



# *Compensation Survey of International Development Organizations*

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November 2022

Participants' Report

Conducted by:

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Confidential

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**Appendix A** – Survey Job Descriptions for Home-based Positions

**Appendix B** – Survey Job Descriptions for Field-based Positions



## *I. Introduction*

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# *I. Introduction*

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- This report presents the results of PRM’s sixth annual International Development Industry Survey. PRM intends to conduct this survey each year, and to continue to increase participation for, so that the results represent the most comprehensive compensation data and reliable benchmarking source for the international development sector.
- The objective of the survey was to collect, analyze and summarize pay (base salary plus short- and long-term incentives) and compensation practices within international development organizations – both for-profit and NGO (non-government organization) in the not-for-profit sector.
- The scope of survey covers 62 distinct home-based positions and 29 field-based position titles (see Exhibit 1 and Exhibit 2, respectively).
- Job descriptions for the home-based and field-based survey positions are provided in Appendix A and Appendix B, respectively.
- The survey report summarizes pay data for home-based positions and provides separate pay summaries for field-based survey positions based on three different categories – local nationals, expats, third country nationals (TCNs), and expats/TCNs combined.
- This report describes the survey methodology and summarizes the survey findings.

## Compensation Survey of International Development Organizations

### Listing of Home-Based Survey Positions

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#### Chief Positions

1. Chief Executive Officer
2. Chief Operating Officer
3. Chief Technical Programs Officer
4. Chief Business Development Officer
5. Chief Financial Officer
6. Chief Contracting and Pricing Officer
7. Chief Project Management Officer
8. Chief Human Resources Officer
9. Chief Legal Officer
10. Chief Security Officer

#### Lead Positions

11. Lead, Technical Programs
12. Lead, Business Development
13. Lead, Corporate and/or Project Finance
14. Lead, Contracting and Pricing
15. Lead, Project Management
16. Lead, Human Resources
17. Lead, Ethics and Compliance
18. Lead, Security
19. Lead, Information Technology
20. Lead, Internal Audit

#### Director Positions

21. Business Development Director
22. Controller
23. Director of Marketing
24. Director of Public Policy/Advocacy
25. Director, Corporate and Foundation Relations
26. Human Resources Director
27. Information Technology Director
28. Internal Audit Director
29. Monitoring and Evaluation (M&E) Director
30. Planned Giving Director
31. Pricing and Contracts Director

32. Project Finance Director
33. Project Management Director
34. Technical Programs Director

#### Manager Positions

35. Communications & Media Manager
36. Digital Manager
37. Finance & Operations Manager
38. Finance Manager
39. Foundations and Corp. Development Manager
40. Human Resources Manager
41. Information Technology Manager
42. Internal Audit Manager
43. M&E Manager
44. Pricing and Contracts Manager
45. Project Manager
46. Project/Proposal Recruitment Manager
47. Proposal Manager
48. Security Manager
49. Technical Programs Manager

#### Associate or Specialist Positions

50. Business Development/Proposal Specialist
51. Communications/PR/Marketing Associate
52. Contracts Specialist
53. Cost and Pricing Specialist
54. Finance Specialist
55. Human Resources Specialist
56. Information Technology/Digital Information Specialist
57. Knowledge Management Specialist
58. Outreach Coordinator
59. Project Associate
60. Project/Proposal Recruiter
61. Security Specialist
62. Start-Up Specialist

## Compensation Survey of International Development Organizations

### Listing of Field-Based Survey Positions

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#### **Global Level**

1. Global Internal Audit Manager
2. Global Security Manager/Specialist

#### **Regional Level**

3. Regional Director – High Complexity
4. Regional Director – Moderate Complexity
5. Senior Level – Regional Technical Specialist (Senior Technical Advisor)
6. Mid-Level – Regional Technical Specialist (Technical Advisor)
7. Regional Finance & Administrative Director
8. Regional Researcher
9. Regional M&E Manager
10. Regional Finance & Administrative Manager
11. Regional HR Manager
12. Regional Information Systems Manager

#### **Country Level**

13. Chief of Party – Regional Project (Project Director)
14. Country Director – High Complexity (Head of Country Office)
15. Country Director – Moderate Complexity (Head of Country Office)

16. Country Director – Low Complexity (Head of Country Office)
17. Deputy Regional Representative (Deputy Regional Director)
18. Deputy Country Representative (Deputy Country Director/Deputy Head of Office)
19. Country Office – Head of Finance (Director of Finance and Admin.)
20. Country Office – Head of Operations
21. Country Office – Head of Grants Management

#### **Lead Project Level**

22. Chief of Party – High Complexity (Project Director)
23. Chief of Party – Moderate Complexity (Project Director)
24. Chief of Party – Low Complexity (Project Director)
25. Deputy Chief of Party (Deputy Project Director)
26. Technical Director
27. Technical Specialist
28. Monitoring & Evaluation Manager
29. Monitoring & Evaluation Specialist



## *II. Survey Methodology*

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## ***II. Survey Methodology***

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- PRM developed an online survey questionnaire to collect the requested information from survey invitees.
  - Survey invitees were asked to report pay information separately for home-based and field-based employees, as well as pay practices information.
  - PRM reviewed and analyzed the submitted survey data to develop pay statistics and other summary tables based on the information provided.
  - All reported survey data is effective as of **April 1, 2022**.
- Completed questionnaires were received from a total of 55 survey invitees (see [Exhibit 3](#)).
  - A total of 13 survey respondents (or 24%) are for-profit, privately held companies, and 42 survey respondents (or 76%) are not-for-profit NGOs.
  - The pay data for home-based positions as well as for expats and third country nationals (TCNs) are stated in US dollars, while the pay data for all field-based positions was converted to local currencies.
- A summary of the annual revenues (in US dollars) and staff size for the survey respondents is as follows:

Organization Data	Summary Statistics			
	25th Percentile	Mean	Median	75th Percentile
Annual Revenues (\$ Millions)	\$23.5	\$190.0	\$80.0	\$222.0
Number of Headquarters Employees	59	285	145	286
Number of Field Employees	61	929	348	1,557
Total Number of Employees	173	1,142	552	1,748



