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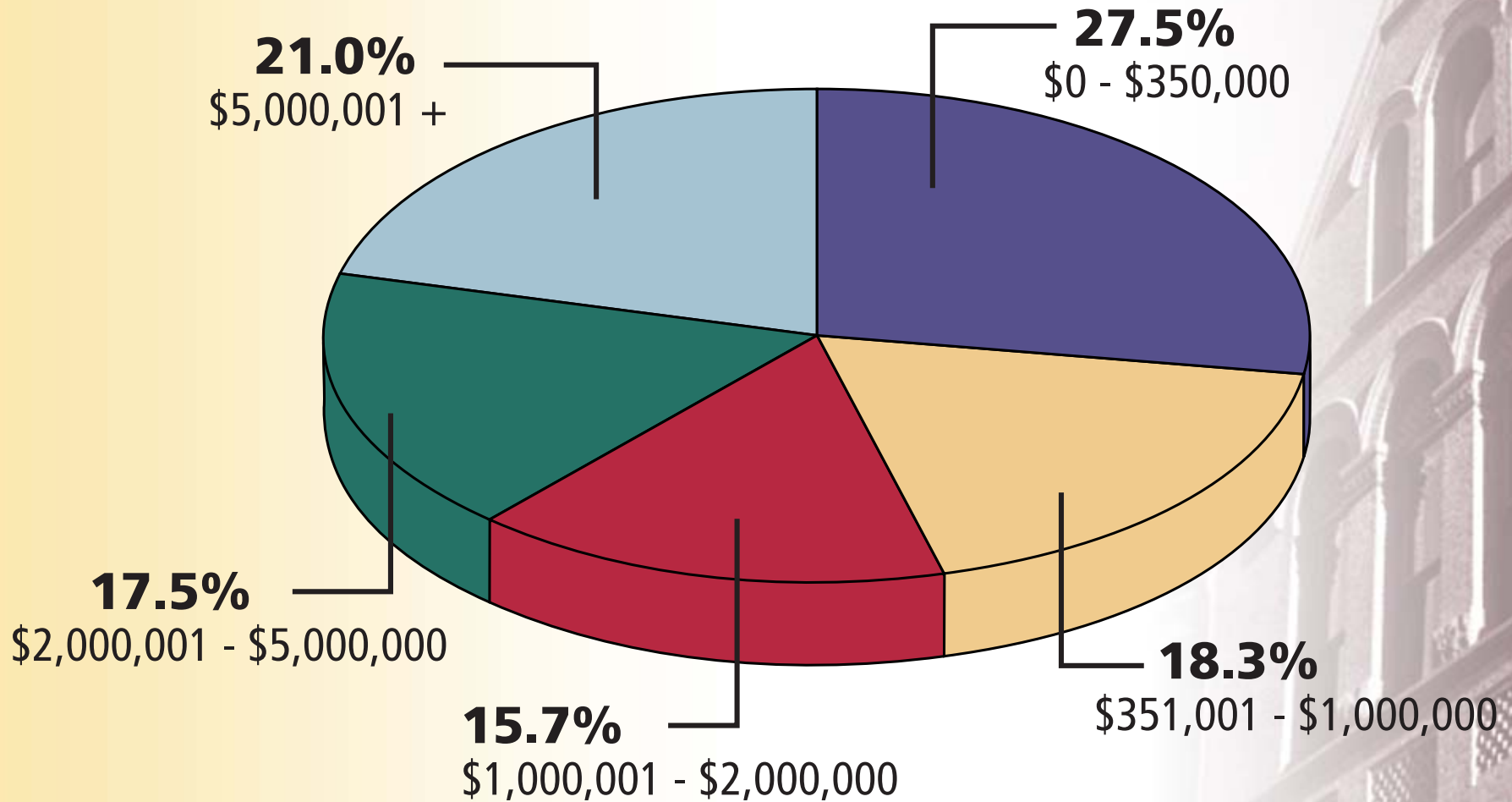
***Compensation & Benefits Study: Challenges,  
Selected Results, & Opportunities***

