



SERVICE PROVIDER COMPENSATION STUDY

CONDUCTED SEPTEMBER – NOVEMBER, 2013

FINAL REPORT

REVISION LEVEL 2.1

UNITED WAY OF GREATER ROCHESTER
MARKET RESEARCH – SCOTT A. WARBURTON
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UNITED WAY SERVICE PROVIDER COMPENSATION STUDY

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METHODOLOGY

Custom-designed MS Excel templates were e-mailed to non-profit organizations, both large and small, requesting the following data:

- 1) Organization name
- 2) Organization size
- 3) Salary rate ranges for 29 selected, common non-profit job descriptions
- 4) Salary minimums and maximums for those 29 jobs
- 5) Exempt or non-exempt status of jobs
- 6) Scheduled weekly work hours for jobs

Completed survey templates were received from 37 participating organizations, representing 7,744 employees.

Summary statistics are presented for each of the 29 job descriptions, plus subsets by agency size where the sample was sufficient to make the data meaningful. A minimum of four (4) responses was required for any subset to protect confidentiality of information.

Two caveats regarding the information in this survey:

- Data on some positions remains, at best, minimal and should be viewed with discretion as those positions may not be representative of overall pay practices
- While this survey is a tool for determining how an agency's pay structure relates to others in a given area, the study should not be used as absolute compensation standards. Care should be exercised in utilizing survey data and specific results should be examined in the context of overall survey findings and the general economic climate prevailing at the time of the study.

DEFINITIONS

orgs is the total number of organizations reporting data for a specific position or subset

emps is the number of employees for which data was reported for a specific position

Rates reported are hourly rates with rates per hour computed to the nearest cent

Mean is the average rate paid for the position

Average rate ranges

Min is the average of the hourly minimum rates reported for the position

Max is the average of the hourly maximum rates reported for the position

Actual rate ranges

Min is the absolute lowest hourly minimum rate reported for the position

Max is the absolute highest hourly maximum rate reported for the position

% Exempt Organizations is the percentage of organizations regarding the position to be exempt as defined under the Fair Labor Standards Act

% Exempt Employees is the percentage of total employees reported exempt in the position as defined under the Fair Labor Standards Act

Average scheduled hours is the average hours per week reported for the position by organization

CONTRIBUTING ORGANIZATIONS

The following organizations are acknowledged for contributing valuable information to this study:

ABVI-Goodwill
Action for a Better Community
Alzheimer's Association
AutismUp
Bivona Child Advocacy Center
Bridges for Brain Injury
Camp Stella Maris
Catholic Family Center
Charles Settlement House
Community Place of Greater Rochester
Consumer Credit Counseling Services of Rochester
Delphi Drug & Alcohol Council, Inc.
Flower City Habitat for Humanity
Foodlink
Huther Doyle
Ibero American Action League, Inc.
LDA Life & Learning Services
Lifespan
Literacy Volunteers of Rochester
Mary Cariola Children's Center
Medical Motor Service
Mental Health Association
Mt. Hope Family Center
Planned Parenthood of Rochester/Syracuse Region
Rochester Childfirst Network
Rochester Hearing and Speech Center
Rochester Rehabilitation Center, Inc.
Rochester Society for the Protection and Care of Children
Ronald McDonald House Charities of Rochester, NY, Inc
The Center for Youth Services
The Children's Agenda
Trillium Health (AIDS Care)
Urban League of Rochester, NY Inc.
Villa of Hope
Visiting Nurse Service of Rochester - Monroe County
Volunteer Legal Services Project of Monroe County, Inc.
YMCA of Greater Rochester

POSITIONS SURVEYED

The following select twenty-nine (29) positions were studied and reported:

- Executive Director/President/CEO
- Assistant Deputy/Associate Executive Director
- Director of Development
- Human Resources Director
- Office Manager
- Volunteer Coordinator
- Public Relations / Communications Coordinator
- Executive Secretary/Executive Assistant
- Administrative Assistant / Administrative Secretary
- Secretary / Clerk
- Receptionist
- Custodian/Housekeeper
- Finance Director (CFO)
- Assistant Finance Director / Controller
- Accountant
- Bookkeeper/Junior Accountant
- Billing / Financial Clerk
- Program Director (Youth)
- Program Director (Clinical)
- Program Director (Planning and Evaluation)
- Registered Nurse (RN)
- Licensed Practical Nurse (LPN)
- Counselor (Clinical / Therapeutical)
- Case Manager
- Social Worker (MSW)
- Program Manager
- Clinical Supervisor
- Vocational Counselor
- Supervisor of Residential Services

POSITION 01 **EXECUTIVE DIRECTOR/PRESIDENT/CEO**

Typically reports to the Board of Directors. Responsible for the direction, planning and management of all agency functions. Coordinates agency programs with other Federal, State or local program, if appropriate. Enforces policy and guidelines for administration of the agency. Develops, with the Board of Directors, strategic objectives and operational plans for current and future programs/services.

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
TOTAL							
All respondents	35	35	63.23	49.09	70.69	15.00	147.00
SIZE							
< 25 employees	12	12	44.86	38.50	46.00	15.00	57.69
25-100 employees	11	11	59.26	49.79	63.29	35.34	85.15
> 100 employees	12	12	87.63	54.89	91.42	58.23	147.00

% Exempt Organizations = 97%
 % Exempt Employees = 97%
 Average scheduled hours = 37.5

POSITION 02 ASSISTANT DEPUTY/ASSOCIATE EXECUTIVE DIRECTOR

Typically reports to Executive Director, President or CEO. Assists in the overall administration of the agency. Staffs committees of the Board, coordinates annual funding requests, supervises program directors, plans and develops new programs. Acts as liaison to planning/regulatory agencies, maintains interagency relationships and oversees public relations, agency planning and service evaluation efforts.

	# orgs	# emps	Mean (\$)	Average Rate Range Min	Max	Actual Rate Range Min	Max
TOTAL							
All respondents	12	22	43.40	30.31	40.42	20.68	74.87
SIZE							
< 25 employees	1	1	-	-	-	-	-
25-100 employees	5	8	41.26	36.31	45.46	34.35	55.91
> 100 employees	6	13	44.83	27.98	43.13	20.68	74.87

% Exempt Organizations = 100%
 % Exempt Employees = 100%
 Average scheduled hours = 38.6

POSITION 03 **DIRECTOR OF DEVELOPMENT**

Typically reports to Executive Director, President or CEO. Responsible for developing and administering a plan to generate new and additional funding for the agency. Prepares and submits grant applications, organizes special events, coordinates solicitations and appeals, researches and implements tax-advantaged giving programs, endowment funds, memorial gift programs, gift-in-kind donations, etc.

	# orgs	# emps	Mean (\$)	Average Rate Min	Range Max	Actual Rate Min	Range Max
TOTAL							
All respondents	23	24	31.16	27.50	38.40	15.00	48.50
SIZE							
< 25 employees	7	8	25.36	25.43	27.05	15.00	37.30
25-100 employees	5	5	29.49	25.73	33.41	24.52	39.42
> 100 employees	11	11	36.59	38.86	43.76	28.57	48.50

% Exempt Organizations = 96%
 % Exempt Employees = 96%
 Average scheduled hours = 37.3

POSITION 04 HUMAN RESOURCES DIRECTOR

Typically reports to Executive Director, President or CEO. Administers all agency personnel functions. Recommends and enforces policies and procedures necessary for sound human resource management. Responsible for recruitment benefits administration, employee counseling, assisting management in handling employee relations issues, etc. Conducts research, formulates, recommends, implements, administers and audits compensation program. Conducts new hire orientation.

	# orgs	# emps	Mean (\$)	Average Rate Range Min	Max	Actual Rate Range Min	Max
TOTAL							
All respondents	19	19	34.86	27.53	40.29	23.08	48.21
SIZE							
< 25 employees	-	-	-	-	-	-	-
25-100 employees	6	6	26.03	20.00	26.05	23.08	33.33
> 100 employees	13	13	38.87	30.03	45.04	32.97	48.21

% Exempt Organizations = 89%
 % Exempt Employees = 89%
 Average scheduled hours = 37.4

POSITION 05 **OFFICE MANAGER**

Typically reports to a senior level agency administrator. Coordinates and directs the business services functions of the agency including clerical activities and purchasing. Develops systems and procedures for efficient office operations; coordinates scheduling of facilities and equipment. Supports clerical staff during peak periods, helps schedule and prioritize assignments, special projects, special events, etc.

