

Welcome!

This CONFIDENTIAL survey is being conducted by Dr. Jane A. Van Buren of Noonmark Nonprofit Services, with the generous support of many nonprofit sponsors. (for a listing of sponsors visit www.noonmarkservices.com)

The survey results will be beneficial to all Vermont nonprofits seeking compensation benchmarks and indications of best practice. The final report will be available in early December. RETURN YOUR COMPLETED SURVEY BY OCTOBER 23, 2007 AND BE ENTERED IN A DRAWING FOR \$200!!! RETURN BY OCTOBER 29, 2007 FOR A 50% DISCOUNT ON THE FINAL REPORT.

If you would prefer to complete a paper survey, or have questions please e-mail janevb@noonmarkservices.com.

I strongly encourage you to complete the survey regardless of whether your organization employs 1 or 1,000 employees. It is very important that we gather information from all missions and sizes.

Depending on the number of employees in your organization the survey should take between 15 and 30 minutes to complete. THANK YOU for taking the time to contribute to this valuable research. In order to be entered into the \$200 drawing please answer every question, even if your answer is no, or unless you are instructed to leave a question blank. Thanks again.

Organization Information

1. What is the name of your organization? (this will only be used to ensure one response per organization)

2. What is the zip code at your main office?

3. What IRS tax code is attached to your organization?

501c(3)

501c(4)

501c(6)

other

4. Where does your organization carry out, or perform at least 30% of its activities? Please check all that apply

Franklin County

Grand Isle County

Orleans County

Essex County

- Lamoille County
- Caledonia County
- Washington County
- Chittenden County
- Addison County
- Orange County
- Rutland County
- Windsor County
- Bennington County
- Windham County
- New Hampshire
- Massachusetts
- New York
- National (other states than listed here)
- International

Other (please specify)

5. What is your organization's primary field of service? Please choose only one field.

- Arts & Culture
- Employment, jobs
- Health, mental health, disabilities, drug abuse
- Food, agriculture, nutrition
- Education
- Child Care
- Crime, legal
- Community Involvement, capacity building
- Philanthropy, voluntarism, foundations
- Housing, shelter
- Civil Rights, social action, advocacy
- Recreational, sports, leisure, athletics
- Youth development
- Environment
- Domestic Violence & Sexual Assault
- Financial Services
- Animals
- Religious/Spiritual
- Women's Rights
- Other (please specify)

Revenue and Expenses

The following questions concern revenues/expenses and funding streams. It might be handy to have your budget or a 12 month Income Statement on hand. Approximations are fine but please try and be as accurate as possible. Thanks!

6. What were your organization's total revenue and expenses for the latest completed fiscal year?

total revenue

total expenses

7. What is the organization's total payroll (wages and salaries) cost for the most recent fiscal year (EXCLUDE benefits and taxes)?

8. Please indicate approximately what percentage of the organization's total income/revenue from the last fiscal year came from the following sources. Close approximations are fine. Please use whole numbers and do not use the % sign.

Program/service fees

Product sales/unrelated revenue

Membership dues

Corporate Contributions

Foundations

Government grants/contracts

United Way

Individual contributions (not fees) Planned gifts/bequests

Endowment investment income

Other

Staffing

Now I have a few questions about numbers of staff and compensation practice. We will get to actual salary reporting at the very end of the survey - hang in there!

9. In your organization what do you consider a full-time work week?

- 40 hours per week
- 37.5 hours per week
- 35 hours per week
- Other (specify number below)

Hours per week if different from above

10. How many full time equivalents (FTEs) are employed in your organization? For example if you have 3 employees, one works 40 hrs and two work 20 hours per week, you have 2 FTE's. If your work week is different than 40 hours DO NOT annualize to 40.

Permanent Employees

Seasonal

Temporary (not seasonal)

11. Did your organization provide base pay increases to employees during the last fiscal year (cost of living, merit, step etc)?

yes

no

If yes, what was the average percent increase?

12. Does your organization anticipate giving base pay increases in the current fiscal year?

Yes

No

If yes, approximately what will be the average percent increase?

13. Are employees granted lump sum payments above and beyond their regular salary or wage? (bonuses, incentives, etc.)

Yes

No

If yes, indicate average \$ amount or % of base pay, or other criteria used.