# Methods & Sample

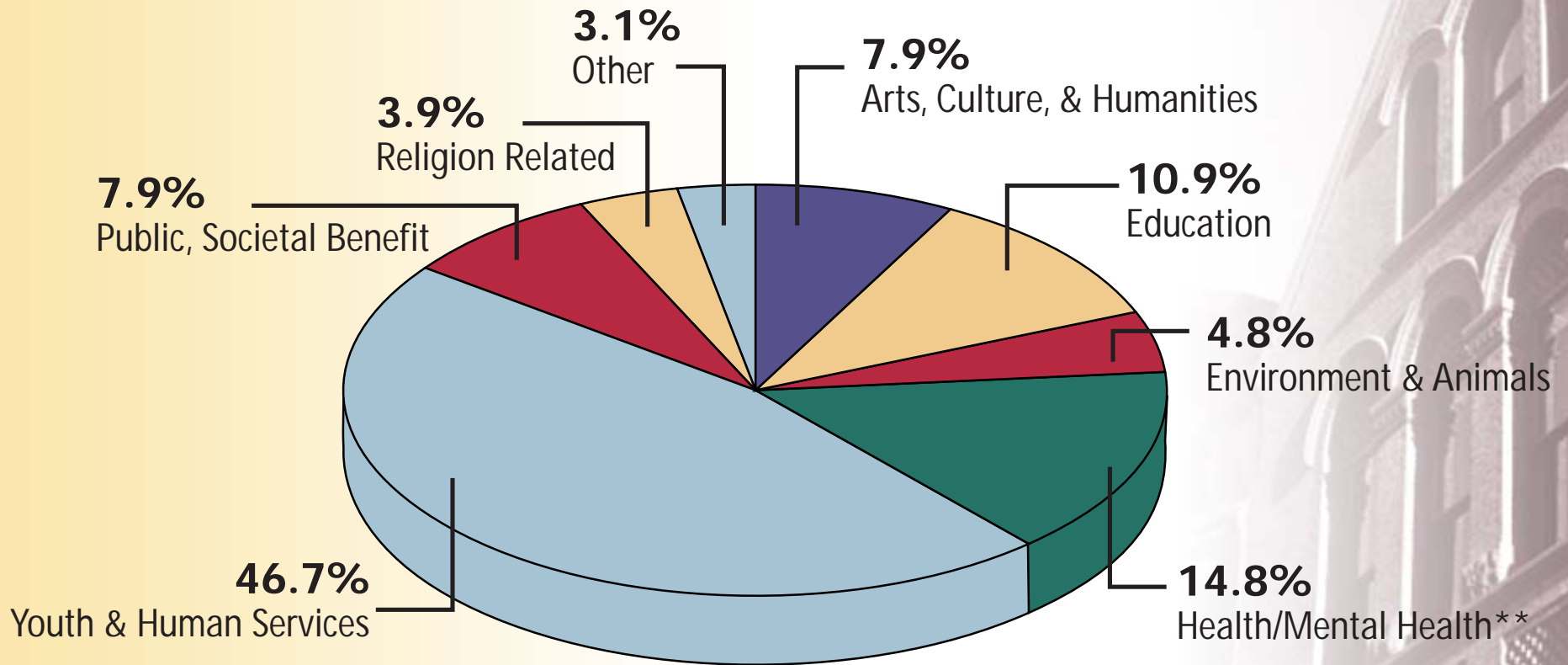
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- All 501(c)3 organizations in Maricopa County
  - except hospitals, foundations, higher education institutions
- 1,119 organizations were mailed invitation letters
- An online survey developed in partnership with NPower Arizona.
- 229 organizations responded (52 percent increase in response from 2001 study).
- Information on 9,603 employees across 50 job position types.

# Participant Organizations by Budget Size



# Participant Organizations by Type



# Executive Director Compensation

Executive Director Compensation by Organization Budget\*

Organization Budget **	Median Salary	Average Salary	75% Earn More Than	25% Earn More Than	Median Starting Salary
\$0-\$350,000 (51)	\$43,200	\$44,164	\$36,000	\$50,000	\$40,000
\$350,001-\$1,000,000 (39)	\$60,000	\$63,867	\$52,000	\$75,000	\$52,000
\$1,000,001-\$2,000,000 (34)	\$71,250	\$81,581	\$60,000	\$100,372	\$65,000
\$2,000,001-\$5,000,000 (36)	\$85,000	\$93,491	\$79,000	\$106,500	\$75,000
\$5,000,001+ (43)	\$120,000	\$128,949	\$97,500	\$135,590	\$93,600
<b>ALL REPORTED EMPLOYEES (203)</b>	<b>\$72,000</b>	<b>\$80,923</b>	<b>\$50,000</b>	<b>\$100,000</b>	<b>\$60,000</b>

\*Executive Director includes all reported titles for the top position in the organization (CEO, President, etc.).

