of Employee:									
Female/Woman	10	71	35,854	40,206	44,109	52,000	59,330	46,414	48,182
Male/Man	8	19	33,176	33,176	48,690	52,166	54,558	43,652	47,356
By Race/Ethnicity of Employee:									
BIPOC	11	63	33,530	39,130	43,555	49,005	52,100	43,951	47,888
Black	8	37	33,459	37,295	42,745	46,970	50,192	42,261	44,556
Hispanic/Latinx	8	18	38,570	40,206	48,059	52,759	66,292	47,691	48,133
White	10	38	37,533	44,306	51,719	54,480	60,618	50,348	47,346
By Generation of Employee:									
Baby Boom (1946 - 1964)	7	14	36,276	41,054	46,020	52,619	57,200	46,507	47,864
Gen X (1965 - 1980)	9	22	33,530	38,756	49,503	54,919	68,433	49,348	52,959
Millennial (1981 - 1996)	9	49	38,890	40,999	48,690	51,199	55,182	46,689	46,639
Gen Z (1997 - 2012)	8	18	33,058	35,389	40,608	50,375	52,304	41,949	44,908
By Number of Years in Position:									
Up to 5 Years	11	66	33,424	39,098	43,801	50,721	54,151	44,509	46,588
5 - 10 Years	6	11			46,280			47,886	51,255
11 - 20 Years	6	12	33,530	41,668	49,962	64,985	68,433	51,219	54,515

Promotes the effectiveness of program services for clients, by acting as liaison between a program site and home, or in a residential program. Communicates with program staff and family members with respect to goals, concerns and progress. Promotes safe and trauma informed family involvement through home visits, phone calls or written communications. Maintains program participant files. Provide referrals for community resources as needed.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	8	47	\$35,360	\$44,990	\$50,000	\$51,912	\$60,837	\$48,315	\$49,354
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	6	39	35,360	45,000	50,400	53,418	63,000	49,508	52,071
By State:									
Massachusetts	7	31	36,500	46,134	50,000	55,200	63,518	50,861	50,206
By Years of Experience Required:									
2 - 3 Years	7	42	35,360	42,744	49,960	51,438	58,893	47,432	49,569
By Gender of Employee:									
Female/Woman	8	35	35,360	36,005	49,920	51,438	63,259	47,662	49,185
By Race/Ethnicity of Employee:									
BIPOC	6	29	35,360	45,880	50,000	51,956	60,296	48,835	49,015
Black	5	13	35,360	40,883	49,920	52,665	62,682	48,206	46,975
White	6	16	35,360	36,005	48,200	54,378	63,194	47,163	48,216
By Generation of Employee:									
Millennial (1981 - 1996)	5	23	35,360	46,134	51,438	53,418	62,189	49,748	53,392
By Number of Years in Position:									
Up to 5 Years	7	36	35,360	45,190	49,960	51,794	57,417	47,838	49,571
5 - 10 Years	5	9			51,438			49,184	48,260

Eligibility Specialist

Interviews clients/prospective clients to determine their eligibility for a wide range of social services. Gathers and verifies information. Assists clients to complete application forms for government and other social services and submits for approval. (Eligibility Specialists working in housing eligibility programs are reported under the Occupancy Specialist position in Housing/Shelter section.)

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	12	74							\$50,461
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	6	46							49,064
\$10,000,000 and more	6	28	35,360	35,376	52,707	55,614	58,069	48,453	51,857
By State:									
Massachusetts	8	60							51,842
By Level of Education Required:									
High School Diploma	6	19	35,360	35,360	41,600	51,958	56,160	42,904	48,628
By Gender of Employee:									
Female/Woman	10	57	35,360	45,675	49,920	51,979	55,725	48,529	49,140
By Race/Ethnicity of Employee:									
BIPOC	10	42	43,170	49,920	49,920	54,762	57,388	50,818	50,159
Hispanic/Latinx	7	11			54,101			52,640	52,807
White	6	27	35,360	41,600	49,920	49,920	52,291	46,591	46,425
By Generation of Employee:									
Gen X (1965 - 1980)	6	7			54,101			53,878	53,462
Millennial (1981 - 1996)	5	9			55,661			53,779	52,467
By Number of Years in Position:									
Up to 5 Years	11	68							48,979

Meets with possible client/parents/guardians for entrance into organization's clinical program. Assesses suitability of program for individual client. Explains policies, procedures and fees. Completes intake documentation to register a new case into the program. Interacts with any relevant government agencies. Facilitates the assignment of new case to organization's clinical staff. Maintains clinical forms, revising as necessary.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	14	29	\$35,256	\$38,574	\$49,795	\$58,896	\$66,539	\$50,420	\$50,402
By Annual Operating Expenses:									
\$10,000,000 and more	11	24	35,048	38,189	46,135	59,566	66,300	49,666	49,692
By State:									
Massachusetts	9	21	38,189	43,888	52,832	64,595	67,508	53,612	52,790
By Field of Service:									
Elderly and Disabled Services & Advocacy	5	14	37,815	38,766	51,314	64,007	75,328	53,208	50,894
By Number of Full-Time Equivalent Employees:									
101+ FTEs	9	22	34,965	38,002	47,944	58,225	65,974	49,705	49,791
By Years of Experience Required:									
2 - 3 Years	5	5			54,517			57,175	57,175
By Level of Education Required:									
Bachelor's Degree	5	15	34,840	36,130	49,795	63,419	73,474	51,523	50,599
By Gender of Employee:									
Female/Woman	12	23	37,740	40,498	51,019	60,237	67,074	51,844	49,234
By Race/Ethnicity of Employee:									
BIPOC	6	13	35,006	36,785	40,498	56,619	66,018	46,364	47,089
Hispanic/Latinx	5	11			46,000			47,571	48,331
White	9	16	37,184	45,859	52,624	63,716	71,956	53,715	50,897
By Generation of Employee:									
Gen X (1965 - 1980)	5	8			53,759			54,149	52,522
Millennial (1981 - 1996)	7	14	34,840	35,912	38,574	53,695	63,388	44,401	48,992
By Number of Years in Position:									
Up to 5 Years	11	16	37,047	38,381	46,047	52,854	64,355	47,505	47,857

Resource & Referral Counselor

Provides resource and referral counseling to clients with respect to social services and educational programs. Develops and maintains relationships with community organizations to provide off-site referrals. Plans and hosts outreach events. Maintains documentation, runs reports related to services. Collaborates with staff in other departments to further organization's goals. May provide technical assistance to service providers.

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	13	44	\$39,427	\$46,218	\$50,564	\$62,504	\$69,330	\$53,780	\$53,116
By Annual Operating Expenses:									
\$10,000,000 and more	8	34	36,920	45,760	48,194	62,379	70,148	52,690	49,113
By State:									
Massachusetts	7	33	45,760	47,998	53,872	63,118	70,246	56,263	55,327
By Field of Service:									
Child and Youth Services and Advocacy	6	19	36,608	41,621	49,500	55,500	68,000	49,890	52,624
Elderly and Disabled Services & Advocacy	5	23	45,760	46,051	54,288	63,398	73,195	56,862	52,840
By Years of Experience Required:									
2 - 3 Years	5	19	45,760	47,840	49,500	62,566	69,000	54,490	56,387
By Level of Education Required:									
Bachelor's Degree	9	33	36,858	45,760	49,500	61,419	70,246	53,366	51,457
By Gender of Employee:									
Female/Woman	10	35	42,544	47,819	53,872	62,837	70,050	55,348	53,938
Male/Man	5	7			47,819			45,054	44,498
By Race/Ethnicity of Employee:									
BIPOC	6	13	36,608	41,975	48,006	56,250	67,860	49,805	52,869
White	9	26	42,698	45,916	50,564	62,379	71,232	53,909	50,149
By Generation of Employee:									
Baby Boom (1946 - 1964)	7	15	44,229	47,840	54,288	69,000	77,347	58,695	52,936
Gen X (1965 - 1980)	5	10			48,847			51,143	53,268
Millennial (1981 - 1996)	7	12	38,574	45,760	48,753	62,549	69,291	53,039	53,619
By Number of Years in Position:									
Up to 5 Years	10	21	37,918	45,760	48,194	54,000	64,920	49,964	51,779

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		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	10	280	\$35,838	\$35,880	\$37,149	\$38,413	\$40,061	\$37,843	\$42,071
By Annual Operating Expenses:									
\$10,000,000 and more	8	276	35,838	35,880	37,149	38,189	39,632	37,720	41,060
By State:									
Massachusetts	7	142							42,136
By Field of Service:									
Elderly and Disabled Services & Advocacy	5	175							39,277
By Number of Full-Time Equivalent Employees:									
51 -100 FTEs	5	19	35,984	35,984	39,520	42,162	49,982	40,002	43,683
101+ FTEs	5	261	35,838	35,880	37,149	38,189	39,034	37,685	40,459
By Level of Education Required:									
High School Diploma	6	156							39,657
By Gender of Employee:									
Female/Woman	8	103							41,615
Male/Man	6	59							42,290
By Race/Ethnicity of Employee:									
BIPOC	7	187	35,838	35,880	35,880	37,440	39,104	37,441	41,186
Black	6	115							40,561
Hispanic/Latinx	6	47	35,872	35,880	35,880	38,584	43,846	38,261	42,138
White	10	92							41,891
By Generation of Employee:									
Gen X (1965 - 1980)	7	88	35,880	35,880	37,149	39,000	42,278	38,540	40,508
Millennial (1981 - 1996)	8	119	35,838	35,880	35,880	37,149	39,000	37,334	42,056
Gen Z (1997 - 2012)	6	37	35,493	35,838	35,880	37,149	38,584	37,010	39,295
By Number of Years in Position:									
Up to 5 Years	10	214							41,420

