Thank you for your interest in this survey, which is conducted in partnership by Common Good Vermont, Maine Association of Nonprofits and New Hampshire Center for Nonprofits.

Please read through these instructions thoroughly before beginning the survey. If you need assistance, please contact us:

- by phone at (207) 871-1885. Note that many of our staff are working remotely due to the pandemic. You may need to leave a message and we will respond ASAP.
- by email at helpdesk@nonprofitmaine.org

The deadline to complete the survey is 5:00 PM on August 21.

About the Survey + Report

Who can participate in the survey?

Any 501(c)(3), 501(c)(4), 501(c)(5), or 501(c)(6) organization based in or with paid staff working in Maine, New Hampshire or Vermont can participate in the survey.

If your organization is all-volunteer or none of your employees match the job categories included in the survey, you can still get credit for participating in the survey by completing the first section.

Only one person per organization should complete the survey.

Is this survey confidential?

Your contact information and organization identifiers will be kept separate from sensitive data and will only be used to:

- prevent duplicate submissions,
- determine whether your organization should receive a participation discount,
- contact you should we have questions about your survey responses.

We will omit data for any category with fewer than five responses.

How long will the survey take?

This survey will take roughly 30 minutes to complete, **assuming you’ve already gathered all of the required data.** On the following pages you will find a preparation worksheet.
How long it takes to gather the data will vary depending on the size of your organization’s budget and staff, and can take up to three hours for very large organizations. We strongly encourage you to use the following worksheet and directions to identify and gather the relevant information before proceeding to the survey.

**When will the report be published and how much does it cost?**

The report is slated to be published by the end of 2020 and the pricing is outlined in the chart below. Survey participants will be notified when the report is published and will receive a code to use when ordering their copy of the report, which is an electronic publication.

<table>
<thead>
<tr>
<th></th>
<th>Participated</th>
<th>Didn’t Participate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Member</strong></td>
<td>Free</td>
<td>$125</td>
</tr>
<tr>
<td><strong>Not-yet-member</strong></td>
<td>$125</td>
<td>$250</td>
</tr>
</tbody>
</table>

If you’re not yet a member of MANP, you can learn more about membership and join by visiting [NonprofitMaine.org/Join](http://NonprofitMaine.org/Join)

---

**Thank You to Our 2020 sponsors!**
Preparation Checklist + Worksheet

Please pay particular attention to the time frames referenced. Many questions refer to the fiscal year you will be in during July/August 2020, but in some cases, you will be asked for data from a previous fiscal year or other time frame. There are further instructions and answers to frequently asked questions following this checklist.

<table>
<thead>
<tr>
<th>EIN</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Year your organization was founded</td>
<td></td>
</tr>
</tbody>
</table>

Your organization’s primary mission area

- Arts, culture & humanities
- Community building, volunteerism, economic development
- Education related (excluding higher education)
- Higher education
- Employment and/or job related
- Environmental and/or animal related
- Food and/or housing related
- Foundation / grant making
- Healthcare and/or disease-related (excluding hospitals)
- Hospitals
- Human services and/or youth development
- Legal, civil rights, advocacy, crime
- Mental/behavioral health & crisis intervention
- Recreation, sports, leisure
- Research: science, technology, social science
- Religion-related, spiritual development
- Professional, trade, or other association

Note that United Ways should report in the Community building, volunteerism & economic development category

Budgeted operating expenses for fiscal year that includes July 2020. See below for definition of operating expenses.

[If Foundation] Fund size

In last completed fiscal year percentage of revenue from each of the following sources

Round to whole percentages

<table>
<thead>
<tr>
<th>Source</th>
<th>Federal government</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>State or Local government</td>
</tr>
<tr>
<td></td>
<td>Individual Contributions</td>
</tr>
<tr>
<td></td>
<td>Foundation</td>
</tr>
<tr>
<td></td>
<td>Corporate</td>
</tr>
<tr>
<td></td>
<td>Non-governmental fees for service (ticket or product sales, private insurance fees, etc.)</td>
</tr>
<tr>
<td></td>
<td>Other sources (including dues)</td>
</tr>
</tbody>
</table>
### Actions already taken as a result of the COVID-19 pandemic

