



2021 MANAGEMENT COMPENSATION OF NOT-FOR-PROFIT ORGANIZATIONS

REPORT SUMMARY

CONDUCTED BY: PRM CONSULTING GROUP, INC.



“People Really Matter”

**A Fully Integrated Complement of HR
Solutions and People Strategies**

2021

**Management Compensation Report
Not-for-Profit Organizations**

July 2021

Data Effective July 1, 2021

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I. Introduction

A. Overview

This is the 40th edition of the annual survey report of management positions in not-for-profit organizations. The survey collected and tabulated total cash compensation (base salary plus other additional cash) and salary range data on a total of 100 positions.

The prevalence of special benefits and perquisites was surveyed for Top Executive and Deputy Executive Officer positions as well as for other positions at the top staff and department staff levels, while compensation practices data were surveyed by organization type. The compensation practices section covers salary administration practices as well as broad-based employee benefits, and this section includes information on dental, life insurance, disability, and other benefits. Also covered in this section are retirement plans, medical benefits, paid time off, variable pay, and board practices.

The report includes individual summary tables for all positions covered in the survey. The tables contain base salary and total cash summary statistics for each position reported by total respondents, geographical location, organization type, organization budget, total employees, and time in position. However, it should be noted not all respondents reported time in position for their matched survey positions.

B. Survey Respondents

This year's survey questionnaire was completed and returned by a total of 332 organizations. Of the total respondents, 239 organizations also participated in the 2020 survey. The names of the survey respondents are listed in [Table 1](#) in alphabetical order by type:

- **Trade associations** represent companies, industries or other organization groups.
- **Professional associations** represent individuals associated with specialized occupations.
- **Educational organizations** provide and/or promote educational activities.
- **Health and social welfare organizations** provide and/or promote public health and social welfare services.

I. Introduction

- **Other** represents organizations such as policy institutes, foundations, research/technical organizations, environmental groups, international development organizations, artistic/cultural organizations, and other survey respondents not included in the above categories.

Table 2 contains a demographic profile of the survey respondents. The greater Washington, DC metropolitan area (including Virginia and Maryland) represents the largest proportion of survey respondents (a total of 154 organizations, or 46%). Organizations in the “Other” type category represent the largest group – 30% of all survey respondents.

Salary data for survey respondents located in Virginia; Maryland; Washington, DC; New York, NY; and the Chicago metropolitan area are categorized separately for each geographic location. Other state locations, where reported, are grouped into one of four geographic regions, as follows:

Northeast	Midwest	South	West
Connecticut	Illinois**	Florida	California
Massachusetts	Kansas	Georgia	Colorado
New Jersey	Michigan	Kentucky	New Mexico
New York*	Minnesota	Oklahoma	Nevada
Pennsylvania	Missouri	Tennessee	Oregon
Rhode Island	Ohio	Texas	Washington
	Wisconsin		

*Excludes New York City.

**Excludes Chicago metropolitan area.

* * * * *

The continued success of this survey would not be possible without your organization’s participation. We appreciate both those organizations that have supported this endeavor from its inception, as well as new survey respondents, and we hope that the survey is helpful in your organization’s compensation planning.

Listing of Survey Respondents by Organization Type

Trade Associations

- * American Beverage Association
- * American Chemistry Council
- * American Fuel and Petrochemical Manufacturers
- * American Gaming Association
- * American Property Casualty Insurance Association
- * American Wind Energy Association
- * Association for Print Technologies
- Association of Home Appliance Manufacturers

- * BSA | The Software Alliance

- * Cable and Telecommunications Association for Marketing
- * California Hospital Association
- * CoreNet Global

- * Distilled Spirits Council

- * Fabricators and Manufacturers Association Int'l.

- * Healthcare Distribution Alliance
- * Healthcare Financial Management Association

- * Institute of Scrap Recycling Industries
- * International Bridge Tunnel and Turnpike Association

- * Metals Service Center Institute
- * Mortgage Bankers Management Association
- * MRA - The Management Association

- * National Alcoholic Beverage Control Association
- * National Association of Chain Drug Stores
- * National Association of Music Merchants
- * National Automated Clearing House Association
- * National Electrical Manufacturers Association
- * National Hydropower Association
- * National Propane Gas Association
- * NOLHGA