Direct Care Counselor

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		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	11	1,307	\$35,360	\$35,880	\$36,400	\$39,520	\$42,640	\$37,974	\$38,619
By Annual Operating Expenses:									
\$10,000,000 and more	8	1,276	35,360	35,880	36,400	39,520	42,640	37,942	38,521
By State:									
Massachusetts	7	744	35,360	35,360	37,950	40,165	44,200	38,680	39,037
By Field of Service:									
Elderly and Disabled Services & Advocacy	5	780	35,360	35,360	35,880	39,520	39,520	37,319	38,098
By Number of Full-Time Equivalent Employees:									
101+ FTEs	8	1,276	35,360	35,880	36,400	39,520	42,640	37,942	38,521
By Years of Experience Required:									
1 Year	6	465							39,817
By Level of Education Required:									
High School Diploma	10	1,301	35,360	35,880	36,400	39,520	42,640	37,969	38,681
By Gender of Employee:									
Female/Woman	10	760	35,360	35,880	35,880	38,875	43,129	37,696	38,528
Male/Man	10	379	35,360	35,360	35,880	39,000	43,701	37,977	38,793
By Race/Ethnicity of Employee:									
BIPOC	10	904	35,360	35,360	35,880	38,792	42,120	37,445	37,999
Black	9	700	35,360	35,880	35,880	38,792	42,120	37,419	38,052
Hispanic/Latinx	8	165	35,360	35,360	35,880	38,657	43,160	37,413	37,950
Mixed Race	6	28	35,360	35,880	35,880	39,390	42,800	37,826	38,074
White	10	171	35,360	35,880	37,960	43,181	46,429	39,919	39,673
By Generation of Employee:									
Baby Boom (1946 - 1964)	8	143	35,360	35,880	35,880	38,875	43,181	38,169	39,189
Gen X (1965 - 1980)	10	301	35,360	35,880	35,880	39,000	43,160	37,810	38,714
Millennial (1981 - 1996)	10	487	35,360	35,880	35,880	38,875	43,181	37,630	38,714
Gen Z (1997 - 2012)	9	209	35,360	35,360	35,880	39,624	44,200	37,850	37,970
By Number of Years in Position:									
Up to 5 Years	10	853	35,360	35,360	35,880	38,480	42,640	37,436	37,962
5 - 10 Years	9	123	35,880	35,880	35,880	39,000	43,480	38,037	37,974
11 - 20 Years	9	122	35,880	35,880	36,691	40,378	44,094	38,481	40,540
More than 20 Years	7	44	35,880	37,128	38,470	46,910	51,085	41,868	43,561

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 and to promote services and other relevant resources. 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		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	16	70	\$35,360	\$36,270	\$39,520	\$47,200	\$56,633	\$42,994	\$44,462
By Annual Operating Expenses:									
\$10,000,000 and more	7	57	35,360	36,400	39,312	47,200	54,246	42,709	44,124
By State:									
Connecticut	5	8			39,229			41,691	41,768
Massachusetts	9	60	35,360	36,400	40,040	47,200	56,633	43,260	46,902
By Number of Full-Time Equivalent Employees:									
101+ FTEs	6	56	35,360	36,400	39,416	47,200	54,870	42,804	45,238
By Years of Experience Required:									
1 Year	7	24							45,451
2 - 3 Years	7	11			47,840			47,020	49,183
By Level of Education Required:									
High School Diploma	5	34							49,273
Bachelor's Degree	8	27							41,489
By Gender of Employee:									
Female/Woman	13	53	35,360	36,057	39,520	47,200	59,263	43,296	43,645
By Race/Ethnicity of Employee:									
BIPOC	13	45	35,360	35,537	39,312	47,520	54,799	42,396	44,915
Black	8	24	34,840	35,360	38,460	44,289	55,172	40,848	42,737
Hispanic/Latinx	7	15	35,360	36,400	46,010	51,480	55,711	45,059	46,206
White	8	23	35,360	36,400	43,680	47,200	61,884	43,848	42,166
By Generation of Employee:									
Gen X (1965 - 1980)	5	15							41,713
Millennial (1981 - 1996)	9	29	35,360	35,360	40,560	47,200	59,280	43,128	46,260
Gen Z (1997 - 2012)	7	14	34,840	36,270	43,680	47,360	49,788	42,419	41,584
By Number of Years in Position:									
Up to 5 Years	15	48	35,360	35,360	39,520	47,200	57,224	42,517	43,983

Prevention Worker

Promotes primary prevention programming through training, community mobilization, social norms change and policy development designed to move beyond education and awareness. Uses evidence informed curricula, campaigns and other modalities within communities, educational institutions, and other systems to promote safe and healthy environments and behaviors, reducing the likelihood or frequency of an incident, injury or condition occurring. May determine and/or deliver interventions designed to prevent first time perpetration or victimization, with a focus on reducing factors that put an individual at risk for perpetration and on promoting factors that protect an individual from victimization.

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	10	49							\$50,314
By Annual Operating Expenses:									
\$10,000,000 and more	5	42							47,332
By State:									
Massachusetts	7	19	37,981	40,019	45,157	50,000	61,714	46,957	48,560
By Number of Full-Time Equivalent Employees:									
101+ FTEs	5	42							47,332
By Gender of Employee:									
Female/Woman	9	34							51,751
By Race/Ethnicity of Employee:									
BIPOC	8	25							46,298
Hispanic/Latinx	5	13							46,825
White	8	24							52,879
By Generation of Employee:									
Gen X (1965 - 1980)	5	12							49,231
Millennial (1981 - 1996)	7	21	37,985	42,890	47,278	49,244	59,774	46,739	51,654
Gen Z (1997 - 2012)	5	12							46,675
By Number of Years in Position:									
Up to 5 Years	9	30	38,114	43,784	45,771	49,197	52,014	46,539	50,055

Fills in to relieve scheduled program services staff on an as needed, or on call basis. Shifts may be scheduled and can be 24/7, include holidays. It is preferable to have a flexible schedule in order to accommodate the needs of the facility, program or staff. Must be able to set and maintain appropriate boundaries with clients and colleagues, to deliver and follow instructions, to communicate effectively, to demonstrate competency in multi-tasking, problem-solving, time management, and crisis management, and to demonstrate reliability in performing duties of the position including remaining awake during scheduled work hours.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	9	418	\$31,200	\$33,280	\$33,800	\$35,880	\$40,997	\$35,078	\$36,734
By Annual Operating Expenses:									
\$10,000,000 and more	8	417	31,200	33,280	33,800	35,880	40,997	35,062	36,126
By State:									
Massachusetts	7	313	31,200	32,760	33,280	35,620	40,997	34,816	36,439
By Number of Full-Time Equivalent Employees:									
101+ FTEs	8	417	31,200	33,280	33,800	35,880	40,997	35,062	36,126
By Level of Education Required:									
High School Diploma	6	364	31,200	33,280	33,280	35,880	35,880	34,295	35,833
By Gender of Employee:									
Female/Woman	7	269	31,200	33,280	33,280	35,880	35,880	34,309	36,380
Male/Man	6	91							35,475
By Race/Ethnicity of Employee:									
BIPOC	8	329	31,200	33,280	33,280	35,880	40,997	35,084	36,947
Black	8	247	32,240	33,280	35,880	35,880	40,997	35,581	37,008
Hispanic/Latinx	5	62							35,177
White	6	67							35,952
By Generation of Employee:									
Baby Boom (1946 - 1964)	5	43	31,200	32,240	34,174	35,880	40,997	34,767	35,141
Gen X (1965 - 1980)	8	92	31,200	33,280	33,280	35,880	41,531	35,105	37,356
Millennial (1981 - 1996)	7	188	31,200	33,280	35,880	35,880	40,997	35,469	36,160
Gen Z (1997 - 2012)	6	84	31,200	33,280	33,280	35,880	36,400	34,411	36,925
By Number of Years in Position:									
Up to 5 Years	6	277	31,200	33,280	33,280	35,880	35,984	34,017	35,251
5 - 10 Years	6	47	31,200	33,280	35,880	35,880	41,704	35,271	37,380
11 - 20 Years	5	36							35,169

Certified Peer Specialist

894

Uses lived experience in recovery from substance use, behavioral health and/or other trauma to support people in crisis to increase social support networks, resiliency and recovery resources. Uses peer listening and disclosing and recovery planning to help people access self-help support groups, health care, housing, family support and educational and vocational goals. This position requires state-issued certification.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	5	78							\$44,741
By Race/Ethnicity of Employee:									
White	5	11			41,995			44,340	45,653
By Generation of Employee:									
Baby Boom (1946 - 1964)	5	17							45,094

Peer Support Group Facilitator

895

Under supervision, facilitates support groups for a wide variety of program clients. Develops supportive relationships with peer clients using active listening and open dialogue. Serves as a role model and empowers peers to advocate for themselves, resolve problems, develop practical coping skills and plan for their futures.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	5	268							\$40,323
By Gender of Employee:									
Female/Woman	5	201							39,965

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	9	9			\$65,000			\$68,186	\$68,186
By State:									
Massachusetts	6	6			66,696			70,371	70,371
By Gender of Employee:									
Female/Woman	5	5			67,392			71,053	71,053
By Race/Ethnicity of Employee:									
White	7	7			66,000			69,277	69,277
By Number of Years in Position:									
Up to 5 Years	6	6			65,500			66,231	66,231

Volunteer Coordinator

906

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

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	15	19	\$33,280	\$41,600	\$47,986	\$53,000	\$61,786	\$47,803	\$48,431
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	8	11			49,920			50,173	51,408
By State:									
Massachusetts	9	10			52,958			53,245	53,596
By Number of Full-Time Equivalent Employees:									
21 - 50 FTEs	6	7			49,995			51,735	52,731
By Level of Education Required:									
No requirement	5	7			47,258			47,356	47,322
Bachelor's Degree	5	5			50,000			52,456	52,456
By Gender of Employee:									
Female/Woman	9	9			49,995			49,124	49,124
Male/Man	6	6			48,993			49,184	49,184
By Race/Ethnicity of Employee:									
White	12	14	35,360	46,795	49,958	54,250	62,143	49,785	50,176
By Generation of Employee:									
Gen X (1965 - 1980)	5	5			49,920			49,660	49,660
Millennial (1981 - 1996)	5	5			49,995			52,339	52,339
By Number of Years in Position:									
Up to 5 Years	11	13	30,784	43,691	47,986	51,458	59,132	47,044	46,972

Acts as 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. May report to the Executive Director/CEO, or in the case of larger organizations, to an executive-level communications employee (see job #020).

