

ASSOCIATIONS SALARY SURVEY 2015



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Welcome to the Associations Salary Survey 2015.

Wentworth Advantage and Associations Forum are proud to produce a dedicated salary resource for professionals and board members in the associations sector.

We believe this survey provides valuable information for associations in Australia and we are pleased to support and facilitate such an important initiative for the industry.

In its seventh year running, we continue to examine salary and employment trends throughout the associations sector, identifying emerging market trends and business changes.

We trust this important salary data will benefit and strengthen the not-for-profit sector by providing valuable data to enhance market opportunities.

Your feedback on the Associations Salary Survey is welcome at any time.



Mark Werman
Managing Director
Wentworth Advantage



John Peacock
General Manager
Associations Forum



Part 1 Overview



1.1 Introduction

As part of our ongoing commitment to the associations sector, Wentworth Advantage in partnership with Associations Forum, has undertaken a survey of salaries paid to senior staff titled 'Associations Salary Survey 2015'. This is the seventh salary survey that has been produced, aimed at determining remuneration information for positions in not-for-profit organisations, particularly membership-based associations.

The salary survey is targeted at senior positions within the not-for-profit sector starting with the Chief Executive Officer (CEO) and covering direct reports to the CEO.

The data collected is highly relevant in assisting board members and senior management to set their remuneration strategies. The data was collected in October 2014, analysed in November 2014 and compiled into this report and distributed in February 2015. The data therefore remains relevant and valid for the year of 2015.

1.2 Aims of Salary Survey

The Salary Survey achieves the following outcomes:

- + Collect salary data for "membership based" associations and for organisations in the not-for-profit sector.
- + Cover those positions where remuneration is likely to be a significant factor in attracting and retaining staff.
- + Provide meaningful data to enhance the ability of organisations to make strategic decisions about the remuneration of their most senior staff.
- + Identify significant movements in salaries and benefits from 2014 to 2015.

1.3 Method

The survey questions were designed to collect data on:

- + The nature and size of each organisation responding to the survey (expenditure, membership, state/territory)
- + Positions and incumbents, in particular:
 - Total salary package of the position (see Definitions in 1.6.1).
 - Benefits provided.
 - Demographic data on incumbents.

Various association positions were grouped under single broad titles to avoid a situation where data was reported in the survey for numerous job titles. This would have had the effect of reducing the value of the survey by spreading the data amongst many similar positions. In constructing the broad job definitions, the focus was not on the specific and individual duties of the job, but rather on the 'broad responsibilities and competencies encompassed by the job,' which allowed roughly similar jobs to be grouped under one heading.

1.4 Survey Respondents

In determining the distribution of the survey, Wentworth Advantage and Associations Forum acknowledged that a salary survey is not relevant to all membership based associations. For example, there are many associations that are a little more than a collection of persons with a common interest and where most of the association's activities are undertaken by volunteers.

A number of broad guidelines have therefore been established to enable the salary survey to be targeted at associations that would find it meaningful and relevant. The guidelines for survey participation are as follows:

- + Organisation must be of sufficient size and significance
- + Organisation must employ staff
- + Organisation is likely to compete for staff in the open market

In applying these guidelines, Wentworth Advantage and Associations Forum identified 509 associations that potentially met the criteria and were therefore invited to complete the survey.

1.5 Statistically Significant Response Rate

Wentworth Advantage used a sample size calculator at www.surveysystem.com/sscalc.htm to determine the level of accuracy of the results.

Out of a population size of 509, a total of 187 associations responded to the survey, which represents 36.7% of the survey population. This enabled conclusions to be representative of the population as a whole, with a 95% confidence level and a 5.71% confidence interval (i.e. plus or minus 5.71%).

Note: caution should be taken when using and interpreting data tables which have a low response rate of less than ten cases.

1.6 Using the survey data Introduction

This section is designed to assist users to make the most of the Associations Salary Survey 2015. This section contains explanations and information on:

- + Definitions
- + Position Titles

1.6.1 Definitions

Lower Quartile

The values which are below 25% of the total salary values for the position. For an association to pay at the 'Lower Quartile' (LQ) of the range it is to be in the bottom 25% of the salary market.

Median

The 'middle' observation in a set of data arranged in sequence, such that 50% are below and 50% are above that point. To pay at the 'Median' point of the range is to be in the 'middle' of the market.

Upper Quartile

The values which are above 75% of the total salary values for the position. To pay at the 'Upper Quartile' (UQ) of the salary range is to be in the top 25% of the salary market.

Average Total Salary Package

The 'mean' or average for a set of values is the sum of the values divided by their number. As the salary data was a range, the nominal midpoint between the two salary points was used to calculate the average.

Total Salary Package

The value of all benefits provided to the individual excluding at risk pay (i.e. incentives) and payments in the form of reimbursements of expenses.

Total Remuneration

All payments to the individual (other than expense reimbursements) including incentives.

Note: figures appearing in the survey for 'salary' are based on the Total Salary Package. Also, 'average salary' refers to Average Total Salary Package.

1.6.2 Matching Position Titles

The position titles and descriptions used in the survey and subsequent report are designed to assist those utilising the report to match their particular positions with those in the survey.

The descriptions are deliberately broad and users should pay attention to the broad skills and responsibilities of their position, rather than focusing on the details of what their position does or is called when matching with positions reported in the survey.

1.7 Survey Results for 2015

This part of the report highlights the important changes in the 2015 salary data, when compared to the Associations Salary Survey 2014 data.

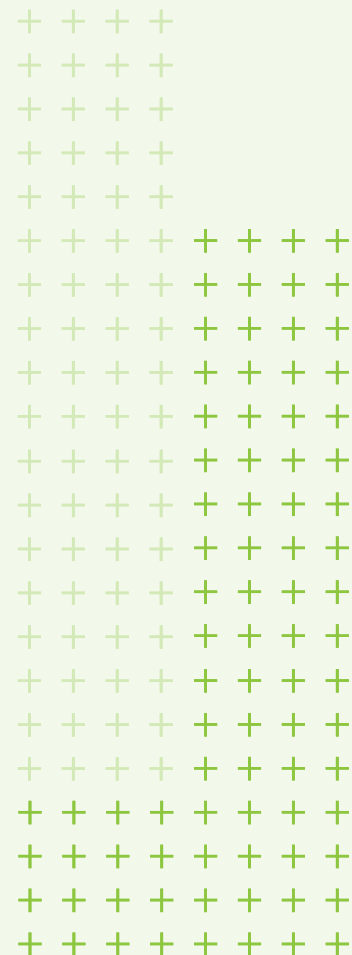




1.7.1 Variations in the Value of Average Total Salary Package

Position Title	2014 Average Value of Total Salary Package	2015 Average Value of Total Salary Package	Percentage Change Between 2014 and 2015
Chief Executive Officer	\$180,000	\$184,500	2.5% increase
Finance Manager	\$105,000	\$106,500	1.4% increase
Continuing Professional Development Manager	\$99,000	\$97,000	2.0% decrease
Human Resources Manager	\$99,500	\$119,500	20.1% increase
Marketing Manager	\$95,500	\$95,500	no change
Membership Manager	\$78,500	\$79,000	0.6% increase
Admin/Office Manager	\$70,500	\$72,500	2.8% increase
Operations Manager	\$121,500	\$132,500	9.1% increase
Executive Assistant	\$67,500	\$72,500	7.4% increase
Senior Manager	\$125,000	\$115,000	8.0% decrease
Policy Manager	\$113,000	\$118,000	4.4% increase

The 2015 survey data shows that for the majority of the positions, there has been an increase in the value of their average total salary package. The largest increase of 20.1% was experienced by the Human Resources Manager followed by the Operations Manager at 9.1%. The two positions that have experienced a decrease in the value of their average salaries are the Senior Manager at 8.0% and the Continuing Professional Development Manager at 2.0%. The Marketing Manager did not experience any change in the value of their average salary between 2014 and 2015.



1.7.2 Changes in LQ, Median and UQ Salaries from 2014 to 2015

Position Title	Year 2014			Year 2015		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Chief Executive Officer	\$120,000 – \$140,000	\$160,000 – \$180,000	\$200,000 – \$220,000	\$120,000 – \$140,000	\$160,000 – \$180,000	\$220,000 – \$240,000
Finance Manager	\$60,000 – \$80,000	\$80,000 – \$100,000	\$120,000 – \$140,000	\$60,000 – \$80,000	\$80,000 – \$100,000	\$120,000 – \$140,000
Continuing Professional Development Manager	\$80,000 – \$100,000	\$100,000 – \$120,000	\$100,000 – \$120,000	\$60,000 – \$80,000	\$80,000 – \$100,000	\$120,000 – \$140,000
Human Resources Manager	\$60,000 – \$80,000	\$80,000 – \$100,000	\$100,000 – \$120,000	\$100,000 – \$120,000	\$100,000 – \$120,000	\$120,000 – \$140,000
Marketing Manager	\$60,000 – \$80,000	\$80,000 – \$100,000	\$100,000 – \$120,000	\$60,000 – \$80,000	\$80,000 – \$100,000	\$100,000 – \$120,000
Membership Manager	\$40,000 – \$60,000	\$60,000 – \$80,000	\$80,000 – \$100,000	\$40,000 – \$60,000	\$60,000 – \$80,000	\$80,000 – \$100,000
Admin/Office Manager	\$40,000 – \$60,000	\$60,000 – \$80,000	\$80,000 – \$100,000	\$40,000 – \$60,000	\$60,000 – \$80,000	\$80,000 – \$100,000
Operations Manager	\$80,000 – \$100,000	\$100,000 – \$120,000	\$140,000 – \$160,000	\$80,000 – \$100,000	\$120,000 – \$140,000	\$160,000 – \$180,000
Executive Assistant	\$40,000 – \$60,000	\$60,000 – \$80,000	\$60,000 – \$80,000	\$60,000 – \$80,000	\$60,000 – \$80,000	\$80,000 – \$100,000
Senior Manager	\$80,000 – \$100,000	\$100,000 – \$120,000	\$140,000 – \$160,000	\$80,000 – \$100,000	\$100,000 – \$120,000	\$120,000 – \$140,000
Policy Manager	\$80,000 – \$100,000	\$100,000 – \$120,000	\$120,000 – \$140,000	\$80,000 – \$100,000	\$100,000 – \$120,000	\$120,000 – \$140,000

Numbers highlighted in orange signify a decreased change in salary range.

Numbers highlighted in green signify an increased change in salary range.

The significant changes that have occurred when comparing the 2014 and the 2015 survey data are as follows:

- i. The UQ for the Chief Executive Officer position has increased from \$200,000 – \$220,000 to \$220,000 – \$240,000.
- ii. For the Continuing Professional Development position, the LQ has decreased from \$80,000 – \$100,000 to \$60,000 – \$80,000 and from \$100,000 – \$120,000 to \$80,000 – \$100,000 for the median. However, the UQ for this position increased from \$100,000 – \$120,000 to \$120,000 – \$140,000.
- iii. For the Human Resources Manager position, the LQ has increased from \$60,000 – \$80,000

to \$100,000 – \$120,000; the median increased from \$80,000 – \$100,000 to \$100,000 – \$120,000 and the UQ increased from \$100,000 – \$120,000 to \$120,000 – \$140,000.

- iv. The median and the UQ for the Operations Manager position increased from \$100,000 – \$120,000 to \$120,000 – \$140,000 for the median and from \$140,000 – \$160,000 to \$160,000 – \$180,000 for the UQ.
- v. The LQ and UQ for the Executive Assistant position increased from \$40,000 – \$60,000 to \$60,000 – \$80,000 for the LQ and from \$60,000 – \$80,000 to \$80,000 – \$100,000 for the UQ.
- vi. The UQ for the Senior Manager position decreased from \$140,000 – \$160,000 to \$120,000 – \$140,000.

Other points in the salary ranges for the various positions have remained generally consistent between 2014 and 2015.



Part 2

2015 Respondents Profiles and Salary Movements Over 7 years



2.1 2015 Respondents Profiles

The background profiles on the organisations responding to the survey are as follows.

2.2 Industry Type

Similar to 2014, most of the 2015 survey respondents are from the Health and Medical industry (22.1%), followed by the Business and Professional Services industry (13.3%). The large number of respondents in the Health and Medical industry is due in part to the large number of professional bodies representing the different health professionals.

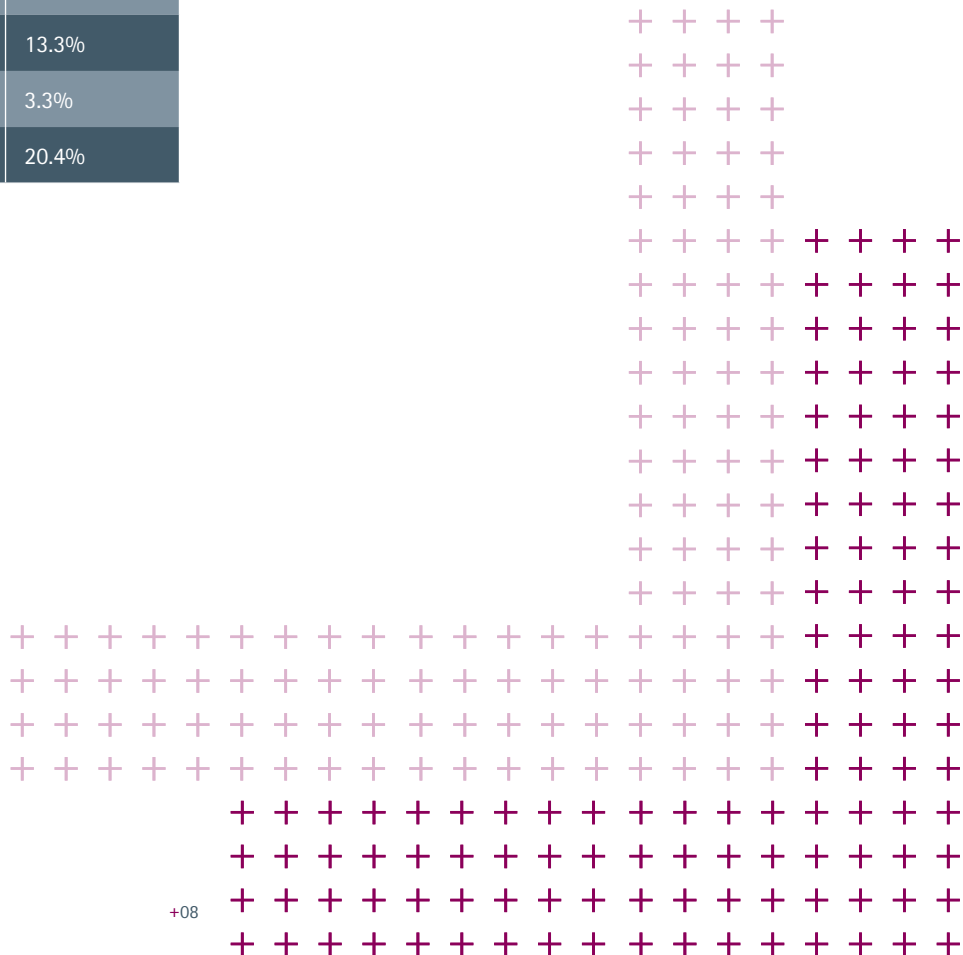
Industry	Percentage
Automotive and Transport	3.3%
Community Services	6.6%
Health and Medical	22.1%
Environment, Science and Engineering	6.6%
Accounting/Financial Services	2.8%
Manufacturing, Trades and Services	5.5%
Education and Training	11.0%
Building, Construction and Architecture	3.9%
Retail, Sales and Marketing	1.1%
Business and Professional Services	13.3%
Sport and Recreation	3.3%
Other	20.4%

2.3 Industry Groupings

This profile distinguishes survey respondents on the basis of not-for-profit industry type i.e. whether it is a Professional Association, Industry Association, or a Charity/Special Cause Group.

Similar to the findings in the 2014 salary survey data, the majority (40.9%) of associations identified themselves as a Professional Association, followed by Industry Associations (37.0%) and then Charity/Special Cause Groups (22.1%). The distribution of associations between the industry groupings appears to have differed minimally from 2014 to 2015.

Group	Percentage
Professional Associations	40.9%
Industry Associations	37.0%
Charity/Special Cause Groups	22.1%



2.4 Annual Expenditure of Association

It is acknowledged that the costs of running an association and providing services to members, is a reliable and easily understood measure of the 'financial size' of the organisation. In many ways 'expenditure' for associations is broadly comparable to the 'Dollar Turnover' figures used by the Australian Institute of Management National Salary Survey, to differentiate between the various sized organisations responding to the survey. The number of respondents based on their organisation's expenditure value is presented in the table below.