14. What factors does this organization use in determining ANNUAL BASE PAY INCREASES, or raises? Select all that apply.

- Cost of Living
- Individual Merit
- Seniority, or Step Increase
- Employee Group
- Completion of Training
- Achievement of Organizational Goals
- Organization's End of the Year Financial Position

Other (please specify)

15. What factors does this organization use in determining BONUS OR VARIABLE PAY programs? Select all that apply.

- Cost of Living
- Individual Merit
- Seniority, or Step Increase
- Employee Group
- Completion of Training
- Achievement of Organizational Goals
- Organization's End of the Year Financial Position
- We do not pay bonuses

Other (please specify)

leave days

Other (please specify)

22. Please explain briefly if you have a policy regarding "carryover" of unused vacation or CTO leave from one year to the next.

23. Does your organization grant personal days, as separate from vacation days or CTO days?

Yes

No

If yes, please specify the number of days

24. Are employees paid for unused sick days or CTO days?

Yes

No

25. Does your organization offer dental insurance to its employees?

Yes, full-time staff only

Yes, both full- and part-time staff

No, we do not offer dental insurance

Other (please specify)

26. If Yes, does your organization pay any part of the dental premium?

Yes, full-time staff only

Yes, both full- and part-time staff

No, we do not contribute

Other (please specify)

Health Insurance

Next, we are interested in employee and employer contributions to the annual health care premium. Please answer the questions for each of the following six options, even if your answer is "no". Thanks.

27. OPTION #1: Our organization pays 100% for any level of coverage - single, 2-person or family

Yes

No, this option does not apply to us.

28. OPTION #2: Our organization pays 100% of employee coverage and employee pays for some or all of dependent coverage.

Yes

No, this option does not apply to us

29. OPTION #3: Our organization pays approximately the same percentage of the premium for both the individual employee and his/her dependents.

Yes

No, this option does not apply to us

30. OPTION #4: Our organization pays a percentage of employee coverage and he/she pays 100% of dependent coverage.

Yes

No, this option does not apply to us

31. OPTION #5: Our organization provides employees with a lump sum and they may choose to spend some or all of it on health insurance.

Yes, please indicate \$ amount per month below

No, this option does not apply to us

Average Lump Sum Benefit \$ Amount per employee

32. OPTION #6: Our organization does not contribute, or it does not offer health insurance.

Yes

No, this option does not apply to us

33. Please check the statements that apply to your organization.

- Org. contribution covers cost of employee for basic coverage ONLY
- Org. contribution covers cost of employee and dependents for basic coverage ONLY
- Org. contributes same amount to any plan
- Employee has option to pay extra for more costly options
- Employee's contribution to costs is on sliding scale based on income and tenure
- Employee's who elect no, or low-level coverage receive cash or other benefit
- Employees are granted a lump sum and may choose benefits

Other (please specify)

34. If offered, does your organization offer a choice of Health Plans to employees?

- One medical plan only
- Various medical plan options at little or no premium cost difference to the employee
- Various medical plan options at varying premium cost to the employee

Other (please specify)

35. What type(s) of benefit plan(s) are offered?

- Traditional indemnity plan
- HMO
- High deductible plus a health savings account
- Self - Insurance

Other (please specify)

Other Benefits

Next we have a few questions about other types of benefits offered in the organization. Thanks! You are doing great!

36. Does your organization offer a long-term disability plan to employees?

Yes

No

37. Does your organization offer a short-term disability plan to employees?

Yes

No

38. Does your organization offer a basic retirement plan to employees?

Yes

No, skip the next question

39. For organizations that offer at least one retirement plan, PLEASE check ALL that apply.

We offer a defined benefit plan (pension)

No employee contribution is required for pension

Employees may contribute to the pension plan - indicate % of wages below.

We offer a defined contribution plan - 403b, 401k etc.

Organization pays a fixed % of salary/wage.

Organization matches employee contribution.

Organization offers a plan but does not contribute.

Organization provides a lump sum benefit to employees and they may choose to contribute some or all of it to retirement.

40. Does your organization pay for health, dental or other insurance benefits after retirement? (different from a pension)

Yes

No

41. Does your organization pay for maternity leave?

Yes, briefly describe below

No

maternity leave plan:

42. Does your organization offer a cafeteria plan, and/or section 125 reimbursement accounts?

- Cafeteria-type spending plan with employees allotted fixed amount
- Reimbursement accounts - pre-tax medical or child care deductions
- Employee contributions to health premiums paid on pre-tax basis
- No, none offered

43. Please describe any other benefits that I neglected. For example if your organization has a policy for military leave, bereavement leave, paternity leave etc., please describe here.