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
TOTAL							
All respondents	15	22	19.94	16.67	22.97	12.39	29.42
SIZE							
< 25 employees	2	2	-	-	-	-	-
25-100 employees	9	11	19.78	17.13	22.84	14.07	29.42
> 100 employees	4	9	19.71	15.92	24.47	12.39	18.88

% Exempt Organizations = 87%
 % Exempt Employees = 86%
 Average scheduled hours = 37.7

POSITION 06 VOLUNTEER COORDINATOR

Typically reports to a senior level or department administrator. Responsible for recruiting, interviewing, placing, monitoring and training volunteers. Acts as liaison between volunteers, referral sources and agency clients or staff. Monitors all ongoing volunteer-client relationships.

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
TOTAL							
All respondents	11	13	17.44	16.59	23.36	8.00	26.27
SIZE							
< 25 employees	2	2	-	-	-	-	-
25-100 employees	1	1	-	-	-	-	-
> 100 employees	8	10	19.24	16.88	25.13	13.00	26.27

% Exempt Organizations = 73%
 % Exempt Employees = 77%
 Average scheduled hours = 36.5

POSITION 07 PUBLIC RELATIONS / COMMUNICATIONS COORDINATOR

Typically reports to a senior level or department administrator. Develops and administers public relations program for the agency. Cultivates and maintains relationships with the media; composes articles, new releases, press kits, speeches and the like. Acts as liaison to any external advertising agencies used by the agency. May plan and coordinate special events and community outreach programs.

	# orgs	# emps	Mean (\$)	Average Rate Min	Range Max	Actual Rate Min	Range Max
TOTAL							
All respondents	14	14	24.94	20.83	28.22	14.98	40.10
SIZE							
< 25 employees	5	5	21.92	18.88	20.48	15.00	22.43
25-100 employees	5	5	17.91	15.82	20.09	14.98	31.73
> 100 employees	4	4	34.01	27.32	42.15	26.49	40.10

% Exempt Organizations = 86%
 % Exempt Employees = 86%
 Average scheduled hours = 36.3

POSITION 08 EXECUTIVE SECRETARY / EXECUTIVE ASSISTANT

Typically reports to Executive Director, President, CEO and/or Assistant/Deputy/Associate Executive Director. Takes and transcribes dictation. Answers and screens incoming phone calls. Drafts letters, memos, reports and other documents. Responsible for establishing and maintaining necessary files, taking care to protect proprietary information. Makes travel arrangements, manages executives calendar, etc. May be responsible for taking and transcribing minutes of agency and/or Board meetings. Performs other duties as designated by Executive Director or Assistant.

	# orgs	# emps	Mean (\$)	Average Rate Range Min	Max	Actual Rate Range Min	Max
TOTAL							
All respondents	19	20	23.12	17.55	26.08	16.83	31.55
SIZE							
< 25 employees	2	2	-	-	-	-	-
25-100 employees	6	6	19.58	17.36	22.83	16.83	23.60
> 100 employees	11	12	25.87	18.58	28.65	19.08	31.55

% Exempt Organizations = 84%
 % Exempt Employees = 85%
 Average scheduled hours = 35.9

POSITION 09 ADMINISTRATIVE ASSISTANT / ADMINISTRATIVE SECRETARY

Typically reports to department administrator. Performs general administrative duties including calendar maintenance, screening calls, making travel arrangements, minute taking and transcription, filing and typing, etc.

