
2015

Pregnancy Help Center Salary Survey

A collaborative project of



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2015 Pregnancy Help Center Salary Survey

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Letter of Introduction

Dear Friends,

Welcome to the 2015 PREGNANCY HELP CENTER SALARY SURVEY, a collaborate effort between Care Net and Heartbeat International. First of all, thank you to everyone who contributed salary information through our online questionnaire. The massive amount of data we received--from more than 550 pregnancy center organizations regarding more than 1,400 individual positions--brings strength and credibility to the results of this survey. In fact, it is the only report of its kind, offering comprehensive and accurate salary information to the non-profit pregnancy center movement.

We encourage you to take time to read through this report, especially the executive summary and FAQs section. On these pages you will come to understand how to best use this tool to determine appropriate salary ranges within your unique organization.

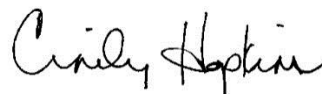
We assembled this data to understand current compensation. It is our hope that we will continue to grow in our understanding of the good stewardship of our most precious “resources,” the people who serve faithfully in this great work – including those who are paid employees. “For Scripture says, ‘Do not muzzle an ox while it is treading out the grain,’ and ‘The worker deserves his wages’” (1 Timothy 5:18).

We trust that this report will be a valuable tool that can be used to strengthen your organization and bless your ministry.

Sincerely,



Jor-El Godsey
Vice President
Heartbeat International



Cindy Hopkins
Vice President of Center Services & Client Care
Care Net

Our Commitment of Care and Competence

- Clients are served without regard to age, race, income, nationality, religious affiliation, disability, or other arbitrary circumstances.
- Clients are treated with kindness, compassion, and in a caring manner.
- Clients always receive honest and open answers.
- Client pregnancy tests are distributed and administered in accordance with all applicable laws.
- Client information is held in strict and absolute confidence. Releases and permissions are obtained appropriately. Client information is only disclosed as required by law and when necessary to protect the client or others against imminent harm.
- Clients receive accurate information about pregnancy, fetal development, lifestyle issues, and related concerns.
- We do not offer, recommend or refer for abortions or abortifacients, but are committed to offering accurate information about abortion procedures and risks.
- All of our advertising and communication are truthful and honest and accurately describe the services we offer.
- We provide a safe environment by screening all volunteers and staff interacting with clients.
- We are governed by a board of directors and operate in accordance with our articles of incorporation, by-laws, and stated purpose and mission.
- We comply with applicable legal and regulatory requirements regarding employment, fundraising, financial management, taxation, and public disclosure, including the filing of all applicable government reports in a timely manner.
- Medical services are provided in accordance with all applicable laws, and in accordance with pertinent medical standards, under the supervision and direction of a licensed physician.
- All of our staff, board members, and volunteers receive appropriate training to uphold these standards.

Final language as approved by the Leadership Alliance of Pregnancy Care Organizations – 03/17/09

In response to the many requests from affiliates, Care Net and Heartbeat International have taken on the task of gathering, analyzing, and publishing salary information relevant to affiliated pregnancy centers on a bi-annual basis. We hope this information is useful for establishing salary ranges for key pregnancy center positions.

Both Care Net and Heartbeat International recognize that there are many terms to describe pregnancy centers, including “pregnancy resource centers” and “pregnancy medical clinics.” For the purposes of this survey we will use the universal term “pregnancy help centers” and its acronym “PHC.” PHCs are inclusive of centers that provide medical services.

If you are unfamiliar with other terminology or concepts used in the *2015 Pregnancy Help Center Salary Survey*[™] (*2015 Salary Survey*), we suggest that you include in your salary review team either a member of your board or a professional with experience in human resources or accounting principles.

We especially thank the affiliates who have shown support for fellow affiliates by participating in the *2015 Salary Survey*.

General Analysis of 2015 Salary Survey Data

The *2015 Salary Survey* questionnaire was distributed to both Care Net and Heartbeat International affiliates in November 2014. The initial email and subsequent reminders for the survey received validated responses from more than 500 organizations representing over 800 centers/locations.

Data was received from 48 states in the USA (all except Hawaii and North Dakota) and five provinces of Canada. Due to the small number of Canadian respondents, their survey answers were not included in the salary-specific calculations. A more concerted effort to draw a statistically valid number of Canadian respondents will be deployed for a future (likely 2017) survey.

The calculations are applied to the entire set of data for general comparison. After that the data is subdivided into various categories (budget, number of paid staff, region, etc.). Using the categories provides a more accurate picture than the overall statistics for the position.

Example: The “Median” for the executive director for the “Budget” category of \$250,001 – \$500,000 is \$47,000. This figure probably provides a better guide for salaries for an executive director position in centers within that budget range as compared to the overall median for the position, \$41,400.

Methodology

The *2015 Salary Survey* statistical information is based on 545 U.S. organizations, representing 826 locations/centers. All salaries are subject to U.S. federal labor laws. See item #1 in “Additional Notes for Salary Consideration” on page 14 of this report.

The salary statistics appearing in this compensation analysis represent full-time, annual compensation calculated from the information submitted on the surveys. Where the centers reported part-time salaries, an extrapolation was made to the appropriate full-time equivalent (FTE) of 40 hours worked per week.

Outliers were removed using an “interquartile range” calculation, abbreviated “IQR.” The IQR describes the spread of values in the middle range of data between the first (Q1) and third (Q3) quartiles of responses. (IQR=Q3-Q1.) It can also be used to tell when some of the other values are “too far” from the central value. We determined outliers as any values that lie more than one and a half times outside the IQR. That is, if a data point is below $Q1 - 1.5 \times IQR$ or above $Q3 + 1.5 \times IQR$, it is viewed as being too far from the central values to be reasonable.

