

Human Services Coalition 2011 Salary and Benefits Survey

*A Comprehensive Study and Analysis of Compensation Within
Tompkins County Not-For-Profit Organizations*



The Human Services Coalition of Tompkins County, Inc.
100 W. Seneca Street, Suite 300
Ithaca, NY 14850
TEL: (607) 273-8686
www.hsctc.org

Acknowledgements

HUMAN SERVICES COALITION OF TOMPKINS COUNTY, INC.

The Human Services Coalition of Tompkins County, Inc. (HSC) is a private non-profit corporation focusing on efficient, effective planning and delivery of health and human service programs. HSC programs enhance consumer access to services, identify service needs, and promote the sharing of information. HSC provides technical support and advocacy to and for Tompkins County organizations, funders, and policy makers.

*The Human Services Coalition would like to acknowledge and thank **The Park Foundation** for funding the 2011 Salary and Benefits Survey.*

We would also like to thank our ongoing funders for their continued support:

Tompkins County
City of Ithaca
Town of Ithaca
Town of Groton
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Park Foundation
Legacy Foundation of Tompkins County
Tompkins Charitable Gift Fund
Community Foundation of Tompkins County

The Coalition would also like to take this opportunity to thank the fifty-seven agencies that gave their staff time to participate in the survey.

*In particular, we want to acknowledge the work of
Lisa Horn, Project Coordinator*

It is our pleasure to present this 2011 edition of the *Human Services Coalition's Salary and Benefits Survey*. This is the eighth publication of this valuable and widely used instrument. The Human Services Coalition provides this survey as part of its mission to provide accurate, comprehensive, and pertinent data to nonprofit organizations so that they can deliver the highest level of service with the greatest level of efficiency.

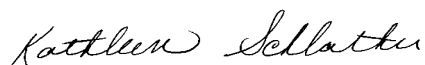
The survey is conducted to assist local organizations in determining compensation levels for their employees and serves as a barometer of how the not-for-profit community is faring in its ability to recruit and retain qualified staff. With this eighth edition there is now comprehensive data on wages and benefits in the nonprofit sector dating back to 1989.

In the following pages you will find information on salary and benefit levels plus local indicators on staffing, turnover and recruiting. The demand for services continues to rise in much of the nonprofit sector and resources continue to fall short of meeting these demands. The workers who strive each day to build a better community for all of us deserve to be recognized for the work they do. Many nonprofits are finding additional ways to reward staff. Included in the report are some examples of what organizations are doing to recognize their employees' contributions.

The Human Services Coalition would like to thank the 57 agencies who took the time to participate in this year's survey. Their diligence in providing detailed information provides assurance that the survey contains the most comprehensive data on compensation policies of not-for-profits in Tompkins County.

The staff and Board of the Human Services Coalition look forward to providing the best possible service to our community partners in the future. Please call us with questions, comments or suggestions for other areas where we may be of assistance.

Sincerely,



Kathleen Schlather
Human Services Coalition
Executive Director

December 12, 2011

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2011 Human Services Coalition of Tompkins County Salary and Benefits Survey

A Comprehensive Study and Analysis of Compensation Within Tompkins County Nonprofit Organizations

The Human Services Coalition of Tompkins County is pleased to present the 2011 Salary & Benefits Survey Report. In this eighth report, we provide a profile of salary levels and benefits provided for various positions in health and human services agencies in the county.

History

The 2011 Human Services Coalition of Tompkins County Salary and Benefits Survey is the eighth in a series of surveys administered by the HSC. Previous surveys were undertaken in 1989, 1995, 1997, 1999-2000, 2003, 2006, and 2009. The surveys have been modified over time, and will continue to change in order to reflect the changing needs of area agencies.

Using the information

This report is intended to provide information to help organizations create and maintain an effective compensation system. It is important to note that there is no “right” or “wrong” salary, but the salary information can help agencies to design a compensation system that is in line with organizational objectives and is competitive in the market.

Positions

A salary and benefits survey is not intended to provide compensation data for every position in every organization, but to provide information on select benchmark positions common to most organizations. These benchmark positions allow an organization to make judgments as to the value of each position in relation to the benchmark positions and create a comprehensive compensation system.

Methodology

Surveys were mailed to 77 local nonprofit agencies. All non-profit agencies in the county (excluding county departments and educational institutions) with paid staff were included in the sample. 57 of the agencies responded with information regarding salary and benefits giving a response rate of 74%. It is important to note that not all agencies have responded in all years. As always, comparisons between years should be looked at critically.

Agencies reported salary information for 17 job categories, based on common job responsibilities and job title. The survey asked that agencies report salary information for only these job categories and not try to "fit" all their positions in the categories. Descriptions of each category are included in the salary report. Agencies also were asked to report the number of people holding the position, whether the position was full time or part time, the minimum and maximum salary available for the position, the average current salary, the minimum experience required for the position, and the minimum education level required for the position.

The second portion of the survey included questions on benefits including paid time off, health insurance, retirement, life insurance and other benefits.

FTE "Equalizer"

Agencies differ in the number of hours worked each week and as a result, we have "equalized" all salaries to a 40 hour work week. The equalization was based on each agency's response to "How many hours in a full-time work week?"

Categorization

To provide a more accurate picture of the salary and benefit levels at area agencies, respondents were divided into three categories based upon their annual budgets: Small, Medium, and Large. Detailed information on each of the categories is included in the Key Statistics tables and charts on page 4. As agencies grow and their budgets change, they may move into a different size category between survey years. This movement can also account for salary differences between 2009 and 2011.

Confidentiality

When positions were reported in only one or two agencies, salary information has been omitted to preserve confidentiality, indicated by the abbreviation NR (not reported).

Mean vs. Median

There are several ways to mathematically determine central tendency. *Mean* and *median* are two types of "averages" or measures of central tendency. The median is a measure of the "middle" in a set of numbers placed in order from lowest to highest. The mean (a number which "evens out" or balances a set of data) is merely the arithmetic average of a group of numbers. The mean and median each have advantages and disadvantages when used to describe data sets. The mean depends on the actual values in a data set, but the median is dependent only on the relative position of the values. For a given set of data, these measures of center may be very close or may be quite different, depending on how the data are distributed, and either of the measures of center may or may not provide a good measure of "typicalness." Therefore it is important for users to look at **all** information provided: the mean, median, minimum and maximum values.

Report Details

Salary information is presented for all agencies as well as by agency size. The position name is included on each sheet, followed by a description of the duties. These are the same descriptions included in the survey. The table that follows includes the number of Full Time Employees, number of Part Time Employees, Mean and Median Salaries, the Minimum and Maximum Salaries reported, as well as the Mean and Median Salaries for that position as reported on the 2009 HSC Salary and Benefits Surveys. Tables are included for each position that lists the Minimum Education required for the position and Minimum Experience required for each position. Also included for each position is a graph showing the percent of employees that receive salaries within a certain range. The ranges vary depending upon the position, and include both full and part-time employees.

Part-Time Employees

Part-Time Employees were included in the survey data. The Part time employee salaries have been converted to Full-Time Equivalent salaries and are included in all mean and median salary reports.

Paid/Unpaid Leave

Agencies were asked to report their policies regarding paid leave. Data has been reported separately for exempt and non-exempt employees. Exempt employees are all executive, administrative and professional positions not covered by the minimum wage and overtime provisions of the Fair Labor Standards Act. Non-exempt employees are all those employees who are covered by the FLSA.

Disability protection was reported by noting the percentage of agencies that offered more than the New York State required amount of short-term disability insurance, as well as the percentage of agencies that offer any long-term disability coverage. The percentage of cost paid by the agency was also reported.

Staffing

Several questions were asked in the 2011 survey to address staffing issues including whether staff size had changed, whether agencies had laid off employees or reduced work hours, and whether they had held off filling positions. The incidence and causes of employee turnover and the use of temporary and contract employees is also reported, as well as whether and how much turnover is anticipated in future years.

Health Insurance, Life Insurance and Retirement

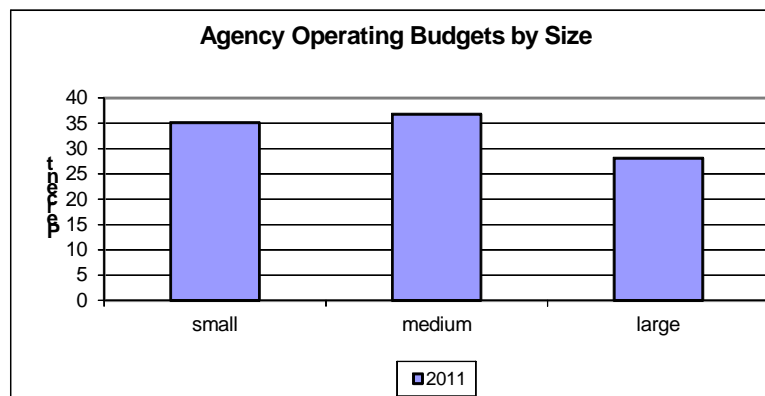
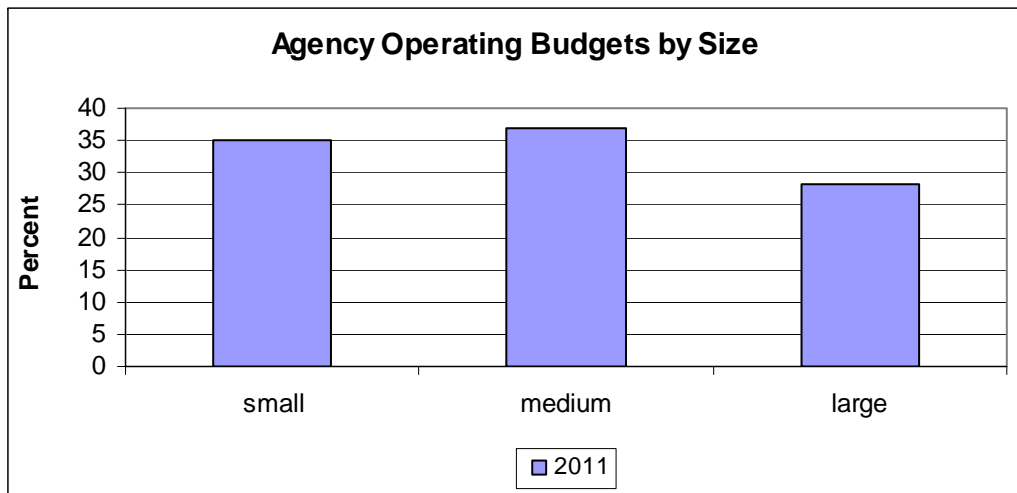
Agencies also reported information on health insurance plans, including dental and eye care. Coverage levels, preferred carriers, and costs for individual as well as family coverage were reported where applicable and when available.

Other Benefits

Agencies were also asked about other benefits they provide to their employees including cafeteria benefit plans, life insurance and retirement.