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
TOTAL							
All respondents	18	65	14.56	11.99	17.30	10.00	24.25
SIZE							
< 25 employees	5	9	14.18	12.89	17.07	10.00	18.67
25-100 employees	4	9	15.46	12.24	18.85	12.50	24.25
> 100 employees	9	47	14.38	11.58	16.69	10.52	18.13

% Exempt Organizations = 22%
 % Exempt Employees = 12%
 Average scheduled hours = 34.8

POSITION 10 **SECRETARY / CLERK**

Typically an entry level position reporting to Office Manager or department administrator. Transcribes dictated materials, types letters, memos and reports, prepares other printed materials and documents, and maintains files related to position.

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
TOTAL							
All respondents	9	15.5	12.42	10.31	14.55	8.50	16.91
SIZE							
< 25 employees	-	-	-	-	-	-	-
25-100 employees	4	4.5	11.63	10.82	13.94	8.76	13.39
> 100 employees	5	11	13.06	9.91	15.03	8.50	16.91

% Exempt Organizations = 0%
 % Exempt Employees = 0%
 Average scheduled hours = 36.1

POSITION 11 **RECEPTIONIST**

Greets and directs visitors, prepares guest identification if necessary, notifies staff of visitors, etc. Maintains necessary sign-in logs. May be responsible for screening and directing incoming telephone calls and/or mail.

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
TOTAL							
All respondents	19	197.5	11.94	10.53	14.26	7.40	30.90
SIZE							
< 25 employees	2	2	-	-	-	-	-
25-100 employees	10	19.5	11.77	11.01	14.09	10.00	17.31
> 100 employees	7	176	12.29	9.91	14.47	7.40	30.90

% Exempt Organizations = 21%
 % Exempt Employees = 2%
 Average scheduled hours = 34.3

POSITION 12 CUSTODIAN / HOUSEKEEPER

Keeps physical environment clean and free of hazards. Arranges for trash collection and pick-up and disposal of recyclable materials. Performs general cleaning functions such as vacuuming, dusting, surface cleaning, etc.

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
TOTAL							
All respondents	13	123	11.15	9.04	13.24	7.25	14.52
SIZE							
< 25 employees	2	2	-	-	-	-	-
25-100 employees	6	13	10.95	9.16	12.68	9.00	14.49
> 100 employees	5	108	11.70	8.93	13.79	7.25	14.52

% Exempt Organizations = 8%
 % Exempt Employees = 1%
 Average scheduled hours = 34.9

POSITION 13 FINANCE DIRECTOR / CFO

Typically reports to Executive Director/President/CEO. Responsible for all financial functions of the agency including relationships with funding sources, external auditors, financial institutions, etc. Oversees any staff responsible for accounting, accounts payable, purchasing, payroll preparation, and so on. Manages agency funds to maximize return on investment, minimize costs and generally assure the financial integrity of the agency.

	# orgs	# emps	Mean (\$)	Average Rate Min	Range Max	Actual Rate Min	Range Max
TOTAL							
All respondents	28	28	44.65	36.09	52.14	15.00	78.46
SIZE							
< 25 employees	6	6	28.54	23.58	30.91	15.00	38.46
25-100 employees	9	9	40.19	34.28	44.89	29.80	58.46
> 100 employees	13	13	56.28	42.01	64.25	42.05	78.46

% Exempt Organizations = 96%
 % Exempt Employees = 96%
 Average scheduled hours = 37.4

POSITION 14 **ASSISTANT FINANCE DIRECTOR / CONTROLLER**

Typically reports to Finance Director or CFO. Manages all aspects of the agency's financial operations including record maintenance, payroll preparation, financial components of employee benefit programs, etc. Invests agency funds and monitors performance. Reviews or prepares financial statements and prepares required legal report filings. Assists in the preparation of annual agency budget. Supervises staff working in financial capacities.

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
TOTAL							
All respondents	12	12	33.36	26.41	36.51	20.40	48.83
SIZE							
< 25 employees	3	3	-	-	-	-	-
25-100 employees	3	3	-	-	-	-	-
> 100 employees	6	6	37.98	26.39	40.13	22.00	48.83

% Exempt Organizations = 100%
 % Exempt Employees = 100%
 Average scheduled hours = 38.3

POSITION 15 **ACCOUNTANT**

Typically reports to Assistant Finance Director or Controller. Responsible for accounts payable, cash disbursements, general ledger maintenance, cash receipts and deposits. Assists in budget preparation, financial reporting and other accounting functions. May be responsible for payroll preparation and maintenance of payroll tax forms.