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	26	27	\$67,000	\$75,000	\$93,150	\$100,000	\$126,089	\$91,881	\$91,713
By Annual Operating Expenses:									
\$1,000,000 - \$2,499,999	5	5			75,600			86,932	86,932
\$2,500,000 - \$9,999,999	9	9			94,765			90,819	90,819
\$10,000,000 and more	11	12	69,000	76,565	96,150	107,117	126,658	94,991	94,876
By Geographic Region:									
Eastern MA, Not Including Boston	6	6			84,465			87,275	87,275
Boston & Cambridge	10	11			97,300			98,645	98,885
By State:									
Massachusetts	19	20	67,950	75,150	93,400	103,779	124,775	92,432	92,231
By Field of Service:									
Child and Youth Services and Advocacy	5	5			74,277			76,355	76,355
Arts and Culture	5	5			94,765			89,149	89,149
By Number of Full-Time Equivalent Employees:									
6 - 20 FTEs	6	6			86,461			91,739	91,739
21 - 50 FTEs	6	6			86,300			82,663	82,663
51 -100 FTEs	7	8			94,883			97,507	97,686
101+ FTEs	6	6			94,600			94,242	94,242
By Years of Experience Required:									
2 - 3 Years	7	7			75,600			78,620	78,620
4 - 6 Years	8	9			94,765			94,922	94,756
7+ Years	6	6			97,150			104,077	104,077
By Level of Education Required:									
No requirement	8	9			97,300			99,704	100,135
Bachelor's Degree	13	13	59,448	73,389	83,429	93,958	123,113	85,014	85,014
By Gender of Employee:									
Female/Woman	18	19	65,000	74,277	95,000	100,000	125,861	91,989	91,752
Male/Man	7	7			87,422			85,906	85,906
By Race/Ethnicity of Employee:									
White	21	22	67,100	75,450	92,475	98,125	113,597	90,205	89,917
By Generation of Employee:									
Gen X (1965 - 1980)	9	9			88,858			92,742	92,742
Millennial (1981 - 1996)	11	12	57,356	73,125	94,075	97,475	129,906	89,978	89,407
By Number of Years in Position:									
Up to 5 Years	16	17	62,816	73,389	93,150	98,750	126,089	90,469	90,107
By Number of Employees Managed:									
1 to 3 FTEs	12	12	68,000	87,075	96,000	109,210	126,658	97,535	97,535
4 to 8 FTEs	5	5			93,150			88,796	88,796

Communications Manager

911

Under general supervision, speaks for the organization within the community, to government, prospective funders and others. Designs and implements communications strategy for some aspect(s) of the organization's programs or services. Establishes procedures for evaluating results. May supervise supporting communications staff.

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	40	43	\$54,999	\$56,925	\$70,000	\$76,898	\$90,893	\$70,643	\$70,112
By Annual Operating Expenses:									
\$500,000 - \$999,999	7	7			69,999			64,384	64,384
\$1,000,000 - \$2,499,999	8	8			68,265			70,284	70,284
\$2,500,000 - \$9,999,999	15	17	55,000	62,306	74,000	78,955	89,269	72,551	73,071
\$10,000,000 and more	7	7			58,677			67,386	67,386
By Geographic Region:									
Western MA & Litchfield County CT	6	7			56,514			68,379	63,797
Boston & Cambridge	18	19	58,000	69,430	71,760	76,627	89,232	72,635	72,671
Maine, New Hampshire, Vermont, Upstate NY	6	7			66,612			71,288	72,286
By State:									
Connecticut	5	5			67,500			68,068	68,068
Massachusetts	27	29	55,390	59,089	71,718	78,820	92,000	71,838	70,942
By Field of Service:									
Child and Youth Services and Advocacy	5	5			66,612			72,315	72,315
Food Programs and Pantries, Nutrition, Agriculture	6	6			60,081			63,762	63,762
Environment, Conservation, Animal Welfare	5	5			70,000			72,549	72,549
Arts and Culture	7	7			69,999			66,650	66,650
By Number of Full-Time Equivalent Employees:									
1 - 5 FTEs	6	6			70,000			65,604	65,604
6 - 20 FTEs	17	19	55,000	59,500	70,000	81,012	92,000	71,841	70,812
21 - 50 FTEs	5	6			72,000			69,769	69,322
51 -100 FTEs	7	7			56,925			68,450	68,450
101+ FTEs	5	5			71,760			76,259	76,259
By Years of Experience Required:									
2 - 3 Years	19	19	54,999	56,925	70,000	81,012	89,232	70,545	70,545
4 - 6 Years	8	9			69,999			66,279	65,564
By Level of Education Required:									
No requirement	10	12	62,479	70,430	75,000	83,253	97,425	77,336	76,016
High School Diploma	6	7			67,500			64,499	64,366
Bachelor's Degree	19	19	54,999	56,514	67,100	80,746	89,232	69,065	69,065
By Gender of Employee:									
Female/Woman	30	32	54,688	56,040	68,465	75,000	88,013	67,680	66,596
Male/Man	5	5			76,627			78,681	78,681
By Race/Ethnicity of Employee:									
BIPOC	8	8			76,114			79,130	79,130
White	30	30	54,599	55,848	65,551	76,437	91,723	68,068	68,068

Under general supervision, speaks for the organization within the community, to government, prospective funders and others. Designs and implements communications strategy for some aspect(s) of the organization's programs or services. Establishes procedures for evaluating results. May supervise supporting communications staff.

CONTINUED FROM PREVIOUS PAGE	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
By Generation of Employee:									
Gen X (1965 - 1980)	6	6			62,007			69,337	69,337
Millennial (1981 - 1996)	19	22	54,999	58,856	74,500	81,377	96,393	72,988	72,240
Gen Z (1997 - 2012)	6	6			57,000			56,630	56,630
By Number of Years in Position:									
Up to 5 Years	31	34	55,000	56,426	70,000	77,860	87,200	69,042	68,202
5 - 10 Years	6	6			72,280			73,586	73,586
By Number of Employees Managed:									
1 to 3 FTEs	11	11			71,718			72,840	72,840

Content Marketing Manager

916

Responsible for sourcing, writing, producing and distributing content for online and/or offline marketing needs. Uses written, multimedia and video storytelling to create innovative and engaging content in support of the organization's marketing goals. Contributes to content marketing initiatives, coordinating with communications and fund development departments to develop materials and presentations. May manage organization's presence on social media platforms.

	Number of		Annual Base Salaries						
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile	Avg by Employee	Avg by Org
All Organizations:	14	18	\$51,800	\$54,824	\$65,500	\$71,820	\$76,400	\$63,674	\$61,786
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	5	6			59,462			61,654	59,285
\$10,000,000 and more	6	9			66,600			66,673	65,404
By State:									
Massachusetts	11	15	51,200	56,160	66,600	73,000	77,600	65,085	63,195
By Years of Experience Required:									
4 - 6 Years	5	7			66,000			64,713	62,798
By Level of Education Required:									
No requirement	5	7			71,427			68,204	67,685
By Gender of Employee:									
Female/Woman	9	13	50,800	54,580	66,000	72,214	77,600	64,324	61,675
By Race/Ethnicity of Employee:									
White	11	14	51,000	52,750	65,500	71,820	78,000	63,587	62,053
By Generation of Employee:									
Millennial (1981 - 1996)	6	6			69,500			67,193	67,193
By Number of Years in Position:									
Up to 5 Years	10	12	50,600	53,790	63,712	71,068	73,700	62,459	61,050

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		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	15	18	\$42,326	\$46,035	\$52,008	\$55,838	\$59,667	\$51,785	\$52,419
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	5	6			53,820			51,613	51,167
\$10,000,000 and more	6	8			50,000			50,420	51,894
By Geographic Region:									
Eastern MA, Not Including Boston	5	5			55,494			56,367	56,367
Boston & Cambridge	5	6			55,435			55,490	55,819
By State:									
Massachusetts	12	15	42,276	48,000	54,579	55,869	62,637	52,731	53,760
By Field of Service:									
Elderly and Disabled Services & Advocacy	5	5			54,579			53,835	53,835
Arts and Culture	5	7			46,380			47,740	48,436
By Number of Full-Time Equivalent Employees:									
6 - 20 FTEs	5	6			55,247			54,462	54,586
101+ FTEs	5	5			52,016			53,072	53,072
By Years of Experience Required:									
2 - 3 Years	9	11			52,000			52,017	53,354
By Level of Education Required:									
Bachelor's Degree	8	11			49,920			51,220	52,197
By Gender of Employee:									
Female/Woman	11	13	43,672	45,690	52,000	55,661	64,618	51,866	52,932
By Race/Ethnicity of Employee:									
BIPOC	5	5			54,579			49,511	49,511
White	8	10			53,755			53,084	54,855
By Generation of Employee:									
Millennial (1981 - 1996)	9	9			54,579			52,012	52,012
By Number of Years in Position:									
Up to 5 Years	12	15	40,947	45,000	52,000	55,869	62,637	51,708	52,481

