Jane Doe Inc.
The Massachusetts Coalition Against Sexual Assault and Domestic Violence

The JDI Sexual Assault & Domestic Violence Programs Compensation & Benefits Survey Analysis Report

February 2023

Presented by

Change for Good Coaching and Consulting

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EXECUTIVE **SUMMARY**

A call has gone out to the field of sexual assault and domestic violence (SA/DV) services to reexamine the culture of its compensation practices. This comes from a confluence of factors: changes to the labor force in light of the pandemic, the movement for racial justice, long-standing issues of low pay among direct service workers, and the heavy influence of government contracts on program and pay scales. This timely report provides analysis and guideposts for that reexamination based on data collected from Jane Doe Inc. (JDI) and its member programs.

In early 2022, JDI surveyed its membership to gather data on employee compensation and benefits. The survey was the product of a six-month process of development by a representative Survey Project Team of 18 people who diligently reviewed and revised the job descriptions listed in the survey and survey questions to make sure they reflected current roles and practices among JDI members.

Forty-five organizations (out of 62) representing all geographies responded, and over a thousand salaried positions were categorized into 38 jobs. Responses came from 34 SA, DV and/or dual (SA/DV) programs and 11 healthcare and/or other nonprofits with SA/DV programs. The Team used January 2022 as the snapshot in time from which they derived salary, benefits, and compensation policies. A draft report and a summary of the data (which is reproduced on page 15 of this report) was reviewed by the Project Team and a number of leaders of color from JDI member programs.

over **1,000** salaried positions were categorized into 38 jobs

Responses came from **45** SA/DA organizations in Massachusetts

Their feedback was incorporated into the final version of *The JDI Sexual Assault & Domestic Violence Programs Compensation & Benefits Survey Project Report* (the Survey Report), which was completed in May 2022.

JDI commissioned further analysis of the results of the survey. Together, the survey and this report provide the following insights:

- An overview of statewide and regional salaries by job titles.
- Documentation of the array of benefits offered to employees.
- A racial equity lens to spotlight any disparities in staffing and leadership in SA/DV service providers.
- An assessment of the salaries for direct service advocates benchmarking against livable and thriving wages, highlighting racial disparities in staffing and leadership and related implications of government reimbursement rates the SA/DV field in Massachusetts.

This report compares current compensation to livable wage standards in Massachusetts. It also lifts up the marked racial disparity that higher wage earners in the movement are primarily white while lower wage earners are disproportionately people of color. It further analyzes the impact of this disparity on leadership pathways for people of color.

The report provides multiple suggestions for making improvements to wages and benefits. It also includes thoughts about resourcing and pacing these changes. Those recommendations are summarized here:

01 Review the recommendations and create a JDI task force to prioritize the ones that impact all member programs for JDI to consider starting in 2023.

02 Provide any further knowledge or training that JDI leaders, including boards of directors, may need to discuss, prioritize, and create strategies to implement the following recommendations.

03 ***Increased wages***

a. Shift model from "livable" to "thriving". (p.28)

b. Pay higher wages for roles requiring specific cultural experience or multi-lingual skills. (p.28)

04 ***Health insurance parity***

a. Eliminate differentiation between individual and family coverage. (p.30)

b. Tier premium rates based on salary. (p.32)

c. Provide comparable coverage for part time employees. (p.33)

d. Eliminate waiting periods. (p.34)

05 *Equitable retirement plans*

a. Eliminate cost-sharing. (p.35)

b. Have dollar contributions rather than a percent of salary. (p.35)

06 *Equitable distribution of paid leave time*

a. Provide sick time without accrual requirements. (p.36)

b. Eliminate donated "sick banks." (p.36)

c. Ensure people can actually use their leave time. (p.37)

d. Consider a "use it or lose it" vacation policy. (p.37)

07 *Intentionality in new employee salaries*

a. Show salary or salary range in job postings. (p.38)

b. If a salary range is used, establish clear criteria for what applicants are offered. (p.38)

c. Consider carefully whether educational degrees or other traditional qualifications are relevant to the job. (p.40)

d. Eliminate salary negotiation. (p. 41)

08 *Equity in merit and cost-of-living raises*

a. Use dollar amounts rather than percentages of salary—or use higher percentages for lower-wage staff and lower percentages for higher-wage staff. (p.42)

09 *Other employment practices*

a. Intentional supervision. (p.44)

b. Mentoring. (p.44)

c. Learning about and addressing implicit bias. (p.45)

d. Investing in staff development. (p.45)

e. Develop and document or deeply review a compensation philosophy and share it widely with staff. (p.46)

10 ***Together, as a coalition and as individual member groups, challenge the limitations of funding constructs.***

a. Partner with existing campaigns to urge funders into improving wages. (p. 47)

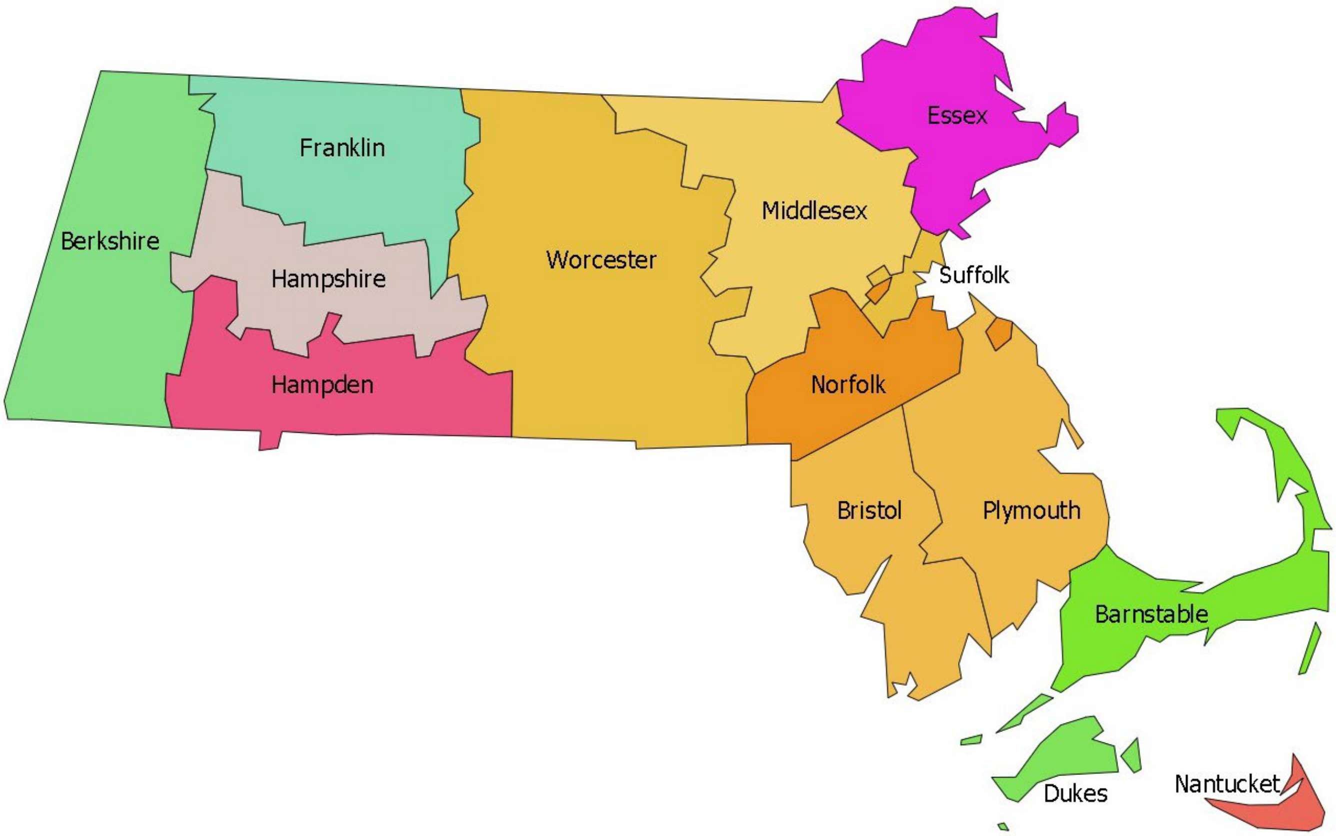
b. Engage in targeted advocacy. (p. 47)

c. Develop and implement strategies to raise no-strings-attached funding. (p. 48)

11 ***Prepare for upcoming leadership transitions. (p. 49)***

Part 1: Context

I. Why JDI invested in this project



The 2022 Jane Doe Inc. (JDI) Sexual Assault and Domestic Violence Programs Compensation and Benefits Survey Project Report and this Analysis Report (the Report) was designed to provide a statewide and regional snapshot of Massachusetts nonprofits working in the field of sexual and domestic violence. The survey asked organizations to provide data on salaries for each position, employee demographics for each of those positions, and benefits as of January 2022. All findings are presented in aggregate. Forty-five (45) Massachusetts nonprofit organizations participated in the Project.

JDI conducted the survey and commissioned this analysis of the results to provide the following insights:

- *An overview of statewide and regional salaries by job titles.*
- *Documentation of the array of benefits offered to employees.*
- *A racial equity lens to spotlight any disparities in staffing and leadership in SA/DV service providers.*
- *An assessment of the salaries for direct service advocates and related implications for the Commonwealth of Massachusetts and reimbursement rates the SA/DV field in Massachusetts.*
- *Opportunities for the field to address the breadth of its most valuable resource — the workforce — and how to actively address the goals of equity and inclusion and establishing and maintaining well-resourced workplaces.*

The data and analysis in this Report both depicts a snapshot in time and tells a larger story about the sexual assault and domestic violence field in Massachusetts and how it has evolved over many decades. From community-based grassroots organizations to more established nonprofit organizations—some with multiple locations, some situated in larger institutions—the work in Massachusetts to end sexual assault and domestic violence happens in many settings. This Report compels us to examine how we support our workforce of advocates, many of whom came to the work because of their survivorship. It asks us to consider how we create organizations that align with the values of social justice and equity.

