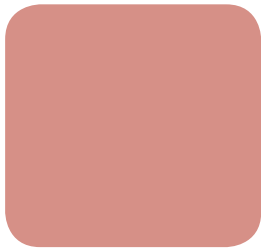
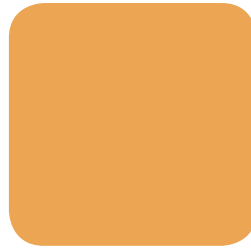
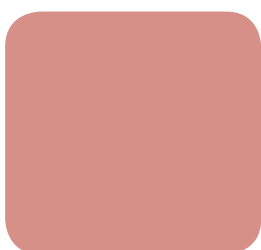




# 2015



## National Guide to Pay and Benefits in Community, Voluntary and Charitable Organisations





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## Foreword by Tina Roche, CEO of Community Foundation of Ireland

We are delighted to present the 2<sup>nd</sup> edition of the National Guide to Pay and Benefits in Community, Voluntary and Charitable organisations in Ireland. The first was published as the National survey on Pay and Benefits in Community, Voluntary and Charitable organisations in Ireland, by The Wheel in June 2008. The report has proven to be a valued resource to those working within the sector over the last 7 years.

Our team at The Community Foundation for Ireland were delighted to have the opportunity to sponsor the project. We are very grateful for the support we received from The Wheel and their CEO, Deirdre Garvey. Deirdre shared her learnings from the first survey and we very much appreciate her guidance and support. We're also thankful to Dóchas, Fundraising Ireland and Pobal.

Thank you to Anne Coughlan (Independent HR Consultant) and Quality Matters for completing the work on our behalf. They conducted consultation workshops, designed the surveys online and in hard copy, circulated the surveys, gathered and organised the data and drafted this guide. They were excellent to work with and have provided us with a comprehensive report that we hope will help organisations across the sector create robust reward and recognition programmes.

Our thanks to all the organisations who participated in the survey. This guide wouldn't be possible and as comprehensive without your time and commitment. We appreciate that it was a long and detailed survey, and we trust that you will find it was a worthwhile exercise given the quality and detail of the report.

Tina Roche, CEO

*The Community Foundation for Ireland*

[www.foundation.ie](http://www.foundation.ie)

**December 2015**



## Executive Summary

### Profile of Workforce

- A total of 261 organisations responded to the survey,<sup>1</sup> employing a total of 8,281 workers, 60% of whom work full-time.
- While many respondent organisations operated across a number of areas of activity, for purposes of analysis the organisations were classified in relation to their main area of activity. Some 8 areas of activity (or sectors) are used in the guide for analysing pay data. The most commonly identified areas of primary activity were social services (34%), health (16%) and international development (10%).
- Just over a third (35%) of organisations had between one and five employees and over a quarter (27%) have twenty or more employees.
- The average turnover rate for 2014 was 8.2% overall, with more than half of the respondents having a zero turnover rate.
- Seven out of ten (70%) employees in the participating organisations were female. Two-thirds (66%) of full time employees were female and more than three-quarters (76%) of part-time workers were female.
- More than six out of ten (62%) organisations indicated that their staff were *not* members of a trade union. In only 6% of organisations were more than half of the workforce unionized.
- More than half of the organisations (55%) in the survey had an annual income of less than €500,000 in 2014, while almost a third (30%) had €1million or more.
- For all organisations, the average funding in 2014 from government was 58.3% with the second highest contribution coming from donations, at 15.6%. Organisations also noted membership funding of 3.2%, fees of 9.2% and deposit interest 0.5% as sources of income. Some 13.4% of funding came from 'other' sources.
- Female representation on Boards of Management was, on average, 50% of all board members. In 14 organisations, all members of the Board were female.

### Pay Data

- Pay data is analysed in a number of ways. Averages and quartiles are shown for the Annual Rate of Pay and, where salary scales exist, averages are shown for the Minimum and Maximum Salary Points. In section 2.1, the pay data is analysed in detail, firstly, by overall level of seniority/ responsibility in the firm (7 levels were outlined in the questionnaire), and then by job title within each level where there were 10 or more cases (some 56 job titles). In this section too, the pay data is analysed by size (number of employees), sector (main activity of participating organisations) and by income (received by organisations from any source). Section 2.2 provides a brief summary of pay rates for all job titles in the guide, where there were five cases or more, (some 73 job titles).

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<sup>1</sup> A further 4 questionnaires were received too late for inclusion.

- Pay data for male and female chief executives is also analysed (see level 1 pay data section 2.1). While there are almost equal numbers of male and female CEOs (77 and 78 respectively), the overall average annual rate of pay is 16% lower for female CEOs than for male CEOs. While this percentage varies for organisations of different size, sector and income, in every case the female rate was found to be lower than the male rate.
- In a comparison with pay data from the 2008 National Survey on Pay and Benefits in Community, Voluntary and Charitable Organisations for a group of 33 similar job titles (from broadly similar pay levels), it was found that around eight out of ten average pay rates were either lower (64%) or had not changed (15%) in the 2015 guide compared to the 2008 survey. Around one in four (21%) average pay rates had increased.

## Pay Policy

- Some 28% of organisations surveyed gave a pay increase to some employees in the 12 months prior to undertaking the survey. Some 16% of organisations stated that they planned to give a pay increase in the coming 12 months, but some 46% of organisations stated they were unsure about this.

## Comparator Pay Rates

- Pay rates are compared to those in the private sector for a sample of jobs. In the majority of cases, the pay rates in the Community, Voluntary and Charities sector are significantly below those of the private sector, particularly in relation to higher management grades.
- According to a recent IBEC report(1), approximately seven out of ten (71%) companies in the private sector stated that they planned to increase basic pay in 2016. The median pay increase is set to be 2%, similar to 2015 and 2014.

## Conditions of Employment

- No contribution was made to a pension scheme for any employees in almost half (48%) of the participating organisations. Just over a third (36%) of organisations did make a contribution for all employees and 16% made a contribution for some employees only. Where a contribution was made and where this was the same for all employees, the average was 6.1%.
- The majority of employees (93%) were not paid for overtime working, however, almost nine out of ten (88%) organisations operated a *time in lieu* overtime policy.
- The average annual leave entitlement was 23.7 days per annum, where annual leave was the same for all employees. Around a third (34%) of the organisations surveyed grant additional service leave days. Half of the organisations in the survey granted additional paid leave at some time over the Christmas and Easter break.
- Eight out of ten organisations took a formal approach to sick leave. Some 27% of these organisations followed the Public Service Sick Leave Scheme.

- Only 6% of organisations contributed to a health insurance scheme for employees.
- Two-thirds (66%) of organisations surveyed provided some kind of financial support for their employees pursuing further education. In the majority of cases a discretionary approach was taken.
- Just under four out of ten (39%) organisations paid employees when they were out on maternity leave, over and above the statutory entitlement.
- Almost three-quarters (73%) of organisations operated flexible working arrangements, mainly in the form of part-time work or flexi-time.
- In 9% of organisations, a bonus was received by some, or all employees in 2014.
- The average spend on training as a percentage of payroll for 2014 was 2.1%. However, more than six out of ten organisations spent 1% or less on training.

## Introduction

### Context for this Report

In recent years, many people from marginalised communities living in Ireland experienced increased deprivation and poverty <sup>2</sup> (3), resulting in a concurrent increase in demand for the services of non-profit organisations (4). At the same time, 60% of non-profits experienced a decrease in their income between 2009 – 2012 (4), resulting in 44% of organisations dropping some services between 2009 – 2015 (4). It was also a concern that at a time of increased demand, a number of high profile scandals in the non-profit sector over 2013 and 2014 raised questions about the integrity of the sector, drew public attention to the issue of pay and benefits in the sector, and anecdotally damaged fundraising and income for many organisations (5).

For those organisations continuing to provide services to communities across Ireland, salaries are generally the biggest expense: a report by the Wheel in 2014 revealed that over a third (36%) spend up to 60% of annual expenditure on salaries, whilst over a quarter (27%) spend 60%-80% of their annual expenditure on salaries. Almost 10% spend over 90% of annual expenditure on salaries (4).

This report provides information on pay and benefits in the non-profit sector that serves two primary functions. Firstly, the information in this report supports transparency in the non-profit sector. In recent years, widespread engagement with initiatives such as the Statement of Guiding Principles for Fundraising and the Governance Code(6) show an increased appetite amongst NGOs in Ireland to be more transparent and accountable in relation to their finances and the governance of their organisations. Secondly, for organisations seeking to provide quality services that are efficient and prove value for money, this report provides a benchmarking tool to support Boards of Management to determine fair and competitive pay rates for their staff.

### Responses to the Survey

In total there were 261 respondents to the survey. These organisations cumulatively employed 8,281 employees (both full and part-time) in paid roles. There were also approximately 67,500 volunteers working with the organisations surveyed, which means that in total, almost 76,000 people were working or volunteering in the organisations surveyed.

## Methodology

### *Survey Development*

The data for this report was collected through a survey, which was distributed online and by post. Using the 2008 Pay and Benefits survey questionnaire as a starting point, prior to the launch of the survey a focus group was held with representatives from across the sector to assist with the design of the questionnaire. The survey was then piloted with this group and their recommendations were incorporated into the final version of the questionnaire.

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<sup>2</sup> Enforced deprivation was experienced by 30.5% of the population in 2013 up from 26.9% in 2012.

## Survey Dissemination and Data Collection

The survey was disseminated by email from all sponsoring organisations to their membership databases between May and September 2015. Participants were given the option to take the on-line version of the survey, or to print out the questionnaire and return it by post. To promote the response rate, a shorter version of the questionnaire was posted to a randomly selected list of 500 organisations from the Community Foundation of Ireland's client list and made available to The Wheel's membership. Where reported figures are lower due to the information in question not being requested in the shorter questionnaire, this is indicated in a footnote.

## Data Analysis and Reviews

Quantitative data analysis was undertaken using SPSS (the Statistical Package for the Social Sciences), and qualitative data was undertaken thematically by the research team.

## Ethical Considerations

Given the sensitive nature of some of the data requested from organisations in the survey, every care has been taken to ensure that no individual organisation is identifiable. Steps to protect identities are detailed in the following section, Overview of the Guide.

## Overview of the Guide

### Section 1: Profile of Participating Organisations

This section provides an overview of the organisations who participated in the survey and includes information on size, sector, income, funding, trade union membership, turnover and staffing.

### Section 2: Rates of Pay

Section 2 of the report presents collated data on rates of pay provided by all organisations. In the survey, organisations were asked to categorise their employees under seven levels, which correspond to levels of seniority within an organisation, as follows:

- **Level 1:** Chief Executive - indicated the most senior person in an organisation, who might also have a title such as Director or General Manager. This person has overall responsibility for the organisation and for the implementation of the organisation's operational strategy. Reports to the board or management committee.
- **Level 2:** Head of Function / Director – a staff member at this level has overall responsibility for a functional or regional area or for a particular activity. Their area of activity has an organisation-wide impact. This role often has overall responsibility for policy development. Examples of titles included in this level are Coordinator, Deputy CEO, Head of Client Services or Senior Manager.
- **Level 3:** Senior Manager – manages a department/specialist function. This person is generally a highly experienced manager. Examples of titles included in this level are Human Resources Manager, Financial Accountant and Communications Manager.
- **Level 4:** Staff at Level 4 manage a small department or have a specialist function. They have an excellent understanding of own area and how that area interacts with other areas of the organisation's work. They report to a Head of Function, a Director or to the Chief Executive in a smaller organisation. Examples of titles included in this level are Administration Manager, Finance Manager and Team Leader.

- **Level 5:** A staff member at this level delivers specialist functional role and reports to a Head of Function or Senior Manager. Generally this person has a third level qualification and professional knowledge/ understanding of the sector and works independently and/or as part of a team. S/he may have responsibility for a small number of employees. Examples of titles included in this level are Social Worker, Development Officer, Information Officer.
- **Level 6:** A person at this level may have supervisory responsibilities, run a unit within a department or assist a senior function head. Examples of titles included in this level are Office Supervisor, Secretary and Senior Accounts Officer.
- **Level 7:** Level 7 includes administration staff, maintenance staff, care workers, catering staff, at entry and semi-skilled levels.

Larger organisations were more likely to utilise the seven levels, whereas smaller organisations may only have staff at one or two levels. While this structure may not have represented the unique structure in many organisations, it provided a means by which general information about the various types of roles and levels across different sized organisations could be collectively understood, which in turn, helped to create an overall picture of the sector.

Job Titles: In each of the seven levels a range of job titles were provided and respondents were asked either to categorise their staff under the existing job titles, or to provide other titles in an 'other' section. When analysing these 'other' job titles, many were developed into new categories, where possible, to support analysis. However, many unique role titles provided by organisations may not be reflected in this final report, generally for reasons of confidentiality or because of insufficient occurrences of a particular job title. Please see Appendix A for a list of job titles included under each organisational level.

It is important to remember the diverse background of the sector when looking at the survey results. Job titles do not necessarily mean the same thing across the different organisations who participated the survey. For example, the head of an organisation can be called one of the following – a chief executive, a director, a general manager, or a coordinator, among others. A 'coordinator' in turn, can also be at senior or middle management level, or at a lower administrative level. An 'administrator' can be an office administrator or a programme administrator, with salaries ranging from €20,000 to €60,000 or more per annum. For this reason, this guide analyses the data on pay by job level, and by job title within each level by -

1. Organisational size (i.e. number of employees)
2. Sector (i.e. main activity of organisation and
3. Income (i.e. total income from any source)

In some instances, the placement of job titles and pay rates by respondents under different levels was revised by the research team. A number of factors were considered during this process, which included the spread of pay rates in the organisation, the size and number of positions included by the respondent, comparison with other organisations with similar positions, and the pay rates themselves.

### **Analysis of Pay Data**

The pay data is shown under two sections. In the first section, for each level, the data is analysed firstly for all jobs together within that level and then for all job types with 10 or more cases (section 2.1). In the second section (2.2), an alphabetical summary of all role titles with 5 or more cases is presented.

For each job type in the survey, information was requested for the *Annual Rate of Pay for the Current Job Holder* and, where a scale existed for a particular job, the *Minimum and Maximum Salary Points* of that scale. The following data is shown for the *Annual Rate of Pay for the Job*:

- Number of Cases: The number of organisations providing data for the particular job type shown
- Average: The sum of all of the rates of pay (for a particular job or level) divided by the number of cases
- Lower Quartile: 25% of pay rates are lower than this rate and 75% are higher
- Upper Quartile: 25% of pay rates are higher than this and 75% are lower. Some 50% of pay rates fall between the lower and upper quartile.

Where a salary scale existed, the following information was also shown

- Number of Cases: The number of organisations providing data for the particular job type shown
- Average Minimum Salary Point: The sum of all of the minimum salary points (for a particular job or level) divided by the number of cases
- Average Maximum Salary Point: The sum of all of the maximum salary points (for a particular job or level) divided by the number of cases.

#### **Notes on Reported Pay Data**

- Full-Time Pay: All rates of pay shown in the report are for full-time hours. For comparison purposes, all rates of pay have been converted to full-time rates (i.e. where a part-time rate of pay was given, this rate was adjusted to reflect full-time hours). The full-time hours used to calculate the full-time rate was 35 hours (the most common occurring number of hours worked by employees in participating organisations).
- Time Period: Information on rates of pay was provided in Quarter 2 & Quarter 3, 2015.
- Below Minimum Wage: Where a rate of pay was shown that was below the minimum wage (when converted to an hourly rate), the data was not included in the analysis. In the rare case that this happened, it was obvious that the rate shown was for someone who only worked for a certain number of weeks in the year. It was not therefore appropriate to use the rate shown for the full year.
- Community Employment: Rates of pay for employees on Community Employment Schemes were also not included in the report.
- Calculating the Annual Rate of Pay: Where no *Annual Rate of Pay for the Job* was provided, but the *Minimum and Maximum Salary Points* were provided, the mid-point of the salary scale was calculated and used as the *Annual Rate of Pay for the Job*, for the purposes of the analysis.
- One Case: No pay data is shown where there is only one case for a particular breakdown.
- Upper and Lower Quartiles: These are not shown where there are less than four cases.
- Missing Data: For the first section on pay, the data is analysed by size (i.e. number of employees), sector and organisational income. The number of cases in each section breakdown (i.e. by size, sector and income) may not always equal the total number of cases. The reason for this is that a small number of organisations did not provide details as to their size, sector and income.
- More Than One Possible Scale or Condition: Where new pay scales or conditions of employment were recently introduced for new entrants, respondents were asked to include the most recent information in the survey.
- Multiple Pay Rates for One Role: Where respondents had more than one employee for a particular job title, they were asked for the Minimum and Maximum Scale Points, if a pay scale existed. When there was no scale, respondents were asked to enter the lowest rate for the job as the minimum rate and the highest rate as the maximum rate, leaving the Annual Rate for the job blank. A mid- point (between the minimum and maximum rates) was then calculated for the Annual Rate of Pay.

**Section 2.3: Pay Policy, Increases and Increments**

The pay policy section investigates how basic pay is determined in addition to salary increases and increments.

**Section 2.4: Pay Comparators with the Public and Private Sectors**

This section provides a brief overview of comparators for a sample of levels and positions between the non-profit sector, and the public and private sectors

**Section 3: Conditions of Employment/Benefits**

Information on benefits and conditions of employment is provided for the following areas:

- Pension schemes
- Overtime
- Paid leave
- Sick leave
- Health insurance
- Educational assistance
- Maternity leave
- Flexible working arrangements
- Bonus schemes
- Canteen facilities
- Mileage allowance
- Company car
- Car allowance
- Premium payments
- Other benefits

**Appendices**

Appendices are provided that detail the following:

- A bibliography
- A listing of the various job titles included under each level
- An alphabetical listing of all survey participants
- A copy of the original questionnaire



## Section One: Profile of Participating Organisations

## 1.1 Sector

Respondents were asked to identify their main areas of activity. While a number of organisations operated across a variety of areas, all organisations were allocated one primary activity. The questionnaire included 11 categories of activity and an 'other' option. For purposes of confidentiality, where less than 3 cases were identified under a particular sector, these were re-classified as 'other'.

**Table 1: Sector breakdown of organisations surveyed**

Sector	Number	%
Arts, Culture & Heritage	14	(5)
Advocacy, Law & Politics	14	(5)
Development & Housing	15	(6)
Development – International	26	(10)
Education	25	(10)
Health	43	(16)
Social Services	90	(34)
Sports & Recreation	12	(5)
Other	20	(8)
Not stated	2	(1)
<b>Total</b>	<b>261</b>	<b>(100)</b>

The most commonly identified areas of primary activity were social services<sup>3</sup> (34%), health<sup>4</sup> (16%) and international development (10%). A number of organisations were identified as 'other'. Examples of such organisations include animal welfare organisations and volunteering centres.

## 1.2 Area of Operation

A significant majority of organisations were operating in Ireland (93%) and 13 – 14% of organisations were operating in Northern Ireland and/or internationally. The reason the percentage adds up to more than 100% is because a number of organisations operate in more than one jurisdiction. This information is depicted in Table 2, below.

**Table 2: Area of operation**

Area of Operation	No. of Organisations	(%)
Republic of Ireland	243	93
Northern Ireland	33	13
International	36	14

<sup>3</sup> Social services includes community support organisations, community information services, employment services, family support services and other social support organisations

<sup>4</sup> Health includes general and specialist health service providers including drug and alcohol support services

## 1.3 Number of Employees

A total of 8,281 employees were employed by the organisations that participated in the survey. As illustrated in table 3, the majority of organisations (55%) had fewer than ten employees (including some 13 organisations who had no employees), though almost 9 out of 10 employees (87%) were employed in organisations with twenty or more employees.

**Table 3: Size breakdown of organisations surveyed**

Size of Organisation	No. of Organisations	(%)	Total No. of Employees	(%)
No paid employees	13	(5)	0	(-)
1 - 2 employees	35	(13)	54	(1)
3 - 5 paid employees	58	(22)	234	(3)
6 - 9 paid employees	40	(15)	294	(3)
10 - 19 paid employees	37	(14)	472	(6)
20 or more paid employees	70	(27)	7227	(87)
Not stated	8	(3)	-	(-)
Total	261	(100%)	8281	(100%)

## 1.4 Employee Turnover<sup>5</sup>

As illustrated in the table below, the majority of organisations did not have any employee turnover in 2014. The average turnover rate for that year is 8.2% overall, or 17.9% among those whose turnover rate was above zero.

**Table 4: Employee turnover rate 2014**

Employee Turnover Rate	Percentage of Organisations
0%	54%
0.1 - 4.9%	10%
5 - 9.9%	10%
10 - 19.9%	12%
20% or more	13%
<b>Total (N164)</b>	<b>100%</b>

<sup>5</sup> This is calculated by taking the number of permanent employees who left the organisation voluntarily in 2014 (excluding redundancies and dismissals) and expressing this as a percentage of the permanent employees working in the organisation at the start of 2014. Contract employees are not included in this calculation.

## 1.5 Full and Part Time Employees

Table 5, below, shows the total number of full and part time employees working in respondent organisations in each of the organisational size categories. Overall, there were more full-time employees (60%) than part-time employees (40%) in the organisations who participated in the survey.

**Table 5: Type of employment by size of organisation**

Size of Organisation	Type of Employment				Total All Employees	(%)
	No. of Full-time Employees	(%)	No. of Part-time Employees	(%)		
1 - 2 employees	26	(48)	28	(52)	54	(1)
3 - 5 employees	124	(53)	110	(47)	234	(3)
6 - 9 employees	144	(49)	150	(51)	294	(4)
10 - 19 employees	272	(58)	200	(42)	472	(6)
20 or more employees	4,412	(61)	2,815	(39)	7,227	(87%)
<b>TOTAL</b>	<b>4,978</b>	<b>(60)</b>	<b>3,303</b>	<b>(40)</b>	<b>8,281</b>	<b>(100%)</b>

## 1.6 Gender of Employees

Table 6 indicates that at least seven out of ten (70%) employees in participating organisations were female and 25% were male, while 66% of full time employees were female and more than three-quarters (76%) of part-time workers were female.

**Table 6: Gender by type of employment**

Type of Employment	Gender				Not stated	%
	No. of Male Employees	(%)	No. of Female Employees	%		
Full-time	1571	(32)	3,300	(66)	107	(2%)
Part-time	530	(16)	2,513	(76)	260	(8%)
<b>TOTAL (8,281)</b>	<b>2,101</b>	<b>(25)</b>	<b>5,813</b>	<b>(70)</b>	<b>367</b>	<b>(4%)</b>

## 1.7 Trade Union Membership

Table 7 analyses the take up in membership of trade unions within the responding organisations. Take up of membership of trade unions in the sector was low with only 6% of the organisations having more than half of their work force unionized, and 62% of organisations stating that none of their staff were unionised.

**Table 7: Trade union membership**

Membership of a Trade Union	No. of Organisations	(%)
No	163	62
Less than 50%	49	19
Approximately 50%	17	7
More than 50%	8	3
Most or all	8	3
Not stated	16	6
<b>TOTAL</b>	<b>261</b>	<b>100</b>

## 1.8 Organisational Income for 2014

More than half of the organisations (55%) who participated in the survey had an annual income of less than €500,000 for 2014, while almost a third (30%) had €1 million or more. This is illustrated below in table 8.

**Table 8: Organisational income for 2014**

Annual Income	No. of Organisations	(%)
Less than €100,000	48	(18)
€100,001 – 250,000	62	(24)
€250,001 – 500,000	35	(13)
€500,001 – 1,000,000	27	(10)
€1,000,001 – 5,000,000	51	(20)
€5,000,000 or more	26	(10)
Not stated	12	(5)
<b>Total</b>	<b>261</b>	<b>(100)</b>

## 1.9 Sources of Funding for 2014

An average breakdown of the funding received in 2014 by the organisations surveyed is shown in table 9. For all organisations, the average funding from government was 58.3% with the second highest contribution coming from donations, at 15.6%. Organisations also noted membership funding of 3.2%, fees of 9.2% and deposit interest of 0.5% as sources of income.

**Table 9: Overall funding breakdown of all organisations**

Funding Source	Average % of Funding
Government	58.3
Donations	15.6
Membership	3.2
Deposit interest	0.5
Fees	9.2
Other <sup>6</sup>	13.4
<b>Total</b>	<b>100</b>

<sup>6</sup> Other sources of funding mentioned included other Non Government Organisations and rent

## 1.10 Boards of Management

In terms of the composition of Boards of Management among the organisations surveyed, the majority of organisations (86%) have between six and nineteen members, with 51% of organisations reporting that they have between six and nine board members. This is shown in table 10.

**Table 10: Number of board members**

Number of Board Members	No. of Organisations	Percentage
No board members	1	(-)
One - two members	1	(-)
Three - five members	26	(10)
Six - nine members	132	(51)
10 - 19 members	92	(35)
20 or more	3	(1)
Not stated	6	(2)
<b>Total</b>	<b>261</b>	<b>(100)</b>

In terms of the gender composition of Boards, half of all organisations have fewer than 50% female Board members and almost half have 50% or more female Board members as illustrated in table 11. On average, boards comprise 50% female board members.

**Table 11: Gender composition of Boards**

Female Board Members	No. of Organisations	(%)
No female board members	3	2%
Fewer than 25%	31	12%
25% - 49%	97	37%
50%	25	10%
51% - 69%	40	15%
70% - 99%	44	17%
100%	14	5%
Not stated	7	3%
<b>Total</b>	<b>261</b>	<b>100%</b>

## Section Two: Rates of Pay

### 2.1: Summary of Pay Rates By Job Level by Size, Sector and Organisational Income, and Detailed Job Titles By Level, for Titles with 10 Cases or More

The data in this section is organised by level of responsibility. All rates of pay shown are for full-time hours.

## *Index of Titles with 10 Cases or More*

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***For details of the various job titles allocated to each pay level, please see Appendix A.***

## Level 1: Head of Organisation / Chief Executive Level

Has overall responsibility for the organisation and for the implementation of the organisation's operational strategy. Reports to the board or management committee.