- Plumbing Heating Cooling Contractors Association

- The Association for Manufacturing Technology

- * The Chlorine Institute
- * US Grains Council

Professional Associations

- * Academy of Nutrition and Dietetics
- * American Academy of Actuaries
- * American Academy of Dermatology
- * American Academy of Family Physicians
- American Academy of Neurology
- * American Academy of Pediatrics
- * American Anthropological Association
- * American Association for Clinical Chemistry
- * American Association of Neuromuscular & Electrodiagnostic Medicine
- * American Association of Nurse Anesthetists
- * American Association of Petroleum Geologists
- * American Association of Physicists in Medicine
- * American Board of Family Medicine
- * American College of Cardiology
- * American College of Chest Physicians
- * American College of Emergency Physicians
- * American College of Foot and Ankle Surgeons
- American College of Physicians
- * American College of Radiology
- * American College of Rheumatology
- * American College of Surgeons
- * American Dental Association
- * American Geosciences Institute
- * American Health Information Management Association
- American Health Law Association
- * American Health Lawyers Association
- * American Institute of Aeronautics and Astronautics
- * American Mathematical Society
- * American Meteorological Society
- * American Occupational Therapy Association
- * American Oil Chemists' Society
- * American Ornithological Society
- * American Pharmacists Association (APA)
- * American Retirement Association
- * American Society for Microbiology
- * American Society for Nutrition
- * American Society for Pharmacology and Experimental Therapeutics
- * American Society of Civil Engineers
- * American Society of Clinical Oncology (ASCO)
- * American Society of Hematology
- American Society of Plant Biologists
- * American Society of Tropical Medicine and Hygiene

- * American Thoracic Society
- * American Welding Society
AMPP
- * AOAC International
- * ASAE: The Center for Association Leadership
- * ASIS International
- * Association for Iron and Steel Technology
- * Association for Molecular Pathology
- * Association for Professionals in Infection Control and Epidemiology
- * Association of State and Territorial Health Officials

- * Biophysical Society

- * California Dental Association
Casualty Actuarial Society
- * College of American Pathologists
- * Congress of Neurological Surgeons
- * Credit Union Executives Society

- * Directed Energy professional Society

- * Endocrine Society

- * Golf Course Superintendents Association of America
- * Government Finance Officers Association

- * Helicopter Association International

- * Institute For Operations Research and the Management Sciences
- * Institute of Electrical and Electronics Engineers
- * Institute of Industrial and Systems Engineers
- * Institute of Management Accountants
Institute of Mathematical Statistics
- * International Association of Chiefs of Police
International Federation of Societies of Cosmetic Chemists

- * Million Dollar Round Table

- * NACE International
NAIOP | Commercial Real Estate Development
National Association of Attorneys General (NAAG)
- * National Association of Home Builders
- * National Association of Insurance and Financial Advisors
- * National Association of State Auditors Comptrollers and Treasurers
National Association of State Treasurers
- * National Athletic Trainers' Association
- * National Society of Professional Engineers

- * Project Management Institute

- * Radiological Society of North America

- Society for Mining Metallurgy and Exploration
- Society for Sedimentary Geology
- Society of Actuaries
- * Society of Economic Geologists
- * Society of Petroleum Engineers

- * The American Ceramic Society
- The Electrochemical Society
- The Optical Society

Educational Associations

- * Accreditation Board for Engineering and Technology
- * American Association of Community Colleges
- * American College of Financial Services
- * American Concrete Institute
- * American Councils for International Education
- * American Craft Council
- * American Institute of Physics
- * AMIDEAST
- * Association for Supervision and Curriculum Development
- * Association of American Law Schools

- * BetterInvesting NAIC

- Earthquake Engineering Research Institute

- * GeoScienceWorld

- * Institute of International Education

- * Jobs for the Future

- Lifeway Christian Resources
- * Little Kids Rock

- Materials Research Society
- * Modern Language Association

- * NAFSA: Association of International Educators
- * National Association of Colleges and Employers
- Nonprofit Leadership Alliance

- * Oak Ridge Associated Universities

- * Scholarship America
- * School to School International
- Scientific Societies

- * The Association of Theological Schools
- * The Citadel Foundation
- The Tau Beta Pi Association

Health and Social Welfare

- * Alliance for a Healthier Generation
- Alliance Strong Families and Communities
- * Alpha-1 Foundation
- * Alzheimer's Association
- * American Autoimmune Related Diseases Association (AARDA)
- American Diabetes Association
- * American Foundation for Suicide Prevention
- * American Heart Association
- * American Kidney Fund
- * American Liver Foundation
- * American Lung Association
- American Red Cross
- * Amputee Coalition
- * Arthritis Foundation
- * Asthma and Allergy Foundation of America

- * Barth Syndrome Foundation
- * Beyond Celiac
- * Boy Scouts of America

- CenterLink: The Community of LGBTQ Centers
- Child Care Aware of America
- * ChildNet Youth and Family Services
- Children's Cardiomyopathy Foundation
- * Colorectal Cancer Alliance
- Community Action Partnership
- Crohn's and Colitis Foundation

- Epilepsy Foundation of America
- * EveryLife Foundation for Rare Diseases

- * Familial Hypercholesterolemia Foundation
- * Family and Children's Services

- * GBS-CIDP Foundation

- Generations United
- * Girl Scouts USA
- Goodwill NYNJ
- Gulf Coast Regional Blood Center
- Healthier Generation
- * Hemophilia Federation of America
- * Huntington's Disease Society of America
- * Hydrocephalus Association

- * Immune Deficiency Foundation

- Junior Achievement

- LUNGevity Foundation
- * Lupus Foundation of America

- * Mended Hearts
- * Mental Health America
- * Miracle Flights

- NAMI
- National Alliance for Hispanic Health
- * National Council on Aging
- * National Eczema Association
- National Health Council
- * National Hemophilia Foundation
- National Human Services Assembly
- * National Industries for the Blind
- * National Kidney Foundation
- * National Multiple Sclerosis Society
- * National Osteoporosis Foundation
- * National Psoriasis Foundation
- Network of Jewish Human Service Agencies

