

2019 Salary and Benefits Field Report

Catholic Volunteer Network



Where faith and service meet

6930 Carroll Avenue / Suite 820
Takoma Park, MD 20912-4423

Table of Contents

I. Introduction

II. Budgets and Finances

- a) Sizes of Operating Budgets
- b) Fundraising
- c) Trends in Small, Mid-size, and Large Programs

III. Program Staff

- a) All Employees
 - i) Full-time Employees
 - ii) Part-Time Employees
 - iii) Average Staff Size
 - iv) Executive Directors
 - v) Contract Employees
 - vi) Interns
 - vii) Former Volunteers

IV. Salaries

- a) Executive Director Salaries
- b) Assistant Director Salaries
- c) Program Coordinator Salaries
- d) Development Director Salaries
- e) Office Manager Salaries
- f) Site Coordinator Salaries
- g) Communications Coordinator Salaries
- h) Recruiter Salaries

V. Benefits and Other Opportunities

- a) Physical Health Benefits
- b) Retirement and Life Insurance
- c) Disability Benefits
- d) Family Related Benefits
- e) Sick Leave and Vacation Time
- f) Other Benefits
- g) Career Advancement Opportunities

VI. Conclusion



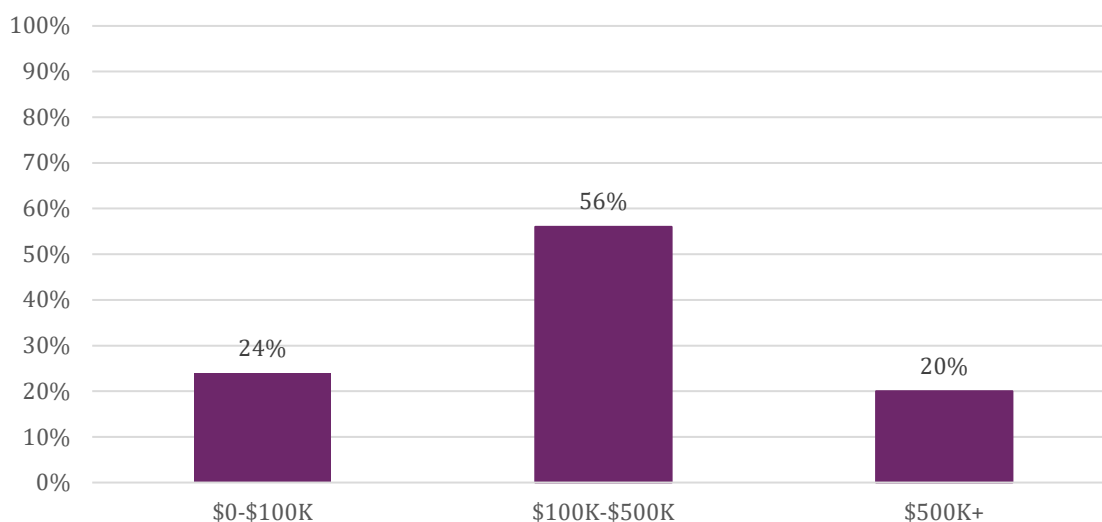
I. Introduction

45 member programs provided information regarding their program's finances, management, and operations in response to the compensation and benefits survey conducted November 15 through December 19, 2019. While this sample size only represents one-fourth of the Catholic Volunteer Network's member programs, this is the first survey conducted to focus on salaries and benefits and may still yield some insights.

The intent of this report is to find patterns among member programs to broadly understand the typical management structure of service organizations. With this insight into management, we can gain a better view of how each program's employee is rewarded for their work contributions through salary, benefits, and other opportunities. Hopefully, this information will be useful to member programs who are looking to maximize the efficiency of their program and grow in the future.

