

Network of Jewish Human Services Agencies 2018 Compensation Study: Executive Summary

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Survey Objectives

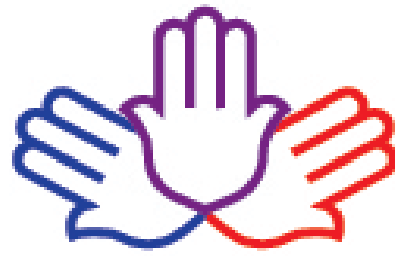
- The main objective of this survey was to obtain CEO compensation and benefit information which could serve as benchmarks for the purpose of recruitment and salary negotiations.
- CEO Compensation information is presented by several major categories: gender, region,* size of agency budget, number of years in Jewish human services field, and number of years in agency.
- Compensation information was also obtained for other C-Suite professionals, including the agencies' COOs, CFOs, Director of Development, etc.
- The survey also obtained other information about the benefits offered by these agencies as well as other employee-related policies.
- Finally, the survey inquired about other agency policies and explored NJHSA member agencies' interest in obtaining support and training regarding a range of issues.

* Appendix F lists the states included in each of 4 regions.



Methodology

- An online survey was designed by the consultant and vetted by the NJSHA and specifically by its HR (Human Resources) Committee, prior to its transmission.
- The survey was transmitted to 128 member agencies in good standing in early July, 2018.
- The survey was 'closed' at the end of August, 2018. This occurred after several reminders were sent.
- A total of 89 agencies (70% of the 128) responded to the survey.
- Of these 89 agencies, 83 had full-time CEOs.
- Of the 83 agencies with full-time CEOs, information on CEO compensation was received from 79 agencies which served as the database for calculating full-time CEO compensation.



Background Agency & CEO Demographics



Agency Size

Budget Category	Proportion
Less than \$499,00	18% (17)
\$500,00- \$2,999,999	33% (28)
\$3 million +	49% (41)



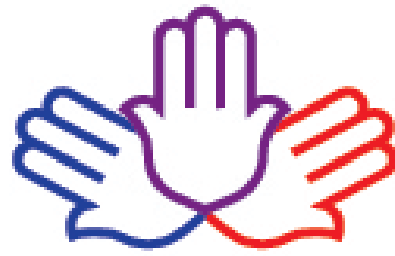
Number of Years CEOs Have Been in Jewish Human Service Field

Number of Years in the Field	Proportion
6 Years or less	22% (18)
7 - 14 years	20% (16)
15+ years	58% (28)



Number of Years CEOs Have Been in Agency

Number of Years in the Agency	Proportion
1 - 5 years	36% (29)
6 -15 years	31% (25)
16+ years	33% (26)