- * Osteogenesis Imperfecta Foundation

- Pancreatic Cancer Action Network (PanCAN)
- * Parent Project Muscular Dystrophy
- * Prevent Blindness
- Project Bread - The Walk for Hunger

- RESOLVE: The National Infertility Association

- * Safe Horizon
- * Save the Children
- SelfHelp Community Services
- * Sjögren's Foundation
- Spina Bifida Association

- * The ALS Association
- The Arc of the United States
- The Children's Inn at NIH
- The Dibble Institute
- The Hunger Project
- * The LAM Foundation
- * The Marfan Foundation
- The Myositis Association
- * Tourette Association of America

- * Volunteers of America

- Youth Advocate Programs

- * Zero to Three

Other Associations

- Albert and Elaine Borchard Foundation
- * American Council for an Energy-Efficient Economy
- * American Farm Bureau Federation
- * Amherst H. Wilder Foundation
- * Arundel Community Development Services
- Atlanta Volunteer Lawyers Foundation

- Blumont
- BPO Elks of the USA

- Capital Impact Partners
- * Carnegie Hall
- * Catholic Relief Services
- * Center for Law and Social Policy
- Clinton Foundation
- * Community Wealth Partners
- Compassion in World Farming
- * Consumer Reports
- * Corus International
- * CRDF Global

- DAI
- Digital Global Health

- Enterprise Community Partners
- * Environmental and Energy Study Inst

- Farm Sanctuary

- * FHI360
- * Financial Accounting Standards Board (FASB)
- * Freedom Forum

- * Global Communities
- * Global Development Incubator

- * H.N. and Frances C. Berger Foundation
- * Habitat for Humanity International
- Hemisfair Conservancy
- Human Rights Campaign

- * Human Rights First
- * ICMA-RC
- IFF
- * International Code Council
- * International Executives Service Corp
- International Food Policy Research Institute
- * International Rescue Committee
- Internews
- Island Peer Review for Organizations

- * LeadingAge
- * Loyola Press

- * Management Sciences for Health
- MEDA
- Medical Care Development
- Medical Teams International
- Monterey Bay Aquarium
- Moving Picture Institute
- * MPTF

- * National Aquarium
- National Cooperative Business Association CLUSA International
- National Council of Architectural Registration Boards
- * National Democratic Institute
- * National Endowment for Democracy
- National Immigration Forum
- * National Urban League
- * NeighborWorks® America

- * Oceana

- * Pew Research Center
- * Pheasants Forever
- * Population Services International
- * Public Broadcasting Service

* Public Health Institute

Qlarant

R Street Institute

* Reinvestment Fund

* Research!America

* Rockefeller Family Fund

* Rocky Mountain Institute

* RSF Social Finance

* Safer Foundation

Scenic America

Space Telescope Science Institute

Synergos

* TechnoServe

Tent Foundation

The Asia Foundation

* The Brookings Institution

* The Center for Victims of Torture

* The Dorothy Russell Havemeyer Foundation

* The Heritage Foundation

* The Humane Society of the United States

The International Association of Lions Clubs

The Reason Foundation

The Synergos Institute

Thomas Spiegel Family Foundation

* Tides

* Tides Advocacy

* University Corporation for Advanced Internet Development (Internet2)

* Urban Land Institute

* Vital Strategies

Water Environment Federation

* Water for People

WHYY

* Winrock International

WomenLift Health

* World Vision International

* World Wildlife Fund

Profile of Survey Respondents by Organization Type

	TYPE OF ORGANIZATION					
	All Survey Partici- pants	Trade	Profes- sional	Educa- tional	Health & Social Welfare	Other
A. Summary	332	33	90	29	81	99
B. Geographic Location						
Virginia	46	8	18	2	13	5
Maryland	26	1	8	2	7	8
Washington, DC	82	16	14	5	14	33
New York City	24	0	2	2	10	10
Chicago Area	20	2	9	0	4	5
Northeast	37	1	8	6	13	9
Midwest	30	3	15	6	2	4
South	34	0	12	4	9	9
West	33	2	4	2	9	16
C. Organization Budget						
Less than \$5.0 Million	62	3	15	7	26	11
\$5.0 Million - \$9.9 Million	53	7	21	5	10	10
\$10.0 Million - \$14.9 Million	29	3	9	3	10	4
\$15.0 Million - \$29.9 Million	54	13	12	7	7	15
\$30.0 Million - \$49.9 Million	38	2	15	1	6	14
\$50.0 Million - \$99.9 Million	40	4	7	3	10	16
\$100.0 Million or More	56	1	11	3	12	29
D. Total Employees						
Fewer than 15	50	5	10	4	21	10
15 - 34	56	7	13	7	18	11
35 - 69	51	10	23	4	8	6
70 - 149	67	9	18	6	12	22
150 - 299	40	2	15	3	7	13
300 or More	68	0	11	5	15	37

II. Survey Methodology

A. Data Collection and Analysis

Online survey questionnaires were used to obtain the requested compensation data, and respondents were asked to report annual base salaries data as of July 1, 2021. Other cash compensation data were requested for cash payments made at the end of the most recently completed fiscal year. Compensation data was submitted by survey respondents for a total of 14,898 employees.