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
TOTAL							
All respondents	19	28	20.92	16.51	23.98	14.38	33.56
SIZE							
< 25 employees	1	1	-	-	-	-	-
25-100 employees	8	12	19.29	16.34	21.75	14.50	27.47
> 100 employees	10	15	22.33	16.64	25.76	14.38	33.56

% Exempt Organizations = 53%
 % Exempt Employees = 57%
 Average scheduled hours = 35.4

POSITION 16 **BOOKKEEPER / JUNIOR ACCOUNTANT**

Responsible for the accurate and current posting of all general financial transactions of the agency. Maintains ledger for the posting of credits and debits as well as cash and journal entries. Maintains control records for credit check-ups, monthly statements, etc. Assures that expenses are properly allocated to corresponding grants or funds from other sources.

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
TOTAL							
All respondents	9	11	16.84	13.30	18.58	12.00	21.86
SIZE							
< 25 employees	2	2	-	-	-	-	-
25-100 employees	2	2	-	-	-	-	-
> 100 employees	5	7	16.75	13.50	20.55	14.23	21.86

% Exempt Organizations = 22%
 % Exempt Employees = 18%
 Average scheduled hours = 32.8

POSITION 17 BILLING / FINANCIAL CLERK

Performs a variety of functions required to administer financial systems and other departmental processes. Checks, verifies and classifies data to maintain financial records. Verifies accuracy of vendor invoices and initiates payment of same. Generates bills and invoices and tracks receivable. May perform collection activities on overdue accounts. Resolves problems associated with billings, invoice payments, expense allocations and the like. Prepares financial reports.

	# orgs	# emps	Mean (\$)	Average Rate Min	Range Max	Actual Rate Min	Range Max
TOTAL							
All respondents	18	32	15.64	12.98	17.63	11.96	21.43
SIZE							
< 25 employees	2	3	-	-	-	-	-
25-100 employees	5	9	15.64	12.80	16.04	11.96	21.43
> 100 employees	11	20	15.70	13.06	18.73	13.00	19.56

% Exempt Organizations = 11%
 % Exempt Employees = 6%
 Average scheduled hours = 35.6

POSITION 18 PROGRAM DIRECTOR - YOUTH

Manages and administrates agency program(s) aimed at youngsters and young adults such as youth work experience programs. Sets program objectives, monitors outcomes and adjusts service/delivery to maximize results. Participates in outreach activities or educational forums to enhance programs visibility and effectiveness. Selects and supervises program staff, trains, orients and evaluates performance.

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
TOTAL							
All respondents	11	26	27.57	22.63	33.76	13.08	57.69
SIZE							
< 25 employees	3	3	-	-	-	-	-
25-100 employees	3	9	-	-	-	-	-
> 100 employees	5	14	34.32	25.26	40.14	15.87	57.69

% Exempt Organizations = 73%
 % Exempt Employees = 56%
 Average scheduled hours = 36.1

POSITION 19 PROGRAM DIRECTOR - CLINICAL

Manages and administrates agency program(s) aimed at persons requiring therapeutic treatment to aid recovery. Sets program objectives, monitors outcomes and adjusts service/delivery to maximize results. Participates in outreach activities or educational forums to enhance program visibility and effectiveness. Selects and supervises program staff, trains, orients and evaluates performance.

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
TOTAL							
All respondents	12	17	37.70	28.85	44.35	16.50	59.81
SIZE							
< 25 employees	1	1	-	-	-	-	-
25-100 employees	5	6	32.67	28.82	34.51	28.02	59.81
> 100 employees	6	10	41.72	31.01	55.30	25.64	59.47

% Exempt Organizations = 100%
 % Exempt Employees = 100%
 Average scheduled hours = 37.1

POSITION 20 **PROGRAM DIRECTOR – PLANNING AND EVALUATION**

Plans, develops and administers process for evaluating agency effectiveness (i.e. quality assurance). Prepares reports on agency performance, identifies deficiencies and recommends corrective actions. Develops plans to enhance agency effectiveness and client satisfaction, including recommendations for new programs and/or services.

