



2018

**NONPROFIT SALARIES and
STAFFING TRENDS REPORT**

*For Greater Philadelphia Area
NonProfits & Associations*



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2018 NONPROFIT SALARIES and STAFFING TRENDS

Summary & Key Findings for Greater Philadelphia Area

Decreased Supply vs. Growing Demand

PNP's annual survey of salaries and trends in Philadelphia area nonprofits and associations, conducted in September 2017, shows a very ambitious and confident hiring and compensation outlook for 2018.

Fueled by expansion and growth in the sector over the last few years, this confidence is combined with an awareness of the challenges facing organizations in finding talent to fill increasing staff needs and the demands of growth.

Despite political and economic turbulence throughout 2017, the nonprofit sector continues to experience and to reflect the strong demand for the services offered by varied organizations in the arts, education, healthcare, human and social services, foundations, and environmental initiatives.

This year's survey clearly reflects confidence that funding and public support for nonprofit institutions – at an all-time high in 2017 – will continue to be solid. This optimism is not expressed as wishful thinking, but rather by the numbers reported by organizations in the sector.

At the time of this survey, the U.S. unemployment rate was at a low of 4%, with the Bureau of Labor Statistics reporting that demand for workers exceeded supply, particularly in the service sector. Coupled with the shift from one generation of managers to another (Baby Boomers to Millennials) the competition for experienced talent has hit an all-time high.

Our Report reflects both the optimism and the challenges of staffing in the nonprofit sector going into 2018, particularly in finding, hiring, and managing top talent.

Key Findings in This Year's Survey

- 75% of organizations gave salary increases to staff in 2017. In general, a larger percentage of these increases went to senior executives, somewhat mirroring corporate America.
- 24% of nonprofits increased benefits to staff in 2017 – health insurance included.
- 30% gave merit/performance-based salary increases.
- 64%, a significant number of Philadelphia nonprofits, plan to give at least cost-of-living salary increases in 2018.
- 60% of organizations reported encountering a “skills gap” in recruiting their workforce.
- 59% reported concerns about their organization's lack of training and professional development offerings to counter their staff's lack-of-skills.
- 48% noted that program development will be their number one reason for hiring in 2018.
- 22% cited turnover and retirement as a reason for hiring new staff in 2017, but 43% of organizations are citing turnover and retirement as a reason for hiring new staff, second only to program expansion, in 2018.
- 62% of respondents noted that more than 50% of their organization's senior management positions are filled by women. Human and Social Services nonprofits lead the way.
- 48% of organizations report having Millennials in senior leadership positions.
- 39% of Philadelphia area nonprofits report now offering flexible schedules for staff, primarily because of the push for “flex-time” from Millennials.

*Thank you to our partners for this year's Report:
TopNonprofits, Cerini & Associates, Plan A Advisors, Nonprofit 990, and LAPA. Their support and commitment to organizations, individually and alongside PNP, has expanded services, resources, and capabilities available to nonprofits throughout the sector.*

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Summary & Key Findings for Greater Philadelphia Area

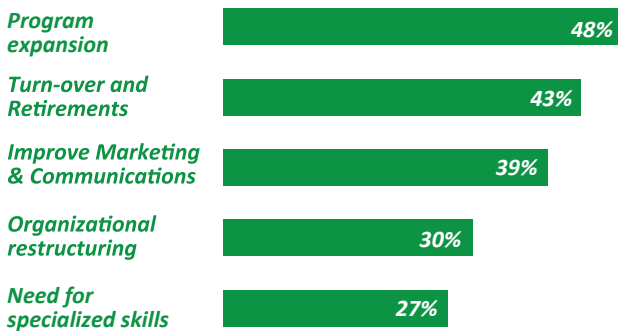
Projections and Trends for 2018

The importance of effective recruitment and retention is clearly reflected throughout all responses to this year's survey. Talent management is a top priority and begins with successfully attracting and keeping good staff.