Social Media Coordinator

918

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

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	10	10			\$48,999			\$53,783	\$53,783
By Annual Operating Expenses:									
\$10,000,000 and more	5	5			55,162			57,802	57,802
By Number of Full-Time Equivalent Employees:									
51 -100 FTEs	5	5			55,162			59,029	59,029
By Gender of Employee:									
Female/Woman	6	6			52,108			55,082	55,082
By Race/Ethnicity of Employee:									
White	6	6			48,589			49,599	49,599
By Generation of Employee:									
Millennial (1981 - 1996)	6	6			48,874			53,827	53,827
By Number of Years in Position:									
Up to 5 Years	7	7			49,200			54,172	54,172

Creates media content and graphics, compiles daily news clips, manages and updates press lists, and supports outreach to media. Supports the creation and dissemination of organization's communications, including press releases, action alerts, and newsletters. May support the planning and execution of organization's events and contribute to development of grant proposals.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	16	18	\$42,307	\$50,000	\$52,383	\$58,500	\$71,194	\$54,600	\$53,687
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	7	7			52,765			54,839	54,839
By Geographic Region:									
Boston & Cambridge	8	8			52,508			51,203	51,203
By State:									
Massachusetts	15	16	40,070	50,000	52,000	55,516	69,023	52,319	52,410
By Number of Full-Time Equivalent Employees:									
6 - 20 FTEs	8	10			50,960			52,974	50,742
By Years of Experience Required:									
2 - 3 Years	8	9			51,917			54,473	54,912
By Level of Education Required:									
No requirement	5	5			52,000			48,269	48,269
Bachelor's Degree	7	9			51,917			56,938	55,519
By Gender of Employee:									
Female/Woman	13	13	36,714	47,055	52,000	60,000	69,406	52,925	52,925
By Race/Ethnicity of Employee:									
BIPOC	7	7			53,016			53,029	53,029
White	9	10			52,383			55,959	56,514
By Generation of Employee:									
Gen Z (1997 - 2012)	9	9			52,000			49,903	49,903
By Number of Years in Position:									
Up to 5 Years	13	15	38,952	50,000	52,000	57,000	74,259	53,520	52,231

Graphic Artist

920

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	9	12	\$44,120	\$51,562	\$59,851	\$67,476	\$73,852	\$59,428	\$59,717
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	5	5			55,702			61,346	61,346
By State:									
Massachusetts	6	8			64,500			62,016	62,365
By Gender of Employee:									
Female/Woman	6	8			64,500			62,604	63,148
By Race/Ethnicity of Employee:									
White	5	6			66,000			63,990	63,496
By Generation of Employee:									
Millennial (1981 - 1996)	5	6			59,851			60,143	58,881

Writer/Editor

921

Writes and edits internal and external materials, including printed and web materials, speeches, opinion pieces, essays, issue papers, background documents, conference materials, and other publications. For grant writers, please see positions #215 and #216 in Development section. Report positions involved with writing and/or editing for an organization's regular media publications in the Media/Journalism position group.

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	5	16							\$75,764

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

	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	9	10			\$70,414			\$66,420	\$66,833
By State:									
Massachusetts	5	6			71,414			69,274	70,589
By Gender of Employee:									
Female/Woman	5	6			64,664			62,659	62,651
By Race/Ethnicity of Employee:									
White	6	6			64,250			62,521	62,521
By Generation of Employee:									
Millennial (1981 - 1996)	5	5			70,000			62,681	62,681

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		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	13	43	\$35,880	\$35,880	\$36,379	\$43,160	\$51,800	\$40,208	\$46,464
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	9	17	35,410	38,000	43,160	48,901	54,853	43,638	47,289
By State:									
Connecticut	5	5			46,301			47,640	47,640
Massachusetts	7	36							46,786
By Gender of Employee:									
Female/Woman	8	29							45,485
By Race/Ethnicity of Employee:									
BIPOC	5	11			38,000			40,503	44,092
White	8	29							46,563
By Generation of Employee:									
Gen X (1965 - 1980)	5	5			46,301			45,298	45,298
Millennial (1981 - 1996)	5	10			39,905			40,470	42,046
By Number of Years in Position:									
Up to 5 Years	6	11			42,800			43,401	45,997

Community Outreach Coordinator

935

Responsible for connecting people in the broader community to the organization's programs. Plans and represents the organization at community events and other communication opportunities. Creates outreach materials for distribution to the organization's target population. Develops and maintains relationships with collaborative partners. May oversee organization's community engagement budget.

	Number of		Annual Base Salaries					Avg by Employee	Avg by Org
	Orgs	Emps	10th %ile	25th %ile	Median (50%)	75th %ile	90th %ile		
All Organizations:	19	28	\$36,920	\$38,402	\$45,760	\$59,040	\$64,413	\$48,164	\$50,806
By Annual Operating Expenses:									
\$2,500,000 - \$9,999,999	10	12	41,842	43,980	53,498	60,755	65,522	53,279	53,850
By Geographic Region:									
Greater Hartford	5	7			48,006			50,283	51,715
Boston & Cambridge	5	6			50,378			52,330	53,644
By State:									
Connecticut	5	7			48,006			50,283	51,715
Massachusetts	10	17	36,920	37,180	45,760	58,240	64,784	48,086	52,760
By Number of Full-Time Equivalent Employees:									
6 - 20 FTEs	6	7			60,000			58,225	58,229
By Years of Experience Required:									
1 Year	5	5			41,500			45,846	45,846
2 - 3 Years	7	7			56,160			55,460	55,460
By Level of Education Required:									
No requirement	7	9			52,000			52,824	53,064
High School Diploma	5	11			37,440			40,905	44,284
Bachelor's Degree	7	8			54,003			52,902	53,208
By Gender of Employee:									
Female/Woman	17	22	37,076	39,490	46,880	57,120	64,458	48,595	50,188
By Race/Ethnicity of Employee:									
BIPOC	9	13	36,920	38,324	45,760	58,980	65,392	47,892	50,248
Hispanic/Latinx	5	6			42,070			42,051	41,310
White	11	13	37,128	38,720	48,000	58,001	63,238	48,310	48,423
By Generation of Employee:									
Millennial (1981 - 1996)	12	14	37,700	41,057	49,003	61,856	65,240	50,666	51,119
Gen Z (1997 - 2012)	5	6			41,320			41,420	40,552
By Number of Years in Position:									
Up to 5 Years	17	25	36,920	37,700	42,640	53,498	64,436	46,572	48,929

Other Program or Issues-Based Campaign Positions

950

Program or Campaign Director

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

	Number of		Annual Base Salaries			Avg by Employee	Avg by Org		
	Orgs	Emps	10th %ile	25th %ile	Median (50%)			75th %ile	90th %ile
All Organizations:	49	84	\$68,000	\$77,820	\$93,153	\$105,750	\$123,682	\$93,186	\$93,146
By Annual Operating Expenses:									
\$1,000,000 - \$2,499,999	10	15	69,167	77,760	87,901	115,000	123,671	92,686	94,520
\$2,500,000 - \$9,999,999	23	45	68,000	76,657	93,500	103,500	116,066	92,021	92,795
\$10,000,000 and more	10	18	77,475	82,399	99,175	114,691	135,007	101,035	100,686
By Geographic Region:									
Greater Hartford	5	7			70,000			72,615	69,731
Western MA & Litchfield County CT	7	13	56,322	65,370	75,982	94,162	124,496	81,739	86,157
Eastern MA, Not Including Boston	8	11			96,354			99,583	100,569
Boston & Cambridge	23	45	77,526	84,027	98,093	110,000	121,450	98,178	98,457
By State:									
Connecticut	7	9			76,500			78,877	78,606
Massachusetts	38	69	72,500	78,000	94,827	109,538	125,000	95,305	96,636
By Field of Service:									
Child and Youth Services and Advocacy	9	14	61,084	72,500	82,483	94,214	102,500	81,961	80,369
Environment, Conservation, Animal Welfare	6	10			103,500			103,041	107,283
Arts and Culture	7	11			77,750			80,664	76,857
Association, Membership, Mgmt & Org Support	5	15	84,276	91,902	100,000	109,075	122,121	101,409	98,446
By Number of Full-Time Equivalent Employees:									
6 - 20 FTEs	20	30	70,650	83,441	97,569	116,250	124,874	99,043	99,469
21 - 50 FTEs	13	27	64,834	75,000	84,700	100,000	108,108	87,469	86,521
51 -100 FTEs	8	17	56,447	76,375	92,810	105,571	130,247	91,903	89,885
By Years of Experience Required:									
2 - 3 Years	15	25	57,548	68,000	78,000	90,699	107,203	80,357	80,584
4 - 6 Years	14	23	73,800	79,997	96,354	102,066	127,800	95,718	97,635
7+ Years	14	16	74,636	91,226	101,000	127,703	135,036	105,348	107,093
By Level of Education Required:									
No requirement	14	24	87,500	96,244	103,533	118,231	131,012	105,454	103,790
Bachelor's Degree	25	41	64,334	74,000	79,997	95,971	101,400	83,672	82,944
Master's Degree	5	6			103,951			106,903	111,930
By Gender of Employee:									
Female/Woman	37	50	66,650	77,438	92,151	105,250	123,365	92,452	92,644
Male/Man	22	24	57,255	77,820	94,401	104,250	131,781	92,250	93,597
By Race/Ethnicity of Employee:									
BIPOC	14	18	72,200	86,926	101,000	124,054	133,214	102,778	101,649
Black	11	11			100,000			103,110	103,110
White	37	57	64,834	76,657	89,250	99,015	113,027	88,453	88,337
By Generation of Employee:									
Baby Boom (1946 - 1964)	8	9			90,630			88,749	89,622
Gen X (1965 - 1980)	22	28	69,500	76,875	98,319	118,231	134,992	98,376	100,349
Millennial (1981 - 1996)	26	35	64,667	75,000	89,250	102,066	121,450	90,131	88,346

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).