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
TOTAL							
All respondents	9	11	32.82	28.98	42.02	16.50	42.85
SIZE							
< 25 employees	3	3	-	-	-	-	-
25-100 employees	2	4	-	-	-	-	-
> 100 employees	4	4	37.78	34.67	54.25	33.02	42.85

% Exempt Organizations = 100%
 % Exempt Employees = 100%
 Average scheduled hours = 35.8

POSITION 21 REGISTERED NURSE (RN)

Directs activities of aides and other nursing staff. Administers medication and renders professional nursing services to patients. May take referrals and evaluate for admission. Prepares nursing schedules, assures that adequate supplies are available for patient care, maintains charts and records as required by regulation, and acts as liaison to family members as necessary.

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
TOTAL							
All respondents	10	134	27.34	21.77	33.63	20.00	40.07
SIZE							
< 25 employees	-	-	-	-	-	-	-
25-100 employees	3	5	-	-	-	-	-
> 100 employees	7	129	27.71	20.52	34.32	20.00	40.07

% Exempt Organizations = 80%
 % Exempt Employees = 91%
 Average scheduled hours = 36.3

POSITION 22 LICENSED PRACTICAL NURSE (LPN)

Responsible for administering treatment and other professional nursing services to patients. Responds to emergency medical situations, provides clinical support to physicians and other nursing staff, assures patient comfort, maintains necessary charts and records, etc.

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
TOTAL							
All respondents	5	56	18.64	15.94	24.72	14.51	23.55
SIZE							
< 25 employees	-	-	-	-	-	-	-
25-100 employees	-	-	-	-	-	-	-
> 100 employees	5	56	18.64	15.94	24.72	14.51	23.55

% Exempt Organizations = 20%
 % Exempt Employees = 4%
 Average scheduled hours = 34.0

POSITION 23 COUNSELOR (CLINICAL / THERAPEUTICAL)

Typically reports to Program Director. (Alcoholism counselors typically hold CAC designation.) Conducts client assessments through development of history and identification of needs in order to establish initial treatment goals. Helps client establish treatment plan, implement plan and monitor progress through regular review. Performs clinical record-keeping tasks. Meets with client for group therapy and with individual clients for therapy, case management and crisis intervention. Acts as liaison to other therapy and health providers, physicians, etc. Contacts appropriate social agencies to aid in implementation of treatment plan to arrange aftercare services.

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
TOTAL							
All respondents	9	36	24.42	20.25	28.91	12.98	54.91
SIZE							
< 25 employees	1	7	-	-	-	-	-
25-100 employees	3	21	-	-	-	-	-
> 100 employees	5	8	28.34	24.10	32.46	16.28	54.91

% Exempt Organizations = 67%
 % Exempt Employees = 78%
 Average scheduled hours = 32.8

POSITION 24 **CASE MANAGER**

Typically reports to department head or program manager. Responsible for direct, intensive casework support including assessment for intake, client file and client base development and maintenance. Counsels and makes referrals to related community resources in areas such as childcare, housing, health, budgeting, career/vocational counseling, etc. Monitors referral services and client progress.

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
TOTAL							
All respondents	20	103	16.80	14.39	20.76	12.30	21.72
SIZE							
< 25 employees	4	12	16.47	14.00	20.00	14.28	21.00
25-100 employees	7	40	16.59	13.89	19.01	12.30	21.72
> 100 employees	9	51	17.06	14.76	22.01	13.61	20.30

% Exempt Organizations = 35%
 % Exempt Employees = 31%
 Average scheduled hours = 37.2

POSITION 25 **SOCIAL WORKER (MSW)**

Provides counseling, emergency assistance and crisis intervention to client/patients. Makes clients/patients aware of community resources and services. Assists clients or patients in maintaining effective relationships with family and assuring that a supportive home environment exists, if appropriate to the situation. Acts as liaison to medical providers to enhance patient/client treatment. Maintains necessary records and files.