Definitions for Terms Used in Charts

Words enclosed in quotation marks represent actual column headings and category titles for data that you will find in the *2015 Salary Survey* charts.

The column heading “# Jobs” refers to the usable number of entries/responses from which the statistics were derived for the line of data in which that specific number appears.

Column headings labeled “Mean” (average) indicate that the annual salaries of all individuals in a group were added together and the total divided by the number of salaries/entries. The word **mean** denotes a measure of central tendency. The mean can be significantly influenced by a few very high or very low data falling at the extremes. It is suggested that greater consideration be given to the *2015 Salary Survey*’s “Median” figure for comparison purposes, especially when the sample size is small.

The word **median** is defined as the value at the mid-point (or the average of the two middle items) of a group of values when they are arrayed from largest to smallest, below which 50% of the values fall.

The data is also classified by **percentile** with column headings of “10th Percentile,” “25th Percentile,” “75th Percentile,” and “90th Percentile.” Percentiles are measures of dispersion. When all of the salaries are arrayed from the highest to the lowest, the “25th Percentile” is that figure below which 25 percent of the salaries fall. The “75th Percentile” is that figure below which 75 percent of the salaries fall.

In previous surveys the “Minimum” reported salaries were identified and reported. For the *2015 Salary Survey* “10th Percentile” was substituted for “Minimum.” While significant outliers were already removed from the calculations prior to apply percentile (see IQR discussion under Methodology), the “10th Percentile” category reflects the highest number of the *lowest* 10 percent of the salaries reported, including the “Minimum.”

The number under “**25th Percentile**” is the highest number of the lowest quartile (Q1).

The number under “**75th Percentile**” is the lowest number of the highest quartile (Q4).

Job Description

Succinct job descriptions, such as the ones used in the *2015 Salary Survey*, provide a basis of comparison when soliciting salary information. This assures the comparison of “apples to apples” (as well as the same variety of apples). Salaries for positions that are very similar can be analyzed with little or no adjustment. Salaries for positions where responsibilities and duties differ from the job descriptions used in the *2015 Salary Survey* questionnaire may require adjustment in order to provide a useful comparison (see the job descriptions below).

For example, the salary for a CEO position should be adjusted before being added to the mix of salary information if the CEO position has different responsibility for overall day-to-day operations as compared to the position for which you are seeking salary information. The job description for an executive director with a board that maintains direct responsibility for all financial aspects of the organization would be different than one for a director who has responsibility for all day-to-day operations. If the salary listed in the survey is for the director or CEO who has total responsibility for day-to-day operations, and the position in your center does not have that level of responsibility, you could decrease the salary in the survey by 15-30 percent to adjust for the difference in responsibility. The level or amount of adjustment would depend on the difference in the job descriptions.

Another example might involve the Client Services Director (CSD) job description showing responsibility for “a center.” If the organization operates two centers and puts the responsibility for both centers under the CSD on a day-to-day basis, then the salary in the survey might be increased by 15-30 percent to account for the additional responsibilities relative to the survey job description.

The job descriptions used in the survey are listed below:

Executive Director/CEO (or Director or President) for organization is responsible for policy implementation, training, management and evaluation of personnel (paid staff and volunteers), fundraising, and for the overall day-to-day ministry operations, programs and services. The Director also advises, makes recommendations to, and assists in policy formation, strategic planning and reports to or serves on the Board of Directors.

Client Services Director (or Center Director or Office Manager) is usually responsible for day-to-day direct services provided to clients in a center. This generally involves volunteer coordination, training, retention, and enrichment.

Development Director (or Advancement Director) is responsible for activities oriented toward donor relations, event organization, fundraising planning and implementation. Position could include public relations efforts, newsletters, marketing, etc.

Nurse Manager (or Clinic Director) for organization is a medical professional responsible for day-to-day patient/client medical services including, but not limited to, limited ultrasound, and/or STI testing. Oversees and/or maintains professional standards of care for the center/clinic.



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Survey Chart – Executive Director Salary

	# Jobs	Mean (average)	10 th Percentile	25 th Percentile	Median 50 th percentile	75 th Percentile	90 th Percentile	Range Maximum
<i>Calculations for full ED data set</i>	537	43,144	26,667	33,280	41,400	50,000	62,400	100,000
Budget								
\$0-\$50,000	37	24,825	18,514	20,400	23,333	27,920	32,532	40,000
\$50,001-\$100,000	89	32,483	22,044	28,577	32,156	37,485	41,147	49,026
\$100,001-\$150,000	83	36,389	27,662	31,526	35,360	41,238	45,771	53,320
\$150,001-\$250,000	124	41,062	32,000	36,063	41,292	45,619	50,000	60,000
\$250,001-\$500,000	133	49,355	39,616	42,000	47,000	57,000	62,320	75,000
\$500,001-\$1,000,000	44	58,941	45,000	50,000	59,250	68,000	71,400	90,000
\$1,000,001+	22	74,913	60,000	65,417	74,289	83,263	94,900	100,000
Number Paid Staff								
0-2	117	31,560	20,800	25,000	32,000	37,509	42,000	54,080
3-5	213	40,254	28,840	33,000	40,000	46,000	51,200	64,000
6-10	133	47,335	35,040	40,000	45,000	55,200	63,400	75,000
11-20	49	56,521	41,855	48,000	55,000	65,000	72,316	90,000
21+	19	73,706	58,800	64,500	70,000	82,175	96,000	100,000
Service Area								
Rural	115	34,794	23,579	29,975	35,000	40,010	46,247	54,667
City/Town (<i>not part of metro area</i>)	302	41,283	26,974	32,444	41,026	48,000	58,975	71,240
Metro	113	54,552	39,200	44,000	50,000	65,000	74,716	95,000
Number of Locations								
1	385	40,275	25,760	32,000	40,000	46,568	56,700	80,000
2	83	45,718	30,843	45,400	44,000	55,000	65,000	78,000
3-4	49	49,205	30,600	39,000	48,000	60,000	68,036	89,000
5+	16	72,516	52,000	65,250	69,701	81,500	97,000	100,000
By Region								
1 – Northeast	77	39,660	26,400	31,200	36,250	47,550	56,496	69,000
2 – Southeast	146	40,831	26,050	32,430	40,613	47,020	57,634	71,240
3 – Southwest	91	41,713	28,000	33,272	40,000	48,667	60,000	70,000
4 – North & Midwest	155	42,497	26,550	33,333	41,400	50,000	60,000	75,000
5 – West	47	48,790	32,985	38,175	45,880	60,294	69,500	81,000