“This Report compels us to examine how we support our workforce of advocates, many of whom came to the work because of their survivorship. It asks us to consider how we create organizations that align with the values of social justice and equity.

This Survey Report provides us with a unique lens to reflect on the broader field: leadership, staff composition, salaries, and benefits, all of which are both timely and critically important. The true history of the movement, led by women of color in its origins and coopted by white women in its trajectory, is a narrative that we must embrace. We hope that this companion analysis to the survey will offer many opportunities for meaningful discussion among organizational leaders, with advocates and staff, with boards, within and across organizations, regions, and programs. JDI is committed to promoting dialogue about the findings and continuing to unpack the deeper meaning within the data.

Acknowledgements

This survey and this Report required many collaborations and partnerships along each step. We are grateful to the hundreds of advocates, many of whom are survivors, whose work changes lives every day. We are also appreciative of the 45 organizations whose time and labor created the data that informs this Report. It is also important to note that these organizations had their own methodologies for collecting the data they shared with us, and that processes likely vary from organization to organization. We are only analyzing and reporting on the data that we received.

We also want to thank the incredible consultant team who crafted this survey and created the data report, giving substance to the goals from the very beginning. This includes Deborah Linnell, Lead Consultant, and Lyn Freundlich, the Founder and Principal Consultant at Change for Good Coaching and Consulting. We are also very grateful for the expertise of Rita Haronian of Nonprofit Compensation Associates, who developed a survey methodology called Fair Pay.

We are indebted to the Project Team members listed on the next page for their time and commitment to this project and for beta-testing the survey and responding to first drafts of survey results and this Analysis Report. We are very appreciative of the work of the culturally specific programs participating in the Project Team for their expertise. We also want to thank and acknowledge the MA Women of Color Network (MAWOCN) for their May 2017 report, "The Need to Reclaim Space: A Survey of Positions Held by Women of Color in the Anti-Violence Movement in MA," which was the first statewide survey identifying the demographics of staff at JDI member programs; those findings still resonate today, are included in sections of this report, and necessitated this follow-up survey five years later.

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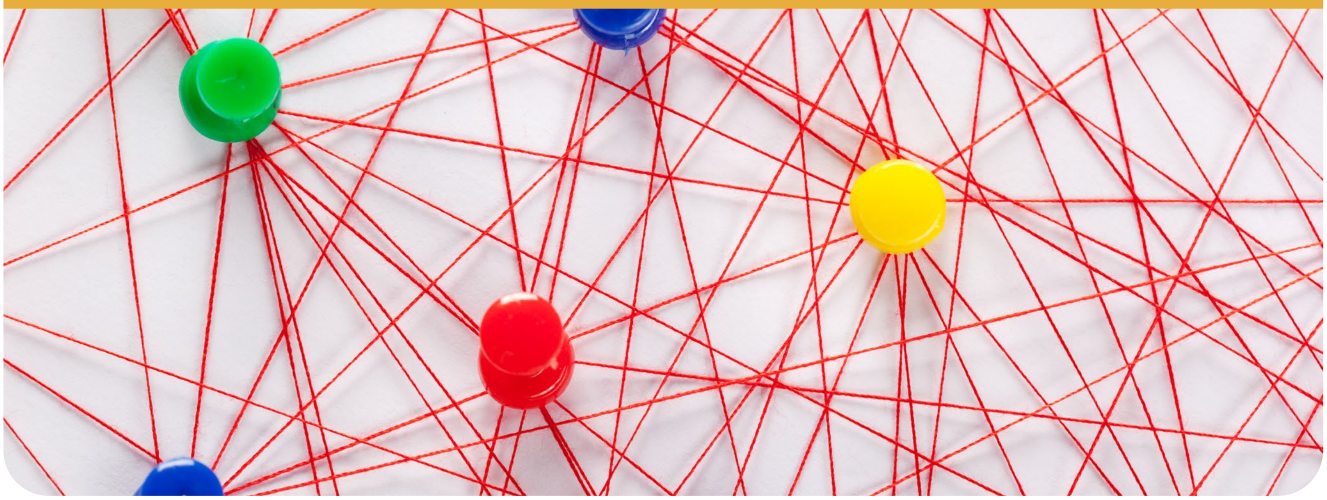
Thank You!

II. The Landscape:
Complexities surrounding compensation and benefits in a changing and contract-driven world.



Nonprofit leaders, including the leaders of Massachusetts' sexual assault and domestic violence (SA/DV) organizations, bring much more than passion for mission to their roles. In most of Massachusetts' SA/DV groups, executive directors (EDs) serve as strategists, fundraisers, board wranglers, financial managers, visionaries, and human resources experts. Twenty-four percent (24%) of respondents to the survey reported that they expect their executive directors to transition in the next three years. The potential of one in four current executive directors leaving their roles soon points to the challenges our leaders face and the importance of rethinking those jobs. It also suggests that we need to prioritize building a bench of experienced, well-prepared leaders of diverse backgrounds to herald our organizations and the field into the future.

To ensure that a diverse array of staff working in the field stay and thrive to become well-positioned as future leaders, we need to understand the factors that make hiring and retention challenging. Some challenges are inherent in the era of the COVID pandemic. Others are historic—institutional racism, for example, and the culture of financial and other sacrifices many current and past workers in the SA/DV field have made to do the work. Yet other challenges are structural, connected to the constraints of being overly reliant on government contracts.

The JDI Survey Report makes it clear that salary levels for entry-level roles are low and, for workers with families, do not provide a living wage, never mind a thriving wage that might fund key components of stability like homeownership. (See Part 2 for comparative data.) The Survey Report also shows that lower-paying jobs are held disproportionately by people of color, further ingraining years of systemic wealth disparity between Black, Indigenous and People of Color (BIPOC) communities and their white counterparts.

Low pay is often a key factor in turnover. It can also mean:

- People with access to other types of financial support can be better positioned to choose a career in the field than those who do not.
- Because of the racial wealth gap in Boston,[1] white staff are significantly more likely to have access to additional financial support. As a result, it may be that fewer BIPOC staff remain in the field, gain experience, and move into leadership roles. It should be no surprise that the study shows 70% of higher-paying leadership level positions are held by white people.
- It is a continuous challenge to align our vision for the world (where people live in safety and thrive) with our organizational practices.

On that last point, consider that how an organization handles its finances reflects its priorities. Finances are not neutral. Those who make the decisions that impact salary and benefits are mostly white. They sit at the top layers of organizations and are largely beholden to mostly white state and federal policymakers who create the parameters under which organizations operate, including placing limitations on employee compensation.

Those who make the decisions that impact salary and benefits are mostly white.

In addition, government contracts (along with funding from many foundations) notoriously do not fund overhead, leaving nonprofits starved of the capital needed to adequately compensate the staff and cover the full cost of operating the organization. Funds are funneled to the heart of the work—which, for program participants, is programming—but do not include the resources needed to sufficiently pay the people who deliver this essential programming. With infrastructure lagging behind program development, there is also additional stress on management functions because many organizations go without the key administrative positions necessary to make program delivery efficient and well supported.

[1] https://www.bostonfed.org/publications/one-time-pubs/color-of-wealth.aspx

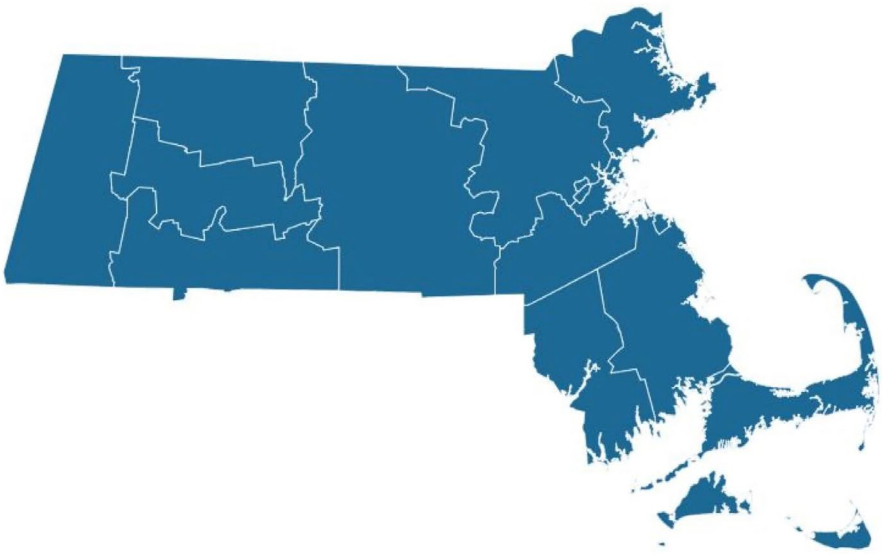
As a condition of funding, the Commonwealth of Massachusetts sets salary ranges for human services workers. This further constrains SA/DV organizations and will require an educational, advocacy, and possibly a legislative approach to change. As a backdrop to these findings, it is important to note that Massachusetts is a leader in state investment in sexual assault and domestic violence programs, currently allocating over $56 million per year. It is also important to note that Massachusetts is unique in its use of a rate-setting formula (Chapter 257) to fund human services programs (including DPH-funded SA/DV programs). These rates determine the dollar amount a program can expect to be paid by DPH (Massachusetts Department of Public Health) per full-time employee (FTE) and the number of FTEs each program is presumed to be able to support. These rates have historically fallen far below living wage rates, putting program directors in the difficult position of needing to support more staff without adequate compensation. The interplay between funding rates and the annual budget approved by the legislature is complex, and JDI's monitoring and advocating role will be more important than ever going forward.