Yearly CEO Compensation



Overall 2018 CEO Compensation

**OVERALL CEO YEARLY SALARY:
MEDIAN & AVERAGE**

Median: \$135,000

Average: \$150,460



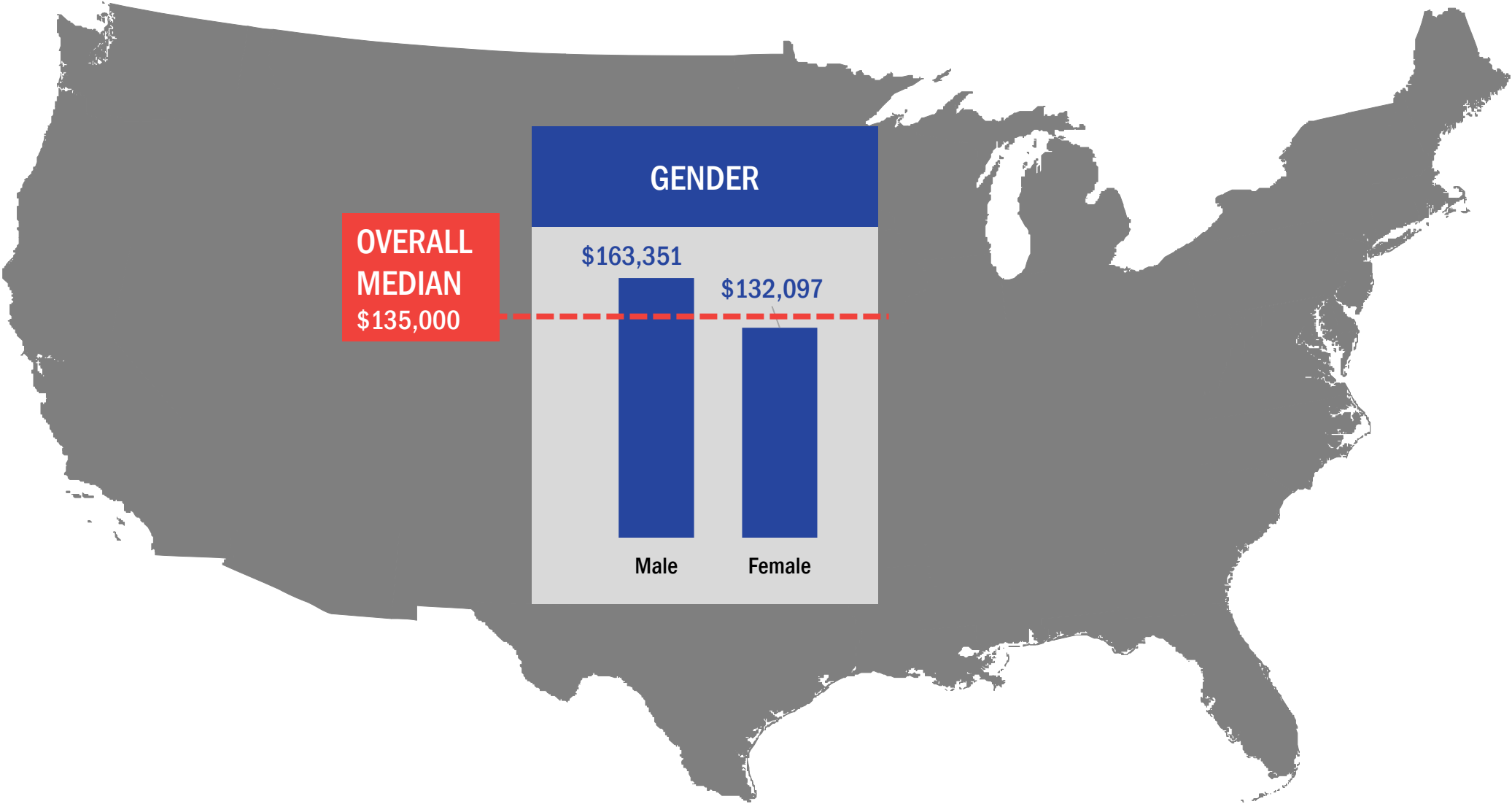
Overall 2018 CEO Compensation

- The overall median yearly compensation for full-time CEOs is \$135,000.*
- The overall mean (average) yearly compensation for full-time CEOs is \$150,460.
- Going forward, only median compensation levels will be reported.
- The rationale for reporting medians – rather than means – is that medians (the “midpoint”) adjust for “outliers.” In this study, outliers can distort means/ averages because of 1 or more very high salaries or 1 or more very low salaries.
- Average (Mean) yearly compensation data can be found in Appendix F.

* Please note that the sample of 79 agencies on which this (2018) CEO compensation study is based is substantially different than the sample of 35 agencies on which the 2016 (AJFCA- IAJVS) report was based. The agencies responding to the 2016 study tended to be larger and therefore the median & average salary levels were higher. In contrast, the 2018 study included a much wider variety of agencies, including many smaller agencies. Appendix B contains a listing of all (79) CEO salaries – minus CEO & agency names.



Overall 2018 CEO Salary by Gender



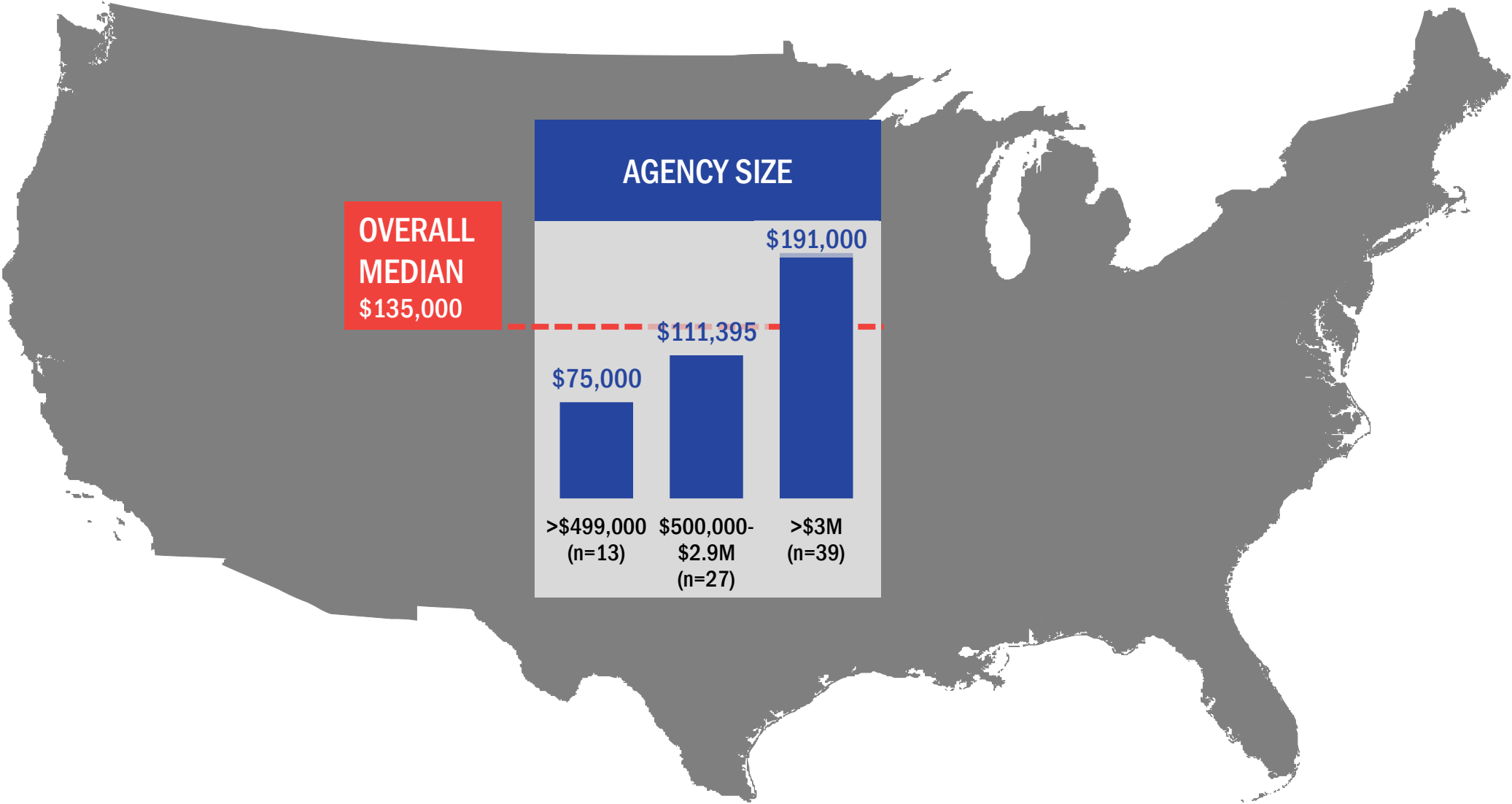


Overall 2018 CEO Salary by Gender

- Female CEOs yearly median salary is 8% below the overall median salary.
- Male CEOs yearly median salary is 21% higher than the overall median salary.
- Female CEOs yearly median salary is 19% below the male CEOs yearly median salary.



