

NJHSA 2018 Compensation Study: Survey Process & Top Line Findings

December 19, 2018



Objectives : Project of NJHSA HR Committee

- **Collect/analyze CEO compensation and benefit information.**
- **CEO compensation data is analyzed by: gender, region, agency budget size, # of years in Jewish human service field, # of years in agency.**
- **Compensation information for other senior staff professionals, along with salary ranges for commonly held positions.**
- **Benefit and HR related info was collected.**
- **Gathered content for future HR related training/initiatives for NJHSA.**



Methodology

- An online survey was designed by a consultant and vetted by the NJSHA HR Committee, prior to its transmission.
- All data is based on FY 2017/18 compensation and benefits.
- A total of 89 agencies (70% of membership) 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.



Agency Size: Responding Agencies

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



Number of Years in the Field: CEO Position

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

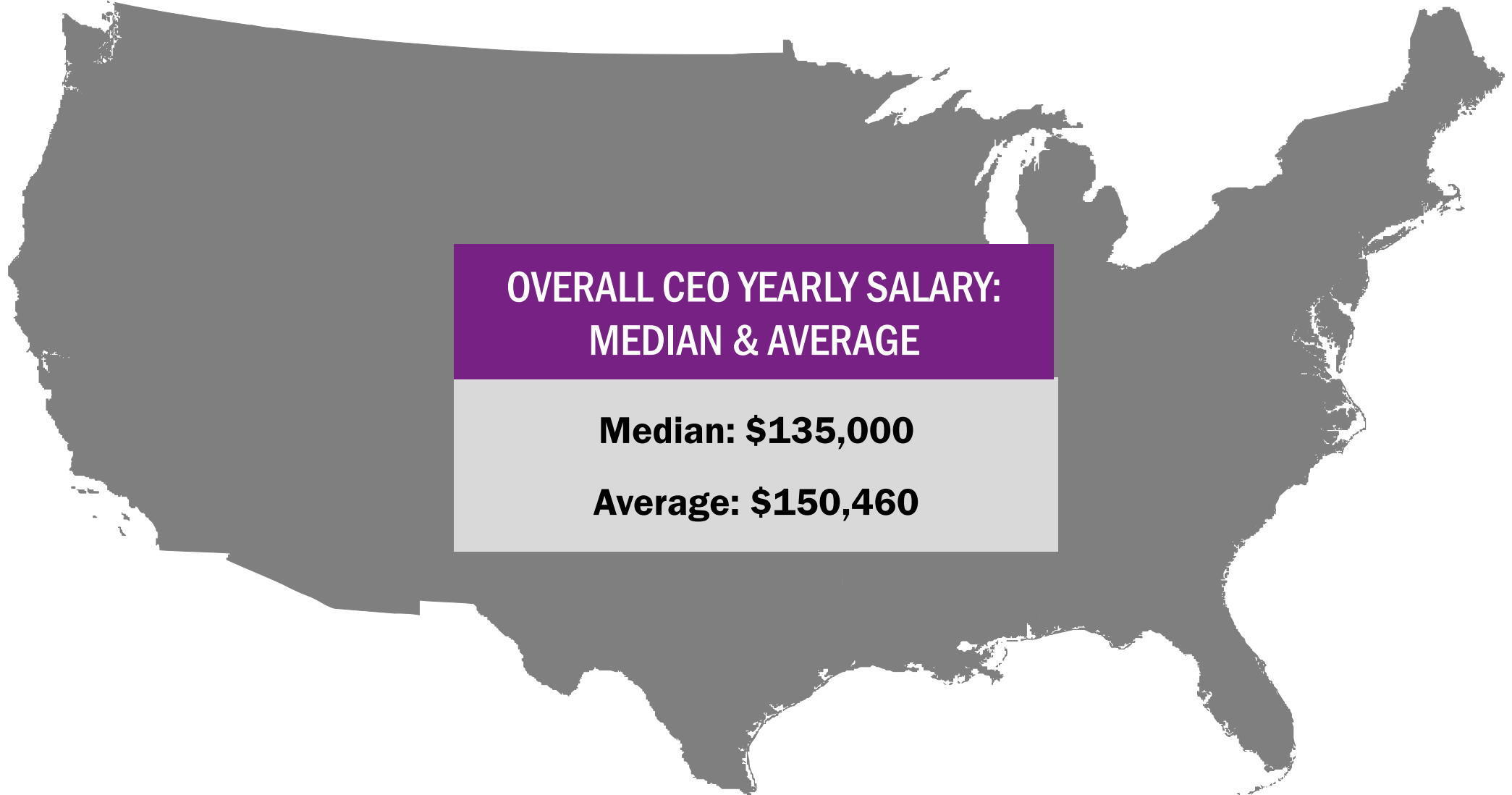


Number of Years in Agency: CEO Position

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

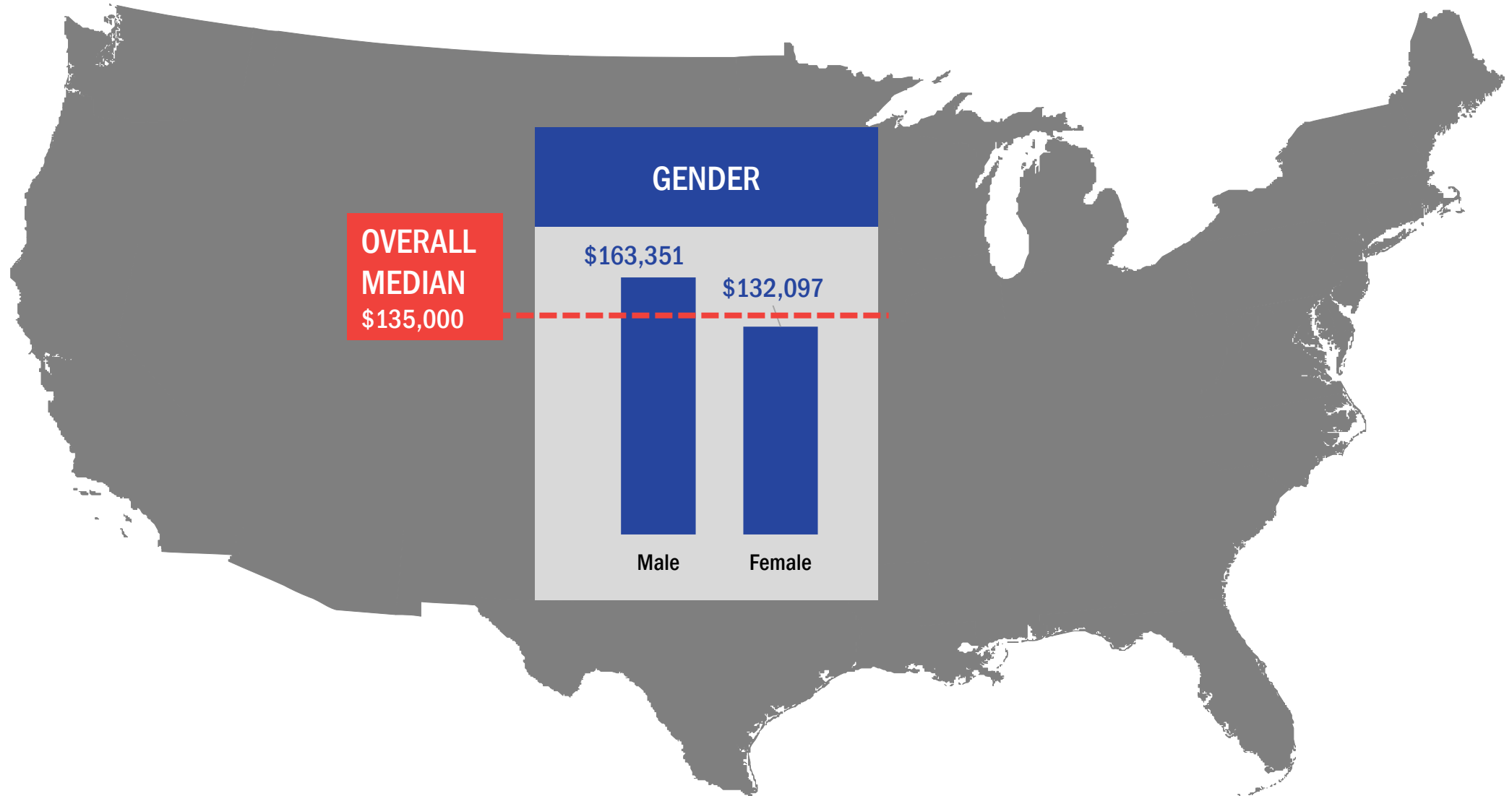


Overall 2018 CEO Compensation: Top Line Finding





2018 CEO Salary by Gender: Top Line Finding



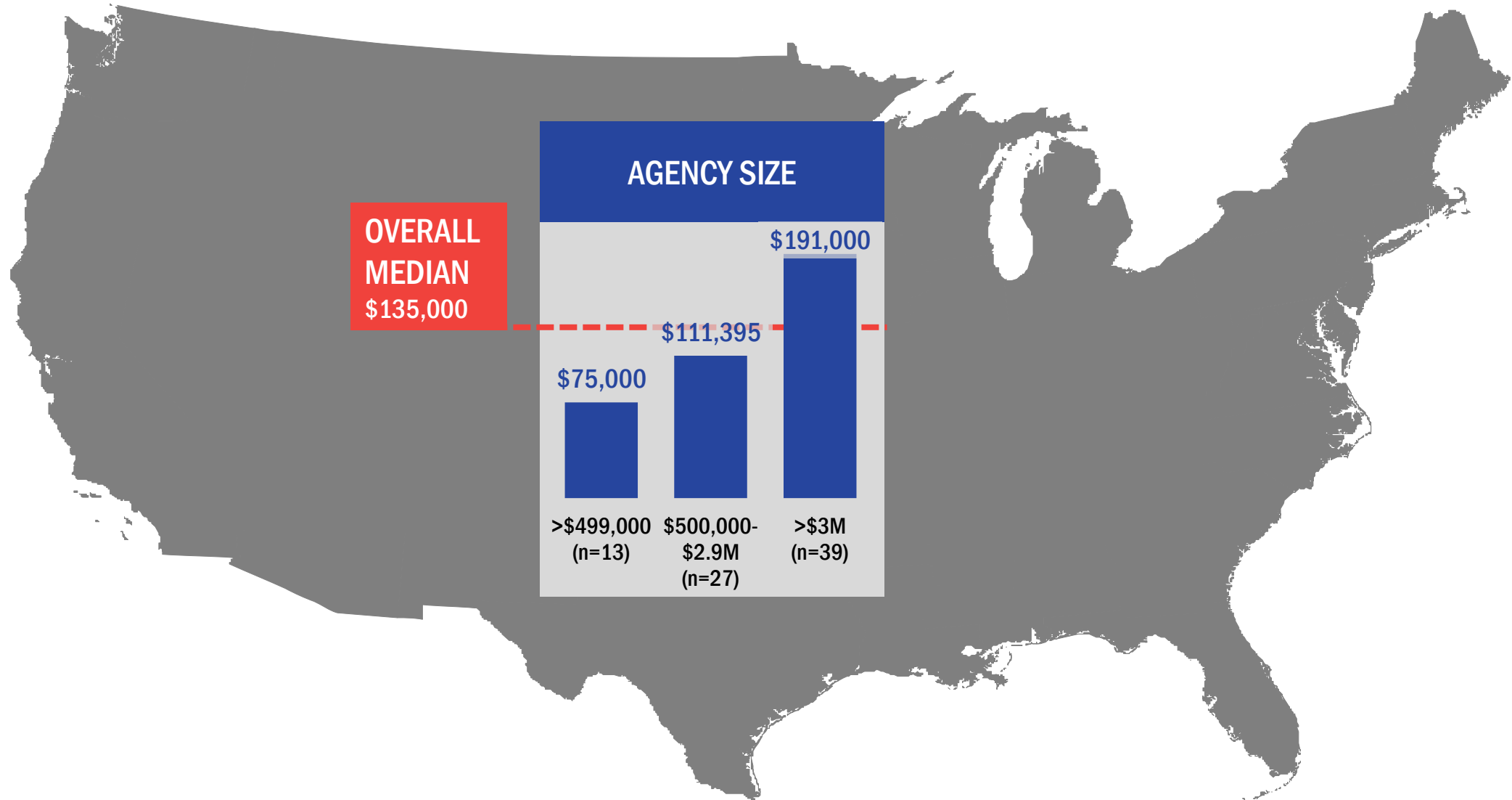


Overall 2018 CEO Salary by Gender

- 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.