Expenditure	Percentage
< \$500,000	14.4%
> \$500,000 – \$1 million	18.2%
> \$1 million – \$3 million	30.9%
> \$3 million – \$6 million	16.6%
> \$6 million – \$10 million	7.2%
> \$10 million Plus	9.9%
Unknown	2.8%

2.5 Membership Base of Association

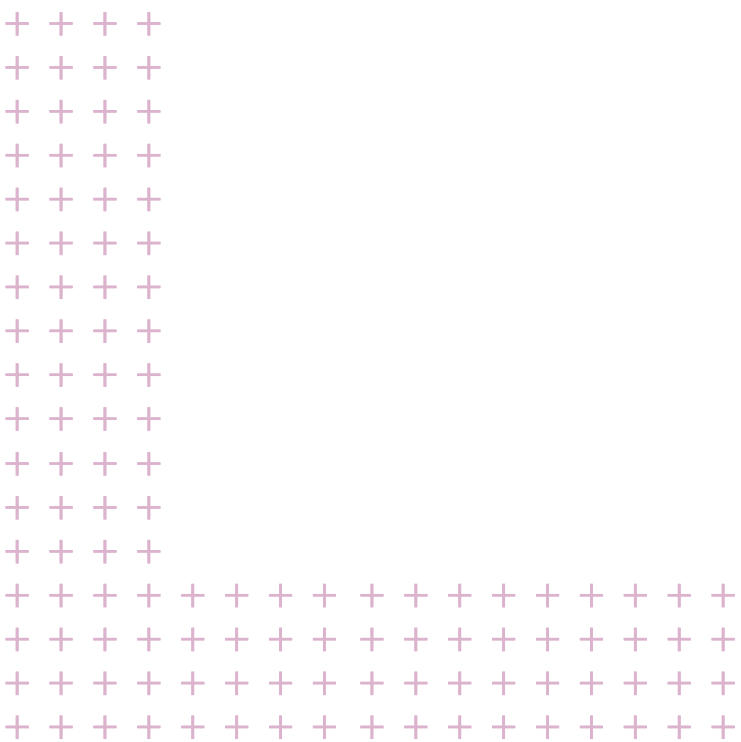
The largest portion of respondents (38.7%) are in associations with less than 500 members, followed by associations with between 1,001 and 3000 members, which make up 21.5% of the respondents. Associations with between 8001 and 10,000 members make up the smallest portion of respondents at 2.2%.

Members	Percentage
< 500	38.7%
501 – 1,000	15.5%
1,001 – 3,000	21.5%
3,001 – 5,000	10.5%
5,001 – 8,000	2.8%
8,001 – 10,000	2.2%
> 10,000	8.8%

2.6 Staff Employed by Association

The number of staff an organisation employs is presented below.

Staff	Percentage
< 10	53.6%
10 – 25	28.7%
26 – 50	7.2%
51 – 100	4.4%
> 100	6.1%



2.7 Observations on Staff Employed, Membership and Expenditure

Similar to the 2013 and 2014 survey, more than half (53.6%) of the associations responding to the survey employ less than 10 staff and 38.7% have less than 500 members. Associations with 10 to 25 employees are the second highest respondents at 28.7%. Regarding expenditure, the highest proportion of respondents (30.9%), have an expenditure of \$1 million – \$3 million. Associations with an expenditure of \$6 million – \$10 million are the least frequently recorded, with 7.2% of respondents.

This data suggests that small associations that employ less than 10 staff, with less than 500 members and with expenditure in excess of \$1 million remain the most common respondents to the survey.

2.8 Education

The most commonly reported qualification amongst respondents at 40.2% is a Bachelor Degree. In total, 67.5% of respondents have a Bachelor Degree or higher.

The number of respondents with tertiary qualifications remains nearly unchanged over the last seven years of the survey. This suggests that either the organisations surveyed prefer individuals with tertiary qualifications or tend to attract individuals with tertiary qualifications.

Education	
Highest level	Percentage
Secondary	13.4%
Technical College	17.1%
Tertiary - Bachelor	40.2%
Tertiary - Bachelor (Honours)	6.8%
Tertiary - Masters	16.0%
Tertiary - Doctorate	1.9%
Tertiary - Other	2.6%
Other	2.0%

2.9 Location of Association

The location specified is where the Head Office of the association is located. The top three locations are NSW (36.4%), followed by VIC (28.9%) then ACT (15.5%).

State/Territory	Percentage
NSW	36.4%
VIC	28.9%
QLD	8.6%
ACT	15.5%
SA	4.3%
TAS	2.1%
NT	0.5%
WA	2.7%

2.10 Salary Movements over 7 years

The Associations Salary Survey has now been conducted for seven years. The first year that it was conducted was in 2008. This part of the report shows the important changes in the salary data from 2008-2015.

2.10.1 Variations in the Value of Average Total Salary Package (2008–2012)

Position Title	2008 Average Value Of Total Salary Package	2009 Average Value Of Total Salary Package	2010 Average Value Of Total Salary Package	2011/2012 Average Value Of Total Salary Package
Chief Executive Officer	\$142,000	\$150,000	\$155,000	\$171,000
Finance Manager	\$97,500	\$90,000	\$93,000	\$107,000
Continuing Professional Development Manager	N/A	N/A	N/A	N/A
Human Resources Manager	\$111,000	\$88,000	\$88,500	\$98,000
Marketing Manager	\$93,000	\$92,000	\$87,500	\$99,000
Membership Manager	\$89,500	\$75,500	\$71,000	\$81,000
Admin/Office Manager	\$72,000	\$59,500	\$61,000	\$68,000
Operations Manager	\$98,000	\$101,000	\$103,500	\$119,000
Executive Assistant	N/A	\$60,000	\$65,500	\$65,000
Senior Manager	\$96,000	\$101,000	\$98,000	\$114,000
Policy Manager	N/A	N/A	\$101,500	\$127,000

2.10.1 Variations in the Value of Average Total Salary Package (2013–2015)

Position Title	2013 Average Value Of Total Salary Package	2014 Average Value Of Total Salary Package	2015 Average Value Of Total Salary Package	Percentage Change Between 2014 and 2015
Chief Executive Officer	\$166,000	\$180,000	\$184,500	2.5% increase
Finance Manager	\$97,000	\$105,000	\$106,500	1.4% increase
Continuing Professional Development Manager	N/A	\$99,000	\$97,000	2.0% decrease
Human Resources Manager	\$101,000	\$99,500	\$119,500	20.1% increase
Marketing Manager	\$93,000	\$95,500	\$95,500	no change
Membership Manager	\$74,500	\$78,500	\$79,000	0.6% increase
Admin/Office Manager	\$67,500	\$70,500	\$72,500	2.8% increase
Operations Manager	\$114,000	\$121,500	\$132,500	9.1% increase
Executive Assistant	\$66,000	\$67,500	\$72,500	7.4% increase
Senior Manager	\$116,000	\$125,000	\$115,000	8.0% decrease
Policy Manager	\$120,000	\$113,000	\$118,000	4.4% increase

2.10.2 Changes in LQ, Median and UQ Salaries from 2008 to 2015 (Part 1 2008–2010)

Position Title	Year 2008			Year 2009			Year 2010		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Chief Executive Officer	\$90,001 – \$100,000	\$120,000 – \$140,000	\$160,000 – \$180,000	\$80,000 – \$100,000	\$120,000 – \$140,000	\$180,000 – \$200,000	\$100,000 – \$120,000	\$120,000 – \$140,000	\$180,000 – \$200,000
Finance Manager	\$70,000	\$70,000	\$100,001 – \$120,000	\$60,000 – \$80,000	\$80,000 – \$100,000	\$100,000 – \$120,000	\$60,000 – \$80,000	\$80,000 – \$100,000	\$100,000 – \$120,000
Continuing Professional Development Manager	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Human Resources Manager	\$70,000	\$100,001 – 120,000	\$100,001 – 120,000	\$60,000 – \$80,000	\$80,000 – \$100,000	\$100,000 – \$120,000	\$60,000 – \$80,000	\$80,000 – \$100,000	\$100,000 – \$120,000
Marketing Manager	\$70,000	\$80,000 – \$90,000	\$90,001 – \$100,000	\$60,000 – \$80,000	\$80,000 – \$100,000	\$100,000 – \$120,000	\$60,000 – \$80,000	\$60,000 – \$80,000	\$100,000 – 120,000
Membership Manager	\$70,000	\$70,000	\$90,001 – \$100,000	\$40,000 – \$60,000	\$60,000 – \$80,000	\$80,000 – \$100,000	\$40,000 – \$60,000	\$60,000 – \$80,000	\$80,000 – \$100,000
Admin/Office Manager	\$70,000	\$70,000	\$70,000	\$40,000 – \$60,000	\$40,000 – \$60,000	\$60,000 – \$80,000	\$40,000 – \$60,000	\$60,000 – \$80,000	\$60,000 – \$80,000
Operations Manager	\$70,000 – \$80,000	\$80,001 – \$90,000	\$90,001 – \$100,000	\$60,000 – \$80,000	\$80,000 – \$100,000	\$120,000 – \$140,000	\$60,000 – \$80,000	\$80,000 – \$100,000	\$100,000 – \$120,000
Executive Assistant	N/A	N/A	N/A	\$40,000 – \$60,000	\$40,000 – \$60,000	\$60,000 – \$80,000	\$40,000 – \$60,000	\$60,000 – \$80,000	\$60,000 – \$80,000
Senior Manager	\$70,000	\$80,001 – \$90,000	\$100,001 – \$120,000	\$60,000 – \$80,000	\$80,000 – \$100,000	\$100,000 – \$120,000	\$60,000 – \$80,000	\$80,000 – \$100,000	\$120,000 – \$140,000
Policy Manager	\$90,001 – \$100,000	\$120,000 – \$140,000	\$160,000 – \$180,000	\$80,000 – \$100,000	\$120,000 – \$140,000	\$180,000 – \$200,000	\$60,000 – \$80,000	\$80,000 – \$100,000	\$100,000 – \$120,000

2.10.2 Changes in LQ, Median and UQ Salaries from 2008 to 2013 (Part 2 2011–2013)

Position Title	Year 2011/2012			Year 2013		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Chief Executive Officer	\$120,000 – \$140,000	\$140,000 – \$160,000	\$200,000 – \$220,000	\$120,000 – \$140,000	\$140,000 – \$160,000	\$200,000 – \$220,000
Finance Manager	\$60,000 – \$80,000	\$80,000 – \$100,000	\$120,000 – \$140,000	\$60,000 – \$80,000	\$80,000 – \$100,000	\$100,000 – \$120,000
Continuing Professional Development Manager	N/A	N/A	N/A	N/A	N/A	N/A
Human Resources Manager	\$60,000 – \$80,000	\$80,000 – \$100,000	\$120,000 – \$140,000	\$60,000 – \$80,000	\$80,000 – \$100,000	\$120,000 – \$140,000
Marketing Manager	\$60,000 – \$80,000	\$80,000 – \$100,000	\$100,000 – \$120,000	\$60,000 – \$80,000	\$60,000 – \$80,000	\$100,000 – \$120,000
Membership Manager	\$40,000 – \$60,000	\$60,000 – \$80,000	\$80,000 – \$100,000	\$40,000 – \$60,000	\$60,000 – \$80,000	\$80,000 – \$100,000
Admin/Office Manager	\$40,000 – \$60,000	\$60,000 – \$80,000	\$60,000 – \$80,000	\$40,000 – \$60,000	\$60,000 – \$80,000	\$60,000 – \$80,000
Operations Manager	\$60,000 – \$80,000	\$100,000 – \$120,000	\$140,000 – \$160,000	\$60,000 – \$80,000	\$100,000 – \$120,000	\$120,000 – \$140,000
Executive Assistant	\$40,000 – \$60,000	\$60,000 – \$80,000	\$60,000 – \$80,000	\$40,000 – \$60,000	\$60,000 – \$80,000	\$60,000 – \$80,000
Senior Manager	\$120,000 – \$140,000	\$140,000 – \$160,000	\$200,000 – \$220,000	\$120,000 – \$140,000	\$140,000 – \$160,000	\$200,000 – \$220,000
Policy Manager	\$60,000 – \$80,000	\$80,000 – \$100,000	\$120,000 – \$140,000	\$60,000 – \$80,000	\$80,000 – \$100,000	\$100,000 – \$120,000

2.10.2 Changes in LQ, Median and UQ Salaries from 2008 to 2013 (Part 3 2014–2015)

Position Title	Year 2014			Year 2015		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Chief Executive Officer	\$120,000 – \$140,000	\$140,000 – \$160,000	\$200,000 – \$220,000	\$120,000 – \$140,000	\$160,000 – \$180,000	\$220,000 – \$240,000
Finance Manager	\$60,000 – \$80,000	\$80,000 – \$100,000	\$120,000 – \$140,000	\$60,000 – \$80,000	\$80,000 – \$100,000	\$120,000 – \$140,000
Continuing Professional Development Manager	\$80,000 – \$100,000	\$100,000 – \$120,000	\$100,000 – \$120,000	\$60,000 – \$80,000	\$80,000 – \$100,000	\$120,000 – \$140,000
Human Resources Manager	\$60,000 – \$80,000	\$80,000 – \$100,000	\$100,000 – \$120,000	\$100,000 – \$120,000	\$100,000 – \$120,000	\$120,000 – \$140,000
Marketing Manager	\$60,000 – \$80,000	\$80,000 – \$100,000	\$100,000 – \$120,000	\$60,000 – \$80,000	\$80,000 – \$100,000	\$100,000 – \$120,000
Membership Manager	\$40,000 – \$60,000	\$60,000 – \$80,000	\$80,000 – \$100,000	\$40,000 – \$60,000	\$60,000 – \$80,000	\$80,000 – \$100,000
Admin/Office Manager	\$40,000 – \$60,000	\$60,000 – \$80,000	\$80,000 – \$100,000	\$40,000 – \$60,000	\$60,000 – \$80,000	\$80,000 – \$100,000
Operations Manager	\$80,000 – \$100,000	\$100,000 – \$120,000	\$140,000 – \$160,000	\$80,000 – \$100,000	\$120,000 – \$140,000	\$160,000 – \$180,000
Executive Assistant	\$40,000 – \$60,000	\$60,000 – \$80,000	\$60,000 – \$80,000	\$60,000 – \$80,000	\$60,000 – \$80,000	\$80,000 – \$100,000
Senior Manager	\$80,000 – \$100,000	\$100,000 – \$120,000	\$140,000 – \$160,000	\$80,000 – \$100,000	\$100,000 – \$120,000	\$120,000 – \$140,000
Policy Manager	\$80,000 – \$100,000	\$100,000 – \$120,000	\$120,000 – \$140,000	\$80,000 – \$100,000	\$100,000 – \$120,000	\$120,000 – \$140,000

Part 3

Detailed Salary Tables



3.1 Chief Executive Officer

Definition:

The Chief Executive Officer is the highest ranking employee in an association.

General duties include being responsible for the overall growth and success of the organisation and developing and implementing high level strategies and making major corporate decisions. This position normally reports to the Board.

Indicative job titles may include:

- + Executive Director
- + General Manager
- + Managing Director
- + Executive Officer

Summary Findings: Chief Executive Officer

A number of general observations can be made about the CEO role based on the reported data.

Overall Salary:

The value of the 2015 average total salary package for the CEO is \$184,500, which is 2.5% greater than the 2014 average of \$180,000.

Benefits:

Of the respondents who reported CEO remuneration data, 81.7% reported that the CEO receives various benefits in their salary package. The most common benefit is a Laptop, which is received by 59.5% of CEOs. Following this closely are Professional Development Courses/Professional Membership Fees which are received by 49.0% of CEOs. 26.8% of CEOs receive a vehicle, the vast majority being eligible to use it for both work and private use. 10.5% of respondents identified Additional Superannuation above the legislated minimum as a benefit, a finding which is relatively similar to last year's survey results.

Incentive:

Of the 153 reported cases of CEO salary data, 42 of them identified as receiving an incentive payment. The average incentive paid is to the value of \$19,270.

Variations by State/Territory:

There are variations in the value of the average total salary package between the states/territories. The highest paying state is WA, with an average salary of \$233,500 which is an increase of 43.7% from 2014. Other states/territories that have also experienced an increase are NSW, QLD and ACT. However, VIC, SA and NT have all experienced a decrease in their average salaries between 2014 and 2015. NT decreased from \$143,500 in 2014 to \$130,000 in 2015, resulting in NT having the lowest average salary.

Variation by Industry Sector:

The range of variation in the average salary between industries is from \$154,000 in the Community Services industry up to \$300,000 in the Accounting/Financial Services industry. The majority of survey respondents, 20.3%, are in the Health and Medical industry where the average salary is \$183,000, which is a decrease of 5.2% from the 2014 average salary.

Variation by Membership Base:

There does not appear to be any direct correlation between membership size of the organisation and CEO salaries. Unlike the findings of the 2014 survey, the highest average salary for a CEO of \$256,500 is in organisations with a membership base of more than 10,000 members. The second highest average salary of \$235,000 is in organisations with between 8001-10,000 members, which is an increase of 7.8% from 2014. The lowest average salary of \$164,000 is found in organisations with between 501-1000 members.

Variation by Annual Expenditure:

Similar to the findings from 2014, there appears to be a correlation between the annual expenditure of organisations and CEO salaries. Organisations with under \$500,000 in expenditure pay an average salary of \$115,500, a 14.4% increase from 2014. Organisations with over \$10 million in expenditure pay an average salary of \$277,500, which is an increase of 7.6% from 2014. Most respondents, 34.0% were in the \$1 million – \$3 million expenditure range and pay an average salary of \$174,000 which remains unchanged since 2014.

