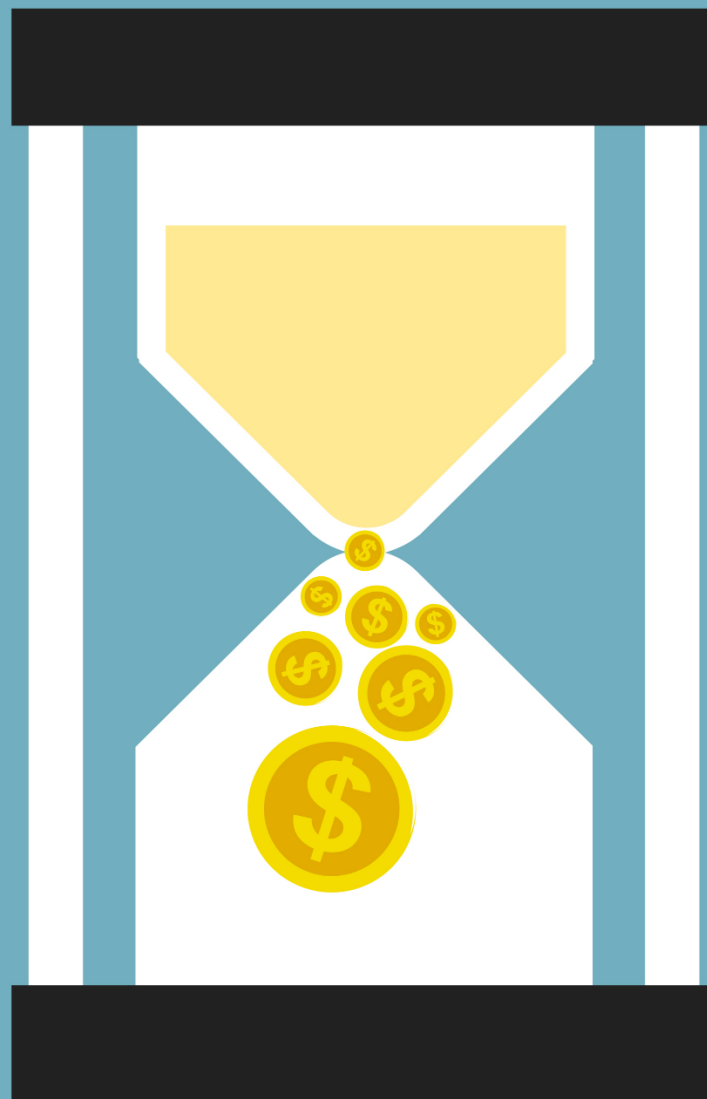# Grants Managers Network

2016 Salary and Jobs Survey Report

GMN

How Grants Get Made

GRANTS MANAGERS NETWORK

Grants Managers Network is a thriving national association of nearly 3,000 philanthropy professionals.

VISION

Grantmaking practices that maximize philanthropic impact.

MISSION

Our mission is to improve grantmaking by advancing the knowledge, skills, and abilities of grants management professionals and leading grantmakers to adopt and incorporate effective practices that benefit the philanthropic community.

By increasing the knowledge of grants managers and the efficiency and effectiveness of funders, GMN helps grantmakers deliver more resources directly to mission-driven activities, leading to better outcomes for grantmakers and grantseekers alike.

Learn more on our website at www.gmnetwork.org.

ABOUT THIS REPORT

The 2016 Salary and Jobs Survey Report is based on data collected during a survey of members of Grants Managers Network in 2015. This report is current as of July 1, 2016. Find the report online at www.gmnetwork.org/2016salaryreport.

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KEY FINDINGS

Grants management professionals are being paid more to do a greater volume of higher level work than ever before, according to the GMN 2016 Salary and Jobs Report.

THE EMPLOYERS

- An overwhelming majority (85 percent) of grants management functions are centralized within organizations.
- Most employers have an average ratio of 1:6 grants management professionals to other philanthropy workers.
- The number of grants awarded and average grant amounts have increased since the 2013 survey.

THE PEOPLE

- Salaries for grants management professionals have increased over 2013 levels, to an average income of $75,758 and a median income of $70,000.
- As expected, the highest paid respondents are those holding executive-level titles, while the lowest paid are those in business support positions.
- Eighty-six percent of grants management professionals have at least a four-year degree; 39% have a master's degree.

THE WORK

- More than three-quarters (78 percent) of grants are made to 501(c)(3) public charities.
- Slightly less than half (44 percent) of grants are made using an advised process.
- Only 6 percent of grants are made to entities outside the United States, the same level indicated in 2013.
- A little more than two-thirds (69 percent) of grants are made for a period of only one year.

THE PROFESSION

- The number of grants management professionals who have been promoted within their organizations is nearly equal to the number of those who have not—52 percent vs. 48 percent. In 2013, fewer than 50% of respondents had reported being promoted.
- Most grants management professionals (54 percent) consider the field to be their career, though a third (30 percent) are unsure.
- Grants management professionals are particularly stable in their jobs; only 11 percent have changed jobs in the last 12 months and just 6 percent expect to leave the profession within the next five years.

INTRODUCTION

Grants Managers Network's 2016 Salary and Jobs Survey Report is intended to provide GMN members, their supervisors, and grantmaking organizations with current and accurate data regarding salaries, jobs, and practices within the grants management profession. This report remains the only source of salary information with this level of detail in the field. All salary data reported in this survey are effective as of March 31, 2016.

NOTES ON GENERAL METHODOLOGY

The 2016 Salary and Jobs Report was developed and conducted with the assistance of Dynamic Benchmarking, which specializes in collecting, sharing and analyzing key performance data. Along with Dynamic Benchmarking, GMN staff reviewed and finalized the survey and made it available online on July 14, 2015. All GMN members were encouraged to complete the survey. As of the final cut-off (March 31, 2016), a total of 300 members responded in whole or in part to this year's survey, or 10 percent of the GMN membership. GMN analyzed the survey data to develop this summary report. In some instances, data were excluded if identified as an outlier and possible typographical or where verified true data outside the norm for all grantmakers would have skewed the overall results. Totals do not always add to 100%.