### All LEVEL 1 JOBS (209 cases)

All Level 1 Jobs	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	25	41,582	35,000	45,876	1	-	-
3 - 5 employees	48	53,355	43,850	60,035	16	44,481	58,492
6 - 9 employees	34	55,632	45,000	66,000	13	49,066	61,525
10 - 19 employees	33	66,507	55,029	75,000	11	59,536	73,587
20 or more employees	69	85,125	70,000	95,935	25	72,789	92,384
<b>(2) Sector</b>							
Arts, Culture and Heritage	12	58,978	45,000	71,000	0	-	-
Advocacy, Law and Politics	14	64,543	44,000	82,347	2	69,315	84,844
Development and Housing	14	71,563	50,878	86,921	4	58,808	75,499
International Development	25	73,397	59,929	85,000	9	65,304	83,559
Education	18	52,143	39,737	60,000	8	49,169	64,441
Health	37	74,093	55,032	85,000	12	64,111	80,229
Social services	64	59,052	44,750	70,000	25	52,655	67,862
Sports and Recreation	8	64,425	43,500	76,500	2	59,957	74,148
<b>(3) Income</b>							
Less than 100, 000	22	39,684	33,537	45,000	0	-	-
100,001 - 250,000	52	49,031	40,791	55,016	21	41,895	53,875
250,001 - 500,000	30	54,916	45,000	60,069	9	44,766	61,145
500,001 - 1,000,000	21	64,840	57,000	70,000	6	57,279	71,595
1,000,001 - 5,000,000	51	78,012	69,681	86,700	15	68,511	85,003
More than 5,000,001	26	100,315	89,094	112,500	11	84,213	105,619
<b>All Organisations</b>	<b>209</b>	<b>64,882</b>	<b>47,000</b>	<b>79,800</b>	<b>66</b>	<b>58,321</b>	<b>74,163</b>

## Level 1: CEO (158 cases)

Job Title: CEO	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	15	41,561	34,000	52,000	0	-	-
3 - 5 employees	33	56,144	47,289	66,150	9	48,687	64,408
6 - 9 employees	21	58,443	45,496	70,000	8	51,741	66,402
10 - 19 employees	30	69,124	55,031	75,000	11	59,536	73,587
20 or more employees	59	89,203	75,000	99,750	21	75,264	95,400
<b>(2) Sector</b>							
Arts, Culture and Heritage	9	57,500	45,000	66,000	0	-	-
Advocacy, Law and Politics	12	64,953	42,291	83,674	1	-	-
Development and Housing	11	78,994	70,000	91,713	3	67,463	87,284
International Development	21	77,837	62,282	90,000	8	67,217	86,067
Education	9	58,468	45,000	74,870	4	62,912	79,632
Health	32	76,441	60,000	88,000	9	67,016	85,185
Social Services	42	65,143	50,000	79,560	19	54,082	69,702
Sports and Recreation	7	69,343	55,000	80,000	2	59,957	74,148
<b>(3) Income</b>							
Less than 100, 000	13	38,398	34,000	39,000	0	-	-
100,001 - 250,000	30	50,662	43,164	57,076	9	45,261	58,895
250,001 - 500,000	21	57,978	50,000	65,000	8	46,256	63,770
500,001 - 1,000,000	17	66,885	60,000	74,875	5	58,734	73,214
1,000,001 - 5,000,000	45	80,368	73,000	86,921	13	69,717	87,229
More than 5,000,001	26	100,315	89,094	112,500	11	84,213	105,619
<b>All Organisations</b>							
	158	69,875	50,500	85,000	49	63,011	80,076

## Level 1 Director (13 cases)

Job Title: Director	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	4	48,331	39,000	57,662	0	-	-
3 - 5 employees	4	49,275	46,050	52,500	1	-	-
6 - 9 employees	1	-	-	-	0	-	-
10 - 19 employees	0	-	-	-	0	-	-
20 or more employees	4	66,670	63,500	69,841	1	-	-
<b>(2) Sector</b>							
Arts, Culture and Heritage	3	63,410	-	-	0	.	.
Advocacy, Law and Politics	1	-	-	-	0	.	.
Development and Housing	0	-	-	-	0	.	.
International Development	2	44,000	-	-	0	.	.
Education	3	55,667	-	-	0	.	.
Health	3	57,927	-	-	1	-	-
Social Services	0	-	-	-	0	.	.
Sports and Recreation	0	-	-	-	0	.	.
<b>(3) Income</b>							
Less than 100,000	2	57,662	-	-	-	-	-
100,001 - 250,000	4	47,000	41,500	52,500	1	-	-
250,001 - 500,000	2	55,000	-	-	-	-	-
500,001 - 1,000,000	2	54,050	-	-	-	-	-
1,000,001 - 5,000,000	3	69,227	-	-	1	-	-
More than 5,000,001	0	-	-	-	-	-	-
<b>All Organisations</b>	<b>13</b>	<b>56,085</b>	<b>48,229</b>	<b>68,000</b>	<b>2</b>	<b>49,906</b>	<b>59,776</b>

## Level 1 General Manager (20 cases)

Job Title: General Manager	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	2	28,459	.	.	-	-	-
3 - 5 employees	4	48,425	42,563	54,288	3	39,026	51,359
6 - 9 employees	7	49,551	44,500	57,076	2	45,964	56,054
10 - 19 employees	3	40,333	.	.	-	-	-
20 or more employees	4	50,954	42,154	59,753	1	.	.
<b>(2) Sector</b>							
Arts, Culture and Heritage	0	-	-	-	0	-	-
Advocacy, Law and Politics	1	-	-	-	1	-	-
Development and Housing	2	46,404	-	-	0	-	-
International Development	0	-	-	-	0	-	-
Education	3	42,708	-	-	2	36,500	48,500
Health	2	60,769	-	-	2	50,688	60,769
Social Services	10	44,421	37,000	53,000	1	-	-
Sports and Recreation	1	-	-	-	0	-	-
<b>(3) Income</b>							
Less than 100,000	2	29,584	-	-	-	-	-
100,001 - 250,000	10	47,481	37,625	55,032	5	41,801	53,237
250,001 - 500,000	5	45,962	44,500	47,500	-	-	-
500,001 - 1,000,000	1	-	-	-	0	-	-
1,000,001 - 5,000,000	2	52,753	-	-	1	56,526	66,506
More than 5,000,001	0	-	-	-	0	-	-
<b>All Organisations</b>	<b>20</b>	<b>46,115</b>	<b>37,313</b>	<b>54,625</b>	<b>6</b>	<b>44,255</b>	<b>55,448</b>

## Level 1 Coordinator (10 cases)

Job Title: Coordinator	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	1	-	-	-	-	-	-
3 - 5 employees	6	43,163	40,200	48,496	3	40,479	52,376
6 - 9 employees	3	44,324	.	.	2	41,000	46,500
10 - 19 employees	-	-	-	-	-	-	-
20 or more employees	-	-	-	-	-	-	-
<b>(2) Sector</b>							
Arts, Culture and Heritage	0	-	-	-	0	-	-
Advocacy, Law and Politics	0	-	-	-	0	-	-
Development and Housing	0	-	-	-	0	-	-
International Development	0	-	-	-	0	-	-
Education	2	38,619	-	-	1	-	-
Health	0	-	-	-	0	-	-
Social Services	8	44,964	40,600	49,248	4	39,934	47,532
Sports and Recreation	0	-	-	-	0	-	-
<b>(3) Income</b>							
Less than 100, 000	3	39,503	.	.	0	-	-
100,001 - 250,000	6	44,741	41,000	48,496	5	40,687	50,026
250,001 - 500,000	1	-	-	-	0	-	-
500,001 - 1,000,000	0	-	-	-	0	-	-
1,000,001 - 5,000,000	0	-	-	-	0	-	-
More than 5,000,001	0	-	-	-	0	-	-
<b>All Organisations</b>	<b>10</b>	<b>43,695</b>	<b>40,200</b>	<b>48,496</b>	<b>5</b>	<b>40,687</b>	<b>50,026</b>

## LEVEL 1 Comparison of Annual Rates of Pay for CEOs by Gender (155 cases)<sup>7</sup>

Chief Executive Officer (CEO)	Annual Rate of Pay						% Difference between male & female rates of pay <sup>8</sup>	
	Males			Females			Average	Median
	No. of Cases	Average	Median	No. of Cases	Average	Median		
(1) Size of Organisation								
1 - 2 employees	6	46,539	47,582	9	38,243	36,346	-18%	-24%
3 – 5 employees	16	57,327	56,000	17	55,032	50,000	-4%	-11%
6 – 9 employees	11	60,608	58,682	10	56,061	59,341	-8%	+1%
10 – 19 employees	10	75,012	64,141	18	67,825	67,401	-10%	+5%
20 or more employees	34	94,794	88,008	24	80,546	83,345	-15%	-5%
(2) Sector								
Arts, Culture and Heritage	5	61,001	45,000	4	53,125	56,250	-13%	+25%
Advocacy, Law and Politics	5	72,644	81,000	7	59,459	65,000	-18%	-22%
Development and Housing	7	83,388	80,000	4	71,303	77,500	-14%	-3%
International Development	14	78,421	77,026	7	76,668	75,000	-2%	-3%
Education	3	-	-	6	-	-	-	-
Health	14	79,208	65,000	16	77,153	75,000	-3%	-15%
Social services	17	77,060	75,932	24	54,962	55,030	-29%	-27%
Sports & Recreation	3	-	-	4	-	-	-	-
(3) Income								
Less than 100, 000	4	44,623	45,500	9	35,632	36,346	-20%	-20%
100,001 - 250,000	17	53,326	50,500	13	47,179	48,000	-12%	-5%
250,001 - 500,000	8	57,242	58,341	12	58,301	59,341	-2%	-2%
500,001 - 1,000,000	4	74,710	72,500	13	64,477	65,000	-14%	-10%
1,000,001 - 5,000,000	23	84,237	81,000	21	77,921	75,000	-7%	-7%
More than 5,000,001	17	103,417	95,935	8	92,901	93,357	-10%	-3%
All Organisations	77	75,796	75,000	78	64,029	65,500	-16%	-13%

<sup>7</sup> While there were 209 level 1 positions in the survey, there were 158 pay rates provided for Chief Executive Officer. It was decided to focus this comparison on this position only (for level 1 positions) as it is a very specific and clearly identifiable role. Some 3 organisations did not provide details of gender for this position.

<sup>8</sup> Please note – differences are only shown where there have been 4 or more cases of pay rates for both males and females. The difference between the male and female average and median rate of pay is expressed as a % of the male rate.

## Level 2: Function Head / Director

Has overall responsibility for a functional or regional area or for a particular activity. Area of activity has an organisational wide impact. Often has overall responsibility for policy development.

### All Level 2 Jobs (254 cases)

All Level 2 Jobs	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	9	48,686	35,972	60,000	1	.	.
3 - 5 employees	11	48,285	45,000	51,000	1	.	.
6 - 9 employees	17	46,094	40,000	54,577	5	42,364	55,592
10 - 19 employees	47	52,021	44,550	60,000	18	46,018	56,967
20 or more employees	170	66,810	56,880	77,000	74	64,191	80,070
<b>(2) Sector</b>							
Arts, Culture and Heritage	8	53,610	42,438	70,000	0	-	-
Advocacy, Law and Politics	6	67,389	65,000	71,470	0	-	-
Development and Housing	24	67,325	58,164	76,000	16	55,383	74,897
International Development	60	60,197	45,335	70,722	28	55,628	68,744
Education	11	50,004	45,000	57,240	2	45,975	60,852
Health	70	63,561	49,941	73,783	26	63,746	77,670
Social Services	55	60,953	47,971	75,000	20	64,149	77,316
Sports and Recreation	6	52,623	45,000	52,000	2	56,250	70,000
<b>(3) Income</b>							
Less than 100, 000	5	47,018	35,972	45,000	0	-	-
100,001 - 250,000	13	39,266	30,333	45,320	4	42,612	51,801
250,001 - 500,000	14	49,344	42,258	60,000	3	42,274	55,986
500,001 - 1,000,000	21	51,637	45,000	60,000	6	43,965	56,605
1,000,001 - 5,000,000	95	57,542	45,350	65,317	18	51,602	63,552
More than 5,000,001	97	71,297	61,000	83,800	65	64,745	80,878
<b>All Organisations</b>	<b>254</b>	<b>61,242</b>	<b>48,110</b>	<b>71,851</b>	<b>99</b>	<b>59,502</b>	<b>74,109</b>



## Level 2 Head of Advocacy (11 Cases)

Job Title: Head of Advocacy	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	0	-	-	-	0	-	-
3 - 5 employees	0	-	-	-	0	-	-
6 - 9 employees	0	-	-	-	0	-	-
10 - 19 employees	5	57,894	55,000	60,000	3	47,081	58,263
20 or more employees	6	66,164	57,655	70,443	4	62,360	77,412
<b>(2) Sector</b>							
Arts, Culture and Heritage	0	-	-	-	0	-	-
Advocacy, Law and Politics	2	69,465	-	-	0	-	-
Development and Housing	0	-	-	-	0	-	-
International Development	3	64,008	-	-	3	54,813	69,883
Education	0	-	-	-	0	-	-
Health	4	60,125	44,000	76,250	2	62,605	74,248
Social Services	1	-	-	-	1	-	-
Sports and Recreation	0	-	-	-	0	-	-
<b>(3) Income</b>							
Less than 100, 000	0	-	-	-	0	-	-
100,001 - 250,000	0	-	-	-	0	-	-
250,001 - 500,000	0	-	-	-	0	-	-
500,001 - 1,000,000	1	-	-	-	1	-	-
1,000,001 - 5,000,000	5	59,786	55,000	67,460	1	-	-
More than 5,000,001	5	68,905	60,000	70,443	5	60,494	75,188
<b>All Organisations</b>	<b>11</b>	<b>62,405</b>	<b>55,000</b>	<b>70,443</b>	<b>7</b>	<b>55,812</b>	<b>69,205</b>

## Level 2 Head of Client Services (12 Cases)

Job Title: Head of Client Services	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	1	-	-	-	0	-	-
3 - 5 employees	0	-	-	-	0	-	-
6 - 9 employees	0	-	-	-	0	-	-
10 - 19 employees	2	50,480	-	-	0	-	-
20 or more employees	9	70,176	68,000	71,169	3	71,680	86,802
<b>(2) Sector</b>							
Arts, Culture and Heritage	0	-	-	-	0	-	-
Advocacy, Law and Politics	0	-	-	-	0	-	-
Development and Housing	1	-	-	-	1	-	-
International Development	0	-	-	-	0	-	-
Education	0	-	-	-	0	-	-
Health	4	67,707	59,830	75,585	1	-	-
Social Services	6	61,326	50,200	68,533	1	-	-
Sports and Recreation	1	-	-	-	0	-	-
<b>(3) Income</b>							
Less than 100, 000	1	-	-	-	0	-	-
100,001 - 250,000	0	-	-	-	0	-	-
250,001 - 500,000	1	-	-	-	0	-	-
500,001 - 1,000,000	1	-	-	-	0	-	-
1,000,001 - 5,000,000	6	66,089	60,000	70,000	2	63,500	80,000
More than 5,000,001	3	78,351	-	-	1	-	-
<b>All Organisations</b>							
All Organisations	12	63,296	50,480	70,585	3	71,680	86,802

## Level 2 Head of Clinical Services (11 Cases)

Job Title: Head of Clinical Services	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	0	-	-	-	0	-	-
3 - 5 employees	0	-	-	-	0	-	-
6 - 9 employees	1	-	-	-	0	-	-
10 - 19 employees	4	59,000	55,500	62,500	1	-	-
20 or more employees	6	68,942	55,000	79,000	1	-	-
<b>(2) Sector</b>							
Arts, Culture and Heritage	0	-	-	-	0	-	-
Advocacy, Law and Politics	0	-	-	-	0	-	-
Development and Housing	1	-	-	-	0	-	-
International Development	0	-	-	-	0	-	-
Education	0	-	-	-	0	-	-
Health	9	63,894	55,000	65,000	1	-	-
Social Services	1	-	-	-	1	-	-
Sports and Recreation	0	-	-	-	0	-	-
<b>(3) Income</b>							
Less than 100, 000	0	-	-	-	0	-	-
100,001 - 250,000	0	-	-	-	0	-	-
250,001 - 500,000	1	-	-	-	0	-	-
500,001 - 1,000,000	3	60,333	-	-	1	-	-
1,000,001 - 5,000,000	6	64,942	55,000	74,050	0	-	-
More than 5,000,001	1	-	-	-	1	-	-
<b>All Organisations</b>	<b>11</b>	<b>64,968</b>	<b>55,000</b>	<b>74,050</b>	<b>2</b>	<b>58,508</b>	<b>74,709</b>

## Level 2 Head of Finance (47 Cases)

Job Title: Head of Finance	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	2	29,938	-	-	0	-	-
3 - 5 employees	1	-	-	-	0	-	-
6 - 9 employees	3	42,333	-	-	1	-	-
10 - 19 employees	8	46,992	41,165	54,055	3	40,578	53,240
20 or more employees	33	64,958	52,000	75,000	13	62,026	79,985
<b>(2) Sector</b>							
Arts, Culture and Heritage	2	55,938	-	-	0	-	-
Advocacy, Law and Politics	1	-	-	-	0	-	-
Development and Housing	5	70,103	60,344	74,500	3	53,854	73,001
International Development	13	59,341	46,359	67,894	6	59,080	74,623
Education	3	50,076	-	-	1	-	-
Health	9	53,225	41,000	60,000	3	53,499	70,964
Social Services	9	62,260	45,000	79,000	2	79,020	94,204
Sports and Recreation	2	48,500	-	-	1	-	-
<b>(3) Income</b>							
Less than 100, 000	0	.	.	.	0	-	-
100,001 - 250,000	3	33,292	-	-	1	-	-
250,001 - 500,000	2	38,711	-	-	0	-	-
500,001 - 1,000,000	4	44,232	41,165	47,300	1	-	-
1,000,001 - 5,000,000	19	55,406	45,000	67,460	3	41,917	56,115
More than 5,000,001	19	70,978	60,344	89,995	12	64,735	82,357
<b>All Organisations</b>							
	47	58,628	45,000	68,000	17	56,945	73,501

## Level 2 Head of Fundraising (40 Cases)

Job Title: Head of Fundraising	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	0	-	-	-	0	-	-
3 - 5 employees	3	54,700	-	-	0	-	-
6 - 9 employees	4	42,312	39,713	44,910	1	-	-
10 - 19 employees	10	55,322	45,350	65,000	3	50,152	60,458
20 or more employees	23	68,663	57,203	77,000	11	70,167	84,905
<b>(2) Sector</b>							
Arts, Culture and Heritage	3	63,333	-	-	0	-	-
Advocacy, Law and Politics	0	-	-	-	0	-	-
Development and Housing	1	-	-	-	1	-	-
International Development	13	60,204	45,350	65,000	6	57,498	68,465
Education	1	-	-	-	0	-	-
Health	13	60,642	49,100	70,000	6	65,794	79,022
Social Services	6	62,787	44,500	80,000	1	-	-
Sports and Recreation	1	-	-	-	1	-	-
<b>(3) Income</b>							
Less than 100, 000	0	-	-	-	0	-	-
100,001 - 250,000	1	-	-	-	1	-	-
250,001 - 500,000	3	51,513	-	-	0	-	-
500,001 - 1,000,000	7	52,996	45,000	65,000	2	53,103	64,764
1,000,001 - 5,000,000	11	55,335	40,000	70,000	2	54,531	65,368
More than 5,000,001	16	72,580	65,000	77,494	10	70,702	85,507
<b>All Organisations</b>	<b>40</b>	<b>61,645</b>	<b>48,550</b>	<b>73,414</b>	<b>15</b>	<b>64,153</b>	<b>77,689</b>

## Level 2 Head of HR (15 Cases)

Job Title: Head of HR	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	0	-	-	-	0	-	-
3 - 5 employees	0	-	-	-	0	-	-
6 - 9 employees	0	-	-	-	0	-	-
10 - 19 employees	1	-	-	-	1	-	-
20 or more employees	14	67,090	50,419	84,000	9	64,984	81,640
<b>(2) Sector</b>							
Arts, Culture and Heritage	0	-	-	-	0	-	-
Advocacy, Law and Politics	0	-	-	-	0	-	-
Development and Housing	3	63,766	-	-	3	53,854	73,001
International Development	4	52,848	37,779	67,918	3	51,919	67,159
Education	0	-	-	-	0	-	-
Health	5	73,580	70,000	84,351	3	74,582	88,571
Social Services	3	68,075	-	-	1	-	-
Sports and Recreation	0	-	-	-	0	-	-
<b>(3) Income</b>							
Less than 100, 000	0	-	-	-	0	-	-
100,001 - 250,000	0	-	-	-	0	-	-
250,001 - 500,000	0	-	-	-	0	-	-
500,001 - 1,000,000	0	-	-	-	0	-	-
1,000,001 - 5,000,000	5	46,412	40,000	46,500	1	-	-
More than 5,000,001	10	74,276	63,500	84,351	9	64,984	81,640
<b>All Organisations</b>	<b>15</b>	<b>64,988</b>	<b>46,500</b>	<b>84,000</b>	<b>10</b>	<b>62,911</b>	<b>78,660</b>

## Level 2 Director of Communications (12 Cases)

Job Title: Director of Communications	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	4	56,324	40,486	72,162	1	-	-
3 - 5 employees	1	-	-	-	0	-	-
6 - 9 employees	1	-	-	-	1	-	-
10 - 19 employees	2	49,608	-	-	1	-	-
20 or more employees	4	62,726	43,950	81,502	1	-	-
<b>(2) Sector</b>							
Arts, Culture and Heritage	2	47,500	-	-	0	-	-
Advocacy, Law and Politics	0	-	-	-	0	-	-
Development and Housing	2	81,502	-	-	1	-	-
International Development	1	-	-	-	0	-	-
Education	2	51,102	-	-	1	-	-
Health	0	-	-	-	0	-	-
Social Services	4	60,234	46,486	73,982	1	-	-
Sports and Recreation	0	-	-	-	0	-	-
<b>(3) Income</b>							
Less than 100,000	3	56,031	-	-	0	-	-
100,001 - 250,000	2	51,102	-	-	1	-	-
250,001 - 500,000	2	55,422	-	-	1	-	-
500,001 - 1,000,000	0	-	-	-	0	-	-
1,000,001 - 5,000,000	1	-	-	-	0	-	-
More than 5,000,001	4	62,030	42,558	81,502	2	63,152	78,209
<b>All Organisations</b>	<b>12</b>	<b>57,188</b>	<b>45,000</b>	<b>67,922</b>	<b>4</b>	<b>58,313</b>	<b>71,045</b>

## Level 2 Head of Function (not elsewhere specified) (42 Cases)

Job Title: Head of Function	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	2	63,000	-	-	0	-	-
3 - 5 employees	1	-	-	-	1	-	-
6 - 9 employees	1	-	-	-	0	-	-
10 - 19 employees	5	52,387	44,250	60,000	2	44,250	51,846
20 or more employees	33	65,231	57,240	72,000	17	62,763	78,228
<b>(2) Sector</b>							
Arts, Culture and Heritage	0	-	-	-	0	-	-
Advocacy, Law and Politics	0	-	-	-	0	-	-
Development and Housing	6	67,605	63,560	78,000	4	58,990	79,330
International Development	11	62,118	57,655	70,439	7	55,348	67,074
Education	3	57,426	-	-	0	-	-
Health	10	66,592	57,000	73,746	3	77,497	93,809
Social Services	10	60,731	50,000	72,000	6	58,263	69,383
Sports and Recreation	0	-	-	-	0	-	-
<b>(3) Income</b>							
Less than 100, 000	0	-	-	-	0	-	-
100,001 - 250,000	0	-	-	-	0	-	-
250,001 - 500,000	1	-	-	-	0	-	-
500,001 - 1,000,000	1	-	-	-	0	-	-
1,000,001 - 5,000,000	16	55,875	49,413	65,000	2	44,250	51,846
More than 5,000,001	21	68,148	62,085	73,746	16	62,236	77,805
<b>All Organisations</b>							
	42	62,846	55,038	71,000	20	60,273	74,228



## Level 2 Director (not elsewhere specified) (18 cases)

Job Title: Director	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	0	-	-	-	0	-	-
3 - 5 employees	0	-	-	-	0	-	-
6 - 9 employees	1	-	-	-	0	-	-
10 - 19 employees	2	44,775	-	-	1	-	-
20 or more employees	15	72,584	62,000	85,910	3	64,586	84,603
<b>(2) Sector</b>							
Arts, Culture and Heritage	0	-	-	-	0	-	-
Advocacy, Law and Politics	1	-	-	-	0	-	-
Development and Housing	1	-	-	-	1	-	-
International Development	6	72,351	60,000	86,000	1	-	-
Education	0	-	-	-	0	-	-
Health	3	71,384	-	-	0	-	-
Social Services	4	63,010	55,020	71,000	0	-	-
Sports and Recreation	1	-	-	-	0	-	-
<b>(3) Income</b>							
Less than 100, 000	0	-	-	-	0	-	-
100,001 - 250,000	0	-	-	-	0	-	-
250,001 - 500,000	0	-	-	-	0	-	-
500,001 - 1,000,000	0	-	-	-	0	-	-
1,000,001 - 5,000,000	7	58,141	45,000	65,000	1	-	-
More than 5,000,001	8	73,470	59,925	85,910	3	64,586	84,603
<b>All Organisations</b>							
	18	68,795	57,000	80,000	4	59,502	76,414

## Level 2 Senior Manager (not elsewhere specified) (20 Cases)

Job Title: Senior Manager	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	0	-	-	-	0	-	-
3 - 5 employees	1	-	-	-	0	-	-
6 - 9 employees	2	44,000	-	-	1	-	-
10 - 19 employees	4	42,284	37,129	47,439	2	39,933	48,649
20 or more employees	13	62,896	58,267	70,000	6	61,414	75,498
<b>(2) Sector</b>							
Arts, Culture and Heritage	1	-	-	-	0	-	-
Advocacy, Law and Politics	1	-	-	-	0	-	-
Development and Housing	3	62,756	-	-	1	-	-
International Development	4	46,500	44,000	49,000	1	-	-
Education	0	-	-	-	0	-	-
Health	6	63,815	60,000	71,851	4	56,203	68,472
Social Services	5	56,106	44,878	65,750	3	59,984	72,017
Sports and Recreation	0	-	-	-	0	-	-
<b>(3) Income</b>							
Less than 100, 000	1	-	-	-	0	-	-
100,001 - 250,000	1	-	-	-	1	-	-
250,001 - 500,000	2	37,129	-	-	1	-	-
500,001 - 1,000,000	2	48,641	-	-	1	-	-
1,000,001 - 5,000,000	8	57,888	47,500	65,375	2	64,349	76,322
More than 5,000,001	5	65,410	60,000	70,000	3	56,194	71,781
<b>All Organisations</b>	<b>20</b>	<b>56,360</b>	<b>44,939</b>	<b>65,375</b>	<b>9</b>	<b>54,261</b>	<b>66,698</b>