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

B. Explanation of Terms

1. CASH COMPENSATION

Base Salary represents the current annual base salary reported for each survey position as of July 1, 2021.

Total Cash Compensation represents the sum of the current annual base salary plus any other cash compensation provided to position incumbents during the most recently completed fiscal year.

Salary Range represents the average salary opportunities, including salary range minimum, midpoint and maximum, reported for each position during the current fiscal year.

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

Number of Incumbents represents the total number of full-time employees reported for each survey position by the responding organizations.

II. *Survey Methodology*

Low represents the lowest actual compensation figure reported.

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

Mean represents the simple average of all compensation figures reported.

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

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

High represents the highest actual compensation figure reported.

2. SUPPLEMENTAL BENEFITS AND PERQUISITES

Total Number of Organizations represents the number of survey respondents reporting any benefits and perquisites information for the surveyed position or position level.

Supplemental Benefits and Perquisites represents benefits and/or non-cash compensation provided to selected positions in addition to the broad-based benefits generally available to all employees.

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

III. Compensation Data Reported

A. Total Cash Compensation Highlights

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

Table 3 contains the total cash compensation data reported for each survey position for all survey respondents combined. The statistics include the lowest and highest actual total cash compensation data reported for each position.

The mean total cash compensation reported for the Top Executive Officer by all respondents is \$462,694 compared to \$460,151 reported the prior year, and the reported median is \$395,750. The mean total cash increased \$2,543 year over year, and the median total cash is approximately 1.1% lower than last year's median of \$400,000 for the Top Executive Officer. The actual total cash compensation reported for the Top Executive Officer ranges from a low of \$89,760 to a high of \$2,027,761, versus a total cash compensation range of \$84,000 to \$2,085,364 in last year's survey.

Accordingly, the average and median total pay figures for certain survey positions may be lower than in the previous report. Although pay data for individual survey positions generally increases from one year to the next, there are a number of factors which may lead to lower year-to-year salaries for some positions. Such factors may include smaller participating organizations, new position incumbents, different survey respondents matching the position, and/or fewer or lower variable pay awards. In particular, the impact of the COVID-19 pandemic has resulted in lower average and/or median salaries for certain survey positions.

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

Highest Paid Positions	Prior Year Total Cash	This Year Total Cash
1. Top Medical Services Position	\$330,166	\$387,780
2. Top Legal Executive/General Counsel	\$272,599	\$294,757
3. Deputy Executive Officer	\$283,861	\$280,097
4. Top Strategic/Mission Executive	\$215,643	\$254,520
5. Top Financial Position	\$229,355	\$241,502

III. Compensation Data Reported

A summary of the base salary data reported for all survey respondents combined is listed in [Table 4](#). This table also identifies the number of reported incumbents and their mean tenure (years in position) for each position. It should be noted not all survey respondents reported tenure information for their matched survey positions. Because organizational structures vary, in some cases, multiple incumbents were reported by survey respondents for certain “top staff” positions. Typically, these are single-incumbent positions within an organization.

There are often only incremental differences between the reported base salary and total cash compensation for certain positions, because the use of variable pay opportunities varies within the not-for-profit sector. Specifically, many organizations utilize discretionary bonus plans under which awards are paid only in certain years, depending on financial results and employee performance.

Overall, the difference between the mean total cash and mean base salary reported for the Top Executive Officer and the next five highest paid positions is shown below:

Highest Paid Positions	% Difference: Mean Total Cash vs. Mean Base Salary
1. Top Executive Officer	10.7%
2. Top Medical Services Position	4.3%
3. Top Legal Executive/General Counsel	4.7%
4. Deputy Executive Officer	4.5%
5. Top Strategic/Mission Executive	5.1%
6. Top Financial Position	3.7%

[Table 5](#) provides a summary of salary range data and identifies the number of organizations reporting salary ranges for each survey position. Approximately 33% of the survey respondents reported salary range data this year.

III. Compensation Data Reported

B. Individual Position Summary Tables

Individual pay tables for each surveyed job title begin on page 26 and are listed below. The pay tables provide summary statistics by geographical location, organization budget, organization type, total employees, and time in position (where reported). It should be noted that not all survey respondents reported time in position for matched survey positions. Accordingly, the incumbent and organization counts based on time in position are lower than the other categories/scope measures listed in the salary tables.

