



Network of Jewish Human Services Agencies 2020 Compensation Study: Executive Summary

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Survey Objectives

- The main objective of this survey was to obtain CEO compensation and benefit information for 2020 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.
- And finally, the 2020 survey, conducted in 2021 in the midst of a pandemic, inquired about agencies' COVID-related policies including their plans going forward and also the extent to which agencies have either reduced or expanded their staff during the past year.

* Appendix E 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 136 member agencies in good standing in early March, 2021.
- The survey was ‘closed’ on April, 16, 2021. This occurred after several reminders were sent.
- A total of 100 agencies (74% of the 136) responded to the survey.
- Of these , 98 agencies had full-time CEOs. (Compensation data was available on 94 of these 98 agencies.)



Background Agency & CEO Demographics



Agency Size

Budget Category	Proportion
Less than \$499,00	14% (14)
\$500,000 - \$999,999	10% (10)
\$1 million - \$2,999,999	25% (24)
\$3 million - \$9,999,999	25% (24)
\$10 million - \$24,999,999	17% (17)
\$25 million +	9% (9)



Number of Years CEOs Have Been in Jewish Human Service Field

Number of Years in the Field	Proportion
3 Years or less	21% (21)
4 - 6 years	19% (19)
7 - 14 years	24% (24)
15+ years	35% (35)



Number of Years CEOs Have Been in Agency

Number of Years in the Agency	Proportion
3 Years of less	37% (36)
4 -6 years	28% (27)
7-14 years	17% (17)
15+ years	18% (18)



Yearly CEO Compensation



Overall 2020 CEO Compensation

OVERALL FULL-TIME (N=94) CEO YEARLY
SALARY: MEDIAN & MEAN (AVERAGE)

F/T Median: \$146,500

F/T Average: \$158,385



Overall 2020 CEO Compensation

- The overall median yearly compensation for full-time CEOs is \$146,500.
- The overall mean (average) yearly compensation for full-time CEOs is \$158,385.
- 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 one or more very high salaries or one or more very low salaries.
- Average (Mean) yearly compensation data can be found in Appendix F (Slide #62).