II. Budgets and Finances

Program Operating Budgets



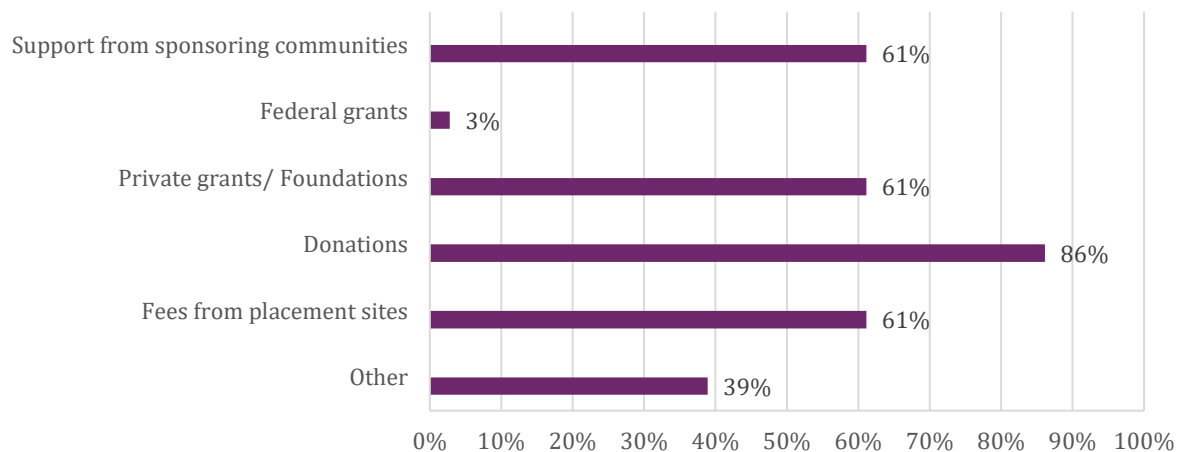
a) Sizes of Operating Budgets

The findings of our report categorized programs into three sizes: small, mid-size, and large programs. Small programs have a budget of less than \$100,000. Mid-size programs have a budget between \$100,000-\$500,000. Large programs have a budget of over \$500,000. 24% of programs are classified as small, 56% are classified as mid-size, and 20% are classified as large based on these criteria.



b) Fundraising

Percent of Programs Using Each Funding Type



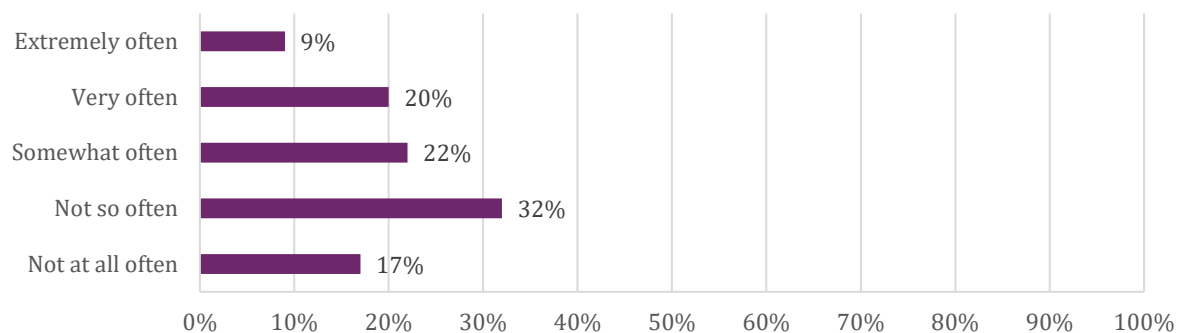
i) Types of Funding

Programs reported using a variety of funding types to meet their budgetary goals. 61% of programs reported using some amount of funding from sponsoring communities. This funding ranged from 2% to 100% of budgets in programs that used it. 3% of programs reported using federal grant funding. In all cases this federal funding accounted for 25% of program budgets. 61% of programs utilize funding from private grants and foundations. This funding ranged from 2% to 95% of total funds in these programs. 86% of programs reported using funding from individual donations. These accounted for 1% to 99% of programs' fundraising efforts. 61% of programs utilized funding from fees charged to placement sites. When used, these fees accounted for 5% to 100% of program budgets. 39% of programs reported funding from other sources including investment revenue, in-kind contributions, and fees from short-term retreats and immersion programs. This revenue accounted for between 2% and 50% of program budgets where it was used.

	<i>Sponsoring Communities</i>	<i>Federal Grants</i>	<i>Private Grants</i>	<i>Donations</i>	<i>Placement Site Fees</i>	<i>Other</i>
Average <i>(calculated with zeroes)</i>	30%	1%	14%	26%	22%	8%
High	100%	25%	95%	99%	100%	50%
Low <i>(greater than zero)</i>	2%	25%	2%	1%	5%	2%



How often does your program use social media (e.g., Facebook, Twitter, etc.) to raise money?



ii) Use of Social Media in Fundraising

When asked about the frequency of social media use in fundraising, multiple programs were identified in every category from not at all to extremely often. More data is needed to determine how successful these efforts typically are and what methods are used by programs that do not use social media.

c) Trends in Small, Mid-size, and Large Programs

As stated before, we assessed each program's finances based on three categories of budget size: small, mid-size, and large. The following section describes trends among these groups.

Small programs, with budgets of under \$100,000, were twice as likely to have a part-time director than a full-time director and twice as likely to have clergy as a director than laity as a director. These programs were over two times more likely not to allow employees to work remotely. Small programs were also twice as likely not to allow for paid sick leave. 80% of these programs said they did not plan on hiring new staff, which is above average, and none of these programs utilized contract employees. These programs were also twice as likely to provide meals to employees.

Large programs, with budgets over \$500,000, were more likely to have a larger staff, often having 2 more people on staff than the average program. 75% of these programs used contract employees, and 63% of these programs offered internships, both significantly higher than averages. Directors of these programs also received higher salaries than average, with 63% reporting salaries of \$75,000 or more. These programs were also more likely to offer paid parental leave, and they were twice as likely to offer specific training to employees.