## Level 3: Senior Manager

*Manages a department/specialist function. Is a highly experienced manager*

### All Level 3 Jobs (159 cases)

Job Title: All Level 3 Jobs	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	3	36,021	-	-	1	-	-
3 - 5 employees	10	40,132	32,072	50,000	0	-	-
6 - 9 employees	10	43,830	35,000	49,035	4	42,862	54,936
10 - 19 employees	26	46,710	42,390	50,314	6	46,283	60,677
20 or more employees	109	56,452	50,000	62,721	59	51,900	65,718
<b>(2) Sector</b>							
Arts, Culture and Heritage	12	46,591	42,845	50,000	0	-	-
Advocacy, Law and Politics	12	55,377	53,314	55,256	6	47,487	55,256
Development and Housing	15	54,628	50,000	59,956	4	50,658	64,040
International Development	18	54,857	46,000	63,925	11	51,215	68,547
Education	10	46,650	35,000	49,922	2	41,500	64,500
Health	35	53,727	43,750	60,707	15	51,521	64,340
Social services	38	52,882	48,000	60,592	25	48,954	62,201
Sports and Recreation	6	50,333	38,500	49,035	4	49,787	62,236
<b>(3) Income</b>							
Less than 100, 000	2	34,724	-	-	0	.	.
100,001 - 250,000	7	35,191	32,072	37,863	1	-	-
250,001 - 500,000	11	42,538	35,000	50,314	1	-	-
500,001 - 1,000,000	15	48,102	43,300	56,000	4	44,212	60,633
1,000,001 - 5,000,000	62	51,112	47,556	56,000	24	47,340	59,061
More than 5,000,001	48	60,759	51,000	67,520	31	54,675	70,184
<b>All Organisations</b>	<b>159</b>	<b>52,629</b>	<b>45,000</b>	<b>60,000</b>	<b>70</b>	<b>50,636</b>	<b>64,305</b>

## Level 3 Communications Manager (12 cases)

Job Title: Communications Manager	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	0	-	-	-	0	-	-
3 - 5 employees	1	-	-	-	0	-	-
6 - 9 employees	1	-	-	-	0	-	-
10 - 19 employees	2	46,146	-	-	1	-	-
20 or more employees	8	55,011	44,471	67,430	6	53,212	66,371
<b>(2) Sector</b>							
Arts, Culture and Heritage	0	-	-	-	0	-	-
Advocacy, Law and Politics	1	-	-	-	1	-	-
Development and Housing	0	-	-	-	0	-	-
International Development	2	60,634	-	-	1	-	-
Education	0	-	-	-	0	-	-
Health	6	47,958	40,000	47,291	3	51,686	61,176
Social Services	2	52,038	-	-	2	53,286	67,700
Sports and Recreation	0	-	-	-	0	-	-
<b>(3) Income</b>							
Less than 100, 000	0	-	-	-	0	-	-
100,001 - 250,000	0	-	-	-	0	-	-
250,001 - 500,000	1	-	-	-	0	-	-
500,001 - 1,000,000	3	41,597	-	-	1	-	-
1,000,001 - 5,000,000	3	45,923	-	-	2	51,638	60,128
More than 5,000,001	5	60,463	47,000	74,267	4	54,000	69,492
<b>All Organisations</b>	<b>12</b>	<b>49,990</b>	<b>41,742</b>	<b>57,439</b>	<b>7</b>	<b>52,018</b>	<b>64,751</b>

## Level 3 Financial Accountant (28 cases)

Job Title: Financial Accountant	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	1	-	-	-	0	-	-
3 - 5 employees	2	30,450	-	-	0	-	-
6 - 9 employees	2	52,150	-	-	1	-	-
10 - 19 employees	5	44,176	42,778	45,000	1	-	-
20 or more employees	18	54,361	44,630	60,000	9	51,929	65,840
<b>(2) Sector</b>							
Arts, Culture and Heritage	3	43,467	-	-	0	-	-
Advocacy, Law and Politics	1	-	-	-	0	-	-
Development and Housing	4	52,283	43,315	61,250	3	51,210	64,053
International Development	5	50,354	45,000	59,432	2	47,503	66,286
Education	1	-	-	-	0	-	-
Health	6	52,812	43,750	60,000	1	-	-
Social Services	6	47,475	42,778	52,000	4	48,002	59,303
Sports and Recreation	1	-	-	-	1	-	-
<b>(3) Income</b>							
Less than 100, 000	0	-	-	-	0	-	-
100,001 - 250,000	1	-	-	-	0	-	-
250,001 - 500,000	2	37,500	-	-	0	-	-
500,001 - 1,000,000	3	49,200	-	-	1	-	-
1,000,001 - 5,000,000	11	48,569	42,778	60,000	3	52,336	65,737
More than 5,000,001	8	57,948	47,500	63,716	6	52,225	65,891
<b>All Organisations</b>	<b>28</b>	<b>50,342</b>	<b>43,525</b>	<b>59,377</b>	<b>11</b>	<b>50,487</b>	<b>64,187</b>

## Level 3 Fundraising Manager (14 cases)

Job Title: Fundraising Manager	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	0	-	-	-	0	-	-
3 - 5 employees	1	-	-	-	0	-	-
6 - 9 employees	1	-	-	-	0	-	-
10 - 19 employees	2	37,250	-	-	0	-	-
20 or more employees	10	59,648	50,850	66,958	5	52,685	69,474
<b>(2) Sector</b>							
Arts, Culture and Heritage	0	-	-	-	0	-	-
Advocacy, Law and Politics	2	51,378	-	-	1	-	-
Development and Housing	2	51,925	-	-	1	-	-
International Development	2	65,482	-	-	2	55,753	74,816
Education	1	-	-	-	0	-	-
Health	2	64,750	-	-	0	-	-
Social Services	2	64,979	-	-	1	-	-
Sports and Recreation	1	-	-	-	0	-	-
<b>(3) Income</b>							
Less than 100, 000	0	-	-	-	0	-	-
100,001 - 250,000	1	-	-	-	0	-	-
250,001 - 500,000	1	-	-	-	0	-	-
500,001 - 1,000,000	1	-	-	-	0	-	-
1,000,001 - 5,000,000	4	48,277	43,500	53,053	1	-	-
More than 5,000,001	7	63,267	53,000	67,039	4	53,985	73,029
<b>All Organisations</b>							
All Organisations	14	53,998	39,500	63,925	5	52,685	69,474

## Level 3 Senior Manager (not elsewhere specified) (51 cases)

Job Title: Senior Manager	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	0	-	-	-	0	-	-
3 - 5 employees	3	47,700	-	-	0	-	-
6 - 9 employees	3	39,400	-	-	0	-	-
10 - 19 employees	7	47,405	42,500	50,314	1	-	-
20 or more employees	38	59,034	50,144	66,958	21	53,182	66,936
<b>(2) Sector</b>							
Arts, Culture and Heritage	4	45,325	40,650	50,000	0	-	-
Advocacy, Law and Politics	5	57,442	55,000	55,256	2	47,487	55,256
Development and Housing	6	56,073	50,850	59,956	0	-	-
International Development	1	-	-	-	0	-	-
Education	5	49,073	35,000	62,721	2	41,500	64,500
Health	14	55,437	42,500	69,659	7	55,200	67,202
Social Services	10	56,113	48,960	66,958	7	48,721	60,674
Sports and Recreation	0	-	-	-	0	-	-
<b>(3) Income</b>							
Less than 100, 000	0	-	-	-	0	-	-
100,001 - 250,000	2	35,000	-	-	0	-	-
250,001 - 500,000	4	48,354	41,707	55,000	1	-	-
500,001 - 1,000,000	3	45,251	-	-	0	-	-
1,000,001 - 5,000,000	25	53,474	50,000	60,707	10	45,935	59,882
More than 5,000,001	14	66,852	54,000	75,000	10	59,742	73,284
<b>All Organisations</b>	<b>51</b>	<b>55,616</b>	<b>48,960</b>	<b>65,000</b>	<b>22</b>	<b>52,803</b>	<b>66,395</b>

## Level 3 Head of Function (not elsewhere specified) (10 cases)

Job Title: Head of Function	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	0	-	-	-	0	-	-
3 - 5 employees	0	-	-	-	0	-	-
6 - 9 employees	0	-	-	-	0	-	-
10 - 19 employees	2	50,194	-	-	1	-	-
20 or more employees	8	52,357	49,971	52,460	3	51,939	63,379
<b>(2) Sector</b>							
Arts, Culture and Heritage	3	50,000	-	-	0	-	-
Advocacy, Law and Politics	0	-	-	-	0	-	-
Development and Housing	0	-	-	-	0	-	-
International Development	1	-	-	-	1	-	-
Education	0	-	-	-	0	-	-
Health	2	54,471	-	-	2	45,425	61,016
Social Services	2	64,000	-	-	1	-	-
Sports and Recreation	0	-	-	-	0	-	-
<b>(3) Income</b>							
Less than 100,000	0	-	-	-	0	-	-
100,001 - 250,000	0	-	-	-	0	-	-
250,001 - 500,000	0	-	-	-	0	-	-
500,001 - 1,000,000	1	-	-	-	1	-	-
1,000,001 - 5,000,000	6	49,221	49,941	50,000	1	-	-
More than 5,000,001	1	-	-	-	0	-	-
<b>All Organisations</b>	<b>10</b>	<b>51,925</b>	<b>49,941</b>	<b>54,000</b>	<b>4</b>	<b>50,455</b>	<b>64,284</b>



## Level 4: Middle Managers

*Manages small department/specialist function. Has an excellent understanding of own area and how that area interacts with other areas of the organisation's work. Reports to Head of Function, director or chief executive in a smaller organisation.*

### All Level 4 Jobs (230 cases)

Job Title: All Level 4 Jobs	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	4	37,393	33,318	41,469	1	-	-
3 - 5 employees	20	35,725	30,750	41,514	6	33,583	46,111
6 - 9 employees	31	39,461	35,500	44,294	14	32,063	43,932
10 - 19 employees	42	41,390	36,738	45,458	11	38,056	47,029
20 or more employees	132	45,992	39,457	52,500	76	42,576	55,177
<b>(2) Sector</b>							
Arts, Culture and Heritage	15	38,555	35,000	40,000	0	-	-
Advocacy, Law and Politics	10	43,548	41,023	48,000	2	44,329	52,799
Development and Housing	13	41,627	39,120	49,869	9	38,927	50,435
International Development	33	44,414	40,539	50,500	21	40,232	50,570
Education	22	40,347	34,500	45,938	7	36,960	43,824
Health	47	45,566	40,000	52,500	24	41,270	56,000
Social services	66	43,622	36,793	50,000	36	40,778	52,129
Sports and Recreation	6	45,986	41,140	52,000	4	37,821	56,893
<b>(3) Income</b>							
Less than 100, 000	5	35,915	32,000	36,635	1	-	-
100,001 - 250,000	21	37,470	29,120	43,000	7	32,418	45,105
250,001 - 500,000	27	38,383	35,000	44,000	7	30,433	43,716
500,001 - 1,000,000	21	39,430	34,500	45,458	8	35,893	44,644
1,000,001 - 5,000,000	89	42,170	36,234	48,000	27	41,465	51,407
More than 5,000,001	53	49,626	45,000	53,728	46	41,159	54,836
<b>All Organisations</b>	<b>230</b>	<b>43,217</b>	<b>36,738</b>	<b>49,785</b>	<b>108</b>	<b>40,091</b>	<b>52,152</b>

## Level 4 Administration Manager (22 cases)

Job Title: Administration Manager	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	0	-	-	-	0	-	-
3 - 5 employees	7	34,555	26,194	46,666	0	-	-
6 - 9 employees	2	40,135	-	-	1	-	-
10 - 19 employees	7	41,078	35,000	45,458	2	34,274	44,174
20 or more employees	6	45,256	40,539	50,000	4	40,059	49,726
<b>(2) Sector</b>							
Arts, Culture and Heritage	1	-	-	-	0	-	-
Advocacy, Law and Politics	2	36,587	-	-	0	-	-
Development and Housing	0	-	-	-	0	-	-
International Development	2	38,258	-	-	2	32,412	42,409
Education	1	-	-	-	0	-	-
Health	3	46,657	-	-	2	44,849	55,032
Social Services	8	37,276	28,847	44,876	3	32,849	42,782
Sports and Recreation	1	-	-	-	0	-	-
<b>(3) Income</b>							
Less than 100,000	1	-	-	-	0	-	-
100,001 - 250,000	4	35,007	24,535	45,480	0	-	-
250,001 - 500,000	3	33,209	-	-	1	-	-
500,001 - 1,000,000	5	40,509	35,700	45,458	2	34,274	44,174
1,000,001 - 5,000,000	5	44,705	41,023	50,000	0	-	-
More than 5,000,001	3	46,657	-	-	3	39,899	50,021
<b>All Organisations</b>							
All Organisations	22	40,056	35,000	46,666	7	36,153	46,175

## Level 4 Communications Manager (10 cases)

Job Title: Communications Manager	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	0	-	-	-	0	-	-
3 - 5 employees	0	-	-	-	0	-	-
6 - 9 employees	1	-	-	-	1	-	-
10 - 19 employees	2	37,617	-	-	0	-	-
20 or more employees	7	48,649	47,000	52,000	6	41,258	55,175
<b>(2) Sector</b>							
Arts, Culture and Heritage	0	-	-	-	0	-	-
Advocacy, Law and Politics	0	-	-	-	0	-	-
Development and Housing	2	43,060	-	-	2	36,505	46,845
International Development	4	39,292	29,270	49,313	3	37,230	50,777
Education	1	-	-	-	0	-	-
Health	1	-	-	-	1	-	-
Social Services	2	51,648	-	-	1	-	-
Sports and Recreation	0	-	-	-	0	-	-
<b>(3) Income</b>							
Less than 100, 000	0	-	-	-	0	-	-
100,001 - 250,000	1	-	-	-	1	-	-
250,001 - 500,000	0	-	-	-	0	-	-
500,001 - 1,000,000	0	-	-	-	0	-	-
1,000,001 - 5,000,000	3	42,411	-	-	0	-	-
More than 5,000,001	5	47,940	47,000	51,295	5	39,742	54,489
<b>All Organisations</b>	<b>10</b>	<b>43,931</b>	<b>39,120</b>	<b>51,295</b>	<b>7</b>	<b>38,507</b>	<b>52,293</b>

## Level 4 Finance Manager (13 cases)

Job Title: Finance Manager	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	0	-	-	-	0	-	-
3 - 5 employees	0	-	-	-	0	-	-
6 - 9 employees	3	35,474	-	-	1	-	-
10 - 19 employees	2	43,761	-	-	0	-	-
20 or more employees	8	46,293	35,373	55,383	5	45,827	57,962
<b>(2) Sector</b>							
Arts, Culture and Heritage	2	36,065	-	-	0	-	-
Advocacy, Law and Politics	0	-	-	-	0	-	-
Development and Housing	1	-	-	-	0	-	-
International Development	2	56,133	-	-	1	-	-
Education	0	-	-	-	0	-	-
Health	6	44,461	39,600	52,500	3	44,430	58,916
Social Services	1	-	-	-	1	-	-
Sports and Recreation	1	-	-	-	1	-	-
<b>(3) Income</b>							
Less than 100,000	0	-	-	-	0	-	-
100,001 - 250,000	0	-	-	-	0	-	-
250,001 - 500,000	2	32,641	-	-	0	-	-
500,001 - 1,000,000	3	39,174	-	-	0	-	-
1,000,001 - 5,000,000	3	39,859	-	-	2	46,374	57,022
More than 5,000,001	4	55,191	53,633	56,750	3	45,462	58,588
<b>All Organisations</b>							
	13	43,407	39,600	52,500	6	43,176	57,046

## Level 4 Project / Programme Manager (45 cases)

Job Title: Project / Programme Manager	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	2	33,500	-	-	1	-	-
3 - 5 employees	5	36,953	32,000	40,149	1	-	-
6 - 9 employees	7	41,832	40,000	45,825	2	37,338	48,944
10 - 19 employees	10	41,013	35,000	47,455	4	42,101	50,639
20 or more employees	21	48,596	42,500	52,000	13	43,934	56,413
<b>(2) Sector</b>							
Arts, Culture and Heritage	2	37,500	-	-	0	-	-
Advocacy, Law and Politics	5	47,344	45,428	49,222	1	-	-
Development and Housing	3	47,322	-	-	3	41,852	52,793
International Development	6	43,625	42,000	50,500	4	35,871	45,535
Education	2	49,597	-	-	0	-	-
Health	7	39,421	33,800	48,000	2	39,525	46,897
Social Services	16	42,940	35,000	52,656	8	43,721	54,300
Sports and Recreation	3	53,536	-	-	3	40,453	58,369
<b>(3) Income</b>							
Less than 100, 000	2	31,000	-	-	1	-	-
100,001 - 250,000	6	38,313	37,000	41,550	0	-	-
250,001 - 500,000	5	39,982	36,738	44,388	1	-	-
500,001 - 1,000,000	4	43,239	37,500	48,978	2	42,299	51,902
1,000,001 - 5,000,000	20	44,678	37,850	52,000	10	41,022	52,534
More than 5,000,001	7	50,276	45,000	57,857	6	42,446	54,381
<b>All Organisations</b>							
	45	43,894	37,000	49,869	21	41,391	52,563

## Level 4 Team Leader (14 cases)

Job Title: Team Leader	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	0	-	-	-	0	-	-
3 - 5 employees	0	-	-	-	0	-	-
6 - 9 employees	1	-	-	-	1	-	-
10 - 19 employees	1	-	-	-	1	-	-
20 or more employees	12	47,768	39,650	56,000	4	44,301	57,131
<b>(2) Sector</b>							
Arts, Culture and Heritage	0	-	-	-	0	-	-
Advocacy, Law and Politics	0	-	-	-	0	-	-
Development and Housing	0	-	-	-	0	-	-
International Development	1	-	-	-	1	-	-
Education	0	-	-	-	0	-	-
Health	6	47,852	41,499	57,000	4	38,516	48,897
Social Services	6	41,985	39,650	44,310	0	-	-
Sports and Recreation	0	-	-	-	0	-	-
<b>(3) Income</b>							
Less than 100,000	0	-	-	-	0	-	-
100,001 - 250,000	1	-	-	-	1	-	-
250,001 - 500,000	0	-	-	-	0	-	-
500,001 - 1,000,000	1	-	-	-	1	-	-
1,000,001 - 5,000,000	8	45,739	39,650	53,000	0	-	-
More than 5,000,001	3	50,770	-	-	3	42,787	56,638
<b>All Organisations</b>	<b>14</b>	<b>46,808</b>	<b>39,650</b>	<b>55,000</b>	<b>6</b>	<b>42,028</b>	<b>54,587</b>

## Level 4 Coordinator (not elsewhere specified) (21 cases)

Job Title: Coordinator	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	2	41,287	-	-	0	-	-
3 - 5 employees	2	28,500	-	-	0	-	-
6 - 9 employees	8	36,013	32,000	39,484	2	32,000	35,500
10 - 19 employees	2	34,360	-	-	1	-	-
20 or more employees	7	45,455	36,793	51,244	4	44,763	53,540
<b>(2) Sector</b>							
Arts, Culture and Heritage	0	-	-	-	0	-	-
Advocacy, Law and Politics	0	-	-	-	0	-	-
Development and Housing	1	-	-	-	0	-	-
International Development	3	49,991	-	-	3	43,644	52,991
Education	10	37,711	32,000	45,938	2	32,000	35,500
Health	4	42,045	39,264	44,827	1	-	-
Social Services	3	31,264	-	-	1	-	-
Sports and Recreation	0	-	-	-	0	-	-
<b>(3) Income</b>							
Less than 100,000	2	41,287	-	-	0	-	-
100,001 - 250,000	3	28,707	-	-	0	-	-
250,001 - 500,000	4	38,525	32,224	44,827	0	-	-
500,001 - 1,000,000	5	34,720	32,000	35,500	3	33,000	39,333
1,000,001 - 5,000,000	4	42,053	36,514	47,593	1	-	-
More than 5,000,001	3	49,991	-	-	3	43,644	52,991
<b>All Organisations</b>	<b>21</b>	<b>38,789</b>	<b>34,500</b>	<b>45,938</b>	<b>7</b>	<b>39,721</b>	<b>47,452</b>

## Level 4 Middle Manager (not elsewhere specified) (52 cases)

Job Title: Middle Manager	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	0	-	-	-	0	-	-
3 - 5 employees	3	45,417	-	-	2	43,250	54,000
6 - 9 employees	0	-	-	-	0	-	-
10 - 19 employees	11	44,894	42,000	48,000	1	-	-
20 or more employees	38	42,978	35,000	51,471	18	41,251	53,748
<b>(2) Sector</b>							
Arts, Culture and Heritage	7	37,571	35,000	40,000	0	-	-
Advocacy, Law and Politics	3	41,863	-	-	1	-	-
Development and Housing	2	50,000	-	-	2	39,000	53,500
International Development	9	43,747	37,000	49,083	3	43,625	50,647
Education	5	42,604	41,732	45,574	3	41,732	49,664
Health	10	46,350	40,000	52,500	4	40,000	65,000
Social Services	13	45,609	38,000	51,471	8	41,887	50,772
Sports and Recreation	1	-	-	-	0	-	-
<b>(3) Income</b>							
Less than 100,000	0	-	-	-	0	-	-
100,001 - 250,000	1	-	-	-	1	-	-
250,001 - 500,000	5	40,600	40,000	44,000	0	-	-
500,001 - 1,000,000	2	36,230	-	-	0	-	-
1,000,001 - 5,000,000	27	40,847	35,000	43,863	6	42,686	50,027
More than 5,000,001	14	46,540	40,500	52,500	11	37,847	52,630
<b>All Organisations</b>	<b>52</b>	<b>43,524</b>	<b>37,000</b>	<b>49,875</b>	<b>21</b>	<b>41,325</b>	<b>53,319</b>



## Level 5: Specialist/Professional Staff

Delivers specialist functional role and reports to a Head of Function. Generally has a third level qualification and professional knowledge/ understanding of the sector; works independently and/or as part of a team. May have responsibility for a small number of employees.

### All Level 5 Jobs (468 cases)

Job Title: All Level 5 Jobs	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	11	31,576	25,000	38,225	2	33,336	44,076
3 - 5 employees	66	33,982	28,000	40,699	24	30,947	42,475
6 - 9 employees	58	32,470	26,500	39,975	18	30,887	41,731
10 - 19 employees	89	34,902	30,000	40,000	28	31,326	42,214
20 or more employees	244	39,253	32,854	43,500	170	35,210	46,494
<b>(2) Sector</b>							
Arts, Culture and Heritage	18	28,929	25,000	33,637	1	-	-
Advocacy, Law and Politics	32	37,732	33,756	42,809	8	33,659	41,518
Development and Housing	38	35,551	33,000	40,500	27	33,540	42,444
International Development	61	37,324	30,381	43,500	38	33,285	42,621
Education	32	34,548	28,663	39,745	14	27,562	40,454
Health	90	41,943	34,514	46,351	57	38,745	50,361
Social Services	136	36,135	30,270	41,834	76	33,030	46,290
Sports and Recreation	20	30,313	26,750	33,640	6	32,432	44,154
<b>(3) Income</b>							
Less than 100,000	13	27,201	22,900	30,000	0	-	-
100,001 - 250,000	72	33,203	26,573	38,670	31	31,520	41,360
250,001 - 500,000	49	32,535	25,000	40,000	12	32,497	47,328
500,001 - 1,000,000	57	35,932	30,000	40,000	15	31,786	44,232
1,000,001 - 5,000,000	147	37,257	31,059	42,000	76	32,453	43,357
More than 5,000,001	118	41,239	33,763	45,340	98	36,688	47,804
<b>All Organisations</b>	<b>468</b>	<b>36,661</b>	<b>30,000</b>	<b>42,000</b>	<b>242</b>	<b>34,001</b>	<b>45,226</b>

## Level 5 Administrator / Administrative Officer (42 cases)

Job Title: Administrator/ Administrative Officer	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	1	-	-	-	0	-	-
3 - 5 employees	8	26,613	24,031	29,422	4	25,608	33,268
6 - 9 employees	7	31,056	28,000	35,873	2	26,349	38,634
10 - 19 employees	9	29,349	23,000	35,000	3	30,466	43,186
20 or more employees	17	33,130	29,863	35,000	10	28,671	38,382
<b>(2) Sector</b>							
Arts, Culture and Heritage	5	28,927	28,000	33,637	0	-	-
Advocacy, Law and Politics	2	34,299	-	-	1	-	-
Development and Housing	2	26,941	-	-	1	-	-
International Development	4	24,169	23,500	24,838	2	24,807	31,187
Education	4	32,780	27,500	38,060	3	24,864	34,755
Health	7	34,077	32,000	35,000	3	28,478	40,401
Social Services	14	32,045	29,863	35,321	8	28,383	39,463
Sports and Recreation	3	27,893	-	-	1	-	-
<b>(3) Income</b>							
Less than 100,000	1	-	-	-	0	-	-
100,001 - 250,000	8	29,145	25,031	34,003	5	27,406	37,215
250,001 - 500,000	7	29,041	19,911	35,873	1	-	-
500,001 - 1,000,000	6	31,379	28,000	37,326	2	31,412	44,028
1,000,001 - 5,000,000	15	32,497	29,000	35,000	7	27,171	37,307
More than 5,000,001	3	30,253	-	-	2	32,440	39,395
<b>All Organisations</b>							
<b>All Organisations</b>	<b>42</b>	<b>30,745</b>	<b>26,000</b>	<b>35,000</b>	<b>19</b>	<b>28,065</b>	<b>38,090</b>

