

2010 Survey of Nonprofit Wages & Benefits In Northern New England



Thank you for participating in this survey!

The 2010 Survey of Nonprofit Wages & Benefits is quick and easy to complete. We estimate it will only take 15 - 20 minutes ***once you have gathered relevant salary and benefit data***. This document identifies information you will need to have at your fingertips. We strongly encourage you to read it before proceeding to the questionnaire.

All information you provide will be held in ***strict confidence***. Agency-specific data will not be shown to anyone, and when fewer than four responses are received in a category, the information will not be reported for that category so as to protect the confidentiality of responses.

If you represent an all volunteer organization or you have no employees matching any of the 30 job categories (see listing starting on page 3), please do not complete this survey. The compiled data will be for the Report on Wages & Benefits in Northern New England, and therefore, is not appropriate for organizations that are all volunteer or only have very part-time staff.

The 2010 edition of the Report on Nonprofit Wages and Benefits in Northern New England will be published this fall. Participation in the survey will earn you a \$99 discount off the cover price. For nonprofits who are members of MANP and NHCN, this means this valuable tool will be sent to you free of charge.

You can become a member of MANP or NHCN at any time. For information about membership, please go to:

- **Maine Nonprofits:** www.nonprofitmaine.org
- **New Hampshire Nonprofits:** www.nhnonprofits.org

If you have any questions while completing this survey,
we are providing the following technical assistance options:

On the web, frequently asked questions:

Maine - www.nonprofitmaine.org/wage_survey.asp#qfaq

New Hampshire – <http://www.nhnonprofits.org/wageandbenefitssurvey.cfm>

Via the phone:

Maine – Mon. – Fri. ~ (207) 871-1885 ~ 9:30 AM to 3:00 PM

New Hampshire - Mon. – Fri. ~ (603) 225-1947 ~ 8:00 AM to 3:00 PM

Via e-mail:

Maine – bpeluso@nonprofitmaine.org

New Hampshire – info@nhnonprofits.org

Please complete survey by Close of Business, Friday, May 28, 2010.

Preparation Check List

This survey contains approximately 40 questions. Here is the key information you will need to complete it:

- The year your organization was founded. _____
- Your organization's current operating budget. \$ _____
- Your estimate of the % of revenue that comes from state & federal government, dues, contributions, and non-governmental fees for service (ticket & product sales, etc.). Your organization's Profit & Loss statement would be helpful for this and other questions.
- The current number of employees in the following categories: seasonal, non-seasonal, full and part-time. Employees who work 36 hours or more are considered full-time.
- The current gross annual wages. \$ _____
- The number of Volunteers including Board members _____; and the number of Board members _____.
- Education level of organization's executive director _____
- Any additional compensation that you may provide your executive director such as car allowance, supplemental retirement, cash bonus or incentives.
- Benefit plan details including: eligibility requirements and types of benefits offered. We will ask about the following benefits.
 - o Group health & dental insurance
 - o Group life insurance
 - o Long & short term disability insurance
 - o Long Term Care insurance
 - o Retirement plans and counseling services
 - o Elder care assistance
 - o Tuition reimbursement
 - o Employee assistance plan
- Paid time off policy details including the number of days off provided to employees according to their length of service.
- Your average % salary increases for 2010 (projected) _____%, 2009 _____%, 2008 _____% and 2007 _____%.
- Match up the positions from the attached Job Descriptions that correspond to your organization. Please read instructions on matching carefully – thank you!
- The number of employees and the average hourly rate for each matched position. *It is critical that you match the position descriptions shown on the following pages.*

Wage Completion Instructions

- **Carefully review the job descriptions** before responding to ensure that the data you provide matches the appropriate job category.
- Respond only to those job descriptions that match the duties that employees in your organization perform.

- Respond **only for full-time employees** except where the position actually states "Part-time" in the job title.
- **Titles are less important than descriptions.** Do not be concerned if survey titles do not match titles in your organization.
- **You may not be able to report data on all employees** as their job descriptions may not match our list.