Variation by Organisation Type:

The trends identified in 2011/12 and 2013/14 relating to organisation types and average CEO salaries do not appear to be present in the 2015 survey data. This is because organisation types do not appear to be a relative factor in determining the average salary of the CEO in 2015. In 2015, unlike in 2014, Professional Associations pay the lowest average salary of \$170,500, followed by Charity/Special Cause Groups who pay an average of \$189,000. However as in 2014, Industry Associations still pay the highest average salary with this year being \$197,500.

Number of Hours Worked per Week:

The largest portion of respondents (38.7%) indicated that the CEO works on average 46-55 hours per week. 24.7% of respondents report that the CEO works on average 38-45 hours per week, while less than 0.7% work in excess of 75 hours per week.

Demographics:

A tenure of 1-3 years in the CEO position is the most frequently reported length of service for 28.7% of respondents. The vast majority of CEOs at 89.3% have tertiary qualifications and 42.0% of CEO incumbents are aged between 46-55 years old.

Total Salary Package

CEO – Total Salary Package					
	Cases	LQ	Median	UQ	CEO Average Salary
Total Salary Package	153	\$120,000 – \$140,000	\$160,000 – \$180,000	\$220,000 – \$240,000	\$184,500

CEO – Benefits		
Type	Cases	Percentage
No benefits	28	18.3%
Additional Superannuation	16	10.5%
Laptop	91	59.5%
Vehicle – Work Use only	2	1.3%
Vehicle – Work and Private Use	39	25.5%
Fuel – Work Use only	12	7.8%
Fuel – Work and Private Use	31	20.3%
Health Insurance	3	2.0%
Professional Development Courses/Professional Membership Fees	75	49.0%
Other	37	24.2%

CEO – Incentive					
Cases	Percentage	LQ	Median	UQ	Average Incentive Paid
42	27.5 %	\$1,000	\$12,699	\$20,000	\$19,270

CEO – Total Salary Package by State/Territory						
State/ Territory	Cases	Percentage	LQ	Median	UQ	CEO Average Salary
NSW	56	36.6%	\$140,000 – \$160,000	\$180,000 – \$200,000	\$220,000 – \$240,000	\$189,000
VIC	44	28.8%	\$120,000 – \$140,000	\$140,000 – \$160,000	\$200,000 – \$220,000	\$177,500
QLD	13	8.5%	\$120,000 – \$140,000	\$160,000 – \$180,000	\$180,000 – \$200,000	\$181,500
ACT	25	16.3%	\$140,000 – \$160,000	\$180,000 – \$200,000	\$240,000 – \$260,000	\$199,000
SA	8	5.2%	\$80,000 – \$100,000	\$120,000 – \$140,000	\$120,000 – \$140,000	\$141,500
TAS	3	2.0%	\$100,000 – \$120,000	\$180,000 – \$200,000	\$220,000 – \$240,000	\$176,500
NT	1	0.7%	\$120,000 – \$140,000	\$120,000 – \$140,000	\$120,000 – \$140,000	\$130,000
WA	3	2.0%	\$140,000 – \$160,000	\$240,000 – \$260,000	Above \$260,000	\$233,500

CEO – Total Salary Package by Industry			
Industry	Cases	Percentage	CEO Average Salary
Automotive and Transport	6	3.9%	\$190,000
Community Services	10	6.5%	\$154,000
Health and Medical	31	20.3%	\$183,000
Environment, Science and Engineering	12	7.8%	\$164,000
Accounting/Financial Services	4	2.6%	\$300,000
Manufacturing, Trades and Services	8	5.2%	\$190,000
Education and Training	17	11.1%	\$175,500
Building, Construction and Architecture	6	3.9%	\$176,500
Retail, Sales and Marketing	2	1.3%	\$190,000
Business and Professional Services	20	13.1%	\$182,500
Sport and Recreation	5	3.3%	\$158,000
Other	32	20.9%	\$197,000

CEO – Total Salary Package By Membership Base			
Membership Base	Cases	Percentage	CEO Average Salary
< 500	59	38.6%	\$181,000
501 – 1,000	21	13.7%	\$164,000
1,001 – 3,000	33	21.6%	\$174,000
3,001 – 5,000	19	12.4%	\$173,000
5,001 – 8,000	5	3.3%	\$208,000
8,001 – 10,000	4	2.6%	\$235,000
> 10,000	12	7.8%	\$256,500

CEO – Total Salary Package By Annual Expenditure			
Annual Expenditure	Cases	Percentage	CEO Average Salary
< \$500,000	14	9.2%	\$115,500
> \$500,000 – \$1 million	29	19.0%	\$143,000
> \$1 million – \$3 million	52	34.0%	\$174,000
> \$3 million – \$6 million	26	17.0%	\$207,500
> \$6 million – \$10 million	13	8.5%	\$238,500
> \$10 million	15	9.8%	\$277,500
Unknown	4	2.6%	\$190,000

CEO – Total Salary Package By Organisation Type			
Organisation Type	Cases	Percentage	CEO Average Salary
Professional Association	63	41.2%	\$170,500
Industry Association	55	35.9%	\$197,500
Charity/Special Cause Group	35	22.9%	\$189,000

CEO – Number of Hours Worked per Week		
Hours	Cases	Percentage
Less than 38	10	6.7%
38 - 45	37	24.7%
46 - 55	58	38.7%
56 - 65	27	18.0%
66 - 75	17	11.3%
More than 75	1	0.7%

CEO – Length of Service		
Years	Cases	Percentage
Less than 1	19	12.7%
1 - 3	43	28.7%
4 - 6	41	27.3%
7 - 10	22	14.7%
More than 10	25	16.7%

CEO – Qualifications		
Qualifications	Cases	Percentage
Secondary	8	5.3%
Technical College	5	3.3%
Tertiary - Bachelor	48	32.0%
Tertiary - Bachelor (Honours)	18	12.0%
Tertiary - Masters	51	34.0%
Tertiary - Doctorate	8	5.3%
Tertiary - Other	9	6.0%
Other	3	2.0%

CEO – Age		
Age	Cases	Percentage
18 - 25	0	NIL
26 - 35	4	2.7%
36 - 45	25	16.7%
46 - 55	63	42.0%
56 - 65	47	31.3%
Over 65	11	7.3%



3.2 Finance Manager

Definition:

The Finance Manager is responsible for budget preparation and keeping track of the organisation's finances.

Indicative job titles may include:

- + Chief Executive Accountant
- + Chief Accountant
- + Chief Financial Officer
- + Finance and Administration Manager
- + Financial Controller

Summary Findings: Finance Manager

A number of general observations can be made about the Finance Manager role based on the survey data.

Benefits:

Of the organisations surveyed, 48.2% provide benefits in addition to salary and minimum superannuation requirements. Similar to the 2014 results, 29.4% of the organisations surveyed provide Professional Development/Membership fees while 25.9% supply Laptops as a benefit.

Incentive:

Of the 85 reported cases of Finance Manager salary data, 14 receive an incentive payment. The average incentive paid is \$8,971, which is a 23.5% increase from 2014.

Variations by State/Territory:

The highest average total salary package is in WA, increasing from \$110,000 in 2014 to \$156,500 in 2015. NSW and QLD also experienced an increase in their average salaries compared to the 2014 survey data. However, VIC, ACT and SA experienced a decrease in the last year with SA recording the lowest average salary of \$63,500.

Variation by Industry:

The average salary varies according to the type of industry. Accounting/Financial Services have the highest average salary of \$143,500, while the Manufacturing, Trades and Services industry have the lowest average salary of \$61,500. The majority of respondents are in the Health and Medical sector who report an average salary of \$114,000.

Variation by Membership Base:

There does not appear to be any clear relationship between the salaries for Finance Managers and the membership size of organisations. Organisations with between 501-1000 members report the lowest average salary of \$89,000, which is a decrease from \$92,500 in 2014. Organisations with a membership base of more than 10,000 report the highest average salary of \$139,000.

Variation by Annual Expenditure:

The average salary of the Finance Manager appears to be related to the expenditure of the organisation. Organisations with expenditure of less than \$500,000 pay the lowest average salary of \$36,500 which represents a decrease of 2.7% from 2014. Organisations that have expenditure in excess of \$10 million pay the highest average salary of \$165,500, which is an increase of \$14,000 from 2014. The majority of respondents, 29.4%, fall into the \$1 million – \$3 million expenditure range and pay an average salary of \$84,500, which is \$3,000 lower than the average salary reported in 2014.

Variation by Organisation Type:

This year, unlike in 2014, Charity/Special Cause Groups report the highest average salary of \$117,000 followed by Professional Associations who report an average salary of \$102,500. Industry Associations, who reported the highest average salary in 2014, report the lowest average salary of \$101,500 in 2015.

Demographics:

The majority of respondents (32.9%) report that the Finance Manager has been in this position for between 1-3 years. 70.7% of the Finance Managers represented in this survey have tertiary qualifications and 44.7% are in the 46-55 year old age group.

Total Salary Package

Finance Manager – Total Salary Package					
	Cases	LQ	Median	UQ	FM Average Salary
Total Salary Package	85	\$60,000 – \$80,000	\$80,000 – \$100,000	\$120,000 – \$140,000	\$106,500

Finance Manager – Benefits		
Type	Cases	Percentage
No benefits	44	51.8%
Additional Superannuation	3	3.5%
Laptop	22	25.9%
Vehicle – Work Use only	0	NIL
Vehicle – Work and Private Use	5	5.9%
Fuel – Work Use only	2	2.4%
Fuel – Work and Private Use	4	4.7%
Health Insurance	0	NIL
Professional Development Courses/Professional Membership Fees	25	29.4%
Other	9	10.6%

Finance Manager – Incentive					
Cases	Percentage	LQ	Median	UQ	Average Incentive Paid
14	16.5 %	\$5,000	\$6,300	\$13,000	\$8,971



Finance Manager – Total Salary Package by State/Territory						
State/ Territory	Cases	Percentage	LQ	Median	UQ	FM Average Salary
NSW	32	37.6%	\$80,000 – \$100,000	\$80,000 – \$100,000	\$120,000 – \$140,000	\$107,500
VIC	22	25.9%	\$60,000 – \$80,000	\$80,000 – \$100,000	\$140,000 – \$160,000	\$107,500
QLD	8	9.4%	\$40,000 – \$60,000	\$80,000 – \$100,000	\$160,000 – \$180,000	\$107,000
ACT	15	17.6%	\$60,000 – \$80,000	\$100,000 – \$120,000	\$120,000 – \$140,000	\$106,000
SA	3	3.5%	\$40,000 – \$60,000	\$60,000 – \$80,000	\$60,000 – \$80,000	\$63,500
TAS	2	2.4%	\$60,000 – \$80,000	\$60,000 – \$80,000	\$60,000 – \$80,000	\$70,000
NT	0	NIL	NIL	NIL	NIL	NIL
WA	3	3.5%	\$60,000 – \$80,000	\$180,000 – \$200,000	\$200,000 – \$220,000	\$156,500

Finance Manager – Total Salary Package by Industry			
Industry	Cases	Percentage	FM Average Salary
Automotive and Transport	4	4.7%	\$95,000
Community Services	5	5.9%	\$114,000
Health and Medical	20	23.5%	\$114,000
Environment, Science and Engineering	5	5.9%	\$72,000
Accounting/Financial Services	3	3.5%	\$143,500
Manufacturing, Trades and Services	3	3.5%	\$61,500
Education and Training	10	11.8%	\$79,500
Building, Construction and Architecture	3	3.5%	\$103,500
Retail, Sales and Marketing	1	1.2%	\$110,000
Business and Professional Services	7	8.2%	\$135,500
Sport and Recreation	4	4.7%	\$95,000
Other	20	23.5%	\$114,000

Finance Manager – Total Salary Package By Membership Base			
Membership Base	Cases	Percentage	FM Average Salary
< 500	25	29.4%	\$101,500
501 – 1,000	8	9.4%	\$89,000
1,001 – 3,000	22	25.9%	\$102,500
3,001 – 5,000	12	14.1%	\$101,500
5,001 – 8,000	4	4.7%	\$110,000
8,001 – 10,000	3	3.5%	\$116,500
> 10,000	11	12.9%	\$139,000

Finance Manager – Total Salary Package By Annual Expenditure			
Annual Expenditure	Cases	Percentage	FM Average Salary
< \$500,000	4	4.7%	\$36,500
> \$500,000 – \$1 million	6	7.1%	\$56,000
> \$1 million – \$3 million	25	29.4%	\$84,500
> \$3 million – \$6 million	21	24.7%	\$101,500
> \$6 million – \$10 million	12	14.1%	\$141,500
> \$10 million	13	15.3%	\$165,500
Unknown	4	4.7%	\$120,000

Finance Manager – Total Salary Package By Organisation Type			
Organisation Type	Cases	Percentage	FM Average Salary
Professional Association	33	38.8%	\$102,500
Industry Association	27	31.8%	\$101,500
Charity/Special Cause Group	25	29.4%	\$117,000

Finance Manager – Length of Service		
Years	Cases	Percentage
Less than 1	14	16.5%
1 - 3	28	32.9%
4 - 6	24	28.2%
7 - 10	11	12.9%
More than 10	8	9.4%

Finance Manager – Qualifications		
Qualifications	Cases	Percentage
Secondary	9	10.6%
Technical College	12	14.1%
Tertiary - Bachelor	44	51.8%
Tertiary - Bachelor (Honours)	5	5.9%
Tertiary - Masters	10	11.8%
Tertiary - Doctorate	0	NIL
Tertiary - Other	1	1.2%
Other	4	4.7%

Finance Manager – Age		
Age	Cases	Percentage
18 - 25	0	NIL
26 - 35	7	8.2%
36 - 45	24	28.2%
46 - 55	38	44.7%
56 - 65	12	14.1%
Over 65	4	4.7%



3.3 Continuing Professional Development Manager

Definition:

The Continuing Professional Development (CPD) Manager is responsible for the development and implementation of educational activity which helps to maintain, develop or increase knowledge, technical skills or professional performance standards. It is a member-focused function.

This is the second year the Associations Salary Survey has gathered data on this position.

Indicative job titles include:

+ Training Manager

Summary Findings: Continuing Professional Development Manager

Since this is only the second year that data has been gathered on this position, comparisons can only be made with the 2014 survey data.

Benefits:

Provision of Professional Development Courses/ Professional Membership Fees at 43.8% appears to be the most common salary benefit for CPD Managers. The provision of a Laptop is reported as the second most common benefit at 40.6%. Other benefits that are specified include an employee benefits program and mobile phone, which make up the third most common benefit for 15.6% of respondents.

Incentive:

Of the 32 reported cases of CPD Manager salary data, six receive an incentive payment. The average incentive paid is \$7,125, which is an increase of 83.3% from 2014.

Variations by State/Territory:

The highest average total salary package paid is in WA at \$130,000 followed by the ACT with an average salary of \$120,000. The NT, like in 2014, has the lowest average salary, which has declined from \$80,000 last year to \$50,000 this year. For the second year SA and TAS do not have any reported cases of CPD Manager salary data, hence the average salary for these states are not available.

Variation by Industry:

Most respondents (31.3%) are located in the Health and Medical industry, which pays an average salary of \$89,500, a decrease from last year by 20.8%. The highest paying industry is Building, Construction and Architecture, with an average salary of \$130,000. The lowest average salary is shared by three industries: the Environmental, Science and Engineering industry, the Manufacturing, Trades and Services industry and the Sports and Recreation industry, who all report an average salary of \$70,000.

Variation by Membership Base:

The largest percentage of respondents (25.0%) are in organisations with a membership size of between 1,001-3,000 members and they report an average salary of \$115,000, which represents a 12.2% increase from 2014. The highest average salary of \$150,000 is paid in organisations with a membership base of between 8001-10,000 members. Organisations with a membership base of between 501-1,000 members report the lowest average salary of \$52,000, which represents a decrease of 55.5% from \$116,500 in 2014.

Variation by Annual Expenditure:

The average salary of the CPD Manager appears to be related to the expenditure of the organisation. Average salaries begin at \$47,500 for organisations with less than \$500,000 in expenditure and peak at \$160,000 for organisations with expenditure above \$10 million. As in 2014, the largest portion of respondents (34.4%) are in organisations with expenditure of \$1 million – \$3 million, who report an average salary of \$79,000.

Variation by Organisation Type:

Charity/Special Cause Groups pay the highest average salary to CPD Managers at \$130,000. The second highest paying organisations were Industry Associations, paying \$97,000, closely followed by Professional Associations which pay \$96,000.

Demographics:

37.5% of CPD Managers report being in the role for less than 1 year. The vast majority of CPD Managers (75.1%) have a tertiary qualification and 43.8% are aged between 36 and 45 years old.

