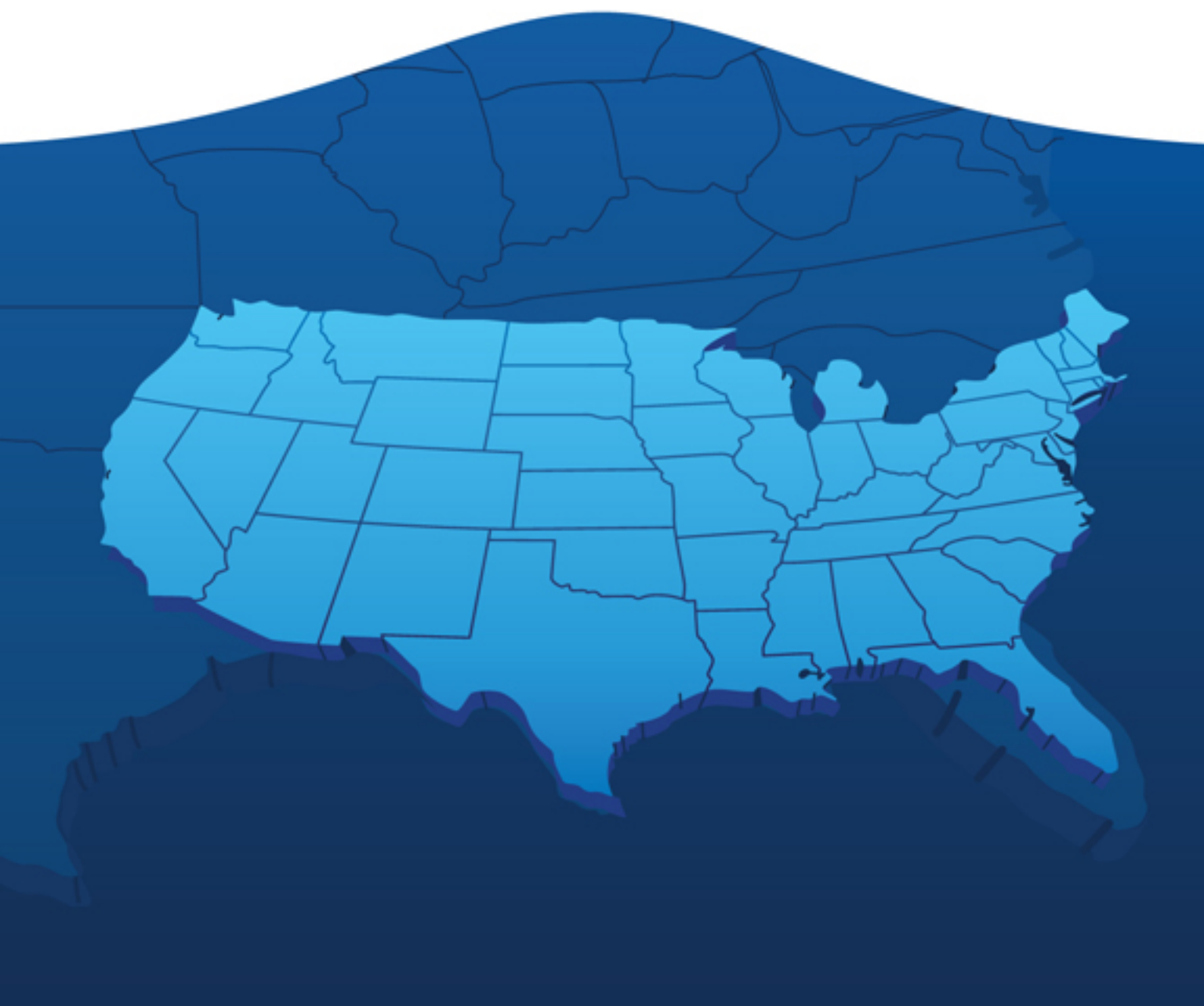


The Compensation Report:

An Analysis of Nonprofits in Texas

2012



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In Collaboration with
The Texas Association of Nonprofit Organizations (TANO)

The Compensation Report:

An Analysis of Nonprofits in Texas

*Published by
Columbia Books*

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Dear Colleagues,

In an era of increased scrutiny of compensation for nonprofit executives and other staff, the Texas Association of Nonprofit Organizations (TANO) is pleased to provide detailed wage information for over 100 common nonprofit positions and basic benefit packages, drawing from data provided by 255 nonprofits across Texas.

This information will be useful in hiring and retaining staff by ensuring that your organization is offering salaries comparable to other similar organizations. Nonprofits of all missions and budget sizes will find useful and detailed wage data in this report.

While our goal is to equip as many nonprofits with this vital information as possible, please do not share this report or its contents with others. The information contained in this report is intended only for use by the organization that purchased it and is not intended to be distributed unless purchased directly from Columbia Books. If you know another organization that is interested in acquiring the report, please refer them to the Texas Association of Nonprofit Organizations as discounts are available for our members. Non-members would benefit from the same discount if they join TANO.

We extend our deepest appreciation to everyone who responded to the survey. Because of you, we can provide Texas nonprofits with this important data. We hope even more Texas nonprofits will participate in the future as we grow this data collection effort in order to strengthen our overall Texas nonprofit sector.

Thank you for the important work that you and your nonprofit do every day to improve the quality of life for all Texans. Please share your comments on this report directly with me.

Barry Silverberg, President & CEO
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About this report:: Columbia Books, a leader in information on associations and government for more than 40 years, and the National Council of Nonprofits, the nation's largest network of nonprofit organizations with more than 25,000 members, came together to capture detailed information on compensation at small and mid-sized nonprofits. Through the National Council's unique network of State Associations, including Texas, the nonprofit sector is now collecting this information on a more consistent basis across the country. More than 1800 nonprofits, including 255 in Texas, participated this year, and we look forward to many more in the years to come.

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Overview of The Compensation Report

The 2012 edition of The Compensation Report includes information on more than 100 specific job titles that are found in different nonprofit organizations. Positions range from administrative support to senior executives. The salary information in this report is comprised of responses to a survey conducted during April 2012 seeking to measure the amounts compensated for various positions in non-profit organizations in Texas. Therefore, all amounts included in this report are self-reported.

The Compensation Report seeks to serve as a representative sample of the large nonprofit community in Texas. This information can help nonprofit organizations in several ways:

- Calculating raises
- Finding market value for specific positions in order to retain or recruit employees
- Gauging economic impact on wages from previous years

Survey participants were able to match up the job titles within their organizations to tailored job descriptions provided to them.

Each participating organization has been assigned a code that corresponds to the amounts reported for specific job titles. All codes are confidential and are not revealed to other participants.

Organizations participating in the survey reported their budget size, staff size, and organization category. In order to report more statistically significant results, some budget sizes, staff sizes, and organization categories were consolidated and reported as a whole. This report includes graphs depicting the demographic makeup of the participants in these areas. A graph showing the level of participation within each job category is also provided. Additional graphs show what percentages reported an overall budget increase or decrease and salary budget increase or decrease. Also included are a chart and tables summarizing the criteria these organizations use in determining salary increases and the average increase offered at each performance and job level.

This report also includes a benefits section, which details the extent to which survey participants offer health care benefits, paid leave, 401k plans, and bonuses to its employees. These results are also cross-tabulated by budget size, staff size, and organization category.

Several tables provide the weighted averages salaries for job titles having 10 or more reported employees by budget, staff size and organization category. These are given in addition to the average salaries, median salary, and salary ranges of all participants that are displayed in the summary for each specific job title.

Detailed salary data for each job title is summarized in this report, with job titles conveniently grouped by job function. Two indices at the back of the book can be used to locate specific summaries by either job title or job number.

Salary data in each summary is organized in descending order based on average salaries. Each job title listing includes the number of employees each organization reported in that job, as well as its low and high salaries. Note: this data is suppressed for positions that do not reach a statistically significant number of organizations reporting it. However, every position has the group average salary, median salary, and weighted average salary provided. Quartile amounts are also displayed where sufficient data is available.

A glossary of terms is also provided on the next page.

Glossary of Terms

1st Quartile

Indicates the mid-point between the actual low salary and the median salary paid within all participant employees belonging to a specific job title; represents the highest salary paid in the bottom 25% of that group

2nd Quartile

Indicates the mid-point between the actual low salary and the actual high salary paid within all participant employees belonging to a specific job title; represents the highest salary paid in the bottom 50% of that group

3rd Quartile

Indicates the mid-point between the median salary and the actual high salary paid within all participant employees belonging to a specific job title; represents the highest salary paid in the bottom 75% of that group

4th Quartile

Indicates the actual highest salary paid within all participant employees belonging to a specific job title

Note: Quartile details will only appear for positions with at least 12 unique organizations reporting that position

Actual High

The highest salary paid within all participant employees belonging to a specific job title

Actual Low

The lowest salary paid within all participant employees belonging to a specific job title

Group Average

The average salary paid to participant employees within a specific job title; calculated by totaling all unique salaries paid within that job title and dividing the total by the number of unique salaries.

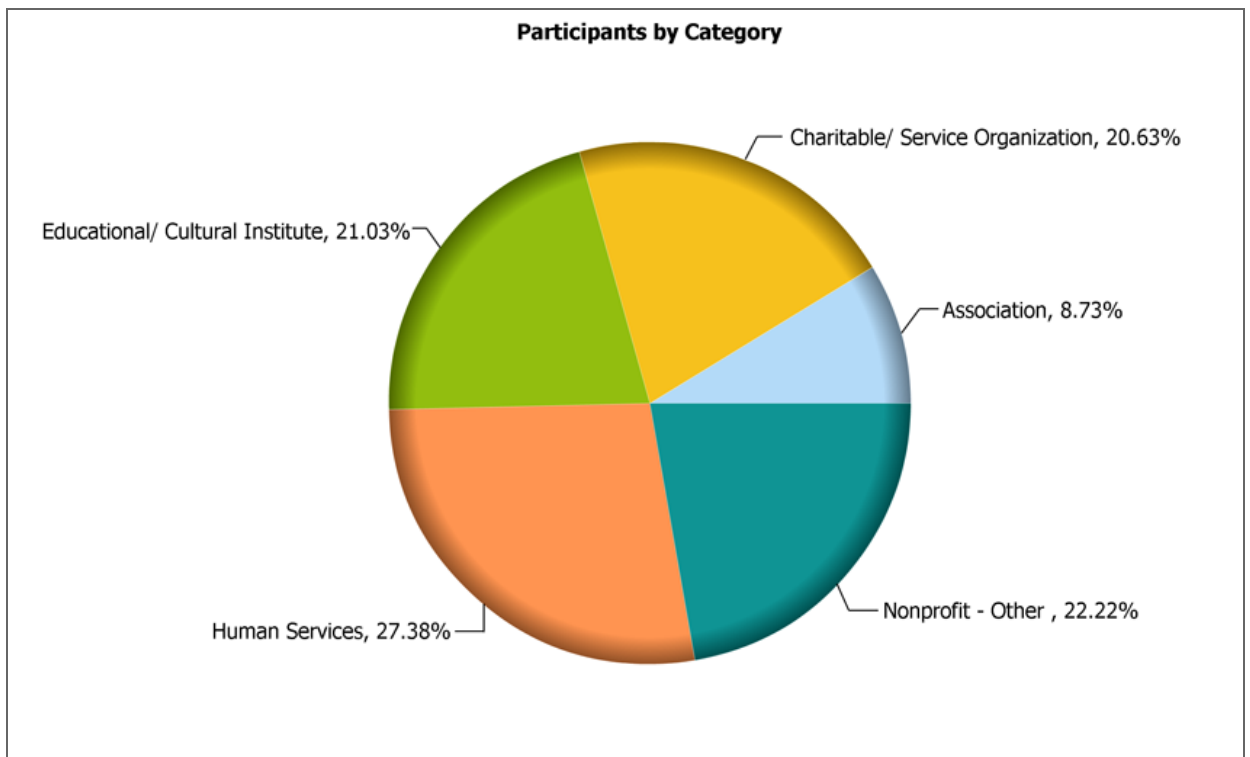
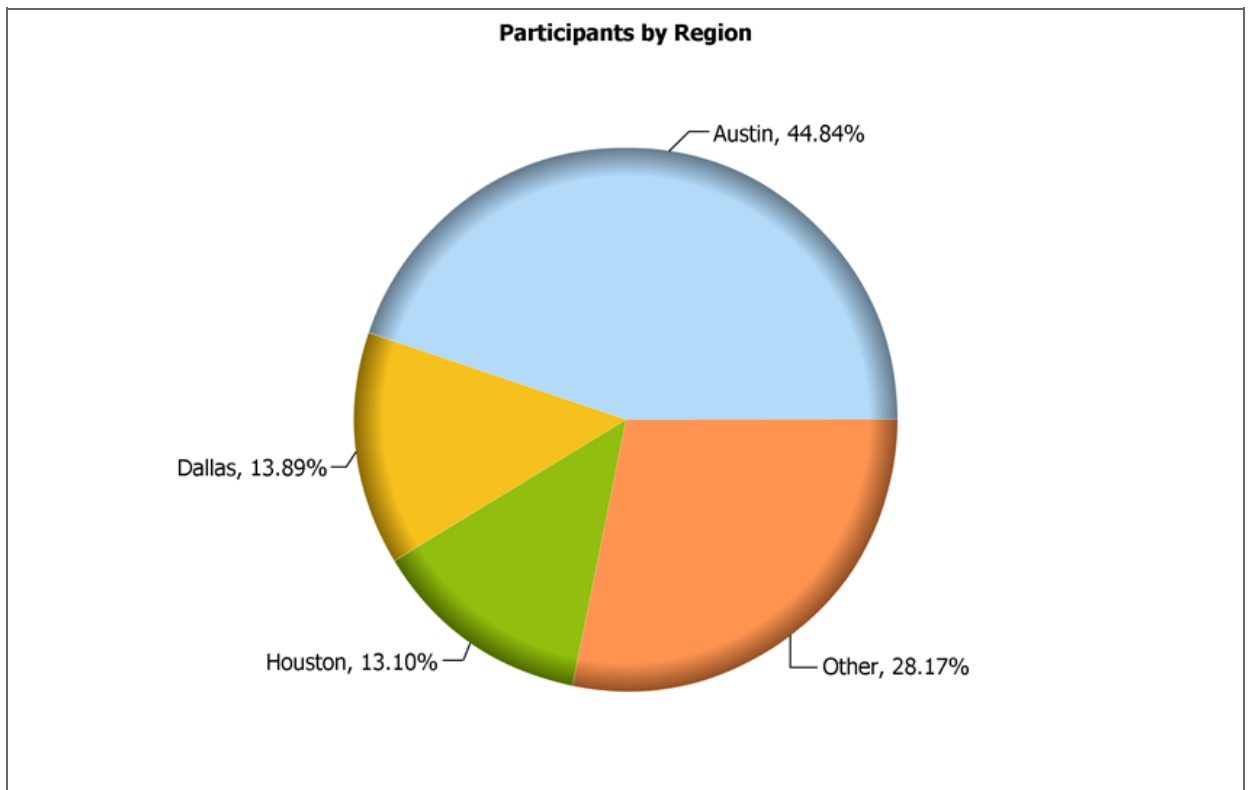
Median

The salary figure occupying the middle position when all reported salary figures paid within participant employees belonging to a specific job title are arranged in ascending order.

Weighted Average

The average salary paid to participant employees belonging to a specific job title, taking into account the number of employees earning each unique salary; calculated by multiplying each unique salary paid within a specific job title by the number of employees earning that unique salary, then totaling the results and dividing the total by the number of all employees within that job title group.

Participant Demographics



Self-reported categories were consolidated to ensure statistical significance for analyses. Categories break down as follows:

"Association": Professional Association; Trade Association; Special Interest; Scientific Society; Research Institute

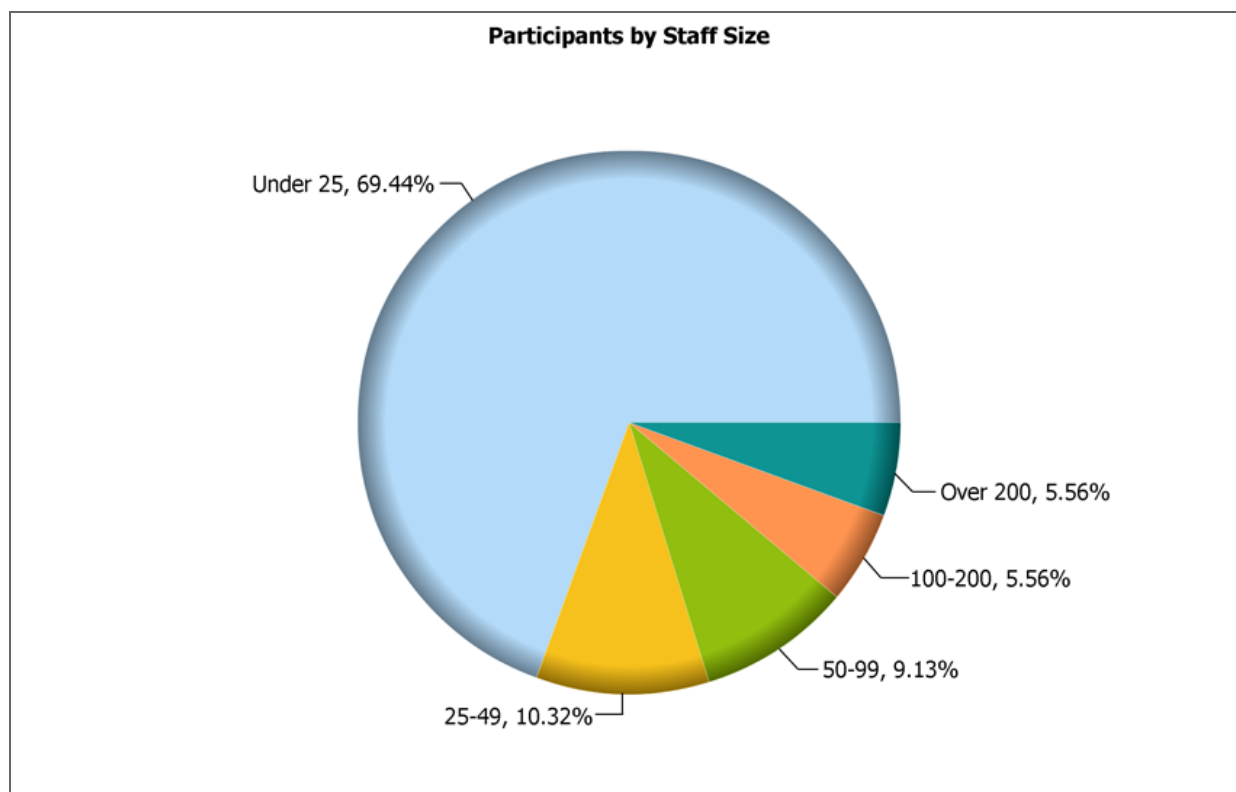
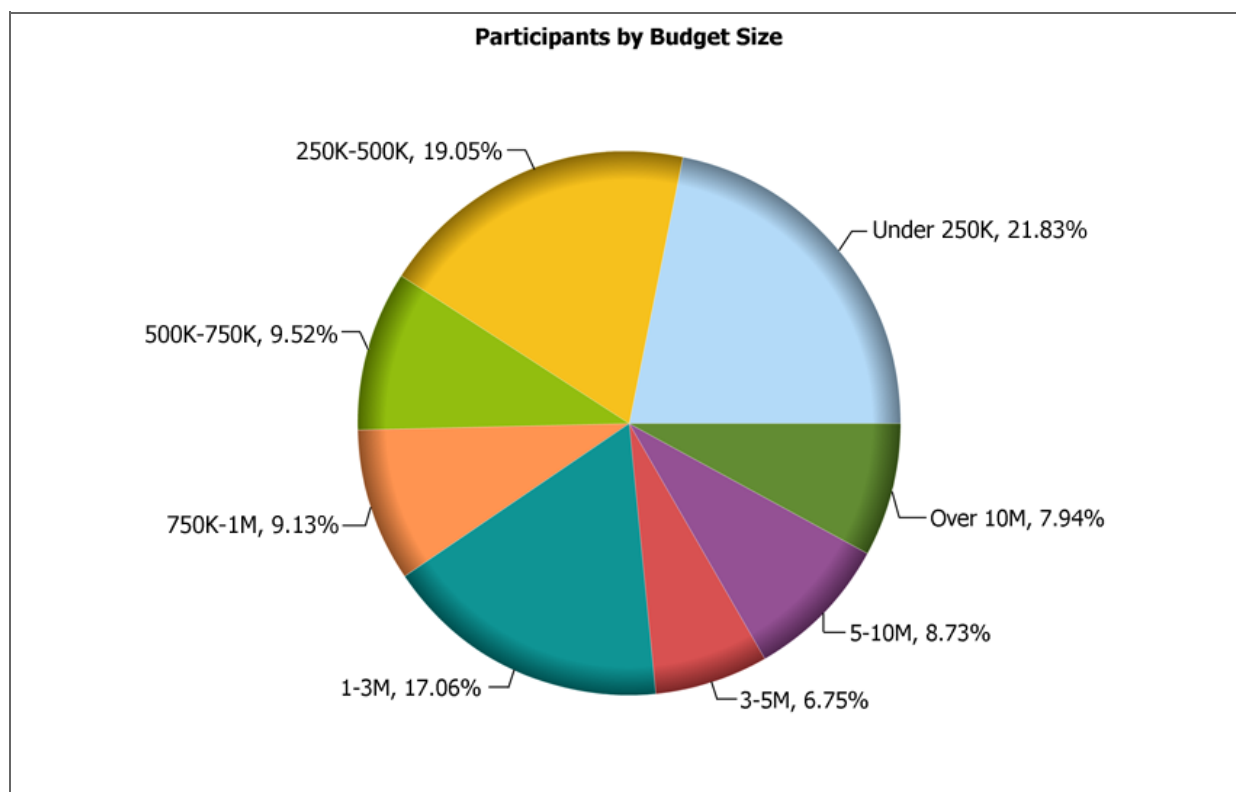
"Educational/Cultural Institute": Educational/Cultural Institute; Arts, Culture, and Humanities; Education

"Human Services": Human Services

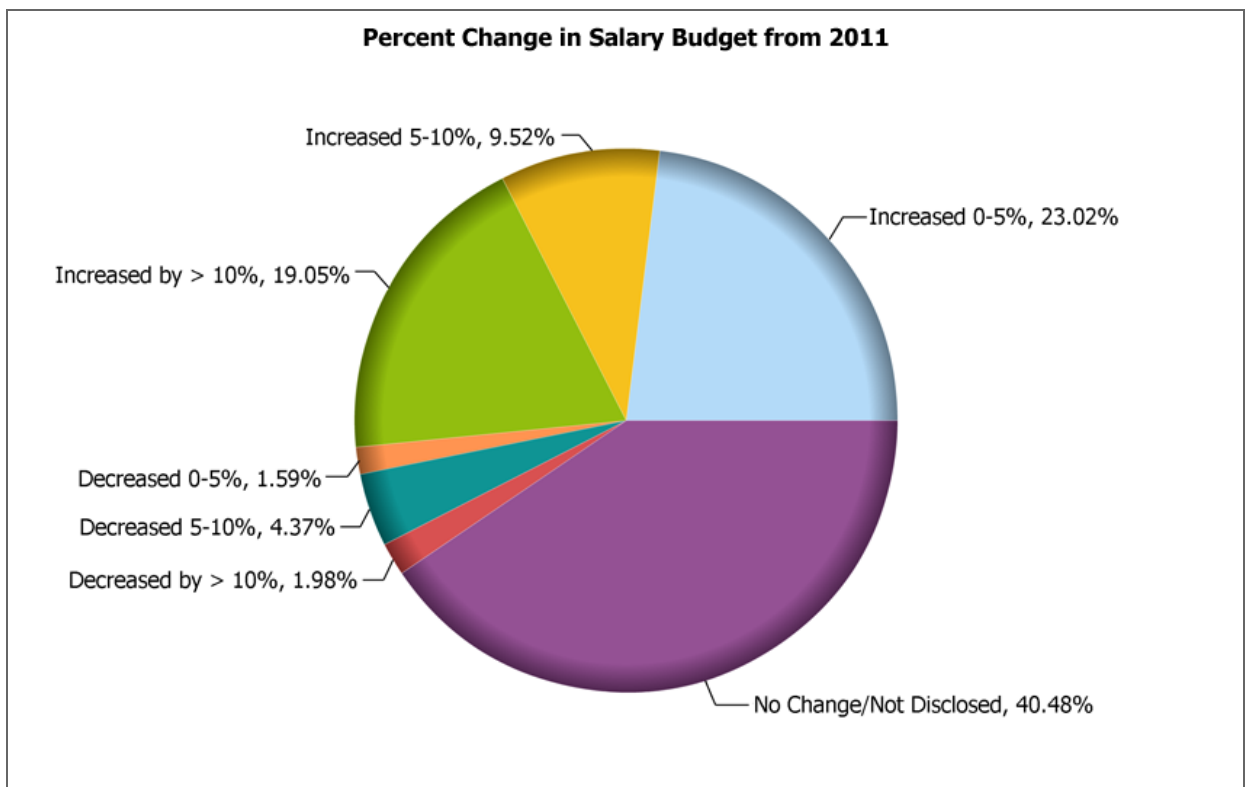
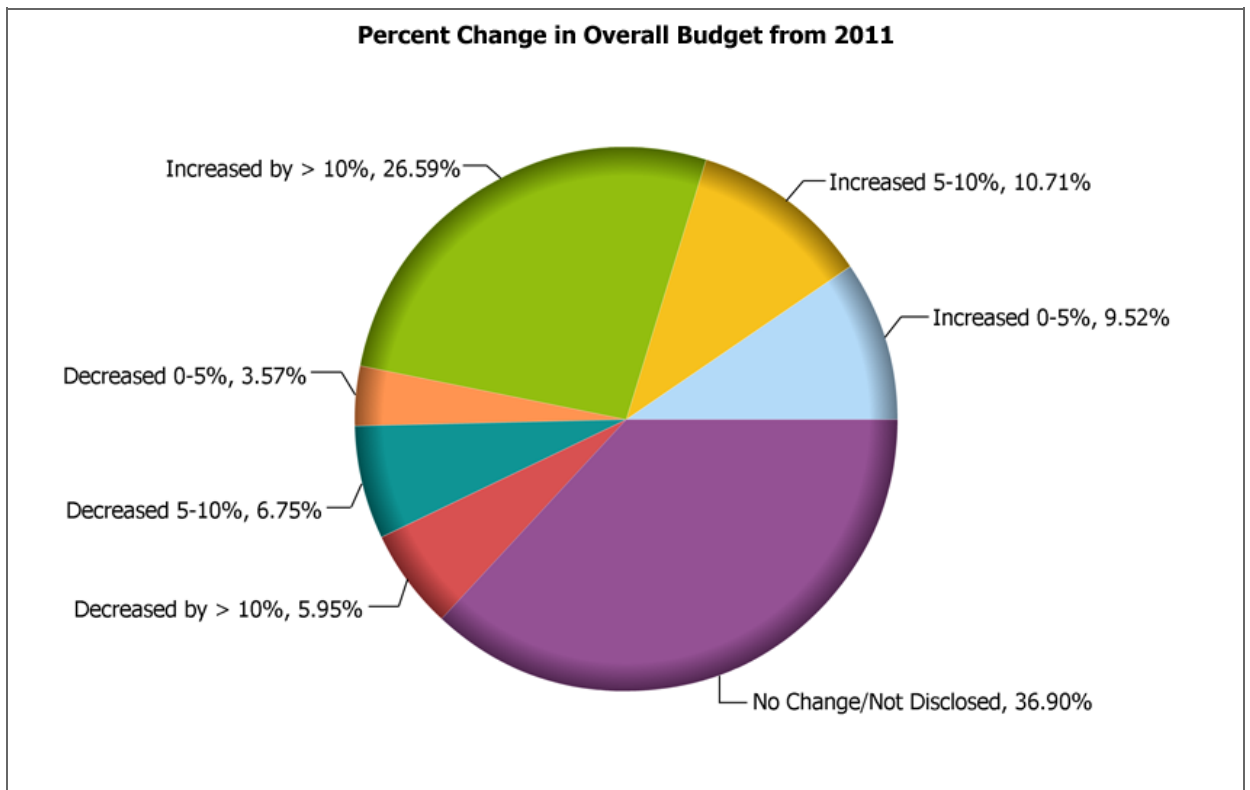
"Charitable/Service Organization": Health; Environment and Animals; International, Foreign Affairs; Societal Benefit; Religion Related

"Nonprofit - Other": Other; Nonprofit - Other

Participant Demographics

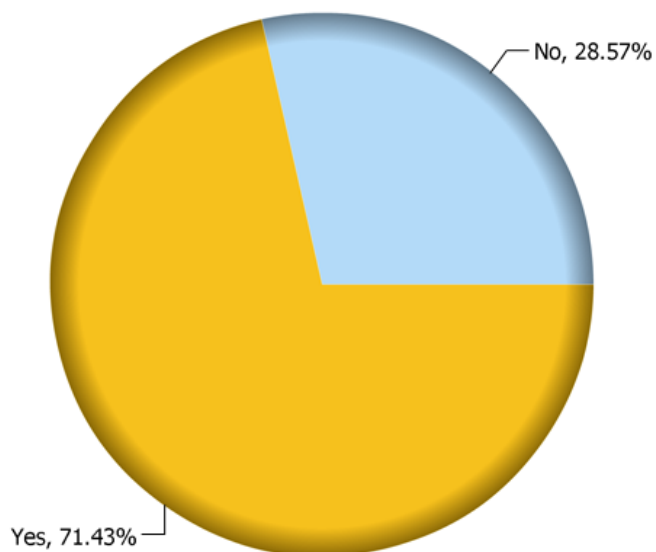


Participant Demographics

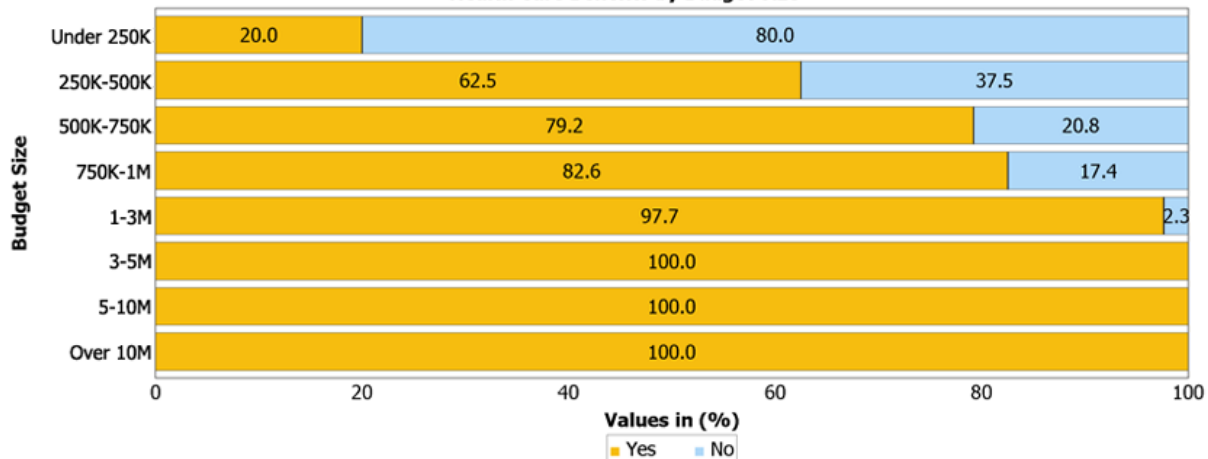


Participant Benefits

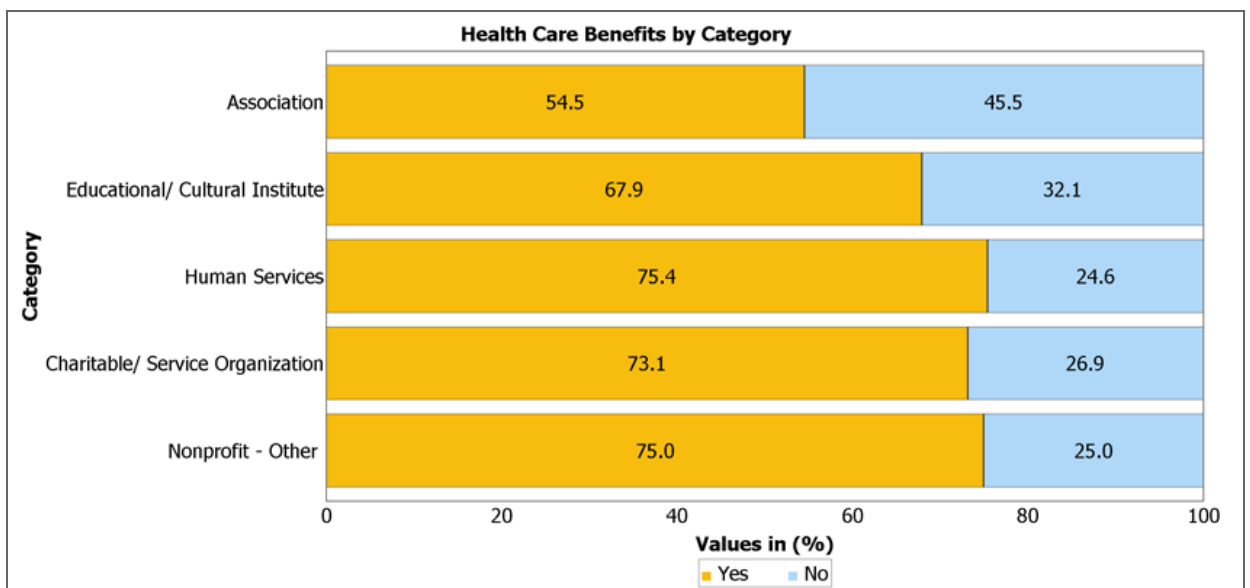
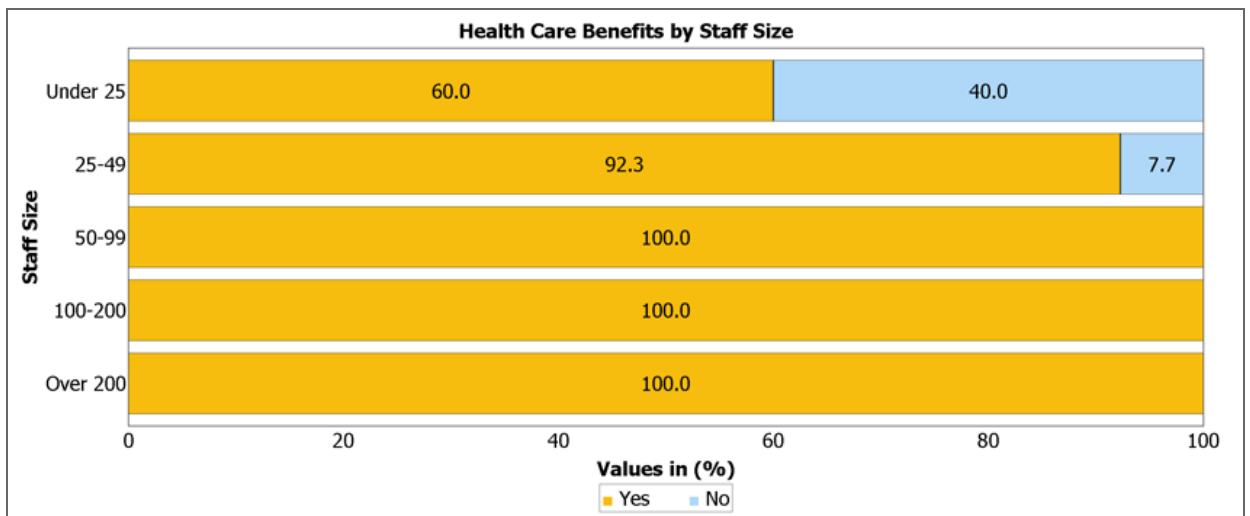
Does your organization offer health care benefits to all its full-time employees?



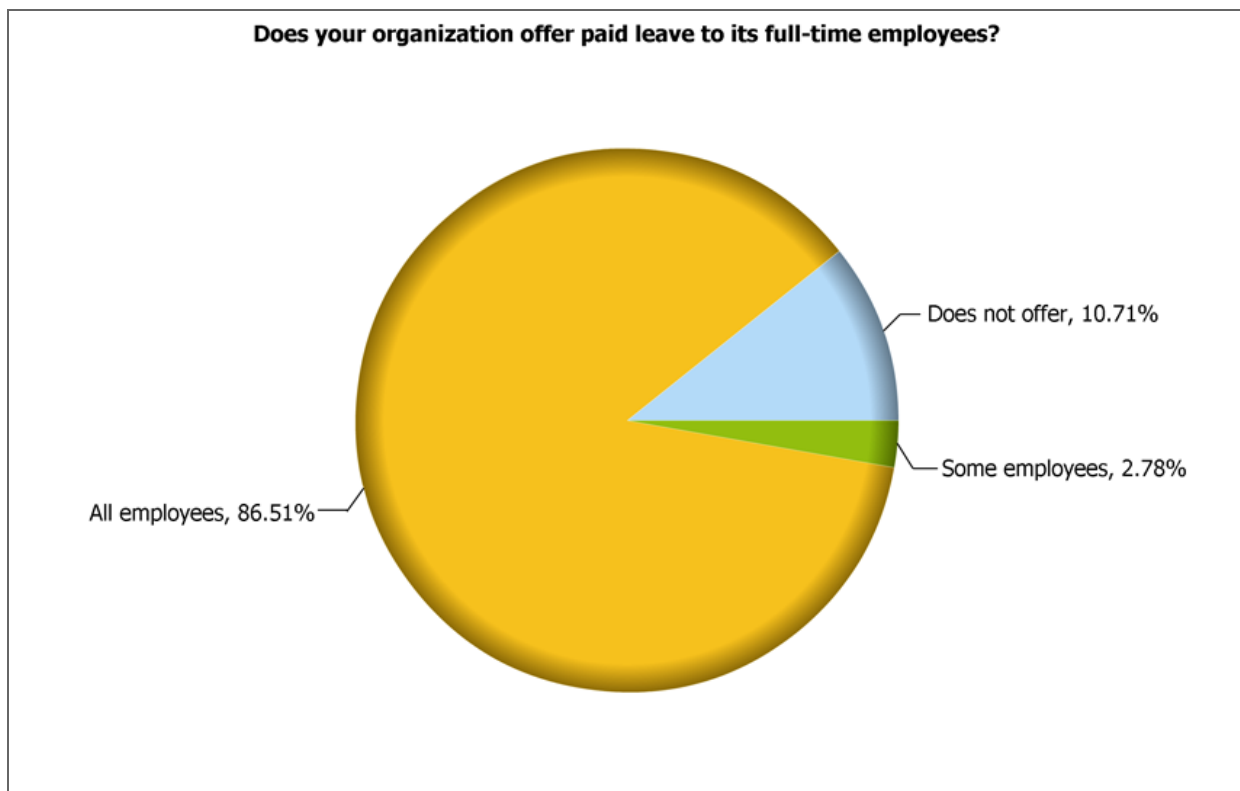
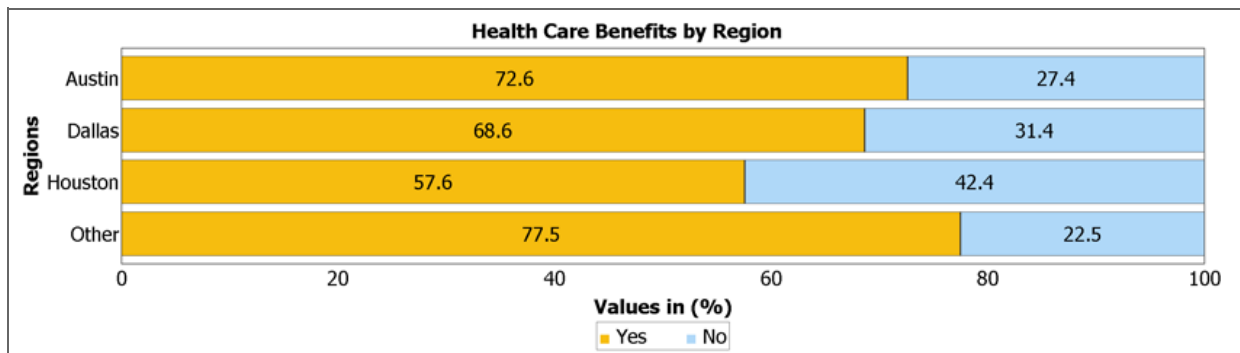
Health Care Benefits by Budget Size



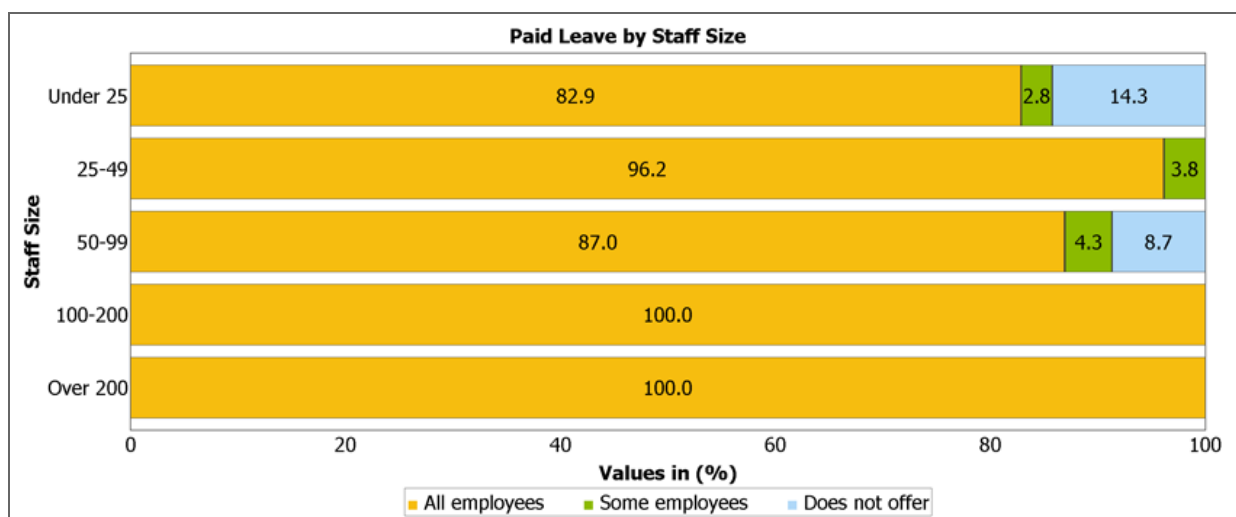
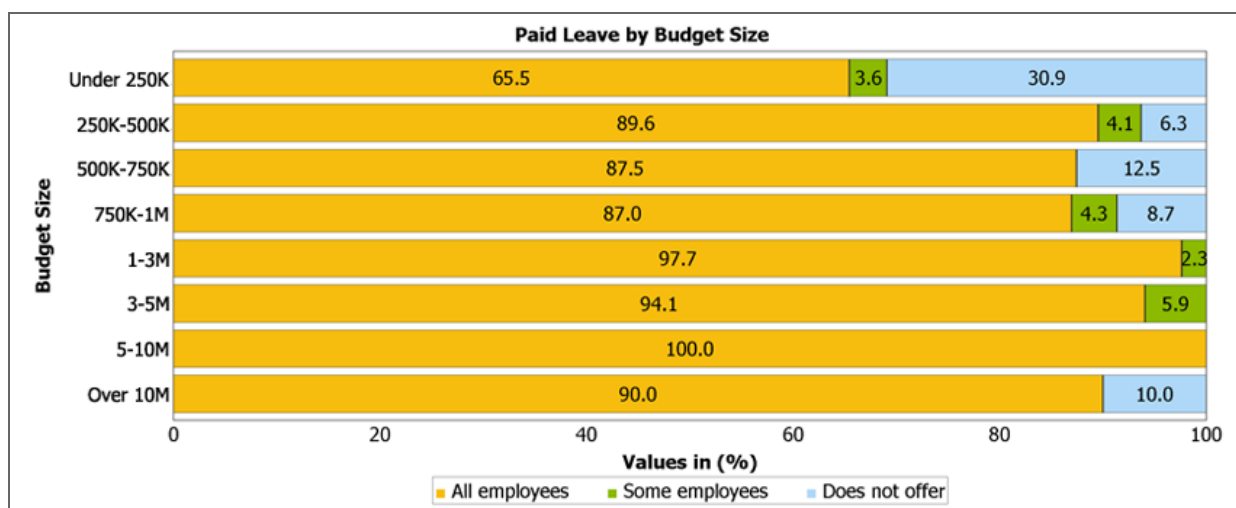
Participant Benefits