2018 CEO Salary by Agency Size: Top Line Finding



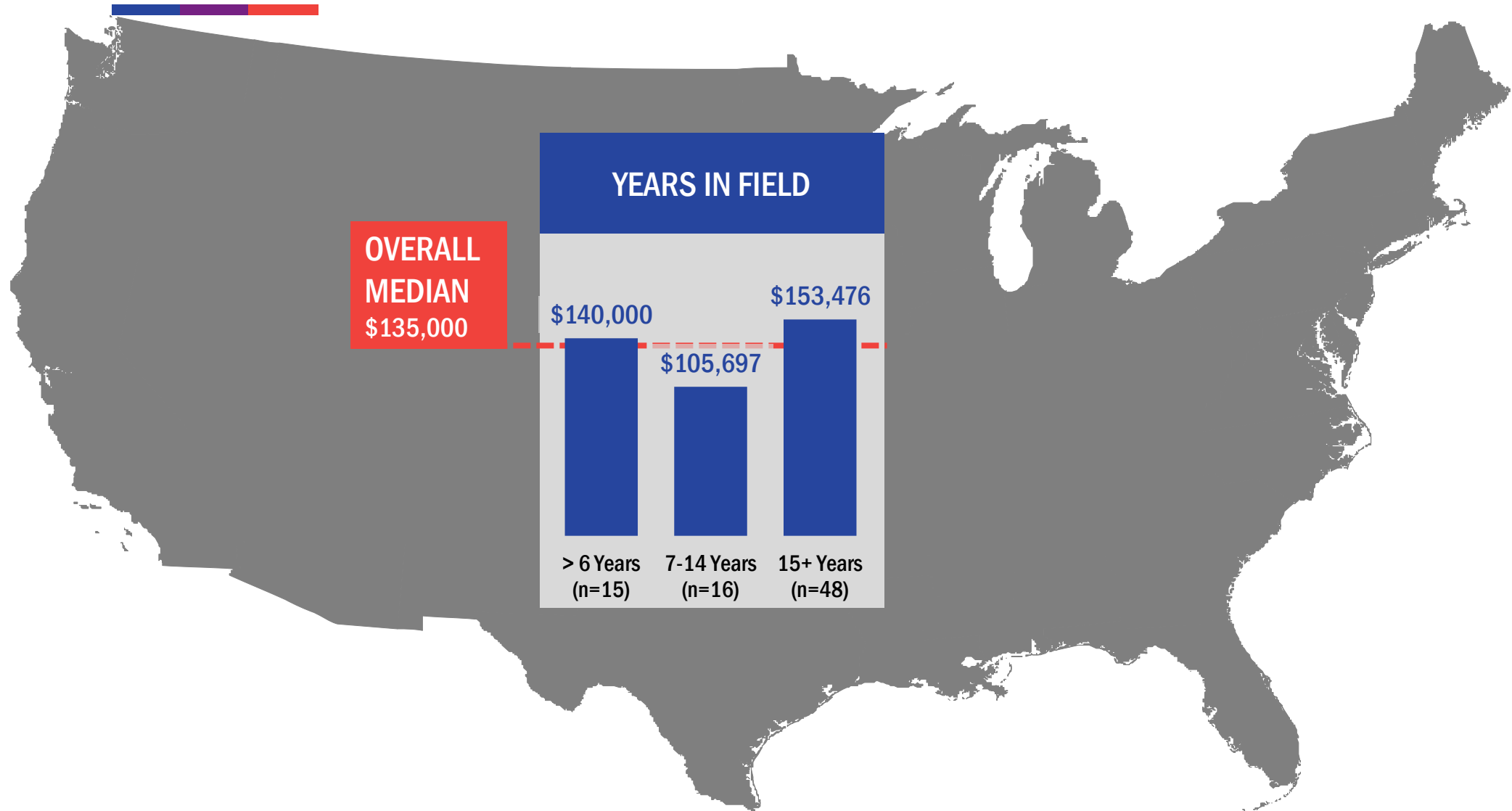


2018 CEO Salary by Agency Size

- 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.