44. Does your organization offer benefits to part-time employees? If yes, please select all that apply.

- Pro-rated vacation/holiday/sick benefits
- Pro-rated dental/medical benefits
- Retirement benefits
- We have eligibility criteria - hours per week indicated below

Hours required to become eligible for benefits

Employee Recruitment & Retention

45. Has your organization experienced any staff turnover in the past 12 months?

Yes

No

46. Would you say the turnover has changed from previous years?

Yes, increased

Yes, decreased

No, stayed the same

Other (please specify)

47. If turnover has increased what factors do you think contributed?

48. If turnover has decreased what factors do you think contributed?

49. Is recruiting and retaining qualified staff a challenge for your organization?

Yes

No

50. If yes, what positions are the most difficult to RECRUIT?

51. If yes, what positions are the most difficult to RETAIN?

52. How has your organization addressed problems of recruitment and retention? Please include strategies that have worked as well as those which have not.

53. If you had the option, what areas of professional development would you identify FOR ENTRY LEVEL STAFF? Indicate your top two only please.

- Management (Volunteer management; Human Resource Management; Risk management; Financial management; Understanding partnerships and collaborations)
- Effective Communication Skills (Writing; Meeting facilitation; Public speaking; Effective listening/talking; Team building skills; Confidentiality; Conflict resolution; Mediation)
- Organizational Development (Action planning; Systems change; Computer literacy; Program planning; Grantwriting/Fund Development)
- Community Development (Advocacy, Grassroots organizing)
- Stress Management (Self care - wellness, healthy boundaries, avoiding burnout)
- Service delivery (Working with resistive populations; appropriate levels of compassion; Create an organizational culture of caring)

54. What areas of professional development would be of interest to more senior and/or experienced staff? (4 being most interest, 1 being least interest).

	1 least	2	3	4 most
Professional Consulting and Coaching	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Skill Training Workshops	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Engaging with Community Mentors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Peer to Peer Support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Formal Academic Course work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Intensive 2-3 Day Institutes	€	€	€	€
IT/Software Training	€	€	€	€

55. What resource provides your most qualified job applicants? newspaper advertising, online advertising, etc. Please name the top source.

56. Please rank from most important to least important (4 being most important and 1 being least important) the following online resources currently under consideration:

	1 least	2	3	4 most
Directory of businesses and consultants that provide services to the nonprofit sector.	€	€	€	€
Job listings for the sector	€	€	€	€
Calendar of events, trainings, conferences related to nonprofit work	€	€	€	€
Directory of nonprofits including mission, contact information, senior staff, links, etc.	€	€	€	€

WAGES

OKAY! Congratulations on sticking with me this far! Only two more sections left and they are the BIG ones about salary. Thank-you! Clarifying questions are welcomed at janevb@noonmarkservices.com.

Please read the description associated with the position before answering the question. You may have a different title in your organization for the same responsibilities.

Please let me know if you do not have the position by selecting "no" in the first drop down menu.

57. The CEO/Executive Director/President is the most senior paid staff person in the organization. This position reports directly to a board of directors which is responsible for hiring, supervising and firing this position. Please indicate your answers to the following questions.

	Is this a position in your organization?	Gender of person in position	Years on the Job - round to closest year	Minimum Ed. Qualification	Is this Full- or Part-Time?	How many hours budgeted per week?
The CEO/Executive Director/President	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

If not a separate function who is responsible for the CEO/ED duties?

58. The Assistant Director/VP is the next in line to the most senior paid staff person in the organization. This position reports directly to the CEO/ED/President. Please indicate your answers to the following questions.

	Is this a position in your organization?	Gender of person in position	Years on the Job - round to closest year	Minimum Ed. Qualification	Is this Full- or Part-Time?	How many hours budgeted per week?
Assistant Director/VP	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

If not a separate function who is responsible for the Assistant Director/VP duties?

59. The CFO/Business Manager is the most senior paid financial staff person in the organization. This position reports directly to the CEO/ED/President and is the person who is responsible for all financial reporting, audits, annual statements etc. Please indicate your answers to the following questions.

How

Is this a position in your organization?	Gender of person in position	Years on the Job - round to closest year	Minimum Ed. Qualification	Is this Full- or Part-Time?	How many hours budgeted per week?
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The CFO/Business Manager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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If not a separate function who is responsible for the CFO/Business Manager duties?