Total Salary Package

CPD Manager – Continuing Professional Development Manager Total Salary Package					
	Cases	LQ	Median	UQ	CPDM Average Salary
Total Salary Package	32	\$60,000 – \$80,000	\$80,000 – \$100,000	\$120,000 – \$140,000	\$97,000

CPD Manager – Benefits		
Type	Cases	Percentage
No benefits	11	34.4%
Additional Superannuation	1	3.1%
Laptop	13	40.6%
Vehicle – Work Use only	1	3.1%
Vehicle – Work and Private Use	2	6.3%
Fuel – Work Use only	3	9.4%
Fuel – Work and Private Use	1	3.1%
Health Insurance	0	NIL
Professional Development Courses/Professional Membership Fees	14	43.8%
Other	5	15.6%

CPD Manager – Incentive					
Cases	Percentage	LQ	Median	UQ	Average Incentive Paid
6	18.8%	\$2,313	\$4,875	\$8,750	\$7,125



CPD Manager – Total Salary Package by State/Territory						
State/ Territory	Cases	Percentage	LQ	Median	UQ	CPDM Average Salary
NSW	14	43.8%	\$60,000 – \$80,000	\$80,000 – \$100,000	\$100,000 – \$120,000	\$93,000
VIC	7	21.9%	\$80,000 – \$100,000	\$80,000 – \$100,000	\$120,000 – \$140,000	\$106,500
QLD	5	15.6%	\$60,000 – \$80,000	\$60,000 – \$80,000	\$80,000 – \$100,000	\$81,000
ACT	4	12.5%	\$60,000 – \$80,000	\$100,000 – \$120,000	\$140,000 – \$160,000	\$120,000
SA	0	NIL	NIL	NIL	NIL	NIL
TAS	0	NIL	NIL	NIL	NIL	NIL
NT	1	3.1%	\$40,000 – \$60,000	\$40,000 – \$60,000	\$40,000 – \$60,000	\$50,000
WA	1	3.1%	\$120,000 – \$140,000	\$120,000 – \$140,000	\$120,000 – \$140,000	\$130,000

CPD Manager – Total Salary Package by Industry			
Industry	Cases	Percentage	CPDM Average Salary
Automotive and Transport	0	NIL	NIL
Community Services	0	NIL	NIL
Health and Medical	10	31.3%	\$89,500
Environment, Science and Engineering	1	3.1%	\$70,000
Accounting/Financial Services	0	NIL	NIL
Manufacturing, Trades and Services	1	3.1%	\$70,000
Education and Training	3	9.4%	\$116,500
Building, Construction and Architecture	1	3.1%	\$130,000
Retail, Sales and Marketing	1	3.1%	\$90,000
Business and Professional Services	6	18.8%	\$119,000
Sport and Recreation	1	3.1%	\$70,000
Other	8	25.0%	\$90,000

CPD Manager – Total Salary Package By Membership Base

Membership Base	Cases	Percentage	CPDM Average Salary
< 500	5	15.6%	\$90,000
501 – 1,000	5	15.6%	\$52,000
1,001 – 3,000	8	25.0%	\$115,000
3,001 – 5,000	7	21.9%	\$90,000
5,001 – 8,000	3	9.4%	\$130,000
8,001 – 10,000	1	3.1%	\$150,000
> 10,000	3	9.4%	\$103,500

CPD Manager – Total Salary Package By Annual Expenditure

Annual Expenditure	Cases	Percentage	CPDM Average Salary
< \$500,000	2	6.3%	\$47,500
> \$500,000 – \$1 million	3	9.4%	\$48,500
> \$1 million – \$3 million	11	34.4%	\$79,000
> \$3 million – \$6 million	8	25.0%	\$117,500
> \$6 million – \$10 million	3	9.4%	\$110,000
> \$10 million	4	12.5%	\$160,000
Unknown	1	3.1%	\$90,000

CPD Manager – Total Salary Package By Organisation Type

Organisation Type	Cases	Percentage	CPDM Average Salary
Professional Association	20	62.5%	\$96,000
Industry Association	11	34.4%	\$97,000
Charity/Special Cause Group	1	3.1%	\$130,000

CPD Manager – Length of Service

Years	Cases	Percentage
Less than 1	12	37.5%
1 - 3	13	40.6%
4 - 6	3	9.4%
7 - 10	0	NIL
More than 10	4	12.5%

CPD Manager – Qualifications

Qualifications	Cases	Percentage
Secondary	5	15.6%
Technical College	3	9.4%
Tertiary - Bachelor	15	46.9%
Tertiary - Bachelor (Honours)	3	9.4%
Tertiary - Masters	6	18.8%
Tertiary - Doctorate	0	NIL
Tertiary - Other	0	NIL
Other	1	3.1%

CPD Manager – Age

Age	Cases	Percentage
18 - 25	0	NIL
26 - 35	2	6.3%
36 - 45	14	43.8%
46 - 55	12	37.5%
56 - 65	4	12.5%
Over 65	0	NIL

3.4 Human Resources Manager

Definition:

A Human Resources (HR) Manager establishes strategies and policies for staff and performance management and implements plans to recruit, develop and motivate employees within the organisation. This is an in-house role focusing on the needs of the secretariat.

Indicative job titles:

- + Human Resources Coordinator
- + Industrial Relations Manager

Summary Findings: Human Resources Manager

A number of general observations can be made about the HR Manager role based on the survey data.

Benefits:

71.4% of respondents report that the HR Manager receives various benefits in addition to salary and minimum superannuation obligations. Similar to last year, a common benefit provided to HR Managers according to 52.4% of respondents is a Laptop. In addition, Professional Development Courses/Professional Membership Fees and a Vehicle for Work and Private Use with fuel are provided to 23.8% of HR Managers represented in this survey.

Incentive:

Of the 21 reported cases of HR Manager salary data, only two receive an incentive payment. The average incentive paid is \$2,500, which is a 16.7% decrease from 2014.

Variations by State/Territory:

All states show an increase in their average salaries between 2014 and 2015 with WA reporting the highest average salary of \$170,000. TAS was found to have the lowest average salary of \$90,000. The majority of the respondents (33.3%) are from NSW and have an average salary of \$107,000, which is a 4.9% increase from 2014.

Variation by Industry:

There appears to be a variation in the average salary according to industry type. The Accounting/Financial Services and Business and Professional Services industries both report paying the highest average salary of \$150,000, while the Community Services industry report the lowest average of \$90,000. The majority of respondents, (23.8%) are from the Health and Medical sector, who report an average salary of \$114,000. This is an increase of 15.2% from 2014.

Variation by Membership Base:

There does not appear to be a correlation between the membership size of an organisation and the salary of the HR Manager. The organisations with a membership base of less than 500, 1001-3000 and 3001-5000, all report having the highest average salary of \$130,000. The lowest average salary of \$110,000 is being paid at organisations with a membership base of 5001 and above.

Variation by Annual Expenditure:

Unlike the results from last year, this factor does not appear to have an impact on the average salary of the HR Manager. Average salaries range from \$95,000 for organisations with expenditure of \$1 million – \$3 million and \$128,000 for organisations with expenditure above \$10 million.

Variation by Organisation Type:

Similar to last year, Charity/Special Cause Groups recorded the lowest average salary of \$113,000, although this has increased by 25.6% from 2014. Professional Associations pay the highest average salary of \$126,000, which has increased by 33.3% from \$94,500 in 2014.

Demographics:

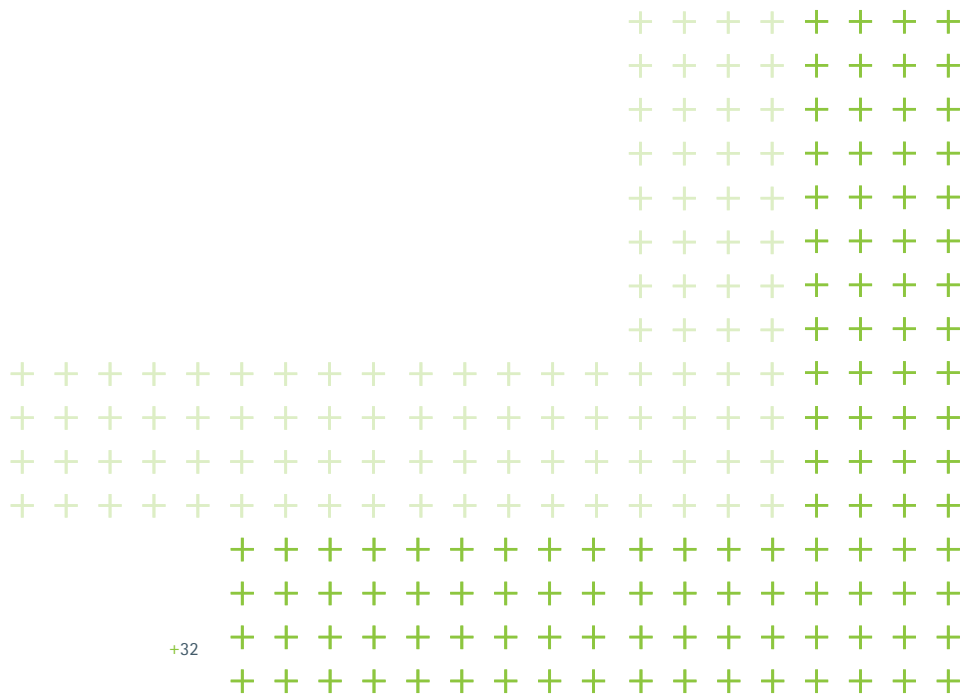
42.9% of the respondents report that HR Managers have a length of service between 1-3 years. It is reported that 80.9% of HR Managers have tertiary qualifications and 52.4% are under 45 years of age.

Total Salary Package

HR Manager – Total Salary Package					
	Cases	LQ	Median	UQ	HRM Average Salary
Total Salary Package	21	\$100,000 – \$120,000	\$100,000 – \$120,000	\$120,000 – \$140,000	\$119,500

HR Manager – Benefits		
Type	Cases	Percentage
No benefits	6	28.6%
Additional Superannuation	1	4.8%
Laptop	11	52.4%
Vehicle – Work Use only	0	NIL
Vehicle – Work and Private Use	5	23.8%
Fuel – Work Use only	1	4.8%
Fuel – Work and Private Use	5	23.8%
Health Insurance	0	NIL
Professional Development Courses/Professional Membership Fees	5	23.8%
Other	4	19.0%

HR Manager – Incentive					
Cases	Percentage	LQ	Median	UQ	Average Incentive Paid
2	9.5%	\$2,250	\$2,500	\$2,750	\$2,500



HR Manager – Total Salary Package by State/Territory						
State/ Territory	Cases	Percentage	LQ	Median	UQ	HRM Average Salary
NSW	7	33.3%	\$100,000 – \$120,000	\$100,000 – \$120,000	\$120,000 – \$140,000	\$107,000
VIC	6	28.6%	\$100,000 – \$120,000	\$100,000 – \$120,000	\$120,000 – \$140,000	\$120,000
QLD	3	14.3%	\$80,000 – \$100,000	\$100,000 – \$120,000	\$180,000 – \$200,000	\$130,000
ACT	3	14.3%	\$100,000 – \$120,000	\$120,000 – \$140,000	\$140,000 – \$160,000	\$130,000
SA	0	NIL	NIL	NIL	NIL	NIL
TAS	1	4.8%	\$80,000 – \$100,000	\$80,000 – \$100,000	\$80,000 – \$100,000	\$90,000
NT	0	NIL	NIL	NIL	NIL	NIL
WA	1	4.8%	\$160,000 – \$180,000	\$160,000 – \$180,000	\$160,000 – \$180,000	\$170,000

HR Manager – Total Salary Package by Industry			
Industry	Cases	Percentage	HRM Average Salary
Automotive and Transport	1	4.8%	\$110,000
Community Services	2	9.5%	\$90,000
Health and Medical	5	23.8%	\$114,000
Environment, Science and Engineering	0	NIL	NIL
Accounting/Financial Services	1	4.8%	\$150,000
Manufacturing, Trades and Services	1	4.8%	\$110,000
Education and Training	0	NIL	NIL
Building, Construction and Architecture	1	4.8%	\$130,000
Retail, Sales and Marketing	0	NIL	NIL
Business and Professional Services	2	9.5%	\$150,000
Sport and Recreation	0	NIL	NIL
Other	8	38.1%	\$120,000

HR Manager – Total Salary Package By Membership Base

Membership Base	Cases	Percentage	HRM Average Salary
< 500	5	23.8%	\$130,000
501 – 1,000	3	14.3%	\$116,500
1,001 – 3,000	1	4.8%	\$130,000
3,001 – 5,000	3	14.3%	\$130,000
5,001 – 8,000	1	4.8%	\$110,000
8,001 – 10,000	1	4.8%	\$110,000
> 10,000	7	33.3%	\$110,000

HR Manager – Total Salary Package By Annual Expenditure

Annual Expenditure	Cases	Percentage	HRM Average Salary
< \$500,000	0	NIL	NIL
> \$500,000 – \$1 million	0	NIL	NIL
> \$1 million – \$3 million	4	19.0%	\$95,000
> \$3 million – \$6 million	4	19.0%	\$125,000
> \$6 million – \$10 million	2	9.5%	\$120,000
> \$10 million	10	47.6%	\$128,000
Unknown	1	4.8%	\$110,000

HR Manager – Total Salary Package By Organisation Type

Organisation Type	Cases	Percentage	HRM Average Salary
Professional Association	5	23.8%	\$126,000
Industry Association	9	42.9%	\$121,000
Charity/Special Cause Group	7	33.3%	\$113,000

HR Manager – Length of Service		
Years	Cases	Percentage
Less than 1	5	23.8%
1 - 3	9	42.9%
4 - 6	3	14.3%
7 - 10	2	9.5%
More than 10	2	9.5%

HR Manager – Qualifications		
Qualifications	Cases	Percentage
Secondary	2	9.5%
Technical College	2	9.5%
Tertiary - Bachelor	12	57.1%
Tertiary - Bachelor (Honours)	1	4.8%
Tertiary - Masters	2	9.5%
Tertiary - Doctorate	0	NIL
Tertiary - Other	2	9.5%
Other	0	NIL

HR Manager – Age		
Age	Cases	Percentage
18 - 25	0	NIL
26 - 35	2	9.5%
36 - 45	9	42.9%
46 - 55	8	38.1%
56 - 65	2	9.5%
Over 65	0	NIL



3.5 Marketing Manager

Definition:

The Marketing Manager (MAM) is responsible for planning and promoting the activities, products and services of the organisation. The Marketing Manager controls and implements activities and budgets to promote the organisation with members, other stakeholders and the community.

Indicative job titles:

- + Business and Communications Manager
- + Business Development Manager
- + Communications Manager
- + Event Manager
- + Fundraising Manager
- + Public Relations Manager
- + Relationship Development Manager
- + Sponsorship and Events Manager

Summary Findings: Marketing Manager

A number of general observations can be made about the Marketing Manager role based on the survey data.

Benefits:

For the Marketing Managers represented in this survey 35.1% of them do not receive any additional benefits outside of salary and minimum superannuation requirements. A Laptop is the most commonly provided benefit for 43.2% of respondents, followed by Professional Development Courses/Professional Membership Fees at 32.4% of respondents. Other benefits such as an 'iPad', mobile phone or gym membership are the next most common benefits for 16.2% of respondents.

Incentive:

Of the 74 reported cases of Marketing Manager salary data, eight identify as receiving an incentive payment. The average incentive being paid is to the value of \$8,981, which represents an increase from \$6,340 in 2014.

Variations by State/Territory:

The highest average total salary package of \$98,500 is paid in NSW. This represents a 1.5% increase from 2014. Other states/territories that experienced an increase from 2014 were QLD from \$71,500 to \$93,500 and the ACT from \$71,500 to \$94,000. States that experienced a decline in their average salaries from 2014 were VIC from \$102,000 to \$95,000 and SA from \$85,000 to \$70,000.

Variation by Industry:

The majority of respondents, 21.6%, are from the Health and Medical industry, which pays an average salary of \$102,000. This finding represents a 1.5% increase from the average salary of \$100,500 in 2014. The lowest recorded average salary of \$75,000 is paid in both the Automotive and Transport and Sport and Recreation industries. The highest paying industry is Accounting/Financial Services at \$180,000.

Variation by Membership Base:

Contrary to the results of 2014, the membership size of an association does not appear to be a correlated variable when determining the average salary of a Marketing Manager. This is because higher/lower salary averages do not correspond with a higher/lower membership base respectively. The majority of respondents (29.7%) have a membership base of between 1001–3000 and report an average salary of \$85,500. The highest average salary is \$125,500 for organisations with more than 10,000 members. The lowest average salary is \$74,000, which corresponds to organisations with between 5,001–8,000 members.

Variation by Annual Expenditure:

Similar to 2014, the average salary of the Marketing Manager appears to correlate with the annual expenditure of the organisation with above \$10 million expenditure being the only exception to this. Average salaries begin at \$54,000 for organisations with less than \$500,000 expenditure and peak at \$126,000 for organisations with expenditure of \$6 million – \$10 million.

Variation by Organisation Type:

This year, Industry Associations pay the lowest average salary of \$93,000, while Professional Associations again pay the highest average salary of \$97,000. The Charity/Special Cause Groups followed Professional Associations closely paying \$96,500. Charity/Special Cause Groups is the only organisation type to report an increase in their average salary.