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

III. Compensation Data Reported

Survey Position Title	Page
31. Federal Lobbyist	56
32. State Lobbyist	57
33. Top International Executive	58
34. Legislative Network Position	59
35. Regulatory/Legislative Specialist	60
36. Regulatory/Legislative Assistant	61
37. PAC Position	62
38. Top Communications Position	63
39. Communications/Public Relations Manager	64
40. Communications/Public Relations Position	65
41. Top Editorial Position	66
42. Managing Editor	67
43. Senior Editor	68
44. Editor	69
45. Assistant/Associate Editor	70
46. Content Writer	71
47. Art Director	72
48. Graphic Designer	73
49. Production Manager	74
50. Production Position	75
51. Fulfillment Position	76
52. Top Foundation Executive	77
53. Grant Proposal Manager	78
54. Grant Position	79
55. Top Marketing Position	80
56. Top Strategic/Mission Executive	81
57. Top Business Development Executive	82
58. Business/Product Development Manager	83
59. Marketing Position	84
60. Sales Position	85
61. Advertising Position	86
62. Top Membership Position	87
63. Membership Director	88
64. Member/Customer/Donor Rel. Mgmt. Admin.	89
65. Social Media Position	90
66. Call Center/Member Service Manager	91
67. Senior Call Center/Member Service Rep.	92
68. Call Center/Member Service Rep.	93
69. Membership Records Position	94

III. Compensation Data Reported

Survey Position Title	Page
70. Registrar	95
71. Top Convention/Meetings Position	96
72. Top Trade Show Position	97
73. Trade Show/Convention and Meetings Mgr.	98
74. Member Relations/Member Experience Pos.	99
75. Chapter/Affiliate Relations Position	100
76. Exhibit Manager	101
77. Exhibition Sales Position	102
78. Program Planner	103
79. Meetings Planner	104
80. Top Program Position	105
81. Senior Program/Section Manager	106
82. Program/Section Manager	107
83. Program Staff Position	108
84. Program Assistant	109
85. Top Volunteer Program Position	110
86. Top Professional Education Position	111
87. Education/Curriculum Developer	112
88. e-Learning Manager	113
89. Top Medical Services Position	114
90. Professional Certification Position	115
91. Top Statistician	116
92. Top Scientific/Technical Research Position	117
93. Top Engineering Position	118
94. Research Manager	119
95. Research Position	120
96. Standards Dev./Technical Services Position	121
97. Top Development Position	122
98. Regional Development Position	123
99. Major Gifts Position	124
100. Fundraising Position	125

Top Executive Officer

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

Scope Data	Salaries Reported		Annual Base Salary				Bonuses Reported		Annual Total Cash			
	# of Orgs.	# of Incs.	25th %ile	Mean	Median	75th %ile	# of Orgs.	# of Incs.	25th %ile	Mean	Median	75th %ile
Total Survey	308	308	\$270,000	\$417,786	\$369,062	\$498,000	107	107	\$275,000	\$462,694	\$395,750	\$550,000
Geographic Location												
Virginia	44	44										
Maryland	26	26										
Washington, DC	76	76										
New York City	21	21										
Chicago Area	18	18										
Northeast	32	32										
Midwest	30	30										
South	31	31										
West	30	30										
Organization Type												
Trade	28	28										
Professional	85	85										
Educational	27	27										
Health and Social Welfare	77	77										
Other	91	91										
Organization Budget												
Less than \$5.0 Million	57	57										
\$5.0 Million - \$9.9 Million	49	49										
\$10.0 Million - \$14.9 Million	27	27										
\$15.0 Million - \$29.9 Million	51	51										
\$30.0 Million - \$49.9 Million	36	36										
\$50.0 Million - \$99.9 Million	38	38										
\$100.0 Million or More	51	51										
Total Employees												
Fewer than 15	46	46										
15 to 34	54	54										
35 to 69	48	48										
70 to 149	59	59										
150 to 299	38	38										
300 or more	64	64										
Years in Position												
Less than 2 Years	39	39										
2 to 4.9 Years	57	57										
5 to 9.9 Years	50	50										
10 to 14.9 Years	34	34										
15 Years or More	59	59										

IV. Total Compensation Practices Data Reported

This section summarizes compensation practices data reported by survey respondents. [Table 6](#) contains detailed results of common practices in salary management, retirement and savings plans, employee benefits, paid time off, variable pay, and board of director compensation practices. Practices information was reported by a total of 210 survey participants. Accordingly, the percentages in this section are provided based on the respondents who completed this section of the survey.

A. Salary Administration

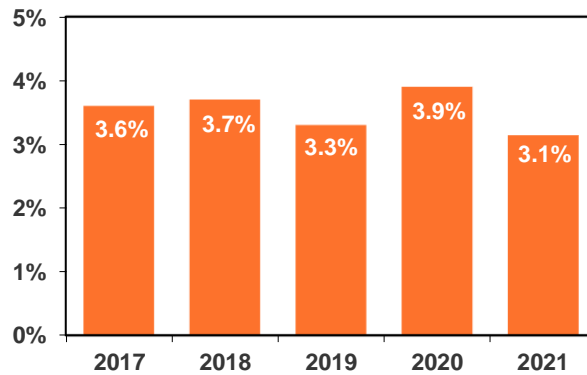
- Approximately 58% of survey respondents reported using a formal salary structure (i.e., positions are assigned to grades or zones).
- Of the respondents utilizing salary ranges, approximately half (48%) have a traditional salary structure (i.e., grades and ranges).
- The most recent average salary range adjustment for all survey respondents was 2.8%. Structure adjustments ranged from the lowest average of 2.5% for both “Professional” and “Other” organizations to the highest average of 3.2% for “Health and Social Welfare” associations.
- The next planned salary range adjustment is also 2.8%, on average, for all survey respondents combined. “Educational” organizations reported the lowest anticipated average salary range adjustment of 2.5%, while “Health and Social Welfare” associations reported the highest anticipated average salary range adjustment of 3.1%.
- The most recent average salary increases granted averaged 3.0% for all position levels below the top executive and 3.1% for the top executive officer. The median salary increase was 3.0% for all positions, including the top executive.
- Overall, the next planned salary increase budgets are 3.1% at the mean and 3.0% at the median for all position levels and survey respondents.
- Approximately 43% of all survey respondents reported utilizing some form of job evaluation plan to value their positions internally relative to each other – most commonly a job family/work level plan (32%).