III. Program Staff

a) All Employees

50% of programs reported having both full-time and part-time employees. Of those programs which only had one type of employee, 90% reported having full-time employee/s.

While exact duties and titles may vary slightly for each program's position, there were some positions which most programs reported having. Nearly a third of all programs reported having an Executive Director, Program Coordinator, Development Director and Assistant Director. The exact role and delegation of duties for each position will likely be explored in further survey reports.

i) Full-time Employees

Programs with full-time employees ranged from a staff of 1 person to 30 people. The average size of the staff was 3.5 persons. However, in our findings, two programs were highlighted as outliers with 18+ full time employees. The average program had 2.5 full time employees after adjusting for these larger organizations.

ii) Part-Time Employees

Programs who hired part-time employees had between 1 and 12 part-time employees. The average program, excluding outliers, had approximately 1 part-time employee.

iii) Volunteer to Staff Ratio

The following shows information about volunteer to staff ratios for responding programs. *Note that the number of volunteers was pulled from a response to a separate survey (2020 Annual Membership Survey). Programs that responded anonymously (16 in total) were not counted since their number of volunteers could not be calculated. Only long-term volunteers – one month or more – were counted. Part-time staff members were counted as .5 staff members.*

	<i>Mean</i>	<i>Median</i>	<i>Highest</i>	<i>Lowest</i>
Volunteer : Staff Ratio	6.4 : 1	4.7 : 1	24.5 : 1	0.3 : 1



iv) **Average Staff Size**

According to this data, the average program has between 3 and 4 employees, and of those employees, 2 or 3 are working full-time for the program.

v) **Executive Directors**

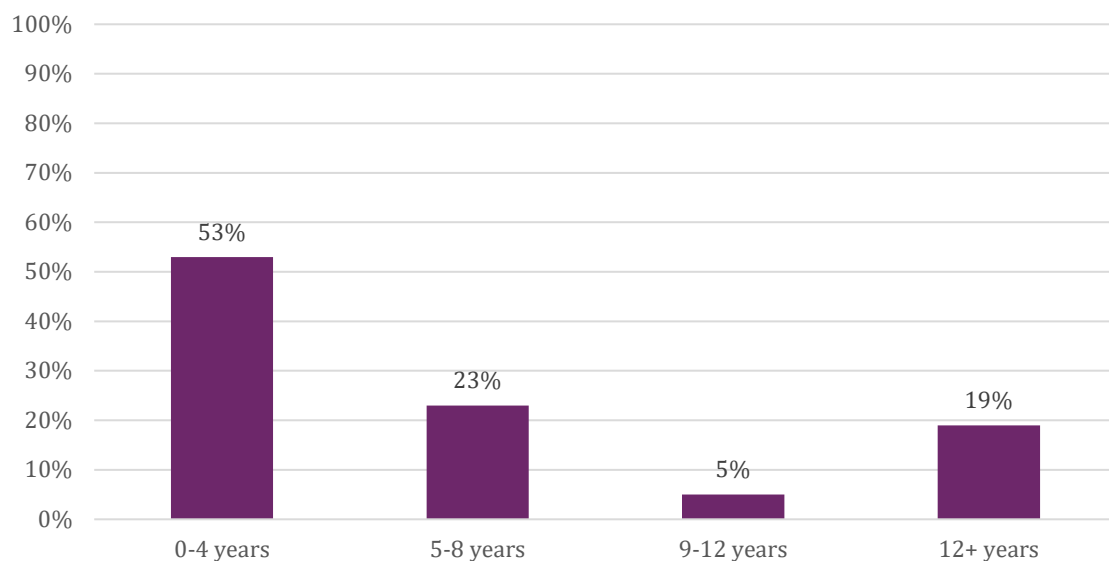
a) **Average Director Profile**

The results of the survey show that the average director will be a White/Caucasian lay woman working full-time as director. The survey results heavily favor each category of the demographic. 88% of directors identify as White/Caucasian. 77% of directors are women directors. 90% of directors are laity/non-ordained. Additionally, 90% of directors work full-time at their job.

b) **TREND: Increased Role of Laity**

55% of programs reported being founded by a religious order, signifying that their original leadership was made up of men or women religious. Today, 90% of directors are laity/non-ordained. This signifies a shift, where 86% of programs that were founded by religious communities are now run by laity. Very few have moved in the opposite direction – 6% shifted from secular foundations to now being run by clergy/religious communities.

Director Tenure



c) *Director Tenure*

The average director has held their position for 6.5 years, although the data ranges from under one year up to 26 years. 53% of directors have held their position for 0-4 years. 23% of directors have held their position for 5-8 years. Only 5% of directors have held their position for 9-12 years. Lastly, 19% of directors have held their position for 12+ years.

d) *TREND: Long-term Directors*

(1) Definition of Long-term

In this analysis, we defined a long-term director as a director who has served 10 or more years in their position. Here we looked for trends among long-term directors assuming that their decisions have a significant impact on the organization over time.