Demographics:

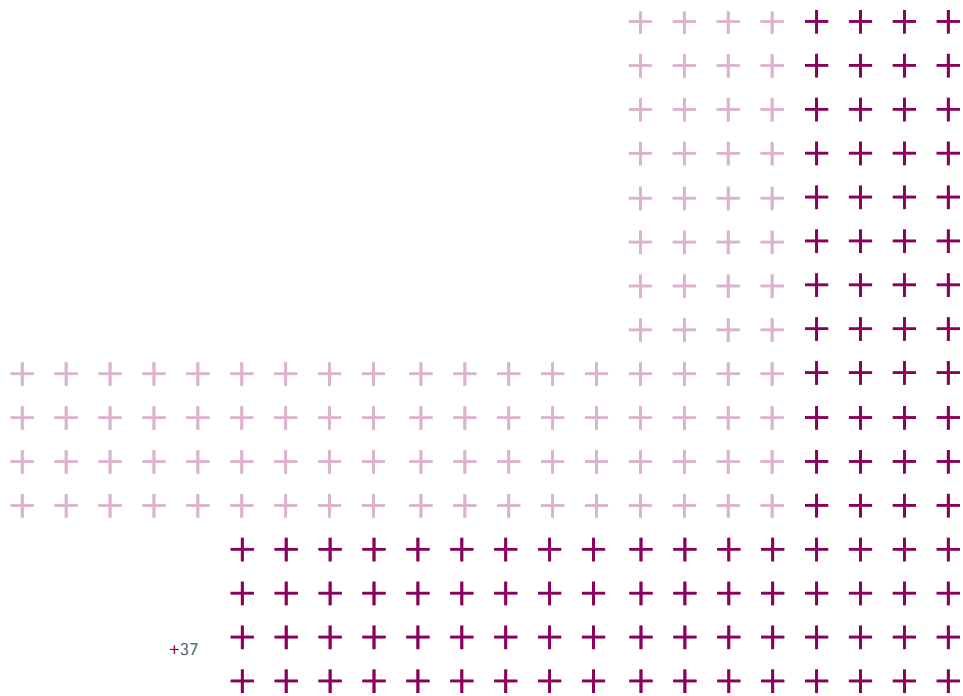
Most respondents (41.1%) report that the Marketing Manager has a 1–3 year tenure in the position. It is also reported that 82.3% of Marketing Managers represented in this survey have a tertiary qualification and 39.7% are aged between 36–45 years of age.

Total Salary Package

Marketing Manager – Total Salary Package					
	Cases	LQ	Median	UQ	Average Salary MAM
Total Salary Package	74	\$60,000 – \$80,000	\$80,000 – \$100,000	\$100,000 – \$120,000	\$95,500

Marketing Manager – Benefits		
Type	Cases	Percentage
No benefits	26	35.1%
Additional Superannuation	2	2.7%
Laptop	32	43.2%
Vehicle – Work Use only	1	1.4%
Vehicle – Work and Private Use	3	4.1%
Fuel – Work Use only	2	2.7%
Fuel – Work and Private Use	3	4.1%
Health Insurance	0	NIL
Professional Development Courses/Professional Membership Fees	24	32.4%
Other	12	16.2%

Marketing Manager – Incentive					
Cases	Percentage	LQ	Median	UQ	Average Incentive Paid
8	10.8%	\$4,225	\$6,250	\$11,000	\$8,981



Marketing Manager – Total Salary Package by State/Territory						
State/ Territory	Cases	Percentage	LQ	Median	UQ	MAM Average Salary
NSW	31	41.9%	\$60,000 – \$80,000	\$80,000 – \$100,000	\$100,000 – \$120,000	\$98,500
VIC	20	27.0%	\$60,000 – \$80,000	\$80,000 – \$100,000	\$120,000 – \$140,000	\$95,000
QLD	10	13.5%	\$60,000 – \$80,000	\$80,000 – \$100,000	\$80,000 – \$100,000	\$93,500
ACT	10	13.5%	\$80,000 – \$100,000	\$80,000 – \$100,000	\$100,000 – \$120,000	\$94,000
SA	1	1.4%	\$60,000 – \$80,000	\$60,000 – \$80,000	\$60,000 – \$80,000	\$70,000
TAS	1	1.4%	\$80,000 – \$100,000	\$80,000 – \$100,000	\$80,000 – \$100,000	\$90,000
NT	0	NIL	NIL	NIL	NIL	NIL
WA	1	1.4%	\$60,000 – \$80,000	\$60,000 – \$80,000	\$60,000 – \$80,000	\$70,000

Marketing Manager – Total Salary Package by Industry			
Industry	Cases	Percentage	MAM Average Salary
Automotive and Transport	4	5.4%	\$75,000
Community Services	3	4.1%	\$90,000
Health and Medical	16	21.6%	\$102,000
Environment, Science and Engineering	5	6.8%	\$94,000
Accounting/Financial Services	2	2.7%	\$180,000
Manufacturing, Trades and Services	4	5.4%	\$122,500
Education and Training	10	13.5%	\$82,000
Building, Construction and Architecture	1	1.4%	\$130,000
Retail, Sales and Marketing	2	2.7%	\$100,000
Business and Professional Services	9	12.2%	\$99,000
Sport and Recreation	4	5.4%	\$75,000
Other	14	18.9%	\$85,500

Marketing Manager – Total Salary Package By Membership Base			
Membership Base	Cases	Percentage	MAM Average Salary
< 500	18	24.3%	\$105,000
501 – 1,000	10	13.5%	\$85,500
1,001 – 3,000	22	29.7%	\$85,500
3,001 – 5,000	9	12.2%	\$92,000
5,001 – 8,000	4	5.4%	\$74,000
8,001 – 10,000	2	2.7%	\$90,000
> 10,000	9	12.2%	\$125,500

Marketing Manager – Total Salary Package By Annual Expenditure			
Annual Expenditure	Cases	Percentage	MAM Average Salary
< \$500,000	4	5.4%	\$54,000
> \$500,000 – \$1 million	7	9.5%	\$81,500
> \$1 million – \$3 million	27	36.5%	\$88,500
> \$3 million – \$6 million	17	23.0%	\$104,500
> \$6 million – \$10 million	5	6.8%	\$126,000
> \$10 million	10	13.5%	\$114,000
Unknown	4	5.4%	\$85,000

Marketing Manager – Total Salary Package By Organisation Type			
Organisation Type	Cases	Percentage	MAM Average Salary
Professional Association	31	41.9%	\$97,000
Industry Association	28	37.8%	\$93,000
Charity/Special Cause Group	15	20.3%	\$96,500

Marketing Manager – Length of Service

Years	Cases	Percentage
Less than 1	28	38.4%
1 - 3	30	41.1%
4 - 6	8	11.0%
7 - 10	3	4.1%
More than 10	4	5.5%

Marketing Manager – Qualifications

Qualifications	Cases	Percentage
Secondary	4	5.5%
Technical College	7	9.6%
Tertiary - Bachelor	41	56.2%
Tertiary - Bachelor (Honours)	6	8.2%
Tertiary - Masters	11	15.1%
Tertiary - Doctorate	1	1.4%
Tertiary - Other	1	1.4%
Other	2	2.7%

Marketing Manager – Age

Age	Cases	Percentage
18 - 25	3	4.1%
26 - 35	23	31.5%
36 - 45	29	39.7%
46 - 55	13	17.8%
56 - 65	5	6.8%
Over 65	0	NIL



3.6 Membership Manager

Definition:

A Membership Manager (MEM) is responsible for acquiring and retaining members and managing the membership database of an organisation. The Membership Manager may also be the first point of contact for member enquiries.

Summary Findings: Membership Manager

A number of general observations can be made about the Membership Manager role based on the survey data.

Benefits:

Out of the 68 reported cases of Membership Manager salary data, 50.0% of them report that Membership Managers receive various benefits in their salary package. The most common benefit is a Laptop, which is received by 29.4% of Membership Managers. Following this closely is Professional Development Courses/Professional Membership Fees which are received by 22.1% of Membership Managers.

Incentive:

Of the 68 reported cases of Membership Manager salary data, seven have identified as receiving an incentive payment. The average incentive paid is \$4,929, which represents a decrease from \$7,289 in 2014.

Variations by State/Territory:

The average salaries of Membership Managers has generally decreased across all states/territories compared to 2014 except for NSW which has remained the same and QLD which recorded a 16.8% increase. The state with the largest decline in its average salary between 2014 and 2015 was SA, which resulted in it reporting the lowest average salary of \$60,000. ACT reports the highest average salary of \$92,000, which has decreased from \$95,500 in 2014.

Variation by Industry Sector:

The Accounting/Financial Services sector offers the highest average salary of \$120,000 followed by the Building, Construction and Architecture industry at \$103,500. The Automotive and Transport sector again reports the lowest average salary of \$50,000. The largest portion of respondents (23.5%) are in the Health and Medical industry who report an average salary of \$83,500, which is an increase of 12.8% from \$74,000 in 2014.

Variation by Membership Base:

There appears to be no correlation between the average salary of the Membership Manager and membership size of the organisation. The majority of respondents (29.4%) have a membership base of between 1,001–3,000 and report an average salary of \$72,000. The highest average salary of \$120,000 is paid in organisations with a membership base of 8,001–10,000 members, while the lowest average salary of \$65,000 is paid in organisations with a membership base of between 501–1,000 members.

Variation by Annual Expenditure:

Organisations that have an expenditure between \$500,000 and \$1 million have the lowest average salary of \$49,000, which has decreased by 32.9% since 2014. Organisations with expenditure above \$10 million have the highest average salary of \$112,500, which is a decrease from \$119,000 in 2014.

Variation by Organisation Type:

Unlike in 2014, Professional Associations pay the lowest average salary of \$76,000, followed by Industry Associations who pay \$80,500. Charity/Special Cause Groups pay the highest average salary of \$84,500, which represents a 15.0% increase from 2014.

Demographics:

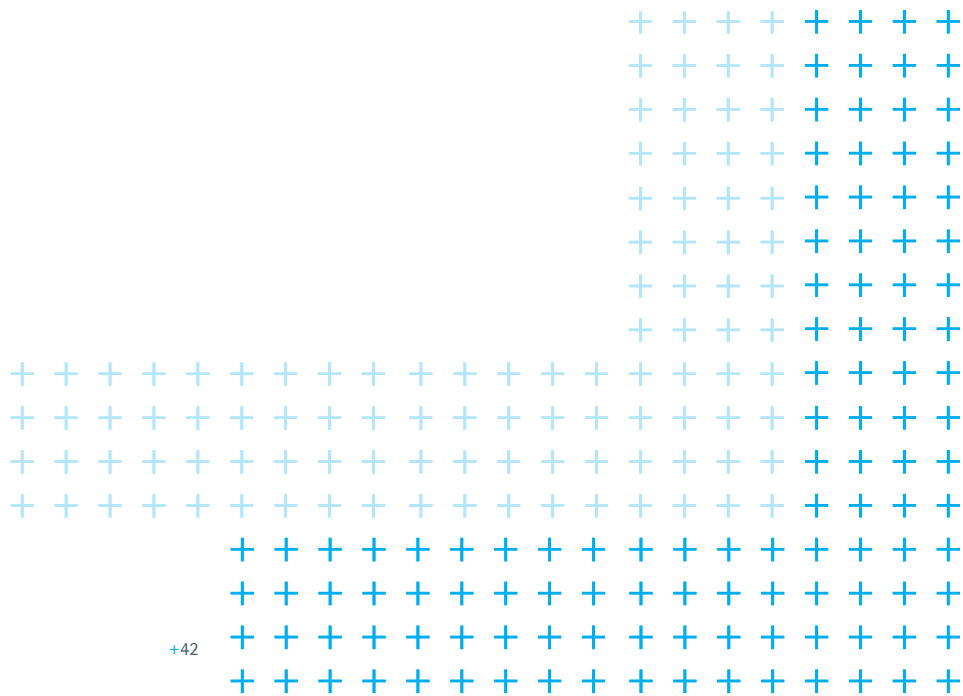
A tenure of 1–3 years is most commonly reported for a Membership Manager at 47.1%. It is reported that 48.5% of the Membership Managers represented in this survey have a tertiary qualification and 41.2% are aged between 36–45 years old.

Total Salary Package

Membership Manager – Total Salary Package					
	Cases	LQ	Median	UQ	MEM Average Salary
Total Salary Package	68	\$40,000 – \$60,000	\$60,000 – \$80,000	\$80,000 – \$100,000	\$79,000

Membership Manager – Benefits		
Type	Cases	Percentage
No benefits	34	50%
Additional Superannuation	3	4.4%
Laptop	20	29.4%
Vehicle – Work Use only	1	1.5%
Vehicle – Work and Private Use	1	1.5%
Fuel – Work Use only	1	1.5%
Fuel – Work and Private Use	1	1.5%
Health Insurance	0	NIL
Professional Development Courses/Professional Membership Fees	15	22.1%
Other	8	11.8%

Membership Manager – Incentive					
Cases	Percentage	LQ	Median	UQ	Average Incentive Paid
7	10.3%	\$1,750	\$3,000	\$3,750	\$4,929



Membership Manager – Total Salary Package by State/Territory						
State/ Territory	Cases	Percentage	LQ	Median	UQ	MEM Average Salary
NSW	28	41.8%	\$40,000 – \$60,000	\$60,000 – \$80,000	\$80,000 – \$100,000	\$77,000
VIC	21	31.3%	\$60,000 – \$80,000	\$60,000 – \$80,000	\$80,000 – \$100,000	\$80,000
QLD	5	7.5%	\$40,000 – \$60,000	\$60,000 – \$80,000	\$100,000 – \$120,000	\$73,000
ACT	10	14.9%	\$60,000 – \$80,000	\$60,000 – \$80,000	\$120,000 – \$140,000	\$92,000
SA	2	3.0%	\$40,000 – \$60,000	\$40,000 – \$60,000	\$60,000 – \$80,000	\$60,000
TAS	1	1.5%	\$80,000 – \$100,000	\$80,000 – \$100,000	\$80,000 – \$100,000	\$90,000
NT	0	NIL	NIL	NIL	NIL	NIL
WA	0	NIL	NIL	NIL	NIL	NIL

Membership Manager – Total Salary Package by Industry			
Industry	Cases	Percentage	MEM Average Salary
Automotive and Transport	1	1.5%	\$50,000
Community Services	2	2.9%	\$60,000
Health and Medical	16	23.5%	\$83,500
Environment, Science and Engineering	5	7.4%	\$82,000
Accounting/Financial Services	2	2.9%	\$120,000
Manufacturing, Trades and Services	2	2.9%	\$80,000
Education and Training	4	5.9%	\$70,000
Building, Construction and Architecture	3	4.4%	\$103,500
Retail, Sales and Marketing	0	NIL	NIL
Business and Professional Services	12	17.6%	\$72,500
Sport and Recreation	2	2.9%	\$60,000
Other	19	27.9%	\$77,500

Membership Manager – Total Salary Package By Membership Base			
Membership Base	Cases	Percentage	MEM Average Salary
< 500	14	20.6%	\$83,000
501 – 1,000	11	16.2%	\$65,000
1,001 – 3,000	20	29.4%	\$72,000
3,001 – 5,000	9	13.2%	\$76,500
5,001 – 8,000	3	4.4%	\$83,500
8,001 – 10,000	2	2.9%	\$120,000
> 10,000	9	13.2%	\$96,500

Membership Manager – Total Salary Package By Annual Expenditure			
Annual Expenditure	Cases	Percentage	MEM Average Salary
< \$500,000	4	5.9%	\$52,500
> \$500,000 – \$1 million	6	8.8%	\$49,000
> \$1 million – \$3 million	29	42.6%	\$71,500
> \$3 million – \$6 million	14	20.6%	\$84,500
> \$6 million – \$10 million	4	5.9%	\$110,000
> \$10 million	8	11.8%	\$112,500
Unknown	3	4.4%	\$90,000

Membership Manager – Total Salary Package By Organisation Type			
Organisation Type	Cases	Percentage	MEM Average Salary
Professional Association	35	51.5%	\$76,000
Industry Association	22	32.4%	\$80,500
Charity/Special Cause Group	11	16.2%	\$84,500

Membership Manager – Length of Service		
Years	Cases	Percentage
Less than 1	14	20.6%
1 - 3	32	47.1%
4 - 6	11	16.2%
7 - 10	5	7.4%
More than 10	6	8.8%

Membership Manager – Qualifications		
Qualifications	Cases	Percentage
Secondary	17	25.0%
Technical College	17	25.0%
Tertiary - Bachelor	24	35.3%
Tertiary - Bachelor (Honours)	3	4.4%
Tertiary - Masters	3	4.4%
Tertiary - Doctorate	2	2.9%
Tertiary - Other	1	1.5%
Other	1	1.5%

Membership Manager – Age		
Age	Cases	Percentage
18 - 25	2	2.9%
26 - 35	12	17.6%
36 - 45	28	41.2%
46 - 55	17	25.0%
56 - 65	8	11.8%
Over 65	1	1.5%



3.7 Administration/Office Manager

Definition:

An Administration/Office Manager (AOM) controls the administrative activities of the organisation on a day to day basis.

Summary Findings: Administration/Office Manager

A number of general observations can be made about the Administration/Office Manager role based on the survey data.

Benefits:

Just over half of the organisations surveyed report offering no benefits to the Administration/Office Manager. The most common benefit offered by respondents at 29.8% is Professional Development Courses/Professional Membership Fees, which is a decrease from 30.2% in 2014. This is followed by the provision of a Laptop at 21.4%.