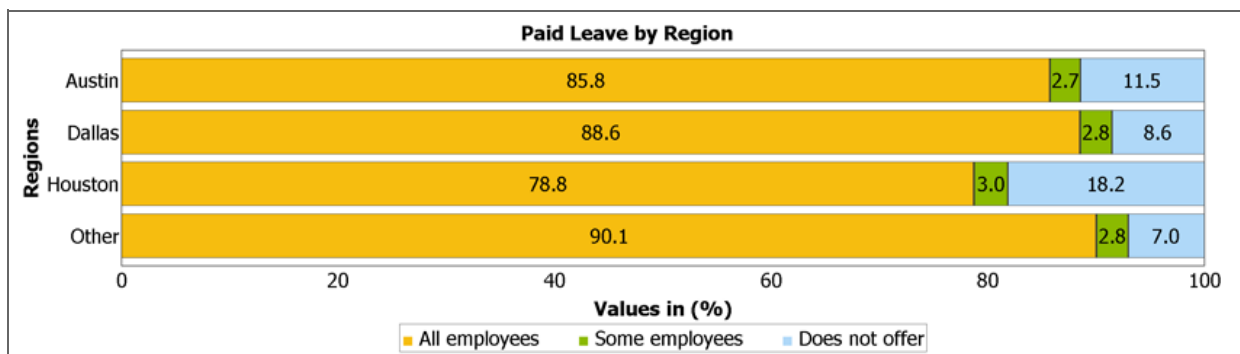
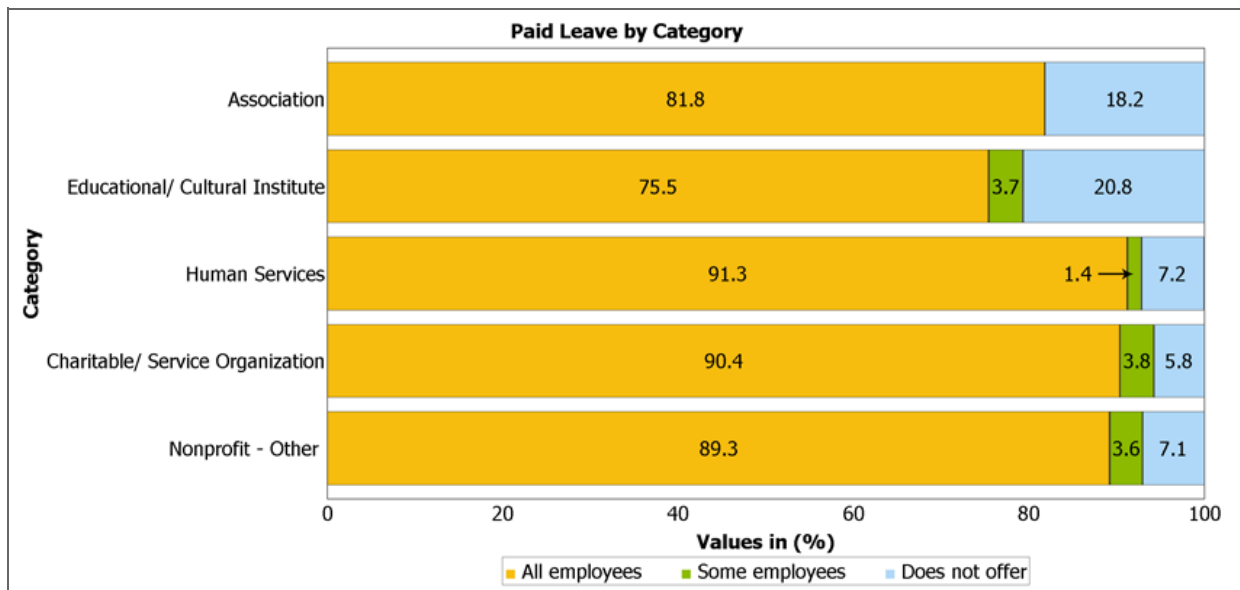
Participant Benefits



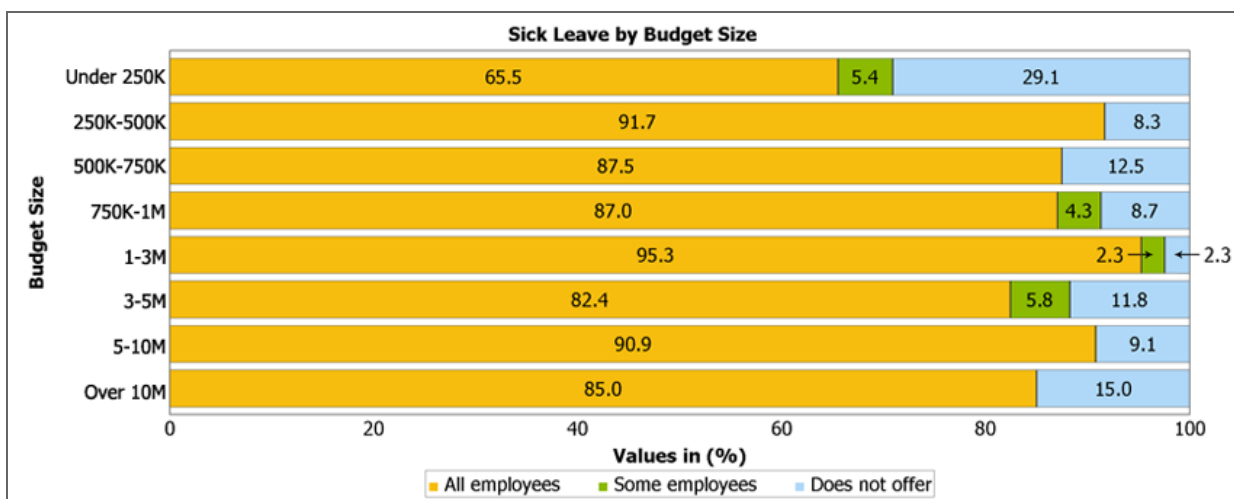
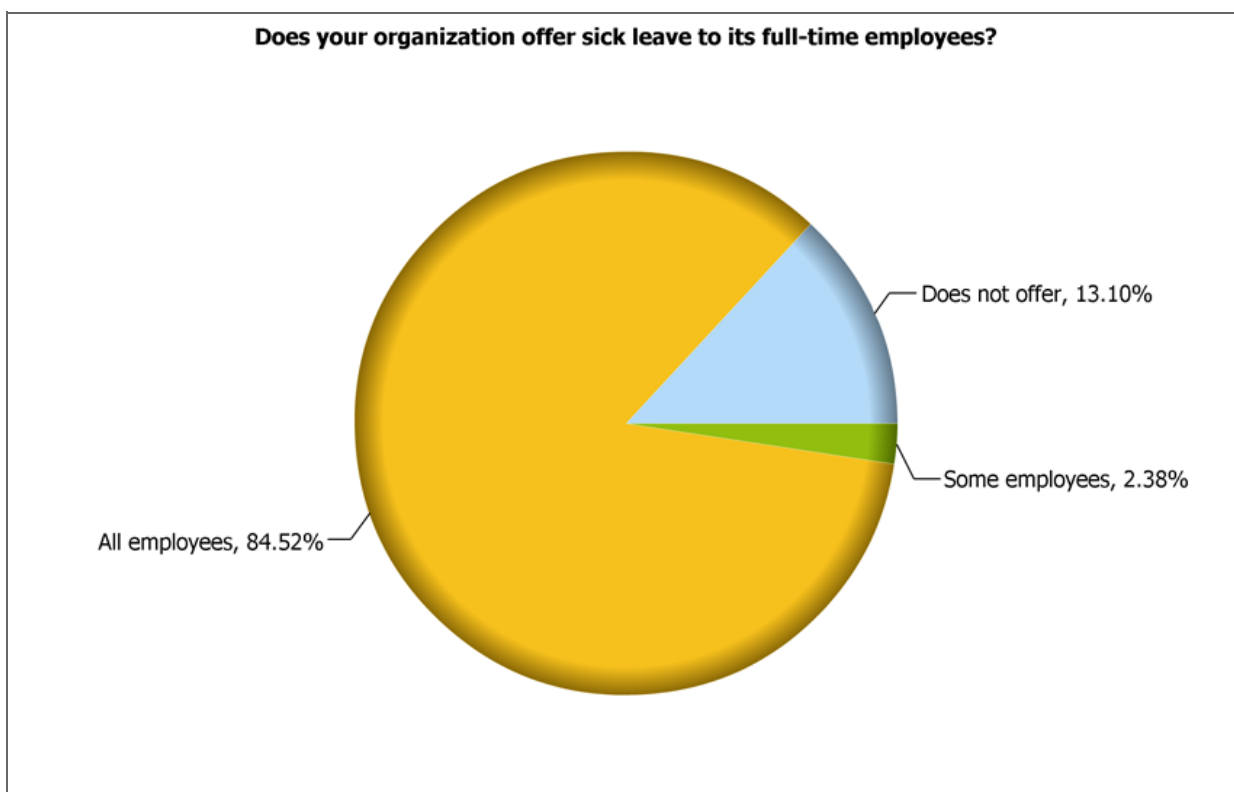
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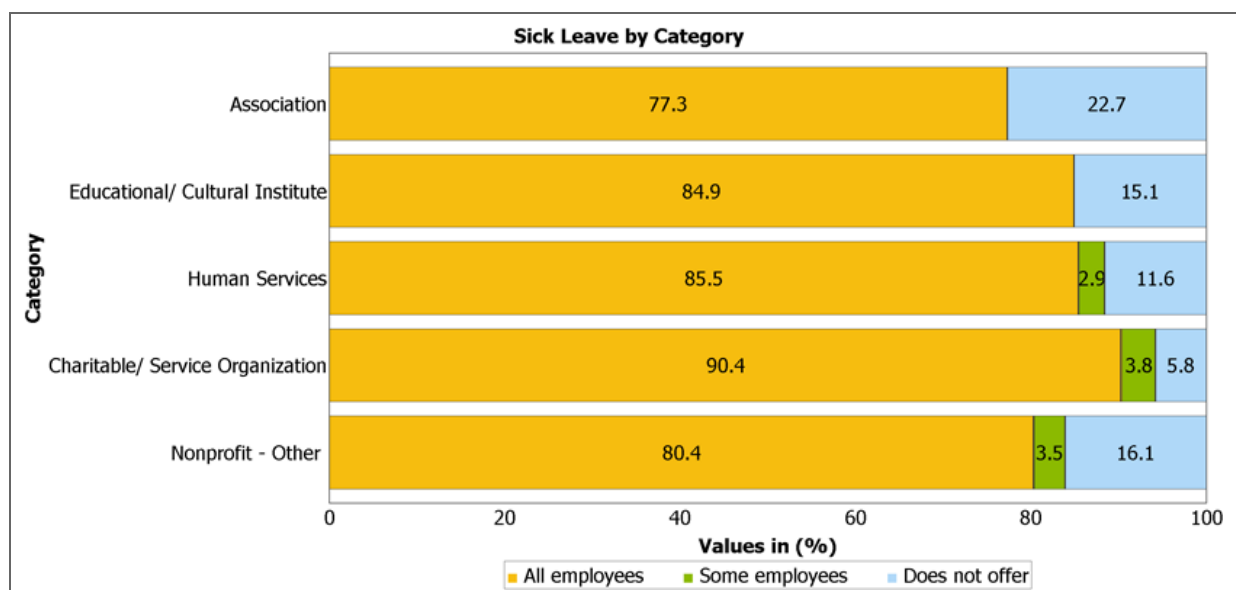
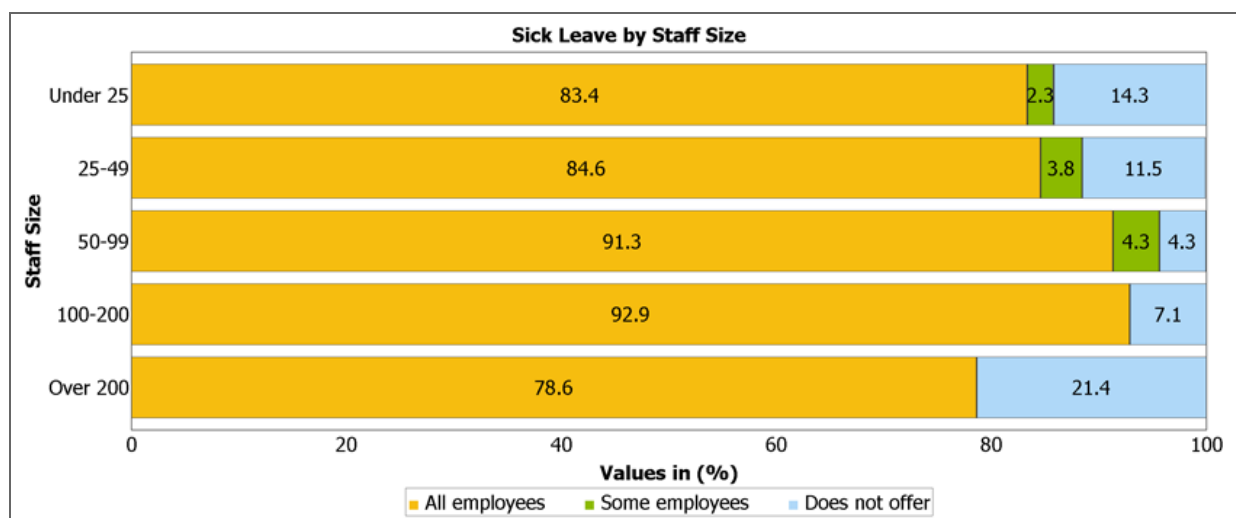
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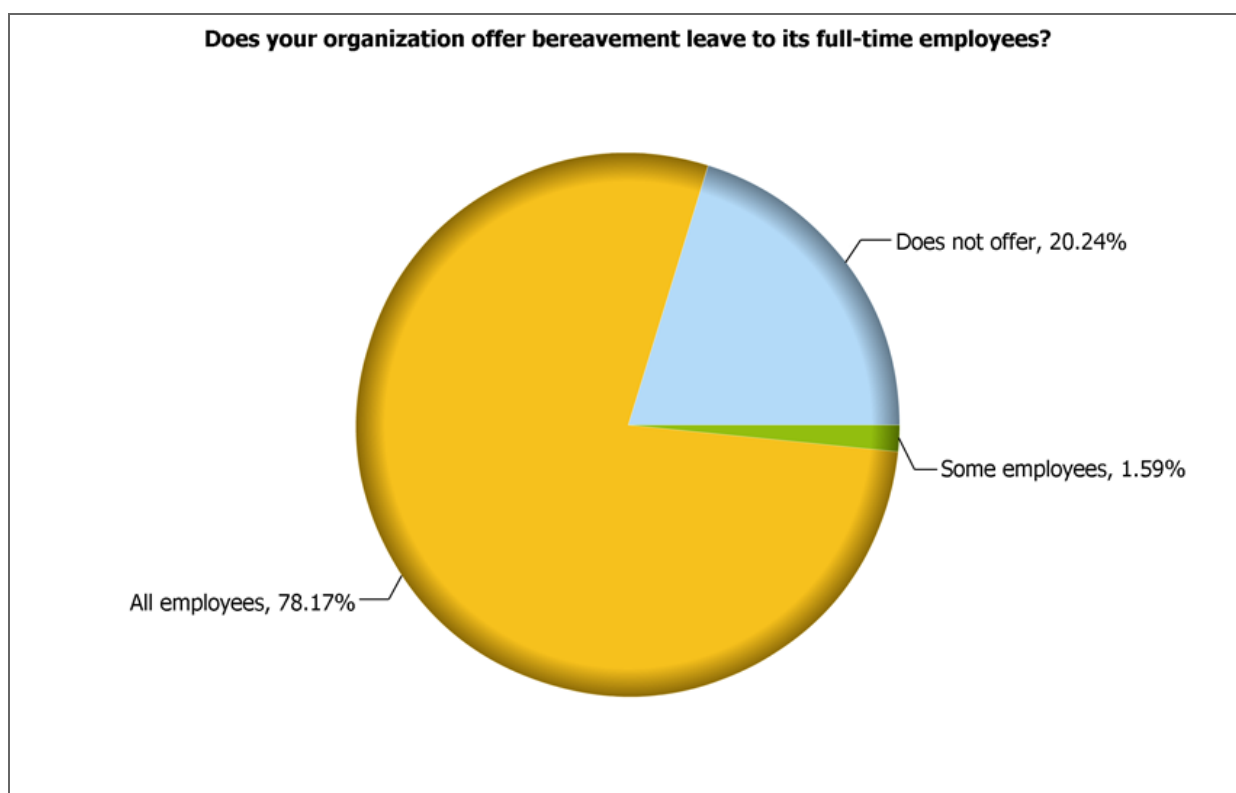
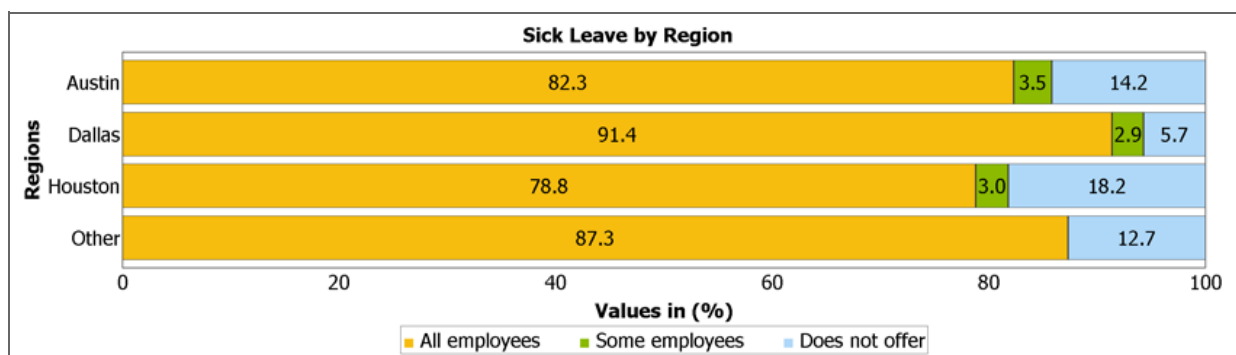
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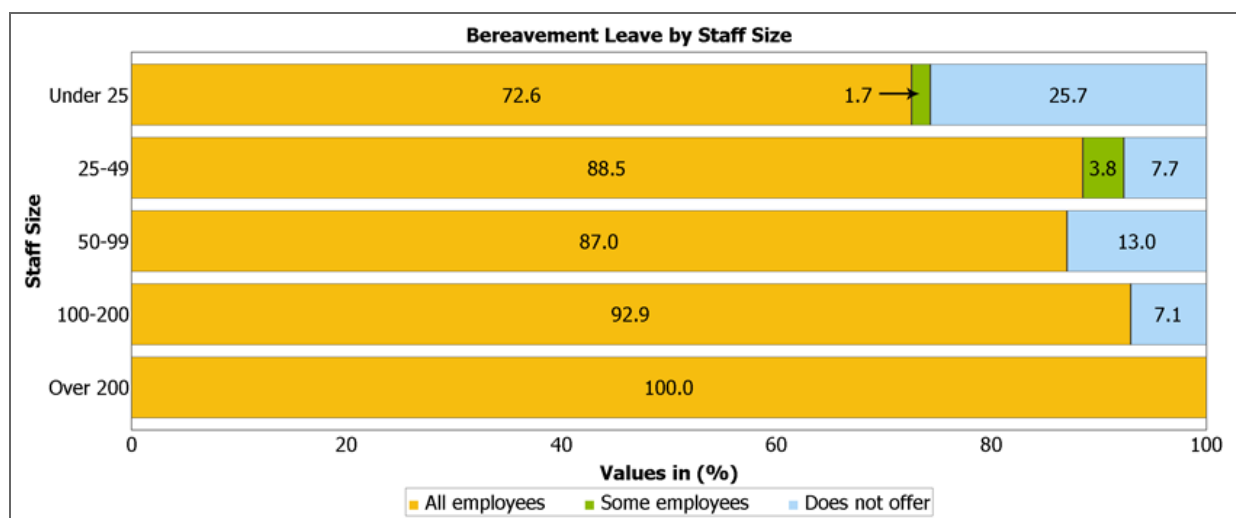
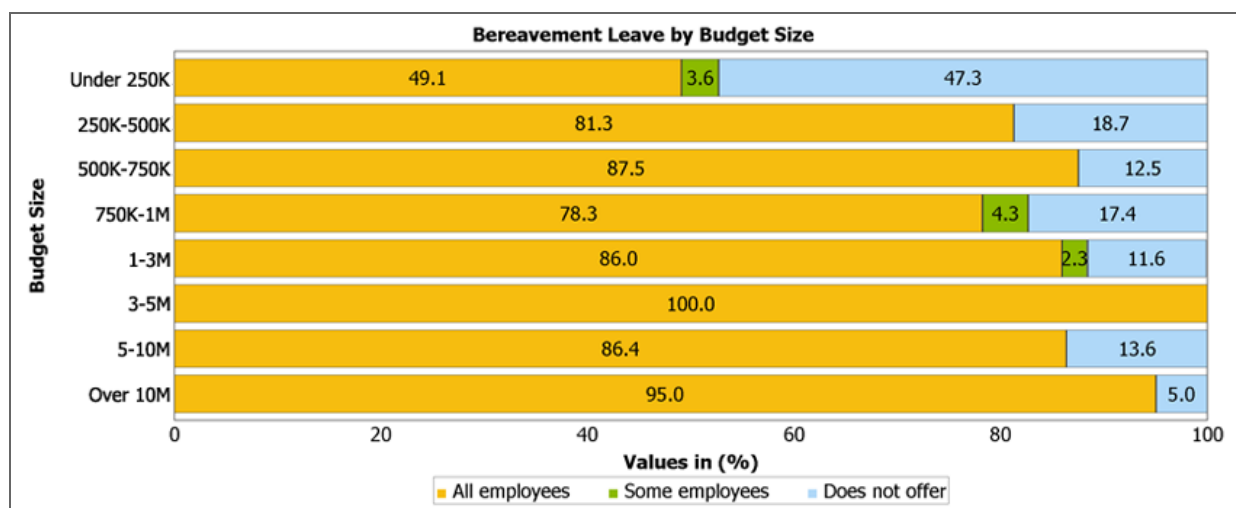
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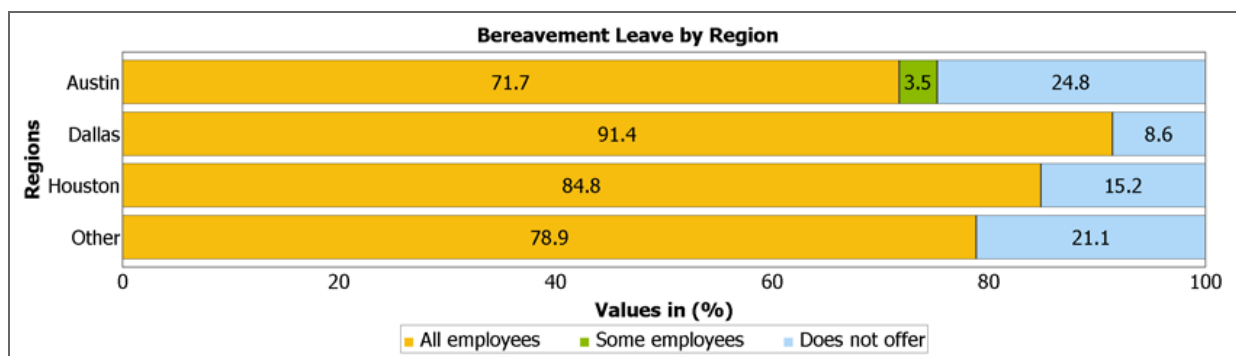
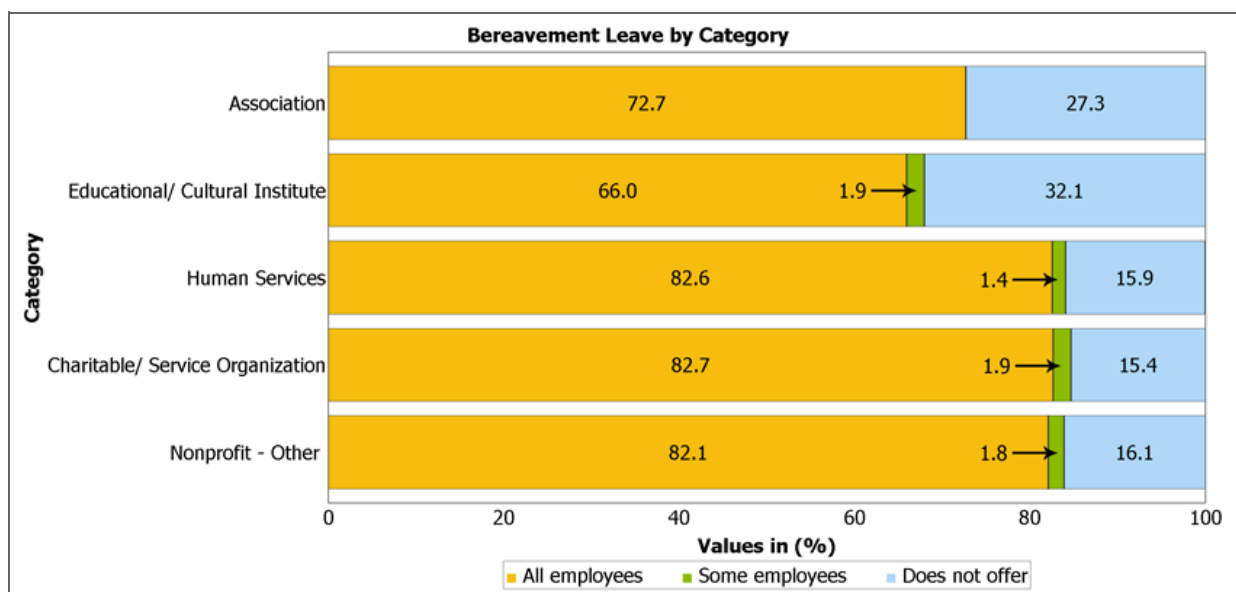
Participant Benefits



Participant Benefits

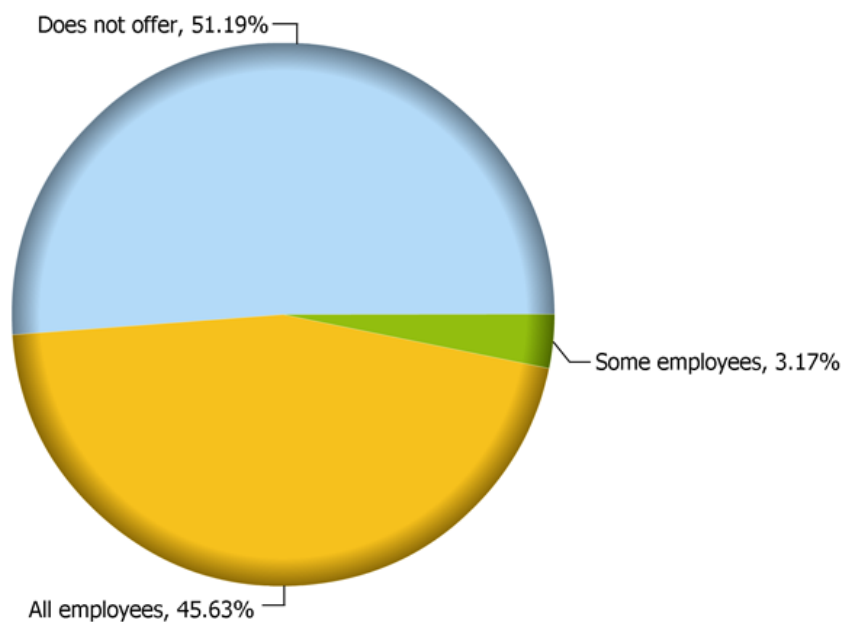


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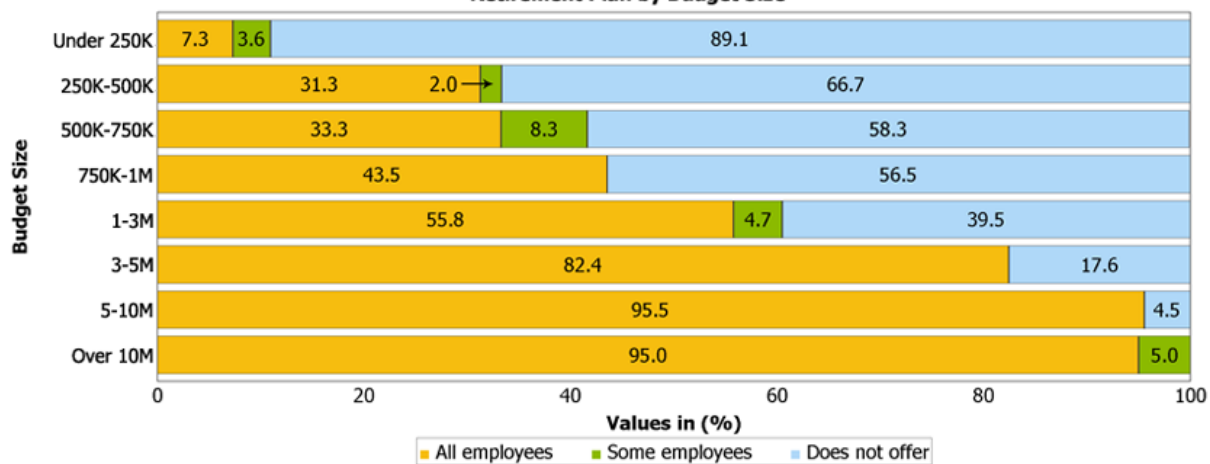


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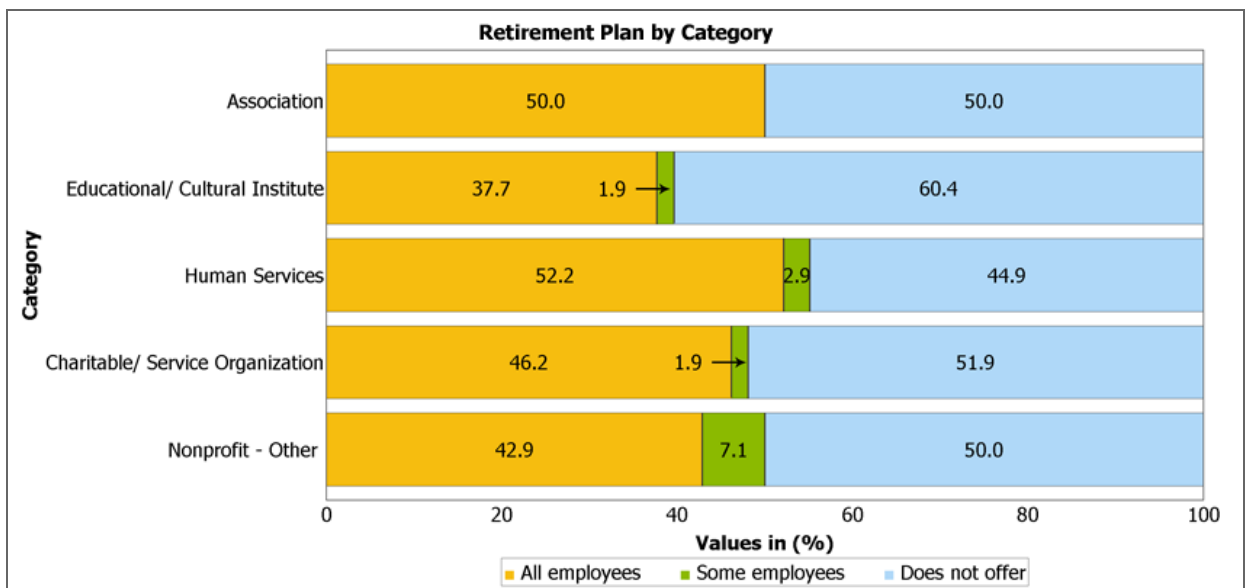
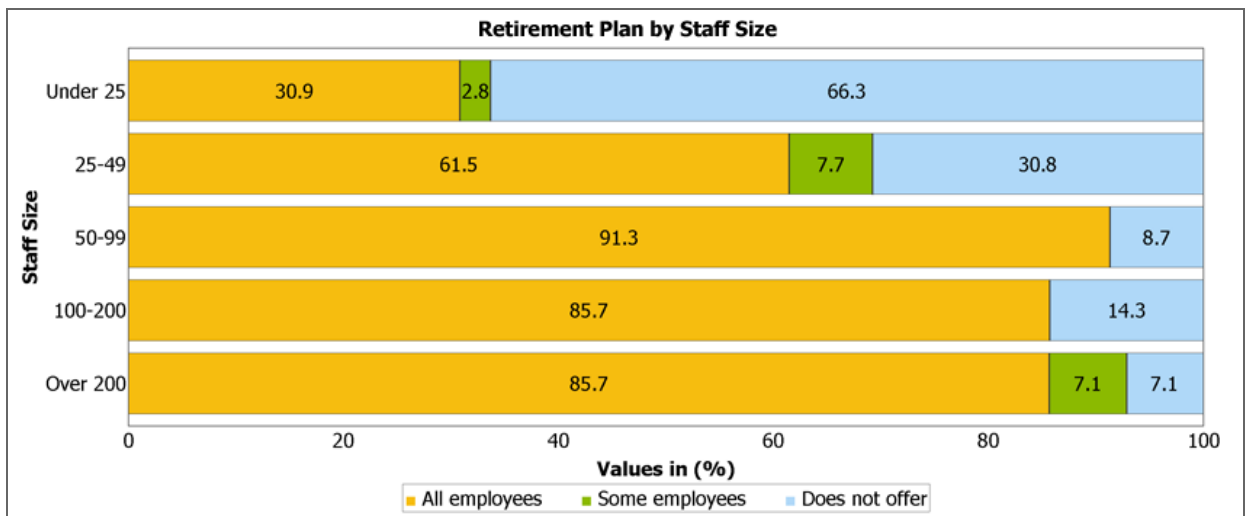
Does your organization offer a retirement plan to its full-time employees?



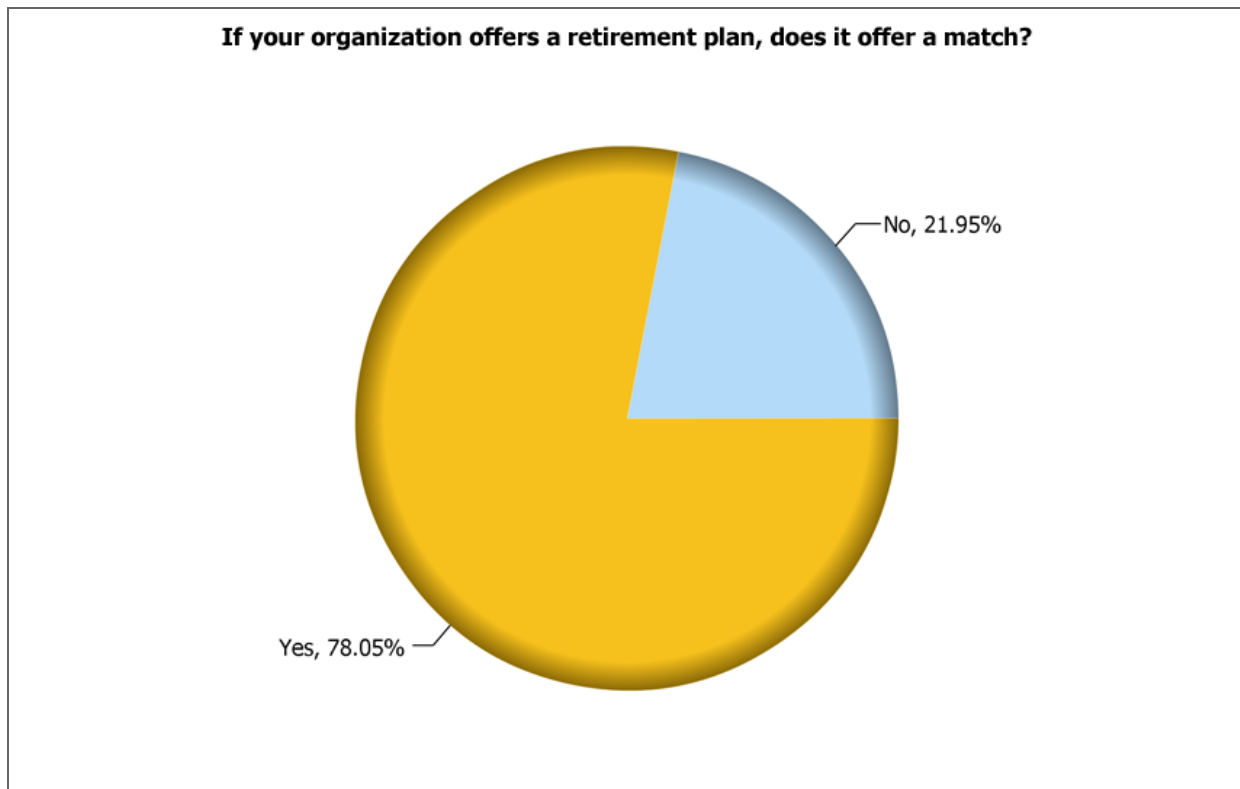
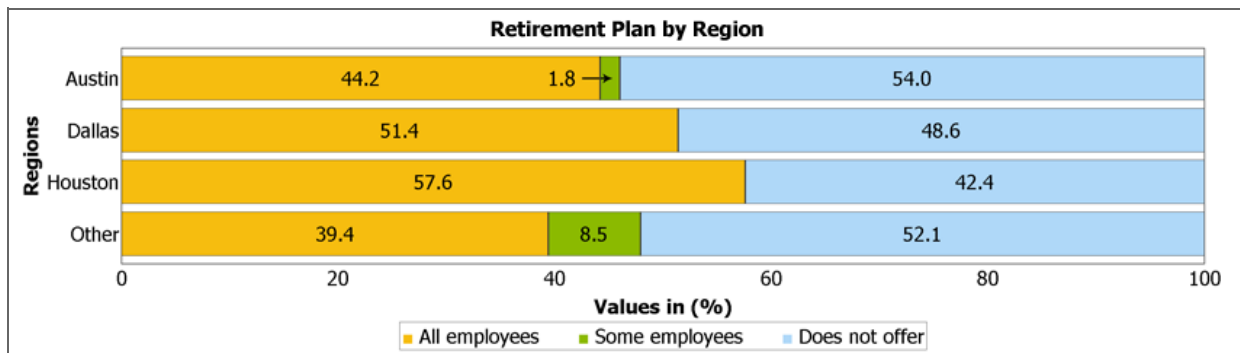
Retirement Plan by Budget Size