Overall 2018 CEO Salary by Agency Size



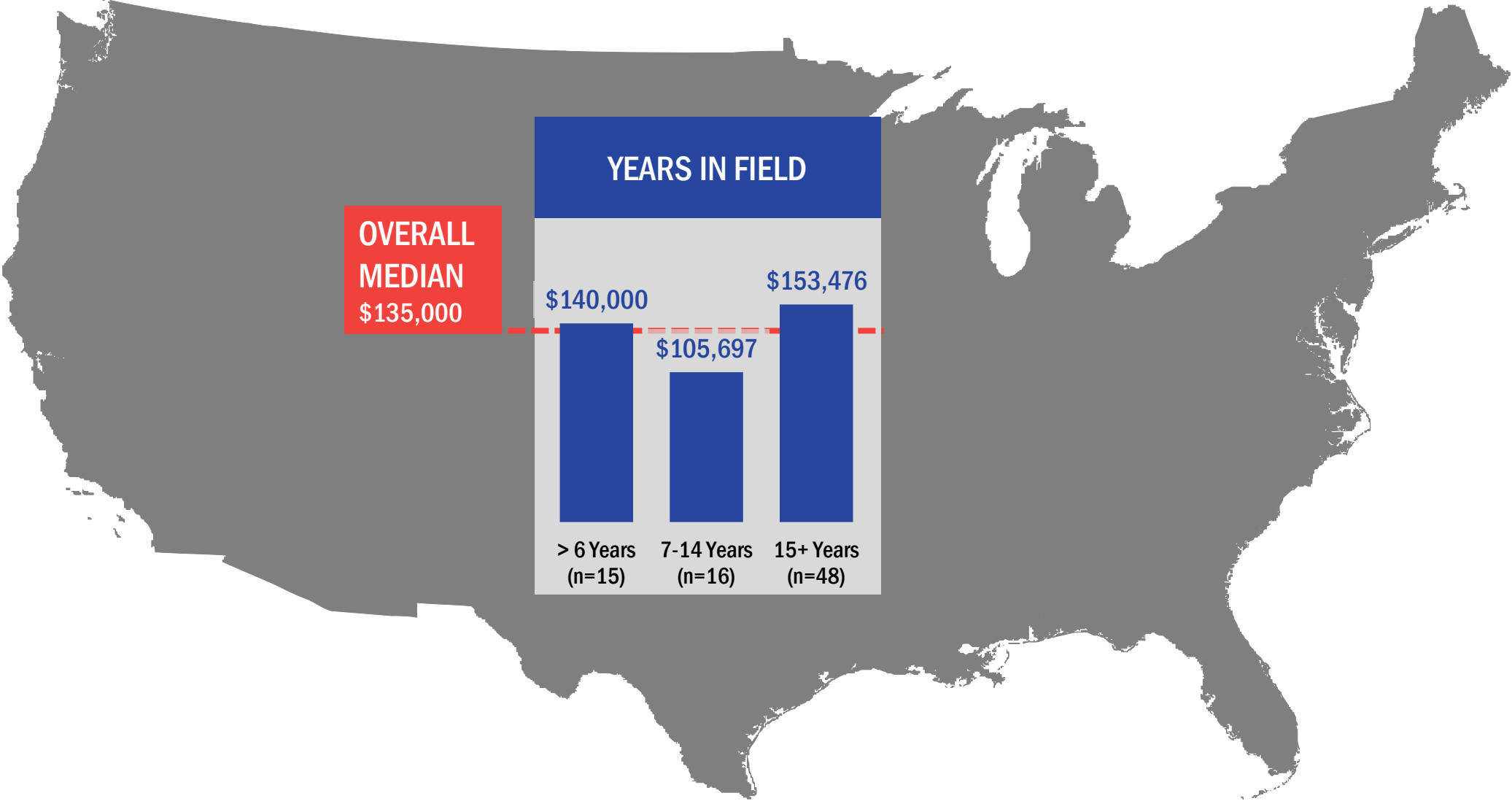


Overall 2018 CEO Salary by Agency Size

- Agency size (as measured by the agency's budget) is very strongly related to CEO compensation levels. (This relationship is stronger than the relationships between years in the field or years in the agency and CEO compensation.)
- The yearly median salary of CEOs of agencies with the largest budgets (\$3 million +) is 17% above the overall median salary.
- The yearly median salary of CEOs of agencies with medium budgets (\$from \$500,000 to \$2,999,999) is 17% below the overall median salary.
- The yearly median salary of CEOs of agencies with the smallest budgets (below \$499,000) is 44% below the overall median salary.
- 39 of the CEOs work in agencies whose budgets are in the "\$3+ million range."