Key Statistics

	All Agencies		Small Agencies (\$0 – 500,000)		Medium Agencies (\$500,001-1.5M)		Large Agencies (\$1.5M-Higher)	
	Median	Mean	Median	Mean	Median	Mean	Median	Mean
# of Agencies	57		20		21		16	
Annual Budget	\$804,836	\$1,760,840	\$273,140	\$273,579	\$823,736	\$890,474	\$2,700,000	\$4,706,041
Minimum	\$73,520		\$73,520		\$508,000		\$1,732,000	
Maximum	\$17,437,445		\$500,000		\$1,405,902		\$17,437,445	
Payroll	\$506,180	\$1,093,302	\$161,726	\$167,209	\$559,031	\$602,792	\$2,000,000	\$2,796,888
# of FT Employees	17	18.2	2	2.6	8.5	10.3	34	8.3
Min. # FT Emp.	0		0		3		7	
Max. # FT Emp.	144		7		23		144	
Work Week (hrs/wk)	Number	Percent	Number	Percent	Number	Percent	Number	Percent
35 or less	26	48.2%	5	29.4%	11	52.4%	10	62.5%
36-37.5	6	11.1%	2	11.8%	2	9.5%	2	12.5%
37.6-40	22	40.7%	10	58.8%	8	38.1%	4	25.0%



Executive Director/President/CEO

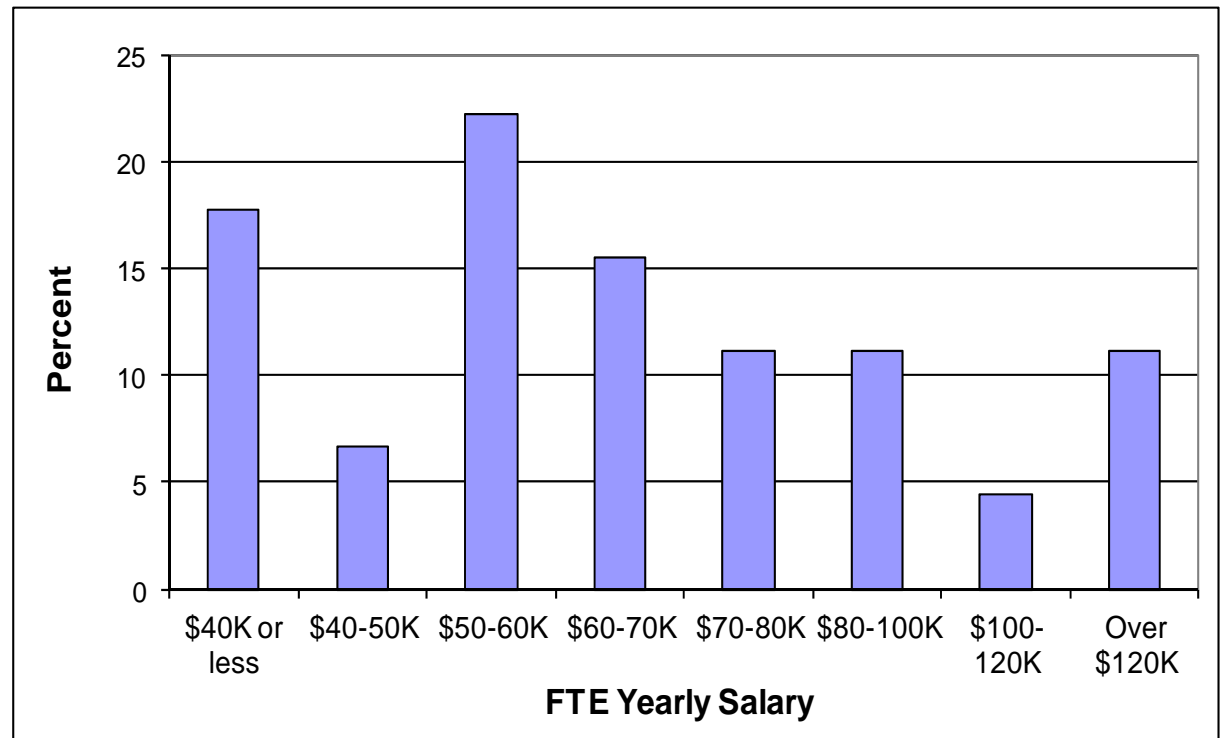
Responsible for overall operation, management, and finances of an independent organization. Reports to and is accountable to a board of directors or governing body. Complex, non-routine tasks. Responsible for supervision of agency staff. Top paid position in the organization.

	All	Small	Medium	Large
# Full-Time	41	13	19	9
# Part-Time	4	4	0	0
Mean Salary	\$71,012	\$48,534	\$73,694	\$107,809
Median Salary	\$61,714	\$52,469	\$74,286	\$100,693
Minimum	\$25,000	\$25,000	\$35,000	\$62,857
Maximum	\$170,152	\$66,286	\$136,000	\$170,152
2009 Mean	\$70,402			
2009 Median	\$63,817			

Key	Annual Budget
Small	\$0-500,000
Medium	\$500,001-1.5M
Large	\$1.5M - Higher

Minimum Education Required	
PhD	2.1%
MS/MA	29.8%
BS/BA	48.9%
AS	2.1%
HS	4.3%
OTHER	8.5%
NONE OF ABOVE	4.3%

Minimum Experience Required	
0	1.8%
1-4	19.3%
5-9	40.4%
10-14	7.0%
15+	31.6%



Associate Director/Assistant Director/Vice President

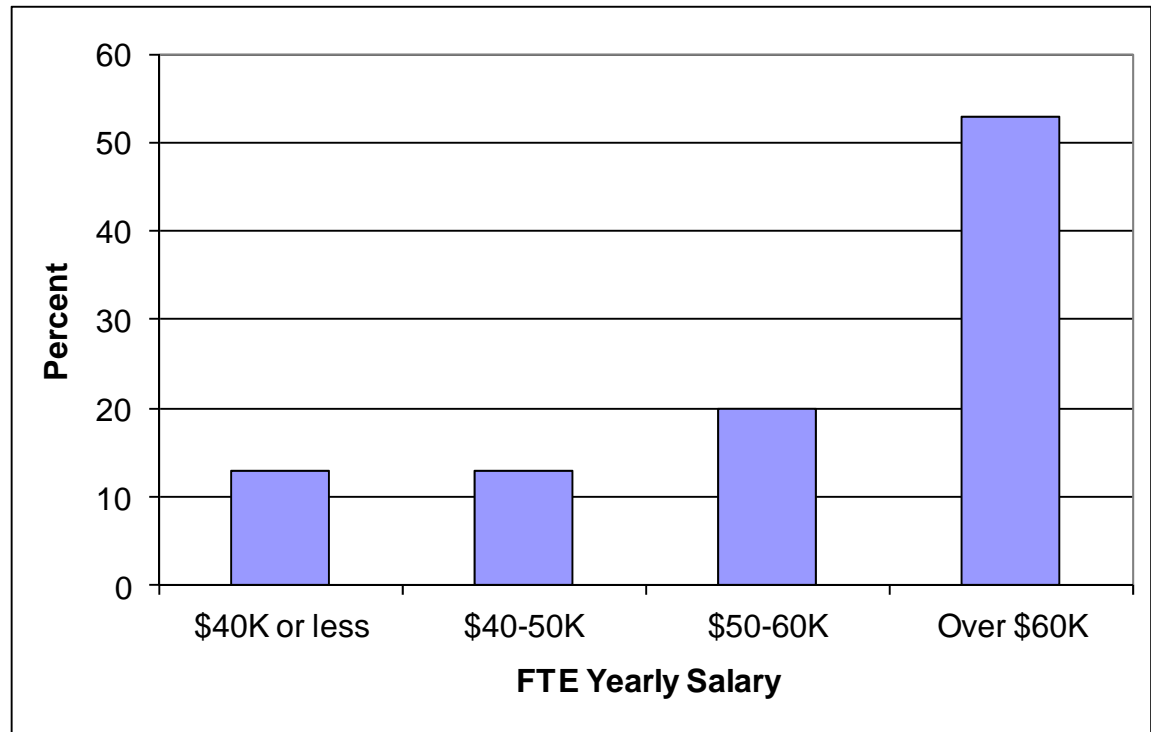
Responsible for administrative functions which support the overall management of the agency. Works under general supervision of Executive Director. Participates in total agency planning and governance.

	All	Small	Medium	Large
# Full-Time	19	3	9	7
# Part-Time	1	1	0	0
Mean Salary	\$64,890	\$39,300	\$66,607	\$80,221
Median Salary	\$61,575	\$40,000	\$66,151	\$85,943
Minimum	\$27,900	\$27,900	\$41,199	\$57,000
Maximum	\$98,286	\$50,000	\$98,286	\$92,000
2009 Mean	\$54,103			
2009 Median	\$52,705			

Key	Annual Budget
Small	\$0-500,000
Medium	\$500,001-1.5M
Large	\$1.5M - Higher

Minimum Education Required	
PhD	
MS/MA	11.8%
BS/BA	52.9%
AS	11.8%
HS	
OTHER	23.5%
NONE OF ABOVE	

Minimum Experience Required	
0	
1-4	10.5%
5-9	12.3%
10-14	
15+	77.2%



Unit/Program Director

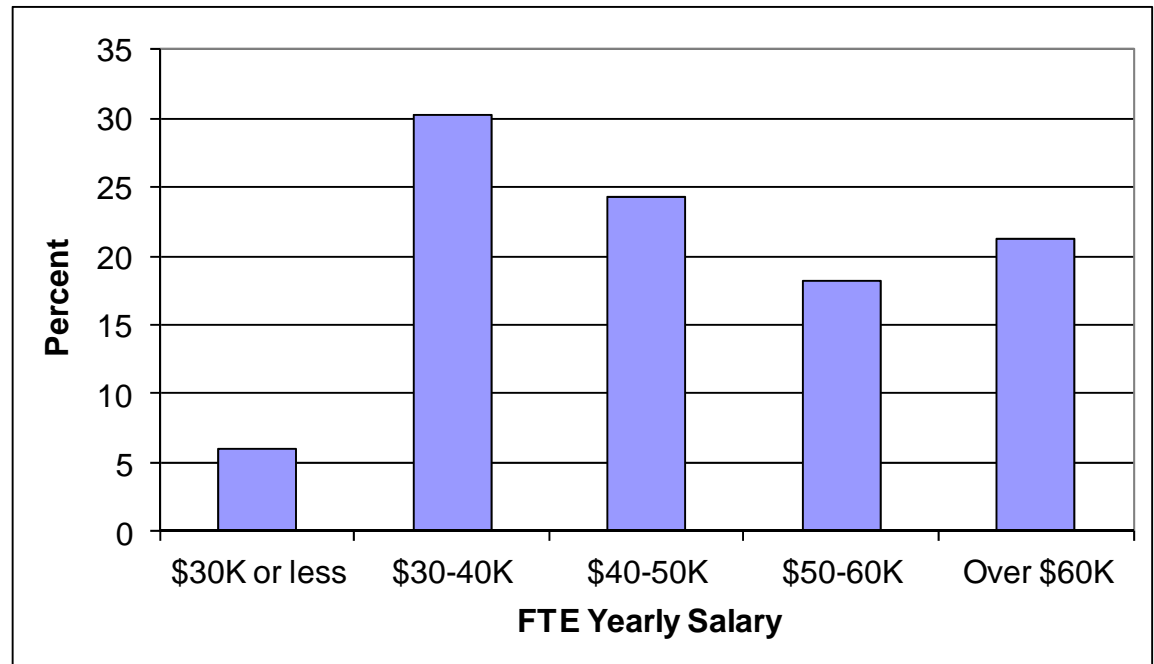
Responsible for daily operation of a staff-led program of the organization, including planning, developing, and coordinating the activities of the program and its departments with other agency programs, and supervising all paid and volunteer staff working in this program. Acts in an advisory role with influence over policy and resource utilization. (i.e. HR Director, Marketing Director, specific program Directors, etc.)