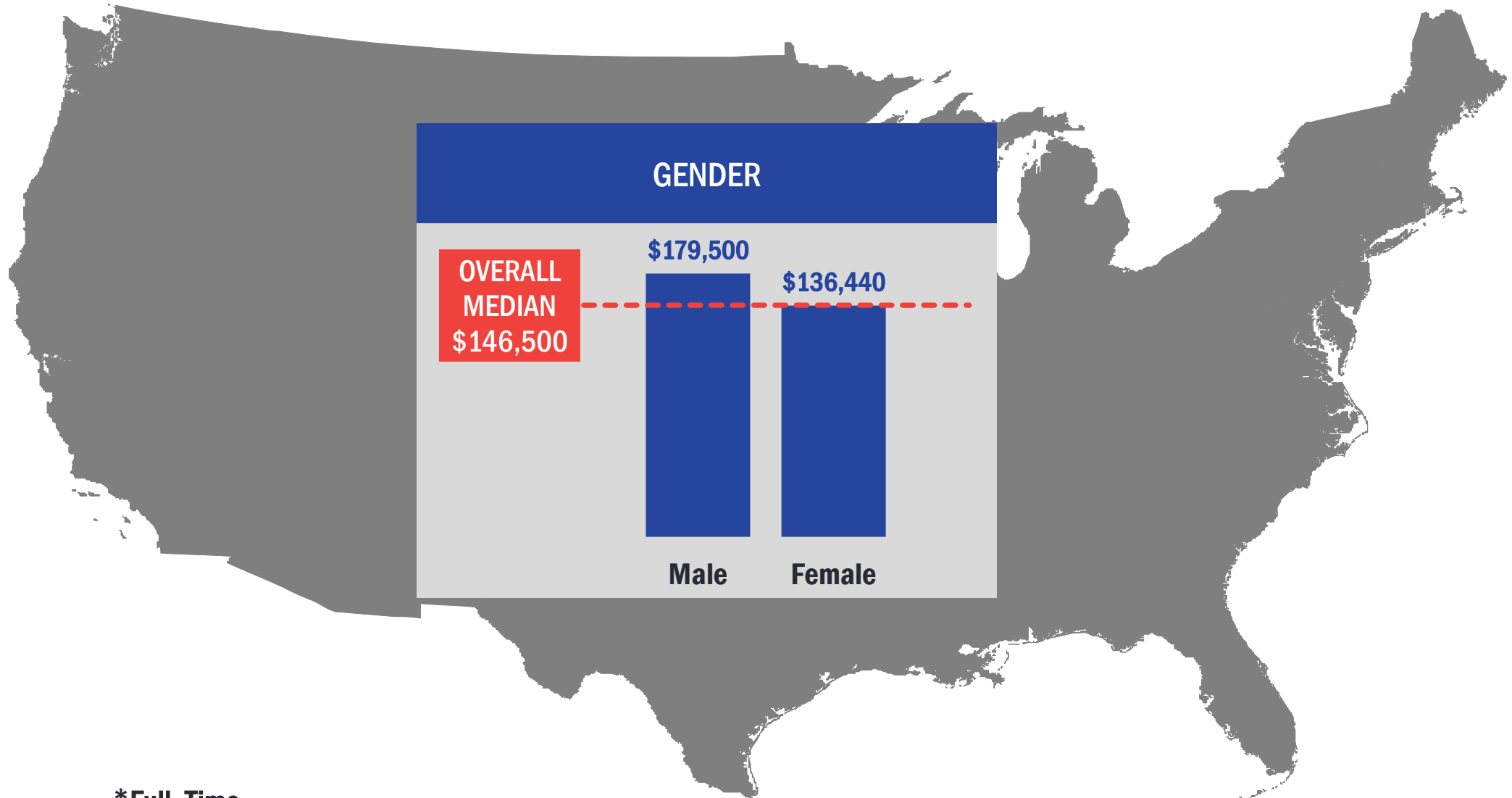


Changes in Overall CEO Compensation from 2019-2020

- The overall median yearly compensation for full-time CEOs decreased from \$154,000 in 2019 to \$146,500 – a 5% decrease.
- Similarly, the overall mean (average) yearly compensation for full-time CEOs decreased from \$163,666 in 2019 to \$158,385 in 2020 – a 5% decrease.
- To better understand the possible reasons for the compensation decreases, an in-depth analysis was conducted.
- The findings revealed that in 2020 (compared with both 2019 and 2018), a larger proportion of CEO's who are relatively new to their agencies (with lower compensation levels) responded to the survey. In addition, we found that a larger proportion of organizations with budgets under \$3 million responded to the 2020 compensation survey than to the 2019 compensation survey. (See Appendix G for additional details.)



Overall 2020 Median* CEO Salary by Gender



*Full-Time

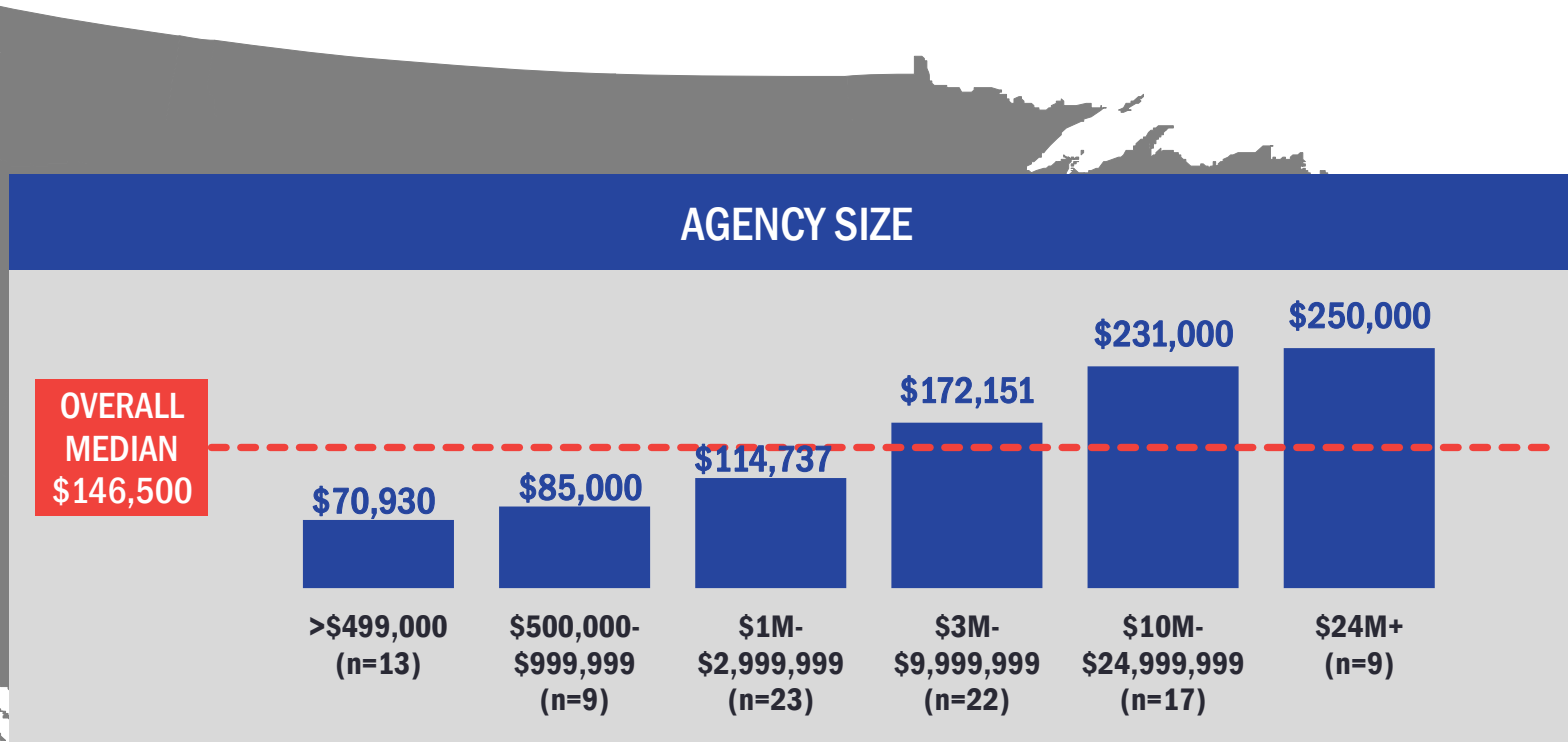


Overall 2020 CEO Salary by Gender

- Female CEOs yearly median salary is 7% lower than the overall median salary.
- Male CEOs yearly median salary is 22% higher than the overall median salary.
- Female CEOs yearly median salary is 24% below the male CEOs yearly median salary.