(2) Long-term Leadership and Employee Investment

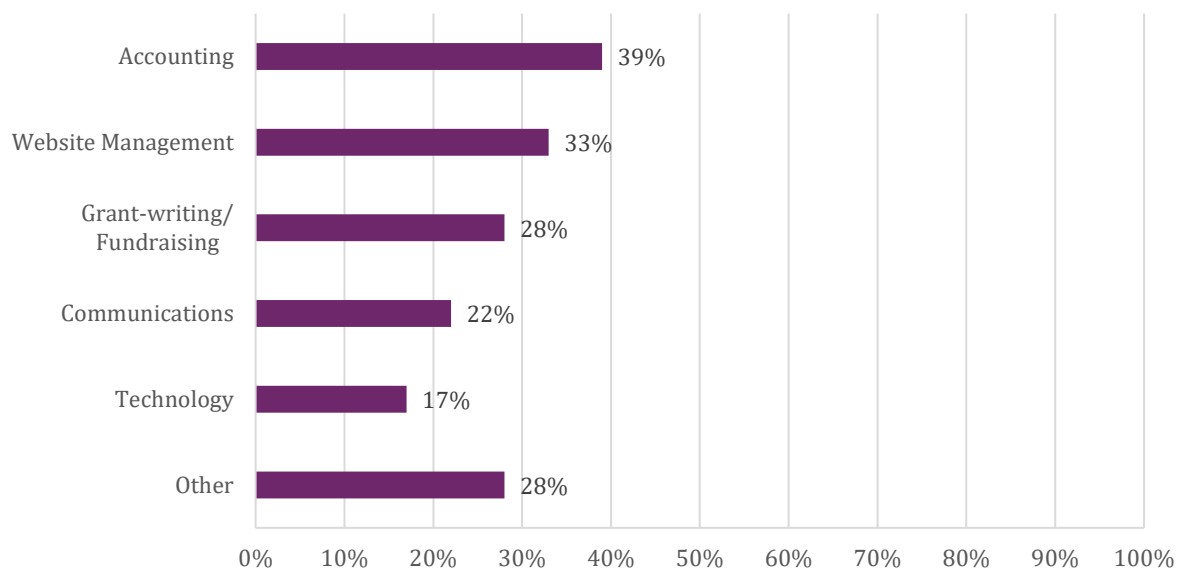
Of these long-term directors, our findings show that all are laity and all are working full-time. Salaries show that the majority of long-term directors fall into two main groups, with 50% receiving a salary of \$45,000 to \$60,000, and 30% recording a salary of over \$90,000. Programs with a long-term director were also more likely to offer remote work options, professional development opportunities, paid vacation leave, and paid sick leave. Additionally, 67% of programs that offered educational assistance have a long-term director. Lastly, every program with a long-term director had a budget of over \$100,000. *(More on salaries and benefits later.)*

vi) *Development Directors*

22% of responding programs had a development director on staff. All of these programs were mid-size or large organizations. Additionally, 100% of organizations with a development director reported meeting their fundraising goals for the year, while only 67% of the entire sample of programs reported reaching these goals.



Contract Employee Areas



vii) **Contract Employees**

To operate with a small staff, many programs (64%) rely on contract employees to handle specific task areas. These are mainly finance and technology related and often include: Accounting, Website Management, Grant-writing, Social Media, and Computer Work.

viii) **Interns**

Some programs also rely on interns to help contribute to the program's workload. According to a survey done by the [National Associate for Colleges and Employers](#), 70% of employers offer internships at their organizations. Within the findings of our survey, CVN found that 36% of programs offer internships. More information is needed to determine why this is lower than the national average.