For the second year in a row, program growth is the primary reason given for anticipated staff increases in 2018. This year, over 43% cited turnover and replacing retirees as an additional reason for new hires in 2018 – second only to program expansion.

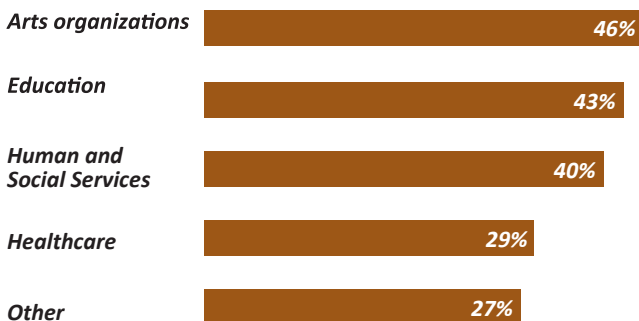
Nonprofits are definitively in prime “Baby Boomer” years, and are confronting staffing needs and changes accordingly. Baby Boomers born in 1953 will turn 65 in 2018. The accelerating need to replace retirees is a trend evidenced in our survey and one that will continue to be consequential for the sector.

Primary Reasons for Projected Hiring in 2018



The impact of retirements affects various nonprofit sectors differently.

Plan to Replace Retirees in 2018



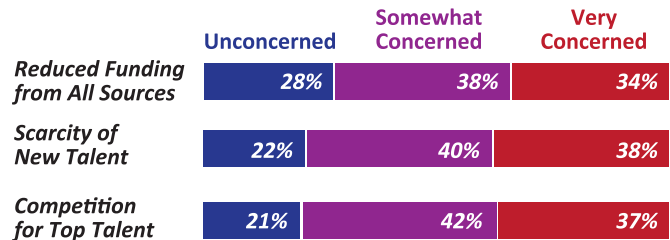
Talent Management Outlook for 2018

This year's survey reflects a positive and aggressive hiring outlook for Philadelphia area nonprofits. 80% of respondents noted that they plan to recruit new staff in 2018, as compared to 57% who reported that they added staff in 2017.

The reasons given for hiring in 2018 are about equally divided between nonprofits who plan to add staff in order to expand and those who plan to find replacements for vacant positions, particularly retirees. Talent acquisition is an issue for 78%.

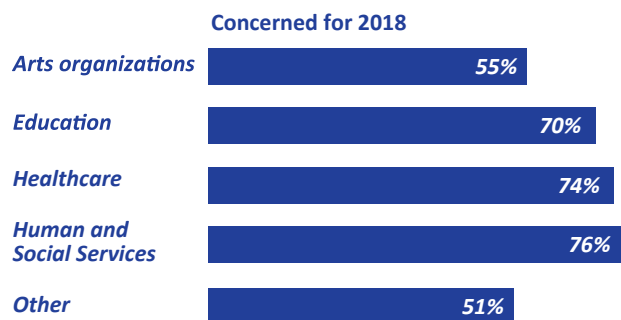
The major issues seen by nonprofits that impact hiring and compensation have remained fairly constant, with concern about scarcity of talent and increased competition, from both for-profits and non-profits, having more impact than in the past.

Principal Concerns Affecting Staffing & Hiring Plans



Talent acquisition concerns are reflected differently in different parts of the sector.

Concern about Success in Recruiting New Talent



PHILADELPHIA AREA FINDINGS AND TRENDS

Candidates & the Marketplace

All issues and challenges in strategic planning for nonprofits revolve around the importance of recruiting and keeping good people who can successfully deliver services and mission. We asked, “When hiring, would you be more likely to

- Pay more than budgeted for a highly experienced performer, a ‘super star;’ or
- Go for a less experienced but solid ‘worker bee’ well within budget”

62% noted that they would try to stretch their organization’s budget to hire a more experienced, high performance employee, while 38% noted that they would stay within budget and hire a competent worker with less experience.