## Compensation Survey of International Development Organizations

### Listing of Survey Respondents

Organization	Headquarters Location	Organization Type
Abt Associates	Rockville, MD	For Profit
Chemonics International	Washington, DC	For Profit
Coffey International	New York, NY	For Profit
Creative Associates International	Chevy Chase, MD	For Profit
Crown Agents USA	Washington, DC	For Profit
DAI Global	Bethesda, MD	For Profit
Dexis Consulting Group	Washington, DC	For Profit
DT Global	Washington, DC	For Profit
ECODIT	Arlington, VA	For Profit
EnCompass LLC	Rockville, MD	For Profit
International Development Group LLC	Arlington, VA	For Profit
Tetra Tech ARD	Burlington, VT	For Profit
University Research Co. LLC Center for Human Services	Chevy Chase, MD	For Profit
ACDI/VOCA	Washington, DC	Non-Profit
Action Against Hunger	Washington, DC	Non-Profit
American Councils for International Education	Washington, DC	Non-Profit
Blumont	Madison, WI	Non-Profit
CARE	Atlanta, GA	Non-Profit
Catholic Relief Services	Baltimore, MD	Non-Profit
Corus International (IMA/LWF)	Baltimore, MD	Non-Profit
CRDF Global	Arlington, VA	Non-Profit
Digital Global Health	Washington, DC	Non-Profit
Evidence Action	Washington, DC	Non-Profit
FHI360	Durham, NC	Non-Profit
Global Communities	Silver Spring, MD	Non-Profit
Habitat for Humanity International	Atlanta, GA	Non-Profit
Institute of International Education	New York, NY	Non-Profit
International Food Policy Research Institute	Washington, DC	Non-Profit
International Rescue Committee	New York, NY	Non-Profit

## Compensation Survey of International Development Organizations

### Listing of Survey Respondents

Organization	Headquarters Location	Organization Type
Internews	Arcata, CA	Non-Profit
Management Sciences for Health	Medford, OR	Non-Profit
MEDA	Waterloo, ON CANADA	Non-Profit
Medical Care Development	Silver Spring, MD	Non-Profit
Medical Teams International	Tigard, OR	Non-Profit
National Cooperative Business Association CLUSA International	Washington, DC	Non-Profit
National Democratic Institute	Washington, DC	Non-Profit
Pathfinder International	Watertown, MA	Non-Profit
Population Services International	Washington, DC	Non-Profit
Public Health Institute	Oakland, CA	Non-Profit
Rise Against Hunger	Raleigh, NC	Non-Profit
Room to Read	San Francisco, CA	Non-Profit
Saferworld	London, England	Non-Profit
Save the Children Federation	Fairfield, CT	Non-Profit
School to School International	Pacifica, CA	Non-Profit
TechnoServe	Arlington, VA	Non-Profit
The Asia Foundation	San Francisco, CA	Non-Profit
The Center for Victims of Torture	Saint Paul, MN	Non-Profit
The Clinton Foundation	New York, NY	Non-Profit
The END Fund	New York, NY	Non-Profit
The Hunger Project	New York, NY	Non-Profit
The Synergos Institute	New York, NY	Non-Profit
Vital Strategies	New York, NY	Non-Profit
Water for People	Denver, CO	Non-Profit
World Renew	Byron Center, MI	Non-Profit
World Vision International	Uxbridge, UK	Non-Profit



## *IV. Compensation Practices Data*

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## ***IV. Compensation Practices Data***

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- Exhibit 11 provides a summary of the compensation practices reported for home- and field-based survey positions. This year, a total of 51 organizations reported compensation practices for their employees. The percentages indicated in Exhibit 11 (“Percent of Survey”) are stated as a proportion of the 51 organizations reporting data for this section of the survey.

### **Home-Based Employees**

- Highlights of the reported compensation practices for home-based employees are as follows:
  - Most survey respondents (82%) indicated the COVID-19 pandemic has not affected their salaries or pay practices.
  - Over half of all survey respondents (65%) target the “middle of the market” (median) as their philosophy for cash compensation; conversely, most respondents did not indicate a stated compensation philosophy for employee benefits, although the largest percentage (31%) also indicate they target the market median.
  - The most recent (2022) mean salary increase budgets vary from 3.5% to 3.7% depending on position level, but the reported median increase budget was 3.0% for all position levels.
  - For 2023, the anticipated mean salary increase budgets reported are higher and range from 4.0% to 4.2%, and the median increase budget is 4.0% for all position levels.
  - Internal financial considerations are the primary determinant for annual salary increase budgets, reported by 88% of all survey respondents; individual employee salary increases are typically determined based solely on merit, or based on a combination of merit and pay range location.

## ***IV. Compensation Practices Data***

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- Variable pay opportunities are typically limited to executive and management employees only, and discretionary bonuses are the most common type of variable pay provided.
- Average discretionary bonus opportunities range from 4.0% to 6.1% of base salary depending on position level, while formal annual incentives range from 4.7% to 12.7% of base salary.
- The most common medical plan reported by survey respondents is a preferred provider organization (PPO), and employers typically pay about 85% of the premium for employee coverage only and about 75% for dependent/family coverage.
- The maximum employer contribution to the organization's retirement plan is 6.0% to 6.7% of salary at the median and mean, respectively.
- About two-thirds of all survey respondents utilize separate accruals for different types of paid time off and accruals are typically the same regardless of position level, except executives may have slightly higher accruals.

### **Field-Based Employees**

- Highlights of the reported compensation practices for field -based employees are as follows:
  - Slightly over half of all survey respondents (61%) indicated their pay philosophy for expats is the same as for home-based employees, while the pay philosophy for third-country nationals and local nationals is different for approximately half of all survey respondents.

## *IV. Compensation Practices Data*

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- The largest percentage of survey respondents (approximately 37% to 43%) reported they utilize merit pools with rules for distributing individual increases, although approximately 16% of them indicated they utilize a flat increase plus variable merit adjustments for field-based staff.
- The basis for determining regional/local pay administration decisions varies somewhat for expats, third-country nationals, and local nationals, but geographic location was the most commonly reported basis, followed by location of assignment.
- The prevalence of employee benefits provided to field staff varies noticeably for expats and third country nationals (TCNs) versus their local national counterparts, and local nationals are noticeably less likely to be provided the same benefits as their expat and TCN counterparts.
- Additional pay and/or allowances (e.g., danger pay, per diems, housing allowances, and supplemental leave) are provided to expat and TCN employees only.
- The majority of survey respondents (71%) do not provide tax equalization benefits to their field employees.

