

# **Network of Jewish Human Services Agencies 2019 Compensation Study: Executive Summary**

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# Survey Objectives

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- 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.

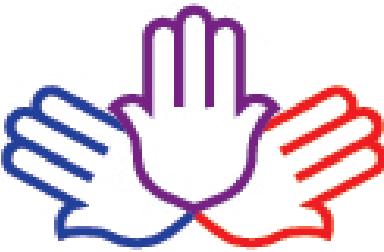
\* Appendix F lists the states included in each of 4 regions.



# Methodology

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- An online survey was designed by the consultant and vetted by the NJSNA and specifically by its HR (Human Resources) Committee, prior to its transmission.
- The survey was transmitted to 134 member agencies in good standing in early February, 2020.
- The survey was ‘closed’ at the beginning of March, 2020. This occurred after several reminders were sent.
- A total of 95 agencies (71% of the 134) responded to the survey.
- Of these 95 agencies, 92 had full-time CEOs.



# Background Agency & CEO Demographics



# Agency Size

Budget Category	Proportion
Less than \$499,00	14% (13)
\$500,000 - \$999,999	12% (11)
\$1 million - \$2,999,999	20% (19)
\$3 million - \$9,999,999	30% (29)
\$10 million - \$24,999,999	14% (13)
\$25 million +-	10% (11)



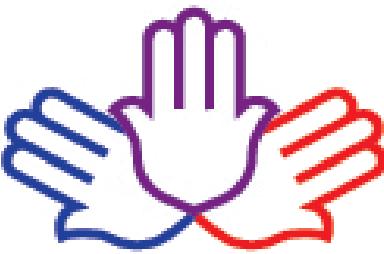
# Number of Years CEOs Have Been in Jewish Human Service Field

Number of Years in the Field	Proportion
3 Years or less	21% (20)
4 - 6 years	16% (15)
7 - 14 years	19% (18)
15+ years	44% (42)



# Number of Years CEOs Have Been in Agency

Number of Years in the Agency	Proportion
3 Years of less	26% (25)
4 -6 years	22% (21)
7-14 years	23% (22)
15+ years	28% (27)