60. The MIS/IT Director or Manager is the senior position in the organization responsible for all technical operations. This position is responsible for all computer systems, networks, software implementations and trouble shooting. Please indicate your answers to the following questions.

Is this a position in your organization?	Gender of person in position	Years on the Job - round to closest year	Minimum Ed. Qualification	Is this Full- or Part-Time?	How many hours budgeted per week?
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MIS/IT Director or Manager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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If not a separate function who is responsible for the MIS/IT Director or Manager duties?

61. The Development/Fundraising Director is the senior position in the organization responsible for coordinating the raising of all non-service/program generated revenue. This position is responsible for annual campaigns, capital campaigns, special events, grants, and works with the board of directors on donor solicitation etc. This position may report directly to either the CEO/ED/President or the Assistant Director. Please indicate your answers to the following questions.

Is this a position in your organization?	Gender of person in position	Years on the Job - round to closest year	Minimum Ed. Qualification	Is this Full- or Part-Time?	How many hours budgeted per week?
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Development/Fundraising Director	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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If not a separate function who is responsible for the Development/Fundraising Director duties?

62. The Operations/Administration Director is the senior position in the organization responsible for internal operations. Typically this position will

supervise or be responsible for facilities, office management, perhaps human resources and other internal functions. Please indicate your answers to the following questions.

	Is this a position in your organization?	Gender of person in position	Years on the Job - round to closest year	Minimum Ed. Qualification	Is this Full- or Part-Time?	How many hours budgeted per week?
Operations/Administration Director	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If not a separate function who is responsible for the Operations/Administration Director duties?

63. The Clinical Director is the senior position responsible for all clinical aspects in a health/behavioral health organization. This position reports directly to the CEO/Executive Director. Please indicate your answers to the following questions.

	Is this a position in your organization?	Gender of person in position	Years on the Job - round to closest year	Minimum Ed. Qualification	Is this Full- or Part-Time?	How many hours budgeted per week?
Clinical Director	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If not a separate function who is responsible for the Clinical Director duties? (if applicable)

64. The Marketing/Communications/External Affairs Director may be responsible for all interactions with the community, government and media relations. This position is concerned with the public image of the organization and with promoting its good work. Please indicate your answers to the following questions.

	Is this a position in your organization?	Gender of person in position	Years on the Job - round to closest year	Minimum Ed. Qualification	Is this Full- or Part-Time?
Marketing/Communications/External Affairs Director	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If not a separate function who is responsible for the Marketing/Communications/External Affairs Director?

65. The Human Resource Director is responsible for implementing federal and

state employment regulations, writing position descriptions and policies and procedures for hiring and firing. This position also recruits and interviews potential candidates. Please indicate your answers to the following questions.

	Is this a position in your organization?	Gender of person in position	Years on the Job - round to closest year	Minimum Ed. Qualification	Is this Full- or Part-Time?	How many hours budgeted per week?
Human Resource Director	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>	<input type="checkbox"/>	<input type="text"/>

If not a separate function who is responsible for the Human Resource Director?

66. The Office Manager/Administrator may be responsible for some or all of the following: administrative duties in the office such as purchasing, setting up systems, bookkeeping, supervising administrative assistants and receptionist. Please indicate your answers to the following questions.

	Is this a position in your organization?	Gender of person in position	Years on the Job - round to closest year	Minimum Ed. Qualification	Is this Full- or Part-Time?	How many hours budgeted per week?
Office Manager/Administrator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>	<input type="checkbox"/>	<input type="text"/>

If not a separate function who is responsible for the Office Manager/Administrator?

67. A Program Director(s) is responsible for all aspects of a program within the organization. This could be technical, clinical or administrative, but is more senior generally than coordinating a function (training, volunteers etc) For example, a program director might be a Public Policy Director, Youth Services Director, or Director of Overseas Programs. Please indicate your answers to the following questions.

	Is this a position in your organization?	Licensure or Certificate Required?	How many FTEs fill this position?	Average years on the job	Minimum Ed. Qualification
Program Director	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

68. An Assistant Program Director(s) reports to the head of the program or department, such as an assistant human resources manager, assistant office manager, assistant director of case management etc. Please indicate your answers to the following questions.

Is this a position in your organization? Licensure or Certificate Required? How many FTEs fill this position? Average years on the job Minimum Ed. Qualification

Assistant Program Director	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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69. A Technical Program/Project Manager is responsible for managing programs concerned with very specific trades, such as an engineer, architect, wood worker, etc. Please indicate your answers to the following questions.