CONTINUED FROM PREVIOUS PAGE	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
By Number of Years in Position:									
Up to 5 Years	32	49	75,000	84,127	97,637	109,538	130,562	99,169	99,320
5 - 10 Years	15	17	63,648	76,207	81,765	95,971	112,000	86,421	86,732
11 - 20 Years	6	7			77,760			76,221	79,533
More than 20 Years	5	5			84,000			89,223	89,223
By Number of Employees Managed:									
1 to 3 FTEs	25	31	76,148	81,765	92,810	120,000	130,254	99,038	98,025
4 to 8 FTEs	10	10			81,999			82,218	82,218
9 to 14 FTEs	5	8			74,000			79,399	82,624
15+ FTEs	6	8			78,000			76,183	72,756

Other Program or Issues-Based Campaign Positions

955

Program or Campaign Manager

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		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	63	133	\$50,003	\$56,463	\$67,496	\$82,500	\$94,137	\$70,562	\$68,253
By Annual Operating Expenses:									
Less than \$500,000	6	9			56,326			67,660	60,207
\$500,000 - \$999,999	8	10			63,500			63,301	62,751
\$1,000,000 - \$2,499,999	21	40	51,551	60,000	69,700	80,000	89,232	70,320	68,798
\$2,500,000 - \$9,999,999	19	48	48,720	51,230	66,075	79,294	96,000	67,164	68,356
\$10,000,000 and more	9	26	55,000	65,000	75,005	92,514	120,952	81,005	77,022
By Geographic Region:									
Greater Hartford	8	10			63,610			64,816	67,595
Western MA & Litchfield County CT	7	14	46,960	50,941	66,948	79,200	101,774	68,725	66,615
Eastern MA, Not Including Boston	9	22	49,945	52,000	62,005	70,735	95,401	65,175	63,830
Boston & Cambridge	29	62	59,580	64,944	74,250	86,510	98,798	76,692	72,536
By State:									
Connecticut	9	11			60,000			64,044	66,343
Massachusetts	47	101	52,000	60,965	69,615	82,500	95,064	72,796	69,836
By Field of Service:									
Child and Youth Services and Advocacy	13	39	47,895	50,005	60,000	70,350	77,019	61,449	63,424
Food Programs and Pantries, Nutrition, Agriculture	5	7			56,326			60,961	61,826
Environment, Conservation, Animal Welfare	6	19	63,690	75,000	89,232	89,232	96,000	82,763	79,055
Community and Economic Development	7	9			66,560			64,768	64,945
Arts and Culture	12	22	53,239	58,750	66,921	75,001	94,721	68,456	67,088
Association, Membership, Mgmt & Org Support	7	14	52,892	63,990	74,353	116,787	126,080	85,445	69,792
By Number of Full-Time Equivalent Employees:									
1 - 5 FTEs	12	14	45,002	52,000	57,420	65,780	72,275	58,583	59,226
6 - 20 FTEs	29	58	59,310	63,643	74,235	87,933	91,050	74,451	70,943
21 - 50 FTEs	11	29	47,895	50,003	56,243	72,830	91,354	62,680	66,781
51 -100 FTEs	8	22	50,002	54,699	70,175	97,329	123,282	76,870	70,850
By Years of Experience Required:									
1 Year	11	26	51,401	59,061	67,405	81,875	96,000	70,129	64,552
2 - 3 Years	22	38	49,987	54,625	64,532	75,950	89,232	66,182	64,144
4 - 6 Years	18	28	53,568	66,605	75,660	93,994	119,787	80,786	73,367
By Level of Education Required:									
No requirement	22	41	56,381	61,805	71,750	87,007	115,494	76,695	71,202
Bachelor's Degree	27	52	50,003	55,000	66,823	84,705	90,120	69,102	65,824
Master's Degree	6	9			67,220			71,372	68,884
By Gender of Employee:									
Female/Woman	49	76	51,416	58,255	67,873	76,936	92,745	71,028	67,849
Male/Man	23	34	50,184	62,750	73,500	87,933	96,500	74,636	73,597

Program or Campaign Manager

955

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).

CONTINUED FROM PREVIOUS PAGE	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
By Race/Ethnicity of Employee:									
BIPOC	32	47	53,400	60,000	70,000	86,013	97,993	74,231	71,692
Asian	8	9			68,250			79,058	76,607
Black	14	15	54,400	64,002	74,000	84,000	99,932	75,472	77,077
Hispanic/Latinx	13	17	55,694	58,370	66,150	87,623	98,509	72,992	72,613
Mixed Race	6	6			58,000			67,399	67,399
White	43	63	50,118	55,000	66,400	75,600	89,232	68,521	68,345
By Generation of Employee:									
Baby Boom (1946 - 1964)	8	11			68,640			68,035	68,845
Gen X (1965 - 1980)	22	27	50,746	55,000	66,150	76,320	92,515	68,444	68,068
Millennial (1981 - 1996)	38	57	50,233	60,805	72,000	84,250	100,268	74,362	70,028
Gen Z (1997 - 2012)	6	6			64,058			66,891	66,891
By Number of Years in Position:									
Up to 5 Years	52	86	50,880	59,850	71,875	87,395	96,000	72,983	68,687
5 - 10 Years	10	12	56,268	60,500	73,900	107,999	124,753	82,042	78,754
11 - 20 Years	8	8			62,660			61,849	61,849
By Number of Employees Managed:									
1 to 3 FTEs	25	31	49,329	53,000	63,690	75,000	87,300	65,126	65,694
4 to 8 FTEs	14	20	52,000	60,990	72,400	87,465	124,447	79,149	73,440

Other Program or Issues-Based Campaign Positions

960

Program or Campaign Coordinator

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		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	53	116	\$41,420	\$47,039	\$54,000	\$63,917	\$68,642	\$54,905	\$54,987
By Annual Operating Expenses:									
\$500,000 - \$999,999	9	12	39,100	47,310	53,199	61,331	67,119	53,650	54,581
\$1,000,000 - \$2,499,999	13	30	42,744	49,213	59,401	65,000	72,020	57,618	58,552
\$2,500,000 - \$9,999,999	22	57	40,800	45,359	53,560	60,458	71,326	53,619	52,837
\$10,000,000 and more	7	15	41,925	46,197	51,000	67,300	71,133	55,736	56,458
By Geographic Region:									
Greater Hartford	9	15	39,584	45,718	52,000	64,480	68,664	53,645	55,561
Western MA & Litchfield County CT	8	18	37,892	41,200	49,088	52,252	59,141	48,025	48,642
Eastern MA, Not Including Boston	9	18	41,288	50,414	53,352	57,933	68,330	53,805	55,460
Boston & Cambridge	19	53	42,800	50,378	58,802	65,000	73,220	58,447	57,004
By State:									
Connecticut	9	15	39,584	45,718	52,000	64,480	68,664	53,645	55,561
Massachusetts	38	91	41,120	47,715	55,796	65,000	70,837	55,606	55,286
By Field of Service:									
Child and Youth Services and Advocacy	10	30	40,100	47,525	54,073	65,000	67,714	54,398	52,895
Environment, Conservation, Animal Welfare	5	8			52,146			53,781	57,280
Community and Economic Development	5	7			47,008			54,670	58,136
Arts and Culture	13	22	41,180	46,030	50,234	58,032	67,200	52,578	53,846
Association, Membership, Mgmt & Org Support	5	13	41,920	51,576	56,000	58,000	68,357	55,113	56,489
By Number of Full-Time Equivalent Employees:									
1 - 5 FTEs	8	9			55,000			54,759	55,026
6 - 20 FTEs	19	41	41,200	47,071	57,500	65,000	70,608	56,073	57,920
21 - 50 FTEs	13	39	41,600	49,896	56,000	64,750	73,500	56,513	54,345
51 -100 FTEs	9	19	36,421	42,640	52,197	61,381	69,555	51,622	52,436
By Years of Experience Required:									
1 Year	11	17	39,284	41,500	57,000	65,000	68,063	54,755	53,530
2 - 3 Years	31	62	41,600	47,630	54,466	61,480	65,000	54,285	54,796
4 - 6 Years	8	13	41,402	51,000	58,323	72,750	75,379	60,215	54,971
By Level of Education Required:									
No requirement	13	35	47,482	54,000	64,000	67,300	73,500	60,907	57,078
High School Diploma	14	25	38,800	45,505	53,560	61,579	66,300	53,363	55,104
Associate's Degree	5	5			63,669			60,165	60,165
Bachelor's Degree	23	45	39,617	43,742	50,000	56,925	64,850	51,198	51,527
By Gender of Employee:									
Female/Woman	42	78	41,000	47,102	53,148	64,120	72,089	54,766	54,315
Male/Man	18	24	38,558	47,580	56,992	61,677	65,000	54,696	54,613
By Race/Ethnicity of Employee:									
BIPOC	27	49	41,000	46,904	56,000	65,000	68,016	55,535	54,542
Asian	7	9			54,000			52,323	54,128
Black	13	19	46,800	55,000	58,802	66,560	69,555	59,358	58,448
Hispanic/Latinx	11	14	35,711	41,500	51,959	64,250	66,508	51,937	51,783
White	35	58	41,440	47,809	51,834	60,351	72,870	54,278	55,302

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.

