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National Survey on Pay and Benefits in Community, Voluntary and Charitable Organisations



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- Anne Coughlan from Sonraí Research for her professionalism, attention to detail and guidance as the researcher and author of this survey. Having conducted similar surveys in the private sector over many years her experience was invaluable.

- We are also very appreciative of the support received from our two sponsors:

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- Very importantly, we would like to thank all of the 317 organisations who took the time to respond to the survey.

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Foreword

We are delighted to present this reprinted edition of the first National Survey on Pay and Benefits in Community, Voluntary and Charitable Organisations in Ireland. Since it was first published in June 2008, the survey has proven to be a value resource for the sector.

In making the decision to devote the necessary funding to complete this project, we were heavily influenced by the many requests that had come our way over the years for assistance in relation to what the 'going rate' for a particular position might be. As no national survey on pay and benefits had ever been carried out in our sector in Ireland, it was very difficult for us to respond to such queries in any authoritative manner.

Although, there has been changes since this survey was first published, it still provides a valuable guide to pay and benenfits in the community and voluntary sector.

Our sincere thanks goes to all organisations who participated in the survey. We are conscious that it was a time-consuming piece of work to fill out such a complex questionnaire, and we trust that getting a report of this quality in return has made it a worthwhile exercise. We were very lucky to have had the services of Anne Coughlan from Sonraí HR Research as the researcher and author of this report. I would also like to thank the two organisations 2into3 and mycharity.ie who contributed towards the cost of this exercise through sponsorship.



Deirdre Garvey

Chief Executive Officer, The Wheel, January 2013.

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EXECUTIVE SUMMARY

RESPONSE

A total of 317 organisations replied to the survey. Of these, twelve organisations declined to participate either because they believed the survey was not relevant to them or because they did not have the time to complete the questionnaire.

PROFILE OF WORKFORCE

- A total of 7,074 paid employees work for the organisations included in the survey. Just over a fifth (21%) of the organisations have one or two paid employees and just under a third (30%) have ten or more paid employees. Some 43 organisations in the survey did not have any paid employees but did have volunteers and/or FAS employees.
- Approximately half (50%) of the employees in the survey work part-time (*which the survey defined as working 30 hours per week or less*).
- The majority of workers in the survey are female (82%), as are more than eight out of ten (85%) part-time workers. (On further investigation by The Wheel, 63% of the responding organisations are headed up by a female).
- In terms of volunteers and FAS workers, more than 38,000 volunteers give their time free to the organisations participating in the survey and some 984 FAS employees work for the organisations in the survey. When combined with paid employees, a total of more than 46,000 workers are engaged in either a voluntary, training or paid capacity in the organisations in the survey.
- Almost a third of the organisations (30%) in the survey are engaged in *Development* (including overseas development) and *Housing* activities. Between a quarter and a fifth work in the *Social Services* sector and 16% in *Health*. Half of the employees covered by the survey work in the *Health* sector.
- More than six out of ten organisations (61%) in the survey have an annual income of less than €500,000, while almost a quarter (24%) have an income of €1million or more.
- An average breakdown of the *funding* received by the organisations surveyed is as follows:
 - *Government* - 59%;
 - *Donations/Bequests/Fundraising* - 19%;
 - *Earned Income* - 13%;
 - *Other source* - 9%.

The percentage breakdown of funding sources does not differ significantly between organisations with varying annual incomes. However, in real terms, higher income organisations receive significantly more funding from Government than smaller organisations.

- In terms of funding sources and size of organisation, all organisations receive the majority of their funding from Government, irrespective of size. However, larger organisations are both more likely to receive a higher proportion of their funding from *Government* and to have a higher proportion of *Earned Income*, than smaller organisations. Smaller organisations are somewhat more likely to fund their activities from *Donations/Bequests/ Fundraising* sources, than larger organisations.

AREA OF OPERATION

- Just over eight out of ten organisations operate in the Republic of Ireland only. The remainder operate either in Northern Ireland, the Republic of Ireland and/or internationally.

RATES OF PAY AND BONUS

- The survey report analyses 1,273 rates of pay for a wide variety of job levels and job titles.
- The data are analysed (showing averages, lower and upper quartiles, minimum and maximums) in three ways -
 - **By Level of Responsibility** – 7 levels (ranging from *Head of Organisation/Chief Executive* to *Entry level*)
 - **By Job Title** – pay data for 62 job titles are analysed in alphabetical order (where there are three or more cases)
 - **By Job Title within Size, Sector and Annual Income** (where there are ten or more cases).
- Only a small number of organisations (26) indicated that they pay a bonus to employees. The incidence of bonus payments varies across the different levels of responsibility.

CONDITIONS OF EMPLOYMENT

Data on conditions of employment are summarised in the report.

- The average basic annual leave entitlement is 23 days.
- When organisations are closed for the Christmas period, leave is taken *from annual leave* in the majority (60%) of cases, and is provided *in addition to annual leave* in 39% of cases.
- Leave arrangements in relation to *compassionate, paternity and/or marriage leave* are *discretionary* in more than six out of ten organisations (63%). Where formal arrangements existed, the average number of days provided under each of the various arrangements is as follows:
 - Bereavement of an immediate family member: 4 days;
 - Bereavement of an extended family member: 2 days;
 - Paternity leave: 4 days (where provided)
 - Marriage: 3 days (where provided)

- Some 56% of organisations have an *occupational pension scheme* for employees. This has been estimated to cover around 72% of all employees in the survey. Pension schemes are much more likely to be found in large organisations, although some 42% of organisations with only one or two employees reported having schemes.
- Only 6% of organisations contribute to a *health insurance* scheme for employees.
- Almost two-thirds of organisations (66%) have a formal sick pay scheme.
- Almost three-quarters (74%) of organisations provide some form of *assistance to employees for further education*.
- Some 47% of organisations stated that employees on Maternity Leave are paid over and above the Social Welfare payment.
- Eight out of ten organisations (80%) provide a *Christmas party* for employees.
- Only 5% of organisations stated that they provide some form of *childcare assistance* for employees
- Some 4% of organisations stated that they had an *Employee Assistance Programme (EAP)* in operation.
- The incidence and nature of many of the conditions of employment are affected by the size (i.e. number of employees) and/or income of the organisation, in that larger and higher income organisations are more likely to have certain conditions and benefits, in addition to having formal as opposed to discretionary arrangements in place.
- *Flexible working arrangements* would appear to be quite prevalent within the sector, with eight out of ten organisations (80%) providing *part-time work* and almost six out of ten organisations (59%) providing *personalised hours*.

OTHER ISSUES

- Almost a quarter (23%) of the organisations in the survey indicated that they have experienced *recruitment difficulties over the past 12 months* and around one in eight organisations (13%) have had *difficulties retaining staff*. The main reasons stated by organisations as to why they were experiencing difficulties *recruiting* staff are that the organisations *could not find the right people*, or *could not find the right skills*. The main reasons why organisations were experiencing difficulties *retaining* staff are *that salary levels too low*.
- Pay rates are determined in a variety of ways by the organisations participating in the survey, but predominantly through alignment with one of the following organisations – *HSE; FAS; POBAL; Family Support Agency; Department of Community, Rural and Gaeltacht Affairs and Public Sector rates*.
- The majority of organisations in the survey follow *National Pay Agreements* when deciding on pay increases for employees.

INTRODUCTION

That the community, voluntary and charity sector in Ireland has grown extensively in recent years is not in doubt. A study published in 2006 by the Centre for Nonprofit Management in Trinity College¹ recorded over 24,000 nonprofit organisations in Ireland at that time² and that half of the responding organisations to their survey were established since the mid-1980s. The sector has expanded both in terms of the range of activities in which it engages and in terms of the numbers to whom it delivers services. One consequence of this growth has been an increase in demand for specific professional skills and competencies, which has already left some organisations with retention and recruitment difficulties. Again, because of the growth of the sector, organisations are now having to take a more in-depth look at their pay and benefits structure. Determining basic pay is about deciding how much employees will be paid. As organisations grow, pay rates need to be set at a level consistent with jobs throughout the organisation and to a greater or lesser extent, the external labour market.

The general aim of this survey is to provide a rates of pay reference for the community, voluntary and charity sector. The nature, history and diversity of the sector does not make this a straightforward task. Arriving at a 'market' rate for a job in any sector of the economy is complex and needs to take account of a variety of factors such as: knowledge and skill levels, qualifications, experience, personal characteristics, the level of decision-making and responsibility required for the job, as well as the availability or non-availability of people with the necessary requirements. The nature of a business also has an impact on the 'market' rate, in that high-profit sectors are usually in a better position to pay high salaries to employees than those where margins are very small, or even non-existent. Pay rates are also affected by the broader business environment. This is likely to be especially relevant for the community, voluntary and charity sector, in that, in the past, funding has been scarcer in times of recession, as opposed to more prosperous times. The government also exerts influence on pay levels, particular again for this sector, as many organisations are aligned with the Department of Health and Children rates of pay. Added to all this is the history of how the community, voluntary and charity sector has evolved in this country, from a situation where pay rates were dependent on *ad hoc* funding arrangements, and where services were staffed by volunteers. This is still a reality for many of the organisations in the survey.

SURVEY RESPONSE

A total of 317 organisations replied in writing to the survey. Of these, twelve organisations declined to participate either because they believed the survey was not relevant to them or because they did not have the

¹ 'The Hidden Landscape: First Forays into Mapping Nonprofit Organisations in Ireland' O'Donoghue, Prizeman, O'Regan, Noel. Centre for Nonprofit Management, Trinity College Dublin (2006)

² This number includes organisations that would traditionally not be understood as being part of the community, voluntary, charity sector e.g. hospitals, trades unions, educational establishments. However, taking that into account, the number of community, voluntary, or charity organisations in the country can reliably be estimated to be between 15,000 and 19,000.

time to complete the questionnaire. Of the remaining 305 respondents, some 43 organisations did not have any paid employees, but did have volunteers and/or FAS employees. The organisations responding to the survey have a total of 7,074 paid employees. They also have 38,000 volunteers and 984 FAS employees, which together amount to over 46,000 people engaged in either a voluntary or paid capacity in the organisations in the survey.

METHODOLOGY

The population surveyed are those organisations engaged in service provision and representation for the voluntary, community and charities sector. The sampling frame used was The Wheel's Database³. A questionnaire was designed by *Sonrai HR Research* in conjunction with *The Wheel*. An adapted version of the ICNPO⁴ International Classification of Non-Profit Organisations was used to categorise the various activities of the sector. The questionnaire, along with explanatory notes, was initially emailed to community, voluntary and charity sector organisations on 8th February, 2008. A shorter version⁵ of this questionnaire was also emailed on 6th March 2008. The final date for receipt of completed questionnaires was the 12th March, 2008. A total of 317 questionnaires were returned.

The survey ended up with over two hundred different job titles which, in turn, were rationalized into the 62 job titles in the questionnaire. All job rates provided by respondents were used in the survey, with the very rare exception where rates were below the Irish minimum wage. However, jobs are analysed by *job title* only where there are three or more cases.

REPORT LAYOUT

Section 1: Rates of Pay

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 included in 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. 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 per annum. For this reason, this survey report analyses the data on pay in a number of different ways, as follows:

³ The Wheel's database is the largest publicly available database of the sector in Ireland and includes organisations from the Revenue Commissioners listing of CHY registered organisations as well as other publicly available directories. It totals 8,900 nonprofit/community or voluntary organisations. For the purposes of this survey the sample frame was pulled from those organisations for which an email address was available (approx 50% of the total).

⁴ John Hopkins University

⁵ The shorter version of the questionnaire allowed respondents to enter their own job titles and did not ask for the same level of detail regarding conditions of employment and benefits

- Part I: By Job Level** – the survey questionnaire divided the jobs into seven levels of responsibility – see *Job titles by Level* (page 22, for details).
- Part II: By Job Title** – some 62 jobs are analysed in alphabetical order. Only jobs with three or more cases are included.
- Part III: By Job Title within Organisational Size, Sector and Income** – some 41 jobs are analysed in alphabetical order. Only job titles with ten or more cases are included.

Information in the survey was requested for the *Annual Rate of Pay for the Job* and, where a scale existed for a particular job, the *Minimum* and *Maximum Salaries* of that scale. The following data is shown for Parts 1 to 3 above for the *Annual Rate of Pay for the Job*:

- **No. of Cases** i.e. the number of organisations providing data for the particular job title shown
- **Average** i.e. the sum of all of the rates of pay (for a particular job or level) divided by the number of cases
- **Lower Quartile** i.e. 25% of pay rates are lower than this rate and 75% are higher
- **Upper Quartile** i.e. 25% of pay rates are higher than this and 75% are lower. Some 50% of pay rates fall between the lower and upper quartile.

Notes on Reported Pay Data

- All rates of pay shown in the report are for full-time hours.
- Rates of pay are effective as of the 1st quarter 2008. In the majority of cases (i.e. 92% of organisations), the data does not include any increase that might be payable under the National Pay Agreement 'Towards 2116' on the 1st March 2008.
- 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 were those indicated for other full-time employees in the relevant organisation, or, where this was not stated, a figure of 35 hours (the most common occurring number of hours worked by employees in the survey) was used to calculate the full-time rate.
- 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.
- 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.
- No pay data is shown where there is only one case for a particular breakdown.
- *Upper* and *Lower Quartiles* are not shown where there are less than four cases.

- Where a scale exists, the *No. of Cases* and the *Average Minimum Salary Point* and *Average Maximum Salary Point* are shown.
- For Parts 1 and 3, 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.

Section 2: Conditions of Employment/Benefits

Data on Benefits/Conditions of Employment are summarised for: *Annual Leave; Compassionate Leave; Pension Schemes; Health Insurance; Sick Pay; Assistance with Further Education; ‘Topping up’ Maternity Pay; Canteen Facilities; Flexible Working Arrangements; and Other Benefits.*

Section 3: Recruitment and Retention

This section briefly examines the extent to which organisations are experiencing recruitment and retention difficulties, and the main reasons for this.

Section 4: Pay Policy

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

Appendices

The first six appendices provide additional detailed information, on an organisation-by-organisation basis, for the following: *Annual Leave Entitlement; Annual Leave and Service Leave; Paid Sick Days; Assistance with Further Education; Christmas ‘Party’ Arrangements; Time in Lieu Overtime Arrangements.*

For added information, an appendix has been included which contains comparator pay rates from the *Department of Health and Children, Pobal and FAS/Community Employment.* The final two appendices include a copy of the original questionnaire and a list of the survey participants, in alphabetical order.

PROFILE OF SURVEY PARTICIPANTS

1: Number of employees

A total of 7,074 paid employees are employed by the organisations in the survey. Just over a fifth of the organisations surveyed (21%) have one or two employees and less than a third (30%) have ten or more employees. More than eight out of ten employees (83%) are employed in organisations with twenty or more employees. Some 43 organisations did not have any paid employees.

Table 1: Size breakdown of organisations surveyed

Size of Organisation	No. of Organisations	(%)	Total No. of Employees	(%)
No paid employees	43	(14)	0	(-)
1 - 2 employees	63	(21)	93	(1)
3 - 5 paid employees	57	(19)	217	(3)
6 - 9 paid employees	52	(17)	374	(5)
10 - 19 paid employees	44	(14)	555	(8)
20 or more paid employees	46	(15)	5,835	(83)
TOTAL	305	(100%)	7,074	(100%)

From table 2 we can see that, overall, there are equal numbers (50%) of full-time and part-time employees in the organisations surveyed. However, smaller organisations are somewhat more likely to have full-time employees than part-time, while larger organisations are more likely to have an almost even split between full-time and part-time workers.

Table 2: Size of Organisation by type of employment – numbers of full and part-time paid employees

Size of Organisation	Type of Employment			
	No. of Full-time Employees	(%)	No. of Part-time Employees	(%)
1- 2 employees	63	(68)	30	(32)
3 - 5 employees	123	(57)	94	(43)
6 - 9 employees	228	(61)	146	(39)
10 - 19 employees	285	(51)	270	(49)
20 or more employees	2830	(49)	3005	(51)
TOTAL	3529	(50)	3545	(50)

2: Sector

Respondents were asked to indicate the main activity of their sector. While a number of organisations operate across a variety of areas, they were asked in the questionnaire to assign themselves to one main activity. The

questionnaire included 12 categories of activity as follows: *Arts, Culture and Heritage; Sports and Recreation; Education and Research; Health; Social Services; Environment; Development and Housing; Advocacy, Law and politics; Philanthropy; International/Overseas Development; Religious Groups; and Other*. Because of the small number of responses in certain activities, the list of 12 categories was reduced to seven. Those organisations categorizing themselves in the *Environment* sector, have been reclassified to *Arts, Culture, Heritage and Environment*. *International/Overseas Development* organisations have been added to *Development and Housing*. *Religious Groups* were added to *Development and Housing* and *Philanthropy* was added to *Social Services*. From table 3, following, it can be seen that almost a third of the organisations (30%) are engaged in *Development and Housing* activities, between a quarter and a fifth (22%) in *Social Services*, and almost a sixth (16%) in *Health*. Half of the employees covered by the survey work in the *Health* sector.

Table 3: Sector breakdown of organisations surveyed

Sector	No. of Organisations	(%)	No. of Paid Employees	(%)
Arts, Culture, Heritage and Environment	35	(11)	161	(2)
Sports and Recreation	14	(5)	431	(6)
Education and Research	34	(11)	403	(6)
Health	49	(16)	3,556	(50)
Social Services	68	(22)	1,562	(22)
Development (including overseas) and Housing	92	(30)	907	(13)
Advocacy, Law and Politics	13	(4)	54	(1)
TOTAL	305	(100%)	7,074	(100%)

3: Gender

Table 4 indicates that more than four out of five (82%) employees in the survey are female and more than eight out of ten (85%) part-time workers are female.

Table 4: Gender by type of employment – number of full and part-time paid employees

Type of Employment	Gender				All Employees	%
	No. of Male Employees	(%)	No. of Female Employees	%		
Full-time	735	(21)	2,705	(79)	3,440	(49)
Part-time	515	(15)	3,019	(85)	3,534	(51)
TOTAL	1,250	(18)	5,724	(82)	6, 974*	(100)

*Three organisations (covering 100 employees) did not provide a breakdown between male and female employee numbers.

4: Annual Income

More than six out of ten organisations (61%) in the survey have an annual income of less than €500,000, while almost a quarter have €1million or more.

Table 5: Annual Income breakdown of organisations surveyed

Annual Income	No. of Organisations	(%)
Less than €250,000	106	(40)
€250,000 – 499,999	55	(21)
€500,000 – 999,999	40	(15)
€1,000,000 – 4,999,999	46	(17)
€5,000,000 – 9,999,999	8	(3)
€10,000,000 or more	10	(4)
TOTAL	265*	(100%)

** Some 40 organisations did not provide details of annual income*

From table 6, we can see that more than three quarters (77%) of the sector's workforce are employed by organisations with an income of more than €1 million.

Table 6: Annual Income by number of paid employees

Annual Income	No. of Paid Employees	(%)
Not stated	112	(2)
Less than €250,000	314	(4)
€250,000 – 499,999	751	(11)
€500,000 – 999,999	451	(6)
€1,000,000 – 4,999,999	1647	(23)
€5,000,000 – 9,999,999	1176	(17)
€10,000,000 or more	2623	(37)
TOTAL	7,074	(100%)

Table 7 overleaf, shows the number of full-time and part-time employees by the annual income of the organisations in the survey. When added together into one group, organisations with an annual income of €1 million or more are more likely to have more full-time than part-time employees, as compared to organisations with an annual income of less than €1 million.

Table 7: Annual Income by type of employment - full-time and part-time paid employees

Annual Income	Type of Employment				All Paid Employees	(%)
	No. of full-time employees	(%)	No. of Part-time employees	(%)		
Not stated	75	(67)	37	(33)	112	(2)
Less than €250,000	141	(45)	173	(55)	314	(4)
€250,000 – 499,999	236	(31)	515	(69)	751	(11)
€500,000 – 999,999	223	(49)	228	(51)	451	(6)
€1,000,000 – 4,999,999	1185	(72)	462	(28)	1647	(23)
€5,000,000 – 9,999,999	638	(54)	538	(46)	1176	(17)
€10,000,000 or more	1042	(40)	1581	(60)	2623	(37)
TOTAL	3540	(50)	3534	(50)	7,074	(100)

5: Funding

An average breakdown of the funding received by the organisations surveyed is shown in table 8. More than half (59%) of the funding comes from the Government.

Table 8: Funding breakdown of organisations surveyed

Funding Source	Average % of Funding
Government	59
Donations/Bequests/Fundraising	19
Earned Income	13
Other	9
TOTAL	100%

When the funding source is examined in relation to annual income, proportionally, the breakdowns between the various sources of funding do not vary to any great degree between the different income groups. For the largest income group, i.e. €10,000,000 or more, the proportion of funding received from *Donations/Bequests/Fundraising*, at 33%, does appear to be significantly higher than the other income groups. However, this result may just be due to the small number of organisations in this income group in the survey. This may also be the case for the figure of 3% for *Earned Income* for this income group. What the figures do show, however (see table 9 overleaf), is that in *real* terms, larger organisations receive significantly higher funding from Government than smaller organisations (for example, 59% of the annual income group €1,000,000 - 4,999,999 is obviously a lot more than 58% of the *Less than €250,000* income group).

Table 9: Funding breakdown of organisations surveyed – by annual income

Funding Source	Annual Income							All Organisations
	Not stated	Less than €250,000	€250,000 - 499,999	€500,000 - 999,999	€1,000,000 - 4,999,999	€5,000,000 - 9,999,999	€10,000,000 or more	
Government	-	58	64	59	59	63	48	59
Donations/Bequests /Fundraising	-	21	13	17	20	15	33	19
Earned Income	-	10	15	14	17	17	3	13
Other	-	11	8	10	4	5	16	9
TOTAL N	11	101	51	40	46	7	10	266

Table 10 analyses the funding source by size (i.e. number of employees) of organisation. Firstly, with the exception of those organisations with no paid employees, all organisations receive the majority of their funding from Government, irrespective of size. Secondly, larger organisations are both more likely to receive a higher proportion of their funding from *Government* and to have a higher proportion of *Earned Income*, than smaller organisations. Smaller organisations are somewhat more likely to fund their activities from *Donations/Bequests/ Fundraising* sources. The table also shows that we can see that organisations with no paid employees are at least twice as likely to fund their activities from *Donations/Bequests/ Fundraising* sources than any of the organisations with paid employees.

Table 10: Funding breakdown of organisations surveyed – by Size

Funding Source	Size – No. of Employees						All Organisations
	No paid employees	1 – 2	3 - 5	6 - 9	10 – 19	20 or more	
Government	23	59	59	56	72	63	59
Donations/Bequests/Fundraising	44	23	22	17	3	16	19
Earned Income	12	8	7	17	17	18	13
Other	18	10	12	10	8	3	9
TOTAL N	19	59	50	52	42	45	267

6. Area of Operation

- Just over eight out of ten organisations operate in the Republic of Ireland only. The remainder operate either in Northern Ireland, the Republic of Ireland and/or internationally.



SECTION 1: RATES OF PAY



PART 1: SUMMARY OF PAY RATES

BY JOB LEVEL

within

(1) Size

(2) Sector and

(3) Organisational Income

FOR ALL POSITIONS

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

LIST OF JOB TITLES BY LEVEL

This part of the report provides a breakdown of the various job titles applicable for 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 allowed 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 job within its own organisation.