Overall 2018 CEO Salary by Years in Jewish Human Service Field



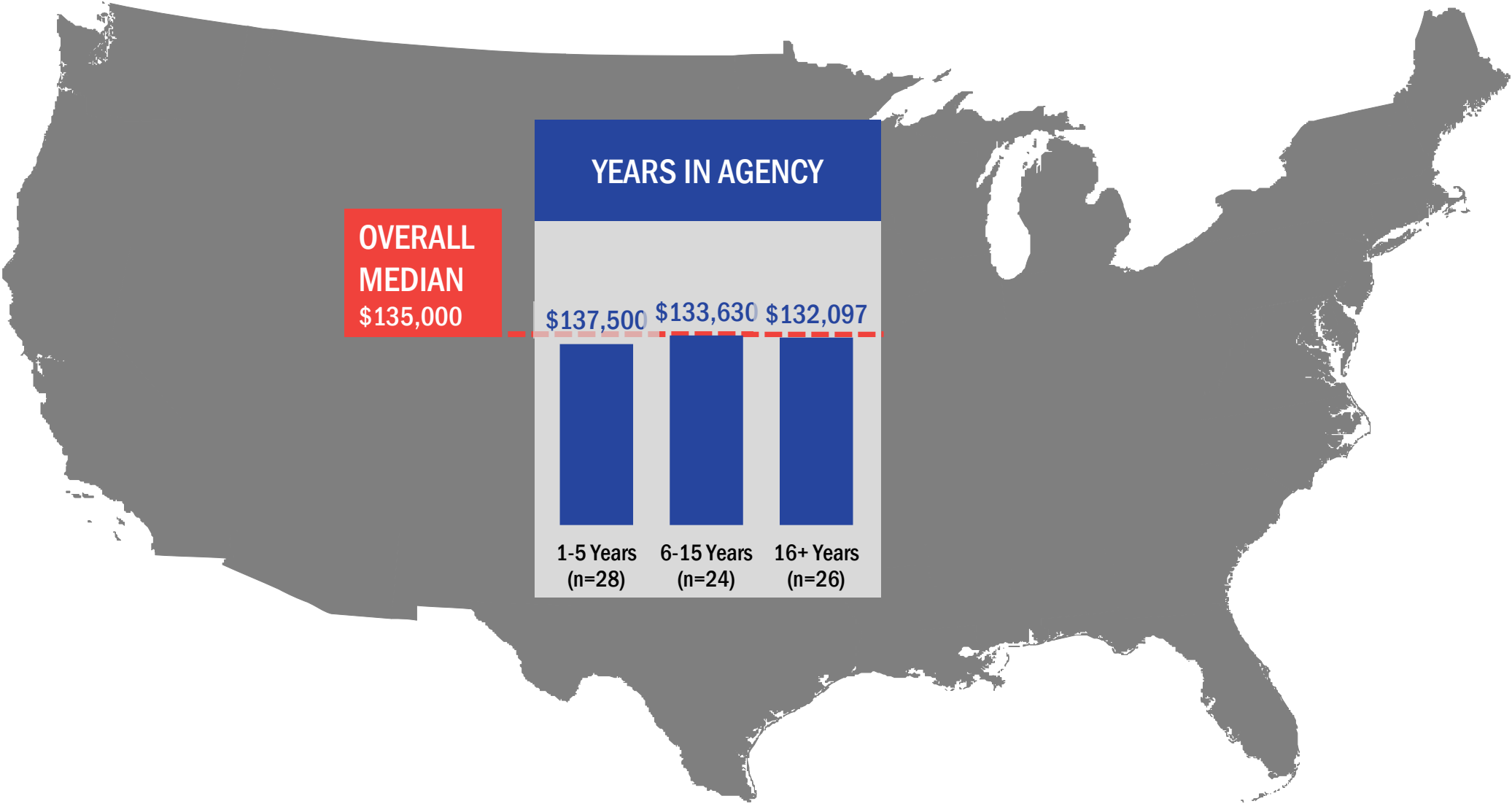


Overall 2018 CEO Salary by Years in Jewish Human Service Field

- The relationship between a CEO's compensation and the length of their Jewish human service career can be characterized by a U curve: it is highest for those who spent many years in the field and also high (but to a smaller extent) for those who have more recently entered the field.
- The yearly median salary of CEOs who have spent 15+ years in the Jewish human service field is 14% above the overall median salary.
- The yearly median salary of CEOs who have spent between 6 - 15 years in the Jewish human service field is 22% below the overall median salary.
- The yearly median salary of CEOs who have spent from 1 – 5 years in the Jewish human service field is 4% higher than the overall median salary.