Today, BIPOC workers and younger workers, among others, are questioning the continued use of human capital to subsidize the lack of funding the full cost of providing services. They ask, at what level do we—organizational and field leaders and funders—really value the important work being done by hundreds of staff across the field in Massachusetts? Do we value it enough to enable our workers and their families to thrive? Is there a pathway that would make that happen? And what are the tradeoffs?

Individual organizations can struggle with the questions above regarding values-based compensation decisions, but no one organization will be able to change the funder-driven compensation cycle alone. Those who can successfully raise large amounts of charitable dollars in addition to government contracts may have more flexibility around offering living and/or thriving wages and benefits. However, the Massachusetts SA/DV field has a deep history of advocacy. Given all the change happening across multiple systems, this may be the moment to engage in meaningful dialogue and to envision new ways of working (cost savings through shared back offices is one example) while simultaneously *advocating* with the state, and even foundations, for fairer compensation.

Part 2: Findings

I. Summary of findings



The following is taken from the Survey Highlights from *The Jane Doe Inc. (JDI) Sexual Assault and Domestic Violence Compensation and Benefits Survey Project Report.* The full report can be found here https://tinyurl.com/JDISalarySurvey2022

When considering these findings, it can be tempting to use the data, particularly job-specific salary data, to establish pay rates for your organization. Keep in mind, though, that paying subpar wages because that's what peer organizations do isn't our goal. We in the SA/DV field, and nonprofits in general, need to do better than that. As Minor Sinclair, Executive Director for the Center for Progressive Reform, points out, in Massachusetts, a quarter of all adult recipients of the Supplemental Nutrition Assistance Program are full-time workers, and nearly 10 percent of those are employed by nonprofit organizations.[2] Surely, paying a livable, even thriving wage to all our staff is our aspiration. (More on that in Section II.)

It is also important to remember that the data doesn't necessarily tell the full narrative of BIPOC staff working in the field. A study conducted by the MA Women of Color Network (MAWOCN) helps to contextualize the data of the JDI report and is also summarized in Section II: Interpreting the Data.

> ***A quarter of all adult recipients of the Supplemental Nutrition Assistance Program are full-time workers, and nearly 10 percent of those are employed by nonprofit organizations.***

[2] https://www.philanthropy.com/article/we-committed-to-paying-our-staff-more-than-a-living-wage-your-nonprofit-should-do-the-same

General Observations from the Survey Report

- Forty-five (45) nonprofit organizations completed the survey. Data was compiled on more than 1,000 individual salaries, which were categorized into the 38 jobs contained within the report.

- The annual operating expenses of participating nonprofits range from less than $100,000 to more than $9,000,000. The average annual operating expense of those reported is $3,156,682 and the median is $2,161,800. Organizations are divided into three categories based on their annual operating expenses Survey Report, page 9.

- Fifty-six percent (56%) of these organizations define a full-time workweek as 40 hours per week; 7% use 37.5 hours, and 24% use 35 hours. Most of the remaining organizations tend to be smaller nonprofits, with varied workweeks of 32 hours or less.

- Sixty-eight percent (68%) of employees at participating organizations work full-time, while 32% work part-time.

- Respondents reported annual voluntary turnover rates during the twelve months prior to the survey of 15% for full-time employees and 10% for part-time employees.

- Twenty-four percent (24%) of organizations expect their current Executive Director/CEO to leave their position within the next three years.

- Sixty-nine (69) individuals hold the five highest-paying jobs, including the Executive Director/CEO. Of those, 30% are BIPOC and 70% are white. On the other hand, of the 259 individuals holding the five lowest-paying positions, 66% are BIPOC and 34% are white. (Please see the Compensation section below for more about compensation and racial demographics.)

Attracting & Retaining Employees

Ninety-one percent (91%) of participants anticipate increased competition from other employers to attract and retain well-qualified employees in 2022.

Participants identified reasons for recent voluntary turnover at their organizations. The top four reasons reported are leaving for jobs with higher pay elsewhere (58%), personal/family considerations (47%), geographic moves (36%), and leaving for a more flexible work situation (36%).

Diversity, Equity, Inclusion

More than half of participants (58%) have funds allocated for DEI (diversity, equity, and inclusion)-related activities, including 20% with DEI as a standing line item in their budgets.

Sixty-seven percent (67%) have worked or will work with a DEI consultant between 2019 and 2022. In 2022, 96% are providing DEI-related staff training and 76% are providing DEI-related board training. Forty-six percent (46%) have a board nominations plan that integrates DEI.

While most organizations have one or more staff members assigned the responsibility for DEI advancement, those responsibilities are often in addition to other job functions. For this reason, the survey did not receive sufficient data to report pay levels for the DEI Director/Specialist (job #107).

Benefits: Time Off

- Sixty-seven percent (67%) of the organizations provide full-time employees with a specified numbers of paid days off each year for vacation, holidays, sick leave, and personal days.

- Twenty-nine percent (29%) offer a PTO (Paid Time Off) program instead, giving employees a set number of days off to be used for any purpose.

- Another 4% offer some other form of time off benefits. Most of these are small organizations, which tend to have less formal benefits policies or practices.

- Eighty-seven percent (87%) of participants offer one vacation schedule option for all employees, often one that provides a schedule of an increasing number of vacation days the longer an employee remains employed with the organization.

- Respondents provide an average of 12 paid holidays and 12 paid sick days per year.

Benefits: Insurance & Retirement

- Ninety-three percent (93%) of respondents offer some type of medical insurance to full-time employees. All these organizations pay 60% or more of the individual employee premium.

- Eighty-two percent (82%) offer a traditional health plan, 11% offer a cafeteria plan, and 7% do not offer health insurance benefits.

- Among respondents with part-time employees, sixty-four percent (64%) indicate that part-time employees are eligible for health insurance benefits if they work a minimum average number of hours per week (on average, 25 hours per week), while 2% make benefits available to all employees regardless of the number of hours worked. The remaining 34% indicate that only full-time employees are eligible for health insurance benefits.

- Ninety-one percent (91%) of surveyed organizations provide some type of retirement benefit to their full-time employees. For these employers, tax-sheltered annuities such as 401(k) and 403(b) plans are by far, the most popular type (82% of all reporting organizations).

- Seventy-one percent (71%) of those offering retirement benefits have plans in which both the employer and the employee contribute. In 27% of the organizations, only the employee contributes.
- Seventy-seven percent (77%) of organizations that contribute to retirement plans contribute a percentage of each employee's annual salary, usually the same percentage for all employees. These employer retirement contributions range from 1% to 10%, with an average of 3.21%.

Compensation

- Ninety-three percent (93%) of participating organizations have salary increases budgeted for their current fiscal year. The median overall increase reported is 3%.
- Many participating nonprofits use more than one method to grant salary increases. Across-the-board increases were cited by 64%, cost of living increases by 31%, merit or performance-based increases by 24%, internal job equity considerations by 22%, adjustments based on external labor market-information by 13%, and length of service increases by 7%.
- Thirty-eight percent (38%) of organizations report that they have a formal policy that allows for incentive pay or bonuses for their Executive Directors/CEOs. Between 44% and 47% allow for incentive pay or bonuses for management, professional and/or support and administrative workers.
- Ninety percent (90%) of the employees reported are female, 8% are male, and 2% identify as nonbinary/nonconforming. The small amount of data compiled with respect to male employees indicates generally equitable pay levels between women and men. Insufficient data precludes an analysis of pay levels for nonbinary/nonconforming employees.
- One priority of this survey is to look at jobs that require language fluency and/or culturally specific life experience. Survey jobs reporting pay data for these requirements do not show a pattern of pay differential for employees in jobs requiring language proficiency and/or culturally specific life experience as compared with pay for the job overall.
- A comparison of job-by-job levels for white and BIPOC employees indicates that pay levels of white and BIPOC employees in the same survey job are generally very

similar with no significant difference, overall, in pay rates. However, this varies by job. For a few jobs, white employees earn more (up to 6% more) and for others, BIPOC employees earn more (up to 9% more). This doesn't tell the whole story, though. As the chart below illustrates, the most highly compensated jobs are held largely by white people, while the lowest-paying positions are held primarily by BIPOC staff.