- Layoffs or furloughs
- Paycheck Protection Program loan
- Economic Injury Disaster Loan (EIDL)
- Use cash reserved
- Reduced staff pay rates
- Increased staff pay rates
- Delayed hiring
- Accelerated hiring
- Created new positions
- Paid staff through Emergency Paid Sick Leave
- Paid staff through Expanded Family Medical Leave
- Took advantage of paid sick leave payroll tax credits
- Exercised payroll tax deferral option
- Exercised tax credits
- Reduced benefits

### Actions you plan to take over the next 12 months

- Layoffs or furloughs
- Reducing staff pay rates
- Reducing benefits
- Recalling furloughed staff
- Rehiring laid off staff
- Hiring new staff
- Increasing staff pay rates
- Exploring/seeking a merger
- Suspending operations temporarily
- Dissolution

### How your organization pays for unemployment insurance

- pay state unemployment taxes (SUTA)
- self-insure
- exempt from unemployment liability

### As of July 1, 2020, number of individuals in each of the following categories:

*Count each individual. Do not convert part-time employees to full-time equivalents.*

<table>
<thead>
<tr>
<th>Category</th>
<th>Full-Time (≥ 36 hours per week)</th>
<th>Part-Time (&lt; 36 hours per week)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seasonal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-Seasonal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Furloughed</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Anticipated net change to staffing over the next 12 months

- Increase
- Decrease
- Same
- Unknown
**Annual budgeted gross wages**

Total salary/wage line from budget for fiscal year that includes July 2020.

**Fringe benefit rate for fiscal year that includes July 2020.**

Fringe benefit rate = cost of employee benefits, excluding payroll taxes and workers compensation, divided by the total gross wages.

**Number of volunteers in last completed fiscal year**

| Board members | Non-board member volunteers |

**About Your Executive Director**

*If you are completing this survey on behalf of the Executive Director, you may want to ask them to provide their answers to you.*

**Gender**

- □ Man
- □ Woman
- □ Non-Binary
- □ None of the Above / Prefer Not to Answer

**Race/Ethnicity**

- □ Asian
- □ Black or African American
- □ Hispanic or Latino/a/x
- □ Native American, American Indian or Alaskan Native
- □ Native Hawaiian or Pacific Islander
- □ White, European or European American
- □ Biracial or Multiracial
- □ Prefer not to answer
- □ Other (please specify)

**Highest level of education**

**Years at organization (in any role)**

**Years at organization as Executive Director**

**Years of experience as an Executive Director prior to your organization**

**Types of additional compensation given to the executive director.**

*Examples: Car allowance, Supplemental retirement, and Cash bonus (including how much)*
# Benefits Details

**Details, eligibility requirements and payment structures for the following types of benefits:**

<table>
<thead>
<tr>
<th>Benefits</th>
<th>Org Offers?</th>
<th>% Employer Pays</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group health insurance for employee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Group health insurance for employee dependents</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Group dental insurance for employee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Group dental insurance for employee dependents</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Group life insurance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long term disability insurance (LTD)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Short term disability insurance (STD)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long term care insurance</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**[If offer group health] information on changes to plan in last renewal**

Did you switch providers, did rates go up or down, deductibles go up or down, coverage go up or down, etc.

**[If offer retirement program] Retirement plan information**

Defined benefit plan, defined contribution plan, employer contribution details (including details on matching amounts and limits)

**Employee mileage reimbursement rate**

- Federal rate
- Other
- Not reimbursed

**Paid time off policy details**

Including the number of days off based on length of service, and how paid time off is granted to part-time employees.

**List of all additional benefits, such as tuition assistance, paid maternity leave, etc. and eligibility requirements**

**Whether you contract for (rather than hire) any of these positions**

- Executive Director
- Finance Director
- Bookkeeper
- Project Manager
- Grantwriter
<table>
<thead>
<tr>
<th>In last completed fiscal year, size of any cash bonuses to ED and info on whether bonuses have been offered to other employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Whether or not your organization is under a collective bargaining agreement</td>
</tr>
<tr>
<td>The number of employees and average hourly wage for employees who match the job categories included in the survey, which are listed later in this document.</td>
</tr>
</tbody>
</table>

**It is critical that you read the descriptions carefully and match your employees correctly.**
Preparing the Data: FAQs

Operating Expenses

This includes all operating expenses, in-cash or in-kind, that the organization has budgeted to expend in meeting its charitable purpose in the current fiscal year. Capital expenditures would not be considered part of the operating expenses/operating budget.