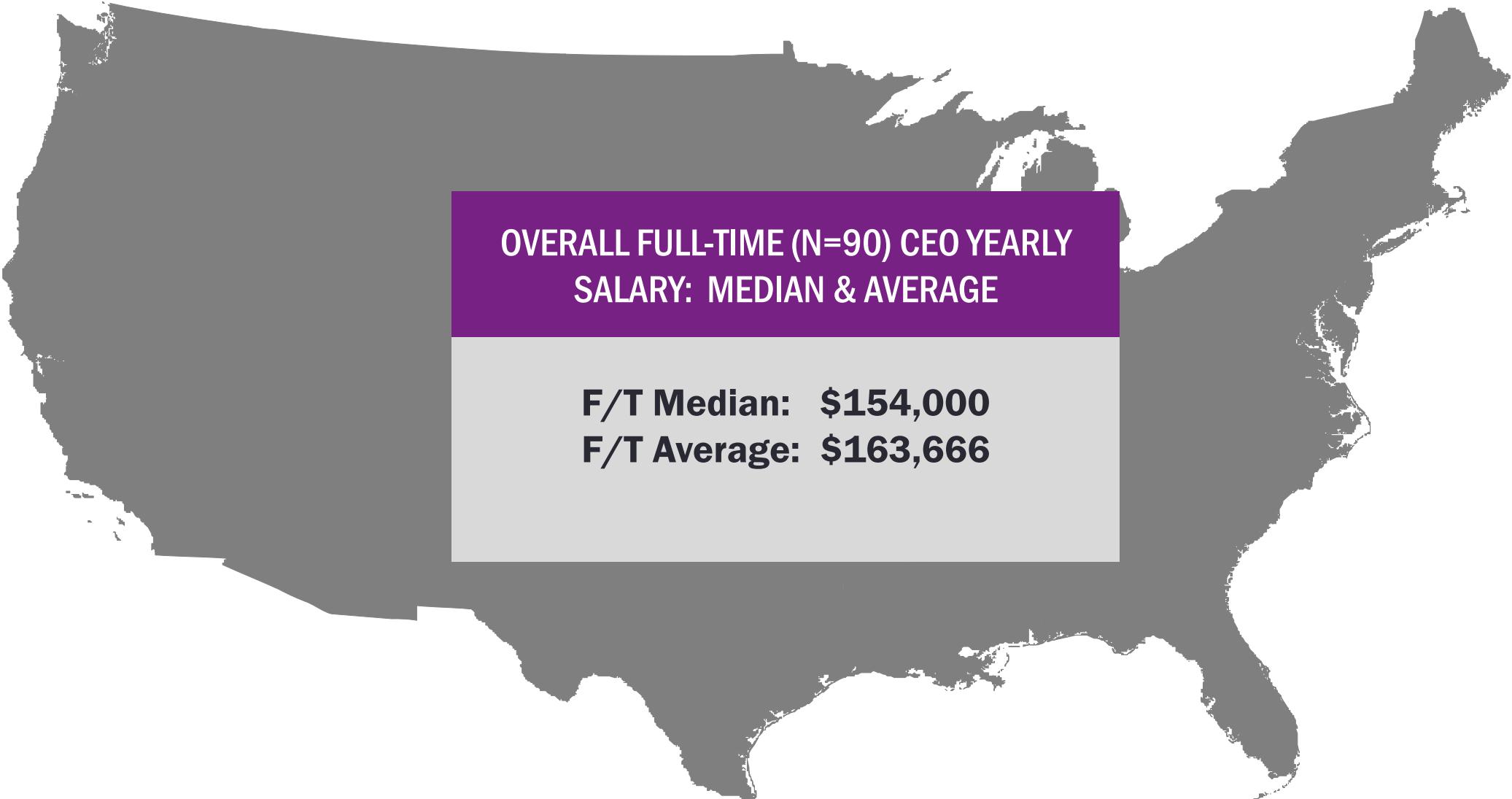


# Yearly CEO Compensation



# Overall 2019 CEO Compensation

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OVERALL FULL-TIME (N=90) CEO YEARLY  
SALARY: MEDIAN & AVERAGE

**F/T Median: \$154,000**  
**F/T Average: \$163,666**



# Overall 2019 CEO Compensation

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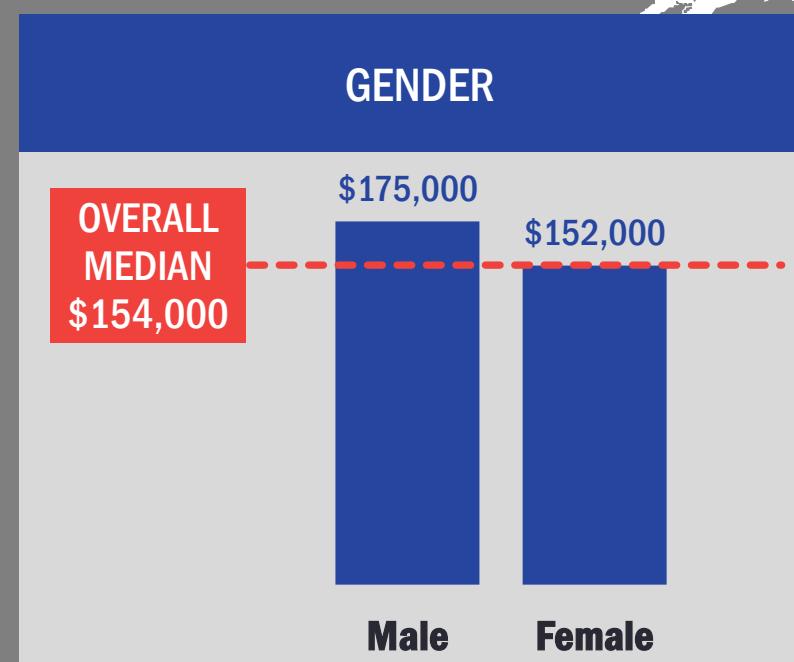
- The overall median yearly compensation for full-time CEOs is \$153,750.\*
- The overall mean (average) yearly compensation for full-time CEOs is \$163,666.
- Going forward, only median compensation levels will be reported.
- The rationale for reporting medians – rather than means – is that medians (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 E.

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# Overall 2019 Median\* CEO Salary by Gender