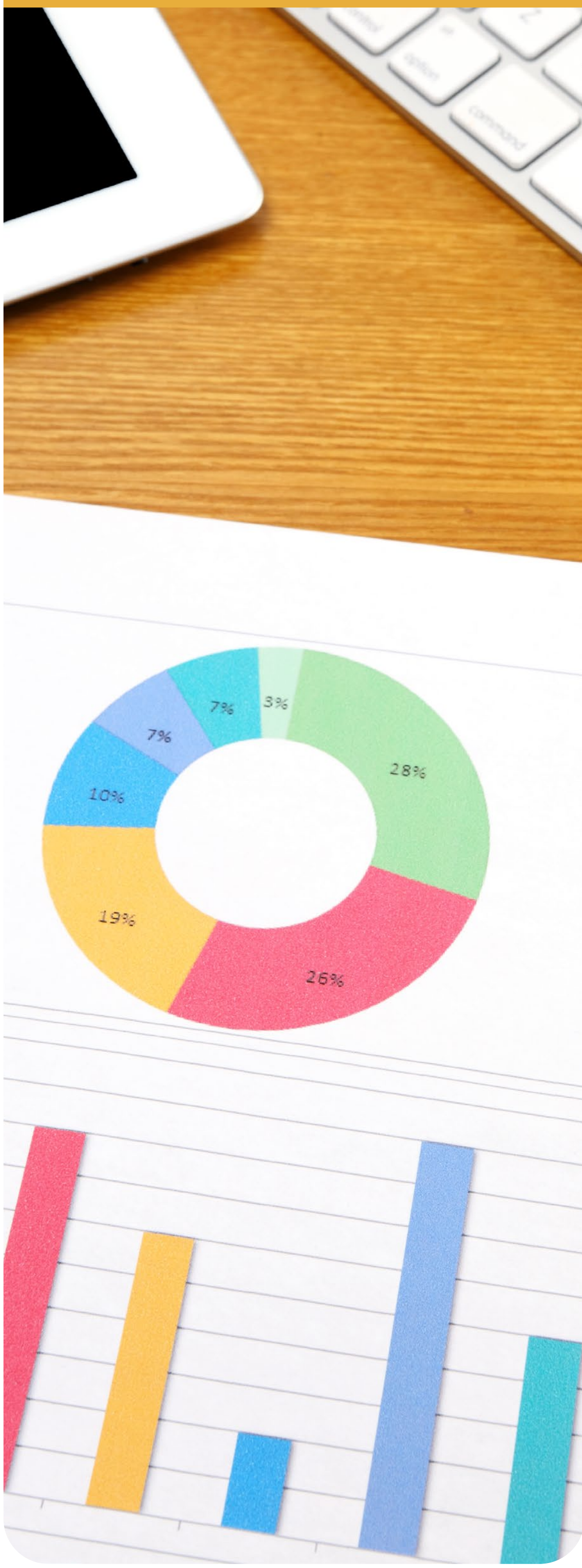
Further, this data does not account for tenure, previous experience, education, and other factors. As stated in the Preface of the Survey Report, "information presented is not a scientific sampling from which conclusions can be drawn about all nonprofit compensation from our region." These trends in salaries overall and by position, along with the lived experience of BIPOC staff in these roles, can and should inform continued dialogue on equitable pay for BIPOC and all employees.

Five highest-paying jobs	Five lowest-paying jobs
30% BIPOC	66% BIPOC
70% white	34% white

"

... the most highly compensated jobs are held largely by white people, while the lowest-paying positions are held primarily by BIPOC staff.

II. Interpreting the data



Subpar wages, racial disparities

JDI's SA/DV salary survey reported data on 38 positions out of the 44 identified by the Project Team as the most common positions across Massachusetts SA/DV organizations. Six positions did not have enough data to report on, but of the 38 positions where data was available, the median salary offers at least a "living wage" to a single earner with no children, as determined by the MIT Living Wage Calculator.[3] However, once children become part of the picture, the data is starker. A single adult earner with one or two children would have to work in a management or perhaps a business and financial operations position to earn a living wage.

As Table 1 on page 23 illustrates, the lowest living wage in the Massachusetts area for one adult with no children is $45,510. For a single adult with two children, it's $118,955. Of staff represented in this study, 34.6% earn below $45,400. Only 2.1% earn $119,000 or more, the salary required to cover the expenses of a household with a single earning adult and two (or more) children. Those numbers are staggering. Even if we conclude that most of our workers live in two-adult households (and there is no reason to think that the case), the lowest living wage is $32,552 for two adults with no children. And in two-adult households with two children, the living wage is $65,728.

[3]https://livingwage.mit.edu/—see Tables 1 and 2

Considering those numbers, approximately 3.5% of the earners in this study are not earning even $32,500. And only 22% earn over $66,000.

As a result, many who want to work in this field simply cannot afford to. Those who can typically have other sources of income: family support, a second earning adult in their household, access to other accumulated wealth, or a second job. Because there is such a wide racial wealth gap in Boston and across the region,[4] white people are much more likely to have access to those additional resources. This raises important questions:

Does the way SA/DV organizations compensate staff contribute to or reinforce the racial wealth gap among employees in the field?

Does the way we pay employees make it more difficult for lower-wage workers to remain in the field, and therefore advance?

What are the sacrifices long-term workers need to make to continue to work in the field? How can we mitigate this situation?

In addition to increasing equity, are there other strategic reasons to pay lower-wage workers more? For instance, would doing so "strengthen the bench"—i.e., ensure there are staff who stay with the organization long enough to gain the knowledge and experience to participate meaningfully in leadership and management functions? Would it ensure that there is a well-prepared, diverse group of staff positioned to fill leadership roles as longtime leaders retire?

[4]*The Color of Wealth in Boston* reports that while white households in Boston have a median wealth of $247,500, Dominican and US Blacks have a median wealth of close to zero. https://www.bostonfed.org/publications/one-time-pubs/color-of-wealth.aspx

Table 1: Living Wage[5]

This table shows the living wage an individual earner household or two-earner household must earn to support their family, based on the assumption that earners work full time (2,080 hours per year or 40 hours per week.) This chart shows the difference between data collected from all of Massachusetts versus just Western Massachusetts (Berkshire, Hamden, Hampshire, and Franklin Counties combined).

	Single earning adult			Two earning adults		
Number of children	0	1	2	0	1	2
Wage: all MA	$45,510	$91,998	$118,955	$32,552	$49,525	$65,728
Wage: W. MA	$36,671	$78,307	$102,586	$27,841	$42,682	$57,397
% difference	24%	17%	16%	17%	16%	15%

[5] https://livingwage.mit.edu/states/25

Table 2: Typical Massachusetts salaries vs. JDI survey salaries by region

Occupational Area[6]	Typical Annual Salary in MA[7]	JDI Survey Data					
		Average aggregate for all reporting[8]	State-wide agencies	Bristol, Plymouth, Barnstable, Dukes, Nantucket counties	Hampshire, Hampden, Franklin, Berkshire counties	Essex, Norfolk, Suffolk counties	Worcester, Middlesex counties
Management[9]	$132,616	$118,951	$108,130	N/A	$99,997	$133,150	$115,682
Business/Financial Operations	$86,702	$90,536	N/A	N/A	N/A	$90,123	$91,998
Community/Social Services[10]	$51,381	$48,852	N/A	N/A	N/A	$51,029	$46,581
Legal[11]	$115,432	$67,744	N/A	N/A	N/A	$68,262	N/A
Office & Administrative	$49,584	$49,032	N/A	N/A	N/A	$54,005	$47,243

A note about regional differences

Table 1 illustrates regional living wage differences. Not surprisingly, it is less expensive to live in Western Massachusetts than in the Commonwealth overall. The good news is that while survey respondents' wages are also lower in Western Massachusetts by 8%–19%, that difference is aligned with the difference in cost of living. In other words, according to this data, our colleagues in the western part of the state aren't necessarily doing better or worse than SA/DV workers across the entirety of the state.

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[6] MIT Living Wage Calculator https://livingwage.mit.edu/. The Calculator lists typical salaries for several positions. Most Calculator positions do not match those in the SA/DV field closely. There were five position areas that could be lifted for comparison's sake, although the match of Management, for example, is not a perfect match for a nonprofit executive director.

[7] https://livingwage.mit.edu/states/25

[8] This column of data is derived from salaries reported from 45 organizations for like positions reported on page 38 of *The JDI Sexual Assault & Domestic Violence Programs Compensation & Benefits Survey Project Report.* The data captures the average salary by employee. The JDI survey captures salaries as of January 1, 2022. For other columns, the average by geography individual employee is added where data from the survey is available. There needed to be four organizations presenting salary data on this position by geography for it to be reported.

[9] Executive Director/Co-Director/CEO/President position.

[10] The Advocate/Case Manager Generalist position was used as the proxy here.

[11] This occupational area includes attorneys in the JDI report but not legal advocates, who average $46,193.

Table 3: Typical Massachusetts Salaries vs. JDI Survey Salaries for Culturally Specific Roles

Occupational Area[12]	Typical Annual Salary in MA[13]	JDI Survey Data Average aggregate for all reporting[14]
Community/Social Services[15]	$51,381	$48,852
Culturally Specific Advocate[16]	N/A	$51,354
Culturally Specific, Bi- or Multilingual Advocate	N/A	$52,347

A note about culturally specific positions

Table 3 compares general community and social service roles with culturally specific advocates and multilingual culturally specific advocates. As illustrated, those roles represented in the survey pay slightly more than the general advocate position. This pattern holds true when there was enough survey data to report about other positions in culturally specific organizations. Those salaries, on average, are on par with or even slightly higher than similar roles not seeking culturally specific experience. Examples of these roles include:

- Advocate roles
- Outreach & Education Coordinator/Specialist
- Director or Vice President of Programs and Services
- Master's Level Social Workers or Mental Health Workers

However, taking into consideration the dual qualifications required for these positions, organizations could consider paying higher wages for advocate and other direct service roles requiring cultural experience and linguistic skills.

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[12]MIT Living Wage Calculator https://livingwage.mit.edu/. The Calculator lists typical salaries for several positions. Most Calculator positions do not match those in the SA/DV field closely. There were five position areas that could be lifted for comparison's sake, although the match of Management, for example, is not a perfect match for a nonprofit executive director.

[13]https://livingwage.mit.edu/states/25

[14]This column of data is derived from salaries reported from 45 organizations for like positions reported on page 38 of The JDI Sexual Assault & Domestic Violence Programs Compensation & Benefits Survey Project Report. The data captures the average salary by employee. The JDI survey captures salaries as of January 1, 2022. For other columns, the average by geography individual employee is added where data from the survey is available. There needed to be four organizations presenting salary data on this position by geography for it to be reported.

[15]The Advocate/Case Manager Generalist position was used as the proxy here.

[16]There is no MIT position that matches "culturally specific advocate" or "culturally specific multilingual advocate." These are included here for the sake of comparison.

More about racial disparities

At first glance the data shows that a comparison of job-by-job levels for white and BIPOC employees indicates no significant difference, overall, in pay rates. In fact, however, given the low entry-level wages, it isn't surprising that the most highly compensated positions are held by primarily white workers and the lowest paid positions are held primarily by BIPOC workers.