Convert Salaries to Hourly Wages

In order to allow for more accurate comparisons, convert salaries to hourly wages. There is a salary conversion chart later in these instructions. If an exempt (salaried) employee typically works more than 40 hours, they should still be converted to hourly wages by dividing salary by 2,080 (a 40-hour work week).

Calculate the Average Salary of All Employees in a Job Category

If more than one employee matches a job category, calculate the average hourly wage for all of the matching employees.

Example

You have 6 employees that match the “Case Manager” category description. Each is paid a different hourly wage.

$12.75, $13.50, $13.50, $14.70, $14.85, $15.59

To calculate the average, add each employee’s hourly wage together.

$12.75 + $13.50 + $13.50 + $14.70 + $14.85 + $15.59 = $71.39

Then divide the sum of their hourly wages by the number of employees.

$71.39 per hour ÷ 6 employees = $14.1483... per hour

Rounded to the nearest cent, the average hourly wage in this example would be $14.15.

How to Participate if You Have Offices in Multiple States

If you have employees based in multiple states covered through this survey (New Hampshire, Vermont and Maine) or have employees in other states not covered, please complete the survey for each state where you have employees and respond as follows:
• For questions about your organization overall, such as operating expenses, total gross wages, total volunteers and total employees, please report the aggregate amount by totaling all work locations in all states.
• For questions about job categories/specific wages, report only positions that are located/based within that state.
  o For example, if you have 5 project managers, but 2 are in Maine and 3 in NH, report on the Maine survey that you have 2 positions that match the Project Manager category and report the average wage for those 2.
  o To determine which state the position is based in, use the same criteria you would use for unemployment insurance or workers compensation insurance.
• You will only see additional questions about your Executive Director if you have reported having an Executive Director in that state.

