

2004 SALARY & BENEFITS SURVEY

of Western Environmental Groups



Training Resources for the Environmental Community
600 Agua Fria Street
Santa Fe, New Mexico 87501
www.trecnw.org

Table of Contents

EXECUTIVE SUMMARY	1
ABOUT TREC AND ACKNOWLEDGMENTS.....	2
ANALYSIS DETAILS.....	3
CONTACT INFORMATION.....	3
SAMPLE DESCRIPTION	4
Table 1. Location of Respondents	4
Table 2. Regional Breakdown of Respondents	4
Table 3. Primary Issue Area of Respondents	5
Table 4. Budget Size of Respondents	5
RESPONDING ORGANIZATIONS	6
BENEFITS ANALYSIS BY REGION	8
Table 5. Percent of Organizations with Health Benefits	8
Table 6. Employees Qualifying for Health Benefits	9
Table 7. Organizations Providing Retirement Benefits	9
Table 8. Organizations Changing Benefit Plans in 2002	9
Table 9. Employees Qualifying for Time-Off Benefits	10
Table 10. Probationary Periods for Benefits	10
Table 11. First and Fifth Year Time-Off Benefits	10

Table 12. Sabbatical and Family Leave Policies	11
Table 13. Personnel Policies	11
Table 14. Organizations Recently Laying-Off Employees	11
BENEFITS ANALYSIS BY ORGANIZATION BUDGET	12
Table 15. Percent of Organizations with Health Benefits	12
Table 16. Employees Qualifying for Health Benefits	13
Table 17. Organizations Providing Retirement Benefits	13
Table 18. Organizations Changing Benefit Plans	13
Table 19. Employees Qualifying for Time-Off Benefits	14
Table 20. Probationary Periods for Benefits	14
Table 21. First and Fifth Year Time-Off Benefits	14
Table 22. Sabbatical and Family Leave Policies	15
Table 23. Personnel Policies	15
Table 24. Organizations Recently Laying-Off Employees	15
OVERALL WAGE ANALYSIS.....	16
WAGE ANALYSIS BY GENDER	17
WAGE ANALYSIS BY REGION.....	18
WAGE ANALYSIS BY ORGANIZATION BUDGET	23

Executive Summary

Environmental organizations throughout the West still feel the effects of a struggling economy according to the results of our Salary and Benefits Survey. In fact, 35 percent of the 127 organizations completing the survey indicated that they laid-off employees at some point in 2003. At the same time, nearly 15 percent stated that they decreased their employees' benefits-package.

Survey results reveal that those who work for environmental groups with budgets under \$500,000 are especially vulnerable. In fact, the survey shows that these employees are least likely to receive employer-paid health care benefits, retirement plans (regardless of whether the employer contributes to the plan), as well as sabbaticals and family leave.

Not only are benefits linked to budget size, but, not surprisingly, so are salaries. For example, Executive Directors, Program Managers, and Development Directors of smaller organizations consistently make \$10,000 to \$15,000 less than their colleagues working in organizations with budgets over \$1,000,000.

Similar trends can be found in our regional analysis of the results. Of the American groups, those located in the Southwest were the most likely to have laid-off employees or decreased their benefits in the last year. Similarly, this region had the highest number of employees without access to employer sponsored health insurance or retirement plans.

These trends parallel the results of another recent salary study. The NonProfit Times wrote in their 2004 survey report that "the pain of a dwindling paycheck will touch nonprofit executives not already secure in a position as organizations fill open spots at lower salaries this year than they might have previously paid."

When compared to the The NonProfit Times report, our results suggest that salaries for leaders of environmental groups lag behind those for other types of nonprofits. For instance, the Times survey indicates that Executive Directors of nonprofits with budgets between \$500,000 and \$1,000,000 earn \$63,903. In contrast, our results show that the median salary for those leading groups with budgets between \$500,000 and \$1,000,000 is \$55,000 and that this amount decreases as the organization's budget lessens.

These findings mirror those in our earlier study of Executive Directors, entitled "Stressed but Steadfast." In that 2002 publication we reported that executive directors of smaller organizations

...have less assistance from other staff, receive lower salaries, and more often report feeling stressed on the job, particularly by the organization's fundraising needs.

Just as in “Stressed but Steadfast,” our 2004 salary data also show notable differences between salaries of men and women. “We’re seeing women in all areas, but especially those who serve as key leaders – Executive Directors, Development Directors, and Program Managers – making less money than men in similar positions” says Dyan Oldenburg, Executive Director of TREC.

Our purpose in producing this salary report is to provide those working in the environmental field with up-to-date and reliable wage and benefit information. We realize that the survey results raise important and interesting questions concerning the role of gender in salaries as well as the extent of lay-offs in the environmental sector. We intend to explore these and other issues more fully in two forthcoming papers.

Based upon the results presented in this report, we urge boards and executive directors to advocate and plan for salary and benefit enhancements in the coming years. We know that our colleagues are doing the best they can in these difficult economic times. Only by establishing and following a long-range plan for salary and benefit enhancement will environmental organizations be able to secure and retain the highest quality employees.

About TREC and Acknowledgments

Training Resources for the Environmental Community (TREC) is a capacity-building organization helping environmental groups in the Western U.S. and Canada meet their missions and manage change. This survey, conducted between August and November 2003, was intended to meet our constituents’ need for easy-to-access salary and benefits information. Unlike other salary surveys in the nonprofit sector, we focused our efforts on the experience of environmental organizations.

After reviewing surveys created by the Center for Nonprofit Management in Los Angeles and the Georgia Center for Nonprofits, we designed and conducted a web-based survey of our stakeholders. In total, 383 organizations, whose work is primarily focused on land conservation and wildlands-protection were asked to take part. We received 127 completed surveys for a return rate of 33 percent.

We thank Wilburforce Foundation for their generous support of TREC. Our thanks also go to our Webmaster, Cheri Ryan, for creating the report cover and online survey, and California Environmental Associates for inspiration in formatting our report. Finally, we are indebted to Ian McAllister, Toni Ruth, Steve Zack, Erin Shanahan, and Pam Miller for the beautiful photography that is included on the report cover as well as on TREC’s website (www.trecnw.org).