These findings are consistent with the 2017 Massachusetts Women of Color Network findings.[17]

- 12% of Executive Directors are women of color; 83% are white.
- 37% of supervisors and managers are women of color; 63% are white.
- Nearly 66% of staff in [lower paid] Coordinator jobs are women of color.
- 55% of those who serve as advocates [also a lower paid position] are women of color.

The report goes on to say that women of color have a long history of leadership in civil rights, feminist, and LGBTQ movements. Additionally, the report says, women of color, particularly those with additional marginalized identities, are at higher risk for both sexual and domestic violence. Given our understanding that constituents are generally best served by providers with similar identities and experiences, it should follow that a significant number of SA/DV groups are led by women of color. But our data echoes theirs: Only eight of 27 (just under 30%) Executive Directors represented in the JDI report identify as BIPOC. And while the sample size is admittedly small, and race is only provided for four individuals in the role, according to the data 100% of Associate or Deputy Directors are white.

As noted in conversations about the survey data with leaders of color from JDI member programs, the job-by-job pay parity for white and BIPOC workers may also be misleading in that it doesn't account for tenure, previous experience, education, and other factors. In their 2019 *Race to Lead Revisited* report, the Building Movement Project uses the term "white advantage" to describe "the concrete ways that structure and power in nonprofits reinforce the benefits of whiteness."[18] Through their research, they conclude that "white respondents reported more types of support and fewer challenges than people of color." So while the JDI survey points to pay parity, BIPOC members of the JDI Project Team report that in many ways, they have had to go above and beyond just to secure wages on par with that of their white colleagues.

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[17]The Need to Reclaim Space: A Survey of Women of Color Positions in the Anti-Violence Movement in Massachusetts

[18]https://racetolead.org/ma-2019/

Part 3: How can we do better?

We know that our nonprofits are part of the larger ecosystem of the US, which has been built on the backs of Black and Brown enslaved people. Systems change is not easy; however, the SA/DV movement has already created deep systems change regarding how society perceives SA/DV through ongoing education and prevention as well as policy. The movement can also lead in developing pathways to thriving wages for all staff—and therefore all people who choose to do the important work of ending gender-based violence.

Many of the suggestions that follow require time and the allocation of already scarce resources. That said, this field has a history of tremendous resourcefulness and can lead the rest of the sector in providing equitable, livable, or even thriving wages and benefits. While these changes certainly cannot be implemented all at once, they can be prioritized based on each organization's financial, strategic, and staffing reality and goals. Organizational values are also a helpful touchstone when determining which changes should be prioritized.

I. Increase wages

We've spoken above about livable wages, but even that concept is scraping the barrel. What about thriving wages? If minimum wage defines the poverty line, and a living wage provides for necessities like food and shelter, then a thriving wage supports individuals and families to make plans, achieve goals (educational attainment, travel, and leisure time, to name a few) and generally achieve financial independence, health, and opportunity.

Because a thriving wage is a newer concept, detailed region-specific information doesn't yet exist. But the idea has been gaining momentum and drawing attention. One certified B Corporation, MegaFood, a vitamin and food supplement company, has gone beyond thinking in terms of livable wages by ensuring all employees can do more than cover their basic needs. The company recently committed to paying all employees at least 25% above the living wage, and they report that the impact on employees' lives has been immense. Not only can workers better afford things like childcare, they can also begin to save—a key characteristic of a thriving wage, and often the gateway to stability and steadily improving circumstances.

Paying "livable wages" isn't enough. No one aspires to barely pay the bills. So-called livable wages are contributing to a persistent wealth gap. As the Federal Reserve's *Color of Money in Boston* report cited above makes clear, the delineation between those who can and cannot save often falls along racial lines, where white workers thrive and workers of color do not.

The MegaFood story is a good one, but they are a B Corp, not a nonprofit. As nonprofits, we consider our hands tied. We can only pay the wages our funders approve. Paying more requires raising significant unrestricted funds, and doing that is expensive and challenging—or so common wisdom tell us. Minor Sinclair, the Executive Director of the Center for Progressive Reform, has a different perspective. His organization partnered with Living Wage for Us, Inc.[21] to ensure that their compensation and benefits packages truly supported workers living in high-cost metropolitan areas. As Sinclair succinctly put it, "Can [staff] afford decent housing and also pay the grocery bills? Can they cover childcare costs? Can they weather an emergency or unexpected event? Unless the answer is yes, nonprofits

[19] https://www.nhbr.com/paying-employees-a-thriving-wage/

[20] https://www.philanthropy.com/article/we-committed-to-paying-our-staff-more-than-a-living-wage-your-nonprofit-should-do-the-same

[21] Note that Living Wage for Us, Inc. uses the term "living wage" to describe a wage that "includes provisions for unexpected events," which is more aligned with the way we use the term "thriving wage" in this report.

may be contributing to the problem rather than helping to solve it."

As nonprofits, we need to shift our working assumption that new dollars mean new initiatives and therefore new positions. Instead, it is critical to recognize that new dollars provide an opportunity to increase wages of existing staff. However, not all new dollars are created equally, and some are earmarked for programs only. See Part 4 for suggestions on how to create more discretionary funds for increasing salaries and changing benefit structures as described below.

II. Equitable benefits

Salary is only part of the total compensation package employers provide their workers. Health and welfare benefits—medical and dental insurance, for example, or long-term disability coverage—have a direct impact on SA/DV workers and their families. In a time when attracting and keeping employees is difficult, an excellent benefits package can help attract quality candidates and diminish costly attrition.

And good benefits are critical for our staff and their families. According to Healthcare.gov,[22] a federal government website managed and paid for by the US Centers for Medicare & Medicaid Services, fixing a broken leg can cost up to $7,500, and the average cost of a three-day hospital stay is around $30,000. Without health insurance, even a relatively minor incident can lead to significant financial challenges for any individual or family. For workers earning sub-subsistence wages, or even what is considered a living wage because it covers very basic living expenses, a major illness or injury can be catastrophic.

[22] https://www.healthcare.gov/why-coverage-is-important/protection-from-high-medical-costs/

Health insurance parity

Eliminating differentiation between individual and family coverage

During the last few decades, healthcare costs have increased dramatically. Over the last 20 years, the prices paid by urban consumers for goods and services has grown on average 2.1% per year, but the average cost of medical care has grown at a rate of 3.5% per year.[23] Getting and staying healthy is expensive. As the costs of healthcare and, accordingly, health insurance have risen, so too has the burden on both employer and employees increased. It is a particularly challenging dilemma. An organization that spends more on health insurance has fewer resources available for programming, infrastructure, and direct wages. The more that workers spend on health insurance and medical care, the less money remains to cover other basic needs, let alone contribute to savings, homeownership, higher education, and other aspects of a thriving life.

The JDI Survey Report confirms that employers in the field continue to provide health insurance options for their employees, with 93% offering some type of medical insurance to full-time staff. The average cost to the organization? $855 per employee per month. That means a 20-person organization is spending $205,200 annually to insure its staff. Health insurance is a high-priced line item in any organization's budget. When funds barely meet (or don't meet) an organization's basic needs related to programming and infrastructure, it is tempting to look to that significant line item for savings. But the only way to make a meaningful dent in those expenses is to shift a higher proportion of them to employees.

[23] https://www.pgpf.org/blog/2022/02/why-are-americans-paying-more-for-healthcare

The table below illustrates the employer vs. employee cost-sharing ratios for the 27 responding organizations that provide a traditional HMO plan option.

Table 3: Survey Respondents' Health Insurance Premium Contributions

Employer Contribution	Individual		Employee +1		Family	
	# orgs	% orgs	# orgs	% orgs	# orgs	% orgs
100% of premium	3	11%	1	4%	1	4%
90–99% of premium	1	4%	1	4%	1	4%
80–89% of premium	7	26%	4	15%	4	15%
70–79 % of premium	12	44%	12	44%	13	48%
60–69% of premium	4	15%	5	19%	5	19%
50–59% of premium	0	0	2	7%	1	4%
1–49% of premium	0	0	2	7%	2	7%

Most survey respondents (70%) pay 70% to 89% of health insurance premiums for individuals. That percentage declines to 59% of survey respondents paying a similar share of premiums for employees plus one other family member and 63% for families.

With consumer out-of-pocket healthcare spending at about $1,650 per person in 2021,[24] the proportion of a low-wage earner's salary going to healthcare costs would be about 4% of gross wages for someone earning $40,000 annually. For a family of four, it would be 16%. While those numbers may not seem particularly dramatic, consider that a livable wage only covers necessities like food and housing. If each paycheck goes toward covering those core expenses, it is unlikely there is anything left over, let alone the $6,600 a family of four may well need to cover costs related to healthcare. Seen through that lens, the trend of paying a higher proportion of insurance premiums for individuals than for families (from 70% of responding employers to 63%) could spell financial ruin, or at least compromise the health of our employees with families and those family members.

While it might be argued that paying the same percentage of insurance premiums for individual employees as for employees with families isn't fair, it is in fact equitable. Equality, doing the same thing for everyone, is different from equity, which ensures that everyone has the same opportunities for positive outcomes.

Tier premium rates based on salary

In fact, to truly take an equitable approach to healthcare benefits, a shift from thinking and budgeting in terms of percentages to dollar amounts is called for. An 80/20 employer-employee split of an $855 monthly premium is $171 for an employee. Annually, that comes to $2,052, or about 5% of gross pay for someone earning $40,000, but only 2.5% of gross pay for their boss or more senior colleague earning $80,000.