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\*Full -Time



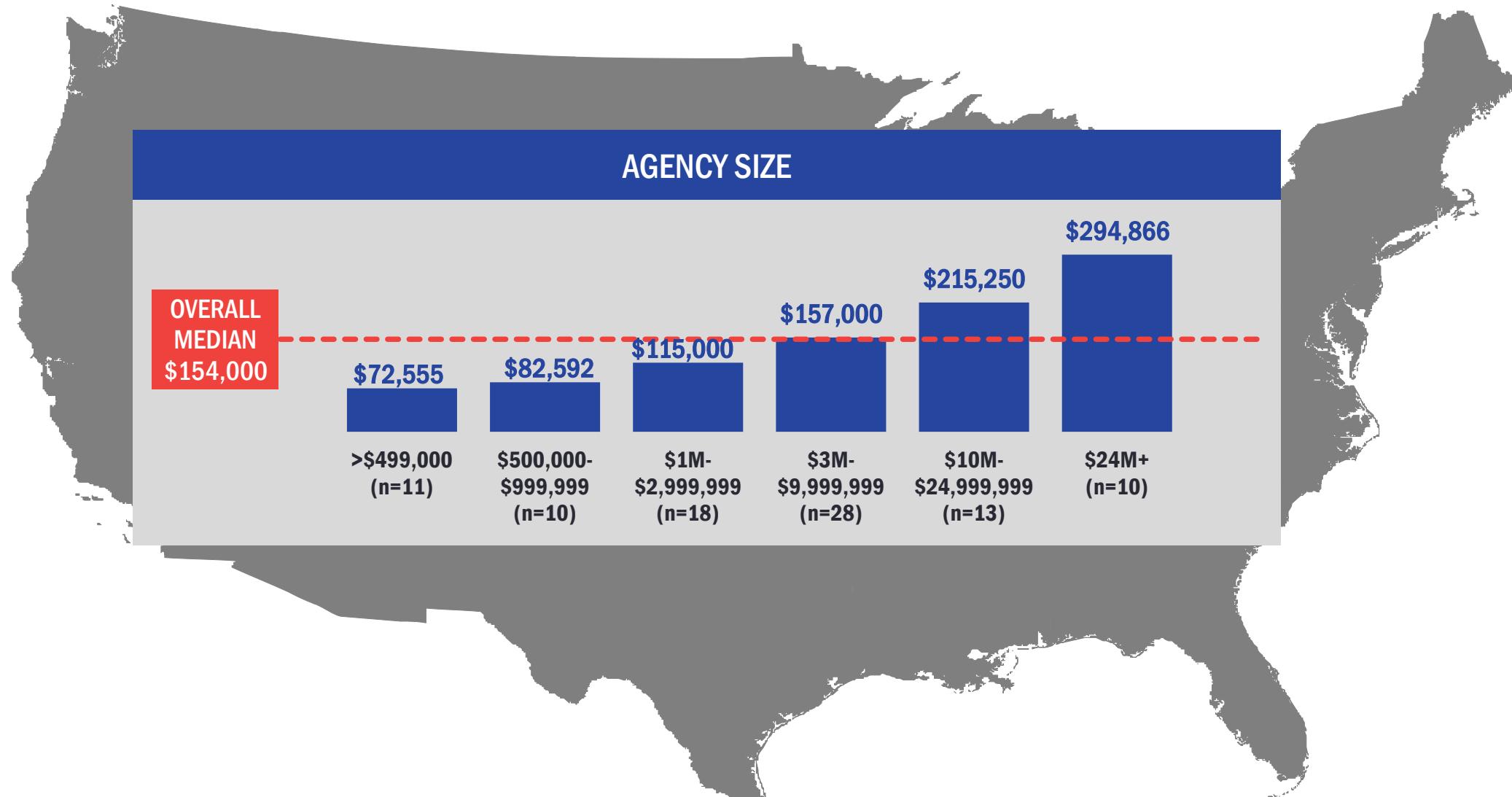
# Overall 2019 CEO Salary by Gender

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- Female CEOs yearly median salary is almost on par with the overall median salary. (To be specific, it is less than 1% below the overall median.)
- Male CEOs yearly median salary is 14% higher than the overall median salary.
- Female CEOs yearly median salary is 13% below the male CEOs yearly median salary.



# Overall 2019 CEO Salary by Agency Size





# Overall 2019 CEO Salary by Agency Size

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- 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 (\$24 million +) is 92% above the overall median salary.
- 23 of the CEOs work in agencies whose budgets are in the “\$10+ million range.
- The yearly median salary of CEOs of agencies with the smallest budgets (below \$499,000) is 53% below the overall median salary.



# Overall 2019 CEO Salary by Years in Jewish Human Service Field





## Overall 2019 CEO Salary by Years in Jewish Human Service Field

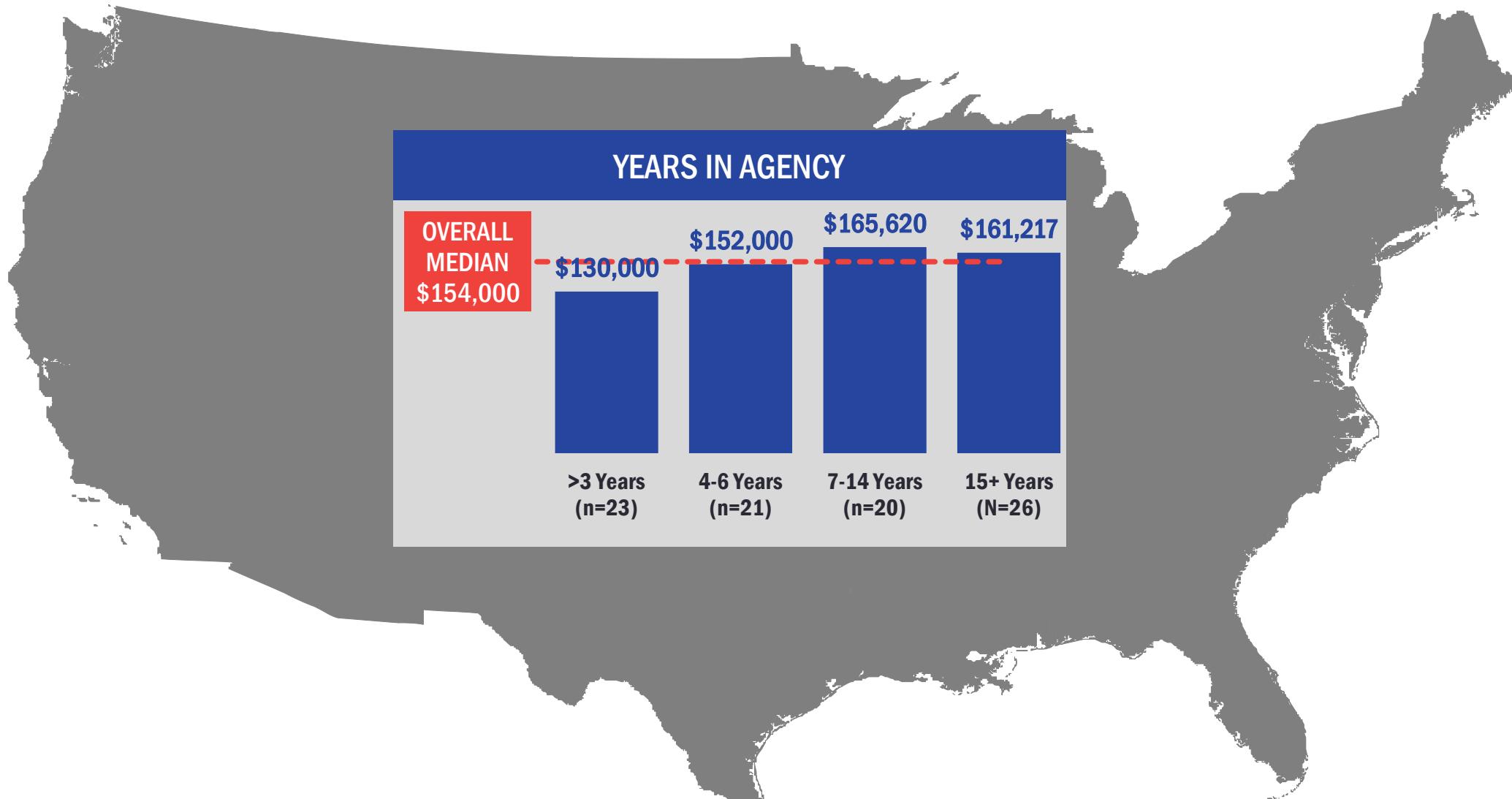
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- The relationship between a CEOs compensation and the length of their Jewish human service career can be characterized as linear: the biggest jump in compensation (20%) occurs between those CEOs who have been in the field 3 years or less (whose median salary is \$125,00) and those who have been in the Jewish Human Services 4-6 years (whose median salary is \$150,00). After that point, compensation seems to increase incrementally- approximately 7% from one category of service years to the next.
- The yearly median salary of CEOs who have spent 15+ years in the Jewish human service field (\$163,300) is 11% above the overall median salary.
- The yearly median salary of CEOs who have spent between 7 - 14 years in the Jewish human service field (\$155,000) is comparable to the overall median salary.
- The yearly median salary of CEOs who have spent from 1 – 5 years in the Jewish human service field is 23% lower than the overall median salary.



