

2016-2017 NONPROFIT SALARIES, STAFFING & TRENDS REPORT



*For Greater
Philadelphia
Area NonProfits
& Associations*



The fastest-growing part of the U.S. economy is the nonprofit sector. Nonprofits now account for more than 10% of all jobs across the U.S.



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2016-2017 NONPROFIT SALARIES, STAFFING & TRENDS

SURVEY FINDINGS FOR GREATER PHILADELPHIA AREA

Summary & Key Findings:

Continuing Growth, Confidence and Change

Despite the turbulence of 2016, our survey of nonprofit salaries reflects continuing and steady growth in the nonprofit sector, both nationally and in the greater Philadelphia area. PNP's 2016-17 Salary Report reveals sector growth based on confidence in the future, but also accompanied by changes in priorities, staff composition, and demographics.

Despite the many challenges nonprofit organizations face, positive trends have been documented by PNP's surveys over the past three years, and are strongly confirmed in this year's report.

This sense of confidence throughout the sector is based on the fact that financial and public support for nonprofit institutions was at an all-time high in 2016, and is projected to continue in 2017.

Some key findings in this year's report include:

- Number of staff increased in 2016 in half of Philadelphia area nonprofits
- Staff salaries in nonprofits rose overall – with 80% raising salaries, at least by a cost-of-living percentage
- Staff benefits have stayed fairly constant for most organizations and 29% reported that they increased benefits in 2016
- More nonprofits than ever reported heightened interest and investment in training and professional development programs and opportunities for staff
- Growth in programs and services was reported by 76% of the organizations surveyed
- More than half (54%) of Philadelphia area nonprofits plan to add staff in 2017

In addition, the flow of employees into the sector has continued to increase. With the influx of Millennials into key positions and leadership roles, organizations have started to benefit from the new vitality, energy, and innovation brought in by a young group of talented staff.

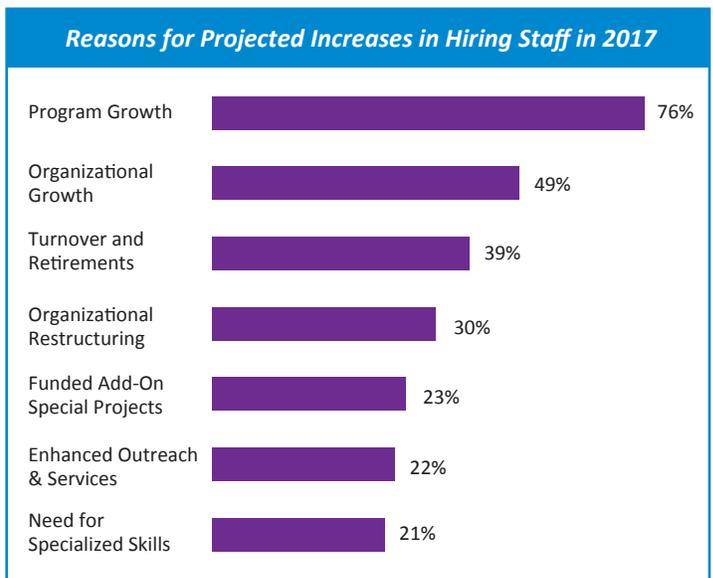
Recruiting Talent for Growth and Change

In 2015, PNP's Salary Survey found that the principal challenge for nonprofits and associations heading into 2016 was the issue of talent management – that is, recruiting and retaining the best and most capable staff in an increasingly competitive marketplace.

Our 2016 survey showed that the challenge of attracting and managing talent continues as a dominant theme, and will clearly remain a top-priority in 2017. The critical importance of recruitment and retention are reflected in this year's salary changes.

For the first time in PNP's four years of surveying Philadelphia area nonprofits, the number one reason given for staff increases is program growth, followed by overall organizational growth and turnovers – three interrelated change factors.

Overall, nonprofit leaders and managers reported confidence in the future as they head into 2017.