Insurance companies generally won't allow employers to calculate different premium cost-splitting arrangements on an employee-by-employee basis. But employers can often establish at least two tiers so that lower-wage earners spend a smaller percentage of their wages on health insurance coverage. As an example, all employees earning under $75,000 might pay 5% of the insurance premium, and all earning $75,000 or more would pay 20% of the premium. To figure out where to draw that line, and to decide what cost-sharing

[24] https://www.fiercehealthcare.com/payer/nationwide-out-pocket-spending-grew-10-to-1-650-per-person-2021-expect-to-continue-through

percentages will be for each tier, look at the distribution of wages, consider the actual costs of premiums in relationship to salaries, and come up with an arrangement that works for your organization and employees. If you are negotiating directly with the insurance carriers, find a broker to do that for you. Employers very rarely pay brokers; their revenue comes from the insurance carriers. If your broker insists that this cannot be done, think about finding a new broker. The best brokers understand organizational priorities and values and recognize that one size does not fit all.

Provide comparable coverage for part-time employees

Of the respondents to the JDI report's survey, only 64% indicate that they provide medical insurance coverage for part-time employees. Twenty-nine percent (29%) of those provide coverage for staff as long as they maintain a minimum number of hours—27 hours, on average. The other 35% provide prorated benefits to part-time employees.

In 2020, part-time workers made up about 17% of the US workforce.[25] Sixty-three percent (63%) of those part-time employees are women. Given that 89.4% of workers represented in this study identify as female, it isn't surprising that responding organizations report that 32% of the workforce reflected in this study is part-time. While 29% of the US's part-time workers report choosing a part-time schedule so that they could attend school or a training program, 28% of female part-time workers cited family and personal obligations as the reason they worked part-time.[26] Again, because our workforce is predominantly female, a significant portion of part-time employees in the SA/DV fields are likely working part-time because that is all they can manage, given family obligations.

Penalizing part-time workers, staff who contribute to our organizations' mission effectiveness and culture as well as to the overall SA/DV movement, by denying them health coverage (36% of responding organizations) gives the message that those employees are less important, less valuable, than their full-time counterparts. Prorating their coverage, which usually means they pay a higher percent of premiums even though they earn less than their full-time colleagues, takes an even bigger bite out of their already diminished earnings. Even a standard across-the-board cost sharing arrangement (e.g., where all staff regardless of scheduled hours pay 20% of insurance premiums) means part-time staff lose more of their income to insurance than full-time folks. A tier-based premium arrangement that looks at

[25] https://www.zippia.com/advice/part-time-job-statistics/0

[26] https://www.zippia.com/advice/part-time-job-statistics/0

flat salary, not full-time equivalent wages, can help make a dent in that for part-time workers. And in the end, their health and well-being are just as important as the health and well-being of any of our employees.

Waiting periods

Another way to increase equity for our employees is to eliminate waiting periods for healthcare coverage. Thirty-four percent (34%) of responding organizations require that employees work anywhere from 30 to 90 days before they are eligible for this benefit. Those employees have two choices: pay for their own health insurance coverage during that period or take their chances. The people who can afford either of those options are the more highly paid workers, while low-wage earners face significant financial consequences regardless of which choice they make, especially if they or a family member become ill or injured during this waiting period. Eliminating waiting periods is a more equitable approach to insuring new employees.

Equitable retirement plans

Ninety-one percent (91%) of survey participants indicate they offer some type of retirement benefit to their employees. Seventy-one percent (71%) of those that provide a retirement plan share responsibility for funding with their staff. Twenty-seven percent (27%) offer plans that are funded solely by the employee. Neither of these approaches is equitable.

Eliminate mandatory cost-sharing

Requiring that employees contribute to their own retirement funding to receive an employer contribution means that only those who can afford to have money regularly taken out of their paycheck can take advantage of this benefit. That means our lowest-wage earners, who are disproportionately BIPOC workers, either need to sacrifice necessities or "leave retirement money on the table."

Make straight dollar contributions rather than a percentage of wages

Further, calculating employer contributions as a percentage of wages also gives short shrift to low-wage earners. A 2% employer contribution for someone earning $50,000 is $1,000; a 2% employer contribution for someone earning $120,000 is more than twice that at $2,400. A more equitable approach would be to contribute a straight dollar amount to every employee's retirement account. If rewarding longevity is foundational to the plan, that dollar amount can increase incrementally with tenure.

Paid leave time

For the SA/DV organizations in this study, vacation time allocations average 14 days in the first year of employment and increase to an average of 22 days at an employee's tenth anniversary. That is on top of an average of 12 sick days, 12 holidays, and 3 personal days per year. Those policies are relatively competitive in the US marketplace. According to the Bureau of Labor Statistics, in 2021 more than a third of private industry workers received 10–14 days of paid vacation after a year of service.[27] This report did not gather information regarding parental leave policies in relation to the FMLA.

Sick Leave

That said, there are more and less equitable ways of administering sick leave. First, requiring employees to "earn" sick leave by working some number of weeks or months before they've accrued enough time to take a sick day doesn't account for employees with chronic health conditions, young children who frequently get sick, or elderly relatives to care for. That practice also puts new employees in the position of needing to work even if they are unwell. Of the many lessons COVID-19 has taught us, "don't come to work when you are sick" is a key one! Instead of providing earned sick leave, provide all employees with a block of time to use as needed.

Another practice to rethink through an equity lens is the provision of "sick leave banks" where employees can donate unused time. The idea is that staff who have depleted all their sick time but need additional leave to attend to their own health or the health of a family member can tap into that bank of hours. However, there are several problems with this approach:

a. When the sick leave bank is empty, employees who need the time don't have access to a benefit that others who happen to turn to the sick leave bank when it is full do.

[27] https://www.bls.gov/ncs/ebs/factsheet/paid-vacations.htm

b. Sometimes, staff rush to donate time when a colleague is ill. While the generosity of that gesture cannot be overlooked, it is important to remember that people's closest circles of friends and colleagues typically share key identities like race and gender. That means that if people donate sick time for people closest to them, this benefit may only be available to workers of certain identities.

Vacation Leave

The amount of time allocated for vacation in the field isn't particularly noteworthy. What is worth considering is whether SA/DV staff are taking that time off. The survey didn't ask for that data, but we hear anecdotally that it is difficult for employees in some organizations, particularly executive directors and staff whose absences require coverage, to use the vacation they are allotted.

Vacation and other leave usage is easily trackable. If this isn't data you consider regularly, look at how much vacation is awarded versus how much is used. If people aren't taking vacation, dig a little bit deeper. Find out why they don't take leave. Maybe they don't want to overburden their coworkers. Perhaps their supervisor never takes time off, which inadvertently (or not) gives the message that time should not be taken. Maybe there is simply too much work to allow for time away. Then, address the core issue. Hire more relief staff. Work with supervisors and other leaders to plan their own time away.

Consider a "use it or lose it" policy—but only if you can provide regular, personalized communication to each staff about how much time they have and when they need to use it. Working with supervisors and managers to ensure that work can be redistributed or postponed while people take vacation is another way to facilitate leave.

Nonprofit work in general, and SA/DV work especially, is stressful. Everyone benefits when staff routinely take vacation time to rest and refuel. Martyrdom, boasting ("I lose vacation every year"), and complaining ("If I take time off, who will serve my clients?") are counterproductive—destructive, even. Provide generous time-off benefits and then see to it that they are used.

III. Establishing starting salaries for new hires

If compensation is one avenue through which organizations walk their talk, or live their values, how we talk about salaries with prospective employees at every step in the hiring process is like posting road signs, ensuring that new employees understand where they are headed in relationship to compensation-related values.

Show the salary

Show the Salary[28] is a campaign "born out of frustration at the lack of action being taken to address pay gaps and inequity in the charity sector." They point out that a basic enabler of these pay gaps are job announcements that are not transparent about salaries. Vu Le of Nonprofit AF puts it more bluntly: "There is no excuse for refusing to disclose salary on job postings. Not disclosing salaries on job postings is archaic, like wearing powdered wigs, or using asbestos roofing shingles, or engaging in the weird Victorian hobby of taking portraits where people look headless."

Let's consider why it is important:

1. **Transparency**. Yes, including salaries or salary ranges in job postings means that current staff will have information about how positions other than their own pay. Put another way, when you post salaries, you allow workers to see for themselves if they are being paid fairly or not. That means not posting salaries hides that information from staff. When it comes to compensation, it is rare that people feel they are paid enough, regardless of role or level. But when people understand how salary decisions are made, when they know how their salaries compare to others, they are much more likely to recognize fairness and consistency, which leads to higher morale and ultimately lower turnover.

[28] https://showthesalary.wordpress.com/

2. **Closing pay gaps.** In Massachusetts, the Equal Pay Act[29] went into effect on July 1, 2018. The goal was equal pay for comparable work. One of the key aspects of this law is that it prohibits employers from seeking the salary history of prospective employees before making a job offer. Basing salary offers on earning history means that people who are underpaid for their work stay that way. Even the Harvard Business Review has jumped on the bandwagon.[30] Their research found that laws prohibiting this practice increases salaries for Black job candidates by 13% and female candidates by 8%.

3. **Increasing job applicants.** The job market has changed since the beginning of the COVID pandemic. Ninety-one percent (91%) of JDI survey respondents indicated that they anticipate experiencing increased competition from other employers to attract qualified employees. Given that reality, why not take an action demonstrated to increase job applicants? Show the Salary points to a study done in the UK[31] that found organizations are likely to get twice the number of applicants when they show the salary.

4. **Demonstrating respect.** Hiring is stressful and time-consuming. So is applying for jobs. Understanding which jobs pay a salary that will meet an applicant's financial needs at the very beginning of the process saves everyone time. Applicants won't apply for jobs they cannot accept, and employers won't waste time reading resumes and conducting interviews from candidates who will ultimately turn down a job offer because it won't pay enough.