	All	Small	Medium	Large
# Full-Time	82	8	33	41
# Part-Time	5	1	3	1
Mean Salary	\$48,146	\$39,625	\$45,007	\$56,331
Median Salary	\$45,000	\$38,095	\$42,479	\$54,913
Minimum	\$27,000	\$32,700	\$27,000	\$38,857
Maximum	\$91,429	\$50,000	\$91,429	\$73,500
2009 Mean	\$49,429			
2009 Median	\$48,034			

Key	Annual Budget
Small	\$0-500,000
Medium	\$500,001-1.5M
Large	\$1.5M - Higher

Minimum Education Required	
PhD	
MS/MA	12.1%
BS/BA	54.6%
AS	21.2%
HS	
OTHER	12.1%
NONE OF ABOVE	

Minimum Experience Required	
0	1.8%
1-4	28.1%
5-9	17.5%
10-14	
15+	52.6%



Program/Project Coordinator

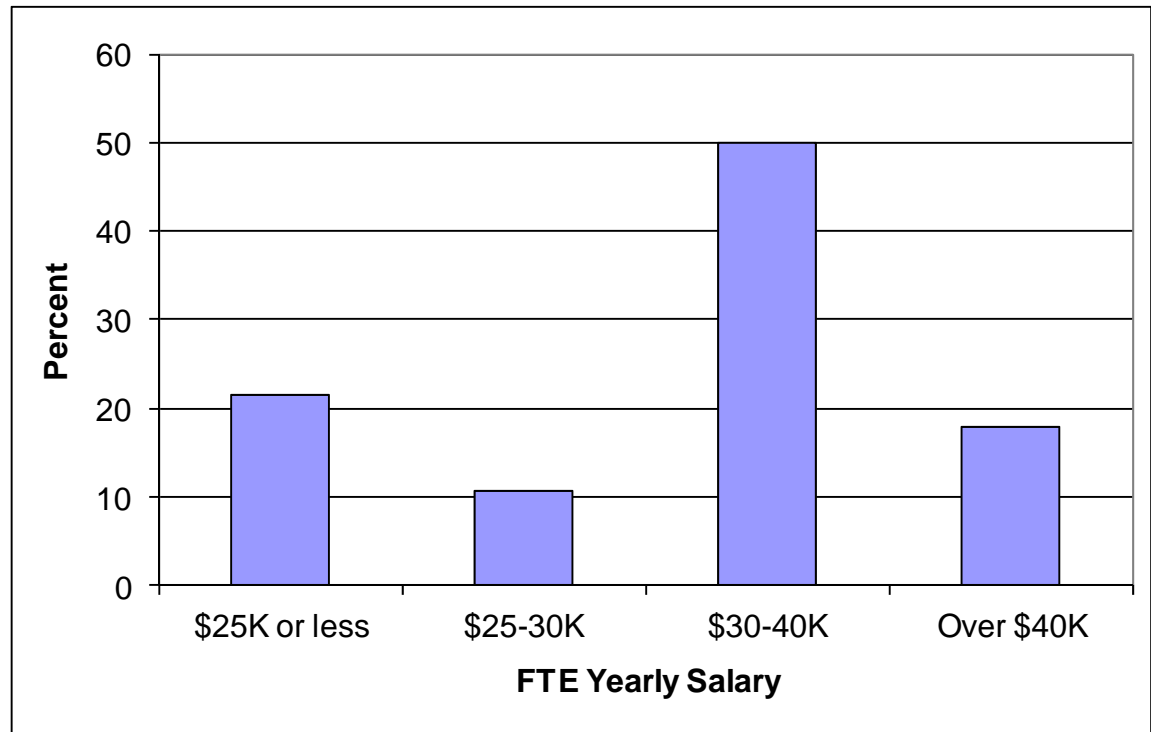
Responsible for the specific tasks or projects within the organization. Supervised by the Executive Director or designee. Works independently in the coordination and execution of all related projects and activities. May include recruitment and development of volunteers. May also include direct service as well as administrative duties.

	All	Small	Medium	Large
# Full-Time	77	11	12	54
# Part-Time	25	11	6	8
Mean Salary	\$33,731	\$28,853	\$33,956	\$40,822
Median Salary	\$35,227	\$27,561	\$34,532	\$40,379
Minimum	\$10,820	\$15,460	\$10,820	\$32,500
Maximum	\$52,226	\$40,000	\$52,226	\$49,320
2009 Mean	\$35,693			
2009 Median	\$34,291			

Key	Annual Budget
Small	\$0-500,000
Medium	\$500,001-1.5M
Large	\$1.5M - Higher

Minimum Education Required	
PhD	
MS/MA	3.5%
BS/BA	44.8%
AS	27.6%
HS	13.8%
OTHER	3.5%
NONE OF ABOVE	6.9%

Minimum Experience Required	
0	3.5%
1-4	28.1%
5-9	7.0%
10-14	
15+	61.4%



Finance Director/Business Manager

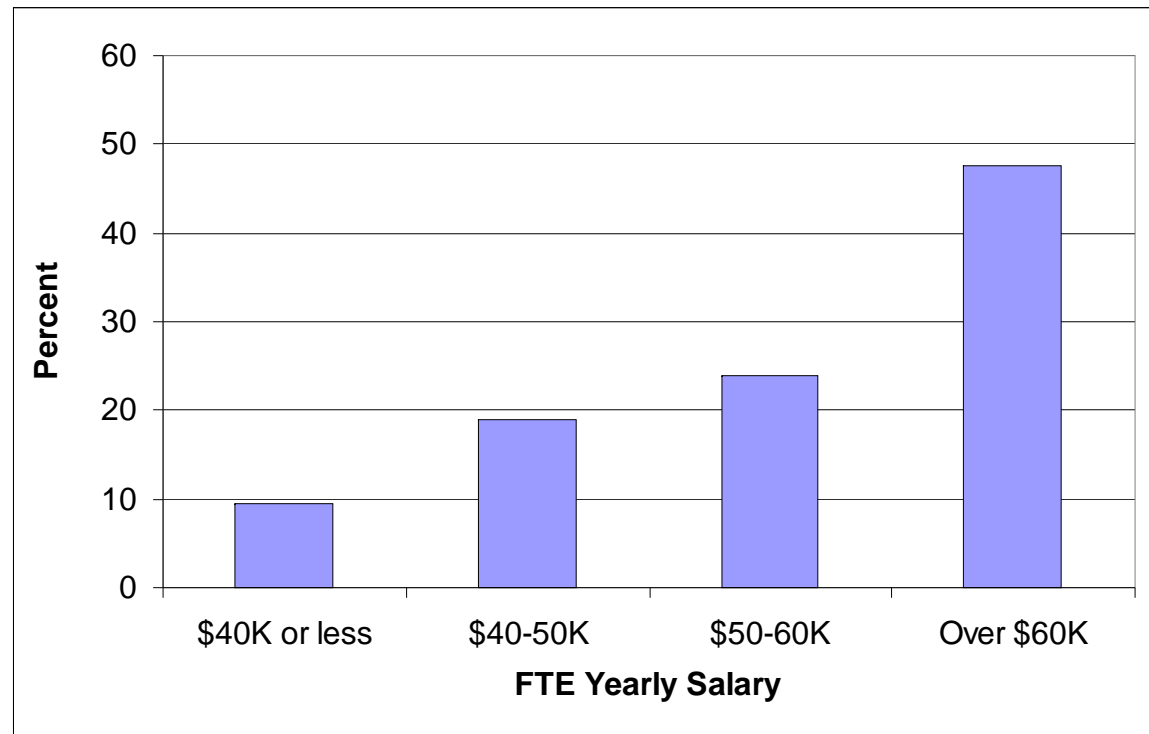
Responsible for developing financial policies and procedures and directing their implementation. Supervises the financial and accounting activities of the organization.

	All	Small	Medium	Large
# Full-Time	18	0	7	11
# Part-Time	4	1	3	0
Mean Salary	\$62,011	NR	\$53,449	\$71,162
Median Salary	\$59,000	NR	\$56,000	\$68,571
Minimum	\$37,000	NR	\$37,000	\$45,000
Maximum	\$117,977	NR	\$66,151	\$117,977
2009 Mean	\$55,250			
2009 Median	\$53,251			

Key	Annual Budget
Small	\$0-500,000
Medium	\$500,001-1.5M
Large	\$1.5M - Higher

Minimum Education Required	
PhD	
MS/MA	
BS/BA	80.0%
AS	5.0%
HS	
OTHER	15.0%
NONE OF ABOVE	

Minimum Experience Required	
0	
1-4	19.3%
5-9	8.8%
10-14	1.8%
15+	70.2%



Office Manager

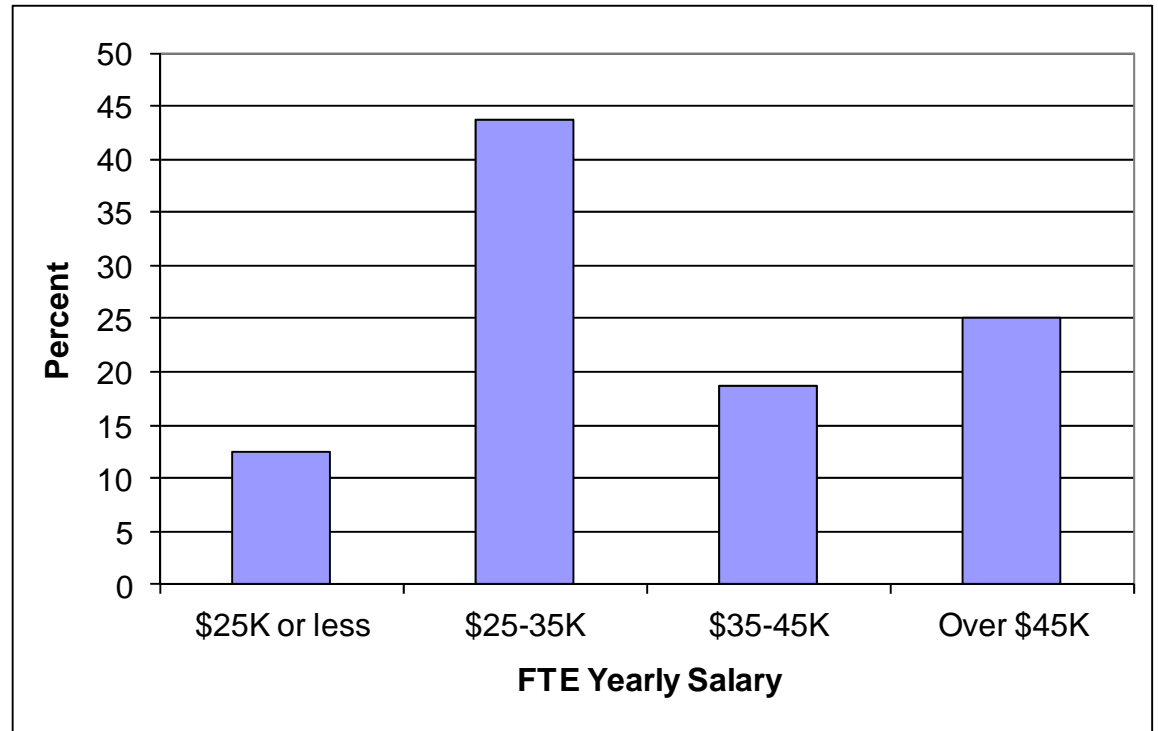
Responsible for supervising clerical staff and directing the clerical operations of the agency. Works under the general review of the Executive Director or designee. Organizes and expedites flow of work through supervisor's office, often dealing with issues of a technical or confidential nature.