# Overall 2019 CEO Salary by Years in Agency

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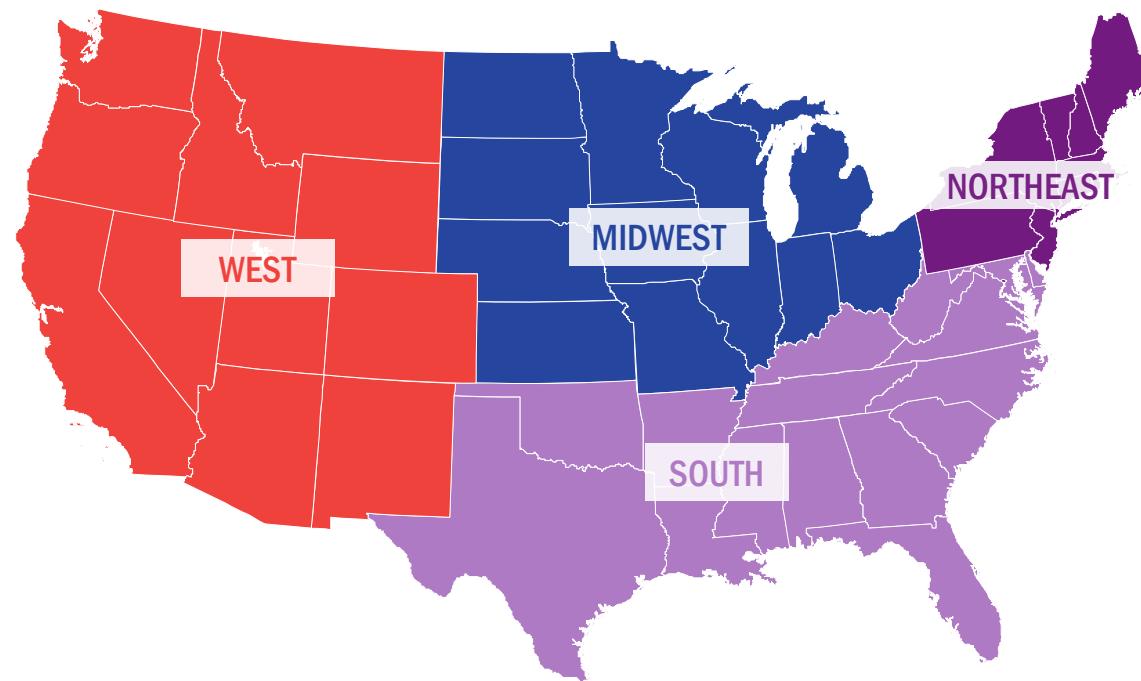
# Overall 2019 CEO Salary by Years in Agency

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- The number of years a CEO has been in his/her agency seems to be correlated with their salary levels with the exception of those who have been in their agencies 15+ years.
- The yearly median salary of CEOs of agencies who have been in their agency 15+ years is only 5% higher than the overall median salary.
- In contrast, CEOs who have been in their agency 7-14 years have a median salary of \$165,620 - 8% higher than the overall median salary.
- The yearly median salary of CEOs who have been in their agency less than 3 years is 16% lower than the overall median salary.



# Median 2019 CEO Salary by Region



WEST (13)	\$191,650
NORTHEAST (22)	\$128,182
CANADA (10)	\$157,500 (CAD\$)
MIDWEST (18)	\$151,880
SOUTH (28)	\$157,067



# Median 2019 CEO Salary by Region

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- CEOs in the Northeast earn the lowest (median) yearly salaries (\$128,182) whereas the CEOs in the West earn the highest median yearly salaries (\$191,650). (The differential between these two regions is 50%.) The Western region is home to some of the largest agencies with the most highly paid CEOs.
- Yearly median CEO compensation differences are smallest between the Midwest and the South .
- CEO yearly median compensation differentials among the four U.S. regions range from 3% to 50%.