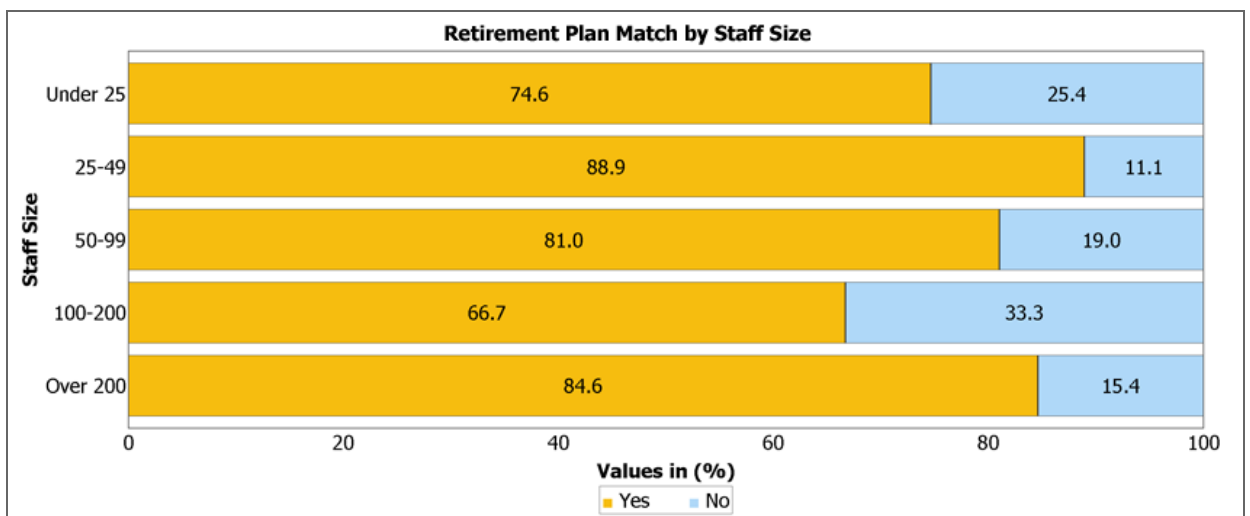
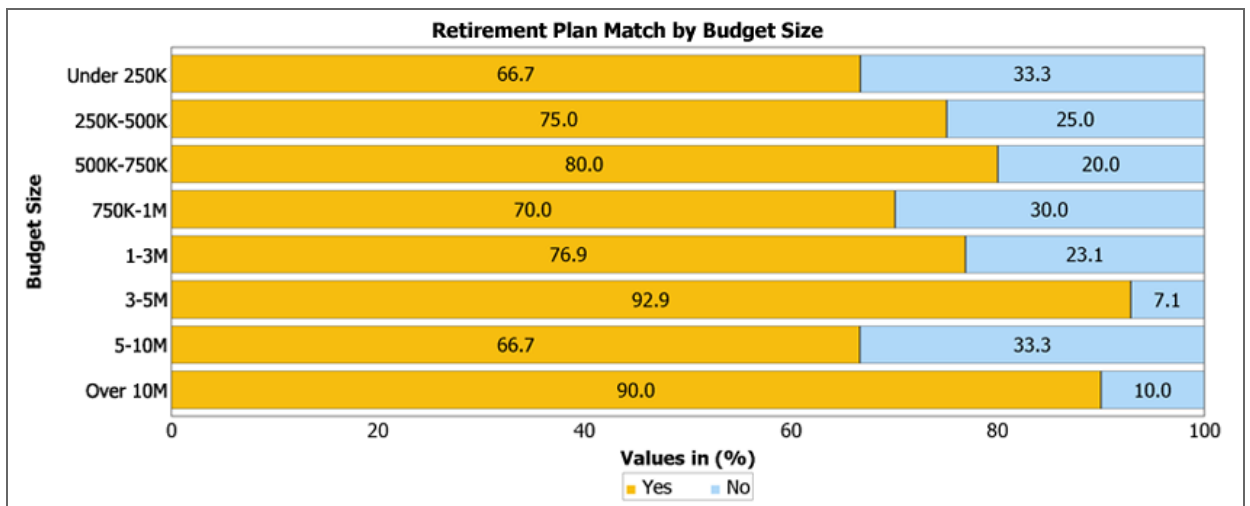
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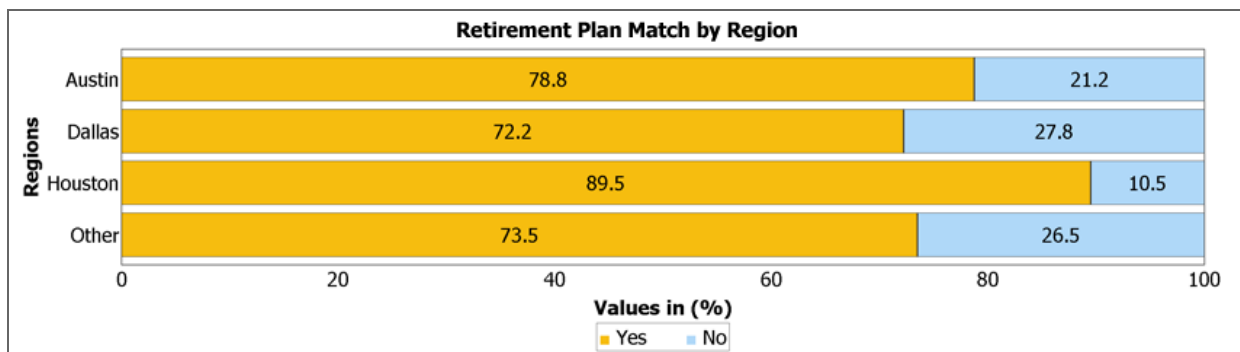
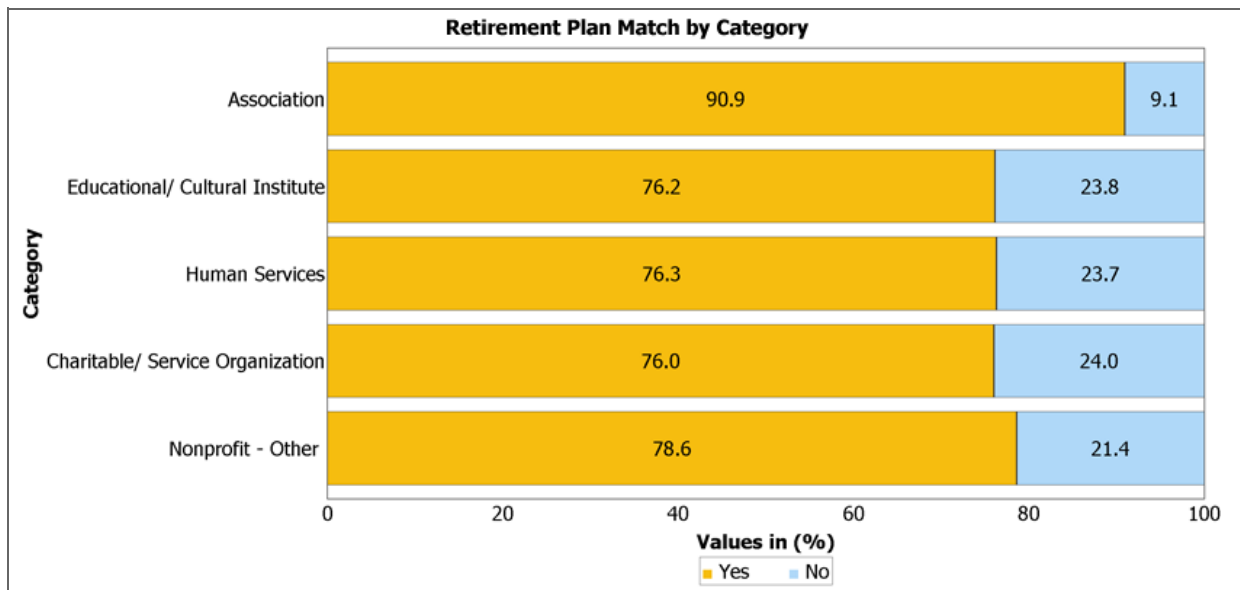
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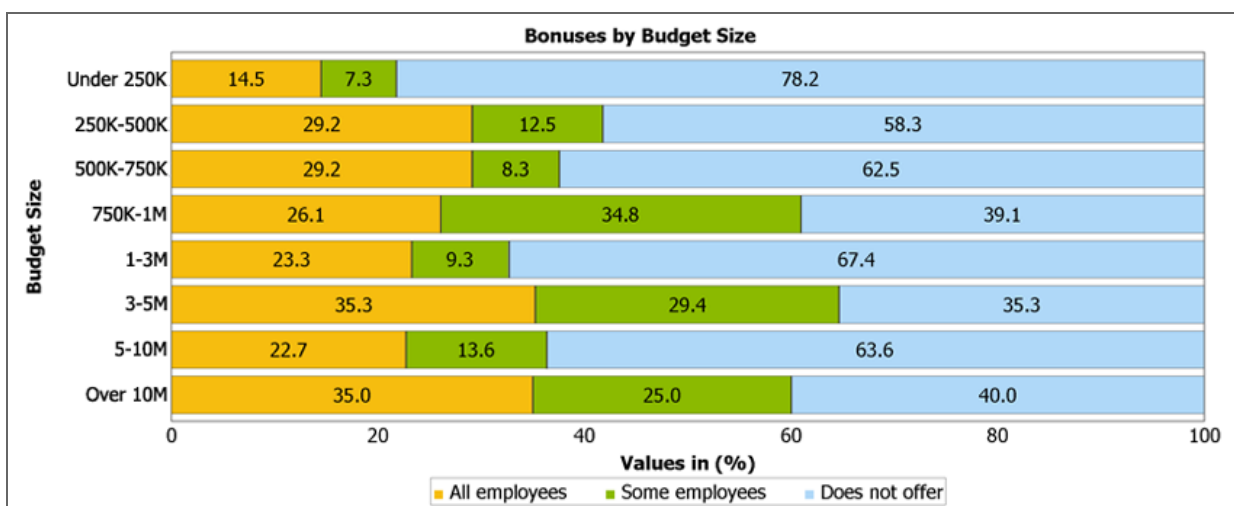
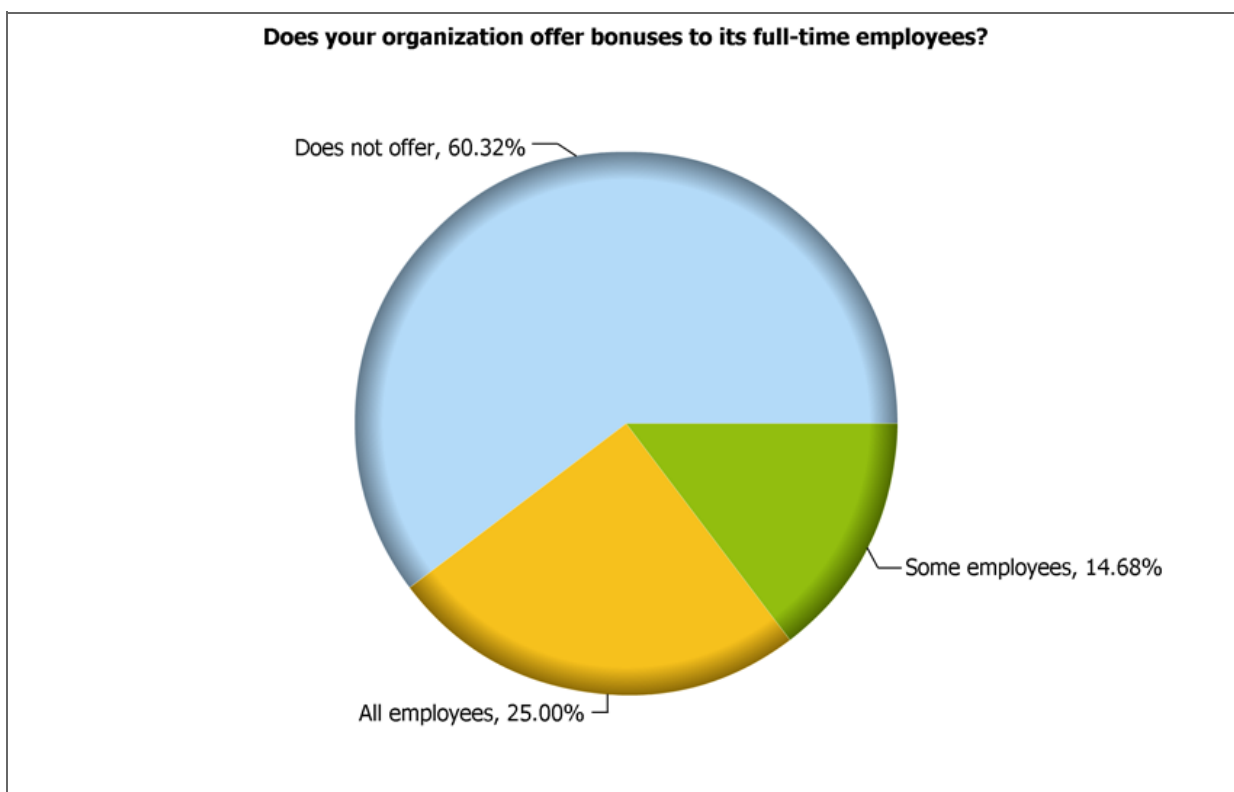
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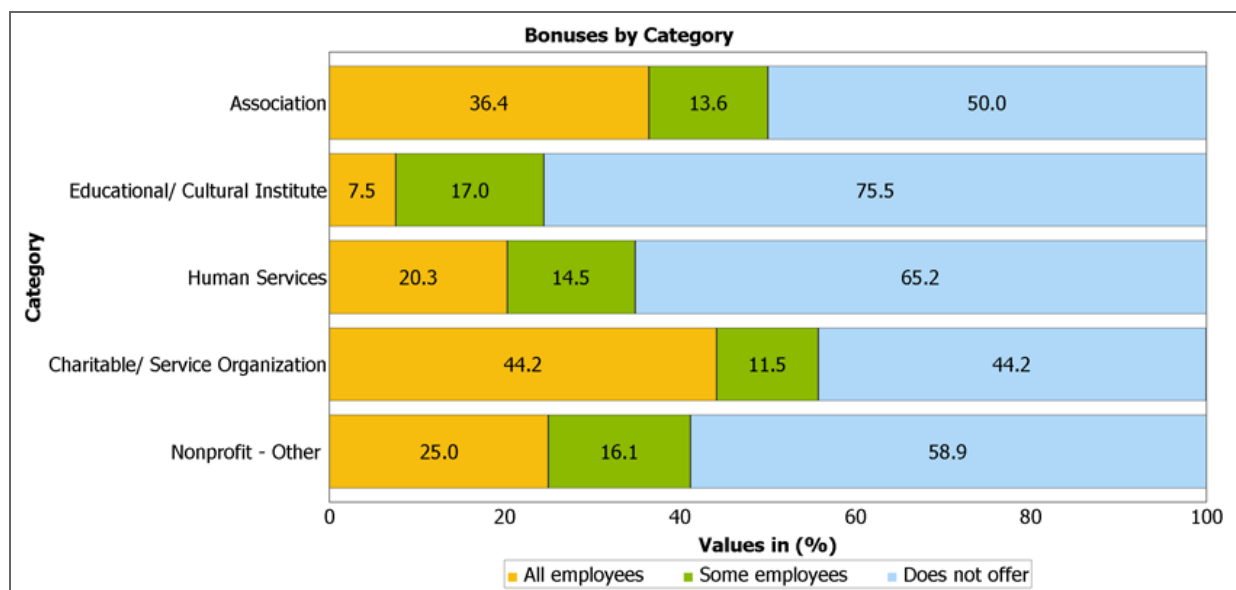
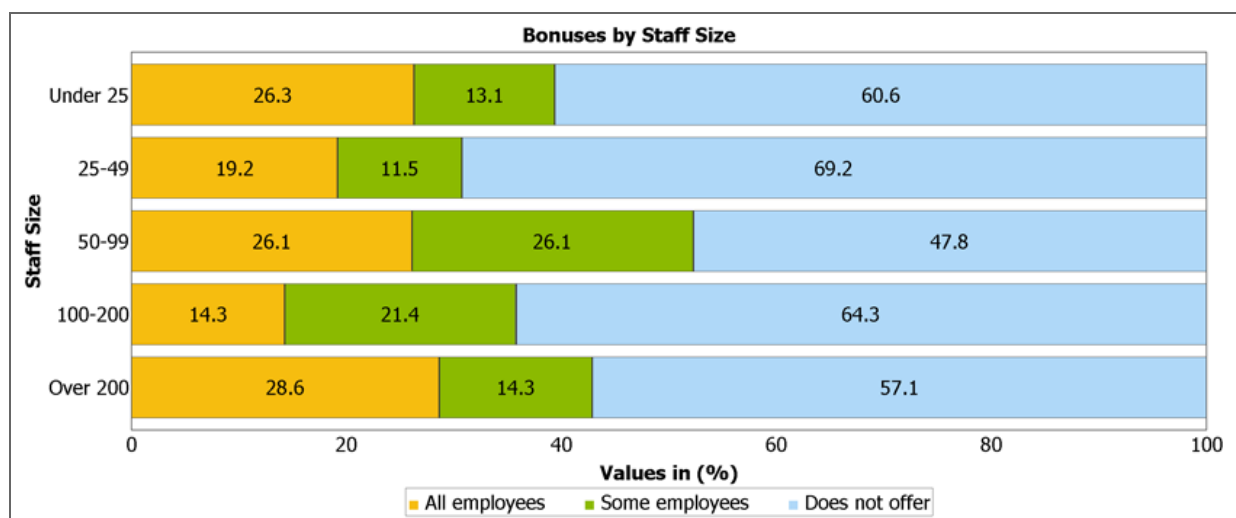
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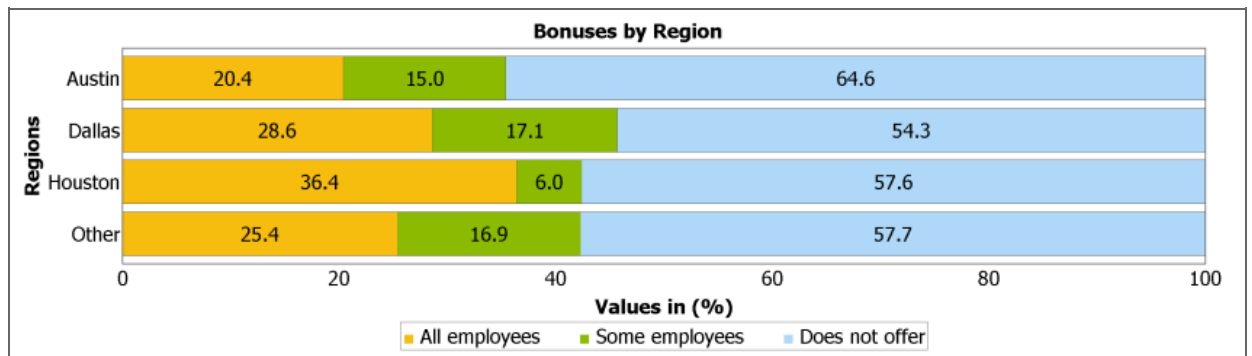
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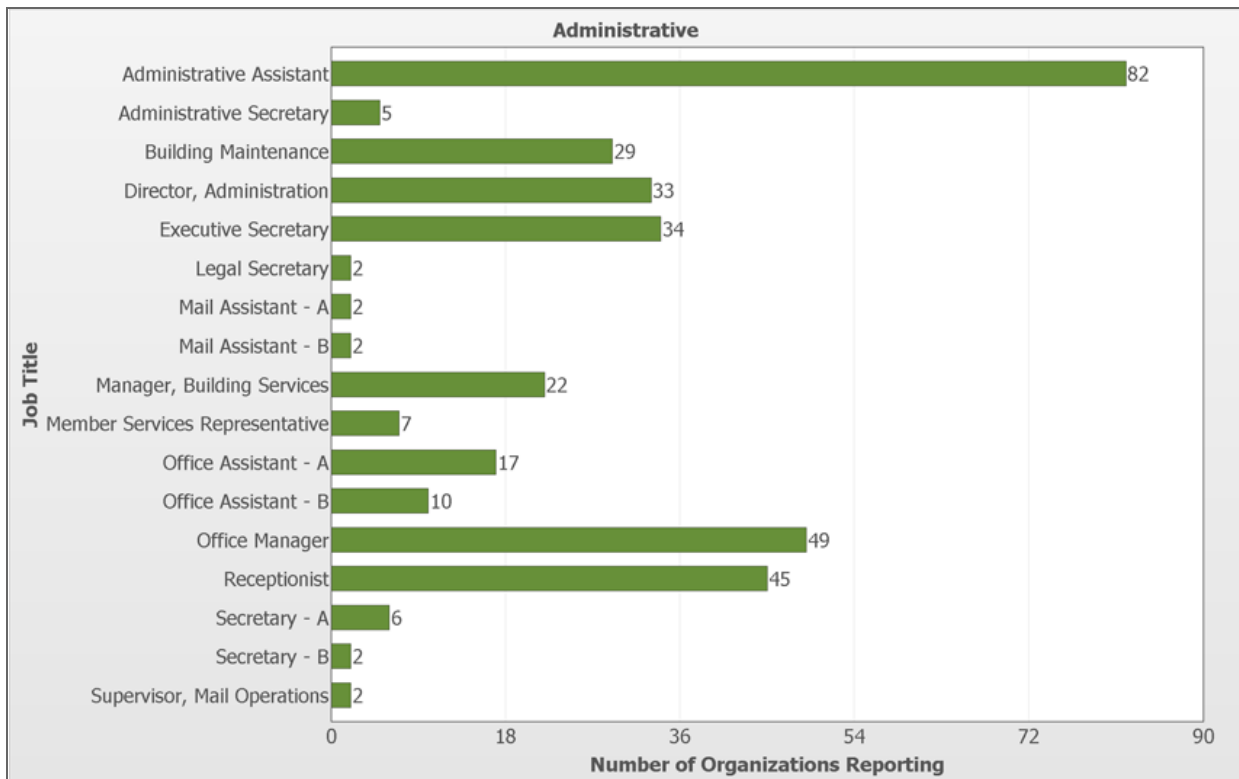
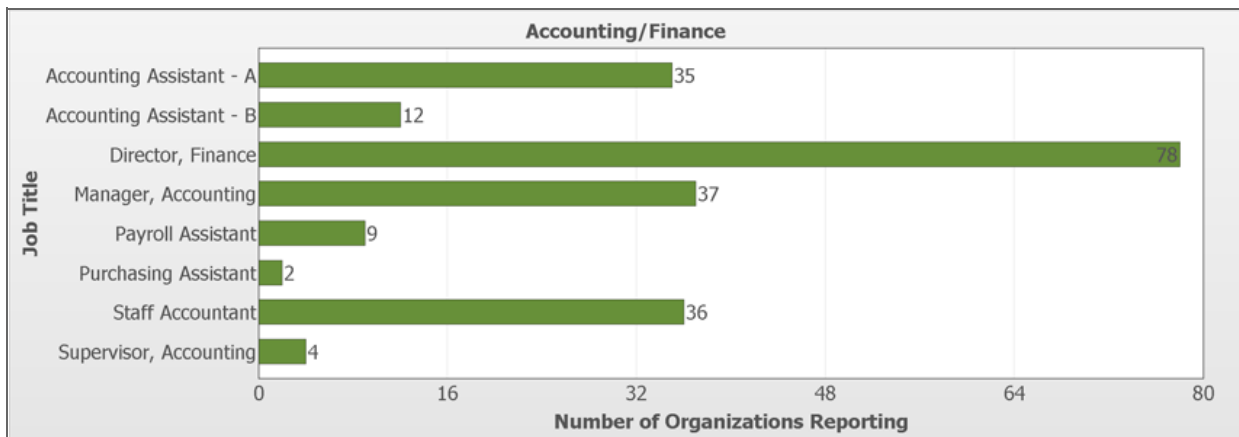
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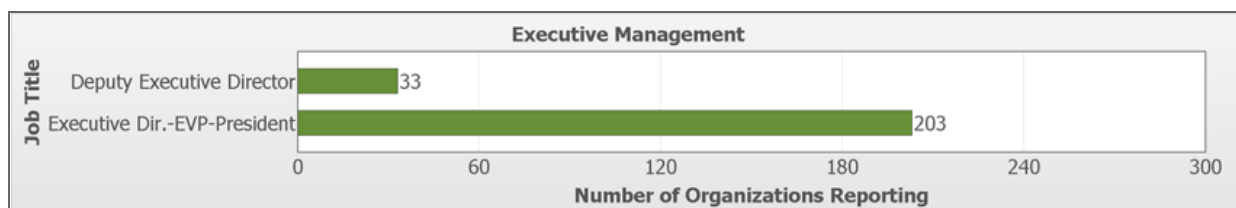
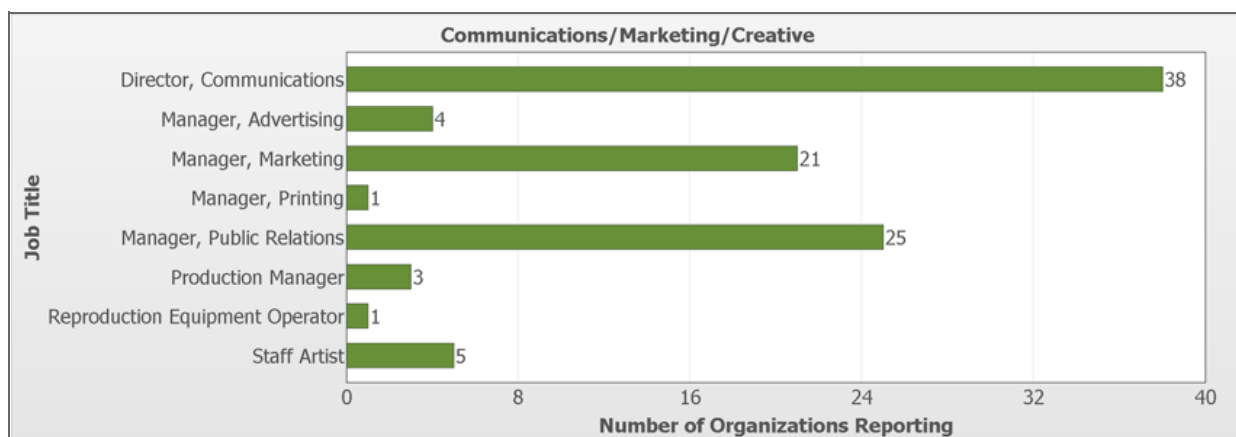
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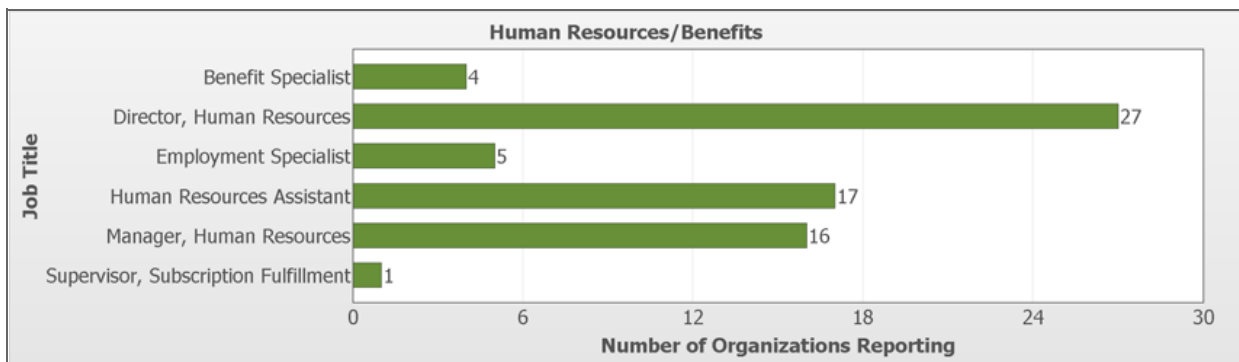
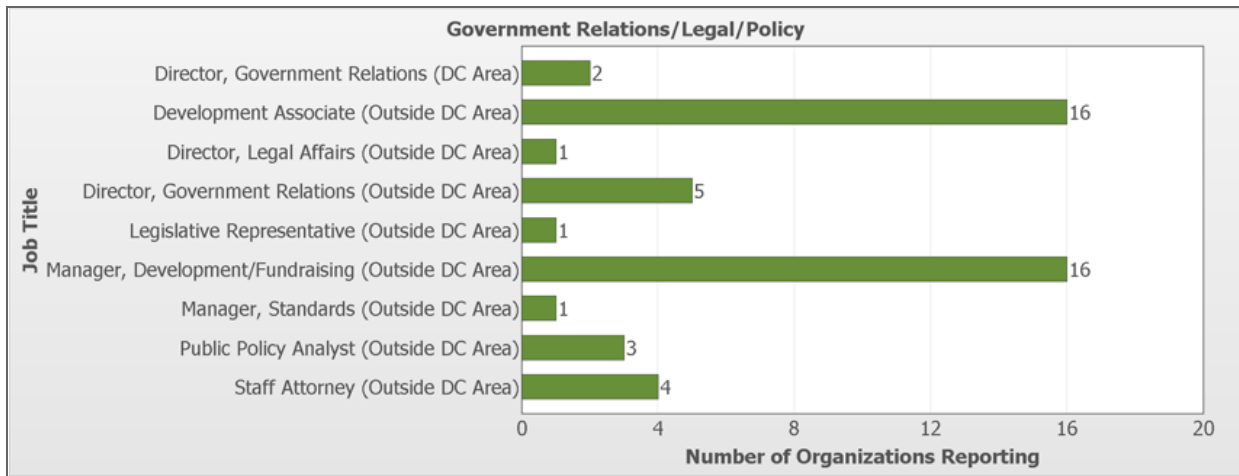
Participation by Job Category



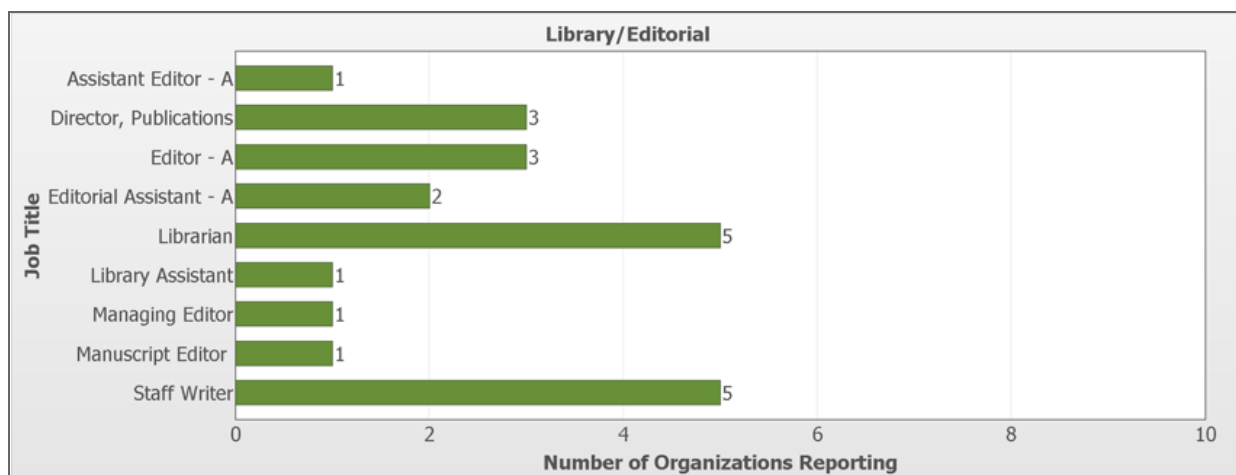
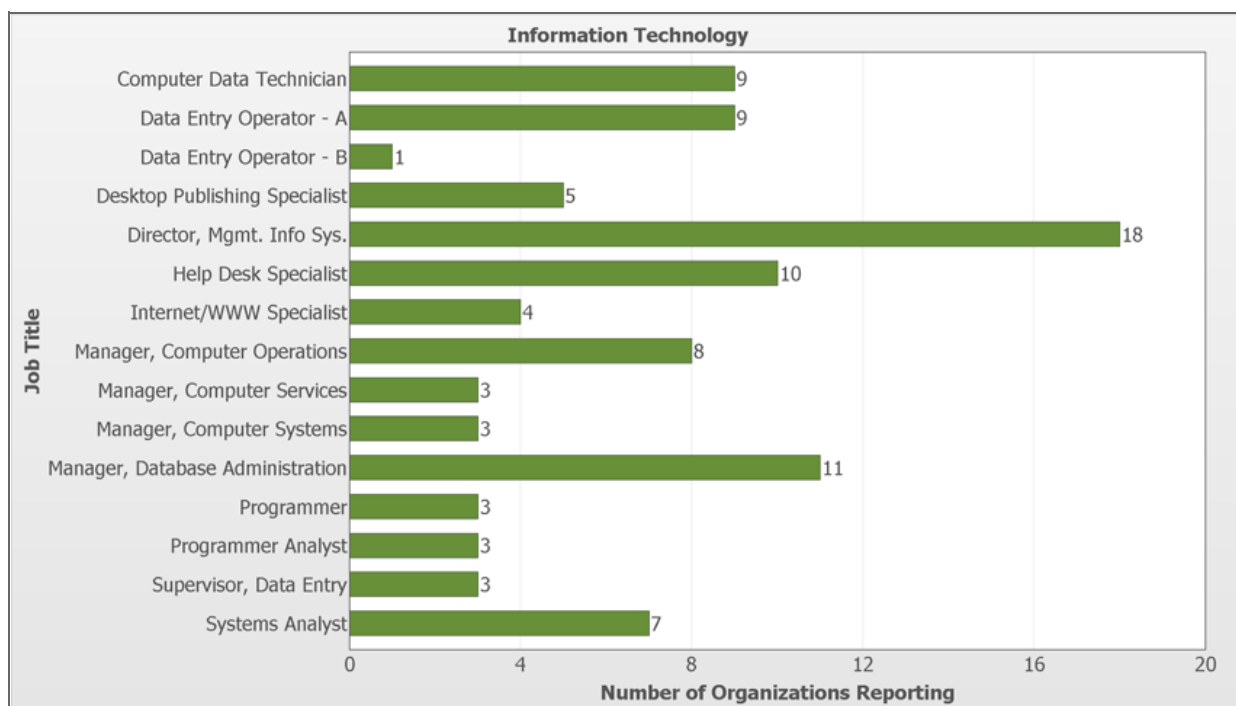
Participation by Job Category



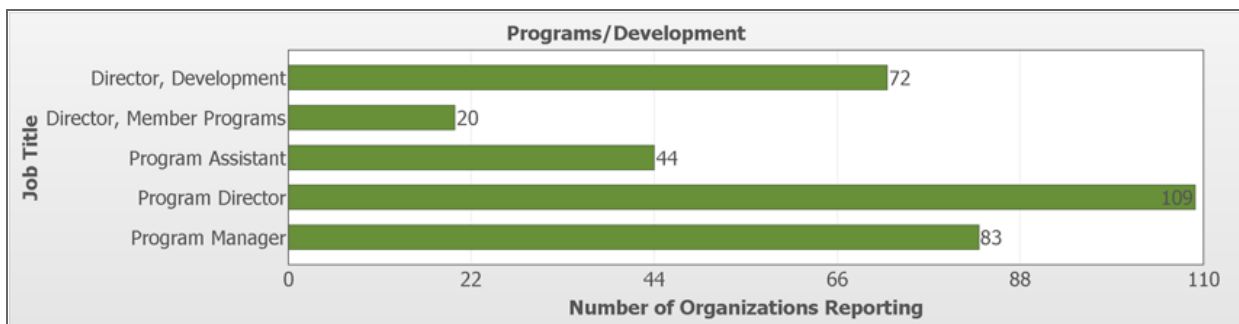
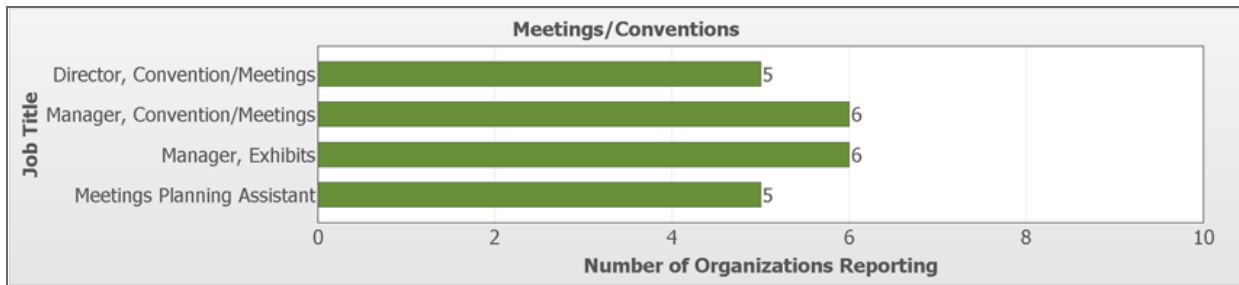
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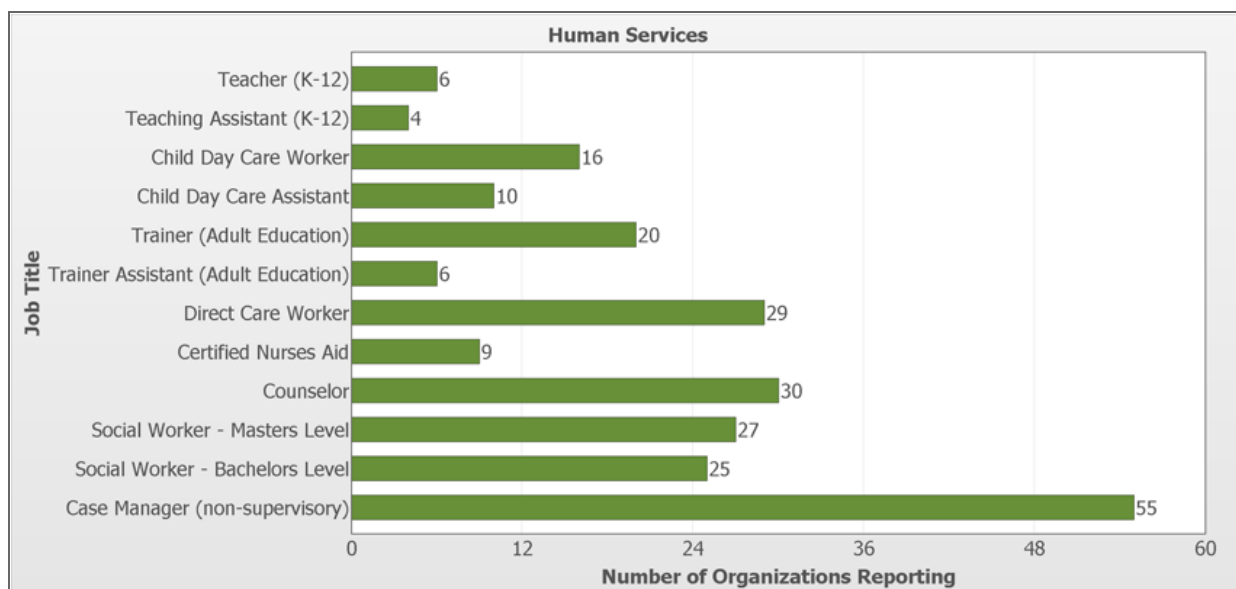
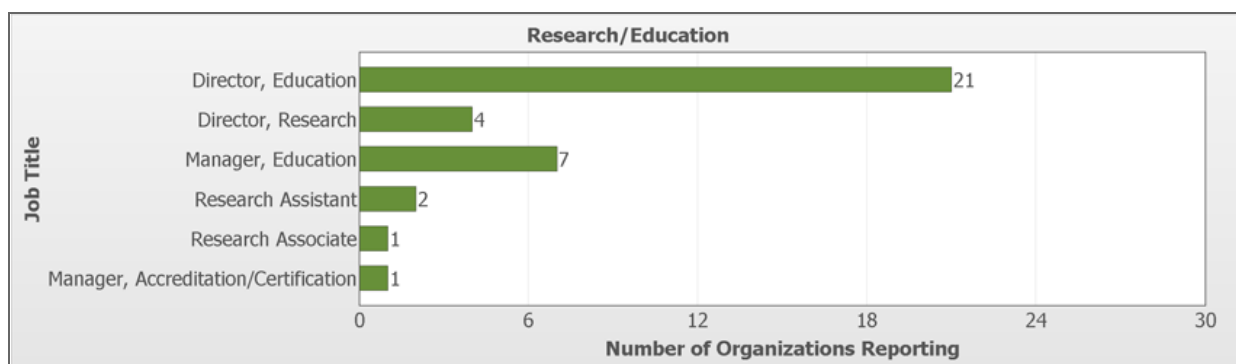
Participation by Job Category



Participation by Job Category

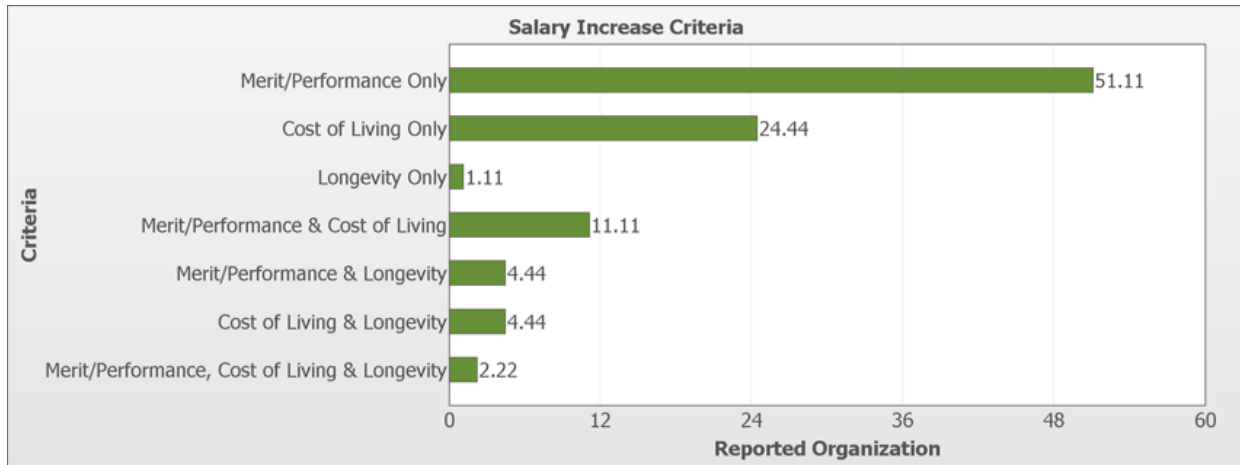


Participation by Job Category



Salary Increase Criteria

Respondents were asked to report which criterion or combination of criteria they considered when awarding salary increases to their employees. Approximately thirty-five percent (35%) of the respondents provided this information. The graph below depicts the percentage of these organizations that reported considering each of the seven criteria options.



Salary Increase Tables

Salary Budget Changes 2011-2012

Survey participants were asked to indicate the percentage increase/decrease in their organizations' salary budgets for 2012. Responses to this question ranged between -25% to +126% with an average reported salary budget increase of 7.67%. Results are as follows:

Change from 2011	% of Participants Reporting
Increased by 0 - 5%	23.02
Increased by 5% - 10%	9.52
Increased by 10%+	19.05
Decreased by 0 - 5%	1.59
Decreased by 5% - 10%	4.37
Decreased by 10%+	1.98
No Change/Not Disclosed	40.48

See page 5 for a graphical representation of this data.

Salary Increases by Criteria Considered

Approximately 35% of the salary survey participants provided information on the criteria considered by their organizations in awarding salary increases and the rate of increase awarded at each job level. The Salary Increase Criteria graph on page 30 depicts the distribution of the organizations that reported considering each of seven criteria options. The table below provides details on the average increase being awarded across all job levels in 2012 by organizations considering each criterion shown.