Increasingly, the value of more experience and high performance is preferable to nonprofit managers.

Nonprofits are finding new and more fully defined ways to attract exceptional candidates in a competitive market, even those candidates who may be beyond their salary ranges.

From highlighting the value of the organization’s mission to highlighting the prestige of the organization itself, a wide range of nonprofits noted that they were successful in 2017 in hiring a candidate who, at first, wanted more than they could pay but then came on board for less. Yet, 24% of respondents said they do not try to attract nor make offers to candidates whose expectations exceed the organization’s pre-set salary limits.



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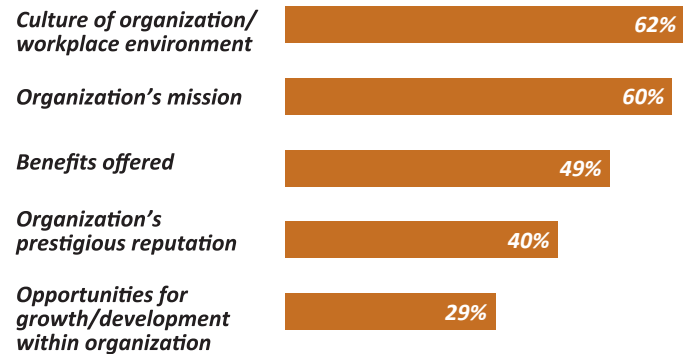
Effective Recruiting

In 2017, 64% of nonprofits report the experience of having at least one candidate decline their best offer, and go elsewhere.

A remarkable 36% report that they made an offer, the candidate accepted, and then withdrew prior to the start date. And 33% had a candidate accept, start on the job, but then resign within the first three months of employment.

This trend in hiring, reflecting a marketplace that is “candidate-driven”, will continue to be challenging and a matter of concern to nonprofits and to PNP. More than ever, to attract the staff you want and need, nonprofits must understand how to compete effectively for talent. The following chart reflects what candidates in the marketplace consider important when looking at an organization.

Critical Recruiting/Hiring Strategies



Talent Management

33% of managers often lose a talented candidate over a small difference in salary offered and salary expected.

30% of the time, when a candidate turns down a job, it is because an organization reduces its salary offer during the hiring process.

20% of the time, an organization loses a candidate of choice because they hesitate too long to make an offer.