### Salary Conversion Chart

<table>
<thead>
<tr>
<th>Annual Salary</th>
<th>40 hours / week</th>
<th>37.5 hours / week</th>
<th>36 hours / week</th>
<th>20 hours / week</th>
</tr>
</thead>
<tbody>
<tr>
<td>$12,500.00</td>
<td>$6.01</td>
<td>$6.41</td>
<td>$6.68</td>
<td>$12.02</td>
</tr>
<tr>
<td>$13,750.00</td>
<td>$6.61</td>
<td>$7.05</td>
<td>$7.35</td>
<td>$13.22</td>
</tr>
<tr>
<td>$15,000.00</td>
<td>$7.21</td>
<td>$7.69</td>
<td>$8.01</td>
<td>$14.42</td>
</tr>
<tr>
<td>$16,250.00</td>
<td>$7.81</td>
<td>$8.33</td>
<td>$8.68</td>
<td>$15.63</td>
</tr>
<tr>
<td>$17,500.00</td>
<td>$8.41</td>
<td>$8.97</td>
<td>$9.35</td>
<td>$16.83</td>
</tr>
<tr>
<td>$18,750.00</td>
<td>$9.01</td>
<td>$9.62</td>
<td>$10.02</td>
<td>$18.03</td>
</tr>
<tr>
<td>$20,000.00</td>
<td>$9.62</td>
<td>$10.26</td>
<td>$10.68</td>
<td>$19.23</td>
</tr>
<tr>
<td>$21,250.00</td>
<td>$10.22</td>
<td>$10.90</td>
<td>$11.35</td>
<td>$20.43</td>
</tr>
<tr>
<td>$22,500.00</td>
<td>$10.82</td>
<td>$11.54</td>
<td>$12.02</td>
<td>$21.63</td>
</tr>
<tr>
<td>$23,750.00</td>
<td>$11.42</td>
<td>$12.18</td>
<td>$12.69</td>
<td>$22.84</td>
</tr>
<tr>
<td>$25,000.00</td>
<td>$12.02</td>
<td>$12.82</td>
<td>$13.35</td>
<td>$24.04</td>
</tr>
<tr>
<td>$26,250.00</td>
<td>$12.62</td>
<td>$13.46</td>
<td>$14.02</td>
<td>$25.24</td>
</tr>
<tr>
<td>$27,500.00</td>
<td>$13.22</td>
<td>$14.10</td>
<td>$14.69</td>
<td>$26.44</td>
</tr>
<tr>
<td>$28,750.00</td>
<td>$13.82</td>
<td>$14.74</td>
<td>$15.36</td>
<td>$27.64</td>
</tr>
<tr>
<td>$30,000.00</td>
<td>$14.42</td>
<td>$15.38</td>
<td>$16.03</td>
<td>$28.85</td>
</tr>
<tr>
<td>$31,250.00</td>
<td>$15.02</td>
<td>$16.03</td>
<td>$16.69</td>
<td>$30.05</td>
</tr>
<tr>
<td>$32,500.00</td>
<td>$15.63</td>
<td>$16.67</td>
<td>$17.36</td>
<td>$31.25</td>
</tr>
<tr>
<td>$33,750.00</td>
<td>$16.23</td>
<td>$17.31</td>
<td>$18.03</td>
<td>$32.45</td>
</tr>
<tr>
<td>$35,000.00</td>
<td>$16.83</td>
<td>$17.95</td>
<td>$18.70</td>
<td>$33.65</td>
</tr>
<tr>
<td>Annual Salary</td>
<td>Medical</td>
<td>Dental</td>
<td>Vision</td>
<td>Total</td>
</tr>
<tr>
<td>---------------</td>
<td>---------</td>
<td>--------</td>
<td>--------</td>
<td>-------</td>
</tr>
<tr>
<td>$36,250.00</td>
<td>$17.43</td>
<td>$18.59</td>
<td>$19.36</td>
<td>$34.86</td>
</tr>
<tr>
<td>$37,500.00</td>
<td>$18.03</td>
<td>$19.23</td>
<td>$20.03</td>
<td>$36.06</td>
</tr>
<tr>
<td>$38,750.00</td>
<td>$18.63</td>
<td>$19.87</td>
<td>$20.70</td>
<td>$37.26</td>
</tr>
<tr>
<td>$40,000.00</td>
<td>$19.23</td>
<td>$20.51</td>
<td>$21.37</td>
<td>$38.46</td>
</tr>
<tr>
<td>$41,250.00</td>
<td>$19.83</td>
<td>$21.15</td>
<td>$22.04</td>
<td>$39.66</td>
</tr>
<tr>
<td>$42,500.00</td>
<td>$20.43</td>
<td>$21.79</td>
<td>$22.70</td>
<td>$40.87</td>
</tr>
<tr>
<td>$43,750.00</td>
<td>$21.03</td>
<td>$22.44</td>
<td>$23.37</td>
<td>$42.07</td>
</tr>
<tr>
<td>$45,000.00</td>
<td>$21.63</td>
<td>$23.08</td>
<td>$24.04</td>
<td>$43.27</td>
</tr>
<tr>
<td>$46,250.00</td>
<td>$22.24</td>
<td>$23.72</td>
<td>$24.71</td>
<td>$44.47</td>
</tr>
<tr>
<td>$47,500.00</td>
<td>$22.84</td>
<td>$24.36</td>
<td>$25.37</td>
<td>$45.67</td>
</tr>
<tr>
<td>$48,750.00</td>
<td>$23.44</td>
<td>$25.00</td>
<td>$26.04</td>
<td>$46.88</td>
</tr>
<tr>
<td>$50,000.00</td>
<td>$24.04</td>
<td>$25.64</td>
<td>$26.71</td>
<td>$48.08</td>
</tr>
<tr>
<td>$52,500.00</td>
<td>$25.24</td>
<td>$26.92</td>
<td>$28.04</td>
<td>$50.48</td>
</tr>
<tr>
<td>$55,000.00</td>
<td>$26.44</td>
<td>$28.21</td>
<td>$29.38</td>
<td>$52.88</td>
</tr>
<tr>
<td>$57,500.00</td>
<td>$27.64</td>
<td>$29.49</td>
<td>$30.72</td>
<td>$55.29</td>
</tr>
<tr>
<td>$60,000.00</td>
<td>$28.85</td>
<td>$30.77</td>
<td>$32.05</td>
<td>$57.69</td>
</tr>
<tr>
<td>$62,500.00</td>
<td>$30.05</td>
<td>$32.05</td>
<td>$33.39</td>
<td>$60.10</td>
</tr>
<tr>
<td>$65,000.00</td>
<td>$31.25</td>
<td>$33.33</td>
<td>$34.72</td>
<td>$62.50</td>
</tr>
<tr>
<td>$67,500.00</td>
<td>$32.45</td>
<td>$34.62</td>
<td>$36.06</td>
<td>$64.90</td>
</tr>
<tr>
<td>$70,000.00</td>
<td>$33.65</td>
<td>$35.90</td>
<td>$37.39</td>
<td>$67.31</td>
</tr>
<tr>
<td>$72,500.00</td>
<td>$34.86</td>
<td>$37.18</td>
<td>$38.73</td>
<td>$69.71</td>
</tr>
<tr>
<td>$75,000.00</td>
<td>$36.06</td>
<td>$38.46</td>
<td>$40.06</td>
<td>$72.12</td>
</tr>
<tr>
<td>$80,000.00</td>
<td>$38.46</td>
<td>$41.03</td>
<td>$42.74</td>
<td>$76.92</td>
</tr>
<tr>
<td>$85,000.00</td>
<td>$40.87</td>
<td>$43.59</td>
<td>$45.41</td>
<td>$81.33</td>
</tr>
<tr>
<td>$90,000.00</td>
<td>$43.27</td>
<td>$46.15</td>
<td>$48.08</td>
<td>$86.54</td>
</tr>
<tr>
<td>$95,000.00</td>
<td>$45.67</td>
<td>$48.72</td>
<td>$50.75</td>
<td>$91.35</td>
</tr>
<tr>
<td>$100,000.00</td>
<td>$48.08</td>
<td>$51.28</td>
<td>$53.42</td>
<td>$96.15</td>
</tr>
<tr>
<td>$105,000.00</td>
<td>$50.48</td>
<td>$53.85</td>
<td>$56.09</td>
<td>$100.96</td>
</tr>
<tr>
<td>$110,000.00</td>
<td>$52.88</td>
<td>$56.41</td>
<td>$58.76</td>
<td>$105.77</td>
</tr>
<tr>
<td>$115,000.00</td>
<td>$55.29</td>
<td>$58.97</td>
<td>$61.43</td>
<td>$110.58</td>
</tr>
<tr>
<td>$120,000.00</td>
<td>$57.69</td>
<td>$61.54</td>
<td>$64.10</td>
<td>$115.38</td>
</tr>
<tr>
<td>$125,000.00</td>
<td>$60.10</td>
<td>$64.10</td>
<td>$66.77</td>
<td>$120.19</td>
</tr>
</tbody>
</table>
Job Category Descriptions

