

**Nursing Home  
Salary & Benefits Report  
Sample Pages**

**Extracted from the  
2021-2022  
Annual Edition**

# Nursing Home Salary & Benefits Report 2021 - 2022

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## Introduction

The 44<sup>th</sup> **Nursing Home Salary & Benefits Report** is based on responses from 1,613 long-term care facilities throughout the United States. The effective date of data is March 1, 2021. All data rates reflect base pay only, and do not include bonus or benefits. The Report consists of two major groupings: Salary data (Sections I - IV) and Hourly data (Sections V - VII).

Electronic and printed questionnaires were sent to Nursing Homes throughout the United States. The effective date of data is March 1, 2021. All data rates reflect base pay only, and do not include bonus or benefits. To ensure individual participant confidentiality, no information is reported when the facility count equals less than five.

Statistical process control is used in all **HCS** surveys. **HCS** has been conducting salary and benefits studies since 1971. All data submitted goes through one of the industry's most rigorous proofing and validation processes. The process includes compiling data; screening data; answering questions arising from the initial screening process; preparing micro- and macro-reports that provides review of a single facility's data responses, as well as analyses of facility responses on similar positions. The result is a comprehensive database which **HCS** uses to prepare the final results, which ensures users will be confident of the decisions they make from the results of **HCS** surveys.

### Salary Data (Jobs 1 – 255)

**Section I:** Reports salary data by region, bed-size, and profit type. Reports data for all jobs (1 – 255). The categories are: Not-for-profit or For-profit; Up to 109 beds, 110 beds and over, and all combined.

**Section II:** Reports salary data by region and gross revenue size. Jobs were included that had sufficient data to report, so not all the salary jobs are represented. The categories are:

Up to \$7,499,999  
\$7,500,000 - \$9,999,999  
\$10,000,000 - \$12,499,999  
\$12,500,000 - \$17,499,999  
\$17,500,000+

**Section III:** Reports salary data by state. Only states and jobs that had sufficient data to report are represented.

**Section IV:** Reports salary data by Core-based Statistical Area (CBSA).

### Hourly Data (Jobs 501 – 760)

**Section V:** Reports hourly data by region, bed-size, and profit type. Reports data for all jobs (501 – 760). The categories are: Not-for-profit or For-profit; Up to 109 beds, 110 beds and over, and all combined.

**Section VI:** Reports hourly data by state. Only states and jobs that had sufficient data to report are represented.

**Section VII:** Reports hourly data by Core-based Statistical Area (CBSA).

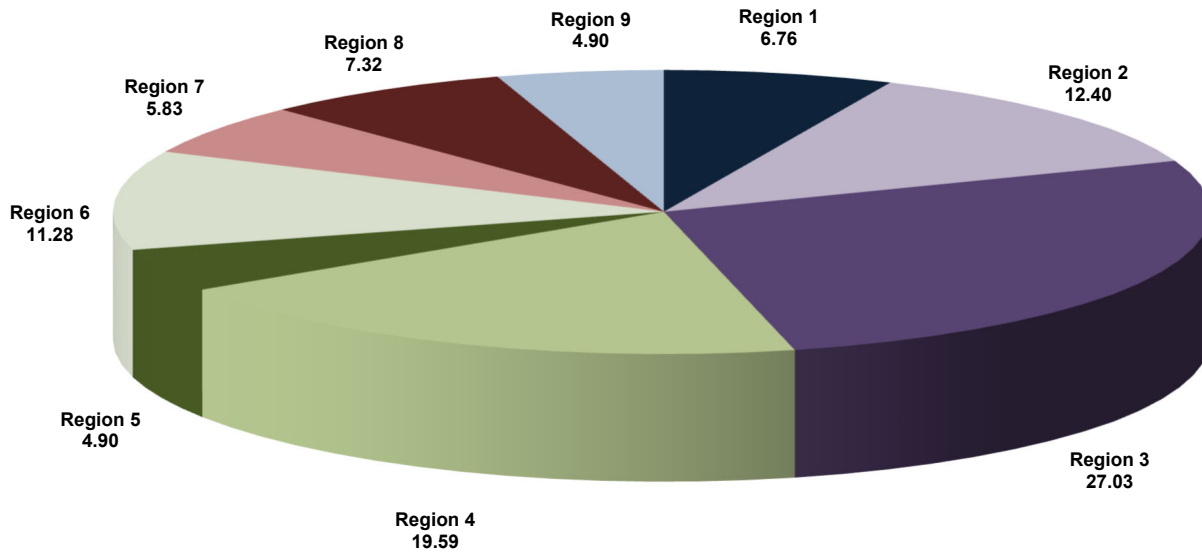
**Section VIII:** Reports salary/pay ranges for all jobs. **Note:** The other Sections report on the actual salary or hourly rates paid. *This section reports formal salary range data, not the actual salary/hourly rates paid.*