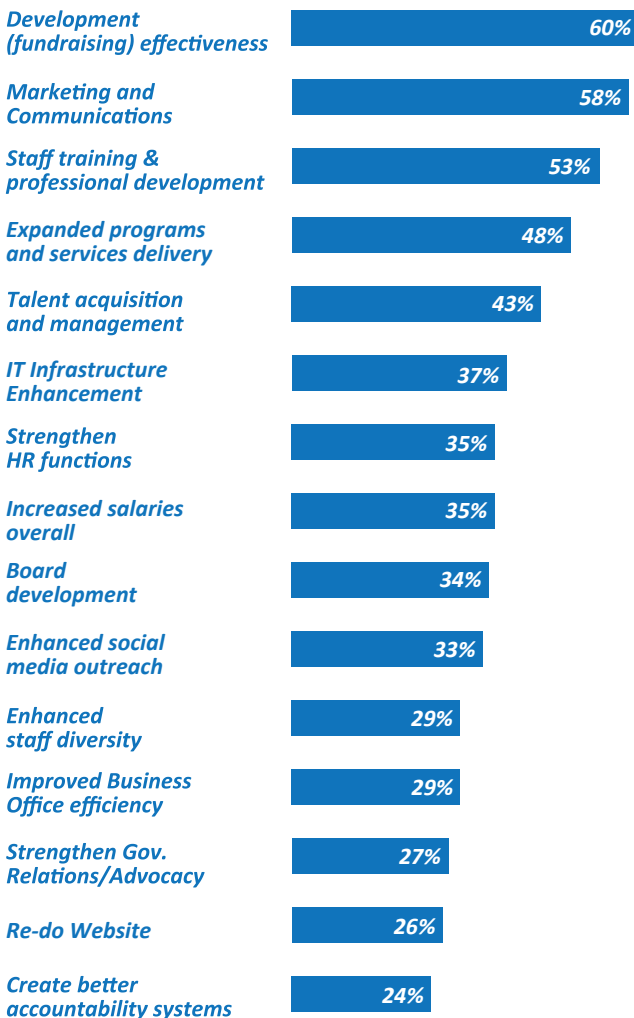
PHILADELPHIA AREA FINDINGS AND TRENDS

Where Nonprofits Are Going

As always, hiring priorities tend to be in the program and fundraising areas. Staff training and professional development has moved into third place on the priority list, with improved marketing and communications receiving greater attention than in previous surveys.

These priorities reflect the continuing focus and needs of nonprofits:

Organizational Priorities in 2018



Changes in Leadership

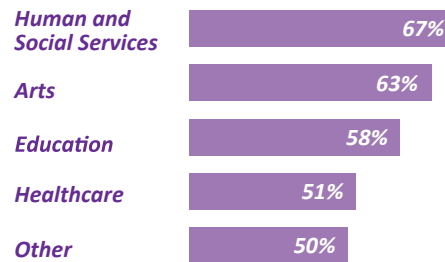
A significant finding in this year's survey is that, more than ever, senior executive management positions in nonprofits are being filled by women.

60% of respondents noted that in 2017 women filled more than 50% of their organization's senior management positions, including CEO, CFO, COO – a substantial increase from year 2016.

An additional 29% of respondents reported that more than one-third of their senior executive positions are now filled by women. Overall, more than 89% of nonprofits have substantial numbers of women in leadership positions.

Human and Social Services organizations lead the way.

Sectors where more than 50% of Executive Positions Filled by Women



In addition, our survey also showed that the growing presence of Millennials in leadership roles in organizations is bringing incremental benefits of new vitality, energy, and innovation in nonprofit management. 54% of organizations report now having Millennials in senior leadership positions.

Changes in leadership and management in the sector are reflected in the proliferation of new titles:

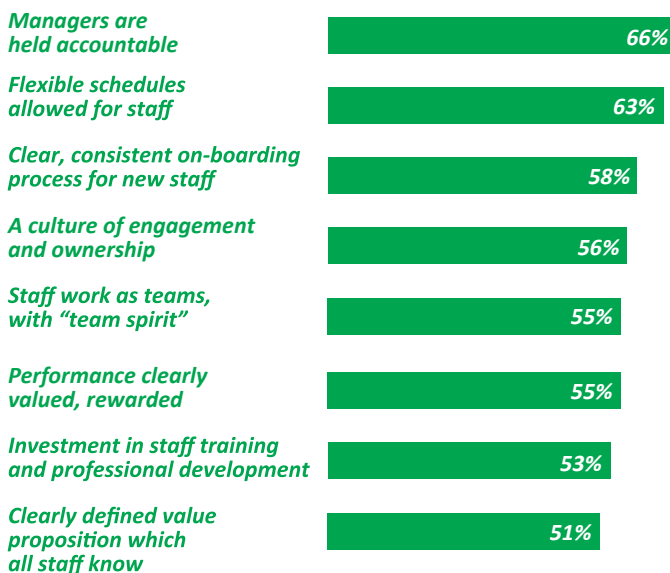


PHILADELPHIA AREA FINDINGS AND TRENDS

Essential Best Practices

Looking at all factors, and taken together with salaries, that make nonprofits successful in finding and keeping talented staff in a competitive market, “best practices” is key. The evidence from our 2017 survey is that several elements are considered essential both by candidates and by employers in making an organization a “go to” place to work:

Characteristics of Nonprofits Successful in Attracting Talent



These practices represent the most effective and compelling ways to compete in the marketplace for talent in the years ahead. Despite turbulent economic times and competition for both funding and talent, those organizations that find ways to make their place of work productive, supportive, enjoyable, teaching-and-learning environments, will be leaders in the sector in 2018.