Job category listings begin on page 12. Carefully review each job category’s description before responding to ensure you’re providing data for the appropriate job category.

- Respond only for the job categories with descriptions that match your organization’s employees
- The job category titles are less important than the descriptions, so don’t be concerned if the titles don’t match those used in your organization.
- Only report data for full-time employees (≥36 hours per week), unless the job category has “part-time” in the title.

Frequently Asked Questions About Job Categories

Some of our employees don’t fit the survey’s job categories. Should I use a job category that’s “close enough” or will you add job categories?

You may not be able to report data for all of your organization’s employees, as their job description may not match those of the job categories we’re tracking.

If your employee is mostly in line with an existing job category, with a few minor differences, we recommend you use that job category.

If you would like us to consider adding a job category, please forward a copy of your employee’s job description and corresponding wage statistics to Molly O’Connell at moconnell@nonprofitmaine.org. If we receive enough data for a job category not included in the survey, we will include the data in the report and add it to the next survey.

I am the only employee at my organization. Since I “wear many hats,” under which job category should I report my salary?

Organizations with one employee typically match the executive director (job category code 110), program or division director (job category 130 / 130P), or administrative assistant (job category code 240 / 240P) job categories. Pick the description and requirements that best describe you. We will also be able to identify organizations with one employee based on their budget size.

How should I report multiple employees with different hourly wages in a single job category?