Analysis Details

Please note that organizations who serve multiple states or provinces were not included in the regional analyses; however, these organizations are included in the budgetary analyses. States and provinces included in the regional analyses are identified in Table 2 on page 4.

One of the challenges in completing an analysis such as this is how to address outlier data. More specifically, we struggled to determine a process for treating salaries that were so clearly divergent from a trend that they skewed the data. To this end, we decided that if a high salary for a particular job category was 10% or above the next highest salary it was removed from the sample. This occurred in only a few, very limited circumstances. However, if you have questions about the procedure, please contact us. In addition, where the same salary is reported as the maximum, median, and minimum in a particular budgetary or regional category, it means that only one salary in the sample fits that cross-tabulation.

Our survey did not ask respondents for a description of the positions whose salaries were reported. Consequently, we were able to group positions only by job title. When a job title was ambiguous or did not match that of other positions in the sample, we did not report the salary.

Finally, unless otherwise noted, all figures presented in the tables are percents which have been rounded to the nearest tenth. All Canadian wage data is presented in US dollars. Canadian wages were converted at a rate of \$1.00 CDN to \$.76 US.

Contact Information

We strongly encourage your comments and questions about the Salary Survey. If you wish to speak with the author, please contact, William Vesneski, JD, MSW, TREC's Director of Evaluation and Knowledge Services. He can be reached at: (503) 957-3785 or by email at bill@trewnw.org.

The TREC headquarters is located at 600 Agua Fria Street, Santa Fe, New Mexico, 87501. Phone: (505) 986-8400 and fax (505) 986-8403. Email: trec@trewnw.org. TREC on the web at www.trewnw.org.

Sample Description

TABLE 1. LOCATION OF RESPONDENTS

LOCATION	NUMBER	PERCENT
Washington	26	20.5
Oregon	21	16.5
British Columbia	20	15.8
Montana	14	11.0
Alaska	12	9.5
Alberta	5	3.9
Arizona	5	3.9
Idaho	4	3.1
Nevada	4	3.1
New Mexico	3	2.4
Utah	3	2.4
Wyoming	2	1.6
Colorado	1	.8
Wisconsin	1	.8
Yukon Territory	1	.8
Multiple Locations	5	3.9
TOTAL	127	100

Responding organizations were categorized based upon the state or province they are located. The region with the greatest number of respondents was the Pacific Northwest. The number of organizations within each region is presented below. Please note, multi-state/provincial organizations are not included in this table, nor is the one organization which responded from Wisconsin.

TABLE 2. REGIONAL BREAKDOWN OF RESPONDENTS

REGION	STATES/PROVINCES	NUMBER	PERCENT
Northwest	WA, OR, AK	59	49.2
Canada	BC, AB, YT	26	21.7
West	MT, ID, WY	19	15.8
Southwest	AZ, CO, NV, NM, UT	16	13.3
TOTAL	-	120	100

TABLE 3. PRIMARY ISSUE AREA OF RESPONDENTS

ISSUE AREA	NUMBER	PERCENT
Biodiversity/Habitat	31	26.3
Land Conservation/Rehabilitation	24	20.3
Land Trust	13	11.0
Water	10	8.5
Agriculture/Food	5	4.2
Land Use/Growth	4	3.4
Mining	4	3.4
Energy	2	1.7
Wetlands	1	.85
Transportation	1	.85
Other	23	19.5
TOTAL	118	100

Along with regional classifications, all organizations were categorized according to budget size. The results of this classification are presented in the table below. Please note, unlike the regional classifications, this table includes multi-state/provincial groups as well as the respondent from Wisconsin.

TABLE 4. BUDGET SIZE OF RESPONDENTS

BUDGET	NUMBER	PERCENT
Under \$250,000	31	24.6
\$250,001 to \$500,000	39	31.0
\$500,001 to \$1,000,000	32	25.4
\$1,000,001 to \$2,000,000	15	11.9
More than \$2,000,000	9	7.2
TOTAL	126	100

Responding Organizations

- 1000 Friends of Washington
- Alaska Boreal Forest Council
- Alaska Center for the Environment
- Alaska Conservation Alliance
- Alaska Conservation Foundation
- Alaska Marine Conservation Council
- Alberta Wilderness Association
- Alternatives to Growth Oregon
- American Wildlands
- Amigos Bravos
- Anchorage Waterways Council
- Anonymous (2)
- Arizona League of Conservation Voters
- Arizona Open Land Trust
- Bainbridge Island Land Trust
- Bicycle Alliance of Washington
- Biodiversity Project
- Bob Marshall Foundation
- British Columbia Spaces for Nature
- Burns Bog Conservation Society
- Canadian Parks and Wilderness Society (BC Chapter)
- Canadian Parks and Wilderness Society (Calgary/Banff Chapter)
- Cassiar Watch
- Center for Biological Diversity
- Center for Science in Public Participation
- Centre for Integral Economics
- Clark Fork Coalition
- Climate Solutions
- Colorado Environmental Coalition
- Columbia Land Trust
- Conservation Leaders Network
- Copper River Watershed Project
- David Suzuki Foundation
- Defenders of Wildlife
- Dogwood Initiative
- Earth Festival Society
- Earthlife Canada Foundation
- East Kootenay Environmental Society
- Eastern Kenai Peninsula Environmental Action Association
- Ecotrust Canada
- Environmental Law Alliance Worldwide
- Environmental Youth Alliance
- Evergreen
- Eyak Preservation Council
- Five Valleys Land Trust
- Flathead Lakers
- Food Alliance
- For the Sake of the Salmon
- Forest and Soil Conservation Foundation, Inc.
- Forest Guardians
- Forest Service Employees for Environmental Ethics
- Friends of Buford Park
- Friends of Cortes Island Society
- Friends of Nevada Wilderness
- Friends of the Columbia Gorge
- Gallatin Valley Land Trust
- Grand Canyon Wildlands Council
- Great Basin Mine Watch
- Greater Yellowstone Coalition
- Gwich'in Steering Committee
- Idaho Conservation League
- Idaho Rivers United
- Inland Northwest Land Trust
- Institute for Fisheries Resources