Human Resources staff, recruiters, and even hiring managers often balk at the prospect of including salaries or salary ranges in job postings. The primary concern is that candidates will be offended if you list a salary range and don't offer them pay at the higher end of the scale. However, as Vu Le writes in a Nonprofit AF blog post, "No one will get offended if you offer somewhere within the range and have valid justification and don't do crappy stuff like have a pattern of offering women, BIPOC, disabled, older, etc. candidates salaries at the lower end of your range."[32] In other words, if you have a clear process for determining how

[29] https://www.mass.gov/massachusetts-equal-pay-law

[30] https://hbr.org/2020/07/stop-asking-job-candidates-for-their-salary-history

[31] https://recruiternews.charityjob.co.uk/build-a-fairer-charity-sector

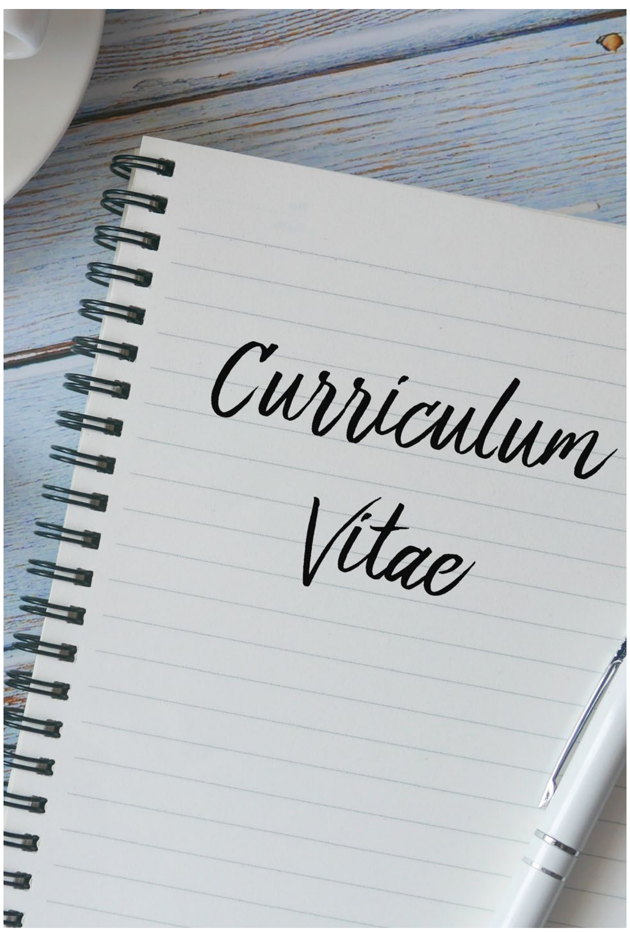
[32] https://nonprofitaf.com/2020/09/not-showing-the-salary-range-in-job-postings-is-archaic-and-inequitable-so-why-do-we-keep-doing-it

to set a salary for a particular applicant within a published salary range, and if you explain that process, job candidates are understanding, even appreciative.

For instance, the starting salary range for a position may be $55,000–$60,000. An equitable practice for establishing salaries within that range might be to determine the extent to which a particular applicant exceeds the minimum qualifications for the role they are applying for. You might increase the job offer from the bottom of the range by $500 for each year or way in which an applicant exceeds those qualifications.

This is just one approach. It doesn't matter all that much what your process is; it just needs to be fair, consistent, and transparent.

Consider carefully whether educational degrees and other traditional qualifications are job-relevant



If starting salaries are determined based on the extent to which an applicant's qualifications exceed minimum requirements for a position, then determining what those qualifications are becomes an important part of the process.

While it is traditional to require a college degree for many professional jobs, stop and consider whether that degree really is a key to success. What is it about a college degree that contributes to effectiveness in a role? Does the employee need to write well? If so, say that; you might even ask for a writing sample. But don't assume that having graduated college is synonymous with being a skilled writer. And don't assume that applicants who have not attended college cannot write.

Articulating the types of experience, knowledge, and skills an applicant will need to succeed in their role and the organization is helpful to everyone—if those experiences, knowledge, and skills are directly tied to the role. When stated qualifications are sound, people without the necessary qualifications will be less likely to apply, saving everyone involved in the process time. Prospective internal applicants will know right off the bat if they are qualified for a vacant role. They'll even have a clear professional development roadmap for advancing, if that is something they are interested in. Most importantly, ensuring that qualifications are directly tied to the needs of the jobs prevents organizations from inadvertently giving a leg up to job applicants with traditional but not necessarily relevant backgrounds. That creates a more level playing field for all applicants.

Eliminate salary negotiation

Harvard Law School's Program on Negotiation[33] points out that discrimination and fear of backlash perpetuate a system in which women and BIPOC employees earn less, on average, than white men. They cite a Pew Research Center report that in 2017 women earned $0.82 for every dollar earned by men. They also point to another Pew Research Center report from 2016 that found that college-educated Black men earned about 80% of the wages earned by white men. These salary discrepancies begin with job offers. A 2019 research report published in the *Journal of Applied Psychology*[34] found that Black job seekers are expected to negotiate less than their white counterparts and are penalized in negotiations with lower salaries when these expectations are violated.

A more equitable process, in addition to posting salaries in job notices, is to state clearly at every stage of a hiring process that starting salaries are not negotiated. Some organizations dispense with starting salary ranges all together. Others simply note, in job postings, during conversations with applicants, in interviews, and ultimately when making a job offer, that the salary offer will be final and not negotiated. When prospective employers explain that the purpose of this practice is to eliminate the impact of implicit bias, most applicants understand; many are likely relieved.

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[33] https://www.pon.harvard.edu/daily/leadership-skills-daily/counteracting-racial-and-gender-bias-in-job-negotiations-nb

[34] https://www.apa.org/pubs/journals/releases/apl-apl0000363.pdf

IV. Cost of living and merit raises

The median salary increase budget for responding organizations is 3%. Ninety-three percent (93%) reported budgeting for some amount of salary increase while 7% reported no anticipated salary increases. Participants were asked for details about six types of salary increases. Table 4 provides that data.

Table 4: Survey Respondents' Practices around Salary Increases

Salary increase practice	Percent of organizations that gave increase in previous year	Average increase awarded	Percent of organizations that gave increase in the next year	Average increase expected
Across the board	64%	4.39%	58%	4.17%
Cost of living	31%	2.82%	29%	2.77%
Merit/ performance	24%	2.95%	24%	3.05%
Internal job equity	22%	3.90%	18%	4.63%
External labor market	13%	4.67%	13%	4.67%
Length of service	7%	2.67%	7%	4.33%

Note: Some organizations report more than one answer.

Simply keeping up with the cost of living can tap an entire budgeted increase pool, and that will likely be a priority in the current climate of increased inflation. As a result, organization-specific, values-based salary increase practices may be temporarily sidelined. Once cost of living increases have been budgeted or issued, it will be important to give careful consideration to the best use of additional resources available to increase salaries. Is turnover an issue? If so, giving raises based on tenure may make sense. Are you struggling to fill vacancies? Investing in market-based increases may help address that challenge. If performance is inconsistent, then funneling resources into merit-based raises can signal the organization's commitment to excellence.

That said, this is another place where the traditional approach of giving raises as a percent of salary works against equity. As Vega Subramaniam and Mala Nagarajan of Vega Mala Consulting point out,

> ***Maintaining COLA proportionately might, on the face of it, seem—if not "equitable," at least neutral. In fact, it is neither neutral nor equitable. COLA "neutrality" might look like giving the same dollar increase to everyone... [which will] result in a more equal distribution, and that is a step worth taking.***[35]

In fact, a long-standing practice of issuing raises based on a percentage of salary will ultimately increase the ratio of an organization's lowest to highest salaries. Chuck Collins writes that the average [wage] ratio in the US is 231:1.[36] We don't see that kind of disparity in most nonprofits, and certainly not in those represented in this survey. In fact, the ratio of the lowest salary in the study ($30,160) to the highest ($175,032) is about 5.8:1. And while there isn't a best practice nonprofits should adopt, as Collins points out, "Wage ratios are more than a number; they reflect deeply held beliefs about the value of different kinds of work."

Perhaps even more compellingly, Subramaniam and Nagarajan highlight a 2019 Federal Reserve Bank of Cleveland study which found that closing the income gap is the fastest way to close the racial wealth gap.[37] As they conclude, "[I]ncome is squarely in an employer's circle of control and influence."

As employers, there is a role we can play in reducing the income gap and thereby the racial wealth gap. There is good reason for executive directors, leadership teams, and boards to grapple with establishing a wage ratio. But that alone will not necessarily increase salary parity across an organization. This is especially true when raises are calculated as a percentage of salary, which inevitably leads to a widening gap between the lowest and highest salaries. Instead, consider using dollar amounts. For example, everyone will receive the same dollar amount for a cost of living increase, and exemplary performance will be rewarded by $1,000, $2,000, or $3,000 increases, depending on success in meeting annual goals and other benchmarks.

Another, equally equitable practice is to use inverted percentages when calculating raises: The highest-paid employees receive the lowest percentage increase, and the lowest-paid staff receive the highest percentage increase.

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[35] https://www.vegamala.com/top-tips-to-stop-widening-the-wealth-gap/

[36] https://solutions.thischangeseverything.org/module/wage-ratio

[37] https://www.clevelandfed.org/newsroom-and-events/publications/economic-commentary/2019-economic-commentaries/ec-201903-what-is-behind-the-persistence-of-the-racial-wealth-gap.aspx

Consider a shorter work week

As noted earlier, fifty-six percent (56%) of organizations that completed the survey define a full-time workweek as 40 hours per week. The rest define their work weeks between 32 and 37.5 hours. A four-day or 32-hour workweek can provide staff access to true work-life balance. Given the nature of our work, that work-life balance can help prevent burnout and serves as a retention tool. It does mean making sure that there is always enough coverage to meet clients' needs. But when that is possible, reducing the amount of time people need to work without cutting their pay can be a very welcome shift.

Reducing the time that staff work does require reducing their workload to some extent. While the adage "work expands to fill the time available" reflects reality to a point, not making any changes to job descriptions or deadlines can make things worse rather than better. When staff technically have access to a benefit but can't logistically leverage it, morale can suffer dramatically.