Job Descriptions

Group 100 - Administration and Management:

- **110 - Executive Director (Full-time Only):** Provides overall management, planning, and leadership of the organization. Reports directly to the Board of Directors. Works with the Board and Committees to establish policies and programs and administers such programs. Interprets the organization's purpose and programs to outside organizations and the public. Develops and administers standards and procedures related to human resources (including staff development), budget, and physical facilities. Prepares, distributes, and maintains a variety of reports. May direct or coordinate fundraising. *Typical Requirements:* Master's degree plus five or more years of related management experience.
- **110P – Part-time Executive Director:** Use this job title for incumbents who work less than 36 hours per week. See job description above.
- **120 - Deputy Director (Full-time Only):** Manages a range of internal organizational operations depending on the size of the organization, including one or more of the following areas: human resources, financial systems and budgeting, Board communications, information systems, and support staff. Reports to the Executive Director. Assists the Executive Director in management functions and may act in the Director's absence. Supervises at least one other employee. *Typical Requirements:* Bachelor's degree (Master's degree preferred) plus five or more years of related experience.
- **130 - Program or Division Director (Full-time Only):** Manages a set of inter-related programs or a specific division of the organization. Analyzes community needs to develop new programs and enhance current programs. Selects, trains and evaluates the performance of the division's staff. Communicates the division's programs and services to the community. Develops and manages the division's budget. *Typical Requirements:* Bachelor's degree or equivalent (Master's degree or equivalent preferred) plus three to five years of program related experience.
- **130P – Part-time Program or Division Director:** Use this job title for incumbents who work less than 36 hours per week. See job description above.

Group 200 - Administrative Support Services:

- **210 - Executive Secretary (Full-time Only):** Provides professional administrative support to the Executive Director or another member of the senior management staff. Composes, transcribes, edits, and disseminates reports, memos, and other senior level correspondence. Coordinates meetings and maintains calendars. Prepares materials for meetings and records meeting minutes, Establishes and maintains filing systems. Assists with special projects and record keeping. *Typical Requirements:* Associate's degree plus two to four years of experience.
- **220 - Office Manager (Full-time Only):** Supervises, hires, trains, and evaluates clerical support staff. Ensures that support functions are effective, efficient, and responsive to the needs of the organization. Establishes administrative procedures. Maintains supplies and equipment. Maintains vendor records in the absence of a Business Manager. May also perform clerical functions as needed. *Typical Requirements:* Associate's degree plus four to six years of experience.
- **230 – Receptionist (Full-time Only):** Receives telephone calls and routes calls and visitors to appropriate parties. Records and conveys appropriate messages. Performs typing and other routine clerical work as assigned. May also retrieve and distribute mail. *Typical Requirements:* High school diploma or equivalent plus six months to one year of experience.
- **240 – Secretary (Full-time Only):** Performs clerical and administrative support functions. Types, distributes and files a variety of reports, correspondence, and memos. Operates office equipment, including personal computers, copiers, fax and postage machines. (NOTE: In some organizations, this position may be combined with the duties of a Receptionist. However, only those incumbents who are also assigned the duties of Secretary as described here should be reported under this survey position.) *Typical Requirements:* High School diploma or equivalent plus either secretarial training or one to two years experience.

Group 300 - Direct Services:

- **310 - Case Manager (Full-time Only):** Helps individuals and families requiring assistance from a social service agency. Conducts interviews and gathers physical, psychological, and social information to determine the client's needs. Counsels clients privately, with the family, or in a group. Refers clients to appropriate community resources. Note: This is a non-supervisory position, even though the work "Manager" appears in the position title. *Typical Requirements:* Bachelor's degree in social work or related field plus one to three years of related experience.
- **320 - Child Day Care Teacher (Full-time Only):** Develops and leads activities for children to promote social, physical, and intellectual growth in a preschool, day care center, or other child development facility. Plans individual and group activities to stimulate growth in language, social, and motor skills, such as following directions, playing with others, and using play equipment. *Typical Requirements:* Bachelor's degree in early childhood education or related field with no previous experience.
- **330 - Counselor (Full-time Only):** Provides services to assist individuals or groups achieve more effective personal, educational, or vocational development. Works with clients individually or in a group setting to identify and resolve issues including personal and/or emotional problems, substance abuse, family issues, and educational and/or career problems. *Typical Requirements:* Bachelor's degree or equivalent in human services or a related discipline plus three to five years of related experience, or Master's degree in counseling plus one to three years of related experience.
- **340 - Social Worker (Bachelor's Level) (Full-time Only):** Helps provide counseling to clients to address educational, social, behavioral, medical, or other issues. Interviews clients to assess social and emotional capabilities. Consults with other professionals and families to determine causes of problems and their possible solutions. Refers clients to other community resources when needed. *Typical Requirements:* Bachelor's degree in social work and license plus one to three years of related experience.
- **350 - Social Worker (Master's Level) (Full-time Only):** Counsels clients and helps them address educational, social, behavioral, medical, or other issues. Works with clients to determine causes of problems and their possible solutions, then helps clients pursue the best course of action. Refers clients to other community resources when needed. *Typical Requirements:* Master's degree in social work and license plus three to five years of related experience.
- **360 - Teacher (Certified) (Full-time Only):** Plans and implements a developmentally appropriate curriculum for the assigned student group. Supervises students in the classroom. Develops and maintains teaching resources. Maintains relationships among students, parents, or guardians, volunteers, staff, and the community. *Typical Requirements:* Bachelor's degree and must have a Maine State Teaching Certificate for assigned grade level.
- **370 - Direct Care Worker (Full-time Only):** Interacts with consumers in a variety of potential settings, including community homes, family and individual homes and generic community settings, providing personal care, instruction, guidance, mentoring and companionship, under the direction of supervisory staff. The direct care worker provides a level of care that enhances the health, safety and contentment of the individuals served. *Typical Requirements:* Certification required. Age 18 or older with High School Diploma or G.E.D., and Criminal and Child Abuse Clearance. A valid driver's license may or may not be required.
- **380 - Certified Nurses Aide (Full-time Only):** Provides basic patient care under direction of nursing staff. Perform duties, such as feed, bathe, dress, groom, or move patients, or change linens. *Typical Requirements:* Certification required. Age 18 or older with High School Diploma or G.E.D., and Criminal and Child Abuse Clearance. A valid driver's license may or may not be required.

Group 400 - Facilities Management

- **410 - Cook (Full-time Only):** Performs food production activities, including food preparation, supplies and equipment care, packaging, storage, and reporting. Plans menus in response to supplies available and to special dietary requirements when appropriate. May also serve food and clean up the food preparation site. *Typical Requirements:* High school diploma plus one to three years of experience.
- **420 - Driver (Full-time Only):** Drives vehicles, adheres to driving schedules, and may attend to passengers' needs. Maintains vehicles in proper and safe working condition. *Typical Requirements:* High school diploma or equivalent plus any specialized vehicle licenses needed.
- **430 - Janitor/Custodian (Full-time Only):** Maintains the organization's facility in clean and orderly condition. Sweeps, mops, and empties trash, tends to recycling and may perform minor upkeep of environmental systems including heating and air conditioning. May perform repairs and other upkeep functions

to maintain the organization's physical facility. May also assist with moving furniture and equipment. *Typical Requirements:* High school diploma or equivalent with no previous experience.

- **440 - Property/Site Supervisor (Full-time Only):** Oversees the maintenance of a single property, including janitorial services, repair and upkeep, and personal and building security. *Typical Requirements:* High school diploma plus one to three years of experience.

Group 500 - Financial Management:

- **510 – Accountant (Full-time Only):** Utilizes accounting and spreadsheet software to accurately maintain all general ledger accounts, reconcile bank statements, conduct monthly and year-end closing procedures, and prepare monthly financial statements using generally accepted accounting principals. Assists with the audit preparation of state and federal financial filings. *Typical Requirements:* Bachelor's degree in accounting or related field plus two to four years of experience.
- **520 – Bookkeeper (Full-time Only):** Keeps records of financial transactions for the organization. Reconciles and balances accounts. May perform various other duties pertaining to financial transactions. *Typical Requirements:* Associate's degree in accounting or bookkeeping plus no experience, or two years of previous related experience.
- **520P – Part-time Bookkeeper:** Use this job title for incumbents who work less than 36 hours per week. See job description above.
- **530 - Business Manager (Full-time Only):** Oversees operations including purchasing, insurance, and billing. Ensures that the organization meets its budget targets for operational income and expenses. Maintains vendor and bid records. Complies with required filings by local, state, and federal agencies for agency licensure and management. *Typical Requirements:* Bachelor's degree in management or related field with no previous experience, or Associates degree and two to four years of related experience.
- **540 - Finance Director (Full-time Only):** Provides overall direction for all financial management, accounting, and budgeting functions on behalf of the Executive Director. Develops financial procedures and directs their implementation. Manages all financial and accounting activities. Performs financial planning as part of the management team. Manages business and accounting staff. *Typical Requirements:* MBA or equivalent plus two to four years of experience.