Responding Organizations Continued

- Jackson Hole Land Trust
- Labour Environmental Alliance
- Land Conservation Advisory Services
- LifeCycles
- Living Oceans Society
- Lummi Island Heritage Trust
- McKenzie River Trust
- Methow Conservancy
- Miistakis Institute for the Rockies
- Mineral Policy Center (Earthworks)
- Montana Conservation Voters
- Montana Environmental Information Center
- Montana Land Reliance
- Montana Wilderness Association
- Mountains To Sound Greenway Trust
- National Environmental Trust
- Nevada Conservation League
- Nevada Wilderness Project
- New Mexico Wilderness Alliance
- Northern Alaska Environmental Center
- Northwest Coalition for Alternatives to Pesticides
- Northwest Ecosystem Alliance
- ONE/Northwest
- Oregon Environmental Council
- Oregon League of Conservation Voters
- Oregon Natural Desert Association
- Oregon Natural Resources Council
- Oregon Trout
- Pacific Environmental Advocacy Center
- Puget Soundkeeper Alliance
- Raincoast Conservation Society
- RE Sources
- Red Rock Forests
- Renewable Northwest Project
- River Network
- Round River Conservation Studies
- Save Our Wild Salmon
- Seattle Audubon
- Sierra Legal Defence Fund
- Sitka Conservation Society
- Skagitonians to Preserve Farmland
- Sonoran Institute
- Southern Utah Wilderness Alliance
- Teton Regional Land Trust
- The Ecology Center, Inc.
- The Lands Council
- Umpqua Watersheds
- Vashon-Maury Island Land Trust
- Washington Environmental Council
- Washington Toxics Coalition
- Washington Trails Association
- WashPIRG
- WaterWatch of Oregon
- WEAVE
- Western Environmental Law Center
- Western Land Exchange Project
- Wildcanada.net
- Wildlands CPR
- Wood River Land Trust
- Wyoming Chapter-The Nature Conservancy
- Yellowstone to Yukon Conservation Initiative
- Yukon Conservation Society

Benefits Analysis by Region

TABLE 5. PERCENT OF ORGANIZATIONS WITH HEALTH BENEFITS

BENEFIT	LEVEL OF COVERAGE	ALL	NORTHWEST	CANADA	SOUTHWEST	WEST
MEDICAL	Employer covers 100% of cost	62.3	69.1	32.0	68.8	68.4
	Employer covers less than 100% of cost	21.3	18.2	32.0	12.5	26.3
	Benefit offered but cost not covered	.8	1.8	--	--	--
	Benefit not offered	15.6	10.9	36.0	18.8	5.3
DENTAL	Employer covers 100% of cost	42.5	53.9	26.1	42.9	58.8
	Employer covers less than 100% of cost	16.8	11.5	30.4	7.1	17.7
	Benefit offered but cost not covered	--	--	--	--	--
	Benefit not offered	40.7	34.6	43.5	50.0	23.5
VISION	Employer covers 100% of cost	29.2	35.8	21.7	7.8	29.4
	Employer covers less than 100% of cost	16.8	17.0	21.7	7.8	17.7
	Benefit offered but cost not covered	--	--	--	--	--
	Benefit not offered	54.0	47.2	56.5	84.4	52.9
LONG-TERM DISABILITY	Employer covers 100% of cost	26.8	30.2	19.0	21.4	22.2
	Employer covers less than 100% of cost	5.4	3.8	14.3	--	5.6
	Benefit offered but cost not covered	.9	1.9	--	--	--
	Benefit not offered	67.0	64.1	66.7	78.6	72.2
SHORT-TERM DISABILITY	Employer covers 100% of cost	16.5	16.0	18.2	7.7	11.1
	Employer covers less than 100% of cost	5.5	4.0	9.1	--	11.1
	Benefit offered but cost not covered	.9	2.0	--	--	--
	Benefit not offered	77.1	78.0	72.7	92.3	77.8
LIFE INSURANCE	Employer covers 100% of cost	29.9	31.4	28.6	7.1	26.7
	Employer covers less than 100% of cost	4.7	5.9	9.5	--	--
	Benefit offered but cost not covered	.9	1.9	--	--	--
	Benefit not offered	64.5	60.8	61.9	92.9	73.3

TABLE 6. EMPLOYEES QUALIFYING FOR HEALTH BENEFITS

EMPLOYEES RECEIVING BENEFIT	ALL	NORTHWEST	CANADA	SOUTHWEST	WEST
All employees	14.3	12.0	16.7	8.0	29.4
Full-time employees only	64.8	54.0	77.8	92.0	58.8
Part-time employees working more than 20/hrs week	21.0	34.0	5.6	--	11.8
TOTAL	100	100	100	100	100

TABLE 7. ORGANIZATIONS PROVIDING RETIREMENT BENEFITS

BENEFIT TYPE/EMPLOYER CONTRIBUTION	ALL	NORTHWEST	CANADA	SOUTHWEST	WEST
No retirement benefit offered	35.7	27.6	65.4	50.0	15.8
403(b) or 401(k)	34.1	36.2	3.8	37.5	52.6
SIMPLE or SEP	22.2	32.8	--	12.5	31.6
RRSP	4.8	--	23.1	--	--
Other type of benefit	3.1	3.4	7.7	--	--
TOTAL	100	100	100	100	100

TABLE 8. ORGANIZATIONS CHANGING BENEFIT PLANS IN 2002

TYPE OF CHANGE	ALL	NORTHWEST	CANADA	SOUTHWEST	WEST
No changes to benefits	63.1	67.8	59.1	66.7	52.6
Increase in benefits	22.1	16.9	27.3	13.3	42.1
Decrease in benefits	14.8	15.3	13.6	20.0	5.3
TOTAL	100	100	100	100	100