Overall 2020 Median CEO Salary by Agency Size



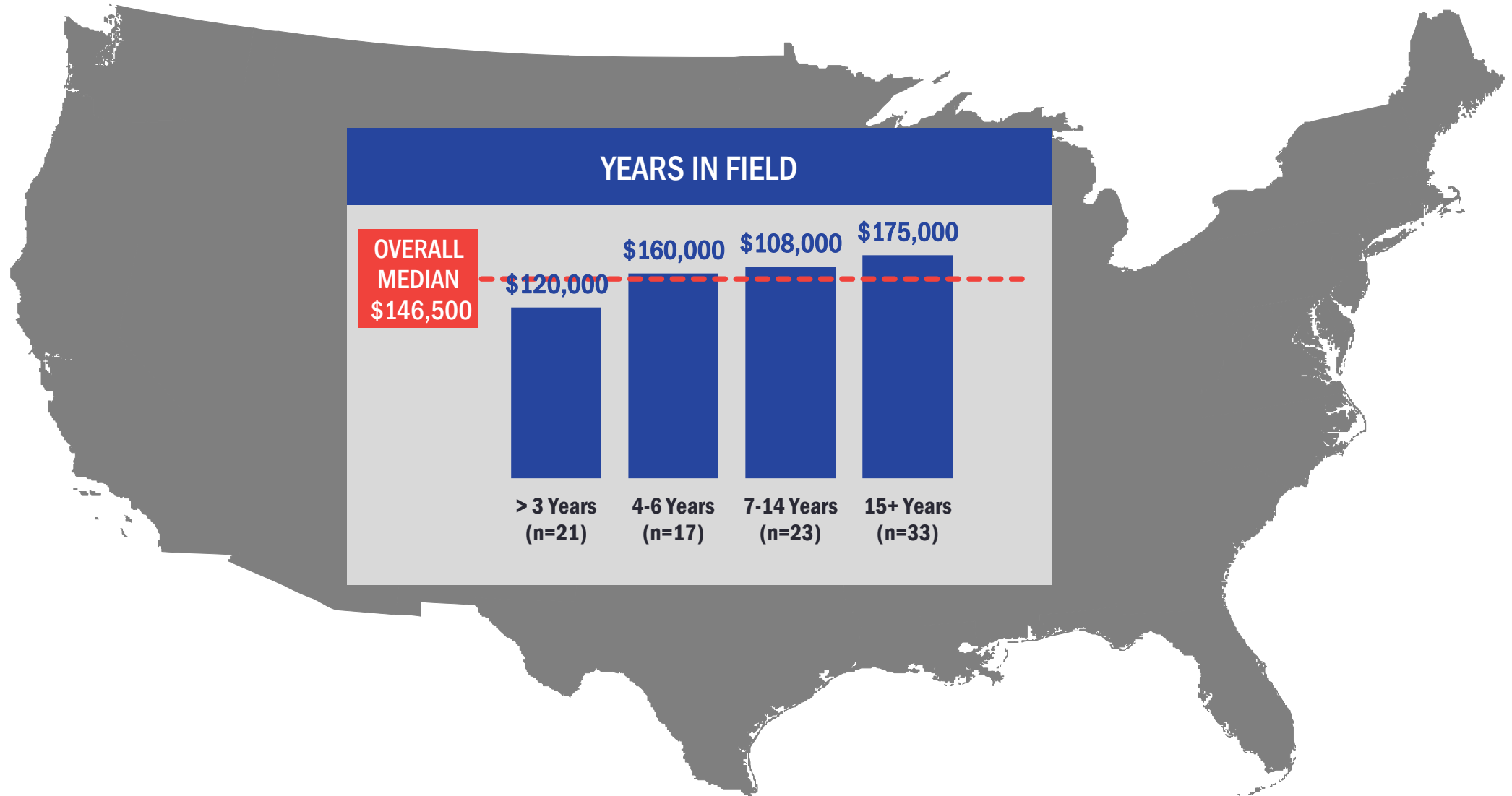


Overall 2020 CEO Salary by Agency Size

- 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 (\$25 million +) is 71% above the overall median salary.
- 26 of the CEOs are employed by agencies whose budgets are in the \$10 million and higher range.
- 22 of the CEOs are employed by agencies whose budgets are below \$1 million.
- The yearly median salary (\$70,930) of CEOs of agencies with the smallest budgets (below \$499,000) is 52% below the overall median salary.