	All	Small	Medium	Large
# Full-Time	17	3	9	5
# Part-Time	6	2	4	0
Mean Salary	\$35,074	\$28,694	\$35,643	\$44,190
Median Salary	\$30,857	\$27,368	\$30,168	\$47,429
Minimum	\$24,960	\$24,960	\$24,960	\$36,000
Maximum	\$52,206	\$36,571	\$52,206	\$49,143
2009 Mean	\$30,030			
2009 Median	\$29,120			

Key	Annual Budget
Small	\$0-500,000
Medium	\$500,001-1.5M
Large	\$1.5M - Higher

Minimum Education Required	
PhD	
MS/MA	
BS/BA	33.3%
AS	33.3%
HS	26.7%
OTHER	6.7%
NONE OF ABOVE	

Minimum Experience Required	
0	
1-4	15.8%
5-9	7.0%
10-14	
15+	77.2%



Development Director

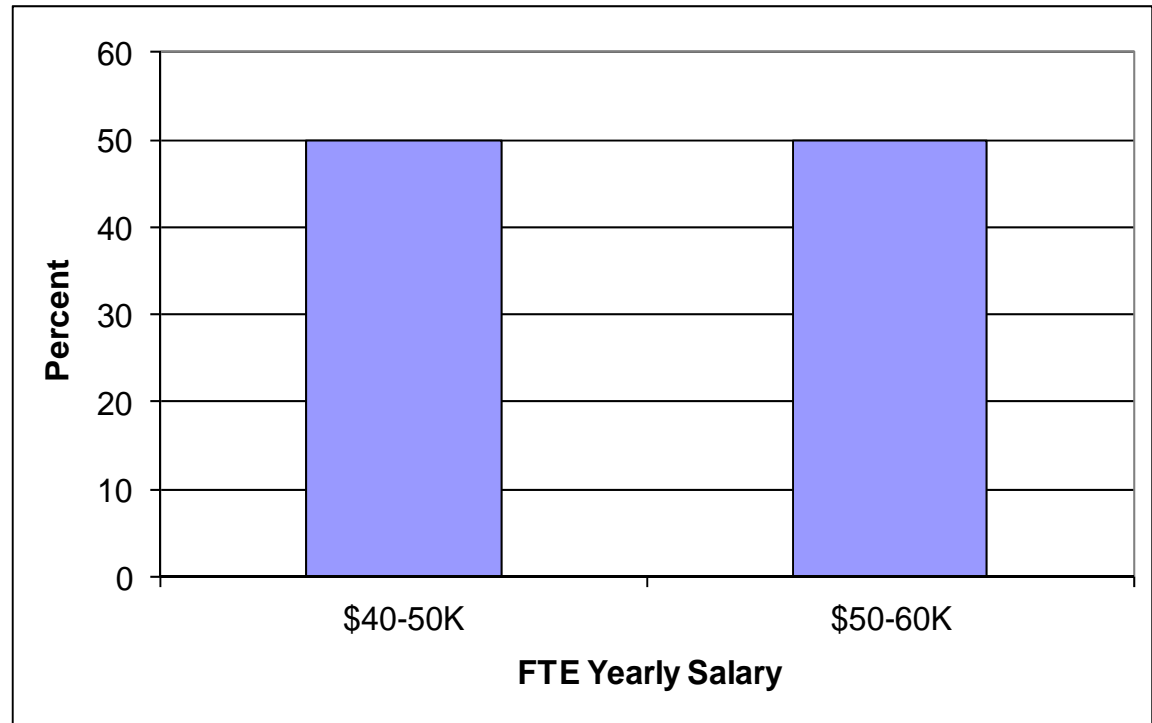
Primarily responsible for the management and administration of fundraising programs which may include solicitation of contributions, enrollment of members, grant proposal writing, and the management of direct mail, special events, and deferred giving. May also supervise or have responsibility for public relations or marketing for the organization. Supervises fundraising staff, including grant writers and support personnel.

	All	Small	Medium	Large
# Full-Time	4	0	1	3
# Part-Time	0	0	0	0
Mean Salary	\$52,696	NR	NR	NR
Median Salary	\$53,114	NR	NR	NR
Minimum	\$47,429	NR	NR	NR
Maximum	\$57,125	NR	NR	NR
2009 Mean	\$48,900			
2009 Median	\$45,714			

Key	Annual Budget
Small	\$0-500,000
Medium	\$500,001-1.5M
Large	\$1.5M - Higher

Minimum Education Required	
PhD	
MS/MA	
BS/BA	100.0%
AS	
HS	
OTHER	
NONE OF ABOVE	

Minimum Experience Required	
0	
1-4	3.5%
5-9	3.5%
10-14	
15+	93.0%



Development Coordinator/Associate/Assistant

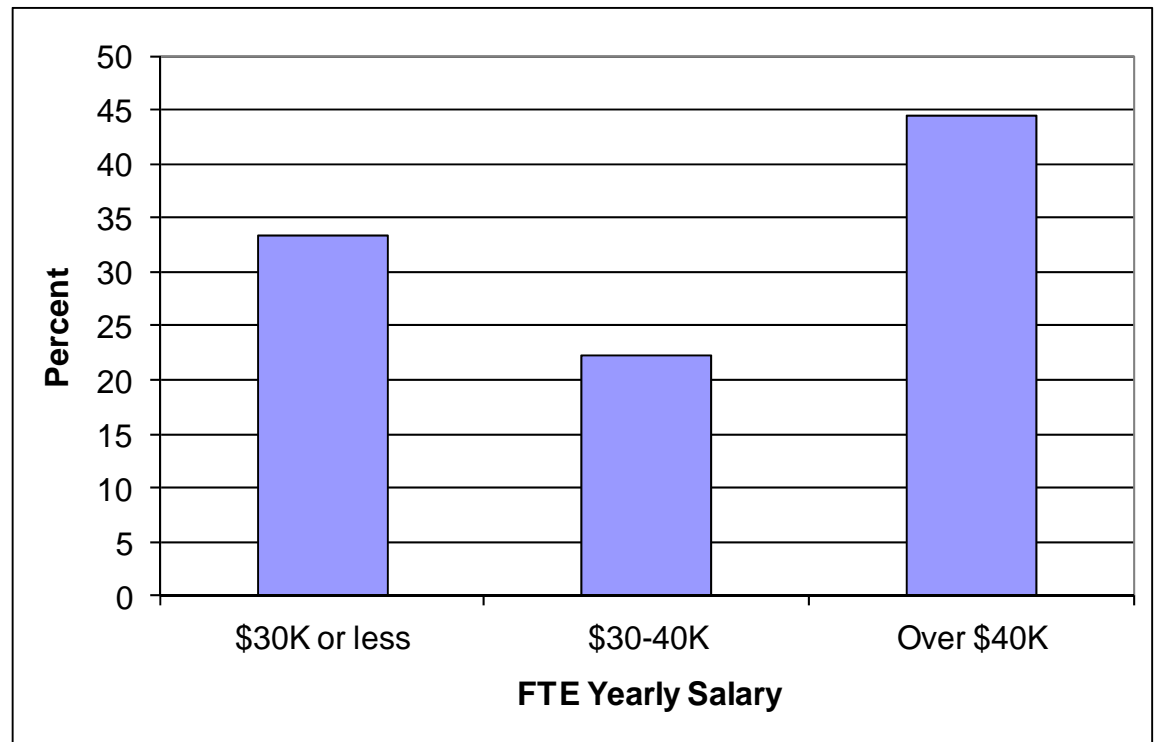
May include a secretarial function as well as tasks related to planning, organizing, and executing special events, preparing grant proposals, and coordinating fund-raising events. Generates, maintains and reports on donation records.

	All	Small	Medium	Large
# Full-Time	9	0	0	9
# Part-Time	9	1	5	3
Mean Salary	\$32,955	NR	\$37,912	\$36,572
Median Salary	\$40,000	NR	\$40,000	\$41,333
Minimum	\$28,000	NR	\$32,136	\$28,000
Maximum	\$42,705	NR	\$41,600	\$42,705
2009 Mean	\$28,857			
2009 Median	\$30,000			

Key	Annual Budget
Small	\$0-500,000
Medium	\$500,001-1.5M
Large	\$1.5M - Higher

Minimum Education Required	
PhD	
MS/MA	
BS/BA	33.3%
AS	44.4%
HS	22.2%
OTHER	
NONE OF ABOVE	

Minimum Experience Required	
0	
1-4	10.5%
5-9	
10-14	
15+	89.5%



Social Worker/Counselor

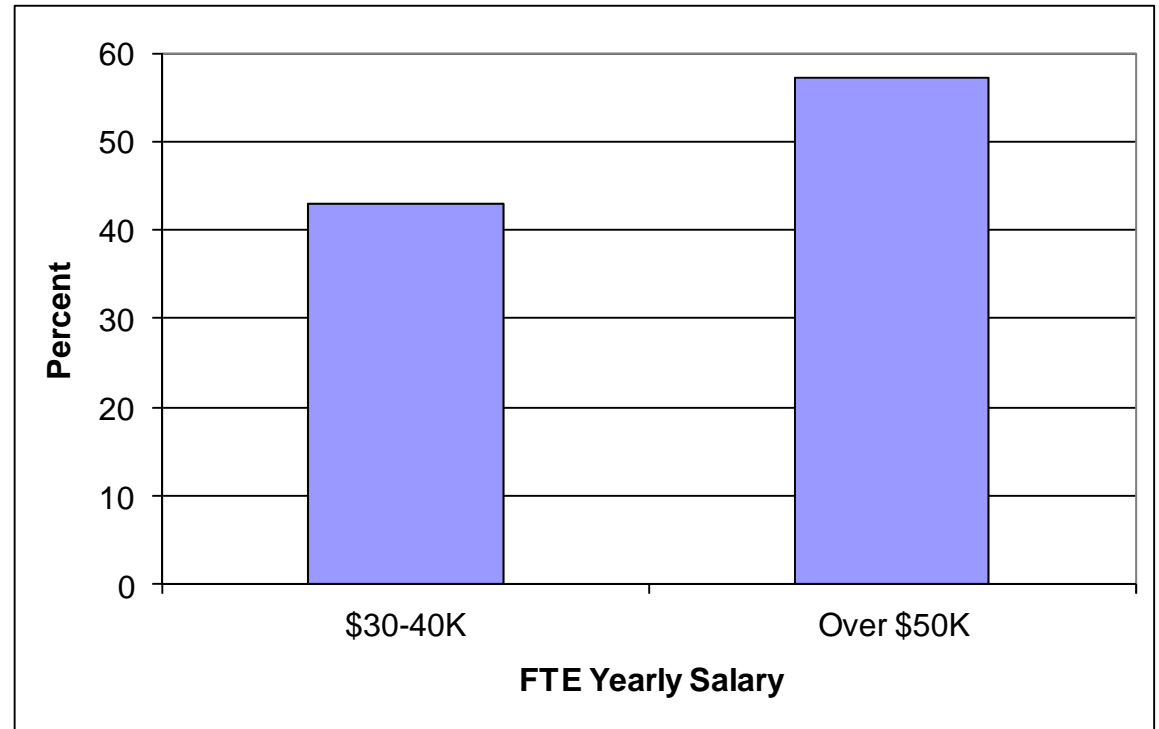
Involves direct social work assistance to families, individuals or community organizations. Ascertains nature, extent, and root cause of problem by interview or other available means. Assistance may take the form of information and referral, group work, informal counseling, advocacy, consultation, and education. Requires an advanced degree or supervised experience and professional affiliation in the field.