## Compensation Survey of International Development Organizations

### Summary of Compensation Practices Reported

	Number of Orgs.	Percent of Survey
<b><u>HOME-BASED POSITIONS</u></b>		
1. Has the Covid-19 pandemic affected salaries or pay practices in your organization?		
-- Yes	9	17.6%
-- No	42	82.4%
2. Which of these compensation philosophies apply for your home-based employees?		
-- We have a formal philosophy that covers both pay and benefits	24	47.1%
-- Our compensation philosophy is uniform for all job levels across the organization	30	58.8%
-- Our compensation philosophy varies by staff level, contract requirements, or other considerations	11	21.6%
-- We provide more competitive compensation for positions that have a direct impact on revenue	1	2.0%
-- We do not have a formal compensation philosophy	4	7.8%
3. What is the primary basis (i.e. for most employees) for determining the market competitiveness of your organization's pay?		
-- Market median	33	64.7%
-- Market average	11	21.6%
-- Market 75th percentile	3	5.9%
-- Other	0	0.0%
4. What is the primary basis (i.e. for most employees) for determining the market competitiveness of your organization's benefits?		
-- Market median	16	31.4%
-- Market average	12	23.5%
-- Market 75th percentile	13	25.5%
-- Other	0	0.0%

## Compensation Survey of International Development Organizations

### Summary of Compensation Practices Reported

Number of Orgs.	Percent of Survey
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5. The most recent 2022 annual salary increase budget percentages for the following staff levels:

	<b>Mean</b>	<b>Median</b>		
Executive	3.7%	3.0%	43	84.3%
Management	3.5%	3.0%	43	84.3%
Technical/Professional	3.5%	3.0%	42	82.4%
Administrative	3.5%	3.0%	43	84.3%

6. The projected 2023 salary increase budget percentages for the following staff levels:

	<b>Mean</b>	<b>Median</b>		
Executive	4.1%	4.0%	32	62.7%
Management	4.0%	4.0%	35	68.6%
Technical/Professional	4.0%	4.0%	36	70.6%
Administrative	4.2%	4.0%	37	72.5%

7. Criteria that is used for determining annual salary change budgets

-- Internal financial considerations	45	88.2%
-- General external market conditions	34	66.7%
-- Published survey data for specific market sectors	31	60.8%
-- Other; please describe:	5	9.8%

8. What salary adjustment method best describes your current practice?

-- Flat increase percentage for all employees	8	15.7%
-- Flat increase plus variable merit adjustment	10	19.6%
-- Merit pool with rules for distributing individual increases	25	49.0%
-- Other; please describe:	5	9.8%





## *Appendix A – Survey Job Descriptions for Home-Based Positions*

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## Compensation Survey of International Development Organizations

### Survey Job Descriptions for Home-based Positions

Job #	Position Title	Position Description	Experience and Education
<i>HQ-Based Executives</i>			
1	Chief Executive Officer	Responsible for organizational leadership, growth, overall management of the organization in accordance with stated mission. Accountable for the execution of organizational strategy. Represents organization with major customers / funders, government, prospective partners / collaborators, and the public.	Requires an advanced degree and 15+ years of experience.
2	Chief Operating Officer	Responsible for the organization's integrated operational activities. Ensures organization has proper operational controls and administrative / reporting policies and procedures. Ensures that organizational structure, staffing, and skills are designed to achieve strategic and operational results.	Requires an advanced degree and 15+ years of experience.
3	Chief Technical Programs Officer	Responsible for a geographic, technical, or client line of business in the organization. Leads the development and execution of a technical or regional growth strategy, new business opportunities, and overall management of projects. Responsible for meeting financial goals, achieving technical/project deliverables to the client's satisfaction, and complying with client and geographic contracting requirements. Multiple incumbents may occupy this position.	Requires an advanced degree and 15+ years of experience.
4	Chief Business Development Officer	Responsible for internal and external growth opportunities that align with organizational strategy. Leads business development and overall market strategy for the company/organization. Develops key relationships and synergies to support strategy. Responsible for industry and market intelligence.	Requires an advanced degree and 15+ years of experience.
5	Chief Financial Officer	Responsible for organizational financial activities including planning, budgeting, forecasting, and accounting; may oversee internal audit. Chief liaison with outside financial institutions, audit firms, valuation firms, investment bankers and others. Responsible for ensuring compliance with all financial/accounting standards; maximizes effectiveness of organization's financial resources.	Requires an advanced degree and 15+ years of experience.
6	Chief Contracting and Pricing Officer	Responsible for the government contracting and pricing function. Guides proposal teams and project teams to ensure that pricing, contractual terms and conditions comply with applicable laws and organizational policy/intent, and that operations meet contractual obligations. Manages pricing and engagement in sub-contract relationships.	Advanced degree preferred, typically requires 15+ years of experience.
7	Chief Project Management Officer	Responsible for leadership, management, implementation, and monitoring of all projects for all clients and all geographies, in accordance with contract terms and applicable laws. Regularly meets with client(s) to elicit feedback and ensure customer satisfaction and staff in country to assess project performance, from project start-up to	Advanced degree preferred, typically requires 15+ years of experience.

## Compensation Survey of International Development Organizations

### Survey Job Descriptions for Home-based Positions

Job #	Position Title	Position Description	
		close-down. Builds professional network and cultivates relationships to promote organizational services.	
8	Chief Human Resources Officer	Responsible for the organization's acquisition and development of human capital globally; maximizes employee engagement to achieve the organization's mission. Develops the organization's competitive advantage through best-in-class human resources policies, benefits, and programs. Responsible for ensuring compliance with all employment, labor and benefit laws and regulations affecting the workplace.	Requires an advanced degree and 15+ years of experience.
9	Chief Legal Officer	Responsible for developing and leading the organization's legal and risk mitigation strategies. Ensures that organizational business practices and policies comply with all legal and regulatory requirements. Provides legal counsel within the organization; coordinates outside counsel relationships; may serve as Corporate Secretary.	Requires a Juris Doctor/LLB or equivalent degree and 15+ years of experience.
10	Chief Security Officer	Responsible for the organization's global security (physical and personnel) function. Develops and implements risk/security management policies, protocols, and plans for proposals and existing projects. Advises proposal and project teams on regional / country risk assessments, security budget, Duty of Care responsibilities. Oversees any security sub-contracting programs.	Advanced degree preferred plus 15+ years of experience.
<b>Lead HQ Positions</b>			<b>Experience and Education</b>
11	Lead, Technical Programs	Develops and executes strategic vision for technical programs area. Partners with business development to define technical approaches for business development opportunities, and with project leadership to achieve technical deliverables. May manage a team of technical experts in a specific technical area, region, or geography. There are often multiple incumbents in this position.	Advanced degree preferred plus 15+ years of experience.
12	Lead, Business Development	Develops strategy to win new business (in a client, regional or geographic area) that meets revenue and growth goals and aligns with organizational strategy. Leads efforts to execute new business strategy, including making bid/no bid decisions, allocating resources, and ensuring successful proposal development. Builds professional network and cultivates relationships to promote organizational services.	An advanced degree is preferred plus 10+ years of experience.
13	Lead, Corporate and/or Project Finance	Leads financial/accounting activities for HQ or regional offices, or project-based activities, including budgeting, forecasting, and monitoring accounting activity; partners with internal audit to assure that all finance/accounting compliance with contractual provisions are met. Works with outside financial institutions, audit firms, and others. Responsible for ensuring compliance with all financial/accounting standards.	Requires a degree and 10+ years of experience.