In a small number of cases, the survey participants assigned a particular job title to a different level than that outlined in the questionnaire. For example, the questionnaire stated that Head of Services/Operations was a Level 3 (Senior Manager/Head of Function Level) position. In a small number of cases, this was added as a Level 2 (Director Level) by participants. For the purposes of this section of the report, all positions are analysed under the levels assigned by participants.

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
- General Manager

Director and *Coordinator* rates of pay were also assigned to Level 1, where these were the highest paid jobs in the organisation and no rate was shown for CEO.

LEVEL 2: 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:

- Director of Fundraising
- Deputy CEO
- Director of HR/Personnel
- Other Director
- Director of Marketing

The following job titles were also assigned to Level 2:

Financial Controller; Director of Finance; National Secretary; Asst. General Secretary; Head of Policy and Media; Legal Policy Director; Director of Development; Policy and Communications Director; Services and Support Coordinator; Director of Client Services; Operations Director; Director of Housing; Head of Evaluation/Training; Head of Organisation and Administration; Head of Counseling; Company Secretary; Network Director; Assistant Director; Communications Director; Policy Director; Senior Solicitor. The position

Head of Fundraising, stated to be a Level 3 position in the questionnaire, was added to *Director of Fundraising*, as no organisations had both of these job titles – the title was then changed to Head of Fundraising. This was also the case for *Director of HR/Personnel* (Level 2) and *HR/Personnel Manager* (Level 4) – the new title became *Head of HR/Personnel*.

LEVEL 3: Senior Manager/Head of Function – highly experienced manager and has full responsibility for managing a complete function below board level, mainly in a large organisation. Develops strategy for the organisation. Reports to a director or chief executive.

Job titles included at this level in the questionnaire:

- Head of Fundraising
- Head of Finance
- Regional/Area Manager
- Head of Services/Operations
- Other Senior Manager
- Head of Home

The following job titles were also assigned to Level 3:

Front of House Manager; Gallery Manager; Technical Manager; Accommodation Manager; Community Services and HR Policy; Fitness and HR Admin; Head of Therapy; Multimedia Coordinator; Clinical Manager; Quality Manager; Senior Policy Researcher .

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:

- Centre Manager
- Project/Programme Manager
- HR/Personnel Manager
- Development Manager
- IT Manager
- Senior Social Worker
- Administration Manager
- Home Manager/Matron

The following job titles were also assigned to Level 4:

Community Development Manager, Education Manager, R&D Manager, Maintenance Manager, Office Services Manager, Training Manager, Head of Section, Estate Management Coordinator, Jobclub Manager, Communications and Marketing Manager, Assistant Manager, Finance Deputy Director, HR Deputy Director, Senior Social Worker, Workshop Manager, Estate Manager, Youth Work Manager, Deputy Box Office Manager, Deputy Front of House Manager, Deputy Technical Manager, Education Manager, Inspectorate Supervisor, PR Manager, Residential Manager, Team Leaders, Step Manager, Nursing Manager, Nursery Manager, R & D Manager, Marketing Manager, Publication Manager, Pre-School Manager, Social Care

Manager, Health Promotion Officer, Manager-Charitable Services, Campaigns & Communications Officer, Research and Policy, Compliance Manager, Communications Manager

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
- HR/Personnel Officer
- IT Officer
- Counselor
- Family Support Worker
- Training Officer/Teacher
- Psychologist
- Legal Officers
- Communications Officer
- Community Development Officer
- Project Officer
- Childcare Worker
- Information Officer
- Social Worker
- Accountant
- Research/Research Officer
- Policy Officer

The following job titles were also assigned to Level 5:

Nurse; Youth Worker; Editor; Adult Education Officer; Student Services Officer; Activity Director; Advisory Officer; Countryside Recreation Officer; Architect, Estate Officer; Site Agent; Women's Refuge Workers; Educator/Nurse; Residential Support Workers; Domestic Violence Support Worker; Settlement Officer; Artistic Direction; Advocate; Policy Officer; Skills Coordinator; Maintenance Officer; Carer Coordinator; Psychotherapist; Resource Worker; Guide; Group Worker; Education Officer; Events Coordinator; Trainee Community Health Workers; Counseling Coordinator; Counseling Support Officer; Sports Development Officer; Doctor; Nurse; Instructor; Outreach Worker; Youth Worker; Housing Officer; Senior Childcare Worker/ Leader /Childcare Supervisor/Coordinator; Senior Care Assistant; Childcare Assistant; Social Care Assistant; Programme Assistant; Family Support Assistant; Special Needs Assistant.

LEVEL 6: Senior Administration/ Catering and Supervisory Staff - may 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 /Administrator
- Senior Accounts Officer
- Senior Secretary
- Other Senior Admin/ Catering/ Supervisory Staff
- CE Scheme Supervisor
- Head of Catering
- PA to Chief Executive

The following job titles were also assigned to Level 6:

Clerical Supervisor; Call Operator; Executive; Admin/Support; IT Trainer; Conference Administrator; Course Administrator; Complex Supervisor; Membership Manager; Senior Clerical; Clerical Officer; Admin/Clerical; Bookkeeper; Secretary & PA to Fundraiser; Services Coordinators.

LEVEL 7: Administration/Maintenance/Care Workers/Catering Staff - entry and semi-skilled level.

Job titles included at this level in the questionnaire:

- Junior Receptionist
- Driver
- Secretary
- Administrative Officer
- Handyman
- Other Admin/Maintenance/Care Workers/Catering Staff
- Administrative Assistant
- Catering Assistant
- Finance Officer
- Care/Nurse's Assistant
- Cook/Chef

The following job titles were also assigned to Level 6:

Porter; General Operative; Community Mothers; Assistant Tour Guide; Tour Guide; Coffee Shop Assistant; Technical Support Worker; Housekeeper; Relief Caretaker; Box office receipts; Theatre Technician; Caretaker; Housekeeper; Clerk; Clerical; Box Office Casual; Front of House Casual; Animal Care Assts.; Fitness Trainer; Step Trainer; Fundraising Asst.; Junior Clerical; Leisure Pool Attendants; Logistics Coordinator; Healthcare Workers; Retail Assts.

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 (198 cases)

All Level 1 Jobs	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	34	47,942	40,000	53,969	12	36,607	53,498
3 – 5 employees	41	48,921	40,461	56,723	16	43,494	57,399
6 – 9 employees	45	59,766	42,550	74,199	24	48,537	64,642
10 – 19 employees	40	55,040	46,033	61,054	23	45,209	58,914
20 or more employees	38	84,943	68,854	103,772	19	77,012	96,050
(2) Sector							
Arts/Culture/ Heritage/ Environment	22	45,393	33,875	51,205	3	40,002	56,243
Sports /Recreation	5	64,701	42,500	88,003	1	85,951	106,006
Education/Research	27	58,725	40,000	68,785	11	48,791	62,334
Health	35	76,331	52,000	100,000	17	70,215	85,976
Social Services	44	54,898	43,708	63,972	30	47,894	61,817
Development/Housing	55	56,594	43,500	71,000	28	42,868	61,830
Advocacy/Law/Politics	10	64,725	51,969	79,559	4	57,427	70,993
(3) Income							
Less than €250,000	54	45,809	37,615	51,031	27	38,723	55,127
€250,000 - €499,999	44	51,347	41,416	60,000	19	42,237	53,988
€500,000 - €999,999	36	58,423	50,327	63,719	12	53,180	69,336
€1,000,000 - €4,999,999	44	76,678	58,607	90,000	24	64,168	83,355
€5,000,000 - €9,999,999	5	91,764	70,585	108,003	3	69,409	84,468
€10,000,000 or more	6	102,154	80,500	126,250	3	98,586	115,308
All Organisations	198	59,367	43,583	71,262	94	51,097	66,933

Level 2: 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

All LEVEL 2 JOBS (47 cases)

All Level 2 Jobs	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	1	-	-	-	-	-	-
3 – 5 employees	10	48,948	40,000	58,310	4	51,565	62,702
6 – 9 employees	14	61,412	50,016	70,634	6	54,135	67,947
10 – 19 employees	2	56,280	-	-	1	-	-
20 or more employees	20	77,703	63,498	86,856	14	65,447	82,226
(2) Sector							
Arts/Culture/ Heritage/ Environment	7	55,414	40,000	74,500	-	-	-
Sports /Recreation	1	-	-	-	1	-	-
Education/Research	5	67,202	52,765	80,240	2	60,460	80,394
Health	18	71,530	60,053	86,567	14	62,798	79,020
Social Services	3	63,164	-	-	1	62,990	78,543
Development/Housing	9	57,079	51,688	62,495	6	52,547	63,819
Advocacy/Law/Politics	4	68,508	61,922	75,711	1	-	-
(3) Income							
Less than €250,000	4	43,333	36,250	51,250	1	-	-
€250,000 - €499,999	8	58,322	51,937	62,493	3	58,753	70,603
€500,000 - €999,999	9	58,350	48,094	70,240	5	53,962	65,536
€1,000,000 - €4,999,999	15	65,155	56,610	76,160	7	53,797	73,435
€5,000,000 - €9,999,999	3	84,174	-	-	1	-	-
€10,000,000 or more	8	84,288	82,131	87,000	8	73,824	88,972
All Organisations	47	65,302	51,688	80,523	25	60,413	75,528

Level 3: Senior Managers/Head of Function - highly experienced manager and has full responsibility for managing a complete function below board level, mainly in a large organisation. Develops strategy for the organisation. Reports to a director or chief executive.

All LEVEL 3 JOBS (106 cases)

All Level 3 Jobs	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	3	38,843	-	-	3	38,843	51,042
3 – 5 employees	5	40,356	35,500	45,390	2	33,904	43,584
6 – 9 employees	19	47,854	40,000	55,684	6	48,603	67,963
10 – 19 employees	13	44,866	33,722	54,428	4	54,680	67,904
20 or more employees	66	58,481	50,000	64,625	38	52,031	66,299
(2) Sector							
Arts/Culture/ Heritage/ Environment	10	40,999	32,181	51,750	-	-	-
Sports /Recreation	2	52,757	-	-	2	50,107	63,509
Education/Research	12	48,401	37,578	58,750	5	49,849	68,611
Health	32	59,803	49,306	69,583	25	51,375	66,258
Social Services	27	55,037	50,000	65,000	16	52,024	64,940
Development/Housing	21	50,461	43,976	55,881	4	40,124	54,345
Advocacy/Law/Politics	2	57,442	-	-	1	-	-
(3) Income							
Less than €250,000	4	34,803	32,180	36,508	4	33,790	47,572
€250,000 - €499,999	4	49,116	43,834	55,013	2	44,302	56,077
€500,000 - €999,999	15	48,058	35,000	60,096	6	51,957	67,283
€1,000,000 - €4,999,999	52	52,306	44,899	55,491	29	51,357	65,714
€5,000,000 - €9,999,999	17	59,142	50,000	62,667	5	52,745	66,308
€10,000,000 or more	11	68,715	50,223	86,170	7	54,753	70,809
All Organisations	106	53,496	44,000	60,024	53	50,413	64,888

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 (173 cases)

All Level 4 Jobs	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	13	40,476	32,096	49,850	7	31,880	44,613
3 – 5 employees	16	37,570	32,834	41,875	6	32,374	42,817
6 – 9 employees	36	39,984	32,225	46,518	20	36,745	50,184
10 – 19 employees	37	37,791	31,142	43,906	19	38,146	49,813
20 or more employees	71	46,945	38,000	53,504	39	43,105	55,705
(2) Sector							
Arts/Culture/ Heritage/ Environment	10	30,858	25,277	36,785	2	26,511	40,606
Sports /Recreation	6	47,751	43,640	54,326	4	45,917	56,793
Education/Research	15	35,672	31,284	44,038	7	32,223	45,765
Health	39	49,761	42,500	55,855	26	43,859	55,145
Social Services	45	41,309	33,448	50,514	26	40,494	52,505
Development/Housing	52	40,622	33,537	46,533	22	33,097	47,757
Advocacy/Law/Politics	6	42,670	34,253	47,693	4	43,659	53,381
(3) Income							
Less than €250,000	22	38,990	32,552	47,384	8	36,981	51,566
€250,000 - €499,999	29	38,415	32,640	43,140	14	33,100	44,162
€500,000 - €999,999	32	39,773	33,530	44,767	19	38,001	49,496
€1,000,000 - €4,999,999	50	42,873	34,916	50,500	25	39,109	54,134
€5,000,000 - €9,999,999	15	48,712	46,000	53,504	9	46,230	56,567
€10,000,000 or more	18	50,711	43,396	57,360	12	44,630	55,847
All Organisations	173	42,185	34,430	49,823	91	39,101	51,558

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 (351 cases)

All Level 5 Jobs	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	19	35,317	28,125	42,000	8	28,602	42,135
3 – 5 employees	53	36,438	32,667	42,000	23	32,966	44,055
6 – 9 employees	76	36,556	30,306	42,619	45	31,693	45,448
10 – 19 employees	74	34,381	29,843	37,718	44	30,359	41,872
20 or more employees	129	41,775	35,000	47,000	82	36,718	50,655
(2) Sector							
Arts/Culture/ Heritage/ Environment	13	37,416	30,000	41,000	4	27,315	40,047
Sports /Recreation	11	31,865	22,000	42,013	7	32,774	41,564
Education/Research	32	35,699	28,193	41,750	18	30,027	41,268
Health	96	43,199	35,919	47,161	69	37,678	50,537
Social Services	86	36,743	31,800	42,484	54	32,611	44,359
Development/Housing	99	35,372	30,000	40,711	45	30,238	46,561
Advocacy/Law/Politics	14	37,539	33,998	41,438	5	31,848	43,990
(3) Income							
Less than €250,000	63	35,025	29,800	41,264	30	29,242	40,875
€250,000 - €499,999	74	34,442	28,804	39,336	34	31,940	41,959
€500,000 - €999,999	65	35,178	29,999	40,958	38	31,665	45,963
€1,000,000 - €4,999,999	78	40,396	33,663	44,656	52	33,995	48,350
€5,000,000 - €9,999,999	34	42,905	36,941	46,787	19	38,837	51,539
€10,000,000 or more	32	46,198	37,762	53,195	25	38,680	52,573
All Organisations	351	37,931	31,523	43,865	202	33,465	46,493

Level 6: Senior Administration/ Catering and Supervisory Staff - may have supervisory responsibilities, run a unit within a dept., or assist a senior function head

All LEVEL 6 JOBS (163 Cases)

All Level 6 Jobs	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	10	26,305	23,308	29,417	2	18,760	27,970
3 – 5 employees	25	31,167	27,526	35,442	6	24,334	38,613
6 – 9 employees	29	30,603	26,371	35,485	15	25,807	37,013
10 – 19 employees	34	31,380	23,771	37,052	17	27,070	40,627
20 or more employees	65	36,221	31,650	40,802	34	30,395	42,789
(2) Sector							
Arts/Culture/ Heritage/ Environment	12	32,522	26,269	37,269	4	26,106	35,733
Sports /Recreation	5	29,485	24,125	35,588	1	-	-
Education/Research	20	29,718	23,701	36,142	9	23,402	36,701
Health	41	36,415	30,000	42,500	24	31,562	43,821
Social Services	38	34,152	29,418	37,738	24	27,403	39,858
Development/Housing	43	30,524	26,700	35,972	10	26,734	40,826
Advocacy/Law/Politics	4	28,906	18,606	39,812	2	17,043	27,552
(3) Income							
Less than €250,000	28	26,892	23,701	30,000	9	21,682	30,512
€250,000 - €499,999	27	30,958	26,500	34,584	10	28,139	39,868
€500,000 - €999,999	25	32,022	28,600	37,696	9	23,991	38,786
€1,000,000 - €4,999,999	49	35,872	30,456	40,802	27	29,199	41,595
€5,000,000 - €9,999,999	12	39,409	32,660	47,292	8	31,151	46,604
€10,000,000 or more	14	35,293	28,486	40,947	9	31,364	43,634
All Organisations	163	32,828	28,000	37,651	74	27,895	40,382

Level 7: Administration/Maintenance/Care Workers/Catering Staff -entry and semi-skilled level

All LEVEL 7 JOBS (231 cases)

All Level 7 Jobs	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	6	26,982	21,380	32,144	1	-	-
3 – 5 employees	29	25,463	20,963	28,703	9	22,202	28,640
6 – 9 employees	41	26,609	20,640	30,620	12	21,016	33,166
10 – 19 employees	52	23,957	18,907	28,074	18	23,878	32,822
20 or more employees	103	27,988	25,000	30,638	48	25,677	34,881
(2) Sector							
Arts/Culture/ Heritage/ Environment	19	21,802	19,000	25,000	1	-	-
Sports /Recreation	2	33,654	-	-	2	29,700	35,831
Education/Research	32	26,342	18,781	32,570	7	27,923	38,987
Health	60	28,610	25,767	30,745	34	25,614	34,320
Social Services	49	26,808	23,764	29,035	25	22,741	31,684
Development/Housing	68	25,687	20,909	29,437	19	22,359	32,728
Advocacy/Law/Politics	1	-	-	-	-	-	-
(3) Income							
Less than €250,000	29	25,980	21,012	28,419	6	22,873	32,519
€250,000 - €499,999	44	23,264	18,372	27,513	12	19,472	25,117
€500,000 - €999,999	29	27,075	22,822	31,620	11	24,594	34,761
€1,000,000 - €4,999,999	80	27,275	24,327	30,230	37	24,546	34,217
€5,000,000 - €9,999,999	18	27,716	23,078	31,095	8	26,568	35,534
€10,000,000 or more	20	30,099	28,583	32,854	13	27,138	38,267
All Organisations	231	26,493	21,538	30,240	88	24,322	33,634



PART 2: SUMMARY OF PAY RATES BY JOB TITLE

FOR ALL POSITIONS WITH 3 OR MORE CASES

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

SUMMARY OF PAY RATES BY JOB TITLE – In Alphabetical order

Job Title: All Jobs	Level ⁶	ACTUAL 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 €
Accountant	5	6	44,369	29,250	59,041	1	-	-
Accounts Officer/ Accounts Administrator - Senior	6	22	37,835	32,045	44,163	9	33,367	46,538
Administration Manager	4	23	38,932	33,000	45,000	15	34,118	47,234
Administrative Assistant	7	33	26,502	23,652	29,772	17	24,601	35,632
Administrative Officer	7	40	29,504	26,185	33,028	19	24,640	36,895
Administrator ⁷	2/3/4	13	35,147	32,915	38,452	7	27,227	38,871
Administration Staff – entry and semi-skilled level - Other	7	28	22,026	17,920	25,341	7	20,807	30,401
Care/Nurse's Assistant	7	15	28,848	27,254	31,806	6	26,868	37,023
Catering Assistant	7	7	24,643	20,750	30,638	2	28,016	31,863
CE Scheme Supervisor	6	13	34,504	31,168	37,492	6	29,736	37,811
Centre Manager	4	22	43,040	33,875	52,013	13	40,739	51,829
Chief Executive	1	163	60,475	44,125	72,420	72	52,792	68,547
Childcare Manager	4	4	33,510	31,013	37,175	1	-	-
Childcare Worker	5	24	28,683	21,440	36,175	13	27,367	37,408
Cleaner	7	5	21,875	17,017	27,841	1	-	-
Communications Officer	5	6	36,193	26,871	42,554	4	26,803	37,469
Community Development Officer/Worker	5	50	38,446	33,439	44,250	30	31,532	45,951
Cook/Chef	7	13	27,325	21,959	30,874	5	27,817	34,076
Coordinator	1/3/4/5	38	43,423	35,750	49,556	22	38,046	53,950
Counselor	5	4	50,841	43,786	60,423	2	43,842	65,546
Deputy CEO	2	7	60,524	44,500	70,480	2	65,394	78,289
Development Manager	4	7	48,329	38,000	55,650	5	40,605	57,108
Director - Other	1/2	32	69,453	54,436	85,567	17	62,648	77,448
Driver	7	20	27,443	26,250	29,000	8	26,968	29,815
Family Support Worker	5	18	33,938	29,223	39,018	12	29,930	40,330

⁶ Level that these jobs have been classified – Levels 1-7

⁷ See also Office Supervisor/Administrator

SUMMARY OF PAY RATES BY JOB TITLE – In Alphabetical order (cont'd)

Job Title: All Jobs	Level	ACTUAL 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 €
Finance – Head of	2/3	29	54,929	42,472	64,750	12	54,643	68,918
Finance Officer	7	18	30,303	23,688	36,495	7	30,060	39,929
Fundraising – Director/ Head of	2/3	19	53,993	40,000	63,679	12	46,059	59,253
Fundraising Officer	5	15	35,200	28,500	41,054	5	33,189	41,833
Handyman	7	18	25,255	19,725	29,557	3	30,516	32,649
Head of Catering	6	7	35,712	33,000	43,188	3	32,499	42,904
Head of Services/ Operations	3	18	55,998	44,695	65,100	12	51,181	66,242
Housing Officer/ Administrator	5	4	41,685	36,786	45,860	2	35,633	44,501
HR/Personnel – Head of	2/4	14	53,504	43,900	59,625	10	50,409	62,662
HR/Personnel Officer	5	9	38,835	34,529	43,408	6	36,127	48,091
Information Officer	5	16	38,333	33,993	44,813	8	36,153	46,732
Instructor	5	6	34,574	29,918	41,446	5	28,887	43,933
IT Manager	4	6	43,008	36,788	49,376	1	-	-
IT Officer	5	10	37,568	32,330	40,702	3	39,403	49,509
Junior Receptionist	7	19	23,897	20,318	26,000	11	21,109	33,561
Legal Officers	5	3	38,339	-	-	-	-	-
Middle Manager - Other	4	50	44,783	36,390	52,186	24	43,131	55,779
Manager – Senior - Other	3	41	53,168	41,409	58,104	16	51,846	66,975
Nurse	5	11	44,056	37,318	52,191	8	37,808	50,399
Office Supervisor/ Administrator	6	62	31,628	27,598	36,537	30	24,988	37,952
Outreach Worker	5	8	38,591	32,998	43,141	5	35,634	47,929
PA to Chief Executive	6	14	35,968	28,852	41,245	8	31,999	44,300
Project/Programme Manager	4	30	43,752	36,704	50,000	17	40,475	53,229
Project Officer/Worker	5	42	37,451	33,519	43,188	31	31,995	45,492
Psychologist	5	5	69,819	62,697	76,558	5	53,331	77,926

SUMMARY OF PAY RATES BY JOB TITLE – In Alphabetical order (cont'd)

Job Title: All Jobs	Level	ACTUAL 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 €
Regional/Area Manager	3	8	58,875	52,125	64,333	5	52,780	68,691
Secretary	7	14	28,110	24,643	32,575	2	21,601	27,349
Secretary - Senior	6	6	32,962	28,600	38,000	2	25,500	40,500
Senior Administration/ Supervisory Staff - Other	6	23	27,663	23,660	30,911	9	22,873	37,494
Senior Childcare Worker/Leader/ Childcare Supervisor/Coordinator	5	8	29,028	24,817	34,202	2	23,387	28,359
Social Care Leader	5	4	49,858	46,510	52,376	4	42,124	50,698
Social Worker/Social Care Worker	5	12	44,017	38,228	51,534	12	38,112	51,830
Specialist /Professional Staff - Other	5	57	37,595	30,000	43,500	25	33,047	45,242
Specialist/ Professional Staff Assistant - Other	5	12	26,029	21,771	31,192	6	25,298	37,097
Training Officer/Teacher	5	25	38,664	30,564	44,867	13	34,041	49,295
Volunteer Manager/ Coordinator	2/3/4	4	47,558	35,000	61,777	3	41,400	58,128
Youth Worker	5	13	37,106	31,760	41,421	5	31,705	44,323