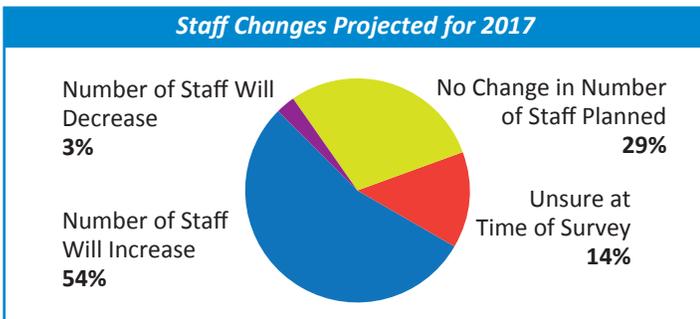
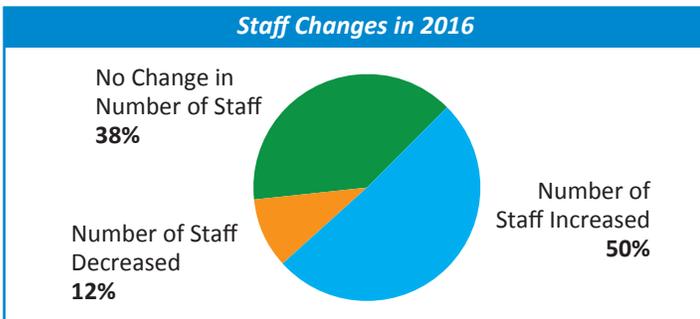
PHILADELPHIA AREA FINDINGS AND TRENDS

I. HIRING

Respondents indicated that, with much of the sector expanding and with numerous organizations reporting robust growth in 2016, opportunities for employment in the sector increased.

On the other hand, competition for talent also continued, and the need to make hiring decisions efficiently, effectively, and quickly, armed with accurate information about trends, is more critical now than ever.

More than half of Philadelphia area nonprofits say they plan to add staff in 2017, and virtually none anticipate decreasing their number of staff.



For those organizations with plans for growth and expansion, developing a strategic hiring plan for 2017 is essential. With talent competition at an all-time high in the nonprofit sector, those organizations that offer a great place to work and good compensation will attract the best.

Nonprofits may have compelling missions -- but mission alone, though important, may not attract the talent you need. Organizations that want to attract great staff must present and brand themselves in the workplace and in the marketplace as a great place to work.

The days of unattractive work environments, too much internal chaos, not enough pay, and grueling schedules no longer give an organization an attractive and competitive presence in the marketplace for talent.

Our survey findings make clear that a large number of nonprofits (64%) acknowledged that they are purposefully addressing issues of overall job satisfaction internally, as well as the need to be seen as an attractive work environment externally. Being seen as a good place to work is especially significant to younger people who are seeking organizations that are not only in a growth mode in funding, program and staffing, but which are also perceived as good places for personal and professional growth.

II. WHAT MAKES A GOOD JOB

In the context of increased competition for talent and changing priorities, PNP's survey found that more nonprofits and associations are looking closely at issues of job satisfaction. In answer to the question, *How would you rate the current job satisfaction level of your non-executive staff?* a majority of 2016 respondents noted a need for internal improvement. Job satisfaction has become an increasingly important issue for recruitment and retention for any organization.



2016–2017 FINDINGS AND TRENDS

III. SIGNIFICANT STAFFING CONSIDERATIONS FOR THE FUTURE

Key factors affecting talent management in our 2015 Report were confirmed in 2016 and will have on-going impact and importance in 2017.

- As the nonprofit sector continues to grow, so will the competition in the marketplace for top talent
- A competitive demand for the best and most capable staff means an intensified focus on competitive salaries
- The 2016 survey clearly shows the effects and implications of the steadily growing and transformative presence of Millennials in the sector. This generation, also referred to as Gen Y (born between 1980 and 1995), a significantly large group, has moved into leadership roles and positions throughout the sector. This generational change is having a profound effect on staff recruiting and retention priorities, policies, and practices.

Branding your organization and providing good reasons for new, young employees to come on board and stay is the most critical staffing issue for 2017. As the staff profile continues to change, organizations must keep up with changing expectations for both management and staff and offer those things that encourage people to be productive, engaged and committed.



IV. EXPECTED LENGTH OF TIME ON THE JOB

One of the more surprising findings of our 2016 survey is the evident change in management's expectations for how long new hires will stay with their organization.

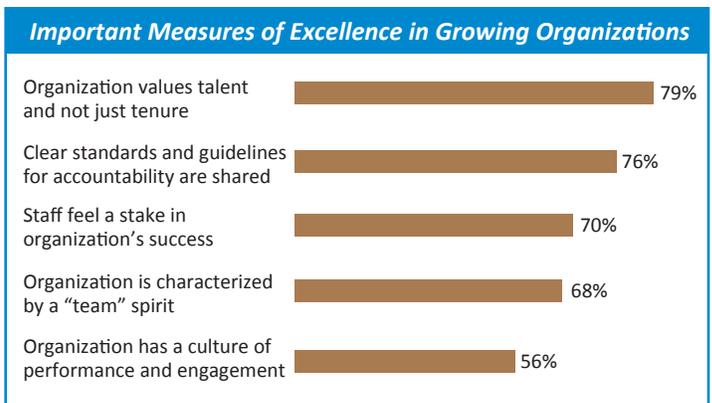
In our 2015 survey, 79% of employers indicated that if a candidate had held 3 to 4 positions in a ten year period, *they would bring it up in an interview.*

In 2016, 78% anticipate, and accept, that a new employee may not make more than a 2 to 3 year commitment to their organization.