Is this a position in your organization? Licensure or Certificate Required? How many FTEs fill this position? Average years on the Job Minimum Ed. Qualification

Technical Program/Project Manager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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70. A Social Entrepreneur Manager oversees and supervises staff engaged in a social enterprise, such as retail service, web sales, workforce training in a marketable trade which generates organizational revenue, etc. This person may also be in charge of managing a department within the organization.

Is this a position in your organization? Licensure or Certificate Required? How many FTEs fill this position? Average years on the Job Minimum Ed. Qualification

Social Entrepreneur Manager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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71. A Social Worker/Human Service Specialist generally carries a case-load and works directly with clients, either inside or outside the office. The range of direct service workers is wide, from Licensed Clinical Social Worker to a Case Worker with a high school diploma. Use the categories below to delineate the staff in your organization. Do not include nurses aides or home health care workers in this category.

Is this a position in your organization? Licensure or Certificate Required? How many FTEs fill this position? Average years on the Job Minimum Ed. Qualification

Social Worker/Human Srv Spec. Job Code 1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social Worker/Human Srv Spec. Job Code 2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social Worker/Human Srv Spec. Job Code 3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social Worker/Human Srv Spec. Job Code 4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

72. A Nurse may also represent different functions in your organization and you may employ nurses who are master level, bachelor level or LPNs. Use the categories below to delineate the staff in your organization. Do not include nurses aides or home health care workers in this category.

	Is this a position in your organization?	Licensure or Certificate Required?	How many FTEs fill this position?	Average years on the Job	Minimum Ed. Qualification
Nursing Job Code 1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nursing Job Code 2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nursing Job Code 3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nursing Job Code 4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

73. The following positions are fairly self explanatory, however feel free to add a comment to clarify a response. Again, please indicate "no" if you do not have the position in your organization. Otherwise I might think you missed the question and not consider the survey complete.

	Is this a position in your organization?	Licensure or Certificate Required?	How many FTEs fill this position?	Average years on the Job	Minimum Ed. Qualification
Administrative Assistant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Receptionist	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bus/Van Driver	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Emergency Medical Technician (EMT)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dispatcher	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Summer Camp Counselor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Physical Therapist	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Volunteer Coordinator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training Coordinator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Education Coordinator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ambulance Driver	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cook	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Home Health Aide/Nurses Aide	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Teacher's Aide	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Psychologist - PhD (not Clinical Director)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Counselor/Therapist - Masters	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Counselor/Therapist - Bachelors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Direct Child Care Staff	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Teacher - preschool level	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Teacher - elementary level	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Teacher - middle and high school level	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Instructor - college Level	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Instructor of adult learners/ESL/Literacy	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Maintenance/Facility manager	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Retail Sales Clerk	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Bookkeeper	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Accountant	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Other positions or clarifying comments

Base Wages

READ THIS BEFORE YOU BEGIN!!! For each position listed in the previous section I am now going to ask 4 questions (explained below). If the position is not a separate function in your organization (i.e., if you selected "no" above), leave the question BLANK. IT IS VERY IMPORTANT to be consistent in your reporting. If you choose to report an hourly rate you must report an hourly rate for all staff. If you report an annual salary you must use an annual salary for each staff. Base your annual rate on your current practice (i.e., 35 hrs, 37.5 hrs etc) DO NOT annualize to a 40 hour week unless that is your current practice.

1. What is the Current Average Base Pay? If more than one FTE in position use average pay for all FTEs in that position. If only one FTE in position list the current pay. If the position is vacant and you plan to fill it, please use most recent pay. Do not include value of fringe benefits (health insurance premium etc)
2. What is the pay range? What is the lowest rate paid and what is the highest - for ex. \$7.50 - \$11.75 per hour or \$25,000 - \$35,000 per year. If only one FTE or if the position is vacant use the pay range you post if hiring.
3. To whom does this position report? Enter the title of the person who supervises or directs the work of this position.
4. What title do you use in your organization for this position? For example, you call your CEO/ED/Pres a "CEO" or you call Social Worker/Human Service Specialists, "Peer Counselors" or "Case Managers".