Incentive:

Of the 84 reported cases of Administration/Office Manager salary data, 13 identify as receiving an incentive payment. The average incentive paid was \$3,946, which represents an increase from \$2,956 in 2014.

Variations by State/Territory:

There are variations in average salaries between the states/territories. The majority of the respondents come from NSW and VIC and have average salaries of \$77,000 and \$66,000 respectively. The highest paying state is WA, which pays an average salary of \$90,000. In QLD the average salary increased rather than decreased as it did in 2014, from \$63,000 up to \$72,500, which is an increase of 15.1%. The lowest paying state is TAS with an average salary of \$48,500.

Variation by Industry:

The average salaries of Administration/Office Managers vary by the industry of the organisation and ranges from \$56,500 in the Manufacturing, Trades and Services industry up to \$110,000 in the Accounting/Financial Services industry. The greater part of respondents, 27.4%, are in the Health and Medical sector, who report an average salary of \$78,500. This finding represents an increase from \$77,000 in 2014 by 1.9%.

Variation by Membership Base:

The average salary of the Administration/Office Manager does not appear to have a direct relationship with the membership base of the organisation. The bulk of respondents (46.4%), are in organisations which have less than 500 members and report an average salary of \$71,000. This represents an increase of 9.2% in this cohort from the average salary of \$65,000 in 2014. Unlike last year's findings, organisations with a membership base of more than 10,000 have the highest average salary. The average salary for this group has increased from \$74,000 in 2014 to \$80,000 in 2015. The 3,001-5,000 membership grouping has experienced a decrease of 13.3% in 2015, losing its position as the highest average salary.

Variation by Annual Expenditure:

The average salary of the Administration/Office Manager position appears to be related to the annual expenditure of the organisation. This is because average salaries appear to increase consistently with increased expenditure. Organisations which have less than \$500,000 expenditure have an average salary of \$59,000, which has increased by 20.4% from 2014. Organisations with an expenditure above \$10 million have the highest average salary of \$103,500, which has increased by 10.7% from \$93,500 in 2014.

Variation by Organisation Type:

Variations according to the organisation type for this position is different again from salary surveys of previous years. Professional Associations who paid the highest average salary in 2014 now pay the lowest at \$68,000. Conversely Charity/Special Cause Groups who paid the lowest average salary in 2014 now pay the highest at \$78,000. This reflects a 19.1% increase from 2014's average salary of \$65,500 for this position. The average salary for Industry Associations is \$73,000.

Demographics:

The most commonly reported tenure for Administration/Office Managers is between 1 and 3 years with this being reported by 38.1% of respondents. Most respondents (44.0%) report that the Administration/Office Manager has technical college qualifications and 59.6% report that they are aged between 36 and 55 years old.

Total Salary Package

Administration/Office Manager – Total Salary Package					
	Cases	LQ	Median	UQ	AOM Average Salary
Total Salary Package	84	\$40,000 – \$60,000	\$60,000 – \$80,000	\$80,000 – \$100,000	\$72,500

Administration/Office Manager – Benefits		
Type	Cases	Percentage
No benefits	45	53.6%
Additional Superannuation	4	4.8%
Laptop	18	21.4%
Vehicle – Work Use only	3	3.6%
Vehicle – Work and Private Use	1	1.2%
Fuel – Work Use only	5	6.0%
Fuel – Work and Private Use	0	NIL
Health Insurance	1	1.2%
Professional Development Courses/Professional Membership Fees	25	29.8%
Other	10	11.9%

Administration/Office Manager – Incentive					
Cases	Percentage	LQ	Median	UQ	Average Incentive Paid
13	15.5%	\$1,500	\$2,000	\$5,000	\$3,946



Administration/Office Manager – Total Salary Package by State/Territory						
State/ Territory	Cases	Percentage	LQ	Median	UQ	AOM Average Salary
NSW	31	36.9%	\$60,000 - \$80,000	\$60,000 - \$80,000	\$80,000 - \$100,000	\$77,000
VIC	25	29.8%	\$40,000 - \$60,000	\$60,000 - \$80,000	\$60,000 - \$80,000	\$66,000
QLD	6	7.1%	\$40,000 - \$60,000	\$60,000 - \$80,000	\$80,000 - \$100,000	\$72,500
ACT	13	15.5%	\$60,000 - \$80,000	\$60,000 - \$80,000	\$60,000 - \$80,000	\$79,000
SA	4	4.8%	\$40,000 - \$60,000	\$60,000 - \$80,000	\$60,000 - \$80,000	\$65,000
TAS	3	3.6%	Less than \$40,000	\$40,000 - \$60,000	\$60,000 - \$80,000	\$48,500
NT	0	NIL	NIL	NIL	NIL	NIL
WA	2	2.4%	\$60,000 - \$80,000	\$60,000 - \$80,000	\$100,000 - \$120,000	\$90,000

Administration/Office Manager – Total Salary Package by Industry			
Industry	Cases	Percentage	AOM Average Salary
Automotive and Transport	3	3.6%	\$90,000
Community Services	4	4.8%	\$70,000
Health and Medical	23	27.4%	\$78,500
Environment, Science and Engineering	6	7.1%	\$61,500
Accounting/Financial Services	1	1.2%	\$110,000
Manufacturing, Trades and Services	3	3.6%	\$56,500
Education and Training	12	14.3%	\$78,500
Building, Construction and Architecture	4	4.8%	\$65,000
Retail, Sales and Marketing	0	NIL	NIL
Business and Professional Services	9	10.7%	\$71,500
Sport and Recreation	3	3.6%	\$70,000
Other	16	19.0%	\$62,000

Administration/Office Manager – Total Salary Package By Membership Base

Membership Base	Cases	Percentage	AOM Average Salary
< 500	39	46.4%	\$71,000
501 – 1,000	13	15.5%	\$70,000
1,001 – 3,000	16	19.0%	\$72,000
3,001 – 5,000	10	11.9%	\$78,000
5,001 – 8,000	2	2.4%	\$70,000
8,001 – 10,000	0	NIL	NIL
> 10,000	4	4.8%	\$80,000

Administration/Office Manager – Total Salary Package By Annual Expenditure

Annual Expenditure	Cases	Percentage	AOM Average Salary
< \$500,000	16	19.0%	\$59,000
> \$500,000 – \$1 million	17	20.2%	\$60,500
> \$1 million – \$3 million	29	34.5%	\$77,000
> \$3 million – \$6 million	10	11.9%	\$78,000
> \$6 million – \$10 million	6	7.1%	\$96,500
> \$10 million	3	3.6%	\$103,500
Unknown	3	3.6%	\$70,000

Administration/Office Manager – Total Salary Package By Organisation Type

Organisation Type	Cases	Percentage	AOM Average Salary
Professional Association	34	40.5%	\$68,000
Industry Association	26	31.0%	\$73,000
Charity/Special Cause Group	24	28.6%	\$78,000

Administration/Office Manager – Length of Service

Years	Cases	Percentage
Less than 1	15	17.9%
1 - 3	32	38.1%
4 - 6	24	28.6%
7 - 10	5	6.0%
More than 10	8	9.5%

Administration/Office Manager – Qualifications

Qualifications	Cases	Percentage
Secondary	22	26.2%
Technical College	37	44.0%
Tertiary - Bachelor	21	25.0%
Tertiary - Bachelor (Honours)	2	2.4%
Tertiary - Masters	1	1.2%
Tertiary - Doctorate	0	NIL
Tertiary - Other	1	1.2%
Other	0	NIL

Administration/Office Manager – Age

Age	Cases	Percentage
18 - 25	3	3.6%
26 - 35	14	16.7%
36 - 45	25	29.8%
46 - 55	25	29.8%
56 - 65	16	19.0%
Over 65	1	1.2%



3.8 Operations Manager

Definition:

The Operations Manager manages the day-to-day activities of the organisation. Activities supervised include the maintenance of facilities, security and administrative support, and office and computer systems.

Indicative job titles include:

- + Business and Operations Manager
- + Chief Operating Officer

Summary Findings: Operations Manager

A number of general observations can be made about the Operations Manager role based on the survey data.

Benefits:

35.3% of respondents do not provide any salary package benefits compared to 42.0% in 2014. The most common benefit reported is a Laptop at 43.1% followed by Professional Development Courses /Professional Membership Fees at 27.5%.

Incentive:

Of the 51 reported cases of Operations Manager salary data, 11 identify as receiving an incentive payment. The average incentive paid is \$7,136, which is a decrease of 18.0% from 2014.

Variations by State/Territory:

There are variations in the average salaries of Operations Managers across the states/territories. Most states/territories experienced an increase in their average salaries compared to 2014. This year WA has an average salary of \$176,500 and is the highest payer. SA has an average salary of \$70,000 which makes it the lowest paying state, falling 26.3% from \$95,000 in 2014.

Variation by Industry Sector:

The average salary for an Operations Manager appears to differ significantly across industries. The highest paying industry was Retail, Sales and Marketing with an average salary of \$170,000 while the Manufacturing, Trades and Services industry is the lowest payer at \$25,000.

The largest portion of respondents (21.6%) come from the Health and Medical industry reporting an average salary of \$119,000, which is a decrease from \$121,000 in 2014.

Variation by Membership Base:

Organisations with a membership base of less than 500 members have the largest portion of respondents (31.4%) and report an average salary package of \$113,500, which is a 3.4% decrease from 2014. The highest average salary of \$185,500 is in organisations with more than 10,000 members, which has increased from \$151,500 in 2014. Organisations with between 501-1000 members have the lowest average salary of \$105,000, which is a decrease from \$125,000 in 2014.

Variation by Annual Expenditure:

In contrast to the findings in the 2014 survey data, the annual expenditure of an organisation does not appear to be linked to the salary of an Operations Manager. Organisations with expenditure between \$500,000 and \$1 million have the lowest average salary of \$75,000; however this is an increase from \$59,000 in 2014. Organisations with an annual expenditure above \$10 million have the highest average salary of \$192,500, which is a 27.1% increase from 2014.

Variation by Organisation Type:

Professional Associations pay the lowest average salary of \$124,500, followed by Industry Associations paying \$135,500. Charity/Special Cause groups pay the highest average salary of \$136,000, which is a notable increase from \$101,500 in 2014.

Demographics:

For the Operations Manager the most commonly reported tenure at 35.3% is 1 to 3 years. Similar to the 2014 survey, 74.6% of the incumbents of the Operations Manager role have tertiary qualifications and the majority (60.9%) are aged 46 years old and over.

Total Salary Package

Operations Manager – Total Salary Package					
	Cases	LQ	Median	UQ	OM Average Salary
Total Salary Package	51	\$80,000 – \$100,000	\$120,000 – \$140,000	\$160,000 – \$180,000	\$132,500

Operations Manager – Benefits		
Type	Cases	Percentage
No benefits	18	35.3%
Additional Superannuation	4	7.8%
Laptop	22	43.1%
Vehicle – Work Use only	1	2.0%
Vehicle – Work and Private Use	7	13.7%
Fuel – Work Use only	2	3.9%
Fuel – Work and Private Use	7	13.7%
Health Insurance	2	3.9%
Professional Development Courses/Professional Membership Fees	14	27.5%
Other	13	25.5%

Operations Manager – Incentive					
Cases	Percentage	LQ	Median	UQ	Average Incentive Paid
11	21.7%	\$5,000	\$7,500	\$10,000	\$7,136



Operations Manager – Total Salary Package by State/Territory						
State/ Territory	Cases	Percentage	LQ	Median	UQ	OM Average Salary
NSW	21	41.2%	\$100,000 – \$120,000	\$120,000 – \$140,000	\$140,000 – \$160,000	\$128,000
VIC	11	21.6%	\$80,000 – \$100,000	\$120,000 – \$140,000	\$180,000 – \$200,000	\$149,000
QLD	6	11.8%	\$120,000 – \$140,000	\$120,000 – \$140,000	\$160,000 – \$180,000	\$133,500
ACT	7	13.7%	\$80,000 – \$100,000	\$100,000 – \$120,000	\$140,000 – \$160,000	\$124,500
SA	2	3.9%	\$60,000 – \$80,000	\$60,000 – \$80,000	\$60,000 – \$80,000	\$70,000
TAS	1	2.0%	\$80,000 – \$100,000	\$80,000 – \$100,000	\$80,000 – \$100,000	\$90,000
NT	0	NIL	NIL	NIL	NIL	NIL
WA	3	5.9%	\$80,000 – \$100,000	\$200,000 – \$220,000	\$220,000 – \$240,000	\$176,500

Operations Manager – Total Salary Package by Industry			
Industry	Cases	Percentage	OM Average Salary
Automotive and Transport	3	5.9%	\$123,500
Community Services	4	7.8%	\$120,000
Health and Medical	11	21.6%	\$119,000
Environment, Science and Engineering	3	5.9%	\$110,000
Accounting/Financial Services	0	NIL	NIL
Manufacturing, Trades and Services	1	2.0%	\$25,000
Education and Training	6	11.8%	\$140,000
Building, Construction and Architecture	0	NIL	NIL
Retail, Sales and Marketing	1	2.0%	\$170,000
Business and Professional Services	5	9.8%	\$138,000
Sport and Recreation	2	3.9%	\$110,000
Other	15	29.4%	\$154,500

Operations Manager – Total Salary Package By Membership Base

Membership Base	Cases	Percentage	OM Average Salary
< 500	16	31.4%	\$113,500
501 – 1,000	4	7.8%	\$105,000
1,001 – 3,000	15	29.4%	\$131,500
3,001 – 5,000	5	9.8%	\$154,000
5,001 – 8,000	3	5.9%	\$116,500
8,001 – 10,000	1	2.0%	\$130,000
> 10,000	7	13.7%	\$185,500

Operations Manager – Total Salary Package By Annual Expenditure

Annual Expenditure	Cases	Percentage	OM Average Salary
< \$500,000	3	5.9%	\$81,500
> \$500,000 – \$1 million	4	7.8%	\$75,000
> \$1 million – \$3 million	21	41.2%	\$115,500
> \$3 million – \$6 million	5	9.8%	\$134,000
> \$6 million – \$10 million	5	9.8%	\$142,000
> \$10 million	11	21.6%	\$192,500
Unknown	2	3.9%	\$140,000

Operations Manager – Total Salary Package By Organisation Type

Organisation Type	Cases	Percentage	OM Average Salary
Professional Association	15	29.4%	\$124,500
Industry Association	19	37.3%	\$135,500
Charity/Special Cause Group	17	33.3%	\$136,000

Operations Manager – Length of Service		
Years	Cases	Percentage
Less than 1	10	19.6%
1 - 3	18	35.3%
4 - 6	16	31.4%
7 - 10	2	3.9%
More than 10	5	9.8%

Operations Manager – Qualifications		
Qualifications	Cases	Percentage
Secondary	4	7.8%
Technical College	7	13.7%
Tertiary – Bachelor	25	49.0%
Tertiary – Bachelor (Honours)	1	2.0%
Tertiary – Masters	11	21.6%
Tertiary – Doctorate	0	NIL
Tertiary – Other	1	2.0%
Other	2	3.9%

Operations Manager – Age		
Age	Cases	Percentage
18 - 25	2	3.9%
26 - 35	5	9.8%
36 - 45	13	25.5%
46 - 55	16	31.4%
56 - 65	14	27.5%
Over 65	1	2.0%



3.9 Executive Assistant

Definition:

The Executive Assistant acts as a personal assistant to the CEO of the organisation. This role handles the CEO's correspondence, takes minutes of executive meetings and attends to matters requiring the CEO's attention in the absence of the CEO.

Indicative job titles:

- + Executive Secretary
- + Personal Assistant

Summary Findings: Executive Assistant

A number of general observations can be made about the Executive Assistant role based on the survey data.

Benefits:

The majority of survey respondents (55.6%) do not provide any benefits to the Executive Assistant. The most popular benefit is a Laptop, reported by 23.8% of respondents. Unlike in 2014, Professional Development Courses/Professional Membership Fees is not the most common benefit, it is only reported by 19.0% of respondents this year. Other benefits such as mobile phones, salary sacrificing options and one additional week of annual leave are also reported by 19.0% of respondents.

Incentive:

Of the 63 reported cases of Executive Assistant salary data, six of them identify as receiving an incentive payment. The average incentive paid is \$3,350. This is a decrease from \$3,786 in 2014.

Variations by State/Territory:

The range of average salaries for Executive Assistants across the states/territories for 2015 is exceptionally broad. The ACT pays the highest average salary of \$81,500, which is an increase from 2014 by 19.9%. The average salaries for NSW and QLD have also increased compared to 2014. The lowest paying state is SA, paying \$48,500, which is a decrease of 26.5% from 2014. VIC featured as the highest paying state in 2014, but decreased by 1.4% to \$71,500 in 2015.

Variation by Industry Sector:

No discernible trends appear to be present in the 2015 survey data for salary variations by industry type. The lowest average salary paid of \$67,000, is shared by both the Community Services and Education and Training industries. The Accounting/Financial Services industry, which comprises only 3.2% of cases has the highest average salary of \$100,000, which reflects a 35.1% increase from 2014. The majority of respondents (25.4%) are from the Health and Medical sector, which pays an average salary of \$74,000.