Survey Chart – Client Services Director Salary

	# Jobs	Mean (average)	10 th Percentile	25 th Percentile	Median 50 th percentile	75 th Percentile	90 th Percentile	Range Maximum
<i>Calculations for CSD full data set</i>	375	30,714	20,800	24,000	29,333	36,095	42,000	56,171
Budget								
\$0-\$50,000	5	19,856	--	--	--	--	--	--
\$50,001-\$100,000	34	23,412	19,580	20,800	22,500	26,000	30,368	32,000
\$100,001-\$150,000	57	26,019	19,680	21,120	24,960	30,673	34,567	41,333
\$150,001-\$250,000	93	27,957	21,024	23,640	27,040	31,351	37,274	44,444
\$250,001-\$500,000	111	31,618	23,624	27,095	30,743	36,222	39,770	48,000
\$500,001-\$1,000,000	39	37,674	28,696	32,000	38,480	42,429	47,523	52,600
\$1,000,001+	20	42,694	37,250	38,250	42,143	47,000	51,175	55,000
Number Paid Staff								
0-2	32	24,042	18,240	20,160	23,040	26,667	31,321	33,333
3-5	156	27,782	20,000	22,880	26,790	32,000	37,305	44,444
6-10	112	31,114	21,700	25,974	30,590	36,056	39,801	52,000
11-20	46	34,744	25,036	28,692	33,000	41,036	45,400	52,600
21+	18	43,273	36,313	38,000	43,222	48,136	52,525	55,000
Service Area								
Rural	65	24,626	19,484	20,800	24,000	28,800	30,034	37,440
City/Town (<i>not part of metro area</i>)	207	29,506	20,800	23,758	28,415	35,026	39,009	50,711
Metro	93	36,296	25,683	30,239	36,325	41,900	47,476	55,000
Number of Volunteers								
0 - 10	64	26,669	20,000	21,280	26,000	30,657	36,837	41,333
11-25	120	28,381	20,000	22,880	26,915	32,695	40,000	48,000
26 - 50	94	30,525	20,860	24,032	29,663	35,445	41,120	52,000
50 - 100	58	33,899	25,880	28,522	32,690	37,860	45,300	53,750
100+	30	38,146	25,660	32,227	39,126	43,905	47,664	55,000
By Region								
1 – Northeast	54	29,732	20,352	22,920	28,912	35,018	39,571	52,000
2 – Southeast	106	29,117	20,000	23,367	28,125	34,383	38,978	49,171
3 – Southwest	69	29,504	20,280	23,500	28,800	34,167	42,514	47,543
4 – North & Midwest	98	31,052	21,542	24,752	29,667	37,360	41,720	55,000
5 – West	33	33,573	22,186	28,000	32,000	38,940	46,667	56,171