CONTINUED FROM PREVIOUS PAGE	Number of		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
By Generation of Employee:									
Baby Boom (1946 - 1964)	5	5			53,560			56,156	56,156
Gen X (1965 - 1980)	17	26	42,707	51,224	54,373	64,813	68,959	55,389	55,242
Millennial (1981 - 1996)	27	54	41,000	47,788	56,325	65,000	73,150	56,105	55,614
Gen Z (1997 - 2012)	14	17	41,691	44,069	54,000	60,000	65,312	51,947	51,794
By Number of Years in Position:									
Up to 5 Years	46	91	41,600	47,840	56,000	65,000	69,294	55,835	55,167
5 - 10 Years	6	9			51,397			50,124	51,713

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		10th %ile	25th %ile	Annual Base Salaries			Avg by Employee	Avg by Org
	Orgs	Emps			Median (50%)	75th %ile	90th %ile		
All Organizations:	26	65	\$31,200	\$37,440	\$45,000	\$49,991	\$55,000	\$43,779	\$45,349
By Annual Operating Expenses:									
\$1,000,000 - \$2,499,999	10	18	35,490	42,817	46,175	50,809	58,215	46,641	46,385
\$2,500,000 - \$9,999,999	7	24	30,160	31,200	36,931	38,282	49,660	36,976	42,167
By Geographic Region:									
Greater Hartford	5	7			41,860			42,569	43,436
Boston & Cambridge	11	22	37,440	37,440	47,923	53,500	61,152	47,282	47,244
By State:									
Connecticut	6	8			44,105			43,902	45,069
Massachusetts	17	45	37,440	40,110	47,840	51,002	56,646	46,689	46,772
By Field of Service:									
Child and Youth Services and Advocacy	5	29	31,200	31,200	41,656	47,840	53,560	40,966	41,899
Arts and Culture	6	7			41,860			42,255	42,191
By Number of Full-Time Equivalent Employees:									
6 - 20 FTEs	12	23	36,426	37,440	45,760	50,000	56,650	45,153	45,909
21 - 50 FTEs	6	27	30,784	31,200	43,680	49,920	54,463	42,224	45,572
By Years of Experience Required:									
1 Year	6	19							42,692
2 - 3 Years	8	14	33,714	38,028	47,003	57,873	62,700	47,806	48,565
By Level of Education Required:									
No requirement	10	20	37,440	37,440	47,178	52,250	61,935	47,189	47,364
High School Diploma	6	11			42,266			43,898	41,416
Bachelor's Degree	5	10			44,840			45,690	47,240
By Gender of Employee:									
Female/Woman	19	35	37,440	41,860	47,840	50,003	55,000	46,559	45,315
Male/Man	7	12	37,440	38,830	47,143	52,426	61,005	47,223	45,876
By Race/Ethnicity of Employee:									
BIPOC	11	28	37,271	37,440	46,742	49,967	54,191	45,185	44,611
Asian	5	5			49,920			49,177	49,177
Black	6	7			45,760			43,879	44,085
White	12	18	42,225	43,514	48,006	52,978	58,656	49,078	48,089
By Generation of Employee:									
Gen X (1965 - 1980)	5	10			47,840			47,977	47,677
Millennial (1981 - 1996)	7	19	33,150	37,440	41,656	46,000	49,982	41,546	42,058
Gen Z (1997 - 2012)	10	16	41,442	45,338	48,266	54,500	59,325	49,424	49,437
By Number of Years in Position:									
Up to 5 Years	22	45	36,153	37,440	45,760	49,263	54,136	44,820	45,472

Appendix A

Appendix A: Participating Survey Organizations

Organization

City

A Wish Come True, Inc.	Coventry, RI
Agassiz Baldwin Community	Cambridge, MA
American Antiquarian Society	Worcester, MA
Artists Association of Nantucket	Nantucket, MA
Asian Community Development Corporation	Boston, MA
The Basics, Inc.	Boston, MA
Becket-Chimney Corners YMCA	Becket, MA
The Beker Foundation	Boston, MA
Berkshire Art Center	Stockbridge, MA
Blue Butterfly Collaborative	Boston, MA
Boston Debate League, Inc.	Boston, MA
Boston Harbor Now	Boston, MA
Boston Psychoanalytic Society & Institute	Newton, MA
Boston Schools Fund	Boston, MA
Boys & Girls Club of Manchester	Manchester, NH
Boys & Girls Clubs of Hartford	Hartford, CT
Boys and Girls Clubs of Central New Hampshire	Concord, NH
Brain Injury Alliance of Connecticut, Inc.	Windsor, CT
Cape Cod Community College Educational Foundation	West Barnstable, MA
The Carrot Project	Boston, MA
CCARC, Inc.	New Britain, CT
Center for Living & Working	Worcester, MA
Center to Support Immigrant Organizing	Boston, MA
Charles River Watershed Association	Boston, MA
The Children's Museum, Inc.	West Hartford, CT
The Children's Room	Arlington, MA
Chrysalis Center, Inc.	Hartford, CT
Clarendon Early Education Services, Inc.	Lawrence, MA
Codman Square Neighborhood Development Corporation	Dorchester, MA
Collective Power for Reproductive Justice	Amherst, MA
Commonwealth Seminar	Boston, MA
Communities for People	Boston, MA
Community Access to the Arts, Inc.	Great Barrington, MA
Community Boat Building	Boston, MA
Community Child Guidance Clinic	Manchester, CT
Community Development Partnership	Orleans, MA
Community Foundation for Nantucket	Nantucket, MA
Community Health Services, Inc.	Hartford, CT
Community Involved in Sustaining Agriculture	South Deerfield, MA
Community Music Center of Boston	Boston, MA

Community Rowing, Inc.	Brighton, MA
Community Solutions, Inc.	Windsor, CT
Concord-Carlisle Community Chest	Concord, MA
Connecticut Historical Society	Hartford, CT
Connecticut Council on Problem Gambling	Hartford, CT
Connecticut Library Consortium	Middletown, CT
The Connecticut Oral Health Initiative, Inc.	Hartford, CT
Connecticut Science Center	Hartford, CT
CT Mirror	Hartford, CT
CultureHouse	Somerville, MA
Design Studio for Social Intervention	Dorchester, MA
Dorchester Bay Economic Development Corporation	Dorchester, MA
The Dream Network	Lawrence, MA
East Boston Social Centers	East Boston, MA
The Edward M. Kennedy Institute for the United States Senate	Boston, MA
Elder Services of Worcester Area, Inc.	Worcester, MA
EPIC - Every Person Influences Children	Buffalo, NY
Essex County Community Foundation	Danvers, MA
Essex County Greenbelt Association	Essex, MA
Ethos	Jamaica Plain, MA
Fairplay	Boston, MA
Families First	Watertown, MA
The Family Pantry of Cape Cod	Harwich, MA
Farm to Institution New England	Hartland, VT
First Teacher	Roxbury, MA
Foundry Consortium	Cambridge, MA
FRESH New London	New London, CT
Friends of the Children - Boston	Roxbury, MA
Friends of the Middlesex Fells	Melrose, MA
The Full Frame Initiative	Greenfield, MA
Future Chefs	Boston, MA
Gardening The Community	Springfield, MA
Girl Scouts of Central and Western Massachusetts	Holyoke, MA
Girls on the Run Rhode Island	Providence, RI
Gloucester Marine Genomics Institute	Gloucester, MA
Gould Farm	Monterey, MA
The Gray House, Inc.	Springfield, MA
Greater Springfield Habitat for Humanity	West Springfield, MA
Greater Springfield Senior Services, Inc	Springfield, MA
Greater Worcester Community Foundation	Worcester, MA

Green Energy Consumers Alliance	Boston, MA
Groundwork USA, Inc.	Yonkers, NY
Grow Food Northampton, Inc.	Florence, MA
Hands On Hartford, Inc.	Hartford, CT
The Hartford Guides, Inc.	Hartford, CT
Hartford Interval House, Inc.	Hartford, CT
Hartford Performs	Hartford, CT
Hartford Promise	Hartford, CT
Hartford Public Library	Hartford, CT
Helping Our Women	Provincetown, MA
Highland Valley Elder Services, Inc.	Florence, MA
Home Energy Efficiency Team (HEET)	Boston, MA
House of Bread, Inc.	Hartford, CT
Inquilinos Boricuas En Accion	Boston, MA
Insight Meditation Society, Inc.	Barre, MA
Institute For Nonprofit Practice	Boston, MA
Integrity Initiatives International	Boston, MA
International Hartford Ltd.	Hartford, CT
International Institute of New England	Boston, MA
Isabella Stewart Gardner Museum	Boston, MA
Jacob's Pillow Dance Festival	Becket, MA
James L. McKeown Boys & Girls Club of Woburn	Woburn, MA
Jeanne Geiger Crisis Center	Newburyport, MA
Jewish Arts Collaborative	Newton, MA
Jewish Family Services of Greater Hartford	West Hartford, CT
Jordan Porco Foundation	Wethersfield, CT
Journey Home	West Hartford, CT
Justice Dance Performance Project, Inc.	Hartford, CT
Land For Good	Keene, NH
The Lenny Zakim Fund	Boston, MA
LISC Connecticut	Hartford, CT
Literacy Volunteers of Greater Hartford	Hartford, CT
Little Brothers - Friends of the Elderly	Boston, MA
Mahaiwe Performing Arts Center	Great Barrington, MA
Maine Food Strategy	Farmington, ME
Maine Initiatives	Portland, ME
Maine Philanthropy Center	Portland, ME
MARC, Inc. of Manchester	Manchester, CT
The Mark Twain House & Museum	Hartford, CT
Marrakech	Woodbridge, CT
Massachusetts Adoption Resource Exchange	Newton, MA
Massachusetts Association of Teachers of Speakers of Other Languages (MATSOL)	Cambridge, MA
Massachusetts Coalition of Domestic Workers	Boston, MA
Massachusetts Farm to School	Boston, MA
Massachusetts Food Systems Collaborative	Boston, MA
Massachusetts Land Trust Coalition	Sudbury, MA