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HOW TO USE THIS REPORT

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

Salaries for 44 positions are listed for five different organizational budget sizes. Salary extremes are removed and the median salary is noted for each position. We then extend out from that median to include 20% of salaries above and 20% of salaries below, creating a fairly broad 40 percentile range.

If your organization is paying below the salary range listed for a position in your budget category, or for a similar position in your budget category, it means that 70% of nonprofits in your area are paying a higher salary to fill that position than you are, putting you at risk of not being able to recruit and retain staff in a competitive market.

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POSITIONS	BUDGET SIZES AND 2017 SALARIES			
	\$2M - \$5M	\$5.1M - 10M	\$10.1M - 20M	\$20.1M +
Management				
CEO/President	120-140K	130-160K	160-190K	200-230K
Executive Vice President	NA	110-120K	120-140K	150-170K
Executive Director	90-110K	110-130K	140-160K	160-200K
Chief Operating Officer	80-90K	90-110K	110-130K	140-160K
Finance				
CFO/VP Finance	90-100K	100-120K	120-140K	150-180K
Director of Finance	NA	90-100K	100-115K	120-130K
Controller	60-70K	60-70K	70-80K	80-100K
Staff Accountant	50-60K	50-60K	60-70K	60-70K
Bookkeeper	40-50K	40-50K	50-60K	60-70K
Fundraising				
VP/Chief Development Officer	100-110K	110-120K	120-150K	150-180K
Director of Development	70-80K	80-100K	90-110K	110-150K
Director of Major Gifts	NA	NA	80-90K	90-120K
Director of Foundation / Corporate Relations	NA	70-80K	80-90K	90-110K
Director of Special Events	NA	50-60K	60-70K	60-70K
Grants Writer	50-60K	50-60K	60-70K	60-70K
Development Associate	40-50K	40-50K	40-50K	50-60K
Development Assistant	35-40K	35-40K	35-40K	40-50K
Marketing & Communications				
VP of Marketing/Communications	80-90K	90-100K	100-120K	120-140K
Director of Marketing/Communications	60-75K	70-80K	70-80K	80-90K
Marketing/Communications Associate	40-50K	40-50K	50-60K	50-60K
Social Media Professional	40-50K	40-50K	40-50K	50-60K
Director of Advocacy/Gov. Relations	NA	70-80K	80-90K	90-110K
Membership				
Director of Membership	50-60K	60-70K	70-80K	80-90K
Director of Meetings	50-60K	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
Director of Components	NA	40-50K	50-60K	60-70K
Components Associate	NA	35-45K	40-50K	40-50K
Programs & Education				
VP of Programs/Education	80-90K	90-100K	100-120K	120-140K
Director of Programs/Education	70-80K	70-80K	80-90K	90-100K
Programs/Education Associate	40-50K	40-50K	50-60K	60-70K
Programs/Education Assistant	35-40K	35-40K	35-45K	40-50K
Human Resources				
VP/Director HR	75-85K	80-90K	90-100K	100-120K
HR Manager	50-60K	60-70K	70-80K	80-90K
Benefits Manager	40-50K	40-50K	50-60K	60-70K
HR Associate	35-40K	35-40K	40-50K	50-60K
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	60-70K
Website Manager	40-50K	40-500K	50-60K	50-70K
Administration				
Executive Assistant	40-50K	40-50K	50-60K	50-65K
Administrative Assistant	30-40K	35-45K	40-50K	40-50K
Office Manager	40-50K	40-50K	40-50K	40-55K
Receptionist	30-35K	30-40K	30-40K	35-45K



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