Variation by Membership Base:

No trend is apparent between membership base and Executive Assistant salaries in 2015. The highest paying organisations have a membership base of more than 10,000 members and report an average salary of \$85,500. The lowest average salary of \$63,000 is indicated by organisations with between 3,001–5,000 members.

Variation by Annual Expenditure:

Similar to the 2014 survey results, there is a correlation between the average salary of the Executive Assistant and expenditure of the organisation. In other words, salary averages increase progressively in line with increased expenditure. Salaries range from \$41,500 in organisations with less than \$500,000 expenditure, up to an average salary of \$83,500 in organisations with expenditure in excess of \$10 million.

Variation by Organisation Type:

As in 2014, Charities/Special Cause Groups again pay the lowest average salary of \$70,000. However this year, Industry Associations pay more than Professional Associations paying \$74,000 and \$73,000 respectively

Demographics:

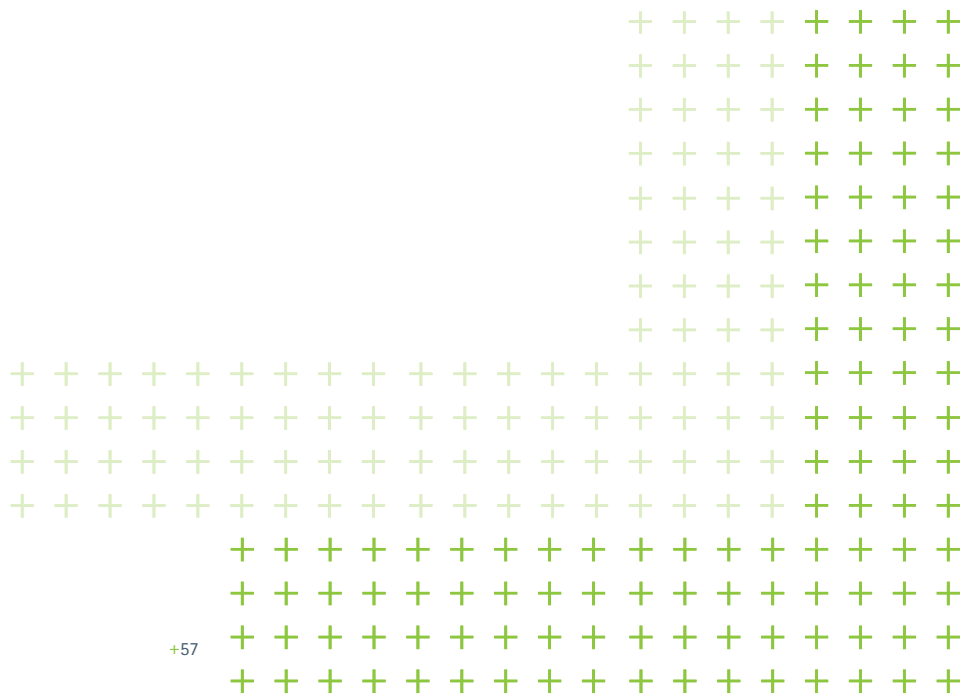
The most commonly reported tenure for the Executive Assistant role is 1–3 years as reported by 40.3% of the respondents. 27.4% of respondents reported that the Executive Assistant had tertiary qualifications and that 59.6% are aged between 36–55 years.

Total Salary Package

Executive Assistant – Total Salary Package					
	Cases	LQ	Median	UQ	EA Average Salary
Total Salary Package	63	\$60,000 – \$80,000	\$60,000 – \$80,000	\$80,000 – \$100,000	\$72,500

Executive Assistant – Benefits		
Type	Cases	Percentage
No benefits	35	55.6%
Additional Superannuation	3	4.8%
Laptop	15	23.8%
Vehicle – Work Use only	0	NIL
Vehicle – Work and Private Use	0	NIL
Fuel – Work Use only	0	NIL
Fuel – Work and Private Use	0	NIL
Health Insurance	0	NIL
Professional Development Courses/Professional Membership Fees	12	19.0%
Other	12	19.0%

Executive Assistant – Incentive					
Cases	Percentage	LQ	Median	UQ	Average Incentive Paid
6	9.5	\$1,150	\$2,300	\$3,750	\$3,350



Executive Assistant – Total Salary Package by State/Territory						
State/ Territory	Cases	Percentage	LQ	Median	UQ	EA Average Salary
NSW	20	31.7%	\$60,000 - \$80,000	\$60,000 - \$80,000	\$80,000 - \$100,000	\$77,000
VIC	21	33.3%	\$60,000 - \$80,000	\$60,000 - \$80,000	\$80,000 - \$100,000	\$71,500
QLD	7	11.1%	\$40,000 - \$60,000	\$60,000 - \$80,000	\$60,000 - \$80,000	\$67,000
ACT	7	11.1%	\$60,000 - \$80,000	\$80,000 - \$100,000	\$80,000 - \$100,000	\$81,500
SA	3	4.8%	Less than \$40,000	\$40,000 - \$60,000	\$60,000 - \$80,000	\$48,500
TAS	2	3.2%	\$40,000 - \$60,000	\$40,000 - \$60,000	\$60,000 - \$80,000	\$60,000
NT	1	1.6%	\$40,000 - \$60,000	\$40,000 - \$60,000	\$40,000 - \$60,000	\$50,000
WA	2	3.2%	\$60,000 - \$80,000	\$60,000 - \$80,000	\$80,000 - \$100,000	\$80,000

Executive Assistant – Total Salary Package by Industry			
Industry	Cases	Percentage	EA Average Salary
Automotive and Transport	2	3.2%	\$80,000
Community Services	7	11.1%	\$67,000
Health and Medical	16	25.4%	\$74,000
Environment, Science and Engineering	2	3.2%	\$70,000
Accounting/Financial Services	2	3.2%	\$100,000
Manufacturing, Trades and Services	2	3.2%	\$67,500
Education and Training	9	14.3%	\$67,000
Building, Construction and Architecture	2	3.2%	\$70,000
Retail, Sales and Marketing	0	NIL	NIL
Business and Professional Services	5	7.9%	\$78,000
Sport and Recreation	1	1.6%	\$70,000
Other	15	23.8%	\$71,500

Executive Assistant – Total Salary Package By Membership Base

Membership Base	Cases	Percentage	EA Average Salary
< 500	21	33.3%	\$70,000
501 - 1,000	6	9.5%	\$73,500
1,001 - 3,000	12	19.0%	\$70,000
3,001 - 5,000	9	14.3%	\$63,000
5,001 - 8,000	3	4.8%	\$83,500
8,001 - 10,000	3	4.8%	\$76,500
> 10,000	9	14.3%	\$85,500

Executive Assistant – Total Salary Package By Annual Expenditure

Annual Expenditure	Cases	Percentage	EA Average Salary
< \$500,000	3	4.8%	\$41,500
> \$500,000 - \$1 million	5	7.9%	\$58,000
> \$1 million - \$3 million	16	25.4%	\$69,000
> \$3 million - \$6 million	15	23.8%	\$73,500
> \$6 million - \$10 million	9	14.3%	\$79,000
> \$10 million	12	19.0%	\$83,500
Unknown	3	4.8%	\$76,500

Executive Assistant – Total Salary Package By Organisation Type

Organisation Type	Cases	Percentage	EA Average Salary
Professional Association	25	39.7%	\$73,000
Industry Association	20	31.7%	\$74,000
Charity/Special Cause Group	18	28.6%	\$70,000

Executive Assistant – Length of Service

Years	Cases	Percentage
Less than 1	17	27.4%
1 - 3	25	40.3%
4 - 6	8	12.9%
7 - 10	9	14.5%
More than 10	3	4.8%

Executive Assistant – Qualifications

Qualifications	Cases	Percentage
Secondary	21	33.9%
Technical College	23	37.1%
Tertiary - Bachelor	13	21.0%
Tertiary - Bachelor (Honours)	1	1.6%
Tertiary - Masters	1	1.6%
Tertiary - Doctorate	0	NIL
Tertiary - Other	2	3.2%
Other	1	1.6%

Executive Assistant – Age

Age	Cases	Percentage
18 - 25	4	6.5%
26 - 35	13	21.0%
36 - 45	19	30.6%
46 - 55	18	29.0%
56 - 65	6	9.7%
Over 65	2	3.2%



3.10 Senior Manager

Definition:

A Senior Manager is an executive who does not fit into any of the previous roles and reports to the CEO. They are someone who has a high degree of accountability for his/her particular area of business responsibility.

Indicative job titles:

- + Divisional Manager
- + State Manager
- + Deputy CEO
- + Programme Manager

Summary Findings: Senior Manager

A number of general observations can be made about the Senior Manager role based on the survey data.

Benefits:

Similar to the findings of last year, the largest portion of respondents (55.4%) provide a Laptop as an additional benefit to Senior Managers followed by Professional Development Courses/Professional Membership Fees, offered by 38.5% of respondents. 20.0% of the respondents identify as not providing any benefits to Senior Managers, which is a 12.5% decrease from 2014.

Incentive:

Of the 65 reported cases of Senior Manager salary data, 15 identify as receiving an incentive payment. The average incentive paid is \$6,920, which is a decrease of 34.4% from 2014.

Variations by State/Territory:

There are variations in the average salaries across the states/territories. Most states/territories experienced a decrease in the average salary from 2014 except for the ACT and WA who experienced increases. WA is the highest paying state with an average salary of \$130,000, while SA took a significant fall from an average salary of \$116,500 in 2014 to \$75,000 this year and as a result is the lowest paying state.

Variation by Industry:

The average salary paid to a Senior Manager appears to differ depending on what industry the manager is located in. At the lower end of the spectrum the Building, Construction and Architecture industry report an average of \$100,000, while the Accounting/Financial Services sector report the highest average salary of \$170,000. The majority of the respondents are in the Health and Medical industry and report an average salary of \$115,500, which is a decrease from \$128,000 in 2014.

Variation by Membership Base:

There does not appear to be a relationship between the size of the membership base of an organisation and the salary of a Senior Manager. The highest average salary of \$146,500 is in organisations with more than 10,000 members, which has increased from \$136,000 in 2014. The lowest average salary of \$92,000 is found in organisations with a membership base of 1,001–3,000, which is considerably less than the average salary of \$125,000 recorded in 2014.

Variation by Annual Expenditure:

There are variations in the average salaries paid across different expenditure categories. The lowest average salary is \$82,500 found in organisations whose expenditure is between \$500,000 and \$1 million. This is a decrease of 4.8% from \$86,500 in 2014. Organisations with expenditure above \$10 million have the highest average salary of \$147,500.

Variation by Organisation Type:

Professional Associations pay the lowest average salary of \$110,000 for the Senior Manager role, which is a decrease from \$127,500 in 2014. Similar to the survey findings in 2014, the highest average salary of \$127,500 is paid by Industry Associations.

Demographics:

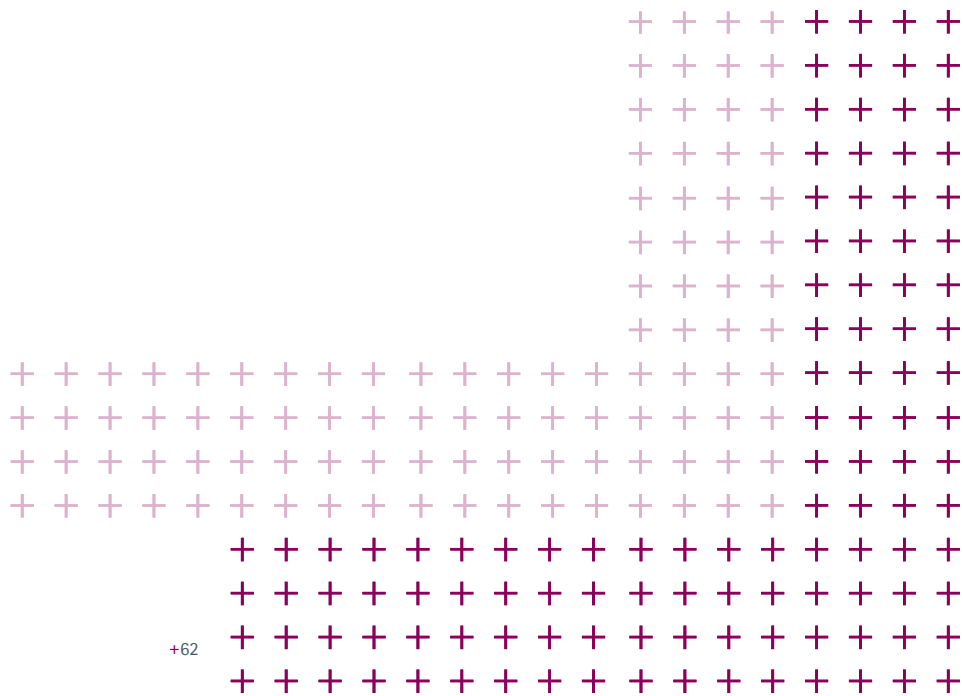
The most commonly reported tenure for a Senior Manager is 1–3 years as reported by 43.1% of respondents. 76.9% of respondents report that Senior Managers hold a tertiary qualification and that the majority of them (90.7%), are aged over 36 years.

Total Salary Package

Senior Manager – Total Salary Package					
	Cases	LQ	Median	UQ	SM Average Salary
Total Salary Package	65	\$80,000 – \$100,000	\$100,000 – \$120,000	\$120,000 – \$140,000	\$115,000

Senior Manager – Benefits		
Type	Cases	Percentage
No benefits	13	20.0%
Additional Superannuation	3	4.6%
Laptop	36	55.4%
Vehicle – Work Use only	2	3.1%
Vehicle – Work and Private Use	10	15.4%
Fuel – Work Use only	6	9.2%
Fuel – Work and Private Use	7	10.8%
Health Insurance	2	3.1%
Professional Development Courses/Professional Membership Fees	25	38.5%
Other	17	26.2%

Senior Manager – Incentive					
Cases	Percentage	LQ	Median	UQ	Average Incentive Paid
15	23.1%	\$3,500	\$5,000	\$9,000	\$6,920



Senior Manager – Total Salary Package by State/Territory						
State/ Territory	Cases	Percentage	LQ	Median	UQ	SM Average Salary
NSW	23	35.4%	\$80,000 – \$100,000	\$100,000 – \$120,000	\$120,000 – \$140,000	\$112,500
VIC	20	30.8%	\$80,000 – \$100,000	\$100,000 – \$120,000	\$160,000 – \$180,000	\$122,000
QLD	3	4.6%	\$80,000 – \$100,000	\$80,000 – \$100,000	\$100,000 – \$120,000	\$96,500
ACT	13	20.0%	\$100,000 – \$120,000	\$100,000 – \$120,000	\$120,000 – \$140,000	\$124,000
SA	4	6.2%	\$40,000 – \$60,000	\$60,000 – \$80,000	\$100,000 – \$120,000	\$75,000
TAS	0	NIL	NIL	NIL	NIL	NIL
NT	0	NIL	NIL	NIL	NIL	NIL
WA	2	3.1%	\$100,000 – \$120,000	\$100,000 – \$120,000	\$140,000 – \$160,000	\$130,000

Senior Manager – Total Salary Package by Industry			
Industry	Cases	Percentage	SM Average Salary
Automotive and Transport	2	3.1%	\$140,000
Community Services	6	9.2%	\$103,500
Health and Medical	14	21.5%	\$115,500
Environment, Science and Engineering	4	6.2%	\$135,000
Accounting/Financial Services	1	1.5%	\$170,000
Manufacturing, Trades and Services	3	4.6%	\$110,000
Education and Training	7	10.8%	\$130,000
Building, Construction and Architecture	2	3.1%	\$100,000
Retail, Sales and Marketing	0	NIL	NIL
Business and Professional Services	9	13.8%	\$105,500
Sport and Recreation	1	1.5%	\$110,000
Other	16	24.6%	\$110,000

Senior Manager – Total Salary Package By Membership Base

Membership Base	Cases	Percentage	SM Average Salary
< 500	27	41.5%	\$116,000
501 – 1,000	8	12.3%	\$110,000
1,001 – 3,000	11	16.9%	\$92,000
3,001 – 5,000	8	12.3%	\$117,500
5,001 – 8,000	3	4.6%	\$136,500
8,001 – 10,000	2	3.1%	\$120,000
> 10,000	6	9.2%	\$146,500

Senior Manager – Total Salary Package By Annual Expenditure

Annual Expenditure	Cases	Percentage	SM Average Salary
< \$500,000	1	1.5%	\$110,000
> \$500,000 – \$1 million	11	16.9%	\$82,500
> \$1 million – \$3 million	21	32.3%	\$107,000
> \$3 million – \$6 million	13	20.0%	\$119,000
> \$6 million – \$10 million	9	13.8%	\$145,500
> \$10 million	8	12.3%	\$147,500
Unknown	2	3.1%	\$90,000

Senior Manager – Total Salary Package By Organisation Type

Organisation Type	Cases	Percentage	SM Average Salary
Professional Association	26	40.0%	\$110,000
Industry Association	15	23.1%	\$127,500
Charity/Special Cause Group	24	36.9%	\$113,500

Senior Manager – Length of Service		
Years	Cases	Percentage
Less than 1	12	18.5%
1 - 3	28	43.1%
4 - 6	15	23.1%
7 - 10	4	6.2%
More than 10	6	9.2%

Senior Manager – Qualifications		
Qualifications	Cases	Percentage
Secondary	5	7.7%
Technical College	10	15.4%
Tertiary – Bachelor	30	46.2%
Tertiary – Bachelor (Honours)	5	7.7%
Tertiary – Masters	13	20.0%
Tertiary – Doctorate	1	1.5%
Tertiary – Other	1	1.5%
Other	0	NIL

Senior Manager – Age		
Age	Cases	Percentage
18 - 25	0	NIL
26 - 35	6	9.2%
36 - 45	24	36.9%
46 - 55	19	29.2%
56 - 65	16	24.6%
Over 65	0	NIL



3.11 Policy Manager

Definition:

The Policy Manager researches and analyses the political/economic environment and identifies issues which potentially affect members and the organisation. The Policy Manager writes submissions to various bodies promoting the organisation's position on significant or contentious issues.