Please report the average hourly wage of all employees that match a job category. We’ve included instructions on how to calculate the average hourly wage in the “Preparing the Data” section of the survey instructions above.
Administration and Management Group 100

Executive Director 110
Provides overall management, planning, and leadership of the organization. Reports directly to the Board of Directors. Works with the Board and Committees to establish policies and programs and administers such programs. Interprets the organization's purpose and programs to outside organizations and the public. Develops and administers standards and procedures related to human resources (including staff development), budget, and physical facilities. Prepares, distributes, and maintains a variety of reports. May direct or coordinate fundraising.
Typical Requirements: Master's degree and 5+ years of experience.

Executive Director (Part-time) 110P
Use this job category for executive directors who work < 36 hours per week.

Deputy Director 120
Manages a range of internal organizational operations depending on the size of the organization, including one or more of the following areas: human resources, financial systems and budgeting, Board communications, information systems, and support staff. Reports to the Executive Director. Assists the Executive Director in management functions and may act in the Director's absence. Supervises at least one other employee.
Typical Requirements: Bachelor's degree (master's degree preferred) and 5+ years of experience.

Program or Division Director 130
Manages a set of interrelated programs or a specific division of the organization. Analyzes community needs to develop new programs and enhance current programs. Selects, trains and evaluates the performance of the division's staff. Communicates the division's programs and services to the community. Develops and manages the division's budget.
Typical Requirements: Bachelor's degree (master's degree preferred) or equivalent and 3+ years of experience.

Program or Division Director (Part-time) 130P
Use this job title for program or division directors who work < 36 hours per week.
Administrative Support Services Group 200

Executive Assistant 210
Provides professional administrative support to the Executive Director or another member of the senior management staff. Composes, transcribes, edits, and disseminates reports, memos, and other senior level correspondence. Coordinates meetings and maintains calendars. Prepares materials for meetings and records meeting minutes, Establishes and maintains filing systems. Assists with special projects and record keeping.
**Typical Requirements:** Associate's degree and 2+ years of experience.

Office Manager 220
Supervises, hires, trains, and evaluates clerical support staff. Ensures that support functions are effective, efficient, and responsive to the needs of the organization. Establishes administrative procedures. Maintains supplies and equipment. Maintains vendor records in the absence of a Business Manager. May also perform clerical functions as needed.
**Typical Requirements:** Associate's degree and 4+ years of experience.

Receptionist 230
Receives telephone calls and routes calls and visitors to appropriate parties. Records and conveys appropriate messages. Performs typing and other routine clerical work as assigned. May also retrieve and distribute mail.
**Typical Requirements:** High school diploma or equivalent and 6+ months of experience.

Administrative Coordinator/Program Coordinator 240
Performs clerical and administrative support functions for the organization as a whole or for specific departments. Compiles, enters, distributes and files a variety of data, reports, and communications. Operates office equipment, including personal computers, copiers, fax and postage machines. In very small organizations may take on some bookkeeping and recordkeeping tasks.
**Typical Requirements:** High school diploma or equivalent and 1+ years of experience or clerical training.

In some organizations, this position may be combined with the duties of a receptionist. However, only those employees who are also assigned the duties of an administrative assistant/coordinator as described here should be reported under this job category.

Administrative Coordinator/Program Coordinator (Part-Time) 240P
Use this job category for administrative assistants who work < 36 hours per week.
**Research Assistant 250**
Performs a number of basic research functions and activities that support the Director of Research and Evaluation. Responsible for gathering, compilation and analysis of various types of data. Drafts research reports and conducts literature searches.

**Typical Requirements:** Bachelor’s degree (master’s degree preferred) with 3+ years of experience.

**Direct Services Group 300**

**Case Manager 310**
Helps individuals and families requiring assistance from a social service agency. Conducts interviews and gathers physical, psychological, and social information to determine the client’s needs. Counsels clients privately, with the family, or in a group. Refers clients to appropriate community resources. Note: This is a non-supervisory position, even though the word "Manager" appears in the position title.

**Typical Requirements:** Bachelor’s degree in social work or related field and 1+ years of experience.

**Child Day Care Teacher 320**
Develops and leads activities for children to promote social, physical, and intellectual growth in a preschool, day care center, or other child development facility. Plans individual and group activities to stimulate growth in language, social, and motor skills, such as following directions, playing with others, and using play equipment.