NOTES ON SALARY TABLES

The salary tables provided within the four job bands summarize all usable data reported from the GMN membership:

- o   Data was excluded if no salary was reported.
- o   Totals reported by grantmaker type, region, and asset size may not add to the "All Respondents" total if participants did not report the selection criterion.
- o   To preserve the confidentiality of respondents, a minimum of 7 responses is required to report data at the 25th and 75th percentiles, and a minimum of 3 responses is required to report data in all other categories. Data not disclosed is indicated by a (D) in the table or graph.
- o   Where no responses were given for particular segments, tables are marked with (NR).

Data points are defined as follows:

- o   Average: the arithmetic mean of all values reported in the data sample.
- o   Median: the middle value in the array of all reported values; 50 percent are above and 50 percent are below. Since the median is not skewed by extreme values in the sample, it is often relied upon as a more accurate indicator of market value.
- o   XXth Percentile: the point at which the values fall in the full array of reported data. Positions in lower percentiles typically have limited experience in the field, working in small -asset organizations located in areas with a low cost of labor. As technical proficiency increases, gained through longer tenure, further education, and direct experience, a position's value is likely to increase. Salaries in the upper quartile and decile are represented by incumbents with authoritative knowledge and significant scope of responsibility and authority, who are likely to work in large asset organizations in geographic areas with the highest costs of labor.

HOW TO USE THIS REPORT: GRANTS MANAGEMENT PROFESSIONALS

This salary and jobs survey is a valuable resource for GMN members. Members recommend using the report in the following ways:

- o **Share with your Human Resources department**: the detailed information in this report can help HR in evaluating how the salaries, benefits, and practices within your organization compare to directly comparable positions in the labor market. If there are particular benefits or practices that are not available in your organization, this data may support consideration of their implementation.
- o **Discuss with your supervisor**: see how your job compares with others and talk about your own work activities and how you can grow in your job. If the data show that your salary appears to be lower comparable peers, you might request a salary review. If a salary increase isn't possible, you might get some ideas on other benefits or perquisites to request from your employer in lieu of (or addition to) a salary increase.
- o **Plan your own professional development**: we have gathered a large body of data regarding education and experience levels, and the types of work activities undertaken by grants management staff at different levels. Consider your own qualifications and work activities and, in consultation with your supervisor, determine what additional coursework or work assignments will enhance your professional capacity and support your career growth. (See GMN's Learning Programs)

HOW TO USE THIS REPORT: SUPERVISORS AND OTHER LEADERSHIP

GMN's salary and jobs report is the only survey of the grants management profession and the only source of knowledge about the specific jobs, work, benefits, salary, and compensation of this group of professionals. Data within this report summarize standards and practices across the field of grantmaking and should inform your own decisions about hiring, determining salaries and benefits, and assessing the professional development of employees in this sector. Aligning your own standards and practices with this field-specific resource also can help you validate decisions on work assignments, salary increases, and promotions.

- o **Share with your Human Resources department**: your endorsement of the standard salaries, benefits, and practices revealed in this report may influence how practices within your organization measure up to directly comparable positions in the labor market. If there are particular benefits or practices that are not available in your organization, this data may support consideration of their implementation.
- o **Discuss with your employees:** use this large body of data regarding education and experience levels, and the types of work activities undertaken by grants management staff at different levels, to assist your employees in developing and working through their professional development plans. Demonstrating your support of their career growth in alignment with standards within the grants management industry will enhance the value your employees experience while expanding their professional capacity.

GMN'S LEARNING PROGRAMS

GMN's mission to improve grantmaking by advancing the knowledge, skills, and abilities of grants management professionals is activated through our core emphasis on learning. Grants management professionals require and deserve a robust plan for continuing education and professional development that enriches their work in philanthropy and engages them as teams and individuals. GMN is committed to creating a strong learning environment that builds on a vision of lifelong learning and expanding opportunities for members to identify and address their personal continuing learning needs and goals. Beginning in 2013, GMN undertook a bold effort to cultivate the components of a rich and rewarding learning plan for members, including exploring the ways adult professionals learn, the tools and resources that make knowledge more transferable, and the skills members wish to acquire, all of which will inform a new landscape of learning.

ANNUAL CONFERENCE

GMN's annual conference has grown to include more than 700 grants managers, program staff, senior leaders, academic institutions, and philanthropy thought leaders. Participants consistently rate the relevance of content to their work and their ability to put their learning into practice at or above 97 percent. With session tracks covering the basics, advanced topics, and emerging issues, the conference offers valuable learning opportunities to professionals at all stages of their careers. Our highly attended Grants Management 101 pre-conference workshop guides those new to the field through the basics of the job and work they may be asked to perform and puts them on a course for a year of extended learning opportunities.

ONLINE RESOURCES AND LEARNING

The Knowledge Base is a resource that links members to a wide variety of GMN-developed materials on topics ranging from grant reporting and legal and tax compliance to change management and leadership. Knowledge Base users can browse nearly 500 items by format or by topic, or enter keywords to conduct a search. Resource formats include reports, webinar recordings, journal and blog articles, sample documents and templates, and learning modules, which package webinars with supplementary learning materials, a knowledge assessment, and a certificate when the participant successfully completes the module.

REGIONAL CHAPTERS

GMN's regional chapters offer unrivaled opportunities for professional development and networking for grants management professionals, through peer knowledge sharing, expert training, and informal meetings. Participation in regional chapter events provides grants managers with the resources they need to help improve grantmaking at their organizations, and the local networks enable them to share challenges and solutions while developing their own professional networks.

WEBINARS

GMN is committed to delivering quality learning opportunities on a regular basis through our growing program of webinars, designed to connect members with new technologies, expertise from thought leaders, and continued learning in areas of unique experience. Following live presentations, GMN webinars are available in our resource library for independent learning.

THE EMPLOYERS

EMPLOYER TYPE AND SIZE

GMN's membership reflects a great diversity of organization types and sizes, from very small foundations to very large corporate entities.

Organization Type	Number Among Respondents	% Among Respondents
Total	283	
Community Foundation/Donor-Advised Fund	24	8%
Corporate Grantmaker/Foundation	25	9%
Independent/Private Foundation	162	57%
Public Charity Grantmaker	40	14%
Other	32	11%

- o Of 283 respondents who reported an organization type, more than half (57 percent) were from independent/private foundations.