PART 3:

DETAILED ANALYSIS OF PAY RATES BY JOB TITLE

within

- (1) Size**
- (2) Sector and**
- (3) Organisational Income**

FOR ALL JOBS WITH 10 OR MORE CASES

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

LEVEL = 6

ACCOUNTS OFFICER – SENIOR (22 cases)

Job Title: Senior Accounts Officer	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	-	-	-	-	-	-	-
3 – 5 employees	2	30,765	-	-	-	-	-
6 – 9 employees	3	33,469	-	-	1	-	-
10 – 19 employees	5	34,802	29,300	42,328	2	36,931	46,769
20 or more employees	12	41,369	35,905	44,969	6	33,871	46,119
(2) Sector							
Arts/Culture/ Heritage/ Environment	1	-	-	-	-	-	-
Sports /Recreation	-	-	-	-	-	-	-
Education/Research	2	38,000	-	-	-	-	-
Health	9	40,117	32,488	47,103	5	34,968	46,671
Social Services	4	37,820	31,946	45,816	3	34,082	45,633
Development/Housing	6	33,673	28,395	39,430	1	-	-
Advocacy/Law/Politics	-	-	-	-	-	-	-
(3) Income							
Less than €250,000	2	31,875	-	-	-	-	-
€250,000 - €499,999	-	-	-	-	-	-	-
€500,000 - €999,999	4	32,440	29,138	36,555	1	-	-
€1,000,000 - €4,999,999	9	37,800	33,238	43,326	4	30,626	43,035
€5,000,000 - €9,999,999	4	46,437	42,500	50,245	2	42,991	52,493
€10,000,000 or more	3	37,636	-	-	2	34,302	46,565
All Organisations	22	37,835	32,045	44,163	9	33,367	46,538

LEVEL = 4

ADMINISTRATION MANAGER (23 cases)

Job Title: Administration Manager	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	1	-	-	-	1	-	-
3 - 5 employees	4	33,331	32,834	34,087	2	27,288	39,252
6 - 9 employees	9	40,728	34,498	46,023	7	33,015	45,846
10 - 19 employees	5	36,575	23,575	47,562	3	35,304	51,539
20 or more employees	4	45,396	29,723	58,273	2	45,802	57,480
(2) Sector							
Arts/Culture/ Heritage/ Environment	1	-	-	-	-	-	-
Sports /Recreation	6	33,017	23,052	44,279	3	30,332	42,500
Education/Research	2	48,191	-	-	1	-	-
Health	6	37,293	32,359	43,547	4	32,378	46,097
Social Services	6	44,803	38,625	50,335	6	33,381	47,140
Development/Housing	2	41,687	-	-	1	-	-
Advocacy/Law/Politics	1	-	-	-	-	-	-
(3) Income							
Less than €250,000	4	30,577	17,825	41,784	2	32,996	42,083
€250,000 - €499,999	5	31,836	28,890	34,200	3	26,859	39,168
€500,000 - €999,999	6	42,655	38,873	47,878	6	35,305	48,438
€1,000,000 - €4,999,999	6	47,977	41,466	54,419	4	38,342	54,053
€5,000,000 - €9,999,999	-	-	-	-	-	-	-
€10,000,000 or more	1	-	-	-	-	-	-
All Organisations	23	38,932	33,000	45,000	15	34,118	47,234

ADMINISTRATIVE ASSISTANT (33 cases)

Job Title: Administrative Assistant	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	-	-	-	-	-	-	-
3 – 5 employees	3	19,151	-	-	2	15,738	17,464
6 – 9 employees	2	28,022	-	-	2	23,221	48,593
10 – 19 employees	1	-	-	-	-	-	-
20 or more employees	13	24,632	22,000	26,249	7	22,040	33,865
(2) Sector							
Arts/Culture/ Heritage/ Environment	-	-	-	-	-	-	-
Sports /Recreation	-	-	-	-	-	-	-
Education/Research	1	-	-	-	-	-	-
Health	6	26,937	23,734	28,921	5	22,016	33,091
Social Services	3	21,162	-	-	2	17,005	25,231
Development/Housing	8	23,764	20,375	26,500	4	22,027	38,313
Advocacy/Law/Politics	1	-	-	-	-	-	-
(3) Income							
Less than €250,000	1	-	-	-	1	-	-
€250,000 - €499,999	3	19,095	-	-	1	-	-
€500,000 - €999,999	3	25,348	-	-	2	23,221	48,593
€1,000,000 - €4,999,999	9	23,893	22,450	25,845	5	21,564	32,351
€5,000,000 - €9,999,999	1	-	-	-	-	-	-
€10,000,000 or more	2	31,344	-	-	2	23,230	37,649
All Organisations	33	26,502	23,652	29,772	17	24,601	35,632

LEVEL = 7

ADMINISTRATIVE OFFICER (40 cases)

Job Title: Administrative Officer	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	5	28,379	24,420	32,349	1	-	-
3 – 5 employees	8	27,981	24,970	31,778	5	23,180	32,228
6 – 9 employees	11	30,408	28,500	32,000	5	23,040	34,300
10 – 19 employees	7	32,295	30,858	36,639	5	25,030	42,230
20 or more employees	8	28,984	24,343	32,589	3	28,634	39,403
(2) Sector							
Arts/Culture/ Heritage/ Environment	5	28,751	21,576	34,588	1	-	-
Sports /Recreation	-	-	-	-	-	-	-
Education/Research	5	33,728	31,000	36,940	2	31,073	45,721
Health	8	28,448	25,331	31,614	4	24,764	34,463
Social Services	13	28,787	24,059	34,659	9	22,766	34,074
Development/Housing	8	30,495	27,339	33,225	3	26,937	43,531
Advocacy/Law/Politics	-	-	-	-	-	-	-
(3) Income							
Less than €250,000	10	27,600	21,960	32,144	4	24,558	34,913
€250,000 - €499,999	8	30,088	25,441	35,392	5	22,317	34,860
€500,000 - €999,999	4	30,935	27,463	33,592	1	-	-
€1,000,000 - €4,999,999	13	31,815	28,750	35,946	7	26,213	38,558
€5,000,000 - €9,999,999	2	27,065	-	-	1	23,231	37,651
€10,000,000 or more	1	-	-	-	1	-	-
All Organisations	40	29,504	26,185	33,028	19	24,640	36,895

ADMINISTRATOR⁸ (13 cases)

Job Title: Administrator	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	4	30,952	25,773	33,846	2	20,144	29,376
3 – 5 employees	1	-	-	-	-	-	-
6 – 9 employees	3	39,483	-	-	1	-	-
10 – 19 employees	3	35,963	-	-	2	27,692	42,181
20 or more employees	2	37,013	-	-	2	30,465	43,362
(2) Sector							
Arts/Culture/ Heritage/ Environment	1	-	-	-	-	-	-
Sports /Recreation	-	-	-	-	-	-	-
Education/Research	-	-	-	-	-	-	-
Health	2	38,041	-	-	1	-	-
Social Services	2	35,417	-	-	2	30,465	43,362
Development/Housing	6	34,199	33,004	35,495	3	22,429	33,250
Advocacy/Law/Politics	2	40,735	-	-	1	-	-
(3) Income							
Less than €250,000	3	34,572	-	-	-	-	-
€250,000 - €499,999	3	36,787	-	-	2	26,500	40,000
€500,000 - €999,999	3	37,460	-	-	2	31,187	42,813
€1,000,000 - €4,999,999	1	-	-	-	1	-	-
€5,000,000 - €9,999,999	1	-	-	-	1	-	-
€10,000,000 or more	-	-	-	-	-	-	-
All Organisations	13	35,147	32,915	38,452	7	27,227	38,871

⁸ See also Office Supervisor/Administrator

LEVEL = 7

ADMINISTRATIVE/MAINTENANCE/CARE /CATERING STAFF⁹ - OTHER (not elsewhere specified - *entry and semi-skilled level*) (28 cases)

Job Title: Other Admin/ Maint./ Care Workers/Catering Staff (entry & semi-skilled)	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	-	-	-	-	-	-	-
3 – 5 employees	4	19,565	17,557	22,500	-	-	-
6 – 9 employees	6	21,478	17,400	27,533	2	13,930	20,669
10 – 19 employees	7	18,002	16,520	19,469	-	-	-
20 or more employees	11	25,781	22,500	30,780	5	23,558	34,293
(2) Sector							
Arts/Culture/ Heritage/ Environment	8	18,699	17,920	19,467	-	-	-
Sports /Recreation	1	-	-	-	1	-	-
Education/Research	7	21,642	16,520	27,360	1	23,231	36,189
Health	2	27,890	-	-	2	23,936	31,544
Social Services	4	24,588	19,792	29,638	2	20,110	36,274
Development/Housing	6	21,168	16,950	25,366	1	-	-
Advocacy/Law/Politics	-	-	-	-	-	-	-
(3) Income							
Less than €250,000	5	18,799	16,526	21,333	-	-	-
€250,000 - €499,999	6	18,967	16,440	20,959	1	-	-
€500,000 - €999,999	1	-	-	-	1	-	-
€1,000,000 - €4,999,999	9	23,315	19,095	27,232	3	19,873	34,183
€5,000,000 - €9,999,999	2	32,643	-	-	2	29,086	34,460
€10,000,000 or more	2	20,600	-	-	-	-	-
All Organisations	28	22,026	17,920	25,341	7	20,807	30,401

⁹ Includes: Porter, General Operative, Community Mothers, Assistant Tour Guide, Tour Guide, Coffee Shop Assistant, Technical Support Worker, Housekeeper, Relief Caretaker, Box office receipts, Theatre Technician, Caretaker, Housekeeper, Clerk, Clerical, Box Office Casual, Front of House Casual, Animal Care Assts., Fitness Trainer, Step Trainer, Fundraising Asst., Junior Clerical, Leisure Pool Attendants, Logistics Coordinator, Healthcare Workers, Retail Assts.

LEVEL = 7

CARE/NURSE'S ASSISTANT (15 cases)

Job Title: Care/Nurse's Assistant	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	-	-	-	-	-	-	-
3 - 5 employees	1	-	-	-	-	-	-
6 - 9 employees	1	-	-	-	-	-	-
10 - 19 employees	-	-	-	-	-	-	-
20 or more employees	12	29,860	27,441	33,048	6	26,868	37,023
(2) Sector							
Arts/Culture/ Heritage/ Environment	-	-	-	-	-	-	-
Sports /Recreation	-	-	-	-	-	-	-
Education/Research	1	-	-	-	-	-	-
Health	8	29,510	27,441	31,716	6	26,868	37,023
Social Services	1	-	-	-	-	-	-
Development/Housing	4	28,310	22,642	32,793	-	-	-
Advocacy/Law/Politics	-	-	-	-	-	-	-
(3) Income							
Less than €250,000	2	28,202	-	-	-	-	-
€250,000 - €499,999	-	-	-	-	-	-	-
€500,000 - €999,999	-	-	-	-	-	-	-
€1,000,000 - €4,999,999	8	29,413	27,441	31,252	4	26,981	37,048
€5,000,000 - €9,999,999	2	26,278	-	-	1	-	-
€10,000,000 or more	1	-	-	-	1	-	-
All Organisations	15	28,848	27,254	31,806	6	26,868	37,023

CE SCHEME SUPERVISOR (13 cases)

Job Title: CE Scheme Supervisor	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	-	-	-	-	-	-	-
3 – 5 employees	-	-	-	-	-	-	-
6 – 9 employees	3	32,036	-	-	1	-	-
10 – 19 employees	-	-	-	-	-	-	-
20 or more employees	10	35,244	31,234	38,125	5	29,475	37,877
(2) Sector							
Arts/Culture/ Heritage/ Environment	2	34,196	-	-	1	-	-
Sports /Recreation	1	-	-	-	-	-	-
Education/Research	-	-	-	-	-	-	-
Health	4	33,302	29,245	37,123	4	30,594	37,596
Social Services	2	36,553	-	-	1	-	-
Development/Housing	4	35,636	28,912	41,746	-	-	-
Advocacy/Law/Politics	-	-	-	-	-	-	-
(3) Income							
Less than €250,000	-	-	-	-	-	-	-
€250,000 - €499,999	2	33,676	-	-	1	-	-
€500,000 - €999,999	4	33,721	28,872	39,871	-	-	-
€1,000,000 - €4,999,999	5	36,325	33,321	38,750	3	29,024	37,888
€5,000,000 - €9,999,999	-	-	-	-	-	-	-
€10,000,000 or more	2	32,343	-	-	2	30,153	37,859
All Organisations	13	34,504	31,168	37,492	6	29,736	37,811

CENTRE MANAGER (22 cases)

Job Title: Centre Manager	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	2	37,350	-	-	1	-	-
3 – 5 employees	2	37,465	-	-	1	-	-
6 – 9 employees	2	36,839	-	-	1	-	-
10 – 19 employees	4	42,692	29,954	54,430	2	49,881	59,600
20 or more employees	12	46,067	37,934	52,040	8	41,106	52,610
(2) Sector							
Arts/Culture/ Heritage/ Environment	1	-	-	-	-	-	-
Sports /Recreation	-	-	-	-	-	-	-
Education/Research	-	-	-	-	-	-	-
Health	7	47,045	42,500	52,000	6	43,249	53,379
Social Services	8	44,038	34,541	52,553	5	41,223	53,901
Development/Housing	6	39,708	27,538	50,806	2	32,000	42,000
Advocacy/Law/Politics	-	-	-	-	-	-	-
(3) Income							
Less than €250,000	3	46,436	-	-	2	34,500	50,850
€250,000 - €499,999	3	38,000	-	-	2	42,000	45,775
€500,000 - €999,999	2	42,750	-	-	0	.	.
€1,000,000 - €4,999,999	8	45,847	34,541	58,571	5	41,871	53,764
€5,000,000 - €9,999,999	1	-	-	-	1	-	-
€10,000,000 or more	3	36,524	-	-	2	37,056	48,101
All Organisations	22	43,040	33,875	52,013	13	40,739	51,829

LEVEL = 1

CHIEF EXECUTIVE / GENERAL MANAGER (163 cases)

Job Title: Chief Executive/General Manager	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	22	50,270	40,257	55,750	5	40,661	54,918
3 – 5 employees	33	49,277	39,500	59,000	11	46,875	59,856
6 – 9 employees	39	58,780	43,075	73,000	21	46,425	62,855
10 – 19 employees	35	56,231	50,000	61,620	19	46,801	60,783
20 or more employees	33	84,922	63,295	104,181	15	78,021	97,673
(2) Sector							
Arts/Culture/ Heritage/ Environment	21	45,412	33,750	51,970	3	40,002	56,243
Sports /Recreation	5	64,701	42,500	88,003	1	-	-
Education/Research	20	59,034	50,327	66,814	8	53,387	66,944
Health	32	78,123	54,340	102,522	15	70,732	86,292
Social Services	34	55,353	44,000	63,079	21	48,538	62,566
Development/Housing	43	58,794	45,000	72,420	20	45,328	64,157
Advocacy/Law/Politics	7	61,017	51,875	78,412	3	44,500	57,084
(3) Income							
Less than €250,000	34	47,688	37,615	55,112	14	42,518	58,005
€250,000 - €499,999	41	50,979	40,618	60,000	18	42,327	54,258
€500,000 - €999,999	32	57,867	50,327	63,719	10	50,695	67,831
€1,000,000 - €4,999,999	37	75,139	57,406	89,500	19	62,582	82,756
€5,000,000 - €9,999,999	5	91,764	70,585	108,003	3	69,409	84,468
€10,000,000 or more	6	102,154	80,500	126,250	3	98,586	115,308
All Organisations	163	60,475	44,125	72,420	72	52,792	68,547

CHILDCARE WORKER (24 cases)

Job Title: Childcare Worker	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	1	-	-	-	1	-	-
3 – 5 employees	2	33,823	-	-	1	-	-
6 – 9 employees	6	22,697	19,379	26,161	4	19,052	24,799
10 – 19 employees	8	31,213	27,195	37,092	4	30,976	43,073
20 or more employees	7	26,959	19,509	35,600	3	30,380	42,168
(2) Sector							
Arts/Culture/ Heritage/ Environment	-	-	-	-	-	-	-
Sports /Recreation	-	-	-	-	-	-	-
Education/Research	1	-	-	-	1	-	-
Health	3	35,543	-	-	3	31,601	40,469
Social Services	8	34,596	25,510	42,575	6	31,404	43,435
Development/Housing	12	22,660	19,543	26,114	3	16,438	22,220
Advocacy/Law/Politics	-	-	-	-	-	-	-
(3) Income							
Less than €250,000	6	29,405	20,419	43,981	4	25,952	35,843
€250,000 - €499,999	7	25,706	22,050	29,764	2	18,459	22,071
€500,000 - €999,999	5	29,450	21,477	38,567	3	33,519	44,818
€1,000,000 - €4,999,999	3	28,328	-	-	2	28,811	40,843
€5,000,000 - €9,999,999	1	-	-	-	-	-	-
€10,000,000 or more	1	-	-	-	1	-	-
All Organisations	24	28,683	21,440	36,175	13	27,367	37,408

LEVEL = 5

COMMUNITY DEVELOPMENT OFFICER¹⁰ (50 cases)

Job Title: Community Development Officer	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	6	38,457	32,490	45,044	3	29,544	49,711
3 – 5 employees	14	37,809	33,574	42,000	4	30,109	40,517
6 – 9 employees	9	40,894	33,390	46,790	7	29,434	47,674
10 – 19 employees	13	36,037	31,525	41,250	11	31,685	44,317
20 or more employees	8	40,714	31,750	47,750	5	36,462	49,223
(2) Sector							
Arts/Culture/ Heritage/ Environment	2	38,700	-	-	1	-	-
Sports /Recreation	1	-	-	-	1	-	-
Education/Research	1	-	-	-	1	-	-
Health	7	41,508	35,700	45,386	3	34,532	46,570
Social Services	10	36,575	30,900	45,245	6	34,062	45,184
Development/Housing	26	38,196	33,138	45,412	18	30,861	47,662
Advocacy/Law/Politics	3	41,333	-	-	-	-	-
(3) Income							
Less than €250,000	18	37,034	33,140	42,000	9	28,413	41,582
€250,000 - €499,999	14	36,642	33,291	41,601	8	31,350	42,524
€500,000 - €999,999	9	39,702	30,600	48,097	7	31,128	51,663
€1,000,000 - €4,999,999	5	43,406	37,000	48,823	4	36,408	51,853
€5,000,000 - €9,999,999	3	40,445	-	-	2	37,957	47,524
€10,000,000 or more	1	-	-	-	-	-	-
All Organisations	50	38,446	33,439	44,250	30	31,532	45,951

¹⁰ Also includes: Community Development Worker, Development Officer

COOK/CHEF (13 cases)

Job Title: Cook/Chef	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	-	-	-	-	-	-	-
3 – 5 employees	1	-	-	-	-	-	-
6 – 9 employees	-	-	-	-	-	-	-
10 – 19 employees	6	27,403	18,992	34,747	3	29,863	36,039
20 or more employees	6	27,064	22,910	30,502	2	24,747	31,131
(2) Sector							
Arts/Culture/ Heritage/ Environment	-	-	-	-	-	-	-
Sports /Recreation	-	-	-	-	-	-	-
Education/Research	4	25,097	18,447	29,314	2	25,174	31,131
Health	1	-	-	-	1	-	-
Social Services	4	28,181	24,921	31,355	2	25,268	30,434
Development/Housing	4	25,030	20,029	31,886	-	-	-
Advocacy/Law/Politics	-	-	-	-	-	-	-
(3) Income							
Less than €250,000	1	-	-	-	-	-	-
€250,000 - €499,999	4	28,017	18,447	38,525	2	32,130	37,480
€500,000 - €999,999	1	-	-	-	-	-	-
€1,000,000 - €4,999,999	3	29,010	-	-	2	24,747	31,131
€5,000,000 - €9,999,999	1	-	-	-	-	-	-
€10,000,000 or more	-	-	-	-	-	-	-
All Organisations	13	27,325	21,959	30,874	5	27,817	34,076

COORDINATOR (38 cases)

Job Title: Coordinator	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	11	42,528	39,116	45,000	6	34,663	54,565
3 – 5 employees	10	45,050	36,750	49,656	5	36,057	51,994
6 – 9 employees	9	47,487	32,859	61,342	6	46,861	61,216
10 – 19 employees	4	41,915	37,000	48,415	4	35,646	49,312
20 or more employees	4	34,181	24,000	46,044	1	-	-
(2) Sector							
Arts/Culture/ Heritage/ Environment	1	-	-	-	-	-	-
Sports /Recreation	1	-	-	-	-	-	-
Education/Research	5	44,099	32,190	58,500	3	45,306	58,808
Health	5	40,439	31,065	52,592	3	40,156	53,396
Social Services	12	41,149	36,250	45,500	8	35,860	50,272
Development/Housing	13	46,197	40,461	49,604	8	36,718	56,015
Advocacy/Law/Politics	1	-	-	-	-	-	-
(3) Income							
Less than €250,000	23	41,343	36,000	46,000	13	35,842	54,271
€250,000 - €499,999	5	48,343	33,000	60,857	1	-	-
€500,000 - €999,999	4	45,665	35,500	61,165	3	44,501	55,890
€1,000,000 - €4,999,999	3	44,005	-	-	3	37,350	46,099
€5,000,000 - €9,999,999	1	-	-	-	-	-	-
€10,000,000 or more	-	-	-	-	-	-	-
All Organisations	38	43,423	35,750	49,556	22	38,046	53,950

LEVEL = 2

DIRECTOR¹¹ - OTHER (not elsewhere specified) (32 cases)

Job Title: Other Director	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	3	45,444	-	-	1	-	-
3 – 5 employees	4	54,621	44,437	61,679	3	58,753	70,603
6 – 9 employees	9	74,979	56,344	95,000	3	62,963	75,597
10 – 19 employees	4	55,517	39,583	72,215	2	51,797	63,837
20 or more employees	11	80,709	73,441	87,000	8	71,034	88,792
(2) Sector							
Arts/Culture/ Heritage/ Environment	2	55,450	-	-	-	-	-
Sports /Recreation	1	-	-	-	1	-	-
Education/Research	6	74,188	44,598	101,250	2	34,302	44,565
Health	5	82,772	74,931	88,500	5	72,961	91,803
Social Services	4	70,352	58,360	77,894	3	66,459	81,994
Development/Housing	8	55,530	51,688	61,595	5	53,788	65,176
Advocacy/Law/Politics	5	72,688	56,500	89,673	1	-	-
(3) Income							
Less than €250,000	2	42,167	-	-	1	-	-
€250,000 - €499,999	6	59,951	55,592	65,016	4	54,215	65,235
€500,000 - €999,999	7	66,443	51,688	77,250	3	62,963	75,597
€1,000,000 - €4,999,999	11	74,083	62,000	90,000	5	66,732	86,115
€5,000,000 - €9,999,999	2	77,512	-	-	1	-	-
€10,000,000 or more	3	86,808	-	-	3	76,840	91,474
All Organisations	32	69,453	54,436	85,567	17	62,648	77,448

¹¹ Includes the following: National Secretary, Asst. General Secretary, Head of Policy and Media, Legal Policy Director, Director of Development, Policy and Communications Director, Services and Support Coordinator, Director of Client Services, Director of Housing, Head of Evaluation/Training, Head of Org and Admin, Director of Marketing, Head of Counseling, Company Secretary, Assistant Director, Communications Director, Policy Director, Senior Solicitor, Network Director