## Level 5 Care / Family Support Worker (26 cases)

Job Title: Care' / Family Support Worker	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	1	-	-	-	0	-	-
3 - 5 employees	7	31,058	24,516	35,000	4	28,779	39,351
6 - 9 employees	5	28,391	26,000	28,478	2	29,227	35,582
10 - 19 employees	1	-	-	-	0	-	-
20 or more employees	12	36,724	29,826	39,658	10	30,458	43,877
<b>(2) Sector</b>							
Arts, Culture and Heritage	0	-	-	-	0	-	-
Advocacy, Law and Politics	0	-	-	-	0	-	-
Development and Housing	5	35,344	29,500	40,500	5	32,394	40,194
International Development	0	-	-	-	0	-	-
Education	1	-	-	-	1	-	-
Health	3	34,322	-	-	3	28,080	35,226
Social Services	15	32,319	24,516	38,388	6	31,680	44,166
Sports and Recreation	1	-	-	-	0	-	-
<b>(3) Income</b>							
Less than 100,000	3	25,667	-	-	0	-	-
100,001 - 250,000	9	31,762	24,516	35,000	6	28,928	38,095
250,001 - 500,000	1	-	-	-	0	-	-
500,001 - 1,000,000	2	36,398	-	-	0	-	-
1,000,001 - 5,000,000	6	38,268	37,750	38,816	5	33,503	43,940
More than 5,000,001	5	36,458	29,500	40,776	5	27,413	43,814
<b>All Organisations</b>							
	26	33,425	26,000	38,816	16	29,884	41,709

## Level 5 Childcare Worker (11 cases)

Job Title: Childcare Worker	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	0	-	-	-	0	-	-
3 - 5 employees	0	-	-	-	0	-	-
6 - 9 employees	0	-	-	-	0	-	-
10 - 19 employees	2	25,672	-	-	1	-	-
20 or more employees	9	27,863	20,500	33,134	5	29,260	37,473
<b>(2) Sector</b>							
Arts, Culture and Heritage	0	-	-	-	0	-	-
Advocacy, Law and Politics	0	-	-	-	0	-	-
Development and Housing	3	29,544	-	-	2	32,591	39,436
International Development	0	-	-	-	0	-	-
Education	2	21,600	-	-	1	-	-
Health	0	-	-	-	0	-	-
Social Services	6	28,380	20,500	33,143	3	30,377	40,274
Sports and Recreation	0	-	-	-	0	-	-
<b>(3) Income</b>							
Less than 100, 000	0	-	-	-	0	-	-
100,001 - 250,000	3	21,622	-	-	0	-	-
250,001 - 500,000	0	-	-	-	0	-	-
500,001 - 1,000,000	1	-	-	-	1	-	-
1,000,001 - 5,000,000	5	29,721	25,000	33,134	4	28,279	37,623
More than 5,000,001	2	27,750	-	-	1	-	-
<b>All Organisations</b>	<b>11</b>	<b>27,465</b>	<b>20,500</b>	<b>33,143</b>	<b>6</b>	<b>29,519</b>	<b>38,094</b>

## Level 5 Communication / Media Officer / Coordinator (25 cases)

Job Title: Communication / Media Officer / Coordinator	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	0	-	-	-	0	-	-
3 - 5 employees	4	32,431	25,375	39,486	0	-	-
6 - 9 employees	2	36,486	-	-	1	-	-
10 - 19 employees	6	34,559	30,000	40,000	0	-	-
20 or more employees	13	38,554	33,735	42,500	8	33,748	45,312
<b>(2) Sector</b>							
Arts, Culture and Heritage	0	-	-	-	0	-	-
Advocacy, Law and Politics	3	41,811	-	-	0	-	-
Development and Housing	1	-	-	-	1	-	-
International Development	7	39,980	33,125	45,500	3	36,233	47,390
Education	1	-	-	-	1	-	-
Health	5	35,079	35,000	40,000	2	37,500	47,500
Social Services	4	33,566	26,375	40,758	2	34,273	47,242
Sports and Recreation	2	30,474	-	-	0	-	-
<b>(3) Income</b>							
Less than 100,000	0	-	-	-	0	-	-
100,001 - 250,000	0	-	-	-	0	-	-
250,001 - 500,000	5	33,914	28,000	39,847	1	-	-
500,001 - 1,000,000	4	30,961	27,921	34,000	0	-	-
1,000,001 - 5,000,000	5	35,664	33,125	35,000	1	-	-
More than 5,000,001	11	39,957	35,000	43,449	7	35,424	46,819
<b>All Organisations</b>	<b>25</b>	<b>36,450</b>	<b>33,000</b>	<b>41,668</b>	<b>9</b>	<b>33,751</b>	<b>45,380</b>

## Level 5 Coordinator (32 cases)

Job Title: Coordinator	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	2	32,000	-	-	0	-	-
3 - 5 employees	6	38,899	34,500	41,344	2	38,869	50,739
6 - 9 employees	6	33,669	26,500	38,340	1	-	-
10 - 19 employees	5	34,151	30,000	40,000	0	-	-
20 or more employees	13	39,302	33,000	45,000	9	37,207	48,351
<b>(2) Sector</b>							
Arts, Culture and Heritage	0	-	-	-	0	-	-
Advocacy, Law and Politics	0	-	-	-	0	-	-
Development and Housing	3	35,537	-	-	3	33,552	37,522
International Development	2	36,420	-	-	1	-	-
Education	2	33,628	-	-	0	-	-
Health	2	31,189	-	-	1	-	-
Social Services	17	38,297	35,000	41,344	5	40,739	55,473
Sports and Recreation	0	-	-	-	0	-	-
<b>(3) Income</b>							
Less than 100,000	1	-	-	-	0	-	-
100,001 - 250,000	9	36,044	34,500	40,200	3	33,246	45,493
250,001 - 500,000	3	29,667	-	-	0	-	-
500,001 - 1,000,000	6	35,711	30,000	40,755	0	-	-
1,000,001 - 5,000,000	5	36,713	33,000	40,000	2	32,042	40,425
More than 5,000,001	5	41,138	33,536	47,304	5	36,728	46,842
<b>All Organisations</b>	<b>32</b>	<b>36,909</b>	<b>31,834</b>	<b>41,008</b>	<b>12</b>	<b>36,217</b>	<b>47,636</b>

## Level 5 Development Officer / Worker (35 cases)

Job Title: Development Officer / Worker	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	3	33,621	-	-	1	-	-
3 - 5 employees	8	36,490	33,553	39,685	5	32,161	51,375
6 - 9 employees	4	33,130	24,760	41,500	0	-	-
10 - 19 employees	7	40,279	32,875	50,549	4	35,546	44,035
20 or more employees	13	38,651	32,854	45,000	9	33,504	46,677
<b>(2) Sector</b>							
Arts, Culture and Heritage	2	23,500	-	-	0	-	-
Advocacy, Law and Politics	1	42,068	-	-	0	-	-
Development and Housing	2	30,988	-	-	1	-	-
International Development	2	43,294	-	-	2	37,261	48,497
Education	5	41,719	36,205	50,549	1	-	-
Health	3	42,889	-	-	1	-	-
Social Services	16	39,390	34,438	44,257	13	32,817	47,318
Sports and Recreation	3	24,863	-	-	1	-	-
<b>(3) Income</b>							
Less than 100,000	3	30,375	-	-	0	-	-
100,001 - 250,000	8	35,210	34,438	35,763	6	32,147	44,151
250,001 - 500,000	7	34,696	20,020	44,931	3	34,859	57,638
500,001 - 1,000,000	3	35,324	-	-	1	-	-
1,000,001 - 5,000,000	8	43,146	36,130	51,115	3	33,127	44,254
More than 5,000,001	6	40,483	32,854	49,785	6	33,373	46,364
<b>All Organisations</b>	<b>35</b>	<b>37,421</b>	<b>32,667</b>	<b>44,354</b>	<b>19</b>	<b>33,537</b>	<b>47,224</b>

## Level 5 Finance Officer (21 cases)

Job Title: Finance Officer	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	0	-	-	-	0	-	-
3 - 5 employees	2	28,900	-	-	0	-	-
6 - 9 employees	4	28,803	23,750	33,856	1	-	-
10 - 19 employees	3	34,245	-	-	1	-	-
20 or more employees	12	35,680	30,266	41,404	8	31,424	39,625
<b>(2) Sector</b>							
Arts, Culture and Heritage	0	-	-	-	0	-	-
Advocacy, Law and Politics	3	34,605	-	-	1	-	-
Development and Housing	3	33,390	-	-	2	26,583	39,205
International Development	5	37,512	32,000	41,808	3	33,940	39,723
Education	1	-	-	-	0	-	-
Health	1	-	-	-	0	-	-
Social Services	6	32,582	28,278	38,000	4	32,052	41,513
Sports and Recreation	2	29,435	-	-	0	-	-
<b>(3) Income</b>							
Less than 100,000	1	-	-	-	0	-	-
100,001 - 250,000	2	32,500	-	-	1	-	-
250,001 - 500,000	2	30,256	-	-	0	-	-
500,001 - 1,000,000	2	29,535	-	-	0	-	-
1,000,001 - 5,000,000	7	34,871	30,000	38,368	4	31,852	41,855
More than 5,000,001	6	35,987	32,000	41,000	4	28,612	37,185
<b>All Organisations</b>	<b>21</b>	<b>33,519</b>	<b>29,800</b>	<b>38,000</b>	<b>10</b>	<b>31,539</b>	<b>40,200</b>



## Level 5 Fundraising Officer (27 cases)

Job Title: Fundraising Officer	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	1	-	-	-	0	-	-
3 - 5 employees	1	-	-	-	1	-	-
6 - 9 employees	3	24,667	-	-	0	-	-
10 - 19 employees	7	32,905	28,750	40,000	3	25,946	35,126
20 or more employees	15	37,218	35,000	40,000	11	33,456	44,750
<b>(2) Sector</b>							
Arts, Culture and Heritage	1	-	-	-	0	-	-
Advocacy, Law and Politics	3	37,428	-	-	1	-	-
Development and Housing	1	-	-	-	1	-	-
International Development	9	32,635	28,750	35,000	6	30,198	39,611
Education	1	-	-	-	0	-	-
Health	6	37,667	35,000	40,000	4	34,874	47,223
Social Services	5	29,589	25,000	35,000	3	29,156	41,565
Sports and Recreation	0	-	-	-	0	-	-
<b>(3) Income</b>							
Less than 100, 000	1	-	-	-	0	-	-
100,001 - 250,000	2	25,750	-	-	0	-	-
250,001 - 500,000	0	-	-	-	0	-	-
500,001 - 1,000,000	3	34,000	-	-	1	-	-
1,000,001 - 5,000,000	10	32,164	28,778	37,000	4	26,885	33,727
More than 5,000,001	10	38,395	35,000	41,668	9	34,235	45,583
<b>All Organisations</b>	<b>27</b>	<b>33,763</b>	<b>28,778</b>	<b>38,000</b>	<b>15</b>	<b>31,323</b>	<b>42,108</b>

## Level 5 HR / Executive Officer (11 cases)

Job Title: HR / Executive Officer	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	0	-	-	-	0	-	-
3 - 5 employees	0	-	-	-	0	-	-
6 - 9 employees	0	-	-	-	0	-	-
10 - 19 employees	1	-	-	-	1	-	-
20 or more employees	10	38,473	32,000	42,000	7	33,933	47,184
<b>(2) Sector</b>							
Arts, Culture and Heritage	0	-	-	-	0	-	-
Advocacy, Law and Politics	1	-	-	-	0	-	-
Development and Housing	2	38,875	-	-	1	-	-
International Development	1	-	-	-	1	-	-
Education	0	-	-	-	0	-	-
Health	4	34,762	29,750	39,774	3	30,943	40,944
Social Services	2	44,636	-	-	2	37,175	53,369
Sports and Recreation	0	-	-	-	0	-	-
<b>(3) Income</b>							
Less than 100,000	0	-	-	-	0	-	-
100,001 - 250,000	0	-	-	-	0	-	-
250,001 - 500,000	0	-	-	-	0	-	-
500,001 - 1,000,000	0	-	-	-	0	-	-
1,000,001 - 5,000,000	2	30,438	-	-	0	-	-
More than 5,000,001	8	41,745	36,875	47,445	7	34,949	46,758
<b>All Organisations</b>	<b>11</b>	<b>39,076</b>	<b>32,000</b>	<b>45,105</b>	<b>8</b>	<b>34,202</b>	<b>46,360</b>

## Level 5 Information Officer (16 cases)

Job Title: Information Officer	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	0	-	-	-	0	-	-
3 - 5 employees	4	33,747	26,665	40,829	1	-	-
6 - 9 employees	3	28,294	-	-	2	30,137	35,097
10 - 19 employees	2	35,750	-	-	1	-	-
20 or more employees	7	37,492	30,967	40,000	6	30,369	45,807
<b>(2) Sector</b>							
Arts, Culture and Heritage	0	-	-	-	0	-	-
Advocacy, Law and Politics	1	-	-	-	1	-	-
Development and Housing	0	-	-	-	0	-	-
International Development	2	30,883	-	-	2	29,503	35,394
Education	2	29,345	-	-	1	-	-
Health	2	36,000	-	-	1	-	-
Social Services	7	35,218	21,329	42,658	5	30,120	43,760
Sports and Recreation	1	-	-	-	0	-	-
<b>(3) Income</b>							
Less than 100, 000	0	-	-	-	0	-	-
100,001 - 250,000	5	34,997	32,000	40,000	2	30,911	38,329
250,001 - 500,000	2	22,441	-	-	1	-	-
500,001 - 1,000,000	2	32,166	-	-	0	-	-
1,000,001 - 5,000,000	4	34,809	29,828	39,789	4	29,134	45,090
More than 5,000,001	3	43,460	-	-	3	33,892	47,161
<b>All Organisations</b>	<b>16</b>	<b>34,613</b>	<b>29,345</b>	<b>40,000</b>	<b>10</b>	<b>30,831</b>	<b>43,469</b>

## Level 5 Nurse (12 cases)

Job Title: Nurse	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	0	-	-	-	0	-	-
3 - 5 employees	0	-	-	-	0	-	-
6 - 9 employees	0	-	-	-	0	-	-
10 - 19 employees	3	50,451	-	-	1	-	-
20 or more employees	9	38,713	30,350	47,500	8	37,466	45,988
<b>(2) Sector</b>							
Arts, Culture and Heritage	0	-	-	-	0	-	-
Advocacy, Law and Politics	0	-	-	-	0	-	-
Development and Housing	3	34,808	-	-	2	33,000	41,075
International Development	0	-	-	-	0	-	-
Education	0	-	-	-	0	-	-
Health	7	41,705	29,804	50,000	6	37,747	46,686
Social Services	2	51,707	-	-	1	-	-
Sports and Recreation	0	-	-	-	0	-	-
<b>(3) Income</b>							
Less than 100,000	0	-	-	-	0	-	-
100,001 - 250,000	0	-	-	-	0	-	-
250,001 - 500,000	0	-	-	-	0	-	-
500,001 - 1,000,000	2	52,926	-	-	1	-	-
1,000,001 - 5,000,000	5	36,880	29,804	45,500	4	35,920	41,404
More than 5,000,001	5	41,904	35,505	50,000	4	39,012	50,573
<b>All Organisations</b>	<b>12</b>	<b>41,648</b>	<b>32,928</b>	<b>50,000</b>	<b>9</b>	<b>38,535</b>	<b>47,084</b>

## Level 5 Project / Programme Officer (36 cases)

Job Title: Project / Programme Officer	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	1	-	-	-	1	-	-
3 - 5 employees	7	32,050	28,000	35,000	2	27,500	33,500
6 - 9 employees	5	37,199	36,407	38,275	3	31,568	47,813
10 - 19 employees	6	31,166	24,041	36,000	3	27,123	33,930
20 or more employees	17	39,798	34,512	43,500	12	33,958	46,298
<b>(2) Sector</b>							
Arts, Culture and Heritage	2	26,000	-	-	1	-	-
Advocacy, Law and Politics	4	38,678	32,903	44,453	1	-	-
Development and Housing	0	-	-	-	0	-	-
International Development	10	38,257	36,900	43,500	9	32,625	42,847
Education	1	-	-	-	0	-	-
Health	8	36,650	35,000	38,425	3	35,659	51,267
Social Services	6	38,410	32,000	47,196	4	29,199	48,357
Sports and Recreation	0	-	-	-	0	-	-
<b>(3) Income</b>							
Less than 100,000	1	-	-	-	0	-	-
100,001 - 250,000	2	30,186	-	-	0	-	-
250,001 - 500,000	5	33,045	31,000	38,275	3	31,568	43,480
500,001 - 1,000,000	7	36,815	34,456	40,000	3	29,832	40,934
1,000,001 - 5,000,000	13	36,416	33,875	38,773	8	29,159	40,237
More than 5,000,001	8	40,901	37,675	44,323	7	36,441	48,095
<b>All Organisations</b>	<b>36</b>	<b>36,497</b>	<b>32,186</b>	<b>40,713</b>	<b>21</b>	<b>32,027</b>	<b>43,419</b>

## Level 5 Social Worker (11 cases)

Job Title: Social Worker	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	0	-	-	-	0	-	-
3 - 5 employees	1	-	-	-	1	-	-
6 - 9 employees	1	-	-	-	1	-	-
10 - 19 employees	0	-	-	-	0	-	-
20 or more employees	9	44,262	38,816	51,000	9	37,211	49,450
<b>(2) Sector</b>							
Arts, Culture and Heritage	0	-	-	-	0	-	-
Advocacy, Law and Politics	0	-	-	-	0	-	-
Development and Housing	2	41,735	-	-	2	38,440	47,530
International Development	0	-	-	-	0	-	-
Education	0	-	-	-	0	-	-
Health	4	47,801	41,610	53,991	4	39,540	51,871
Social Services	5	41,737	39,000	43,566	5	36,372	46,501
Sports and Recreation	0	-	-	-	0	-	-
<b>(3) Income</b>							
Less than 100, 000	0	-	-	-	0	-	-
100,001 - 250,000	2	42,500	-	-	2	41,000	45,000
250,001 - 500,000	0	-	-	-	0	-	-
500,001 - 1,000,000	0	-	-	-	0	-	-
1,000,001 - 5,000,000	3	44,858	-	-	3	39,190	49,458
More than 5,000,001	6	43,964	38,470	51,000	6	36,222	49,446
<b>All Organisations</b>	<b>11</b>	<b>43,942</b>	<b>38,816</b>	<b>51,000</b>	<b>11</b>	<b>37,900</b>	<b>48,641</b>

## Level 5 Training Officer / Teacher / Lecturer (13 cases)

Job Title: Training Officer / Teacher / Lecturer	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	0	-	-	-	0	-	-
3 - 5 employees	0	-	-	-	0	-	-
6 - 9 employees	3	28,789	-	-	0	-	-
10 - 19 employees	5	37,183	28,750	42,000	2	29,000	41,250
20 or more employees	5	39,962	37,322	42,500	3	32,780	44,796
<b>(2) Sector</b>							
Arts, Culture and Heritage	0	-	-	-	0	-	-
Advocacy, Law and Politics	1	-	-	-	0	-	-
Development and Housing	1	-	-	-	0	-	-
International Development	2	41,938	-	-	1	-	-
Education	2	38,709	-	-	1	-	-
Health	0	-	-	-	0	-	-
Social services	3	40,037	-	-	2	32,500	45,112
Sports and Recreation	3	29,448	-	-	1	-	-
<b>(3) Income</b>							
Less than 100,000	1	-	-	-	0	-	-
100,001 - 250,000	0	-	-	-	0	-	-
250,001 - 500,000	2	24,092	-	-	0	-	-
500,001 - 1,000,000	2	38,709	-	-	1	-	-
1,000,001 - 5,000,000	5	41,522	42,000	42,500	3	32,667	47,408
More than 5,000,001	3	40,399	-	-	1	-	-
<b>All Organisations</b>	<b>13</b>	<b>36,315</b>	<b>28,750</b>	<b>42,500</b>	<b>5</b>	<b>31,268</b>	<b>43,378</b>

## Level 5 Youth Worker (10 cases)

Job Title: Youth Worker	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	0	-	-	-	0	-	-
3 - 5 employees	2	32,000	-	-	0	-	-
6 - 9 employees	2	26,653	-	-	0	-	-
10 - 19 employees	3	35,183	-	-	2	30,110	43,051
20 or more employees	3	35,314	-	-	2	28,090	46,353
<b>(2) Sector</b>							
Arts, Culture and Heritage	0	-	-	-	0	-	-
Advocacy, Law and Politics	0	-	-	-	0	-	-
Development and Housing	0	-	-	-	0	-	-
International Development	0	-	-	-	0	-	-
Education	3	33,731	-	-	2	28,138	44,805
Health	1	-	-	-	0	-	-
Social Services	4	32,767	30,153	35,381	1	-	-
Sports and Recreation	1	-	-	-	1	-	-
<b>(3) Income</b>							
Less than 100,000	0	-	-	-	0	-	-
100,001 - 250,000	4	30,197	28,395	32,000	1	-	-
250,001 - 500,000	0	-	-	-	0	-	-
500,001 - 1,000,000	3	32,856	-	-	1	-	-
1,000,001 - 5,000,000	3	36,481	-	-	2	28,090	46,353
More than 5,000,001	0	-	-	-	0	-	-
<b>All Organisations</b>	<b>10</b>	<b>32,880</b>	<b>31,500</b>	<b>36,539</b>	<b>4</b>	<b>29,100</b>	<b>44,702</b>



## Level 6: Senior Administration / Catering and Supervisory Staff

May have supervisory responsibilities, run a unit within a department or assist a senior function head

### All Level 6 Jobs (161 Cases)

All Level 6 Jobs	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	5	25,119	22,334	29,750	1	-	-
3 - 5 employees	17	29,071	27,300	31,000	7	26,803	41,338
6 - 9 employees	22	27,866	22,000	30,585	10	26,669	35,829
10 - 19 employees	26	30,749	26,640	35,000	9	27,557	39,553
20 or more employees	91	31,059	26,025	35,145	52	28,888	37,912
<b>(2) Sector</b>							
Arts, Culture and Heritage	6	28,483	25,000	32,000	1	-	-
Advocacy, Law and Politics	4	27,333	25,000	29,667	0	-	-
Development and Housing	16	30,830	27,878	35,586	7	28,206	36,784
International Development	16	29,539	26,098	33,414	8	27,351	34,382
Education	14	28,385	25,000	33,800	4	25,748	39,038
Health	37	31,039	27,300	35,000	20	29,885	39,198
Social Services	51	31,168	26,553	36,205	34	28,295	39,335
Sports and Recreation	7	29,084	24,000	30,750	3	25,540	33,622
<b>(3) Income</b>							
Less than 100, 000	5	26,090	22,900	29,750	0	-	-
100,001 - 250,000	24	25,566	19,978	28,313	9	25,064	34,214
250,001 - 500,000	13	33,999	30,000	35,000	6	29,819	46,030
500,001 - 1,000,000	21	29,024	25,000	33,800	7	27,191	37,748
1,000,001 - 5,000,000	52	30,087	25,553	34,470	18	28,049	38,234
More than 5,000,001	41	32,799	30,000	36,000	37	29,003	37,770
<b>All Organisations</b>	<b>161</b>	<b>30,178</b>	<b>25,950</b>	<b>34,470</b>	<b>79</b>	<b>28,188</b>	<b>38,016</b>

## Level 6 Administrator / Senior Administrative Assistant (48 cases)

Job Title: Administrator / Senior Administrative Assistant	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	2	27,200	-	-	0	-	-
3 - 5 employees	7	29,162	27,300	30,000	3	25,012	37,588
6 - 9 employees	8	27,094	22,300	32,198	4	26,223	36,644
10 - 19 employees	6	33,738	28,000	40,213	4	28,296	44,167
20 or more employees	25	29,002	24,408	34,750	16	28,204	37,383
<b>(2) Sector</b>							
Arts, Culture and Heritage	3	26,298	-	-	1	-	-
Advocacy, Law and Politics	2	27,000	-	-	0	-	-
Development and Housing	1	-	-	-	1	-	-
International Development	6	30,360	28,500	35,145	3	28,464	38,096
Education	3	23,805	-	-	1	-	-
Health	10	31,162	27,804	35,353	8	29,784	39,773
Social Services	19	30,526	27,300	34,469	12	27,172	38,309
Sports and Recreation	3	26,300	-	-	0	-	-
<b>(3) Income</b>							
Less than 100,000	2	27,200	-	-	0	-	-
100,001 - 250,000	9	26,275	25,000	28,000	4	25,710	35,825
250,001 - 500,000	5	34,779	30,000	40,213	3	28,177	42,290
500,001 - 1,000,000	7	26,664	23,902	30,500	3	24,914	39,280
1,000,001 - 5,000,000	10	29,905	25,956	35,047	4	31,737	44,641
More than 5,000,001	13	29,985	24,408	35,145	12	27,110	36,047
<b>All Organisations</b>	<b>48</b>	<b>29,224</b>	<b>25,000</b>	<b>34,451</b>	<b>27</b>	<b>27,570</b>	<b>38,301</b>

## Level 6 Office Supervisor (22 cases)

Job Title: Office Supervisor	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	1	-	-	-	0	-	-
3 - 5 employees	8	29,525	26,875	31,930	3	28,919	44,571
6 - 9 employees	2	25,100	-	-	0	-	-
10 - 19 employees	3	35,000	-	-	0	-	-
20 or more employees	8	32,746	28,000	38,915	3	32,601	42,150
<b>(2) Sector</b>							
Arts, Culture and Heritage	1	-	-	-	0	-	-
Advocacy, Law and Politics	1	-	-	-	0	-	-
Development and Housing	1	-	-	-	0	-	-
International Development	2	30,125	-	-	0	-	-
Education	1	-	-	-	0	-	-
Health	4	24,336	18,573	30,100	0	-	-
Social Services	7	35,051	29,750	37,087	4	31,735	47,879
Sports and Recreation	1	-	-	-	1	-	-
<b>(3) Income</b>							
Less than 100, 000	1	-	-	-	0	-	-
100,001 - 250,000	6	30,548	27,500	32,000	2	27,288	35,752
250,001 - 500,000	3	31,037	-	-	1	-	-
500,001 - 1,000,000	4	27,000	22,500	31,500	0	-	-
1,000,001 - 5,000,000	5	31,427	28,000	35,000	1	-	-
More than 5,000,001	3	37,277	-	-	2	32,811	39,324
<b>All Organisations</b>	<b>22</b>	<b>31,051</b>	<b>27,500</b>	<b>35,000</b>	<b>6</b>	<b>30,760</b>	<b>43,361</b>