Overall 2018 CEO Salary by Years in Agency



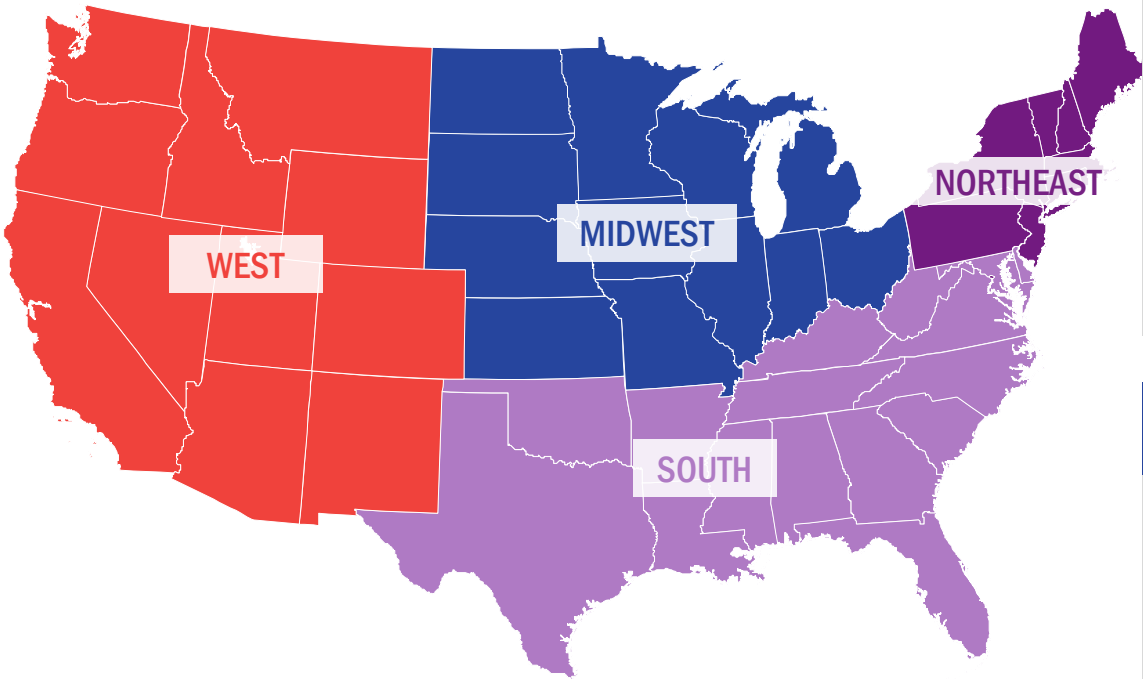


Overall 2018 CEO Salary by Years in Agency

- The number of years a CEO has been in his/her agency does not seem to be highly correlated with their salary levels.
- The yearly median salary of CEOs of agencies who have been in their agency 16 or more years is 2% lower than the overall median salary.
- The yearly median salary of CEOs of who have been in their agency 6 – 15 years is 1% lower than the overall median salary.
- The yearly median salary of CEOs of agencies who have been in their agency from 1 - 5 years is 2% higher than the overall median salary.



Median 2018 CEO Salary by Region



WEST (9)

\$128,551

NORTHEAST (21)

\$140,000

CANADA (5)

**\$195,000
(CAD\$)**

MIDWEST (16)

\$139,355

SOUTH (28)

\$135,000



Median 2018 CEO Salary by Region

- CEOs in the Northeast earn the highest (median) yearly salaries whereas the CEOs in the West earn the lowest median yearly salaries. (The differential between these two regions is 8%.)
- The Western region is home to some of the largest agencies with the most highly paid CEOs AND is also home to some of the smallest agencies whose CEO's are on the low range of the salary spectrum.
- CEO yearly median compensation differentials among the four regions range from 3% to 8%.
- Yearly median CEO compensation differences are smallest between the West and the South (5%) and between the South and the Midwest (3%).



OVERALL

CEO Yearly Median Compensation by Gender and:

- Size of Agency
- Years in Agency
- Years in Field of Jewish Human Services

	Male	Female
	\$	\$
Overall Agency Budgets		
Under \$499,999	\$85,500 (4)	\$70,000 (9)
\$500,000-\$2,999,999	\$117,650 (7)	\$111,000 (19)
\$3 million +	\$195,000 (17)	\$188,000 (22)
Number of Years in Agency		
1-5 years	\$135,000 (14)	\$150,000 (13)
6 – 15 years	\$170,000 (9)	\$118,000 (15)
16+ years	\$175,000 (5)	\$129,000 (21)
Number of Years in the Jewish Human Service Field		
6 years or less	\$105,000 (7)	\$152,000 (8)
7-14 years	\$105,958 (2)	\$100,000 (13)
15+ years	\$175,000 (19)	\$134,195 (29)



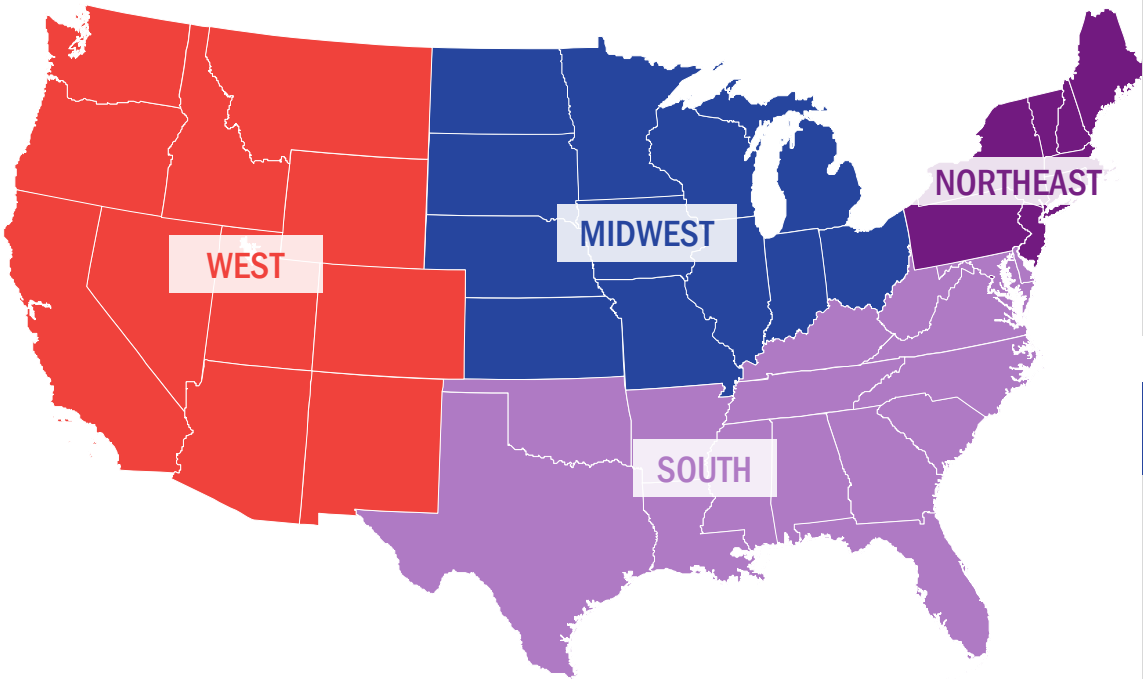
Overall 2018 CEO Salary Differentials by Gender

- Although overall, the median salary for male CEOs is 21% higher than for female CEOs, this is not the case across the board. There are 2 situations where females are earning more than men and there is 1 situation where the genders are approaching salary parity.
- Specifically, female CEOs who are new to the Jewish human service field are earning salaries 31% higher than their male counterparts. A similar – and possibly related – phenomenon is that female CEOs who are relatively new to their agency (1-5 years) are earning 10% more than more recently hired males. In both cases, the female CEO's are earning approximately \$150,000 which is \$15,000 above the overall median yearly CEO salary (\$135,000) and is equivalent to the overall average.*
- Perhaps the most important finding is that female and male CEOs of the largest agencies whose budgets are in excess of \$3 million are earning very comparable yearly salaries, though the males are still earning 4% more. In these large agencies males are earning a yearly median of \$195,000 and females a median of \$188,000.