IV. Total Compensation Practices Data Reported

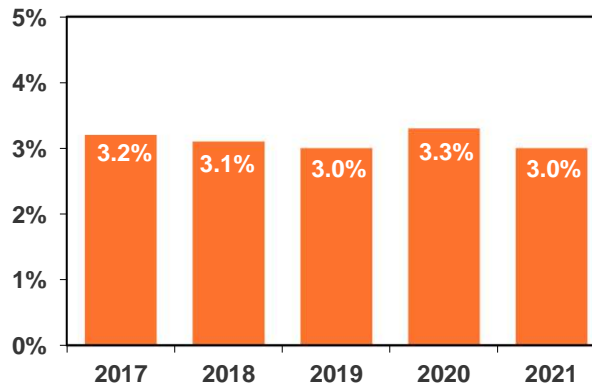
Five-Year Salary Increase Trends

The following graphs display five-year trends for top executive salary increases, salary increases for other employees, and salary range adjustments. The figures represent average percentages reported for this year and in previous survey reports in each respective year. Salary increase adjustments for other employees represent the combined averages for management, other exempt and nonexempt staff levels combined. (*Note: All figures exclude zero values.*)

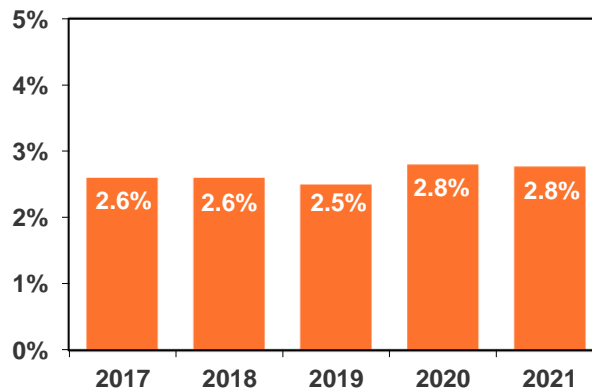
**Average Actual
Top Executive
Salary Increases**



**Average Actual
Salary Increase
Adjustments – All
Other Employees**



**Average Actual
Salary Range
Adjustments**



IV. Total Compensation Practices Data Reported

B. Retirement Benefits

- About 80% of all organizations that responded offer more than one type of retirement plan.
 - The plans most commonly provided are 403(b) and 401(k) plans, each reported by approximately one-third all survey respondents.
 - Only about 9% of all survey respondents reported they still maintain a defined benefit plan.
- Of those survey respondents who reported a **defined benefit** plan:
 - Most organizations (83%) that offer a defined benefit plan continue to make contributions to the plan for all employees; and
 - The remaining organizations reported the plan is frozen for all contributions.
- The typical provisions of survey respondents' **defined contribution** plan(s) are as follows:
 - Approximately half (48%) of organizations reported employer contributions to the plan are typically 100% vested immediately or are fully vested within 3 years of service;
 - The plan contains a matching provision for employer contributions; and
 - The average employer contribution is 6.7% of pay, overall.
- Thirty-five percent of all survey respondents reported they provide restoration or supplemental retirement benefits for certain highly compensated employees, most commonly the top executive officer.
- The most common vehicle is a 457(b) plan which restores lost benefits for executives over IRS earnings limits; the plan typically does not provide a tax gross-up.

IV. Total Compensation Practices Data Reported

C. Medical Benefits

- Preferred provider organization (PPO) plans are the most commonly provided option, reported by 79% of all participating organizations.
- Health maintenance organizations (HMOs) and high deductible health plans (HDHPs) are the second most commonly provided plan options, each reported by approximately 33% of all participating organizations.
- Approximately 64% of survey respondents reported they have taken certain steps to control medical costs during the past year. The two most common approaches include new coverage options (18%) and higher employee premiums (18%).
- Among those organizations that offer retiree medical benefits, the plan typically includes an age or service requirement for employees to be eligible, and the benefits do not include a provision for long-term care.

D. Dental Benefits

- A dental PPO plan is the most common plan, reported by 85% of all survey respondents.
- Employees typically pay less than 30% of the premium for both self and dependent coverage.
- The maximum annual benefit was most commonly reported as \$1,500 or more than \$2,000; the maximum lifetime orthodontia is typically \$1,500 for all organizations.