**Typical Requirements:** Bachelor’s degree in early childhood education or related field.

**Counselor 330**
Provides services to assist individuals or groups achieve more effective personal, educational, or vocational development. Works with clients individually or in a group setting to identify and resolve issues including personal and/or emotional problems, substance abuse, family issues, and educational and/or career problems.

**Typical Requirements:** Bachelor’s degree or equivalent in human services or related field and 3+ years of experience, or master’s degree in counseling and 1+ years of experience.

**Social Worker (Bachelor's Level) 340**
Helps provide counseling to clients to address educational, social, behavioral, medical, or other issues. Interviews clients to assess social and emotional capabilities. Consults with other professionals and families to determine causes of problems and their possible solutions. Refers clients to other community resources when needed.

**Typical Requirements:** Bachelor's degree in social work, license, and 1+ years of experience.

**Social Worker (Master's Level) 350**
Counsels clients and helps them address educational, social, behavioral, medical, or other issues. Works with clients to determine causes of problems and their possible solutions,
then helps clients pursue the best course of action. Refers clients to other community resources when needed.

**Typical Requirements:** Master's degree in social work, license, and 3+ years of experience.

**Teacher 360**
Plans and implements a developmentally appropriate curriculum for the assigned student group. Supervises students in the classroom. Develops and maintains teaching resources. Maintains relationships among students, parents, or guardians, volunteers, staff, and the community.

**Typical Requirements:** Bachelor's degree and a New Hampshire State Teaching Certificate.

**Direct Care Worker 370**
Interacts with consumers in a variety of potential settings, including community homes, family and individual homes and generic community settings, providing personal care, instruction, guidance, mentoring and companionship, under the direction of supervisory staff. The direct care worker provides a level of care that enhances the health, safety and contentment of the individuals served.

**Typical Requirements:** Certification required. High school diploma or equivalent, criminal and child abuse clearance, 18+ years old, and certified. A valid driver’s license may be required.

**Certified Nurse’s Aide 380**
Provides basic patient care under direction of nursing staff. Perform duties, such as feed, bathe, dress, groom, or move patients, or change linens.

**Typical Requirements:** Certification required. High school diploma or equivalent, criminal and child abuse clearance, 18+ years old, and certified. A valid driver’s license may be required.

**Facilities Management Group 400**

**Cook 410**
Performs food production activities, including food preparation, supplies and equipment care, packaging, storage, and reporting. Plans menus in response to supplies available and to special dietary requirements when appropriate. May also serve food and clean up the food preparation site.

**Typical Requirements:** High school diploma plus 1+ years of experience.

**Driver 420**
Drives vehicles, adheres to driving schedules, and may attend to passengers' needs, maintains vehicles in proper and safe working condition.

**Typical Requirements:** High school diploma or equivalent and any specialized driver’s licenses needed.
Janitor / Custodian 430
Maintains the organization's facility in clean and orderly condition. Sweeps, mops, and empties trash, tends to recycling and may perform minor upkeep of environmental systems including heating and air conditioning. May perform repairs and other upkeep functions to maintain the organization's physical facility. May also assist with moving furniture and equipment.
Typical Requirements: High school diploma or equivalent.

Property / Site Supervisor 440
Oversees the maintenance of a single property, including janitorial services, repair and upkeep, and personal and building security.
Typical Requirements: High school diploma and 1+ years of experience.

Financial Management Group 500

Accountant 510
Utilizes accounting and spreadsheet software to accurately maintain all general ledger accounts, reconcile bank statements, conduct monthly and year-end closing procedures, and prepare monthly financial statements using generally accepted accounting principles. Assists with the audit preparation of state and federal financial filings.
Typical Requirements: Bachelor's degree in accounting or related field and 2+ years of experience.

Bookkeeper 520
Keeps records of financial transactions for the organization. Reconciles and balances accounts. May perform various other duties pertaining to financial transactions.
Typical Requirements: Associate's degree in accounting or bookkeeping, or 2+ years of experience.

Bookkeeper (Part-time) 520P
Use this job category for bookkeepers who work < 36 hours per week.