# OVERALL 2019

## CEO Yearly Median Compensation by Gender and:

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

	Male	Female
	\$	\$
<b>Overall Agency Budgets</b>		
Less than \$499,00	\$53,399 (n=3)	\$73,777 (8)
\$500,000 - \$999,999	\$134,500 (2)	\$82,592 (8)
\$1 million - \$2,999,999	\$109,497 (5)	\$115,000 (13)
\$3 million - \$9,999,999	\$150,010 (5)	\$160,000 (23)
\$10 million - \$24,999,999	\$234,642 (4)	\$215,250 (9)
\$25 million +	\$327,216 (6)	\$262,500 (4)
<b>Number of Years in the Jewish Human Service Field</b>		
3 Years or less	\$92,000 (3)	\$127,500 (16)
4 - 6 years	\$150,000 (7)	\$132,875 (8)
7 - 14 years	\$242,455 (4)	\$120,000 (13)
15+ years	\$175,000 (11)	\$154,500 (28)
<b>Number of Years in the Agency</b>		
3 Years or less	\$92,000 (3)	\$132,500 (20)
4 - 6 years	\$150,000 (9)	\$153,500 (12)
7 - 14 years	\$242,455 (6)	\$137,500 (19)
15+ years	\$175,000 (7)	\$153,750 (19)



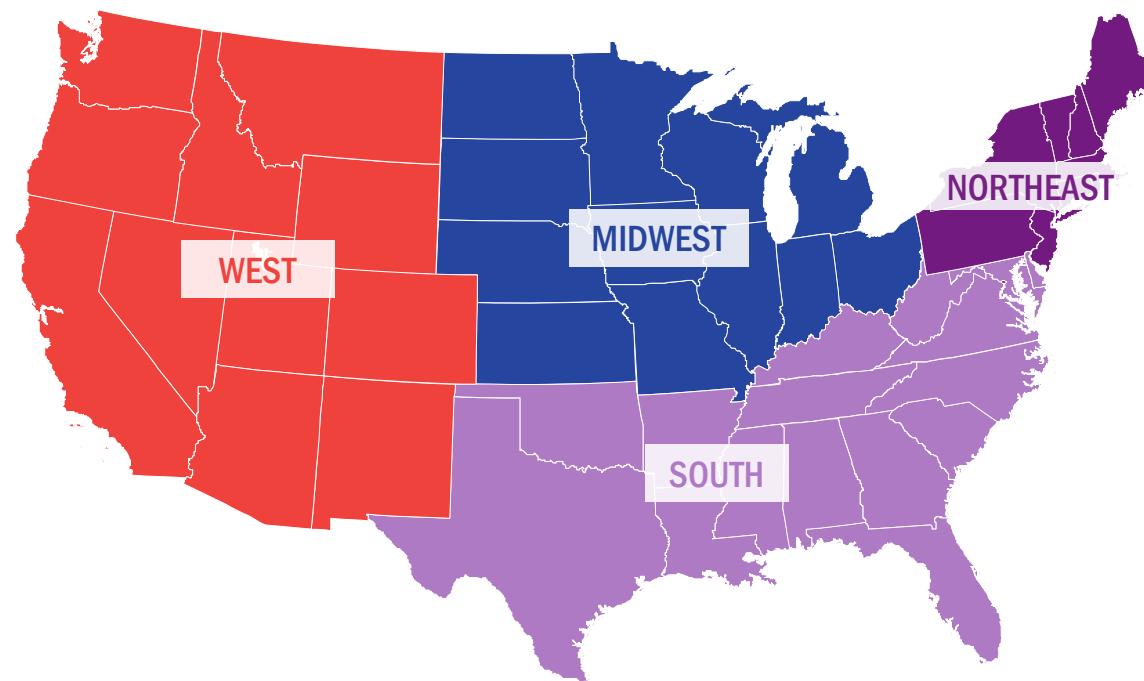
# Overall 2019 CEO Salary Differentials by Gender

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- Although overall, the median salary for male CEOs is 14% higher than for female CEO's, this is not the case across the board.
- Specifically, female CEOs who are new to the Jewish human service field are earning salaries 36% higher than their male counterparts. A similar – and possibly related – phenomenon is that female CEOs who are relatively new to their agency (e.g., have worked there 3 years or less) are earning 44% more than more recently hired males.
- The only other situation where female CEO salaries exceed male CEO salaries pertains to agency size: In the smallest agencies (as measured by budget size less than \$499,000), females earn 39% more than the male CEOs. (The caveat is that there are only 3 males in this category.)
- In agencies whose budgets are from \$1 million to \$2,999,999 million & also in agencies whose budgets are from \$3 million to \$9,999,999, the female CEOs are earning somewhat more than the male CEOs - specifically, \$115,000 (females) vs. \$109,497 (males) and \$160,000 (females) vs. \$150,000 (males), respectively. There are 36 females and 10 males in these two categories of agency sizes.
- For both males and females there is a “ceiling effect” for those working in the field 15+ years, meaning that they are earning less than those in the field less time. However, for females, the ceiling effect can be seen even earlier – for those in the field 7-14 years who are earning less than more newly arrived females and males.



# Median 2019 CEO Salary by Region and Gender



WEST	NORTHEAST	CANADA
<b>Male (7)</b> \$230,000	<b>Male (6)</b> \$142,248	<b>Male (2)</b> \$164,687
<b>Female (5)</b> \$ 132,400	<b>Female (16)</b> \$128,182	<b>Female (8)</b> \$157,500 (CAD\$)
MIDWEST	SOUTH	
<b>Male (6)</b> \$150,000	<b>Male (4)</b> \$250,828	
<b>Female (12)</b> \$153,875	<b>Female (24)</b> \$147,500	