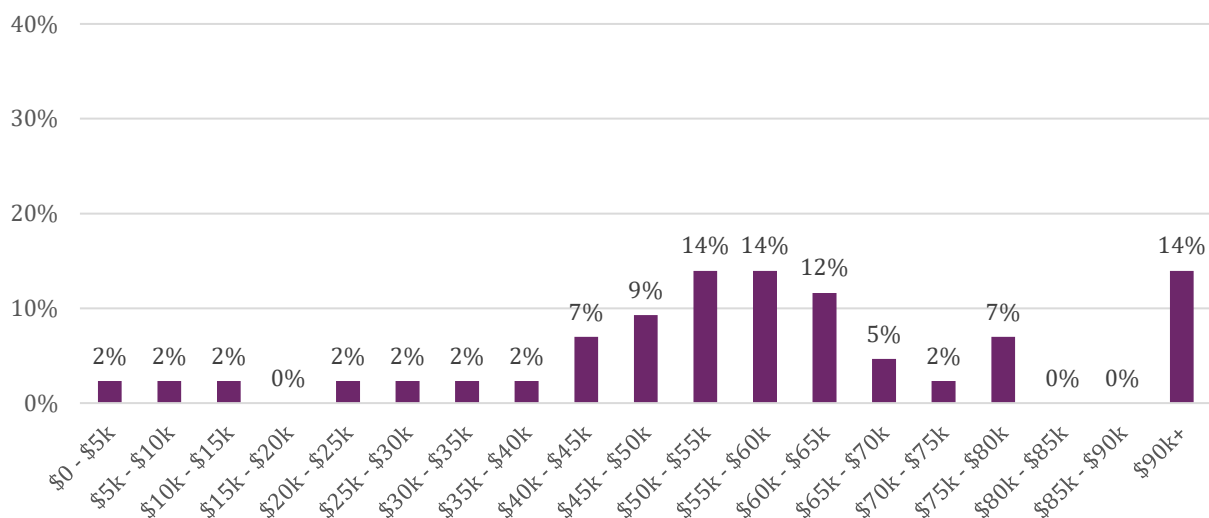
ix) **Former Volunteers**

Many programs prioritize hiring former volunteers because of their familiarity with the program. Nearly 70% of programs said that it is "important" or "very important" to hire former volunteers. On average, 1-2 employees that work for a program are former volunteers. With programs that have a staff of 3-4 full-time employees, former volunteers make up nearly half the staff.



IV. Salaries

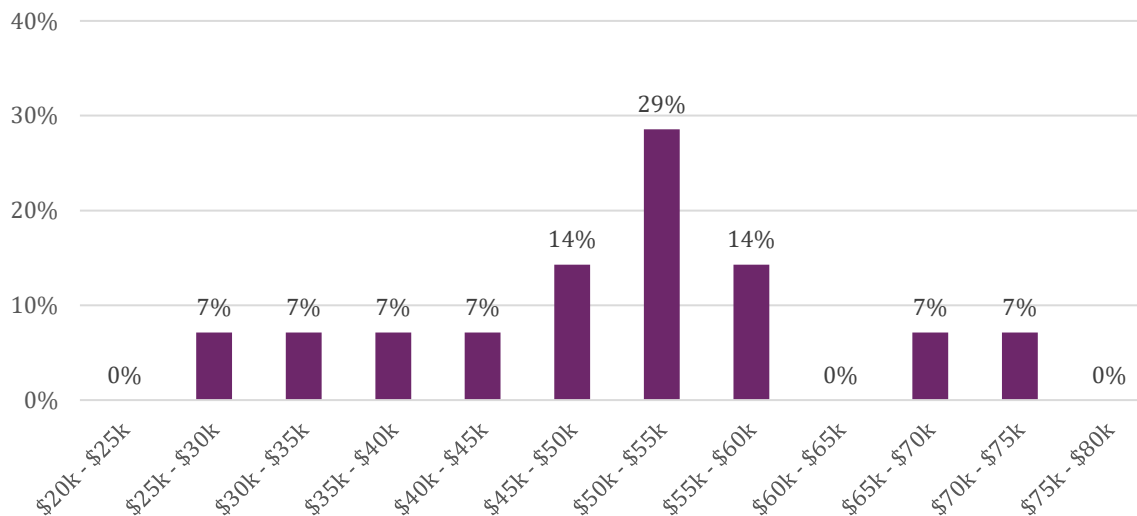
Executive Director Salaries



a) Executive Director Salaries

Executive director salaries reported ranged from less than \$5,000 to over \$90,000. 6% of programs reported a director’s salary of between \$0-\$20,000. 14% of programs reported a director’s salary between \$20,000 and \$45,000. 42% of programs reported a director’s salary between \$45,000 and \$65,000. 12% of programs reported a director’s salary between \$65,000 to \$80,000. 12% of programs reported a director’s salary above \$90,000.