\*\*The number of reported executive directors within each budget category is in parenthesis.

# Regional Averages (2003)

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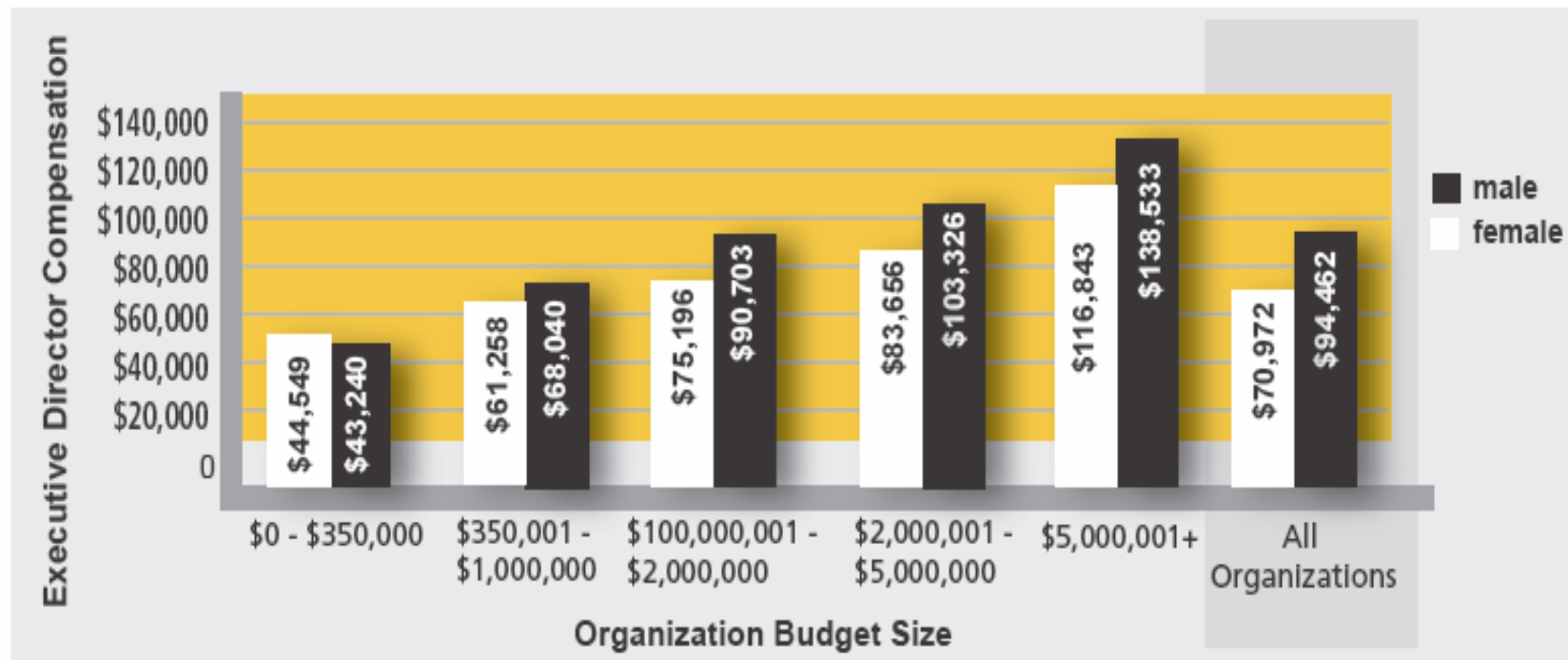
- West \$85,115
- Southwest \$77,557
- North Central \$79,315
- Central \$69,605
- South \$81,269
- Mid-Atlantic \$100,682
- New England \$78,175