**Section IX:** Reports national bonus data for jobs 1 – 225. Only those that reported salary and bonus data are included. The average salary, average bonus, and percent of bonus to salary are reported.

**Section X:** Reports on fringe benefits by region.

## Regional Participation

Questionnaires for the publication of the **2021-2022 Nursing Home Salary & Benefits Report** were sent to approximately 9,000 nursing homes across the United States. There were 1,613 responses to the survey, resulting in a response rate of 17.92%. The illustration below shows the percent of participation by region.



	Geographical Area	% Responding	# of Respondents	Avg. Revenue
Region 1	New England	6.76	109	11,832,998
Region 2	Middle Atlantic	12.40	200	15,977,028
Region 3	South Atlantic	27.03	436	11,933,780
Region 4	East N. Central	19.59	316	9,813,413
Region 5	East S. Central	4.90	79	8,542,656
Region 6	West N. Central	11.28	182	13,375,549
Region 7	West S. Central	5.83	94	8,451,840
Region 8	Mountain	7.32	118	10,481,625
Region 9	Pacific	4.90	79	13,250,776
National	All Regions	100.00	1,613	11,649,008

## Control Type

Of the 1,613 participants, 646, or 40.05%, indicated that they are not-for-profit. 50.71% of the not-for-profit respondents reported they are religiously affiliated. 967, or 59.95% of the facilities, indicated that they are for-profit.

	%		%
For-profit	59.95	Not-for-profit	40.05

## Type of Facility

Participants indicated facility type. While not all facilities responded to the question, many included more than one response.

	%		%		%
CCRC/Life Plan Community	40.34	Long-term Care	66.95	Extended Care	9.87
Assisted Living/Personal Care	52.36	Independent Living	40.77	Greenhouse Model	2.15
Nursing Home	75.54	Skilled Nursing	75.97	Household Model	7.30

## Services Offered

	%		%
Adult Day Services	27.47	Pastoral Care	57.08
Behavioral Health	23.61	Pharmacy	50.21
CNAs	92.70	Physical Therapy	89.70
Dementia Care	75.11	Physician Care	54.94
Dental	31.33	Private Duty	19.74
Dining/Dietary Services	86.27	Respiratory	37.77
Home Care	37.77	Respite Services	36.05
Hospice	48.07	Social Services	84.12
Medicaid	66.09	Speech Pathology	76.82
Medicare	73.82	Transportation	72.10
Nursing (RN, LPN)	93.56	Volunteer	57.08
Occupational Therapy	84.55		

## Shift Differentials

Average additional pay for working weekends, 2<sup>nd</sup> or evening shift, and 3<sup>rd</sup> or night shift. Weekend rates reflect additional pay for weekend day shift.

	Weekend	2 <sup>nd</sup> Shift	3 <sup>rd</sup> Shift
501 Staff Nurse	1.86	1.64	1.80
505 Charge Staff Nurse (RN)	1.84	1.73	1.86
510 Practical Nurse (LPN)	1.62	1.48	1.65
515 Charge Nurse (LPN)	1.66	1.54	1.69
535 Certified Nurse Aide	1.39	1.17	1.27
540 Non-Certified Nurse Aide	1.06	1.04	1.10
550 Certified Medication Tech.	1.31	1.15	1.39
625 PT Asst. (LPTA)	1.74	1.45	1.66
630 PT Aide	1.37	1.30	1.48
645 Activity Aide	1.21	1.14	1.39