Overall 2020 CEO Salary by Years in Jewish Human Service Field



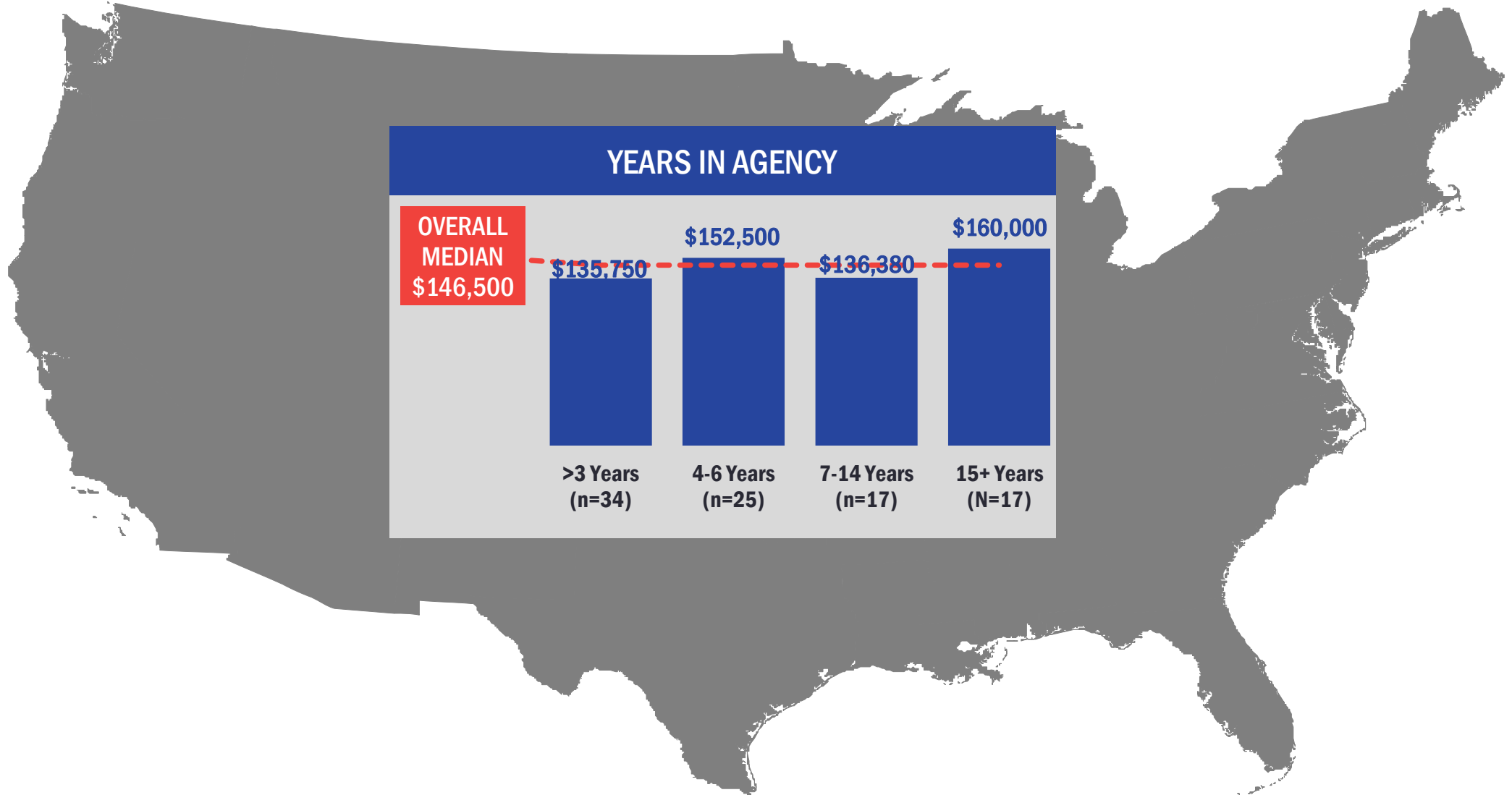


Overall 2020 CEO Salary by Years in Jewish Human Service Field

- The relationship between a CEO's compensation and the length of their Jewish human service career is NOT linear: salaries increased for those working less than 3 years to those working 4-6 years as did the salaries of those working 7-14 years to those working 15+ years.
- However, this was not the case for those going from working 4-6 years in the Jewish human service field to working 7-14 years. The median salary of those working 7-14 years (\$108,000) was LOWER than the median salary of those working 4-6 years (\$160,000) and in fact is 26% below the overall median salary.
- The yearly median salary of CEOs who have spent 15+ years in the Jewish human service field (\$175,000) is 19% above the overall median salary.