* We have shown previously that years in the field is inversely related to salary levels.



Median 2018 CEO Salary by Region and Gender



WEST
Male (5) \$156,953
Female (3) \$ 95,391

NORTHEAST
Male (6) \$154,875
Female (15) \$129,000

CANADA
Male (3) \$195,000 (CAD\$)
Female (2) \$135,000 (CAD\$)

MIDWEST
Male (6) \$143,825
Female (10) \$139,355

SOUTH
Male (8) \$163,500
Female (20) \$134,597

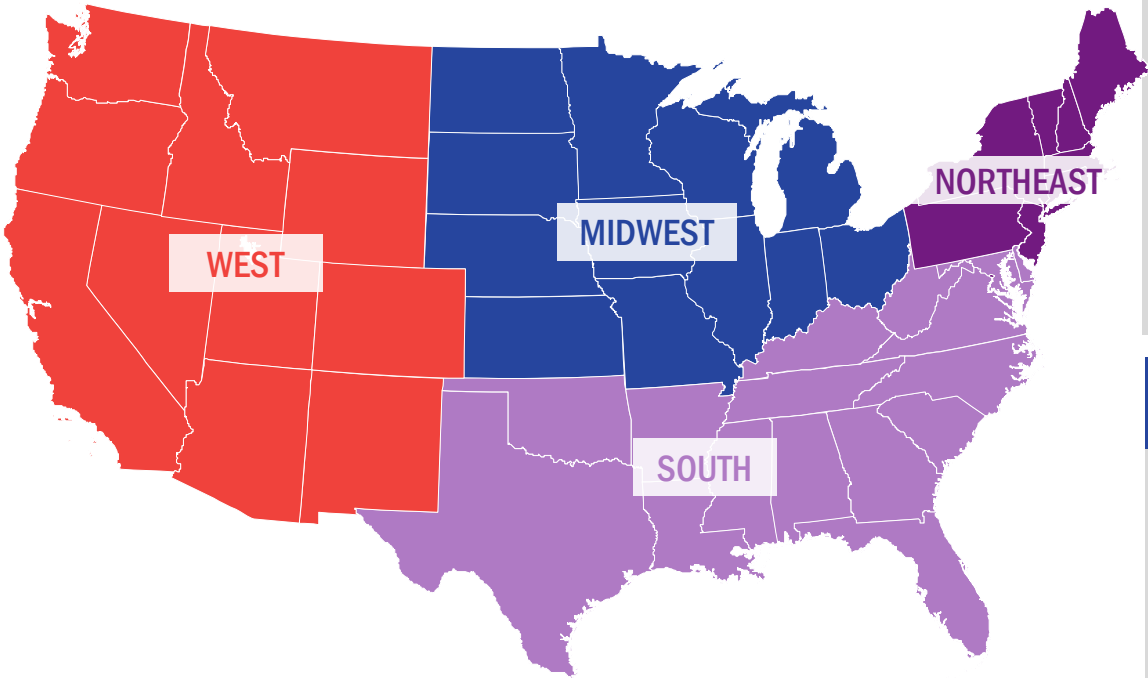


Median 2018 CEO Salary by Region and Gender

- In the West, male CEOs earn 39% more than the female CEOs.
- In the South, male CEOs earn 18% more than the female CEOs.
- In the Northeast, male CEOs earn 17% more than the female CEOs.
- In the Midwest, male CEOs earn 3% more than the female CEOs.



Median 2018 CEO Salary by Region and Agency Size



WEST (9)

Under \$499,000 (1)
\$51,597
\$500,000-\$2,999,999 (5)
\$116,000
\$3 million+ (3)
\$260,000

NORTHEAST (21)

Under \$499,000 (2)
\$94,000
\$500,000-\$2,999,999 (8)
\$104,000
\$3 million+ (11)
\$169,750

CANADA (5)

Under \$499,000 (1)
\$68,000 (CAD\$)
\$500,000-\$2,999,999 (0)
\$3 million+ (4)
\$198,500 (CAD\$)

MIDWEST (16)

Under \$499,000 (2)
\$81,500
\$500,000 - \$2,999,999 (5)
\$115,000
\$3 million+ (9)
\$187,000

SOUTH (28)

Under \$499,000 (7)
\$75,000
\$500,000 - \$2,999,999 (9)
\$130,000
\$3 million+ (12)
\$215,000