2018 CEO Salary by Years in Field: Top Line Finding



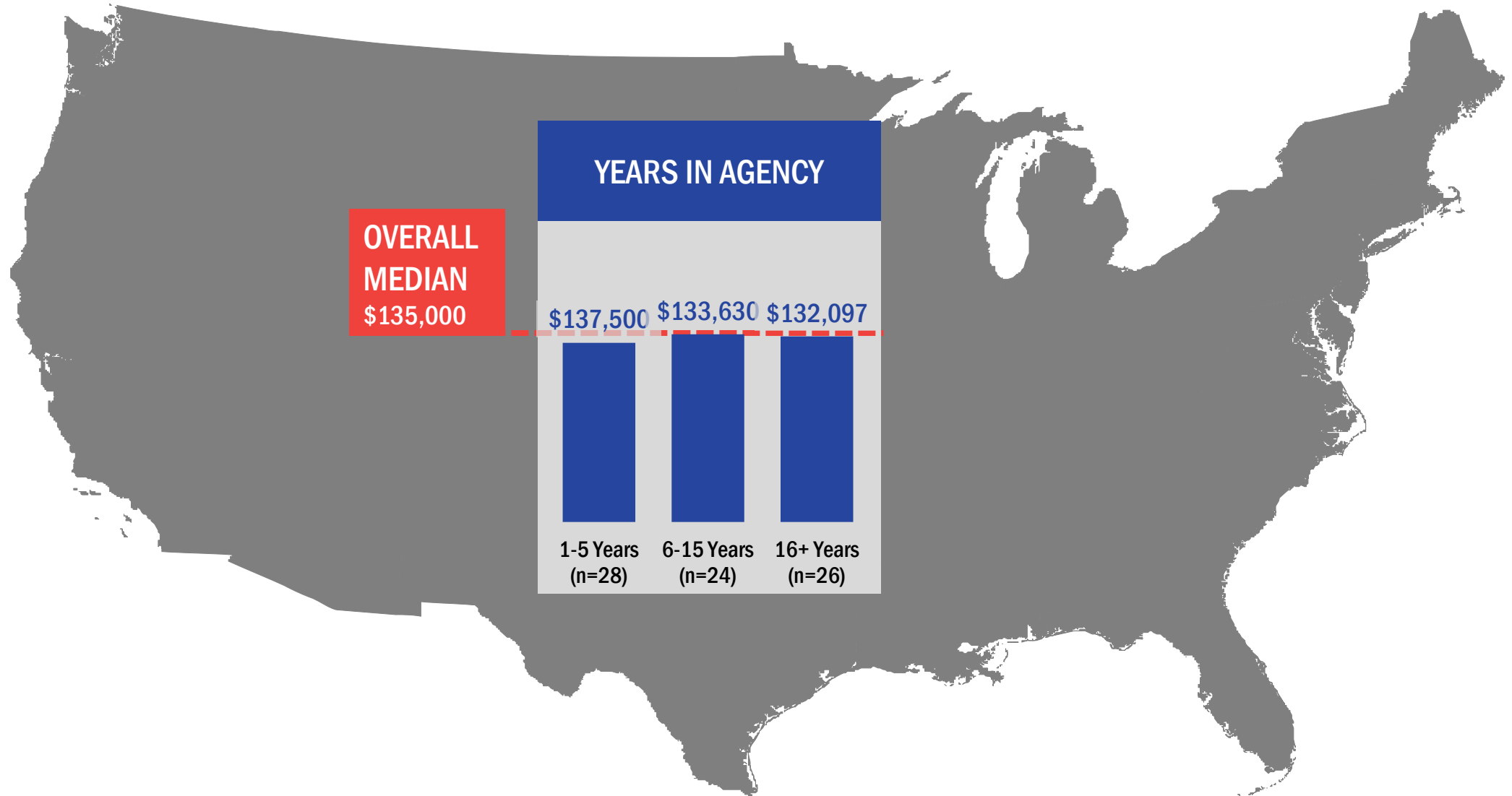


2018 CEO Salary by Years in Field

- 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 (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.