TABLE 9. EMPLOYEES QUALIFYING FOR TIME OFF BENEFITS

EMPLOYEES RECEIVING BENEFIT	ALL	NORTHWEST	CANADA	SOUTHWEST	WEST
All employees	28.3	23.7	50.0	12.5	36.8
Full-time employees only	52.0	50.8	42.3	75.0	42.1
Part-time employees working more than 20/hrs week	14.2	18.6	--	6.3	21.1
Part-time employees working 18.75 or fewer hrs/week	.8	1.7	--	--	--
No employees	4.7	5.1	7.7	6.3	--
TOTAL	100	100	100	100	100

TABLE 10. PROBATIONARY PERIODS FOR BENEFITS

PERIOD	ALL	NORTHWEST	CANADA	SOUTHWEST	WEST
No probationary period	24.8	26.4	8.7	35.7	23.5
30 days	4.4	1.9	13.1	7.2	--
60 days	5.3	3.8	4.4	21.4	--
90 days	44.3	52.8	56.5	35.7	11.8
6 months	21.2	15.1	17.4	--	64.7
TOTAL	100	100	100	100	100

TABLE 11. FIRST AND FIFTH YEAR TIME OFF BENEFITS

YEAR	TYPE OF TIME OFF	ALL	NORTHWEST	CANADA	SOUTHWEST	WEST
FIRST YEAR	Vacation	13	13	14	8	12
	Sick	11	11	11	13	11
	Holiday	10	10	9	11	10
FIFTH YEAR	Vacation	19	15	15	8	12
	Sick	11	11	11	13	11
	Holiday	10	10	10	11	10

TABLE 12. SABBATICAL AND FAMILY LEAVE POLICIES

POLICY	PERCENT OFFERING/LENGTH	ALL	NORTHWEST	CANADA	SOUTHWEST	WEST
SABBATICAL	Percent offering sabbatical	29.7	30.8	24.0	37.5	31.6
	Sabbatical length (weeks)	15.0	14.1	18.0	15.0	15.0
FAMILY LEAVE	Percent offering family leave	78.0	79.2	76.0	73.0	73.7
	Family leave length (weeks)	14.7	8.6	35.3	14.0	7.0

TABLE 13. PERSONNEL POLICIES

POLICY	ALL	NORTHWEST	CANADA	SOUTHWEST	WEST
Have written personnel policies.	88.2	96.2	80.0	68.8	94.7
Offer domestic partner benefits.	38.5	32.7	54.2	25.0	42.1
Offer flexible scheduling for full-time employees.	91.5	92.2	96.0	93.8	94.7

TABLE 14. ORGANIZATIONS RECENTLY LAYING-OFF EMPLOYEES

REGION	PERCENT LAYING OFF EMPLOYEES
All	35.9
Northwest	32.7
Canada	41.7
Southwest	43.8
West	31.6

Benefits Analysis by Organization Budget

TABLE 15. PERCENT OF ORGANIZATIONS WITH HEALTH BENEFITS

BENEFIT	LEVEL OF COVERAGE	ALL	UNDER \$250K	\$250K TO \$500K	\$500K TO \$1M	\$1M TO \$2M	OVER \$2M
MEDICAL	Employer covers 100% of cost	62.3	25.9	66.7	81.3	85.7	55.6
	Employer covers less than 100% of cost	21.3	22.2	28.2	9.4	14.3	33.3
	Benefit offered but no cost covered	.8	--	--	--	--	11.1
	Benefit not offered	15.6	51.9	5.1	9.4	--	--
DENTAL	Employer covers 100% of cost	42.5	7.4	33.3	69.0	78.6	44.4
	Employer covers less than 100% of cost	16.8	7.4	18.2	13.8	7.1	55.6
	Benefit offered but no cost covered	--	--	--	--	--	--
	Benefit not offered	40.7	85.2	48.5	17.2	14.3	--
VISION	Employer covers 100% of cost	29.2	3.7	15.2	46.4	73.3	33.3
	Employer covers less than 100% of cost	16.8	11.1	15.2	21.4	6.7	33.3
	Benefit offered but no cost covered	--	--	--	--	--	--
	Benefit not offered	54.0	85.2	69.7	32.1	20.0	33.3
LONG-TERM DISABILITY	Employer covers 100% of cost	26.8	10.3	12.5	25.0	53.8	88.9
	Employer covers less than 100% of cost	5.4	3.4	3.1	14.3	--	--
	Benefit offered but no cost covered	.9	3.4	--	--	--	--
	Benefit not offered	67.0	82.8	84.4	60.7	46.2	11.1
SHORT-TERM DISABILITY	Employer covers 100% of cost	16.5	3.4	9.1	11.5	33.3	75.0
	Employer covers less than 100% of cost	5.5	3.4	3.0	15.4	--	--
	Benefit offered but no cost covered	.9	3.4	--	--	--	--
	Benefit not offered	77.1	89.7	87.9	73.1	66.7	25.0
LIFE INSURANCE	Employer covers 100% of cost	29.9	10.3	21.2	32.0	58.3	85.7
	Employer covers less than 100% of cost	4.7	6.9	3.0	8.0	--	--
	Benefit offered but no cost covered	.9	3.4	--	--	--	--
	Benefit not offered	64.5	79.3	75.8	60.0	41.7	14.3

TABLE 16. EMPLOYEES QUALIFYING FOR HEALTH BENEFITS

EMPLOYEES RECEIVING BENEFIT	ALL	UNDER \$250K	\$250K TO \$500K	\$500K TO \$1M	\$1M TO \$2M	OVER \$2M
All employees	14.3	14.3	69.4	16.7	20.0	55.6
Full-time employees only	64.8	71.4	16.7	63.3	53.3	44.4
Part-time employees working more than 20/hrs week	21.0	14.3	13.9	20.0	26.7	--
TOTAL	100	100	100	100	100	100