Criteria Considered	Average % increase in 2012
Merit/Performance Only	2.48
Cost of Living Only	2.70
Longevity Only	3.00
Merit/Performance & Cost of Living	4.39
Merit/Performance & Longevity	3.71
Cost of Living & Longevity	4.06
Merit/Performance, Cost of Living & Longevity	6.90

Average Increase Rates

Each table below compares average salary increases for each of the three most widely-considered criteria:

Merit/Performance Only

Performance/Job Level	2012 %
<i>Superior Performance</i>	
Non-Management	4.58
Mid-Management	4.04
Upper Management	5.27
<i>Above Average Performance</i>	
Non-Management	3.25
Mid-Management	3.02
Upper Management	3.36
<i>Average Performance</i>	
Non-Management	1.82
Mid-Management	1.79
Upper Management	1.87
<i>Below Average Performance</i>	
Non-Management	0.25
Mid-Management	0.24
Upper Management	0.26

Cost of Living Only

Job Level	2012 %
Non-Management	2.57
Mid-Management	2.73
Upper Management	2.79

Merit/Performance & Cost of Living

Performance/Job Level	2012 %
<i>Superior Performance</i>	
Non-Management	5.94
Mid-Management	6.17
Upper Management	6.50
<i>Above Average Performance</i>	
Non-Management	4.92
Mid-Management	5.18
Upper Management	5.42
<i>Average Performance</i>	
Non-Management	3.86
Mid-Management	4.13
Upper Management	4.29
<i>Below Average Performance</i>	
Non-Management	1.88
Mid-Management	2.18
Upper Management	2.18

Weighted Average Salaries Paid by Region

Job #	Job Title	Total Employees	Austin	Dallas	Houston	Other	% Diff Hi-Low
Accounting/Finance							
35	Accounting Assistant - A	87	43,990	43,398	38,557	31,651	201.56
36	Accounting Assistant - B	13	-	-	40,136	33,528	97.00
108	Director, Finance	110	82,984	76,000	58,828	51,299	928.12
40	Manager, Accounting	48	54,820	46,086	49,646	49,308	447.25
37	Payroll Assistant	9	-	-	-	-	-
43	Purchasing Assistant	2	-	-	-	-	-
39	Staff Accountant	45	43,162	40,474	41,553	35,688	400.00
38	Supervisor, Accounting	8	-	-	-	-	-
Administrative							
6	Administrative Assistant	204	33,601	28,658	32,273	25,698	257.33
4	Administrative Secretary	8	-	-	-	-	-
32	Building Maintenance	94	31,042	31,173	31,723	20,863	182.80
102	Director, Administration	48	119,516	73,186	52,475	38,406	635.06
5	Executive Secretary	49	49,310	44,514	36,928	35,083	330.07
9	Legal Secretary	2	-	-	-	-	-
15	Mail Assistant - A	2	-	-	-	-	-
16	Mail Assistant - B	2	-	-	-	-	-
33	Manager, Building Services	24	34,950	-	46,465	39,189	255.55
18	Member Services Representative	18	47,657	-	29,662	41,613	99.49
12	Office Assistant - A	33	-	24,096	28,234	27,787	221.73
13	Office Assistant - B	14	-	-	30,839	25,562	120.23
7	Office Manager	54	38,556	42,667	33,022	35,028	378.52
1	Receptionist	79	26,115	26,725	25,854	22,591	83.33
2	Secretary - A	57	-	-	30,491	20,058	132.80
3	Secretary - B	22	-	-	36,126	34,684	4.15
17	Supervisor, Mail Operations	2	-	-	-	-	-
Communications/Marketing/Creative							
104	Director, Communications	40	69,355	67,000	57,112	42,102	441.66
73A	Manager, Advertising	4	-	-	-	-	-
74	Manager, Marketing	28	56,444	-	50,360	47,931	516.57
26	Manager, Printing	1	-	-	-	-	-
76	Manager, Public Relations	75	37,231	35,382	46,879	36,337	302.90
69	Production Manager	3	-	-	-	-	-
30	Reproduction Equipment Operator	3	-	-	-	-	-
70	Staff Artist	12	63,620	-	44,542	50,613	151.25
Executive Management							
101	Deputy Executive Director	42	61,522	72,500	87,643	76,716	775.00
100	Executive Dir.-EVP-President	256	97,206	109,788	83,255	64,050	5900.00

Weighted Average Salaries Paid by Region

Job #	Job Title	Total Employees	Austin	Dallas	Houston	Other	% Diff Hi-Low
Government Relations/Legal/Policy							
109	Director, Government Relations (DC Area)	2	-	-	-	-	-
116	Development Associate (Outside DC Area)	22	37,000	-	40,273	-	122.41
118	Director, Legal Affairs (Outside DC Area)	1	-	-	-	-	-
119	Director, Government Relations (Outside DC Area)	5	-	-	-	-	-
120	Legislative Representative (Outside DC Area)	3	-	-	-	-	-
121	Manager, Development/Fundraising (Outside DC Area)	22	78,900	46,225	57,370	57,060	300.00
122	Manager, Standards (Outside DC Area)	1	-	-	-	-	-
123	Public Policy Analyst (Outside DC Area)	5	-	-	-	-	-
124	Staff Attorney (Outside DC Area)	5	-	-	-	-	-
Human Resources/Benefits							
51	Benefit Specialist	6	-	-	-	-	-
112	Director, Human Resources	29	86,250	79,188	71,923	58,103	307.16
50	Employment Specialist	5	-	-	-	-	-
49	Human Resources Assistant	17	-	33,667	35,933	27,556	165.83
53	Manager, Human Resources	16	73,368	-	46,076	41,053	134.60
22	Supervisor, Subscription Fulfillment	1	-	-	-	-	-
Human Services							
125	Teacher (K-12)	31	43,044	47,315	-	-	59.57
126	Teaching Assistant (K-12)	23	-	21,141	26,346	-	31.73
127	Child Day Care Worker	517	25,813	32,783	25,293	24,055	122.22
128	Child Day Care Assistant	71	27,187	-	22,300	21,209	61.82
129	Trainer (Adult Education)	82	20,547	32,985	37,564	46,950	237.04
130	Trainer Assistant (Adult Education)	13	-	34,608	-	29,692	119.88
131	Direct Care Worker	833	-	21,820	20,429	27,849	184.25
132	Certified Nurses Aid	30	-	31,049	-	27,926	158.82
133	Counselor	193	46,196	32,518	42,687	39,990	160.35
134	Social Worker - Masters Level	192	-	56,588	36,616	51,620	148.21
135	Social Worker - Bachelors Level	330	29,750	39,942	33,466	34,767	83.99
136	Case Manager (non-supervisory)	402	33,107	35,856	33,429	33,095	233.73
Information Technology							
85	Computer Data Technician	12	-	-	37,398	32,887	83.64
23	Data Entry Operator - A	16	-	22,267	30,560	17,657	98.48
24	Data Entry Operator - B	1	-	-	-	-	-
62	Desktop Publishing Specialist	5	-	-	-	-	-
111	Director, Mgmt. Info Sys.	19	107,753	45,000	67,745	51,667	460.04
99	Help Desk Specialist	18	-	32,445	47,882	33,276	272.02
92	Internet/WWW Specialist	4	-	-	-	-	-
90	Manager, Computer Operations	8	-	-	-	-	-
89	Manager, Computer Services	3	-	-	-	-	-
91	Manager, Computer Systems	3	-	-	-	-	-
98	Manager, Database Administration	11	89,811	44,997	41,067	62,667	302.06
86	Programmer	4	-	-	-	-	-
87	Programmer Analyst	10	-	-	92,064	-	60.40
25	Supervisor, Data Entry	3	-	-	-	-	-
88	Systems Analyst	9	-	-	-	-	-

Weighted Average Salaries Paid by Region

Job #	Job Title	Total Employees	Austin	Dallas	Houston	Other	% Diff Hi-Low
Library/Editorial							
66	Assistant Editor - A	1	-	-	-	-	-
106	Director, Publications	3	-	-	-	-	-
72	Editor - A	5	-	-	-	-	-
64	Editorial Assistant - A	2	-	-	-	-	-
56	Librarian	7	-	-	-	-	-
54	Library Assistant	1	-	-	-	-	-
71	Managing Editor	1	-	-	-	-	-
68	Manuscript Editor	1	-	-	-	-	-
77	Staff Writer	7	-	-	-	-	-
Meetings/Conventions							
107	Director, Convention/Meetings	6	-	-	-	-	-
60	Manager, Convention/Meetings	6	-	-	-	-	-
59	Manager, Exhibits	6	-	-	-	-	-
58	Meetings Planning Assistant	9	-	-	-	-	-
Programs/Development							
113	Director, Development	81	68,127	70,921	65,602	52,839	286.66
105	Director, Member Programs	47	-	49,000	54,296	58,097	166.66
47	Program Assistant	141	33,803	29,497	34,191	25,396	333.33
95	Program Director	225	46,533	63,942	55,694	42,220	537.50
96	Program Manager	217	49,352	43,910	42,123	39,372	436.53
Research/Education							
110	Director, Education	27	95,123	-	62,561	31,709	441.66
115	Director, Research	5	-	-	-	-	-
57	Manager, Education	7	-	-	-	-	-
80	Research Assistant	5	-	-	-	-	-
81	Research Associate	1	-	-	-	-	-
61	Manager, Accreditation/Certification	1	-	-	-	-	-

Weighted Average Salaries Paid by Budget Size

Job #	Job Title	Total Employees	Under 250K	250K-500K	500K-750K	750K-1M	1-3M	3-5M	5-10M	Over 10M
Accounting/Finance										
35	Accounting Assistant - A	87	-	-	26,000	-	32,376	44,580	32,040	41,092
36	Accounting Assistant - B	13	-	-	31,020	-	-	-	42,033	38,076
108	Director, Finance	110	-	28,264	49,833	40,565	51,847	64,932	76,264	94,986
40	Manager, Accounting	48	-	36,495	40,800	43,027	45,593	43,700	54,923	74,218
37	Payroll Assistant	9	-	-	-	-	-	-	-	-
43	Purchasing Assistant	2	-	-	-	-	-	-	-	-
39	Staff Accountant	45	-	24,524	33,670	39,200	33,731	45,735	39,889	45,374
38	Supervisor, Accounting	8	-	-	-	-	-	-	-	-
Administrative										
6	Administrative Assistant	204	33,964	20,206	28,349	28,789	29,809	32,840	31,081	29,953
4	Administrative Secretary	8	-	-	-	-	-	-	-	-
32	Building Maintenance	94	-	24,736	-	19,110	25,414	31,831	33,490	24,273
102	Director, Administration	48	40,750	39,859	-	35,549	51,521	50,103	72,750	90,466
5	Executive Secretary	49	-	32,249	-	-	44,223	-	36,076	40,361
9	Legal Secretary	2	-	-	-	-	-	-	-	-
15	Mail Assistant - A	2	-	-	-	-	-	-	-	-
16	Mail Assistant - B	2	-	-	-	-	-	-	-	-
33	Manager, Building Services	24	-	-	-	-	37,813	47,928	45,335	44,798
18	Member Services Representative	18	-	-	39,520	-	44,400	-	27,471	48,174
12	Office Assistant - A	33	22,500	44,849	25,653	24,677	20,469	21,930	25,440	-
13	Office Assistant - B	14	31,900	19,525	-	-	26,092	-	-	-
7	Office Manager	54	23,625	25,128	34,382	31,742	33,416	39,213	51,106	38,995
1	Receptionist	79	19,500	-	18,828	24,197	25,612	24,166	26,430	23,585
2	Secretary - A	57	-	-	-	-	-	-	-	20,348
3	Secretary - B	22	-	-	-	-	-	-	-	35,667
17	Supervisor, Mail Operations	2	-	-	-	-	-	-	-	-
Communications/Marketing/Creative										
104	Director, Communications	40	-	-	42,067	57,000	43,729	45,554	68,125	89,810
73A	Manager, Advertising	4	-	-	-	-	-	-	-	-
74	Manager, Marketing	28	-	34,931	-	31,346	37,176	-	49,270	69,921
26	Manager, Printing	1	-	-	-	-	-	-	-	-
76	Manager, Public Relations	75	-	35,794	-	-	33,840	41,800	42,750	58,582
69	Production Manager	3	-	-	-	-	-	-	-	-
30	Reproduction Equipment Operator	3	-	-	-	-	-	-	-	-
70	Staff Artist	12	-	-	-	-	50,613	-	-	54,839
Executive Management										
101	Deputy Executive Director	42	44,500	38,015	-	-	78,701	78,764	92,890	123,566
100	Executive Dir.-EVP-President	256	48,408	53,356	63,431	74,243	126,288	73,398	128,998	145,059

Weighted Average Salaries Paid by Budget Size

Job #	Job Title	Total Employees	Under 250K	250K-500K	500K-750K	750K-1M	1-3M	3-5M	5-10M	Over 10M
Government Relations/Legal/Policy										
109	Director, Government Relations (DC Area)	2	-	-	-	-	-	-	-	-
116	Development Associate (Outside DC Area)	22	-	-	-	-	36,213	-	40,515	44,401
118	Director, Legal Affairs (Outside DC Area)	1	-	-	-	-	-	-	-	-
119	Director, Government Relations (Outside DC Area)	5	-	-	-	-	-	-	-	-
120	Legislative Representative (Outside DC Area)	3	-	-	-	-	-	-	-	-
121	Manager, Development/Fundraising (Outside DC Area)	22	-	42,900	-	-	43,150	-	49,375	62,290
122	Manager, Standards (Outside DC Area)	1	-	-	-	-	-	-	-	-
123	Public Policy Analyst (Outside DC Area)	5	-	-	-	-	-	-	-	-
124	Staff Attorney (Outside DC Area)	5	-	-	-	-	-	-	-	-
Human Resources/Benefits										
51	Benefit Specialist	6	-	-	-	-	-	-	-	-
112	Director, Human Resources	29	-	-	-	-	45,350	54,011	67,823	81,754
50	Employment Specialist	5	-	-	-	-	-	-	-	-
49	Human Resources Assistant	17	-	-	-	-	-	-	33,076	37,138
53	Manager, Human Resources	16	-	-	-	38,000	45,666	-	48,833	52,948
22	Supervisor, Subscription Fulfillment	1	-	-	-	-	-	-	-	-
Human Services										
125	Teacher (K-12)	31	37,000	-	51,480	-	49,088	44,261	-	-
126	Teaching Assistant (K-12)	23	-	-	-	-	-	20,886	26,346	-
127	Child Day Care Worker	517	18,720	23,833	18,720	-	21,320	21,807	24,175	30,231
128	Child Day Care Assistant	71	-	19,726	-	-	-	21,106	22,528	22,992
129	Trainer (Adult Education)	82	-	31,787	-	37,289	24,547	32,864	37,931	47,140
130	Trainer Assistant (Adult Education)	13	-	-	-	-	-	28,080	-	31,143
131	Direct Care Worker	833	-	20,118	25,874	24,943	16,389	22,868	26,270	27,892
132	Certified Nurses Aid	30	-	35,750	-	22,880	-	-	27,571	30,759
133	Counselor	193	-	40,978	55,733	41,917	37,120	39,438	39,429	32,135
134	Social Worker - Masters Level	192	-	33,000	64,600	64,000	41,101	44,920	37,779	43,691
135	Social Worker - Bachelors Level	330	-	33,500	-	28,500	33,031	31,431	36,900	34,887
136	Case Manager (non-supervisory)	402	26,580	31,028	-	27,209	33,457	32,200	35,055	34,441
Information Technology										
85	Computer Data Technician	12	-	-	-	-	-	28,614	-	35,934
23	Data Entry Operator - A	16	-	-	-	17,657	28,691	-	29,891	-
24	Data Entry Operator - B	1	-	-	-	-	-	-	-	-
62	Desktop Publishing Specialist	5	-	-	-	-	-	-	-	-
111	Director, Mgmt. Info Sys.	19	-	-	-	-	-	44,500	65,317	88,384
99	Help Desk Specialist	18	-	-	-	-	33,026	-	40,824	42,906
92	Internet/WWW Specialist	4	-	-	-	-	-	-	-	-
90	Manager, Computer Operations	8	-	-	-	-	-	-	-	-
89	Manager, Computer Services	3	-	-	-	-	-	-	-	-
91	Manager, Computer Systems	3	-	-	-	-	-	-	-	-
98	Manager, Database Administration	11	-	-	-	-	41,421	-	47,401	81,838
86	Programmer	4	-	-	-	-	-	-	-	-
87	Programmer Analyst	10	-	-	-	-	-	-	-	85,551
25	Supervisor, Data Entry	3	-	-	-	-	-	-	-	-
88	Systems Analyst	9	-	-	-	-	-	-	-	-

Weighted Average Salaries Paid by Budget Size

Job #	Job Title	Total Employees	Under 250K	250K-500K	500K-750K	750K-1M	1-3M	3-5M	5-10M	Over 10M
Library/Editorial										
66	Assistant Editor - A	1	-	-	-	-	-	-	-	-
106	Director, Publications	3	-	-	-	-	-	-	-	-
72	Editor - A	5	-	-	-	-	-	-	-	-
64	Editorial Assistant - A	2	-	-	-	-	-	-	-	-
56	Librarian	7	-	-	-	-	-	-	-	-
54	Library Assistant	1	-	-	-	-	-	-	-	-
71	Managing Editor	1	-	-	-	-	-	-	-	-
68	Manuscript Editor	1	-	-	-	-	-	-	-	-
77	Staff Writer	7	-	-	-	-	-	-	-	-
Meetings/Conventions										
107	Director, Convention/Meetings	6	-	-	-	-	-	-	-	-
60	Manager, Convention/Meetings	6	-	-	-	-	-	-	-	-
59	Manager, Exhibits	6	-	-	-	-	-	-	-	-
58	Meetings Planning Assistant	9	-	-	-	-	-	-	-	-
Programs/Development										
113	Director, Development	81	-	-	42,674	51,139	64,339	64,389	68,935	80,297
105	Director, Member Programs	47	52,500	-	56,000	63,500	39,780	41,959	59,355	80,000
47	Program Assistant	141	-	24,486	28,664	25,897	31,945	36,555	36,153	31,739
95	Program Director	225	31,478	38,594	42,115	45,066	53,307	64,310	63,970	57,276
96	Program Manager	217	28,678	30,062	39,059	38,571	41,992	40,272	42,621	50,929
Research/Education										
110	Director, Education	27	-	31,283	47,650	-	40,781	61,177	56,213	90,184
115	Director, Research	5	-	-	-	-	-	-	-	-
57	Manager, Education	7	-	-	-	-	-	-	-	-
80	Research Assistant	5	-	-	-	-	-	-	-	-
81	Research Associate	1	-	-	-	-	-	-	-	-
61	Manager, Accreditation/Certification	1	-	-	-	-	-	-	-	-

Weighted Average Salaries Paid by Staff Size

Job #	Job Title	Total Employees	Under 25	25-49	50-99	100-200	Over 200
Accounting/Finance							
35	Accounting Assistant - A	87	32,222	43,096	29,700	42,728	39,890
36	Accounting Assistant - B	13	31,020	-	34,586	44,378	39,925
108	Director, Finance	110	52,482	47,821	75,605	78,561	84,537
40	Manager, Accounting	48	43,604	41,440	58,000	51,580	83,752
37	Payroll Assistant	9	-	-	-	-	-
43	Purchasing Assistant	2	-	-	-	-	-
39	Staff Accountant	45	32,336	46,664	41,957	42,236	43,604
38	Supervisor, Accounting	8	-	-	-	-	-
Administrative							
6	Administrative Assistant	204	29,063	30,369	33,212	29,931	29,411
4	Administrative Secretary	8	-	-	-	-	-
32	Building Maintenance	94	21,778	42,407	27,115	33,822	23,199
102	Director, Administration	48	38,209	59,684	59,667	62,116	76,614
5	Executive Secretary	49	37,886	37,920	44,424	40,977	35,572
9	Legal Secretary	2	-	-	-	-	-
15	Mail Assistant - A	2	-	-	-	-	-
16	Mail Assistant - B	2	-	-	-	-	-
33	Manager, Building Services	24	37,225	39,468	40,410	48,436	45,798
18	Member Services Representative	18	41,253	-	34,915	43,871	-
12	Office Assistant - A	33	29,542	23,683	22,885	23,400	-
13	Office Assistant - B	14	26,191	26,834	20,350	-	-
7	Office Manager	54	30,229	34,273	41,422	40,974	43,237
1	Receptionist	79	23,534	24,912	25,426	26,992	22,678
2	Secretary - A	57	-	17,350	-	-	20,348
3	Secretary - B	22	-	-	-	-	35,667
17	Supervisor, Mail Operations	2	-	-	-	-	-
Communications/Marketing/Creative							
104	Director, Communications	40	47,969	45,314	73,045	62,644	90,000
73A	Manager, Advertising	4	-	-	-	-	-
74	Manager, Marketing	28	36,986	36,220	59,675	56,278	74,605
26	Manager, Printing	1	-	-	-	-	-
76	Manager, Public Relations	75	41,426	37,136	35,020	66,305	50,569
69	Production Manager	3	-	-	-	-	-
30	Reproduction Equipment Operator	3	-	-	-	-	-
70	Staff Artist	12	50,613	-	49,070	-	46,057
Executive Management							
101	Deputy Executive Director	42	54,332	73,351	98,204	80,659	138,800
100	Executive Dir.-EVP-President	256	71,131	71,418	130,549	138,067	110,912

Weighted Average Salaries Paid by Staff Size

Job #	Job Title	Total Employees	Under 25	25-49	50-99	100-200	Over 200
Government Relations/Legal/Policy							
109	Director, Government Relations (DC Area)	2	-	-	-	-	-
116	Development Associate (Outside DC Area)	22	36,850	33,940	35,229	42,754	-
118	Director, Legal Affairs (Outside DC Area)	1	-	-	-	-	-
119	Director, Government Relations (Outside DC Area)	5	-	-	-	-	-
120	Legislative Representative (Outside DC Area)	3	-	-	-	-	-
121	Manager, Development/Fundraising (Outside DC Area)	22	50,933	43,150	73,667	51,708	66,720
122	Manager, Standards (Outside DC Area)	1	-	-	-	-	-
123	Public Policy Analyst (Outside DC Area)	5	-	-	-	-	-
124	Staff Attorney (Outside DC Area)	5	-	-	-	-	-
Human Resources/Benefits							
51	Benefit Specialist	6	-	-	-	-	-
112	Director, Human Resources	29	-	45,350	85,071	63,243	75,677
50	Employment Specialist	5	-	-	-	-	-
49	Human Resources Assistant	17	-	-	40,000	31,962	35,793
53	Manager, Human Resources	16	-	38,750	56,132	50,905	46,105
22	Supervisor, Subscription Fulfillment	1	-	-	-	-	-
Human Services							
125	Teacher (K-12)	31	43,044	48,760	44,065	-	-
126	Teaching Assistant (K-12)	23	-	24,566	21,058	-	-
127	Child Day Care Worker	517	22,555	19,834	18,783	22,377	27,649
128	Child Day Care Assistant	71	19,726	-	20,568	23,048	22,992
129	Trainer (Adult Education)	82	31,641	35,438	28,389	38,749	48,412
130	Trainer Assistant (Adult Education)	13	-	-	28,080	-	31,143
131	Direct Care Worker	833	23,806	26,239	25,325	23,683	21,751
132	Certified Nurses Aid	30	27,947	38,300	26,308	-	32,966
133	Counselor	193	43,737	37,348	37,730	31,764	47,164
134	Social Worker - Masters Level	192	51,003	45,392	45,194	35,162	55,086
135	Social Worker - Bachelors Level	330	30,143	33,559	35,346	31,584	35,070
136	Case Manager (non-supervisory)	402	31,944	31,882	39,741	31,399	34,675
Information Technology							
85	Computer Data Technician	12	-	-	-	28,614	35,177
23	Data Entry Operator - A	16	-	23,076	-	31,027	-
24	Data Entry Operator - B	1	-	-	-	-	-
62	Desktop Publishing Specialist	5	-	-	-	-	-
111	Director, Mgmt. Info Sys.	19	50,000	43,500	82,000	78,382	70,212
99	Help Desk Specialist	18	41,020	-	41,867	-	42,928
92	Internet/WWW Specialist	4	-	-	-	-	-
90	Manager, Computer Operations	8	-	-	-	-	-
89	Manager, Computer Services	3	-	-	-	-	-
91	Manager, Computer Systems	3	-	-	-	-	-
98	Manager, Database Administration	11	41,452	-	-	73,275	66,243
86	Programmer	4	-	-	-	-	-
87	Programmer Analyst	10	-	-	-	-	88,212
25	Supervisor, Data Entry	3	-	-	-	-	-
88	Systems Analyst	9	-	-	-	-	-

Weighted Average Salaries Paid by Staff Size

Job #	Job Title	Total Employees	Under 25	25-49	50-99	100-200	Over 200
Library/Editorial							
66	Assistant Editor - A	1	-	-	-	-	-
106	Director, Publications	3	-	-	-	-	-
72	Editor - A	5	-	-	-	-	-
64	Editorial Assistant - A	2	-	-	-	-	-
56	Librarian	7	-	-	-	-	-
54	Library Assistant	1	-	-	-	-	-
71	Managing Editor	1	-	-	-	-	-
68	Manuscript Editor	1	-	-	-	-	-
77	Staff Writer	7	-	-	-	-	-
Meetings/Conventions							
107	Director, Convention/Meetings	6	-	-	-	-	-
60	Manager, Convention/Meetings	6	-	-	-	-	-
59	Manager, Exhibits	6	-	-	-	-	-
58	Meetings Planning Assistant	9	-	-	-	-	-
Programs/Development							
113	Director, Development	81	58,819	61,912	66,633	78,150	64,043
105	Director, Member Programs	47	53,111	39,338	52,394	-	78,500
47	Program Assistant	141	30,157	34,996	32,292	27,221	32,437
95	Program Director	225	45,982	51,542	69,407	52,610	58,290
96	Program Manager	217	39,935	37,957	42,765	47,210	49,755
Research/Education							
110	Director, Education	27	46,639	39,603	76,130	52,978	85,219
115	Director, Research	5	-	-	-	-	-
57	Manager, Education	7	-	-	-	-	-
80	Research Assistant	5	-	-	-	-	-
81	Research Associate	1	-	-	-	-	-
61	Manager, Accreditation/Certification	1	-	-	-	-	-

Weighted Average Salaries Paid by Organization Category

Job #	Job Title	Total Employees	Association	Educational/ Cultural Institute	Human Services	Charitable/ Service Organization	Nonprofit - Other
Accounting/Finance							
35	Accounting Assistant - A	87	44,558	35,375	41,456	27,532	39,454
36	Accounting Assistant - B	13	39,667	-	37,255	-	35,353
108	Director, Finance	110	101,793	48,212	57,871	67,819	66,295
40	Manager, Accounting	48	97,967	38,714	49,207	49,248	49,676
37	Payroll Assistant	9	-	-	-	-	-
43	Purchasing Assistant	2	-	-	-	-	-
39	Staff Accountant	45	52,377	34,972	38,124	35,245	43,634
38	Supervisor, Accounting	8	-	-	-	-	-
Administrative							
6	Administrative Assistant	204	39,063	28,043	28,467	26,166	30,640
4	Administrative Secretary	8	-	-	-	-	-
32	Building Maintenance	94	37,497	31,831	22,024	22,395	27,454
102	Director, Administration	48	79,967	46,898	37,896	53,982	46,346
5	Executive Secretary	49	61,726	36,146	37,947	31,754	38,703
9	Legal Secretary	2	-	-	-	-	-
15	Mail Assistant - A	2	-	-	-	-	-
16	Mail Assistant - B	2	-	-	-	-	-
33	Manager, Building Services	24	60,050	34,902	40,528	51,966	41,004
18	Member Services Representative	18	48,174	-	-	-	33,132
12	Office Assistant - A	33	-	36,436	23,440	-	21,237
13	Office Assistant - B	14	-	-	22,561	28,393	20,900
7	Office Manager	54	39,478	33,803	33,874	37,417	31,375
1	Receptionist	79	27,180	23,930	25,218	22,616	24,338
2	Secretary - A	57	30,456	-	17,350	19,954	-
3	Secretary - B	22	36,126	-	34,684	-	-
17	Supervisor, Mail Operations	2	-	-	-	-	-
Communications/Marketing/Creative							
104	Director, Communications	40	82,997	55,031	51,072	49,378	52,409
73A	Manager, Advertising	4	-	-	-	-	-
74	Manager, Marketing	28	69,491	36,333	42,483	-	47,617
26	Manager, Printing	1	-	-	-	-	-
76	Manager, Public Relations	75	74,373	43,347	34,780	-	39,191
69	Production Manager	3	-	-	-	-	-
30	Reproduction Equipment Operator	3	-	-	-	-	-
70	Staff Artist	12	54,839	47,580	-	-	-
Executive Management							
101	Deputy Executive Director	42	-	81,188	82,186	69,206	79,716
100	Executive Dir.-EVP-President	256	109,577	72,767	83,008	73,900	73,868

Weighted Average Salaries Paid by Organization Category

Job #	Job Title	Total Employees	Association	Educational/ Cultural Institute	Human Services	Charitable/ Service Organization	Nonprofit - Other
Government Relations/Legal/Policy							
109	Director, Government Relations (DC Area)	2	-	-	-	-	-
116	Development Associate (Outside DC Area)	22	-	37,000	39,110	41,467	-
118	Director, Legal Affairs (Outside DC Area)	1	-	-	-	-	-
119	Director, Government Relations (Outside DC Area)	5	-	-	-	-	-
120	Legislative Representative (Outside DC Area)	3	-	-	-	-	-
121	Manager, Development/Fundraising (Outside DC Area)	22	83,500	46,200	56,431	51,575	-
122	Manager, Standards (Outside DC Area)	1	-	-	-	-	-
123	Public Policy Analyst (Outside DC Area)	5	-	-	-	-	-
124	Staff Attorney (Outside DC Area)	5	-	-	-	-	-
Human Resources/Benefits							
51	Benefit Specialist	6	-	-	-	-	-
112	Director, Human Resources	29	114,617	59,050	66,694	-	68,943
50	Employment Specialist	5	-	-	-	-	-
49	Human Resources Assistant	17	-	-	35,874	-	30,441
53	Manager, Human Resources	16	73,368	42,000	43,835	50,189	42,012
22	Supervisor, Subscription Fulfillment	1	-	-	-	-	-
Human Services							
125	Teacher (K-12)	31	-	49,230	-	-	44,261
126	Teaching Assistant (K-12)	23	-	-	26,346	-	20,886
127	Child Day Care Worker	517	26,830	27,134	22,941	-	25,095
128	Child Day Care Assistant	71	21,289	19,726	22,085	21,412	24,111
129	Trainer (Adult Education)	82	-	32,896	33,008	43,018	36,574
130	Trainer Assistant (Adult Education)	13	-	34,608	32,927	-	27,357
131	Direct Care Worker	833	-	19,867	22,197	23,117	29,425
132	Certified Nurses Aid	30	-	34,080	23,333	25,970	-
133	Counselor	193	-	-	33,380	46,840	43,346
134	Social Worker - Masters Level	192	-	33,000	37,218	51,337	42,442
135	Social Worker - Bachelors Level	330	-	35,965	33,202	34,984	33,159
136	Case Manager (non-supervisory)	402	-	32,141	33,438	38,970	31,175
Information Technology							
85	Computer Data Technician	12	-	26,566	-	-	34,420
23	Data Entry Operator - A	16	-	20,000	22,187	32,480	-
24	Data Entry Operator - B	1	-	-	-	-	-
62	Desktop Publishing Specialist	5	-	-	-	-	-
111	Director, Mgmt. Info Sys.	19	107,753	-	53,616	-	69,181
99	Help Desk Specialist	18	51,345	47,852	34,747	24,711	-
92	Internet/WWW Specialist	4	-	-	-	-	-
90	Manager, Computer Operations	8	-	-	-	-	-
89	Manager, Computer Services	3	-	-	-	-	-
91	Manager, Computer Systems	3	-	-	-	-	-
98	Manager, Database Administration	11	89,811	-	57,818	47,012	43,851
86	Programmer	4	-	-	-	-	-
87	Programmer Analyst	10	88,680	-	-	-	-
25	Supervisor, Data Entry	3	-	-	-	-	-
88	Systems Analyst	9	-	-	-	-	-

Weighted Average Salaries Paid by Organization Category

Job #	Job Title	Total Employees	Association	Educational/ Cultural Institute	Human Services	Charitable/ Service Organization	Nonprofit - Other
Library/Editorial							
66	Assistant Editor - A	1	-	-	-	-	-
106	Director, Publications	3	-	-	-	-	-
72	Editor - A	5	-	-	-	-	-
64	Editorial Assistant - A	2	-	-	-	-	-
56	Librarian	7	-	-	-	-	-
54	Library Assistant	1	-	-	-	-	-
71	Managing Editor	1	-	-	-	-	-
68	Manuscript Editor	1	-	-	-	-	-
77	Staff Writer	7	-	-	-	-	-
Meetings/Conventions							
107	Director, Convention/Meetings	6	-	-	-	-	-
60	Manager, Convention/Meetings	6	-	-	-	-	-
59	Manager, Exhibits	6	-	-	-	-	-
58	Meetings Planning Assistant	9	-	-	-	-	-
Programs/Development							
113	Director, Development	81	95,920	64,137	62,481	61,012	61,737
105	Director, Member Programs	47	39,730	48,192	41,630	63,500	73,075
47	Program Assistant	141	39,798	25,732	31,185	36,309	28,053
95	Program Director	225	76,027	49,596	52,711	50,332	50,202
96	Program Manager	217	71,502	40,768	40,792	42,772	42,424
Research/Education							
110	Director, Education	27	89,060	50,568	40,143	67,342	39,998
115	Director, Research	5	-	-	-	-	-
57	Manager, Education	7	-	-	-	-	-
80	Research Assistant	5	-	-	-	-	-
81	Research Associate	1	-	-	-	-	-
61	Manager, Accreditation/Certification	1	-	-	-	-	-

Job Number: **35**

Job Title: **Accounting Assistant - A**

Processes a variety of accounting transactions to verify accuracy, proper calculations and amounts, inclusion of appropriate source documentation, proper budget codes and journal/ledger entry designations. Traces discrepancies through source materials, or through discussion with originating party to resolve them.

In the case of cash receipts or receivable transactions, tallies monies received, reconciles amounts against source documents and prepares back deposit slips. Account payable transactions include check preparation, signing and correspondence mailing. May perform incidental typing duties. All assignments are performed under prescribed procedures and routines which govern most situations.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
668	6	54,281	52,006	60,235
1123	3	46,550	46,550	46,550
2142	34	45,000	16,000	134,000
2056	6	43,489	38,130	56,771
1109	1	42,000	42,000	42,000
1712	1	41,600	41,600	41,600
876	6	41,280	32,000	51,000
1651	1	40,000	40,000	40,000
1631	1	39,603	39,603	39,603
1112	1	37,440	37,440	37,440
2404	1	37,378	37,378	37,378
2890	1	37,270	37,270	37,270
1121	1	36,608	36,608	36,608
1657	1	35,791	35,791	35,791
2078	1	35,000	35,000	35,000
3119	1	35,000	35,000	35,000
1473	1	34,993	34,993	34,993
2367	1	34,115	34,115	34,115
1288	1	33,800	33,800	33,800
3484	1	33,693	33,693	33,693
3494	1	33,280	33,280	33,280
888	1	32,000	32,000	32,000
1635	1	31,200	31,200	31,200
3174	1	31,200	31,200	31,200
2465	1	30,888	30,888	30,888
3175	1	29,120	29,120	29,120
2247	2	28,922	27,456	30,389
3549	1	28,080	28,080	28,080
3425	1	28,000	28,000	28,000
1323	1	26,624	26,624	26,624
1633	1	25,000	25,000	25,000
3296	2	22,261	21,264	23,258
2904	1	21,293	21,293	21,293
2712	1	20,000	20,000	20,000
1209	1	18,000	18,000	18,000
Total: 35	87			

Overall Position Data Highlights:			
Group Average:	34,022	1 st Quartile:	28,922
Group Median:	34,115	2 nd Quartile:	34,115
Weighted Average:	40,406	3 rd Quartile:	39,603
		4 th Quartile:	54,281

Job Number: **36**

Job Title: **Accounting Assistant - B**

May serve as a working leader to distribute assignments, monitor accuracy, resolve patterned discrepancies, and provide assignment instructions. Oftentimes is expected to perform the same duties as Accounting Clerk A as time permits. In addition, prepares daily journal and ledger entries; reconciles monthly bank statements and may prepare trial balances and other basic financial reports on a monthly basis.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
2890	1	49,173	49,173	49,173
876	1	49,000	49,000	49,000
2367	1	48,960	48,960	48,960
1257	2	40,320	39,270	41,371
3425	1	35,000	35,000	35,000
3162	1	35,000	35,000	35,000
1049	1	35,000	35,000	35,000
888	1	35,000	35,000	35,000
1288	1	33,759	33,759	33,759
1473	1	30,058	30,058	30,058
1031	1	27,040	27,040	27,040
3494	1	24,960	24,960	24,960
Total: 12		13		

Overall Position Data Highlights:			
Group Average:	36,939	1 st Quartile:	30,983
Group Median:	35,000	2 nd Quartile:	35,000
Weighted Average:	37,199	3 rd Quartile:	46,800
		4 th Quartile:	49,173

Job Number: **108**

Job Title: **Director, Finance**

This is the principal or chief financial position. It normally incorporates determining policy on all accounting/auditing, financial and budgeting activities; and may participate in the investment policies of the organization.

In some organizations, this position may also incorporate a number of central service functions including: office services, purchasing, printing, mail operations, data processing and personnel.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
876	1	164,500	164,500	164,500
1257	1	137,700	137,700	137,700
1633	1	125,000	125,000	125,000
2056	1	121,482	121,482	121,482
888	1	110,000	110,000	110,000
3296	1	107,735	107,735	107,735
2380	1	106,465	106,465	106,465
1446	1	100,000	100,000	100,000
1331	1	96,000	96,000	96,000
1631	1	94,661	94,661	94,661
2142	1	94,000	94,000	94,000
1323	1	93,730	93,730	93,730
2367	1	92,518	92,518	92,518
1288	1	89,000	89,000	89,000
2404	1	86,785	86,785	86,785
1049	1	86,450	86,450	86,450
1466	1	84,600	84,600	84,600
1121	1	83,361	83,361	83,361
2028	1	83,000	83,000	83,000
1657	1	82,647	82,647	82,647
2244	1	80,000	80,000	80,000
1051	1	80,000	80,000	80,000
1110	1	79,249	79,249	79,249
1656	1	79,040	79,040	79,040
3174	1	78,000	78,000	78,000
1202	1	78,000	78,000	78,000
2822	1	76,100	76,100	76,100
3102	1	74,000	74,000	74,000
1712	1	72,500	72,500	72,500
3144	1	72,000	72,000	72,000
2465	1	72,000	72,000	72,000
3166	1	71,552	71,552	71,552
2524	1	71,000	71,000	71,000
1473	1	70,470	70,470	70,470
2944	1	70,000	70,000	70,000
3112	1	70,000	70,000	70,000
2905	1	70,000	70,000	70,000
3621	1	70,000	70,000	70,000
3517	1	65,000	65,000	65,000
1217	1	65,000	65,000	65,000
1112	1	65,000	65,000	65,000
1447	1	63,500	63,500	63,500
2247	1	62,683	62,683	62,683
1866	1	61,294	61,294	61,294
1123	3	61,000	40,000	83,000

Organization Code	# Employees	Average Salary	Actual Low	Actual High
1274	1	58,000	58,000	58,000
1128	1	57,200	57,200	57,200
1346	1	56,823	56,823	56,823
1142	1	56,160	56,160	56,160
1199	1	56,000	56,000	56,000
3549	1	55,167	55,167	55,167
3484	1	55,072	55,072	55,072
2902	1	55,000	55,000	55,000
3494	1	55,000	55,000	55,000
1232	1	55,000	55,000	55,000
1109	1	54,960	54,960	54,960
2004	1	52,800	52,800	52,800
1800	1	52,270	52,270	52,270
2779	1	50,000	50,000	50,000
3425	1	50,000	50,000	50,000
1141	1	50,000	50,000	50,000
1829	1	49,700	49,700	49,700
1160	1	48,000	48,000	48,000
1814	1	45,500	45,500	45,500
1031	1	45,000	45,000	45,000
962	1	45,000	45,000	45,000
1087	1	42,000	42,000	42,000
1454	20	40,666	32,000	116,000
3553	1	40,040	40,040	40,040
1710	1	40,000	40,000	40,000
1430	1	39,000	39,000	39,000
2014	2	37,500	35,000	40,000
3184	11	34,000	34,000	34,000
951	1	33,000	33,000	33,000
935	1	31,000	31,000	31,000
1811	1	29,200	29,200	29,200
1205	1	24,592	24,592	24,592
1904	1	16,000	16,000	16,000
Total: 78		110		

Overall Position Data Highlights:

Group Average:	68,291	1 st Quartile:	50,000
Group Median:	65,000	2 nd Quartile:	65,000
Weighted Average:	59,989	3 rd Quartile:	82,735
		4 th Quartile:	164,500

Job Number: **40**

Job Title: **Manager, Accounting**

Assists in the design, revision and maintenance of the accounting system and procedures.

Responsible for monitoring effectiveness and cost of accounting operations; reviews, audits, and/or approves entries into the accounting records; and checks on all bank accounts in accordance with policies established; consults with Staff on matters such as changes in cost or revenue allocations, and requests for new program accounts.

Manages the classification and recording of all financial transactions, maintenance of official accounting records, and preparation of financial statements and reports for the organization. Financial data and transactions, including payroll, are audited, verified and encoded for computer processing, storage and production of the general ledger, and statistical and financial reports for all levels of management.

Also includes the responsibility for coordination and supervision of all accounting and internal audit functions for cash receipts, accounts payable, and payroll to insure that accounting records, financial statements and reports accurately reflect the financial status and operations of the organization. Also supervises the consolidation of annual budget and financial forecast data as received from all operation departments into unified reports in accordance with principles and format prescribed by management.

Coordinates activities surrounding the annual audit. Also, the establishment of federal and state grant procedures and reporting routines.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
876	2	109,450	108,900	110,000
888	1	75,000	75,000	75,000
1257	1	75,000	75,000	75,000
2367	1	71,616	71,616	71,616
3296	1	70,027	70,027	70,027
805	1	69,400	69,400	69,400
3112	1	60,000	60,000	60,000
2062	1	58,000	58,000	58,000
1049	1	56,000	56,000	56,000
1331	1	55,000	55,000	55,000
1446	1	55,000	55,000	55,000
1631	1	54,835	54,835	54,835
2904	1	53,000	53,000	53,000
3119	1	52,500	52,500	52,500
2968	1	52,000	52,000	52,000
1633	1	52,000	52,000	52,000
1712	1	50,000	50,000	50,000
1526	1	49,440	49,440	49,440
1110	1	48,000	48,000	48,000
3106	1	48,000	48,000	48,000
1323	1	47,484	47,484	47,484
2028	1	47,000	47,000	47,000
1517	1	46,000	46,000	46,000
955	1	45,025	45,025	45,025
2142	1	42,000	42,000	42,000
1695	1	42,000	42,000	42,000
1891	1	40,106	40,106	40,106
3257	11	40,000	28,000	61,000
947	1	40,000	40,000	40,000
1467	1	36,000	36,000	36,000
2381	1	35,000	35,000	35,000
2369	1	34,800	34,800	34,800
3279	1	34,460	34,460	34,460
1534	1	31,200	31,200	31,200
1043	1	31,200	31,200	31,200
2178	1	30,000	30,000	30,000
1108	1	20,000	20,000	20,000
Total: 37		48		

Overall Position Data Highlights:

Group Average:	50,177	1 st Quartile:	40,000
Group Median:	48,000	2 nd Quartile:	48,000
Weighted Average:	49,292	3 rd Quartile:	55,500
		4 th Quartile:	109,450

Job Number: **37**

Job Title: **Payroll Assistant**

Prepares the organization's payroll, whether a computerized or manual system. Establishes and maintains staff payroll records, prepares entries and calculations on salary changes, overtime, leave without pay, various benefit plan deductions for local state and federal taxes and such special deductions as requested. Reconciles payroll roster and prepares monthly journal entries. Calculates and prepares the quarterly and yearly summary reports for FICA, workmen's unemployment and compensation reports. Responds to staff inquiries concerning payroll/salary matters.