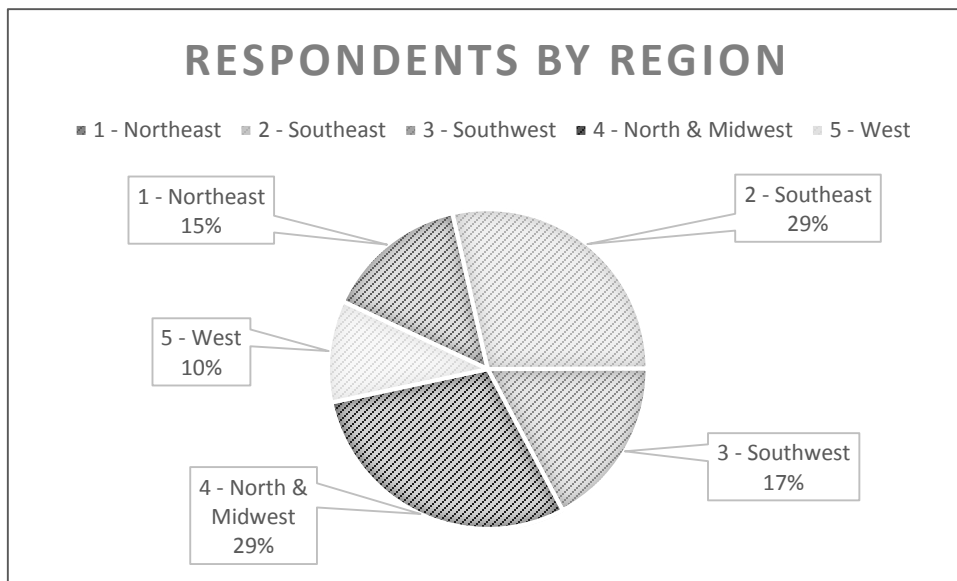
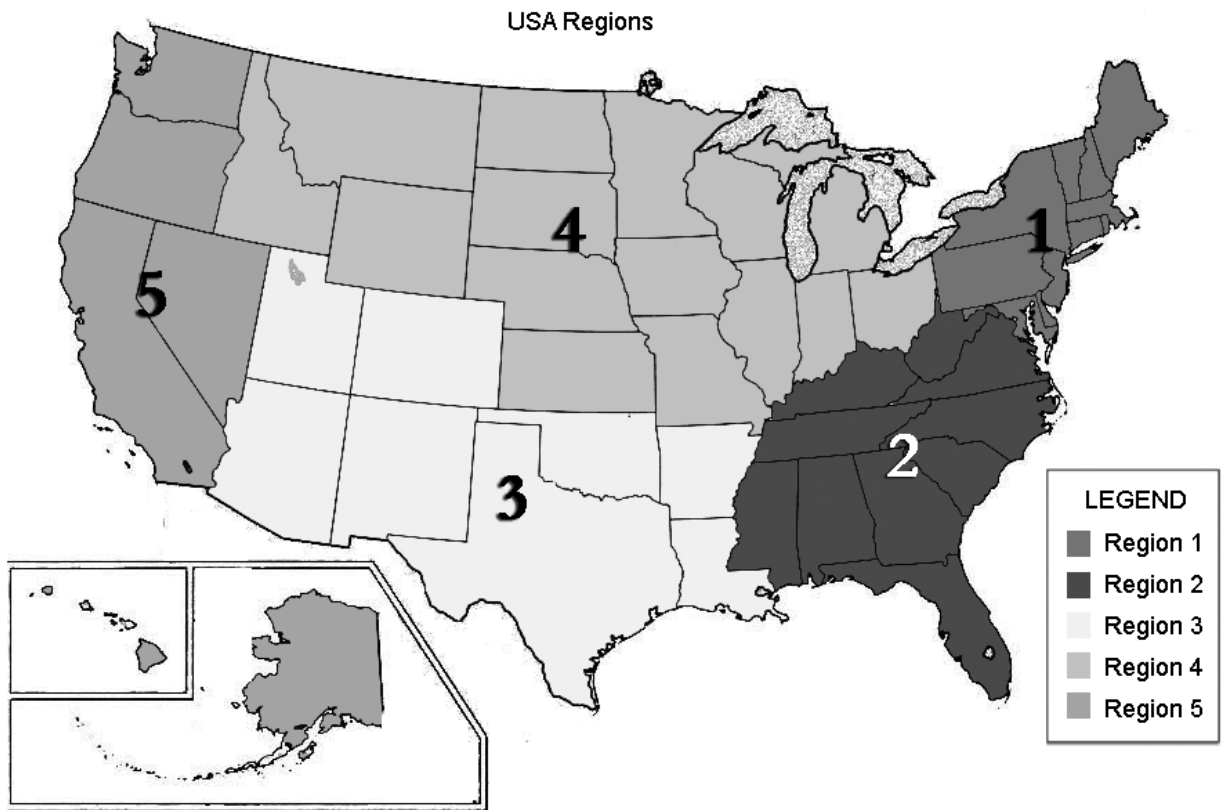
Survey Chart – Development Director Salary

	# Jobs	Mean (average)	10 th Percentile	25 th Percentile	Median 50 th percentile	75 th Percentile	90 th Percentile	Range Maximum
<i>Calculations for DD full data set</i>	185	36,695	24,556	28,000	34,545	42,000	52,931	71,000
Budget								
\$0-\$50,000	2	34,526	--	--	--	--	--	--
\$50,001-\$100,000	8	32,015	--	--	--	--	--	--
\$100,001-\$150,000	15	29,185	24,005	24,960	28,571	32,667	35,200	43,810
\$150,001-\$250,000	33	29,062	21,010	24,960	28,080	32,640	38,080	40,000
\$250,001-\$500,000	70	33,646	24,996	28,210	33,273	38,641	42,026	52,000
\$500,001-\$1,000,000	34	41,802	28,365	33,175	41,600	49,063	52,900	65,000
\$1,000,001+	18	52,584	40,120	45,987	55,500	59,113	63,908	71,000
Number Paid Staff								
0-2	6	37,624	--	--	--	--	--	--
3-5	45	29,711	20,412	24,762	28,571	35,360	39,808	48,000
6-10	72	33,787	25,000	28,623	32,953	38,525	42,237	52,000
11-20	38	38,570	24,677	28,929	37,718	45,000	52,550	66,500
21+	16	54,307	42,547	49,500	56,500	59,413	64,220	71,000
Service Area								
Rural	20	27,065	19,998	20,989	26,333	30,600	36,338	40,000
City/Town (<i>not part of metro area</i>)	91	33,955	24,960	28,000	32,240	39,760	45,760	57,000
Metro	70	40,758	26,663	32,000	38,667	50,000	60,200	71,000
By Region								
1 – Northeast	22	35,462	23,495	28,709	34,873	40,000	49,500	52,828
2 – Southeast	52	32,242	24,782	26,917	30,000	36,167	41,600	53,000
3 – Southwest	28	35,755	24,550	27,982	35,389	42,025	48,600	55,000
4 – North & Midwest	52	37,664	24,886	29,040	36,151	44,103	53,872	66,500
5 – West	25	38,177	22,967	28,080	37,440	45,000	59,051	65,000