Source: Nonprofit Times Salary Survey 2004



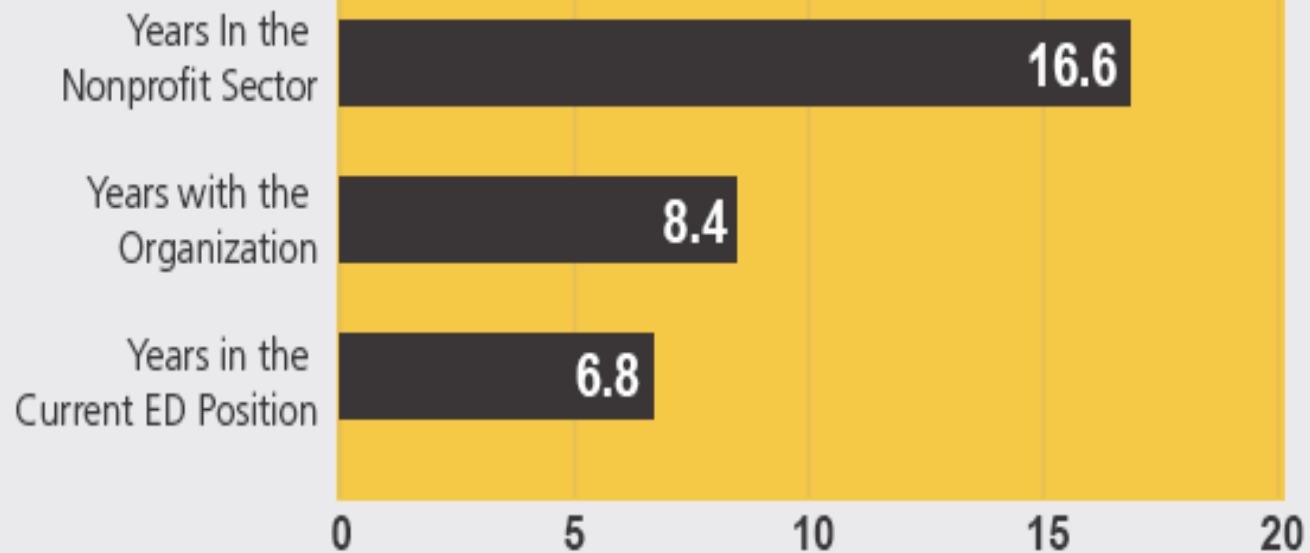
# Gender gap in ED Pay

Gender Gap In Executive Director Pay by Organization Budget

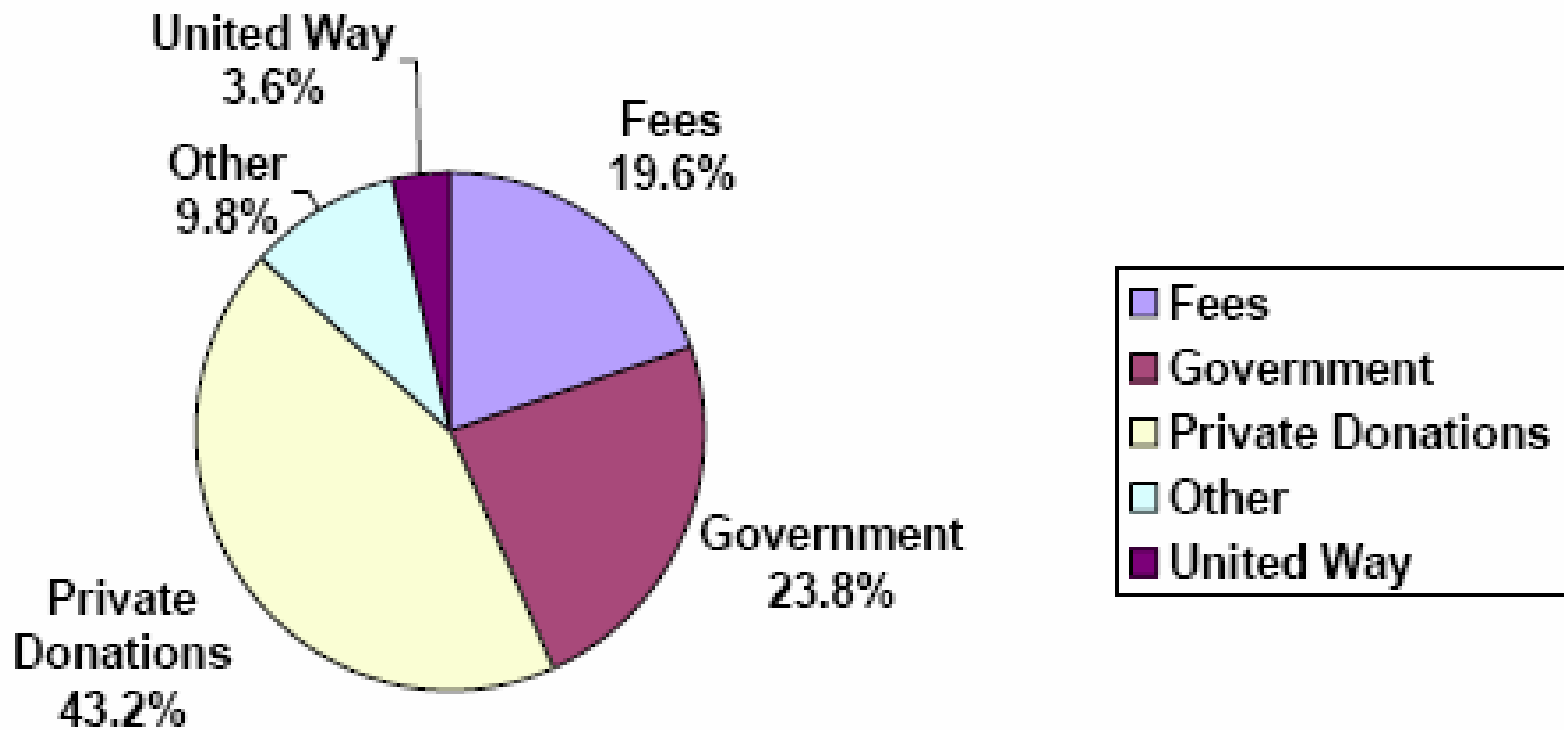


# Experience

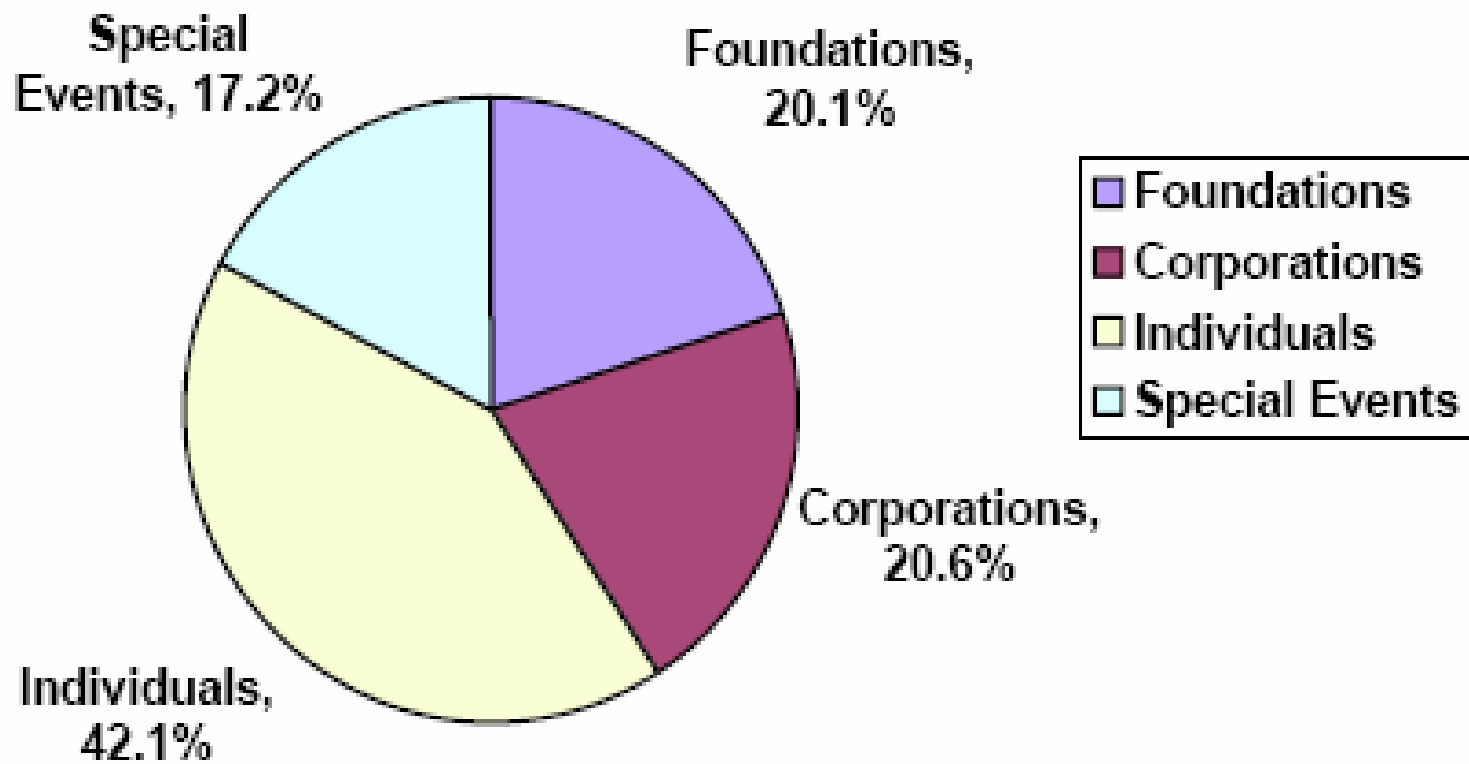
## Executive Director Experience



# Revenue Sources



# Source of Private Donations



# Perceived Stability

**Table 1. Perceived Stability of Income Sources**

<b>Income Source</b>	<b>Perceived Stability*</b>