In some organizations, may establish and maintain the staff leave records, periodically preparing and distributing summary reports showing usage and balances by leave category. Responds to staff inquiries.

May also maintain various employee benefit plan records on premium payments, plan participants and census report statistics. Calculates and prepares periodic premium payments due insurance carriers and updates participant roster reports. May brief new employees on benefit provisions, enroll them in the various plans and respond to staff inquiries concerning general benefit provisions.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
876	1	63,000	63,000	63,000
1123	1	46,000	46,000	46,000
1049	1	39,560	39,560	39,560
3484	1	36,000	36,000	36,000
1631	1	33,612	33,612	33,612
3296	1	32,432	32,432	32,432
1473	1	31,901	31,901	31,901
1635	1	29,120	29,120	29,120
1430	1	17,680	17,680	17,680
Total: 9		9		

Overall Position Data Highlights:

Group Average:	36,589	
Group Median:	33,612	
Weighted Average:	36,589	

Job Number: **43**

Job Title: ***Purchasing Assistant***

Purchasing transactions can include supplies and stationery, library books and publications, office equipment and repairs, furniture and decorations, printshop and copier machine supplies.

Reviews requisitions for unclear or incomplete items, checks against established authorization limits and necessary supervisory approval, and forwards approved copies to vendors/suppliers. Follows up on late, overdue, or incomplete shipments to determine cause of delay and action to be taken.

May meet with local stationery and office supplies vendors to fill requisitions replenishing low stock inventory, following up on back orders and correcting bills.

May meet with various vendors who call to review their product lines, check quality and price, secure revisions to price lists, obtain promotional literature for reference file; and where feasible, test new commonly used product lines to determine their suitability for future purchase.

Reviews deliveries and shipments for adherence to purchase specifications. Follows up on incomplete, damaged or incorrect shipments. Reviews invoices for accuracy and clears purchase for payment. Establishes and maintains inventory and property records. Alerts supervisor when inventories reach reordering levels.

Assigns property codes and tags to all furniture, equipment, machinery and other furnishings.

Overall Position Data Highlights:		
Group Average:	36,958	
Group Median:	36,958	
Weighted Average:	36,958	

Job Number: **39**

Job Title: **Staff Accountant**

Responsible for implementing accepted accounting principles and procedures in performing or reviewing the accounting transactions of others.

Areas of activity include accounts receivables and payables, cash receipts, payroll, general and subsidiary ledger entries, financial report preparation and reconciliation, bank statements, budget reporting, tax statement reports.

Responsible for preparing summary daily entries to the general ledger and various subsidiary ledgers. Reconciles with source documents/transactions to insure accuracy. Resolves any discrepancies that may arise.

Reviews and balances all monthly accounts. Prepares monthly financial statements and assists in developing all year end reports. Prepares quarterly and yearly tax reports for various state and federal jurisdictions; as well as, any special reportings requested.

May assist in the preparation of the annual budget by assembling initial data and reviewing data compiled by various units; monitoring monthly and quarterly budget summary reports, developing information when actual expenses vary appreciably from budget estimates.

Assists auditors by supplying necessary data and information in preparation of the annual audit.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
3106	1	75,000	75,000	75,000
888	1	57,000	57,000	57,000
2056	1	56,366	56,366	56,366
2380	2	53,248	46,125	60,372
3245	2	48,000	45,000	55,000
1049	1	47,000	47,000	47,000
1121	1	46,551	46,551	46,551
3128	1	46,010	46,010	46,010
1635	1	45,000	45,000	45,000
1123	4	43,000	41,000	46,000
1832	2	43,000	42,000	44,000
2247	2	42,209	39,366	45,052
1466	1	42,000	42,000	42,000
942	1	42,000	42,000	42,000
3125	1	40,000	40,000	40,000
3144	1	40,000	40,000	40,000
1132	1	40,000	40,000	40,000
2465	1	39,243	39,243	39,243
3296	3	39,173	29,660	45,628
3178	1	39,041	39,041	39,041
1708	1	38,400	38,400	38,400
2905	1	36,000	36,000	36,000
965	1	36,000	36,000	36,000
2944	1	35,000	35,000	35,000
2244	1	35,000	35,000	35,000
1288	1	35,000	35,000	35,000
1866	1	34,000	34,000	34,000
3621	1	33,900	33,900	33,900
1633	1	32,000	32,000	32,000
2015	1	28,571	28,571	28,571
3210	1	25,750	25,750	25,750
1686	1	25,000	25,000	25,000
933	1	24,960	24,960	24,960
3596	1	21,390	21,390	21,390
1689	1	20,000	20,000	20,000
2063	1	15,000	15,000	15,000
Total: 36		45		

Overall Position Data Highlights:			
Group Average:	38,884	1 st Quartile:	33,925
Group Median:	39,208	2 nd Quartile:	39,208
Weighted Average:	39,858	3 rd Quartile:	44,500
		4 th Quartile:	75,000

Job Number: **38**

Job Title: ***Supervisor, Accounting***

Normally supervises the daily operations of an accounting unit i.e., payables, receivables, and cash receipts. When necessary, the incumbent assumes some of the workload to reduce peak periods or during staff absences.

Reviews disbursement transactions for properly authorized signatures, supporting documents and coding procedures before preparing checks. Oversees staff payroll procedures to insure proper overtime and leave credits; changes for various deductions; for FICA and unemployment taxes.

Reviews daily receipt reports, and all source documents for correct totals, coding, account credits and deposit slip preparation before deposit of funds to the bank and entry into accounting system.

Responsible for controlling daily cash balances to insure that adequate funds are available to cover expenditures and for recommending the timing and level of cash transfers.

Daily, inputs own journal entries and checks those entered by others for accuracy. Reviews monthly journal printout reports for discrepancies, reconciles receipt and payable balances and may prepare monthly financial statements.

Monthly, extracts and summarizes financial information to prepare the monthly financial statements.

Overall Position Data Highlights:		
Group Average:	55,151	
Group Median:	52,560	
Weighted Average:	60,142	

Job Number: **6**

Job Title: **Administrative Assistant**

This position normally is found at a responsible organizational level where the incumbent facilitates managerial processes and serves as an administrative coordinator for a significant program/functional area. Assignments may be performed through personal initiative or through the supervision of one or more support level employees.

Coordinates the collection, compilation, assembly and reproduction of unit projects, which are oftentimes developed by others to be completed according to scheduled times. Provides supporting services to unit managers/professionals to assist them in scheduling and completing work assignments.

Coordinates unit meetings by notifying participants of meeting dates and places, preparing agendas; assembling and distributing agenda materials. Attends meetings to take notes, draft initiatives discussed, circulating for revision/approvals.

Recruits, screens, interviews and assists in selecting all support level employees for the department/division; coordinates leave usage of support staff to maintain continuity of area projects; assists in evaluating performance and in recommending salary increases.

Works with the finance office to develop preliminary data and background information for the annual budget. Integrates data received from various sections into a single budget format for supervisor's review. Monitors monthly budget report for adherence to estimated levels, seeks out explanations for significant variances, referring questionable items to supervisor. Reviews all bills and travel vouchers.

Attends conferences and annual meeting to provide general administrative assistance to supervisor for committee and program assignments. These can range from taking minutes and preparing chairmen's reports, answering member/attendee inquiries to resolving minor problems with hotel personnel.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
805	1	53,600	53,600	53,600
2339	1	48,000	48,000	48,000
2173	1	47,258	47,258	47,258
1712	1	45,000	45,000	45,000
3130	1	45,000	45,000	45,000
1656	1	42,115	42,115	42,115
668	6	41,836	38,239	44,011
888	4	41,609	39,500	44,000
876	15	40,420	34,320	49,096
2142	1	40,000	40,000	40,000
1031	1	39,520	39,520	39,520
2524	4	39,000	33,000	45,000
1431	1	38,400	38,400	38,400
965	1	37,248	37,248	37,248
3274	1	37,024	37,024	37,024
3117	1	36,500	36,500	36,500
2244	1	36,000	36,000	36,000
1288	1	35,500	35,500	35,500
1112	1	35,360	35,360	35,360
1049	2	35,000	30,000	40,000
1051	1	35,000	35,000	35,000
3106	3	35,000	32,000	38,000
3119	2	35,000	34,000	37,000
3166	4	33,622	31,593	36,050
2904	1	33,421	33,421	33,421
1631	7	32,953	22,880	33,280
3549	1	32,698	32,698	32,698
1109	3	32,000	31,512	32,400
942	1	32,000	32,000	32,000
3596	1	32,000	32,000	32,000
1904	1	32,000	32,000	32,000
3287	1	32,000	32,000	32,000
1651	3	31,995	30,237	35,000
2004	3	30,600	28,000	33,500
1635	2	30,500	30,000	31,000

Organization Code	# Employees	Average Salary	Actual Low	Actual High
3153	1	30,000	30,000	30,000
2078	1	30,000	30,000	30,000
1183	1	30,000	30,000	30,000
1128	1	29,700	29,700	29,700
3102	3	29,000	26,000	34,000
1123	7	29,000	23,000	41,000
2028	1	29,000	29,000	29,000
2702	1	28,890	28,890	28,890
2890	2	28,856	27,356	30,355
1229	1	28,800	28,800	28,800
2404	1	28,392	28,392	28,392
2465	4	28,298	27,040	29,556
1832	2	28,000	24,000	32,000
3480	1	28,000	28,000	28,000
2056	2	27,754	27,616	27,892
1121	15	27,520	26,733	29,846
3608	1	27,292	27,292	27,292
2905	2	27,085	24,960	29,210
2367	3	26,880	26,000	27,580
1466	4	26,697	22,880	30,000
1257	5	26,366	24,523	28,932
3621	1	25,600	25,600	25,600
2247	14	25,305	22,360	32,261
2944	1	25,056	25,056	25,056
1202	1	25,000	25,000	25,000
1534	1	24,960	24,960	24,960
3441	1	24,960	24,960	24,960
1124	1	24,960	24,960	24,960
1447	1	23,325	23,325	23,325
3163	1	23,000	23,000	23,000
1248	1	22,880	22,880	22,880
951	2	22,880	20,800	24,960
3296	21	22,613	21,272	25,814
2712	1	21,500	21,500	21,500
1323	3	21,008	20,800	21,216
3210	1	20,800	20,800	20,800
1686	1	20,800	20,800	20,800
962	1	20,800	20,800	20,800
3539	1	20,800	20,800	20,800
1663	1	20,800	20,800	20,800
2369	1	20,640	20,640	20,640
1708	4	19,982	18,720	22,506
1430	1	19,760	19,760	19,760
2888	1	19,000	19,000	19,000
920	1	18,000	18,000	18,000
1325	1	15,000	15,000	15,000
2063	1	15,000	15,000	15,000
Total: 82	204			

Overall Position Data Highlights:

Group Average:	30,063	1 st Quartile:	24,960
Group Median:	29,000	2 nd Quartile:	29,000
Weighted Average:	29,900	3 rd Quartile:	35,000
		4 th Quartile:	53,600

Job Number: **4**

Job Title: **Administrative Secretary**

Supervises the immediate activities of supervisor's office and support staff, assigning tasks and establishing priorities, and facilitating the decision making process on all general operational matters within the office.

In addition to the secretarial assignments that might be performed as outlined for Secretaries A & B, this individual coordinates the follow-up, collection, compilation, assembly and reproduction of unit projects, which are oftentimes developed by other managers/professionals to be completed according to scheduled times. May provide supporting services to unit managers/professionals to assist them in scheduling and completing work assignments.

Coordinates unit meetings by notifying participants of meeting dates and places, preparing agendas; assembling and distributing agenda materials. Attends meetings to take notes, draft initiatives discussed and circulates for revision/approvals.

Reviews all bills and expense vouchers for appropriateness and budget identification. Refers travel vouchers and questionable items to supervisor, approving others for payment.

May assist in selecting support level employees for the offices; coordinate leave to maintain continuity; assist in evaluating the performance of support employees and in recommending salary increases; and provide general instruction and guidance to insure consistency, accuracy and quality of work performed.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
3517	1	41,000	41,000	41,000
1430	1	31,200	31,200	31,200
1121	4	26,686	26,000	28,745
2905	1	25,000	25,000	25,000
1534	1	20,800	20,800	20,800
Total: 5		8		

Overall Position Data Highlights:		
Group Average:	28,937	
Group Median:	26,686	
Weighted Average:	28,093	

Job Number: **32**

Job Title: **Building Maintenance**

Performs a variety of general and semi-skilled tasks and assignments within the building, offices and around the grounds of the organization.

Completes maintenance requests as assigned and in accord with priorities set by the supervisor. Normally receives daily list of work orders to be accomplished, including specifications of tasks to be performed. Reports any difficulties or circumstances preventing completion of assignments.

Requests usually involve minor repairs of office furnishings such as desks, tables, chairs and cabinets; and of electrical items such as clocks, desk lamps. Repairs and/or replaces broken parts such as springs, locks, light bulbs and defective electrical fixtures; refinishes or rebuilds furnishings, and builds shelves and wooden storage cases; frames and hangs pictures, signs and plaques.

Moves and stores furniture and equipment. Assists in loading and unloading shipments. May assist in setting up meeting and conference rooms. Makes pick up and delivery trips associated with maintenance tasks.

May be required to keep building grounds neat and attractive appearing by regularly mowing, raking, trimming, watering and sweeping these areas.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
1881	7	50,000	35,000	76,000
668	1	47,307	47,307	47,307
1128	1	43,500	43,500	43,500
888	1	39,600	39,600	39,600
2244	1	38,000	38,000	38,000
1656	1	37,440	37,440	37,440
1970	1	36,408	36,408	36,408
1110	1	35,401	35,401	35,401
1049	1	31,350	31,350	31,350
2247	2	29,973	29,973	29,973
2890	2	29,284	29,151	29,417
2712	1	29,000	29,000	29,000
1121	4	28,091	26,625	32,490
2004	1	27,560	27,560	27,560
3174	4	26,000	26,000	30,160
3210	1	26,000	26,000	26,000
2056	15	25,779	23,386	36,961
1202	1	25,584	25,584	25,584
3484	3	25,000	22,000	27,000
1288	1	22,880	22,880	22,880
1430	1	22,485	22,485	22,485
2905	7	22,057	17,680	29,120
1123	1	22,000	22,000	22,000
3178	1	20,800	20,800	20,800
1257	14	20,654	18,720	24,398
3184	11	19,240	19,240	19,240
2249	2	18,900	16,800	21,000
3296	6	18,725	17,163	22,915
2589	1	17,680	17,680	17,680
Total: 29		94		

Overall Position Data Highlights:			
Group Average:	28,852	1 st Quartile:	22,029
Group Median:	26,000	2 nd Quartile:	26,000
Weighted Average:	26,329	3 rd Quartile:	35,905
		4 th Quartile:	50,000

Job Number: **102**

Job Title: **Director, Administration**

Responsible for directing most of all of the organization's internal management functions and operations including, but not limited to: office services, printing, library, data processing, member and subscriber records, personnel, purchasing and accounting.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
668	1	169,065	169,065	169,065
3296	1	97,136	97,136	97,136
1121	1	95,818	95,818	95,818
965	1	78,000	78,000	78,000
1202	1	69,966	69,966	69,966
1881	1	67,500	67,500	67,500
1217	1	67,500	67,500	67,500
1656	1	65,000	65,000	65,000
1430	1	64,000	64,000	64,000
2264	1	62,000	62,000	62,000
1297	1	57,082	57,082	57,082
1464	1	56,660	56,660	56,660
3287	1	55,000	55,000	55,000
3114	1	50,600	50,600	50,600
3166	1	50,554	50,554	50,554
2902	1	49,000	49,000	49,000
3113	1	48,204	48,204	48,204
2589	1	47,831	47,831	47,831
1205	1	46,800	46,800	46,800
1123	1	46,000	46,000	46,000
1108	1	45,000	45,000	45,000
2247	1	44,313	44,313	44,313
1695	1	40,000	40,000	40,000
1698	1	40,000	40,000	40,000
1226	1	38,000	38,000	38,000
1708	1	36,754	36,754	36,754
1970	1	36,408	36,408	36,408
3118	1	36,000	36,000	36,000
920	1	36,000	36,000	36,000
3565	4	35,750	21,000	50,600
2369	3	32,400	28,008	36,360
3184	11	31,000	31,000	31,000
2333	1	23,000	23,000	23,000
Total: 33	48			

Overall Position Data Highlights:			
Group Average:	55,101	1 st Quartile:	37,377
Group Median:	48,204	2 nd Quartile:	48,204
Weighted Average:	47,925	3 rd Quartile:	64,500
		4 th Quartile:	169,065

Job Number: **5**

Job Title: ***Executive Secretary***

NOTE: ONLY ONE, OR POSSIBLY TWO INDIVIDUALS, OCCUPY THIS POSITION WITHIN THE ORGANIZATION.

This position provides administrative and secretarial support to the executive officer, the Board of Directors and its officers. In some situations this assistance may extend to the deputy executive officer.

Coordinates the schedules of the Executive Officer and the organization's elected officials to optimize their time and to facilitate the exchange of information. Schedules appointments with staff and members wherever these individuals are expected, or when they travel around the country on organization business. Determines the nature of these appointments, and develops the necessary background material wherever possible. May be expected to review correspondence requiring the signatures of these officials, regardless of its origination, for general format and style, content and possible sensitivity.

Coordinates the physical and logistical arrangements for regular Board meetings. During the sessions takes minutes, may monitor parliamentary procedure, prepares initial minutes draft and serves as staff liaison to officials attending. Post meeting assignments include following through with staff directors to see that established projects are on schedule, keeping supervisor apprised of progress.

Replies directly to general inquiries, nontechnical topics and brief correspondence. Also drafts replies for officer signature on similar matters if this is deemed more appropriate. Monitors supervisor's immediate tickler file for upcoming deadlines, following through on the necessary details.

Prepares conference agenda and background materials for the Board. This includes collecting, compiling, reproducing assembling and distributing the agendas prior to the annual meeting.

Travels on-site to manage the executive's operations office during major meetings. May attend Executive Committee and Board meetings to take official minutes. May assist in answering member inquiries and in resolving minor difficulties with hotel personnel.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
668	1	78,468	78,468	78,468
1657	2	58,154	53,040	63,268
2380	2	56,468	46,737	66,200
876	1	55,500	55,500	55,500
3245	1	55,000	55,000	55,000
1331	1	55,000	55,000	55,000
1257	1	47,584	47,584	47,584
1656	1	45,939	45,939	45,939
2465	1	45,760	45,760	45,760
1121	2	45,305	45,305	45,305
2056	2	43,473	38,093	48,852
2890	1	42,860	42,860	42,860
2247	1	41,182	41,182	41,182
1866	1	40,519	40,519	40,519
1635	1	40,000	40,000	40,000
965	1	40,000	40,000	40,000
2367	1	39,779	39,779	39,779
2524	1	39,000	39,000	39,000
1881	1	38,000	38,000	38,000
3565	4	35,750	21,000	50,600
1051	1	35,000	35,000	35,000
3144	1	35,000	35,000	35,000
1466	1	34,276	34,276	34,276
1049	1	33,500	33,500	33,500
1123	3	32,000	31,000	33,000
1323	1	31,200	31,200	31,200
2404	1	31,200	31,200	31,200
2905	2	30,500	25,000	36,000
1454	1	30,000	30,000	30,000
1110	1	29,501	29,501	29,501

Organization Code	# Employees	Average Salary	Actual Low	Actual High
3296	4	27,910	24,711	34,422
1473	3	26,956	23,400	31,414
1710	1	20,883	20,883	20,883
3279	1	18,245	18,245	18,245
Total: 34		49		

Overall Position Data Highlights:				
Group Average:	39,997	1 st Quartile:		31,200
Group Median:	39,390	2 nd Quartile:		39,390
Weighted Average:	38,831	3 rd Quartile:		45,805
		4 th Quartile:		78,468

Job Number: 9**Job Title: *Legal Secretary***

This position is normally found in the Legal or General Counsel's office of an organization. Knowledge of, or proficiency in shorthand is not a controlling factor of this position.

Performs the normal range of secretarial duties with emphasis on the preparation of legal briefs, documents, and testimony. Tracks court rules and court calendars for cases to assure that critical dates are not missed.

Prepares the table of authorities that is an essential part of all briefs. In this regard sees that the legal staff complies with the rules of the various courts governing the stylistic and editorial requirements of briefs and other papers filed. Responsible for coordinating the completion of briefs to assure that they are printed and published on time.

May conduct basic legal searches and perform other general paralegal duties. Reviews court decisions reported in the advance sheets and in the various case reporter services in order to identify important issues of concern and interest.

Responsible for maintaining the legal records of the organization. Decides which records ought to become a part of the organization's permanent legal files versus those which should be retained only to facilitate day-to-day operations.

Responsible for the collection, consolidation of data in the preparation of organization's lobbying report. May assist in putting together the budget for the Counsel's Office.

Overall Position Data Highlights:		
Group Average:	33,942	
Group Median:	33,942	
Weighted Average:	33,942	

Job Number: **15**

Job Title: **Mail Assistant - A**

Opens and sorts incoming mail according to prescribed individual/function/office/program designations. Makes daily runs to distribute mail and interoffice correspondence throughout the offices/building. In the process, picks up outgoing and interoffice mail. Sorts materials and delivers on next run.

Weights and meters all outgoing mail according to instructions or prescribed postal guidelines. Bags mail for evening pickup. Wraps, weighs and meters small packages containing publications and other informational/educational materials. May package larger items to be picked up by postal service or commercial carrier. Contacts carriers to pick up as needed.

May make regular trips to area post offices to either pickup or deliver mail bags and certified pieces or mail. May drive organization vehicles to accomplish these tasks.

Maintains dairy log of outgoing pieces mailed and cost. Identifies originating office in bulk mailings, as well as pieces mailed and cost. Alerts supervisor when postage meter reaches authorized postage limit. Assists in assembling and stuffing materials for bulk mailings.

Overall Position Data Highlights:		
Group Average:	22,733	
Group Median:	22,733	
Weighted Average:	22,733	

Job Number: **16**

Job Title: **Mail Assistant - B**

This position performs all of the assignments indicated for Mail Clerk A; but in addition may perform a number of other regular functions, i.e.; serving as the key operator for one or more copy reproduction machines; keeping machines clean and well stocked with paper and chemical fluids where necessary; and making minor repairs, contacting equipment company representatives for major difficulties.

Maintains cabinets well stocked with commonly used office supplies and materials, providing these upon request. May contact local supplier to replenish stock when reorder levels are reached.

Drives organization vehicles or uses public transportation to pick up and deliver a variety of printed materials, documents and packages around the area that require special attention.

Packs and prepares trunks and other large cartons and crates to be shipped by commercial carriers/convention/ conference meeting sites.

Overall Position Data Highlights:		
Group Average:	32,309	
Group Median:	32,309	
Weighted Average:	32,309	

Job Number: **33**

Job Title: **Manager, Building Services**

Responsible for maintaining the physical appearance of the organization's building, offices and grounds; and for providing a comfortable physical working environment for the staff. Some individuals occupying this position may be required to be licensed operating engineers.

Performs regular maintenance routines on heating/cooling system including weekly/monthly monitoring of various thermostat controls and dampers throughout the building; checking oil pressure levels and fan belt tension; lubrication and changing gas valves; checking/cleaning filters, cooling tower, spray heads and coils; and applying rust resistant chemicals.

Maintenance on the building includes: cleaning/dusting/polishing metal and furnishings in public areas; cleaning, dusting and removing trash from offices; touch up painting and minor furniture repairs; light electrical repairs such as repositioning switches and plugs; and vacuuming all carpeted areas.

Performs through staff or outside contract firms such regular services as; office cleaning, window washing and drapery cleaning; landscape cleaning, planting and fertilizing; trash removal; office construction and built-in carpentry; major painting projects. Obtains competitive bids and makes recommendation based on product quality, service and cost factors.

Can serve as liaison with management realty firm which acts as the leasing agent and building administrator. Approves and submits for payment all monthly purchase orders for equipment, supplies and contract services.

Where appropriate maintains contact with building tenants to insure that their general building and cleaning needs are met.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
876	1	64,000	64,000	64,000
3178	1	61,651	61,651	61,651
1202	1	56,100	56,100	56,100
3296	1	53,747	53,747	53,747
2367	1	52,255	52,255	52,255
2524	1	50,000	50,000	50,000
1800	1	48,796	48,796	48,796
965	1	47,183	47,183	47,183
1257	1	45,840	45,840	45,840
1110	1	43,054	43,054	43,054
3621	1	42,640	42,640	42,640
1109	1	40,500	40,500	40,500
3484	1	40,000	40,000	40,000
2905	1	39,520	39,520	39,520
1123	3	39,000	31,000	48,000
3174	1	38,500	38,500	38,500
962	1	34,500	34,500	34,500
1288	1	33,000	33,000	33,000
2944	1	31,320	31,320	31,320
1651	1	30,750	30,750	30,750
1430	1	26,770	26,770	26,770
1927	1	18,000	18,000	18,000
Total: 22		24		

Overall Position Data Highlights:			
Group Average:	42,597	1 st Quartile:	34,125
Group Median:	41,570	2 nd Quartile:	41,570
Weighted Average:	42,297	3 rd Quartile:	50,564
		4 th Quartile:	64,000

Job Number: **18**

Job Title: **Member Services Representative**

Responsible for providing prompt and accurate responses and information to all callers, concerning the organization's full range of products and services; and for generating the appropriate follow-up activity and fulfillment information to complete transactions.

Receives numerous, daily inquiries from members, subscribers, affiliates and the public on a variety of items and topics. These may be telephone or written inquiries, and responses may be by phone or in writing, as appropriate.

Accesses the member's file, as inquiries come in, provides the appropriate file/product/service information; updates and records the necessary information; generates fulfillment codes and labels for follow-up mailings of informational brochures; and drafts response correspondence which may include a patterned or tailored letter summarizing the inquiry and what action has been taken.

Performs necessary follow-up work in order to resolve the inquiry; this may entail additional discussions with staff, affiliate officials and outside providers/suppliers of the product/service, as well as conversations with the member. Has good knowledge of the data base system and its capability; knows the basic features of all products and services, and the proper provider/supplier; and is able to properly reference available product/service guides for additional information.

Knows when it is appropriate, by use of the member's data files, to suggest or invite the member to consider another product/service that is a logical extension of the member's inquiry.

May participate in telemarketing surveys; this can involve calling preselected members, working with a prepared script, and recording the responses in a predetermined manner; and compiling and formatting data for summary purposes.

Periodically performs a number of tasks within the office including, but not limited to: updating and purging product/service reference materials; changing coding data; reviewing correspondence and report files; and preparing listings and informational directories.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
668	6	54,804	46,059	59,143
3174	1	45,800	45,800	45,800
1331	1	43,000	43,000	43,000
1031	2	39,520	39,520	39,520
3178	1	38,426	38,426	38,426
2380	3	34,915	34,070	36,337
2367	4	27,471	27,068	28,204
Total: 7	18			

Overall Position Data Highlights:		
Group Average:	40,562	
Group Median:	39,520	
Weighted Average:	41,651	

Job Number: **12**

Job Title: **Office Assistant - A**

Assignments, although peculiar to a specific office/unit, are generally patterned or cyclical in nature. The procedures are well defined with prescribed guidelines existing for most transactions. Matters that deviate from these guides are referred to the supervisor.

Receives and reviews a variety of correspondence/documents/materials from staff, members, subscribers, suppliers and the public for completeness and accuracy of the information included. Sorts and classifies these by transaction category, date, code or other distinguishable designation.

Codes various documents/statements/records for identification purposes, preparatory to computer entry or for later tabulation. Keeps logs/records by date, category, and items processed to provide specific information on unit activities.

Receives, sorts and classifies correspondence/records/documents/publications/articles for filing. Retrieves materials and file folders as requested. Prepares new folders and repairs existing folder labels as needed. Periodically scans files and discards obsolete materials.

Reviews manually prepared or computer generated listings, reports, labels, and rosters for accuracy against source documents, making necessary corrections.

Responds to general inquiries over the phone or by preparing standard acknowledgments with proper enclosures. Opens, sorts and delivers incoming correspondence and interoffice mail to unit staff.

May perform incidental typing duties such as preparing form information, labels and record cards.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
2672	4	51,561	37,248	59,656
1819	1	33,000	33,000	33,000
1049	1	29,120	29,120	29,120
2905	1	28,640	28,640	28,640
1297	1	26,480	26,480	26,480
951	2	25,740	24,960	26,520
1031	1	25,480	25,480	25,480
3106	1	25,000	25,000	25,000
2056	1	24,335	24,335	24,335
3184	11	23,920	23,920	23,920
1202	1	23,109	23,109	23,109
1440	2	22,500	20,000	25,000
1633	2	22,000	21,000	23,000
1431	1	18,900	18,900	18,900
1811	1	18,000	18,000	18,000
2369	1	17,680	17,680	17,680
1430	1	16,026	16,026	16,026
Total: 17	33			

Overall Position Data Highlights:			
Group Average:	25,382	1 st Quartile:	20,450
Group Median:	24,335	2 nd Quartile:	24,335
Weighted Average:	27,140	3 rd Quartile:	27,560
		4 th Quartile:	51,561

Job Number: **13**

Job Title: **Office Assistant - B**

Normally performs many of the duties and tasks indicated for Office Assistant - A.

The primary difference at this level calls for the individual to search in a number of places and use different data bases and guide references to successfully complete transactions.

Oftentimes the individual must either request or seek out additional information from others to complete transactions. This usually involves interaction with others on the staff, members, outside suppliers and the general public.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
3061	1	43,000	43,000	43,000
3174	1	36,800	36,800	36,800
1297	1	31,668	31,668	31,668
1049	1	30,009	30,009	30,009
1200	1	29,165	29,165	29,165
1160	2	23,691	21,600	25,782
3106	1	22,000	22,000	22,000
1236	1	20,800	20,800	20,800
1431	2	20,350	19,400	21,300
1811	3	19,525	17,680	21,900
Total: 10		14		

Overall Position Data Highlights:		
Group Average:	27,701	
Group Median:	26,428	
Weighted Average:	25,721	

Job Number: 7**Job Title: Office Manager**

This position concerns itself with coordinating and/or administering many of the organization's central administrative processes, services and activities.

The individual is expected to perform the substantive part of each function relying on no more than several clerical employees to carry out regular routines and tasks Functions normally incorporated into this position include:

Mail Operations: The preparation and distribution of incoming mail; interoffice mail pick up and delivery; preparation of outgoing mail, including bulk mailings of printed material, and packaging.

Communications/Reception: The installation and general maintenance of central and individual office telephone equipment; central answering and reception services; publication/distribution of staff directories.

Printing/Reproduction: Securing such outside reproductive services as printing, word processing, and other related services; and coordinating all projects to completion.

Building Management Liaison: Lease arrangements; remodeling, repair and decorating; shipments and storage; heating/cooling monitoring.

Central Files: A central files system to accommodate storage/retrieval of documents; and for orderly retirement and/or destruction of records.

Purchasing: The purchase of office equipment, furniture and supplies; assisting staff in the selection of items; dispensing used equipment and furniture; and storage of supplies and materials.

Office Services: Scheduling of meeting rooms; messenger services; servicing minor repairs of furniture and equipment, and maintenance of reproduction copiers; monitoring vending machine units; and providing central typing assistance.

Personnel: Recruiting clerical/support staff; maintaining personnel and leave records, obtaining temporary help; processing personnel actions.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
668	1	71,779	71,779	71,779
3484	1	60,000	60,000	60,000
1633	1	52,000	52,000	52,000
1049	1	50,000	50,000	50,000
2028	1	47,000	47,000	47,000
2890	1	46,531	46,531	46,531
1651	1	45,000	45,000	45,000
1408	1	45,000	45,000	45,000
1631	1	43,000	43,000	43,000
1109	1	40,500	40,500	40,500
1183	1	40,000	40,000	40,000
3296	3	39,223	35,337	42,535
1800	1	39,208	39,208	39,208
1829	1	39,161	39,161	39,161
1217	1	38,750	38,750	38,750
921	1	38,000	38,000	38,000
3112	1	38,000	38,000	38,000
3114	1	37,600	37,600	37,600
1112	1	36,500	36,500	36,500
1695	1	36,000	36,000	36,000
2944	1	35,500	35,500	35,500
994	1	35,000	35,000	35,000
2496	1	35,000	35,000	35,000
1431	1	33,400	33,400	33,400
1517	1	33,280	33,280	33,280
1087	1	33,000	33,000	33,000
1297	1	32,618	32,618	32,618
3128	1	32,533	32,533	32,533
1454	1	32,000	32,000	32,000
2250	1	31,800	31,800	31,800

Organization Code	# Employees	Average Salary	Actual Low	Actual High
1160	1	31,470	31,470	31,470
1430	1	31,200	31,200	31,200
2176	1	31,200	31,200	31,200
1689	1	31,000	31,000	31,000
1043	1	30,160	30,160	30,160
1278	1	30,000	30,000	30,000
1199	1	30,000	30,000	30,000
2247	4	29,627	25,272	34,545
1970	1	25,934	25,934	25,934
3608	1	25,341	25,341	25,341
1811	1	24,960	24,960	24,960
1698	1	24,500	24,500	24,500
3092	1	24,000	24,000	24,000
1074	1	24,000	24,000	24,000
1418	1	20,000	20,000	20,000
1819	1	18,750	18,750	18,750
2956	1	18,000	18,000	18,000
3055	1	16,000	16,000	16,000
1700	1	15,000	15,000	15,000
Total: 49	54			

Overall Position Data Highlights:

Group Average:	34,664	1 st Quartile:	29,814
Group Median:	33,280	2 nd Quartile:	33,280
Weighted Average:	34,553	3 rd Quartile:	39,216
		4 th Quartile:	71,779

Job Number: 1

Job Title: **Receptionist**

This position can be located in the organization's building lobby or in a central floor location. Serves as the organization's main receptionist, greeting all visitors.

Provides assistance by inquiring as to the nature of the visit and directing the individual to the appropriate office/person.

In some instances, must develop a line of questioning until enough information has been obtained to properly direct or answer an inquiry. In addition, usually serves as the central telephone operator answering all calls. Determines the nature of the calls and refers them to the proper individual or office. Is expected to give assistance by developing ample information on vague inquiries in order to refer the call properly. Unanswered office phone calls may be rolled back to the receptionist in which case answers the lines and takes messages. Other responsibilities that are sometimes incorporated into this position include; light typing for various units; reconciling telephone billing statements; opening and sorting incoming mail; scheduling messenger deliveries and pick-up; maintaining phone listings, floor and building directories current; scheduling conference rooms for staff meetings; and sending and receiving fax and teletype messages.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
2524	1	33,000	33,000	33,000
888	1	32,000	32,000	32,000
1633	1	32,000	32,000	32,000
3166	1	30,996	30,996	30,996
1635	2	30,080	30,000	30,160
1109	1	29,496	29,496	29,496
668	2	28,378	26,956	29,801
2056	2	28,124	24,094	32,154
1049	1	28,080	28,080	28,080
3174	1	28,000	28,000	28,000
1121	2	27,040	24,960	29,120
1712	1	27,040	27,040	27,040
965	3	27,008	26,250	28,000
1695	1	27,000	27,000	27,000
2890	2	26,255	26,234	26,275
1466	1	26,180	26,180	26,180
2028	2	26,000	19,000	33,000
1526	1	25,750	25,750	25,750
2902	2	25,000	25,000	25,000
3144	1	25,000	25,000	25,000
1043	2	24,960	22,880	27,040
876	3	24,775	20,751	28,575
1904	1	24,690	24,690	24,690
3494	1	24,440	24,440	24,440
3549	2	24,440	23,920	24,960
3184	11	24,440	24,440	24,440
2004	1	24,440	24,440	24,440
2142	2	24,000	16,000	32,000
2244	1	24,000	24,000	24,000
1288	1	23,920	23,920	23,920
1656	1	23,795	23,795	23,795
1123	1	23,000	23,000	23,000
1110	1	22,880	22,880	22,880
2905	1	22,500	22,500	22,500
3106	1	22,000	22,000	22,000
1832	2	21,700	21,700	21,700
1257	1	21,320	21,320	21,320
2944	1	20,880	20,880	20,880
1346	1	20,342	20,342	20,342
3296	9	19,690	18,456	22,392

Organization Code	# Employees	Average Salary	Actual Low	Actual High
3608	1	19,656	19,656	19,656
1440	2	19,500	18,000	20,000
1708	1	18,720	18,720	18,720
2474	1	18,720	18,720	18,720
1209	1	18,000	18,000	18,000
Total: 45		79		

Overall Position Data Highlights:			
Group Average:	24,872	1 st Quartile:	22,250
Group Median:	24,690	2 nd Quartile:	24,690
Weighted Average:	24,433	3 rd Quartile:	27,040
		4 th Quartile:	33,000

Job Number: 2**Job Title: Secretary - A**

May work for more than one managerial/professional staff member. Reports administratively to the senior staff member within the unit. Is expected to establish general priorities in completing assignments, and in following the instructions outlined by the assignment originator.

Scans and sorts incoming mail and interoffice correspondence into priority categories; notes items of interest based on current projects; may retrieve and attach background material before forwarding.

Responds directly to requests for distributive materials and general information. Occasionally drafts replies on routine matters for staff members' signatures.

Transcribes from notes, tapes and handwritten drafts in both draft and final format a variety of documentation including; correspondence, agendas, releases, minutes, speeches, testimony, legal briefs, position papers and reports, charts and tables. Edits for grammar, punctuation, spelling and general sentence structure.

Screens incoming calls not specifically directed to staff members. Answers inquiries on routine matters, referring others to appropriate staff member or department. Takes messages in someone's absence. Makes tentative appointments, clearing these with staff before confirming.

Greets callers to the office, ascertains their business and announces them to appropriate party. Makes travel arrangements.

Maintains the office's working, publication, and subject files current by filing and retrieving material, establishing new folders and sections as needed, and periodically purging files of outdated materials.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
2672	1	37,248	37,248	37,248
1049	1	30,597	30,597	30,597
876	3	30,456	28,080	33,488
3296	50	19,741	18,046	22,066
1829	1	18,700	18,700	18,700
2142	1	16,000	16,000	16,000
Total: 6		57		

Overall Position Data Highlights:

Group Average:	25,457	
Group Median:	25,099	
Weighted Average:	20,719	

Job Number: 3**Job Title: Secretary - B**

In addition to performing all the assignments of Secretary A, this individual is involved in facilitating the supervisor's committee assignments. In most cases performs assignments for one professional staff member.

Spends an appreciable period of time using a personal computer to initiate, process and complete assignments. In some instances operates within an automated office system making it possible to exchange data and information with other departments via computer networks using various databases.

Assignments include electronic mail, filing, message and appointment scheduling, word processing, tracking projects, program management, assembling data and formatting reports. Chan preparation and graphics may be required. Preparing calculations and using formulas may be required in some positions. Some positions may include desktop publishing projects.

Provides general and logistical support to one or more standing and ad hoc committees served by supervisor, who acts as staff liaison while the secretary provides the necessary backup services. These include: preparing mailing lists, information releases and agendas; assembling agenda books which entails working with the printshop to reproduce, bind and package these for delivery; arranging for meeting rooms, meals, coffee breaks, audio-visual equipment and supplies; and making travel arrangements for staff.

In the case of in-town meetings, occasionally, attends sessions to take and transcribe notes for minutes and chairperson's reports. Assists in resolving on-the-spot difficulties; and in resolving hotel reservation questions and making travel changes as requested.

For out-of-town meetings, works with selected hotels via phone and correspondence to make arrangements for meeting and sleeping rooms, to select menus, and to arrange for audio-visual equipment, materials and supplies.

May travel to annual conference/convention and coordinate arrangements and logistics for assigned committees sessions. Attends meeting sessions to see that committee proceedings go smoothly. Takes and may transcribe session notes, minutes and chairperson's report.

Overall Position Data Highlights:		
Group Average:	35,405	
Group Median:	35,405	
Weighted Average:	35,667	

Job Number: **17**

Job Title: ***Supervisor, Mail Operations***

Responsible for supervising a mail operations unit employing a group of mail/messenger clerks. The unit processes all classes of mail (domestic and foreign) including; regular, air and special delivery, parcel post/United Parcel, special and air freight. May also assist in coordinating bulk mailings for the organization which entail the assembly, collation and inserting of enclosures, labeling and metering envelopes.

Additionally, responsible for the delivery and pickup of interoffice mail/correspondence; and for providing messenger services, either personal or by licensed vendors to pickup and deliver documents/materials around the area.

Responsible for establishing pickup and delivery schedules and routines; the daily recording of mail processed; assigning mail clerks to tasks to maintain even work distribution levels; for maintaining and servicing postal machines/equipment; seeing that postage is paid; and maintaining proper levels of all needed supplies and materials.

