

# EXECUTIVE SUMMARY

## The Wages of Peace and Justice

# National Compensation Survey of Social Justice Organizations 2012



A collaborative project of RoadMap, DataCenter and the National Organizers Alliance

Through the collaboration of RoadMap, DataCenter and the National Organizers Alliance (NOA), we are pleased to present the results of our June 2012 national compensation survey of 175 community-based organizing and advocacy groups. The study focused on salary and benefits information, as well as how social justice organizations build on their values in creating just compensation packages and thriving workplaces. We wanted to provide data from social justice groups because most compensation studies of the overall non-profit sector are skewed to larger organizations or organizations focused on social services. We hope you will find the data useful for hiring and setting salary rates, as well as opening dialogue in your organization on policies and practices to promote social justice values in the workplace. This summary presents highlights and sample salary data. The full report available from the RoadMap website presents detailed salary comparisons by organizational budget size and extensive analysis of benefits, as well as sample policies and templates.

### PROFILE OF ORGANIZATIONS

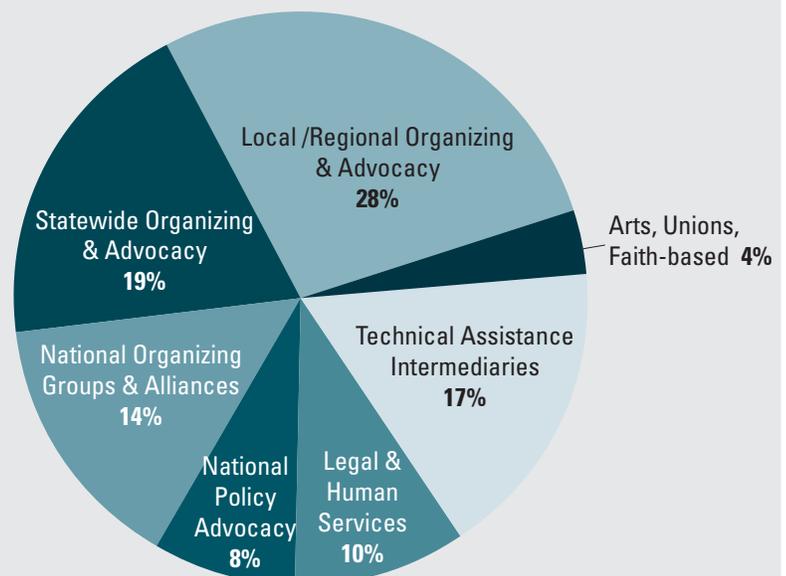
This report focuses on salary and benefits provided to employees in community-based organizing and advocacy groups across the U.S., primarily serving low income and people of color communities. The 175 organizations that responded reflect a wide swath of the social justice sector with regard to budget and staff size, years in operation, field of work, organizational structure and funding sources. Nearly two-thirds of the participants in this survey have budgets of less than \$1 million, an additional 20% have budgets between \$1 million and \$2 million, and 17% had budgets over \$2 million. More

than 35% of respondent organizations are located in California and 17% in New York State. The median year of founding of the groups was 1996 (17 years old), with 30% in existence less than 10 years and 16% in existence for at least 30 years. *(Note: Data does not include incomplete or 'not applicable' responses, and some results add up to more than 100% due to organizations marking more than one category.)*

### KEY FINDINGS INCLUDE:

The effects of the recession seem to have stabilized for many groups with 47% reporting an increased budget in 2012 compared to 2011, and 36% expect this year to be the same as last year. However 17% of groups anticipate a smaller budget in 2012. Some of those reporting higher budgets and increased staffing this year report special revenue related to advocacy during

### KINDS OF SOCIAL CHANGE ORGANIZATIONS



election years that cyclically attracts added funding for issue advocacy, voter registration and voter turnout.

Salaries in the social justice sector, particularly those focused on organizing and advocacy, remain low compared with the non-profit sector overall. Survey comments indicate that organizations with budget constraints are prioritizing keeping staff in place and maintaining health coverage, but forgoing raises and pension contributions. About a fifth of groups report decreasing budgets or cutting back on total staff hours, and about a third report limiting health care coverage and other benefits.

### SALARY TRENDS

- Overall median pay for Executive Directors is \$67,000. The top salary from our respondents was \$150,000 from a \$6 Million organization, and the lowest was \$30,000 in an organization with a budget of \$450,000.
- The ratio between lowest and highest paid employees is less than 3:1 for 67% of the groups, and is less than 2:1 for 50% of the groups.
- We asked organizations to share how strongly their policies reflect their values. A large majority reported that their organizations offer a living wage (60%). Only 22% report that they offer generous salaries and 23% want to increase salaries.