TABLE 17. ORGANIZATIONS PROVIDING RETIREMENT BENEFITS

BENEFIT TYPE/EMPLOYER CONTRIBUTION	ALL	UNDER \$250K	\$250K TO \$500K	\$500K TO \$1M	\$1M TO \$2M	OVER \$2M
No retirement benefit offered	35.7	64.5	38.5	25.0	7.1	11.1
403(b) or 401(k)	34.1	19.4	38.5	31.3	64.3	33.3
SIMPLE or SEP	22.2	6.5	20.5	37.5	21.4	33.3
RRSP	4.8	3.2	--	6.3	7.1	22.2
Other type of benefit	3.1	6.5	2.6	--	--	--
TOTAL	100	100	100	100	100	100

TABLE 18. ORGANIZATIONS CHANGING BENEFIT PLANS IN 2002

TYPE OF CHANGE	ALL	UNDER \$250K	\$250K TO \$500K	\$500K TO \$1M	\$1M TO \$2M	OVER \$2M
No changes to benefits	63.1	89.7	70.3	45.2	40.0	55.6
Increase in benefits	22.1	3.4	18.9	41.9	33.3	11.1
Decrease in benefits	14.8	6.9	10.8	12.9	26.7	33.3
TOTAL	100	100	100	100	100	100

TABLE 19. EMPLOYEES QUALIFYING FOR TIME OFF BENEFITS

EMPLOYEES RECEIVING BENEFIT	ALL	UNDER \$250K	\$250K TO \$500K	\$500K TO \$1M	\$1M TO \$2M	OVER \$2M
All employees	28.3	25.8	30.8	31.3	33.3	11.1
Full-time employees only	52.0	54.8	48.7	56.3	46.7	44.4
Part-time employees working more than 20/hrs week	14.2	--	17.9	12.5	20.0	44.4
Part-time employees working 18.75 or fewer hrs/week	.8	--	2.6	--	--	--
No employees	4.7	19.4	--	--	--	--
TOTAL	100	100	100	100	100	100

TABLE 20. PROBATIONARY PERIODS FOR BENEFITS

PERIOD	ALL	UNDER \$250K	\$250K TO \$500K	\$500K TO \$1M	\$1M TO \$2M	OVER \$2M
No probationary period	24.8	33.3	21.1	13.3	50.0	22.2
30 days	4.4	--	10.5	3.3	--	--
60 days	5.3	4.8	10.5	3.3	--	--
90 days	44.3	38.0	39.5	63.3	21.4	44.4
6 months	21.2	23.8	18.4	16.7	28.6	33.3
TOTAL	100	100	100	100	100	100

TABLE 21. FIRST AND FIFTH YEAR TIME-OFF BENEFITS

YEAR	TYPE OF TIME OFF	ALL	UNDER \$250K	\$250K TO \$500K	\$500K TO \$1M	\$1M TO \$2M	OVER \$2M
FIRST YEAR	Vacation	13	13	13	13	15	13
	Sick	11	10	11	11	11	11
	Holiday	10	8	10	10	10	10
FIFTH YEAR	Vacation	19	16	20	18	23	20
	Sick	11	10	11	12	11	11
	Holiday	10	8	10	10	10	10

TABLE 22. SABBATICAL AND FAMILY LEAVE POLICIES

POLICY	PERCENT OFFERING/LENGTH	ALL	UNDER \$250K	\$250K TO \$500K	\$500K TO \$1M	\$1M TO \$2M	OVER \$2M
SABBATICAL	Percent offering sabbatical	29.7	12.0	21.1	37.5	61.5	44.4
	Sabbatical length (weeks)	15.0	Unspecified	14.0	14.9	12.0	28.0
FAMILY LEAVE	Percent offering family leave	78.0	56.0	67.6	90.6	100	100
	Family leave length (weeks)	14.7	19.7	11.3	17.0	8.7	17.2

TABLE 23. PERSONNEL POLICIES

POLICY	ALL	UNDER \$250K	\$250K TO \$500K	\$500K TO \$1M	\$1M TO \$2M	OVER \$2M
Have written personnel policies.	88.2	68.0	84.2	100	100	100
Offer domestic partner benefits.	38.5	16.7	34.2	45.2	57.1	66.7
Offer flexible scheduling for full-time employees.	91.5	87.0	97.4	93.8	100.0	66.7

TABLE 24. ORGANIZATIONS RECENTLY LAYING-OFF EMPLOYEES

REGION	PERCENT LAYING OFF EMPLOYEES
All	35.9
Under \$250K	20.8
\$250K to \$500K	48.6
\$500K to \$1M	28.1
\$1M to \$2M	35.7
More than \$2M	44.4

Overall Wage Analysis

POSITION	NO. REPORTED	MEDIAN SALARY	HIGH SALARY	LOW SALARY
ADMINISTRATIVE ASSISTANT	23	22,080	41,457	10,400
ADVOCATE/ACTIVIST/ORGANIZER	51	30,000	49,000	17,900
ASSOCIATE DIRECTOR	23	48,000	84,000	27,000
ATTORNEY	34	44,400	80,000	18,000
BOOKKEEPER	8	26,916	55,200	22,080
CAMPAIGN DIRECTOR	7	38,000	60,000	22,000
COMMUNICATIONS DIRECTOR	18	41,798	70,000	27,000
COMMUNICATIONS ASSISTANT/COORDINATOR	10	32,842	45,066	16,000
CONSERVATION DIRECTOR	16	42,000	62,600	29,750
DEVELOPMENT ASSISTANT/COORDINATOR	22	27,500	36,000	10,995
DEVELOPMENT DIRECTOR	42	40,000	67,200	20,000
EDITOR/PUBLICATIONS CHIEF	5	36,800	42,000	12,675
EDUCATION DIRECTOR/SPECIALIST	13	29,881	45,500	16,340
EXECUTIVE ASSISTANT	6	32,926	54,000	20,800
EXECUTIVE DIRECTOR	94	48,585	169,000	20,000
FIELD DIRECTOR	5	35,000	40,000	31,000
FINANCE DIRECTOR/ACCOUNTANT	23	40,480	75,000	21,000
GIS SPECIALIST	14	32,250	55,200	19,320
IT MANAGER/SPECIALIST	7	40,000	70,000	14,000
LAND STEWARD	24	33,760	58,905	15,600
MEMBERSHIP COORDINATOR	23	26,600	42,000	14,450
OFFICE MANAGER	37	28,000	45,000	16,000
OPERATIONS/ADMINISTRATIVE DIRECTOR	14	33,086	71,500	17,280
OUTREACH COORDINATOR/DIRECTOR	26	31,400	50,000	14,000
POLICY ANALYST/ASSOCIATE	12	46,625	60,000	34,000
PROGRAM ASSISTANT/COORDINATOR	38	31,280	39,560	12,000
PROGRAM DIRECTOR	85	41,617	73,026	20,400
RESEARCH ANALYST/DIRECTOR	7	40,480	55,200	23,500
SCIENTIST	18	39,500	59,040	30,000
VOLUNTEER COORDINATOR	7	26,921	34,674	20,688
WILDERNESS SPECIALIST	5	31,000	37,960	27,000