74. CEO/Executive Director/President

Current Average Base Pay	<input type="text"/>
Pay Range (low to high)	<input type="text"/>
Reports to Whom?	<input type="text"/>
What is your org's title for this position?	<input type="text"/>
Comments?	<input type="text"/>

75. Assitant Director/VP

Current Average Base Pay	<input type="text"/>
Pay Range (low to high)	<input type="text"/>
Reports to Whom?	<input type="text"/>
What is your org's title for this position?	<input type="text"/>
Comments?	<input type="text"/>

76. CFO/Business Manager

Current Average Base Pay	<input type="text"/>
Pay Range (low to high)	<input type="text"/>
Reports to Whom?	<input type="text"/>

What is your org's title for this position?

Comments?

77. MIS/IT Director/Manager

Current Average Base Pay

Pay Range (low to high)

Reports to Whom?

What is your org's title for this position?

Comments?

78. Development/Fundraising Director

Current Average Base Pay

Pay Range (low to high)

Reports to Whom?

What is your org's title for this position?

Comments?

79. Director of Operations/Administration

Current Average Base Pay

Pay Range (low to high)

Reports to Whom?

What is your org's title for this position?

Comments?

80. Clinical Director

Current Average Base Pay

Pay Range (low to high)

Reports to Whom?

What is your org's title for this position?

Comments?

81. Marketing/Communications/PR Director

Current Average Base Pay	<input type="text"/>
Pay Range (low to high)	<input type="text"/>
Reports to Whom?	<input type="text"/>
What is your org's title for this position?	<input type="text"/>
Comments?	<input type="text"/>

82. Human Resources Director

Current Average Base Pay	<input type="text"/>
Pay Range (low to high)	<input type="text"/>
Reports to Whom?	<input type="text"/>
What is your org's title for this position?	<input type="text"/>
Comments?	<input type="text"/>

83. Volunteer Coordinator

Current Average Base Pay	<input type="text"/>
Pay Range (low to high)	<input type="text"/>
Reports to Whom?	<input type="text"/>
What is your org's title for this position?	<input type="text"/>
Comments?	<input type="text"/>

84. Office Manager/Administrator

Current Average Base Pay	<input type="text"/>
Pay Range (low to high)	<input type="text"/>
Reports to Whom?	<input type="text"/>
What is your org's title for this position?	<input type="text"/>
Comments?	<input type="text"/>

85. Program Director

Current Average Base Pay	<input type="text"/>
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Pay Range (low to high)

Reports to Whom?

What is your org's title for this position?

Comments?

86. Assistant Program Director

Current Average Base Pay

Pay Range (low to high)

Reports to Whom?

What is your org's title for this position?

Comments?

87. Technical Program Manager

Current Average Base Pay

Pay Range (low to high)

Reports to Whom?

What is your org's title for this position?

Comments?

88. Social Entrepreneur Manager

Current Average Base Pay

Pay Range (low to high)

Reports to Whom?

What is your org's title for this position?

Comments?

89. Social Worker/Human Service Specialist Job Code 1

Current Average Base Pay

Pay Range (low to high)

Reports to Whom?

What is your org's title for this position?

Comments?

90. Social Worker/Human Service Specialist Job Code 2

Current Average Base Pay

Pay Range (low to high)

Reports to Whom?

What is your org's title for this position?

Comments?

91. Social Worker/Human Service Specialist Job Code 3

Current Average Base Pay

Pay Range (low to high)

Reports to Whom?

What is your org's title for this position?

Comments?

92. Social Worker/Human Service Specialist Job Code 4

Current Average Base Pay

Pay Range (low to high)

Reports to Whom?

What is your org's title for this position?

Comments?

93. Nursing Job Code 1

Current Average Base Pay

Pay Range (low to high)

Reports to Whom?

What is your org's title for this position?

Comments?

94. Nursing Job Code 2

Current Average Base Pay

Pay Range (low to high)

Reports to Whom?

What is your org's title for this position?

Comments?

95. Nursing Job Code 3

Current Average Base Pay

Pay Range (low to high)

Reports to Whom?

What is your org's title for this position?

Comments?

96. Nursing Job Code 4

Current Average Base Pay

Pay Range (low to high)

Reports to Whom?

What is your org's title for this position?

Comments?

97. Administrative Assistant/Secretary

Current Average Base Pay

Pay Range (low to high)

Reports to Whom?

What is your org's title for this position?

Comments?

98. Receptionist

Current Average Base Pay

Pay Range (low to high)

Reports to Whom?

What is your org's title for this position?

Comments?