Group 600 - Senior Management:

- **610 - Computer Systems Manager (Full-time Only):** Manages one or more aspects of the organization's computer systems, including local area network (LAN), database, or Internet communications. Purchases and maintains computer hardware. Installs and configures operating and ancillary software. Assists and trains system users. *Typical Requirements:* Bachelor's degree in computer science or equivalent plus one to three years of computer systems experience.
- **620 - Development Director (Full-time Only):** Works closely with the Executive Director and the Board of Directors to develop a comprehensive fundraising strategy to expand philanthropic support for the organization. Manages all components of the fundraising plan including (but not limited to): annual giving, planned giving, corporate and foundation grants, major individual and corporate gifts, and special fundraising events. Manages (either directly or indirectly) all staff members of the development department. *Typical Requirements:* Bachelor's degree or equivalent with additional professional development training in fundraising plus three to five years of fund development experience.
- **620P – Part-time Development Director:** Use this job title for incumbents who work less than 36 hours per week. See job description above.
- **630 - Human Resource Director (Full-time Only):** Develops and organizes all human resources activities of the organization. Develops and implements recruitment, selection, compensation, benefits, employee relations, and training and development programs. Develops human resources policies and procedures and ensures compliance with applicable legislation and regulations. *Typical Requirements:* Bachelor's degree in human resources, industrial relations or related field plus three to five years of experience.
- **640 - PR/Communications Director (Full-time Only):** Designs, develops, and implements the communications and public relations program to build awareness of the organization's mission, programs, and achievements. Manages and coordinates all media relations, special community events, and external publications. Represents the organization at public events. *Typical Requirements:* Bachelor's degree or equivalent plus three to five years of related experience.
- **640P – Part-time PR/Communications Director:** Use this job title for incumbents who work less than 36 hours per week. See job description above.

- **650 - Project Manager (Full-time Only):** Organizes and coordinates one or more projects undertaken by the organization as the only staff person assigned to manage the projects. Develops activities and related timelines to meet established project goals. Tracks project expenses to ensure they do not exceed the projects' budgets. Evaluates projects' results and prepares related reports for the management of the projects. *Typical Requirements:* Bachelor's degree or equivalent plus one to three years of project related experience.
- **650P – Part-time Project Manager:** Use this job title for incumbents who work less than 36 hours per week. See job description above.
- **655 – Public Policy Director/Lobbyist (Full-time Only):** Coordinates organization's public policy and lobbying activities, in coordination with Executive Director and/or Board. Researches and develops policy positions. Develops and implements grassroots and/or direct lobbying strategies. Develops relationships with policy-makers, media, and activists. Typical requirements: BA +5 or more or Masters/Law + 3.
- **660 - Volunteer Coordinator (Full-time Only):** Coordinates the organization's student and community volunteer program. Consults with staff to determine the organization's needs. Interviews, screens, and places volunteers in appropriate programs and activities. Prepares appropriate volunteer training and procedure manuals. Conducts volunteer orientation and training sessions. Speaks to community groups to explain the organization's activities and recruit potential volunteers. Prepares reports on the extent, nature, and value of the organization's volunteer program. *Typical Requirements:* Bachelor's degree or equivalent plus one to three years of related experience.
- **660P – Part-time Volunteer Coordinator:** Use this job title for incumbents who work less than 36 hours per week. See job description above.

Preparing the Data:

Convert pay rates to hourly rates

After you have determined which employees' pay rates should be reported, the pay rates of those salaried employees should be converted to an hourly rate so that accurate comparisons can be made. This is particularly important for those salaried positions that are less than 40 hours.

We have provided a conversion chart for your convenience (See Page 7).