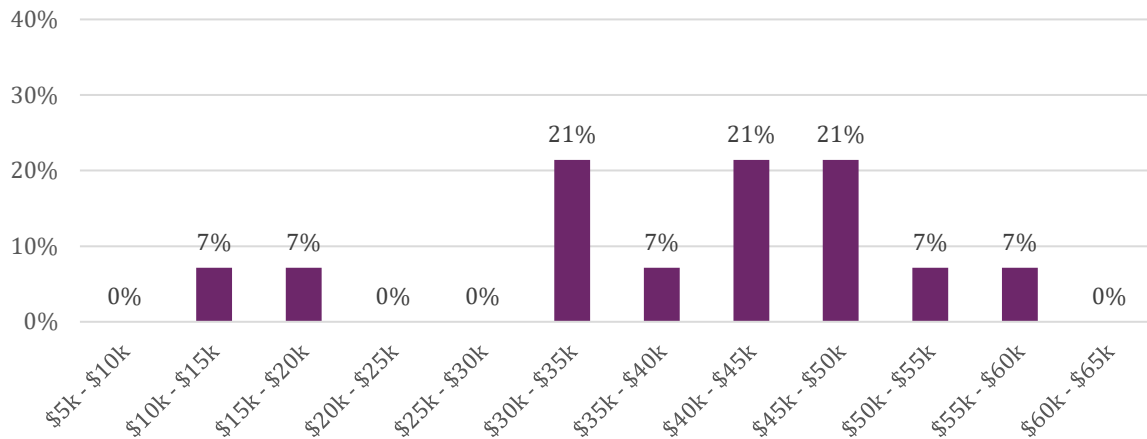
Assistant Director Salaries



b) Assistant Director Salaries

The assistant director’s salary ranges from between \$25,000 and \$75,000. 28% of assistant directors receive a salary of between \$25,000 and \$45,000. 56% of assistant directors receive a salary of between \$45,000 and \$60,000. 14% of assistant directors receive a salary between \$60,000 and \$75,000.

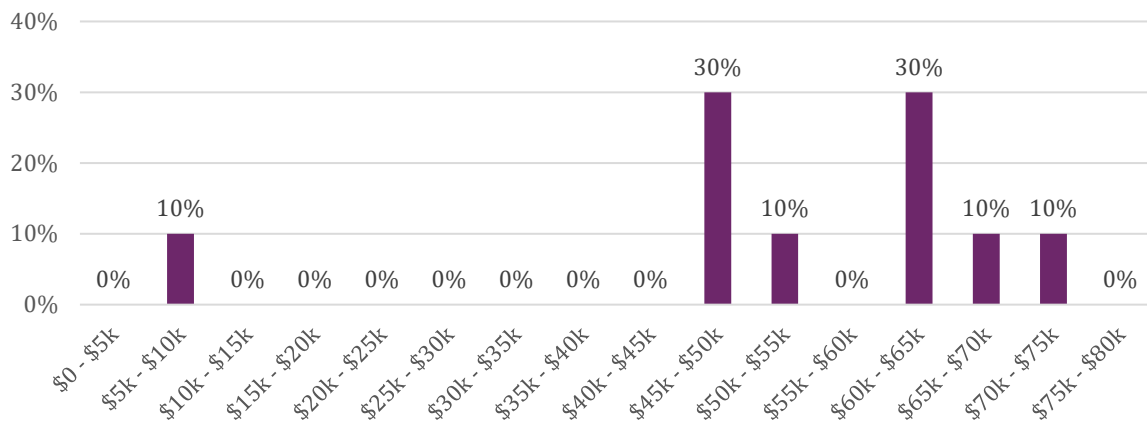
Program Coordinator Salaries



c) Program Coordinator Salaries

The program coordinator’s salary ranges from between \$10,000 and \$60,000. 14% of program coordinators receive a salary of between \$0 and \$20,000. 70% of program coordinators receive a salary of between \$30,000 and \$50,000. 14% of program coordinators receive a salary of over \$50,000.

Development Director Salaries



d) Development Director Salaries

Development directors' salaries range from \$5,000 to \$75,000, although the majority range between \$45,000 and \$75,000. 10% of programs reported a development director's salary between \$5,000 and \$10,000. 70% reported a salary of between \$45,000 and \$65,000. An additional 20% of programs reported a director's salary between \$65,000 and \$75,000.

e) Office Manager Salaries*

Office managers' salaries range from \$5,000 to \$75,000. 33% of programs reported an office manager's salary between \$5,000 and \$30,000. The remaining 67% of programs reported an office manager's salary between \$40,000 and \$55,000. This marks a clear distinction between the two groups, perhaps suggesting that some are full-time and some are part-time office managers.

f) Site Coordinator Salaries*

Site coordinator salaries reported ranged from \$10,000 to \$30,000. 40% of site coordinators receive a salary of between \$10,000 and \$20,000. 60% of site coordinators receive a salary of between \$20,000 and \$30,000.

g) Communications Coordinator Salaries*

Communications coordinator salaries ranged from \$15,000 to \$55,000. 50% of communications coordinators receive a salary between \$15,000 and \$30,000, and 50% receive a salary between \$30,000 and \$55,000.