## Level 6 Senior Accounts Officer (11 cases)

Job Title: Senior Accounts Officer	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	0	-	-	-	0	-	-
3 - 5 employees	0	-	-	-	0	-	-
6 - 9 employees	1	-	-	-	0	-	-
10 - 19 employees	2	30,723	-	-	1	-	-
20 or more employees	8	35,925	32,382	38,009	7	29,973	41,303
<b>(2) Sector</b>							
Arts, Culture and Heritage	1	-	-	-	0	-	-
Advocacy, Law and Politics	0	-	-	-	0	-	-
Development and Housing	0	-	-	-	0	-	-
International Development	3	30,512	-	-	3	26,435	33,480
Education	1	-	-	-	1	-	-
Health	1	-	-	-	1	-	-
Social Services	5	35,319	31,000	35,500	3	32,782	43,080
Sports and Recreation	0	-	-	-	0	-	-
<b>(3) Income</b>							
Less than 100,000	0	-	-	-	0	-	-
100,001 - 250,000	1	-	-	-	0	-	-
250,001 - 500,000	0	-	-	-	0	-	-
500,001 - 1,000,000	1	-	-	-	0	-	-
1,000,001 - 5,000,000	3	30,805	-	-	2	23,826	34,926
More than 5,000,001	6	36,822	32,763	41,547	6	30,678	40,987
<b>All Organisations</b>	<b>11</b>	<b>34,195</b>	<b>31,000</b>	<b>35,500</b>	<b>8</b>	<b>28,965</b>	<b>39,472</b>

## Level 6 Assistant Manager (10 cases)

Job Title: Assistant Manager	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	1	-	-	-	1	-	-
3 - 5 employees	0	-	-	-	0	-	-
6 - 9 employees	2	28,943	-	-	0	-	-
10 - 19 employees	2	26,721	-	-	0	-	-
20 or more employees	5	32,288	29,781	35,595	0	-	-
<b>(2) Sector</b>							
Arts, Culture and Heritage	0	-	-	-	0	-	-
Advocacy, Law and Politics	0	-	-	-	0	-	-
Development and Housing	4	34,904	32,688	37,121	0	-	-
International Development	2	28,943	-	-	0	-	-
Education	2	25,802	-	-	0	-	-
Health	0	-	-	-	0	-	-
Social Services	1	-	-	-	1	-	-
Sports and Recreation	0	-	-	-	0	-	-
<b>(3) Income</b>							
Less than 100,000	0	-	-	-	0	-	-
100,001 - 250,000	1	-	-	-	1	-	-
250,001 - 500,000	0	-	-	-	0	-	-
500,001 - 1,000,000	1	-	-	-	0	-	-
1,000,001 - 5,000,000	7	30,458	23,660	35,595	0	-	-
More than 5,000,001	1	-	-	-	0	-	-
<b>All Organisations</b>	<b>10</b>	<b>29,510</b>	<b>23,660</b>	<b>35,595</b>	<b>1</b>	<b>-</b>	<b>-</b>

## Level 7: Administration / Maintenance Staff / Care Workers / Catering Staff: Entry and Semi-Skilled Level

All Level 7 Jobs (187 cases)

All Level 7 Jobs	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	4	28,942	23,690	34,193	1	-	-
3 - 5 employees	12	19,643	17,500	21,610	0	-	-
6 - 9 employees	15	20,222	17,500	23,900	0	-	-
10 - 19 employees	33	23,150	20,195	27,000	6	21,663	31,174
20 or more employees	123	26,140	22,608	30,000	64	23,976	31,498
<b>(2) Sector</b>							
Arts, Culture and Heritage	7	21,160	16,800	25,000	0	-	-
Advocacy, Law and Politics	8	27,051	23,794	30,602	3	26,429	31,066
Development and Housing	19	23,426	18,240	28,243	10	24,062	28,370
International Development	16	27,409	24,167	30,691	12	24,159	31,365
Education	17	22,637	20,300	22,880	1	-	-
Health	45	26,378	22,219	30,264	18	24,784	34,139
Social Services	51	25,340	20,300	29,349	24	22,816	31,843
Sports and Recreation	14	20,173	18,343	20,416	1	-	-
<b>(3) Income</b>							
Less than 100, 000	7	20,518	16,380	22,219	0	-	-
100,001 - 250,000	17	19,005	17,000	19,656	0	-	-
250,001 - 500,000	15	20,780	19,717	21,963	0	-	-
500,001 - 1,000,000	18	24,550	20,300	28,028	2	21,877	30,763
1,000,001 - 5,000,000	76	25,129	21,007	29,877	26	23,518	29,959
More than 5,000,001	47	27,955	23,806	30,306	38	23,458	31,852
<b>All Organisations</b>	<b>187</b>	<b>24,780</b>	<b>20,300</b>	<b>29,012</b>	<b>71</b>	<b>23,795</b>	<b>31,463</b>

## Level 7 Accounts Officer (13 cases)

Job Title: Accounts Officer	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	1	-	-	-	0	-	-
3 - 5 employees	0	-	-	-	0	-	-
6 - 9 employees	0	-	-	-	0	-	-
10 - 19 employees	2	21,503	-	-	0	-	-
20 or more employees	10	29,852	23,520	35,804	7	28,673	37,866
<b>(2) Sector</b>							
Arts, Culture and Heritage	1	-	-	-	0	-	-
Advocacy, Law and Politics	1	-	-	-	0	-	-
Development and Housing	1	-	-	-	1	-	-
International Development	3	34,466	-	-	2	33,142	38,617
Education	1	-	-	-	0	-	-
Health	3	29,502	-	-	3	29,024	39,161
Social Services	1	-	-	-	1	-	-
Sports and Recreation	1	-	-	-	0	-	-
<b>(3) Income</b>							
Less than 100, 000	0	-	-	-	0	-	-
100,001 - 250,000	0	-	-	-	0	-	-
250,001 - 500,000	1	-	-	-	0	-	-
500,001 - 1,000,000	0	-	-	-	0	-	-
1,000,001 - 5,000,000	6	24,627	22,750	25,000	2	24,593	35,290
More than 5,000,001	5	34,166	33,000	36,895	4	28,994	37,960
<b>All Organisations</b>	<b>13</b>	<b>28,809</b>	<b>22,880</b>	<b>34,594</b>	<b>7</b>	<b>28,673</b>	<b>37,866</b>

## Level 7 Administrator / Administrative Assistant (22 cases)

Job Title: Administrator / Administrative Assistant	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	1	-	-	-	0	-	-
3 - 5 employees	4	19,551	17,492	21,610	0	-	-
6 - 9 employees	2	22,517	-	-	0	-	-
10 - 19 employees	4	25,026	21,628	28,424	0	-	-
20 or more employees	11	27,010	23,332	30,686	5	23,194	30,351
<b>(2) Sector</b>							
Arts, Culture and Heritage	0	-	-	-	0	-	-
Advocacy, Law and Politics	2	22,534	-	-	0	-	-
Development and Housing	1	-	-	-	0	-	-
International Development	5	25,828	25,000	26,000	4	23,416	30,887
Education	3	31,973	-	-	0	-	-
Health	5	21,888	20,020	22,219	1	-	-
Social Services	5	26,780	21,256	32,000	0	-	-
Sports and Recreation	1	-	-	-	0	-	-
<b>(3) Income</b>							
Less than 100, 000	3	25,268	-	-	0	-	-
100,001 - 250,000	3	18,939	-	-	0	-	-
250,001 - 500,000	3	23,863	-	-	0	-	-
500,001 - 1,000,000	0	-	-	-	0	-	-
1,000,001 - 5,000,000	7	26,894	23,660	30,686	0	-	-
More than 5,000,001	4	26,842	21,084	32,600	3	19,993	27,393
<b>All Organisations</b>	<b>22</b>	<b>25,265</b>	<b>21,256</b>	<b>29,848</b>	<b>5</b>	<b>23,194</b>	<b>30,351</b>



## Level 7 Care Assistant (15 cases)

Job Title: Care Assistant	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	0	-	-	-	0	-	-
3 - 5 employees	2	24,508	-	-	0	-	-
6 - 9 employees	1	-	-	-	0	-	-
10 - 19 employees	1	-	-	-	0	-	-
20 or more employees	11	24,032	20,930	25,522	7	23,382	29,028
<b>(2) Sector</b>							
Arts, Culture and Heritage	0	-	-	-	0	-	-
Advocacy, Law and Politics	0	-	-	-	0	-	-
Development and Housing	4	22,580	17,765	27,395	2	24,965	29,825
International Development	0	-	-	-	0	-	-
Education	1	-	-	-	0	-	-
Health	1	-	-	-	1	-	-
Social Services	9	23,419	24,135	24,747	4	22,041	27,661
Sports and Recreation	0	-	-	-	0	-	-
<b>(3) Income</b>							
Less than 100, 000	0	-	-	-	0	-	-
100,001 - 250,000	5	21,022	18,240	24,500	0	-	-
250,001 - 500,000	1	-	-	-	0	-	-
500,001 - 1,000,000	1	-	-	-	0	-	-
1,000,001 - 5,000,000	5	25,075	22,950	25,522	4	23,807	28,417
More than 5,000,001	3	26,330	-	-	3	22,815	29,844
<b>All Organisations</b>	<b>15</b>	<b>23,418</b>	<b>19,656</b>	<b>25,000</b>	<b>7</b>	<b>23,382</b>	<b>29,028</b>

## Level 7 Catering Staff (12 cases)

Job Title: Catering Staff	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	0	-	-	-	0	-	-
3 - 5 employees	1	-	-	-	0	-	-
6 - 9 employees	0	-	-	-	0	-	-
10 - 19 employees	1	-	-	-	0	-	-
20 or more employees	10	25,866	19,946	28,243	5	23,687	28,813
<b>(2) Sector</b>							
Arts, Culture and Heritage	0	-	-	-	0	-	-
Advocacy, Law and Politics	0	-	-	-	0	-	-
Development and Housing	3	25,646	-	-	2	27,665	31,983
International Development	0	-	-	-	0	-	-
Education	2	19,900	-	-	1	-	-
Health	5	26,999	23,322	27,867	1	-	-
Social Services	2	24,015	-	-	1	-	-
Sports and Recreation	0	-	-	-	0	-	-
<b>(3) Income</b>							
Less than 100,000	0	-	-	-	0	-	-
100,001 - 250,000	0	-	-	-	0	-	-
250,001 - 500,000	2	18,795	-	-	0	-	-
500,001 - 1,000,000	0	-	-	-	0	-	-
1,000,001 - 5,000,000	7	25,674	19,946	28,243	2	22,130	25,013
More than 5,000,001	3	27,485	-	-	3	24,725	31,346
<b>All Organisations</b>							
	12	24,980	20,123	28,055	5	23,687	28,813

## Level 7 Cleaner / Housekeeping (23 cases)

Job Title: Cleaner / Housekeeping	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	1	-	-	-	0	-	-
3 - 5 employees	0	-	-	-	0	-	-
6 - 9 employees	2	22,613	-	-	0	-	-
10 - 19 employees	6	22,948	19,717	30,525	2	20,377	29,263
20 or more employees	14	23,690	20,300	26,250	5	23,059	26,665
<b>(2) Sector</b>							
Arts, Culture and Heritage	0	-	-	-	0	-	-
Advocacy, Law and Politics	0	-	-	-	0	-	-
Development and Housing	3	22,789	-	-	2	21,395	24,665
International Development	1	-	-	-	0	-	-
Education	5	19,008	18,060	20,300	0	-	-
Health	4	30,001	28,388	31,615	1	-	-
Social Services	6	23,555	18,200	27,639	4	22,127	27,999
Sports and Recreation	3	20,158	-	-	0	-	-
<b>(3) Income</b>							
Less than 100,000	1	-	-	-	0	-	-
100,001 - 250,000	1	-	-	-	0	-	-
250,001 - 500,000	1	-	-	-	0	-	-
500,001 - 1,000,000	5	24,833	20,300	30,525	1	-	-
1,000,001 - 5,000,000	10	22,690	18,060	26,113	3	20,141	26,264
More than 5,000,001	5	25,120	24,500	27,639	3	23,624	27,512
<b>All Organisations</b>	<b>23</b>	<b>23,085</b>	<b>19,500</b>	<b>26,250</b>	<b>7</b>	<b>22,293</b>	<b>27,407</b>

## Level 7 Driver (11 cases)

Job Title: Driver	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	0	-	-	-	0	-	-
3 - 5 employees	0	-	-	-	0	-	-
6 - 9 employees	0	-	-	-	0	-	-
10 - 19 employees	4	20,603	20,036	21,170	0	-	-
20 or more employees	7	28,111	22,577	30,500	4	24,957	30,826
<b>(2) Sector</b>							
Arts, Culture and Heritage	0	-	-	-	0	-	-
Advocacy, Law and Politics	0	-	-	-	0	-	-
Development and Housing	0	-	-	-	0	-	-
International Development	1	-	-	-	1	-	-
Education	1	-	-	-	0	-	-
Health	3	23,419	-	-	1	-	-
Social Services	4	28,659	23,648	33,671	2	24,877	32,763
Sports and Recreation	1	-	-	-	0	-	-
<b>(3) Income</b>							
Less than 100,000	0	-	-	-	0	-	-
100,001 - 250,000	1	-	-	-	0	-	-
250,001 - 500,000	1	-	-	-	0	-	-
500,001 - 1,000,000	0	-	-	-	0	-	-
1,000,001 - 5,000,000	3	23,172	-	-	1	-	-
More than 5,000,001	4	31,370	28,820	33,921	2	24,877	32,763
<b>All Organisations</b>	<b>11</b>	<b>25,381</b>	<b>20,416</b>	<b>30,000</b>	<b>4</b>	<b>24,957</b>	<b>30,826</b>

## Level 7 General Operative (12 cases)

Job Title: General Operative	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	0	-	-	-	0	-	-
3 - 5 employees	1	-	-	-	0	-	-
6 - 9 employees	2	20,801	-	-	0	-	-
10 - 19 employees	0	-	-	-	0	-	-
20 or more employees	9	20,955	17,542	22,750	3	22,923	27,287
<b>(2) Sector</b>							
Arts, Culture and Heritage	3	19,267	-	-	0	-	-
Advocacy, Law and Politics	0	-	-	-	0	-	-
Development and Housing	2	26,283	-	-	2	23,635	28,930
International Development	0	-	-	-	0	-	-
Education	2	23,080	-	-	0	-	-
Health	2	17,919	-	-	0	-	-
Social Services	0	-	-	-	0	-	-
Sports and Recreation	2	16,642	-	-	0	-	-
<b>(3) Income</b>							
Less than 100,000	1	-	-	-	0	-	-
100,001 - 250,000	0	-	-	-	0	-	-
250,001 - 500,000	0	-	-	-	0	-	-
500,001 - 1,000,000	3	21,453	-	-	0	-	-
1,000,001 - 5,000,000	7	20,792	16,800	25,000	2	23,635	28,930
More than 5,000,001	1	-	-	-	1	-	-
<b>All Organisations</b>	<b>12</b>	<b>20,700</b>	<b>17,171</b>	<b>23,875</b>	<b>3</b>	<b>22,923</b>	<b>27,287</b>

## Level 7 Junior Clerical (10 cases)

Job Title: Junior Clerical	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	0	-	-	-	0	-	-
3 - 5 employees	0	-	-	-	0	-	-
6 - 9 employees	0	-	-	-	0	-	-
10 - 19 employees	0	-	-	-	0	-	-
20 or more employees	10	26,428	23,187	28,829	7	22,557	33,253
<b>(2) Sector</b>							
Arts, Culture and Heritage	0	-	-	-	0	-	-
Advocacy, Law and Politics	1	-	-	-	1	-	-
Development and Housing	0	-	-	-	0	-	-
International Development	3	25,787	-	-	2	20,457	31,205
Education	0	-	-	-	0	-	-
Health	2	31,289	-	-	2	24,844	40,116
Social Services	3	24,694	-	-	2	20,434	30,460
Sports and Recreation	0	-	-	-	0	-	-
<b>(3) Income</b>							
Less than 100,000	0	-	-	-	0	-	-
100,001 - 250,000	0	-	-	-	0	-	-
250,001 - 500,000	0	-	-	-	0	-	-
500,001 - 1,000,000	0	-	-	-	0	-	-
1,000,001 - 5,000,000	2	25,130	-	-	1	-	-
More than 5,000,001	8	26,753	23,260	29,085	6	21,912	33,927
<b>All Organisations</b>	<b>10</b>	<b>26,428</b>	<b>23,187</b>	<b>28,829</b>	<b>7</b>	<b>22,557</b>	<b>33,253</b>

## Level 7 Receptionist / Junior Receptionist (25 cases)

Job Title: Receptionist / Junior Receptionist	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	0	-	-	-	0	-	-
3 - 5 employees	1	-	-	-	0	-	-
6 - 9 employees	0	-	-	-	0	-	-
10 - 19 employees	5	25,791	21,450	31,000	2	18,613	26,260
20 or more employees	19	25,802	22,500	28,394	8	22,200	29,685
<b>(2) Sector</b>							
Arts, Culture and Heritage	1	-	-	-	0	-	-
Advocacy, Law and Politics	2	28,603	-	-	1	-	-
Development and Housing	1	-	-	-	1	-	-
International Development	2	24,672	-	-	2	20,735	27,467
Education	1	-	-	-	0	-	-
Health	8	27,453	23,195	32,247	2	20,000	32,250
Social Services	5	23,214	18,375	28,394	2	20,434	30,460
Sports and Recreation	2	27,043	-	-	1	-	-
<b>(3) Income</b>							
Less than 100,000	0	-	-	-	0	-	-
100,001 - 250,000	1	-	-	-	0	-	-
250,001 - 500,000	0	-	-	-	0	-	-
500,001 - 1,000,000	4	28,439	24,631	32,247	1	-	-
1,000,001 - 5,000,000	14	25,220	21,014	29,907	4	21,528	25,275
More than 5,000,001	5	26,071	23,806	28,329	5	21,942	31,580
<b>All Organisations</b>							
	25	25,440	22,000	28,394	10	21,482	29,000

## Level 7 Secretary (11 cases)

Job Title: Secretary	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	0	-	-	-	0	-	-
3 - 5 employees	1	-	-	-	0	-	-
6 - 9 employees	0	-	-	-	0	-	-
10 - 19 employees	3	22,918	-	-	0	-	-
20 or more employees	7	29,495	25,630	31,500	5	22,981	35,505
<b>(2) Sector</b>							
Arts, Culture and Heritage	0	-	-	-	0	-	-
Advocacy, Law and Politics	1	-	-	-	0	-	-
Development and Housing	1	-	-	-	0	-	-
International Development	0	-	-	-	0	-	-
Education	0	-	-	-	0	-	-
Health	5	27,106	23,806	30,000	3	24,062	34,280
Social Services	4	24,890	17,147	32,634	2	21,358	37,341
Sports and Recreation	0	-	-	-	0	-	-
<b>(3) Income</b>							
Less than 100, 000	0	-	-	-	0	-	-
100,001 - 250,000	1	-	-	-	0	-	-
250,001 - 500,000	0	-	-	-	0	-	-
500,001 - 1,000,000	3	22,918	-	-	0	-	-
1,000,001 - 5,000,000	4	29,186	27,490	30,882	2	22,273	37,341
More than 5,000,001	3	29,908	-	-	3	23,453	34,280
<b>All Organisations</b>	<b>11</b>	<b>26,566</b>	<b>23,660</b>	<b>30,264</b>	<b>5</b>	<b>22,981</b>	<b>35,505</b>



## Level 7 Maintenance Staff (12 cases)

Job Title: Maintenance Staff	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>(1) Size of Organisation</b>							
1 - 2 employees	0	-	-	-	0	-	-
3 - 5 employees	0	-	-	-	0	-	-
6 - 9 employees	3	20,144	-	-	0	-	-
10 - 19 employees	4	21,954	19,395	24,514	1	-	-
20 or more employees	5	29,220	25,500	32,600	0	-	-
<b>(2) Sector</b>							
Arts, Culture and Heritage	0	-	-	-	0	-	-
Advocacy, Law and Politics	0	-	-	-	0	-	-
Development and Housing	1	-	-	-	0	-	-
International Development	0	-	-	-	0	-	-
Education	0	-	-	-	0	-	-
Health	2	28,800	-	-	0	-	-
Social Services	6	24,954	20,195	30,000	1	-	-
Sports and Recreation	2	18,814	-	-	0	-	-
<b>(3) Income</b>							
Less than 100,000	1	-	-	-	0	-	-
100,001 - 250,000	1	-	-	-	0	-	-
250,001 - 500,000	3	20,896	-	-	0	-	-
500,001 - 1,000,000	1	-	-	-	0	-	-
1,000,001 - 5,000,000	5	28,320	25,000	32,600	1	-	-
More than 5,000,001	1	-	-	-	0	-	-
<b>All Organisations</b>	<b>12</b>	<b>24,529</b>	<b>19,614</b>	<b>29,014</b>	<b>1</b>	<b>-</b>	<b>-</b>

## 2.2: Summary of Pay Rates by Job Title Within Level for all Positions with Five or More Cases

The data in this section is organised alphabetically by job title. All rates of pay shown are for full-time hours.

Job Title: All Jobs	ANNUAL RATE OF PAY FOR JOB				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €

**LEVEL 1**

<b>Chief Executive (CEO)</b>	158	69,875	50,500	85,000	49	63,011	80,076
<b>Coordinator</b>	10	43,695	40,200	48,496	5	40,687	50,026
<b>Director - other</b>	13	56,085	48,229	68,000	2	49,906	59,776
<b>General Manager</b>	20	46,115	37,313	54,625	6	44,255	55,448

**LEVEL 2**

<b>Coordinator</b>	6	49,003	45,000	51,000	1	-	-
<b>Deputy CEO</b>	9	66,474	57,817	75,446	3	62,565	77,393
<b>Director of Communications</b>	12	57,188	45,000	67,922	4	58,313	71,045
<b>Director - Other</b>	18	68,795	57,000	80,000	4	59,502	76,414
<b>Head of Advocacy</b>	11	62,405	55,000	70,443	7	55,812	69,205
<b>Head of Client Services</b>	12	63,296	50,480	70,585	3	71,680	86,802
<b>Head of Clinical Services</b>	11	64,968	55,000	74,050	2	58,508	74,709
<b>Head of Finance</b>	47	58,628	45,000	68,000	17	56,945	73,501
<b>Head of Fundraising</b>	40	61,645	48,550	73,414	15	64,153	77,689
<b>Head of HR</b>	15	64,988	46,500	84,000	10	62,911	78,660
<b>Head of Function - other</b>	42	62,846	55,038	71,000	20	60,273	74,228
<b>Senior Manager – other</b>	20	56,360	44,939	65,375	9	54,261	66,698

Job Title: All Jobs	ANNUAL RATE OF PAY FOR JOB				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €

**LEVEL 3:**

<b>Communications Manager</b>	12	49,990	41,742	57,439	7	52,018	64,751
<b>Head of Function - other</b>	10	51,925	49,941	54,000	4	50,455	64,284
<b>Human Resources Manager</b>	6	57,107	52,343	60,000	3	51,279	64,948
<b>Financial Accountant</b>	28	50,342	43,525	59,377	11	50,487	64,187
<b>Fundraising Manager</b>	14	53,998	39,500	63,925	5	52,685	69,474
<b>IT Manager</b>	5	55,034	50,000	59,432	4	47,750	63,654
<b>Management Accountant</b>	6	54,383	45,000	62,000	4	48,373	62,132
<b>Senior Manager - other</b>	51	55,616	48,960	65,000	22	52,803	66,395

Job Title: All Jobs	ANNUAL RATE OF PAY FOR JOB				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>LEVEL 4</b>							
Administration Manager	22	40,056	35,000	46,666	7	36,153	46,175
Centre Manager	8	42,471	38,818	47,748	5	40,511	50,211
Communications Manager	10	43,931	39,120	51,295	7	38,507	52,293
Coordinator - Other	21	38,789	34,500	45,938	7	39,721	47,452
Finance Manager	13	43,407	39,600	52,500	6	43,176	57,046
HR Manager	9	45,626	38,818	51,500	7	40,636	55,608
IT Manager	7	48,970	42,068	58,500	4	42,412	59,801
Middle Manager - other	52	43,524	37,000	49,875	21	41,325	53,319
Project/Programme Manager	45	43,894	37,000	49,869	21	41,391	52,563
Team Leader	14	46,808	39,650	55,000	6	42,028	54,587
<b>LEVEL 5</b>							
Accountant	8	43,470	36,301	49,893	8	39,728	51,187
Administrator / Administrative Officer	42	30,745	26,000	35,000	19	28,065	38,090
Care / Family Support Worker	26	33,425	26,000	38,816	16	29,884	41,709
Childcare Worker	11	27,465	20,500	33,143	6	29,519	38,094
Communications / Media Officer Coordinator	25	36,450	33,000	41,668	9	33,751	45,380
Coordinator	32	36,909	31,834	41,008	12	36,217	47,636
Counsellor	7	45,209	40,699	50,423	3	40,372	55,289
Development Officer/ Worker	35	37,421	32,667	44,354	19	33,537	47,224
Finance Officer	21	33,519	29,800	38,000	10	31,539	40,200
Fundraising Officer	27	33,763	28,778	38,000	15	31,323	42,108
HR Executive/ Officer	11	39,076	32,000	45,105	8	34,202	46,360
Information Officer	16	34,613	29,345	40,000	10	30,831	43,469
IT Officer	7	33,447	30,381	39,910	2	27,940	38,706
Nurse	12	41,648	32,928	50,000	9	38,535	47,084
Policy / Research Officer	9	40,618	35,000	42,500	3	39,903	50,835
Project/Programme Officer	36	36,497	32,186	40,713	21	32,027	43,419
Psychologist	7	62,811	37,657	88,949	4	64,320	79,399
Social Worker	11	43,942	38,816	51,000	11	37,900	48,641
Training Officer / Teacher / Lecturer	13	36,315	28,750	42,500	5	31,268	43,378
Youth Worker	10	32,880	31,500	36,539	4	29,100	44,702

Job Title: All Jobs	ANNUAL RATE OF PAY FOR JOB				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>LEVEL 6</b>							
Assistant Manager	10	29,510	23,660	35,595	1	-.	-.
Catering	5	32,177	32,000	35,000	-	-.	-.
Officer Supervisor	22	31,051	27,500	35,000	6	30,760	43,361
Secretary	8	25,674	19,636	31,231	4	25,257	35,974
Senior Administrative Assistant/ Administrator	48	29,224	25,000	34,451	27	27,570	38,301
Senior Accounts Officer	11	34,195	31,000	35,500	8	28,965	39,472
Senior Care Workers	8	31,975	29,393	36,288	5	30,657	37,687
Senior Clerical	7	31,025	24,042	34,470	5	27,814	41,185
<b>LEVEL 7</b>							
Accounts Officer	13	28,809	22,880	34,594	7	28,673	37,866
Administrator / Admin assistant	22	25,265	21,256	29,848	5	23,194	30,351
Care Assistant	15	23,418	19,656	25,000	7	23,382	29,028
Catering Staff	12	24,980	20,123	28,055	5	23,687	28,813
Cleaner/ Housekeeping	23	23,085	19,500	26,250	7	22,293	27,407
Driver	11	25,381	20,416	30,000	4	24,957	30,826
General Operative	12	20,700	17,171	23,875	3	22,923	27,287
Junior Clerical	10	26,428	23,187	28,829	7	22,557	33,253
Maintenance Staff	12	24,529	19,614	29,014	1	-	-
Receptionist / Junior Receptionist	25	25,440	22,000	28,394	10	21,482	29,000
Secretary	11	26,566	23,660	30,264	5	22,981	35,505

## 2.3: Pay Policy

The data in this section is presented as summary information on pay policy, increases and increments.