**090 Director of Nurses**

**Bed-Size Data**

**For-Profit**

	Up to 109 Beds				110 Beds and Over				All Bed-Sizes			
	25th	50th	75th	Incs	25th	50th	75th	Incs	25th	50th	75th	Incs
1	100,004	107,994	113,582	41	113,210	119,787	125,770	50	106,350	113,582	121,800	91
2	97,000	107,100	110,783	17	107,564	116,263	125,038	62	106,258	113,894	121,808	79
3	90,000	96,264	105,000	113	98,000	108,000	116,973	163	95,000	102,560	112,750	276
4	86,152	93,683	101,751	89	93,267	100,000	105,000	80	90,085	96,995	103,118	169
5	83,500	89,877	98,000	37	93,076	99,996	107,185	25	85,308	93,507	101,691	62
6	90,900	94,300	100,579	7	--	--	--	--	90,900	94,300	100,579	7
7	94,440	100,000	106,805	31	96,900	102,250	110,000	31	96,900	102,000	109,557	62
8	95,000	99,511	105,000	53	103,501	110,011	115,181	29	95,434	102,003	111,166	82
9	120,315	139,256	161,201	20	133,299	150,001	185,003	17	125,003	149,681	174,056	37
Nat'l	90,182	99,000	108,144	408	99,401	109,242	119,639	457	95,000	103,710	115,000	865

**Not-For-Profit**

	Up to 109 Beds				110 Beds and Over				All Bed-Sizes			
	25th	50th	75th	Incs	25th	50th	75th	Incs	25th	50th	75th	Incs
1	--	--	--	--	--	--	--	--	102,370	118,600	124,424	8
2	89,964	97,940	107,836	25	94,706	104,685	114,887	71	94,030	101,971	113,958	96
3	93,369	102,876	111,453	49	103,883	111,083	116,865	58	97,815	107,000	115,002	107
4	85,003	90,750	97,451	63	93,920	98,298	108,840	71	88,834	95,000	103,874	134
5	87,152	95,000	100,000	6	--	--	--	--	83,110	87,152	97,500	12
6	76,554	81,910	89,045	129	91,086	96,265	104,277	42	77,917	85,218	94,500	171
7	81,058	85,800	89,996	12	102,000	107,328	118,000	17	85,280	99,715	107,328	29
8	87,256	89,794	94,925	16	--	--	--	--	88,462	93,226	99,431	20
9	101,920	104,487	120,411	17	122,035	145,000	158,655	13	104,366	120,086	142,871	30
Nat'l	81,245	89,502	100,845	321	95,000	104,477	115,002	286	86,507	96,657	108,729	607

**Combined**

	Up to 109 Beds				110 Beds and Over				All Bed-Sizes			
	25th	50th	75th	Incs	25th	50th	75th	Incs	25th	50th	75th	Incs
1	100,004	107,994	114,000	45	113,123	120,000	125,332	54	105,296	113,632	122,155	99
2	91,000	105,000	110,723	42	99,287	109,770	120,000	133	97,000	107,546	118,553	175
3	90,000	97,844	105,831	162	100,000	109,868	116,973	221	95,000	104,354	114,750	383
4	85,648	92,227	100,254	152	93,697	99,598	106,167	151	90,000	95,890	103,411	303
5	83,737	89,938	99,500	43	92,458	98,918	105,935	31	85,307	93,348	101,660	74
6	76,960	83,083	91,183	136	91,086	96,265	104,277	42	77,983	85,529	95,004	178
7	90,478	97,000	104,530	43	96,950	105,000	111,792	48	93,210	100,076	107,832	91
8	92,625	96,479	103,939	69	100,005	110,006	115,003	33	95,000	100,000	110,000	102
9	104,244	122,685	149,256	37	131,497	150,000	175,000	30	115,815	132,699	159,994	67
Nat'l	86,486	95,035	105,000	729	97,000	106,598	117,787	743	91,578	100,850	112,538	1,472

A "--" indicates insufficient data for analysis

Data reported are salary rates



**Revenue \$0 - \$7,499,999**

**Revenue \$7,500,000 - \$9,999,999**

Region	25th	50th	Avg	75th	Incs	Fac	Region	25th	50th	Avg	75th	Incs	Fac
1	100,000	105,590	104,934	113,582	13	13	1	100,006	109,620	107,180	112,008	25	25
2	90,047	97,000	102,223	112,683	16	15	2	87,000	91,286	94,239	101,109	15	15
3	85,703	93,050	93,520	100,375	49	48	3	90,618	100,000	100,870	110,000	72	70
4	82,472	89,250	88,596	94,000	92	69	4	90,917	95,347	97,233	102,003	95	95
5	82,651	85,348	89,651	96,808	26	26	5	89,792	97,850	95,688	101,650	23	21
6	78,635	83,169	86,619	90,782	18	18	6	86,708	91,107	89,968	94,500	8	7
7	91,800	96,900	96,705	102,000	33	33	7	96,425	101,795	102,591	106,937	28	28
8	92,000	96,975	97,261	101,101	18	18	8	93,000	95,000	96,321	98,912	20	19
9	112,175	120,411	117,892	125,223	8	6	9	--	--	--	--	--	--
National	85,000	92,135	93,654	100,000	273	246	National	92,000	97,850	99,178	105,067	289	283