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GRANTMAKING VOLUME BY ASSET SIZE

Survey participants were asked to provide information regarding the volume of grantmaking activity within their organizations for 2016, with the following results:

Asset Size	N	# of Letters of Inquiry	# of Full Proposals	# of Grants Awarded	Average Grant Amount	Size of Grants Management Staff
Total	191					
Average		303	430	411	$151,812	4
Median		50	148	164	$69,324	2
$0 to $5,000,000	16					
Average		134	216	318	$44,642	3
Median		40	84	135	$22,507	2
$5,000,001 to $10,000,000	8					
Average		173	438	181	$42,796	1
Median		30	300	190	$29,642	1
$10,000,001 to $25,000,000	18					
Average		101	118	77	$48,514	1
Median		20	55	52	$29,845	1
$25,000,001 to $50,000,000	15					
Average		34	287	215	$155,974	2
Median		0	70	74	$43,140	1
$50,000,001 to $100,000,000	21					
Average		74	244	207	$71,237	1
Median		45	90	66	$37,720	1
$100,000,001 to $500,000,000	55					
Average		374	419	368	$121,810	5
Median		53	118	125	$67,500	1
$500,000,000 to $1 Billion	25					
Average		284	387	285	$155,135	3
Median		100	333	260	$101,382	2
Greater than $1 Billion	33					
Average		692	935	1077	$431,628	9
Median		300	637	440	$262,500	6

o The size of an organization's grants management department does not seem to be significantly affected by the asset size of the organization until that asset size reaches $1 billion.

o The average number of full proposals and number of grants awarded have increased since 2013, while median has not changed significantly. Both the average and median grant amounts have increased significantly since 2013.

GRANTMAKING VOLUME BY TOTAL GIVING

Total Giving	N	# of Letters of Inquiry	# of Full Proposals	# of Grants Awarded	Average Grant Amount	Size of Grants Management Staff
Total	234					
Average		295	371	648	$143,329	3
Median		50	140	149	$61,799	2
$0 to $2,500,000	57					
Average		73	77	80	$34,172	1
Median		20	50	43	$16,250	1
$2,500,001 to $5,000,000	32					
Average		115	141	226	$86,038	2
Median		45	95	88	$39,857	1
$5,000,001 to $10,000,000	28					
Average		328	430	252	$71,974	2
Median		50	128	129	$51,241	2
$10,000,001 to $25,000,000	54					
Average		333	351	316	$140,475	2
Median		100	193	219	$73,795	2
$25,000,001 to $50,000,000	28					
Average		583	749	550	$168,044	5
Median		25	350	321	$105,779	3
$50,000,001 to $100,000,000	13					
Average		299	445	475	$260,404	6
Median		141	228	418	$213,826	4
Greater than $100,000,000	22					
Average		617	901	4281	$506,663	8
Median		155	512	445	$565,298	6

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STAFFING GRANTS MANAGEMENT

Centralization

Eighty-five percent of survey participants reported that the grants management functions within their organizations are centralized. This number is a five percent increase over the 2013 survey, indicating that grants management functions may be becoming more centralized as a whole.

N=272	Number of Respondents	% of Total Responses
Centralized	232	85%
Decentralized	20	7%
Hybrid	20	7%

Staff Size

The 2016 survey continues a decision made for the 2013 survey to compare only philanthropy-related staff to total grants management staff, resulting in a more consistent ratio. In previous years, this survey has compared the total of all staff to total grants management staff, resulting in larger ratios that misrepresented the true scope of those working in grantmaking, especially at corporate grantmakers.

Organization Type	N	Average Total Philanthropy Staff Size	Average Grants Management Staff	Ratio of Grants Management Staff to Philanthropy Total Staff
Total	270	36	6	1:6
Community foundation/donor-advised fund	24	41	4	1:10
Corporate grantmaker/foundation	24	7	2	1:3
Independent/private foundation	154	43	4	1:12
Public charity/grantmaker	38	23	7	1:3
Other	30	40	22	1:2

JOB LEVELS

Previous salary surveys have included the use of job titles that were not always comparable. In order to develop a finer categorization of job levels, we have translated various titles to four standard bands that are easier to compare based on actual work performed.

Executive	Holds management accountability for an organization or division. Develops, establishes, and approves long-term vision and strategy for the area managed
22 Respondents	

Supervisory/Management	Accountable for managing a team of people, setting direction and deploying resources. Results are primarily achieved through the work of others. Accountable for business, functional, or operational areas, processes, or programs.
70 Respondents	

Professional	Work is primarily achieved by an individual or through project teams. Requires the application of expertise in professional or technical area(s) to achieve results.
270 Respondents	
5 Respondents	**Entry Level** - Performs routine assignments using existing procedures to solve standard problems, receiving instruction, guidance, and direction from others.
51 Respondents	**Intermediate** - Has knowledge and expertise in own discipline, but still acquiring higher level of knowledge and skills. Receives a moderate level of guidance and direction.
80 Respondents	**Career** - Uses in-depth knowledge and experience to solve complex problems and serves as a resource for colleagues with less experience. Receives minimal guidance.
76 Respondents	**Specialist** - is recognized as an expert within own area within organization. Interprets business issues and recommends solutions and best practices. Works independently.
50 Respondents	**Master** - is recognized as an expert in the organization, both within and beyond own function. Anticipates business challenges and leads efforts to address them and implement improvements. Operates with no supervision.
8 Respondents	**Renowned Expert** - is recognized as an external thought leader within a strategic function or discipline. Influences strategy and proactively identifies and solves complex problems impacting the organization. Leads multidisciplinary projects or initiatives.

Business Support	Performs administrative/clerical support tasks.
18 Respondents	

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REPORTING RELATIONSHIPS

Report to	N=335	% Reporting to Each
Board	15	4%
Chief Executive Officer	80	24%
Chief Financial Officer	26	8%
Chief Operating Officer	24	7%
Head of Grants Management Department	61	18%
Head of Programs	40	12%
Another Member of Grants Management Department	20	6%
Another Member of Program Department	14	4%
Other	55	16%

- o   A plurality of grants management professionals report directly to a C-level executive within their organization.
- o   More than half of those reporting directly to the board are in the executive band.