h) Recruiter Salaries*

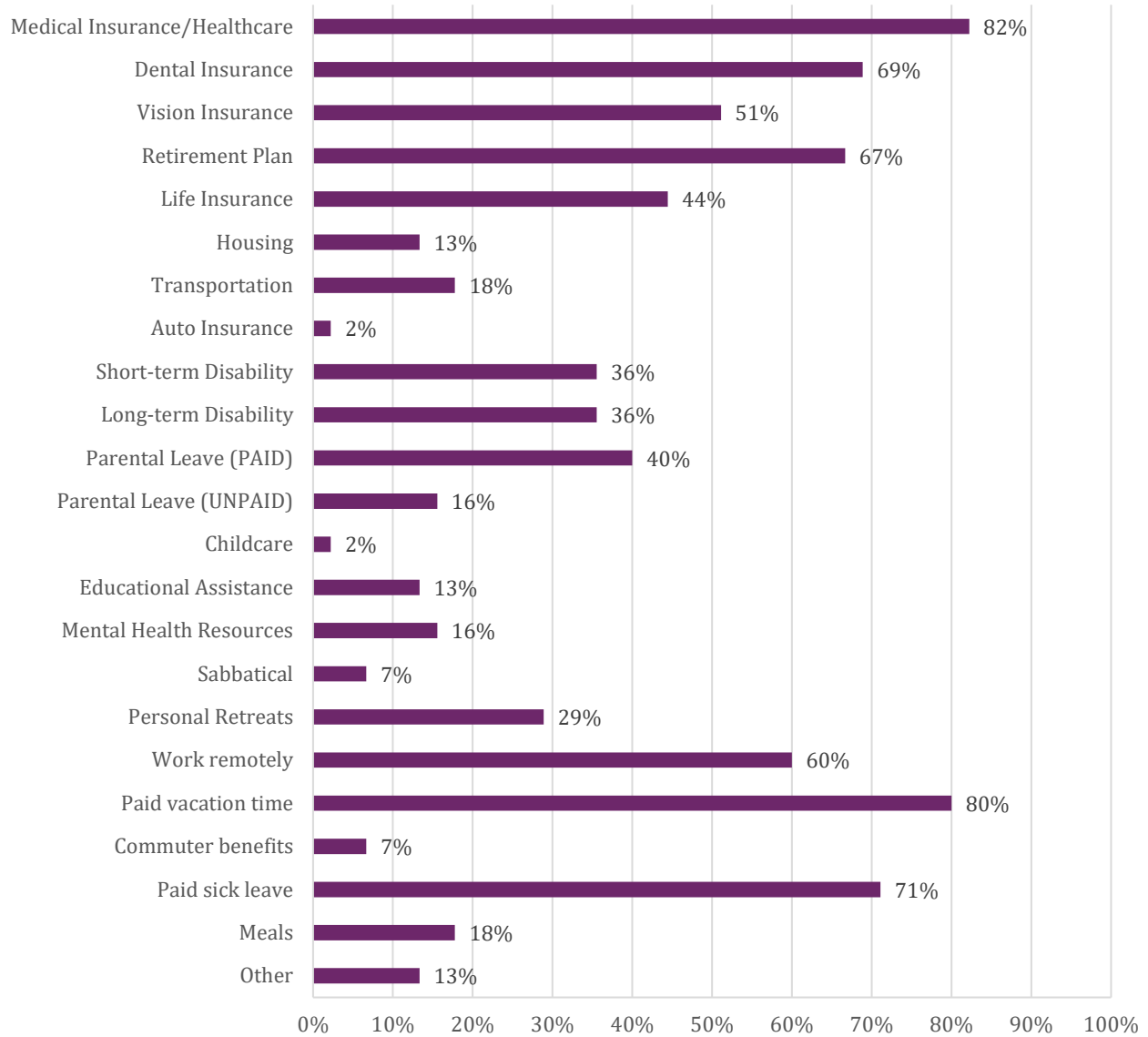
Recruiters' salaries range from \$35,000 to \$50,000. 25% fall within the \$35,000 to \$40,000 range. 25% fall within the \$40,000 to \$45,000 range. 50% fall within the \$45,000 to \$50,000 range.

**Note that these positions had less than 10 responses.*



V. Benefits and Other Opportunities

Percent of Programs Offering Benefits



a) Physical Health Benefits

For the purposes of this survey, physical health benefits will include: Medical Insurance, Dental Insurance, and Vision Insurance. We have found that the majority of programs offer a combination of the three physical health benefits. 82% of programs offer medical insurance. 69% of programs offer dental insurance. 51% of programs offer vision insurance. The benefits are usually prioritized in the order listed.



b) Retirement and Life Insurance

Retirement benefits have proven to be prioritized over life insurance within programs. 67% of programs offer a retirement plan, while only 44% offer life insurance. It should be noted that the majority of programs (90%) that offer a retirement plan also offer life insurance.

c) Disability Benefits

Disability benefits can be offered as short-term or long-term within a program. 35% of programs offer short-term disability benefits, and 35% of programs offer long-term disability benefits. There is some overlap between the two groups, approximately two-thirds of the programs that offer disability benefits offer both short-term and long-term. This means that if a program offers disability benefits, it is more likely to offer both types of benefits. A total of 47% of programs offer some form of disability benefits. Therefore, it is most likely that a program will not offer disability benefits of any sort.

d) Family Related Benefits

Family-related benefits include paid or unpaid parental leave, child care, and educational assistance benefits. 40% of reporting programs offer paid parental leave, and 16% of programs offer unpaid parental leave. Acknowledging an overlap between these two groups, a total of 44% of programs offer some form of maternal/paternal leave.