## Compensation Survey of International Development Organizations

### Survey Job Descriptions for Home-based Positions

Job #	Position Title	Position Description	
14	Lead, Contracting and Pricing	Leads the government contracting and pricing function. Guides proposal teams and project teams to ensure that pricing, contractual terms and conditions comply with applicable laws and organizational policy/intent, and that operations meet contractual obligations. Manages sub-contract relationships.	Requires a degree and 10+ years of experience.
15	Lead, Project Management	Oversees the management, implementation, and monitoring of projects (for a client or geography), in accordance with contract terms and applicable laws. Regularly meets with client to elicit feedback and ensure customer satisfaction. Regularly meets with staff in country to assess project performance, from project start-up to close-down. Builds professional network and cultivates relationships to promote organizational services.	An advanced degree is preferred plus 10+ years of experience.
16	Lead, Human Resources	Leads acquisition and development of human capital; works to maximize employee engagement and develop a competitive advantage through programs in employee benefits, training and development, employee relations and talent mobility. Oversees compliance with employment, labor and benefit laws and regulations affecting the workplace.	Requires a degree and 10+ years of experience.
17	Lead, Ethics and Compliance	Designs and implements the organization's ethics programs and contracting compliance strategy. Develops and implements applicable policies, procedures, and training of all staff in ethical practices that align with organizational values and applicable laws. Manages the global ethics reporting process; leads cross-functional committees/groups to handle matters relating to workplace ethics and contracting compliance.	Requires a degree and 10+ years of experience.
18	Lead, Security	Oversees security (physical and personnel) functions. Helps develop and implement risk/security management policies, protocols, and plans for proposals and existing projects. Advises proposal and project teams on regional / country risk assessments, security budget, Duty of Care responsibilities. May oversee security sub-contracting programs.	Requires a degree and 10+ years of experience.
19	Lead, Information Technology	Leads information technology strategy and implementation for the organization. Oversees information technology governance and decision making on data & systems needs to meet organizational requirements. Ensures effective, secure delivery of information technology services globally to meet business needs and comply with various country laws and regulations.	Requires a degree and 10+ years of experience.
20	Lead, Internal Audit	Leads the company/organizational evaluation of the effectiveness of existing controls and departmental/divisional/project compliance with internal audit policies, laws, and regulations. Develops and oversees the implementation of policies, processes, and	Requires a degree and 10+ years of experience.

## Compensation Survey of International Development Organizations

### Survey Job Descriptions for Home-based Positions

Job #	Position Title	Position Description	
		controls to better meet the organization's legal and contractual requirements. Oversees the development and delivery of training programs on internal audit policies and processes for all staff.	
<b>Director HQ Positions</b>			<b>Experience and Education</b>
21	Business Development Director	Implements strategies to win new business (in a client, regional or geographic area) that meets revenue and growth goals. Oversees efforts to execute new business strategy, including making bid/no bid decisions, allocating resources, and ensuring successful proposal development. Builds professional network and cultivates relationships to promote organizational services.	Requires a degree and 8+ years of experience.
22	Controller	Leads and manages the organization's accounting functions (general ledger, accounts receivable, accounts payable, and payroll). Manages the production of monthly financial statements and works with outside auditors who audit annual organizational financial statements. Ensures the legal and regulatory compliance of the accounting function.	Requires a degree and 8+ years of experience. Accounting certification strongly preferred.
23	Director of Marketing	Responsible for programmatic or organizational marketing strategy. Develops a cohesive, broad-based brand and marketing plan that builds organizational and/or program awareness. Involves developing cause related sales strategies through multiple vehicles (direct mail, print advertising, electronic media, radio, TV, distribution, special events, outreach, etc.).	Requires a degree and 8+ years of experience.
24	Director of Public Policy/Advocacy	Identifies opportunities to play a role in global/regional or national public policy based on research and an advocacy plan to support domestic and international development objectives. Leads advocacy, public outreach and educational initiatives with government officials, the media and other key influencers.	Requires a degree and 8+ years of experience.
25	Director, Corporate and Foundation Relations	Directs strategy and planning for all identification, cultivation, solicitation, and stewardship of private sector corporate and foundation donors. Guides and facilitates the development and preparation of grant/award agreements. Builds relationships with private sector agencies, partners, and collaborators.	Requires a degree and 8+ years of experience.
26	Human Resources Director	Directs one or more functions of human resources for corporate office(s) location. Ensures compliance with applicable labor, employment, and benefit laws, as well as organizational policies. May advise on interpretation of client organizations' applicable HR policies and regulations in a region or a country.	Requires a degree and 8+ years of experience.
27	Information Technology Director	Oversees the implementation of information technology strategy in HQ and the field to assure that data information systems run smoothly and efficiently. Directs aspects	Requires a degree and 8+ years of experience.