GRANT RECIPIENTS

N=95,696	N	% of All Grants
Number of grants made to 501(c)(3) public charities	74,710	78%
Number of grants made to recipients requiring expenditure responsibility or equivalency determination	6,054	6%
Number of grants made to intermediaries who re-grant the funds	1,543	2%
Number of grants made to individuals (direct grants)	5,274	6%
Number of other grants made	8,115	8%

GRANT PURPOSES

N=80,355	N	% of All Grants
Number of grants made for operating support	23,666	29%
Number of grants made for project/program/capital support	34,014	42%
Number of grants made for sponsorships	2,974	4%
Number of grants made for scholarships/fellowships	3,267	4%
Number of grants made for other purposes	16,434	20%

GRANTS PROCESS

N=80,758	N	% of All Grants
Number of grants you made using the competitive grants process	25,718	32%
Number of grants you made using the solicited grants process	14,555	18%
Number of grants you made using the advised process	35,460	44%
Number of grants you made using a process not listed here	5,025	6%

GRANTS LOCATION

N=85,682	N	% of All Grants
Number of grants made to organizations based in the U.S.	80,349	94%
Number of grants made to organizations based outside of the U.S.	5,333	6%

GRANT PERIODS

N=331	N	% of All Grants
Number of grants made for one year	229	69%
Number of grants made for more than one year	102	31%

THE PEOPLE

What are the qualifications of a grants management professional?

EDUCATION

Highest Level of Education	N=337	Percentage
Doctoral Degree	7	2%
Masters/Professional Degree	133	39%
Bachelor's Degree	151	45%
Associate's Degree	18	5%
High school or equivalent	19	6%
Other	9	3%

TIME IN FIELD

	N	Average Numbers of Years
Time in grants management field	337	9
Time at current employer	335	7
Time in current position	333	5

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How much are grants management professionals paid?

COMPENSATION

Reporting Group (number of respondents)	N	Average Salary	Median Salary	Average Increase %	Median Increase %
Total	372	$75,758	$70,000	5%	4%
Executive	22	$114,641	$101,808	2%	10%
Supervisory/Management	69	$93,274	$88,054	2%	1%
Professional	263	$69,324	$67,200	7%	7%
Business Support	18	$55,102	$50,675	11%	2%

- o Salaries for all respondents have increased over 2013 levels, to an average income of $75,758 and a median income of $70,000. In 2013, the average income was $72,073 and the median was $67,000. In 2011, the average was $71,064 and the median was $65,000.

SALARY INCREASES

Reporting Group (number of respondents)	N	Average Salary	Median Salary	Average Increase %	Median Increase %
Total	364	$76,193	$70,000	4%	3%
Executive	22	$114,641	$101,888	5%	3%
Supervisory/Management	67	$93,840	$88,200	5%	4%
Professional	257	$69,779	$67,400	4%	3%
Business Support	18	$55,102	$50,675	3%	2%

- o Slightly more than a third (39 percent) of respondents report that they are eligible for incentive pay. Of those eligible, 90 percent reported receiving a bonus in 2016--higher than in both 2013 (78 percent) and 2011 (84 percent).
- o The average incentive payment in in 2016 was $4,737 and the median was $2,500.
- o Of 364 respondents, 87 percent indicated that they received a salary increase in 2016, slightly more than the 84 percent who received and increase in 2013 and the 70 percent who received an increase in 2011.
- o The average salary increase for all respondents in 2016 was 4 percent. However, this may have been skewed slightly by several respondents reporting increases of 20 percent or more. The median was 3 percent.

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SALARY INCREASE BASED ON

Reporting group (number of respondents)	N	Individual Merit	Team Merit	Cost of Living	Other
Total	329	60%	3%	30%	7%
Executive	19	42%	11%	42%	5%
Supervisory/Manager	66	64%	5%	24%	8%
Professional	231	61%	1%	30%	7%
Business Support	13	54%	8%	31%	8%

THE WORK

What do grants management professionals do?

JOB RESPONSIBILITIES

	Number Performing Activity	Average Percentage of Time Spent on Activity
Grants Management	369	43%
Finance Accounting	328	12%
Program Management/Grantmaking	328	19%
Program-Related Investments/Loans	282	5%
Evaluation	309	8%
Information/Knowledge Management	320	9%
Research/Policy	294	6%
Communications	305	8%
Legal	299	6%
Fundraising	283	9%
IT Management/Operations	304	10%
IT Management/Operations	293	8%
Strategy Development	300	8%
Administrative Support	301	11%
Other Responsibilities	274	12%

GRANTS MANAGEMENT RESPONSIBILITIES

	Number Performing Activity	Average Percentage of Time Spent on Activity
Customer Service for Applicants/Grantees	346	14%
Proposal Receipt and Review	342	14%
Accounting and Financial Analysis	328	10%
Compliance/Regulations/Eligibility	329	10%
Awarding Grants	342	13%
Grant Monitoring	332	10%
Grant Evaluation	322	9%
Records Management	325	8%
Data Management	343	14%
Establishing/Refining Your Organization's Grantmaking Practices	343	12%
Staff/ Department Management	310	13%

How much work does a grants management professional do?

VOLUME OF WORK

	Average Number at Organization	Average Number Managed by Individual Grants Managers	Percent Managed by Individual Grants Managers
Letters of Inquiry	407	226	56%
Full Proposals	862	238	28%
Grants Awarded	863	291	34%

WORK AS PERCENTAGE OF ORGANIZATIONS GRANTS MANAGED

	N	Average	Median
Individual Grants Managed as a Percentage of Organizational Grants Managed	233	76%	100%
Individual LOIs Processed as a Percentage of Organizational LOIs Processed	146	80%	100%
Individual Proposals Managed as a Percentage of Organizational Proposals Managed	217	76%	100%
Individual Number of Grants Managed as a Percentage of Organizational Grants Managed	234	76%	100%

VALUE OF GRANTS MANAGED

	N	Average	Median
Value of total grants awarded by organization	306	$61,939,606	$11,036,474
Value of total grants managed by you	310	$32,816,659	$7,050,172
Percentage of total grant value being managed by individuals vs. organization		53%	64%

THE PROFESSION

PROMOTIONAL OPPORTUNITIES

	N	Yes	No
Have been promoted within their organization	336	52%	48%

CONSIDER GRANTS MANAGEMENT THEIR CAREER

	N	Yes	No	Unsure
Consider grants management their career	337	54%	16%	30%

CHANGED JOBS IN LAST 12 MONTHS

	N	Yes	No
Changed jobs in last 12 months	336	11%	89%

PLANNED JOB CHANGES

	N	Yes	No	Unsure
Expected to change jobs in next 5 years, staying in the profession	333	30%	29%	41%
Expect to change jobs in the next 5 years, leaving the profession	335	6%	53%	41%