Survey Chart – Nurse Manager Salary

	# Jobs	Mean (average)	10 th Percentile	25 th Percentile	Median 50 th percentile	75 th Percentile	90 th Percentile	Range Maximum
<i>Calculations for NM full data set</i>	278	43,060	31,200	35,719	41,600	49,198	56,115	75,000
Budget								
\$0-\$50,000	2	--	--	--	--	--	--	--
\$50,001-\$100,000	14	33,161	25,472	27,143	30,385	38,000	44,720	53,333
\$100,001-\$150,000	33	39,843	28,000	32,000	40,000	46,800	54,528	62,857
\$150,001-\$250,000	66	39,375	31,098	33,281	39,820	43,315	49,000	60,000
\$250,001-\$500,000	100	44,184	33,277	39,916	44,378	51,109	54,000	62,400
\$500,001-\$1,000,000	32	46,169	37,446	39,875	45,797	53,179	56,144	62,429
\$1,000,001+	20	49,848	37,138	40,000	48,571	56,134	60,968	75,000
Number Paid Staff								
0-2	3	--	--	--	--	--	--	--
3-5	112	40,188	30,000	32,758	40,000	46,036	53,304	65,000
6-10	100	42,547	32,216	37,360	42,420	48,000	53,760	60,000
11-20	39	46,531	35,241	40,000	46,000	54,040	58,790	62,429
21+	18	48,257	35,733	40,000	47,872	53,563	60,279	75,000
Service Area								
Rural	37	39,668	30,720	34,250	40,000	46,143	48,000	61,333
City/Town (<i>not part of metro area</i>)	150	41,016	30,000	33,364	41,550	46,810	54,174	65,000
Metro	84	45,668	33,911	40,000	45,760	52,024	56,067	69,680
By Region								
1 – Northeast	26	44,170	38,321	40,000	42,445	46,800	56,859	60,000
2 – Southeast	79	42,008	31,055	36,248	41,600	48,000	53,413	57,637
3 – Southwest	49	41,960	30,615	34,320	41,600	49,143	54,738	69,680
4 – North & Midwest	80	41,499	31,325	34,034	41,550	48,000	53,775	62,429
5 – West	31	45,612	34,286	40,000	45,760	52,500	60,320	65,000

2015 Salary Survey Report Participant Profile REGIONS



Suggestions for Utilizing This Information

Gather Additional Information

We encourage you to use the *2015 Salary Survey* in conjunction with other resources to help you determine salaries/salary ranges for center staff. Another source of valuable information may be similar non-profit organizations in your state and/or city. Non-profit organizations, agencies, or businesses in your area may be willing to share salary information for similar positions. (For CEO/Executive Director comparisons you can often find a previous 990 online at GuideStar.org or CharityNavigator.org.) Important variables to look for in finding a similar organization include the number of paid employees, size of budget, number of locations, and scope of organization (urban, rural, regional, national, international). Compare positions with area organizations using a short, concise definition of each job and then compile salary information for similar jobs. It is important to compare job description summaries, not titles. Titles can be deceiving when collecting salary information.

The public library may be a great source of information for salaries for non-profit organizations. *The NonProfit Times* publishes an annual salary survey (NPTimes.com). The web is another source for non-profit or Christian organizations that publish salary information. The Christian Leadership Alliance, in conjunction with Compensation Resources, publishes a compensation-survey report for Christian organizations (CompensationResources.com).

Evaluate the Compensation Information

Compare the resources you have compiled from different sources to determine similarities between the compensation information. The more similar the resources are to each other and the more similar the organizations are to your organization, the more helpful the information is to you in determining a salary range. Questions to ask as you review the information: How similar are the job descriptions? How large is the sample for each set of information? (Usually, the larger the sample size, the better.) How relevant are the categories (budget, number of paid staff, etc.)? How similar are the numbers or ranges? How similar are the organizations included in the compensation information to your organization?

When organizations or positions are somewhat dissimilar, you may need to make adjustments in the salary information to adjust for such differences. Since the two sets of data are significantly different, you would need to determine which provides the information that you want to/should use as a guide when establishing salaries/salary ranges. Which is more applicable to your organization and situation? What adjustments need to be made?

One option is to modify the data based on your situation. For example, you may find that the CEO or executive director position in your local community has responsibilities that are somewhat similar to the position that you are evaluating, but not an exact match. You can still use the salary information for the local position by determining how similar the positions are and adjusting the salary figure. If the local position has more direct supervision from the board and less overall responsibility for day-to-day operations, you can estimate the percentage difference. If you judge the similarity between the positions to be approximately 80 percent, you can adjust the salary of the local job by that percentage to get a salary that would be a more accurate comparison to your situation.

You also may make adjustments if the local organization has a much different sized budget, more or fewer employees, or is broader in its scope of service or service area.

Establish a Salary Range

Establishing a salary range starts with the objective information obtained from salary surveys, (such as this *2015 Salary Survey*), national surveys, or by gathering local compensation information. This information is then analyzed and adjusted to develop the actual salary range. The process of establishing a salary range is a combination of science and art.

The salary range should be sufficiently wide to allow for offering a salary based on the experience, skills, and training of the person filling the position. The salary range should also accommodate annual pay increases for three to five years. A salary range should not need to be changed annually. This is one of the advantages of setting a range rather than using a set salary figure for a job. Allowing for the flexibility of offering a salary dependent on experience, skills, and training is another reason to adopt a salary range.

The **minimum of a salary range** is the lowest amount at which you would start a new employee who has the minimum amount of experience/qualifications required for the position. The **maximum of the salary range** is the maximum the position is worth to the organization and the maximum anyone in that position can earn (including raises). To avoid pay increases that take an employee beyond the maximum (and therefore reduce the raise), the range used for hiring new employees may be capped at the median of the salary range. This allows room for salary increases without hitting the range maximum. An exceptional candidate could be offered a salary beyond the median as long as care is taken to allow room for increases without going beyond the maximum of the range (between the median and 75 percent of the maximum).

One way to establish a salary range for a particular job would be to utilize the median from a set of data that you have determined is applicable for your purposes. Compute 50 percent of the median. Add the resulting amount to the median to determine the maximum of the range. Subtract the computed amount from the median for the range minimum.