## Compensation Survey of International Development Organizations

### Survey Job Descriptions for Home-based Positions

Job #	Position Title	Position Description	
		of information technology governance and decision making to assure that data & systems needs are securely met, cyber-attack-free, and comply with country laws and regulations.	
28	Internal Audit Director	Directs evaluation of the effectiveness of existing controls and departmental/divisional/project compliance with internal audit policies, laws, and regulations. Works closely with project management in recommending policies, processes, and controls to better meet the organization's policies and legal requirements. Delivers training programs on internal audit policies and processes for all staff.	Requires a degree and 8+ years of experience.
29	Monitoring and Evaluation (M&E) Director	Develops and implements monitoring and evaluation tools to assess the effectiveness of project activities. Reviews operations policies, procedures, and program results to make recommendations to improve project quality, efficiency, and effectiveness. Trains project teams, technical experts and other key staff on monitoring and evaluation best practices.	Requires a college/university degree and 5+ years of experience.
30	Planned Giving Director	Responsible for oversight of organization's planned giving programs, services, and strategies. Manages relationships with planned giving prospects and cultivates gift commitments. Assures that planned gifts are tracked and measured following compliant accounting procedures.	Requires a degree and 8+ years of experience.
31	Pricing and Contracts Director	Oversees cost/pricing model, evaluates pricing inputs, and develops pricing cost strategy and narratives for new business opportunities. Leads compliant costing / pricing strategies as part of proposal bidding process. Supports contract negotiating teams by analyzing financial impact of proposed terms and conditions.	Requires a degree and 8+ years of experience.
32	Project Finance Director	Provides oversight to the project finance and accounting function for a region, country, or for client projects. Responsible for the project accounting functions (general ledger, accounts receivable, accounts payable, etc. ). Assures compliance of project accounting and finance operations with all organizational policies/procedures, contractual provisions, and legal standards. Oversees the production of project financial/accounting reporting.	Requires a degree and 8+ years of experience. Accounting certification is a plus.
33	Project Management Director	Oversees the day-to-day project activities on one or more operational projects; ensures that technical work plans are executed, and financial goals are met. Provides direction to assigned projects to foster collaboration of technical and project management experts. Leads regular project review process; ensures contract compliance with client and organizational rules and regulations.	Requires a degree and 8+ years of experience.

## Compensation Survey of International Development Organizations

### Survey Job Descriptions for Home-based Positions

Job #	Position Title	Position Description	
34	Technical Programs Director	Develops technical solutions and work plans that help create winning proposals. Delivers technical solutions and partners with project team to execute work plans within a field project. Captures technical achievements, lessons learned, and best practices to enhance organization's technical competency.	Advanced degree is preferred plus 8+ years of experience.
<i>Manager HQ Employees</i>			
35	Communications & Media Manager	Leads efforts to increase public awareness and understanding of organizational mission and issues by designing and implementing communications/media strategy through preparing print and on-line material for public and internal purposes.	Requires a degree and 3+ years of experience.
36	Digital Manager	Develops and incorporates digital tools and solutions for projects. Contributes to the research and design of digital solutions. Tracks developments in hardware and software solutions and digital-focused business development. Technically proficient with software or application development, digital collaboration tools, and geospatial tools.	Requires a degree and 3+ years of experience.
37	Finance & Operations Manager	Manages operational and financial matters on assigned projects to ensure they meet operational and financial goals. Performs financial analysis, monitors indirect costs and budgets, analyzing the budgetary impact of programmatic changes on budgets and forecasts. Helps improve operational efficiency and consistency across portfolio/region.	Requires a degree and 3+ years of experience.
38	Finance Manager	Performs accounting functions such as general ledger, accounts receivable, accounts payable, and payroll. Produces monthly financial statements and may work with outside auditors who audit organizational financial statements. Uses knowledge of legal and regulatory compliance of the accounting function to maintain accurate and compliant financial statements. Requires degree and 3+ years of experience.	Requires a degree and 3+ years of experience.
39	Foundations and Corporate Development Manager	Identifies, pursues, cultivates, and enhances relationships with foundations and corporate donors in support of funding needs. Develops compliant grant proposal submissions and executes grant reporting requirements leverage outreach initiatives and engage prospects and donors.	Requires a degree and 3+ years of experience.
40	Human Resources Manager	Manages one or more functions of human resources for corporate office(s) location. Helps coordinate talent movement between HQ and the field ensuring compliance with applicable country labor, employment, and benefit laws, as well as organizational policies. Functional responsibility may include recruiting, employee relations, compensation and benefits, talent development, talent mobility, HR policies and procedures, required filings, etc.	Requires a degree and 3+ years of experience.

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### Survey Job Descriptions for Home-based Positions

Job #	Position Title	Position Description	
41	Information Technology Manager	Manages information technology hardware, software, networking, and connectivity to maximize the speed and accuracy of data information flow and communication between departments, divisions, HQ/field, etc. Assures that organizational/company information and data systems are secure, minimizing/eliminating cyber threats and assuring compliance with data privacy laws and regulations.	Requires a degree and 3+ years of experience.
42	Internal Audit Manager	Implements internal audit protocols according to schedule to ensure the effectiveness of existing controls and departmental/divisional project compliance with internal audit policies, laws, and regulations. Works closely with project management in evaluating project performance against controls and recommends corrective actions when necessary.	Requires a degree and 3+ years of experience.
43	M&E Manager	Utilizes monitoring and evaluation tools to assess the effectiveness of project activities, with a focus on describing and documenting project plan impact. Recommends project implementation changes to improve project quality, efficiency, and effectiveness. Trains others on monitoring and evaluation tools, as requested.	Requires a degree and 3+ years of experience.
44	Pricing and Contracts Manager	Utilizes cost/pricing model, reviews pricing inputs, and recommends pricing cost strategy and narratives for new business opportunities. Implements compliant costing / pricing strategies as part of proposal bidding process. Helps analyze financial impact of proposed terms and conditions.	Requires a degree and 3+ years of experience.
45	Project Manager	Manages day-to-day project activities for one or more operational projects; helps monitor technical work plan implementation and ensure that financial goals are met. Helps with project implementation through coordination with contracts, internal audit, finance, human resources, and other infrastructure functions. Participates in regular project review processes, monitors contract compliance with client and organizational rules and regulations.	Requires a degree and 3+ years of experience.
46	Project/Proposal Recruitment Manager	Manages recruitment for proposals or active projects. Ensures that recruitment is compliant with all requirements. Works closely with others to assess recruitment needs. Supervises one or more project/proposal recruiters and may oversee recruitment for a geographic area, technical sector, and/or client.	Requires a degree and 3+ years of experience.
47	Proposal Manager	Manages/coordinates proposal development/writing efforts, as assigned. Helps in tracking pipelines, participating in reconnaissance trips; recruiting key personnel; coordinating proposal writing phases. Works closely with contracts, pricing, human resources to maximize success of bid submission.	Requires a degree and 3+ years of experience.