Wage Analysis by Gender

POSITION	NO. MEN	SALARY MEN	NO. WOMEN	SALARY WOMEN
ADMINISTRATIVE ASSISTANT	1	34,000	21	22,080
ADVOCATE/ACTIVIST/ORGANIZER	22	31,100	26	30,032
ASSOCIATE DIRECTOR	15	50,000	8	42,500
ATTORNEY	26	44,700	8	43,200
BOOKKEEPER	2	25,603	6	27,708
CAMPAIGN DIRECTOR	3	51,210	4	35,963
COMMUNICATIONS DIRECTOR	9	41,597	8	43,500
COMMUNICATIONS ASSISTANT/COORDINATOR	3	36,000	7	30,600
CONSERVATION DIRECTOR	10	40,500	6	48,000
DEVELOPMENT ASSISTANT/COORDINATOR	3	28,080	18	26,750
DEVELOPMENT DIRECTOR	13	42,000	28	40,000
EDITOR/PUBLICATIONS CHIEF	4	38,300	1	12,675
EDUCATION DIRECTOR/SPECIALIST	2	41,000	11	27,200
EXECUTIVE ASSISTANT	--	--	6	32,926
EXECUTIVE DIRECTOR	56	52,400	36	45,500
FIELD DIRECTOR	4	36,135	1	35,000
FINANCE DIRECTOR/ACCOUNTANT	6	30,200	17	42,000
GIS SPECIALIST	9	36,800	5	31,500
IT MANAGER/SPECIALIST	6	42,500	1	35,000
LAND STEWARD	15	34,965	9	33,000
MEMBERSHIP COORDINATOR	4	31,300	19	26,000
OFFICE MANAGER	8	28,000	28	28,444
OPERATIONS/ADMINISTRATIVE DIRECTOR	2	42,514	12	31,950
OUTREACH COORDINATOR/DIRECTOR	15	31,600	11	30,000
POLICY ANALYST/ASSOCIATE	6	48,250	6	46,375
PROGRAM ASSISTANT/COORDINATOR	11	31,100	26	32,500
PROGRAM DIRECTOR	39	45,000	45	40,511
RESEARCH ANALYST/DIRECTOR	4	37,740	3	43,240
SCIENTIST	9	41,861	9	36,000
VOLUNTEER COORDINATOR	1	33,130	6	26,340
WILDERNESS SPECIALIST	4	30,500	1	37,960

Wage Analysis by Region

The table lists the job title and, in parenthesis, the number of times people holding that job appeared in the survey sample.

ADMINISTRATIVE ASSISTANT (23)	NORTHWEST	CANADA	SOUTHWEST	WEST
Median salary	20,939	34,000	22,495	17,480
Maximum	29,642	41,457	27,510	18,970
Minimum	12,700	10,400	17,480	16,560
ADVOCATE/ACTIVIST/ORGANIZER (51)				
Median salary	30,327	28,100	28,314	28,274
Maximum	35,000	31,200	36,000	32,538
Minimum	19,000	25,000	18,000	26,000
ASSOCIATE DIRECTOR (23)				
Median salary	50,000	40,000	45,675	64,523
Maximum	65,146	40,000	75,261	84,000
Minimum	42,000	40,000	30,000	48,000
ATTORNEY (34)				
Median salary	35,000	60,000	46,200	18,000
Maximum	35,000	80,000	50,000	18,000
Minimum	35,000	25,000	44,400	18,000
BOOKKEEPER (8)				
Median salary	25,447	40,480	--	31,608
Maximum	27,416	55,200	--	36,800
Minimum	22,080	25,760	--	26,416
CAMPAIGN DIRECTOR (7)				
Median salary	45,696	44,605	29,000	--
Maximum	60,000	51,210	36,000	--
Minimum	33,927	38,000	22,000	--
COMMUNICATIONS DIRECTOR (18)				
Median salary	43,298	48,174	64,172	34,000
Maximum	48,000	55,200	70,000	36,000
Minimum	39,000	42,000	58,344	32,000

COMMUNICATION ASSISTANT/COORDINATOR (10)	NORTHWEST	CANADA	SOUTHWEST	WEST
Median salary	28,200	36,000	--	33,660
Maximum	30,600	45,066	--	33,660
Minimum	25,800	16,000	--	33,660
CONSERVATION DIRECTOR (16)				
Median salary	42,130	43,000	37,000	36,574
Maximum	52,000	61,342	62,600	38,148
Minimum	30,150	40,000	29,750	35,000
DEVELOPMENT ASSISTANT/COORDINATOR (22)				
Median salary	30,150	15,000	26,000	20,820
Maximum	35,700	15,000	28,000	28,080
Minimum	21,939	15,000	14,720	10,995
DEVELOPMENT DIRECTOR (42)				
Median salary	41,597	38,000	37,850	37,200
Maximum	67,200	56,000	45,569	53,500
Minimum	23,000	20,000	32,000	30,263
EDITOR/PUBLICATIONS CHIEF (5)				
Median salary	27,400	36,800	--	12,675
Maximum	39,800	36,800	--	12,675
Minimum	15,000	36,800	--	12,675
EDUCATION DIRECTOR/SPECIALIST (13)				
Median salary	25,677	31,000	36,500	--
Maximum	34,960	45,500	36,500	--
Minimum	16,340	31,000	36,500	--
EXECUTIVE ASSISTANT (6)				
Median salary	32,734	37,400	--	--
Maximum	32,734	54,000	--	--
Minimum	32,734	20,800	--	--