2018 CEO Salary by Years in Agency: Top Line Finding



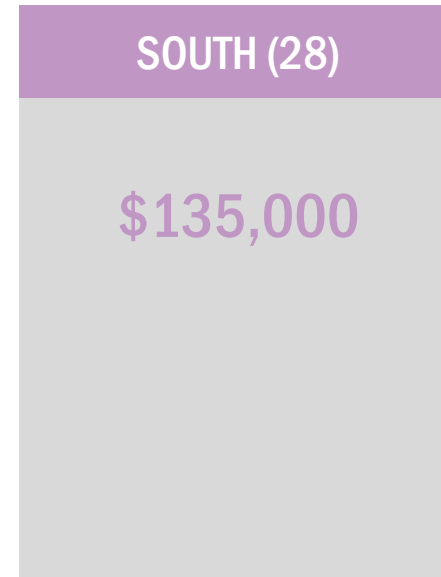
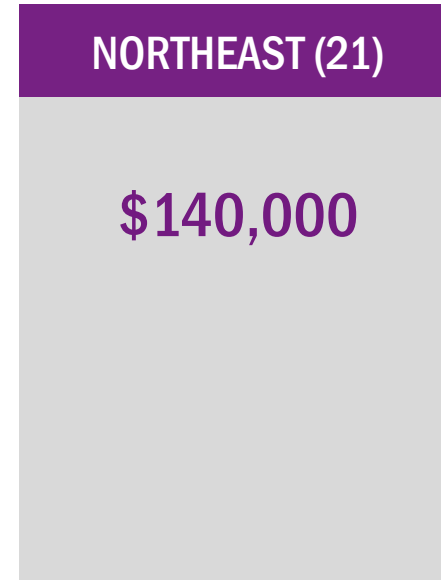
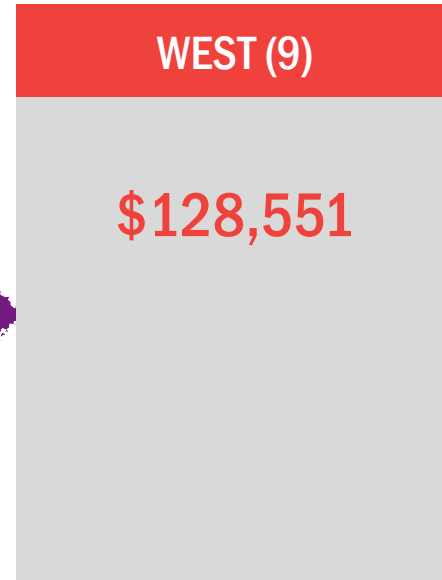
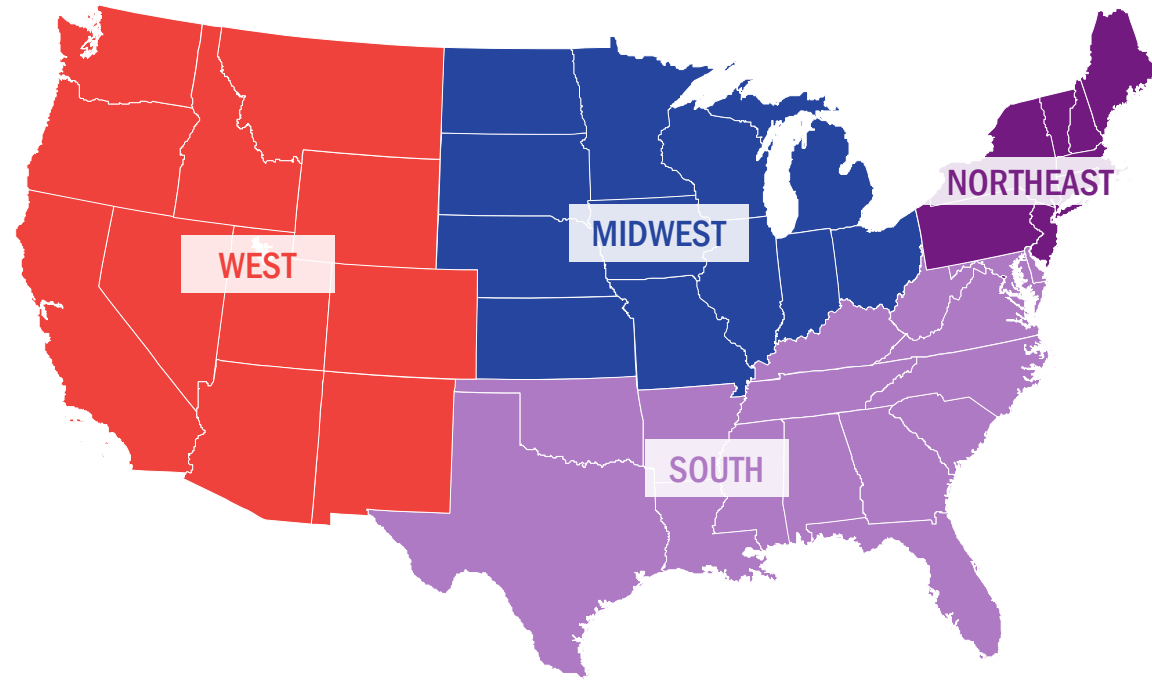