The following example assumes that you have decided that the statistics in this survey are the best match for your executive director position. Identify the subcategories of the executive director position that best describe your center. If the “Median” for those characteristics is similar, then you may want to use that salary median for the job that you are evaluating.

Example using “Median” figures on the “Executive Director Salary Survey Chart”:

<u>Category</u>	<u>Median</u>
Center Budget of 250,001-500,000	\$49,355
6-10 Employees	\$47,335
Metro Area	\$54,552

Two of the three salary “Median” figures for the above group of compensation statistics are similar. If all three categories fit your circumstances, you could use any of the “Median” figures as the median salary for your executive director job. Another option is to calculate the “Mean” (average) of the three figures above (\$50,414) and use that in determining the salary range for the executive director. A median is usually a more reliable figure; a mean figure can be skewed if it includes a value significantly different from the rest in the series.

If the “Median” subcategories of the *2015 Salary Survey* are not similar, you may want to evaluate the various categories to determine if one is more or less relevant than the others. For example, if you chose to use the center “Budget” of \$100,001 – 150,000 on the “Executive Director Salary Survey Chart,” the median listed is \$36,389 and there is a much greater range between the three figures. (See the example in the text box above.) In that case, you could estimate how well the center fits into each subcategory. Perhaps your metro area has less population than most of the larger metropolitan areas, you have six employees of which half are part-time, and your center’s budget is at the upper end of the range for “Budget” on the chart.

You may evaluate the likelihood that your center would move into another subcategory. You could have plans to increase the number of staff within the next year or expect your budget to change within the next year. You could determine that, based on your center’s situation, one or more of those categories is more important or relevant. Salary information from local organizations can add the missing piece for assisting you in determining a good number to use as your median salary. You can adjust the numbers you use to compute the median based on your analysis.

Once you have your salary data and are ready to establish the salary range, arrange the data in ascending order.

Example using an odd number of values:

\$35,000	\$35,500	\$41,500	\$44,720	\$45,000
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The median of these five figures is the middle figure in the series: \$41,500.

If there is an even number of figures in the data series, the median is the difference between the two middle figures, divided by two, and added to the first figure.

Example using an even number of values:

4	7	9	11
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The two middle numbers are 7 and 9. The difference between 7 and 9 is 2, divided by 2 = 1. Add the number 1 to the number 7. **The median is 8.**

Calculate the minimum by taking 50 percent of the median ($\$41,500 \times .50 = \$20,750$).

Note: If you desire a more compact range, use a smaller percentage figure and use a larger percentage figure if you want a wider range.

Calculate the maximum by adding 50 percent to the median ($\$41,500 \times 1.5 = \$62,250$).

Other considerations:

- ◆ Usually, the median is used when determining salary range because the median is considered less affected by extremely small or large figures (outliers). The mean of the data is more

affected by outliers. If the mean and the median are similar, that indicates a tight group of data. The mean for the example above is: \$40,344, which is fairly close to the median \$41,500.

- ◆ Use full-time equivalent numbers for your comparison.

If the salary is \$28,000 for a 30-hour workweek, compute the hourly rate, and multiply the hourly rate by 2080 (40-hour week x 52 weeks).

$\$28,000 / 30 \text{ hours} / 52 \text{ weeks} = \$17.95 \text{ an hour. Multiply } \$17.95 \times 2080 \text{ to get the full-time equivalent of } \$37,336.$

- ◆ The more data you gather, the more reliable the results. Consider gathering at least five salary figures if possible. This is especially true if you do not have statistics for organizations that are very similar to your own. If you have figures from two different salary surveys that are similar to each other and the organizations are similar, that may be all you need. Gathering information from similar organizations locally is always a good option for providing additional information.

Determine Actual Salary/Wage for the Person Filling the Job

When initiating a search to fill a job, you may decide to advertise/offer a salary range that is somewhere in the first half of your established salary range for that job. This flexibility allows you to offer the new employee a salary based on the amount and type of experience, skills, and training. This approach also allows room for future pay increases.

Additional Notes for Salary Considerations

1. Although we refer to the information gathered as salary information, this does not indicate that the position is “exempt.” “Salaried” and “Exempt” are not synonymous. Exempt status is based on a government definition. Refer to the government website DOL.gov for information regarding exempt and non-exempt status.

Note: As of January 2015, an employee must be paid a minimum of \$455/a week as well as meet other criteria to be “exempt” (exempt from overtime and other Fair Labor and Standards Act provision [FLSA]). See fact sheet #17A on Department of Labor website: DOL.gov.

Example: A part time Executive Director being paid less than \$455 per week would be non-exempt and subject to overtime pay requirements of FLSA.

2. If you are filling a vacancy and your salary range is over three years old, or if economic conditions have changed, it can be helpful to check salary information outside your organization (*2015 Pregnancy Help Center Salary Survey* or other relevant source) to determine if hiring within the first half of the salary range for the position is still appropriate. Should you need to offer a salary so high in your salary range that there is not sufficient room within that range for future pay increases, it is time to adjust salary ranges.
3. Updating salary ranges should involve a process similar to establishing the salary ranges that includes analyzing outside data. The temptation may be just to increase the minimum and maximum a certain percentage. This approach, although less time-consuming, may result in a salary range that is not appropriate for the job.
4. You may want to consider the cost-of-living differential when advertising nationally for a position as the cost of living necessary in one part of the country may be a factor for someone to relocate in order to accept the position. A salary of \$65,000 in an East Coast metropolitan area could have similar purchasing power to \$50,000 in a Midwestern city as far as cost for a similar standard of living. You can compare cost of living by searching the web for “cost of living comparison.” One website that offers this information is BestPlaces.net.
5. Once a center has a few staff in different positions, salary ranges can be devised for classes or groups of jobs. You may have several staff, but only four different salary levels covering all positions. A board member, staff, volunteer, or other person from the community may have the expertise to help you establish a salary structure for your organization when that is needed.