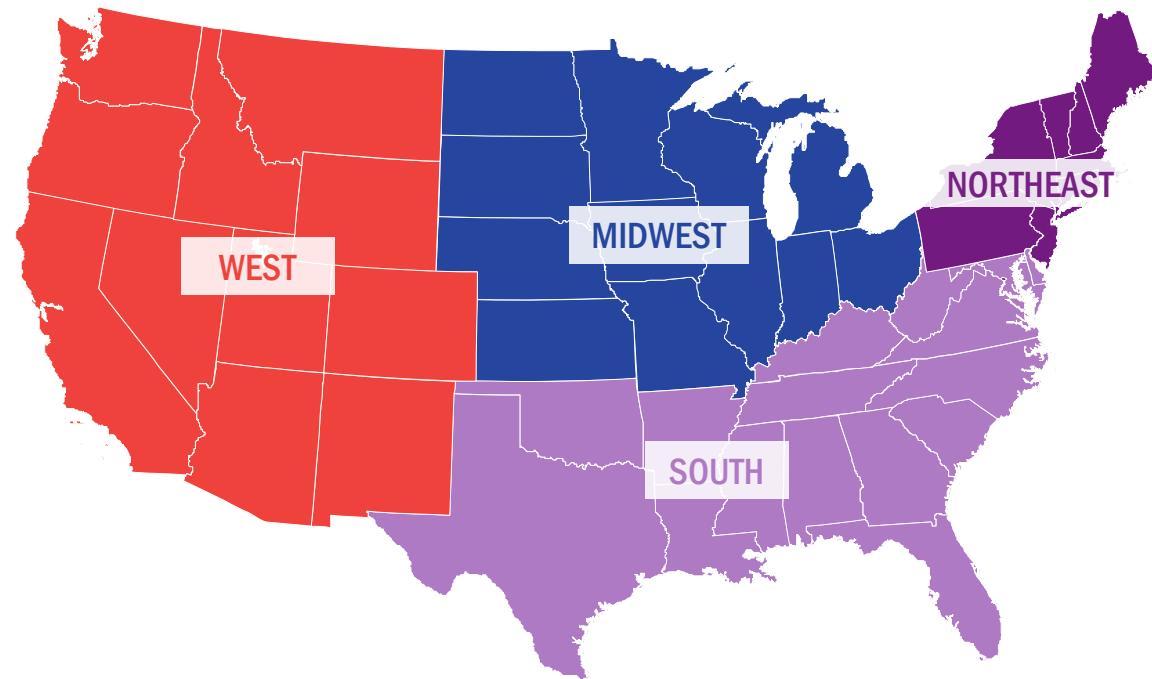
# Median 2019 CEO Salary by Region and Gender

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- The Midwest is the only U.S. region where female CEOs earn more – but only slightly (3%) more - than male CEOs.
- In the South, the (4) male CEOs earn 70% more than the (24) female CEOs.
- In the West, male CEOs earn 74% more than the female CEOs.
- In the Northeast, the male CEOs earn 11% more than the female CEOs.



# Median 2019 CEO Salary by Region and Agency Size



WEST (12)	NORTHEAST (20)	CANADA (10)
<b>Less than \$499,00</b> \$53,399 (1)	<b>Less than \$499,00</b>	<b>Less than \$499,00</b>
<b>\$500,000 - \$999,999</b> \$93,000 (1)	<b>\$500,000 - \$999,999</b> \$80,000 (n=4)	<b>\$500,000 - \$999,999</b> \$67,000 (1)
<b>\$1 million - \$2,999,999</b> \$130,000 (3)	<b>\$1 million - \$2,999,999</b> \$120,000 (n=5)	<b>\$1 million - \$2,999,999</b> \$140,000 (2)
<b>\$3 million - \$9,999,999</b> \$196,650 (2)	<b>\$3 million - \$9,999,999</b> \$153,750 (n=7)	<b>\$3 million - \$9,999,999</b> \$160,000 (5)
<b>\$10 million - \$24,999,999</b> \$255,000 (3)	<b>\$10 million - \$24,999,999</b> \$237,455 (n=2)	<b>\$10 million - \$24,999,999</b> \$209,187 (2)
<b>\$25 million +</b> \$305,887 (2)	<b>\$25 million +</b> \$365,000 (n=2))	<b>\$25 million +</b>
MIDWEST (16)	SOUTH (27)	
<b>Less than \$499,00</b> \$72,555 (3)	<b>Less than \$499,00</b> \$73,500 (6)	
<b>\$500,000 - \$999,999</b> \$83,185 (1)	<b>\$500,000 - \$999,999</b> \$140,000 (3)	
<b>\$1 million - \$2,999,999</b> \$115,000 (3)	<b>\$1 million - \$2,999,999</b> \$108,150 (3)	
<b>\$3 million - \$9,999,999</b> \$153,875 (4)	<b>\$3 million - \$9,999,999</b> \$189,500 (8)	
<b>\$10 million - \$24,999,999</b> \$215,000 (3)	<b>\$10 million - \$24,999,999</b> \$205,000 (3)	
<b>\$25 million +</b> \$276,038 (2)	<b>\$25 million +</b> \$281,328 (4)	