LEVEL = 7

DRIVER (20 cases)

Job Title: Driver	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	-	-	-	-	-	-	-
3 - 5 employees	2	27,486	-	-	-	-	-
6 - 9 employees	3	26,167	-	-	-	-	-
10 - 19 employees	4	24,628	21,631	27,635	2	25,865	27,003
20 or more employees	11	28,808	28,500	29,056	6	27,335	30,752
(2) Sector							
Arts/Culture/ Heritage/ Environment	-	-	-	-	-	-	-
Sports /Recreation	-	-	-	-	-	-	-
Education/Research	-	-	-	-	-	-	-
Health	12	28,049	27,075	29,053	6	27,335	30,752
Social Services	5	25,496	22,461	28,724	2	25,865	27,003
Development/Housing	3	28,266	-	-	-	-	-
Advocacy/Law/Politics	-	-	-	-	-	-	-
(3) Income							
Less than €250,000	2	27,986	-	-	-	-	-
€250,000 - €499,999	4	24,009	21,631	25,778	1	-	-
€500,000 - €999,999	3	26,659	-	-	1	-	-
€1,000,000 - €4,999,999	6	28,797	27,300	30,160	3	27,038	31,092
€5,000,000 - €9,999,999	2	28,772	-	-	1	-	-
€10,000,000 or more	3	28,852	-	-	2	27,279	30,819
All Organisations	20	27,443	26,250	29,000	8	26,968	29,815

LEVEL = 5

FAMILY SUPPORT WORKER (18 cases)

Job Title: Family Support Worker	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	-	-	-	-	-	-	-
3 – 5 employees	-	-	-	-	-	-	-
6 – 9 employees	5	32,004	25,063	38,835	5	27,592	40,433
10 – 19 employees	9	33,204	28,588	36,888	4	29,666	37,866
20 or more employees	4	38,006	33,467	41,063	3	34,178	43,445
(2) Sector							
Arts/Culture/ Heritage/ Environment	-	-	-	-	-	-	-
Sports /Recreation	-	-	-	-	-	-	-
Education/Research	1	-	-	-	1	-	-
Health	3	34,333	-	-	3	30,720	40,315
Social Services	7	33,634	26,991	38,949	6	30,410	39,213
Development/Housing	7	35,080	29,857	39,750	2	31,496	49,813
Advocacy/Law/Politics	-	-	-	-	-	-	-
(3) Income							
Less than €250,000	1	-	-	-	1	-	-
€250,000 - €499,999	7	30,070	26,991	33,240	3	24,990	34,179
€500,000 - €999,999	3	35,916	-	-	3	31,568	45,647
€1,000,000 - €4,999,999	3	40,163	-	-	3	36,084	44,592
€5,000,000 - €9,999,999	2	39,350	-	-	-	-	-
€10,000,000 or more	1	-	-	-	1	-	-
All Organisations	18	33,938	29,223	39,018	12	29,930	40,330

FINANCE¹² - HEAD OF (29 cases)

Job Title: Head of Finance	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	-	-	-	-	-	-	-
3 – 5 employees	3	45,667	-	-	-	-	-
6 – 9 employees	7	37,516	26,250	43,951	3	34,368	49,428
10 – 19 employees	3	56,129	-	-	1	-	-
20 or more employees	16	64,058	50,375	82,878	8	58,825	72,161
(2) Sector							
Arts/Culture/ Heritage/ Environment	5	48,956	29,532	73,750	1	-	-
Sports /Recreation	-	-	-	-	-	-	-
Education/Research	3	39,981	-	-	-	-	-
Health	7	66,574	47,000	86,423	5	62,832	76,834
Social Services	7	57,955	51,500	65,000	3	64,874	77,957
Development/Housing	7	50,929	43,951	60,693	3	40,647	57,993
Advocacy/Law/Politics	-	-	-	-	-	-	-
(3) Income							
Less than €250,000							
€250,000 - €499,999	1	-	-	-	-	-	-
€500,000 - €999,999	4	37,417	26,953	51,392	1	-	-
€1,000,000 - €4,999,999	15	52,120	43,951	60,693	7	48,317	62,545
€5,000,000 - €9,999,999	3	67,475	-	-	1	-	-
€10,000,000 or more	4	81,023	69,918	86,856	3	74,517	89,976
All Organisations	29	54,929	42,472	64,750	12	54,643	68,918

¹² Also includes Financial Controller and Finance Manager

FINANCE OFFICER (18 cases)

Job Title: Finance Officer	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	-	-	-	-	-	-	-
3 – 5 employees	3	23,664	-	-	-	-	-
6 – 9 employees	4	31,633	29,510	34,769	2	36,835	47,750
10 – 19 employees	1	-	-	-	-	-	-
20 or more employees	10	32,694	24,875	39,898	5	27,351	36,801
(2) Sector							
Arts/Culture/ Heritage/ Environment	3	27,735	-	-	-	-	-
Sports /Recreation	1	-	-	-	1	-	-
Education/Research	3	29,968	-	-	1	-	-
Health	5	33,250	27,370	38,755	2	23,692	36,681
Social Services	-	-	-	-	-	-	-
Development/Housing	6	27,348	20,436	31,656	3	32,491	39,966
Advocacy/Law/Politics	-	-	-	-	-	-	-
(3) Income							
Less than €250,000	3	23,664	-	-	-	-	-
€250,000 - €499,999	1	-	-	-	-	-	-
€500,000 - €999,999	3	35,410	-	-	1	-	-
€1,000,000 - €4,999,999	6	30,245	28,075	32,156	4	30,691	38,846
€5,000,000 - €9,999,999	3	29,421	-	-	1	-	-
€10,000,000 or more	2	38,755	-	-	1	-	-
All Organisations	18	30,303	23,688	36,495	7	30,060	39,929

FUNDRAISING¹³ - DIRECTOR/HEAD OF (19 cases)

Job Title: Director/Head of Fundraising	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	1	-	-	-	1	-	-
3 – 5 employees	2	40,000	-	-	0	.	.
6 – 9 employees	3	53,471	-	-	2	50,068	68,061
10 – 19 employees	1	-	-	-	0	.	.
20 or more employees	12	58,980	46,558	65,420	9	45,276	58,072
(2) Sector							
Arts/Culture/ Heritage/ Environment	2	47,000	-	-	-	-	-
Sports /Recreation	1	-	-	-	-	-	-
Education/Research	1	-	-	-	1	-	-
Health	10	57,698	40,000	68,728	6	44,327	57,787
Social Services	3	47,823	-	.	2	47,802	59,565
Development/Housing	1	-	-	-	1	-	-
Advocacy/Law/Politics	1	-	-	-	1	-	-
(3) Income							
Less than €250,000	1	-	-	-	-	-	-
€250,000 - €499,999	-	-	-	-	-	-	-
€500,000 - €999,999	3	43,525	-	.	2	45,112	54,195
€1,000,000 - €4,999,999	10	54,643	40,000	66,382	7	46,994	60,776
€5,000,000 - €9,999,999	2	49,959	-	.	1	-	-
€10,000,000 or more	3	69,649	-	-	2	43,803	60,213
All Organisations	19	53,993	40,000	63,679	12	46,059	59,253

¹³ Also includes Fundraising & Development Manager

FUNDRAISING OFFICER (15 cases)

Job Title: Fundraising Officer	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	-	-	-	-	-	-	-
3 – 5 employees	3	29,835	-	-	1	-	-
6 – 9 employees	3	30,933	-	-	-	-	-
10 – 19 employees	-	-	-	-	-	-	-
20 or more employees	9	38,411	30,221	48,003	4	33,359	43,978
(2) Sector							
Arts/Culture/ Heritage/ Environment	1	-	-	-	-	-	-
Sports /Recreation	-	-	-	-	-	-	-
Education/Research	1	-	-	-	-	-	-
Health	9	35,452	27,750	43,530	4	35,678	42,879
Social Services	2	30,221	-	-	1	-	-
Development/Housing	2	28,250	-	-	-	-	-
Advocacy/Law/Politics	-	-	-	-	-	-	-
(3) Income							
Less than €250,000							
€250,000 - €499,999	1	-	-	-	1	-	-
€500,000 - €999,999	2	27,500	-	-	-	-	-
€1,000,000 - €4,999,999	9	34,827	28,500	44,000	2	26,116	38,826
€5,000,000 - €9,999,999	1	-	-	-	-	-	-
€10,000,000 or more	2	43,530	-	-	2	40,603	49,130
All Organisations	15	35,200	28,500	41,054	5	33,189	41,833

LEVEL = 7

HANDYMAN¹⁴ (18 cases)

Job Title: Handyman	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	-	-	-	-	-	-	-
3 – 5 employees	1	-	-	-	-	-	-
6 – 9 employees	4	18,749	17,056	20,160	1	-	-
10 – 19 employees	2	23,210	-	-	-	-	-
20 or more employees	11	28,331	22,000	32,500	3	30,516	32,649
(2) Sector							
Arts/Culture/ Heritage/ Environment	1	-	-	-	-	-	-
Sports /Recreation	-	-	-	-	-	-	-
Education/Research	2	29,138	-	-	-	-	-
Health	4	26,423	19,575	35,174	2	31,996	33,655
Social Services	3	24,212	-	-	1	-	-
Development/Housing	8	24,715	18,510	29,686	1	-	-
Advocacy/Law/Politics	2	29,138	-	-	-	-	-
(3) Income							
Less than €250,000	1	-	-	-	-	-	-
€250,000 - €499,999	4	19,618	17,056	22,526	1	-	-
€500,000 - €999,999	3	25,148	-	-	-	-	-
€1,000,000 - €4,999,999	7	25,357	19,500	29,239	2	28,237	30,398
€5,000,000 - €9,999,999	1	-	-	-	-	-	-
€10,000,000 or more	1	-	-	-	1	-	-
All Organisations	18	25,255	19,725	29,557	3	30,516	32,649

¹⁴ Includes Gardener/Groundsman

LEVEL = 3

HEAD OF SERVICES/OPERATIONS¹⁵ (18 cases)

Job Title: Head of Services/ Operations	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	-	-	-	-	-	-	-
3 – 5 employees	2	37,390	-	-	2	33,904	43,584
6 – 9 employees	4	53,700	45,000	63,600	1	-	-
10 – 19 employees	1	-	-	-	1	-	-
20 or more employees	11	61,700	51,728	78,472	8	57,818	73,089
(2) Sector							
Arts/Culture/ Heritage/ Environment	1	-	-	-	-	-	-
Sports /Recreation	-	-	-	-	-	-	-
Education/Research	2	62,400	-	-	1	-	-
Health	7	56,393	51,728	61,200	6	49,084	63,477
Social Services	4	68,236	54,000	78,472	3	65,347	80,949
Development/Housing	4	42,617	40,265	44,695	2	36,817	47,850
Advocacy/Law/Politics	-	-	-	-	-	-	-
(3) Income							
Less than €250,000	2	38,000	-	-	1	-	-
€250,000 - €499,999	2	41,733	-	-	2	36,817	47,850
€500,000 - €999,999	2	62,400	-	-	1	-	-
€1,000,000 - €4,999,999	10	58,753	50,046	69,118	7	55,645	70,743
€5,000,000 - €9,999,999	1	-	-	-	-	-	-
€10,000,000 or more	1	-	-	-	1	-	-
All Organisations	18	55,998	44,695	65,100	12	51,181	66,242

¹⁵ Also includes Services Manager

HR / PERSONNEL¹⁶ - HEAD OF (14 cases)

Job Title: Head of HR/ Personnel	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	-	-	-	-	-	-	-
3 – 5 employees	-	-	-	-	-	-	-
6 – 9 employees	-	-	-	-	-	-	-
10 – 19 employees	1	-	-	-	-	-	-
20 or more employees	13	54,836	45,433	64,250	9	52,562	65,459
(2) Sector							
Arts/Culture/ Heritage/ Environment	1	-	-	-	-	-	-
Sports /Recreation	1	-	-	-	1	-	-
Education/Research	1	-	-	-	1	-	-
Health	7	61,628	44,866	80,784	6	55,294	68,580
Social Services	4	46,404	35,000	53,904	2	47,689	60,428
Development/Housing	-	-	-	-	-	-	-
Advocacy/Law/Politics	-	-	-	-	-	-	-
(3) Income							
Less than €250,000	-	-	-	-	-	-	-
€250,000 - €499,999	-	-	-	-	-	-	-
€500,000 - €999,999	1	-	-	-	1	-	-
€1,000,000 - €4,999,999	5	46,139	35,500	54,539	3	43,126	54,618
€5,000,000 - €9,999,999	4	47,680	45,150	49,963	2	43,260	52,962
€10,000,000 or more	4	72,864	56,625	84,824	4	64,290	79,838
All Organisations	14	53,504	43,900	59,625	10	50,409	62,662

¹⁶ Also includes HR/Personnel Manager

LEVEL = 5

INFORMATION OFFICER (16 cases)

Job Title: Information Officer	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	-	-	-	-	-	-	-
3 - 5 employees	2	32,403	-	-	-	-	-
6 - 9 employees	8	40,033	34,213	47,160	4	36,898	46,598
10 - 19 employees	2	32,024	-	-	1	-	-
20 or more employees	4	41,052	33,499	48,108	2	39,303	58,713
(2) Sector							
Arts/Culture/ Heritage/ Environment	-	-	-	-	-	-	-
Sports /Recreation	-	-	-	-	-	-	-
Education/Research	4	44,044	36,339	52,726	2	42,800	52,065
Health	4	37,679	29,524	46,060	2	42,346	50,491
Social Services	3	32,116	-	-	1	-	-
Development/Housing	1	-	-	-	1	-	-
Advocacy/Law/Politics	4	36,023	33,993	39,650	2	30,995	41,132
(3) Income							
Less than €250,000	1	-	-	-	1	-	-
€250,000 - €499,999	3	33,219	-	-	1	-	-
€500,000 - €999,999	7	39,906	33,990	49,130	4	36,383	44,468
€1,000,000 - €4,999,999	2	39,150	-	-	1	-	-
€5,000,000 - €9,999,999	-	-	-	-	-	-	-
€10,000,000 or more	2	42,954	-	-	1	-	-
All Organisations	16	38,333	33,993	44,813	8	36,153	46,732

LEVEL = 5

IT OFFICER (10 cases)

Job Title: IT Officer	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	1	-	-	-	-	-	-
3 – 5 employees	1	-	-	-	-	-	-
6 – 9 employees	2	40,050	-	-	-	-	-
10 – 19 employees	-	-	-	-	-	-	-
20 or more employees	6	36,931	31,074	43,077	3	39,403	49,509
(2) Sector							
Arts/Culture/ Heritage/ Environment	-	-	-	-	-	-	-
Sports /Recreation	1	-	-	-	1	-	-
Education/Research	3	40,367	-	-	-	-	-
Health	4	40,170	33,894	48,026	2	42,802	52,565
Social Services	1	-	-	-	-	-	-
Development/Housing	1	-	-	-	-	-	-
Advocacy/Law/Politics	-	-	-	-	-	-	-
(3) Income							
Less than €250,000	1	-	-	-	-	-	-
€250,000 - €499,999	-	-	-	-	-	-	-
€500,000 - €999,999	1	-	-	-	-	-	-
€1,000,000 - €4,999,999	3	34,267	-	-	-	-	-
€5,000,000 - €9,999,999	2	32,053	-	-	1	-	-
€10,000,000 or more	3	42,559	-	-	2	42,802	52,565
All Organisations	10	37,568	32,330	40,702	3	39,403	49,509

JUNIOR RECEPTIONIST (19 cases)

Job Title: Junior Receptionist	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	-	-	-	-	-	-	-
3 – 5 employees	3	19,151	-	-	2	15,738	17,464
6 – 9 employees	2	28,022	-	-	2	23,221	48,593
10 – 19 employees	1	-	-	-	-	-	-
20 or more employees	13	24,632	22,000	26,249	7	22,040	33,865
(2) Sector							
Arts/Culture/ Heritage/ Environment	-	-	-	-	-	-	-
Sports /Recreation	-	-	-	-	-	-	-
Education/Research	1	-	-	-	-	-	-
Health	6	26,937	23,734	28,921	5	22,016	33,091
Social Services	3	21,162	-	-	2	17,005	25,231
Development/Housing	8	23,764	20,375	26,500	4	22,027	38,313
Advocacy/Law/Politics	1	-	-	-	-	-	-
(3) Income							
Less than €250,000	1	-	-	-	1	-	-
€250,000 - €499,999	3	19,095	-	-	1	-	-
€500,000 - €999,999	3	25,348	-	-	2	23,221	48,593
€1,000,000 - €4,999,999	9	23,893	22,450	25,845	5	21,564	32,351
€5,000,000 - €9,999,999	1	-	-	-	-	-	-
€10,000,000 or more	2	31,344	-	-	2	23,230	37,649
All Organisations	19	23,897	20,318	26,000	11	21,109	33,561

LEVEL = 4
MIDDLE MANAGER¹⁷ - OTHER (not elsewhere specified)(50 cases)

Job Title: Other Middle Manager	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	1	-	-	-	-	-	-
3 – 5 employees	1	-	-	-	-	-	-
6 – 9 employees	8	39,839	29,000	45,813	3	41,277	51,273
10 – 19 employees	11	36,414	23,106	49,370	4	40,592	52,558
20 or more employees	29	49,617	42,983	57,177	17	44,056	57,332
(2) Sector							
Arts/Culture/ Heritage/ Environment	4	27,549	22,125	33,823	0	-	-
Sports /Recreation	1	-	-	-	1	-	-
Education/Research	4	36,586	28,071	46,046	2	35,764	51,684
Health	16	54,598	47,208	58,739	11	46,239	58,112
Social Services	13	45,425	36,875	51,375	6	46,958	55,914
Development/Housing	10	37,600	32,500	44,681	2	18,530	45,788
Advocacy/Law/Politics	2	45,588	-	-	2	45,136	56,121
(3) Income							
Less than €250,000	4	36,313	32,000	41,063	-	-	-
€250,000 - €499,999	2	58,745	-	-	-	-	-
€500,000 - €999,999	7	37,629	27,000	46,039	5	39,750	51,094
€1,000,000 - €4,999,999	21	43,465	36,500	49,133	9	41,578	57,625
€5,000,000 - €9,999,999	5	46,272	36,624	54,820	3	48,243	57,165
€10,000,000 or more	9	55,170	44,903	60,514	6	46,111	57,290
All Organisations	50	44,783	36,390	52,186	24	43,131	55,779

¹⁷ Includes: Community Development Manager, Education Manager, R&D Manager, Maintenance Manager, Office Services Manager, Training Manager, Head of Section, Estate Management Coordinator, Jobclub Manager, Communications and Marketing Manager, Assistant Manager, Finance Deputy Director, HR Deputy Director, Senior Social Worker, Workshop Manager, Home Manager/Matron, Estate Manager, Youth Work Manager, Deputy Box Office Manager, Deputy Front of House Manager, Deputy Technical Manager, Education Manager, Inspectorate Supervisor, PR Manager, Residential Manager, Team Leaders, Step Manager, Nursing Manager, Nursery Manager, R & D Manager, Marketing Manager, Publication Manager, Pre-School Manager, Social Care Manager, Health Promotion Officer, Manager-Charitable Services, Campaigns & Communications Officer, Research and Policy, Compliance Manager, Communications Manager

LEVEL = 3

MANAGER - SENIOR¹⁸ - OTHER (not elsewhere specified) (41 cases)

Job Title: Other Senior Manager	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	2	35,720	-	-	2	35,720	50,429
3 – 5 employees	1	-	-	-	-	-	-
6 – 9 employees	6	48,393	39,125	56,750	1	-	-
10 – 19 employees	9	42,474	32,563	54,428	3	45,568	56,723
20 or more employees	23	60,688	50,000	75,500	10	57,139	72,507
(2) Sector							
Arts/Culture/ Heritage/ Environment	6	38,993	29,864	46,298	-	-	-
Sports /Recreation	-	-	-	-	-	-	-
Education/Research	5	46,813	38,386	54,702	3	44,442	62,377
Health	10	65,999	52,815	80,000	8	60,412	76,057
Social Services	8	53,213	38,777	59,036	5	42,583	55,201
Development/Housing	11	51,289	44,000	56,112	-	-	-
Advocacy/Law/Politics	1	-	-	-	-	-	-
(3) Income							
Less than €250,000	3	36,070	-	-	3	35,720	50,429
€250,000 - €499,999	1	-	-	-	-	-	-
€500,000 - €999,999	6	49,281	39,125	60,572	2	52,799	69,692
€1,000,000 - €4,999,999	20	51,198	41,548	54,052	9	55,652	70,960
€5,000,000 - €9,999,999	8	65,955	55,919	79,500	2	57,954	71,139
€10,000,000 or more	2	61,750	-	-	-	-	-
All Organisations	41	53,168	41,409	58,104	16	51,846	66,975

¹⁸ Includes: Front of House Manager, Gallery Manager, Technical Manager , Accommodation Manager, Community Services and HR Policy, Fitness and HR Admin, Head of Therapy, Multimedia Coordinator, Clinical Manager, Quality Manager, Senior Policy Researcher

LEVEL = 5

NURSE (11 cases)

Job Title: Nurse	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	-	-	-	-	-	-	-
3 – 5 employees	1	-	-	-	-	-	-
6 – 9 employees	-	-	-	-	-	-	-
10 – 19 employees	1	-	-	-	-	-	-
20 or more employees	9	46,265	39,050	53,408	8	37,808	50,399
(2) Sector							
Arts/Culture/ Heritage/ Environment	-	-	-	-	-	-	-
Sports /Recreation	-	-	-	-	-	-	-
Education/Research	-	-	-	-	-	-	-
Health	9	43,973	37,334	49,416	7	36,397	49,499
Social Services	2	44,429	-	-	1	-	-
Development/Housing	-	-	-	-	-	-	-
Advocacy/Law/Politics	-	-	-	-	-	-	-
(3) Income							
Less than €250,000	-	-	-	-	-	-	-
€250,000 - €499,999	1	-	-	-	-	-	-
€500,000 - €999,999	-	-	-	-	-	-	-
€1,000,000 - €4,999,999	5	44,453	37,375	51,608	3	38,674	48,166
€5,000,000 - €9,999,999	4	47,693	39,649	54,016	4	39,011	53,599
€10,000,000 or more	1	-	-	-	1	-	-
All Organisations	11	44,056	37,318	52,191	8	37,808	50,399

LEVEL = 6

OFFICE SUPERVISOR/ADMINISTRATOR¹⁹ (62 cases)

Job Title: Office Supervisor /Administrator	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	5	24,953	20,366	29,417	2	18,760	27,970
3 – 5 employees	17	29,831	26,887	33,222	5	24,600	38,936
6 – 9 employees	14	30,909	25,019	37,614	8	23,356	34,748
10 – 19 employees	12	33,131	28,134	36,734	8	23,346	39,795
20 or more employees	14	35,622	30,000	40,057	7	30,788	41,658
(2) Sector							
Arts/Culture/ Heritage/ Environment	4	30,916	26,269	34,758	2	25,193	38,723
Sports /Recreation	2	33,938	-	-	1	-	-
Education/Research	6	33,104	28,019	38,595	5	21,651	37,450
Health	11	34,178	28,000	40,603	3	32,461	44,654
Social Services	17	32,656	29,208	36,399	9	25,535	37,764
Development/Housing	18	29,112	24,558	34,838	8	24,640	37,691
Advocacy/Law/Politics	4	28,906	18,606	39,812	2	17,043	27,552
(3) Income							
Less than €250,000	16	26,387	23,379	29,855	7	21,448	30,943
€250,000 - €499,999	16	31,712	27,905	34,553	6	26,317	39,903
€500,000 - €999,999	11	32,321	30,000	37,485	6	24,578	38,651
€1,000,000 - €4,999,999	14	35,964	28,178	41,628	7	25,890	40,933
€5,000,000 - €9,999,999	1	-	-	-	1	-	-
€10,000,000 or more	1	-	-	-	1	-	-
All Organisations	62	31,628	27,598	36,537	30	24,988	37,952