**a) In general, how do you decide what salary to pay employees? (N=261)**

Note that more than one policy can apply in any organisation

We align our rates with HSE rates	We negotiate with the individual	We pay the minimum wage	We pay the market rate	Depends on our ability to pay	Other*
13%	24%	3%	19%	38%	25%

**\*Other details include (N= 65)**

- As recommended by funders: 25%
- Own salary scales/historic rates: 15%
- Aligned with civil service rates: 12%;
- Varies with qualifications and experience: 9%
- Decided by the Board: 5%
- Local Authority alignment: 3%

**b) When applied, what are pay increases based on? (N=261)**

Pay increases can be based on more than one factor

Cost of living increase	Performance-related (for outstanding performance)	Linked to public sector/HSE pay increases	Other*
19%	18%	20%	34%

**\*Other details include: (N=89)**

- No increases applied since '07/'08/'09
- 28%
- Ability to pay: 20%
- Funding dependent
- 9%
- Board discretion/Board + CEO: 4%
- Increments: 4%
- Market rate: 6%
- Role change/development: 3%
- Length of service: 2%
- Various: 24%

**c) Do employees in your organisation receive increments automatically? (N = 239)**

- **Yes, currently:** 13%
- **Yes, previously but not currently:** 20%
- **No:** 67%

**d) Has your organisation given pay increases in the last 12 months? (N = 243)**

- **Yes:** 28%
- **No:** 72%

**e) Details of pay increases (where given) in the last 12 months<sup>9</sup>**

	(N=)	Average	Median	Lower Quartile	Upper Quartile
<b>Level 1 – CEO/General Manager</b>	19	4.0 %	3.0 %	2.0 %	5.0 %
<b>Level 2 – Head of Function/Director</b>	13	3.0 %	2.5 %	1.8 %	4.0 %
<b>Level 3 – Senior Manager</b>	15	4.6 %	2.5 %	1.6 %	5.0 %
<b>Level 4 – Middle Manager</b>	15	4.2 %	2.5 %	1.8 %	5.0 %
<b>Level 5 – Specialist/Professional Staff</b>	18	3.1 %	2.8 %	1.9 %	4.7 %
<b>Level 6: Senior Administration/ Supervisory Staff</b>	12	2.6 %	2.5 %	1.7 %	3.0 %
<b>Level 7: Admin/Care/ Maintenance/ Catering Staff</b>	10	3.2 %	2.3 %	1.9 %	3.5 %

**f) Does your organisation plan to give any pay increases in the next 12 months? (N = 234)**

- **Yes:** 16%
- **Not sure:** 46%
- **No:** 38%

Only a very small number of organisations (N=6) gave an indication of the pay increases they intended to pay over the next 12 months. These ranged from 2.5 to 7%.

<sup>9</sup> This question (i.e. the details of any pay increases given) was not asked in the shorter version of the questionnaire



## 2.4: Comparator Pay Rates

The data in this section provides information on comparable pay rates in the private and public sector

## Method for Establishing Comparator Rates

The reports used to develop comparator rates for the private sector were the IBEC (Irish Business and Employers Confederation) Management Salaries Report 2014 (1) and The IBEC Survey on Pay and Conditions of Employment in the Manufacturing & Wholesale Distribution Sectors, 2014 (7), both being the latest data available at the time of publishing this report. Comparator pay rates for a sample of job titles are shown in this section. Pay rates are shown first for *all companies* in the private sector (see row a in the comparator tables below), and then for private sector companies of *specific sizes* (see rows b to d). Finally, each table shows the relevant rates of pay from the current Community, Voluntary and Charity sector survey (see row e), referred to in the tables as the Non-Profit Survey 2015). As the IBEC data relates to 2014, it is possible that a 2% pay increase could be applied to the IBEC figures (see *Pay Increases in the Private Sector*, p100), to bring them into a closer comparison with the current Community, Voluntary and Charity Sector Guide, 2015. However, there is no way of knowing which companies in the private sector actually applied the 2% increase, as it was not universally applied.

When making pay comparisons between the private sector and the community, voluntary and charity sector, the data in this section should be read with caution as there are only a small number of cases for a number of the job titles shown. It is also not clear that 'like' is being compared with 'like' when looking at these groups of figures as there is no data available outlining the responsibilities, qualifications, etc. for each job type. Finally, there is no way of knowing how representative the data is in terms of the wider sectors. For these reasons, the comparative data should be viewed as illustrative only, for both sectors.

### Comparison of job titles for management categories of staff

	IBEC Management Salaries Report 2014	National Guide to Pay and Conditions of Employment in the Community, Voluntary and Charitable Organisations 2015
<b>Level 1</b>	Chief executive, managing director, general manager - the most senior executive in the organisation.	<b>(Level 1)</b> Head of Organisation/Chief Executive Level
<b>Level 2</b>	Heads of function, senior management – with overall responsibility for functions or major departments - reports directly to the chief executive	<b>Combines Level 2 &amp; 3:</b> Function Head/Director, Senior Management
<b>Level 3</b>	Middle Managers	<b>(Level 4)</b> Middle Managers
<b>Level 4</b>	Junior Management or Professional Level	<b>(Level 5)</b> Specialist/Professional grades

## Comparator Pay Rates for the Private Sector

### Management & Professional Staff Levels

JOB TITLES	ANNUAL RATE OF PAY FOR JOB				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile <sup>10</sup> €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €

#### CEO (IBEC - Level 1)

a) All companies	212	142,300	100,000	172,315	44	115,586	181,956
b) < 50 employees	72	114,933	-	-	11	106,391	173,109
c) 50 – 99 employees	56	139,368	-	-	11	95,036	151,600
d) 100 – 249 employees	42	154,642	-	-	8	117,513	182,907
e) Non-profit guide 2015 (L1)	158	69,875	50,500	85,000	49	63,011	80,076

#### Head of Finance (IBEC - Level 2)

a) All companies	73	119,834	89,551	135,000	12	100,085	147,083
b) < 50 employees	13	95,643	-	-	-	-	-
c) 50 – 99 employees	15	105,631	-	-	2	70,000	105,050
d) 100 – 249 employees	16	106,380	-	-	2	81,574	140,861
e) Non-profit guide 2015 (L2)	47	58,628	45,000	68,000	17	56,945	73,501

#### Financial Controller (IBEC - Levels 2&3)

a) All companies	145	79,652	65,587	90,000	34	69,538	97,612
b) < 50 employees	39	70,056	-	-	7	61,710	78,156
c) 50 – 99 employees	30	74,639	-	-	5	57,800	78,400
d) 100 – 249 employees	45	83,271	-	-	12	74,491	107,022
e) Non-profit guide 2015 (L4) <sup>11</sup>	13	43,407	39,600	52,500	6	43,176	57,046

#### Accountant Cost/Management (IBEC - Various Levels)

a) All companies	82	58,607	51,815	65,000	29	48,964	71,523
b) < 50 employees	9	60,711	-	-	2	53,500	70,000
c) 50 – 99 employees	9	55,548	-	-	1	-	-
d) 100 – 249 employees	33	58,028	-	-	14	49,301	69,426
e) Non-profit guide 2015 (L3)	6	54,383	45,000	62,000	4	48,373	62,132

#### Accountant - Financial (IBEC - Various Levels)

a) All companies	134	55,087	48,129	62,000	42	48,732	67,167
b) < 50 employees	22	49,338	-	-	4	36,854	50,061
c) 50 – 99 employees	27	55,364	-	-	8	49,550	66,790
d) 100 – 249 employees	42	54,473	-	-	13	49,877	69,519
e) Non-profit guide 2015 (L3)	28	50,342	43,525	59,377	11	50,487	64,187

<sup>10</sup> This information was not available for the IBEC survey

<sup>11</sup> Finance Manager

## Management &amp; Professional Staff Level Comparators continued...

JOB TITLES	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>Head of Human Resources (IBEC - Level 2<sup>12</sup>)</b>							
a) All companies	73	107,465	85,000	122,000	21	92,801	135,046
b) < 50 employees	5	101,040	-	-	2	107,500	137,000
c) 50 – 99 employees	15	74,631	-	-	3	77,667	103,367
d) 100 – 249 employees	13	98,853	-	-	2	83,125	121,875
e) Non-profit guide 2015 (L2)	15	64,988	46,500	84,000	10	62,911	78,660
<b>Human Resources Manager (IBEC - Levels 2&amp;3)</b>							
a) All companies	131	69,243	56,000	78,795	42	61,782	95,089
b) < 50 employees	12	53,820	-	-	5	54,403	77,728
c) 50 – 99 employees	22	67,091	-	-	6	60,000	79,167
d) 100 – 249 employees	46	69,149	-	-	12	61,543	98,571
e) Non-profit guide 2015 (L3)	6	57,107	52,343	60,000	3	51,279	64,948
e) Non-profit guide 2015 (L4)	9	45,626	38,818	51,500	7	40,636	55,608
<b>Human Resource Executive (IBEC - Level 4)</b>							
a) All companies	88	47,703	39,195	54,200	39	41,176	60,916
b) < 50 employees	6	40,879	-	-	1	-	-
c) 50 – 99 employees	13	46,480	-	-	3	35,467	47,200
d) 100 – 249 employees	27	49,045	-	-	8	43,312	69,097
e) Non-profit guide 2015 (L5)	11	39,076	32,000	45,105	8	34,202	46,360
<b>Training Executive (IBEC - Level 4 + other (not stated))</b>							
a) All companies	25	41,055	36,845	46,545	9	32,654	49,000
b) < 50 employees	-	-	-	-	-	-	-
c) 50 – 99 employees	2	42,376	-	-	2	32,450	46,200
d) 100 – 249 employees	2	31,035	-	-	1	-	-
e) Non-profit guide 2015 (L5)	13	36,315	28,750	42,500	5	31,268	43,378
<b>Head of Information Technology (IBEC - Level 2)<sup>13</sup></b>							
a) All companies	45	111,087	92,250	119,060	11	83,401	119,969
b) < 50 employees	5	99,169	-	-	-	-	-
c) 50 – 99 employees	6	91,417	-	-	1	-	-
d) 100 – 249 employees	10	112,178	-	-	1	-	-
e) Non-profit guide 2015 (L3)	5	55,034	50,000	59,432	4	47,450	63,654

<sup>12</sup> In 92% of cases in IBEC this role was at Level 2<sup>13</sup> In 82% of cases in IBEC this role was at Level 2

## Management level comparators continued...

JOB TITLES	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €

**Information Technology Manager (IBEC - Level 3)**

a) All companies	101	71,235	60,500	81,422	30	62,282	93,313
b) < 50 employees	11	64,328	-	-	2	65,150	94,450
c) 50 – 99 employees	16	64,405	-	-	4	60,750	80,750
d) 100 – 249 employees	35	68,217	-	-	11	61,309	86,537
e) Non-profit guide 2015 (L4)	7	48,970	42,068	58,500	4	42,412	59,801

**Office Administrator / Manager (IBEC - Various Levels)**

a) All companies	84	39,455	30,617	45,000	25	33,255	46,449
b) < 50 employees	42	37,612	-	-	11	33,102	45,409
c) 50 – 99 employees	16	40,349	-	-	6	31,525	48,530
d) 100 – 249 employees	14	41,864	-	-	4	32,275	42,850
e) Non-profit guide 2015 (L4)	22	40,056	35,000	46,666	7	36,153	46,175

## Non-Management Levels

JOB TITLES	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €

### Secretary (IBEC – to Managing Director)

a) All companies	52	42,554	35,000	50,250	13	36,263	49,241
b) < 50 employees	8	39,716	-	-	2	34,547	45,164
c) 50 – 99 employees	5	37,550	-	-	-	-	-
d) 100 – 249 employees	12	41,600	-	-	3	32,500	48,167
e) Non-profit guide 2015 (L6)	8	25,674	19,636	31,231	4	25,257	35,974
e) Non-profit guide 2015 (L7)	11	26,566	23,660	30,264	5	22,981	35,505

### Unskilled / General Operative

a) All companies	34	25,940	20,000	28,659	15	20,881	28,009
b) < 50 employees	5	24,781	-	-	4	22,101	28,381
c) 50 – 99 employees	7	27,327	-	-	2	17,980	20,426
d) 100 – 249 employees	14	24,360	-	-	7	20,121	27,681
e) Non-profit guide 2015 (L7)	12	20,700	17,171	23,875	3	22,923	27,287

### Van Driver

a) All companies	24	29,933	25,750	33,124	12	23,555	30,444
b) < 50 employees	5	25,598	-	-	2	25,324	28,236
c) 50 – 99 employees	5	31,200	-	-	3	21,653	31,080
d) 100 – 249 employees	7	32,734	-	-	4	24,198	32,719
e) Non-profit guide 2015 (L7) <sup>14</sup>	11	25,381	20,416	30,000	4	24,957	30,826

### Accounts Clerk/Accounts Officer

a) All companies	65	31,960	28,311	35,000	23	25,470	34,890
b) < 50 employees	16	32,814	-	-	4	23,950	37,530
c) 50 – 99 employees	18	32,166	-	-	9	25,393	33,973
d) 100 – 249 employees	18	31,495	-	-	6	25,833	32,500
e) Non-profit guide 2015 (L6) <sup>15</sup>	11	34,195	31,000	35,500	8	28,965	39,472
e) Non-profit guide 2015 (L7)	13	28,809	22,880	34,594	7	28,673	37,866

<sup>14</sup> Driver

<sup>15</sup> Senior Accounts Clerk

## Non-Management levels comparators continued...

JOB TITLES	ANNUAL RATE OF PAY				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>Administrative Assistant</b>							
a) All companies	62	29,775	25,000	32,000	20	23,438	33,113
b) < 50 employees	16	28,954	-	-	7	22,555	32,378
c) 50 – 99 employees	16	27,640	-	-	7	23,831	29,922
d) 100 – 249 employees	13	30,557	-	-	2	23,500	32,500
e) Non-profit guide 2015 (L6) <sup>16</sup>	48	29,224	25,000	34,451	27	27,570	38,301
e) Non-profit guide 2015 (L7)	22	25,265	21,256	29,848	5	23,194	30,351
<b>Receptionist</b>							
a) All companies	78	29,359	25,000	32,000	20	26,386	35,629
b) < 50 employees	14	28,494	-	-	3	24,933	30,320
c) 50 – 99 employees	14	29,272	-	-	4	21,750	30,000
d) 100 – 249 employees	25	29,031	-	-	2	26,000	34,500
e) Non-profit guide 2015 (L7)	25	25,440	22,000	28,394	10	21,482	29,000

<sup>16</sup> Senior Administrative Assistant

## Pay Increases in the Private Sector

In a survey conducted by IBEC of 340 companies in September 2015, approximately seven out of ten (71%) companies stated that they planned to increase basic pay in 2016(2). The median pay increase is set to be 2%, similar to 2015 and 2014. In 2015, 67% of companies will award pay increases, a figure revised upwards from 57% at the start of the year. Increases in basic pay are most likely to occur in the high-tech sector and in larger companies (87% of high-tech manufacturing firms plan to increase basic pay in 2016, as opposed to 62% of service companies). Increases in basic pay are least likely in SMEs (58% of companies with less than 50 employees will increase basic pay in 2016).

## Comparator Pay Rates for the Public Sector

The data for this section is a sample of scales drawn from the HSE Consolidated Salary Scales as of Nov. 2013<sup>17</sup>

Job Title	Min and Max Salary Points
Accountant – Financial & Management	64,812 – 74,551
Care Assistant – (Intellectual Disability Agencies)	23,931 – 36,680
Care Officer – Basic rate	29,790 – 41,421
Caretakers	24,754 – 30,525
Caretakers (Non-Dublin)	25,096 – 29,109
Catering Officer III	25,498 – 42,891
Catering Manager	47,015 – 61,417
Catering Supervisor	31,125 – 37,216
Cleaner	24,754 – 30,525
Cleaners (Non-Dublin)	25,096 – 29,109
Clerical Officer Grade	21,358 – 37,341
Community Welfare Officer	26,297 – 57,246
Chef/Cook Grade II	22,643 – 32,816
Chef/Cook Grade I	25,468 – 36,028
Domestics	24,754 – 30,525
Driver – Mini-bus	24,754 – 30,525
Driver - Van	24,754 – 30,525
Driver (whose duties involve the transfer of patients and clients)	25,578 – 32,906
Family Support Worker	25,786 – 34,514
Home Helps	24,754 – 30,525
Nurse's Aides	25,025 – 29,083
Psychologist – Clinical	48,585 – 79,458
Psychologist – Senior Clinical	74,035 – 86,317
Physiotherapist	33,969 – 50,033
Physiotherapist - Senior	50,134 – 59,208
Social Care Worker	29,993 – 44,306
Social Care Leader	44,063 – 51,650
Social Worker	32,351 – 51,680
Social Worker – Professionally Qualified	38,819 – 56,889
Social Worker – Team Leader	55,789 – 65,000
Social Worker – Principal	63,886 – 76,754

<sup>17</sup> Full details available at: [www.hse.ie/eng/staff/Benefits\\_Services/pay/Nov13.pdf](http://www.hse.ie/eng/staff/Benefits_Services/pay/Nov13.pdf)



## Section 3: Conditions of Employment

## 3.1 Pension Schemes

### a) Does the organisation contribute to a pension scheme for any employees? (N=248)

- **Yes, for all who want it:** 36%
- **Yes for some:** 16%
- **No:** 48%

### b) Is the contribution the same for all employees? (N = 128)

- **Yes:** 71%
- **No:** 29%

### c) Details of the organisation's contribution to the pension scheme - where all employees receive the same contribution (N = 84)

Organisation's Contribution to Pension	Percentage of Organisations
3% - 4.9%	12%
5%	39%
5.1 – 6.9%	12%
7%	14%
7.1 – 9.9%	2%
10%	14%
Other <sup>18</sup>	6%
Average: 6.1%; Median: 5.0%; Lower Quartile: 5.0%; Upper Quartile: 7.0%	

### d) Details of the organisation's contribution to the pension scheme - where the contribution is different for different levels in the organisation

Level	(N)%
Level 1: Chief Executive/ General Manager	(N= 14) Average = 9.6%
Level 2: Head of Function/ Director	(N= 10) Average = 6.9%
Level 3: Senior Managers	(N= 12) Average = 6.7%
Level 4: Middle Managers	(N= 10) Average = 6.0%
Level 5: Specialist/ Professional Staff	(N= 11) Average = 5.9%
Level 6: Senior Administration/ Supervisory Staff	(N= 10) Average = 6.0%
Level 7: Admin/Care/ Maintenance/ Catering Staff	(N= 9) Average = 5.9%

<sup>18</sup> Other included the following: 86.57 euros per month in 1 organisation; 7% plus permanent health insurance (PHI) or 10% without PHI in 1 org.; range of 3 – 11% related to employee contribution in 1 org.; HSE Superannuation Scheme contribution in 1 org.; Pre-Jan 2014 -13%, post Jan 2014 - 0% contribution.

## 3.2 Overtime

### a) Are employees paid for overtime working? (N = 248)

- **Yes, all employees:** 2%
- **Yes, some employees:** 5%
- **No:** 93%

### b) Does your organisation operate a 'time in lieu' overtime policy? (N = 208)

- **Yes, all employees:** 74%
- **Yes, some employees:** 15%
- **No:** 12%

### c) Percentage of organisations where a 'time in lieu' overtime policy operates for only 'some employees'<sup>19</sup>

Level	N/%
Level 1: Chief Executive/ General Manager	(N= 13) Average = 23%
Level 2: Head of Function/ Director	(N= 10) Average = 50%
Level 3: Senior Managers	(N= 10) Average = 60%
Level 4: Middle Managers	(N= 11) Average = 73%
Level 5: Specialist/ Professional Staff	(N= 13) Average = 92%
Level 6: Senior Administration/ Supervisory Staff	(N= 11) Average = 91%
Level 7: Admin/Care/ Maintenance/ Catering Staff	(N= 13) Average = 92%

## 3.3 Paid Leave

### a) Is the basic annual leave entitlement the same for all employees? N = (245)

- **Yes:** 56%
- **No:** 44%

### b) Number of annual leave days – where all employees receive the same annual leave entitlement (N = 123)

No. of Days	Percentage of Organisations
20	21%
21	14%
22 – 24	16%
25	31%
26 – 28	12%
More than 28	6%
<b>Average:</b> 23.7 days; <b>Median:</b> 24 days; <b>Lower Quartile:</b> 21 days; <b>Upper Quartile:</b> 25 days	

<sup>19</sup> This question was not asked in the shorter version of the questionnaire

**c) Number of annual leave days – where the annual leave entitlement is different for different levels of employees**

Level	(N=)	Average	Median	Lower Q/file	Upper Q/file	Range
<b>Days</b>						
<b>Level 1: Chief Executive/ General Manager</b>	(93)	27.6	27.0	25.0	30.0	21 – 36
<b>Level 2: Head of Function/ Director)</b>	(43)	26.2	25.0	25.0	28.0	20 – 32
<b>Level 3: Senior Managers</b>	(47)	25.3	25.0	23.0	28.0	20 - 32
<b>Level 4: Middle Managers</b>	(47)	24.7	25.0	22.0	27.0	20 - 35
<b>Level 5: Specialist/ Professional Staff</b>	(63)	23.7	24.0	21.0	26.0	20-30
<b>Level 6: Senior Administration/ Supervisory Staff</b>	(58)	23.8	23.5	22.0	25.0	20 - 34
<b>Level 7: Admin/Care/ Maintenance/ Catering Staff</b>	(51)	22.8	22.0	21.0	25.0	20 - 30

**d) Service Leave - does the organisation provide any additional service leave days, i.e. extra leave days granted in relation to service? (N = 158)**

- **Yes:** 34%
- **No/not stated:** 66%

**e) Service leave details: additional days granted (over basic leave) for maximum service (N = 48)**

After # years service	1 day	2 days	3 days	4 days	5 days	6 days	8 days
<b>No. of Organisations</b>							
<b>1</b>	1	-	-	2	-	-	-
<b>2</b>	1	-	-	-	-	-	-
<b>3</b>	1		-	-	-	-	-
<b>4</b>	1	-	1	1	-	-	-
<b>5</b>		1	1	-	3	3	1
<b>6</b>	-	-	1	-	-	-	-
<b>9</b>	-	-	2	1	-	-	-
<b>10</b>	-	4	-	-	1	1	-
<b>11</b>	-	-	1	-	-	-	-
<b>15</b>	-	-	-	-	1	-	-
<b>20</b>	-	-	-	-	2	-	-
<b>25</b>	-	-	-	2	-	-	-
<b>30</b>	-	-	-	-	-	1	-

**Other Service Leave details:**

- 1 extra day per year of service up to 25 days
- 2 days after 5 years, 4 days after 10 years - max 25 days after 15 years
- 1 day for every 5 years (4 organisations)
- CEO: start at 25, 26 after 2 years, 27 after 5 yrs. Others: 23, 24 after 2 yrs, 25 after 5 yrs
- Additional days are granted related to length of service up to a maximum of 25 days annual leave total
- 1 day in 5 years to a max of 30 days; Two organisations did not provide sufficient details

**f) Christmas/Easter Leave - does the organisation grant any other additional paid leave, related to the Christmas/Easter holiday breaks? (N = 244)**

- **Yes:** 50%
- **Taken as part of annual leave:** 30%
- **No:** 20%

**g) Additional paid leave related to Christmas/Easter breaks (N = 61)**

No. of Days	Percentage of Organisations
<b>2 days – generally Christmas Eve and Good Friday</b>	31%
<b>Christmas period (generally from Christmas Eve to 2<sup>nd</sup> Jan)</b>	25%
<b>Christmas period + Good Friday</b>	3%
<b>1 day (generally either Christmas Eve or Good Friday)</b>	18%
<b>3 days</b>	8%
<b>Other*</b>	15%

\*Other includes:

- 4 days
- Christmas period less 3 days annual leave to be taken
- 7 days – 5 at Christmas and 2 at Easter
- 1.5 days
- days before Christmas+ Christmas period
- Christmas period less 2 days annual leave to be taken;
- 2.5 days

**h) Compassionate Paid Leave - is a formal or discretionary approach taken to other special/compassionate paid leave? (N = 242)**

- **Formal:** 53%
- **Discretionary:** 47%

**i) No. of paid days where a formal approach is taken to special / compassionate leave**

No. of Days	Bereavement – immediate family members (N=119)	Bereavement – extended family members (N=95)	Paternity – birth of a male employee's child (N=66)	Marriage – an employee's own marriage (N=26)
	Percentage of Organisations			
<b>1</b>	-	42%	2%	15%
<b>2</b>	5%	21%	3%	12%
<b>3</b>	46%	33%	36%	38%
<b>4</b>	1%	-	-	-
<b>5</b>	42%	4%	36%	27%
<b>5.5</b>	-	-	2%	-
<b>7</b>	2%	-	2%	8%
<b>10</b>	5%	-	12%	-
<b>14</b>	-	-	3%	-
<b>20</b>	-	-	3%	-

## 3.4 Sick Leave

### a) Formal or discretionary approach taken to sick leave? (N = 242)

- **Formal:** 80%
- **Discretionary:** 20%

### b) Where formal, does the organisation follow the Public Service Sick Leave Scheme<sup>20</sup>? (N = 189)

- **Yes:** 27%
- **No:** 73%

### c) Details of formal sick pay scheme, where this is not the public service scheme: (N = 138)

Please note - the sick pay for maximum service has been shown in the following table. The sick pay is for certified leave only. Where the respondent indicated a specific number of sick pay days, and did not specify if the days were for certified or un-certified leave, the data was included in this table.