RETIREMENT

	N	Yes	No	Unsure
Retirement planned in next 12 months	336	6%	90%	4%

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POSITION PROFILE: EXECUTIVE

JOB RESPONSIBILITIES – EXECUTIVE

	Number Performing Activity	Average Percentage of Time Spent on Activity
Grants Management	21	20%
Finance Accounting	20	13%
Program Management/Grantmaking	19	18%
Program-Related Investments/Loans	18	7%
Evaluation	19	9%
Information/Knowledge Management	20	9%
Research/Policy	18	6%
Communications	18	9%
Legal	21	5%
Fundraising	16	6%
IT Management/Operations	19	8%
Office/Facilities Management	19	11%
Strategy Development	20	11%
Administrative Support	18	7%
Other Responsibilities	17	17%

GRANTS MANAGEMENT RESPONSIBILITIES – EXECUTIVE

	Number Performing Activity	Average Percentage of Time Spent on Activity
Customer Service for Applicants/Grantees	19	11%
Proposal Receipt and Review	19	17%
Accounting and Financial Analysis	19	10%
Compliance/Regulations/Eligibility	19	9%
Awarding Grants	21	9%
Grant Monitoring	20	9%
Grant Evaluation	19	10%
Records Management	18	6%
Data Management	20	8%
Establishing/Refining Your Organization's Grantmaking Practices	21	16%
Staff/ Department Management	21	29%

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QUALIFICATIONS – EXECUTIVE

	Average
Years of Grant Management Experience	10
Years with Current Employer	9
Years in Current Position	6

Highest Level of Education	N	%
High School or Equivalent	1	5%
Associate's Degree	0	0%
Bachelor's Degree	2	10%
Master's/Professional Degree	15	71%
Doctoral Degree	2	10%
Other	1	5%

To Whom You Report	N	%
Board of Directors	8	38%
Chief Executive Officer	6	29%
Chief Financial Officer	1	5%
Chief Operating Officer	2	10%
Other	4	19%

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SALARY TABLES – EXECUTIVE

ALL RESPONDENTS

Data Point	Base Salary	Salary Increase Received	Most Recent Incentive Payment
Number of Responses	22	19	10
Average	$114,641	4%	$7,598
Median (50th Percentile)	$101,888	3%	$8,500
10th Percentile	$82,687	2%	(D)
25th Percentile	$90,849	3%	(D)
75th Percentile	$131,500	10%	$8,700
90th Percentile	$160,000	2%	(D)

BY ORGANIZATION TYPE

	Number of Responses	25th Percentile	Average	Median (50th Percentile)	75th Percentile	Number Incentive Eligible	Median Incentive Payment	Average Incentive Payment
Community Foundation/ Donor-Advised Fund	1	(D)	(D)	(D)	(D)	(D)	(D)	(D)
Corporate Grantmaker/ Foundation	3	(D)	106,418	98,000	(D)	(D)	(D)	(D)
Private Independent Foundation	7	94,263	126,471	99,775	145,000	4	8,500	8,625
Public Charity Grantmaker	3	(D)	115,569	130,000	(D)	(D)	(D)	(D)
Other	2	(D)	(D)	(D)	(D)	(D)	(D)	(D)

BY REGION

	Number of Responses	25th Percentile	Average	Median (50th Percentile)	75th Percentile	# Incentive Eligible	Median Incentive Payment	Average Incentive Payment
Northeast	2	(D)	(D)	(D)	(D)	2	(D)	(D)
South	6	(D)	106,223	98,888	(D)	3	9,833	12,000
Midwest	2	(D)	(D)	(D)	(D)	2	(D)	(D)
West	5	(D)	128,785	104,000	(D)	1	(D)	(D)

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BY ASSET SIZE

	Number of Responses	25th Percentile	Average	Median (50th Percentile)	75th Percentile	# Incentive Eligible	Median Incentive Payment	Average Incentive Payment
$0 - $5,000,000	3	(D)	106,000	104,000	(D)	2	(D)	(D)
$5,000,001 - $10,000,000	2	(D)	(D)	(D)	(D)	(D)	(D)	(D)
$10,000,001 - $25,000,000	1	(D)	(D)	(D)	(D)	(D)	(D)	(D)
$25,000,001 - $50,000,000	1	(D)	(D)	(D)	(D)	(D)	(D)	(D)
$50,000,001 - $100,000,000	2	(D)	(D)	(D)	(D)	(D)	(D)	(D)
$100,000,001 - $500,000,000	2	(D)	(D)	(D)	(D)	(D)	(D)	(D)
$500,000,001 - $1,000,000,000	1	(D)	(D)	(D)	(D)	(D)	(D)	(D)
$1,000,000,001 and above	2	(D)	(D)	(D)	(D)	(D)	(D)	(D)

BY TOTAL GIVING

	Number of Responses	25th Percentile	Average	Median (50th Percentile)	75th Percentile	# Incentive Eligible	Median Incentive Payment	Average Incentive Payment
$0 - $2,500,000	5	(D)	98,951	93,500	(D)	3	10,000	10,000
$2,500,001 - $5,000,000	2	(D)	(D)	(D)	(D)	(D)	(D)	(D)
$5,000,001 - $10,000,000	6	(D)	101,466	101,610	(D)	3	1,000	4,596
$10,000,001 - $25,000,000	1	(D)	(D)	(D)	(D)	(D)	(D)	(D)
$25,000,001 - $50,000,000	1	(D)	(D)	(D)	(D)	(D)	(D)	(D)
$50,000,001 - $100,000,000	1	(D)	(D)	(D)	(D)	(D)	(D)	(D)
$100,000,001 and above	3	(D)	188,333	180,000	(D)	1	(D)	(D)

NOTES

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- o   Where no responses were given for particular segments, tables are marked with (NR).

GMN
How Grants Get Made

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- o **XXth Percentile**: the point at which the values fall in the full array of reported data. Positions in lower percentiles typically have limited experience in the field, working in small-asset organizations located in areas with a low cost of labor. As technical proficiency increases, gained through longer tenure, further education, and direct experience, a position's value is likely to increase. Salaries in the upper quartile and decile are represented by incumbents with authoritative knowledge and significant scope of responsibility and authority, who are likely to work in large asset organizations in geographic areas with the highest costs of labor.