¹⁹ See also Administrator

LEVEL = 6

PA TO CHIEF EXECUTIVE (14 cases)

Job Title: PA to Chief Executive	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	1	-	-	-	-	-	-
3 – 5 employees	-	-	-	-	-	-	-
6 – 9 employees	2	32,355	-	-	-	-	-
10 – 19 employees	4	34,415	27,400	42,718	2	28,245	41,029
20 or more employees	7	39,277	36,000	41,980	6	33,251	45,390
(2) Sector							
Arts/Culture/ Heritage/ Environment	-	-	-	-	-	-	-
Sports /Recreation	1	-	-	-	-	-	-
Education/Research	2	33,060	-	-	1	-	-
Health	7	37,314	33,439	41,980	4	33,247	46,123
Social Services	3	40,463	-	-	3	30,496	42,353
Development/Housing	1	-	-	-	-	-	-
Advocacy/Law/Politics	-	-	-	-	-	-	-
(3) Income							
Less than €250,000	1	-	-	-	-	-	-
€250,000 - €499,999	1	-	-	-	-	-	-
€500,000 - €999,999	1	-	-	-	-	-	-
€1,000,000 - €4,999,999	5	39,539	36,479	42,704	4	33,944	45,064
€5,000,000 - €9,999,999	1	-	-	-	1	-	-
€10,000,000 or more	4	39,356	34,079	44,999	3	32,329	45,497
All Organisations	14	35,968	28,852	41,245	8	31,999	44,300

LEVEL = 4

PROJECT/PROGRAMME MANAGER (30 cases)

Job Title: Project/Programme Manager	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	7	44,489	39,500	50,000	3	39,102	54,780
3 – 5 employees	3	41,265	-	-	-	-	-
6 – 9 employees	8	42,081	31,475	50,664	5	39,360	52,386
10 – 19 employees	7	42,451	35,941	44,152	5	39,869	49,552
20 or more employees	5	48,710	40,099	58,063	4	43,653	57,718
(2) Sector							
Arts/Culture/ Heritage/ Environment	3	33,046	-	-	1	-	-
Sports /Recreation	2	48,614	47,228	-	1	-	-
Education/Research	2	40,647	-	-	-	-	-
Health	4	46,893	40,250	57,606	2	42,223	54,363
Social Services	8	45,290	36,195	53,675	7	42,706	54,190
Development/Housing	11	44,093	41,956	49,685	6	38,892	52,614
Advocacy/Law/Politics	-	-	-	-	-	-	-
(3) Income							
Less than €250,000	6	43,470	38,183	50,000	2	36,304	52,565
€250,000 - €499,999	10	39,362	32,199	45,614	3	38,653	48,430
€500,000 - €999,999	5	41,675	33,471	52,217	4	41,337	49,940
€1,000,000 - €4,999,999	6	47,752	40,843	55,473	5	39,709	55,628
€5,000,000 - €9,999,999	1	-	-	-	1	-	-
€10,000,000 or more	1	-	-	-	1	-	-
All Organisations	30	43,752	36,704	50,000	17	40,475	53,229

LEVEL = 5

PROJECT OFFICER/WORKER (42 cases)

Job Title: Project Officer/Worker	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	3	32,708	-	-	1	-	-
3 – 5 employees	12	38,567	34,250	44,171	9	34,190	46,376
6 – 9 employees	10	37,128	35,420	40,341	7	31,915	49,910
10 – 19 employees	10	35,148	30,550	37,789	9	28,884	38,943
20 or more employees	7	41,326	37,000	46,000	5	35,157	52,203
(2) Sector							
Arts/Culture/ Heritage/ Environment	3	36,076	-	-	2	32,047	46,084
Sports /Recreation	1	-	-	-	1	-	-
Education/Research	4	38,117	30,835	44,782	4	32,276	41,908
Health	3	45,384	-	-	3	40,124	50,416
Social Services	14	37,864	33,519	43,890	11	31,860	44,142
Development/Housing	15	36,647	35,000	39,000	10	30,754	48,931
Advocacy/Law/Politics	2	37,000	-	-	-	-	-
(3) Income							
Less than €250,000	14	35,555	29,950	41,078	10	30,680	42,475
€250,000 - €499,999	8	34,666	30,220	38,586	4	30,750	41,500
€500,000 - €999,999	10	37,636	33,677	40,437	8	31,598	46,100
€1,000,000 - €4,999,999	8	41,241	37,916	44,101	7	33,643	50,213
€5,000,000 - €9,999,999	1	-	-	-	1	-	-
€10,000,000 or more	1	-	-	-	1	-	-
All Organisations	42	37,451	33,519	43,188	31	31,995	45,492

LEVEL = 7

SECRETARY (14 cases)

Job Title: Secretary	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	1	-	-	-	-	-	-
3 – 5 employees	5	30,154	24,734	34,650	-	-	-
6 – 9 employees	2	27,692	-	-	-	-	-
10 – 19 employees	2	23,168	-	-	-	-	-
20 or more employees	4	30,263	25,540	37,833	2	21,601	27,349
(2) Sector							
Arts/Culture/ Heritage/ Environment	-	-	-	-	-	-	-
Sports /Recreation	-	-	-	-	-	-	-
Education/Research	1	-	-	-	-	-	-
Health	3	27,278	-	-	1	-	-
Social Services	3	29,912	-	-	-	-	-
Development/Housing	7	25,877	20,800	32,000	1	-	-
Advocacy/Law/Politics	-	-	-	-	-	-	-
(3) Income							
Less than €250,000	3	24,684	-	-	-	-	-
€250,000 - €499,999	2	34,608	-	-	-	-	-
€500,000 - €999,999	2	30,268	-	-	-	-	-
€1,000,000 - €4,999,999	4	29,422	25,540	33,725	2	21,601	27,349
€5,000,000 - €9,999,999	-	-	-	-	-	-	-
€10,000,000 or more	2	25,624	-	-	-	-	-
All Organisations	14	28,110	24,643	32,575	2	21,601	27,349

LEVEL = 6

SENIOR ADMINISTRATIVE/CATERING/SUPERVISORY STAFF²⁰ - OTHER (not elsewhere specified) (23 cases)

Job Title: Other Senior Administrative/ Catering/Supervisory Staff	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	1	-	-	-	-	-	-
3 - 5 employees	1	-	-	-	-	-	-
6 - 9 employees	6	27,378	24,931	30,000	4	24,750	33,250
10 - 19 employees	6	21,694	19,434	23,697	1	-	-
20 or more employees	9	30,835	26,000	32,519	4	22,504	44,807
(2) Sector							
Arts/Culture/ Heritage/ Environment	1	-	-	-	1	-	-
Sports /Recreation	-	-	-	-	-	-	-
Education/Research	9	24,514	20,431	29,770	3	23,615	33,405
Health	2	40,713	-	-	2	23,231	50,038
Social Services	5	27,318	24,500	29,796	3	21,851	36,384
Development/Housing	6	28,768	22,981	33,075	-	-	-
Advocacy/Law/Politics	-	-	-	-	-	-	-
(3) Income							
Less than €250,000	4	25,415	23,995	27,250	2	22,500	29,000
€250,000 - €499,999	3	21,022	-	-	-	-	-
€500,000 - €999,999	2	21,721	-	-	1	-	-
€1,000,000 - €4,999,999	8	30,277	29,655	32,000	4	24,388	38,538
€5,000,000 - €9,999,999	3	33,690	-	-	2	23,231	50,038
€10,000,000 or more	2	24,250	-	-	-	-	-
All Organisations	23	27,663	23,660	30,911	9	22,873	37,494

²⁰ Includes: Clerical Supervisor, Call Operator, Executive, Admin/Support, IT Trainer, Conference Administrator, Course Administrator, Complex Supervisor, Membership Manager, Senior Clerical, Clerical Officer, Admin/Clerical, Bookkeeper, Secretary & PA to Fundraiser, Services Coordinators

SOCIAL WORKER²¹ (12 cases)

Job Title: Social Worker	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	-	-	-	-	-	-	-
3 – 5 employees	-	-	-	-	-	-	-
6 – 9 employees	-	-	-	-	-	-	-
10 – 19 employees	-	-	-	-	-	-	-
20 or more employees	12	44,017	38,228	51,534	12	38,112	51,830
(2) Sector							
Arts/Culture/ Heritage/ Environment	-	-	-	-	-	-	-
Sports /Recreation	-	-	-	-	-	-	-
Education/Research	-	-	-	-	-	-	-
Health	9	44,544	39,084	52,576	9	38,666	53,217
Social Services	3	42,435	-	-	3	36,451	47,668
Development/Housing	-	-	-	-	-	-	-
Advocacy/Law/Politics	-	-	-	-	-	-	-
(3) Income							
Less than €250,000	-	-	-	-	-	-	-
€250,000 - €499,999	-	-	-	-	-	-	-
€500,000 - €999,999	-	-	-	-	-	-	-
€1,000,000 - €4,999,999	3	40,830	-	-	3	36,248	47,745
€5,000,000 - €9,999,999	3	45,226	-	-	3	36,883	51,654
€10,000,000 or more	6	45,006	36,679	55,097	6	39,659	53,960
All Organisations	12	44,017	38,228	51,534	12	38,112	51,830

²¹ Also includes Social Care Worker. Does not include Senior Social Worker

LEVEL = 5

SPECIALIST/PROFESSIONAL STAFF²² - OTHER (not elsewhere specified) (57 cases)

Job Title: Other Specialist/ Professional Staff	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	1	-	-	-	-	-	-
3 – 5 employees	11	36,870	30,784	41,953	5	33,358	46,290
6 – 9 employees	15	36,373	25,495	45,119	5	34,578	46,141
10 – 19 employees	13	33,813	28,407	41,754	6	27,463	40,594
20 or more employees	17	42,951	34,461	45,003	9	35,746	47,259
(2) Sector							
Arts/Culture/ Heritage/ Environment	6	32,496	26,569	40,359	1	-	-
Sports /Recreation	2	29,375	-	-	-	-	-
Education/Research	8	31,425	25,061	39,747	4	28,702	43,811
Health	13	46,371	38,336	49,464	7	39,540	51,280
Social Services	11	40,746	38,700	45,119	7	34,470	45,785
Development/Housing	13	33,790	29,157	41,376	3	22,315	30,833
Advocacy/Law/Politics	4	36,863	32,403	42,604	3	32,416	45,896
(3) Income							
Less than €250,000	12	36,388	27,283	44,096	3	36,578	47,310
€250,000 - €499,999	18	34,561	27,335	42,522	8	30,748	41,901
€500,000 - €999,999	9	33,442	26,571	41,860	3	29,369	41,662
€1,000,000 - €4,999,999	8	44,321	30,747	43,750	5	33,546	45,979
€5,000,000 - €9,999,999	7	41,043	36,500	46,005	3	35,555	45,770
€10,000,000 or more	2	49,641	-	-	2	38,973	53,362
All Organisations	57	37,595	30,000	43,500	25	33,047	45,242

²² Includes: Editor, Adult Education Officer, Student Services Officer, Activity Director, Researcher/Research Officer, Advisory Officer, Countryside Recreation Officer, Architect, Estate Officer, Site Agent, Women's Refuge Workers, Educator/Nurse, Residential Support Workers, Domestic Violence Support Worker, Settlement Officer, Artistic Direction, Advocate, Policy Officer, Skills Coordinator, Maintenance Officer, Carer's Coordinator, Psychotherapist, Resource Worker, Guide, Group Worker, Education Officer, Events Coordinator, Trainee Community Health Workers, Counseling Coordinator, Counseling Support Officer, Sports Development Officer, Doctor

LEVEL = 5

SPECIALIST/PROFESSIONAL ASSISTANT STAFF²³ - OTHER (not elsewhere specified (12 cases))

Job Title: Other Assistant Special/Professional Staff	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	1	-	-	-	-	-	-
3 – 5 employees	-	-	-	-	-	-	-
6 – 9 employees	2	32,043	-	-	2	29,862	52,690
10 – 19 employees	6	23,701	17,491	28,619	2	21,644	21,644
20 or more employees	3	27,917	-	-	2	24,388	36,956
(2) Sector							
Arts/Culture/ Heritage/ Environment	-	-	-	-	-	-	-
Sports /Recreation	-	-	-	-	-	-	-
Education/Research	2	20,021	-	-	-	-	-
Health	2	30,876	-	-	2	24,388	36,956
Social Services	6	24,412	20,463	28,619	2	21,644	21,644
Development/Housing	2	32,043	-	-	2	29,862	52,690
Advocacy/Law/Politics	-	-	-	-	-	-	-
(3) Income							
Less than €250,000	2	26,704	-	-	-	-	-
€250,000 - €499,999	2	17,249	-	-	-	-	-
€500,000 - €999,999	4	27,443	23,280	31,595	3	24,640	34,167
€1,000,000 - €4,999,999	2	26,459	-	-	1	-	-
€5,000,000 - €9,999,999	-	-	-	-	-	-	-
€10,000,000 or more	2	30,876	-	-	2	24,388	36,956
All Organisations	12	26,029	21,771	31,192	6	25,298	37,097

²³ Includes: Childcare Assistant; Social Care Assistant; Programme Assistant; Family Support Assistant; Special Needs Assistant

LEVEL = 5

TRAINING OFFICER/TEACHER (25 cases)

Job Title: Training Officer /Teacher	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	-	-	-	-	-	-	-
3 – 5 employees	4	39,364	34,000	43,923	1	-	-
6 – 9 employees	7	44,942	40,000	49,087	4	37,914	53,929
10 – 19 employees	7	33,968	25,215	43,660	4	26,912	40,453
20 or more employees	7	36,681	30,100	45,150	4	37,860	54,547
(2) Sector							
Arts/Culture/ Heritage/ Environment	1	-	-	-	-	-	-
Sports /Recreation	2	32,308	-	-	1	-	-
Education/Research	6	34,989	25,991	43,175	3	25,022	38,521
Health	6	42,566	38,008	49,098	5	39,289	53,812
Social Services	4	36,248	26,135	44,778	2	34,542	50,024
Development/Housing	6	37,643	33,775	41,587	2	29,316	50,607
Advocacy/Law/Politics							
(3) Income							
Less than €250,000	3	38,445	-	-	1	-	-
€250,000 - €499,999	7	37,515	26,250	49,087	3	40,569	50,718
€500,000 - €999,999	7	34,475	25,215	41,169	3	26,686	43,558
€1,000,000 - €4,999,999	4	46,452	43,410	50,811	3	32,608	50,539
€5,000,000 - €9,999,999	2	40,681	-	-	1	-	-
€10,000,000 or more	2	40,079	-	-	2	35,816	54,719
All Organisations	25	38,664	30,564	44,867	13	34,041	49,295

YOUTH WORKER (13 cases)

Job Title: Youth Worker	ACTUAL 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 €
(1) Size of Organisation							
1 - 2 employees	3	42,389	-	-	-	-	-
3 – 5 employees	1	-	-	-	-	-	-
6 – 9 employees	1	-	-	-	1	-	-
10 – 19 employees	4	34,373	30,773	37,387	3	33,534	42,395
20 or more employees	4	34,431	31,250	37,042	1	-	-
(2) Sector							
Arts/Culture/ Heritage/ Environment	-	-	-	-	-	-	-
Sports /Recreation	-	-	-	-	-	-	-
Education/Research	-	-	-	-	-	-	-
Health	1	-	-	-	-	-	-
Social Services	9	39,183	34,260	46,560	5	31,705	44,323
Development/Housing	3	31,619	-	-	-	-	-
Advocacy/Law/Politics	-	-	-	-	-	-	-
(3) Income							
Less than €250,000	4	40,512	30,596	49,500	-	-	-
€250,000 - €499,999	2	37,488	-	-	1	-	-
€500,000 - €999,999	3	35,878	-	-	3	33,534	42,395
€1,000,000 - €4,999,999	4	34,431	31,250	37,042	1	-	-
€5,000,000 - €9,999,999	-	-	-	-	-	-	-
€10,000,000 or more	-	-	-	-	-	-	-
All Organisations	13	37,106	31,760	41,421	5	31,705	44,323

Part 4:

SUMMARY OF BONUS PAYMENTS BY LEVEL OF RESPONSIBILITY

Bonus Payments

Respondents were asked to indicate the amount of any bonus payment e.g. performance bonus, discretionary payment, Christmas bonus, etc., paid to employees. Where a bonus was paid, respondents were asked to show the amount given in 2007. Only a small number of organisations (26) indicated that they paid a bonus to employees. Table 11 below provides details of the incidence of bonus payments for each of the job levels in the survey. Please note that the number of cases in this table does not necessarily equate to the number of organisations providing bonuses, as many organisations have more than one category of employee at the various different job levels.

Table 11: Incidence and Amount of Annual Bonus Payments by Level of Responsibility

Level of Responsibility	Bonus Payment			
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €
Level 1 - Head of Organisation/Chief Executive Level	15	2,079	300	2,750
Level 2 - Director	6	4,383	1,144	6,125
Level 3 – Senior Manager	11	6,989	150	5,000
Level 4 - Middle Manager	15	1,391	150	860
Level 5 – Specialist/Professional Staff	35	549	150	400
Level 6 – Senior Administration, Catering and Supervisory Staff	14	630	238	646
Level 7 - Administration/ Maintenance/ Care Workers/Catering Staff - Entry and Semi-Skilled level	28	488	150	517

SECTION 2: CONDITIONS OF EMPLOYMENT/BENEFITS



CONDITIONS OF EMPLOYMENT/BENEFITS

1 ANNUAL LEAVE

	No. of Responses	DETAILS	Same for All Employees?
(i) Basic Annual Leave Entitlement	242	Average No. of Days: 23 days per annum Lower Quartile No. of Days: 21 days “ Upper Quartile No. of Days: 25 days “	Yes in 72% of cases See Appendix 1 for details
(ii) Maximum Service Leave days i.e. any extra days annual leave days granted on a service basis	38	Average Max. Service Leave Days = 4 days Lower Quartile = 2 days Upper Quartile = 5 days	See Appendix 2 for details
(iii) Days for which the organisation is closed over the Christmas period (excluding any Public Holidays such as Christmas Day and Stephen's Day)	156	Christmas Leave is taken from annual leave in 60% of cases Christmas Leave is taken in addition to annual leave in 39% of cases. In one organisation, 2 days are taken from annual leave and a min of 3 are provided in addition to annual leave.	Yes in the majority of cases. Examples of other approach include: Annual leave supplemented by 2 days for 2 week shut-down at Xmas Given as an annual bonus discretionary each year up to max of 6 days Time off in lieu is worked up to cover Christmas leave
(iv) Other leave days	57	Average = 2 days The main examples of this are: Good Friday only in 3 cases Good Friday + Xmas Eve = 9 cases Good Friday + another day (e.g. Tues after Easter) = 3 cases Easter period = 3 cases Varying additional concession days = 6 cases	-

2: COMPASSIONATE LEAVE

Formal or Discretionary Arrangements relating to leave for the following: death of an employee's relative, paternity, or marriage?	228	Formal Arrangements = 36% Discretionary = 63% Both (formal and informal) = 1%	Formal arrangements are more common in larger organisations.
(i) Bereavement of immediate family member (i.e. spouse/ partner, mother, father, child, brother or sister)	68	Average No. of Days = 4 Lower Quartile No. of Days = 3 Upper Quartile No. of Days = 5	-
(ii) Bereavement - extended family member (e.g. grandparents, aunts, uncles, nephews, nieces)	50	Average No. of Days = 2 Lower Quartile No. of Days = 1 Upper Quartile No. of Days = 3	-

CONDITIONS OF EMPLOYMENT/BENEFITS (CONT'D)

2: COMPASSIONATE LEAVE (cont'd)

	No. of Responses	DETAILS	Same for All Employees?
(iii) Paternity leave (on the birth of a male employee's child)	31	Average No. of Days = 4 Lower Quartile No. of Days = 3 Upper Quartile No. of Days = 5	-
(iv) Marriage (days off for an employee's own marriage)	16	Average No. of Days = 3 Lower Quartile No. of Days = 1 Upper Quartile No. of Days = 5	-

3: Pensions

Some or all employees covered by an Occupational Pension Scheme? (The questionnaire stated that the survey was only concerned with pension schemes to which the employer makes a contribution)	249	Yes = 56% Some 6,029 or 85% of employees in the survey work in organisations with a pension scheme	Out of 74 responses – 70% = yes; 15% = yes after a probationary period (ranging from 6 months to 2 years); 15% = no. Using these percentages, we can estimate that some 5,125 or 72% of employees are covered by an occupational pension scheme.
(i) Type of Scheme ²⁴	98	Defined Contributions (DC) = 86% Defined Benefits (DB) = 9% Both (DB + DC) = 3% PRSA = 2%	-
(ii) Employer contribution to the scheme (as a % of salary)	DC = 77 DB = 7	DC - Average = 7.8; Lower Q/tile = 5%; Upper Q/tile = 10%. DB - Average = 14.7%. Lower Q/tile = 10%; Upper Q/tile = 20%	-
(iii) Employee contribution ²⁵ to the scheme (as a % of salary)	DC = 64 DB = 5	DC - Average = 6.1 Lower Q/tile = 5%; Upper Q/tile = 5% DB - Average = 6.6% Lower Q/tile = 5%; Upper Q/tile = 9%	-

²⁴ Under a **Defined Benefit** scheme, an employee is guaranteed a defined benefit on retirement e.g. 2/3rds salary, by their employer. The employer has to fund this scheme to ensure that the benefit is provided. Some DB schemes are contributory which means that the employee will also have to contribute a percentage of their salary to the scheme. Some are non-contributory where the employee makes no personal contribution.

Under a **Defined Contributions** scheme the employee and employer contribute a defined percentage of salary to a pension fund. On retirement, the employee's pension will be determined by how much was contributed to the scheme and by what the investment has made. No specific pension benefit amount is guaranteed on retirement.

²⁵ Where a range of contributions was shown, the top rate was used for the purposes of calculating averages.