*“We don’t pay our staff enough. I wish our salaries were more competitive, but we have issues staying within our budget. We attempt to reward staff in other ways such as compensation time, generous time off policies, etc.”*

As many studies show, the overall non-profit sector offers lower wages and benefits for individuals with comparable skills in private sector positions, and the organizing/advocacy segment has even tighter budget constraints. The low pay affects longevity for all employees, and for young workers with high college debt it is particularly challenging to make the decision to join or stay in the sector. A national survey of 1,100 non-profit workers from 2011 found that commitment to remaining in a nonprofit job weakened as employees got older. (Source: <http://philanthropy.com/article/Fledgling-Nonprofit-Workers/133001/>)

### Salary Rates for Common Positions

The following table shows median salary rates for a sample of the positions we surveyed. The full report includes additional positions and data broken out by budget size, as well as the pay rate at the 25th and 75th percentiles.

Position Title	Median Salary/year
Executive Director (or Co-Directors)	\$67,000
Associate or Deputy Director	\$63,500
Finance or Operations Director	\$60,000
Political Director	\$57,100
Development Director	\$57,000
Program or Campaign Director	\$54,690
Policy Advocate	\$45,000
Senior or Lead Organizer	\$45,000
Grants Coordinator/Writer	\$43,680
Finance Associate/Bookkeeper	\$42,000
Development Associate	\$39,500
Community Organizer	\$37,000
Office Manager	\$36,000
Data Coordinator	\$35,000
Phone bank or Canvass Coordinator	\$35,000

### National and California Comparisons

- For comparison, national surveys have reported that the average nonprofit Executive Director/CEO makes approximately \$120,000–\$140,000; however most of these studies focus exclusively on mid-sized to large organizations.
- In a recent California study of 402 nonprofit organizations, executives who headed the smallest groups, with budgets of less than \$500,000, made a median of \$78,427. This study found that 66% of groups were increasing their salary budgets in 2012, up from 60% in 2011. The median overall increase in employee pay was 2 percent, the same as last year. (Source: <http://www.nonprofitcomp.com/>)

## RAISES

Organizations offer a variety of types of raises. We found that the most common raises are annual Cost of Living Adjustment (COLA) increases and that in 2012 the median COLA was 4% of salary. Other types of raises include “Step” raises reflect increasing job duties; Seniority raises to employees to reflect years of service; Merit-based salary increases to high performing employees; and end of year Bonuses are also common. *(Note: There are different practices and values embedded in each type of raise system which are analyzed more closely in the full report.)*

Twenty-four percent of groups suspended their COLA raises this year due to budget constraints. Ten to fifteen percent of groups reported reducing other types of raises they normally offer.

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*“Given the rising costs of health care, we may explore going to a different plan this year. We update our salary schedule each year (to reflect COLA and added experience) but raises were not offered this year because of budget constraints. We reduced pension contributions this year (from 5% to 2%).”*

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## BENEFITS: Insurance, Pension, Paid Time off