EXECUTIVE DIRECTOR (94)	NORTHWEST	CANADA	SOUTHWEST	WEST
Median salary	46,000	55,200	44,600	40,560
Maximum	89,127	90,000	98,000	100,000
Minimum	31,000	40,000	25,000	24,000
FIELD DIRECTOR (5)				
Median salary	34,040	--	38,230	31,000
Maximum	34,040	--	38,230	31,000
Minimum	34,040	--	38,230	31,000
FINANCE DIRECTOR/ACCOUNTANT (23)				
Median salary	40,000	40,758	31,000	23,125
Maximum	47,000	75,000	51,836	23,125
Minimum	21,000	36,600	27,000	23,125
GIS SPECIALIST (14)				
Median salary	34,960	41,400	44,250	27,750
Maximum	34,960	55,200	46,000	33,000
Minimum	34,960	31,280	42,500	19,320
IT MANAGER/SPECIALIST (7)				
Median salary	14,000	48,000	--	--
Maximum	14,000	48,000	--	--
Minimum	14,000	48,000	--	--
LAND STEWARD (24)				
Median salary	33,620	34,500	--	34,122
Maximum	44,000	36,000	--	54,518
Minimum	31,280	33,000	--	15,600
MEMBERSHIP COORDINATOR (23)				
Median salary	26,000	25,040	24,540	22,525
Maximum	42,000	35,224	32,000	30,600
Minimum	19,600	18,300	17,000	14,450

OFFICE MANAGER (37)	NORTHWEST	CANADA	SOUTHWEST	WEST
Median salary	31,000	33,500	34,000	25,000
Maximum	34,500	39,309	34,000	33,500
Minimum	16,000	27,600	34,000	19,760
OPERATIONS/ADMINISTRATION DIRECTOR (14)				
Median salary	33,672	39,500	34,225	30,600
Maximum	45,028	55,000	37,050	54,518
Minimum	17,280	24,000	31,400	20,967
OUTREACH DIRECTOR/COORDINATOR (26)				
Median salary	39,171	30,800	28,120	25,000
Maximum	50,000	44,030	31,000	25,000
Minimum	31,200	26,000	25,200	25,000
POLICY ANALYST/ASSOCIATE (12)				
Median salary	40,514	48,855	--	--
Maximum	50,000	51,210	--	--
Minimum	35,000	46,500	--	--
PROGRAM ASSISTANT/COORDINATOR (38)				
Median salary	31,110	31,280	12,000	32,000
Maximum	36,500	39,560	12,000	33,000
Minimum	23,400	25,760	12,000	23,000
PROGRAM DIRECTOR (85)				
Median salary	40,000	50,909	41,351	35,750
Maximum	58,240	60,088	73,026	58,235
Minimum	20,400	31,280	27,000	28,000
RESEARCH ANALYST/DIRECTOR (7)				
Median salary	33,000	43,240	23,500	--
Maximum	33,000	55,200	23,500	--
Minimum	33,000	35,000	23,500	--

SCIENTIST (18)	NORTHWEST	CANADA	SOUTHWEST	WEST
Median salary	45,028	39,000	38,750	49,250
Maximum	55,200	42,000	47,500	59,040
Minimum	41,861	36,000	30,000	40,000
VOLUNTEER COORDINATOR (7)				
Median salary	33,130	25,760	26,921	--
Maximum	34,674	25,760	26,921	--
Minimum	32,500	25,760	26,921	--
WILDERNESS SPECIALIST (5)				
Median salary	--	37,960	31,000	--
Maximum	--	37,960	32,970	--
Minimum	--	37,960	31,000	--

Wage Analysis by Organization Budget

The table lists the job title and, in parenthesis, the number of times people holding that job appeared in the survey sample.

	UNDER \$250K	\$250K TO \$500K	\$500K TO \$1M	\$1M TO \$2M	OVER \$2M
ADMINISTRATIVE ASSISTANT (23)					
Median salary	20,240	17,480	15,205	21,255	34,000
Maximum	22,080	17,480	41,457	27,510	37,000
Minimum	16,560	12,700	10,400	15,000	21,638
ADVOCATE/ACTIVIST/ORGANIZER (51)					
Median salary	27,600	26,000	30,750	27,000	33,600
Maximum	27,600	34,500	36,000	46,000	49,000
Minimum	27,600	18,000	25,000	17,900	23,000
ASSOCIATE DIRECTOR (23)					
Median salary	33,000	35,000	49,350	56,019	45,000
Maximum	33,000	50,000	84,000	65,627	75,261
Minimum	33,000	27,000	42,000	42,000	33,000
ATTORNEY (34)					
Median salary	35,000	26,000	35,010	44,400	60,000
Maximum	35,000	34,000	39,000	65,000	80,000
Minimum	35,000	18,000	18,000	35,000	25,000
BOOKKEEPER (8)					
Median salary	40,480	27,416	25,447	27,208	--
Maximum	55,200	27,416	36,800	28,000	--
Minimum	25,760	27,416	22,080	26,416	--
CAMPAIGN DIRECTOR (7)					
Median salary	--	29,000	35,963	45,696	55,605
Maximum	--	36,000	38,000	45,696	60,000
Minimum	--	22,000	33,927	45,696	51,210