Examples:

Executive Director
 ~ Full-time salaried @ \$50,000 per year,
 ~ 37.5 hours per week required.

$50,000 \div 1950 \text{ hours} = \$25.64/\text{hour}$
 (37.5hrs/wk x 52wks/yr = 1950hrs/yr)

Program Director
 ~ Part-time salaried @\$250 per week
 ~ 15 hours per week required.

$\$250 \div 15 \text{ hours} = \$16.67/\text{hour}$

Calculate the Average Salary of all Employees in Position

After you have calculated the hourly rate for all matching employees, calculate the average for that position if more than one employee fits the category.

Example:

Case Manager
 ~ 6 Full-Time Case Managers

$(13.50 + 15.59 + 13.50 + 14.85 + 12.75 + 14.70) / 6$
 $(\$84.89 / 6 = \$14.15)$

~ Enter \$14.15 into survey

Salary Conversion Chart:

Annual Salary	Corresponding Hourly Rate				Annual Salary	Corresponding Hourly Rate			
	40 hrs/wk	37.5 hrs/wk	36 hrs/wk	20 hrs/wk		40 hrs/wk	37.5 hrs/wk	36 hrs/wk	20 hrs/wk
\$ 120,000	\$ 57.69	\$ 61.54	\$ 64.10	\$ 115.38	\$ 44,000	\$ 21.15	\$ 22.56	\$ 23.50	\$ 42.31
\$ 115,000	\$ 55.29	\$ 58.97	\$ 61.43	\$ 110.58	\$ 43,000	\$ 20.67	\$ 22.05	\$ 22.97	\$ 41.35
\$ 110,000	\$ 52.88	\$ 56.41	\$ 58.76	\$ 105.77	\$ 42,000	\$ 20.19	\$ 21.54	\$ 22.44	\$ 40.38
\$ 105,000	\$ 50.48	\$ 53.85	\$ 56.09	\$ 100.96	\$ 41,000	\$ 19.71	\$ 21.03	\$ 21.90	\$ 39.42
\$ 100,000	\$ 48.08	\$ 51.28	\$ 53.42	\$ 96.15	\$ 40,000	\$ 19.23	\$ 20.51	\$ 21.37	\$ 38.46
\$ 95,000	\$ 45.67	\$ 48.72	\$ 50.75	\$ 91.35	\$ 39,000	\$ 18.75	\$ 20.00	\$ 20.83	\$ 37.50
\$ 90,000	\$ 43.27	\$ 46.15	\$ 48.08	\$ 86.54	\$ 38,000	\$ 18.27	\$ 19.49	\$ 20.30	\$ 36.54
\$ 85,000	\$ 40.87	\$ 43.59	\$ 45.41	\$ 81.73	\$ 37,000	\$ 17.79	\$ 18.97	\$ 19.76	\$ 35.58
\$ 80,000	\$ 38.46	\$ 41.03	\$ 42.74	\$ 76.92	\$ 36,000	\$ 17.31	\$ 18.46	\$ 19.23	\$ 34.62
\$ 75,000	\$ 36.06	\$ 38.46	\$ 40.06	\$ 72.12	\$ 35,000	\$ 16.83	\$ 17.95	\$ 18.70	\$ 33.65
\$ 74,000	\$ 35.58	\$ 37.95	\$ 39.53	\$ 71.15	\$ 34,000	\$ 16.35	\$ 17.44	\$ 18.16	\$ 32.69
\$ 73,000	\$ 35.10	\$ 37.44	\$ 39.00	\$ 70.19	\$ 33,000	\$ 15.87	\$ 16.92	\$ 17.63	\$ 31.73
\$ 72,000	\$ 34.62	\$ 36.92	\$ 38.46	\$ 69.23	\$ 32,000	\$ 15.38	\$ 16.41	\$ 17.09	\$ 30.77