Overall Position Data Highlights:		
Group Average:	34,950	
Group Median:	34,950	
Weighted Average:	34,950	

Job Number: **104**

Job Title: **Director, Communications**

Responsible for articulating the organization's positions on issues and programs to the membership and various audiences. Activities normally included under this function are: public relations, media relations, advertising, informational newsletters and similar publications, speech writing and community affairs.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
876	1	130,000	130,000	130,000
888	1	111,000	111,000	111,000
1633	1	92,000	92,000	92,000
668	1	90,051	90,051	90,051
1881	1	90,000	90,000	90,000
1274	1	80,000	80,000	80,000
1635	1	75,000	75,000	75,000
879	1	70,000	70,000	70,000
3119	1	68,000	68,000	68,000
1651	1	65,000	65,000	65,000
2524	1	65,000	65,000	65,000
3621	1	63,000	63,000	63,000
2905	1	61,815	61,815	61,815
1800	1	59,999	59,999	59,999
1331	1	57,000	57,000	57,000
1110	1	55,814	55,814	55,814
1712	1	55,000	55,000	55,000
2176	1	51,000	51,000	51,000
1112	1	50,000	50,000	50,000
1049	1	50,000	50,000	50,000
1123	1	50,000	50,000	50,000
1891	1	47,133	47,133	47,133
3144	1	45,000	45,000	45,000
1202	1	43,935	43,935	43,935
1832	1	43,500	43,500	43,500
3494	1	42,500	42,500	42,500
1141	1	42,000	42,000	42,000
2968	1	42,000	42,000	42,000
2369	1	40,000	40,000	40,000
1031	1	40,000	40,000	40,000
3055	1	40,000	40,000	40,000
2014	3	40,000	35,000	41,000
1183	1	39,000	39,000	39,000
1108	1	38,400	38,400	38,400
3153	1	36,000	36,000	36,000
1829	1	35,700	35,700	35,700
994	1	31,000	31,000	31,000
962	1	24,000	24,000	24,000
Total: 38	40			

Overall Position Data Highlights:			
Group Average:	56,838	1 st Quartile:	40,000
Group Median:	50,000	2 nd Quartile:	50,000
Weighted Average:	55,996	3 rd Quartile:	65,750
		4 th Quartile:	130,000

Job Number: **73A**

Job Title: **Manager, Advertising**

This position can be structured in two ways. The individual can work closely with an advertising agency that sells space in the organization's various publications. Or the individual can be solely responsible for directly selling ad space in the organization's publications. And in some instance may also be responsible for advertising the organization's other products and services to members and other audiences.

Responsible for contributing to the organization's revenue stream by managing all activities involved in selling advertising space in the organization's various publications. Makes advertising sales calls and presentations to clients. Employs flexible strategies to achieve the desired goals of sustaining and increasing advertiser activity and enhancing their satisfaction. These strategies include negotiating value-added merchandising opportunities and package offers involving discounted products and services.

Serves as the primary contact for existing advertisers. Handles calls and inquiries, provides information and materials upon request. Serves as liaison to advertisers or their appointed agencies. This includes negotiating specialty deals or value-added merchandising opportunities; negotiating resolutions to problems related to advertising accounts; or ensuring that issues are addressed in a timely manner.

Receives all unsolicited inquiries about advertising, solving questions about billing or other account maintenance issues. Also responsible for invoicing all products, monitoring outstanding/aged receivables, and other business processes related to advertising sales, expense budgets, quarterly forecasting and other management reporting.

Where appropriate responsible for sales of classified and banner advertising on web site. Responsible for taking telephone and fax orders, tracking insertion order and materials, and ensuring proper posting and removal of ads from the site.

Maintains up-to-date print and electronic advertising client files. This includes keeping advertiser and agency information current by inputting and editing information in an appropriate electronic database format. These advertiser mailing lists are used for periodic promotional mailings.

On a regular basis, checks for new advertising leads. Continually works to increase advertiser solicitation base for the organization's publications; also seeks out new audiences who will buy the organization's products and services.

Overall Position Data Highlights:		
Group Average:	42,626	
Group Median:	41,902	
Weighted Average:	42,626	

Job Number: 74
Job Title: *Manager, Marketing*

Incorporates the promotion of members publications, books, meetings, educational materials, and various other products and services. Because membership promotion and retention are generally related to journal circulation, this individual usually integrates publications marketing and membership promotion into an overall strategy to enhance both activities.

Marketing activities include; direct mail and space advertising in publications, and the formulation and administration of the annual promotion budget. Responsible for suggestions on the marketability of new products and for coordination of design to achieve a unified organization image.

Provides promotional copywriting, setting basic graphics design parameters, and monitoring follow-up on production for direct marketing materials.

Develops marketing strategies and media campaigns, serving as a consultant on product packaging, and assisting in the development of marketing research projects.

Gathers, organizes, and analyzes responses from direct mail campaigns. Develops and maintains current, efficient in-house mailing list files. Also responsible for making recommendations in the areas of potential markets, media selection, future marketing strategies, and creative strategies, based on statistical analyses of the response data.

Manages and implements long and short term membership directed marketing strategies and promotional activities in order to maximize the marketing efficiency, profitability, and opportunities of all organization divisions, departments and units.

This includes ongoing marketing research establishing promotional sales project procedures, establishing a continuing marketing strategy program for units, setting up a program to monitor competitive developments, developing new marketing techniques for publication products and services.

May also serve as advertising manager for those publications carrying advertising providing coordination with advertising agency and production representatives.

In some organizations, may be expected to administer the organization's fund-raising projects. Serves as the representative on fund-raising contracts. Provides information and support for fund-raising contracts; and may assist in developing purpose and goals of fund-raising program.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
876	1	109,269	109,269	109,269
1123	2	71,000	47,000	95,000
2380	4	70,320	49,036	81,900
888	3	65,600	60,000	73,800
668	1	62,556	62,556	62,556
1274	1	60,000	60,000	60,000
1635	1	50,000	50,000	50,000
1631	1	47,149	47,149	47,149
2004	1	46,349	46,349	46,349
1881	1	45,000	45,000	45,000
2078	1	45,000	45,000	45,000
3125	1	44,315	44,315	44,315
3517	2	41,000	36,000	46,000
2249	1	36,582	36,582	36,582
1128	1	36,000	36,000	36,000
1866	1	36,000	36,000	36,000
1297	1	35,880	35,880	35,880
1970	1	33,280	33,280	33,280
1467	1	32,000	32,000	32,000
1454	1	32,000	32,000	32,000
1710	1	17,722	17,722	17,722
Total: 21	28			

Overall Position Data Highlights:			
Group Average:	48,430	1 st Quartile:	35,940
Group Median:	45,000	2 nd Quartile:	45,000
Weighted Average:	52,542	3 rd Quartile:	61,278
		4 th Quartile:	109,269

Job Number: **26**

Job Title: **Manager, Printing**

This position may manage an in-house printing facility, however, its primary focus involves contracting out a large majority of the organization's printing/publishing needs to a variety of vendors and working extensively with outside parties and suppliers.

Coordinates and plans production schedules for the organization's printing program. Assists departments selecting an effective format, and identifying a mix of items that may comprise the printed package. Counsels departments on the best way to plan and present these items within the parameters of purpose, audience and budget. Also advises on the best insertion and collation order for mailings, and on pertinent postal requirements. May provide estimates on the extent of editorial review required for each project and the time needed to complete the editing process.

Establishes general production schedules and maintains contact on the progress of projects that move through the production cycle. Analyzes and resolves problems that may arise to insure delivery of a quality product within acceptable time frames.

Selects the most appropriate printing process suited for each job. Selects suppliers for art and design, printing, binding and mailing, judging their ability to meet standards of quality, service and cost economy.

Evaluates the timeliness and quality of materials and service, including layouts, art, mechanicals, proofs and sample mailing packages. Detects deviations from established standards and corrects them.

Conducts contract negotiations with suppliers. Reviews completed products and services and analyzes actual production schedules to evaluate whether or not current suppliers continue to meet organization standards.

Makes changes in purchasing agreements when they become appropriate. Also reviews the facilities and services offered by vendors who have an interest in conducting business with the organization.

Overall Position Data Highlights:		
Group Average:	62,230	
Group Median:	62,230	
Weighted Average:	62,230	

Job Number: **76**

Job Title: **Manager, Public Relations**

Responsible for planning and coordinating a system of information dissemination to provide useful information to members, various audiences and the public; and to create a favorable image and response toward the organization and its constituencies. Information dissemination includes news releases, brochures, feature articles, press, radio, and television presentations, press conferences at national meetings and conferences, and published reports of organization programs and activities.

Collects and selects potential newsworthy information from various sources. Assesses what items/ programs/issues might be publicized to receive maximum credit. Disseminates information through established media contacts and distribution channels. Maintains active contacts within the print and broadcast media to insure access whenever needed.

Coordinates news clipping services to assess effectiveness of news coverage of organization events and happenings.

Sets up and manages a press room at national and regional meetings and conferences. Contacts local media outlets to cover the meeting sessions, also provides guests/speakers to be interviewed by media representatives.

Writes, edits, selects illustrations and coordinates layout and editorial production for a range of public relations materials and publications. Responsible for content, accuracy of presentation and style.

Keeps abreast of member and public opinion trends that impact on the organization and its constituency. Analyzes and interprets trends for management, and makes recommendations.

May work with local or national advertising agencies to develop promotion/ad campaigns to be used by local/regional/national media sources. Serves as liaison to coordinate the scheduling of the campaign and to provide an organizational presence.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
668	2	84,610	76,420	92,800
876	1	74,156	74,156	74,156
888	1	71,600	71,600	71,600
3119	1	58,500	58,500	58,500
1202	1	56,888	56,888	56,888
2367	1	51,000	51,000	51,000
1651	1	50,000	50,000	50,000
2056	1	47,461	47,461	47,461
1656	1	45,864	45,864	45,864
1121	1	45,041	45,041	45,041
1110	1	45,000	45,000	45,000
1257	1	45,000	45,000	45,000
3166	1	43,248	43,248	43,248
1631	1	41,186	41,186	41,186
1633	1	40,000	40,000	40,000
1297	1	38,682	38,682	38,682
955	1	38,308	38,308	38,308
2905	1	35,000	35,000	35,000
3106	1	34,000	34,000	34,000
2469	50	34,000	31,900	42,000
1288	1	33,660	33,660	33,660
1970	1	33,280	33,280	33,280
2142	1	29,000	29,000	29,000
1710	1	27,040	27,040	27,040
1141	1	21,000	21,000	21,000
Total: 25	75			

Overall Position Data Highlights:			
Group Average:	44,941	1 st Quartile:	34,000
Group Median:	43,248	2 nd Quartile:	43,248
Weighted Average:	38,322	3 rd Quartile:	50,500
		4 th Quartile:	84,610

Job Number: **69**

Job Title: ***Production Manager***

Responsible for planning and coordinating the production schedules for all regularly issued publications, and for special projects. Ensures balance in work flow for on-time publication production; conformity with quality standards and style, editorial space and budgetary parameters of each publication. Consults with editors, advertisers and/or printers as necessary on press form layouts, editorial space, and cost.

Assigns manuscripts for copy-editing; maintains production log on manuscripts from assignment through printing; oversees copy-editing, figure cropping, preparation for printer and proofreading of all manuscripts.

Prepares contents listing and assigns page numbers for each issue; solicits cover materials from authors or other sources; arranges for and checks color separations for cover and for other four-color materials if needed. Coordinates typesetting and performs or supervises layout for special sections. Maintains liaison with printers and authors regarding problems or queries during production. Proofs for grammatical and stylistic errors, while assessing the overall page makeup. Does pagination to make advertising and editorial pages fit into a predetermined number of pages.

Coordinates and approves artwork needed for special logos, and figure drawings, working directly with artists on such projects. May participate in redesign or change of format and design of publication sections.

Some positions may require the use of electronic/desktop publishing means to perform some of these functions.

Overall Position Data Highlights:		
Group Average:	44,140	
Group Median:	42,420	
Weighted Average:	44,140	

Job Number: **30**

Job Title: ***Reproduction Equipment Operator***

Individuals in this position operate high speed electronically controlled copying equipment. No offset printing equipment is used in this position.

Sets up and runs high speed copiers. Adjusts electronic controls for image positioning, reduction or enlargement, quantity, and on-line binding requirements. Maintains equipment and performs most repairs as trained by manufacturer. Spot checks jobs for general positioning and imaging and takes corrective action as needed. May be expected to operate basic bindery equipment to complete jobs. Keeps copiers and surrounding area neat and clean at all times.

Also, logs in jobs and print labels for distribution, keeps reports of inventory and utilization, placing routine orders for paper or supplies, and placing calls for major repairs.

Overall Position Data Highlights:		
Group Average:	37,969	
Group Median:	37,969	
Weighted Average:	37,969	

Provides artistic and graphic services to the organization's publications program.

On occasion artwork may be provided to assist other units in completing printing projects.

Artwork typically includes sketches, graphs, structural diagrams and other illustrative materials for news and feature articles, magazine and book covers. Responsible for producing artwork in conformity with design and mechanical standards, and with the style of the publication.

May prepare design to artwork in accord with specifications. Draws finished design from rough or detailed sketches for magazine and book covers, promotional ads, news and feature articles. Prepares drawings and determines the use of space in relation to the various parts and overall layout of the publications. Reads editorial material to enhance concept in illustrations of subject matter. As assigned, assists in page layout preparations.

Prepares, trims, and arranges pictures and drawings to fit space position, and determines the use of space to present a balanced spread of text and art work. Also prepares dummy and layout for sections of magazines, mounts printed copy and illustrations on layout. Reviews editorial content to enhance concept in illustrations of subject matter.

Consults with editors on illustrations, as necessary. Assists staff on production requests, generally defining technical requirements, and suggesting approaches to fulfilling specific requests. Works with outside graphic services as type setters, printers and design firms to obtain desired results.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
668	1	96,681	96,681	96,681
888	3	52,600	39,500	71,300
3596	3	50,613	31,000	120,839
876	4	46,057	43,097	53,310
3621	1	38,480	38,480	38,480
Total: 5		12		

Overall Position Data Highlights:

Group Average:	56,886	
Group Median:	50,613	
Weighted Average:	52,419	

Job Number: **101**

Job Title: **Deputy Executive Director**

This is the second ranking position within the organization and is generally found in smaller groups that have a need for a general operations officer.

The individual normally directs a number of management and program areas facilitating the overall direction of the organization. In some cases the individual assumes the chief executive's role during brief periods of absence.

On occasion this person may direct a specific program area because he/she possesses special expertise.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
1257	1	245,000	245,000	245,000
3621	1	126,000	126,000	126,000
1881	1	125,000	125,000	125,000
1274	3	115,000	115,000	115,000
3296	1	109,351	109,351	109,351
1631	2	100,425	95,999	104,852
1454	1	100,000	100,000	100,000
2247	1	96,192	96,192	96,192
3174	2	94,000	78,000	110,000
1635	1	92,000	92,000	92,000
1323	1	90,000	90,000	90,000
1110	1	88,008	88,008	88,008
1656	1	87,142	87,142	87,142
1331	1	85,000	85,000	85,000
3106	1	85,000	85,000	85,000
2890	4	78,046	66,362	105,993
965	2	76,246	72,492	80,000
2944	1	75,000	75,000	75,000
1526	1	66,950	66,950	66,950
2369	2	64,104	58,704	69,504
3549	1	57,958	57,958	57,958
1829	1	53,000	53,000	53,000
3494	1	50,000	50,000	50,000
1200	1	49,279	49,279	49,279
3021	1	48,000	48,000	48,000
2339	1	45,000	45,000	45,000
1700	1	44,000	44,000	44,000
2833	1	43,000	43,000	43,000
951	1	42,500	42,500	42,500
2672	1	40,000	40,000	40,000
3279	1	38,039	38,039	38,039
2249	1	31,050	31,050	31,050
3518	1	28,000	28,000	28,000
Total: 33		42		

Overall Position Data Highlights:			
Group Average:	77,827	1 st Quartile:	46,500
Group Median:	76,246	2 nd Quartile:	76,246
Weighted Average:	80,172	3 rd Quartile:	95,096
		4 th Quartile:	245,000

Job Number: **100**

Job Title: **Executive Dir.-EVP-President**

This is the top paid staff position within the organization with a direct reporting relationship to the Board of Directors. It has full responsibility/accountability for all program areas, not otherwise administered by the Board. In some cases this individual may devote a significant portion of the time personally directing the efforts of one or two major program areas.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
1446	1	1,200,000	1,200,000	1,200,000
1699	1	330,000	330,000	330,000
668	1	321,000	321,000	321,000
876	1	286,280	286,280	286,280
1881	1	250,000	250,000	250,000
2380	1	250,000	250,000	250,000
1323	1	217,500	217,500	217,500
2056	1	214,986	214,986	214,986
888	2	202,500	185,000	220,000
2905	1	175,000	175,000	175,000
2524	1	170,000	170,000	170,000
2062	1	165,000	165,000	165,000
1331	1	160,000	160,000	160,000
1257	1	156,000	156,000	156,000
2078	1	156,000	156,000	156,000
1217	1	155,000	155,000	155,000
1160	1	150,018	150,018	150,018
805	1	140,000	140,000	140,000
2247	1	137,000	137,000	137,000
3621	1	136,500	136,500	136,500
1657	1	135,000	135,000	135,000
1656	1	134,410	134,410	134,410
1121	1	130,000	130,000	130,000
1128	1	130,000	130,000	130,000
1635	1	130,000	130,000	130,000
2004	1	130,000	130,000	130,000
2404	1	129,771	129,771	129,771
2822	1	128,400	128,400	128,400
1110	1	126,000	126,000	126,000
1891	1	125,000	125,000	125,000
3119	1	125,000	125,000	125,000
3166	1	115,232	115,232	115,232
1288	1	115,000	115,000	115,000
3117	1	114,400	114,400	114,400
2890	1	113,300	113,300	113,300
1051	1	110,000	110,000	110,000
1466	1	109,230	109,230	109,230
2367	1	107,120	107,120	107,120
1447	1	107,000	107,000	107,000
1517	1	104,496	104,496	104,496
1142	1	104,179	104,179	104,179
965	1	102,000	102,000	102,000
1202	3	100,461	95,013	106,000
1712	1	100,000	100,000	100,000
3517	1	100,000	100,000	100,000

Organization Code	# Employees	Average Salary	Actual Low	Actual High
2944	1	98,000	98,000	98,000
3113	1	98,000	98,000	98,000
1109	1	97,000	97,000	97,000
1431	1	95,500	95,500	95,500
1791	1	95,000	95,000	95,000
2176	1	93,000	93,000	93,000
3596	1	92,700	92,700	92,700
2465	1	92,000	92,000	92,000
2902	1	90,668	90,668	90,668
3549	1	90,667	90,667	90,667
1866	1	90,372	90,372	90,372
1904	1	90,000	90,000	90,000
1800	1	90,000	90,000	90,000
2249	1	89,029	89,029	89,029
3484	1	88,000	88,000	88,000
2381	1	87,500	87,500	87,500
1829	1	87,400	87,400	87,400
2028	1	87,000	87,000	87,000
1297	1	86,982	86,982	86,982
879	1	85,000	85,000	85,000
1814	1	85,000	85,000	85,000
3114	1	85,000	85,000	85,000
1112	1	84,000	84,000	84,000
3153	1	82,000	82,000	82,000
1049	1	81,320	81,320	81,320
1102	1	81,000	81,000	81,000
1232	1	80,000	80,000	80,000
3125	1	80,000	80,000	80,000
994	1	80,000	80,000	80,000
921	1	80,000	80,000	80,000
2369	1	79,400	79,400	79,400
1200	1	78,999	78,999	78,999
3553	1	78,000	78,000	78,000
942	1	78,000	78,000	78,000
1563	1	77,250	77,250	77,250
1532	1	76,000	76,000	76,000
1645	1	75,000	75,000	75,000
1526	1	75,000	75,000	75,000
3112	1	75,000	75,000	75,000
1473	1	74,415	74,415	74,415
3178	1	74,223	74,223	74,223
1708	1	73,577	73,577	73,577
1678	1	73,000	73,000	73,000
3162	1	72,000	72,000	72,000
3103	1	72,000	72,000	72,000
1199	1	71,470	71,470	71,470
2250	1	70,720	70,720	70,720
1651	1	70,000	70,000	70,000
1325	1	70,000	70,000	70,000
1689	1	70,000	70,000	70,000

Organization Code	# Employees	Average Salary	Actual Low	Actual High
1183	1	70,000	70,000	70,000
2968	1	70,000	70,000	70,000
3128	1	69,009	69,009	69,009
3175	1	68,640	68,640	68,640
1094	1	68,000	68,000	68,000
1123	7	67,000	38,000	130,000
2904	1	65,000	65,000	65,000
2035	1	65,000	65,000	65,000
1346	1	64,938	64,938	64,938
1508	1	63,500	63,500	63,500
3106	3	63,000	60,000	66,000
2589	1	62,018	62,018	62,018
3274	1	62,005	62,005	62,005
1710	1	61,052	61,052	61,052
3184	11	60,000	60,000	60,000
3480	1	60,000	60,000	60,000
1087	1	60,000	60,000	60,000
1278	1	60,000	60,000	60,000
1111	1	60,000	60,000	60,000
3494	1	60,000	60,000	60,000
1467	1	60,000	60,000	60,000
3055	1	60,000	60,000	60,000
2014	30	60,000	50,000	65,000
2672	1	59,600	59,600	59,600
2921	1	57,500	57,500	57,500
1248	1	57,000	57,000	57,000
1119	1	56,280	56,280	56,280
2009	1	55,000	55,000	55,000
2781	1	55,000	55,000	55,000
3052	1	55,000	55,000	55,000
3518	1	55,000	55,000	55,000
935	1	55,000	55,000	55,000
3115	1	55,000	55,000	55,000
3540	1	55,000	55,000	55,000
3130	1	54,600	54,600	54,600
3279	1	54,401	54,401	54,401
2063	1	54,000	54,000	54,000
3061	1	54,000	54,000	54,000
1893	1	53,676	53,676	53,676
1043	1	53,491	53,491	53,491
1209	1	53,000	53,000	53,000
3520	1	53,000	53,000	53,000
3539	1	52,000	52,000	52,000
3210	1	51,900	51,900	51,900
955	1	51,742	51,742	51,742
933	1	51,500	51,500	51,500
2265	1	50,000	50,000	50,000
1132	1	50,000	50,000	50,000
2174	1	50,000	50,000	50,000
1677	1	50,000	50,000	50,000

Organization Code	# Employees	Average Salary	Actual Low	Actual High
1696	3	50,000	50,000	50,000
3118	1	50,000	50,000	50,000
1124	1	50,000	50,000	50,000
2251	1	49,000	49,000	49,000
2015	1	48,924	48,924	48,924
3092	1	48,000	48,000	48,000
1663	1	48,000	48,000	48,000
1298	1	48,000	48,000	48,000
2833	1	48,000	48,000	48,000
951	1	47,250	47,250	47,250
2702	1	46,010	46,010	46,010
2178	1	46,000	46,000	46,000
1522	1	45,000	45,000	45,000
920	1	45,000	45,000	45,000
1031	1	45,000	45,000	45,000
1074	1	45,000	45,000	45,000
3608	1	44,982	44,982	44,982
1811	1	43,000	43,000	43,000
1260	1	42,900	42,900	42,900
1208	1	42,350	42,350	42,350
1927	1	42,000	42,000	42,000
3544	1	41,600	41,600	41,600
1697	1	41,000	41,000	41,000
2956	1	40,040	40,040	40,040
2154	1	40,000	40,000	40,000
2257	1	40,000	40,000	40,000
1684	1	40,000	40,000	40,000
1686	1	40,000	40,000	40,000
2888	1	39,655	39,655	39,655
3021	1	39,000	39,000	39,000
1440	1	38,000	38,000	38,000
1848	2	37,500	30,000	45,000
1228	1	37,500	37,500	37,500
1236	1	37,500	37,500	37,500
1594	1	37,000	37,000	37,000
3123	1	37,000	37,000	37,000
3073	1	37,000	37,000	37,000
1970	1	36,408	36,408	36,408
1534	1	36,400	36,400	36,400
1571	1	36,000	36,000	36,000
2474	1	36,000	36,000	36,000
1498	1	36,000	36,000	36,000
3293	1	36,000	36,000	36,000
1387	1	36,000	36,000	36,000
1304	1	34,000	34,000	34,000
2745	1	33,000	33,000	33,000
2802	1	33,000	33,000	33,000
1546	1	32,000	32,000	32,000
1547	1	30,000	30,000	30,000
3121	1	25,000	25,000	25,000

Organization Code	# Employees	Average Salary	Actual Low	Actual High
1114	1	25,000	25,000	25,000
1751	1	25,000	25,000	25,000
2793	1	25,000	25,000	25,000
2339	1	25,000	25,000	25,000
925	1	25,000	25,000	25,000
2777	1	24,000	24,000	24,000
1420	1	23,660	23,660	23,660
3150	1	20,000	20,000	20,000
Total: 203		256		

Overall Position Data Highlights:			
Group Average:	84,564	1 st Quartile:	48,000
Group Median:	65,000	2 nd Quartile:	65,000
Weighted Average:	80,373	3 rd Quartile:	93,000
		4 th Quartile:	1,200,000

Job Number: **116**

Job Title: **Development Associate (Outside DC Area)**

This individual is located outside the DC Metro area. Write proposal for general and specific program support for corporations, foundations, government agencies, and individual. Proposals can range from several pages requesting general support to lengthy documents that describe in detail the scope of the work to be performed and the organizations ability to carry out the project. Takes the lead in putting project/subject content in a format compatible with that of intended funders. Where necessary researches the subject area and develops a project design. May work closely with other staff to accomplish final presentation.

Prepares periodic reports for funders outlining the progress made

Organization Code	# Employees	Average Salary	Actual Low	Actual High
1631	1	64,767	64,767	64,767
1049	1	56,000	56,000	56,000
1466	1	45,835	45,835	45,835
1110	1	44,016	44,016	44,016
942	1	42,000	42,000	42,000
1635	1	40,000	40,000	40,000
2890	3	37,810	30,000	52,530
1288	3	37,612	34,000	42,116
1331	1	37,000	37,000	37,000
3274	1	36,400	36,400	36,400
1297	1	35,880	35,880	35,880
965	3	35,291	30,000	40,874
1866	1	34,000	34,000	34,000
1454	1	32,000	32,000	32,000
3553	1	32,000	32,000	32,000
2944	1	29,120	29,120	29,120
Total: 16		22		

Overall Position Data Highlights:			
Group Average:	39,983	1 st Quartile:	34,323
Group Median:	37,306	2 nd Quartile:	37,306
Weighted Average:	39,144	3 rd Quartile:	43,512
		4 th Quartile:	64,767

Job Number: **109**

Job Title: ***Director, Government Relations (DC Area)***

This individual is located within the DC Metro Area. Normally serves as the program's senior lobbyist. Directs the effort to plan, develop and carry out the organization's legislative/regulatory programs, making the organization's views known to legislators and regulators at all government levels.

Overall Position Data Highlights:

Group Average:	111,250	
Group Median:	111,250	
Weighted Average:	111,250	

Job Number: **119**

Job Title: **Director, Government Relations (Outside DC Area)**

This individual is located outside the DC Metro area. Normally serves as the program's senior lobbyist. Directs the effort to plan, develop and carry out the organization's legislative/regulatory programs, making the organization's views known to legislators and regulators at all government levels.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
876	1	176,500	176,500	176,500
888	1	95,800	95,800	95,800
3144	1	70,000	70,000	70,000
2367	1	62,369	62,369	62,369
1102	1	16,000	16,000	16,000
Total: 5		5		

Overall Position Data Highlights:		
Group Average:	84,134	
Group Median:	70,000	
Weighted Average:	84,134	

Job Number: **118**

Job Title: ***Director, Legal Affairs (Outside DC Area)***

This individual is located outside the DC Metro area. Tins is the chief legal position within the organization. The individual directs the legal affairs of the corporate organization and is involved in all matters that have legal implications even when these require the services of outside legal counsel. Additionally, may become involved in legislative and regulatory matters; but this involvement does not constitute a significant portion of the job's responsibilities.

Overall Position Data Highlights:		
Group Average:	184,500	
Group Median:	184,500	
Weighted Average:	184,500	

Job Number: **120**

Job Title: ***Legislative Representative (Outside DC Area)***

This individual is located outside the DC Metro area. NOTE: THIS IS NOT A POLICY MAKING POSITION

Assists in the execution of Federal legislative policies as conceived and established by the organization. Contributes in the development of these policies by the identification and analysis of legislative issues of interest to the organization and its members. Consults with other staff members and Board committees with expertise in the particular area affected to develop appropriate positions on various issues.

To assure that the organization receives due consideration by the appropriate legislative parties, participates in liaison activities which involve frequent personal contact with Members of Congress and their staffs, Congressional committees, regulatory and executive branch officials.

Monitors various bills, speeches and statements of Congressional leaders; attends hearings, writes and reviews testimony and statements for use in Congressional hearings; reviews government, industry and academic studies and reports; monitors the general press and various congressional, government and trade publications; and explains organization positions and legislative activities to other staff groups, members and other interested parties.

Provides advice and counsel to the Board and various committees by analyzing legislative details for these groups and any legal considerations and implications of legislative issues which affect their area of activity. Where appropriate, prepares draft of position papers to have presented at hearings. On occasion testifies before congressional/regulatory hearings.

Some positions may require the individual to maintain close liaison with other area based groups that have similar legislative interests.

Some positions may require the individual to serve as the secretary or secretary/treasurer for the organization's Political Action Committee. The primary responsibility is PAC activity; although a portion of the time may be taken up by related assignments.

Oversees the receipt, deposit and disbursement of all PAC monies; the accurate recording of all such transactions; as well as, the filing of reports with the Federal Election Campaign Commission.

Receives requests for political contributions from all governmental levels preparing these for review along with appropriate background information. If authorized, issues acceptance letters and requests checks. Also sends out declination letters.

Makes all arrangements for periodic PAC committee meetings including the preparation of all financial and activity reports. Takes and distributes minutes of deliberations and maintains all committee records. May also keep files on all member PACs by obtaining copies of their filing reports.

Provides material/information for; or may write periodic newsletter for member distribution, citing PAC activities and legislative/regulatory developments.

Assembles data and information for annual IRS tax filing. Monitors the Federal Election Campaign and Lobbying Acts to keep apprised of new developments and upcoming hearings. Briefs visiting members on these, and arranges appointments for those who may wish to visit their congressional delegations.

Overall Position Data Highlights:		
Group Average:	86,667	
Group Median:	86,667	
Weighted Average:	86,667	

Job Number: **121**

Job Title: **Manager, Development/Fundraising (Outside DC Area)**

This individual is located outside the DC Metro area. Responsible for implementing approved strategies for new business development, and existing annual campaign efforts, designed to obtain funds from individuals, foundations, corporations, and governments. Assists in creating policies and strategies for achieving required financial goals.

Works with staff to identify potential donors through research, contact with existing donors, and other sources of information. Solicits current donors and prospects through presentations. This may be done in conjunction with staff and board members.

Supervises the development and preparation of grant proposals, reports to funders, solicitation materials, and other correspondence and printed matter that may be necessary to carry out solicitations and cultivations. Responsible for implementing fundraising efforts targeted to individual contributors.

Responsible for prospect/donor identification, cultivation, visitations, conducting program, events, solicitation campaigns; and the use of volunteer leaders: May recruit and train volunteers to network and solicit funds.

Develops and maintains procedures monitoring donations received and acknowledging donor and granting organization contributions. Prepares proposals, reports, letters, brochures and other written materials as needed and required by individual donors.

Some positions may require the individual to develop and manage such annual special events as ceremonial dinners, receptions, community and cultural outings. In such cases, coordinates the selection of honorees, guest invitations, seating, arrangements, menu selection, and entertainment. Additionally, oversees all logistical arrangements leading up to the event; as well as when the event has been concluded.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
2380	1	96,000	96,000	96,000
2944	1	75,000	75,000	75,000
1121	1	74,600	74,600	74,600
876	1	71,000	71,000	71,000
2367	1	70,000	70,000	70,000
1257	2	70,000	70,000	70,000
2247	3	69,191	63,541	75,173
3553	1	67,000	67,000	67,000
1563	1	61,800	61,800	61,800
965	1	50,000	50,000	50,000
1631	1	48,000	48,000	48,000
1829	1	46,300	46,300	46,300
1454	1	40,000	40,000	40,000
1049	2	38,750	35,500	42,000
1323	3	36,767	35,000	38,760
1074	1	24,000	24,000	24,000
Total: 16		22		

Overall Position Data Highlights:			
Group Average:	58,651	1 st Quartile:	41,575
Group Median:	64,400	2 nd Quartile:	64,400
Weighted Average:	57,231	3 rd Quartile:	70,750
		4 th Quartile:	96,000

Job Number: **122**

Job Title: ***Manager, Standards (Outside DC Area)***

This individual is located outside the DC Metro area. Responsible for addressing and monitoring issues, regulations and developments that impact on members in the areas of national and/or international standards within the industry/profession. Formulates positions to be presented to members, federal agencies and to appropriate U.S. and international standards organizations. Interfaces with various standards agencies and organizations, exchanges information, and acts as spokesperson for the organization's viewpoint and recommendations.

Takes an active role in seeking member/industry consensus; drafting and refining organization positions on standards issues; and making these viewpoints known to appropriate agency and standards organization officials.

Coordinates research projects, develops publications, and makes presentations to promote greater industry, government, national and international awareness recognition and use of standards. Develops procedures to be used by appropriate bodies in developing standards and specifications.

Interfaces with a number of national/international standards organizations of importance to the industry/ profession; to keep abreast of developments and emerging trends. Advocates cooperation in attaining greater standardization within the national and international community.

Serves as a central resource person, and as such responds to inquiries from members, government officials and the public seeking information and background data on standards issues, specifications and developments.

May contribute articles and news items to various publications highlighting issues and developments within own area of expertise and responsibility.

Overall Position Data Highlights:		
Group Average:	61,156	
Group Median:	61,156	
Weighted Average:	61,156	

Job Number: **123**

Job Title: ***Public Policy Analyst (Outside DC Area)***

This individual is located outside the DC Metro area. Responsible for analyzing, formulating and monitoring issues and legislation at the federal, state and local levels; for assessing the impact of proposed public policy changes on members and the public at large; and for developing short and long range policy, and program strategy initiatives which advance the interest of members. The areas of interest can include but not be limited to general economic policy, taxation, budget, defense, health/medical, international, environmental and other issues as these affect the public and members in particular.

Much of the time is spent performing in-depth reviews and analyses of the issues involved. Factors taken into account include financial and legal implications, legislative and regulatory statutes; environmental impact; impact on the community, state or nation; and the effect on members. The review/analysis process normally incorporates the review of federal/state/local laws, regulations and ordinances; researching special reports and Congressional publications, and scholarly publications; discussions with other staff departments for input; conferring with federal and state legislators and agency officials to develop further information and discussions with professional and advocacy coalitions to gain knowledge of recent developments.

Prepares reports which address the various issues; offers available options outlining implications; may recommend best course of action along with back-up alternatives. Serves in advisory and fact-finding capacity to member groups, public officials and interested community groups. Occasionally prepares and presents testimony before hearing committees and panels.

Overall Position Data Highlights:		
Group Average:	64,833	
Group Median:	79,000	
Weighted Average:	53,100	

Job Number: **124**

Job Title: **Staff Attorney (Outside DC Area)**

This individual is located outside the DC Metro area. The individual in this position functions as a practicing attorney including presenting cases before the bar. If the organization retains outside counsel, the position serves as staff liaison to the general counsel firm; as well as, to other law firms that may periodically provide legal expertise in special areas.

Reviews all organizational documents that have legal significance, offering opinions and suggestions on how they might be modified to enhance the organization's position legally.

Researches, prepares, files and presents all documents and papers dealing with the organization's corporate affairs. Establishes and monitors schedule to see that all filings and submissions conform to published guidelines and dates.

Oversees the preparation and filing of all corporate tax reports and financial documents to insure compliance with the law. Monitors changes in the tax codes, reviewing these with the finance office and the auditing firm where necessary.

If the organization owns real estate, is instrumental in conducting the various transactions associated with buying and selling property; developing leases for renting space to tenants; contracting with firms to provide management services; and monitoring real estate taxes. In the case where the organization is a building tenant, reviews lease agreements, negotiating or recommending various conditions and services to be included in the lease.

In this regard reviews all contractual agreements ranging from the purchase of furniture and equipment to copyright and trademark filings to insure adequate protection and consideration for the organization's rights.

Some organizations, because of their stated mission, deal regularly with the courts in various jurisdictions. In such instances, the individual may research, prepare, file and present to the courts legal opinions, complains, grievances and petitions supporting the organization's position relative to its stated objectives; or in the interest of its constituency.

May be asked to render opinions on legislative and regulatory issues, as these might impact on the organization as a legal entity and its members. Also may contribute to testimony indicating legal considerations that should be taken under advisement.

Overall Position Data Highlights:		
Group Average:	117,122	
Group Median:	94,179	
Weighted Average:	111,923	

Job Number: **51**

Job Title: ***Benefit Specialist***

Responsible for the efficient administration of the organization's employee benefits program which includes; basic and major health care with HMO, dental and eye care, prescription drugs; life with AD&D, long/short term disability; pension, thrift, 403(b) and IRA plans; along with unemployment and workmen's compensation plans.

Usually serves as group treasurer for the various plans, administering, enrolling and deleting employees and initiating payroll deductions. Reviews and processes, and approves for payment all plan invoices.

Participates in meetings with insurance carriers, consultants and actuaries in developing benefit plan provisions. Oversees the effective communication of benefits and related information to the staff; counseling employees on benefits; establishing and maintaining plan records.

Additionally, prepares and distributes individual plan information memos and brochures as plans are revised; and serves as principle liaison with carrier representatives on claims, premium rate changes and exploring additional coverages. Some organizations may require the person to process claims for medical benefits including distributing checks to employees.

Participates in orientation sessions by briefing new employees on their various benefits, responding to inquiries, providing benefit plan materials and information, and seeing that all plan information documents are completed.

Prepares periodic reports to federal and state governments and regulatory agencies as required, including state industrial commissions, state employment commissions and Department of Labor (ERISA, OSHA). Provides insurance carriers and others with plan census data, cost analyses and statistical abstracts, as requested.

May monitor new legislation that affects the benefits program and where appropriate recommends plan changes to conform to the legislative initiatives.

In some cases, may be responsible for administering the organization's leave program consisting of annual, sick and other leave categories by maintaining accurate leave records and balances for each employee, responding to inquiries and interpreting policy.

Overall Position Data Highlights:		
Group Average:	40,504	
Group Median:	41,400	
Weighted Average:	39,336	

Job Number: **112**

Job Title: **Director, Human Resources**

Manages the employment process which entails the recruitment, selection and placement of all support and some professional employees. Activities include placing advertisements in newspapers; dealing with employment agencies; skills testing of applications; interviewing; salary negotiations; reference checking; and orientation of new employees. May recruit for mid level professionals and managers working closely with department heads to make effective selections and placements.

Regularly monitors personnel policies, procedures and practices to ensure that they meet affirmative action principles in both intent and spirit. Exercises initiative to seek out and identify qualified protected class candidates for job vacancies through in-house selection procedures and outside sources.

Counsels staff and management on a variety of personnel related matters including; sensitive issues, job reclassification, terminations, personality conflicts, potential charges of discrimination, and policy interpretation.

Manages the salary and performance appraisal programs for the staff by developing salary ranges; determining starting salaries; establishing, guidelines for promotional increases; and monitoring performance appraisals to see that they conform to prescribed guidelines for merit increases. Conducts periodic salary surveys to determine general competitiveness, making recommendations based on survey findings.

Administers the employee, benefits program which comprises: health and major medical plans, including a HMO; life insurance, long term disability, accidental death and dismemberment, travel accident retirement, workmen's and unemployment compensation. May serve as group treasurer for some plans.

Additionally, prepares and distributes individual plan information memos and brochures as plans are revised; and serves as principle liaison with carrier representatives on claims, premium rate changes and exploring additional coverages.

Develops record management procedures that maintain, update and retrieve data in an accurate and expeditious manner. Uses departmental information to develop a variety of reports for management, to meet government regulatory requirements, and own departmental needs.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
1633	1	125,000	125,000	125,000
876	1	121,850	121,850	121,850
2056	1	120,163	120,163	120,163
2380	1	113,000	113,000	113,000
888	1	109,000	109,000	109,000
2524	1	100,000	100,000	100,000
1257	1	85,000	85,000	85,000
1274	1	71,000	71,000	71,000
1631	1	70,415	70,415	70,415
2247	1	70,380	70,380	70,380
2944	1	70,000	70,000	70,000
1323	1	66,150	66,150	66,150
1121	1	65,600	65,600	65,600
1635	1	65,000	65,000	65,000
1466	1	63,650	63,650	63,650
1123	3	61,000	58,000	65,000
2367	1	61,000	61,000	61,000
1141	1	60,000	60,000	60,000
1473	1	58,240	58,240	58,240
1832	1	58,000	58,000	58,000
1049	1	57,000	57,000	57,000
2890	1	56,228	56,228	56,228
1110	1	55,000	55,000	55,000
3484	1	52,500	52,500	52,500
2004	1	49,500	49,500	49,500

Organization Code	# Employees	Average Salary	Actual Low	Actual High
1346	1	38,022	38,022	38,022
1829	1	30,700	30,700	30,700
Total: 27		29		

Overall Position Data Highlights:				
Group Average:	72,348	1 st Quartile:		57,000
Group Median:	65,000	2 nd Quartile:		65,000
Weighted Average:	71,565	3 rd Quartile:		85,000
		4 th Quartile:		125,000

Job Number: **50**

Job Title: ***Employment Specialist***

Primarily responsible for the recruitment, screening, and selection of candidates for support staff and lower-level professional/managerial positions. This involves determining with managers the selection criteria, identifying internal candidates, advising managers on the availability of internal and external candidates, selecting productive recruiting sources and methods, screening and interviewing candidates, counseling managers on potential hires; and negotiating starting salaries.

In conjunction with the recruitment and retention of employees, incumbent develops and conducts orientation programs for new employees, explaining organization personnel policies, programs and employee benefits.

Also responsible for assisting in the development and administration of the organization's Affirmative Action Plan; for providing employee counseling and guidance, to the support staff; and responsible for assisting in salary administration and other personnel programs when possible and as requested.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
2944	1	42,500	42,500	42,500
3296	1	42,217	42,217	42,217
1297	1	39,205	39,205	39,205
1257	1	30,600	30,600	30,600
1473	1	29,677	29,677	29,677
Total: 5	5			

Overall Position Data Highlights:

Group Average:	36,840	
Group Median:	39,205	
Weighted Average:	36,840	

Job Number: **49**

Job Title: **Human Resources Assistant**

Assists in the employment function for support level staff which entails recruiting through classified advertising and employment agencies, initial interviewing and skills testing of job applicants, assisting unit managers in making selections and extending job offers. May brief new employees on pay, leave and benefit plan procedures. Places temporary office help requests with firms providing such assistance.

Maintains the organization's personnel files and records consisting of individual employee personnel jackets, leave records, application and resume files, benefit plan records, Establishes personnel records and documents whenever new employees are hired; files and retrieves materials; retires records of departed employees; and processes all personnel transaction forms.

May maintain staff leave records by recording leave usage indicated on periodic leave and time reports submitted by each office. Monitors leave usage to see that it conforms to policy. Calls discrepancies to employees' attention. Prepares regular leave summary reports showing current leave balances by category for each staff member. Additionally explains leave policy to staff as questions arise.