2018 CEO Salary by Years in Agency

- 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: Top Line Finding





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%).

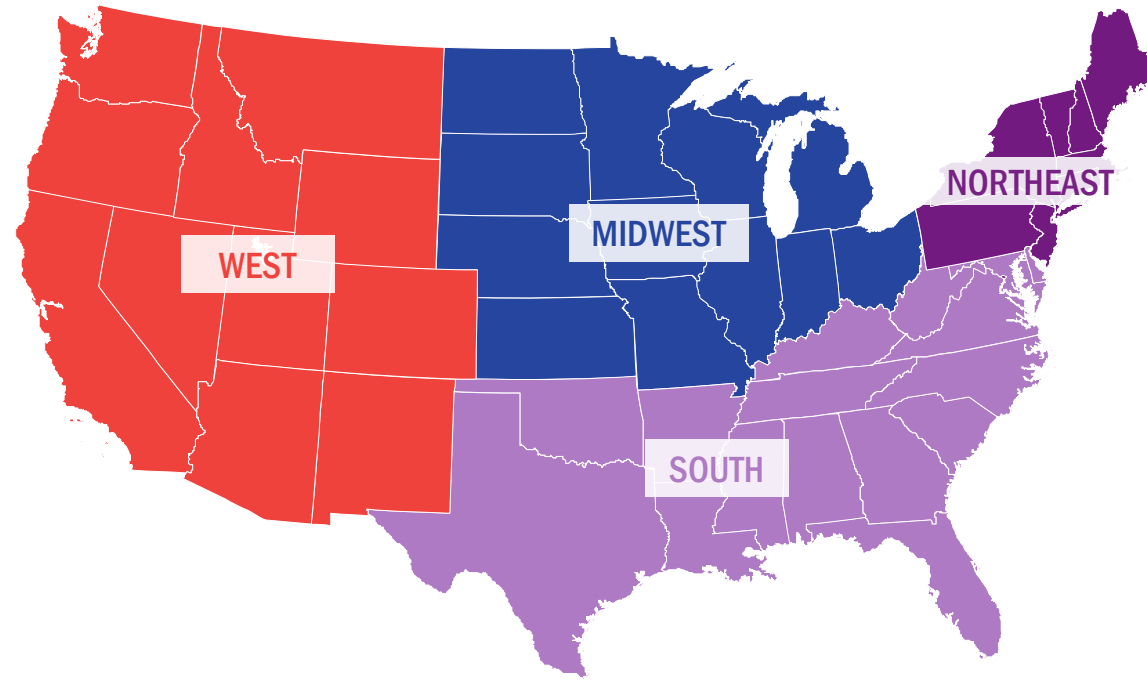


Overall 2018 CEO Salary Differentials by Gender

- Median salary for male CEOs is 21% higher than for female CEOs.
- Female CEOs new to the field are earning salaries 31% higher than their male counterparts.
- Female CEOs who are new to their agency are earning 10% more than more recently hired males.
- Female and male CEOs of agencies with budgets in excess of \$3m are earning comparable salaries, though the males are still earning 4% more. (Males are earning a yearly median of \$195,000 and females a median of \$188,000).