Looking towards 2017, we see that traditional retention expectations are changing throughout the sector. Nonprofit managers are beginning to understand that talented Millennials are more apt to stay in a job if they continue to feel they can learn and develop, have reasonable near-term prospects for promotion and for increases in compensation. Otherwise, they move on.

V. NONPROFITS STEPPING UP

In this year's survey, we asked respondents to note how their nonprofit organization measured up as a place to work. The results of this self-assessment were fairly positive, but also pointed to weaknesses and areas of concern. Because of increased competition for talent, nonprofits that want to grow successfully are paying attention to measures of excellence. Here is what they noted about themselves:



PHILADELPHIA AREA SALARY RANGES

POSITIONS	BUDGET SIZES AND 2016 SALARIES			
	\$2M - 5M	\$5.1M - 10M	\$10.1M - 20M	over \$20M
Management				
CEO/President	120-140K	130-170K	170-220K	220-270K
Exec. Vice President	NA	100-120K	120-160K	150-200K
Executive Director	100-120K	120-150K	140-180K	175-230K
Chief Operating Officer	80-90K	90-120K	120-150K	150-190K
Finance				
CFO/VP Finance	90-110K	110-130K	130-160K	150-190K
Director of Finance	NA	80-90K	90-120K	120-160K
Controller	60-70K	60-80K	80-90K	90-110K
Staff Accountant	50-60K	50-60K	60-70K	60-75K
Bookkeeper	40-50K	40-50K	50-60K	60-70K
Fundraising				
VP/Chief Development Officer	80-100K	100-140K	140-170K	160-200K
Director of Development	70-80K	80-100K	90-120K	120-160K
Director of Major Gifts	NA	NA	80-100K	100-130K
Director of Foundation / Corporate Relations	60-70K	70-80K	80-90K	90-120K
Director of Special Events	NA	60-70K	60-70K	70-90K
Grants Writer	50-60K	50-60K	60-70K	60-70K
Development Associate	40-50K	40-50K	50-60K	50-60K
Development Assistant	35-40K	35-40K	40-50K	40-50K
Marketing & Communications				
VP of Marketing/Communications	NA	90-100K	100-120K	120-150K
Director of Marketing/Communications	70-80K	70-80K	80-90K	80-100K
Director of Advocacy/Gvt. Relations	NA	70-80K	80-90K	80-100K
Marketing/Communications Associate	40-50K	40-50K	50-60K	60-75K
Social Media Professional	35-40K	40-50K	40-50K	50-60K
Membership				
Director of Membership	50-60K	60-70K	70-80K	80-100K
Director of Meetings	NA	60-70K	70-80K	80-90K
Membership Coordinator	40-50K	50-60K	60-70K	60-70K
Meetings Coordinator	40-50K	40-50K	50-60K	50-60K
Programs & Education				
VP of Programs/Education	80-90K	90-100K	100-120K	120-150K
Director of Programs/Education	60-70K	70-80K	80-90K	90-110K
Programs/Education Associate	40-50K	50-60K	60-70K	60-80K
Programs/Education Assistant	35-40K	35-40K	35-45K	40-50K
Human Resources				
VP/Director HR	65-75K	80-90K	90-100K	100-130K
HR Manager	NA	70-80K	75-85K	80-100K
Benefits Manager	35-40K	40-50K	50-60K	60-70K
HR Associate	35-40K	35-40K	40-50K	40-50K
Technology				
VP/Director of IT	70-80K	80-90K	90-110K	110-130K
Network Administrator	50-60K	50-60K	60-70K	70-80K
Database Manager	40-50K	50-60K	50-60K	60-75K
Website Manager	40-50K	40-50K	50-60K	50-70K
Administration				
Executive Assistant	40-50K	40-50K	50-60K	60-70K
Administrative Assistant	30-40K	35-45K	35-45K	40-50K
Office Manager	35-40K	35-45K	40-50K	45-55K
Receptionist	30-35K	30-40K	30-40K	40-50K

2016–2017 FINDINGS AND TRENDS

VI. SETTING ORGANIZATIONAL PRIORITIES FOR 2017

The 2016 survey reflects widespread and in-depth strategic planning and budgeting, in regard to hiring and staffing, as nonprofit organizations assess the effects of changes in the sector itself, in the funding environment, in demographics and in outcomes for 2016. Growth-minded nonprofits and associations are preparing accordingly for the year ahead.