Indicative job titles include:

- + Policy Analyst
- + Policy Officer
- + Research Manager/Officer
- + Policy Development Manager/Executive
- + Government Liaison Officer

Summary Findings: Policy Manager

A number of general observations can be made about the Policy Manager role based on the survey data.

Benefits:

A Laptop is the most commonly reported benefit at 51.2%, followed by Professional Development Courses/Professional Membership Fees at 39.0%.

Incentive:

Of the 41 reported cases of Policy Manager salary data, six identify as receiving an incentive payment. The average incentive paid is \$8,167, which is an increase from \$7,227 in 2014.

Variations by State/Territory:

The total average salary package for this position varies across states/territories. Contrary to the 2014 results, the ACT is the highest paying territory for this position with an average salary of \$127,000, which is an increase of 6.7% from 2014. Other states reporting an average salary increase are NSW and VIC, which pay \$110,000 and \$116,000 respectively. WA is the lowest paying state with an average salary of \$70,000. In 2014, data for SA, TAS, NT and WA was unavailable for this position, therefore no comparison can be made between 2014 and 2015.

Variation by Industry:

There are differences in average salaries based on industry sectors. The Business and Professional Services is the highest paying industry in 2015, paying \$183,500, which is an increase of almost 40% from \$131,500 in 2014. The lowest paying industry in 2015 is Community Services, which pays \$83,500 and reflects a 7.2% decrease from 2014. The majority of respondents (31.7%) who are in the Health and Medical industry, report an average total salary package of \$110,000, which represents a 1.8% increase from 2014.

Variation by Membership Base:

No correlation appears to be present between membership base size and the average salary for this position. The highest average salary is \$134,000 in organisations with less than 500 members. The lowest average salary of \$85,000 is paid by organisations with a membership base of 3,001–5,000.

Variation by Annual Expenditure:

Annual expenditure of the organisation as in 2014, appears to be related to the average salary of the Policy Manager. This is because average salaries increase in line with increased annual expenditure of the organisation, ranging from \$100,000 in organisations with expenditure between \$500,000 and \$1 million to \$146,000 in organisations with expenditure greater than \$10 million.

Variation by Organisation Type:

Unlike in 2014, Professional Associations report the lowest average salary of \$107,500, albeit the salary for this organisation type has in fact increased from 2014 by 1.4%. Industry Associations report the highest average salary of \$132,500, reflecting an increase of 2.3% from 2014.

Demographics:

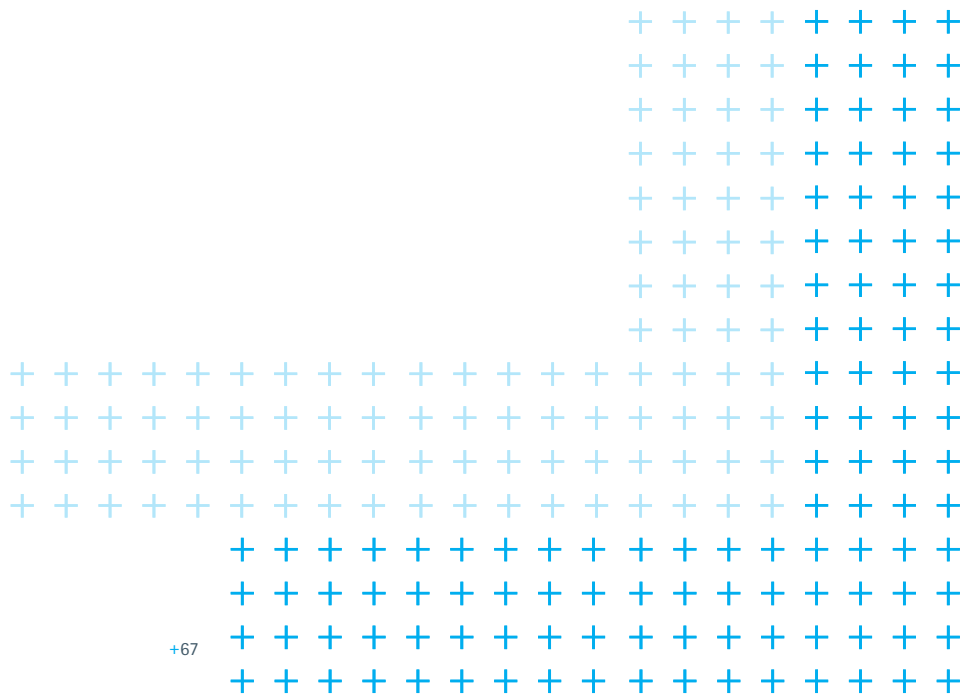
The most commonly reported tenure for a Policy Manager at 39.0% is less than 1 year. Tertiary qualifications are the most commonly held qualification at 90.3% of respondents. 36.6% of Policy Managers are aged between 36 and 45 years old.

Total Salary Package

Policy Manager – Total Salary Package					
	Cases	LQ	Median	UQ	PM Average Salary
Total Salary Package	41	\$80,000 – \$100,000	\$100,000 – \$120,000	\$120,000 – \$140,000	\$118,000

Policy Manager – Benefits		
Type	Cases	Percentage
No benefits	13	31.7%
Additional Superannuation	3	7.3%
Laptop	21	51.2%
Vehicle – Work Use only	2	4.9%
Vehicle – Work and Private Use	2	4.9%
Fuel – Work Use only	4	9.8%
Fuel – Work and Private Use	2	4.9%
Health Insurance	0	NIL
Professional Development Courses/Professional Membership Fees	16	39.0%
Other	6	14.6%

Policy Manager – Incentive					
Cases	Percentage	LQ	Median	UQ	Average Incentive Paid
6	14.6%	\$5,000	\$6,500	\$9,500	\$8,167



Policy Manager – Total Salary Package by State/Territory						
State/ Territory	Cases	Percentage	LQ	Median	UQ	PM Average Salary
NSW	8	19.5%	\$80,000 – \$100,000	\$80,000 – \$100,000	\$120,000 – \$140,000	\$110,000
VIC	13	31.7%	\$80,000 – \$100,000	\$100,000 – \$120,000	\$120,000 – \$140,000	\$116,000
QLD	6	14.6%	\$80,000 – \$100,000	\$80,000 – \$100,000	\$100,000 – \$120,000	\$120,000
ACT	13	31.7%	\$100,000 – \$120,000	\$120,000 – \$140,000	\$140,000 – \$160,000	\$127,000
SA	0	NIL	NIL	NIL	NIL	NIL
TAS	0	NIL	NIL	NIL	NIL	NIL
NT	0	NIL	NIL	NIL	NIL	NIL
WA	1	2.4%	\$60,000 – \$80,000	\$60,000 – \$80,000	\$60,000 – \$80,000	\$70,000

Policy Manager – Total Salary Package by Industry			
Industry	Cases	Percentage	PM Average Salary
Automotive and Transport	2	4.9%	\$90,000
Community Services	3	7.3%	\$83,500
Health and Medical	13	31.7%	\$110,000
Environment, Science and Engineering	2	4.9%	\$110,000
Accounting/Financial Services	0	NIL	NIL
Manufacturing, Trades and Services	2	4.9%	\$180,000
Education and Training	5	12.2%	\$106,000
Building, Construction and Architecture	1	2.4%	\$90,000
Retail, Sales and Marketing	1	2.4%	\$90,000
Business and Professional Services	3	7.3%	\$183,500
Sport and Recreation	2	4.9%	\$90,000
Other	7	17.1%	\$135,500

Policy Manager – Total Salary Package By Membership Base			
Membership Base	Cases	Percentage	PM Average Salary
< 500	15	36.6%	\$134,000
501 – 1,000	5	12.2%	\$114,000
1,001 – 3,000	4	9.8%	\$100,000
3,001 – 5,000	4	9.8%	\$85,000
5,001 – 8,000	4	9.8%	\$115,000
8,001 – 10,000	2	4.9%	\$100,000
> 10,000	7	17.1%	\$121,500

Policy Manager – Total Salary Package By Annual Expenditure			
Annual Expenditure	Cases	Percentage	PM Average Salary
< \$500,000	0	NIL	NIL
> \$500,000 – \$1 million	4	9.8%	\$100,000
> \$1 million – \$3 million	15	36.6%	\$102,000
> \$3 million – \$6 million	11	26.8%	\$128,000
> \$6 million – \$10 million	4	9.8%	\$140,000
> \$10 million	5	12.2%	\$146,000
Unknown	2	4.9%	\$100,000

Policy Manager – Total Salary Package By Organisation Type			
Organisation Type	Cases	Percentage	PM Average Salary
Professional Association	16	39.0%	\$107,500
Industry Association	15	36.6%	\$132,500
Charity/Special Cause Group	10	24.4%	\$112,000

Policy Manager – Length of Service		
Years	Cases	Percentage
Less than 1	16	39.0%
1 - 3	15	36.6%
4 - 6	6	14.6%
7 - 10	3	7.3%
More than 10	1	2.4%

Policy Manager – Qualifications		
Qualifications	Cases	Percentage
Secondary	1	2.4%
Technical College	2	4.9%
Tertiary – Bachelor	22	53.7%
Tertiary – Bachelor (Honours)	5	12.2%
Tertiary – Masters	8	19.5%
Tertiary – Doctorate	2	4.9%
Tertiary – Other	0	NIL
Other	1	2.4%

Policy Manager – Age		
Age	Cases	Percentage
18 - 25	0	NIL
26 - 35	8	19.5%
36 - 45	15	36.6%
46 - 55	13	31.7%
56 - 65	4	9.8%
Over 65	1	2.4%



Part 4

Next Steps



4.1 Strategic Actions for Associations

The Associations Salary Survey 2015 provides senior management and boards with specific up-to-date remuneration data for senior positions within the Not-for-Profit sector with a specific focus on membership based associations. Therefore, there is no reason for Management and Boards to rely on simplistic hearsay evidence or annual CPI movements to determine their remuneration plans.

With this survey resource, senior management within Associations now have the tools to ensure that their remuneration strategy complements and assists the Association to achieve their business strategies. On a more immediate level, the data will enable Associations to plan for their next salary review.

The recommended strategic actions for Associations are as follows:

1. Secure a copy of the Associations Salary Survey 2015.
2. Benchmark actual employee remuneration against Associations Salary Survey data.
3. Action accordingly.
4. Contact Wentworth Advantage if you have any questions or you would like to make recommendations for changes/additions to next year's Associations Salary Survey.

The Associations Salary Survey 2015 is available to purchase from Associations Forum. The charges are:

- + Associations Forum Members – FREE
- + Survey Participants – FREE
- + Non-members – \$440



4.2 Assistance Available from Wentworth Advantage

Wentworth Advantage is an Australian-owned human resources and industrial relations business that specialises in providing workplace relations support to the Associations sector. To get maximum benefit from the survey data, contact Wentworth Advantage to assist you in developing an appropriate remuneration strategy for your Association.

Wentworth Advantage specialises in supporting a broad range of workplace and business needs of associations, allowing them to deliver a better member service. A summary of the services Wentworth Advantage has developed and tailored for Associations are:

HR +

This dedicated human resources (HR) and industrial relations (IR) information service allows members to access the accumulated knowledge of a professional, expert team through a National HR/IR Telephone Helpdesk and Online Technical Resource Library. HR + easily enables members to get the help they need with:

- + Interpreting the Fair Work Act 2009 and Modern Awards
- + Employment Contract templates compliant with the National Employment Standards
- + Work health and safety
- + Wages, salaries, hours, leave and holidays
- + Superannuation and other benefits
- + Promotion, demotion and discipline
- + Termination of employment – dismissal and redundancy
- + Discrimination/Equal Employment Opportunity law

HR Connect

Although similar to employing your own fully experienced HR Manager, the HR Connect service focuses on making sure new HR systems work by implementing an on-site/off-site support program, focusing on knowledge transfer and providing sensible and practical HR and IR advice. Internal operations of Associations are improved by:

- + Fully tailored, comprehensive HR and IR systems and processes
- + On-site support: We work on-site and become part of your management team
- + HR Hotline: Advice from an expert in HR, IR and employment law
- + Online support: Log in to access a treasure trove of employment resources
- + Full training: We teach you how to use your new HR systems with the rollout of a full training program for your staff
- + One-on-one manager coaching: Designed to assist managers in how to implement the tools and techniques learnt in the training program

Consulting +

We combine our specialist skills in building better Associations, focusing on improving operational performance by offering the following services:

- + Organisational review - including HR audit, Culture and job satisfaction survey, HR systems implementation
- + Remuneration benchmarking review
- + Team development strategies using DiSC behavioural profiling
- + Senior recruitment projects
- + Work, Health and Safety (WH&S) system implementation to comply with new WH&S laws

Please visit www.myadvantage.com.au for more information or contact Mark Werman, Managing Director on (02) 8448 3200 or email mwerman@myadvantage.com.au to discuss how Wentworth Advantage can help your Association get the most from your staff.

4.3 Assistance Available for Associations Forum

1. Associations Journal, E-News and Resources

Our close connection with the associations and charities sectors means that our print journal, *Associations*, contains relevant and leading-edge news and information. Volunteers, Directors and CEOs gain valuable governance and structural news and managers learn from newsworthy operational items. *Associations* is supplemented by timely e-newsletters and online resources.

2. Free Member Meetings and Event Discounts

Face-to-face sharing of information and knowledge occurs at the many free Member Meetings, CEO Luncheons and Special Interest Group meetings that are run by Associations Forum. We also provide webinars to broaden the reach of our training. In addition, members of Associations Forum receive substantial discounts on our thought-leading conferences, seminars and workshops.

3. Association Benchmarking Surveys

In conjunction with relevant partners, Associations Forum undertakes practical surveys every year. The results of these surveys are used by associations and charities as reference points. The surveys include Associations Salary Survey; Board and Governance Survey; Membership Retention and Member Services Survey, plus Publications and Communication Survey.

4. Policy and Advocacy

Associations Forum takes an active role in policy matters and advocacy. We have presented submissions to the Australian Senate, Productivity Commission and Royal Commission on sector matters, plus joined alliances where the impact of government proposals would have an overall adverse effect on our members and the not-for-profit sector.

5. Member Advice Helpline

Running an association or charity can be a complex task. The special circumstances of membership-based and cause-driven organisations mean that having a reliable and knowledgeable source of advice is a must. Associations Forum has many years of practical experience to share, plus has developed relevant and recent resources to assist not-for-profit managers and directors.

6. Local Networks and International Connections

Associations Forum has a vast number of connections in associations, charities and corporate suppliers to our sector. Sharing and networking happens at small local functions, our national conferences and

through international delegations and the annual USA Study Tour, visiting a key American city and attending the world largest associations' conference.

7. Board and Staff Training

Associations Forum can deliver in-house Board or staff training to your association or charity at your premises. Our Senior Managers have high levels of knowledge in pertinent issues including governance, operations, membership and finances, plus are capable presenters. 90 minutes of training is provided free of charge as part of Silver membership, if travel expenses are covered by the organisation.

8. Governance and Constitutional Review

The way an association or charity is incorporated, structured and governed can make a significant difference to its effectiveness and efficiency. Associations Forum reviews dozens of constitutions and governance arrangements every year. We are able to give clear, practical advice on what may need to be reviewed or improved, including when to see an appropriately skilled consultant or lawyer. This service is provided as part of our Silver membership.

9. Financial Benchmarking and Analysis

Although associations are commonly referred to as being 'not-for-profit' organisations, it is vital that they generate surpluses and grow reserves in order to achieve their goals. Associations

Forum's Financial Benchmarking Analysis allows our Gold members to compare their financial performance and positions to other entities and receive key indicators of financial performance.

10. Strategic Planning Discount

Associations Forum has developed and implemented successful methodology for strategic plans for associations and charities. When undertaking strategic planning days, we facilitate discussions to achieve clarity about the directions for the association and consensus about the actions to take to achieve the agreed goals. Gold members receive a \$1,100 discount off the regular pricing.

4.4 Acknowledgements

Wentworth Advantage and Associations Forum would like to thank all the organisations and individuals who invested their valuable time to complete the Associations Salary Survey 2015.



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