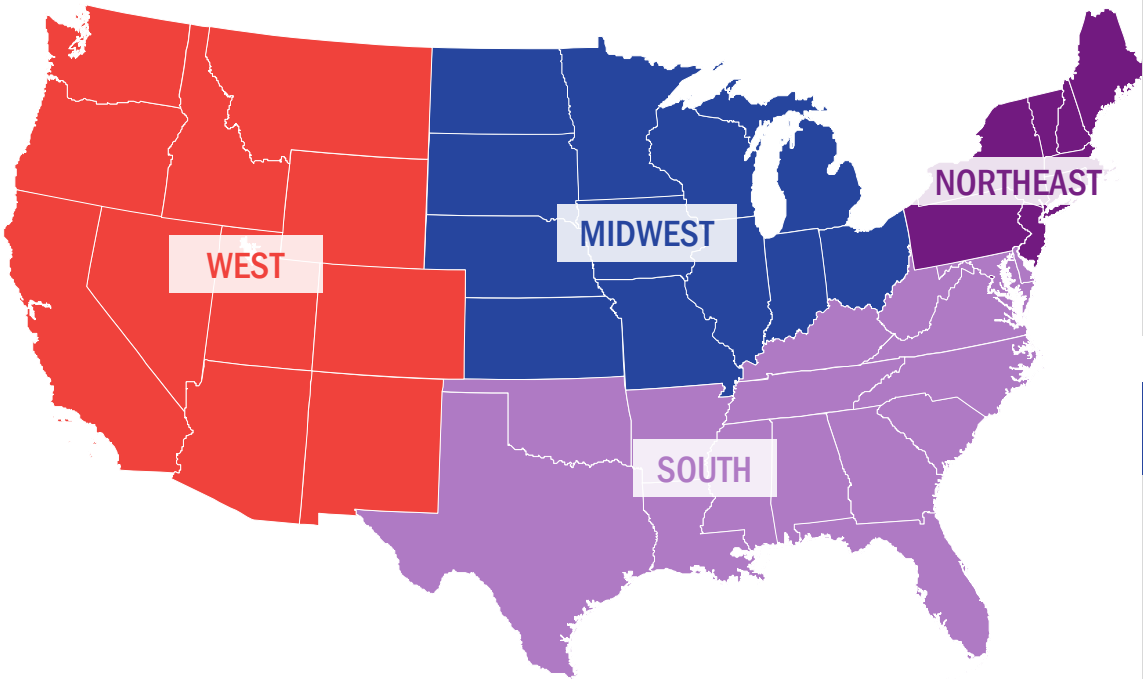


Median 2018 CEO Salary by Region and Agency Size

- This chart indicates that when agency (e.g., budget) size is taken into consideration, even the regions with the overall lower CEO compensation packages such as the West and the South have many CEO's whose yearly salary is above the overall median.



Overall 2018 CEO Salary by Region and Years in Jewish Human Service Field



WEST (9)	NORTHEAST (21)	CANADA (5)
6 Years or Less (2) \$73,494	6 Years or Less (3) \$140,000	6 Years or Less (1) \$210,687 (CAD\$)
7-14 Years (1) \$116,000	7-14 Years (4) \$134,000	7-14 Years (0)
15+ Years (6) \$143,476	15+ Years (14) \$143,831	15+ Years (4) \$155,000 (CAD\$)
MIDWEST (16)	SOUTH (28)	
6 Years or Less (2) \$128,500	6 Years or Less (7) \$155,000	
7-14 Years (2) \$127,313	7-14 Years (9) \$83,512	
15+ Years (12) \$155,000	15+ Years (12) \$166,500	

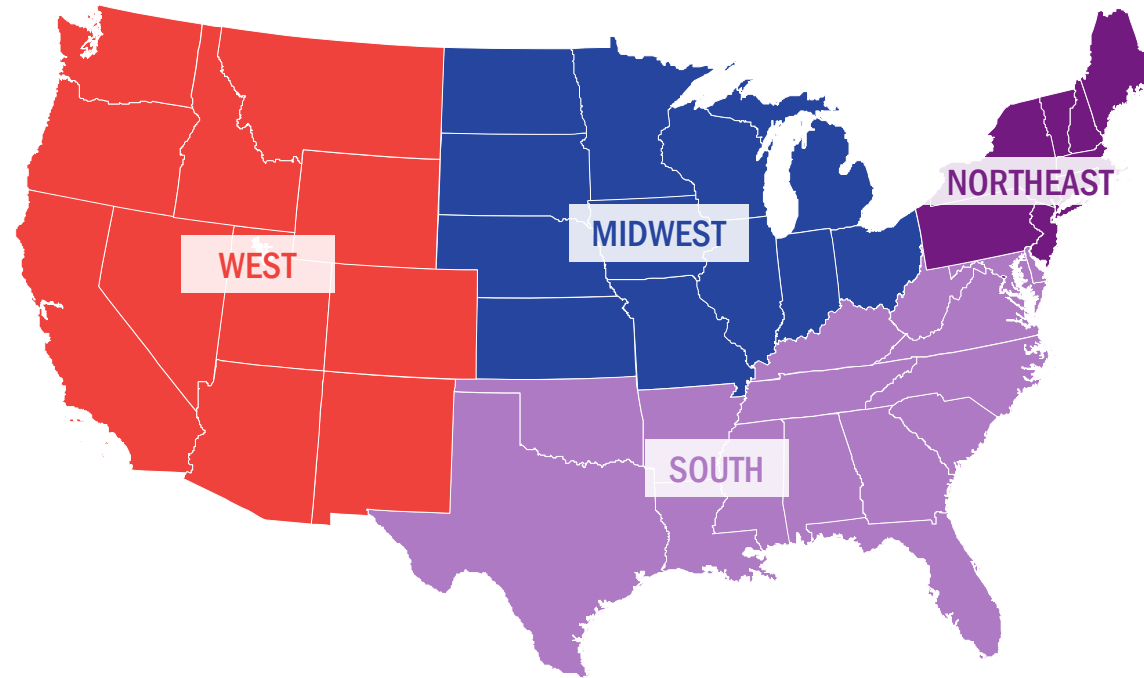


Overall 2018 CEO Salary by Region and Years in Jewish Human Service Field

- In all four U.S. regions, the CEO's who have been in the Jewish human service field the longest (e.g., 15+ years) are also the CEO's who are receiving higher compensation.
- However, in 3 of the 4 U.S. regions (the Northeast, the South and the Midwest), the CEO's who have been in the field fewer than 6 years are earning more than those in the field from 7-14 years.



Overall 2018 CEO Salary by Region and Years in Agency



WEST (9)

1-5 Years (5)

\$116,000

6-15 Years (4)

\$142,752

16+ Years (0)

NORTHEAST (20)

1-5 Years (8)

\$145,000

6-15 Years (5)

\$218,545

16+ Years (7)

\$110,000

CANADA (5)

1-5 Years (2)

\$202,843 (CAD\$)

6-15 Years (0)

16+ Years (3)

\$115,000 (CAD\$)

MIDWEST (16)

1-5 Years (3)

\$117,650

6-15 Years (4)

\$154,355

16+ Years (9)

\$140,000

SOUTH (28)

1-5 Years (10)

\$145,000

6-15 Years (11)

\$96,000

16+ Years (7)

\$137,000



Overall 2018 CEO Salary by Region and Years in Agency

- In 2 of the 4 U.S. regions (and also in Canada), CEOs who have been in their agencies fewer than 6 years are earning more than their longer-tenured colleagues.
- This appears to be related to the finding that a substantial proportion of the “newcomers” (e.g., those in the agency less than 6 years), are employed by agencies whose budgets are \$3+ million agencies.