**Revenue \$10,000,000 - \$12,499,999**

**Revenue \$12,500,000 - \$17,499,999**

Region	25th	50th	Avg	75th	Incs	Fac	Region	25th	50th	Avg	75th	Incs	Fac
1	111,649	118,000	117,474	121,234	20	19	1	112,239	117,903	116,365	123,564	28	27
2	94,882	107,054	105,785	116,494	31	30	2	99,863	106,843	108,469	115,001	68	64
3	96,029	105,000	104,847	114,481	114	102	3	101,750	110,000	109,478	118,650	84	83
4	93,970	100,574	102,955	106,167	60	52	4	96,500	110,000	105,822	112,860	35	33
5	94,993	100,000	102,222	108,123	7	7	5	94,547	102,013	103,303	108,604	9	8
6	88,627	99,309	99,703	106,502	18	12	6	88,411	98,302	99,015	107,838	23	18
7	105,000	110,000	112,206	118,000	17	13	7	--	--	--	--	--	--
8	100,000	102,502	103,411	108,397	24	22	8	104,998	112,654	109,799	115,003	22	21
9	106,459	126,006	117,192	130,000	5	5	9	122,778	147,500	148,884	160,387	18	18
National	96,066	104,938	105,669	115,000	296	262	National	100,788	110,000	111,229	118,208	292	276

**Revenue \$17,500,000+**

**All Revenues Combined**

Region	25th	50th	Avg	75th	Incs	Fac	Region	25th	50th	Avg	75th	Incs	Fac
1	125,241	129,916	130,284	133,283	9	8	1	105,296	113,632	113,785	122,155	99	96
2	107,378	119,662	122,954	125,876	43	43	2	97,000	107,546	110,052	118,553	175	169
3	98,202	110,323	110,554	120,000	55	49	3	95,000	104,354	104,393	114,750	383	361
4	96,254	101,103	105,196	117,703	17	16	4	90,000	95,890	97,510	103,411	303	269
5	--	--	--	--	--	--	5	85,307	93,348	94,200	101,660	74	68
6	94,866	99,755	104,625	105,503	22	14	6	77,983	85,529	88,442	95,004	178	156
7	--	--	--	--	--	--	7	93,210	100,076	101,596	107,832	91	86
8	--	--	--	--	--	--	8	95,000	100,000	101,708	110,000	102	98
9	114,439	142,161	147,565	175,000	9	9	9	115,815	132,699	141,868	159,994	67	64
National	100,182	114,439	116,177	125,026	166	147	National	91,578	100,850	103,456	112,538	1,472	1,367