	All	Small	Medium	Large
# Full-Time	24	0	7	17
# Part-Time	6	0	2	4
Mean Salary	\$47,382	NR	\$45,061	\$49,122
Median Salary	\$51,563	NR	\$33,714	\$52,638
Minimum	\$31,429	NR	\$31,429	\$36,069
Maximum	\$70,041	NR	\$70,041	\$55,144
2009 Mean	\$38,231			
2009 Median	\$37,714			

Key	Annual Budget
Small	\$0-500,000
Medium	\$500,001-1.5M
Large	\$1.5M - Higher

Minimum Education Required	
PhD	
MS/MA	27.3%
BS/BA	36.4%
AS	9.1%
HS	
OTHER	27.3%
NONE OF ABOVE	

Minimum Experience Required	
0	1.8%
1-4	14.0%
5-9	
10-14	
15+	84.2%



Outreach Worker/Caseworker

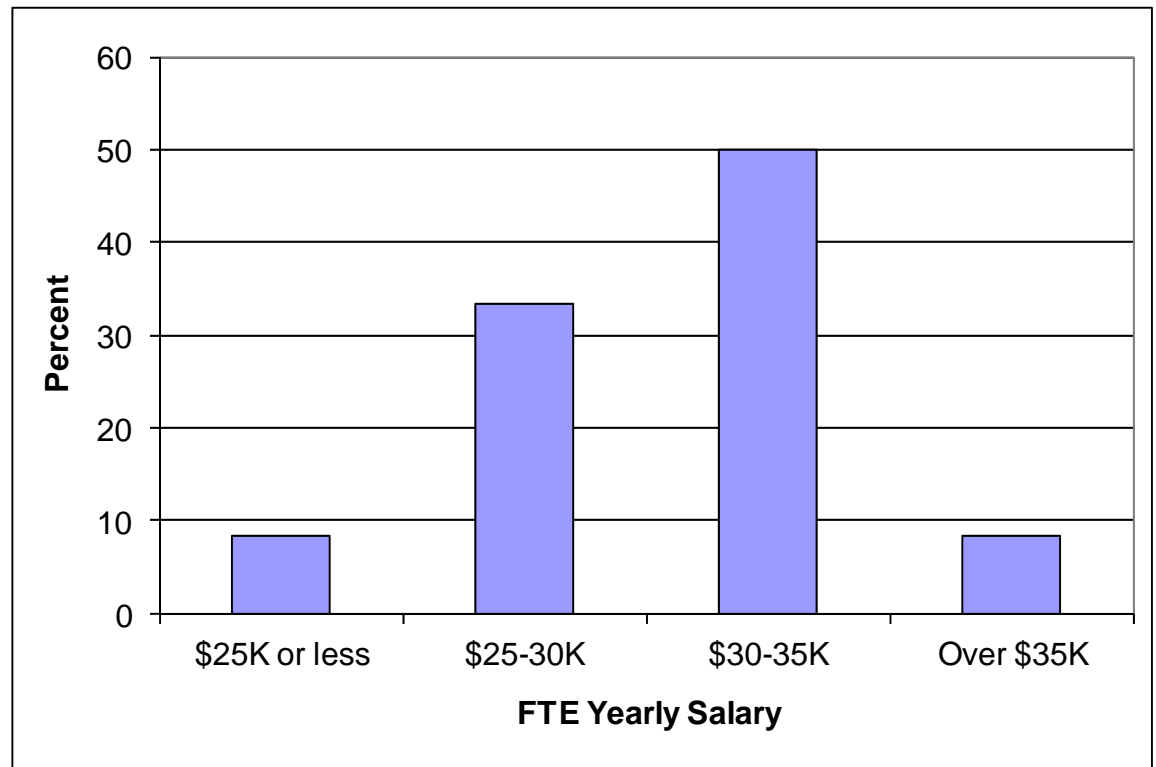
Renders routine direct casework assistance to clients within agency policies or programs. Usually requires only entry level education or related experience.

	All	Small	Medium	Large
# Full-Time	46	0	32	14
# Part-Time	14	5	8	1
Mean Salary	\$31,246	NR	\$34,202	NR
Median Salary	\$30,509	NR	\$31,186	NR
Minimum	\$11,000	NR	\$29,120	NR
Maximum	\$60,057	NR	\$60,057	NR
2009 Mean	\$30,180			
2009 Median	\$30,367			

Key	Annual Budget
Small	\$0-500,000
Medium	\$500,001-1.5M
Large	\$1.5M - Higher

Minimum Education Required	
PhD	
MS/MA	
BS/BA	33.3%
AS	25.0%
HS	33.3%
OTHER	
NONE OF ABOVE	8.3%

Minimum Experience Required	
0	3.5%
1-4	14.0%
5-9	1.8%
10-14	
15+	80.7%



Nurse

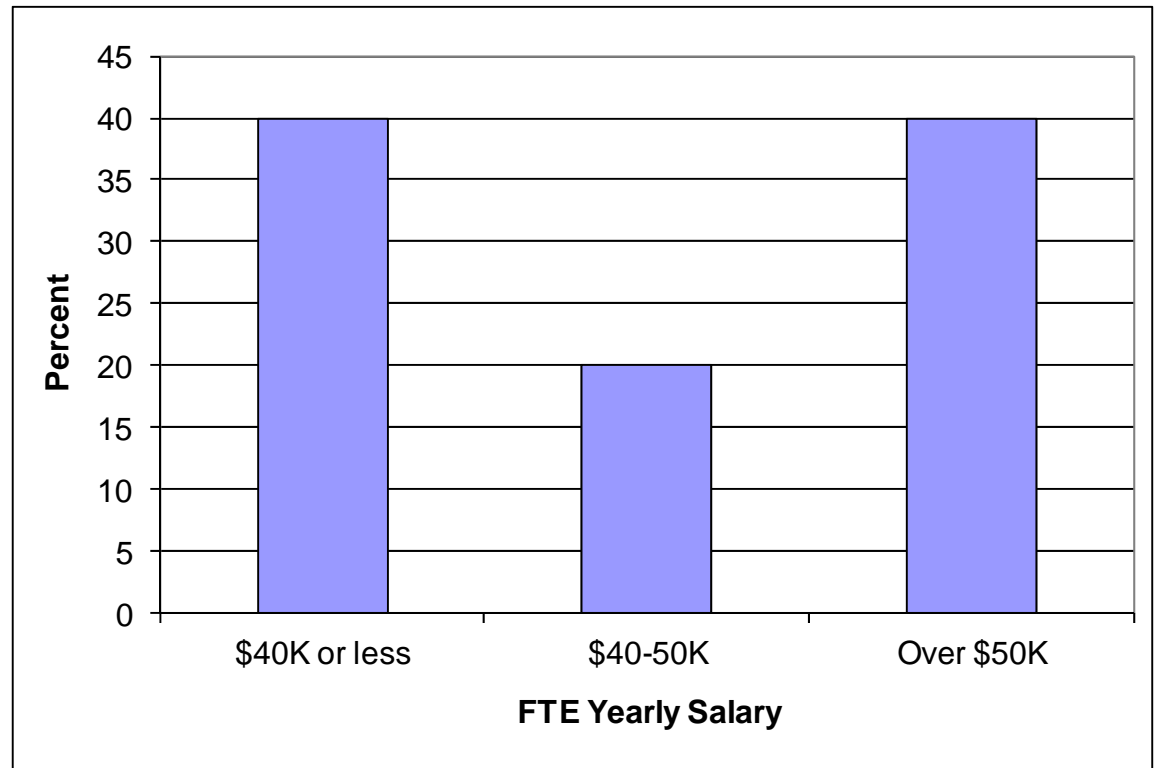
Works with physician to provide general medical care and treatment to assigned patients. Performs physical examinations and preventive health measures within prescribed guidelines. Licensing or registration is required.

	All	Small	Medium	Large
# Full-Time	22	0	0	22
# Part-Time	15	0	0	15
Mean Salary	\$44,085	NR	NR	\$44,085
Median Salary	\$47,920	NR	NR	\$47,920
Minimum	\$29,143	NR	NR	\$29,143
Maximum	\$54,117	NR	NR	\$54,117
2009 Mean	\$43,339			
2009 Median	\$43,763			

Key	Annual Budget
Small	\$0-500,000
Medium	\$500,001-1.5M
Large	\$1.5M - Higher

Minimum Education Required	
PhD	
MS/MA	
BS/BA	28.6%
AS	14.3%
HS	
OTHER	57.1%
NONE OF ABOVE	

Minimum Experience Required	
0	
1-4	7.0%
5-9	1.8%
10-14	
15+	91.2%



Teacher/Educator

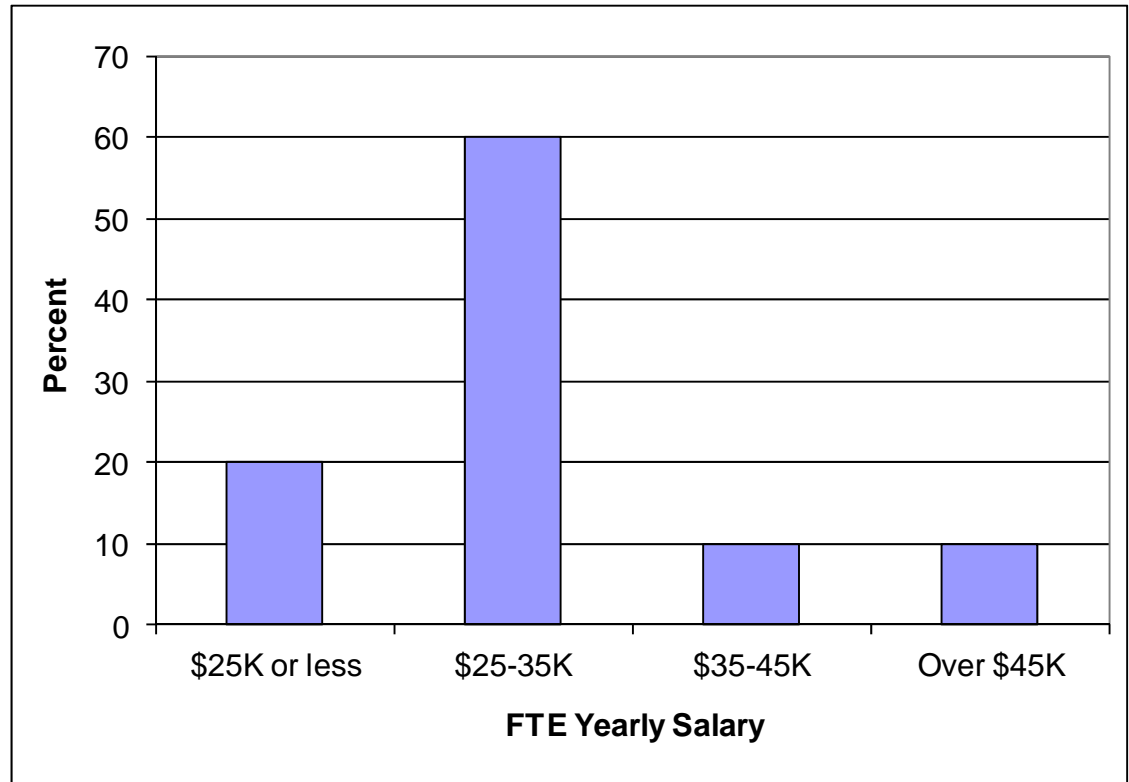
Plans and conducts an appropriate education program for students including necessary individualized educational plans and classroom activities designed to reach goals. May present educational programs to community groups including students, professionals, or the general public.