CONDITIONS OF EMPLOYMENT/BENEFITS (CONT'D)

4: Health Insurance

	No. of Responses	DETAILS	Same for All Employees?
(i) Organisation contributes to a health insurance scheme for employees?	242	Yes = 6%	In two of these fourteen organisations, the scheme is only for managers
(ii) Amount of contribution organisation makes to the cost of the scheme	8	100% in seven out of eight cases where information was provided	
(iii) Coverage of scheme	8	Employee only in 6 cases; Employee and family in 2 cases	

5: Sick Pay

(i) Type of Sick pay Scheme	238	Formal in 66% of cases Discretionary in 34% of cases As organisational size increases so too does the likelihood of the scheme being formal (as opposed to discretionary).	Same for all employees in 96% of cases
(ii) Number of Paid Sick Days pa	See Appendix 3		

6: Assistance with Further Education

Assistance provided to employees for further education?	245	Yes = 74% The incidence increases with the size of the organisation	Yes in 94% of cases. Where different – mainly relates to availability of funding.
Type of assistance provided	See Appendix 4		

7: 'Topping up' Maternity Pay

Employees on Maternity Leave paid over and above Social Welfare Payment?	227	Yes = 47% Again, the incidence increases with the size of the organisation	Yes in 75% of cases. Where different – mainly relates to employees having to reach a minimum service period.
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8: Canteen Facilities

Subsidised canteen with hot and cold food only	236	Yes = 12%	Overall, yes in the majority of cases, except where staff may have to have meals with service users
Subsidised canteen with cold food only	223	Yes = 4%	
Free tea/coffee	241	Yes = 81%	

CONDITIONS OF EMPLOYMENT/BENEFITS (CONT'D)

9: Flexible Working Arrangements

	No. of Responses	DETAILS	Further Details
(i) Part-time work available?	237	Yes = 80%	Reason not available to all employees: <ul style="list-style-type: none"> • depends on funding; • depends on duties and job type; • depends on programme; support workers only; • subject to negotiation; • subject to operational viability; • not if face-to-face with children/group; • each applicant considered on their own merits; • All requests to change hours are considered-business needs must be met; • Mainly management (where working from home).
(ii) Job sharing?	225	Yes = 25%	
(iii) A formal Flexi-time system (i.e. flexible start and finish times and with mandatory core hours)?	230	Yes = 49%	
(iv) Personalised hours (i.e. particular hours for individual employees)?	224	Yes = 59%	
(v) Working from home – 1 or 2 days per week?	231	Yes = 42%	
(vi) Working from home – 5 days per week?	222	Yes = 10%	
(vii) Term time (working only those weeks when schools are open)?	223	Yes = 9%	

10: Other Benefits

Christmas Party?	244	Yes = 80%	For details – see Appendix 5
Time in Lieu Overtime Policy?	239	Yes = 87%	For details – see Appendix 6
Employees Paid for Overtime Working?	262	Yes = 11%	Only 29 organisations indicated that they paid employees for overtime working. These tended to be for employees at Level 6 and 7.
Childcare Assistance provided?	236	Yes = 5%	Examples include: a discount arrangement for staff working in centre; provided for volunteers on training; and assistance with child minder's pay
Employee Assistance Programme?	228	Yes = 4%	6 counseling sessions per annum if required; professional assistance with costs and time off

CONDITIONS OF EMPLOYMENT/BENEFITS (CONT'D)

The nature and incidence of many of the conditions of employment are affected by the size (i.e. number of employees) of the organisation. A summary is shown below, which indicates to a greater or lesser degree, that larger and higher income organisations are more likely to have certain conditions and benefits, in addition to having formal scheme arrangements in place.

Table 12: Nature and incidence of benefits by size of organisation

Size (No. of Employees)	PERCENTAGE OF ORGANISATIONS WITH -						
	Formal Scheme for Compassionate, Paternity and/or Marriage Leave	An Occupational Pension Scheme	Formal Sick Pay Scheme	Assistance provided for Further Education	Maternity Pay 'Topped up' over and above Social Welfare Payment	An Xmas Party	Time Off in Lieu Overtime Policy
1 – 2	13	42	46	57	28	61	76
3 – 5	34	45	63	62	31	83	87
6 – 9	37	68	58	92	52	92	92
10 – 19	35	46	81	80	56	90	90
20 or more	62	80	89	84	69	76	93
Total	36	56	66	74	47	80	87

Table 13: Nature and incidence of benefits by annual income

Annual Income	PERCENTAGE OF ORGANISATIONS WITH -						
	Formal Scheme for Compassionate, Paternity and/or Marriage Leave	An Occupational Pension Scheme	Formal Sick Pay Scheme	Assistance provided for Further Education	Maternity Pay 'Topped up' over and above Social Welfare Payment	An Xmas Party	Time Off in Lieu Overtime Policy
Less than €250,000	28	40	56	62	39	72	86
€250,000 – 499,999	29	52	71	80	26	82	80
€500,000 – 999,999	32	59	62	76	57	89	95
€1,000,000- 4,999,999	50	76	78	85	65	82	88
€5,000,000 – 9,999,999	63	88	100	88	75	100	100
€10,000,000 or more	63	63	75	88	75	44	100

Flexible working arrangements would appear to be quite prevalent within the sector, with eight out of ten organisations (80%) providing *part-time work*, and almost six out of ten organisations (59%) providing *personalised hours*. The incidence of the various flexible working arrangements varies by size (see overleaf).

Table 14: Type and incidence of flexible working arrangements by size of organisation

Size (No. of Employees)	PERCENTAGE OF ORGANISATIONS WITH -						
	Part-time work	Job Sharing	Formal Flexi-time	Personalised Hours	Working from home – 1 or 2 days per week	Working from home - 5 days per week	Term-time Working
1 – 2	56	12	63	45	51	18	2
3 – 5	80	14	45	56	35	4	11
6 – 9	79	22	52	70	45	9	11
10 – 19	92	40	37	65	38	6	6
20 or more	98	48	43	63	41	13	15
Total	80	25	49	59	42	10	9



SECTION 3: RECRUITMENT& RETENTION

RECRUITMENT/RETENTION OF STAFF

Almost a quarter (23%) of the organisations in the survey indicated that they have experienced recruitment difficulties over the past 12 months and around one in eight organisations have had difficulties retaining staff.

Table 15: Organisations experiencing recruitment/retention difficulties? (N= 181)

	Experiencing Recruitment Difficulties	Experiencing Retention Difficulties
	Percentage of Organisations	
Yes	23%	13%
No	51%	65%
Did not recruit	17%	-
Not stated	9%	22%

The main reasons stated by organisations as to why they were experiencing difficulties *recruiting* staff are:

- Could not find the right people – 66%
- Could not find the right skills – 61%
- Competition from other organisations – 27%
- Preferred private/public sector employment – 5%

The main reasons why organisations were experiencing difficulties *retaining* staff are:

- Salary levels too low – 29%
- No development opportunities – 21%
- Competition from other organisations – 21%
- Preferred private/public sector employment – 17%
- Other reasons - change in roster to 24/7; difficulties working with a volunteer board; inherent difficulties with managing FAS scheme; personal issues; post was not suitable; returning to education full time; time limit on FAS CE schemes – 29%

Over the past 12 months, some 379 employees have left the organisations in the survey and 89% (336 employees) of these have been replaced.



SECTION 4: PAY POLICY



PAY POLICY

4.1: Determining basic pay

As can be seen from Table 16 below, pay rates are determined in a variety of ways in the Community, Voluntary and Charitable sector. Please note, organisations can use more than one method.

Table 16: Determining Basic Pay (N= 181)

	Percentage of Organisations
Aligned fully or partly with HSE rates	26%
Rates negotiated with individual	27%
Minimum wage paid	4%
Market rate paid	15%
Other*	40%

*Other includes: aligned with: Civil Service/Public Sector rates; FAS; Local Authority; POBAL; DCRGA (Dept of Community, Rural and Gaeltacht Affairs; Family Support Agency (FSA); Related to level of funding; Other alignment/method.

4.2: Pay Progression

Table 17 indicates that respondents are most likely to follow National Pay Agreements when deciding on pay increases for employees. In over a quarter of organisations, the Board decides any increase. Please note, organisations can use more than one method.

Table 17: Awarding Pay Increases (N= 181)

	Percentage of Organisations
Follow National Pay Agreements	62%
Incremental system	40%
Related to Individual Performance	8%
Board decides	28%
Cost of living increase always paid	13%
Other*	12%

* Other includes: annual contract applies; salaries are tied to grant/funding; in line with FAS/POBAL increases; depends on available money/funding



APPENDICES



APPENDIX 1: Annual Leave Entitlement

ID Number	No. of Basic Annual Leave Days	Other Annual Leave details where entitlement varies
2	23.0	Senior staff start at higher rate
4	20.0	CEO 22 days; rest 20 days
5	20.0	30 days for senior management
21	22.0	Manager has 25, senior Childcare Worker 23
36	21.0	Senior managers get 25 days
46	21.0	25 for senior team
50	22.0	29 for Directors and 22 for all others
59	26.0	Childcare employees have to take leave at certain times, annual leave is shorter
71	20.0	26 days - Dev Mgr; 23 days - Asst Mgr.; 20 days - Staff
73	22.0	Days range from 22 -31 depending on level
74	20.0	Manager & Assistant Manager 25
82	20.0	22 days for senior staff
87	22.0	21 days for Administrator
89	21.0	31 days for manager
90	22.0	25 days for managers
97	25.0	Not stated
98	22.0	Directors/Senior Managers 25 days
105	27.0	Varies 25-35
110	25.0	33 pro rata for manager
112	26.0	20 (Childcare Workers)
120	24.0	29
126	20.0	Extra days awarded depending on position; Exec staff=6 days, senior staff 3 extra days
140	25.0	Manager 30 days, Project Leader 28
146	21.0	CEO 23 days
152	21.0	Different for all grades ranges from 21-33 pro rata
153	31.0	CEO 31, others 26-28
155	23.0	Management= 25
161	20.0	23
162	23.0	23 with TOIL or 28 without TOIL
163	25.0	21 for CE participants

Annual Leave Entitlement (cont'd)

ID Number	No. of Basic Annual Leave Days	Other Annual Leave details where entitlement varies
164	25.0	81 hours for CE workers; 25 for full time staff
167	25.0	27 for residential employees
171	20.0	25 other
173	21.0	21-25
176	21.0	CEO 30 days
178	21.0	26 for Director
182	21.0	25 for CEO
186	26.0	21 for FAS; childcare staff on 6 months contract get %
193	20.0	C/C 20; CDP 25; CE 25
195	21.0	Senior management +5 days
201	21.0	Manager gets more
213s	20.0	20 day-Family Visitor/Admin Group Worker; 28 Coordinator
221s	22.0	Up to 24 days
222s	20.0	Manager 21 days
225s	20.0	Depends on employment type & grade
232s	25.0	22 for Family Visitors
234s	21.0	Increased in line with length of service
241s	20.0	25 for management
243s	22.0	22-26 depending on length of service & seniority
249s	22.0	Managers 29 days
252s	25.0	Not stated
254s	25.0	1 employee has 30 days
256s	23.0	Varies
262s	20.0	Coordinator 25 days negotiated after number of yrs employment
264s	21.0	30 for top grade; 22 for middle grades
267s	23.0	Manager 25 days
268s	30.0	FAS participants have 4 working weeks
274s	26.0	20-26 days
279s	20.0	23 Care Assistants 25/27 RNMHs
282s	21.0	Service Managers. 30 days pro rata; Programme Manager 30 days
284s	25.0	CO/PA=25;CRO=26;SW=28'Mgmt=32

Annual Leave Entitlement (cont'd)

ID Number	No. of Basic Annual Leave Days	Other Annual Leave details where entitlement varies
286s	21.0	21days - Administrator; 23 - R&P officer, 23 - Fundraising Officer, 30 - Deputy Director, 31- days Director
290s	27.0	27 - Coordinator; 26 - Support Workers
299s	30.0	Varies depending on grade
302s	20.0	not stated
307	21.0	25 days for senior managers
308	22.0	23-26 days (Managers = 26 days)
309	20.0	20 - 34 days

APPENDIX 2: Annual Leave + Service Leave

ID Number	Basic Annual Leave Days	Service Leave Details
2	23.0	No details
9	26.0	One additional day after 10 years service
20	25.0	Additional day per year after 2 years - max 5 days
22	21.0	5 years - 2 days, 10 years - 4
43	21.0	1 day after 5 years
46	21.0	Concession days awarded by board
48	20.0	3 additional days after 3 years - 5 after 5 years
49	22.0	1 day after 2 years rising to 5 after 10 years
54	25.0	No details
55	20.0	2 days after 5 years, 2 after 10, 1 after 15 years
56	21.0	1 day per year of service capped at total of 25
85	20.0	No details
86	22.0	1 day per year of service to a max of 5 days
90	22.0	1 additional after 5 years, another 1 after 10
97	25.0	1 day for each additional year's service
98	22.0	1 day after 3 years service to a max of 3 days after 7 years service
101	26.0	No details
108	20.0	No details
110	25.0	No details
126	20.0	1 day after 3 years - 7 days in 26th year
139	20.0	5 days after 5 years
140	25.0	1 day for 5years - 2 for 10 years and so on
145	22.0	3 days after 5 years for grade III, only applies to grade III
146	21.0	CEO begins at 23 rising to 25 after 3 years
163	25.0	3 days after 5 years
169	20.0	1 day after 2 years capped at 5 days
172	22.0	1 day after every 5 years service
174	22.0	1 day after 5years - max 5 days after 20 years
175	25.0	1 - max 30
179	20.0	No details
196	24.0	Builds to max of 27 days over 4 years

Annual Leave + Service Leave (cont'd)

ID Number	Basic Annual Leave Days	Service Leave Details
200	25.0	No details
201	21.0	No details
272s	20.0	1 day for 3 years; max 9 days
307	21.0	1 day after 3 years service rising to a max of 5 days
308	22.0	1 day after 5 years and 3 days after 10 years

APPENDIX 3: Paid Sick Days Per Annum

ID Number	No. of Paid Sick Days per annum
2	Service-related: 13 weeks full pay then 13 weeks half pay
9	7 days
14	3 days
19	7 days
21	30 days
24	40 days
28	Service-related
29	14 days
31	15 days
33	7 days
41	Service-related - Min: After 1 yrs. service: 2 weeks full pay; Max: After 6 yrs. service: 4 weeks full pay, then 4 weeks half pay
45	5 days
46	21 days
47	One month's pay in year 1, 2 month's pay in year 2
48	8-23 days
49	6 weeks pay in 1st year; 8 weeks in 2nd year; 12 weeks for 3rd & subsequent years
50	20 days
51	30 days
53	28 days
54	5 days
55	15 days
58	5 days
59	Depends on staff - up to 4 weeks full pay + four weeks 1/2 pay for 3 staff. 1 weeks pay for other staff.
61	Varies service-related- min (≤ 2 yrs service) = 2 months full pay; max (6+ yrs service) = 6 months full pay
62	9 days
65	Service-related - min: 1yrs service =1 months pay; max: 6 or more years service = 6 months pay
68	3 days
73	After 3 months service certified sick leave will be paid up to max 6mths in any 1 yr -half pay thereafter; subject to max 12 months
74	7 days certified; 6 months full pay+6 months half pay
75	Service related: min: 1 year service=1 month full pay then 1 month half pay; max: 6+ service=6 months full pay then 6 months half pay

Paid Sick Days Per Annum (cont'd)

ID Number	No. of Paid Sick Days per annum
76	7 days uncertified=years of service with max 26 weeks over 2 yrs
78	14 days
83	120 days
85	Manager is given 20 days sick leave
87	21 days
88	30 days
93	14 days
94	6 days
96	Service-related
98	65 days full pay then 65 days half pay
101	7 days
102	3 days certified sick leave
106	1 month per year up to max 6 months
108	7 days
109	7 days
110	30 days
112	10 days
114	15 days
116	5 days
120	84 certified, 7 uncertified
121	9 days
122	25 days
123	5 uncertified
124	2 months
125	30 days
139	60 days
140	14 days
142	3 days
143	Service-related
144	6 days
145	12 weeks in rolling 12 month period
146	45 days

Paid Sick Days Per Annum (cont'd)

ID Number	No. of Paid Sick Days per annum
148	65 days
151	20 days
152	3 days
153	27
154	5 days
155	65 certified
156	30 days full pay and 30 half pay
157	Service-related - min:<3months service = no entitlement; max:>12months ser.13 weeks pay
160	31 days
161	5 days
162	7 days
163	min 7 - core staff based on service
167	183 over 4 year rolling period
168	3 months
169	10 days
170	30 days
171	6 weeks full pay, 6 weeks half pay
172	7 days
173	14 days full pay + 14 days 1/2 pay
174	8 days uncertified per year; Certified: 13 weeks full pay; 13 weeks half pay in rolling 12 months period
175	5 days
177	6mths
178	10 days
180	28 days
182	3 days
183	10 days
185	5 days
186	30 days
191	30 days
192	14 days
193	3 months full pay; 6 months half pay for CDP employees; CE 7 days
195	130 days over a 12 month period to max 260 days over 48 months

Paid Sick Days Per Annum (cont'd)

ID Number	No. of Paid Sick Days per annum
196	2 weeks full, 2 half in 1st year - 6 weeks full 6 half max
197	7 days
200	7 days
202s	16 days
211s	20 days
212s	0 in first 3 months building to 30 after 2 years
213s	5 days certified
214s	30 days
223s	9 days
225s	12 weeks in rolling period of 12 months
226s	20 days
229s	4 days
230s	20 days
232s	Coordinator 3mths full, 3 months half
234s	7 uncertified
239s	10 days - 12 weeks
241s	10 for full time pro rata for part-time
243s	1 month full pay, 1 month half pay; increases with length of service
244s	10 days
246s	6 days
247s	3 days
248s	6 weeks certified 5 days uncertified
249s	7 days
250s	15 days
252s	6 months
254s	7 uncertified
255s	6 weeks
256s	183 days
260s	10 days max in a year
262s	20 days
266s	from 1mth-6mths depending on years of service
268s	min 10 days - increases with service

Paid Sick Days Per Annum (cont'd)

ID Number	No. of Paid Sick Days per annum
272s	7 uncertified; 1 month certified
278s	3 uncertified for all
279s	Full pay for 6 months after 3 years
282s	19 days
283s	21 days
284s	3 days uncertified in year; long term 3 months full pay + 3 months half pay
286s	subject to conditions
287s	7 days uncertified
290s	7 days
291s	20 days
293s	10 days
294s	1st year=6 wks; 2nd year onwards=13 wks. Probation certified sick leave not applicable
296s	7 uncertified; discretionary certified
298s	6 weeks
299s	same as HSE
301s	1 months pay after 1 year employed
303s	Depends on length of service
306	5 days
307	20 days paid in a rolling 12 month period
308	2 weeks - fixed term employees; 183 days for permanent staff
309	12 days

APPENDIX 4: Assistance with Further Education

ID Number	Type of Educational Assistance provided?
1	Fees paid - if approved by the Board
2	Occasionally as part of staff training -part fees paid
3	Contribution to course is paid
4	Paid study/exam leave on discretionary basis
6	Contribution to fees and study leave
7	Fees paid at CEO'S discretion
11	Fees paid if work related
12	Training programmes paid for
14	Percentage of course fees paid if work related
15	Training fund of up to €2000 per annum
19	Part fees paid on some courses work related
20	If work related and approved
21	Varies - study/exam leave unless course is req. for job then further assistance
24	If work-related study leave & fees paid
25	All fees paid for one specific course
28	Fees paid if work related and approved by board
29	Time off
32	Exam leave sometimes
33	All fees paid if course is work related
36	Paid study leave can be provided
39	Fees if work related
41	All fees paid
45	Study leave granted for exams. Grant given on individual basis
48	At discretion of Board
50	50% subject to success
51	Depends on need and funding available
54	A days leave
55	All or partial fees, travel, study leave, exam leave
58	Fees paid
59	Fees paid depending on budgets available. Up to €1,800 pa per staff member has been paid
60	Discretionary for work-related and approved courses, can be funded by FAS for FAS-sponsored full-time roles

Assistance with Further Education (cont'd)

ID Number	Type of Educational Assistance provided?
62	Upon approval from the Committee
63	Study leave
64	If course is related to work fees are paid
65	Usually half of course fees
68	Course & Exam Fees
70	Part fees paid
71	Fees paid + study time
72	Half fees paid
74	Fees paid & time off for short term courses
75	If funding available individual employees can use training course fees
76	50% of fees plus 2 days paid special leave
80	Discretionary
81	Days Leave
83	All fees paid where course is approved and work related
84	Depends on relevance of course. Sometimes full fees/half fees paid/time given. Exam leave given
86	Discretionary
89	All fees and related expenses paid
90	Exam leave and some study leave
91	Study leave
93	Time off
95	All fees paid
97	Discretionary based on resources available
98	All fees paid if course is work related and approved
100	Computer Course
101	Fees paid study leave
103	Fees paid if course is work related & passed or contribution if course is not work related
105	Fees paid on work related courses
106	All fees paid of work related
108	Full assistance if related to job if funding avail. Up to 50% in other cases
109	Fees paid if work related
110	Depending on funding all fees are paid for training

Assistance with Further Education (cont'd)

ID Number	Type of Educational Assistance provided?
112	Pay fees depending on budget
116	If course is applicable to work, some or all is paid
117	Training course fees and expenses paid
120	All fees paid
121	Upon approval from Committee
122	100% fee payment and time off for class
123	Contribution to fees/time off to study
125	All fees paid
126	Depends on staff position, full time staff full fees paid and time off if work related
139	Permanent staff
140	Contribution towards fees
141	Fees paid and time off
144	Fees paid if course is work related and course finished
145	Depends on course/employment status
146	Time off to attend; possible assistance with fees
148	59% of cost
151	Provides and pays for training
152	3 days study leave
153	Fees paid where work related. Study Leave
154	Fees paid if work related
155	Course fees paid if work related
156	Payment towards costs dependent on how much work related
157	Career break without pay
160	Donation towards fees and study time
161	Portion
162	50% up to €1,250 for own training; all fees paid for work related training
163	All fees paid for work related
164	Contribute to weekly study leave; only work 17.5 hrs instead of 19.5 in job
167	50% fees exam and study period
168	Work related courses
169	Half fees paid if course is taken & completely successfully

Assistance with Further Education (cont'd)

ID Number	Type of Educational Assistance provided?
170	All fees
172	Time off in lieu + mileage and fees paid
173	Varies
174	Work related pay 80% of fees. 'Claw-back' clause. Study leave up to 5 days; exam leave if during work hrs
176	Half of fees
177	Depends on course and if work related; may pay full fees
178	All paid
180	Subject to consultation
182	Course fees paid
184	All fees paid if work related
185	Fees paid for employee who signs agreement to stay with company for 3 yrs
188	Course fees paid or part paid for work related study/training
191	Discretionary; depending on budget: cover 100% if cost under€100; cover €100-200 otherwise
192	Fees paid
193	Training courses if job related
195	Fees paid individual assessment
196	Individual is reviewed and decision made by manager & CEO
197	Course paid if related to project
198	Course is work related; will be assessed individually
200	Where course is relevant, study leave granted 7 days per annum
201	Work related=100%; organisation 75%; personal 25%-50%
305	Discretionary from FAS
306	Cost + out of pocket expenses covered
307	Depends on course & business requirements up to 100% of course fees may be paid +1 study day per exam
308	Partial fees aid & study leave

APPENDIX 5: Christmas Party

ID Number	Details of Christmas party
1	Dinner
2	Paid Xmas party
3	In centre
4	Dinner/drinks paid in full by company
5	Dining out in restaurant
6	Dinner for all staff
7	Team meal out together
8	Christmas lunch
9	Company makes contribution to night out for staff
11	Meal
15	Lunch with board to which employee is invited
16	Paid for by employees
17	For FAS workers only
19	Christmas meal
20	'Away' trip and meal
21	Go out one evening; lunch in-house with management
22	Meal
23	Meal out
24	Party subsidised by employer
28	Staff and partners, committee members & partners
32	Part paid by employees & organisation
33	Meal in or out is provided
34	Lunch
39	Part funded by company
40	Evening meal
43	Meal
45	Staff dinner paid by the company
46	For all managers including overnight stay if req.
48	Overnight event; staff make nominal contribution
51	Overnight in a hotel
52	Employer pays for the party
53	Meal out

Christmas Party (cont'd)