V. Other equitable employment practices

Compensation is only one factor contributing to hiring, retention, and our ability to grow leaders from within. Though not directly related to compensation or benefits, there are other steps organizations can take to ensure that all workers, regardless of race or identity, have the same opportunities for advancement and, ultimately, taking leadership roles in the SA/DV movement.

Intentional supervision

High quality, intentional supervision is directly connected to employee satisfaction and success. Udemy's 2018 workplace report concludes that managers aren't cutting it.[38] But top-notch supervisory relationships built on mutual trust and respect improve the work experience for staff and better prepares them for roles with more responsibility.

Mentoring

Supervisors aren't and shouldn't be the only role models and sources of support for staff. Other senior staff, or even peers, can provide excellent learning opportunities. Think outside the box. While you might not ordinarily think about inviting a direct service worker on a

[38] https://www.clevelandfed.org/newsroom-and-events/publications/economic-commentary/2019-economic-commentaries/ec-201903-what-is-behind-the-persistence-of-the-racial-wealth-gap.aspx

major gifts visit, doing so might create valuable opportunities for everyone. The prospective donor will hear about what it is like on the front line, and the staff person will have a deeper understanding of an important aspect of fundraising that may serve them well in a future leadership role.

Identify and manage implicit bias[39]

Supervision and mentorship are both places where unaddressed implicit bias can have a tremendously negative impact. Implicit bias might look like the assumption that immigrant staff need more writing support than US-born staff. It might manifest in patterns of seeking input and advice from those with shared identities but neglecting to include the perspective of others. Raise awareness and address various forms of bias that disproportionately impact staff of color:

Affinity bias:

Our tendency to favor our own social group. Who do organizational leaders seek input and feedback from? Who do they share information with?

Expediency bias:

When we rely on information most readily available to us at the expense of more valuable or relevant information. Is one mistake or challenging experience preventing someone's advancement into leadership roles despite significant evidence that they would be successful?

Confirmation bias:

Our natural tendency to seek and readily recall information that confirms preconceived beliefs. Do previously learned generalizations and stereotypes negatively influence assessment of prospective leaders?

Invest in staff development

As we've noted, where we spend our resources is a good indication of our priorities. In what frequently feels like a cash-starved environment, we budget for essentials and skimp on

[39] https://www.linkedin.com/pulse/hire-best-person-job-eliminating-bias-from-appraisals-menzies-fca/

everything else. What if we viewed professional development as essential? If the survey data is correct and nearly one-quarter of the leaders of responding organizations are planning to leave their posts in the next few years, growing leaders from within is more important than ever. (See Part 5 of this report.) Done in an equitable manner, investing in staff development paves the way for more BIPOC staff to grow into leadership roles.

Develop and document a compensation philosophy and share it widely with staff

A compensation philosophy documents the intentions or whys behind salary and benefits practices. Having one in place ensures transparency and contributes to consistency. Here are some things you might include:

- How compensation and benefits support equity.
- The primary purpose of compensation and benefits at your organization.
- How pay and benefits practices reflect organizational values.
- How the organization considers traditional job factors.
- What unique organizational job factors contribute to salary decisions.
- How benefits contribute to total compensation.
- How raises and promotions are awarded.

Part 4: Challenging the limitations of funding constructs

The preceding Part 3 provides recommendations about ways individual leaders and organizations can equitably improve compensation and benefits for SA/DV workers. As a coalition and movement, here are other actions to consider:

I. Partner with campaigns to enlist funders in improving wages

An example of such a campaign is Class Action's Staffing the Mission project, which works for change on two fronts, giving both nonprofits and funders concrete ways to make life better for diverse nonprofit employees.[40] (Note that one of the authors, Lyn Freundlich, serves on Staffing the Mission's advisory board.) Staffing the Mission is developing a certification process for funders who support good jobs within the organizations they fund. In other words, Staffing the Mission wants funders to reward rather than penalize organizations that pay well, provide comprehensive benefits, and maintain a healthy culture around work-life balance and how many hours are worked.

II. Advocacy

As a coalition, JDI is well positioned to take the lead on educating about the need to change state reimbursement practices and advocate for those changes. If not already incorporated as strategy, JDI would have to prioritize education and advocacy to improve and increase the Commonwealth's reimbursement practices.

This report may spur reflection about other ways advocacy with state government could support thriving compensation and benefits. A task force could be formed to discuss the implications of the compensation report and prioritize those areas where JDI will lead efforts for change.

III. Sharing resources

Across the country, nonprofits are exploring ways to gain efficiencies by sharing resources. Sharing or outsourcing accounting functions is often the first place organizations pool

[40] https://www.linkedin.com/pulse/hire-best-person-job-eliminating-bias-from-appraisals-menzies-fca/

resources. But organizations can also share or outsource other administrative aspects, facilities management, and even program functions and staff. For small and mid-sized nonprofits—which encompasses the majority in the Massachusetts SA/DV field—each one building out the same "back office" positions will make less and less sense over time when, instead, dollars can be freed by sharing staff or joining together to purchase outsourced functions.

IV. No-strings-attached funding model for the field

Create a goal of adding no-strings-attached funding from individual donors and invest in fund development strategies that build individual and major donor gifts. Survey respondents did not report dedicated major donor staff positions. Yet following the 80/20 Pareto principle, 20% of individual donors give 80% of private gifts.[41] Boards, executive directors, and fundraising staff can create short- and long-term goals for increasing the amount of "no strings attached" types of funding. This can be in addition to existing contracts and used to support innovations in compensation and benefits, among other things. Or they can develop a plan to decrease dependency on contracts.

Cultivating programs requires creating a culture of philanthropy within the organization. It takes a disciplined plan, board and executive director involvement, and financial investment. Each smaller donor has the potential to give thousands over their lifetime or become an ongoing, annual major donor. Individual donor campaigns require long-term planning and patience but are well worth the effort.

[41]The Association of Fundraising Professionals' (AFP) Fundraising Effectiveness Project found that in 2021, 12% of donors (those providing $1,000 or more) accounted for 88% of gifts.

Part 5: Prepare for leadership transitions

The survey found that 24% of reporting organizations expect their current executive director to leave in the next three years. Turnover of leaders who have worked together for many years can lead to the loss of institutional and historic knowledge, ease of communication and networking to get things done, and collective connections to people with power and influence in government and philanthropy. Transitions also provide an opportunity for others to bring their own connections, institutional and historic perspectives and experiences to leadership roles. It takes being intentional to both develop concrete pathways and to remove barriers that limit opportunities for leaders of color to advance within individual organizations and across the field.

The talent we need for the future already exists within our organizations. In some cases, future leaders may be in management and supervisory positions but lack training, skills, and experience in fund development, financial management, thinking strategically about an entire organization, and so forth. We can develop practices now to ensure emerging leaders have the knowledge, experience, skills, and connections they need to move into and succeed at leadership roles and to leverage their own power to influence others. Though members' groups will likely develop many more, here are some suggestions:

- Reflect upon and research the leadership needs for the SA/DV field for the near future. Consider how to ameliorate barriers—specifically for people of color, but also for younger leaders.
- Consider different ways of leading and innovative ways to structure the executive function in organizations.
- Offer field-specific leadership training for emerging leaders, prioritizing access for emerging leaders of color.
- Create a practice of encouraging executive directors to bring other leaders to JDI and other meetings.
- Create a mentorship program for emerging leaders, including one specifically for leaders of color.

There are many resources on the internet about how to prepare for and undertake an executive transition. https://tinyurl.com/LeadershipTransitionModels provides additional information by the drafters of this report and emphasizes the need to always be planning for leadership transitions, noting that this planning also supports organizational sustainability. The link also briefly also discusses alternative management models that may be of interest as people explore the potential of how to lead the next generation of work in the field differently.

Developing leadership reserves—a bench of staff continually building leadership skills—ensures redundant knowledge and capabilities. The concept of building diversity at all levels of the organization and providing equitable opportunities for advancement are not often mentioned in traditional executive transitions materials. Those tend to focus on more immediate preparation, search, and hire functions, which of course are also important. Leadership transition should be thought of as a continuous journey and not a single event.

Part 6: Conclusion

The movement for racial justice and the COVID pandemic, among other factors, are changing how people see work. Working in SA/DV is one of the most meaningful jobs, one where people can truly make a difference in the lives of individuals, families, communities, and society at large. With the advent of government-driven policy, programs, and contracts, the work has become more constrained from its generative beginnings. Government funding can be stabilizing, but it can also inhibit innovation. It certainly establishes boundaries that limit how those who choose to work in the field are compensated.

With its strong history of systems change and advocacy, the SA/DV field can be a leader in designing ways to move toward more just wages and benefits for its workers.

We have recommended many suggestions for adjustments to compensation and benefits practices. Our overall recommendation is that Jane Doe Inc. holds discussions about what resonates the most and what actions might be taken together. For example, the Coalition might prioritize advocating for systems change to Massachusetts reimbursement practices for human services employers. It might also provide trainings on developing major gifts programs for members.

Individual organizations can also review this analysis and its recommendations and decide what resonates. We recommend starting by ensuring that organizational values are clear and well understood. Then, groups can prioritize what values-aligned changes to compensation and benefits practices can be planned and implemented over both short- and long-term horizons. Each organization also can look at how it is raising charitable dollars and plan for more unrestricted fundraising campaigns.

As a field, replacing the culture of sacrifice and scarcity so often expected of those who work in the nonprofit field with one of self-worth and abundance can be transformative. Doing so will mean following the emerging younger and BIPOC leaders who are so committed to and have a fresh vision of the good work.

Jane Doe Inc.
The Massachusetts Coalition
Against Sexual Assault and
Domestic Violence

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