Additional family-related benefits are less likely to be offered. 13% of programs offer some form of educational assistance. 2% of programs offer childcare benefits.

e) Sick Leave and Vacation Time

Sick leave and vacation benefits are both well-established benefits that many programs are familiar with and offer their employees. 71% of programs offer paid sick leave to their employees. 80% of programs offer paid vacation time to their employees.

f) Other Benefits

“Other benefits” covers a wide range of benefits including mental health and relaxation, sabbatical, transportation, housing, and food benefits. 16% of programs reported offering mental health resources as an additional benefit to their employees. 29% of programs offer personal retreats to staff members. Additionally, 7% of programs offer sabbatical to employees. Other programs offer transportation benefits to their employees, such as the 2% of programs that offer auto insurance, and the 7% of programs that offer commute benefits.

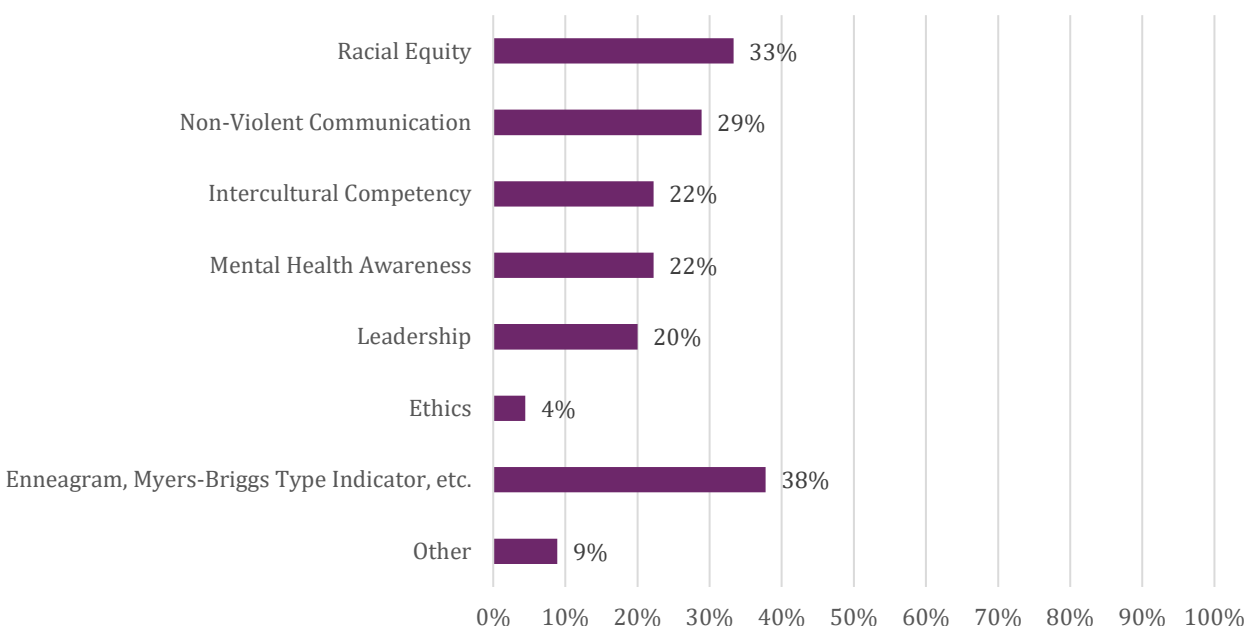


Some CVN member programs require employees to live in a new environment or different lifestyle. Those programs are likely to cover transportation, housing, and food costs for employees. 18% of programs offer transportation. 13% of programs offer housing. And 18% offer meals to their employees all to assist them in their work.

g) Career Advancement Opportunities

Career advancement opportunities present themselves in two ways: 1) specific training or workshops in the office focused on sensitive or important issues and 2) professional development opportunities such as conferences or other networking events.

Percent of Programs Offering Staff Training



i) Specific Training

Specific training is offered to staff on a variety of topics: aptitude/personality tests (i.e. Strengths Finder), racial equity, non-violent communication, intercultural competency, mental health awareness, leadership, and ethics. Of these fields, 37% of programs offer training on personality and strengths tests. 33% of programs train staff on racial equity. 29% offer training on non-violent communication. 22% offer training on intercultural competency. 22% offer training on mental health awareness. 20% of programs offer training on leadership. 4% of programs offer training on ethics.



ii) **General Professional Development Opportunities**

A majority (86%) of programs reported that professional development opportunities such as conferences, networking, and other opportunities were available to staff.

VI. Conclusion

It is our hope that this information will prove useful to your program as you make decisions in the future. While the information in this report is not a complete picture of the entire CVN network, we believe it provides enough of a snapshot to begin to draw conclusions. Looking ahead, we look forward to working with each member program to collect and provide additional information that will help each program grow and continue in success.

Thank you for your time and cooperation, we look forward to working more with you in the future!