Full pay		Full pay, followed by a proportion (usually half) of pay	
Maximum Duration	% of Orgs	Maximum Duration	% of Orgs
<b>A specified number of days, ranging from 3 -14</b>	15%	2 weeks	3%
<b>1 week</b>	4%	4 "	6%
<b>2 weeks</b>	13%	6 "	9%
<b>3 "</b>	3%	8 "	3%
<b>4 "</b>	23%	9 "	3%
<b>5 "</b>	1%	12 "	6%
<b>6 "</b>	10%	15 "	3%
<b>8 "</b>	4%	17 "	3%
<b>9 "</b>	3%	18 "	3%
<b>12 "</b>	4%	20 "	3%
<b>13 "</b>	11%	24 "	3%
<b>20 "</b>	3%	26 "	24%
<b>26 "</b>	8%	39 "	3%
—	—	40 "	3%
—	—	48 "	3%
—	—	52 "	24%
<b>TOTAL</b>	<b>79 (100%)</b>	<b>TOTAL</b>	<b>34 (100%)</b>

### d) Is the formal scheme the same for all employees? (N = 181)

- **Same for all employees:** 91%
- **Not same for all employees:** 9%

<sup>20</sup> i.e. a maximum of 3 months on full pay followed by 3 months on half pay in a rolling 4 year period

## 3.5 Health Insurance

### a) Does the organisation contribute to a Health Insurance Scheme for employees? (N = 245)

- **Yes:** 6%
- **No:** 94%

### b) If yes, is the organisation contribution the same for all employees? (N = 14)

- **Yes:** 50%
- **No:** 50%

### c) Details of employer contribution (where provided): (N = 14)

Where the contribution is the same for all employees:

- The contribution is 100% in 4 cases (for employee only, in two of these cases)
- 1,000 euros max per employee, per annum, in another case

Where the contribution differs for different groups of employees:

- Contribution to CEO only in one organisation
- health insurance paid for the senior management team in 4 cases

Details were not provided in the remaining organisations.

## 3.4 Educational Assistance<sup>21</sup>

### a) Types of educational assistance and approach taken

Types of Educational Assistance:	Yes – is provided	Approach taken	
		Formal	Discretionary
<b>Financial support (N = 236)</b>	66%	29%	71%
<b>Time off to attend courses (N = 237)</b>	84%	24%	76%
<b>Study leave (N = 225)</b>	62%	28%	72%

<sup>21</sup> Details for this section were not asked in the shorter questionnaire



**b) Details of formal study leave arrangements (N=29)**

<b>Study Leave</b>	<b>% of Orgs</b>
<b>1 day per exam</b>	17%
<b>2 days per exam (e.g. 1 day exam/1 day study)</b>	7%
<b>Up to 3 study days per annum</b>	21%
<b>Up to 4 days per annum</b>	7%
<b>Up to 5 days per annum</b>	28%
<b>Varies by level of exam</b>	10%
<b>Varies</b>	10%

**c) Details of organisations' contributions towards cost of fees, where financial support is provided (N = 39)**

- 50% in 21% of organisations
- Up to 100% in 23% of organisations
- 80% in 3% of organisations
- Specific amounts ranging between €1,200 and €2,000 in 8% of organisations
- Varies – depends on funding and/or relevance to the job – in 21% of organisations
- Addressed on a case by case basis/discretionary in 10% of organisations
- Other in 13% of organisations

**d) Are recipients of financial support required to stay with the organisation for a specified period, on completion of their studies? (N = 155)**

- **Yes: 27%**
- **No/Not Stated: 73%**

**e) Details of the specified period recipients of financial support are required to remain with their organisation on completion of their studies: (N = 42)**

- 12 months in 36% of organisations
- 24 months in 45% of organisations
- 36 months in 2% of organisations
- 72 months in 2% of organisation
- 12 months per year of study in 2% of organisations
- Same duration as course in 2% of organisations
- Varies depending on course, funding, and/or role in org in 10% of organisations.

## 3.5 Maternity Leave

**a) Does the organisation pay employees when they are out on maternity leave, over and above the statutory entitlement? (N = 240)**

- **Yes:** 39%
- **No:** 61%

**b) If yes, is there a minimum service requirement for employees to avail of this benefit? (N = 90)**

- **Yes:** 51%
- **No:** 49%

**c) Details of service requirement: (N = 42)**

- 6 months service in 10% of orgs
- 9 months service in 2% of orgs
- 1 years service in 57% of orgs
- 18 months in 2% of orgs
- 2 years service in 19% of orgs
- 3 years service in 2% of orgs
- 4 years service in 2% of orgs
- Probation must be completed in 5% of orgs

## 3.6 Flexible Working Arrangements

**a) Does the organisation operate flexible working arrangements? (N = 242)**

- **Yes:** 73%
- **No:** 27%

**b) Type of flexible working arrangement (N= 176)**

Type of arrangement	% of Orgs
<b>Flexitime</b>	71%
<b>Part-time work (such as half time, or a 2/3/4 day week)</b>	70%
<b>Personalised hours (individually negotiated)</b>	53%
<b>Working from home (1 or 2 days per week)</b>	51%
<b>Job sharing</b>	24%
<b>Career breaks</b>	25%
<b>Term time-working (working only during school terms)</b>	10%
<b>Other</b>	3%

## 3.7 Bonus Schemes

### a) Did any employees receive a bonus in 2014? (N = 246)

- **Yes, one or some:** 5%
- **Yes, all:** 4%
- **No:** 91%

## 3.8 Canteen Facilities / Free Tea or Coffee / Mobile Phones

### a) Subsidised canteen facilities provided? (N = 248)

- **Yes:** 19%
- **No:** 81%

### b) Free tea/coffee provided? (N = 166)

- **Yes:** 84%
- **No:** 16%

### c) Mobile phone costs covered? (N=248)

- **All work related costs are covered:** 59%
- **All call costs covered:** 19%
- **No calls covered:** 23%

## 3.9 Mileage Allowance

### a) Is a mileage allowance paid to employees for using their own car when on the organisation's business? N = (248)

- **Yes:** 86%
- **No:** 14%

### b) Is the civil service mileage rate applied? (N = 213)

- **Yes:** 41%
- **No/not stated:** 59%

**c) Details of mileage allowance (if not civil service rate) where a specific rate was paid per kilometre or per mile: (N = 102)**

*A small number of organisations provided a specific rate per km and a specific rate per mile*

<b>Rate per Kilometre (cents)</b>	<b>Percentage of Organisations</b>	<b>Rate per Mile (cents)</b>	<b>Percentage of Organisations</b>
<b>20 – 29</b>	5%	<b>21 – 30</b>	7%
<b>31 – 39</b>	37%	<b>31 – 40</b>	7%
<b>40 – 49</b>	46%	<b>41 – 50</b>	40%
<b>50 or more</b>	12%	<b>51 – 60</b>	13%
		<b>61 or more</b>	31%
<b>Total (N)</b>	<b>41</b>	<b>Total (N)</b>	<b>45</b>
<b>Average</b>	41 cents	<b>Average</b>	52 cents
<b>Median</b>	40 cents	<b>Median</b>	50 cents

**Other mileage allowance provisions (per organisation):**

- Miles < 4000: 0.78cent, > 4000: 0.58cent
- 39c up to 6,400 km & 23c after: >1.2cc 46c up to 6,400 km & 23c after
- 39.12 cent per km (up to 1200cc) 46.25 cent per km (1201-1500cc)
- 46c per km up to 4,000 miles, 23c per km thereafter
- 60c per mile up to 10k business miles; 34c thereafter
- 64.5-97.95 cent per km depending on engine capacity
- Based on engine capacity - max rate paid is 44.31 cent per km
- Travel to events 19c per km; travel to meetings 22c per km
- Up to 1200cc: 39.12c per km; 1201-1500cc: 45.25c per km; 1500cc+: 59.07c per km
- Up to 1200cc 35.21; Up to 1500cc 41.63; 1500cc+ 53.16
- Up to a max of 50c per mile for up to 5,000 miles, over 5,000 miles up to 24.10, depending on engine capacity
- 40p up to 4000 miles, 25p over 4000 NI/ 92 cents & 43 cents ROI / occasional 26p NI, 33c ROI
- First 96KM @ €0.3586 and €0.2690 for all subsequent kilometres
- 3 bands (39.49c for 1st 6,437 km, then 20.46c)(45 then 23.26) (55 then 26)
- Dependent on where positions are funded from
- Reimbursed when required
- Monthly expenses submitted by staff
- Decided per trip, petrol money is paid
- civil service rate less 50%
- Cost of fuel only (when company cars are unavailable)
- Mileage allowance paid but insufficient detail provided (5 organisations)

## 3.10 Company Car/Car Allowance

### a) Details of company car/car allowance by level within organisation:

Level in Organisation	Company Car Available? (N=261)	Car Allowance Available? (N=261)	Approximate Value of Car /Car Allowance €		
			Range	Average	Median
<b>Level 1 – CEO/General Manager</b>	4%	2%	1,000 – 25,000	13,500	12,000
<b>Level 2 – Head of Function /Director</b>	2%	1%	2,163 – 25,000	13,054	12,000
<b>Level 3 – Senior Managers</b>	1%	1%	400	-	-
<b>Level 4 – Middle Managers</b>	-	1%	400	-	-
<b>Level 5 – Specialist/ Professional Staff</b>	1%	-	100 – 17,000	8,550	-
<b>Level 6: Senior Administration/ Supervisory Staff</b>	-	1%	-	-	-
<b>Level 7: Admin/Care/ Maintenance/ Catering Staff</b>	-	-	-	-	-

## 3.11 Other Benefits

Twenty two organisations provided details of other benefits provided to employees (some organisations provided more than one benefit). These included:

- Death in service benefit or life insurance provided (seven organisations, valued at between 2 and 4 times the annual salary)
- 13c per/k cycling allowance
- Employee Assistance Programme (two organisations)
- Meal allowance (e.g. for work in unsociable hours or all day off site, (three organisations)
- Bike to work scheme
- Accommodation allowance (two organisations)
- Subsistence allowance (two organisations)
- Broadband for staff working from home
- Annual health-check for blood pressure and cholesterol
- Paid tea break
- Christmas event
- For any employee who travels or who is likely to travel more than 4000 miles / 6437 kilometres in a year on business, the company can provide an interest free loan up to €5,650 euro repayable over a maximum of 4 years
- Weekly free cinema tickets
- Free uniform
- Subsidised travel to visit projects abroad
- Free lunch, tea, coffee and snacks
- Travel expenses to work related appointments
- 1 day volunteering leave per year
- Parking space

## 3.12 Spend on Training

### a) Spend on training as a percentage of payroll for 2014 (N = 199)

Spend on training as a % of payroll for 2014	Percentage of Organisations
0%	23%
0.1 – 0.91%	13%
1%	25%
1.1 – 1.9%	8%
2%	13%
2.1 – 4.9%	8%
5%	4%
More than 5%	7%

Spend on training as a % of payroll 2014	When 0 spend is included (N =199)	When 0 spend is not included (N = 153)
Average	2.1%	2.7%
Median	1%	1%
Lower Quartile	0.1%	1.4%
Upper Quartile	2%	2%

### 3.13 Premia Payments

#### a) Details of premia payments made for nights, twilight, Saturday and Sunday

Time Period	(N=)	% orgs making Premia Payments	% of these orgs paying HSE rates	Details of non-HSE rates paid
<b>Nights</b>	(179)	16%	46%	<ul style="list-style-type: none"> <li>- Awake nights: Time+1/4;</li> <li>- Sleepover: €40.04 per shift;</li> <li>- €1,000 pa;</li> <li>- €43.00;</li> <li>- €70 per night;</li> <li>- 10% Mon - Fri , 20% Sat , 40% Sun;</li> <li>- 12%;</li> <li>- Sleepover rate - €44.49</li> </ul>
<b>Twilight</b>	(182)	4%	100%	N/A
<b>Saturday</b>	(181)	16%	46%	<ul style="list-style-type: none"> <li>- +10%;</li> <li>- €13.77 per shift;</li> <li>- €15.03;</li> <li>- €15.30;</li> <li>- €50 extra;</li> <li>- T+1/2 in 2 organisations.</li> </ul>
<b>Sunday</b>	180	25%	26%	<ul style="list-style-type: none"> <li>- +30%; €50 extra;</li> <li>- €60 allowance per 24 hours;</li> <li>- 1.5 in hours not money;</li> <li>- 1/2 rate;</li> <li>- 33%;</li> <li>- 5%;</li> <li>- Time plus a half;</li> <li>- Double time in 5 organisations;</li> <li>- not stated in 2 organisations.</li> </ul>

## Section Four: Bibliography and Appendices



## 4.1 Bibliography

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## 4.2 Appendix A: List of Job Titles by Level

### Overview

This appendix provides a breakdown of the various job titles applicable to each of the seven job levels outlined in the questionnaire. As stated earlier, in addition to the pre-set job titles in the original questionnaire, participants had the opportunity to add their own job titles in two ways, firstly, through using the space provided under each level for participants to add their own job titles, and secondly, by entering their own job titles using the short version of the questionnaire. These positions were then assigned to an appropriate level, which took into consideration the salary, combined with the positioning of the jobs within its own organisations. Where there were none or too few instances of the pre-set job titles, they were not included in the detailed analysis (i.e. with five or more cases (see section 2.2), or with 10 or more cases (see section 2.1)).

### Level 1

**Head of Organisation / Chief Executive Level** – has overall responsibility for the organisation and for the implementation of the organisation's operational strategy. Reports to the board or management committee.

Job titles included at this level in the questionnaire: *Chief Executive*

Other than the Chief Executive position, other job titles were assigned as follows:

- All other level 1 Directors were assigned to the category *Director*
- All other level 1 Managers were assigned to the category *Senior Manager*
- All other level 1 Coordinators were assigned to the category *Coordinator*

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### Level 2

**Head of Function/Director** - has overall responsibility for a functional or regional area or for a particular activity. Area of activity has an organisation-wide impact. Often has overall responsibility for policy development

Job titles included at this level in the questionnaire were:

Head of Fundraising	Head of Research
Head of HR/Personnel	Head of IT
Head of Finance	Deputy CEO
Head of Advocacy	Head of Housing
Director of Communications	Head of Counselling
Head of Clinical Services	Head of Client Services

In addition to the job titles outlined above for this level, the 'other' job titles were assigned as follows:

- All other level 2 Heads were assigned to the category *Head of Function (not elsewhere specified)*
- All other level 2 Directors were assigned to the category *Director (not elsewhere specified)*
- All other level 2 Managers were assigned to the category *Senior Manager (not elsewhere specified)*

Job Titles under Level 2 include:

*Acting Manager, Adult Services Manager, Assistant Director, Chairperson, Chief Inspector, Coordinator of Services, Community Manager, COO, Country Director, Development Manager, Director of Camogie Development, Director of Corporate Services, Director of Education, Director of Fundraising & Communications, Director of Nursing, Director of Overseas Prog., Director of Policy and Ethics, Director of Quality Assurance, Director of Support Services, Director of Trading, Dog Warden Services Supervisor, Economic Manager, Euro Service Manager; Executive Director, General Manager, Head Grants & Programmes, Head of Day Services, Head of Development Education, Head of Finance and Shared Services, Head of Homeless Services, Head of Innovation; Head of Major Giving, Head of Marketing, Head of Property and Design, Head of Psychological and Educational Services, Head of Residential Services, Head of Training, National Program Coordinator, Programmes Director, National Safeguarding Manager, Practice & Service Delivery Manager, Quality and Risk Manager, Regional Coordinator*

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## Level 3

**Senior Manager – manages a department/specialist function. Is a highly experienced manager.**

Job titles included at this level in the questionnaire:

- Fundraising Manager
- It Manager
- Management Accountant
- Financial Accountant
- Communications Manager
- Human Resources Manager
- Head of Therapy
- Client Manager
- Head of Client Services

In addition to the job titles outlined above for this level, the 'other' job titles were assigned as follows:

- All other level 3 'Heads of x' were assigned to the category *Head of Function (not elsewhere specified)*
- All other level 3 'Managers of x' were assigned to the category *Senior Manager (not elsewhere specified)*

Job Titles under Level 3 include:

*Advocacy Manager, Assistant Coordinator, Assistant Director of Nursing, Business Admin Manager, Business Development Manager; Business Development Executive, Campaigns Manager, Child & Youth Coordinator; Communications Manager, Community and Parental Education; Concerts Manager, Curator; Deaf Adult Literacy Service Manager, Education and Training Manager, Finance Manager, Financial Controller, GS Manager, Head of Archive, Head of Education, Head of Irish Film, Head of Operations, Head of Retail, Head of Social Justice and Policy, Head of Therapy, Head of Training, Head Vet, Helpline Coordinator, Learning and Development Manager, Life Coach, Manager Cancer Prevention, Marketing Manager, National Member Support Manager, National Office Coordinator, Operations Manager, Policy, Research & Advocacy Manager, Quality and Risk Manager; Regional Manager, Senior Youth Work Manager, Service Coordinator, Service Development Manager, Therapy Manager, Unit Manager, Women's Services Manager.*

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## Level 4

**Middle Managers - manages small department/specialist function. Has an excellent understanding of own area and how that area interacts with other areas of the organisation's work. Reports to Head of Function, Director or Chief Executive in a smaller organisation.**

Job titles included at this level in the questionnaire:

- Project/Programme Manager
- HR Manager
- Finance Manager
- Communications Manager
- Centre Manager
- IT Manager
- Administration Manager

In addition to the job titles outlined above for this level, the 'other' job titles were assigned as follows:

- All other level 4 Coordinators were assigned to the category *Coordinator (not elsewhere specified)*
- All other level 4 Managers were assigned to the category *Middle Manager (not elsewhere specified)*

Job Titles under Level 4 include:

*Adult Guidance Coordinator, Animal Centre Manager, Ass. Clinical Manager, Assistant Manager, Bar Manager, Branch/Regional Development, Business Development Manager, Cancer Nurse Coordinator, CASATS Coordinator, CE Supervisor and Grounds Manager, Childcare Coordinator/Manager, Church and Community Manager, Clinic Manager, Clinical Nurse Manager II, Communications Manager, CREWE Coordinator, DALs Supervisor, Data administration, Direct Acquisition Manager, Direct Dialogue Coordinator, Direct Marketing Manager, Donor Relations and Marketing, Facilities Manager, Food Manager, Fundraising Administrator/Manager, House Manager, HR Service Partners, IT Facilities Manager, National Manager Specialist Services, Policy & Public Affairs Manager, Programme & Advocacy Manager; Refugee Coordinator, Shop Manager, Social Care Manager, Social Justice and Policy Development/Membership Liaison Officer, Specialist Nurse Manager, Team Leader, Technical Manager, Volunteer Manager, Youth Work Line Manager.*

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## Level 5

**Specialist/Professional Staff - delivers specialist functional role and reports to a Head of Function. Generally has a third level qualification and professional knowledge/ understanding of the sector; works independently and/or as part of a team. May have responsibility for a small number of employees.**

Job titles included at this level in the questionnaire:

- |                              |                                 |
|------------------------------|---------------------------------|
| • Fundraising Officer        | • Community Development Officer |
| • HR/Personnel Officer       | • Project/Programme Officer     |
| • IT Executive/Officer       | • Childcare Worker              |
| • Accountant                 | • Information Officer           |
| • Care/Family Support Worker | • Social Worker                 |
| • Training Officer/Teacher   | • Nurse                         |
| • Psychologist               | • Research Officer              |
| • Coordinator                | • Administrator/Admin Officer   |
| • Communications Officer     | • Finance Officer               |

For purposes of analysis, changes were made to 4 of the above job titles, as follows:

- Communication Officer was changed to Communication/Media Officer
- Community Development Officer was changed to Development Officer/Worker
- Family Support Worker was changed to Care/Family Support Worker
- Administrative Officer was changed to Administrator/Administrative Officer
- Youth worker was added as a job title for the detailed analysis.

Job titles under Level 5 include:

Access Coordinator, Addiction Counsellors, Adult Support Worker, Advocacy Officer, Animal Centre Supervisor, Animal Welfare Inspectors, Archive/ IFP/ Marketing Operatives, Therapist, Breast Cancer Nurse Counsellor, Business Development Advisor, Campaigns Officer, Care Workers, Children's Support Worker, Client Executive, Clinical Supervisor, Community Resource Worker, Corporate Volunteering Programme Coordinator, Counsellor, Database Administrator; Designer, Doctor, Domestic Violence Support Worker, Donor Care Officer, Education Officer, Employment Mediator, Estates Officer, Event Coordinator, Family Support Team Leader, Grants and Donors Service Executive, Head of Fashion Sourcing, Health and Safety Officer, Helpline Operator; Housing Officer, Humanitarian Programme Advisor, Job Club Leader/Assistant, Learning and development officer, Lecturer, Legal officer, Life Coach, Marketing Executive/Officer, Media Officer, Mediators, Membership Officer, MIS Administrator, Mobile Clinic Services Coordinator, National Online and Media Coordinator, National Youth Development Coordinator, Occupational Therapist, Operations Adviser, Outreach Worker, Parenting Coordinator, Participation officer, Physiotherapist, Placement Officer, Policy & Research Officer, PR and Marketing Officer, PR Officer, Principal Psychologist, Programme Officer, Regional Development Officer, Resource & Evaluation Officer, Senior Early Years Educators, Senior Project Worker, Senior Psychologist, Senior Speech and Language Therapist, Senior Support Worker, Senior Therapists, Services Co-ordinator, Social Care Leader, Staff Nurses, Substance Abuse Counsellor, Support Officer/Worker, Team Leader, Trainee Accountant; Veterinary Nurse; Volunteer coordinator; Women's Support Worker; Youth Coordinator; Youth Worker.

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## Level 6

**Senior Administration / Catering and Supervisory Staff – can have supervisory responsibilities, run a unit within a department or assist a senior function head**

Job titles included at this level in the questionnaire:

- |                           |                           |
|---------------------------|---------------------------|
| • Office Supervisor       | • Senior Admin. Assistant |
| • Senior Accounts Officer | • Senior Care Workers     |
| • Secretary               | • Senior Clerical         |

For purposes of analysis, changes were made to 1 of the above job titles, as follows: Senior Admin. Assistant was changed to *Administrator/Senior Admin Assistant*. *Assistant Manager* was added as a job title for the detailed analysis.

**The following job titles were also assigned to Level 6:**

Archive / Ed Managers, Assistant LTI Coordinator, Assistant Manager, CE Supervisor, Chef/Kitchen Manager; Childcare Assistant Manager; Childcare Team Leaders; Clerical Officer; Communications Assistant; Direct Marketing Officer, Elderly Outreach, Events Admin, Facilitating Manager/Coordinator, Finance and Office Manager, Fundraising Admin. Assistant, Head Housekeeper, Helpline Coordinator, Laundry/Housekeeping Manager, Maintenance Person, Maintenance Supervisor, Nat Competitions Administrator, Night Safety Attendant, Night Staff, Office & Comms., Administrator, Office Administrator/Manager, Operations Administrator, Outreach Worker, PA to CEO; Payroll Administrator; Personal Assistant and Clerk to Board of Trustees; Project Organiser; Receptionist/Senior Receptionist; Regional Administrator; Services Team Leader; Shop Manager, Therapy Support Team Leader, Tourism Officer, Unit Leader, Volunteer Coordinator.

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## Level 7

**Administration/Maintenance/Care Workers/Catering staff – entry and semi-skilled level**

**Job titles included at this level in the report:**

- Junior Receptionist
- Secretary
- Junior Clerical
- Driver
- Accounts Officer
- General Operative
- Care Assistant
- Cleaner/Housekeeper

For purposes of analysis, changes were made to 1 of the above job titles as follows: Junior Receptionist was changed to Receptionist/Junior Receptionist. The following job titles were added for the detailed analysis – Administrator/Administrative Assistant; Catering staff; and Maintenance staff.