Business Manager 530
Oversees operations including purchasing, insurance, and billing. Ensures that the organization meets its budget targets for operational income and expenses. Maintains vendor and bid records. Complies with required filings by local, state, and federal agencies for agency licensure and management.
Typical Requirements: Bachelor's degree in management or related field, or associate's degree and 2+ years of experience.

Finance Director 540
Provides overall direction for all financial management, accounting, and budgeting functions on behalf of the Executive Director. Develops financial procedures and directs
their implementation. Manages all financial and accounting activities. Performs financial planning as part of the management team. Manages business and accounting staff.

**Typical Requirements:** MBA or equivalent and 2+ years of experience.

### Senior Management Group 600

**Computer Systems Manager 610**
Manages one or more aspects of the organization's computer systems, including local area network (LAN), database, or Internet communications. Purchases and maintains computer hardware. Installs and configures operating and ancillary software. Assists and trains system users.

**Typical Requirements:** Bachelor's degree in computer science or equivalent and 1+ years of experience.

**Development Director 620**
Works closely with the Executive Director and the Board of Directors to develop a comprehensive fundraising strategy to expand philanthropic support for the organization. Manages all components of the fundraising plan including (but not limited to): annual giving, planned giving, corporate and foundation grants, major individual and corporate gifts, and special fundraising events. Manages (either directly or indirectly) all staff members of the development department.

**Typical Requirements:** Bachelor’s degree or equivalent, professional development training in fundraising, and 3+ years of experience.

**Development Director (Part-time) 620P**
Use this job category for development directors who work < 36 hours per week.

**Human Resource Director 630**
Develops and organizes all human resources activities of the organization. Develops and implements recruitment, selection, compensation, benefits, employee relations, and training and development programs. Develops human resources policies and procedures and ensures compliance with applicable legislation and regulations.

**Typical Requirements:** Bachelor’s degree in human resources, industrial relations, or related field and 3+ years of experience.

**PR / Communications Director 640**
Designs, develops, and implements the communications and public relations program to build awareness of the organization's mission, programs, and achievements. Manages and coordinates media relations, special community events, and external publications. Represents the organization at public events.

**Typical Requirements:** Bachelor’s degree or equivalent and 3+ years of experience.

**PR / Communications Director (Part-time) 640P**
Use this job category for PR / communications directors who work < 36 hours per week.
Program/Project Manager 650
Organizes and coordinates one or more projects undertaken by the organization as the staff person assigned to manage the projects. Develops activities and related timelines to meet established project goals. Tracks project expenses to ensure they do not exceed the projects' budgets. Evaluates projects' results and prepares related reports for the management of the projects.
**Typical Requirements:** Bachelor's degree or equivalent and 1+ years of project related experience.

Program/Project Manager (Part-time) 650P
Use this job category for project managers who work < 36 hours per week.

Public Policy Director / Lobbyist 655
Coordinates organization's public policy and lobbying activities, in coordination with Executive Director and/or Board. Researches and develops policy positions. Develops and implements grassroots and/or direct lobbying strategies. Develops relationships with policy-makers, media, and activists.
**Typical Requirements:** Bachelor's degree and 5+ years of experience, or master's or law degree and 3+ years of experience.

Public Policy Director / Lobbyist (Part-time) 655P
Use this job category for public policy directors or lobbyists who work < 36 hours per week.

Volunteer Coordinator 660
Coordinates the organization’s student and community volunteer program. Consults with staff to determine the organization’s needs. Interviews, screens, and places volunteers in appropriate programs and activities. Prepares appropriate volunteer training and procedure manuals. Conducts volunteer orientation and training sessions. Speaks to community groups to explain the organization’s activities and recruit potential volunteers. Prepares reports on the extent, nature, and value of the organization's volunteer program.
**Typical Requirements:** Bachelor's degree or equivalent and 1+ years of experience.

Volunteer Coordinator (Part-time) 660P
Use this job category for volunteer coordinators who work < 36 hours per week.

Director of Research and Evaluation / Senior Researcher 670
Manages the organization’s research efforts, including project management, designing and implementing evaluations and data analyses. Expertise in both quantitative and qualitative evaluation methods. Works closely with the Executive Director and Development Director to meet all funding requirements.
**Typical Requirements:** Ph.D in program evaluation or related field and 6+ years of experience.