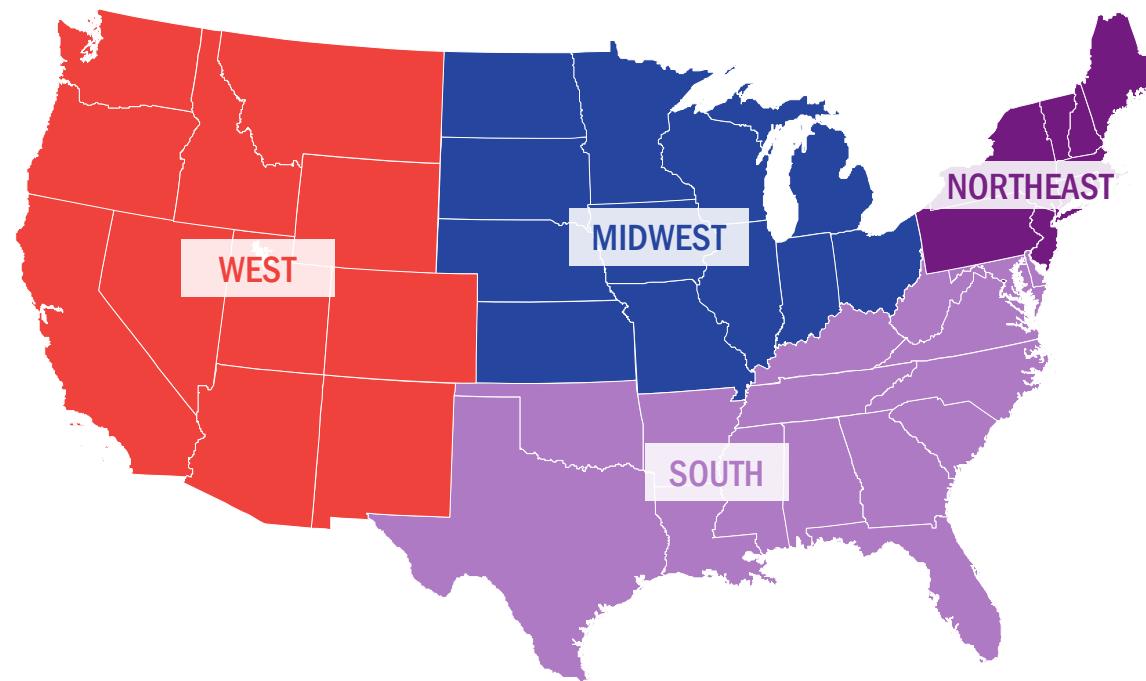
# Median 2019 CEO Salary by Region and Agency Size

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- 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 Midwest - have CEOs whose yearly salary is above the overall median.



# Overall 2019 CEO Salary by Region and Years in Jewish Human Service Field



WEST (12)	NORTHEAST (20)	CANADA (10)
<b>3 Years or less</b> \$130,000 (1)	<b>3 Years or less</b> \$116,682 (8)	<b>3 Years or less</b> \$125,000 (3)
<b>4 - 6 years</b> \$99,768 (3)	<b>4 - 6 years</b> \$112,000 (1)	<b>4 - 6 years</b> \$214,374 (1)
<b>7 - 14 years</b> \$225,000 (2)	<b>7 - 14 years</b> \$254,911 (1)	<b>7 - 14 years</b> \$160,000 (1)
<b>15+ years</b> \$209,150 (6)	<b>15+ years</b> \$162,495 (10)	<b>15+ years</b> \$155,000 (5)
MIDWEST (16)	SOUTH (27)	
<b>3 Years or less</b> \$92,000 (1)	<b>3 Years or less</b> \$185,000 (5)	
<b>4 - 6 years</b> \$150,000 (5)	<b>4 - 6 years</b> \$162,000 (5)	
<b>7 - 14 years</b> \$196,038 (2)	<b>7 - 14 years</b> \$120,000 (9)	
<b>15+ years</b> \$195,000 (8)	<b>15+ years</b> \$177,467 (8)	

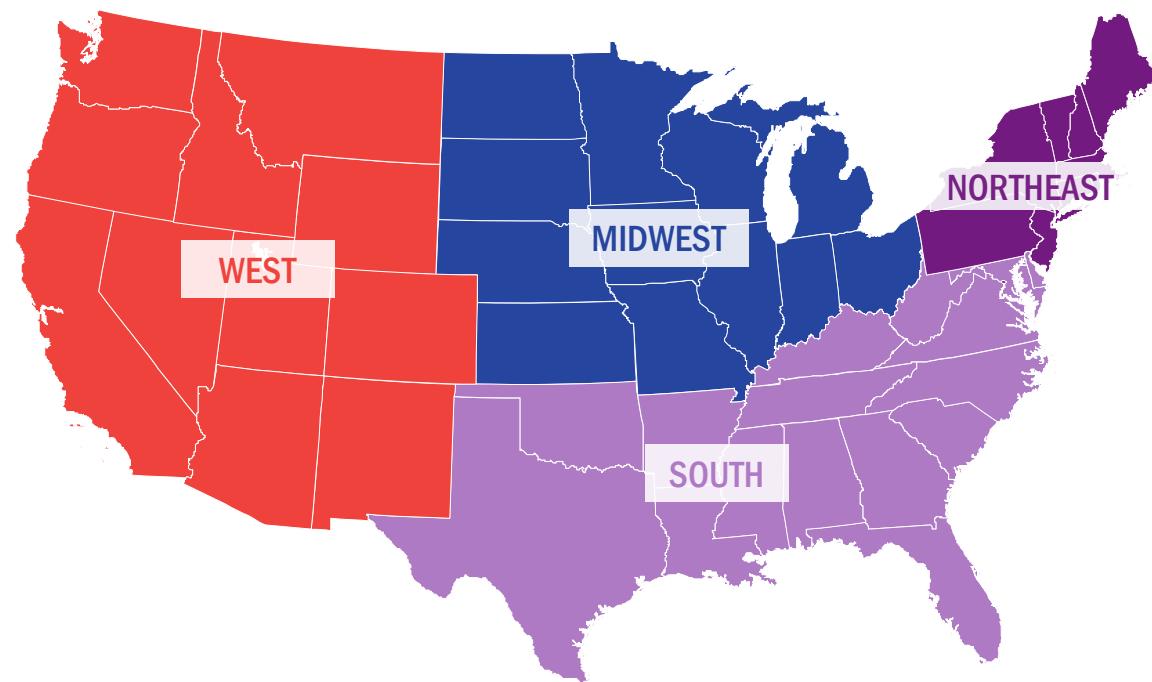


# Overall 2019 CEO Salary by Region and Years in Jewish Human Service Field

- In 3 of the 4 U.S. regions (the Northeast, the South and the West), the CEOs who have been in the field fewer than 6 years are earning more than those in the field from 7-14 years.
- In 3 of the 4 U.S. regions (the Northeast, the West, and the Midwest), there is also a “ceiling effect’ where those who are in the field the longest are earning less than those in the field 7-14 years.