	All	Small	Medium	Large
# Full-Time	56	5	16	35
# Part-Time	44	5	0	39
Mean Salary	\$33,071	\$31,222	NR	\$36,878
Median Salary	\$31,518	\$31,000	NR	\$31,537
Minimum	\$18,667	\$18,667	NR	\$28,634
Maximum	\$60,377	\$44,000	NR	\$60,377
2009 Mean	\$37,836			
2009 Median	\$30,520			

Key	Annual Budget
Small	\$0-500,000
Medium	\$500,001-1.5M
Large	\$1.5M - Higher

Minimum Education Required	
PhD	
MS/MA	10.0%
BS/BA	40.0%
AS	40.0%
HS	10.0%
OTHER	
NONE OF ABOVE	

Minimum Experience Required	
0	
1-4	10.5%
5-9	3.5%
10-14	
15+	86.0%



Aide

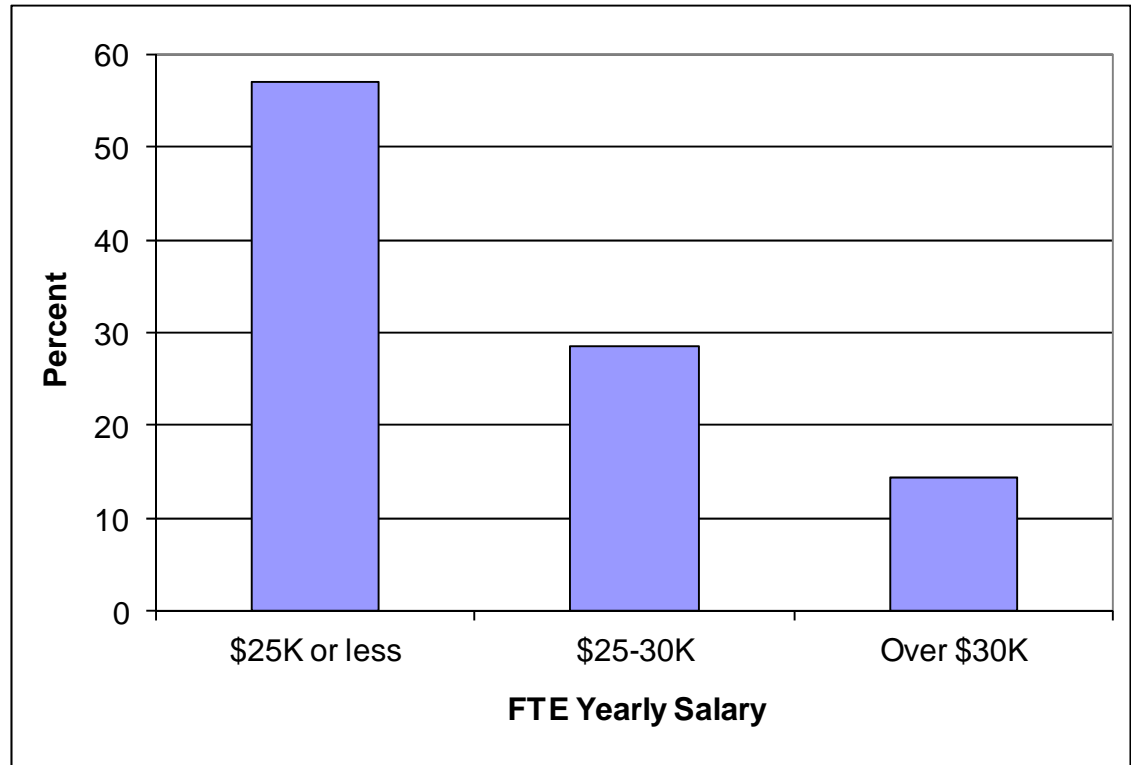
Responsible for providing service to a client by performing specific duties under the direction of a trained service professional (e.g. Home Health Aide, Teachers Aide, etc.). Usually requires only entry level education or related experience.

	All	Small	Medium	Large
# Full-Time	83	0	10	73
# Part-Time	34	0	7	27
Mean Salary	\$25,974	NR	NR	\$26,292
Median Salary	\$24,845	NR	NR	\$25,402
Minimum	\$22,857	NR	NR	\$22,857
Maximum	\$32,971	NR	NR	\$32,971
2009 Mean	\$22,383			
2009 Median	\$22,520			

Key	Annual Budget
Small	\$0-500,000
Medium	\$500,001-1.5M
Large	\$1.5M - Higher

Minimum Education Required	
PhD	
MS/MA	
BS/BA	14.3%
AS	
HS	57.1%
OTHER	28.6%
NONE OF ABOVE	

Minimum Experience Required	
0	1.8%
1-4	10.5%
5-9	
10-14	
15+	87.7%



Secretary/Receptionist

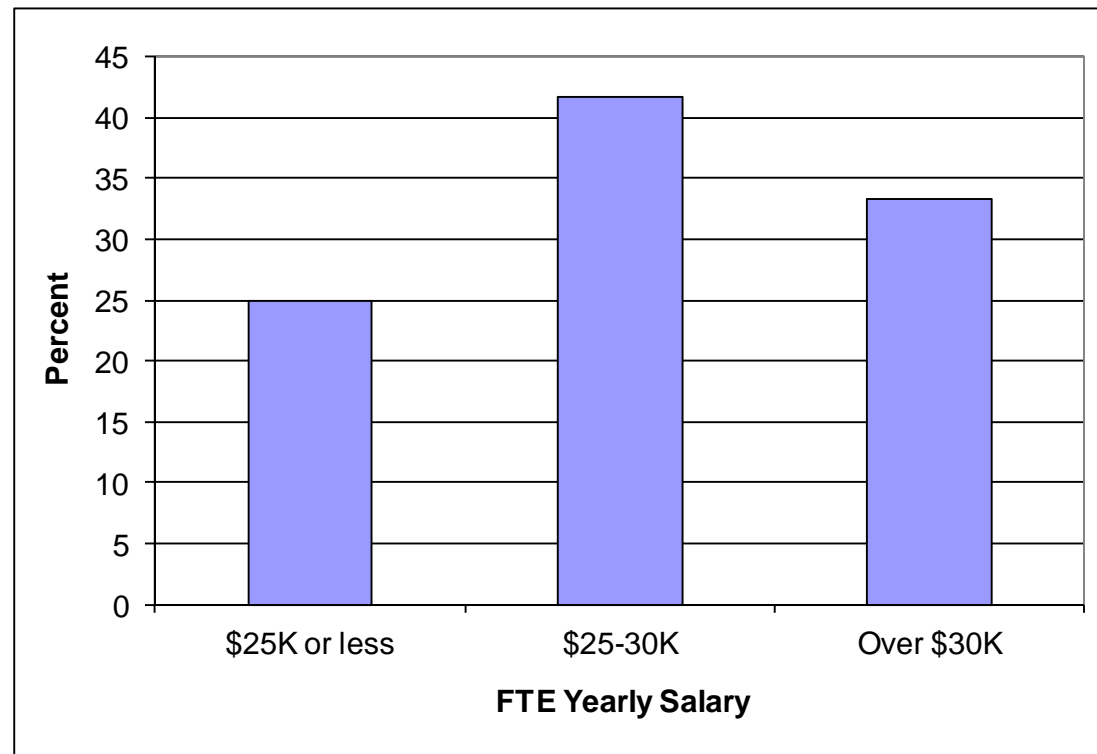
Takes and transcribes shorthand dictation, often of a technical and/or confidential nature. Composes and types routine letters and memoranda not requiring supervisors attention. Acts as receptionist, screening calls, letters and/or visitors, answering routine questions, and furnishing information when possible to save supervisor's time. Follows office procedures.

	All	Small	Medium	Large
# Full-Time	22	0	2	20
# Part-Time	10	2	3	5
Mean Salary	\$29,610	NR	\$25,221	\$30,388
Median Salary	\$28,536	NR	\$24,703	\$29,337
Minimum	\$22,629	NR	\$22,880	\$22,629
Maximum	\$41,714	NR	\$28,600	\$38,484
2009 Mean	\$25,705			
2009 Median	\$24,571			

Key	Annual Budget
Small	\$0-500,000
Medium	\$500,001-1.5M
Large	\$1.5M - Higher

Minimum Education Required	
PhD	
MS/MA	
BS/BA	
AS	
HS	85.7%
OTHER	
NONE OF ABOVE	14.3%

Minimum Experience Required	
0	1.8%
1-4	14.0%
5-9	
10-14	
15+	84.2%



Administrative Assistant/Executive Assistant

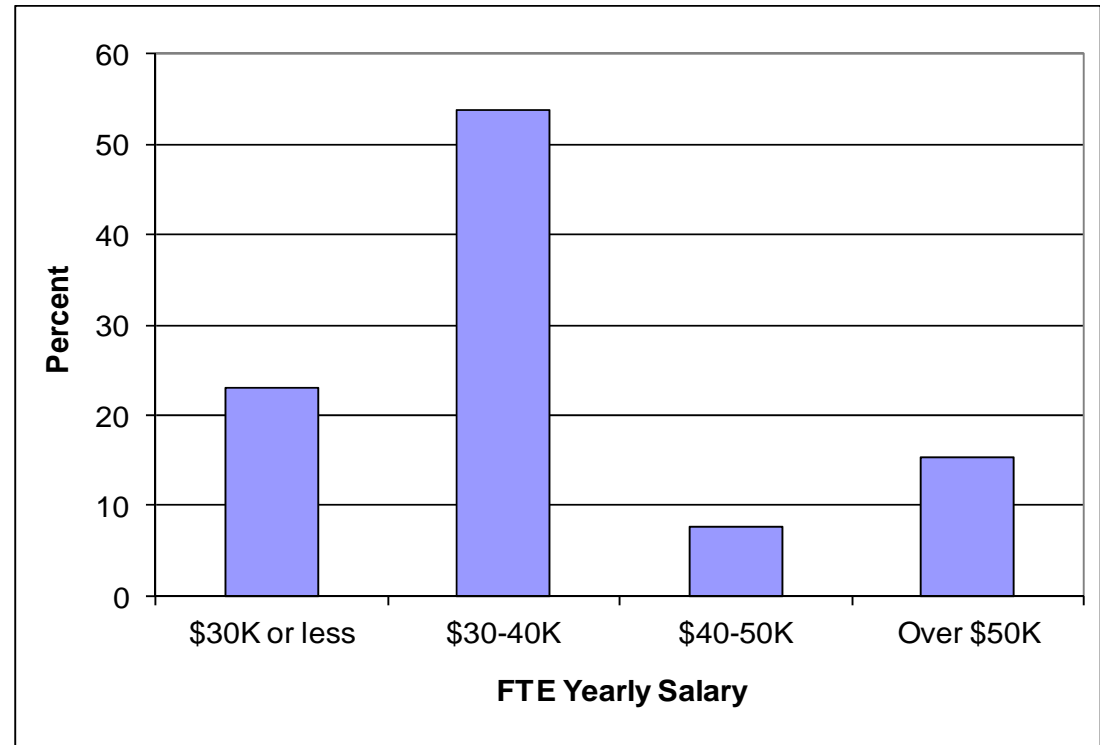
Assists the Executive Director in the preparation of board and committee meetings, including scheduling, agendas, and related materials. Prepares minutes and summaries of meetings. Performs highly responsible and confidential clerical and secretarial work responding to needs of the Executive Director. Implements office procedures. Answers questions independently. Serves as reference for policies and procedures. Independently compiles materials for meetings.

	All	Small	Medium	Large
# Full-Time	14	0	8	6
# Part-Time	4	2	2	0
Mean Salary	\$35,239	NR	\$37,926	\$36,957
Median Salary	\$34,199	NR	\$34,880	\$34,778
Minimum	\$20,800	NR	\$31,819	\$29,000
Maximum	\$51,646	NR	\$51,646	\$50,383
2009 Mean	\$29,972			
2009 Median	\$30,053			

Key	Annual Budget
Small	\$0-500,000
Medium	\$500,001-1.5M
Large	\$1.5M - Higher

Minimum Education Required	
PhD	
MS/MA	
BS/BA	23.1%
AS	38.5%
HS	38.5%
OTHER	
NONE OF ABOVE	

Minimum Experience Required	
0	1.8%
1-4	15.8%
5-9	1.8%
10-14	
15+	80.7%



Bookkeeper

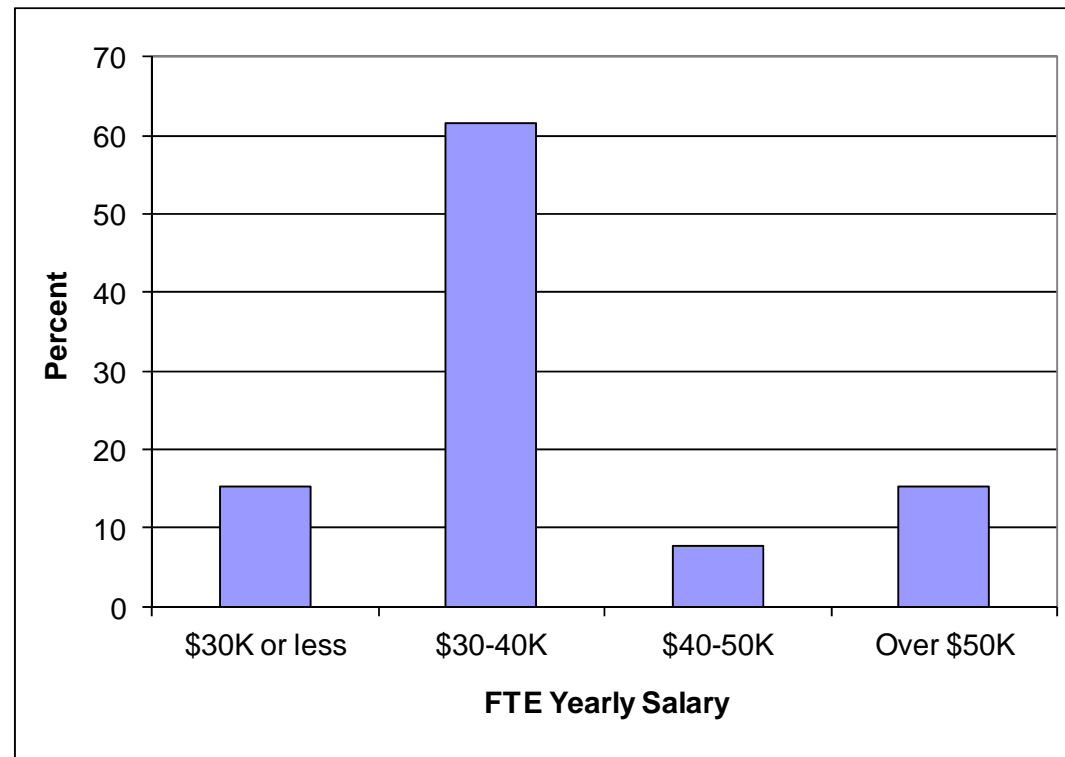
Posts and balances subsidiary ledger such as accounts payable or receivable. Examines and codes invoices or vouchers for proper accounting distribution. Assists in preparing, adjusting, and closing journal entries. Prepares complex budget or income and expenditure reports where the consequences of error may be significant.