## Compensation Survey of International Development Organizations

### Survey Job Descriptions for Home-based Positions

Job #	Position Title	Position Description	
48	Security Manager	Implements risk/security policies and protocols. Actively monitors alert systems worldwide regarding travel and staff movement. Assures that country briefings are current and delivered on a timely basis to traveling staff. May coordinate emergency evacuation programs, crisis communication trainings, and emergency communications channels.	Requires a degree and 3+ years of experience.
49	Technical Programs Manager	Provides technical support and expertise to project and business development leadership to assist with the development of winning proposals and the implementation of projects won. Works with senior technical program leaders to strengthen organization's in-house technical capacity by helping to develop tools, resources, systems to enhance project delivery.	Requires a degree and 3+ years of experience.
<b>Associate HQ Positions</b>			<b>Education and Experience</b>
50	Business Development/Proposal Specialist	Provides direct administrative and operational support to business development and proposal efforts; liaises with proposal and business development staff; arranges for and coordinates proposal meetings, takes notes, tracks progress, and helps assure quality proposal submissions. May help coordinate personnel recruitment and/or reconnaissance trips.	Requires a degree and some experience.
51	Communications/PR/Marketing Associate	Provides support that includes writing; editing; design; serving as liaison with vendors and media specialists. Work may also include writing and editing content for a website, developing brochures, tracking news stories and press hits, coordinating printing and publishing of materials, and ensuring technical and grammatical accuracy of materials.	Requires a degree and some experience.
52	Contracts Specialist	Provides direct administrative and operational support in support of organizational procurement and contracts administration. Assures proper authorization of all procurements and related expenditures. Elevates discrepancies to management. Processes contract submission documents, including personnel approvals, subcontract modifications, and procurement actions.	Requires a degree and some experience.
53	Cost and Pricing Specialist	Provides direct administrative and operational support by helping with the application of cost and pricing models to the development of competitive bid proposal submissions. Extensive research and calculations are researched and performed as part of this role. Liaises with business development and contracts staff in performing duties.	Requires a degree and some experience.

## Compensation Survey of International Development Organizations

### Survey Job Descriptions for Home-based Positions

Job #	Position Title	Position Description	
54	Finance Specialist	Provides direct administrative support to finance and accounting operations; reviews and processes financial/accounting transactions, procurements, and monthly invoices; assures proper authorization of expenditures; helps manage finance/accounting records and assure compliance with applicable laws, standards, and regulations.	Requires a degree and some experience.
55	Human Resources Specialist	Provides direct administrative and operational support to the corporate or headquarters human resources function, including activities of recruiting, compensation and benefits, training and development, employee relations, and employer compliance. Liaises with employees regularly on routine human resources matters. Reviews and processes various human resources transactions in HRIS systems; assures proper authorization of all transactions.	Requires a degree and some experience.
56	Information Technology/Digital Information Specialist	Provides direct administrative and operational support to in information technology department/division. Places orders for hardware, software and other IT products and services, as directed. Assures proper approvals of transactions. May assist with organizational website and content maintenance/updating. Assists the IT team in assuring timely and accurate information flow, secure data transmissions and smooth, efficient IT services are provided throughout the organization.	Requires a degree and some experience.
57	Knowledge Management Specialist	Provides direct administrative and operational support in writing, updating, and capturing documentation of organizational lessons learned in technical program areas, project management and administration for use by all staff in continuous improvement. Work involves helping to write, document and post information on IT systems for the benefit of technical and project management experts, promoting knowledge sharing across the organization.	Requires a degree and some experience.
58	Outreach Coordinator	Strengthens the organization's membership, presence, visibility for programs and fundraising work at the community or other stakeholder support group level. Helps utilize existing and new stakeholder and alliance structures to achieve outreach deliverables according to pre-defined strategy.	Requires a degree and some experience.
59	Project Associate	Provides direct administrative and operational support to one or more projects; liaises with project staff on routine operational matters. Reviews and processes financial/accounting transactions, procurements, and invoices; creates and maintains project budgeting tool. Processes contract submission documents, including personnel approvals, subcontract modifications, and procurement actions.	Requires a degree and some experience.

## Compensation Survey of International Development Organizations

### Survey Job Descriptions for Home-based Positions

Job #	Position Title	Position Description	
60	Project/Proposal Recruiter	Actively recruits, sources and screens candidates to fill for proposals, open positions on active projects and build talent pipelines for future opportunities. Negotiates salaries, allowance packages, and benefits within budget. May recruit for a geographic area, technical sector, and/or client.	Requires a degree and some experience.
61	Security Specialist	Provides direct administrative and operational support to the organization's security department/division. Produces reports from alert systems; revises country briefings and security policies as directed. Tracks and documents security training. Provides administrative support in emergency evacuation and repatriation situations. Reviews and processes invoices for security expenditures.	Requires a degree and some experience.
62	Start-Up Specialist	Provides direct administrative and operational support to one or more projects in start-up; liaises with project staff on routine operational start-up activities including deployment of staff and equipment, establishment of facilities and other products and services to support project work plans in the field. Assures that expenditures are properly authorized and documented.	Requires a degree and some experience.



## *Appendix B – Survey Job Descriptions for Field-based Positions*

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## Compensation Survey of International Development Organizations

### Survey Job Descriptions for Field-based Positions

Job #	Position Title	Position Description	Benchmark Experience & Education
<b><i>Global Level</i></b>		<b><i>Position is responsible for its function globally, but is NOT home office or HQ based</i></b>	
1	Global Internal Audit Manager	Responsible for the annual audit risk assessment and audit plan. Responsibility include supporting, educating, and overseeing the local internal audit network. May directly or indirectly supervisor auditors.	Typically requires a bachelor's and 10+ years of relevant experience (or equivalent combination of education and experience)
2	Global Security Manager/Specialist	Responsible for the development and regular review of country level security plans. Conducts in-country security assessments, trainings, briefings, and preparedness planning. Helps to build the capacity of safety and security staff in country offices. Responsible for incident/emergency situation management.	Typically requires a bachelor's and 7+ years of relevant experience (or equivalent combination of education and experience)
<b><i>Regional Level</i></b>		<b><i>Position is responsible for its function across adjacent countries within a region</i></b>	
3	Regional Director - High Complexity	<p>Annual Regional Budget: &gt; \$20 Million Staff Size &gt;100</p> <p>Responsible for and has authority over achievement of the organization's goals in assigned region. Directly manages country heads. Reports to headquarters and is accountable to the executive staff of the organization. Builds relationships with and serves as the organizational representative with host governments, funders, and other key stakeholders in the region. Responsible for regional initiatives including strategy, proposals, solicitation and fulfillment of goals or region. Requires comprehensive knowledge of political, social and economic conditions in the region. Extensive managerial experience overseeing staff, programs and operations in an international development context.</p>	Typically requires a bachelor's or masters' degree and 15+ years of relevant experience (or equivalent combination of education and experience)