99. Bus/Van Driver

Current Average Base Pay

Pay Range (low to high)

Reports to Whom?

What is your org's title for this position?

Comments?

100. Emergency Medical Technician (EMT)

Current Average Base Pay

Pay Range (low to high)

Reports to Whom?

What is your org's title for this position?

Comments?

101. Dispatcher

Current Average Base Pay

Pay Range (low to high)

Reports to Whom?

What is your org's title for this position?

Comments?

102. Summer Camp counselor

Current Average Base Pay

Pay Range (low to high)

Reports to Whom?

What is your org's title for this position?

Comments?

103. Ambulance Driver

Current Average Base Pay	<input type="text"/>
Pay Range (low to high)	<input type="text"/>
Reports to Whom?	<input type="text"/>
What is your org's title for this position?	<input type="text"/>
Comments?	<input type="text"/>

104. Cook

Current Average Base Pay	<input type="text"/>
Pay Range (low to high)	<input type="text"/>
Reports to Whom?	<input type="text"/>
What is your org's title for this position?	<input type="text"/>
Comments?	<input type="text"/>

105. Home Health Aide/Nurses Aide

Current Average Base Pay	<input type="text"/>
Pay Range (low to high)	<input type="text"/>
Reports to Whom?	<input type="text"/>
What is your org's title for this position?	<input type="text"/>
Comments?	<input type="text"/>

106. Physical Therapist

Current Average Base Pay	<input type="text"/>
Pay Range (low to high)	<input type="text"/>
Reports to Whom?	<input type="text"/>
What is your org's title for this position?	<input type="text"/>
Comments?	<input type="text"/>

107. Volunteer Coordinator

Current Average Base Pay	<input type="text"/>
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Pay Range (low to high)

Reports to Whom?

What is your org's title for this position?

Comments?

108. Training Coordinator

Current Average Base Pay

Pay Range (low to high)

Reports to Whom?

What is your org's title for this position?

Comments?

109. Education Coordinator

Current Average Base Pay

Pay Range (low to high)

Reports to Whom?

What is your org's title for this position?

Comments?

110. Psychologist - PhD

Current Average Base Pay

Pay Range (low to high)

Reports to Whom?

What is your org's title for this position?

Comments?

111. Counselor/Therapist - Masters

Current Average Base Pay

Pay Range (low to high)

Reports to Whom?

What is your orgs title for this position?

Comments?

112. Counselor/Therapist - Bachelors

Current Average Base Pay

Pay Range (low to high)

Reports to Whom?

What is your org's title for this position?

Comments?

113. Direct Child Care Staff

Current Average Base Pay

Pay Range (low to high)

Reports to Whom?

What is your org's title for this position?

Comments?

114. Direct Child Care Staff

Current Average Base Pay

Pay Range (low to high)

Reports to Whom?

What is your org's title for this position?

Comments?

115. Teacher - preschool level

Current Average Base Pay

Pay Range (low to high)

Reports to Whom?

What is your org's title for this position?

Comments?

116. Teacher - elementary level

Current Average Base Pay

Pay Range (low to high)

Reports to Whom?

What is your orgs title for this position?

Comments?

117. Teacher - middle or high school level

Current Average Base Pay

Pay Range (low to high)

Reports to Whom?

What is your orgs title for this position?

Comments?

118. Instructor - college level

Current Average Base Pay

Pay Range (low to high)

Reports to Whom?

What is your org's title for this position?

Comments?

119. Instructor of adult learners/ESL/literacy

Current Average Base Pay

Pay Range (low to high)

Reports to Whom?

What is your org's title for this position?

Comments?

120. Maintenance/Facility Manager

Current Average Base Pay

Pay Range (low to high)

Reports to Whom?

What is your org's title for this position?

Comments?

121. Retail Sales Clerk

Current Average Base Pay

Pay Range (low to high)

Reports to Whom?

What is your org's title for this position?

Comments?

122. Bookkeeper

Current Average Base Pay

Pay Range (low to high)

Reports to Whom?

What is your org's title for this position?

Comments?

123. Accountant

Current Average Base Pay

Pay Range (low to high)

Reports to Whom?

What is your org's title for this position?

Comments?

124. Is there anything you would like to add? Now's your chance:

THE END

You are finished!! Thank you very much for taking the time to complete this survey. The results will be available in early December, 2007. If you would like to purchase a copy of the report please contact Noonmark Nonprofit Sevices at janevb@noonmarkservices.com.