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
TOTAL							
All respondents	14	107	20.29	17.04	26.85	11.00	35.41
SIZE							
< 25 employees	2	5	-	-	-	-	-
25-100 employees	4	37	18.12	14.38	23.04	11.00	26.25
> 100 employees	8	65	21.55	18.04	28.27	15.25	35.41

% Exempt Organizations = 72%
 % Exempt Employees = 43%
 Average scheduled hours = 37.1

POSITION 26 PROGRAM MANAGER

Provides coordination for programming, supervision of staff, and delivery of services. Maintains confidentiality and ethical standards. Provides ongoing evaluation and development of program activities to assure quality and effectiveness of services. Coordinates staff assignment, recruits, supervises staff, performance evaluation, delegation of authority, in-service training, and communication within the program. Provides a comprehensive range of on-site counseling support, self-help initiatives, life skills/recreational activities and social supports. Communicates with appropriate agency staff and partner agencies to assure ongoing and effective referrals into program.

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
TOTAL							
All respondents	19	65	25.78	20.40	31.43	15.00	38.46
SIZE							
< 25 employees	5	12	25.07	17.47	27.93	15.00	38.23
25-100 employees	7	25	25.88	21.87	30.15	18.00	38.46
> 100 employees	7	28	26.08	20.39	34.03	18.08	38.19

% Exempt Organizations = 95%
 % Exempt Employees = 95%
 Average scheduled hours = 37.2

POSITION 27 **CLINICAL SUPERVISOR**

Oversees the clinical supervision for assigned department clinical staff. Monitors and evaluates all clinical services provided by the department within the Agency's Quality. As requested, develops, implements and reviews clinical policies and procedures for the department. Attends training as requested and available on best practices, issues pertinent to agency clients, and other relevant clinical topics. Disseminates training information as appropriate to program staff. Provides administrative coverage for Program Director in his or her absence. Maintains a clinical caseload according to department need.

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
TOTAL							
All respondents	9	11	26.19	22.47	32.56	20.52	39.62
SIZE							
< 25 employees	1	1	-	-	-	-	-
25-100 employees	3	3	-	-	-	-	-
> 100 employees	5	7	26.46	21.20	33.53	20.52	39.62

% Exempt Organizations = 100%
 % Exempt Employees = 100%
 Average scheduled hours = 37.5

POSITION 28 VOCATIONAL COUNSELOR

Recruits, coordinates, and provides assessments, case management for clients to move toward placement in work experience, training, education, and employment within their home communities. Performs intake and comprehensive educational/vocational assessment. Develops and monitors the client Individualized Vocational Rehabilitation Plan. Develops and implements a curriculum to train clients in employability skills. Develops job experience or job shadow opportunities for residents. Functions as a member of the Treatment Team.

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
TOTAL							
All respondents	5	18	15.99	13.17	18.99	10.66	24.03
SIZE							
< 25 employees	-	-	-	-	-	-	-
25-100 employees	2	2	-	-	-	-	-
> 100 employees	3	16	-	-	-	-	-

% Exempt Organizations = 40%
 % Exempt Employees = 11%
 Average scheduled hours = 34.3

POSITION 29 SUPERVISOR OF RESIDENTIAL SERVICES

Recruits, The supervisor oversees the day to day operations. The supervisor provides management coverage in the absence of the residence managers and provides consultation to the residence manager through assessment of house operations needs and staff development. Supervises the Residence Management Staff. Assists and counsel managers in dealing with shelter and client crises. Provides assistance and coverage for residence management staff. Monitors facility Operations. Oversees the accuracy of residential client files and documentation. Assists in the departmental revenue billing process. Performs administrative duties.

	# orgs	# emps	Mean (\$)	Average Rate Range		Actual Rate Range	
				Min	Max	Min	Max
TOTAL							
All respondents	5	13	23.97	19.45	27.92	14.42	29.42
SIZE							
< 25 employees	-	-	-	-	-	-	-
25-100 employees	1	8	-	-	-	-	-
> 100 employees	4	5	25.33	20.71	29.94	18.68	29.42

% Exempt Organizations = 80%
 % Exempt Employees = 85%
 Average scheduled hours = 36.0