Example of classes of jobs: A center with the positions of executive director, director of client services, director of development, nurse manager, office manager, bookkeeper, and office assistant, may have four salary ranges within which all of these positions may fall. Complete and concise job descriptions and external, comparative compensation information provide the basis for determining the number of levels at which jobs should be included.

Administrative Level 1

Includes executive-level positions (upper-level administration), such as the executive director, and may include the development director, depending on level of responsibilities.

Administrative Level 2

Includes mid-level administrators or managers and professionals (jobs requiring certification/special training and expertise), such as client services director and nurse manager.

Support Level 1

Includes positions with special training not requiring certification or a formal degree, and positions with general administrative responsibilities, such as office manager and bookkeeper.

Support Level 2

Includes positions providing general support to other positions, receiving regular supervision, and generally not responsible for developing or implementing policies and procedures. Basic office skills required.

Developing salary/wage levels that include a variety of positions usually requires significant time and some knowledge about human resources processes. Although the public library may have useful resources, seeking the assistance of a professional familiar with this type of process may be the best option for establishing salary/wage ranges and job descriptions.

6. The annual cost-of-living adjustment figure from the federal government is often used as a basis for annual increases. This index is based upon the consumer price index, which calculates cost of goods and services, but not labor. Use of this number alone can skew salaries.

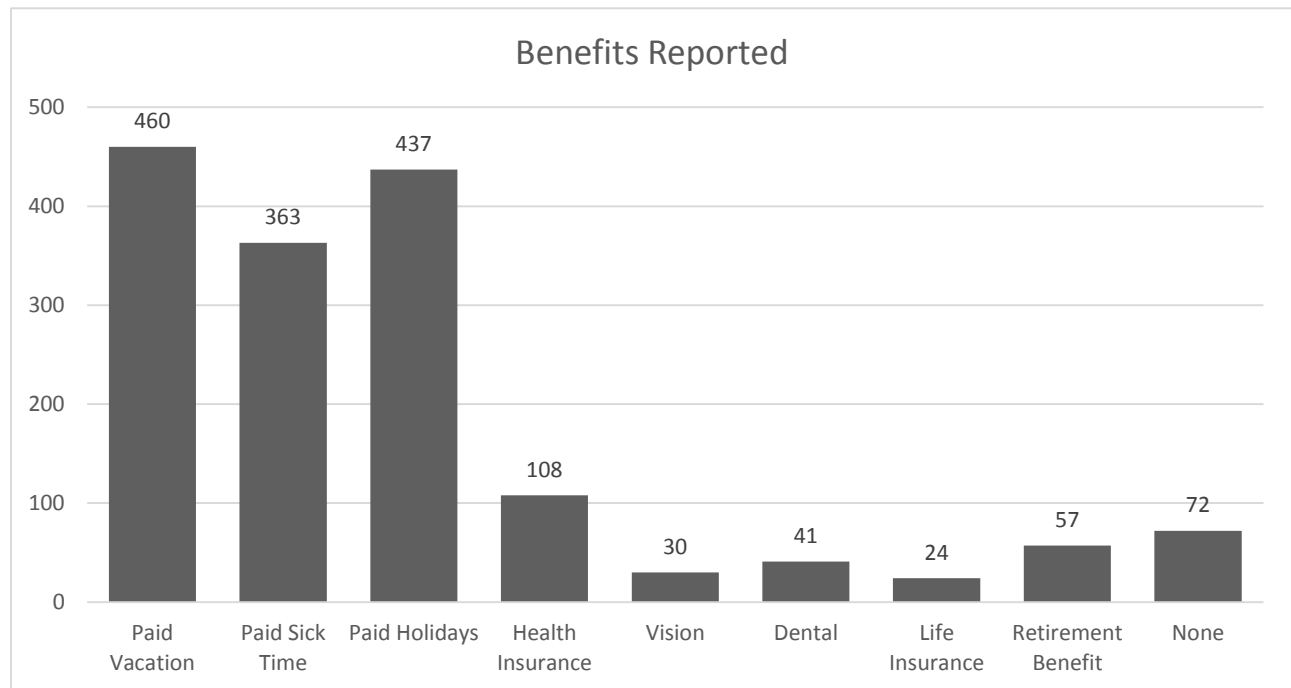
Our hope is that data presented in the *2015 Pregnancy Help Center Salary Survey* will help you evaluate meaningful and effective compensation for the employees of your center when compared to similar centers.

We encourage you to participate when we conduct our next salary survey. With increased participation from affiliates like you, we will be able to expand the categories and provide additional information.

Benefits

Benefits can be a key factor when jobseekers evaluate potential opportunities. Even though budget constraints often dictate a ceiling on nonprofit salaries, a competitive benefits package can be an effective way to attract talent and retain employees.