May prepare periodic benefit plan reports and inform insurance carriers of additions, deletions and changes to the various plan participant lists. Performs typing duties incidental to the completion of all assignments.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
1288	1	47,000	47,000	47,000
1631	1	43,222	43,222	43,222
876	1	42,400	42,400	42,400
1635	1	40,755	40,755	40,755
1274	1	38,000	38,000	38,000
1633	1	35,000	35,000	35,000
1112	1	35,000	35,000	35,000
1323	1	34,000	34,000	34,000
1466	1	33,949	33,949	33,949
1121	1	32,000	32,000	32,000
3296	1	31,345	31,345	31,345
2369	1	31,200	31,200	31,200
2367	1	30,763	30,763	30,763
1123	1	30,000	30,000	30,000
2890	1	27,356	27,356	27,356
1110	1	25,708	25,708	25,708
1430	1	17,680	17,680	17,680
Total: 17		17		

Overall Position Data Highlights:			
Group Average:	33,846	1 st Quartile:	30,382
Group Median:	33,949	2 nd Quartile:	33,949
Weighted Average:	33,846	3 rd Quartile:	39,378
		4 th Quartile:	47,000

Job Number: **53**

Job Title: **Manager, Human Resources**

Responsible for developing, implementing and managing the human resource/personnel efforts of the organization, including affirmative action and training programs.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
668	1	75,075	75,075	75,075
2380	1	71,660	71,660	71,660
1656	1	57,500	57,500	57,500
965	1	51,500	51,500	51,500
2056	1	51,049	51,049	51,049
2905	1	50,000	50,000	50,000
1800	1	49,999	49,999	49,999
1109	1	47,000	47,000	47,000
3296	1	46,067	46,067	46,067
2524	1	45,000	45,000	45,000
1257	1	41,200	41,200	41,200
3125	1	40,000	40,000	40,000
1454	1	40,000	40,000	40,000
1467	1	36,000	36,000	36,000
2247	1	32,639	32,639	32,639
1209	1	32,000	32,000	32,000
Total: 16		16		

Overall Position Data Highlights:			
Group Average:	47,918	1 st Quartile:	40,000
Group Median:	46,534	2 nd Quartile:	46,534
Weighted Average:	47,918	3 rd Quartile:	51,387
		4 th Quartile:	75,075

Job Number: **22**

Job Title: ***Supervisor, Subscription Fulfillment***

Supervises the organization's subscription fulfillment program and operations. This encompasses all member dues renewals and member and nonmember subscriptions, using an automated data base fulfillment system. Responsibilities include data entry, file maintenance, quality control, publication member and nonmember billing, reports, mailing lists, statistics, and postal regulations. Works with MIS staff in design of invoices and member renewal forms to meet postal regulations and computer specifications.

Responds to staff and member requests for various member and subscription statistical reports and listings. Provides statistical analyses support as requested. Responsible for administering the preparation of monthly and complimentary labels for mailing.

Coordinates annual member renewal package. Reviews technical specifications, pricing information, and arranges for production and timely mailing with outside contractors. Also, monitors appropriate intervals between renewal mailings and coordinates these.

May assist in the preparation of the organization's membership directory, and is responsible for all aspects of production, including preparation of tapes for transfer to outside contractors. Some jobs may require, the individual to organize and coordinate mail house services for all major departmental mailings.

Assists in budget analysis and preparation. Maintains expenses files and monitors monthly budget statements to ensure prudent fiscal management of subscriptions unit.

May approve requests for rental of organization's membership lists and maintains rental statistics.

Overall Position Data Highlights:		
Group Average:	49,803	
Group Median:	49,803	
Weighted Average:	49,803	

Job Number: **136**

Job Title: **Case Manager (non-supervisory)**

Responsible for coordination of care for individuals and families requiring assistance from a social service agency. Conducts interviews and gathers physical, psychological, and social information to determine the client's needs. May counsels clients individually or in a family or group setting. Refers clients to appropriate community resources. Manages client support but does not supervise other workers. Typical Requirements: Bachelor's degree in social work or related field plus one to three years of related experience.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
2028	10	55,000	50,000	65,000
2004	4	48,982	40,000	63,150
1123	1	46,000	46,000	46,000
1633	2	45,000	45,000	75,000
1232	6	43,826	39,000	47,895
2142	5	42,000	38,000	45,000
1563	1	39,000	39,000	39,000
1631	10	38,854	33,000	48,000
2369	1	37,272	37,272	37,272
965	9	37,231	34,946	40,000
1111	2	37,000	36,000	38,000
1049	17	36,363	34,500	44,957
1464	8	36,000	36,000	36,000
1257	32	35,546	27,500	42,864
1121	25	35,370	27,289	38,104
955	3	35,322	28,232	42,786
2056	17	35,242	32,906	38,203
1656	1	35,000	35,000	35,000
2904	8	34,908	31,000	37,472
1110	1	34,870	34,870	34,870
1087	1	34,500	34,500	34,500
1635	8	34,500	31,000	38,000
1288	10	34,210	31,000	38,855
1712	17	34,000	32,500	44,595
1904	5	34,000	33,000	35,000
1473	25	32,423	20,020	45,820
3517	4	32,000	29,000	37,000
3245	4	32,000	28,000	38,000
2244	1	32,000	32,000	32,000
2465	1	32,000	32,000	32,000
2367	6	31,886	27,497	34,329
2247	24	31,720	28,545	38,090
1800	7	31,604	29,999	32,999
3539	1	31,200	31,200	31,200
3163	1	31,000	31,000	31,000
1466	39	30,720	29,103	36,153
1260	2	30,127	29,355	30,900

Organization Code	# Employees	Average Salary	Actual Low	Actual High
935	1	30,000	30,000	30,000
1526	1	30,000	30,000	30,000
1142	3	30,000	30,000	30,000
1866	3	29,908	25,000	32,408
2009	2	29,700	29,700	29,700
2890	12	29,150	28,310	31,381
1686	7	29,120	20,800	37,440
3549	2	28,413	27,997	28,829
1467	16	27,250	26,500	28,000
1710	4	27,046	27,046	27,046
2404	3	27,040	27,040	27,040
1298	2	26,000	26,000	26,000
1346	14	25,952	23,463	29,330
3484	5	25,000	20,000	34,000
2888	1	24,700	24,700	24,700
1811	5	23,900	21,900	25,300
1700	1	17,000	17,000	17,000
1571	1	16,480	16,480	16,480
Total: 55	402			

Overall Position Data Highlights:

Group Average:	33,006	1 st Quartile:	29,700
Group Median:	32,000	2 nd Quartile:	32,000
Weighted Average:	33,556	3 rd Quartile:	35,546
		4 th Quartile:	55,000

Job Number: **132**

Job Title: ***Certified Nurses Aid***

Provides basic patient care under direction of supervisory nursing staff. Duties typically include personal care (feed, bathe, dress, groom, or move patients, or change linens). Typical Requirements: Certification required. Age 18 or older with High School Diploma or G.E.D., and Criminal and Child Abuse Clearance. A valid driver's license may or may not be required.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
3484	1	44,000	44,000	44,000
2465	1	41,600	41,600	41,600
3565	4	35,750	21,000	50,600
2142	1	35,000	35,000	35,000
1121	5	30,759	30,758	30,760
2028	12	27,000	20,800	31,200
1695	4	22,880	20,800	24,960
1633	1	18,000	18,000	18,000
2777	1	17,000	17,000	17,000
Total: 9		30		

Overall Position Data Highlights:		
Group Average:	30,221	
Group Median:	30,759	
Weighted Average:	28,931	

Job Number: **128**

Job Title: ***Child Day Care Assistant***

Under supervision of a teacher, helps implement learning activities and programs. Provides nurture, care, and guidance to children, assists those with special needs and supervises play areas.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
1635	2	27,187	27,040	27,334
1473	25	24,111	16,162	32,540
1466	2	23,566	23,566	23,566
1049	7	21,718	20,800	25,813
876	7	21,289	20,800	22,255
1257	9	21,209	18,720	24,356
1656	7	21,106	20,800	22,401
3518	3	20,800	20,800	20,800
3293	8	19,323	18,512	21,840
1633	1	16,800	16,800	16,800
Total: 10		71		

Overall Position Data Highlights:		
Group Average:	21,711	
Group Median:	21,249	
Weighted Average:	22,222	

Job Number: **127**

Job Title: **Child Day Care Worker**

Plans and engages children in activities in a preschool, day care center, or other child development facility appropriate to promote social, physical, and intellectual growth including language, social, and motor skills. Typical Requirements: Bachelor's degree in early childhood education or related experience other than in preschool or child care setting.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
1635	1	40,000	40,000	40,000
1121	77	34,152	22,219	40,727
1473	29	31,663	22,136	35,280
1466	1	30,175	30,175	30,175
1123	100	27,000	20,000	34,000
876	6	26,830	24,960	30,150
2890	6	25,940	22,562	31,630
3518	3	24,960	24,960	24,960
3484	150	24,000	18,886	28,000
3293	3	22,706	21,840	23,920
1346	123	21,997	16,848	28,492
1142	3	21,320	17,680	24,960
2944	8	18,881	15,650	22,198
933	2	18,720	18,720	18,720
951	4	18,720	18,720	18,720
1633	1	18,000	18,000	18,000
Total: 16		517		

Overall Position Data Highlights:			
Group Average:	25,317	1 st Quartile:	19,491
Group Median:	24,480	2 nd Quartile:	24,480
Weighted Average:	25,974	3 rd Quartile:	29,381
		4 th Quartile:	40,000

Job Number: **133**

Job Title: **Counselor**

Assists clients individually or in a group setting with personal, educational, or vocational development. Identifies and helps clients address personal and/or emotional challenges such as substance abuse, family issues, and educational and/or career problems. Typical Requirements: Bachelor's degree or equivalent in human services or a related discipline plus three to five years of related experience, or Master's degree in counseling plus one to three years of related experience.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
1534	4	72,800	72,800	72,800
2702	1	62,400	62,400	62,400
1708	8	55,000	52,000	72,800
1563	2	54,590	51,500	57,680
3553	7	49,784	44,800	56,784
1257	5	47,164	41,000	59,107
2902	10	47,000	40,000	55,000
1712	1	46,875	46,875	46,875
1109	14	45,000	38,000	57,000
3021	1	45,000	45,000	45,000
1260	2	42,851	42,806	42,896
1049	5	42,094	36,500	48,500
3102	3	40,600	38,000	44,000
2028	3	40,000	39,000	41,000
1142	1	39,140	39,140	39,140
2009	1	37,900	37,900	37,900
965	3	37,370	36,720	38,161
3184	11	37,000	35,000	39,000
3480	4	37,000	36,000	38,000
2247	13	36,946	32,255	45,944
2465	11	36,893	31,000	42,343
3549	5	36,470	33,488	44,341
1110	2	35,000	34,000	36,000
2833	4	33,000	27,000	38,000
2944	1	32,000	32,000	32,000
2904	1	30,680	30,680	30,680
1141	29	30,259	18,500	45,163
1695	1	30,000	30,000	30,000
2589	7	29,091	24,000	37,080
1323	33	27,962	24,500	37,856
Total: 30	193			

Overall Position Data Highlights:			
Group Average:	41,262	1 st Quartile:	34,500
Group Median:	38,520	2 nd Quartile:	38,520
Weighted Average:	37,970	3 rd Quartile:	46,906
		4 th Quartile:	72,800

Job Number: **131**

Job Title: **Direct Care Worker**

Provides personalized care and companionship for consumers in a variety of settings, including community homes, family homes, and generic community settings, with focus on instruction, guidance, and mentoring to promote the health, safety and contentment of the individuals served. Note: this position is supervised by a manager. Typical Requirements: Certification required. Age 18 or older with High School Diploma or G.E.D., and Criminal and Child Abuse Clearance. A valid driver's license may or may not be required.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
1631	13	44,059	43,000	60,000
1633	4	35,000	21,000	50,000
1123	49	34,000	27,000	39,000
965	8	31,149	25,157	38,872
3184	11	30,000	30,000	30,000
1160	1	30,000	30,000	30,000
1142	6	30,000	30,000	30,000
1257	104	29,858	22,048	40,582
2009	1	28,000	28,000	28,000
2890	21	27,663	25,001	43,260
1814	6	27,040	27,040	27,040
3549	5	26,445	25,688	28,704
2004	55	26,320	21,320	29,640
2702	8	25,000	25,000	25,000
1110	74	24,838	18,487	35,484
2465	12	24,273	22,068	26,478
2247	29	23,745	22,360	30,306
1128	20	23,500	18,200	33,670
2178	5	22,880	22,880	22,880
2474	1	22,880	22,880	22,880
3296	21	22,800	17,109	24,322
2944	37	22,526	19,836	31,320
2589	6	19,754	17,160	26,838
1323	40	19,410	18,720	23,171
1710	4	18,819	18,429	19,988
935	4	18,200	17,680	18,720
1811	5	16,760	15,500	18,000
1121	13	16,556	16,556	16,556
1904	270	15,500	15,000	16,640
Total: 29	833			

Overall Position Data Highlights:			
Group Average:	25,413	1 st Quartile:	21,140
Group Median:	24,838	2 nd Quartile:	24,838
Weighted Average:	22,916	3 rd Quartile:	29,929
		4 th Quartile:	44,059

Job Number: **135**

Job Title: **Social Worker - Bachelors Level**

Helps counsel and provide resources to clients to address educational, social, behavioral, medical, or other issues. Interviews clients to assess social and emotional capabilities. Consults with other professionals and families to determine causes of problems and identify courses of action for the client to pursue. Refers clients to other community resources when needed. Typical Requirements: Bachelor's degree in social work and license plus one to three years of related experience.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
1123	5	48,000	38,000	78,000
2028	3	46,000	43,000	48,000
1121	2	43,884	43,884	43,884
1110	4	37,217	34,870	40,000
1049	3	37,169	35,500	40,216
2142	2	36,000	34,000	38,000
3484	1	35,985	35,985	35,985
1466	7	35,165	30,336	37,167
1904	1	35,000	35,000	35,000
3296	233	34,814	30,046	39,906
1297	8	34,761	33,495	36,068
2004	2	34,535	33,000	36,070
2944	1	34,000	34,000	34,000
1217	15	33,500	32,000	35,000
1260	2	33,500	32,500	34,500
1288	8	32,702	31,180	34,164
1454	4	32,000	32,000	32,000
2244	1	32,000	32,000	32,000
3549	4	31,494	30,992	32,000
2367	1	30,213	30,213	30,213
3162	1	30,000	30,000	30,000
2247	9	29,425	27,997	34,757
1710	4	28,500	25,000	33,958
1866	1	27,500	27,500	27,500
1346	8	26,087	26,087	26,087
Total: 25	330			

Overall Position Data Highlights:			
Group Average:	34,378	1 st Quartile:	30,854
Group Median:	34,000	2 nd Quartile:	34,000
Weighted Average:	34,547	3 rd Quartile:	35,993
		4 th Quartile:	48,000

Job Number: **134**

Job Title: **Social Worker - Masters Level**

Counsels clients and helps them address educational, social, behavioral, medical, or other issues. Works with clients to identify causes and possible solutions, and helps them pursue the best course of action. Conducts assessments, maintain case notes, and refers clients to other community resources when needed. Typical Requirements: Master's degree in social work and license plus three to five years of related experience.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
1534	3	72,800	72,800	83,200
1708	4	67,000	62,400	72,800
2142	4	65,000	45,000	85,000
3166	1	59,914	59,914	59,914
2004	1	56,250	56,250	56,250
3296	24	55,715	52,773	63,096
1710	1	52,000	52,000	52,000
1656	1	50,985	50,985	50,985
2028	3	50,000	43,000	58,000
2902	8	47,000	42,000	55,000
1633	6	45,000	38,000	88,000
2944	1	42,000	42,000	42,000
1109	4	42,000	38,571	45,000
1323	1	40,500	40,500	40,500
1217	1	40,000	40,000	40,000
3162	1	40,000	40,000	40,000
1526	1	39,655	39,655	39,655
1049	7	38,290	35,500	47,998
2890	19	37,234	34,000	43,280
1466	51	36,287	33,941	42,077
1288	3	36,223	35,300	36,970
1297	10	36,166	33,977	38,682
2244	1	36,000	36,000	36,000
2367	3	33,186	31,069	33,670
1532	6	33,000	32,000	37,000
2247	21	31,169	28,545	35,840
1346	6	29,330	29,330	29,330
Total: 27	192			

Overall Position Data Highlights:			
Group Average:	44,915	1 st Quartile:	36,223
Group Median:	40,500	2 nd Quartile:	40,500
Weighted Average:	41,299	3 rd Quartile:	52,000
		4 th Quartile:	72,800

Job Number: **125**

Job Title: **Teacher (K-12)**

Develops and implements grade-appropriate curricula to meet the academic and other needs of children in a K-12 classroom setting. Ensures safety and health of students. Participates in development and implementation of IEPs for specific students, as needed. Assesses and documents students' progress. May participate in implementing therapeutic programs for students. May supervise teaching assistant(s). Typical Requirements: Bachelor's degree and State Teaching Certificate for assigned grade level.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
951	11	51,480	51,480	51,480
2822	2	49,088	44,000	54,175
3166	7	44,485	38,000	50,617
1128	8	44,065	40,500	46,500
1522	2	37,000	37,000	37,000
2247	1	32,261	32,261	32,261
Total: 6		31		

Overall Position Data Highlights:		
Group Average:	43,063	
Group Median:	44,275	
Weighted Average:	46,278	

Job Number: **126**

Job Title: ***Teaching Assistant (K-12)***

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

Overall Position Data Highlights:		
Group Average:	24,138	
Group Median:	25,104	
Weighted Average:	21,820	

Job Number: **129**

Job Title: **Trainer (Adult Education)**

Determines the needs of adult clients and develops/implements appropriate curricula to meet those needs. Conducts educational sessions with adult clients to improve skills and functioning. Responsible for providing classroom and/or on-the-job instruction. May provide on-the-job training to clients transitioning to employment.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
1257	2	60,668	55,188	66,149
1123	9	47,000	35,000	65,000
3125	1	43,048	43,048	43,048
1049	7	43,018	31,200	50,977
1829	1	41,600	41,600	41,600
1297	1	40,230	40,230	40,230
1112	10	38,000	35,000	42,500
1110	1	37,000	37,000	37,000
1121	1	36,608	36,608	36,608
965	4	35,270	32,895	37,318
3106	25	35,000	32,000	39,000
2890	2	34,330	33,835	34,824
2251	1	34,000	34,000	34,000
1248	1	33,280	33,280	33,280
1466	3	32,319	30,180	36,597
1288	1	31,878	31,878	31,878
1124	1	28,080	28,080	28,080
2589	1	24,420	24,420	24,420
1128	5	22,186	16,022	24,222
3517	5	18,000	18,000	18,000
Total: 20		82		

Overall Position Data Highlights:			
Group Average:	35,797	1 st Quartile:	31,988
Group Median:	35,135	2 nd Quartile:	35,135
Weighted Average:	36,076	3 rd Quartile:	41,258
		4 th Quartile:	60,668

Job Number: **130**

Job Title: ***Trainer Assistant (Adult Education)***

Assists trainer in conducting educational sessions with adult clients to improve skills and functioning. Responsible for providing classroom and/or on-the-job instruction. May provide on-the-job training to clients transitioning to employment.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
1297	1	38,480	38,480	38,480
1257	1	37,068	37,068	37,068
1121	2	34,608	34,608	34,608
1123	6	29,000	24,000	35,000
2944	2	28,080	28,080	28,080
1248	1	17,500	17,500	17,500
Total: 6		13		

Overall Position Data Highlights:		
Group Average:	30,789	
Group Median:	31,804	
Weighted Average:	30,186	

Job Number: **85**

Job Title: **Computer Data Technician**

Responsible for providing computer operations support which includes collecting and organizing batch data for computer processing; running mailing labels, invoices, hardcopy listings, special forms, and reports; document transfer between computers and word processors; and production of ad-hoc requests.

Makes minor program changes to fulfill user department requests on regular standard computer runs. Detects and corrects obvious errors occurring during computer processing. Monitors quality control of all output, making approved changes to correct final product.

Maintains backup tape library of specified directories and/or disk drives; produces monthly, weekly and/or daily backup tapes of all disk drives; maintains supply of blank and scratch tapes for library replacement and special projects; maintains an accurate dating and identification system for all tape libraries; coordinates offsite rotation of library tapes; produces tape for offsite contractors.

Cleans and performs preventive maintenance on all equipment as specified by the manufacturer; installs and/or moves microprocessors, terminals, and printers as directed; installs and/or maintains cables as directed; maintains ample inventory of all data processing supplies; maintains master log of cables, microprocessors, terminals, printers, mini-exchanges and modems.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
2056	1	44,098	44,098	44,098
1473	1	38,976	38,976	38,976
3296	1	36,389	36,389	36,389
1123	4	36,000	24,000	45,000
2369	1	30,000	30,000	30,000
3484	1	29,120	29,120	29,120
1346	1	27,227	27,227	27,227
1031	1	25,480	25,480	25,480
1121	1	24,012	24,012	24,012
Total: 9		12		

Overall Position Data Highlights:		
Group Average:	32,367	
Group Median:	30,000	
Weighted Average:	33,275	

Job Number: 23**Job Title: *Data Entry Operator - A***

Responsible for operating a data entry terminal device that encodes and prepares information for computer acceptance. All data entry procedures are prescribed and dictated by the nature of the transaction.

Keys in a variety of member, subscriber and accounting data from a limited number of precoded source documents. Keeps daily record of work batches completed by transaction category.

May re-enter identical data in-putted by others to ensure a high degree of accuracy. Equipment is designed to detect data discrepancies.

May be rotated away from the terminal to code and batch various source documents before the data is inputted. Follows detailed guides to code documents.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
1049	6	33,743	32,000	45,000
1109	1	30,342	30,342	30,342
1043	1	27,040	27,040	27,040
951	1	24,000	24,000	24,000
1466	2	22,880	22,880	22,880
1121	1	22,000	22,000	22,000
1633	1	20,800	20,800	20,800
1710	1	18,971	18,971	18,971
1467	2	17,000	16,500	18,000
Total: 9	16			

Overall Position Data Highlights:		
Group Average:	24,086	
Group Median:	22,880	
Weighted Average:	26,586	

Job Number: **24**

Job Title: **Data Entry Operator - B**

Performs all of the assignments outlined for Data Entry Operator A.

At this level the operator usually determines the specific item codes to use at the time of data entry based on the nature of the transaction. There is normally a greater variety of transaction applications and source documents at this level.

Overall Position Data Highlights:		
Group Average:	28,371	
Group Median:	28,371	
Weighted Average:	28,371	

Job Number: **62**

Job Title: ***Desktop Publishing Specialist***

This position uses electronic means to facilitate the design, layout and formatting of a variety of organization publications. The position can be housed in a number of different departments, i.e., publications, communications, MIS or printing units.

Works with various staff units to provide assistance in layout, composition and format for a number of different printed materials and publications through electronic means and specialized computer software packages,. The variety includes; brochures, leaflets, pamphlets, newsletters, bulletins, reports and special studies. In come cases may work on several publications (journals and magazines) of some length.

Based on the project and guidelines offered by the originating department, picks an appropriate layout format, design, headings and highlighting features along with type that will best enhance each publication.

Since many of the projects are different and may occur just once, works closely with each unit to create the appropriate image sought. Based on experience makes suggestions of how to modify projects to achieve desired effect. May use special design software to accomplish task.

Once a project is completed, forwards text electronically to printer(s); or has diskettes and tapes delivered by courier services. Maintains files of all projects worked on including photos, clip art, illustrations and text. Also maintains library of software programs, calls vendor/supplies service to make adjustments and repairs to equipment; maintains records by department usage for billback purposes.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
876	1	51,070	51,070	51,070
3549	1	38,000	38,000	38,000
1121	1	37,681	37,681	37,681
1331	1	37,000	37,000	37,000
2404	1	35,360	35,360	35,360
Total: 5	5			

Overall Position Data Highlights:		
Group Average:	39,822	
Group Median:	37,681	
Weighted Average:	39,822	

Job Number: **111**

Job Title: **Director, Mgmt. Info Sys.**

Responsible for developing the organization's computer capability and management systems in a variety of programs areas as emphasized by the organization. Other aspects include the direction of systems programming, managing an in-house computer installation and interfacing with outside service bureaus and systems design firms.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
668	1	140,010	140,010	140,010
2056	1	126,414	126,414	126,414
2380	1	110,000	110,000	110,000
888	1	106,000	106,000	106,000
2078	1	75,000	75,000	75,000
1466	1	68,045	68,045	68,045
2367	1	67,205	67,205	67,205
1274	1	65,000	65,000	65,000
1123	2	65,000	55,000	75,000
1110	1	62,004	62,004	62,004
2890	1	54,647	54,647	54,647
1645	1	50,000	50,000	50,000
1473	1	48,645	48,645	48,645
1128	1	47,000	47,000	47,000
1121	1	46,000	46,000	46,000
1141	1	45,000	45,000	45,000
2142	1	42,000	42,000	42,000
1708	1	25,000	25,000	25,000
Total: 18		19		

Overall Position Data Highlights:			
Group Average:	69,054	1 st Quartile:	46,750
Group Median:	63,502	2 nd Quartile:	63,502
Weighted Average:	68,841	3 rd Quartile:	82,750
		4 th Quartile:	140,010

Job Number: **99**

Job Title: **Help Desk Specialist**

Responsible for documenting all user requests or inquiries for support. Research internal and external knowledge-base resources to provide problem resolution or communication to minimize troubleshooting time. Responsible for forwarding trouble tickets not solved personally to the appropriate MIS specialist. Responsible for follow up, ensuring customer satisfaction, after trouble tickets are closed. Provide front line technical assistance by diagnosing and troubleshooting hardware and software problems. Maintain Help Desk databases by: updating the user database; building and updating knowledge base; creating reports; and collecting and tracking asset inventory. Responsible for building necessary database schemas to facilitate MIS reporting needs.

Train new users on the services offered and provided by MIS in support of the policies and procedures manual. Provide basic orientation to new users. Coordinate equipment rentals and facilitate setup for end-user department training sessions. Recommend appropriate training for staff to maintain user efficiency when working with business automation tools.

Schedule usage and track in-house loaner equipment. Follow up on outstanding equipment ensuring safe return. Implement maintenance program for loaner equipment whereby equipment is 'reset' upon return to ensure proper operation for next user.

Maintain record management system for MIS documentation including: maintenance contracts, vendor agreements and computer related literature. Maintain the software library, which includes tracking licensing agreements. Conduct periodic system and software audits in support of record management.

Provide user community notifications regarding system maintenance, virus alerts, MIS tips and related information technology issues.

Perform installation and upgrades to standard software applications. Aid in the roll-out of hardware and peripheral installations.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
1051	1	65,000	65,000	65,000
876	5	53,094	48,900	62,315
1288	1	43,000	43,000	43,000
888	1	42,600	42,600	42,600
1257	2	41,841	41,741	41,942
1274	1	40,000	40,000	40,000
1446	3	33,026	30,000	37,080
1121	1	30,703	30,703	30,703
3296	2	24,711	24,710	24,711
1110	1	17,472	17,472	17,472
Total: 10		18		

Overall Position Data Highlights:		
Group Average:	39,145	
Group Median:	40,921	
Weighted Average:	40,913	

Job Number: **92**

Job Title: ***Internet/WWW Specialist***

This position is found in organizations that use/ planning to install a LAN system; are on the Internet and are on or moving toward the worldwide web.

This individual can be involved in, or be the primary person, in planning, installing and implementing network configurations appropriate to the organization; as well as, coordinating the installation of the firewall, modem pool equipment and software.

Responsible for seeing that security measures are followed; that passwords are properly registered and other access procedures followed. Produces regular reports that indicate usage department.

Reviews browser and search engine software as it becomes available toward advancing the system's capability wherever possible. Recommends purchasing these enhancements where appropriate. Additionally may instruct staff in the use of new software to facilitate their operations.

Interacts with server groups, suppliers and vendors to obtain the best service/ product from these organizations. Keeps current with and seeks out new advances in technology that can be incorporated into the network system. Wherever possible attends presentations and/or tests new equipment and software before recommending purchasing these items.

Works closely with others to design and format the organization's home page. This includes strategies on how to best project the organization's image, mission and objectives to a variety of audiences. Additionally interacts with user departments in the design and display of their individual websites. Makes revisions and updates to their websites as requested.

In some cases, the individual may prepare a portion of the text, or even the whole text. This calls for the imaginative use of graphics, color and formatting to present a visually attractive and user friendly home page/website (s).

May train staff in user departments to be web representatives, who are capable of updating their own department websites.

Overall Position Data Highlights:		
Group Average:	36,861	
Group Median:	38,176	
Weighted Average:	36,861	

Job Number: **90**

Job Title: **Manager, Computer Operations**

Responsible for ensuring the security, efficiency and continuous functioning of a central computer facility to meet organization needs. Plans, organizes, maintains and monitors the central computer facility. Recommends and implements changes in configuration and type of hardware/software and related equipment. Recommends and implements operations procedures and techniques to improve efficiency of equipment operation. Reviews all invoices for purchases of computer equipment and approves for payment.

Manages the scheduling, production, quality control and distribution of output for all computer processing requests.

Coordinates the activities of one or more technical projects teams. Researches, advises, and recommends on selection and use of computers and office-automation technology throughout the organization.

Maintains relevant and accurate production records and reports, including reports on membership, special program requests, accounting and equipment utilization.

Responsible for developing and maintaining the security systems of the central computer equipment and advising on security for all systems in the organization. Sets and maintains system passwords, changing these periodically.

Oversees the activities of the program and tape library facility. Responsible for controlling the inventory of data processing supplies and materials.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
876	1	125,753	125,753	125,753
1112	1	77,000	77,000	77,000
1631	1	60,775	60,775	60,775
3621	1	56,000	56,000	56,000
3106	1	55,000	55,000	55,000
1832	1	42,500	42,500	42,500
1049	1	40,000	40,000	40,000
1467	1	36,000	36,000	36,000
Total: 8		8		

Overall Position Data Highlights:		
Group Average:	61,629	
Group Median:	55,500	
Weighted Average:	61,629	

Job Number: **89**

Job Title: ***Manager, Computer Services***

As used here, this position is normally found in organizations that have decentralized their computer capabilities into a number of different departments and units through the use of personal computer networks (LAN) and work stations in addition to having a mainframe computer operation. Although the latter is not necessary.

Provides organization offices with a level of operational computer capability commensurate with its program development. Assists in explaining software systems that will facilitate and enhance current program operations; along with the necessary documentation and staff instruction to utilize computer applications in accomplishing work assignments more effectively.

Responds to staff requests to explore and review new systems applications; or to pursue new developments that will improve existing operating systems. Reviews the literature, talks with vendors and other familiar with the specific software systems to determine their usefulness and applicability to unit operations. Summarizes findings along with available options and recommendations.

Based on current operations and anticipated needs, keeps informed on new equipment and software developments suggesting possible courses of action for departments to pursue to enhance present operations and to increase the compatibility with the organization's overall computerized network.

As requested, makes minor modifications and revisions to packaged software programs on behalf of the various units. Test runs programs to make certain modifications are incorporated properly. And as needed, runs programs providing units with the appropriate listings and reports. Checks over materials for proper formatting and basic calculations, but not for content accuracy.

Provides staff training in the use of micro computers and software packages on an as needed basis. To assist in this effort, reviews all instructional manuals and directions, revising and/or reviewing these for greater understanding and clarity by the staff.

Develops and maintains a library and filing system for all in-house computer software programs, and a checkout procedure for keeping track of all items. This also includes the referencing of all computer-related purchases, maintenance contracts, vendor agreements and computer-related literature and topics.

Coordinates all equipment repair requests with the appropriate suppliers and vendors to insure that work is performed accurately and on schedule. Provides routine maintenance where called for. May coordinate consultant assistance as needed for hardware and software support by outlining office needs and specifications requested; and seeing that the projects are carried out according to the specifications.

Overall Position Data Highlights:		
Group Average:	64,334	
Group Median:	59,000	
Weighted Average:	64,334	

Job Number: **91**

Job Title: ***Manager, Computer Systems***

Responsible for the effective administration of a number of programmers, programmer analysts and system analysts. Each subordinate may be responsible for a number of installed computer programs, and operating systems services.

In addition to management requirements, may also function as project manager on new development projects. Additionally, trains analysts in systems and design concepts.

Manages staff workload, assignments and project scheduling. Monitors established completion schedules, supervises system installation and end-user training and resolves conflicts. Assures use of quality technical and programming standards in the implementation and maintenance of operational systems.

Serves as an internal consultant, by analyzing the environment and defining the information required to manage the function. Also analyzes the cost of the system versus the benefits provided and makes recommendations about alternative system approaches, either manual or computer based. These analyses result in a project proposal or a prototype system used as a model for the functional system design.

Evaluates new programming languages and software tools for future applications.

Overall Position Data Highlights:		
Group Average:	79,221	
Group Median:	85,000	
Weighted Average:	79,221	

Job Number: **98**

Job Title: **Manager, Database Administration**

This position is responsible for maintaining the organization's ability to record access format and report information in a variety of configurations based on staff, member, industry, government and public inquiries. The information contained in the database can span a wide variety of demographic statistical data numerous subjects, topics and issues.

In some instances the database may access other databases to complete assignments. These databases can be located (1) in other locations and (2) in other regions of the country or be international.

Manages the daily operations of the organization's database, which can include interactive and batch processes. Develops and maintains supplementary database systems which support operational requirements.

Maintains technical documentation including data file structures, schema system requirements process flows, operating procedures and management guidelines.

Schedules, coordinates and performs file, record, and field maintenance using available database management tools; monitors database integrity and documents maintenance procedures and activities.

Coordinates and performs batch processing to input, change, or extract data, purge databases, and conduct global updates; maintains appropriate documentation.

Manages report production from various databases to meet management and functional requirements to include scheduling, report formatting and printing; provides assistance to the staff in design and execution of ad hoc reports.

Provides assistance to satellite locations databases regarding output or performance.

Recommends improvements to existing database applications; acts as liaison with software vendors for approved functional improvements by providing program specifications, monitoring contractor performance, testing deliverables; assisting with contract review and renewal.

Takes responsibility for the security of the integrated database, including but not limited to: backup and restore of data and programs; maintenance of user access, passwords, file and directory maintenance, and executing special backups for long-term retention. Establishes automatic recurring system events, reorganizes the directory structure, loads of software updates, and performs other activities which enhance the functionality of the system.

Participates in new system development activities and assists with testing and implementation.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
668	1	128,622	128,622	128,622
1257	1	78,955	78,955	78,955
3296	1	75,773	75,773	75,773
1446	1	59,000	59,000	59,000
2367	1	55,702	55,702	55,702
2078	1	51,000	51,000	51,000
1121	1	44,000	44,000	44,000
2890	1	35,500	35,500	35,500
2904	1	33,272	33,272	33,272
3287	1	32,000	32,000	32,000
3274	1	31,990	31,990	31,990
Total: 11		11		

Overall Position Data Highlights:		
Group Average:	56,892	
Group Median:	51,000	
Weighted Average:	56,892	

Job Number: **86**

Job Title: ***Programmer***

Develops non-complex routines, under the direction of a major senior programmer, for the integration to a system, as required. Writes simple stand-alone report programs. Maintains production systems. Handles file manipulation and system utilities, as required.

Develops programming codes for projects defined by a systems analyst. Determines optimal choice of programming commands for performing the required functions. Follows system and program flowcharts in program development efforts. Documents programs as they are developed. Designs and develops small programs up as required. Handles non-complex programming requests such as tables and stand alone reports. Develops table look-ups and update routines.

Performs routine functions necessary within a project, such as running existing programs, assisting in the maintenance of production systems, editing existing programs, and writing small routines to assist in the program development effort. Assists in file maintenance and documentation efforts, and other tasks as required.

Overall Position Data Highlights:		
Group Average:	55,833	
Group Median:	45,000	
Weighted Average:	63,125	

Job Number: **87**

Job Title: ***Programmer Analyst***

Develops and implements programs from sketchy instructions and diagrams. Is able to estimate realistic time frames. Designs programs and programming logic from system specifications. Makes decisions on programming approaches to problems. Interacts with systems analyst on large projects to determine best approach to systems design. Is involved in the design of small to medium size systems. May be called upon to make decisions on software selection. Develops, tests, and implements programs, and integrates systems as required. Is responsible for the debugging and updating of software. Assists systems analysts in the successful completion of a project. Is able to coordinate programming efforts.

Overall Position Data Highlights:		
Group Average:	70,355	
Group Median:	61,606	
Weighted Average:	85,551	

Job Number: **25**

Job Title: ***Supervisor, Data Entry***

This position may operate in either a centralized or decentralized environment. In a decentralized setting the routines, procedures and standards will be similar, but the individual will float between various department units.

Supervises work flow of data entry materials distributed for input to the various data bases from several terminals located in the departments. Trains data entry operators as necessary to the operations of the administrative support systems and in the various program systems. May participate in selecting operators for the various units.

Participates with user departments in defining and developing special requirements, projects and specifications for efficient processing of information.

Reviews audit trails of daily activity for accuracy, researches and reenters corrected information or advises appropriate department personnel of corrective action to be taken. Insures timely correction of errors, correct use of data transactions, codes, and completion of tasks.

Maintains receipt control log of computer access words and their authorized release, as developed and implemented. Maintains work control and operations logs and assigns work according to priority and workload.

Overall Position Data Highlights:		
Group Average:	42,387	
Group Median:	41,200	
Weighted Average:	42,387	

Job Number: **88**

Job Title: **Systems Analyst**

Often times serves as a translator and interpreter between the user departments and data processing personnel. Must understand and interpret the user's requirements in order to design a system that will accomplish the intended purpose, while at the same time translating the process for the programmers/analysts so they can develop the necessary programming techniques.

Works with user departments to advise and explore the feasibility of designing automated data systems to accommodate various program area needs, or to further improve/expand existing systems for greater information retrieval. Develops detailed plans indicating system design - establishes milestone, developmental cost (both hardware and manpower), annual projection cost and completion dates.

In designing a system, develops approaches which include the most efficient way to design the system based on the latest technology in the field; the computer's capability/limitations; how the application can be integrated in other existing systems where possible, and make recommendations accordingly; and provide the ability to accommodate future expansion with minimal modification.

Writes programming specifications outlining the many bases that the program must consider. Accompanying the specifications will be all file (inputs, outputs and work files) formats with detail descriptions and meanings of all data elements. Also included will be systems flow, depicting the total system and the program system and the program by program relationship with the associates hardware components.

Interfaces with the programming staff to make them aware of the progress and current thinking on the project. This affords the opportunity to exchange ideas, verifying assumptions and check on the feasibility of the design.

In considering new systems or changes to existing systems, insures that program specifications are maintained in an up-to-date state and that departmental standards are adhered to. Is expected to maintain and make recommendations for changes and updates to departmental standards. Maintain the systems schedule of current and projected projects.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
888	1	91,000	91,000	91,000
876	3	69,108	67,000	71,824
2056	1	60,632	60,632	60,632
1257	1	53,581	53,581	53,581
3296	1	51,400	51,400	51,400
1446	1	50,000	50,000	50,000
1454	1	28,000	28,000	28,000
Total: 7		9		

Overall Position Data Highlights:		
Group Average:	57,674	
Group Median:	53,581	
Weighted Average:	60,215	

Job Number: **66**

Job Title: ***Assistant Editor - A***

Responsible for preparing and writing articles, features and reports for one or more serial publications. Story ideas for articles are usually generated during discussions with supervisor. Subjects for articles and features as identified by the incumbent are subject to approval. In most cases writing assignments are limited to specific sections of the publication; or the same general subject area.

Editorial contribution can include news coverage of current events, trends and developments, as presented in news stories and articles, in conformity with format, style and editorial space allotment for any of the departments and sections of the publication.

Keeps informed of events and developments generally relating to the subjects covered; identifies subjects for articles and features; prepares and writes articles on subjects as approved. In preparing articles, gathers pertinent information through various reference sources. Determines primary and potential references on the subjects; reviews source material, including literature and technical papers; reads on the subject; obtains graphic material as appropriate to support articles and features; and consults authorities on specific subjects when necessary in story development.

Maintains contact with a wide range of information sources, including academia, industry and government, and keeps abreast of current events and developments on assigned areas through pertinent literature and media.

Overall Position Data Highlights:		
Group Average:	28,800	
Group Median:	28,800	
Weighted Average:	28,800	

Job Number: **106**

Job Title: ***Director, Publications***

Responsible for the editorial policy and content of the organization's publications consisting of trade magazines, research and technical journals, books, monographs and abstracts; as well as, overseeing the production, scheduling and publishing of such publications.

Overall Position Data Highlights:

Group Average:	99,205	
Group Median:	102,000	
Weighted Average:	99,205	

Job Number: **72**

Job Title: ***Editor - A***

This position does not deal with scientific/technical publication; nor with the publication of newsletters and related services.

Publishes the organization's primary serial magazine, whether it be a weekly, monthly, or quarterly. The publication is generally viewed as the organization's official communications; and is the major carrier of advertising space.

Has full responsibility for the overall operation of the magazine, its content and editorial direction. Acts in the capacity of publisher for the magazine and provides guidance in long-term editorial direction. General direction for content may also be available through an advisory board.

The daily operations of the magazine are carried out through a managing editor and/or, various editorial staff members who are responsible for their respective magazine sections.

In some instances, may be expected to write editorials. Provides general public guidance and editorial direction carried out on a continuing basis via informal and formal channels of communication. While the daily activities of the staff are delegated to and are the responsibility of others, the Editor also provides general guidance and editorial direction to the staff. A general review of each issue provides a continuing check of performance.

Maintains continuing and large scale contact and communication with organization departments, the constituent community, and with governmental and non-governmental organizations, agencies, and groups. Also maintains liaison with the advertising sales organization, to assist in maximizing the economic and advertising potential of the magazine.

Overall Position Data Highlights:		
Group Average:	56,035	
Group Median:	48,181	
Weighted Average:	52,893	

Job Number: **64**

Job Title: ***Editorial Assistant - A***

This position does not deal with scientific/technical publications. May work on more than one publication.

Edits a variety of publications material including manuscripts, feature articles, news items, pamphlets, brochures and booklets, and annual meeting/conference materials for spelling, grammar, punctuation, syntax, general clarity, and printer markings by following prescribed editorial and style manual guidelines. May communicate with editors and guest authors to resolve questions dealing with nontechnical items.

Proofreads galleys and makes appropriate changes; measures galleys for page layouts and sizes pages based on issue contents. Crops photographs, arranges charts, graphs and tables for all publication layouts. Works with authors, editors, artists, typesetters and printers to meet schedule deadlines. May write short, individual news items for publication; or rewrite general passages for greater clarity.

Some positions may require the individual to use desktop publishing equipment to format and stylize text.