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

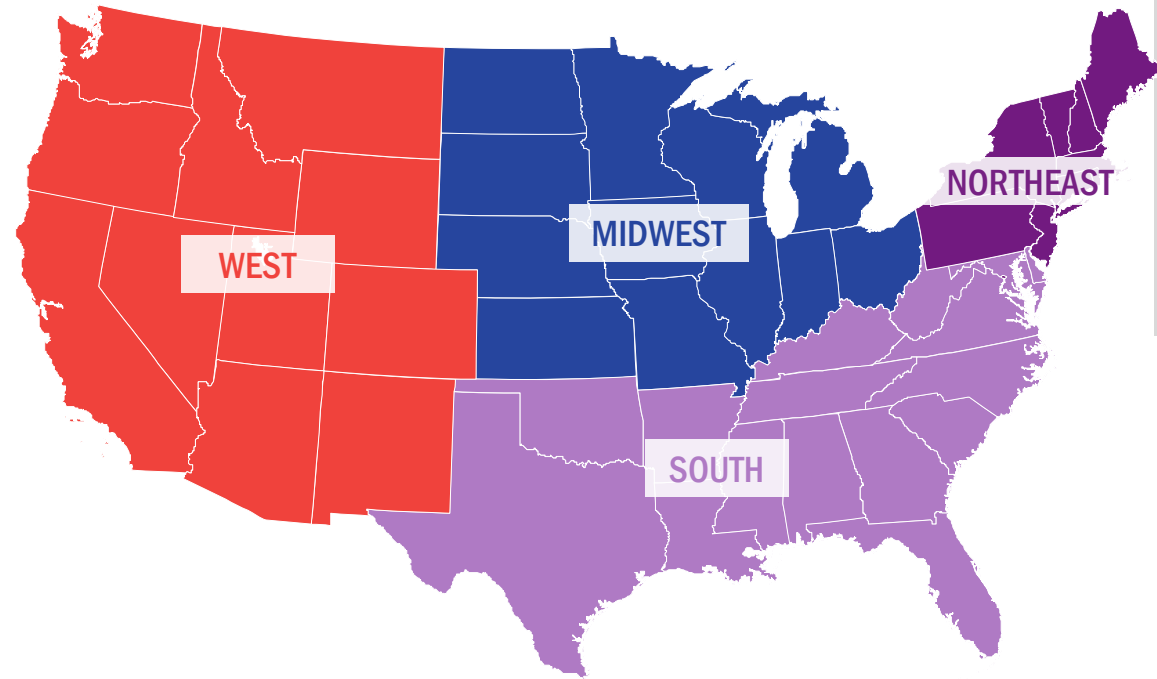


Median 2018 CEO Salary by Region and Gender

- 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

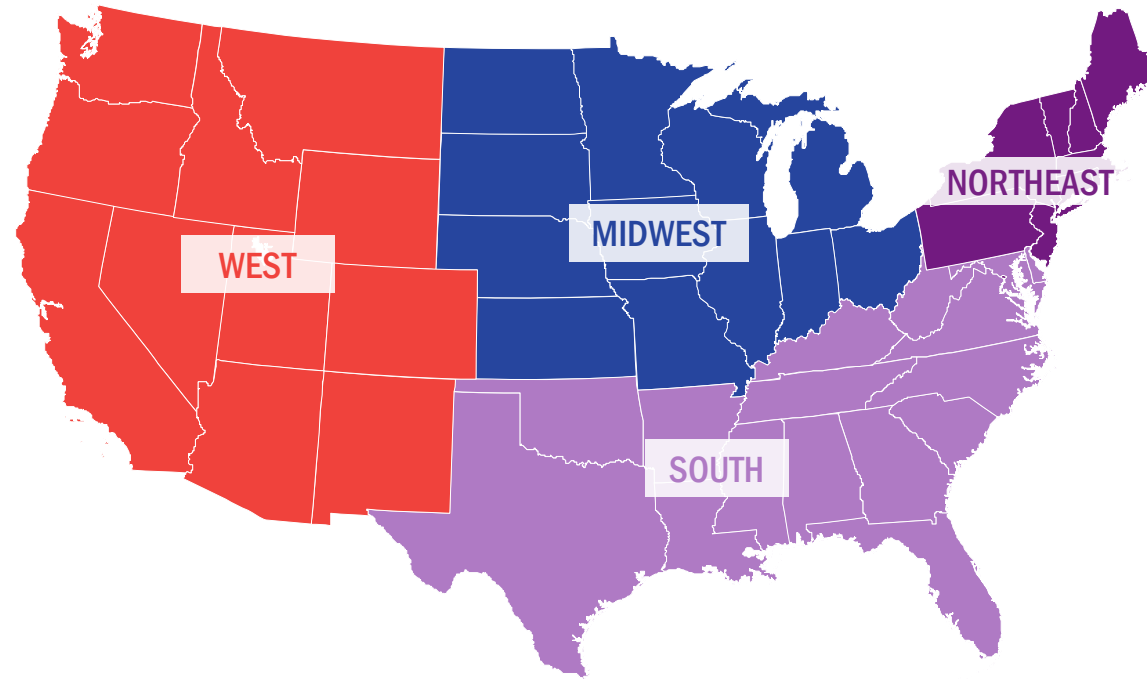
CANADA (5)
Under \$499,000 (1) \$68,000 (CAD\$)
\$500,000-\$2,999,999 (0)
\$3 million+ (4) \$198,500 (CAD\$)