E. Life Insurance Benefits

- Life insurance benefits may be provided as a flat amount or as a multiple of base salary.
- As a flat dollar amount, the average benefit is \$100,000 although this amount varies widely by organization type. As a multiple of base salary, the benefit represents 2.0 times employee salaries for all organization types.

IV. Total Compensation Practices Data Reported

- The policy typically does not include coverage for dependents.

F. Sick Leave and Disability Benefits

- About half (56%) of all organizations indicate they provide paid sick leave benefits as a “stand-alone” policy, while 41% report sick leave as part of a “PTO” (paid time off) plan.
- The median maximum annual allowance is 20 days, the maximum annual carryover is 36 days at the median, while the maximum total accrual for unused sick leave is 70 days at the survey median.
- Among those organizations providing short-term disability, the plan typically provides 60% of weekly earnings up to \$1,500 per week for 12 weeks at the survey median.
- Long-term disability benefits usually replace 60% monthly earnings to a maximum amount of \$9,000 per month at the survey median.

G. Other Benefits

- Most organizations (86%) offer a flexible spending account or Section 125 plan to help employees cover certain medical, dental, or dependent care expenses. However, most of these plans do not permit employees to “cash out” or exchange coverage for different benefits.
- Approximately half (56%) of organizations reported they provide tuition reimbursement or education assistance benefits.
- Typically, all employees are eligible for tuition reimbursement, the plan reimburses for tuition plus books and fees, and the maximum benefit is \$3,000 per year at the survey median.

H. Paid Time Off

- On the whole, most survey respondents typically provide an average of 11 paid holidays and one or two floating holidays per year.

IV. Total Compensation Practices Data Reported

- There is a maximum annual carryover of 15 days and a maximum total accrual of 67 days, on average, for unused paid time off.
- Paid time off is most commonly allocated to employees based solely upon length of service, but many organizations determine paid leave based on both service and position level.
- While executive management employees typically accrue a higher number of days during their first year, there are little to no differences in the maximum vacation accruals for various position levels.
- Thirty-four percent of organizations reported they utilize a “PTO” plan that combines paid sick leave, vacation, holidays, and personal leave.

I. Variable Pay

- Approximately 52% of organizations indicate they provide some form of annual variable pay opportunity to their employees. The prevalence of variable pay opportunities varies widely by organization type.
- Discretionary bonuses and annual incentives were reported by 40% and 19% of organizations, respectively, among those providing some form of variable pay.
- Most organizations (76%) report that all employees are eligible to participate in the plan(s).
- Overall, organizations reserve between 5.0% and 13.8% of their payroll at the median and mean, respectively, for variable pay awards each year. The percentage of payroll reserved for an organization’s variable pay plan(s) varies depending on the types of plans and the number of employees eligible to participate.
- The average annual payments (as a percent of base salary) are 23.1% of base salary for top executives, 13.6% for other senior executives, 7.2% for other exempt staff, and 5.3% of base salary for nonexempt staff positions, on average.

IV. Total Compensation Practices Data Reported

J. Board of Directors

- Organizations typically reimburse their Board members for meeting expenses, and there is typically a cap on reasonable expenses associated with attending Board meetings.
- However, there is usually no reimbursement provided for office, secretarial, or spousal travel expenses.
- The average Board term is three years, and Board members typically attend three to four meetings per year.

Summary of Compensation Practices

All Survey Partici- pants	TYPE OF ORGANIZATION				
	Trade	Profes- sional	Educa- tional	Health & Social Welfare	Other

A. Salary Administration**o Organization Uses a Formal Salary Structure**

-- Yes	127	7	35	14	38	33
-- No	82	5	22	6	40	9

o Type of Structure Used

-- Traditional salary range	101	5	28	11	31	26
-- Broadband	20	2	4	3	5	6
-- Other	6	0	3	0	2	1

o Most Recent Salary Range Adjustment

-- 25th percentile	2.0%	2.8%	2.0%	2.0%	3.0%	2.0%
-- Mean	2.8%	2.8%	2.5%	2.7%	3.2%	2.5%
-- Median	3.0%	3.0%	2.5%	2.6%	3.0%	2.3%
-- 75th percentile	3.0%	3.0%	3.0%	3.0%	3.4%	3.0%

o Next Planned Salary Range Adjustment

-- 25th percentile	2.0%	2.8%	2.0%	2.0%	3.0%	2.0%
-- Mean	2.8%	3.0%	2.7%	2.5%	3.1%	2.8%
-- Median	3.0%	3.0%	2.5%	2.0%	3.0%	3.0%
-- 75th percentile	3.0%	3.3%	3.0%	3.0%	3.4%	3.0%

o Most Recent Salary IncreaseTop Executive

-- 25th percentile	2.5%	2.8%	2.4%	2.5%	2.1%	2.9%
-- Mean	3.1%	3.5%	2.8%	3.6%	3.0%	3.1%
-- Median	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
-- 75th percentile	3.2%	4.0%	3.0%	3.7%	3.2%	3.4%