Overall 2020 CEO Salary by Years in Agency



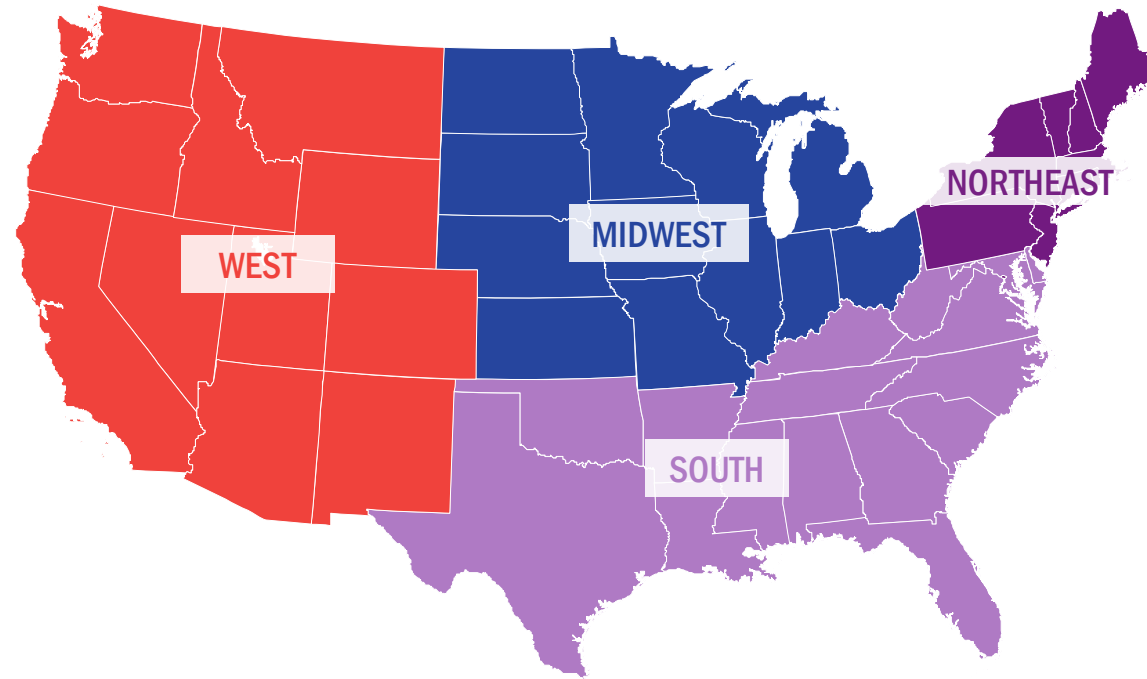


Overall 2020 CEO Salary by Years in Agency

- Similar to the finding about “years in the Jewish human service field,” we found that the relationship between CEO compensation and “number of years in agency” is NOT linear.
- Specifically, the compensation for CEOs who have worked at their agency between 7-14 years is lower than that of their peers who have worked 4-6 years at the agency. (This is similar to the previous finding about the lower salaries among those working in the Jewish human service field for 7-14 years.)
- The yearly median salary of CEOs of agencies who have been in their agency 15+ years (\$160,000) is 9% higher than the overall median salary.
- The yearly median salary of CEOs who have been in their agency less than 3 years (\$135,750) is 7% lower than the overall median salary.



Median 2020 CEO Salary by Region and Gender



WEST
Male (6) \$194,700
Female (5) \$ 136,380

NORTHEAST
Male (6) \$141,500
Female (9) \$135,000

CANADA
Male (2) \$171,294
Female (6) \$142,500 (CAD\$)

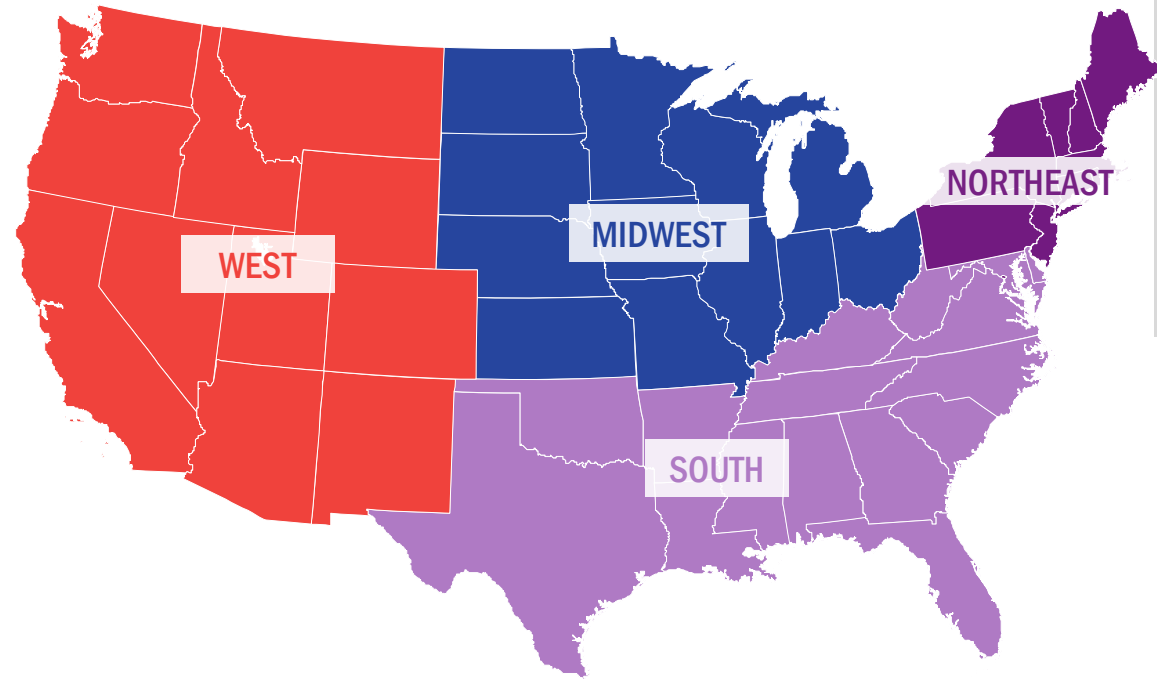
MIDWEST
Male (3) \$184,000
Female (11) \$160,000