## Compensation Survey of International Development Organizations

### Survey Job Descriptions for Field-based Positions

Job #	Position Title	Position Description	Benchmark Experience & Education
4	Regional Director - Moderate Complexity	<p>Annual Regional Budget: &lt; \$20 Million Staff Size &lt;100</p> <p>Responsible for and has authority over achievement of the organization's goals in assigned region. Directly manages country heads. Reports to headquarters and is accountable to the executive staff of the organization. Builds relationships with and serves as the organizational representative with host governments, funders, and other key stakeholders in the region. Responsible regional initiatives including strategy, proposals, solicitation and fulfillment of goals or region. Requires comprehensive knowledge of political, social and economic conditions in the region. Extensive managerial experience overseeing staff, programs and operations in an international development context.</p>	Typically requires a bachelor's or masters' degree and 10+ years of relevant experience (or equivalent combination of education and experience)
5	Senior Level - Regional Technical Specialist (Senior Technical Advisor)	<p>Recognized as subject matter experts within their discipline both within and outside the organization. Provides technical leadership to program staff and partners in the region and in country offices. Leverage their skills to establish new techniques or approaches and develop scientific and technical papers in area of expertise. Develops training strategy; designs and conducts training to maximize local capacity. Provides technical guidance in proposal development. Evaluates programmatic effectiveness, provides technical assessment reports. Represents organization at forums and with other groups in the technical area.</p>	Typically requires a masters' degree and 10+ years of relevant experience (or equivalent combination of education and experience)
6	Mid-Level - Regional Technical Specialist (Technical Advisor)	<p>Proficient within their discipline and serve as an organizational resources within their technical area. Manages/provides technical support and guidance in field of expertise to program staff and partners in the region and in country offices. May write scientific and technical papers in area of expertise. Conducts training for a specific technical area to maximize local capacity. Provides technical guidance in proposal development. Evaluates programmatic effectiveness, provides technical assessment reports.</p>	Typically requires a masters' degree and 7+ years of relevant experience (or equivalent combination of education and experience)

## Compensation Survey of International Development Organizations

### Survey Job Descriptions for Field-based Positions

Job #	Position Title	Position Description	Benchmark Experience & Education
7	Regional Finance & Administrative Director	Responsible for the direction and overall management of finance, accounting and administrative activities across multiple projects/countries. Provides leadership across countries and projects to assure best practices are implemented in field finance, accounting, administration, and overall field recordkeeping is fully compliant.	Typically requires a bachelor's or masters' degree and 10+ years of relevant experience (or equivalent combination of education and experience)
8	Regional Researcher	Provide support to quantitative and qualitative research studies across multiple projects/countries in collaboration with country-level researchers and programmers. Provides training to build capacity among country-level researchers and partners to design studies, oversee data collection, and analyze/interpret/disseminate results. Writes research papers and reports.	Typically requires a bachelor's or masters' degree and 7+ years of relevant experience (or equivalent combination of education and experience)
9	Regional M&E Manager	Oversees monitoring and evaluation activities across multiple countries, including logframe development, study design, questionnaire development, data analysis, and dissemination. Builds capacity of country-level M&E staff. Writes and review impact reports for senior leadership, donors and beneficiaries.	Typically requires a bachelor's or masters' degree and 7+ years of relevant experience (or equivalent combination of education and experience)
10	Regional Finance & Administrative Manager	Oversees finance, accounting and administrative activities across multiple projects/countries. Works with country-level and project level staff to leverage best practices in field finance, accounting, administrative, and overall field recordkeeping compliance.	Typically requires a bachelor's or masters' degree and 7+ years of relevant experience (or equivalent combination of education and experience)
11	Regional HR Manager	Oversees recruitment and human resources activities across multiple projects/countries. Works with country-level and project level staff to leverage best practices in field human resources recruiting and HR programmatic activity.	Typically requires a bachelor's or masters' degree and 7+ years of relevant experience (or equivalent combination of education and experience)
12	Regional Information Systems Manager	Oversees the design, configuration and deploying of innovative technology solutions across multiple projects/countries to more effectively and efficiently conduct the organization's business, including systems for collecting and monitoring program results.	Typically requires a bachelor's or masters' degree and 7+ years of relevant experience (or equivalent combination of education and experience)

## Compensation Survey of International Development Organizations

### Survey Job Descriptions for Field-based Positions

Job #	Position Title	Position Description	Benchmark Experience & Education
<i>Country Level</i>		<i>Position is responsible for its function within one country</i>	
13	Chief of Party - Regional Project (Project Director)	Responsible for the leadership of a field-based project/program being implemented across multiple countries, including the successful management of the technical and operational workplans within budget, on time, and in compliance with organizational policies and donor requirements. Represents the organization and project/program at the highest levels with host government officials, donors, and other key stakeholders. May provide support to business development and fundraising.	Typically requires a bachelor's or masters' degree and 10+ years of relevant experience (or equivalent combination of education and experience) including prior field-based assignments.
14	Country Director - High Complexity (Head of Country Office)	Annual Budget > \$20 Million Staff Size > 100  Has overall responsibility for the administrative, programmatic, technical, financial, and operational aspects of all activities in country. Reports directly to headquarters or to top regional position. Serves as chief representative for the organization in country with host country government officials, partners, donors, and other key stakeholders. Extensive managerial experience overseeing staff, programs and operations in an international development context.	Typically requires a bachelor's or masters' degree and 15+ years of relevant experience (or equivalent combination of education and experience)
15	Country Director; Moderate Complexity (Head of Country Office)	Annual Budget \$2-20 Million Staff Size 26-100  Has overall responsibility for the administrative, programmatic, technical, financial, and operational aspects of all activities in country. Reports directly to headquarters or to top regional position. Serves as chief representative for the organization in country with host country government officials, partners, donors, and other key stakeholders. Typically, has prior managerial experience overseeing staff, programs and operations in an international development context.	Typically requires a bachelor's or masters' degree and 10+ years of relevant experience (or equivalent combination of education and experience)