COMMUNICATION ASSISTANT/COORDINATOR (10)	UNDER \$250K	\$250K TO \$500K	\$500K TO \$1M	\$1M TO \$2M	OVER \$2M
Median salary	--	28,000	38,255	37,300	32,025
Maximum	--	36,000	42,850	44,060	45,066
Minimum	--	25,800	33,600	30,600	16,000
COMMUNICATIONS DIRECTOR (18)					
Median salary	--	40,500	39,000	37,500	48,605
Maximum	--	55,200	41,597	50,000	70,000
Minimum	--	27,000	32,000	33,700	42,000
CONSERVATION DIRECTOR (16)					
Median salary	--	36,000	41,500	49,500	44,750
Maximum	--	41,000	61,342	62,600	52,000
Minimum	--	29,750	30,150	43,261	37,500
DEVELOPMENT ASSISTANT/COORDINATOR (22)					
Median salary	--	23,849	27,500	33,463	--
Maximum	--	34,650	31,800	36,000	--
Minimum	--	10,995	15,000	26,000	--
DEVELOPMENT DIRECTOR (42)					
Median salary	35,370	33,000	46,354	43,500	41,345
Maximum	35,370	50,000	60,000	60,000	67,200
Minimum	35,370	23,000	30,600	32,200	20,000
EDITOR/PUBLICATIONS CHIEF (5)					
Median salary	--	24,737	39,800	--	--
Maximum	--	36,800	42,000	--	--
Minimum	--	12,675	15,000	--	--
EDUCATION DIRECTOR/SPECIALIST (13)					
Median salary	--	34,960	30,910	24,012	--
Maximum	--	34,960	45,500	27,200	--
Minimum	---	34,960	16,340	20,240	--

	UNDER \$250K	\$250K TO \$500K	\$500K TO \$1M	\$1M TO \$2M	OVER \$2M
EXECUTIVE ASSISTANT (6)					
Median salary	--	--	20,800	24,000	33,120
Maximum	--	--	20,800	24,000	50,000
Minimum	--	--	20,800	24,000	32,734
EXECUTIVE DIRECTOR (94)					
Median salary	43,100	42,750	55,000	60,600	90,000
Maximum	62,000	68,152	100,000	116,000	169,000
Minimum	20,000	24,000	24,000	46,000	85,000
FIELD DIRECTOR (5)					
Median salary	--	--	36,615	34,040	--
Maximum	--	--	40,000	34,040	--
Minimum	--	--	31,000	34,040	--
FINANCE DIRECTOR/ACCOUNTANT (23)					
Median salary	--	32,200	36,600	37,000	52,500
Maximum	--	46,000	42,000	42,000	75,000
Minimum	-	23,125	21,000	23,400	40,500
GIS SPECIALIST (14)					
Median salary	--	34,960	33,000	25,800	--
Maximum	--	55,200	46,000	27,600	--
Minimum	--	19,320	24,000	24,000	--
IT MANAGER/SPECIALIST (7)					
Median salary	--	--	14,000	40,000	48,000
Maximum	--	--	14,000	45,000	70,000
Minimum	--	--	14,000	30,000	35,000
LAND STEWARD (24)					
Median salary	34,240	32,140	35,000	44,000	48,352
Maximum	34,240	36,000	40,000	54,518	58,905
Minimum	34,240	15,600	24,766	40,000	37,800

	UNDER \$250K	\$250K TO \$500K	\$500K TO \$1M	\$1M TO \$2M	OVER \$2M
MEMBERSHIP COORDINATOR (23)					
Median salary	32,040	19,600	30,800	25,267	36,751
Maximum	22,080	27,000	33,000	31,400	38,278
Minimum	42,000	14,450	21,910	22,000	35,224
OFFICE MANAGER (37)					
Median salary	32,000	22,880	31,000	27,744	28,988
Maximum	27,600	39,309	38,500	34,500	45,000
Minimum	34,320	16,000	19,760	20,910	26,532
OPERATIONS/ADMINISTRATION DIRECTOR (14)					
Median salary	27,876	17,280	32,500	42,959	63,250
Maximum	22,080	17,280	45,028	54,518	71,500
Minimum	33,672	17,280	20,967	31,400	55,000
OUTREACH DIRECTOR/COORDINATOR (26)					
Median salary	22,600	26,750	33,050	31,000	44,030
Maximum	14,000	30,000	40,000	39,171	50,000
Minimum	31,200	25,000	23,000	25,200	16,000
POLICY ANALYST/ASSOCIATE (12)					
Median salary	--	--	45,889	40,000	49,355
Maximum	--	--	52,000	46,000	60,000
Minimum	--	--	35,000	34,000	46,500
PROGRAM ASSISTANT/COORDINATOR (38)					
Median salary	29,000	33,375	33,000	26,500	19,623
Maximum	30,360	36,500	39,560	32,000	19,623
Minimum	23,400	12,000	18,000	21,900	19,623
PROGRAM DIRECTOR (85)					
Median salary	32,000	36,650	40,952	46,000	54,954
Maximum	27,600	60,000	58,240	65,000	73,026
Minimum	36,000	20,400	24,000	27,000	32,000

RESEARCH ANALYST/DIRECTOR (7)	UNDER \$250K	\$250K TO \$500K	\$500K TO \$1M	\$1M TO \$2M	OVER \$2M
Median salary	41,500	43,240	23,500	--	40,480
Maximum	33,000	55,200	23,500	--	40,480
Minimum	50,000	35,000	23,500	--	40,480
SCIENTIST (18)					
Median salary	55,200	36,000	45,028	33,900	--
Maximum	55,200	59,040	47,500	52,600	--
Minimum	55,200	30,000	42,000	30,200	--
VOLUNTEER COORDINATOR (7)					
Median salary	25,760	--	26,921	32,500	--
Maximum	25,760	--	34,674	33,130	--
Minimum	25,760	--	20,688	22,000	--
WILDERNESS SPECIALIST (5)					
Median salary	--	30,500	--	32,970	--
Maximum	--	37,960	--	32,970	--
Minimum	--	27,000	--	32,970	--