SOUTH
Male (7) \$189,000
Female (26) \$136,000

NATIONAL (4)
Male (2) \$201,018
Female (2) \$130,000



Median 2020 CEO Salary by Region and Agency Size



WEST (11)
Less than \$499,00 \$60,932 (1)
\$500,000 - \$999,999
\$1 million - \$2,999,999 \$97,384 (4)
\$3 million - \$9,999,999 \$152,500 (1)
\$10 million - \$24,999,999 \$236,900 (3)
\$25 million + \$316,887 (2)

NORTHEAST (24)
Less than \$499,00 \$157,000 (1)
\$500,000 - \$999,999 \$84,000 (n=4)
\$1 million - \$2,999,999 \$120,000 (n=9)
\$3 million - \$9,999,999 \$175,689 (n=6)
\$10 million - \$24,999,999 \$250,927 (n=4)
\$25 million +

CANADA (7)
Less than \$499,00
\$500,000 - \$999,999 \$68,500 (1)
\$1 million - \$2,999,999
\$3 million - \$9,999,999 \$130,000 (3)
\$10 million - \$24,999,999 \$209,262 (3)
\$25 million +

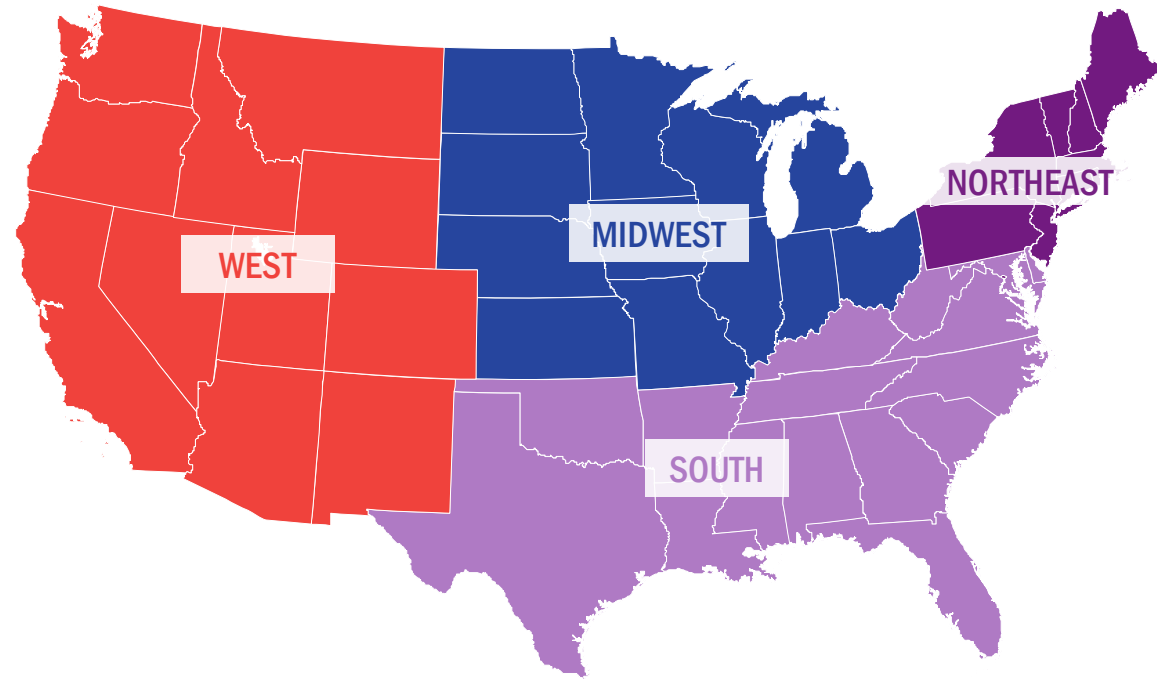
MIDWEST (14)
Less than \$499,00 \$70,930 (3)
\$500,000 - \$999,999 \$83,000 (1)
\$1 million - \$2,999,999 \$159,250 (2)
\$3 million - \$9,999,999 \$164,651 (4)
\$10 million - \$24,999,999 \$200,000 (3)
\$25 million + \$240,000 (1)

SOUTH (33)
Less than \$499,00 \$70,100 (8)
\$500,000 - \$999,999 \$120,000 (3)
\$1 million - \$2,999,999 \$123,368 (6)
\$3 million - \$9,999,999 \$199,700 (7)
\$10 million - \$24,999,999 \$224,500 (4)
\$25 million + \$244,799 (5)

NATIONAL (4)
Less than \$499,00
\$500,000 - \$999,999
\$1 million - \$2,999,999 \$95,000 (2)
\$3 million - \$9,999,999 \$150,000 (1)
\$10 million - \$24,999,999
\$25 million + \$322,037 (1)