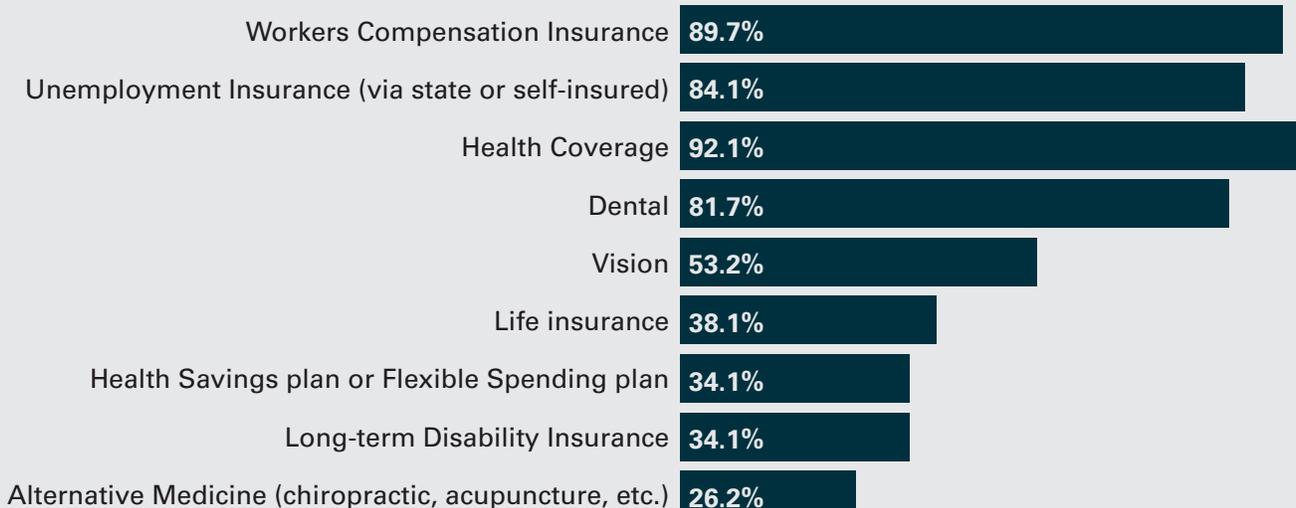
- About half report that they have “family friendly” packages (58%), provide generous benefits (48%) and are comparable to other groups (45%).
- Most groups offer unemployment insurance and workers compensation insurance (required in many states). Both of these are critical resources for worker’s security, and particularly important in the recession when any layoffs or injuries can place a huge burden on the individual.
- Ninety-two percent (92%) of groups offer some form of health insurance coverage. (See details in full report for co-pay levels, family coverage, domestic partner benefits and other health benefits.)
- While 50% reported reducing their benefits package in the last 2-3 years, 61% indicated they had added benefits, implying that groups are experimenting with new combinations of benefits. Specifically, 70% say their level of health benefits has stayed the same, but 47% changed insurance providers in some way, and another 13% are planning to make changes to their policy providers this coming year.

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*“Costs are increasing and we are trying to figure out how to sustain staff but cut costs of our benefits package.”*

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### INSURANCE BENEFITS (% of groups that offer each benefit)



### Trends in paid time off

- 84% report no change in total paid time off (vacation, sick, holidays).
- 6% increased their paid time off, and 5% cut their paid time.
- The full report gives details on median number of days for vacation, holidays, paid parental leave, severance and sabbatical policies.

### Other Benefits

- Half (50%) of respondents offer a voluntary pension plan to employees such as a 403(b) plan or IRA contributions, and the majority of those (47.6% of total respondents) make employer contributions to those plans.
- 64% pay for mobile phone costs, 30% pay up to \$500 per year, 15% pay up to \$1000, and 15% pay between \$1000–\$2000 per year per employee.
- 27% of groups offer professional development budget approximately \$500–\$1000 per employee.
- 20% offer parking passes valued up to \$500 per year.
- 11.5% of groups offer pre-tax transit benefits of \$1000 or less per employee per year.

### ACKNOWLEDGEMENTS

The 2012 Social Justice Nonprofit Compensation Survey consisted of 34 multiple-choice questions and was distributed electronically in May and June 2012 to clients, partners and members of RoadMap, DataCenter and the National Organizers Alliance. Responses came from 191 organizations in 29 states, with 175 fully completing the survey. We thank the organizations that participated and the volunteer labor of RoadMap consultant Margi Clarke who led the project, DataCenter staff Saba Waheed and intern Ashley Downend for providing research support, as well as RoadMap's Mary Ochs and NOA's Walter Davis who contributed to the survey project with time, ideas and donations. Design by Design Action Collective. The full report is free to survey respondents who provided contact information and others can purchase the report from the RoadMap website.

To download the Executive Summary and to purchase a copy of the full report, visit <http://www.roadmapconsulting.org>



### RoadMap

<http://www.roadmapconsulting.org/>

RoadMap is a national team of seasoned capacity builders dedicated to advancing the power and promise of social justice organizations. RoadMap offers high-impact consulting and coaching services while innovating new strategies for capacity building for social change. RoadMap also serves as a forum for peer learning to promote new approaches that can help develop the social justice sector as a whole.



RESEARCH FOR JUSTICE

### DataCenter

<http://www.datacenter.org/>

For over 30 years, DataCenter has been an independent research organization for social justice movements and grassroots organizing. Rooted in progressive social movements and grounded in values of justice and self-determination for communities, we use research as a tool to centralize community power and transform society.



### National Organizers Alliance

<http://noacentral.org/>

NOA's mission is to advance progressive organizing for social, economic and environmental justice and to sustain, support and nurture the people of all ages who do it. In furtherance of that goal, NOA's members are organizers who are responsible to a defined constituency and who help build that constituency through leadership development, collective action and the development of democratic structures.