	All	Small	Medium	Large
# Full-Time	11	0	7	4
# Part-Time	3	2	0	1
Mean Salary	\$37,808	NR	\$36,685	\$38,215
Median Salary	\$37,333	NR	\$36,525	\$37,211
Minimum	\$25,459	NR	\$30,784	\$25,459
Maximum	\$52,477	NR	\$42,745	\$52,477
2009 Mean	\$34,905			
2009 Median	\$32,500			

Key	Annual Budget
Small	\$0-500,000
Medium	\$500,001-1.5M
Large	\$1.5M - Higher

Minimum Education Required	
PhD	
MS/MA	
BS/BA	18.8%
AS	50.0%
HS	31.2%
OTHER	
NONE OF ABOVE	

Minimum Experience Required	
0	
1-4	22.8%
5-9	1.8%
10-14	
15+	75.4%



Facilities/Maintenance Manager/Supervisor/Coordinator

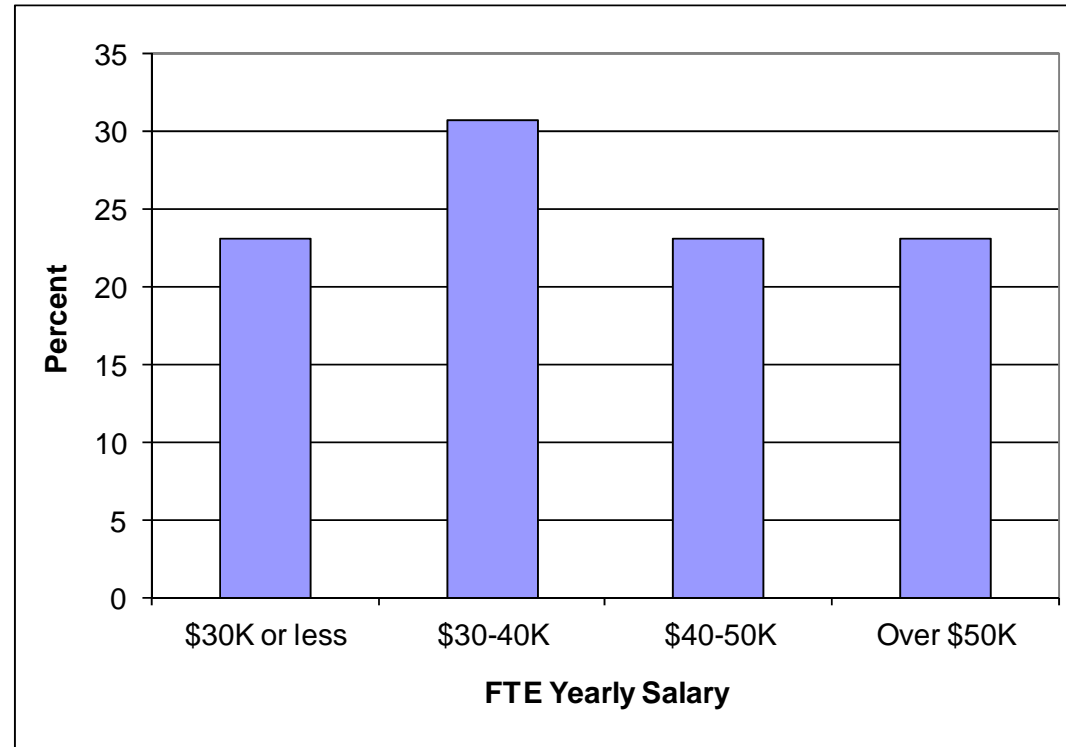
Responsible for managing the maintenance of equipment, machinery, buildings, and other organization facilities. Oversees and manages daily facility maintenance. May supervise custodial or maintenance staff.

	All	Small	Medium	Large
# Full-Time	14	0	3	11
# Part-Time	2	0	2	0
Mean Salary	\$40,147	NR	\$32,920	\$43,359
Median Salary	\$36,733	NR	\$29,400	\$43,428
Minimum	\$22,880	NR	\$22,880	\$29,000
Maximum	\$58,051	NR	\$50,000	\$58,051
2009 Mean	\$35,082			
2009 Median	\$32,851			

Key	Annual Budget
Small	\$0-500,000
Medium	\$500,001-1.5M
Large	\$1.5M - Higher

<i>Minimum Education Required</i>	
PhD	
MS/MA	
BS/BA	7.7%
AS	15.4%
HS	61.5%
OTHER	
NONE OF ABOVE	15.4%

<i>Minimum Experience Required</i>	
0	1.8%
1-4	5.3%
5-9	10.5%
10-14	
15+	82.5%



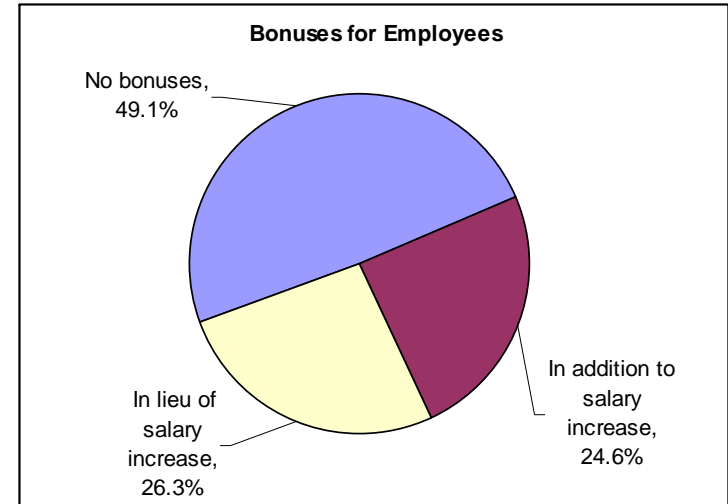
Salary Increases

Why am I getting that raise?

	% responding as a factor in salary increase decision
Across the board	57.9%
COLA	66.7%
Merit/Performance	57.9%
Length of Service	35.1%
Other	12.3%

Other Reasons for salary increases:

- Bonus
- Living Wage
- Equity
- Contract Stipulations
- Having enough funds in budget
- Education
- Salary Scale Adjustment



Ranking of Factors

40% of respondents indicated Cost of Living increases were the primary factor in determining salary increases and 33% of respondents ranked Across the Board as the primary factor. The percentage of agencies offering salary increases went down from 84% in 2009 to 71% in 2011.

Year	All Agencies		Small Agencies (\$0-500,000)		Medium Agencies (\$500,001-1.5M)		Large Agencies (\$1.5M-Higher)	
	Median	Mean	Median	Mean	Median	Mean	Median	Mean
1997	3.0%	2.5%	0.0%	1.3%	3.0%	2.8%	3.0%	2.8%
1998	3.0%	2.8%	0.0%	1.7%	3.0%	3.2%	3.0%	2.8%
1999	3.0%	3.3%	3.0%	2.1%	3.3%	4.1%	3.0%	3.1%
2000	3.0%	2.6%	3.0%	2.7%	1.0%	1.3%	3.0%	3.0%
2001	3.0%	2.6%	3.0%	2.7%	1.8%	1.5%	3.0%	2.9%
2002	3.0%	3.1%	3.0%	3.0%	2.8%	2.7%	3.0%	3.1%
2003	3.0%	2.7%	0%	.6%	3.0%	2.1%	3.0%	3.2%
2004	3.0%	2.8%	0%	.64%	3.0%	2.25%	3.0%	3.8%
2005	3.0%	3.1%	0%	1.28%	3.0%	4.4%	3.0%	3.1%
2006	3.0%	3.1%	3%	3%	3.0%	2.7%	3.0%	3.5%
2007	3.0%	3.5%	3.3%	3.3%	3.0%	3.9%	3.0%	3.4%
2009	3.0%	2.8%	3.0%	2.9%	3.0%	2.8%	3.0%	2.9%
2010	2.5%	2.2%	3.0%	2.4%	2.8%	2.2%	2.0%	2.0%

Paid Leave

98% of organizations offer some paid leave for their full-time employees. Exempt employees receive on average 39.5 days off after one year of service (includes vacation, holiday, sick, personal, and family leave days). Non-exempt employees receive on average 37.5 days off after one year of service. 24% of organizations do not offer paid leave to part-time employees. Of those who do, nearly all (93%) pro-rate paid leave according to work schedule. Only 13% of organizations offer more short-term disability coverage than required by New York State, but 86% of them pay 100% of the cost of this coverage. 33% of organizations offer long-term disability coverage and 81% of these organizations pay 100% of the cost. 93% of organizations offer Vacation and Sick Time; 7.4% offer a PTO (Paid Time Off) Bank.