# Overall 2019 CEO Salary by Region and Years in Agency



WEST (12)	NORTHEAST (20)	CANADA (10)
<b>3 Years or less</b> \$192,500 (2)	<b>3 Years or less</b> \$116,682 (8)	<b>3 Years or less</b> \$125,000 (3)
<b>4 - 6 years</b> \$ 99,768 (3)	<b>4 - 6 years</b> \$132,000 (4)	<b>4 - 6 years</b> \$184,687 (2)
<b>7 - 14 years</b> \$230,000 (3)	<b>7 - 14 years</b> \$171,241 (3)	<b>7 - 14 years</b> \$160,000 (1)
<b>15+ years</b> \$147,850 (4)	<b>15+ years</b> \$153,750 (7)	<b>15+ years</b> \$162,000 (4)
MIDWEST (16)	SOUTH (27)	
<b>3 Years or less</b> \$130,000 (2)	<b>3 Years or less</b> \$155,000 (7)	
<b>4 - 6 years</b> \$111,277 (4)	<b>4 - 6 years</b> \$175,500 (8)	
<b>7 - 14 years</b> \$150,000 (3)	<b>7 - 14 years</b> \$93,000 (10)	
<b>15+ years</b> \$195,000 (8)	<b>15+ years</b> \$159,135 (3)	



# Overall 2018 CEO Salary by Region and Years in Agency

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- In 2 of the 4 U.S. regions (the West and the Midwest, CEOs who have been in their agencies fewer than 6 years are earning more than their colleagues who have been with the agencies between 4-6 years.
- The non-linearity between years in agency and compensation probably is attributable to the stronger relationship which able that exists between agency budget and compensation than between years in agency and compensation.



# Benefits Included in CEOS Financial Packages

Benefit Types	Offered: Fully Paid %	Offered: Partially Paid %	Not Offered %
Pension Plan – Other than 401k/403b (N=88)	20%	28%	51%
Medical Insurance (N=91)	36%	55%	9%
Dependent Medical Insurance (N=84)	20%	54%	26%
Dental Insurance (N=87)	32%	49%	18%
Life Insurance (N=87)	61%	20%	19%
Vision Insurance (N=82)	24%	50%	26%
Short Term Disability (N=83)	37%	18%	44%
Long Term Disability (N=85)	55%	18%	27%



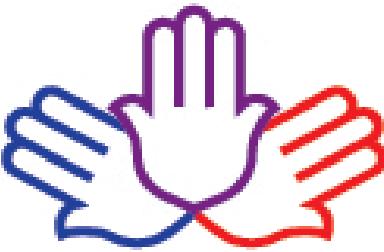
## Other CEO-Related Contract and Benefits-Related Information

	Percentage
CEO Has Written Contract: "Yes"	53%

Number of Years Contract Covers	Average=3
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Agency Provides:	
• Bonus Opportunities*	40% (37)
• Incentive Pay*	4% (3)

\*Appendix D contain a list of the criteria used by the agencies to determine bonus and incentive pay.

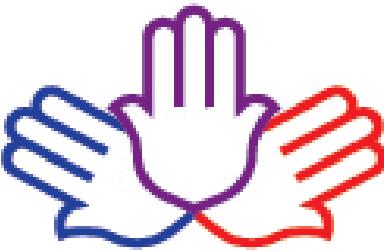


# **Financial/Compensation for Other C-Suite Professionals**



# Compensation Packages for Other C-Suite Professionals

Position	Yearly Salary (Median)	Total Financial Package (Median)
Chief Operating Officer (COO)	\$109,000 (40)	\$115,000 (33)
Chief Financial Officer (CFO)	\$118,000 (49)	Insufficient data
Director of Development	\$107,500 (36)	\$118,000 (27)
Director of Marketing	\$79,975 (10)	Insufficient data
Director of Technology	\$106,882 (10)	Insufficient data
Director of HR/ Chief Talent Officer	\$105,648 (18)	\$111,069 (11)



# **Compensation/ Benefit Packages for Non-CEO Staff**



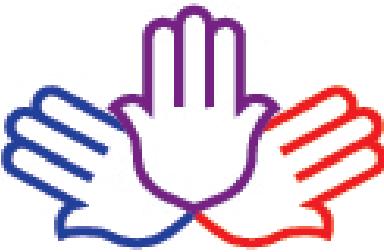
# Compensation Packages for Other C-Suite Professionals

Position	Lowest Salary \$ (Median)	Highest Salary \$ (Median)	Lowest Hourly \$ (Median)	Highest Hourly \$ (Median)
Clinical Social Worker	\$45,000 (60)	\$60,000 (59)	\$26 (41)	\$33 (44)
Case Managers	\$39,000 (55)	\$54,310 (56)	\$21.48 (44)	\$26.55 (44)
Vocational Counselor	\$41,810 (21)	\$53,000 (19)	\$21.47 (16)	\$27.70 (15)



# 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%



# Agency-Wide Benefit- Related Information



# Agency Size: Full- Time & Part-Time Staff

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## Number of Full-Time Staff

	Value
Mean	60
Median	27
Max	475
Min	1

## Number of Part -Time Staff

	Value
Mean	30
Median	14
Max	500
Min	0



## Other Benefits : Jewish Holiday Observance