Massachusetts Service Alliance	Boston, MA
Massachusetts Voter Table	Boston, MA
MassBike	Boston, MA
Mattapan Food and Fitness Coalition	Mattapan, MA
Mental Health Association, Inc.	Springfield, MA
Merrohawke Nature School	Boxford, MA
MetroWest Legal Services, Inc.	Framingham, MA
MetroWest Nonprofit Network	Framingham, MA
Middlesex Human Service Agency	Waltham, MA
Mill City Grows	Lowell, MA
MissionSAFE: A New Beginning, Inc.	Dorchester, MA
MLPB	Boston, MA
Mutual Housing Association of Greater Hartford, Inc.	Hartford, CT
Mystic River Watershed Association	Arlington, MA
Mystic Valley Elder Services	Malden, MA
National Consumer Law Center	Boston, MA
Native Plant Trust	Framingham, MA
Needham Community Council	Needham, MA
New England Foundation for the Arts	Boston, MA
North Shore Alliance of GLBTQ+ Youth (NAGLY)	Salem, MA
Northeast Center for Youth & Families, Inc.	Easthampton, MA
Northern Middlesex YMCA	Middletown, CT
Nurtury Early Education	Roxbury, MA
The Open Hearth Association	Hartford, CT
Operation Fuel, Inc.	Hartford, CT
Our Piece of the Pie, Inc.	Hartford, CT
Palliative and Supportive Care of Nantucket	Nantucket, MA
Partners in Child Development	Andover, MA
Partnership for Strong Communities, Inc.	Hartford, CT
Pathlight	Springfield, MA
Peabody Essex Museum	Salem, MA
People Making a Difference through Community Service, Inc.	Boston, MA
Per Scholas Greater Boston	Cambridge, MA
Philanthropy Massachusetts	Boston, MA
Project Bread	East Boston, MA
Providence Public Library	Providence, RI
The Public Finance Initiative	Boston, MA
REACH Beyond Domestic Violence	Waltham, MA
Rennie Center for Education Research & Policy	Boston, MA
Resource Organizing Project	Somerville, MA
Revere Youth in Action	Boston, MA
RFK Community Alliance	Lancaster, MA
Rhode Island Land Trust Council	Providence, RI
Rhode Island Zoological Society	Providence, RI
Rise Above Foundation	Northbridge, MA
Riverfront Recapture, Inc.	Hartford, CT
Roxbury Youthworks, Inc.	Roxbury Crossing, MA

Safe Havens Interfaith Partnership Against Domestic Violence and Elder Abuse	Boston, MA
Safe Passage, Inc.	Northampton, MA
School and State Finance Project	Hamden, CT
Seeding Labs	Boston, MA
Silver Lining Mentoring	Boston, MA
Small Friends on Nantucket	Nantucket, MA
Sociedad Latina, Inc.	Roxbury, MA
Strawbery Banke Museum	Portsmouth, NH
Student Clinic for Immigrant Justice	Boston, MA
Sunshine Village	Chicopee, MA
Sustainable CT	Storrs, CT
The Teacher Collaborative	Somerville, MA
The Theater Offensive	Boston, MA
Trinity College Community Child Center	Hartford, CT
Three Sisters Garden Project	Ipswich, MA
TSNE (Third Sector New England)	Boston, MA
UCP of Western Massachusetts	Pittsfield, MA
United Way of North Central Massachusetts	Fitchburg, MA
Urban League of Greater Hartford	Hartford, CT
Urban Sustainability Directors Network	Somerville, MA
Valley Community Development	Northampton, MA
Veterans Legal Services	Boston, MA
Victory Programs, Inc.	Boston, MA
The Wadsworth Atheneum Museum of Art	Hartford, CT
WalkMassachusetts	Boston, MA
Walnut Street Center, Inc.	Medford, MA
Way Finders	Springfield, MA
WE CAN	Harwich Port, MA
West End House, Inc.	Allston, MA
Westbay Community Action, Inc.	Warwick, RI
Winding Trails, Inc.	Farmington, CT
Women's Fund of Rhode Island	Providence, RI
Worcester Regional Research Bureau	Worcester, MA
YW Boston	Boston, MA
YWCA Central Massachusetts	Worcester, MA
YWCA Hartford Region	Hartford, CT
ZUMIX, Inc.	East Boston, MA

Appendix B

Appendix B: 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
\$ 7.25	\$ 1,257	\$ 15,080
\$ 7.50	\$ 1,300	\$ 15,600
\$ 7.75	\$ 1,343	\$ 16,120
\$ 8.00	\$ 1,387	\$ 16,640
\$ 8.25	\$ 1,430	\$ 17,160
\$ 8.50	\$ 1,473	\$ 17,680
\$ 8.75	\$ 1,517	\$ 18,200
\$ 9.00	\$ 1,560	\$ 18,720
\$ 9.25	\$ 1,603	\$ 19,240
\$ 9.50	\$ 1,647	\$ 19,760
\$ 9.75	\$ 1,690	\$ 20,280
\$ 10.00	\$ 1,733	\$ 20,800
\$ 10.25	\$ 1,777	\$ 21,320
\$ 10.50	\$ 1,820	\$ 21,840
\$ 10.75	\$ 1,863	\$ 22,360
\$ 11.00	\$ 1,907	\$ 22,880
\$ 11.25	\$ 1,950	\$ 23,400
\$ 11.50	\$ 1,993	\$ 23,920
\$ 11.75	\$ 2,037	\$ 24,440
\$ 12.00	\$ 2,080	\$ 24,960
\$ 12.25	\$ 2,123	\$ 25,480
\$ 12.50	\$ 2,167	\$ 26,000
\$ 12.75	\$ 2,210	\$ 26,520
\$ 13.00	\$ 2,253	\$ 27,040
\$ 13.25	\$ 2,297	\$ 27,560
\$ 13.50	\$ 2,340	\$ 28,080
\$ 13.75	\$ 2,383	\$ 28,600
\$ 14.00	\$ 2,427	\$ 29,120
\$ 14.25	\$ 2,470	\$ 29,640
\$ 14.50	\$ 2,513	\$ 30,160
\$ 14.75	\$ 2,557	\$ 30,680

\$ 15.00	\$ 2,600	\$ 31,200
\$ 15.25	\$ 2,643	\$ 31,720
\$ 15.50	\$ 2,687	\$ 32,240
\$ 15.75	\$ 2,730	\$ 32,760
\$ 16.00	\$ 2,773	\$ 33,280
\$ 16.25	\$ 2,817	\$ 33,800
\$ 16.50	\$ 2,860	\$ 34,320
\$ 16.75	\$ 2,903	\$ 34,840
\$ 17.00	\$ 2,947	\$ 35,360
\$ 17.25	\$ 2,990	\$ 35,880
\$ 17.50	\$ 3,033	\$ 36,400
\$ 17.75	\$ 3,077	\$ 36,920
\$ 18.00	\$ 3,120	\$ 37,440
\$ 18.25	\$ 3,163	\$ 37,960
\$ 18.50	\$ 3,207	\$ 38,480
\$ 18.75	\$ 3,250	\$ 39,000
\$ 19.00	\$ 3,293	\$ 39,520
\$ 19.25	\$ 3,337	\$ 40,040
\$ 19.50	\$ 3,380	\$ 40,560
\$ 19.75	\$ 3,423	\$ 41,080
\$ 20.00	\$ 3,467	\$ 41,600
\$ 20.25	\$ 3,510	\$ 42,120
\$ 20.50	\$ 3,553	\$ 42,640
\$ 20.75	\$ 3,597	\$ 43,160
\$ 21.00	\$ 3,640	\$ 43,680
\$ 21.25	\$ 3,683	\$ 44,200
\$ 21.50	\$ 3,727	\$ 44,720
\$ 21.75	\$ 3,770	\$ 45,240
\$ 22.00	\$ 3,813	\$ 45,760
\$ 22.25	\$ 3,857	\$ 46,280
\$ 22.50	\$ 3,900	\$ 46,800

\$ 22.75	\$ 3,943	\$ 47,320
\$ 23.00	\$ 3,987	\$ 47,840
\$ 23.25	\$ 4,030	\$ 48,360
\$ 23.50	\$ 4,073	\$ 48,880
\$ 23.75	\$ 4,117	\$ 49,400
\$ 24.00	\$ 4,160	\$ 49,920
\$ 24.25	\$ 4,203	\$ 50,440
\$ 24.50	\$ 4,247	\$ 50,960
\$ 24.75	\$ 4,290	\$ 51,480
\$ 25.00	\$ 4,333	\$ 52,000
\$ 25.25	\$ 4,377	\$ 52,520
\$ 25.50	\$ 4,420	\$ 53,040
\$ 25.75	\$ 4,463	\$ 53,560
\$ 26.00	\$ 4,507	\$ 54,080
\$ 26.25	\$ 4,550	\$ 54,600
\$ 26.50	\$ 4,593	\$ 55,120
\$ 26.75	\$ 4,637	\$ 55,640
\$ 27.00	\$ 4,680	\$ 56,160
\$ 27.25	\$ 4,723	\$ 56,680
\$ 27.50	\$ 4,767	\$ 57,200
\$ 27.75	\$ 4,810	\$ 57,720
\$ 28.00	\$ 4,853	\$ 58,240
\$ 28.25	\$ 4,897	\$ 58,760
\$ 28.50	\$ 4,940	\$ 59,280
\$ 28.75	\$ 4,983	\$ 59,800
\$ 29.00	\$ 5,027	\$ 60,320
\$ 29.25	\$ 5,070	\$ 60,840
\$ 29.50	\$ 5,113	\$ 61,360
\$ 29.75	\$ 5,157	\$ 61,880
\$ 30.00	\$ 5,200	\$ 62,400
\$ 30.25	\$ 5,243	\$ 62,920
\$ 30.50	\$ 5,287	\$ 63,440
\$ 30.75	\$ 5,330	\$ 63,960
\$ 31.00	\$ 5,373	\$ 64,480
\$ 31.25	\$ 5,417	\$ 65,000
\$ 31.50	\$ 5,460	\$ 65,520
\$ 31.75	\$ 5,503	\$ 66,040
\$ 32.00	\$ 5,547	\$ 66,560
\$ 32.25	\$ 5,590	\$ 67,080
\$ 32.50	\$ 5,633	\$ 67,600
\$ 32.75	\$ 5,677	\$ 68,120