The question of *where best to address limited resources* for maximizing desired results is of primary importance for nonprofit and association leaders, managers and decision-makers.

Consequently, we asked about priorities for internal investment in Philadelphia area organizations for 2017.

Enhancing fundraising is always, of necessity, a top priority for nonprofits. While in 2015, 72% of respondents rated fundraising as a first-place priority, 60% put fundraising high on the list for institutional investment in 2016, after salaries improvement.

Heading into 2017, fundraising is still a priority, but other interests, needs and concerns have moved up the list this year.

In planning for 2017, 59% ranked staff training and professional development highly -- a sign of changing times and expectations from Millennials at work. Program and services development and delivery remains a notably high priority for nearly half of nonprofits – 50% in 2015, 49% in 2016.

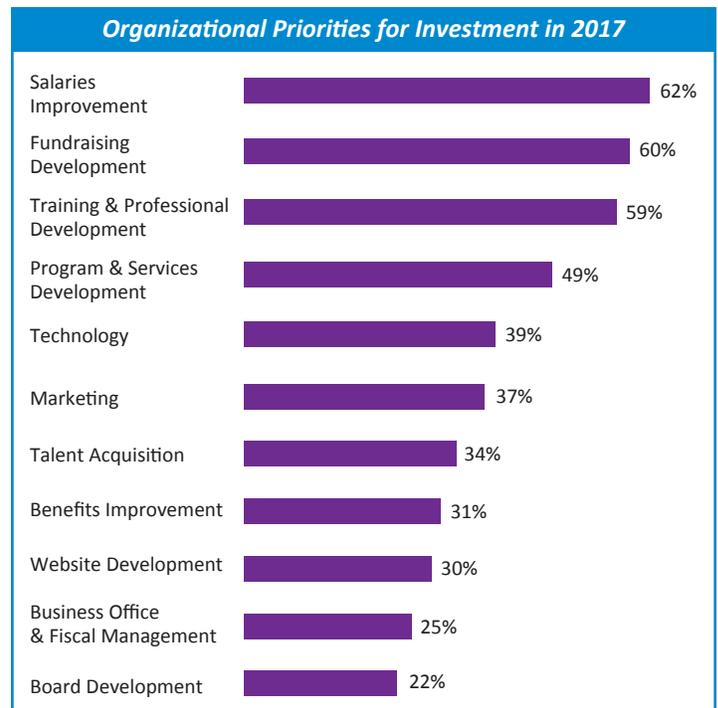
The perceived need for investment in Board development (43% in 2015; 22% in 2016) has changed sufficiently to suggest that a number of Philadelphia area nonprofits and associations may be seeing this essential aspect of their work as beginning to be accomplished.

Technology improvement generally and website development rank fairly high, from 2015 through 2016 to 2017, in organizational priorities for Philadelphia area nonprofits.

VII. OFFERING BENEFITS: RETIREMENT PLANS

Although providing benefits that retain staff is critical for an organization, many nonprofits, particularly small ones, find it difficult to offer retirement plans to their staff as they find themselves short on time and expertise.

While many nonprofits never consider offering a retirement plan, a growing number of organizations are beginning to do so. One reason for the move is the desire among growing nonprofits to retain the staff they have as well as attract workers from the for-profit sector where retirement plans reign.



PNP Staffing Group looks forward to tracking these developments in 2017 and to research, record, and report continuing advancement and change in the nonprofit sector in the year ahead.

2015–2016 NONPROFIT SALARIES & STAFFING REPORT

HOW TO USE THIS REPORT

More than 1,500 nonprofits, a record number, responded to our salary survey questionnaire this year. Covering most of the key positions critical to the management of a nonprofit or association, our Salary Report gives you the information you need to be able to compete effectively for talent in the marketplace.

Salaries for 42 positions are reflected for five different organizational budget sizes. Salary extremes were removed and the median salary was noted for each position. We then extended out from that median to include 25% of salaries below and 25% of salaries above, creating a fairly broad 50 percentile spread.

If your organization is paying below the salary range listed for a position in your budget category, or a similar position, then 75% of nonprofits in your area are paying a competitively higher salary to fill that position, and you are offering a salary that is under the market rate for that talent category.

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And we provide the staff to help make that difference.*