Fees for Service	3.94
Individual Donations	3.87
Government Grants and Contracts	3.80
Special Events	3.65
Corporate Donations/Grants	3.57
United Way	3.55
Foundation Grants	3.50
Other	3.24
Unrelated Sales	3.01

\*Scale of 1 to 5 with 1 being “very low” stability to 5 being “very high.”

# Human Resource Practices

Table 2. Widely Used Human Resource Practices

Human Resource Practice	MEAN* All Organizations
Use the mission and values of the organization to attract employees	5.56
Encourage and allow flexibility in work schedule and working arrangements	5.70
Have internal communication practices that consistently reach all employees with valuable information	5.36

\*Seven-point scale with 1 being “not at all” to 7 being “used to a very high degree”

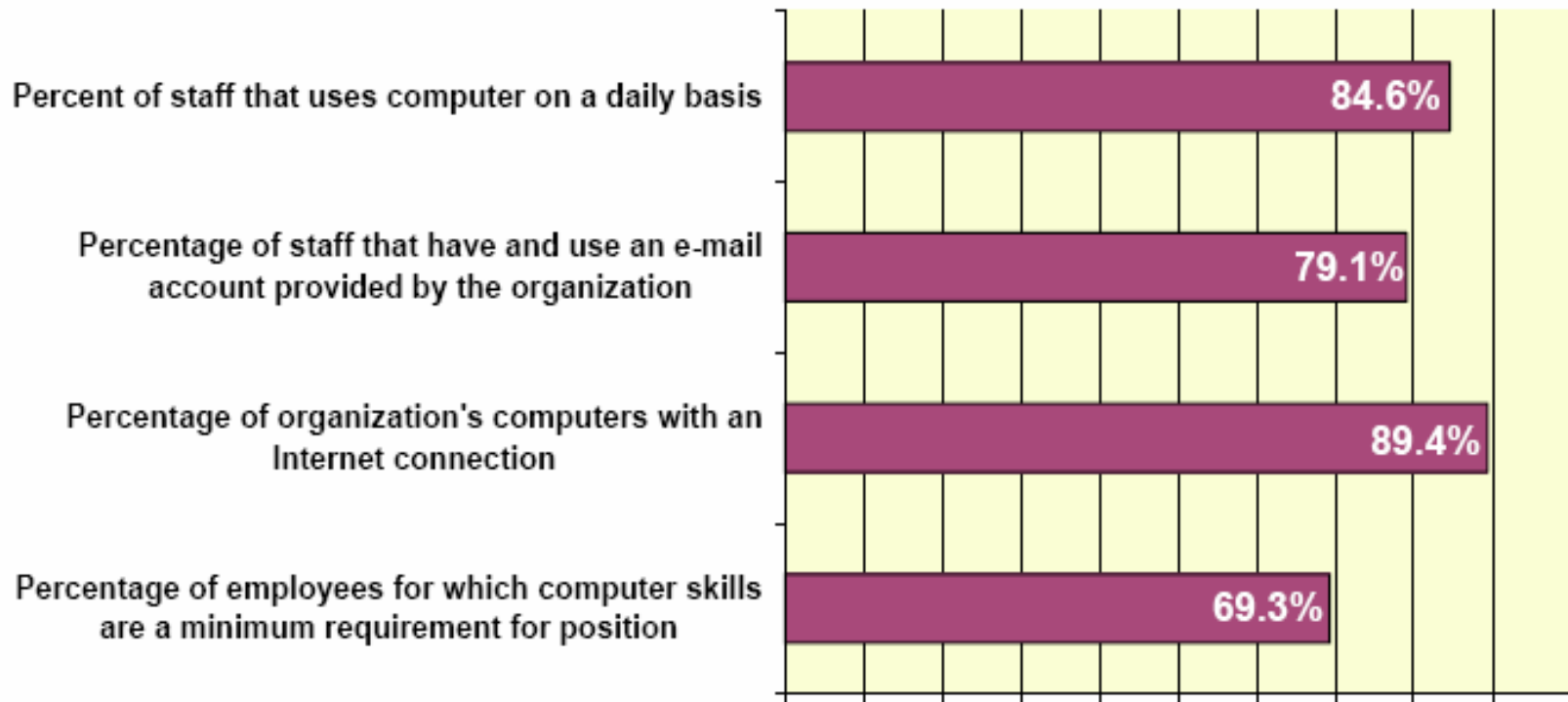
**Table 3. Human Resource Practices by Organization Budget**