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



Overall 2018 CEO Salary by Region and Years in Field



WEST (9)
6 Years or Less (2) \$73,494
7-14 Years (1) \$116,000
15+ Years (6) \$143,476

NORTHEAST (21)
6 Years or Less (3) \$140,000
7-14 Years (4) \$134,000
15+ Years (14) \$143,831

CANADA (5)
6 Years or Less (1) \$210,687 (CAD\$)
7-14 Years (0)
15+ Years (4) \$155,000 (CAD\$)

MIDWEST (16)
6 Years or Less (2) \$128,500
7-14 Years (2) \$127,313
15+ Years (12) \$155,000

SOUTH (28)
6 Years or Less (7) \$155,000
7-14 Years (9) \$83,512
15+ Years (12) \$166,500



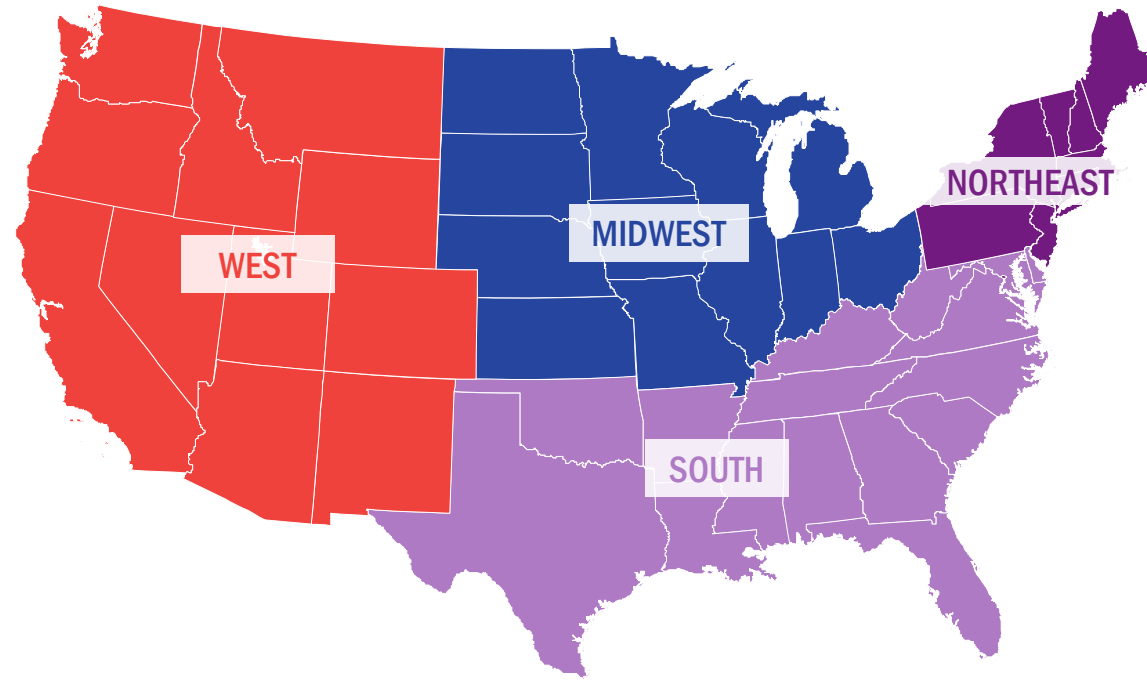
Overall 2018 CEO Salary by Region and Years in Field



- 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 Provided for ALL Employees

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%



CEO Contract Data Points:

	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)



Compensation Packages for Senior Level Staff

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)



Salary Ranges for Commonly Held Positions

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 Manager	\$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



Future Content for NJHSA HR Offerings

	%
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%



Your Input for Next Year's Survey

How has this data helped you/your agency?



What is missing?



Within the domain of HR, how can The Network help you/your agency?