A "--" indicates insufficient data for analysis

Data reported are salary rates



## State Data

State	10th Percentile	25th Percentile	50th Percentile	Average	75th Percentile	90th Percentile	No. of Incumbents	No. of Facilities
<b>090 Director of Nurses</b>								
AL	88,164	90,085	95,510	95,533	99,275	100,006	10	10
AZ	89,551	92,322	103,511	101,113	106,043	110,370	8	8
CA	114,767	129,017	150,000	155,203	174,056	203,005	46	44
CO	91,400	95,000	100,000	101,951	109,387	115,002	57	54
CT	106,880	112,104	115,923	116,776	121,070	127,178	21	19
DE	92,000	100,438	111,651	110,131	119,263	125,358	15	15
FL	86,623	95,000	102,863	102,286	112,036	115,286	151	136
GA	85,937	94,572	108,484	104,436	113,439	117,300	24	20
IA	71,918	73,814	82,274	82,590	89,036	94,000	28	28
IL	77,737	85,000	90,480	96,384	112,000	120,000	51	49
IN	89,613	92,094	97,198	97,589	102,274	107,603	84	83
KS	73,536	75,972	85,093	85,247	93,675	100,048	20	18
KY	83,334	87,152	96,907	97,143	106,246	113,810	38	37
LA	80,988	87,568	100,000	99,532	108,000	118,935	17	17
MA	109,710	117,500	123,781	122,145	127,747	137,025	27	27
MD	109,620	112,014	120,000	119,107	125,000	131,426	50	50
ME	95,725	99,234	100,006	104,145	112,000	119,017	11	11
MI	91,303	94,000	101,782	102,848	105,000	119,163	48	45
MN	79,643	83,970	92,830	95,068	102,919	115,856	63	55
MO	76,724	87,753	103,000	105,077	109,503	128,476	18	7
MS	73,604	82,245	85,619	89,019	95,364	107,351	18	15
NC	91,166	95,000	99,000	100,280	105,060	110,000	50	49
ND	76,752	78,406	81,120	87,155	96,299	100,820	17	16
NE	75,579	77,074	81,151	81,792	85,467	88,404	18	18
NH	96,500	102,664	110,000	107,899	112,762	118,500	23	23
NJ	105,452	109,162	116,727	118,659	124,238	135,403	43	38
NM	88,445	95,000	98,660	101,245	110,251	115,402	27	26
NY	93,840	103,056	109,899	117,591	123,040	134,545	40	40
OH	80,486	86,000	92,851	94,185	97,334	103,853	103	75
OR	96,960	101,920	101,920	107,603	117,000	121,087	5	5
PA	89,611	94,000	100,963	103,144	111,917	121,485	92	91
RI	100,000	108,257	114,427	112,341	117,824	121,149	11	10
SC	85,932	90,157	97,500	97,510	106,307	108,040	25	25
SD	70,262	76,222	78,062	79,925	85,868	90,380	14	14
TN	74,257	76,450	86,895	86,781	96,685	99,086	8	6
TX	91,800	95,880	102,000	103,191	109,557	117,300	70	65

Data reported are salary rates



**535 Certified Nurse Aide**

**Bed-Size Data**

**For-Profit**

	Up to 109 Beds				110 Beds and Over				All Bed-Sizes			
	25th	50th	75th	Incs	25th	50th	75th	Incs	25th	50th	75th	Incs
1	16.36	17.11	17.68	953	16.62	17.06	17.52	1,620	16.49	17.06	17.59	2,573
2	15.27	15.98	16.32	445	15.37	15.94	16.50	1,897	15.34	15.98	16.43	2,342
3	13.32	14.17	15.04	2,788	13.65	14.45	15.33	6,544	13.50	14.35	15.27	9,332
4	14.94	15.40	16.14	2,267	15.23	15.64	16.42	2,320	15.10	15.57	16.29	4,587
5	12.34	13.40	14.73	714	12.73	13.89	15.34	736	12.42	13.68	15.04	1,450
6	14.33	14.85	15.49	262	--	--	--	--	14.33	14.85	15.49	262
7	12.16	12.71	13.34	575	11.55	13.42	13.91	854	11.85	13.02	13.85	1,429
8	14.39	15.14	16.22	1,435	14.83	15.43	16.06	1,030	14.54	15.26	16.20	2,465
9	16.55	17.46	18.41	640	16.82	17.50	18.33	852	16.65	17.47	18.34	1,492
Nat'l	13.78	15.05	16.20	10,079	14.20	15.36	16.37	15,853	14.04	15.24	16.30	25,932

**Not-For-Profit**

	Up to 109 Beds				110 Beds and Over				All Bed-Sizes			
	25th	50th	75th	Incs	25th	50th	75th	Incs	25th	50th	75th	Incs
1	16.70	17.56	18.83	487	--	--	--	--	16.49	17.79	18.78	737
2	16.38	16.86	17.20	734	15.43	16.12	16.84	3,526	15.51	16.36	17.04	4,260
3	14.34	15.00	15.82	1,196	12.98	14.33	15.58	2,638	13.34	14.59	15.63	3,834
4	13.98	15.11	15.59	1,849	14.74	15.15	15.90	2,463	14.37	15.12	15.73	4,312
5	--	--	--	--	--	--	--	--	13.07	13.87	14.41	236
6	13.86	14.75	16.37	2,583	14.66	15.41	17.01	1,557	13.97	14.85	16.47	4,140
7	11.92	12.79	13.18	290	10.79	11.66	12.44	516	10.88	12.41	13.04	806
8	13.55	14.59	15.26	264	14.67	15.47	16.23	175	14.06	14.76	15.51	439
9	17.12	18.11	18.69	648	17.57	19.11	19.91	626	17.43	18.16	19.41	1,274
Nat'l	14.07	15.09	16.46	8,153	14.34	15.38	16.45	11,885	14.21	15.23	16.45	20,038