ID Number	Details of Christmas party
54	Lunch only
55	Regional Christmas lunches
56	Meal out for staff
58	Pays for Christmas function, dinner dance & drinks
59	Party for staff + volunteers. Org covers food + 1 drink
60	Dinner for all staff (no partners) on premises
61	Meal out with board
63	Night out
64	In-house party with food and drink
65	Dinner for volunteers and staff
66	Employees contribute 10%
68	Annual meal out
70	Dinner
73	Part subsidised by organisation
74	Dinner
75	Drinks or meal
77	Go out to dinner
78	Meal out
80	Evening meal in local hotel
81	Dinner
82	Party in Function Room, finger food, small no. of drinks
83	Ticket to meal and event at local hotel + transport to and from
84	Partially subsidised meal and drinks out
85	Dinner in local restaurant
87	Provided by board of management
88	Christmas lunch for management network committee
89	Meal with wine
90	Pays for party
96	Dinner
97	Dinner with partnership organisation
101	Overnight
103	Meal and some drinks

Christmas Party (cont'd)

ID Number	Details of Christmas party
105	Part paid by staff
106	Lunch with management committee
107	Employee & volunteers pay for dinner
108	Covers cost of meal
110	Out to lunch
113	Free meal with management committee
114	Christmas lunch
116	Pays for a meal for team
117	Meals and drinks paid
120	Board /staff dinner
122	Lunch and 150 euro towards party
125	Paid for by sisters
126	At CEO's home
139	Lunch during working hours
140	Summer party
146	Organisation pays a donation towards cost
148	Paid Christmas party
151	Meal out including wine
153	Paid dinner for staff
157	Dinner and members' party
160	Night out
162	50% of costs
163	Meal paid for Management Only
164	Team day - no funding
169	Sometimes funded & sometimes not
170	Meal and entertainment
173	Dinner
174	Employee pays €10. Meal + entertainment
175	Dinner for staff and Board
176	Meal
177	Organisation pays
178	Meal for staff

Christmas Party (cont'd)

ID Number	Details of Christmas party
180	Dinner and drinks
184	For voluntary committee
185	Dinner for employees
186	Christmas dinner
188	Dinner
191	Meal out
193	Contribution towards activities
195	Money towards party
200	Dinner
201	Dinner/lunch
239s	Staff and Management
260s	€30 per person
268s	Lunch
282s	Lunch
305	Staff Xmas party paid from funds

APPENDIX 6: Time in Lieu Overtime Policy (TOIL)

ID Number	Details of 'time in lieu' overtime policy
1	Time in lieu can be taken at discretion of line manager
2	Time off in lieu given for all extra hours
4	Flexi-sheets operate + any additional hours offset against time in lieu
5	Very infrequent but works on a simple exchange of hours
6	Hour for hour
7	Self-managed
8	To be taken within 6 weeks
9	One hour off work for every hour worked out of normal office hours
11	Time in lieu
15	Employee earns one hour TIL for every hour worked outside normal hours
16	Hour off for hour worked
20	Hour for hour system
21	TOIL to be taken in same month. Not more than 2 days can be saved or 5 days in a year.
23	Hour for hour
24	Extra time worked given back as time in lieu
25	To be agreed with manager and taken within one month
28	No more than 20 hours per month
29	Time off in lieu of O.T.
31	Given the time spent working; time is rarely given back
33	Time allowed off when time permits
34	Discretionary
35	Time off for time worked up
36	Does not apply to senior management
40	Time off for evening meetings
43	Time off = Time spent
45	Hour for hour of time worked over
46	Not for senior team; only Centre Managers capped at 4 days per annum
48	Hour for hour Mon-Fri; Time and half Sat; Double time = Sun
49	Staff receive 1 +1/2 hours for every hour worked over normal hours. Increases to 2 hours on Sunday
50	One hour for one hour
51	Time in lieu to be taken within the month where possible
52	Additional time worked is compensated with time off in lieu

Time in Lieu Overtime Policy (cont'd)

ID Number	Details of 'time in lieu' overtime policy
53	Taken within 3 months
54	Hours worked over 35 taken within the month
55	TOIL hours for hours worked in excess of normal working week
56	Time off in the following week for time in lieu
59	Staff can work up to 1 weeks work to a max of 20 hours - must take time within a month
61	TOIL to be agreed with manager and taken as soon as reasonably possible after overtime arises
62	Time in lieu to be taken within 1 month
63	Requires prior approval
64	Hour for hour
65	Extra hours worked taken as time in lieu
66	TOIL must be taken within 1 month
68	Time to be taken within current year
73	Entitled to time off in lieu of hours worked over
74	Time in lieu
75	Hour for hour time in lieu for work time hours, 5 hours in lieu for overnight stays
76	Additional hours worked must be taken within 3 months
77	If overtime worked allowed time in lieu
78	Time off next week of work more hours
83	On a discretionary basis
84	Staff can work up to 2 days off per month
85	Time in lieu of paid overtime
86	TOIL - any hours worked to be taken within the month unless agreed by manager
88	Can take time in lieu within reasonable timeframe
91	Hours in lieu
94	A day off for every additional day worked
96	Informally for full days i.e. weekend work
97	Time off for time worked overtime
103	Taken within 1 month
107	Employee works weekends & takes time in lieu
108	Like for like
109	Time to be taken within 1 month unless other arrangement requested
112	Hour for hour

Time in Lieu Overtime Policy (cont'd)

ID Number	Details of 'time in lieu' overtime policy
113	Max 21 hrs can be built up per month
116	Time in lieu must be taken before end of given year
117	Overtime hours worked at busy periods taken off in lieu
120	Support staff get time off in lieu of overtime worked
121	Time in lieu to be taken within 1 month
122	If evening meetings are attended time in lieu is taken
126	Time in lieu as soon after overtime is worked as possible
143	Time in lieu for hours worked in excess
144	Time off in lieu to be taken within month if possible
146	Extra hrs worked approved in advance and TIL must be taken with 1 month
153	Morning/day after for night /weekend work
154	Days off for time worked in lieu
155	1.5 hrs for every hour worked
157	Staff entitled to time off in lieu for work done outside standard office hours
162	Hour for hour
163	Time in lieu to be taken within 1 month
164	Time in lieu taken as soon as possible
167	Flat rate or time in lieu
168	Time off in lieu of time worked
169	Agreed with line manager in advance
173	Time for normal hours; Time+1/2 for out of hours; Double time for Sat/Sun, training by negotiation
174	TIL first hour; Mon-Fri time + 1/2; Sat first 4hrs time + 1/2, remainder = double time
175	Time in lieu
176	Annual leave day given
177	Staff encouraged to work within their hours.
180	Time worked over 35 hrs can be taken in lieu
182	Leave in lieu of time worked
184	Time in lieu is taken as extra hrs worked
185	Time off in lieu for time worked up
186	Hours worked must be taken within the month
188	Time off in lieu
195	Individual

Time in Lieu Overtime Policy (cont'd)

ID Number	Details of 'time in lieu' overtime policy
198	Time built up and taken off
200	After 6pm time + 1/2; weekends = Double time; Bank holidays= Treble time
201	Day for a night
307	Time in lieu

APPENDIX 7: Comparator Pay Rates

1: Department of Health and Children – Consolidated Salary Scales as of March '08

Please note – only a sample of salary scales are shown here. For full details please see:

www.dohc.ie/publications/salary_scales_mar2008.html

Job Title:	Minimum and Maximum Salary Points
Accountant – Financial & Management	€67,567 – 82,807
Care Assistant	€27,307 – 37,896
Care Assistant - Health	€29,186 – 33,916
Care Officer – Basic rate	€30,629 – 42,896
Catering Officer III	€29,095 – 44,447
Catering Manager	€48,796 – 63,986
Cleaner	€28,246 – 31,404
Clerical Officer Grade	€23,812 – 38,593
Community Welfare Officer	€30,026 – 59,587
Chef/Cook Grade II	€25,837 – 33,821
Chef/Cook Grade I	€26,154 - 37,208
Driver – Mini-bus	€28,246 - 31,404
Driver (whose duties involve the transfer of patients and clients)	€29,186 – 33,916
Family Support Worker	€29,428 - 35,612
Gardener/Groundsman/Caretaker	€28,246 - 31,404
Home help Assistant	€28,246 – 31,404
House Officer	€40,173 – 56,950
Nurse's Aides	€28,555 – 29,883
Nurse – Public Health	€47,575 – 56,613
Nursery Nurse	€30,559 – 38,689
Psychologist – Clinical	€56,146 – 88,557
Psychologist – Senior Clinical	€82,215 – 96,638
Social Care Worker	€34,357 – 45,939
Social Worker	€37,121 – 53,717
Social Worker – Professionally Qualified	€44,701 – 59,211
Social Worker – Principal	€66,590 – 81,893

2: POBAL Pay Scales – as of March '08

Scales:	Grade 1: €23,802 – €38,593	Grade 4: €53,612 – €75,593
	Grade 2: €35,882 – €49,404	Grade 5: €67,960 – €79,603
	Grade 3: €47,812 – €60,693	Grade 6: €83,174 – €99,725

Job Title:	Grade	Minimum and Maximum Salary Points
Accounts Assistant	1	€23,802 – €38,593
Administrator	2	€35,882 – €49,404
Administration and Finance Officer	1	€23,802 – €38,593
Administration Coordinator	3	€47,812 – €60,693
Administration Officer	1	€23,802 – €38,593
Administrator	2	€35,882 – €49,404
Appraisal / Support Team Leader	4	€53,612 – €75,593
Appraisal Support Development Officer	3	€47,812 – €60,693
Appraisal Support Team Leader	4	€53,612 – €75,593
Audit Coordinator	4	€53,612 – €75,593
Auditor	3	€47,812 – €60,693
Clerical Officer	1	€23,802 – €38,593
Company Secretary	3	€47,812 – €60,693
Coordinator	4	€53,612 – €75,593
Coordinator of Audit	4	€53,612 – €75,593
Coordinator RTP	4	€53,612 – €75,593
Development Coordinator	4	€53,612 – €75,593
Development Officer	3	€47,812 – €60,693
Development Support Administrator	2	€35,882 – €49,404
Development Team Leader	4	€53,612 – €75,593
Director of Audit	6	€83,174 – €99,725
Disability Officer	4	€53,612 – €75,593
Finance Administration Officer	1	€23,802 – €38,593
Finance Administrator	2	€35,882 – €49,404
Finance Administrator - Higher Duties	2	€35,882 – €49,404
Finance Clerical Officer	1	€23,802 – €38,593
Finance Coordinator	3	€47,812 – €60,693
Finance Manager	4	€53,612 – €75,593
Finance Officer	3	€47,812 – €60,693
Finance Support Information Coordinator	3	€47,812 – €60,693
Finance Team Leader	4	€53,612 – €75,593
Financial Administrator	2	€35,882 – €49,404
Financial Controller	6	€83,174 – €99,725
Financial Coordinator	3	€47,812 – €60,693
Financial Coordinator (Article 4)	3	€47,812 – €60,693
HR & Corporate Services Manager	6	€83,174 – €99,725
HR Administration Officer	1	€23,802 – €38,593

POBAL Pay Rates (cont'd)

Job Title:	Grade	Minimum and Maximum Salary Points
HR Coordinator	3	€47,812 – €60,693
HR Team Leader	4	€53,612 – €75,593
ICT Help Desk Operator	1	€23,802 – €38,593
Information Administrator	2	€35,882 – €49,404
Information Monitoring Administration Officer	1	€23,802 – €38,593
Information Monitoring Coordinator	3	€47,812 – €60,693
Information Monitoring Support Officer	1	€23,802 – €38,593
Information Monitoring Team Leader	4	€53,612 – €75,593
Information Officer	1	€23,802 – €38,593
Information Officer	2	€35,882 – €49,404
Information/Performance Monitoring Training Officer	3	€47,812 – €60,693
IT Administrator	3	€47,812 – €60,693
IT Team Leader (Higher Duties)	4	€53,612 – €75,593
Liaison Officer	4	€53,612 – €75,593
Liaison Officer/Coordinator of Low Income Small Holders Initiative	4	€53,612 – €75,593
Librarian	3	€47,812 – €60,693
Monitoring Team Leader	4	€53,612 – €75,593
Office Administrator	2	€35,882 – €49,404
Office Manager	3	€47,812 – €60,693
PA/Secretary	1	€23,802 – €38,593
Payroll Administrator	2	€35,882 – €49,404
Payroll Coordinator	3	€47,812 – €60,693
Payroll Officer	1	€23,802 – €38,593
Policy Analyst/Information Officer	4	€53,612 – €75,593
Programme Manager	6	€83,174 – €99,725
Project Coordinator	4	€53,612 – €75,593
Projects Administrator	2	€35,882 – €49,404
Receptionist	1	€23,802 – €38,593
Receptionist/Clerical Officer	1	€23,802 – €38,593
Regional Coordinator	FAS Scale	
Research & Evaluation Coordinator	4	€53,612 – €75,593
Research Coordinator	4	€53,612 – €75,593
Research Officer	3	€47,812 – €60,693
Software Developer	1	€23,802 – €38,593
Software Developer (.Net)	3	€47,812 – €60,693
Staff Officer	SO	
Team Leader	4	€53,612 – €75,593
Team Leader Development	4	€53,612 – €75,593
Team Leader Systems Manager	4	€53,612 – €75,593
Team Leader, Admin & Systems Manager	4	€53,612 – €75,593
Transport Planner	3	€47,812 – €60,693
Verification Officer	2	€35,882 – €49,404

3: Community Employment

The following information has been taken directly from the Public Service Citizen's Information website:

<http://www.citizensinformation.ie>

Participants under Community Employment schemes are paid an hourly rate as set by their sponsor. Payment is made weekly to participants by their sponsors.

FÁS offers grants to community employers towards the cost of hiring people under the scheme. The level of this grant depends on whether participants have child or adult dependants. FÁS does not provide funding for CE workers aged over 65. The weekly grant based on 19.5 hours worked for a CE worker is as follows:

2008	
Category of Participant	Rate
Participant without dependants	€222.20
Participant with adult dependant	€353.50 maximum*
Each child dependant (full rate)	€24.00
Each child dependant (half rate)	€12.00

*The amount of the increase for the adult dependant is assessed by the Department of Social and Family Affairs. This means that the rate for a participant with an adult dependant may be reduced if the adult dependant has income, for example, from part-time employment.

APPENDIX 8: Copy of Questionnaire



The Wheel's National Survey on Pay and Benefits in Community, Voluntary and Charitable Organisations 2008

PRIVATE AND CONFIDENTIAL

Sponsored by:



Please ensure that you read the accompanying Explanatory Notes when completing the questionnaire

Name of organisation:

Name of person
completing questionnaire:

Job title:

Contact phone no.:

Email address:

Q1: Number of Employees

(a) Please enter number of **paid employees** (*excluding employees on any FAS funded scheme*). If no paid workers, please go to Section 5, page 9

	Males	Females
Full-time		
Part-time <i>(Note 1)</i>		

(b) Please enter number of employees on any **FAS** funded scheme (i.e. *Community Employment, Jobs Incentive (JI) and Social Economy*)

(c) Number of volunteers (*do not include Board members here*)

Q2: Funding and Income

(a) **Sources of funding:** Please indicate the percentage from each source for 2007 (adding to 100%), or for the most recent year for which data is available. If not for 2007, please state year.

Government	%	Donations/ Bequests/ Fundraising	%	Earned Income <i>(Note 2)</i>	%	Other	%	Year used? 200
------------	---	--	---	----------------------------------	---	-------	---	-------------------

(b) Please indicate the **total income** that your organisation received (from any source) for 2007 (or for the most recent year for which data is available)

Less than €250,000 per annum	<input type="checkbox"/>	€1,000,000 – €4,999,999	per annum	<input type="checkbox"/>	Year? 200
€250,000 – €499,999	<input type="checkbox"/>	€5,000,000 – €9,999,999		<input type="checkbox"/>	
€500,000 – €999,999	<input type="checkbox"/>	€10,000,000 or more		<input type="checkbox"/>	

Section 1: Pay / Bonus / Overtime / Normal Hours of Work

Please complete details below for the following categories of staff where applicable.

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.)*

	Annual Rate of Pay for Job € <i>(Note 3)</i>	Date of Last Increase	Bonus € <i>(Note 4)</i>	Is Job Holder Paid for Overtime Working? Y/N	Normal Weekly Hours of Work <i>(Note 5)</i>	If a pay scale or pay range exists for the job please enter the -	
						Minimum Salary Point € <i>(Note 6)</i>	Maximum Salary Point € <i>(Note 7)</i>
Chief Executive/ Managing Director (1)				Yes/No			
General Manager (2)				Yes/No			

Level 2: 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)*

	Annual Rate of Pay for Job € <i>(Note 3)</i>	Date of Last Increase	Bonus € <i>(Note 4)</i>	Is Job Holder Paid for Overtime Working? Y/N	Normal Weekly Hours of Work <i>(Note 5)</i>	If a pay scale or pay range exists for the job please enter the -	
						Minimum Salary Point € <i>(Note 6)</i>	Maximum Salary Point € <i>(Note 7)</i>
Director of Fundraising (3)				Yes/No			
Director HR/Personnel (4)				Yes/No			
Director of Marketing (5)				Yes/No			
Deputy CEO (6)				Yes/No			
Director (7)				Yes/No			
Other				Yes/No			
Other				Yes/No			
Other				Yes/No			

Level 3: Senior Managers/Head of Function *(Highly experienced manager and has full responsibility for managing a complete function below board level, mainly in a large organisation. Develops strategy for the organisation. Reports to a director or chief executive.)*

	Annual Rate of Pay for Job € <i>(Note 3)</i>	Date of Last Increase	Bonus € <i>(Note 4)</i>	Is Job Holder Paid for Overtime Working? Y/N	Normal Weekly Hours of Work <i>(Note 5)</i>	If a pay scale or pay range exists for the job please enter the -	
						Minimum Salary Point € <i>(Note 6)</i>	Maximum Salary Point € <i>(Note 7)</i>
Head of Fundraising (8)				Yes/No			
Head of Home (9)				Yes/No			
Regional Manager (10)				Yes/No			
Head of Finance (11)				Yes/No			
Head of Services/ Operations (12)				Yes/No			
Senior Manager (13)				Yes/No			
Other				Yes/No			
Other				Yes/No			
Other				Yes/No			

Section 1: Pay / Bonus / Overtime / Normal Hours of Work (cont'd)

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.)

	Annual Rate of Pay for Job € (Note 3)	Date of Last Increase	Bonus € (Note 4)	Is Job Holder Paid for Overtime Working? Y/N	Normal Weekly Hours of Work (Note 5)	If a pay scale or pay range exists for the job please enter the -	
						Minimum Salary Point € (Note 6)	Maximum Salary Point € (Note 7)
Centre Manager (14)				Yes/No			
Home Manager/Matron (15)				Yes/No			
HR/ Personnel Manager (16)				Yes/No			
IT Manager (17)				Yes/No			
Project Manager (18)				Yes/No			
Development Manager (19)				Yes/No			
Senior Social Worker (20)				Yes/No			
Administration Manager (21)				Yes/No			
Other				Yes/No			
Other				Yes/No			
Other				Yes/No			

Section 1: Pay / Bonus / Overtime / Normal Hours of Work (cont'd)

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.)*

	Annual Rate of Pay for Job € <i>(Note 3)</i>	Date of Last Increase	Bonus € <i>(Note 4)</i>	Is Job Holder Paid for Overtime Working? Y/N	Normal Weekly Hours of Work <i>(Note 5)</i>	If a pay scale or pay range exists for the job please enter the -	
						Minimum Salary Point € <i>(Note 6)</i>	Maximum Salary Point € <i>(Note 7)</i>
Fundraising Officer (22)				Yes/No			
Policy Officer (23)				Yes/No			
HR/Personnel Officer (24)				Yes/No			
Communications Officer (25)				Yes/No			
IT Officer (26)				Yes/No			
Researcher/Research Officer (27)				Yes/No			
Counselor (28)				Yes/No			
Psychologist (29)				Yes/No			
Community Development Officer (30)				Yes/No			
Project Officer (31)				Yes/No			
Childcare worker (32)				Yes/No			
Legal Officers (33)				Yes/No			
Information Officer (34)				Yes/No			
Accountant (35)				Yes/No			
Family Support Worker (36)				Yes/No			
Social Worker (37)				Yes/No			
Training Officer/Teacher (38)				Yes/No			
Other				Yes/No			
Other				Yes/No			
Other				Yes/No			

Level 6: Senior Administration/ Catering and Supervisory Staff - (may have supervisory responsibilities, run a unit within a dept., or assist a senior function head)

	Rate of Pay for Job € <i>(Note 3)</i>	Date of Last Increase	Bonus € <i>(Note 4)</i>	Is Job Holder Paid for Overtime Working? Y/N	Normal Weekly Hours of Work <i>(Note 5)</i>	If a pay scale or pay range exists for the job please enter the -	
						Minimum Salary Point € <i>(Note 6)</i>	Maximum Salary Point € <i>(Note 7)</i>
Office Supervisor/ Administrator (39)				<input type="text" value="Yes/No"/>			
Senior Accounts Officer (40)				<input type="text" value="Yes/No"/>			
Senior Secretary (41)				<input type="text" value="Yes/No"/>			
PA to Chief Executive (42)				<input type="text" value="Yes/No"/>			
Project officer (43)				<input type="text" value="Yes/No"/>			
CE Scheme Supervisor (44)				<input type="text" value="Yes/No"/>			
Head of Catering (45)				<input type="text" value="Yes/No"/>			
Other				<input type="text" value="Yes/No"/>			
Other				<input type="text" value="Yes/No"/>			

Level 7: Administration/Maintenance/Care Workers/Catering Staff (entry and semi-skilled level)

	Annual Rate of Pay for Job € <i>(Note 3)</i>	Date of Last Increase	Bonus € <i>(Note 4)</i>	Is Job Holder Paid for Overtime Working? Y/N	Normal Weekly Hours of Work <i>(Note 5)</i>	If a pay scale or pay range exists for the job please enter the -	
						Minimum Salary Point € <i>(Note 6)</i>	Maximum Salary Point € <i>(Note 7)</i>
Junior Receptionist (46)				<input type="text" value="Yes/No"/>			
Administrative Asst. (47)				<input type="text" value="Yes/No"/>			
Gardener/Groundsman (48)				<input type="text" value="Yes/No"/>			
Driver (49)				<input type="text" value="Yes/No"/>			
Catering Assistant (50)				<input type="text" value="Yes/No"/>			
Secretary (51)				<input type="text" value="Yes/No"/>			
Finance Officer (52)				<input type="text" value="Yes/No"/>			
Administrative Officer (53)				<input type="text" value="Yes/No"/>			
Care /Nurses Assistant (54)				<input type="text" value="Yes/No"/>			
Handyman (55)				<input type="text" value="Yes/No"/>			
Cook/Chef (56)				<input type="text" value="Yes/No"/>			
Other				<input type="text" value="Yes/No"/>			