POSITION PROFILE: SUPERVISORY/MANAGEMENT

JOB RESPONSIBILITIES – SUPERVISORY/MANAGEMENT

	Number Performing Activity	Average Percentage of Time Spent on Activity
Grants Management	68	40%
Finance Accounting	61	11%
Program Management/Grantmaking	62	17%
Program-Related Investments/Loans	54	3%
Evaluation	57	8%
Information/Knowledge Management	62	10%
Research/Policy	56	6%
Communications	59	6%
Legal	60	6%
Fundraising	55	13%
IT Management/Operations	57	13%
Office/Facilities Management	55	6%
Strategy Development	59	9%
Administrative Support	56	8%
Other Responsibilities	52	11%

GRANTS MANAGEMENT RESPONSIBILITIES – SUPERVISORY/MANAGEMENT

	Number Performing Activity	Average Percentage of Time Spent on Activity
Customer Service for Applicants/Grantees	59	11%
Proposal Receipt and Review	60	9%
Accounting and Financial Analysis	59	10%
Compliance/Regulations/Eligibility	55	12%
Awarding Grants	62	10%
Grant Monitoring	55	7%
Grant Evaluation	59	9%
Records Management	56	6%
Data Management	65	15%
Establishing/Refining Your Organization's Grantmaking Practices	66	16%
Staff/ Department Management	64	18%

GMN
How Grants Get Made

QUALIFICATIONS – SUPERVISOR/MANAGEMENT

	Average
Years of Grant Management Experience	10
Years with Current Employer	8
Years in Current Position	4

Highest Level of Education (66 responses)	N	%
High School or Equivalent	3	5%
Associate's Degree	3	5%
Bachelor's Degree	26	39%
Master's/Professional Degree	32	48%
Other	2	3%

To Whom You Report (67 respondents)	N	%
Chief Executive Officer	14	21%
Chief Financial Officer	10	15%
Chief Operating Officer	6	9%
Head of Grants Management Department	7	10%
Another Member of Grants Management Department	2	3%
Head of Programs	11	16%
Another Member of Program Department	5	7%
Other	12	18%

GMN
How Grants Get Made

SALARY TABLES – SUPERVISORY/MANAGEMENT

ALL RESPONDENTS

Data Point	Base Salary	Salary Increase Received	Most Recent Incentive Payment
Number of Responses	69	63	26
Average	93,274	13	4,611
Median (50th Percentile)	88,054	10	3,662
10th Percentile	54,496	4	(D)
25th Percentile	70,000	10	4,775
75th Percentile	104,000	32	3,662
90th Percentile	150,000	11	10,287

BY ORGANIZATION TYPE

	Number of Responses	25th Percentile	Average	Median (50th Percentile)	75th Percentile	# Incentive Eligible	Median Incentive Payment	Average Incentive Payment
Community Foundation/ Donor-Advised Fund	8	53,443	71,574	70,500	88,750	2	(D)	(D)
Corporate Grantmaker/ Foundation	6	(D)	86,188	87,500	(D)	5	11,125	9,254
Private Independent Foundation	27	80,000	108,078	100,000	132,500	8	1,340	2,548
Public Charity Grantmaker	8	74,300	81,797	82,838	91,125	2	(D)	(D)
Other	6	(D)	83,614	83,669	(D)	2	(D)	(D)

BY REGION

	Number of Responses	25th Percentile	Average	Median (50th Percentile)	75th Percentile	# Incentive Eligible	Median Incentive Payment	Average Incentive Payment
Northeast	11	85,419	110,412	91,680	131,569	5	4,600	5,000
South	16	61,735	87,886	80,365	107,750	5	4,250	4,250
Midwest	10	63,837	82,129	92,000	101,500	2	(D)	(D)
West	16	58,750	89,950	85,000	118,750	5	3,640	2,000

BY ASSET SIZE

	Number of Responses	25th Percentile	Average	Median (50th Percentile)	75th Percentile	# Incentive Eligible	Median Incentive Payment	Average Incentive Payment
$0 - $5,000,000	4	(D)	64,367	60,560	(D)	3	1,000	1,333
$5,000,001 - $10,000,000	1	(D)	(D)	(D)	(D)	(D)	(D)	(D)
$10,000,001 - $25,000,000	2	(D)	(D)	(D)	(D)	(D)	(D)	(D)
$25,000,001 - $50,000,000	3	(D)	89,167	88,000	(D)	1	(D)	(D)
$50,000,001 - $100,000,000	3	(D)	74,558	78,000	(D)	1	(D)	(D)
$100,000,001 - $500,000,000	8	86,150	92,070	91,000	95,019	2	(D)	(D)
$500,000,001 - $1,000,000,000	8	77,548	124,300	125,000	164,500	3	1,200	2,067
$1,000,000,001 and above	14	94,000	111,401	111,500	125,000	4	2,240	5,457

BY TOTAL GIVING

	Number of Responses	25th Percentile	Average	Median (50th Percentile)	75th Percentile	# Incentive Eligible	Median Incentive Payment	Average Incentive Payment
$0 - $2,500,000	8	50,090	61,135	64,563	69,085	3	2,000	4,708
$2,500,001 - $5,000,000	5	(D)	73,009	65,000	(D)	1	(D)	(D)
$5,000,001 - $10,000,000	3	(D)	86,067	88,200	(D)	1	(D)	(D)
$10,000,001 - $25,000,000	13	80,000	90,897	92,000	119,000	7	5,000	6,949
$25,000,001 - $50,000,000	11	82,865	108,173	97,000	116,000	5	2,000	4,640
$50,000,001 - $100,000,000	6	(D)	114,170	114,000	(D)	2	(D)	(D)
$100,000,001 and above	11	96,000	110,604	108,000	123,380	3	3,000	3,400

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POSITION PROFILE: PROFESSIONAL

JOB RESPONSIBILITIES – PROFESSIONAL

	Number Performing Activity	Average Percentage of Time Spent on Activity
Grants Management	263	46%
Finance Accounting	232	12%
Program Management/Grantmaking	233	21%
Program-Related Investments/Loans	198	4%
Evaluation	219	8%
Information/Knowledge Management	224	9%
Research/Policy	208	6%
Communications	215	8%
Legal	205	6%
Fundraising	199	9%
IT Management/Operations	214	9%
Office/Facilities Management	207	7%
Strategy Development	208	7%
Administrative Support	211	10%
Other Responsibilities	190	12%