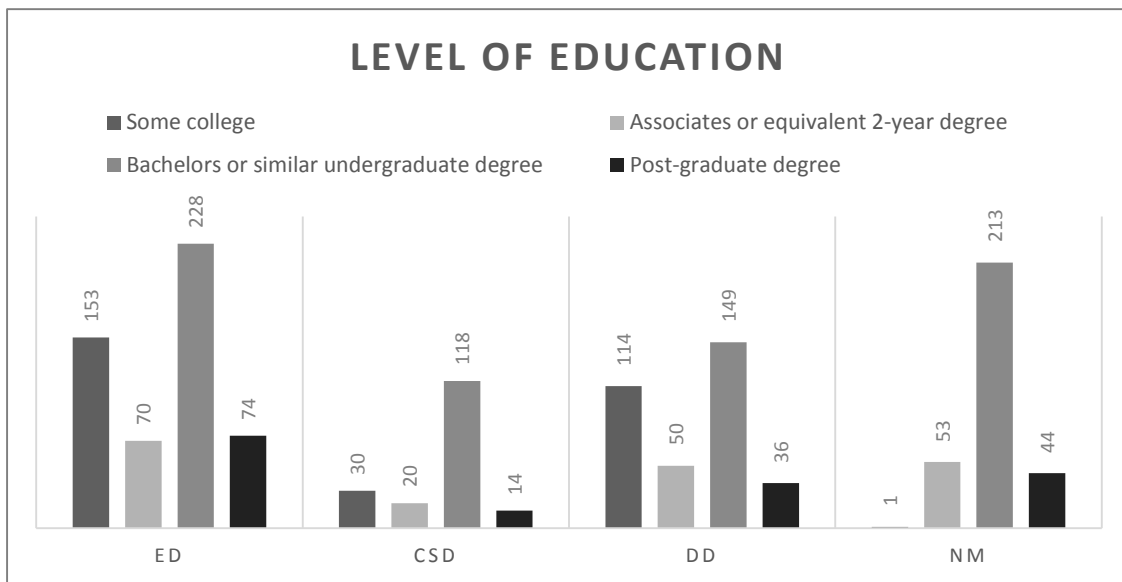
Some benefits actually represent a small expense to the organization, such as paid holidays when your office(s) are already closed. Paid time-off in the form of vacation or personal leave is often highly valued and aids in encouraging a good work-life balance.



Level of Education

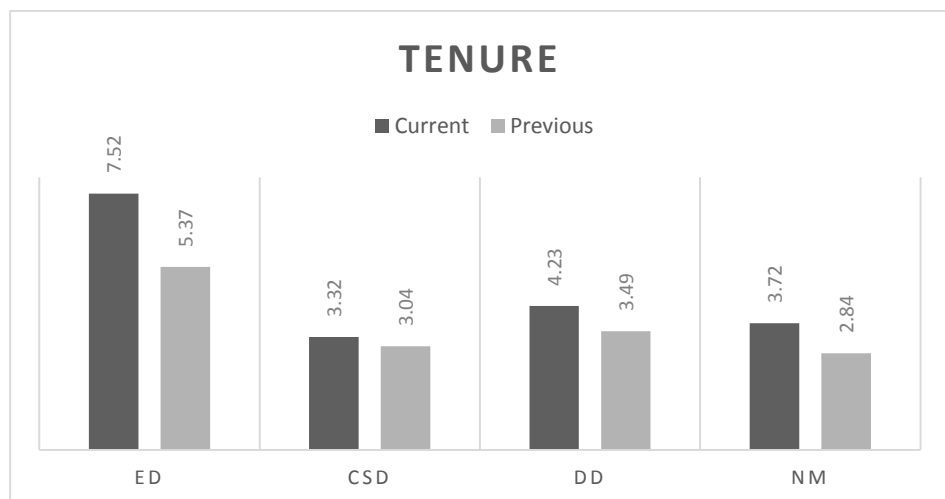
This was the first time the Salary Survey has included a question asking for the highest completed/achieved level of education for each position. While not all respondents completed this question, the results indicate a high number of degreed professionals and college graduates among the paid staff of PHCs.

Since there were only four choices from “Some College” to “Post-graduate Degree” and no choice for “None” or “High School,” the graphs below represent only those providing answers. *(The next Salary Survey will likely include a fifth answer for those who have not completed any college.)*



Tenure

The survey question asked for the tenure in years of the current and previous persons in that position. Of course, the tenure of the current occupant of the position is likely incomplete, yet it is informative to note that even incomplete tenure is longer than previous tenure for each position.



Frequently Asked Questions

Our salaries are outside of the ranges in the Survey. Is this wrong?

There are many factors that go into a board deciding on levels of compensation (for the executive director directly or by budget approval for staffing) and the employee accepting those levels when joining a PHC team. The Survey is capturing what is currently happening amongst the PHC organizations and not necessarily what should happen for your organization. The two ways your organization may be outside of the Salary Survey ranges create different dynamics:

1. Underpaying staff, even when acceptable to the employee, *might* be helpful for a current budget but can pose problems for the organization legally and strategically. There are legal standards (i.e. minimum wage laws, exempt status guidelines, etc.) that might be violated by paying a low wage or assigning “exempt” status improperly. Strategically, it could be difficult to replace an underpaid staff member unless the organization is able to increase its budget to hire a new staff member with a different set of financial requirements.
2. Overpaying staff, that is paying staff significantly above the compensation rate in the marketplace, is an issue of stewarding donors’ funds for missional purposes. It’s important not to use only this survey when determining if staff are “overpaid.” This survey melds data from a variety of PHCs and does not take into consideration data from other non-profit organizations with similar focus. Seeking data from other sources can provide clarity.

How is it possible that a smaller budget center can have average staff salary totals that come close to or exceed their overall budget?

It’s important to note that all salary calculations are “Full-time Equivalents” (FTEs) for appropriate comparison and use. The survey requested hours compensated (as well as worked) along with the annual salary. These numbers were used to extrapolate the cost as if they were full-time (FTE) working 40 hours per week. It is a common practice for PHCs of all sizes to effectively leverage part-time employees to gain critical expertise and dependability.

Why are salary calculations left off of some category levels?

Sample size is critical for a statistically meaningful number. When the data set was not large enough for good calculations, we simply chose to include only the median as a reference.

Closing

Thank you again for taking the time to consider the information presented in this Salary Survey. For more information regarding this or other materials, please contact Care Net at info@care-net.org or Heartbeat International at support@HeartbeatInternational.org.