Overall Position Data Highlights:		
Group Average:	36,652	
Group Median:	36,652	
Weighted Average:	36,652	

Job Number: 56**Job Title: Librarian**

Responsible for managing the activities of a special library/information center containing at least several thousand volumes, periodicals reference texts, and special collections, along with micro forms and computer capability in some cases.

Spends a portion of the time conducting literature searches for the staff, members and the public. Some requests involve current issues or evolving trends, which require seeking out different source areas/facilities to locate and obtain the information. Peruses material and earmarks those sections that may apply. On occasion visits other facilities to review reference materials to determine applicability.

Makes acquisitions for the collection based on identified needs, inquiry patterns, and as requested. Purchases general reference works and recommends that offices acquire technical volumes. Scans new publication announcements and calls attention to text material.

Performs all original classification and cataloging of new acquisitions. Modifies catalog system and description if it differs from the way the organization classifies similar material.

Related services include assisting staff in searching material reduced to microfilm/fiche form; computer processing of databases; inter-office routing of publications; processing subscription renewals; shelving and retrieving volumes/periodicals; and preparing new acquisitions for the collection.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
2333	2	75,400	75,400	75,400
3166	1	44,346	44,346	44,346
1202	1	34,778	34,778	34,778
1430	1	24,960	24,960	24,960
1927	2	24,000	24,000	24,000
Total: 5	7			

Overall Position Data Highlights:		
Group Average:	40,697	
Group Median:	34,778	
Weighted Average:	43,269	

Job Number: **54**

Job Title: ***Library Assistant***

Assists staff, and the public to locate books, periodicals, reports and other materials within the library. Charges out books, shelves those that are returned, follows up on overdue books and places inter-library loan requests where appropriate. As required goes to other library facilities to pick up information materials that have priority status.

Maintains library information files. These include newsletters, special reports, references and studies. There may also be subject index tiles of technical information and articles on current issues. Routinely routes periodicals to designated offices and files materials when returned. Scans publications to spot articles that pertain to current issues. Reproduces these for the files. Also reproduces material requested from the files and/or charges it out to requesting party.

Processes new book acquisitions once they have been cataloged by preparing labels, book cards and pockets, catalog cards and shelving the volumes. Requests catalog information from the Library of Congress where indicated.

Overall Position Data Highlights:		
Group Average:	16,058	
Group Median:	16,058	
Weighted Average:	16,058	

Job Number: 71**Job Title: *Managing Editor***

This position requires the person to serve in a coordinating fashion to assemble, edit and publish one or more serial research publications based on articles received from guest authors. Articles generally are reviewed by outside editorial boards who pass on manuscript content. Generally, such journals do not carry advertising.

Responsible for planning and coordinating the editorial activities for manuscript processing from submission of papers through acceptance or rejection. Rejects manuscripts on the basis of reviewer comments; requests from authors revisions to manuscripts when necessary; accepts revised manuscripts and decides when further review is required. Insures availability of material for each issue of the publications. Provides liaison between editors and publications management.

Subordinates are responsible for processing manuscripts in accord with established procedures. Responsibilities include reviewing manuscripts in terms of style for editorial processing; choosing reviewers for manuscripts; communicating with editors on suggestions concerning technical points in manuscripts; keeping aware of performance of reviewers; following up on reviewers' recommendations; checking manuscripts for completeness; and preparing monthly manuscript flow date and statistics.

May visit with each editor on a regular basis for the purpose of planning content and selecting manuscripts for publication. Prepares reports of editorial activities as required by editors and management.

Overall Position Data Highlights:		
Group Average:	64,331	
Group Median:	64,331	
Weighted Average:	64,331	

Job Number: **68**

Job Title: ***Manuscript Editor***

Responsible for coordinating the manuscript review process of one or more publications. This includes corresponding with peer reviewers and authors in the request, receipt, and review of manuscripts; maintaining manuscript logging control; editing for general conformance to style procedures, and editing for consistency, grammar, punctuation, spelling, and printer marketings.

In this context assigns manuscripts to a prescribed group of peer reviewers based on their areas of specialization. Determines which revisions to accept based on editorial style procedures. Page proofs are edited and received a final review for overall image and impression before going into print. This entire process entails frequent contact with reviewers authors and printers to obtain materials and resolve problems in time to meet scheduling dates.

Collects articles ready by printing deadlines and assigns them to the next scheduled issue. May prepare table of contents and index page for each issue.

Overall Position Data Highlights:		
Group Average:	73,398	
Group Median:	73,398	
Weighted Average:	73,398	

Job Number: 77**Job Title: Staff Writer**

This position is most often found in the public relations unit of an organization; but may be housed elsewhere.

Responsible for researching, writing, interpreting and disseminating news and information about the organization, its programs and activities to the media. Congressional and government offices, and various publics and; for performing other general writing-editing assignments.

Writes and edits news releases, special articles for trade and daily press, issued-oriented booklets, research projects, and other literature as requested, such as speeches, action proposals, testimony and magazine articles.

Responsible for collecting and selecting potential newsworthy information from various sources. Assesses what areas and events might be publicized to receive maximum credit to the organization and its industry/members. Monitors newspapers, magazines, television, trade publications, newsletters and other source materials; maintains own source files of contacts and background materials.

Reviews news clippings received through clipping services to assess effectiveness of news services publicity efforts. Assists in planning for news releases distribution and other printed materials; assists in compiling and maintaining media contact lists. Assists in the operation of the press room and press conferences at meeting sites, generally providing information beneficial to media representatives and news coverage.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
1712	1	56,650	56,650	56,650
888	3	46,000	42,000	54,000
1454	1	40,000	40,000	40,000
1832	1	35,000	35,000	35,000
2380	1	30,160	30,160	30,160
Total: 5	7			

Overall Position Data Highlights:		
Group Average:	41,562	
Group Median:	40,000	
Weighted Average:	42,830	

Job Number: **107**

Job Title: **Director, Convention/Meetings**

Responsible for all negotiating/scheduling of the organization's annual convention, various conferences and meetings, whether domestic or international as well as, all exhibit and exposition shows. Other responsibilities include on-site management of these meetings and may involve developing program content for some of these gatherings.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
668	1	125,014	125,014	125,014
888	1	110,000	110,000	110,000
876	2	87,213	86,525	87,900
2078	1	58,500	58,500	58,500
1110	1	51,314	51,314	51,314
Total: 5		6		

Overall Position Data Highlights:

Group Average:	86,408	
Group Median:	87,213	
Weighted Average:	86,542	

Job Number: **60**

Job Title: **Manager, Convention/Meetings**

The position is not involved with meetings policy or program content; but with the operational aspects of meetings planning.

The meetings program generally consists of an annual meeting (with/without exhibits show), several conference/seminars/workshops. Board and committee meetings.

Visits potential convention sites meeting with hotel, convention/tourist bureau officials and local suppliers to develop appropriate information for presentation. Once a site is selected, prepares master schedule to review progress and details leading up to the meeting. Assignments negotiated include: housing, meeting facilities, equipment, various services, temporary help, and staff assignments.

Provides on-site management to ensure that all arrangements are executed properly. This includes ensuring that assistance is provided to attendees regarding general information, registration, housing, transport, communication, entertainment, audiovisual arrangements and security. It also includes all contact with local vendors and suppliers.

Some annual meetings/conferences may incorporate exhibit shows. In such cases responsibilities include: determining the exhibit's scope and budget; setting fees; developing a promotional campaign along with the required materials and appropriate mailing lists. Negotiates with local decorating firm to design and construct a desirable exhibit show area.

May provide preregister and travel arrangements for executive staff. Board members and other VIP's on all business meetings including the Convention. Coordinates arrangements through a travel agency.

Oversees the dismantling activities; develops critique on the facilities, supplier services, registration activities; as well as general observations of the host community; reconciles all bills and approves for payment.

Schedule in-house meeting rooms for various affairs. Makes appropriate arrangements with area suppliers, including catered meals. May also assign meeting rooms to approved outside organizations on a space available basis. Makes the necessary arrangements as requested.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
2380	1	60,000	60,000	60,000
3621	1	51,750	51,750	51,750
3119	1	48,000	48,000	48,000
1202	1	45,000	45,000	45,000
1297	1	34,500	34,500	34,500
1074	1	30,000	30,000	30,000
Total: 6	6			

Overall Position Data Highlights:		
Group Average:	44,875	
Group Median:	46,500	
Weighted Average:	44,875	

Job Number: **59**

Job Title: **Manager, Exhibits**

The primary responsibility of this position is exhibit shows promotion and management. General meeting responsibilities are secondary.

Responsible for determining the exhibit's scope and budget; setting fees; developing a promotional campaign along with the required brochures and materials, and compiling appropriate mailing lists. Continuously promotes shows through additional mailings, magazine advertising, and personal contacts to efforts in securing exhibitors. Responsible for maintaining the various activities and projects on schedule.

Negotiates with hotel personnel and local decorating firms to design and layout most desirable exhibit show area; as well as, contracting with local decorator, drayage, security and other supplier groups to provide needed services.

Corresponds and counsels with exhibitors concerning their booths, products and services; responds to and generally facilitates exhibitor inquiries and needs. In this connection develops, prepares, reproduces and distributes exhibit area floor plans, worksheets, service kits, order forms and exhibitor agreements. Compiles and distributes exhibitor lists every few weeks to keep all parties apprised of progress.

On-site, incumbent may select, train and supervise a small group of temporaries or staff members provide general assistance in the exhibit area. Oversees the setting up, operation and dismantling of the exhibit area. Serves as the organization's liaison to hotel staff, suppliers, exhibitors and members throughout the show. Resolves on-the-spot difficulties as they arise.

Prepares critique along with suggestions and recommendations on how to improve future exhibit shows; reviews and approves all bills and expenses incurred; prepares detailed financial report, and maintain exhibitor files, materials, records and statistics.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
668	1	68,640	68,640	68,640
2078	1	56,443	56,443	56,443
2905	1	53,373	53,373	53,373
1202	1	51,250	51,250	51,250
876	1	50,000	50,000	50,000
1440	1	24,000	24,000	24,000
Total: 6		6		

Overall Position Data Highlights:		
Group Average:	50,618	
Group Median:	52,312	
Weighted Average:	50,618	

Job Number: **58**

Job Title: **Meetings Planning Assistant**

Assists in the planning, scheduling, negotiating and coordination of all conferences/seminars and the organization's annual meeting/convention.

Confirms advance arrangements with hotel for guest room bloc, function/event rooms, complimentary services, and general purpose areas. Helps to develop program schedule setting times and meeting room allocations for receptions, meals, refreshment breaks, and concurrent workshop sessions.

Reviews promotional and registration materials for accuracy of informational items. Also responsible for placing attendee badge orders and for preparing, reproducing and distributing the registrant attendance lists at meetings.

Works with supervisor and sponsoring unit to develop a staging guide that details how each event/function is to be conducted. Provides unit and hotel with copies, continually advising them of changes and revisions.

Participates in negotiating with convention visitors bureau for temporary help and with various local suppliers/vendors for such things as; freight services; communication lines/equipment; furniture A/V equipment; printing and limousine transportation. Assists in negotiating rates for meal and beverage functions, and complimentary services based on price guidelines; makes preliminary menu selections and serving guarantees.

Travels on-site and consults with hotel and vendor officials to review staging guide and make last changes. Provides coordination to insure an efficient logistical operation. Takes initiative in resolving on-the-spot difficulties as they arises.

Oversees the packing and freighting of all materials, equipment and supplies; as well as the return of all supplier leased items. Reconciles hotel accounts and approves for payment. May critique key hotel officials and department heads on the services/procedures provided.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
876	4	49,850	42,000	54,525
2380	2	42,177	39,353	45,011
1454	1	40,000	40,000	40,000
1466	1	38,000	38,000	38,000
1121	1	34,000	34,000	34,000
Total: 5	9			

Overall Position Data Highlights:		
Group Average:	40,805	
Group Median:	40,000	
Weighted Average:	43,973	

Job Number: **113**

Job Title: **Director, Development**

Develops and directs an ongoing effort to identify and acquire additional funds for the organization on a continuing basis. Primarily committed to the solicitation of monies from governmental sources, private institutions and individuals in support of selective programs and projects that the organization is advocating, or sponsoring on a sustaining basis.

This position can also include the staging of various fundraising events such as cultural and entertainment gatherings, auctions, contests and festivals.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
1454	1	116,000	116,000	116,000
668	2	113,333	113,314	113,353
3621	1	112,500	112,500	112,500
1110	1	100,000	100,000	100,000
1202	1	95,013	95,013	95,013
3274	1	95,000	95,000	95,000
1633	1	92,000	92,000	92,000
1881	1	90,000	90,000	90,000
1051	1	90,000	90,000	90,000
2142	1	84,000	84,000	84,000
2247	1	82,303	82,303	82,303
3166	1	82,150	82,150	82,150
2004	1	82,000	82,000	82,000
3245	1	82,000	82,000	82,000
2524	1	80,000	80,000	80,000
3117	1	80,000	80,000	80,000
1446	1	80,000	80,000	80,000
1142	1	78,000	78,000	78,000
1331	1	78,000	78,000	78,000
1288	1	77,000	77,000	77,000
1466	1	76,385	76,385	76,385
1631	1	75,480	75,480	75,480
2244	1	75,000	75,000	75,000
1635	1	75,000	75,000	75,000
879	1	75,000	75,000	75,000
1123	2	75,000	74,000	76,000
1712	1	75,000	75,000	75,000
1232	1	75,000	75,000	75,000
1657	1	75,000	75,000	75,000
1121	1	74,818	74,818	74,818
1297	1	73,182	73,182	73,182
2822	1	70,000	70,000	70,000
1891	1	70,000	70,000	70,000
2404	1	69,139	69,139	69,139
1049	1	68,000	68,000	68,000
3596	1	67,500	67,500	67,500
2465	1	65,000	65,000	65,000
965	1	63,000	63,000	63,000
2078	1	62,000	62,000	62,000
1814	1	60,000	60,000	60,000
1447	1	58,150	58,150	58,150
2890	1	58,000	58,000	58,000

Organization Code	# Employees	Average Salary	Actual Low	Actual High
942	1	58,000	58,000	58,000
3606	2	57,500	17,500	95,000
1160	1	55,997	55,997	55,997
1508	1	55,000	55,000	55,000
1866	1	54,100	54,100	54,100
1128	1	54,000	54,000	54,000
1109	1	54,000	54,000	54,000
2062	1	53,000	53,000	53,000
3144	1	52,000	52,000	52,000
1043	1	51,000	51,000	51,000
2369	1	50,000	50,000	50,000
3517	1	50,000	50,000	50,000
2381	1	50,000	50,000	50,000
2367	1	46,446	46,446	46,446
1832	3	46,000	44,000	47,900
1274	1	45,000	45,000	45,000
3210	1	44,200	44,200	44,200
2014	5	44,000	35,000	45,000
1700	1	43,000	43,000	43,000
1829	1	41,200	41,200	41,200
3287	1	40,000	40,000	40,000
1132	1	40,000	40,000	40,000
3549	1	37,502	37,502	37,502
2589	1	36,556	36,556	36,556
3153	1	36,000	36,000	36,000
1904	1	33,000	33,000	33,000
951	1	32,000	32,000	32,000
1108	1	30,240	30,240	30,240
2712	1	30,000	30,000	30,000
1532	1	30,000	30,000	30,000
Total: 72	81			

Overall Position Data Highlights:

Group Average:	64,926	1 st Quartile:	50,000
Group Median:	66,250	2 nd Quartile:	66,250
Weighted Average:	64,056	3 rd Quartile:	78,000
		4 th Quartile:	116,000

Job Number: **105**

Job Title: **Director, Member Programs**

This position is responsible for promoting the organization actively to state and local affiliates/chapters and to potential member groups; for identifying and developing new programs/services that meet member needs; and for finding ways to improve existing programs and services.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
1123	14	80,000	75,000	85,000
1791	1	75,000	75,000	75,000
1466	1	70,065	70,065	70,065
1112	1	65,000	65,000	65,000
3125	1	62,000	62,000	62,000
3112	1	62,000	62,000	62,000
1217	1	57,500	57,500	57,500
3422	1	56,000	56,000	56,000
2944	1	55,000	55,000	55,000
2202	1	52,000	52,000	52,000
2250	1	50,000	50,000	50,000
2142	2	49,000	43,000	55,000
1517	1	48,000	48,000	48,000
1094	1	47,000	47,000	47,000
3621	1	46,575	46,575	46,575
1202	1	42,190	42,190	42,190
1183	1	39,000	39,000	39,000
2014	12	38,000	35,000	40,000
1829	3	37,300	35,900	38,000
1848	1	30,000	30,000	30,000
Total: 20		47		

Overall Position Data Highlights:			
Group Average:	53,082	1 st Quartile:	43,286
Group Median:	51,000	2 nd Quartile:	51,000
Weighted Average:	56,239	3 rd Quartile:	62,000
		4 th Quartile:	80,000

This is usually a composite position that encompasses certain secretarial, administrative, editorial/professional/technical functions.

The position is more apt to be found in offices with a few staff members where there is a need for a generalist approach to project/program administration. Some typical functions include:

Responding to inquiries dealing with substantive topics on unit programs including the composition and actual transcription of all necessary correspondence relating to such inquiries.

General coordination of unit conferences and seminars. This entails arrangements with hotel personnel regarding function and sleeping rooms, menu selections and supporting services; preparation and mailing of promotional and conference materials, and registering attendees; on-site supervision and assistance; and close down activities.

Writing assignments can range from the assembly and summarization of information to the development/revision of various booklets, pamphlets and brochures that address themselves to unit programs and services. In some cases the individual may be responsible for writing/editing/formatting a newsletter that deals with unit programs.

A companion function can be to collaborate with the in-house graphics department or outside printers to have these materials printed and distributed. This includes formatting and layout, composition, paper selection and initial approvals on art and design work.

Participation in basic unit research efforts. This can include the development of questionnaires and surveys; and the subsequent collection assembly, tabulation and analysis of the data; as well as, researching and drafting project findings.

In some situations this position may require the individual to monitor, and present information/reports on the status of various unit projects/programs; as well as providing information on project content, status and governing guidelines.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
1633	1	65,000	65,000	65,000
1202	4	46,130	35,000	55,825
3114	2	43,700	41,900	45,500
3608	1	42,432	42,432	42,432
2062	1	40,000	40,000	40,000
3098	27	40,000	35,000	41,000
1891	2	38,750	33,500	44,000
1508	1	38,600	38,600	38,600
3117	1	37,500	37,500	37,500
1712	13	35,700	30,000	42,800
3130	3	35,360	35,360	35,360
3144	2	35,000	34,000	36,000
2465	1	35,000	35,000	35,000
1832	3	34,000	32,700	36,700
3106	2	34,000	34,000	34,000
3274	1	33,280	33,280	33,280
1297	2	32,859	32,618	33,100
2822	3	32,333	30,000	35,000
3162	1	32,000	32,000	32,000
1160	1	31,200	31,200	31,200
2904	1	30,000	30,000	30,000
1132	1	30,000	30,000	30,000
1128	1	30,000	30,000	30,000
3021	1	30,000	30,000	30,000
3596	1	30,000	30,000	30,000

Organization Code	# Employees	Average Salary	Actual Low	Actual High
1656	3	29,640	27,560	31,200
1288	7	29,036	26,775	31,415
2404	2	28,600	28,080	29,120
2247	5	28,126	26,000	32,261
3621	1	27,500	27,500	27,500
1123	18	26,000	18,000	32,000
2474	1	25,000	25,000	25,000
1110	2	24,960	24,960	24,960
3128	2	23,232	23,232	23,232
1199	4	23,120	20,800	28,000
994	2	23,000	18,000	28,000
2015	1	22,942	22,942	22,942
1819	1	22,900	22,900	22,900
2712	2	22,360	19,760	24,960
1121	8	21,397	19,760	24,020
3210	2	21,278	20,155	22,401
2249	1	20,000	20,000	20,000
2257	1	15,600	15,600	15,600
1209	1	15,000	15,000	15,000
Total: 44	141			

Overall Position Data Highlights:

Group Average:	30,967	1 st Quartile:	23,664
Group Median:	30,000	2 nd Quartile:	30,000
Weighted Average:	31,969	3 rd Quartile:	35,270
		4 th Quartile:	65,000

Job Number: **95**

Job Title: **Program Director**

This position and that of Program Manager are described in contextual terms to accommodate those positions that deal specifically with programs and projects peculiar to the organization for which there are no apparent comparable jobs in other groups.

Most organizations have one or more positions that fit this description. Although there may not be direct job match ups with other groups, these positions have certain characteristics and functional patterns that make it possible to gather and use salary data for general reference purposes.

Positions at this level usually encompass a significant program or long term project that has importance and some visibility to the organization's constituency or satisfies a major organizational need.

These programs can be research oriented, ongoing studies, development and monitoring of industry standards and specifications, compilation and publication of studies, or tracking and reporting on special issues and trends.

These individuals usually have a level of expertise in their area that allows them to serve as staff liaison to member committees, special commissions, project teams and task forces. They may also serve as members of such groups within their respective fields or industry and possibly advise/serve on federal government and public commission or study groups.

In most cases these positions require the individual to have a degree in the practicing field; and many times an advanced degree including the doctorate level. In a number of cases these individuals are viewed as being expert in their area and therefore serve as a key resource person. Their advice and counsel is often sought by the staff, organization constituency, government and the public.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
2541	1	102,000	102,000	102,000
805	1	97,535	97,535	97,535
1051	2	95,000	95,000	95,000
2380	1	92,623	92,623	92,623
2056	2	87,925	83,554	92,296
1656	1	85,000	85,000	85,000
2062	1	84,000	84,000	84,000
1635	2	82,500	75,000	90,000
1517	2	80,400	40,800	120,000
3119	1	79,000	79,000	79,000
1257	6	77,112	67,000	85,955
3166	3	75,022	52,654	86,336
1049	2	75,012	72,023	78,000
2944	1	75,000	75,000	75,000
1633	10	75,000	60,000	105,000
3144	1	75,000	75,000	75,000
1891	1	74,475	74,475	74,475
2902	1	72,000	72,000	72,000
2822	1	71,400	71,400	71,400
2465	2	71,050	67,000	75,100
1446	3	70,000	62,000	75,000
1288	2	69,250	69,250	69,250
1631	4	69,169	57,000	85,000
1712	4	69,125	45,000	95,000
3553	2	68,775	64,750	72,800
1229	1	67,200	67,200	67,200
1128	1	66,000	66,000	66,000
1473	3	63,718	58,240	69,913
2404	2	62,732	38,938	86,527
1819	1	61,854	61,854	61,854
1278	1	60,000	60,000	60,000
3422	1	60,000	60,000	60,000
1109	2	60,000	57,000	63,000
994	1	60,000	60,000	60,000
2367	2	59,959	55,206	64,711

Organization Code	# Employees	Average Salary	Actual Low	Actual High
1297	1	59,800	59,800	59,800
1323	3	58,893	56,000	60,680
942	1	58,000	58,000	58,000
3114	1	57,200	57,200	57,200
2004	1	57,000	57,000	57,000
1800	1	57,000	57,000	57,000
965	2	56,417	54,000	58,834
1121	5	55,502	53,777	57,421
1866	1	55,000	55,000	55,000
1904	1	55,000	55,000	55,000
1408	2	55,000	45,000	70,000
1331	1	55,000	55,000	55,000
1447	1	53,950	53,950	53,950
2975	1	53,500	53,500	53,500
3517	1	53,000	53,000	53,000
2176	2	52,500	48,000	57,000
1346	1	52,374	52,374	52,374
3128	1	52,283	52,283	52,283
3102	2	52,000	48,000	56,000
3494	1	50,000	50,000	50,000
3174	1	49,600	49,600	49,600
2904	2	49,178	47,250	51,106
1526	1	48,925	48,925	48,925
1508	1	48,670	48,670	48,670
1708	2	48,256	48,000	48,512
1651	4	48,250	41,000	56,000
1119	1	48,130	48,130	48,130
1217	2	48,061	44,000	52,122
1466	11	47,529	40,500	61,532
1814	1	47,500	47,500	47,500
1832	1	47,400	47,400	47,400
3162	2	46,500	43,000	50,000
2247	12	45,776	40,978	52,546
3480	1	45,000	45,000	45,000
1124	1	45,000	45,000	45,000
2249	2	43,375	43,195	43,555
3061	1	43,000	43,000	43,000
3608	1	42,840	42,840	42,840
1199	1	42,000	42,000	42,000
1043	3	40,735	40,000	42,204
2009	1	39,700	39,700	39,700
3549	5	39,060	36,000	41,766
3163	3	38,995	37,500	40,500
3279	1	38,518	38,518	38,518
1684	1	38,000	38,000	38,000
3565	4	35,750	21,000	50,600
2265	1	35,700	35,700	35,700
2888	1	35,020	35,020	35,020
3520	1	35,000	35,000	35,000
2174	1	35,000	35,000	35,000

Organization Code	# Employees	Average Salary	Actual Low	Actual High
3021	1	35,000	35,000	35,000
1563	2	35,000	32,000	38,000
2702	2	35,000	28,500	35,000
921	1	34,000	34,000	34,000
1123	8	34,000	22,000	45,000
951	2	33,240	32,160	34,320
1829	4	33,063	30,355	43,200
1205	1	32,789	32,789	32,789
935	1	32,000	32,000	32,000
2063	1	31,200	31,200	31,200
3539	2	31,148	27,040	35,256
3210	1	31,054	31,054	31,054
3184	11	31,000	31,000	31,000
1811	1	31,000	31,000	31,000
3540	1	30,000	30,000	30,000
1208	1	29,640	29,640	29,640
2802	2	28,600	28,080	29,120
2712	3	26,830	24,750	30,000
933	2	25,480	24,960	26,000
1074	1	24,000	24,000	24,000
1710	1	23,192	23,192	23,192
1236	2	22,700	18,720	26,680
3150	1	20,000	20,000	20,000
1700	1	16,000	16,000	16,000
Total: 109	225			

Overall Position Data Highlights:			
Group Average:	52,263	1 st Quartile:	35,360
Group Median:	50,000	2 nd Quartile:	50,000
Weighted Average:	51,786	3 rd Quartile:	64,859
		4 th Quartile:	102,000

Job Number: **96**

Job Title: ***Program Manager***

These positions may report to a Program Director, or may stand alone within the organization. The scope of the work performed is normally narrower. The individual may be involved in overseeing the operational aspects of a special program area; managing several aspects of a program area; or heading up a project of limited duration or scope.

Participation in committees and the like, is more restrictive, as is the role of serving as a resource person; as well as, advisor and counselor in the field.

The educational attainment level may be and often is the same as that for Program Director.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
668	5	80,480	70,005	96,681
1657	3	68,829	51,773	80,000
2056	2	61,911	47,890	75,932
3119	1	60,500	60,500	60,500
3296	6	53,717	49,527	66,968
1123	2	53,000	50,000	57,000
1200	1	52,000	52,000	52,000
1635	2	51,910	50,000	53,820
1891	3	51,122	45,000	60,000
1712	2	50,730	45,000	56,460
942	6	50,000	45,000	63,000
1109	1	50,000	50,000	50,000
1633	5	50,000	42,000	60,000
3245	2	50,000	45,000	55,000
1534	1	50,000	50,000	50,000
1128	1	49,500	49,500	49,500
2822	2	49,338	42,500	56,175
3128	2	49,058	48,398	49,718
2968	2	48,000	43,000	53,000
1631	13	47,049	37,000	53,000
1232	1	46,350	46,350	46,350
1288	5	46,247	43,680	49,268
1866	4	46,179	37,000	63,889
1121	2	46,000	46,000	46,000
1049	7	45,186	43,500	77,500
1881	3	45,000	43,000	47,500
1346	1	44,574	44,574	44,574
3144	2	44,000	38,000	50,000
965	5	43,763	40,515	46,227
3260	1	43,260	43,260	43,260

Organization Code	# Employees	Average Salary	Actual Low	Actual High
1331	1	43,000	43,000	43,000
2465	4	42,800	36,000	55,000
3178	1	42,681	42,681	42,681
1112	1	42,500	42,500	42,500
3494	1	42,500	42,500	42,500
1645	1	42,000	42,000	42,000
1446	2	41,000	32,000	50,000
3517	3	41,000	39,000	43,000
2367	3	40,176	37,193	45,594
2902	1	40,000	40,000	40,000
3621	1	40,000	40,000	40,000
1297	4	39,998	39,727	40,773
2904	2	39,864	39,388	40,339
1800	5	39,699	34,500	44,998
2004	3	39,520	37,500	42,435
1183	4	39,000	39,000	39,000
2250	3	38,963	35,360	43,050
1119	1	38,820	38,820	38,820
1656	8	38,545	32,240	45,864
2247	8	38,238	35,039	43,333
1517	2	38,140	33,280	43,000
1199	1	38,000	38,000	38,000
1274	4	38,000	28,000	68,000
3162	1	38,000	38,000	38,000
2014	11	38,000	35,000	40,000
1464	1	38,000	38,000	38,000
2090	1	37,860	37,860	37,860
1814	3	37,500	37,500	37,500
1132	1	37,370	37,370	37,370
1466	6	36,200	34,065	38,089
1467	2	36,000	35,000	37,000
3163	1	36,000	36,000	36,000
1893	1	35,500	35,500	35,500
1508	2	34,000	30,000	38,000
2833	1	33,000	33,000	33,000
1677	1	33,000	33,000	33,000
2178	2	32,500	30,000	35,000
3608	1	32,130	32,130	32,130
2404	1	32,032	32,032	32,032
2905	1	30,000	30,000	30,000
921	1	30,000	30,000	30,000
2265	2	29,270	27,040	31,500
1696	1	28,630	28,630	28,630
1829	9	28,023	27,500	30,000
1970	1	27,830	27,830	27,830
2015	1	26,201	26,201	26,201
3174	1	26,000	26,000	26,000
2257	1	25,000	25,000	25,000
3539	1	24,960	24,960	24,960
3092	1	24,000	24,000	24,000

Organization Code	# Employees	Average Salary	Actual Low	Actual High
2888	2	19,000	19,000	19,000
1236	1	16,640	16,640	16,640
2063	1	15,000	15,000	15,000
Total: 83		217		

Overall Position Data Highlights:				
Group Average:	40,600	1 st Quartile:		35,500
Group Median:	39,998	2 nd Quartile:		39,998
Weighted Average:	42,412	3 rd Quartile:		46,350
		4 th Quartile:		80,480

Job Number: **110**

Job Title: **Director, Education**

Responsible for designing, developing and implementing a variety of educational programs that will meet member needs for continuing education experiences, professional development and accreditation; as well as developing the curriculum content and materials for these programs.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
2380	1	130,000	130,000	130,000
876	1	128,330	128,330	128,330
1202	1	100,370	100,370	100,370
1891	1	73,913	73,913	73,913
1656	1	68,021	68,021	68,021
1121	1	66,688	66,688	66,688
2247	2	62,950	61,415	64,486
3484	1	60,639	60,639	60,639
2404	1	60,091	60,091	60,091
2890	1	58,000	58,000	58,000
3153	1	58,000	58,000	58,000
3621	1	56,500	56,500	56,500
1331	1	55,000	55,000	55,000
2905	1	50,000	50,000	50,000
1094	1	45,000	45,000	45,000
3113	1	41,600	41,600	41,600
1346	2	40,496	36,578	44,413
1108	1	37,300	37,300	37,300
1829	5	27,449	27,000	28,644
2745	1	24,850	24,850	24,850
2888	1	24,000	24,000	24,000
Total: 21		27		

Overall Position Data Highlights:			
Group Average:	60,438	1 st Quartile:	41,048
Group Median:	58,000	2 nd Quartile:	58,000
Weighted Average:	54,905	3 rd Quartile:	67,355
		4 th Quartile:	130,000

Job Number: **115**

Job Title: ***Director, Research***

Directs the organization's research efforts dealing with member/constituency programs and services. Such activities can include the modification of industry or professional practices; standardization of industry specifications; comparative analyses of products and services; potential impact on the public of various industry products/practices and professional programs.

Overall Position Data Highlights:		
Group Average:	63,750	
Group Median:	58,500	
Weighted Average:	62,000	

Job Number: **61**

Job Title: ***Manager, Accreditation/Certification***

This position is generally found in professional/scientific associations which bestow added professional status to their members through some form of credentialing/licensing/testing process.

Serves as staff liaison to one or more academy/foundation/institute committees or groups charged with reviewing and passing on requests for accreditation/certification. The incumbent is the administrative facilitator of the program.

Processes certification requests which entail reviewing applications and appropriate documentation accompanying requests; developing written and/or oral examination content to coincide with the level of training and areas of specialization of candidates; preparing and sending examination materials to proctors and receiving these back for interpretation and scoring; notifying candidates of scores and providing certification documents; and establishing/maintaining records, statistics, and information.

May conduct regional examination sessions to facilitate administration and enhance examination accessibility. Travels on-site to administer examinations. In the case of international requests, examinations are taken at prescribed locations. Corresponds with and coordinates the necessary steps between the parties.

May publish a periodic newsletter detailing program activities and announcing all newly credentialed members. Also, publishes directory listing all accredited members.

Overall Position Data Highlights:		
Group Average:	72,552	
Group Median:	72,552	
Weighted Average:	72,552	

Job Number: **57**

Job Title: **Manager, Education**

Responsible for developing, implementing and managing educational programs and conferences to enhance the professional development of members.

Assists in identifying conference and workshop faculty and speakers; and working with them to develop and reproduce course materials and format presentations. This entails seeking outside reviewers for course drafts, editing final copy, printing materials, or having them reproduced as cassettes at sound studios; slide preparation at photographic studios; and packaging and shipping materials on-site. Occasionally field tests materials with selected reviewers/audiences before full scale release is authorized.

Manages the presentation of regional conferences/seminars/workshops at various sites. May personally make all meeting arrangements or work with the meetings planning unit to secure the necessary facilities. This includes obtaining the appropriate property, securing sleeping and meeting rooms, meal and beverage selections, audio-visual equipment, developing publicity materials, registration procedures, on-site management and close-out activities.

Critiques materials used and presentation against established criteria for levels of effectiveness. Submits recommendations.

Organization Code	# Employees	Average Salary	Actual Low	Actual High
1202	1	67,958	67,958	67,958
1121	1	53,777	53,777	53,777
2078	1	46,225	46,225	46,225
1288	1	42,571	42,571	42,571
2905	1	37,000	37,000	37,000
3621	1	36,500	36,500	36,500
2702	1	25,000	25,000	25,000
Total: 7		7		

Overall Position Data Highlights:		
Group Average:	44,147	
Group Median:	42,571	
Weighted Average:	44,147	

Job Number: **80**

Job Title: **Research Assistant**

Performs a number of basic research functions and activities that facilitate the research effort of staff researchers who conduct - studies on a wide variety of subjects, issues, and special projects.

Conducts a number of specific statistical analyses on one or more segments of a research project(s). Uses a variety of standard and customized statistical software packages to accomplish these tasks which include; data entry and extraction, data conversion, manipulation, retrieval, editing, documentation, and formatting charts, graphic displays and tables. May access a number of identified databases to compile and assemble data and information in order to complete assignments.

Conducts literature searches in various national/international publications to identify articles and other information that can provide pertinent data in support of research projects. Incorporates such information into project's bibliographic and reference files. In some instances this may require translating such items into a more understandable format and presentation.

Documents and establishes files on all statistical analyses performed indicating methodology, variations in manipulation of data and resource materials used for future referencing and in support of results obtained. Periodically, may be asked to assist in preparing and formatting various survey instruments and materials, and data entry programs to accept specified information.

May also be asked to prepare summaries of selected articles and reports pertaining to a project as identified through literature searches.

Overall Position Data Highlights:		
Group Average:	39,390	
Group Median:	39,390	
Weighted Average:	39,024	

Job Number: **81**

Job Title: **Research Associate**

Primary effort is directed toward developing pertinent background research which contributes to the greater understanding of conditions, issues and trends impacting on a wide range of projects, subjects and topics; and to preparing summaries and analyses on these areas. The research in basic in drafting background papers for submission to Federal agencies, Congressional testimony, articles, speeches, learned publications, conferences, or for answering staff, member and public inquiries.

Prepares a preliminary outline of the project to determine an appropriate methodology. Such research may involve developing a historical perspective; identifying prevailing social and economic conditions; outlining legislative considerations; regulatory impact; international involvement in issues; and future trends and implications.

Also researches topics by discussing them with various officials, academics, allied groups, congressional committees, staff and by reviewing newspapers, publications, various legislative and regulatory reports, surveys and summaries. Provides an analysis of the data developed along with interpretations. May indicate recommendations that are supportive of the organization's position.

Performs other research/writing assignments on a regular or periodic basis including: preparing articles for organization publications, Congressional testimony, developing statistics and other data for use in booklets, press releases and fact sheets in support of organization issues.

Overall Position Data Highlights:		
Group Average:	57,720	
Group Median:	57,720	
Weighted Average:	57,720	

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36	Accounting Assistant - B	Accounting/Finance	46
6	Administrative Assistant	Administrative	54
4	Administrative Secretary	Administrative	56
66	Assistant Editor - A	Library/Editorial	133
51	Benefit Specialist	Human Resources/Benefits	98
32	Building Maintenance	Administrative	57
136	Case Manager (non-supervisory)	Human Services	105
132	Certified Nurses Aid	Human Services	107
128	Child Day Care Assistant	Human Services	108
127	Child Day Care Worker	Human Services	109
85	Computer Data Technician	Information Technology	118
133	Counselor	Human Services	110
23	Data Entry Operator - A	Information Technology	119
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101	Deputy Executive Director	Executive Management	83
62	Desktop Publishing Specialist	Information Technology	121
116	Development Associate (Outside DC Area)	Government Relations/Legal/Policy	89
131	Direct Care Worker	Human Services	111
102	Director, Administration	Administrative	58
104	Director, Communications	Communications/Marketing/Creative	75
107	Director, Convention/Meetings	Meetings/Conventions	142
113	Director, Development	Programs/Development	146
110	Director, Education	Research/Education	157
108	Director, Finance	Accounting/Finance	47
109	Director, Government Relations (DC Area)	Government Relations/Legal/Policy	90
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64	Editorial Assistant - A	Library/Editorial	136
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100	Executive Dir.-EVP-President	Executive Management	84
5	Executive Secretary	Administrative	59
99	Help Desk Specialist	Information Technology	123
49	Human Resources Assistant	Human Resources/Benefits	102
92	Internet/WWW Specialist	Information Technology	124
9	Legal Secretary	Administrative	61
120	Legislative Representative (Outside DC Area)	Government Relations/Legal/Policy	93
56	Librarian	Library/Editorial	137
54	Library Assistant	Library/Editorial	138
15	Mail Assistant - A	Administrative	62
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40	Manager, Accounting	Accounting/Finance	49
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73	Manager, Advertising	Communications/Marketing/Creative	76
33	Manager, Building Services	Administrative	64
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121	Manager, Development/Fundraising (Outside DC Area)	Government Relations/Legal/Policy	94
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59	Manager, Exhibits	Meetings/Conventions	144
53	Manager, Human Resources	Human Resources/Benefits	103
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26	Manager, Printing	Communications/Marketing/Creative	78
76	Manager, Public Relations	Communications/Marketing/Creative	79
122	Manager, Standards (Outside DC Area)	Government Relations/Legal/Policy	95
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68	Manuscript Editor	Library/Editorial	140
58	Meetings Planning Assistant	Meetings/Conventions	145
18	Member Services Representative	Administrative	65
12	Office Assistant - A	Administrative	66
13	Office Assistant - B	Administrative	67
7	Office Manager	Administrative	68
37	Payroll Assistant	Accounting/Finance	50
69	Production Manager	Communications/Marketing/Creative	80
47	Program Assistant	Programs/Development	149
95	Program Director	Programs/Development	151
96	Program Manager	Programs/Development	154
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123	Public Policy Analyst (Outside DC Area)	Government Relations/Legal/Policy	96
43	Purchasing Assistant	Accounting/Finance	51
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30	Reproduction Equipment Operator	Communications/Marketing/Creative	81
80	Research Assistant	Research/Education	161
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134	Social Worker - Masters Level	Human Services	113
39	Staff Accountant	Accounting/Finance	52
70	Staff Artist	Communications/Marketing/Creative	82
124	Staff Attorney (Outside DC Area)	Government Relations/Legal/Policy	97
77	Staff Writer	Library/Editorial	141
38	Supervisor, Accounting	Accounting/Finance	53
25	Supervisor, Data Entry	Information Technology	131
17	Supervisor, Mail Operations	Administrative	74
22	Supervisor, Subscription Fulfillment	Human Resources/Benefits	104
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125	Teacher (K-12)	Human Services	114
126	Teaching Assistant (K-12)	Human Services	115
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15	Mail Assistant - A	Administrative	62
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Methodology for The Compensation Report: An Analysis of National Nonprofits 2012

Survey Instrument:

The survey instrument queried participating organizations on their classification in several areas, including budget size, staff size, and organization category. This enabled cross-tabulation of data based on these criteria. Additionally, the survey asked participants to define employee benefits offerings, salary increase criteria, as well as changes in overall budget and salary budget.

Data Collection:

Survey participants were solicited in two ways:

1. In March of 2012, a personalized email was sent to one "key contact" in each of the nonprofits and associations from around the country in the Columbia Books mailing list of readers, customers and prior registrants. In April, email reminders were sent out to organizations that had started but not completed the survey.
2. Simultaneously, through cooperation with various State Association Members of the National Council of Nonprofits, the survey was distributed to members of those nonprofit State Associations. Member organizations were incentivized to participate in the survey because they would receive a state-specific version of the final report if a statistically significant number of respondents were collected from that state. Participating State Associations included: AR, HI, ME, MO, MT, NJ, OK, PA, SC, SD, TX, UT, and WI.

Survey respondents were given the option of completing the survey using an online interface, or by faxing in their responses. The survey was officially closed on April 30, 2012.

Sample Size, Response Rate, and Confidence Interval:

Of the 13,732 invitations to participate sent out, 1,850 were completed for an overall completion rate of 13.47%. This is consistent with a margin of error of 2.12% with a confidence interval of 95%, assuming a normal distribution within the population of respondents.

This margin of error and confidence interval indicates that for all analyses for data from the 1,850 survey respondents, we can be 95% confident that figures are within +/- 2.12 percentage points of the actual figures from the whole population of organizations invited to participate in this study.

It should be noted that any survey contains unknown levels of error from a number of sources, including the question wording, question order, respondent misunderstandings, non-response rates, and other difficulties related to conducting survey research.

All data reported in *The Compensation Report: An Analysis of National Nonprofits 2012* was self-reported by survey participants. State specific reports were produced with data collected through the national survey. When the accuracy of data appeared to be contradictory or unlikely, it was verified, when possible, for clarification by contacting the reporting organizations. When this was not possible, suspect data was removed.