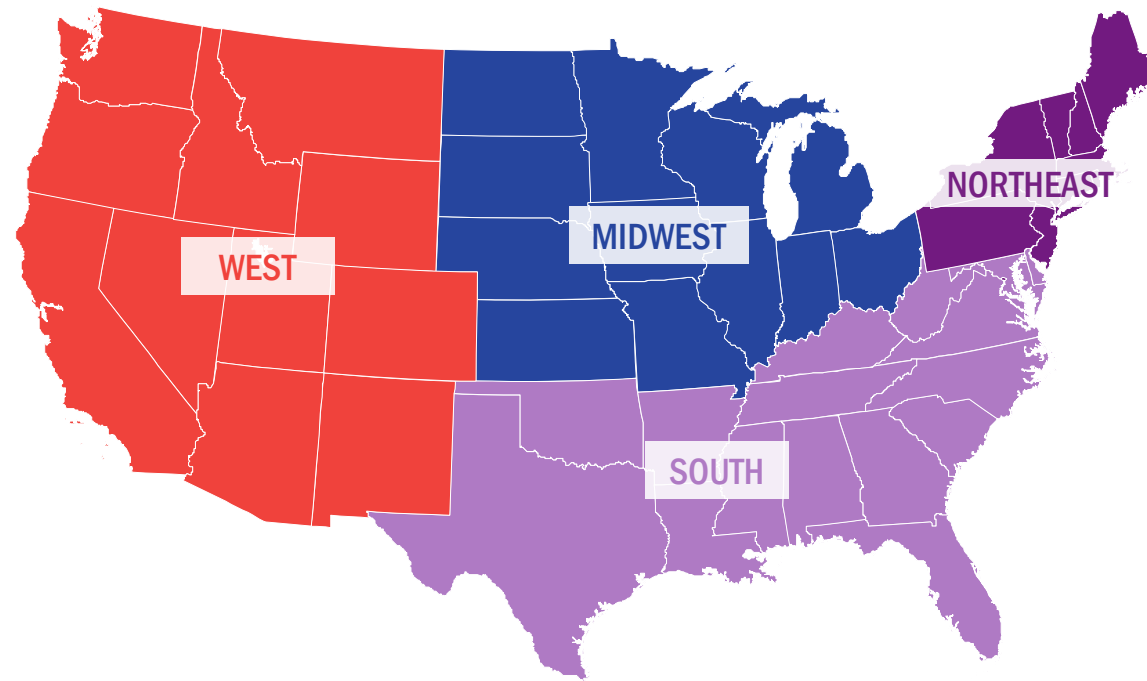
Overall 2020 CEO Salary by Region and Years in Jewish Human Service Field



WEST (11)	NORTHEAST (24)	CANADA (8)
3 Years or less \$260,000 (1)	3 years or less \$118,500 (8)	3 years or less \$ 94,250 (2)
4 - 6 years \$145,966 (2)	4 - 6 years \$160,000 (1)	4 - 6 years \$177,500 (4)
7 - 14 years \$236,900 (5)	7 - 14 years \$132,500 (4)	7 - 14 years \$167,131 (2)
15+ years \$136,380 (3)	15+ years \$176,378 (11)	15+ years \$142,500 (5)
MIDWEST (16)	SOUTH (33)	NATIONAL (4)
3 Years or less \$107,151 (2)	3 years or less \$141,000 (8)	3 years or Less
4 - 6 years \$114,251 (4)	4 - 6 years \$225,385 (6)	4 - 6 years
7 - 14 years \$158,250 (2)	7 - 14 years \$86,000 (11)	7 - 14 years \$110,000 (1)
15+ years \$210,500 (6)	15+ years \$179,417 (8)	15 + years \$150,000 (3)



Overall 2020 CEO Salary by Region and Years in Agency



WEST (11)

3 Years or less
\$300,887 (2)

4 - 6 years
\$ 152,500 (7)

7 - 14 years
\$115,690 (2)

15+ years

NORTHEAST (24)

3 Years or less
\$118,500 (10)

4 - 6 years
\$166,689 (4)

7 - 14 years
\$203,427 (4)

15+ years
\$156,000 (6)

CANADA (8)

3 Years or less
\$165,000 (4)

4 - 6 years
\$155,000 (1)

7 - 14 years
\$120,000 (1)

15+ years
\$167,131 (2)

MIDWEST (14)

3 Years or less
\$114,250 (4)

4 - 6 years
\$116,500 (3)

7 - 14 years
\$192,000 (2)

15+ years
\$237,000 (5)

SOUTH (33)

3 Years or less
\$154,000 (14)

4 - 6 years
\$114,737 (9)

7 - 14 years
\$88,000 (6)

15+ years
\$149,567 (4)

NATIONAL (3)

3 Years or less

4 - 6 years
\$110,000 (1)

7 - 14 years
\$201,018 (2)

