

2020 Quatt Salary Planning Survey

Participant Report

Prepared by



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2020 Salary Planning Survey

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Survey conducted in August 2019

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Quatt Associates 2020 Salary Planning Survey

Dear Survey Participant:

Quatt Associates is pleased to present the 2019-2020 edition of the Salary Planning Survey. The survey presents information on how organizations are managing their 2020 salary increases as well as their planned policies on salary ranges and bonuses.

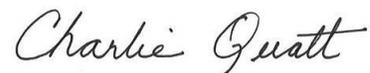
As in past years, we have also gathered data on living wage philosophies, health insurance plans (both changes in cost and design), and parental leave. This year's survey also adds a section on turnover, pay equity analysis prevalence, and the range of individual staff merit increases.

Note that when reporting salary increases for 2020, participants were asked to provide the percentage budgeted. For 2019 increases, participants were asked to provide the actual average individual percentage increase for current employees. In addition, we report merit increases (non-guaranteed, performance-based), general increases (COLA or other increases, provided regardless of performance), and total salary increases (the sum of merit and general increases).

This 2019-2020 survey contains responses from one hundred and forty-four not-for-profit organizations. For 2020, nearly all participating organizations are giving salary increases, with 82% of respondents increasing salaries for CEOs, 92% for executives, and 93% for staff. The reported median total salary increase for 2020 is 3.0% among all participants across all three employee categories.

Please feel free to contact us with any specific questions you might have about the survey, or about other compensation trends in the not-for-profit sector.

Sincerely,



Charles Quatt, President

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Quatt Associates 2020 Salary Planning Survey

Overview

The Quatt Salary Planning Survey is an annual survey of not-for-profit organizations' salary planning practices. One hundred and forty-four organizations participated in this year's survey (a list of participants can be found on page 31).

Data Reported

Participants provided information on their planned 2020 and actual average individual 2019 percentage increases for current employees; bonus awards; salary range adjustments; the range of individual salary increases; living wage philosophy; healthcare plan changes; staff turnover; pay equity analysis prevalence; signing bonus prevalence; and parental leave.

For salary increase data, the survey includes results for three employee classifications: CEO, executives below CEO, and staff. We have reported data for (1) all respondents and (2) all respondents *excluding* those reporting no increases for each employee classification.

We have also provided data by:

- Location—Washington, D.C. Area and New York City Area
- Organization Type
- Organization Revenues
- Tax Status

Summary Statistics

In an effort to present the most meaningful data and to protect the confidentiality of the data from individual organizations, we report summary data according to the following criteria:

Summary Statistics Reporting Guidelines	
At least five responses	Report provides 25th percentile, median, 75th percentile, and average summary data.
Four responses	Report provides median and average summary data only.
Three responses	Report provides average summary data only.
Fewer than three responses	Report does not provide summary data.

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Explanation of Terms

The following terms are used throughout this report:

Term	Definition
Salary Increase Terminology	
Merit Salary Increase	Non-guaranteed, individual performance-based increase
General Salary Increase	Increase provided to all employees in a category regardless of performance, such as a cost-of-living allowance (COLA) or other general adjustments
Total Salary Increase	Merit plus general salary increase (see definitions above). Excludes promotions and/or special or other individual circumstance-based adjustments. Only includes increases to salaries – does not include bonuses.
Average Salary Structure/Range Movement	Average percentage by which an organization moved its established midpoints of formal salary ranges/bands
Budgeting for Promotions	Increase specifically provided due to a promotion
Budgeting for Special and/or Other Adjustments	Increase specifically provided based on individual employee circumstances not related to merit, such as equity or market adjustments, or adjustments to recognize special skills
Parental Leave	
Primary Caregiver/Paid Maternity Leave	Paid time off offered to <u>primary caregivers or female employees</u> for the birth of a child beyond what is required by law
Secondary Caregiver/Paid Paternity Leave	Paid time off offered to <u>secondary caregivers or male employees</u> for the birth of a child beyond what is required by law

Quatt Associates 2020 Salary Planning Survey

About Quatt Associates

Quatt Associates is a management consulting firm dedicated to serving the not-for-profit sector. Our practice includes:

- **Executive Compensation Systems:** We develop executive compensation systems, including performance-based award plans and deferred compensation plans. We also conduct intermediate sanctions reviews, including analysis of compensation and benefits practices. We have a book in publication on executive compensation for not-for-profit organizations.
- **Executive Performance Systems:** We develop executive performance systems. We assist organizations in establishing institutional and executive performance objectives and measures, including development of leadership assessment processes and tools. We also develop guidelines and processes for boards of directors to assess and manage executive performance.
- **Compensation:** We develop job classification, salary administration, and compensation systems, including career pathing systems, customized reward systems, and performance-based compensation systems. We conduct annual compensation surveys of not-for-profit organizations.
- **Performance Management Programs:** We assist organizations in establishing staff performance objectives measures and systems. We provide training on performance management and coaching to ensure effective program implementation.
- **Organization Research:** We conduct focus groups, employee opinion surveys, and organization needs analyses to support organizational change.
- **Strategic Planning and Board Effectiveness:** We conduct strategic and business process planning, and work with boards on effective board management and development.
- **Organization Development and Succession Planning:** We work with both individual executives and leadership teams to improve their effectiveness in managing the organization. We develop succession planning programs to support effective institutional development and management succession.

For more information on Quatt Associates, please visit our website at: www.quatt.com