The following job titles were also assigned to Level 7:

*Accounting Technician, Assistant Shop Manager, Cafe Coordinator, Caretaker, Community Mother, Dog Care and Welfare, Early Years, Events Coordinator, Head Groundsman, Home Help, In-house Tutor, Kennel assistant, Online Media Assistant, Payroll Administrator, Porter, Preschool Assistant on 38 week contract, Public Office Assistant, Regional Support Officer, Rehabilitation Assistant, Security, Shop Assistant, Support Staff / General Assistant, Therapy Assistant, Trav. Community Health Workers, Youth Participation*

## 4.3 Appendix B: List of Participating Organisations

ACET Ireland	CBM Ireland
Acquired Brain Injury Ireland	Central Remedial Clinic
Action Aid Ireland	Centre for Global Education
Active Retirement Network Ireland	Chamber Choir Ireland
ADAPT Domestic Abuse Services	Cherry Orchard Equine Centre
Africa Solidarity Centre LTD (Africa Centre)	ChildFund Ireland
Age Action Ireland Ltd	Children in Crossfire
Aidlink	Children in Hospital Ireland
Aiseiri Organisation	Christian Aid Ireland
All Together in Dignity - ATD Fourth World Ireland	Church in Chains
Alternatives to Violence Project	Clane Project Centre
Amnesty International Ireland	Clara Swimming Pool
An Taisce	Clondalkin Addiction Support Programme LTD
Anam Cara Parental and Sibling Bereavement Support Limited	Clonmel Community Mother Programme
Anonymous X 3	Clonmel Community Parent Support Programme
Arlington Novas Ireland Limited/T/A Novas Initiatives	Coeliac Society of Ireland
Árras Inis Gluaire/Erris Arts Centre	Coiste Forbartha na Sceilge (Ballinskelligs Community Care)
Arthritis Ireland	Comhlámh
Assisi Charitable Foundation Ltd.	Common Ground
Asthma Society of Ireland	Communities of Oranmore/Maree
Attention Deficit Disorder Mid West Support Committee Ltd	Employment Scheme Ltd
Baldoyle Forum Ltd	Community Finance Ireland
Ballyhoura Development Ltd.	Coolmine TC
Barnardos Ireland Ltd	COPD Support Ireland
Bedford Row Family Project	Cork ARC Cancer Support House
Befrienders Dublin	Cork County Childcare Committee
Birr Community Resource Centre	Cork Environmental Forum Limited
Blanchardstown Centre for the unemployed	Crooked HOUSE
Blanchardstown/D15 Citizens Information Centre	Crossmolina Community Development Council
Bláthanna Beaga Teoranta t/a Mulhuddart Lifestart	CSG Sports Club Ltd
Brickens Housing Association	Cuan Saor Women's Refuge & Support Services
Brockagh Resource Centre	Cumann na Daoine
Business in the Community	Cura
Cairde	Daisyhouse Housing Association
Camara Education Ltd	Deaf Sports Ireland
Camogie Association	Dóchas
Cancer Care West	Dogs Trust
Cappagh Hospital Foundation	Donegal Sexual Abuse and Rape Crisis Centre
CARI	Down Syndrome Ireland
Carlow & South Leinster Rape Crisis Centre Limited	DRA CDC Ltd.
Carlow Citizens Information Service	Dublin Central Mission Limited
Cashel & District Social Services Ltd	Dublin City Volunteer Centre
Castlebar Social Services	Dublin Simon Community
Catholic Guides of Ireland	Dundrum/Rathfarnham MABS
	Dyslexia Association of Ireland
	EAPN Ireland
	Early Childhood Ireland

Emmaus	Latin America Solidarity Centre
Enclude	Lehanmore Community Co-op
Ethiopiaid	Leitrim Sculpture Centre
Finglas Youth Resource Centre	Liberties Training Agency
Friends of St. Lukes	LIMERICK YOUTH SERVICE
Frenchpark & Districts Childcare Ltd	Limerick's Gateway to Education
Friends of Londiani	LINC
Friends of the Elderly	Lir Anti-Racism Training and Education
Fundraising Ireland	Macro Building Management Ltd
Gaisce	Malta Services Drogheda
Galway Volunteer Centre	Marie Keating Foundation
GIY Ireland Ltd	Matt Talbot Community Trust
Good Morning Service Co Donegal	Mayo Intercultural Action
Good Shepherd Services	Mayo Volunteer Centre
Gort Cancer Support	MDA
Gorta-Self Help Africa	Meath Autism Network
GROW In Ireland	Mental Health Ireland
HAIL	Mental Health Reform
Hand in Hand	Merchants Quay Ireland
Headstrong	Mid-West Spina Bifida and Hydrocephalus Association
Healthy Food for All	Migraine Association of Ireland
Horses Connect Enterprises	Milford Community Care of the Aged
IACTO	Millennium Family Resource Centre Ltd
IASE	Misean Cara
Integration and Support Unit	Monaghan Integrated Development Ltd
Irish Association of Youth Orchestras	Monnaduff Senior Citizens Social Club
Irish Blue Cross	Mounttown Community Facility
Irish Cancer Society	MS Ireland
Irish Deaf Society	Music Network
Irish Dogs for the Disabled	Music Together
Irish Family Planning Association	National Family Support Network
Irish Film Institute	NCBI
Irish Foster Care Association	Nenagh Family Resource Centre
Irish Georgian Foundation	New Communities Partnership (NCP) Ltd
Irish Guide Dogs for the Blind	Newcastle Lyons Development Trust
Irish Jockey's Trust	Newcastle Muintir na Tire
Irish Landmark Trust	Newtown Senior Citizens
Irish Museums Association	North West Clare Family Resource Centre
Irish Society for Quality and Safety in Healthcare	OANDA (The Out and About Association)
Irish Society for the Prevention of Cruelty to Animals	Older Voices Kildare
Irish Therapy Dogs	Omeath District Development Company
Irish Wildlife Trust	Oranmore community development association limited
Irish Youth Foundation	Outhouse Ltd
Irish Girl Guides	Oxfam Ireland
Jobcare	Parentstop Ltd
JobFocus	Partners, Training For Transformation
KARE Social Services	People's College
Kerry Deaf Resource Centre	Philanthropy Ireland
Kildare Volunteer Centre	Plan International Ireland
Kingscourt Community Development	Plan Ireland
Lakers Social & Recreation Club Limited (Lakers)	Pobal
Lámh	Relationships Ireland
	Respond! Housing Association



Retired Active Men's Social	Voluntary Service International
Roscommon's Women's Network	Volunteer Ireland
Royal Hibernian Academy	WALK
Ruhama	Walkinstown Greenhills Resource Centre
Rutland Centre Ltd.	Waterford Childcare Committee
Safe Home Ireland	West Clare Community Services Programme
Saoirse Foundation	West Clare Family Resource Centre
Senior Citizens Concern Limited	West Cork Carers Support Group
SER Family Support network	Women's Co-operative
Serenity House Learning Centre	World Missions Ireland
Sharing Point	World Vision Ireland
Sightsavers Ireland	YANA North Cork Domestic Violence Project
Skibbereen Family + Community Resource Centre	Youth Advocate Programmes Ireland
Society of Saint Vincent De Paul	Youth Work Ireland
Solas Project	Youth Work Ireland Meath
Sonas Domestic Violence Charity	
South Dublin County Volunteer Centre	
South Tipperary Community and Voluntary Forum	
South West Inner City Local Employment Centre	
South West Kerry Family Resource Centre	
Southside Partnership DLR Ltd	
South-West Counselling Centre Limited	
Special Olympics Ireland	
St Luke's Home	
St. Bernard's Group Homes	
St. Catherine's Community Services Centre	
Start Strong	
Tabor Lodge Addiction and Housing Services Ltd	
Tallaght MABS	
Tallaght Travellers Youth Service	
Tearfund Ireland	
Teen-Line Ireland	
Terenure Enterprise Centre	
The Age Foundation	
The Bessborough Centre	
The Carer's Association	
The Community Foundation for Ireland	
The Irish Council for Overseas Students Limited (known as Irish Council for International Students)	
The Irish Pilgrimage Trust	
The Marian Centre Ltd	
The Rise Foundation	
The Wheel	
Threshold Ltd	
Threshold Training Network	
Tiglin Challenge Limited	
Trim Family Resource Centre	
Trócaire	
Value Added in Africa	
Vision Sports Ireland	

## 4.4 Appendix C: Copy of the questionnaire used in the survey

**National Survey on Pay and Conditions of  
Employment  
In  
Community, Voluntary and Charitable  
Organisations  
2015**

***PRIVATE AND CONFIDENTIAL***

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If you wish to return your questionnaire by post, please use the following address:

Anne Coughlan  
HR Research Specialist  
c/o Community Foundation for Ireland  
32 Lower O'Connell St  
Dublin 1

Name of organisation: .....

Tel.: No.: .....

Name of person completing questionnaire: .....

Job Title: .....

Email address: .....

**1: Activity of your organisation:** *(Please tick all that apply)*

Arts, Culture & Heritage	<input type="checkbox"/>	Advocacy, Law & Politics	<input type="checkbox"/>	Development & Housing	<input type="checkbox"/>
Development – International	<input type="checkbox"/>	Education	<input type="checkbox"/>	Environment	<input type="checkbox"/>
Health	<input type="checkbox"/>	Philanthropy	<input type="checkbox"/>	Social Services	<input type="checkbox"/>
Sports & Recreation	<input type="checkbox"/>	Research	<input type="checkbox"/>	Other <i>(please specify)</i>	<input type="checkbox"/>

.....

**2: Area of operation:** Does your organisation operate in – *(please tick all that apply)*

The Republic of Ireland? ☐ Northern Ireland? ☐ Internationally? ☐

**3: Number of employees:** Please state the number of employees currently in your organisation

	Full-time	Part-time	CE Schemes
Males			
Females			
<b>TOTAL</b>			

**4: Number of Board members:** Please state the number of male and females members of your board

Males:	Females:	Total:
--------	----------	--------

**5: Please indicate the total number of volunteers** (full-time and part-time) **in your organisation:**

**6: Are any of your employees a member of a trade union?**

Yes ☐ No ☐

*If yes, is the percentage unionised*

Less than 50%? ☐ Approximately 50% ☐ More than 50%? ☐ Most or all ☐

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## SECTION 1: RATES OF PAY

**Please complete details below for the various levels of staff (where applicable).** If the job titles below are different to those in your organisation, please use the space provided at the end of each level to enter your own job titles.

**Level 1: Chief Executive-** *has overall responsibility for the organisation and for the implementation of the organisation's operational strategy. Reports to the board or management committee.*

(For office use only)	Job Title	Gender of job holder	If a pay scale or a pay range exists please enter -		Annual Rate of pay for current job holder €	Total Weekly Hours of work
			Minimum Salary Point €	Maximum Salary Point €		
1	Chief Executive					
2	Other - enter title .....					

**Level 2: Function Head/Director –** *has overall responsibility for a functional or regional area or for a particular activity. Area of activity has an organisational wide impact. Often has overall responsibility for policy development.*

(For office use only)	Job Title	If a pay scale or a pay range exists please enter -		Annual Rate of pay for current job holder €	Total Weekly Hours of work	Gender of job holder
		Minimum Salary Point €	Maximum Salary Point €			
3	Head of Fundraising					
4	Head of HR/Personnel					
5	Head of Finance					
6	Head of Advocacy					
7	Director of Communications					
8	Head of Clinical Support Services/Clinical Lead					
9	Head of Research					
10	Head of IT					
11	Deputy CEO					
12	Head of Housing					
13	Head of Counselling					
14	Head of Client Services					
15	Other - enter title .....					
16	Other – enter title .....					
17	Other – enter title .....					

**Level 3: Senior Manager** – manages a department/specialist function. Is a highly experienced manager.

(For office use only)	Job Title	If a pay scale or a pay range exists enter -		Annual Rate of pay for current job holder €	Total Weekly Hours of work	Gender of job holder
		Minimum Salary Point €	Maximum Salary Point €			
18	Fundraising Manager					
19	IT Manager					
20	Management Accountant					
21	Financial Accountant					
22	Communications Manager					
23	Human Resources Manager					
24	Head of Therapy					
25	Clinical Manager					
26	Head of Client Services					
27	Other – enter title .....					
28	Other – enter title .....					
29	Other – enter title .....					

**Level 4: Middle Manager** – manages small department/specialist function. Has an excellent knowledge of own area and how the area interacts with other areas of the organisation's work. Reports to Head of Function or Chief Executive in a smaller organisation.

(For office use only)	Job Title	If a pay scale or a pay range exists enter -		Annual Rate of pay for current job holder €	Total Weekly Hours of work	Gender of job holder
		Minimum Salary Point €	Maximum Salary Point €			
30	Project Manager					
31	HR Manager					
32	Finance Manager					
33	Communications Manager					
34	Centre Manager					
35	IT Manager					
36	Administration Manager					
37	Other – enter title .....					
38	Other – enter title .....					
39	Other – enter title .....					

**Level 5: Specialist/Professional Staff** – *delivers specialist functional role and reports to a Head of Function or Senior Manager. Generally has a third level qualification and professional knowledge/ understanding of the sector, works independently and/as part of a team. May have responsibility for small number of staff.*

**Please complete as for previous levels. However, if there is more than 1 person in the job for this and any of the following levels, and a pay scale exists, enter the Minimum and Maximum Scale points. When there is no scale, enter the lowest rate for the job as the minimum rate and the highest rate as the maximum rate. Leave Annual Rate and the Total Weekly Hours of Work blank.**

(For office use only)	Job Title	If a pay scale or a pay range exists please enter -		Annual Rate of pay for current job holder €	Total Weekly Hours of work
		Minimum Salary Point €	Maximum Salary Point €		
40	Community Development Officer				
41	Fundraising Officer				
42	Administrative Officer				
43	Project /Programme Officer				
44	Coordinator				
45	Social Worker				
46	Childcare Worker				
47	Information Officer				
48	Family Support Worker				
49	Training Officer/ Teacher				
50	Nurse				
51	IT Executive/Officer				
52	HR Executive/Officer				
53	Accountant				
54	Finance Officer				
55	Communications Officer				
56	Research Officer				
57	Psychologist				
58	Other – enter title .....				
59	Other – enter title .....				
60	Other – enter title .....				

**Level 6: Senior Administration/Supervisory Staff** – has supervisory responsibilities, or runs a small department, or assists a senior function head.

(For office use only)	Job Title	If a pay scale or a pay range exists please enter -		Annual Rate of pay for current job holder €	Total Weekly Hours of work
		Minimum Salary Point €	Maximum Salary Point €		
61	Office Supervisor				
62	Senior Administrative Assistant				
63	Secretary				
64	Senior Care workers				
65	Senior Accounts Officer				
66	Senior Clerical				
67	Other – enter title .....				
68	Other – enter title .....				
69	Other – enter title .....				

**Level 7: Administration/Maintenance/Care Workers/Catering staff** (entry and semi-skilled levels)

(For office use only)	Job Title	If a pay scale or a pay range exists please enter -		Annual Rate of pay for current job holder €	Total Weekly Hours of work
		Minimum Salary Point €	Maximum Salary Point €		
70	Junior Receptionist				
71	Secretary				
72	Junior Clerical				
73	Driver				
74	Accounts Officer				
75	General Operative				
76	Care Assistant				
77	Cleaner/Housekeeper				
78	Other – enter title .....				
79	Other – enter title .....				
80	Other – enter title .....				



## Section 2: Conditions of Employment

### 1: Pension Schemes

(i) Does the organisation contribute to a pension scheme for any employees?

Yes, for all who want it ☐ Yes for some ☐ No ☐ If No, please go to section 2.

(ii) If yes, does the organisation contribute the same for all employees? Yes ☐ No ☐

(iii) If all employees receive the same contribution, please give details \_\_\_\_\_

(iv) If different for different levels of employee, please provide details below for each level:

	<b>Level 1</b> Chief Executive/ General Manager	<b>Level 2</b> Head of Function/ Director	<b>Level 3</b> Senior Managers	<b>Level 4</b> Middle Managers	<b>Level 5</b> Specialist/ Professional Staff	<b>Level 6</b> Senior Administration/ Supervisory Staff	<b>Level 7</b> Admin/Care/ Maintenance/ Catering Staff
Pension contribution							

### 2: OVERTIME

(i) Are employees paid for working overtime?

Yes, all employees ☐ Yes some employees ☐ No ☐ If No, skip the next question.

(ii) If yes for some employees, please indicate below the employees for whom overtime working is paid (please tick if yes)

	<b>Level 1</b> Chief Executive/ General Manager	<b>Level 2</b> Head of Function/ Director	<b>Level 3</b> Senior Managers	<b>Level 4</b> Middle Managers	<b>Level 5</b> Specialist/ Professional Staff	<b>Level 6</b> Senior Administration/ Supervisory Staff	<b>Level 7</b> Admin/Care/ Maintenance/ Catering Staff
Paid overtime							

(iii) Does your organisation operate a 'time in lieu' overtime policy?

Yes, all employees ☐ Yes some employees ☐ No ☐ If no, go to section 3.

(iv) If yes for some employees, please indicate below the levels of employee for whom a 'time in lieu' overtime policy operates (please tick if yes)

	<b>Level 1</b> Chief Executive/ General Manager	<b>Level 2</b> Head of Function/ Director	<b>Level 3</b> Senior Managers	<b>Level 4</b> Middle Managers	<b>Level 5</b> Specialist/ Professional Staff	<b>Level 6</b> Senior Administration/ Supervisory Staff	<b>Level 7</b> Admin/Care/ Maintenance/ Catering Staff
'Time in lieu overtime policy applies							

### 3 PAID LEAVE

(i) Is the basic annual leave entitlement the same for all employees? Yes ☐ No ☐

If yes, please indicate the number of **basic annual leave days**, per annum, for full-time employees \_\_\_\_\_ days

If not the same for all employees, please indicate the number of days for each of the levels below

	<b>Level 1</b> Chief Executive/ General Manager	<b>Level 2</b> Head of Function/ Director	<b>Level 3</b> Senior Managers	<b>Level 4</b> Middle Managers	<b>Level 5</b> Specialist/ Professional Staff	<b>Level 6</b> Senior Administration/ Supervisory Staff	<b>Level 7</b> Admin/Care/ Maintenance/ Catering Staff
<b>Basic annual leave days p.a.</b>							

(ii) Does the organisation provide any **additional service leave days** (e.g. 3 days after 5 year' service, 5 days after 10 years' service, etc.)? If yes, please enter the maximum leave days for maximum service (e.g. up to 'X' number of days for 'X' number of years' service).

(iii) Does the organisation grant any other **additional paid leave**, related to the **Christmas/Easter holiday breaks**?

Yes ☐ No ☐ Taken as part of annual leave ☐

If yes, please give details (e.g. from Christmas Eve to 2<sup>nd</sup> Jan)

(iv) Does your organisation take a formal or discretionary approach to **other special leave** types e.g. **bereavement, paternity, marriage**?

Formal ☐ Discretionary ☐ If discretionary, please go to section 4

If formal, please indicate the number of paid days leave provided for the following:

	Bereavement – immediate family members ( <i>parents, spouse, children, siblings</i> )	Bereavement – extended family members ( <i>grandparents, aunts, uncles, cousins, grandchildren</i> )	Paternity – birth of a male employee's child	Marriage –an employee's own marriage
<b>No. of paid days leave</b>				

### 4: SICK LEAVE

(i) Does your organisation take a formal or discretionary approach to **Sick Leave**?

Formal (written policy) ☐ Discretionary ☐ If discretionary, please go to Section 5

(ii) If formal, *does your organisation follow the Public Service Sick Leave Scheme* (i.e. a maximum of 3 months on full pay followed by 3 months on half pay in a rolling 4 year period)?

Yes

☐

No

☐

(iii) If you have a formal sick pay scheme, other than the public service scheme, *please provide details below (e.g. Full pay for 7 days; or 12 weeks in a rolling 12 months, or full pay for 'x' months/days followed by half pay for 'x' months/days, etc.)*:

(iv) Is the formal scheme the same for all employees

Yes

☐

No

☐

(v) If different for different employee levels, *please provide details below*:

	<b>Level 1</b> Chief Executive/ General Manager	<b>Level 2</b> Head of Function/ Director	<b>Level 3</b> Senior Managers	<b>Level 4</b> Middle Managers	<b>Level 5</b> Specialist/ Professional Staff	<b>Level 6</b> Senior Administration/ Supervisory Staff	<b>Level 7</b> Admin/Care/ Maintenance/ Catering Staff
<b>Sick pay details</b>							

## 5: HEALTH INSURANCE

(i) Does your organisation contribute to a **health insurance** scheme (e.g. VHI) for employees?

Yes

☐

No

☐

*If no, go to section 6*

(ii) If yes, *is the contribution the same for all employees?*

Yes

☐

No

☐

(iii) If the contribution is the same for all employees, *please provide details below*:

(iv) If different for role levels, *please provide details below*:

	<b>Level 1</b> Chief Executive/ General Manager	<b>Level 2</b> Head of Function/ Director	<b>Level 3</b> Senior Managers	<b>Level 4</b> Middle Managers	<b>Level 5</b> Specialist/ Professional Staff	<b>Level 6</b> Senior Administration/ Supervisory Staff	<b>Level 7</b> Admin/Care/ Maintenance/ Catering Staff
<b>Health Insurance details</b>							

## 6: EDUCATIONAL ASSISTANCE

(i) Does your organisation provide (*please tick*)

Financial support (fees, etc.)?

Time off to attend courses?

Study Leave?

**Yes**

☐☐☐

**No**

☐☐☐

(ii) If yes, *is this support formal or discretionary?*

Financial support (fees, etc.)?

Time off to attend courses?

Study Leave?

**Formal**

☐☐☐

**Discretionary**

☐☐☐

(iii) If formal **study leave** provided, *please give details* (e.g. ½ day per exam)

(iv) If you provide **financial support**, what contribution does the organisation make towards the cost of fees?

(v) Are recipients of financial support required to stay with the organisation for a specified period, on completion of their studies? If yes, *please enter the specified period here.*

## 7: MATERNITY LEAVE

(i) Does your organisation pay employees when they are out on maternity leave over and above any statutory entitlement? Yes ☐ No ☐ *If no, go to section 8*

(ii) If yes, *is there a minimum service requirement for employees to avail of this benefit?*

Yes ☐ No ☐

(iii) *If yes, please provide details*

## 8: FLEXIBLE WORKING ARRANGEMENTS

(i) Does your organisation operate flexible working arrangements (e.g. part-time, working from home, etc.)?

Yes ☐ No ☐ *If no, go to section 9*

(ii) If yes, please indicate the flexible working arrangements that your organisation operates (tick all that apply)

Flexi-time (flexible start/finish times) ☐

Working from home (for 1 – 2 days per week) ☐

Job Sharing ☐

Career breaks ☐

Term-time (working only during school terms) ☐

Part-time work (e.g. half-time, or 2/3/4 day week) ☐

Personalised hours (individually negotiated) ☐

Other (please specify \_\_\_\_\_) ☐

## 9: Bonus Schemes

(i) Did any employees receive a bonus in 2014? Yes, 1 or more ☐ Yes, all ☐ No ☐

*If no, go to section 10*

(ii) If yes, please enter the amount given for 2014 for each of the following levels. If none, enter 'N'

	<b>Level 1</b> Chief Executive/ General Manager	<b>Level 2</b> Head of Function/ Director	<b>Level 3</b> Senior Managers	<b>Level 4</b> Middle Managers	<b>Level 5</b> Specialist/ Professional Staff	<b>Level 6</b> Senior Administration/ Supervisory Staff	<b>Level 7</b> Admin/Care/ Maintenance/ Catering Staff
<b>Bonus give for 2014</b>							

## 10: Canteen facilities, Mobile Phones

(i) Does your organisation provide subsidised canteen facilities? Yes ☐ No ☐

(iii) Is free tea or coffee provided? Yes ☐ No ☐

(iv) Does your organisation cover mobile phone costs for some employees, and if yes, to what extent?

All work-related call are covered ☐ All calls are covered ☐ No calls are covered ☐

## 11: OTHER ISSUES – Mileage / Company Car or Car Allowance /Other Benefits /Training Spend/Employee Turnover/Premia Payments

(i) Is a **mileage allowance** paid to employees for using their own car when on the organisation's business?

Yes ☐ No ☐

(ii) If yes, is the civil service rate applied? Yes

No ☐ ☐

(iii) If not the civil service rate, please provide details of the allowance

(iv) Is a **company car/car allowance** provided for any of the following levels of employee? Please tick if yes and give details of the value of the company car/car allowance

	<b>Company Car available?</b>	<b>Car Allowance available?</b>	<b>If yes, approximate value of car /car allowance €</b>
<b>Level 1</b> - Chief Executive/ General Manager			
<b>Level 2</b> - Head of Function/ Director			
<b>Level 3</b> - Senior Managers			
<b>Level 4</b> - Middle Managers			
<b>Level 5</b> - Specialist/ Professional Staff			
<b>Level 6</b> - Senior Administration/ Supervisory Staff			
<b>Level 7</b> - Admin/Care/ Maintenance/ Catering Staff			

(v) **Other Benefits**

Are employees entitled to other benefits not already covered? *If yes, please state the benefit type below and the organisation's contribution to the cost.*

(vi) Can you state your organisation's **spend on training** as a % of payroll for 2014 \_\_\_\_\_%

(vii) Please provide details of your **employee turnover rate** for 2014. To calculate this, take the number of permanent employees who left your organisation voluntarily in 2014 (excluding redundancies and dismissals) and express this as a percentage of the permanent employees you had working in your organisation as the start of 2014. If the majority of your employees are contract employees, please do not answer this question.

\_\_\_\_\_ %

(vii) Please provide details of premia payments below

Premia Payments	We make premia payments		We pay HSE Rates		If not HSE, please give details
	Yes	No	Yes	No	
Nights					
Twilight					
Saturday					
Sunday					

## 12: Funding, Income, Expenditure, Pay Policy

(i) **Sources of funding:** Please indicate the percentage from each source below for 2014, adding to 100%

Government grants	..... %	Donations/Bequests	.....%	Membership	.....%
Deposit Interest	.....%	Fees	.....%	Other	..... %

---

(ii) **Income:** Please indicate your total income (*from any source*) for 2014:

Less than €100,000	<input type="checkbox"/>	€100,001 - €250,000	<input type="checkbox"/>	€250,001 - €500,000	<input type="checkbox"/>
€500,001 - €1,000,000	<input type="checkbox"/>	€1,000,001 - €5,000,000	<input type="checkbox"/>	€5,000,001 - €10,000,000	<input type="checkbox"/>
More than €10,000,000	<input type="checkbox"/>				

(iii) **Pay Policy:** In general, how do you decide what salary to pay your employees? (*Please tick all that apply*)

We align our rates with HSE rates	<input type="checkbox"/>	We negotiate with the individual	<input type="checkbox"/>	We pay the minimum wage	<input type="checkbox"/>	We pay the market rate	<input type="checkbox"/>	Depends on our ability to pay	<input type="checkbox"/>
Other	<input type="checkbox"/>	Please specify _____							

(iv) **Pay Increases:** When applied, what are pay increases based on? (*Please tick all that apply*).

Cost of living increase	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Performance-related (for outstanding performer)	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Linked to Public Sector/HSE pay increases	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Other (please specify .....	Yes <input type="checkbox"/>	No <input type="checkbox"/>

(v) **Increments:** Do employees in your organisation receive increments i.e. move up points on a salary scale automatically (generally annually)? Yes ☐ No ☐

(vi) Have you given any **pay increases** to staff in the last 12 months? Yes ☐ No ☐

If yes, please enter the pay increase as appropriate, for the following levels of employee

<b>Level</b>	<b>Pay increase details</b>
<b>Level 1</b> - Chief Executive/ General Manager	
<b>Level 2</b> - Head of Function/ Director	
<b>Level 3</b> - Senior Managers	
<b>Level 4</b> - Middle Managers	
<b>Level 5</b> - Specialist/ Professional Staff	
<b>Level 6</b> - Senior Administration/ Supervisory Staff	
<b>Level 7</b> - Admin/Care/ Maintenance/ Catering Staff	

(vii) Do you plan to give any **pay increases** to staff in the next 12 months? Yes ☐ No ☐ Not sure ☐

If yes, please enter the pay increase as appropriate, for the following levels of employee

<b>Level</b>	<b>Pay increase details</b>
<b>Level 1</b> - Chief Executive/ General Manager	
<b>Level 2</b> - Head of Function/ Director	
<b>Level 3</b> - Senior Managers	
<b>Level 4</b> - Middle Managers	
<b>Level 5</b> - Specialist/ Professional Staff	
<b>Level 6</b> - Senior Administration/ Supervisory Staff	
<b>Level 7</b> - Admin/Care/ Maintenance/ Catering Staff	

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**THANK YOU FOR YOUR COOPERATION WITH THIS SURVEY**



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