GRANTS MANAGEMENT RESPONSIBILITIES – PROFESSIONAL

	Number Performing Activity	Average Percentage of Time Spent on Activity
Customer Service for Applicants/Grantees	250	15%
Proposal Receipt and Review	246	15%
Accounting and Financial Analysis	234	11%
Compliance/Regulations/Eligibility	238	10%
Awarding Grants	242	14%
Grant Monitoring	239	11%
Grant Evaluation	228	9%
Records Management	233	8%
Data Management	242	18%
Establishing/Refining Your Organization's Grantmaking Practices	238	10%
Staff/Department Management	211	7%

GMN
How Grants Get Made

QUALIFICATIONS – PROFESSIONAL

	Average
Years of Grant Management Experience	9
Years with Current Employer	7
Years in Current Position	5

Highest Level of Education	N	%
High School or Equivalent	13	6%
Associate's Degree	14	6%
Bachelor's Degree	110	48%
Master's/Professional Degree	83	36%
Doctoral Degree	5	2%
Other	6	3%

To Whom You Report	N	%
Board of Directors	5	2%
Chief Executive Officer	57	25%
Chief Financial Officer	14	6%
Chief Operating Officer	16	7%
Head of Grants Management Department	46	20%
Another Member of Grants Management Department	17	7%
Head of Programs	27	12%
Another Member of Program Department	9	4%
Other	38	17%

SALARY TABLES – PROFESSIONAL

ALL RESPONDENTS

Data Point	Base Salary	Salary Increase Received	Most Recent Incentive Payment
Number of Responses	262	221	110
Average	69,569	44	4,073
Median (50th Percentile)	67,400	32	2,000
10th Percentile	48,407	19	1,725
25th Percentile	56,467	33	1,466
75th Percentile	79,875	117	2,575
90th Percentile	94,985	32	4,947

BY ORGANIZATION TYPE

	Number of Responses	25th Percentile	Average	Median (50th Percentile)	75th Percentile	# Incentive Eligible	Median Incentive Payment	Average Incentive Payment
Community Foundation/ Donor-Advised Fund	13	48,000	55,141	50,000	58,945	5	1,000	1,734
Corporate Grantmaker/ Foundation	15	57,700	69,921	64,300	74,500	14	4,150	9,164
Private Independent Foundation	113	62,500	74,277	72,200	86,000	43	2,101	4,547
Public Charity Grantmaker	25	55,000	68,415	68,000	79,000	11	1,000	2,073
Other	20	51,375	64,078	63,000	68,738	5	1,000	1,416

BY REGION

	Number of Responses	25th Percentile	Average	Median (50th Percentile)	75th Percentile	# Incentive Eligible	Median Incentive Payment	Average Incentive Payment
Northeast	49	62,220	78,556	74,586	91,600	22	10,832	3,000
South	42	55,500	67,759	67,434	74,188	17	3,190	2,500
Midwest	46	52,625	66,222	64,853	75,000	24	3,680	1,900
West	50	54,422	70,031	65,022	85,750	16	1,750	1,250

GMN
How Grants Get Made

BY ASSET SIZE

	Number of Responses	25th Percentile	Average	Median (50th Percentile)	75th Percentile	# Incentive Eligible	Median Incentive Payment	Average Incentive Payment
$0 - $5,000,000	10	48,750	59,417	55,500	69,325	5	1,800	3,644
$5,000,001 - $10,000,000	5	(D)	66,516	60,000	(D)	3	5,000	7,749
$10,000,001 - $25,000,000	14	60,500	65,404	68,000	69,500	5	1,000	1,500
$25,000,001 - $50,000,000	11	48,400	62,810	57,200	71,000	5	2,000	2,200
$50,000,001 - $100,000,000	19	53,015	73,077	67,200	89,575	8	750	7,235
$100,000,001 - $500,000,000	49	62,600	71,611	72,500	80,000	17	2,000	2,273
$500,000,001 - $1,000,000,000	14	69,500	78,324	81,359	89,986	7	3,600	4,333
$1,000,000,001 and above	23	63,750	78,185	74,586	87,321	9	1,000	1,733

BY TOTAL GIVING

	Number of Responses	25th Percentile	Average	Median (50th Percentile)	75th Percentile	# Incentive Eligible	Median Incentive Payment	Average Incentive Payment
$0 - $25000,000	52	54,070	64,207	62,110	70,963	21	2,890	3,422
$2,500,001 - $5,000,000	29	66,000	75,602	79,000	90,000	9	3,000	4,356
$5,000,001 - $10,000,000	27	53,620	70,741	65,043	79,663	16	2,000	6,984
$10,000,001 - $25,000,000	45	55,000	68,687	68,000	80,000	17	1,000	1,950
$25,000,001 - $50,000,000	25	62,500	72,580	69,000	83,000	11	3,000	9,982
$50,000,001 - $100,000,000	12	54,275	70,524	65,000	83,000	5	2,000	2,514
$100,000,001 and above	19	63,793	76,028	74,586	84,175	8	1,801	2,106

GMN
How Grants Get Made

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POSITION PROFILE: BUSINESS SUPPORT

JOB RESPONSIBILITIES – BUSINESS SUPPORT

	Number Performing Activity	Average Percentage of Time Spent on Activity
Grants Management	17	38%
Finance Accounting	15	16%
Program Management/Grantmaking	14	9%
Program-Related Investments/Loans	12	5%
Evaluation	14	16%
Information/Knowledge Management	14	8%
Research/Policy	12	6%
Communications	13	10%
Legal	13	5%
Fundraising	13	5%
IT Management/Operations	14	6%
Office/Facilities Management	12	13%
Strategy Development	13	3%
Administrative Support	16	23%
Other Responsibilities	15	8%

GRANTS MANAGEMENT RESPONSIBILITIES – BUSINESS SUPPORT

	Number Performing Activity	Average Percentage of Time Spent on Activity
Customer Service for Applicants/Grantees	17	13%
Proposal Receipt and Review	16	12%
Accounting and Financial Analysis	15	13%
Compliance/Regulations/Eligibility	16	8%
Awarding Grants	16	16%
Grant Monitoring	17	14%
Grant Evaluation	15	9%
Records Management	17	12%
Data Management	15	17%
Establishing/Refining Your Organization's Grantmaking Practices	17	9%
Staff/Department Management	14	7%