Benefits Included in Non-CEO Financial Packages

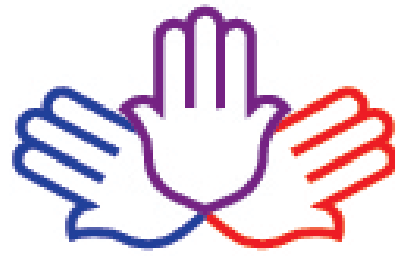
Benefit Types	Offered: Fully Paid %	Offered: Partially Paid %	Not Offered %
Pension Plan – Other than 401k/403b (N=73)	11%	29%	60%
Medical Insurance (N=77)	16%	75%	9%
Dependent Medical Insurance (N=68)	3%	56%	41%
Dental Insurance (N=70)	20%	57%	23%
Life Insurance (N=73)	60%	18%	22%
Vision Insurance (N=67)	18%	48%	34%
Short Term Disability (N=69)	36%	16%	48%
Long Term Disability (N=75)	53%	15%	32%



Other CEO-Related Contract and Benefits-Related Information

	Percentage
CEO Has Written Contract: “Yes”	41%
Number of Years Contract Covers	Average 3.4 Years
Agency Provides:	
• Bonus Opportunities *	37% (29)
• Incentive Pay*	5% (4)

* Eligibility Criteria for Bonus & Incentive Pay are found in Appendix E

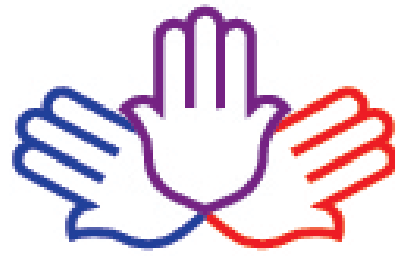


Compensation for Other C-Suite Professionals



Compensation Packages for Other C-Suite Professionals

Position	Yearly Salary (Median)	Total Financial Package (Median)
Chief Operating Officer (COO)	\$108,944 (32)	\$119,943 (30)
Chief Financial Officer (CFO)	\$115,090 (43)	\$124,000 (43)
Director of Development	\$91,000 (43)	\$95,000 (41)
Director of Marketing	\$70,000 (26)	\$81,000 (24)
Director of Technology	\$97,700 (16)	\$99,516 (14)
Director of HR/ Chief Talent Officer	\$95,950 (23)	\$98,000 (23)



Compensation/ Benefit Packages for Non-CEO Staff



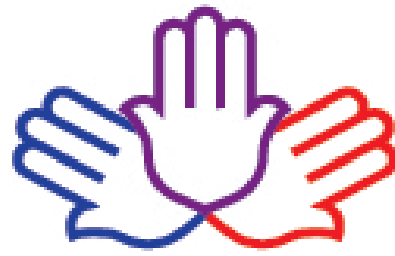
Compensation Packages for Other C-Suite Professionals

Position	Lowest Salary \$ (Median)	Highest Salary \$ (Median)	Lowest Hourly \$ (Median)	Highest Hourly \$ (Median)
Clinical Social Worker	\$44,400 (n=59)	\$56,000 (n=60)	\$26.00 (n= 23)	\$34.96 (n=23)
Case Managers	\$35,000 (n=57)	\$45,000 (n=58)	\$18.00 (n=15)	\$20.00 (n=14)
Vocational Counselor	\$39,000 (n=27)	\$46,000 (28)	n/a	n/a



Benefits Included in Non-CEO Financial Packages

Benefit Types	Not Offered %	Offered: Fully Paid %	Offered: Partially Paid %
Pension Plan - OTHER THAN 401k/403b (N=73)	60%	11%	29%
Medical Insurance (N=77)	9%	16%	75%
Dependent Medical Insurance (N=68)	41%	3%	56%
Dental Insurance (N=70)	23%	20%	57%
Life Insurance (N=73)	22%	60%	18%
Vision Insurance (N=67)	34%	18%	48%
Short Term Disability (N=69)	48%	36%	16%
Long Term Disability (N=75)	32%	53%	15%



Agency-Wide Benefit- Related Information



Other Benefits: Number of Days of Leave

	Vacation leave (N=75) # of Days	Sick leave (n=73) # of Days	Paid time off (N=71) # of Days	Maternity/ Paternity leave (N=64) # of Days	Bereavement leave (N=74) # of Days
Median	15	12	0	0	5
Mean	14	10	8	22	4
Minimum	0	0	0	0	0
Maximum	40	60	120	365	7



Other Benefits : Jewish Holiday Observance

	%
	Yes
Rosh HaShanah: Day 1	100%
Rosh Hashanah: Day 2	96%
Yom Kippur	100%
Sukkot: Day 1	94%
Sukkot: Day 2	79%
Shmini Atzeret	80%
Simchat Torah	82%
Passover: Day 1	96%
Passover: Day 2	84%
Passover: Day 7	77%
Passover: Day 8	80%
Shavuot: Day 1	92%
Shavuot: Day 2	74%



Agency-Wide Information

	%
Are you aware of the NJHSA Association Employee Benefits Plan?	50%
Would you like to obtain more information about the NJHSA Association Employee Benefits Plan?	56%
Is anyone in your agency a member of the Society for Human Resource Management?	27%
Does your agency draw upon the resources available from the Society for Human Resource Management?	14%