**Combined**

	Up to 109 Beds				110 Beds and Over				All Bed-Sizes			
	25th	50th	75th	Incs	25th	50th	75th	Incs	25th	50th	75th	Incs
1	16.42	17.14	17.78	1,440	16.61	17.06	17.58	1,870	16.49	17.07	17.67	3,310
2	15.58	16.37	17.00	1,179	15.42	16.08	16.65	5,423	15.45	16.13	16.79	6,602
3	13.43	14.40	15.33	3,984	13.49	14.41	15.40	9,182	13.49	14.41	15.38	13,166
4	14.75	15.30	15.95	4,116	14.99	15.48	16.20	4,783	14.87	15.37	16.12	8,899
5	12.43	13.68	14.73	816	12.85	13.74	15.31	870	12.44	13.68	15.01	1,686
6	13.87	14.75	16.11	2,845	14.66	15.41	17.01	1,557	13.97	14.85	16.45	4,402
7	12.04	12.71	13.34	865	11.08	13.04	13.88	1,370	11.68	12.77	13.73	2,235
8	14.17	15.04	16.02	1,699	14.82	15.44	16.12	1,205	14.46	15.15	16.04	2,904
9	16.57	17.88	18.43	1,288	17.02	17.67	19.11	1,478	16.83	17.86	18.69	2,766
Nat'l	13.97	15.07	16.36	18,232	14.26	15.37	16.37	27,738	14.09	15.23	16.37	45,970

A "--" indicates insufficient data for analysis

Data reported are hourly rates



## State Data

State	10th Percentile	25th Percentile	50th Percentile	Average	75th Percentile	90th Percentile	No. of Incumbents	No. of Facilities
<b>535 Certified Nurse Aide</b>								
NH	16.56	17.17	17.52	17.46	17.93	18.04	621	25
NJ	15.31	15.62	16.27	16.47	17.36	17.98	1,188	41
NM	12.51	13.14	13.76	13.92	14.79	14.90	715	31
NY	15.15	15.42	16.00	16.78	16.52	21.37	2,682	44
OH	13.09	14.21	15.03	14.86	15.61	16.13	2,733	81
OR	16.84	17.34	18.08	18.16	19.04	19.56	140	6
PA	14.89	15.39	16.16	16.15	16.76	17.22	2,732	106
RI	15.65	16.09	16.48	16.51	17.04	17.42	277	10
SC	12.50	13.34	14.16	14.12	15.00	15.27	732	27
SD	13.97	14.21	14.58	14.56	14.79	14.94	192	17
TN	12.75	12.83	13.28	13.27	13.75	13.79	159	6
TX	11.20	12.39	13.15	13.10	13.88	14.36	1,483	69
VA	13.09	14.21	14.99	14.78	15.56	16.26	938	35
VT	16.63	16.73	16.78	17.80	17.20	19.46	135	6
WA	15.40	16.17	17.61	17.40	18.38	19.41	458	19
WI	14.97	15.15	15.52	15.86	16.36	16.89	917	17
WV	13.34	13.69	14.29	14.41	14.70	15.84	824	40
National	12.87	14.09	15.23	15.23	16.37	17.48	45,970	1,493
<b>540 Non-Certified Nurse Aide</b>								
AL	9.00	9.50	10.50	10.51	10.54	12.02	66	5
AZ	12.15	12.36	13.57	13.70	14.63	15.27	20	6
CA	14.66	14.97	16.50	16.55	17.00	18.30	120	16
CO	12.36	13.74	14.28	14.36	15.06	16.24	136	34
CT	14.00	14.66	14.77	14.86	15.01	15.77	21	5
DE	9.78	10.57	13.00	12.34	13.78	14.39	33	7
FL	9.18	9.50	10.00	10.23	10.67	11.70	424	66
IA	11.50	11.50	11.88	12.12	12.00	12.63	11	10
IL	11.00	11.00	11.39	11.83	12.41	13.43	153	26
IN	11.78	12.27	12.72	12.87	13.20	13.99	367	69
KS	10.80	11.19	12.14	11.96	12.88	13.00	19	6
KY	10.00	11.00	12.80	12.45	13.40	14.18	312	30
MA	13.99	14.14	14.85	14.91	15.00	16.09	86	17
MD	12.46	13.22	13.50	13.62	14.00	14.62	145	27
ME	12.15	12.15	12.20	13.09	13.44	14.67	46	10
MI	12.43	12.86	13.40	13.50	13.98	14.70	145	20