Section 2: Conditions of Employment/Benefits

CONDITIONS OF EMPLOYMENT/ BENEFITS	Answer ↓	Please tick if same for all employees	Please provide details if different for specific categories of employee
1: Annual Leave			
(i) What is the basic annual leave entitlement for employees? Please state the number of days leave for new employees (<i>excluding Public Holidays</i>)		<input type="checkbox"/>	
(ii) Service Leave days i.e. any extra days annual leave days granted on a service basis (<i>e.g. 3 days after 5 years service, 5 days after 10 years service</i>)		<input type="checkbox"/>	
(iii) Are the days for which the organisation is closed over the Christmas period taken from annual leave, or provided in addition to annual leave (<i>excluding any Public Holidays such as Christmas Day and St. Stephen's Day</i>)?	choose	<input type="checkbox"/>	
(iv) Any other leave days (<i>e.g. volunteering days, Easter period over and above any Public Holidays</i>)		<input type="checkbox"/>	
(v) Is there any other additional discretionary annual leave for employees (<i>e.g. additional annual leave paid in lieu of salary increase</i>)? If yes, enter details.		<input type="checkbox"/>	
2: Compassionate Leave			
Do you have formal or discretionary arrangements to deal with leave relating to the following: death of an employee's relative, paternity, or marriage?	Choose one	<input type="checkbox"/>	
If formal, please indicate the number of days given for the following:			
(i) Bereavement – immediate family member (<i>i.e. spouse/ partner, mother, father, child, brother or sister</i>)		<input type="checkbox"/>	
(ii) Bereavement - extended family member (<i>e.g. grandparents, aunts, uncles, nephews, nieces</i>)		<input type="checkbox"/>	
(iii) Paternity leave (<i>on the birth of a male employee's child</i>)		<input type="checkbox"/>	
(iv) Marriage (<i>days off for an employee's own marriage</i>)		<input type="checkbox"/>	
3: Pensions			
(i) Are any of your employees covered by an occupational pension scheme? Y/N	Yes/No	<input type="checkbox"/>	
(ii) If yes to (i) above, is the scheme a Defined Benefit scheme (DB), or a Defined Contributions scheme (DC) (<i>Note 8</i>)	DB/DC	<input type="checkbox"/>	
(iii) If yes to (i) above, what contribution (if any) does the organisation make to the scheme? Please state your answer as a percentage of salary.		<input type="checkbox"/>	
(iv) If yes to (i) above, what contribution (if any) does the employee make to the scheme? Please state your answer as a % of salary (or range of %s).		<input type="checkbox"/>	
If you have a DC scheme, does the company match the employees' contributions? If no, on what basis does the company contribute to the scheme?		<input type="checkbox"/>	
4: Health Insurance			

(i) Does your organisation contribute to a health insurance scheme for employees (<i>e.g. VHI</i>)? Y/N	Yes/No	<input type="checkbox"/>	
(ii) If yes to (i) above, what contribution does the organisation make to the cost of the scheme <i>e.g. 10%, 50%, 100%</i> ?	%	<input type="checkbox"/>	
(iii) If yes to (i) above, does the scheme cover the employee only , or employee and family ?	Choose one	<input type="checkbox"/>	
CONDITIONS OF EMPLOYMENT / BENEFITS (cont'd)	Answer ↓	Please tick if same for all employees	Please provide details if different for specific categories of employee
5: Sick Pay			
Does your organisation take a formal or discretionary approach to sick leave?	Choose one	<input type="checkbox"/>	
If you have a formal sick pay scheme, please indicate the number of paid sick days per annum (if any) available to employees		<input type="checkbox"/>	
6: Assistance with Further Education			
Does your organisation provide any assistance to employees with regard to further education (<i>e.g. payment of fees, study and/or exam leave</i>)? Y/N	Yes/No	<input type="checkbox"/>	
If yes, please give details of assistance provided (<i>e.g. all fees paid, if course is work-related and approved, etc.</i>)		<input type="checkbox"/>	
7: 'Topping up' Maternity Leave Benefit			
Does your organisation pay employees when they are out on Maternity Leave over and above any Social Welfare Payment? Y/N	Yes/No	<input type="checkbox"/>	
8: Canteen Facilities			
Does your organisation have any of the following:		<input type="checkbox"/>	
Subsidised canteen with hot and cold food? Y/N	Yes/No	<input type="checkbox"/>	
Subsidised canteen – cold food only? Y/N	Yes/No	<input type="checkbox"/>	
Free tea/coffee? Y/N	Yes/No	<input type="checkbox"/>	
9: Flexible Working Arrangements			
Does your organisation provide any of the following to employees:		<input type="checkbox"/>	
(i) Part-time work (i.e. half-time, 2/3/4 days per week)? Y/N	Yes/No	<input type="checkbox"/>	
(ii) Job sharing? Y/N	Yes/No	<input type="checkbox"/>	
(iii) A formal Flexi-time system (i.e. flexible start and finish times and with mandatory core hours)? Y/N	Yes/No	<input type="checkbox"/>	
(iv) Personalised hours (i.e. particular hours for individual employees)? Y/N	Yes/No	<input type="checkbox"/>	
(v) Working from home – 1 or 2 days per week? Y/N	Yes/No	<input type="checkbox"/>	
(vi) Working from home – 5 days per week? Y/N	Yes/No	<input type="checkbox"/>	
(vii) Term time (working only those weeks when schools are open)? Y/N	Yes/No	<input type="checkbox"/>	

Other Benefits			
16: Does your organisation provide a Christmas party ? If yes, please give details'		<input type="checkbox"/>	
17: Does your organisation operate a 'time in lieu' overtime policy? If yes, please give details'		<input type="checkbox"/>	
18: Does your organisation provide any childcare assistance e.g. <i>crèche facilities, childcare vouchers, after school care, etc.</i> ? If yes, please give details'		<input type="checkbox"/>	
19: Does your organisation have an Employee Assistance Programme (EAP) in operation? If yes, please give details'		<input type="checkbox"/>	

Section 3: Recruitment/Retention of Staff

- 1: Has your organisation experienced any difficulties recruiting or retaining staff over the past 12 months?

	Yes/No	Did not recruit
Experienced recruitment difficulties	<input type="checkbox"/> Yes/No	<input type="checkbox"/>
Had retention difficulties	<input type="checkbox"/> Yes/No	<input type="checkbox"/>

If yes to either recruitment or retention difficulties, please indicate the main reason(s) (*please tick all that apply*)

Reasons for difficulties	Recruitment	Retention
Salary levels too low	<input type="checkbox"/>	<input type="checkbox"/>
No development opportunities	<input type="checkbox"/>	<input type="checkbox"/>
Competition from other organisations	<input type="checkbox"/>	<input type="checkbox"/>
Preferred private sector employment	<input type="checkbox"/>	<input type="checkbox"/>
Preferred public sector employment	<input type="checkbox"/>	<input type="checkbox"/>
Could not find the right people	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Could not find the right skills	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other, please specify	<input type="checkbox"/>	<input type="checkbox"/>

- 2: Over the past 12 months, how many employees left your organisation, on a voluntary basis, and how many of these have been replaced?

No. of Employees
who have left

No. of these employees
who have been replaced

Section 4: Pay Policy

1: (a) In general, how do you decide what salary to pay employees? *(Please tick all that apply)*

We align our rates
with HSE rates ☐

We negotiate
with the individual ☐

We pay
minimum wage ☐

We pay the
market rate ☐

Other (*specify*) ☐

(b) If different for different categories of employee, please give details

2: (a) In general, how do you decide when and what salary increases should be given to employees?
(Please tick all that apply)

We follow
national ☐
pay agreements

We have an
incremental ☐
system

Depends on
individual ☐
performance

The
board ☐
decides

We always
pay a cost ☐
of living increase

Other (*specify*) ☐

(b) If different for different categories of employee, please give details

Section 5: Organisation Data

Sector: (Please tick one only. While your organisation may operate across a number of areas, please tick only the main activity below. There is space to expand on your answer below, where you are asked to describe your main activity.) **(Note 9)**

Arts, Culture and Heritage	<input type="checkbox"/>	Development and Housing	<input type="checkbox"/>
Sports and Recreation	<input type="checkbox"/>	Advocacy, Law and Politics	<input type="checkbox"/>
Education and Research	<input type="checkbox"/>	Philanthropy	<input type="checkbox"/>
Health	<input type="checkbox"/>	International/Overseas Development	<input type="checkbox"/>
Social Services	<input type="checkbox"/>	Religious Groups	<input type="checkbox"/>
Environment	<input type="checkbox"/>	Other	<input type="checkbox"/>

Describe (in your own words) **the main activity of your organisation**

Area of Operation: (please tick all that apply)

Does your organisation operate

In the Republic of Ireland? ☐ In Northern Ireland? ☐ Internationally? ☐

Thank you for your co-operation with this survey
Please email your completed questionnaire to: annesonrai@eircom.net
or post to
Anne Coughlan, Sonrai HR Research
24 Lower Mounttown Rd
Dun Laoghaire, Co Dublin

(see 'Explanatory Notes' overleaf)

EXPLANATORY NOTES FOR QUESTIONNAIRE

These notes have been designed to assist you with completing the questionnaire. Some general points:

- The positions to be surveyed are spread out over seven job levels, which are differentiated by level of responsibility. Your organisation (particularly if you are small or medium-sized) may not have all of these levels or the employee positions listed in the survey (within each level). For this reason, it is important to read through the survey before completing it. Complete only those levels and positions that are relevant to your organisation and, having read the outline descriptions, use your own judgment as to which of the seven responsibility levels you place a particular position. If you do not find job titles similar to the ones you use, please use the 'other' space at the end of each employee level section to add more.
- The numbers in brackets following each job title in the questionnaire are for coding purposes only and should be ignored.
- Please enter all pay data in annual terms. If an employee is paid weekly or monthly, please multiply the rate to give the appropriate annual rate.

Note 1	<i>Definition of part-time worker</i> – the survey defines a part-time worker as any employee who works 30 hours or less per week, whether the employee works half-days, a 2, 3, or 4 day week, or has personalised hours of 30 or less per week.
Note 2	<i>Earned Income</i> - income earned by the organisation through specific activities e.g. through the provision of courses, training, membership fees, etc. Do not include fundraising events here
Note 3	Please enter the employee's <i>annual</i> current salary. If there is more than one employee at this level, please give the average rate of pay
Note 4	Please indicate the amount of any other bonus payment e.g. performance bonus, discretionary payment, Christmas bonus, etc. Please give <i>annual</i> amount i.e. the amount given in 2007 (or nearest complete year), to nearest €.
Note 5	Enter total number of normal hours of work per week e.g. 37.5, excluding lunch times. Where an employee is working part-time, enter part-time hours worked. Please also ensure that the salary shown relates to the number of hours worked.
Note 6	In larger organisation a salary scale or pay range may exist for a particular position. Employees may be paid the starting rate (or minimum point) of a scale when they commence employment with an organisation. They then move to higher points along the scale, generally on a service or merit basis. If a salary scale or range exists please enter the salary at the minimum point on the scale. If you do not have a salary scale, ignore this part of the question and leave blank.
Note 7	If a salary scale or range exists please enter the salary at the maximum point on the scale. If you do not have a salary scale, ignore this part of the question and leave blank.

Note 8	<p>With regard to pensions, this survey is only concerned with pension schemes to which the employer makes a contribution.</p> <p>Under a Defined Benefit scheme, an employee is <u>guaranteed</u> a defined benefit on retirement e.g. 2/3rds salary, by their employer. The employer has to fund this scheme to ensure that the benefit is provided. Some DB schemes are contributory which means that the employee will also have to contribute a percentage of their salary to the scheme. Some are non-contributory where the employee makes no personal contribution.</p> <p>Under a Defined Contributions scheme the employee and employer contribute a defined percentage of salary to a pension fund. On retirement, the employee's pension will be determined by how much was contributed to the scheme and by what the investment has made. No specific pension benefit amount is guaranteed on retirement.</p>	
Note 9	<p><i>Sector:</i> The groupings shown in the questionnaire are very broad. The following is a guideline, for purposes of clarification:</p>	
	Arts, Culture and Heritage	Arts, Culture and Heritage Environment/Conservation Media
	Sports and Recreation	Sports Recreation and Social clubs
	Education and Research	Pre-school Primary, Secondary and Higher Adult Education Other Education Research Centres Education/Training/Support Research Advice and Information Safety
	Health	Hospitals, Hospices and Rehabilitation Nursing Homes Mental Health and Crisis Intervention Physical Health (including Disability Services) Other Health Services Addiction

Social Services	Social Services Emergency and Relief Services Income Support and Maintenance Asylum seekers/Refugees Childcare Emergency Services Ethnic Minorities Family Support/Services Prison Services Sexual Orientation Sexual Violence/Abuse Women's Issues Youth Service Animal Welfare
Development and Housing	Economic Development; Social and Community Development Housing Associations Employment and Training Accommodation/Housing/Homeless Rural Development Agriculture Urban Development Area Partnership Community Fora Community Partnership
Advocacy, Law and Politics	Advocacy and Civil Rights Law and Legal Services Human Rights/Justice
Philanthropy	Grant-making Foundations and Trusts Promotion of Volunteering Financial Support Fundraising
International/Overseas Development	International/Overseas Development/Aid
Religious Groups	Religious Groups & Activities
Other	Please include any organisation types not included above

APPENDIX 9: List of Organisations Participating in the Survey

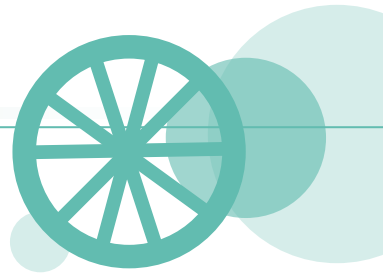
80:20 Educating & Acting for a Better World
A.L.O.N.E.
Ability West
Accessible Community Transport Southside Ltd
ACCORD (Catholic Marriage Care Service) Central Office
ACET (Ireland)
ACET Matilda Project
Action Inishowen
AdVIC
Aisteoiri Bhreanainn
Ala
Allenwood Community Development Association Ltd
An Cosan The Shanty Educational Project Ltd
Anad Family Resource Centre
Artspace Studios Ltd
Asthma Society of Ireland
Attention Deficit Disorder Midwest Support Committee Ltd
Avondhu Development Group Ltd
Baboro International Arts Festival for Children
Balally Family Resource Centre Ltd
Ballinasloe Social Services Ltd
Ballybane Murvue CDP
Ballybrack Community Development Project
Ballyhoura Development Limited
Ballymun Community Law
Ballymun United Football Club
Ballyphehane and District Pipe Band
Barretstown
Beam Services Banglestown
Birr Stage Guild Ltd/Birr Theatre & Arts Centre
Blanchardstown Centre for Independent Living
Blayney Blades
Blue Drum-The Arts Specialist Support Agency
Bonnybrook Early Education Centre
Bray Women's Refuge
Breaking Through Ltd
Bridge
Brothers of Charity Services SE
Bushypark Treatment Centre
Camara
Can Teen Ireland
Canal Communities Partnership
Carberry Housing Association
Care Alliance Ireland
CARI
Carlow LEADER Rural Development Company
Carlow Women's Aid
Carmichael Centre for Voluntary Groups
Castleblayney Camogie Club
Castlefinn Local Area Team
Castlemaine Family Resource
CDP Priorswood
Charlestown & District Dev. Assoc. Ltd
Children's Books Ireland
Children's Rights Alliance
Children First Foundation
Children in Hospital Ireland
Christ Church Waterford Foundation
Christian Concern for Freedom of Conscience
Church of Ireland Parish
City of Dublin YMCA
Citybus Employees
Clare Youth Service
Clondalkin Community Recycling Initiative
Clonmel Community Parent Support Programme
Clowns Without Borders Ireland
Cobh Family Resource Centre

Comber Romanian Orphanage Appeal
 Comharchumainn Inis Toirc Co-operative Society Ltd
 Comhlamh
 Comhluadair Bheo
 Community Action Programme Ballymun
 Community Awareness of Drugs
 Community Consultants Ltd
 Community Media Network
 Community Partnership Network
 Connemara Community Radio
 Cooley Environmental & Health Group
 Cooley Environmental & Health Group
 Coolmine Therapeutic Community
 Cope Ltd
 Copping On, National Crime Awareness Initiative
 Cork Alliance Centre
 Cork Greenmap
 Cork Probation Hostel Committee Ltd
 Council for the West
 CRANN
 Create
 Crime Victims Helpline
 Croi Rath Naoi Community Development Project
 Cultivate
 Curam
 D8 CEC
 Dara Residential Services
 Darndale Belcamp Village Centre Limited
 DeafHear.ie
 Dessa
 Disabled Drivers Association of Ireland
 Disabled People of Clare (DPOC)
 Don Bosco Teenage Care Housing Assoc
 Donegal Physical & Sensory Disability Advocacy Service
 Donegal Sexual Abuse and Rape Crisis Centre
 Donegal South Forum Ltd
 Donegal South Forum Ltd
 Drugs & Alcohol Programme Crosscare
 Dublin 7 CIL
 Dublin Buddhist Centre
 Dublin Choral Foundation
 Dublin North East Drugs Task Force
 Dublin Rape Crisis Centre
 Dundalk Simon Community
 Dun Laoghaire Refugee Project
 Ean-emigrant Advice Network
 East Cork Area Development Ltd
 EIRI Corca Baiscinn
 Enclude
 European Anti Poverty Network Ireland
 Extra Care
 FADA Newbridge
 Fight 4 Sight
 Finglas East Regional Network
 First Employment Services Ltd
 FISSTA-Federation of Irish Salmon & Seatrout Angles
 FLAC-Free Legal Advice Centres
 Forbairt Naionrai Teoranta
 Forum for Music in Ireland
 Friends of Killashee Limited by Guarantee
 Friends of St. Luke's Hospital, Dublin
 Gael Linn
 Galway Centre for Independent Living
 Gheel Autism Services Ltd
 Glencree Visitors Centre
 Glinn GAA Club
 Gonzaga College
 Gorta
 HAIL Housing
 Holly House Community Development Project
 Hospital Family Resource Centre

Inagh Housing Association Ltd
 Inland Waterways Association of Ireland
 IRD Duhallow
 Irish Association for Spina Bifida & Hydrocephalus
 Irish Bible Institute
 Irish Blind Sports
 Irish Cancer Society
 Irish Council for Civil Liberties
 Irish Council for Overseas Students
 Irish Doctor's Environmental Assoc
 Irish Motor Neurone Disease Assoc
 Irish Mountain Rescue Association
 Irish National Cystic Fibrosis Association
 Irish National Organisation of the Unemployed
 Irish Primary Principals' Network
 Irish Society for the Prevention of Cruelty to Animals
 Irish Whale and Dolphin Group
 Irish Woodworkers for Africa Ltd. T/A Just Forests
 Jobcare
 KADE
 Kenagh Community Co-operative Society Ltd
 Kerry Earth Education Project
 Kerry Network of People with Disabilities
 Kerry Parents & Friends Association
 Kerryhead/Ballyheigue Family Resource Centre
 Kilkenny Community & Voluntary Forum
 Killarney Community Services Ltd
 Killmallock Youth Club
 Kilroy's College
 Kilrush Family Resource Centre Ltd
 Kinnegad Community Childcare Ltd
 La Leche League of Ireland
 Laois TRIP Ltd
 Leaf Environmental
 Leitrim Lifestart
 Leixlip Adult Learning Centre
 Letterkenny C.D.P. Ltd
 Letterkenny Youth & Family Service
 Lifestart Lifford/Letterkenny
 Limerick Mental Health Association
 Limerick Youth Service
 Lismore Mochuda Development Co. Ltd.
 Listowel Family Resource Centre Ltd
 Living Life Counselling Centre Ltd
 Longford Women's Link
 Loughboy Area Resource
 Lucca Leadership Ireland
 Macnas
 Macro Building Management Ltd
 Mater Foundation
 Mealagh Valley Community Association
 Medical Research Charities Group
 Meningitis Research Foundation
 Mermaid Arts Centre
 Mevagh Family Resource Centre
 Migraine Association of Ireland
 Miss Carrs Ecclesville
 Mohill Family Support Centre
 Mounttown Neighbourhood Youth and Family Project
 MOVE (Men Overcoming Violence) Ireland Ltd
 Moygownagh Community Development Project
 Mulhuddart & Corduff C.D.T
 Music Network
 Na Calai Community Development Project
 NAPS
 National Association for Youth Drama
 National Childminding Association of Ireland
 National Youth Orchestra of Ireland
 New Communities Partnership
 Newlife International Fellowship
 North & South Roscommon Community Fora

North West Community Network
 North West M.S. Therapy Centre
 North West Parents & Friends Association
 North West Simon Community
 Northside CDP
 Offaly/Kildare Early Years Project Ltd
 Oglaigh Naisiunta na hEireann Teoranta
 Old Coolattin Country Ltd
 OSS Cork
 Our Lady's Bower Secondary School
 OWN Ireland
 PACE
 Parks Tennis Ireland
 Parnell Memorial Pipe Band
 Pegasus-Horses Help People Ltd
 Plough Youth Club
 Pontifical Mission Societies
 Post Natal Depression Irl.
 PPD - The Psychological Centre
 Priory Institute
 Project West CDP
 Protestant Aid
 Quarryvale Community and Family Resource Centre
 Queen of Peace Community Development Group
 RADE Ltd
 Rape Crisis Network Ireland
 Research & Educational Foundation, Sligo General Hospital
 Respond! Housing Association
 Ruhama
 Samhlaíocht Chiarrai
 Saoirse Support Service
 Sarmaritans
 Scoil San Treasa
 Seed Ltd
 Shanganagh CDP
 Skillshare International Ireland
 Slieveardagh Rural Development
 Sligo County Community Forum
 Sligo Mental Health Association
 Smyly Trust Services
 South Leitrim Community Network
 South West Kerry Family Resource Centre Ltd
 South West Kerry Family Resource Centre Ltd
 Southill Family Resource Centre Ltd
 Southwest Kerry Women's Association Ltd
 Spafield Family Resource Centre
 Special Olympics Ireland
 SST Chill tSeandna
 St Cronans Assoc Ltd
 St. John Bosco Youth Centre
 St. Michael's Parish Youth Project Limited
 St. Stephen's Green Trust
 St. James's Hospital Foundation
 Street Children of Bucharest
 Tallaght Deaf Club
 Teach Oscail FRC Project
 Teach Tearmainn
 TEARMANN Housing Association Ltd
 Terenure Enterprise Centre
 The Alzheimer Society of Ireland
 The Blue Box Creative Learning Centre
 The Blue Teapot Theatre
 The Carers Association
 The Dublin Well Woman Centre
 The First Tee of Ireland
 The Friendly Call Service
 The Intercom Initiative
 The Irish Landmark Trust
 The Iveagh Trust
 The Sexual Health Centre
 The Vincentian Partnership for Social Justice

The Wheel
Tir Boghaine Teo.
Tralee CDP
Tralee Women's Forum & Company Ltd
Treoir
Trim Family Resource Centre
Tuam Community Development Resource Centre
Turners Cross Community Development Association
Vincentian Housing Partnership
Vincentian Refugee Centre
Vinters' Federation Welfare/Support Schemes Ltd
Volunteer Centre Ireland
Walkinstown Association
Waterford Spraoi
Waterford Youth Training and Education Centre
WBC Workmens Boat Club Clonmel
Welcome English Language Centre
West Limerick Independent Living
Western Care Association
Westmeath CIS
Wicklow Travellers' Group
Wicklow Uplands Council Ltd
YMCA Cork
Youth New Ross Ltd
Youth Work Ireland, Roscommon/NE Galway



The Wheel is a national organisation that represents and supports community, voluntary and charitable organisations in Ireland. Founded in 1999, we currently have over 900 members across Ireland, reflecting the enormous scope and scale of this vibrant and diverse sector.

The Wheel exists to help change people's lives for the better. We do this by helping non-profit organisations get things done, more efficiently and more effectively. As an independently governed, membership-based organisation, we represent our members' shared interests to Government and other decision-makers, and we promote better understanding of the vital work they do for people in Ireland. **See www.wheel.ie for more.**

The Wheel

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