QUALIFICATIONS – BUSINESS SUPPORT

	Average
Years of Grant Management Experience	5
Years with Current Employer	5
Years in Current Position	4

Highest Level of Education	N	%
High School or Equivalent	2	12%
Associate's Degree	1	6%
Bachelor's Degree	11	65%
Master's/Professional Degree	3	18%

To Whom You Report	N	%
Board of Directors	2	12%
Chief Executive Officer	3	18%
Chief Financial Officer	1	6%
Head of Grants Management Department	7	41%
Another Member of Grants Management Department	1	6%
Head of Programs	2	12%
Other	1	6%

SALARY TABLES – BUSINESS SUPPORT

ALL RESPONDENTS

Data Point	Base Salary	Salary Increase Received	Most Recent Incentive Payment
Number of Responses	18	12	6
Average	55,102	3	3,040
Median (50th Percentile)	50,675	2	2,500
10th Percentile	40,425	1	(NR)
25th Percentile	45,000	2	(D)
75th Percentile	65,845	5	(D)
90th Percentile	78,130	2	(NR)

BY ORGANIZATION TYPE

	Number of Responses	25th Percentile	Average	Median (50th Percentile)	75th Percentile	# Incentive Eligible	Median Incentive Payment	Average Incentive Payment
Community Foundation/ Donor-Advised Fund	1	(D)	(D)	(D)	(D)	(D)	(D)	(D)
Corporate Grantmaker/ Foundation	(NR)	(NR)	(NR)	(NR)	(NR)	(NR)	(NR)	(NR)
Private Independent Foundation	9	46,013	56,039	55,000	56,000	4	1,000	3,233
Public Charity Grantmaker	2	(D)	(D)	(D)	(D)	(D)	(D)	(D)
Other	3	(D)	47,912	41,035	(D)	(NR)	(NR)	(NR)

BY REGION

	Number of Responses	25th Percentile	Average	Median (50th Percentile)	75th Percentile	# Incentive Eligible	Median Incentive Payment	Average Incentive Payment
Northeast	3	(D)	47,678	46,000	(D)	1	(D)	(D)
South	3	(D)	50,187	45,000	(D)	1	(D)	(D)
Midwest	6	(D)	57,706	55,025	(D)	2	(D)	(D)
West	3	(D)	65,333	56,000	(D)	1	(D)	(D)

BY ASSET SIZE

	Number of Responses	25th Percentile	Average	Median (50th Percentile)	75th Percentile	# Incentive Eligible	Median Incentive Payment	Average Incentive Payment
$0 - $5,000,000	(NR)	(NR)	(NR)	(NR)	(NR)	(NR)	(NR)	(NR)
$5,000,001 - $10,000,000	(NR)	(NR)	(NR)	(NR)	(NR)	(NR)	(NR)	(NR)
$10,000,001 - $25,000,000	2	(D)	(D)	(D)	(D)	(D)	(D)	(D)
$25,000,001 - $50,000,000	(NR)	(NR)	(NR)	(NR)	(NR)	(NR)	(NR)	(NR)
$50,000,001 - $100,000,000	(NR)	(NR)	(NR)	(NR)	(NR)	(NR)	(NR)	(NR)
$100,000,001 - $500,000,000	3	(D)	52,637	46,350	(D)	1	(D)	(D)
$500,000,001 - $1,000,000,000	2	(D)	(D)	(D)	(D)	(D)	(D)	(D)
$1,000,000,001 and above	1	(D)	(D)	(D)	(D)	(D)	(D)	(D)

BY TOTAL GIVING

	Number of Responses	25th Percentile	Average	Median (50th Percentile)	75th Percentile	# Incentive Eligible	Median Incentive Payment	Average Incentive Payment
$0 - $25000,000	7	43,693	55,547	63,700	66,780	1	(D)	(D)
$2,500,001 - $5,000,000	(NR)	(NR)	(NR)	(NR)	(NR)	(NR)	(NR)	(NR)
$5,000,001 - $10,000,000	2	(D)	(D)	(D)	(D)	(D)	(D)	(D)
$10,000,001 - $25,000,000	3	(D)	72,667	85,000	(D)	1	(D)	(D)
$25,000,001 - $50,000,000	2	(D)	(D)	(D)	(D)	(D)	(D)	(D)
$50,000,001 - $100,000,000	1	(D)	(D)	(D)	(D)	(D)	(D)	(D)
$100,000,001 and above	1	(D)	(D)	(D)	(D)	(D)	(D)	(D)

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GMN
How Grants Get Made

BENEFITS

As shown in the table below, the most frequently provided benefits include dental, medical, flexible spending account/health reimbursement arrangement, life insurance, retirement, and long-term disability and/or short-term disability.

BENEFITS OFFERED

N=381	Number Reporting Benefit Offered	% Reporting Benefit Offered
HEALTH CARE		
Dental Coverage	352	92%
Medical Coverage	369	97%
Vision Plan	290	76%
Flexible Spending Account/Health Reimbursement Arrangement	308	81%
RETIREMENT		
Retirement	362	95%
SUPPLEMENTAL		
Life Insurance	327	86%
Long Term/Short Term Disability	319	84%
PROFESSIONAL DEVELOPMENT/EDUCATION		
Professional Development/Membership Dues	279	73%
Tuition Reimbursement/Sponsorship	184	48%
OTHER BENEFITS/ARRANGEMENTS		
Matching Gifts/Employee Grants Program	173	45%
Travel Vouchers/Free Parking	191	50%

GMN
How Grants Get Made

PAID LEAVE

	N=377	Average	Median
Number of Paid Leave Days Allowed Under a One Pool of Paid Time Off System	161	28	22
Number of Paid Leave Days Allowed for Vacation/ Personal Days	287	20	20
Number of Paid Leave Days Allowed for Sick Time	265	11	10
Number of Paid Leave Days Allowed for Holidays	288	10	10

PERSONNEL PRACTICES

Other Leave Types	N=375	% Offering Leave Type
Flexible Work Schedule	194	52%
Job Sharing	8	2%
Telecommuting/Remote Employee	164	44%
No alternative work arrangements are available	145	39%