Data reported are hourly rates

### III. Paid Holidays

### Management

1. Are holidays included in PTO for **Management** employees?

	Regional Percents									All Regions	
	1	2	3	4	5	6	7	8	9	# of Facilities	% of Total
<b>Yes</b>	8.7	5.5	22.8	54.4	31.9	79.9	68.5	48.5	23.9	<b>558</b>	<b>38.0</b>
<b>No</b>	91.3	94.5	77.2	45.6	68.1	20.1	31.5	51.5	76.1	<b>910</b>	<b>62.0</b>
<b>Total</b>	<b>103</b>	<b>183</b>	<b>377</b>	<b>294</b>	<b>69</b>	<b>179</b>	<b>89</b>	<b>103</b>	<b>71</b>	<b>1,468</b>	<b>100</b>

2. How many **Holidays** are paid though not worked for **Management** employees?

Federal Holidays include: New Year's Day, Martin Luther King Jr.'s Birthday, Washington's Birthday, Memorial Day, Independence Day, Labor Day, Columbus Day, Veterans' Day, Thanksgiving Day, and Christmas Day.

Number of Holidays	Regional Data									National Average	
	1	2	3	4	5	6	7	8	9		
<b>Average # of Days</b>	7.9	7.5	6.8	6.7	7.0	6.5	5.8	6.2	7.4	<b>National</b>	<b>6.9</b>

3. What is the rate of pay for **Holidays** worked for **Management** employees?

Holiday Rate of Pay	Regional Percents									All Regions	
	1	2	3	4	5	6	7	8	9	# of Facilities	% of Total
<b>A. No additional pay</b>	4.0	14.6	18.3	71.1	46.9	11.5	73.5	10.8	18.5	<b>379</b>	<b>29.7</b>
<b>B. 1 ½ x base pay</b>	92.0	44.9	64.3	2.5	50.0	63.8	26.5	82.4	60.0	<b>631</b>	<b>49.4</b>
<b>C. 2 x base pay</b>		25.8	16.1	21.7	1.6	22.4		5.4	20.0	<b>213</b>	<b>16.7</b>
<b>D. 2 ½ x base pay</b>				0.7	1.6					<b>3</b>	<b>0.2</b>
<b>E. Equal time off</b>	4.0	14.6	1.3	4.0		2.3		1.4	1.5	<b>51</b>	<b>4.0</b>
<b>Total</b>	<b>100</b>	<b>178</b>	<b>311</b>	<b>277</b>	<b>64</b>	<b>174</b>	<b>34</b>	<b>74</b>	<b>65</b>	<b>1,277</b>	<b>100</b>

4. How many **Religious Holidays** (excluding Christmas) are paid though not worked for **Management** employees?

The most prevalent response was zero days, followed by one day.

5. When are **Management** employees eligible for Paid Holidays?

	Regional Percents									All Regions	
	1	2	3	4	5	6	7	8	9	# of Facilities	% of Total
<b>A. Upon employment</b>	97.0	67.0	81.2	60.7	98.2	88.2	55.9	93.3	72.3	<b>943</b>	<b>77.2</b>
<b>B. After 30 days</b>		27.4	17.3	21.7		4.1	2.9	2.7	20.0	<b>178</b>	<b>14.6</b>
<b>C. After 60 days</b>	1.0			3.7		1.8				<b>14</b>	<b>1.1</b>
<b>D. After 90 days</b>	2.0	5.6	1.5	14.0	1.8	5.9	41.2	4.0	7.7	<b>87</b>	<b>7.1</b>
<b>Total</b>	<b>99</b>	<b>179</b>	<b>271</b>	<b>272</b>	<b>57</b>	<b>170</b>	<b>34</b>	<b>75</b>	<b>65</b>	<b>1,222</b>	<b>100</b>