## Compensation Survey of International Development Organizations

### Survey Job Descriptions for Field-based Positions

Job #	Position Title	Position Description	Benchmark Experience & Education
16	Country Director - Low Complexity (Head of Country Office)	<p>Annual Budget &lt;\$2 Million Staff Size &lt; 25</p> <p>Has overall responsibility for the administrative, programmatic, technical, financial, and operational aspects of all activities in country. Reports directly to headquarters or to top regional position. Serves as chief representative for the organization in country with host country government officials, partners, donors, and other key stakeholders.</p>	Typically requires a bachelor's or masters' degree and 10+ years of relevant experience (or equivalent combination of education and experience)
17	Deputy Regional Representative (Deputy Regional Director)	<p>Serves as second to the Regional Representative, managing activities of the region and country offices. Assists in developing the region's goals and the development and implementation of management policies. Provides technical and strategic assistance to the region and country office management in areas of operations and administration including budgeting, quality assurance, monitoring and compliance. Represent the organization with host country governments officials, partners, donors and other key stakeholders.</p>	Typically requires a bachelor's or masters' degree and 10+ years of relevant experience (or equivalent combination of education and experience)
18	Deputy Country Representative (Deputy Country Director/Deputy Head of Office)	<p>Serves as second to the Country Representative, managing the activities of the country/field office. Supports the Country Representative in developing the country/field office strategies and goals. Provides technical and strategic assistance for the country office in areas of operations and administration including budgeting, quality assurance, monitoring and compliance. Represent the organization with host country governments officials, partners, donors and other key stakeholders.</p>	Typically requires a bachelor's or masters' degree and 7+ years of relevant experience (or equivalent combination of education and experience)
19	Country Office - Head of Finance (Director of Finance and Admin)	<p>Responsible for leading in-country operational activities including finance, accounting, human resources, information technology, facilities, etc. in country. Supervises the work of other operational staff. Responsibilities typically include overseeing the submission of all internal financial reporting requirements, monitoring of annual operating budgets, management and review of finance policies and procedures, approval of donor financial reports, monitoring cash flow, and management of project infrastructure (i.e., leases/rent, insurance policies, registration (office, vehicles, housing, etc.))</p>	Typically requires a bachelor's and 10+ years of relevant experience (or equivalent combination of education and experience)

## Compensation Survey of International Development Organizations

### Survey Job Descriptions for Field-based Positions

Job #	Position Title	Position Description	Benchmark Experience & Education
20	Country Office - Head of Operations	Responsible for leading a combination of non-programmatic areas (exclusive of Finance) such as: HR, IT, Logistics, Security, Property Management. Updates standard operating procedures and ensures that the country office complies with internal policies, national and local laws, and donor regulations. Supervises and trains staff in logistical, operational, and administrative practices and protocols. Responsible for operational integrity and stewardship of funds in the country office.	Typically requires a bachelor's and 10+ years of relevant experience (or equivalent combination of education and experience)
21	Country Office - Head of Grants Management	Responsible for field-based grants compliance and subrecipient management in support of project operational activities.	Typically requires a bachelor's and 10+ years of relevant experience (or equivalent combination of education and experience)
<b>Local Project Level</b>		<b>Position is responsible for its function at the local project level</b>	
22	Chief of Party - High Complexity (Project Director)	Annual Budget Size: > \$20 Million  Responsible for the leadership of a field-based project/program, including the successful management of the technical and operational workplans within budget, on time, and in compliance with organizational policies and donor requirements. Represents organization and project/program at the highest levels with host government officials, donors, and other key stakeholders. May provide support to business development and fundraising.	Typically requires a bachelor's or master's degree and 15+ years of relevant experience (or equivalent combination of education and experience)
23	Chief of Party - Moderate Complexity (Project Director)	Annual Budget Size: \$2-20 Million  Responsible for the leadership of a field-based project/program, including the successful management of the technical and operational workplans within budget, on time, and in compliance with organizational policies and donor requirements. Represents organization and project/program at the highest levels with host government officials, donors, and other key stakeholders. May provide support to business development and fundraising.	Typically requires a bachelor's or master's degree and 10+ years of relevant experience (or equivalent combination of education and experience)

## Compensation Survey of International Development Organizations

### Survey Job Descriptions for Field-based Positions

Job #	Position Title	Position Description	Benchmark Experience & Education
24	Chief of Party - Low Complexity (Project Director)	Annual Budget Size: <\$2 Million  Responsible for the leadership of a field-based project/program, including the successful management of the technical and operational workplans within budget, on time, and in compliance with organizational policies and donor requirements. Represents organization and project/program at the highest levels with host government officials, donors, and other key stakeholders. May provide support to business development and fundraising.	Typically requires a bachelor's or master's degree and 7+ years of relevant experience (or equivalent combination of education and experience)
25	Deputy Chief of Party (Deputy Project Director)	Responsible for serving as the second in command of a field-based project; may take a lead role in technical work plan implementation and/or project operational management; serves as back up to the Project Director.	Typically requires a bachelor's or master's degree and 7+ years of relevant experience (or equivalent combination of education and experience)
26	Technical Director	Responsible for leading technical work plan implementation on a field-based project; may or may not supervise the work of other field-based technical staff, depending upon the project size and scope. Collaborates with key counterparts including governmental and institutional partners. Documents and shares successes and lessons learned in the format of project reports, publications and presentations.	Typically requires a master's and 10+ years of relevant experience (or equivalent combination of education and experience)
27	Technical Specialist	Provides technical assistance to a field-based project including technical design, training, materials development, and capacity building. Monitors and evaluates programs and reports on progress. Implements and documents best practices.	Typically requires a master's and 7+ years of relevant experience (or equivalent combination of education and experience)
28	Monitoring & Evaluation Manager	Responsible for leading the M&E work plan design and implementation on a field-based project(s); may or may not supervise the work of other field-based M&E staff, depending upon the project size and scope.	Typically requires a bachelor's and 7+ years of relevant experience (or equivalent combination of education and experience)
29	Monitoring & Evaluation Specialist	Designs and maintains data collection systems for a field-based project(s) to monitors progress of project/program and evaluate effectiveness. Ensure effective data collection, cleans data, conducts appropriate analysis, and documents activities and findings in the form of reports and presentations.	Typically requires a bachelor's and 5+ years of relevant experience (or equivalent combination of education and experience)