\$ 71,000	\$ 34.13	\$ 36.41	\$ 37.93	\$ 68.27	\$ 31,000	\$ 14.90	\$ 15.90	\$ 16.56	\$ 29.81
\$ 70,000	\$ 33.65	\$ 35.90	\$ 37.39	\$ 67.31	\$ 30,000	\$ 14.42	\$ 15.38	\$ 16.03	\$ 28.85
\$ 69,000	\$ 33.17	\$ 35.38	\$ 36.86	\$ 66.35	\$ 29,000	\$ 13.94	\$ 14.87	\$ 15.49	\$ 27.88
\$ 68,000	\$ 32.69	\$ 34.87	\$ 36.32	\$ 65.38	\$ 28,000	\$ 13.46	\$ 14.36	\$ 14.96	\$ 26.92
\$ 67,000	\$ 32.21	\$ 34.36	\$ 35.79	\$ 64.42	\$ 27,000	\$ 12.98	\$ 13.85	\$ 14.42	\$ 25.96
\$ 66,000	\$ 31.73	\$ 33.85	\$ 35.26	\$ 63.46	\$ 26,000	\$ 12.50	\$ 13.33	\$ 13.89	\$ 25.00
\$ 65,000	\$ 31.25	\$ 33.33	\$ 34.72	\$ 62.50	\$ 25,000	\$ 12.02	\$ 12.82	\$ 13.35	\$ 24.04
\$ 64,000	\$ 30.77	\$ 32.82	\$ 34.19	\$ 61.54	\$ 24,000	\$ 11.54	\$ 12.31	\$ 12.82	\$ 23.08
\$ 63,000	\$ 30.29	\$ 32.31	\$ 33.65	\$ 60.58	\$ 23,000	\$ 11.06	\$ 11.79	\$ 12.29	\$ 22.12
\$ 62,000	\$ 29.81	\$ 31.79	\$ 33.12	\$ 59.62	\$ 22,000	\$ 10.58	\$ 11.28	\$ 11.75	\$ 21.15
\$ 61,000	\$ 29.33	\$ 31.28	\$ 32.59	\$ 58.65	\$ 21,000	\$ 10.10	\$ 10.77	\$ 11.22	\$ 20.19
\$ 60,000	\$ 28.85	\$ 30.77	\$ 32.05	\$ 57.69	\$ 20,500	\$ 9.62	\$ 10.26	\$ 10.68	\$ 19.23
\$ 59,000	\$ 28.37	\$ 30.26	\$ 31.52	\$ 56.73	\$ 20,000	\$ 9.13	\$ 9.74	\$ 10.15	\$ 18.27
\$ 58,000	\$ 27.88	\$ 29.74	\$ 30.98	\$ 55.77	\$ 19,500	\$ 8.65	\$ 9.23	\$ 9.62	\$ 17.31
\$ 57,000	\$ 27.40	\$ 29.23	\$ 30.45	\$ 54.81	\$ 19,000	\$ 8.17	\$ 8.72	\$ 9.08	\$ 16.35
\$ 56,000	\$ 26.92	\$ 28.72	\$ 29.91	\$ 53.85	\$ 18,500	\$ 7.69	\$ 8.21	\$ 8.55	\$ 15.38
\$ 55,000	\$ 26.44	\$ 28.21	\$ 29.38	\$ 52.88	\$ 18,000	\$ 7.21	\$ 7.69	\$ 8.01	\$ 14.42
\$ 54,000	\$ 25.96	\$ 27.69	\$ 28.85	\$ 51.92	\$ 17,500	\$ 6.73	\$ 7.18	\$ 7.48	\$ 13.46
\$ 53,000	\$ 25.48	\$ 27.18	\$ 28.31	\$ 50.96	\$ 17,000	\$ 6.25	\$ 6.67	\$ 6.94	\$ 12.50
\$ 52,000	\$ 25.00	\$ 26.67	\$ 27.78	\$ 50.00					
\$ 51,000	\$ 24.52	\$ 26.15	\$ 27.24	\$ 49.04					
\$ 50,000	\$ 24.04	\$ 25.64	\$ 26.71	\$ 48.08					
\$ 49,000	\$ 23.56	\$ 25.13	\$ 26.18	\$ 47.12					
\$ 48,000	\$ 23.08	\$ 24.62	\$ 25.64	\$ 46.15					
\$ 47,000	\$ 22.60	\$ 24.10	\$ 25.11	\$ 45.19					
\$ 46,000	\$ 22.12	\$ 23.59	\$ 24.57	\$ 44.23					
\$ 45,000	\$ 21.63	\$ 23.08	\$ 24.04	\$ 43.27					