<b>Human Resource Practice</b>	<b>MEAN*</b>	<b>MEAN*</b>
	<b>Organization Budget \$0 - \$500,000</b>	<b>Organization Budget \$500,001 - highest</b>
Use recruitment practices that might include recruiting college graduates and targeting experienced individuals	3.52	4.45
Engage in practices to retain employees such providing competitive wages and bonuses	3.56	5.11
Provide professional development opportunities for employees	4.23	5.05
Specifically target high quality employees for leadership development	4.25	4.87
Evaluate employees through multiple performance assessment strategies such as supervisor assessment, peer evaluations, and customer feedback	3.81	4.24
Link indicators of effective employee performance to organizational objectives	4.40	4.81
Provide opportunities for systematic employee feedback through surveys, exit interviews, etc.	3.40	4.38
Conduct planning related to workforce needs	4.25	4.77
Communicate and reinforce a widely recognized corporate culture	3.87	5.26
Practice workforce diversity initiatives	4.60	5.19

\*Seven-point scale with 1 being “not at all” to 7 being “used to a very high degree”

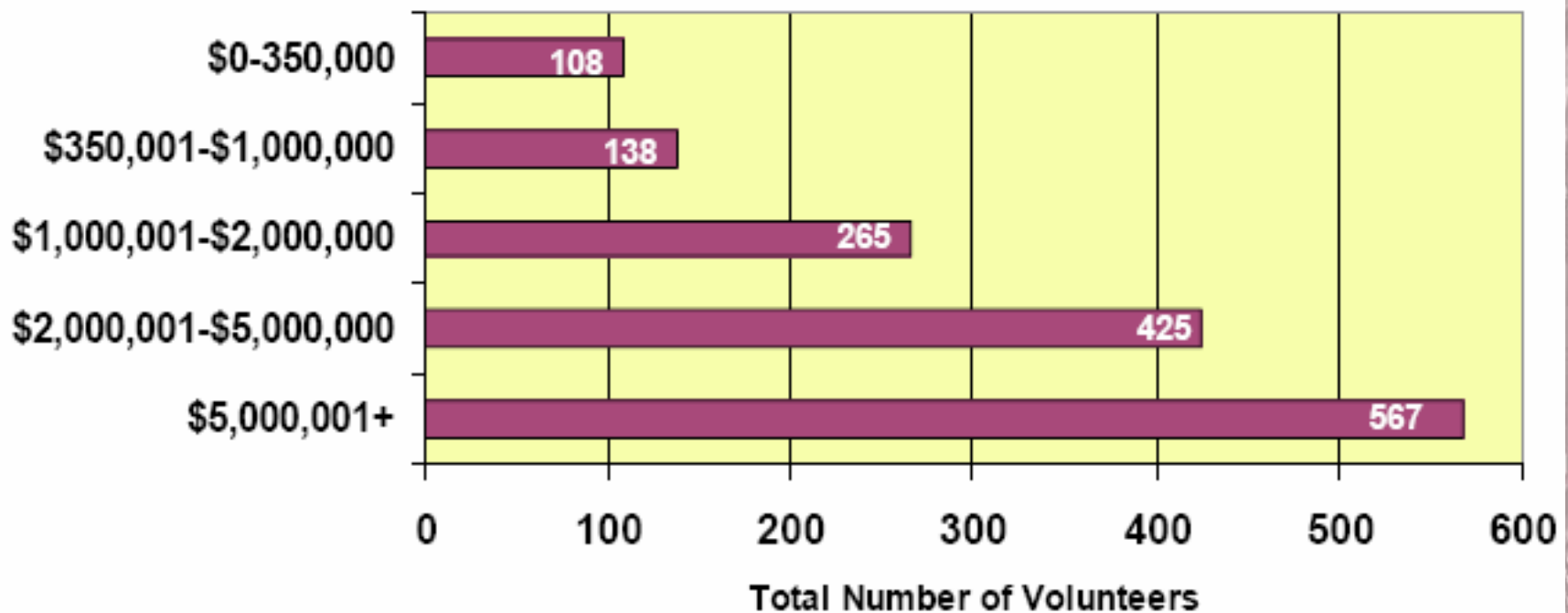
# Technology Use

Figure 3. Technology in Participant Organizations



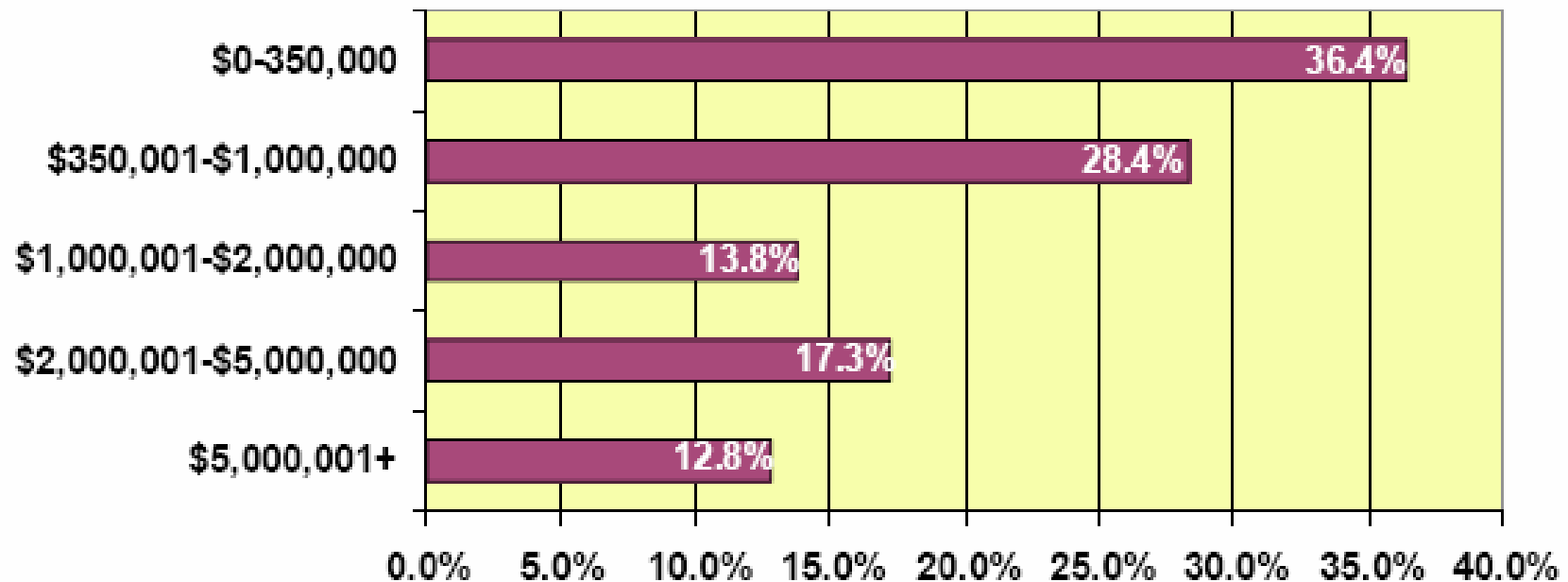
# Number of Volunteers

Figure 4. Average Total Number of Volunteers by Organization Budget Category



# Percentage of Work Accomplished

Figure 5. Percentage of Work Accomplished by Volunteers by Organization Budget Category



# Implications for Data sharing

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- On-line instrument can be modified
- Existing position description information
- Regional profile of salaries
- Collaboration could facilitate expanded data collection Summer 2006
- Forthcoming white paper providing additional analysis