\$ 33.00	\$ 5,720	\$ 68,640
\$ 33.25	\$ 5,763	\$ 69,160
\$ 33.50	\$ 5,807	\$ 69,680
\$ 33.75	\$ 5,850	\$ 70,200
\$ 34.00	\$ 5,893	\$ 70,720
\$ 34.25	\$ 5,937	\$ 71,240
\$ 34.50	\$ 5,980	\$ 71,760
\$ 34.75	\$ 6,023	\$ 72,280
\$ 35.00	\$ 6,067	\$ 72,800
\$ 35.25	\$ 6,110	\$ 73,320
\$ 35.50	\$ 6,153	\$ 73,840
\$ 35.75	\$ 6,197	\$ 74,360
\$ 36.00	\$ 6,240	\$ 74,880
\$ 36.25	\$ 6,283	\$ 75,400
\$ 36.50	\$ 6,327	\$ 75,920
\$ 36.75	\$ 6,370	\$ 76,440
\$ 37.00	\$ 6,413	\$ 76,960
\$ 37.25	\$ 6,457	\$ 77,480
\$ 37.50	\$ 6,500	\$ 78,000
\$ 37.75	\$ 6,543	\$ 78,520
\$ 38.00	\$ 6,587	\$ 79,040
\$ 38.25	\$ 6,630	\$ 79,560
\$ 38.50	\$ 6,673	\$ 80,080
\$ 38.75	\$ 6,717	\$ 80,600
\$ 39.00	\$ 6,760	\$ 81,120
\$ 39.25	\$ 6,803	\$ 81,640
\$ 39.50	\$ 6,847	\$ 82,160
\$ 39.75	\$ 6,890	\$ 82,680
\$ 40.00	\$ 6,933	\$ 83,200
\$ 40.25	\$ 6,977	\$ 83,720
\$ 40.50	\$ 7,020	\$ 84,240
\$ 40.75	\$ 7,063	\$ 84,760
\$ 41.00	\$ 7,107	\$ 85,280
\$ 41.25	\$ 7,150	\$ 85,800
\$ 41.50	\$ 7,193	\$ 86,320
\$ 41.75	\$ 7,237	\$ 86,840
\$ 42.00	\$ 7,280	\$ 87,360
\$ 42.25	\$ 7,323	\$ 87,880
\$ 42.50	\$ 7,367	\$ 88,400
\$ 42.75	\$ 7,410	\$ 88,920
\$ 43.00	\$ 7,453	\$ 89,440

\$ 43.25	\$ 7,497	\$ 89,960
\$ 43.50	\$ 7,540	\$ 90,480
\$ 43.75	\$ 7,583	\$ 91,000
\$ 44.00	\$ 7,627	\$ 91,520
\$ 44.25	\$ 7,670	\$ 92,040
\$ 44.50	\$ 7,713	\$ 92,560
\$ 44.75	\$ 7,757	\$ 93,080
\$ 45.00	\$ 7,800	\$ 93,600
\$ 45.25	\$ 7,843	\$ 94,120
\$ 45.50	\$ 7,887	\$ 94,640
\$ 45.75	\$ 7,930	\$ 95,160
\$ 46.00	\$ 7,973	\$ 95,680
\$ 46.25	\$ 8,017	\$ 96,200
\$ 46.50	\$ 8,060	\$ 96,720
\$ 46.75	\$ 8,103	\$ 97,240
\$ 47.00	\$ 8,147	\$ 97,760
\$ 47.25	\$ 8,190	\$ 98,280
\$ 47.50	\$ 8,233	\$ 98,800
\$ 47.75	\$ 8,277	\$ 99,320
\$ 48.00	\$ 8,320	\$ 99,840
\$ 48.25	\$ 8,363	\$ 100,360
\$ 48.50	\$ 8,407	\$ 100,880
\$ 48.75	\$ 8,450	\$ 101,400
\$ 49.00	\$ 8,493	\$ 101,920
\$ 49.25	\$ 8,537	\$ 102,440
\$ 49.50	\$ 8,580	\$ 102,960
\$ 49.75	\$ 8,623	\$ 103,480
\$ 50.00	\$ 8,667	\$ 104,000
\$ 50.50	\$ 8,753	\$ 105,040
\$ 51.00	\$ 8,840	\$ 106,080
\$ 51.50	\$ 8,927	\$ 107,120
\$ 52.00	\$ 9,013	\$ 108,160
\$ 52.50	\$ 9,100	\$ 109,200
\$ 53.00	\$ 9,187	\$ 110,240
\$ 53.50	\$ 9,273	\$ 111,280
\$ 54.00	\$ 9,360	\$ 112,320
\$ 54.50	\$ 9,447	\$ 113,360
\$ 55.00	\$ 9,533	\$ 114,400
\$ 55.50	\$ 9,620	\$ 115,440
\$ 56.00	\$ 9,707	\$ 116,480
\$ 56.50	\$ 9,793	\$ 117,520

\$ 57.00	\$ 9,880	\$ 118,560
\$ 57.50	\$ 9,967	\$ 119,600
\$ 58.00	\$ 10,053	\$ 120,640
\$ 58.50	\$ 10,140	\$ 121,680
\$ 59.00	\$ 10,227	\$ 122,720
\$ 59.50	\$ 10,313	\$ 123,760
\$ 60.00	\$ 10,400	\$ 124,800
\$ 60.50	\$ 10,487	\$ 125,840
\$ 61.00	\$ 10,573	\$ 126,880
\$ 61.50	\$ 10,660	\$ 127,920
\$ 62.00	\$ 10,747	\$ 128,960
\$ 62.50	\$ 10,833	\$ 130,000
\$ 63.00	\$ 10,920	\$ 131,040
\$ 63.50	\$ 11,007	\$ 132,080
\$ 64.00	\$ 11,093	\$ 133,120
\$ 64.50	\$ 11,180	\$ 134,160
\$ 65.00	\$ 11,267	\$ 135,200
\$ 65.50	\$ 11,353	\$ 136,240
\$ 66.00	\$ 11,440	\$ 137,280
\$ 66.50	\$ 11,527	\$ 138,320
\$ 67.00	\$ 11,613	\$ 139,360
\$ 67.50	\$ 11,700	\$ 140,400
\$ 68.00	\$ 11,787	\$ 141,440
\$ 68.50	\$ 11,873	\$ 142,480
\$ 69.00	\$ 11,960	\$ 143,520
\$ 69.50	\$ 12,047	\$ 144,560
\$ 70.00	\$ 12,133	\$ 145,600
\$ 70.50	\$ 12,220	\$ 146,640
\$ 71.00	\$ 12,307	\$ 147,680
\$ 71.50	\$ 12,393	\$ 148,720
\$ 72.00	\$ 12,480	\$ 149,760
\$ 72.50	\$ 12,567	\$ 150,800
\$ 73.00	\$ 12,653	\$ 151,840
\$ 73.50	\$ 12,740	\$ 152,880
\$ 74.00	\$ 12,827	\$ 153,920
\$ 74.50	\$ 12,913	\$ 154,960
\$ 75.00	\$ 13,000	\$ 156,000
\$ 75.50	\$ 13,087	\$ 157,040
\$ 76.00	\$ 13,173	\$ 158,080
\$ 76.50	\$ 13,260	\$ 159,120
\$ 77.00	\$ 13,347	\$ 160,160

\$ 77.50	\$ 13,433	\$ 161,200
\$ 78.00	\$ 13,520	\$ 162,240
\$ 78.50	\$ 13,607	\$ 163,280
\$ 79.00	\$ 13,693	\$ 164,320
\$ 79.50	\$ 13,780	\$ 165,360
\$ 80.00	\$ 13,867	\$ 166,400
\$ 80.50	\$ 13,953	\$ 167,440
\$ 81.00	\$ 14,040	\$ 168,480
\$ 81.50	\$ 14,127	\$ 169,520
\$ 82.00	\$ 14,213	\$ 170,560
\$ 82.50	\$ 14,300	\$ 171,600
\$ 83.00	\$ 14,387	\$ 172,640
\$ 83.50	\$ 14,473	\$ 173,680
\$ 84.00	\$ 14,560	\$ 174,720
\$ 84.50	\$ 14,647	\$ 175,760
\$ 85.00	\$ 14,733	\$ 176,800
\$ 85.50	\$ 14,820	\$ 177,840
\$ 86.00	\$ 14,907	\$ 178,880
\$ 86.50	\$ 14,993	\$ 179,920
\$ 87.00	\$ 15,080	\$ 180,960
\$ 87.50	\$ 15,167	\$ 182,000
\$ 88.00	\$ 15,253	\$ 183,040
\$ 88.50	\$ 15,340	\$ 184,080
\$ 89.00	\$ 15,427	\$ 185,120
\$ 89.50	\$ 15,513	\$ 186,160
\$ 90.00	\$ 15,600	\$ 187,200



Third Sector New England, Inc. (TSNE)
89 South St Ste 700, Boston, MA 02111
(617) 523-6565
tsne.org