15+ years



Benefits Included in CEOs Financial Packages

Benefit Types	Offered: Fully Paid %	Offered: Partially Paid %	Not Offered %
Pension Plan - Other than 401k/403b (N=93)	15%	31%	54%
Medical Insurance (N=98)	44%	49%	7%
Dependent Medical Insurance (N=88)	22%	41%	37%
Dental Insurance (N=89)	38%	46%	16%
Life Insurance (N=96)	69%	11%	21%
Vision Insurance (N=85)	32%	42%	26%
Short Term Disability (N=86)	37%	22%	41%
Long Term Disability (N=92)	51%	22%	27%



Other CEO-Related Contract and Benefits-Related Information

	Percentage
CEO Has Written Contract: “Yes”	52% (51)
Number of Years Contract Covers	Average=3.3
AGENCY PROVIDES:	
• Bonus Opportunities*	41% (39)
• Incentive Pay*	9% (8)
• Annual increase based on merit	53% (48)
• Flat cost of living increases across all agency salaried personnel	47% (43)

*Appendix D contains the categories of criteria used by the agencies to determine bonus and incentive pay.



Financial/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)	\$123,500 (36)	\$134,000 (19)
Chief Financial Officer (CFO)	\$123,600 (45)	\$138,515 (32)
Director of Development	\$105,000 (39)	\$106,500 (30)
Director of Marketing	\$88,300 (13)	\$99,219 (8)
Director of Technology	\$103,452 (14)	\$116,212 (8)
Director of HR/ Chief Talent Officer	\$111,000 (20)	\$123,288 (12)
Program Directors	\$78,000 (37)	\$82,000 (28)



**Compensation/ Benefit
Packages for Other
Commonly-Held
Professional Positions**



Compensation Packages for Other Commonly-Held Professional Positions

Position	Lowest Salary \$ (Median)	Highest Salary \$ (Median)	Lowest Hourly \$ (Median)	Highest Hourly \$ (Median)
Clinical Social Worker	\$47,250 (32)	\$60,000 (31)	\$26 (36)	\$32 (37)
Case Managers	\$42,1000 (34)	\$55,010 (35)	\$22 (49)	\$27 (40)
Vocational Counselor	\$42,910 (13)	\$49,130 (14)	\$22 (13)	\$29 (13)



Agency-Wide Benefit- Related Information



BENEFITS INCLUDED IN NON-CEO FINANCIAL PACKAGES

Benefit Types	Not Offered %	Offered: Fully Paid %	Offered: Partially Paid %
Pension Plan - OTHER THAN 401k/403b (N=83)	64%	11%	25%
Medical Insurance (N=89)	10%	12%	78%
Dependent Medical Insurance (N=82)	32%	4%	64%
Dental Insurance (N=82)	23%	15%	62%
Life Insurance (N=86)	19%	57%	24%
Vision Insurance (N=78)	32%	10%	58%
Short Term Disability (N=82)	48%	28%	24%
Long Term Disability (N=82)	29%	51%	20%



Other Benefits : Jewish Holiday Observance

	%
	Yes
Rosh Hashanah: Day 1	97%
Rosh Hashanah: Day 2	93%
Yom Kippur	98%
Sukkot: Day 1	86%
Sukkot: Day 2	77%
Shmini Atzeret	76%
Simchat Torah	77%
Passover: Day 1	90%
Passover: Day 2	83%
Passover: Day 7	72%
Passover: Day 8	74%
Shavuot: Day 1	85%
Shavuot: Day 2	77%



COVID-Related Policies and Modifications



COVID Related Policies and Changes

	PERCENT "YES"	PERCENT "NO"
Does agency have mandated vaccine policy?	12% (10)	88% (75)
Vaccine mandate is for the entire agency	17% (2)	83% (10)
Vaccine mandate is only for specific positions	83% (27)	17% (2)
Agency INCREASED staffing to address community needs since COVID	36% (34)	64% (60)
Agency REDUCED staffing to address community needs since COVID	17% (16)	83% (77)
Agency plans on maintaining some remote staffing assignments post-COVID	36% (34)	64% (60)

Summary of Responses to Questions Re. COVID-Related Policies

Mandating Vaccine Policy	<ul style="list-style-type: none">• Overwhelmingly, responses reflected that most agencies continue to be “unsure” but are moving in direction of “encouraging but not mandating.”• A few agencies responded that they are considering mandating for “departments that involve direct client care.”
Plans for Permitting Remote Work Post-COVID	<ul style="list-style-type: none">• Nearly one-half of responding agencies indicated that they plan to implement a “hybrid” model which will enable employees to “work from the office and from home.”• Those able to identify positions that are more likely to be remote specified clinical staff (e.g., therapists) and support staff.• A substantial proportion (approximately one-quarter) mentioned that they are still unsure about their plans for allowing remote work.
Staff Increases During COVID	<ul style="list-style-type: none">• Of the agencies who responded to the question, the number of new staff hired ranged from 1-30. The median was 5 and the average was 8.• 7 agencies mentioned that they hired part time workers (including contact tracers). Other agencies mentioned that they increased the hours of their existing part-time staff.
Staff Reductions During COVID	<ul style="list-style-type: none">• Of the agencies who responded to the question, the number of staff who lost their jobs ranged from 1 to 40. The median was 8 and the average was 13.• Several agencies mentioned that they had to cut hours, that some full-time positions were reduced to part-time positions or that part-time positions were eliminated.