Management

-- 25th percentile	2.6%	3.0%	2.0%	2.0%	3.0%	2.8%
-- Mean	3.0%	3.0%	2.8%	3.1%	3.3%	3.0%
-- Median	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
-- 75th percentile	3.1%	3.4%	3.0%	3.5%	4.0%	3.1%

Other Exempt

-- 25th percentile	2.5%	3.0%	2.0%	2.4%	3.0%	2.1%
-- Mean	3.0%	3.0%	2.8%	3.2%	3.3%	2.8%
-- Median	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
-- 75th percentile	3.0%	3.0%	3.0%	3.5%	3.5%	3.0%

Summary of Compensation Practices

	TYPE OF ORGANIZATION					
	All Survey Participants	Trade	Professional	Educational	Health & Social Welfare	Other
<u>Nonexempt</u>						
-- 25th percentile	2.5%	3.0%	2.0%	2.5%	3.0%	2.6%
-- Mean	3.0%	3.0%	2.6%	3.2%	3.3%	3.0%
-- Median	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
-- 75th percentile	3.0%	3.3%	3.0%	3.5%	4.0%	3.0%
o Next Planned Salary Increase						
<u>Top Executive</u>						
-- 25th percentile	3.0%	3.0%	3.0%	2.3%	2.5%	3.0%
-- Mean	3.1%	3.2%	3.3%	2.8%	3.2%	3.0%
-- Median	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
-- 75th percentile	3.7%	3.2%	3.5%	3.0%	3.5%	3.4%
<u>Management</u>						
-- 25th percentile	3.0%	3.0%	3.0%	2.3%	2.5%	3.0%
-- Mean	3.1%	3.2%	3.3%	2.8%	3.2%	3.0%
-- Median	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
-- 75th percentile	3.7%	3.2%	3.5%	3.0%	3.5%	3.4%
<u>Other Exempt</u>						
-- 25th percentile	3.0%	3.0%	3.0%	2.3%	2.5%	3.0%
-- Mean	3.1%	3.2%	3.3%	2.8%	3.2%	3.0%
-- Median	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
-- 75th percentile	3.7%	3.2%	3.5%	3.0%	3.5%	3.4%
<u>Nonexempt</u>						
-- 25th percentile	3.0%	3.0%	3.0%	2.3%	2.5%	3.0%
-- Mean	3.1%	3.2%	3.3%	2.8%	3.2%	3.0%
-- Median	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
-- 75th percentile	3.7%	3.2%	3.5%	3.0%	3.5%	3.4%
o Criteria for Determining Annual Salary Change Budgets						
-- Internal financial considerations	184	11	49	15	72	37
-- General external market conditions	139	8	42	10	50	29
-- Published survey data	0	0	0	0	0	0
-- Other	0	0	0	0	0	0
o Type of Formal Job Evaluation Plan Used						
-- Job family/work level	68	2	21	6	24	15
-- Point factor	28	0	8	2	12	6
-- Other	0	0	0	0	0	0
-- None	82	7	21	10	32	12

VI. About PRM Consulting Group

PRM Consulting Group, Inc. (PRM) provides a fully integrated complement of consulting services tailored to meet our clients' human resource management needs. We focus on each client and work collaboratively with them to maximize employee performance and improve organizational efficiency. We create the strategies and solutions to assist clients in attracting, retaining and engaging the caliber of employee talent necessary to achieve their mission and objectives.

Our philosophy is to provide advice and counsel which places the client's interests first. PRM accepts only those assignments that we are fully qualified to perform. We seek to deliver the highest possible quality services in helping clients maximize their people resources.

PRM was formed in 1999 by experts from some of the world's top consulting and corporate firms. As a result, our consulting resources include seasoned professionals with a demonstrated track record of developing effective client solutions. With roots in rewards and performance consulting, PRM has grown into a broad-based organization and human resources consultancy with expertise in such areas as recruiting, employee communications, organizational effective, succession planning, and benefits administration.

We blend our practice area expertise with our industry knowledge to help clients develop the right solutions for their unique challenges. We are intimately familiar with a variety of industry market sectors, including general industry, technology, not-for-profit, health care, higher education, governmental and quasi-governmental organizations.

Each client's needs differ. Staff levels, competency, conflicting priorities and limited resources all affect how our clients use our services. To PRM consultants, collaboration means fully understanding what our clients need and marrying our services to ensure value-added success. We regularly work with clients on a variety of projects which may focus on:

- Benchmarking and best-practices analysis
- Diversity
- Expert advice
- Implementation and communication
- Outsourcing

VI. About PRM Consulting Group

- Pay equity
- Program design
- Strategy definition
- Survey design and administration.

We integrate our consulting services across all functional areas within human resources so that programs and policies fit together. The specific human resource areas in which we maintain particular expertise include:

- Employee benefits and perquisites
- Employment and recruitment
- Organizational development and communication
- Retirement and capital accumulation
- Rewards and recognition
- Performance management
- Training and development.

PRM is dedicated to helping not-for-profit organizations maximize and enhance their people resource capabilities.

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