Exempt	All		Small		Medium		Large	
	Median	Mean	Median	Mean	Median	Mean	Median	Mean
Holidays	10	10.4	10	10.3	11	11.3	10	9.2
<i>Vacation days accrued after</i>								
1 year	10	12.9	10	10.4	10	14.4	15	13.5
3 years	15	16.7	15	14	15	18.6	16.5	16.9
5 years	15	19.3	15	16.2	15	22.4	20	18
10 years	20	18.4	20	18.3	20	17.4	20	19.9
20 years	20	19.8	20	18.3	20	19.7	20	21.1
Max vacation days	20	23.7	15	20.2	20	28.3	20	20.7
Sick days	12	10.4	12	10.3	12	11.3	12	9.2
Max sick days	30	55.6	20	70.6	30	46.7	36	56
Personal leave days	3	4.4	4	5.6	3	3.8	3	4
Family leave days	0	0.6	0	0.9	0	0.6	0	0.4
Other paid days	1	1.6	0	1.6	.5	.75	3.5	3.5

Non-Exempt	All		Small		Medium		Large	
	Median	Mean	Median	Mean	Median	Mean	Median	Mean
Holidays	10	10	10	9.6	11.5	10.8	10	9.2
<i>Vacation days accrued after</i>								
1 year	10	12.2	10	9.9	10	13.8	11	12.4
3 years	15	15.6	15	12.9	15	17.9	15	15.7
5 years	15	18	15	14.5	15	20.9	18	17.3
10 years	20	18	19	16.3	20	17.9	20	19.5
20 years	20	19.4	20	16.4	20	20.3	20	20.8
Max vacation days	20	22.8	15	17.9	20	26.7	20	22.1
Sick days	12	10.3	12	9.8	12	11.5	12	9.2
Max sick days	30	66.7	20	70.1	30	47.7	36	94.2
Personal leave days	3	4.3	3.5	5.1	3	3.9	3	4
Family leave days	0	0.7	0	0.9	0	0.6	0	0.4
Other paid days	0	1.5	0	1.6	0	.5	3.5	3.5

Staffing

	All	Small	Medium	Large
Staff Size Past 2 Years (Percentage of Organizations Reporting)				
Increased	42.1%	45.0%	28.6%	56.3%
Decreased	28.1%	35.0%	38.1%	6.3%
Stayed the same	29.8%	20.0%	33.3%	37.5%
Laying Off Employees (Percentage of Organizations Reporting)				
Laid off employees in past year due to financial difficulties	22.8%	20.0%	23.8%	25.0%
Expect to lay off employees in the next year due to financial difficulties	19.3%	15.0%	23.8%	18.8%
Combined jobs and/or reduced employee work hours in the last year	24.6%	40.0%	14.3%	18.8%
Held off filling positions in the last year	47.4%	40.0%	42.9%	62.5%
Provide a severance package for laid off employees	17.5%	15.0%	14.3%	25.0%
Employees Paid Through "Soft Money" (Grants)				
Total number of FTEs funded through soft money	440.6	17.6	178.5	244.5
Median percent of FTEs funded through soft money in an agency	15%	20%	15%	14%
Mean percent of FTEs funded through soft money in an agency	43%	31%	63%	25%
<i>Percent of agencies with:</i>				
0% FTEs funded with soft money	34%	44%	29%	31%
1-25% FTEs funded with soft money	20%	6%	24%	31%
26-50% FTEs funded with soft money	20%	25%	14%	23%
51-75% FTEs funded with soft money	6%	6%	10%	0%
76% or more FTEs funded with soft money	20%	19%	24%	15%

	All	Small	Medium	Large
Employee Turnover				
Median percentage of employee turnover in 2009	7.0%	0.0%	4.3%	15.0%
Median percentage of employee turnover in 2010	8.0%	10.0%	4.0%	11.4%
Reason for Turnover (Percentage of Organizations Reporting – Agencies Could Select More Than One Response)				
Low wages/desire for higher paying job	42.1%	35.0%	52.4%	37.5%
Limited/no opportunity for advancement	21.1%	15.0%	19.0%	31.3%
Insufficient benefits	14.0%	10.0%	14.3%	18.8%
Desire for more challenging job	14.0%	5.0%	14.3%	25.0%
Retirement eligibility	15.8%	10.0%	9.5%	31.3%
Unsatisfactory working relationships	17.5%	10.0%	14.3%	31.3%
Dissatisfaction with industry/job	12.3%	5.0%	9.5%	25.0%
Pursuing education	33.3%	15.0%	19.0%	75.0%
Leaving area	40.4%	30.0%	33.3%	62.5%
Other	15.8%	15.0%	9.5%	25.0%
<i>Other reasons include:</i>				
<ul style="list-style-type: none"> • Funding loss • Cause/unacceptable job performance • Unavailability for hours • Needed more hours • Project ending • Family needs • Starting own business • VISTA 				
Temporary Employees/Contract Workers				
Percentage of organizations with temporary employees	42.1%	20.0%	42.9%	68.8%
Median number of temporary employees in organization	2	1	2	3
Percentage of organizations utilizing independent contractors	68.4%	65.0%	61.9%	81.3%
<i>Percentage contracting for:</i>				
Information technology/computer	17.9%	7.7%	23.1%	23.1%
Maintenance	25.6%	23.1%	7.7%	46.2%
Grants/Special projects	25.6%	15.4%	23.1%	38.5%
Human Resources	2.6%	0.0%	0.0%	7.7%
Bookkeeping/accounting	38.5%	53.8%	46.2%	15.4%
Other	56.4%	38.5%	61.5%	69.2%
<i>Other responses include:</i>				
<ul style="list-style-type: none"> • Dental/Medical/Mental Health • Sales • Janitorial • Instruction/Workshops • Activities Instructors • Fundraising • Graphic design • Therapist • Auditing • Construction • Legal • Event Planning 				
Median number of volunteers within organizations	25	30	25	20
Percentage of organizations which conduct exit interviews with employees	79.0%	80.0%	71.4%	87.5%

	All	Small	Medium	Large
Recruiting				
Percent of organizations having difficulty recruiting employees	17.5%	15.0%	9.5%	31.3%
For senior management positions	20.0%	0.0%	50.0%	20.0%
For program management positions	30.0%	66.7%	50.0%	0.0%
For program staff positions	90.0%	66.7%	100.0%	100.0%
For administrative staff positions	10.0%	33.3%	0.0%	0.0%
Senior Staff				
Organizations anticipating senior staff turnover in the next 3 years	40.0%	27.8%	42.9%	50.0%
Median number of senior staff turnover	1.0	1.0	2.0	1.0

Health Benefits

Over 62% of agencies provide health benefits to their part-time employees; of these, 67% pro-rate the benefits according to the employees work schedule. Thirty-seven percent of organizations offer more than one health insurance plan to their employees.

	All Agencies (2011)	All Agencies (2009)	Small (2011)	Medium (2011)	Large (2011)
Overall Characteristics					
Percent of organizations with a group health insurance plan	93.0%	95.0%	80.0%	100.0%	100.0%
Individual Coverage					
Median percent of cost covered by the organization	85.0%	85.0%	100.0%	90.0%	76.0%
Median annual deductible	\$500	\$500	\$500	\$500	\$289
Median co-pay	\$20	\$18	\$20	\$20	\$20
Family Coverage <i>At least 65% of agencies offer Family Health Insurance Coverage</i>					
Median percent of cost covered by the organization	31.0%	50.0%	0.0%	50.0%	48.5%
Median annual deductible	\$500	\$500	\$1,000	\$1,500	\$400
Median co-pay	\$20	\$17	\$20	\$20	\$20
Other Program Coverage					
Percent of organizations offering dental coverage	15.8%	52.0%	15.0%	19.0%	12.5%
Percent of organizations offering eye care coverage	35.1%	31.0%	25.0%	52.4%	25.0%
Percent of organizations offering drug/alcohol/mental illness coverage	64.9%	6.0%	50.0%	71.4%	75.0%
Percent of health plans covering prescription medication	87.7%	97.5%	70.0%	100.0%	93.8%

Prescription Medication Employee Co-payment	Percent of Organizations
0	7.5%
\$5	7.5%
\$10	5.0%
\$15	10.0%
\$20	5.0%
\$30	2.5%
\$40	5.0%
\$5/10/15	2.5%
\$5/10/20	2.5%
\$5/10/35	2.5%
\$5/15/25	2.5%
\$5/25/40	2.5%
\$5/25/50	7.5%
\$5/25/70	2.5%
\$5/50	2.5%
\$10/25/40	2.5%
\$10/30/45	2.5%
\$10/30/50	7.5%
\$15/30/40	2.5%
5%	2.5%
10%	2.5%
20%	10%
42%	2.5%

Health Insurance Cost Increases

Median Percent Health Insurance Cost Increases In:	All Agencies
2003	13.5%
2004	14.0%
2005	14.0%
2006	10.0%
2007	11.1%
2009	12.0%
2010	12.0%

Percent of Organizations Who Used Strategy to Deal with Cost Increases

Continued paying/absorbed cost	54.4%
Increased employee premium contribution	29.8%
Increased employee co-pay	15.8%
Higher deductible	24.6%
Switched plans	31.6%
Reduced benefits	10.5%
Health Savings Account	15.8%
Other	7.0%
<ul style="list-style-type: none"> • Shifted part of deductible cost • Health Reimbursement Account • Increased cafeteria contribution • Offered alternative high deductible plan 	

Other Benefits

	All Agencies (2011)	All Agencies (2009)	Small (2011)	Medium (2011)	Large (2011)
Other Insurance					
Percentage of organizations providing short-term disability insurance (more coverage than NYS requires)	12.3%	11.9%	10.0%	9.5%	18.8%
Median percent of cost organization pays	100.0%	100.0%	100.0%	50.0%	100.0%
Percentage of organizations providing long-term disability insurance	31.6%	44.2%	15.0%	38.1%	43.8%
Median percent of cost organization pays	100.0%	100.0%	100.0%	100.0%	100.0%
Cafeteria Benefits Plan/Flexible Spending					
Percent of organizations that offer Cafeteria/Flexible Spending Plans	42.1%	53.5%	10.0%	61.9%	56.3%
Benefits Included in Cafeteria Plan					
Median dollar organization contribution/employee	\$0	\$0	\$3,145	\$0	\$0
Life Insurance					
Percent of organizations offering Group Life Insurance Plan	38.6%	51.1%	20.0%	38.1%	62.5%
Median percent of cost organization pays	100.0%	100.0%	100.0%	100.0%	100.0%
Retirement Benefits					
Percent of organizations offering Retirement Benefits	57.9%	74.4%	40.0%	61.9%	75.0%

Retirement Benefit Formulas

- 5% of salary
- Tiers
- Varies with length of service – up to 10% of salary
- 100% of cost for defined benefit; 1% match for 403(b)
- Varies from 3% to 5% depending on funding
- 3% of salary
- 6% of salary
- 50% match of employee contribution up to 6% of annual salary
- 10% of salary
- Match up to 4% of salary
- Voted on yearly by BOD
- \$0.25 for each employee dollar contributed up to \$500/year
- Match up to 3% of salary
- Match up to 2% of salary
- 7% of salary

	All Agencies (2011)	All Agencies (2009)	Small (2011)	Medium (2011)	Large (2011)
Other Benefits Offered (Percent of Organizations Offering)					
Accidental Death & Dismemberment Insurance	21.1%	27.9%	0.0%	23.8%	43.8%
Business Travel Accident Insurance	1.8%	11.6%	0.0%	0.0%	6.3%
Parking	38.5%	46.5%	30.0%	47.6%	37.5%
Child Care	7%	4.7%	5.0%	4.8%	12.5%
Education/Staff Development	57.9%	69.8%	50.0%	71.4%	50.0%
Employee Assistance Program	36.8%	41.8%	20.0%	33.3%	62.5%
Flexible Work Week	50.9%	55.8%	50.0%	57.1%	43.8%
401 (K) Deferred Compensation	24.6%	34.9%	10.0%	33.3%	31.3%
Tax Deferred Annuity	19.3%	20.9%	5.0%	28.6%	25%
Legal Services Program	0.0%	0.0%	0.0%	0.0%	0.0%
Mileage	77.2%	79.1%	60.0%	85.7%	87.5%
Wellness Program	12.3%	16.3%	10.0%	0.0%	31.3%
Other	24.6%	30.2%	25.0%	28.6%	18.8%
<ul style="list-style-type: none"> • 403(b) Retirement Plan • Educational reimbursement • Child care scholarship • Direct deposit • Supplemental insurance • Life insurance • Bus pass • Car Share membership • Training • Discounts on purchases 					

When asked to choose the top 3 benefits their organization would most like to offer their employees from a list of benefits respondents chose:

- Retirement/Pension
- Better/More Health Insurance
- Gym Membership/Wellness Program

Other ways organizations compensate their staff:

- Gift cards for holidays
- Longevity pay
- Professional/staff development opportunities
- Flexible hours/schedules
- Tuition reimbursement, dental, vision, and life insurance
- Bowling/lunch once a year
- Meals
- Self-directed environment
- Employee recognition dinners/gifts
- 35 hour work week (instead of 40)
- Performance bonuses
- Birthday/holiday/celebration parties
- Flexible use of compensatory time
- Partial reimbursement for auto insurance



United Way
of Tompkins County