

2018

ASSOCIATION SALARIES and STAFFING TRENDS REPORT



Media Partner,  **TOPNONPROFITS**

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2018 ASSOCIATION SALARIES & STAFFING TRENDS

Summary of Key Findings

Associations of all sizes and locations reported strong across-the-board growth in 2017. Although some degree of leveling off is anticipated, most Associations see 2018 as another year of opportunity for growth, with continuing commitments to expand programs and services.

Over 400 Associations were surveyed by PNP Staffing Group in November 2017. Most reported staff hiring as well as salary and benefits increases in 2017. Salary increases are also projected for 2018.

Key Association Findings for 2018

- 89% are planning to hire new staff; 49% as staff additions and 40% as staff replacements.
- 49% are planning to give salary increases that are above cost-of-living increases.
- 67% will give their staff salary increases that reflect merit and top performance.
- 39% of Associations gave their executive level staff salary increases above 5%; similar executive level increases are anticipated for 2018.
- Asked what factors will have the greatest impact on hiring and compensation practices in 2018, Associations underscore competition and external issues—critically important but difficult to control factors—in planning for and managing growth.

What do these findings mean for Associations?

Although Associations do not generally fundraise in the same way that most nonprofits do, Associations must deal with the issues of increasing membership, services, and earned income. Moreover, the needs of nonprofit organizations and Associations show significant similar areas of concern for both.

PNP's survey findings clearly show that both Associations and other nonprofit organizations:

- Recognize the need to improve marketing
- Recognize a growing scarcity of top talent in an increasingly competitive environment
- Recognize that training for new staff and ongoing professional development opportunities are critical

Despite political and economic turbulence throughout 2017, Associations report a heightened level of active engagement within their membership and a growing demand for their services.

PNP's survey findings indicate that Associations appear to be more willing than ever to "stretch" salary offers, to use new and innovative recruitment and interview strategies, and to expand benefits to find and keep the staff they want and need.

This Report offers an overview of current staffing trends in the Association sector, and provides salary ranges for 36 positions across three organizational staff sizes. Association Directors, Executives, and HR Managers can use this Report to help their organizations make critical staffing decisions in 2018.

"We are delighted with our PNP partnership in staffing our executive level management positions. Thank you for the professional and expert service you provide."

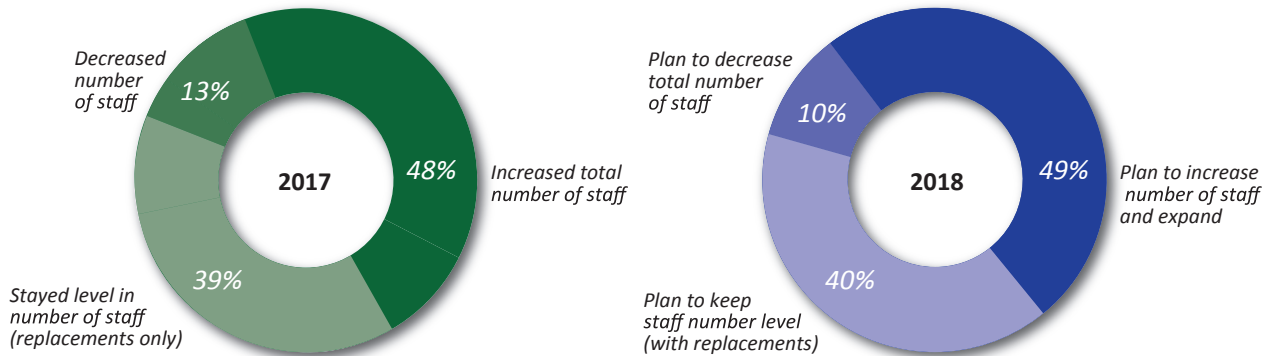
– American Society of Mechanical Engineers (ASME)

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Staff Changes 2017 – 2018

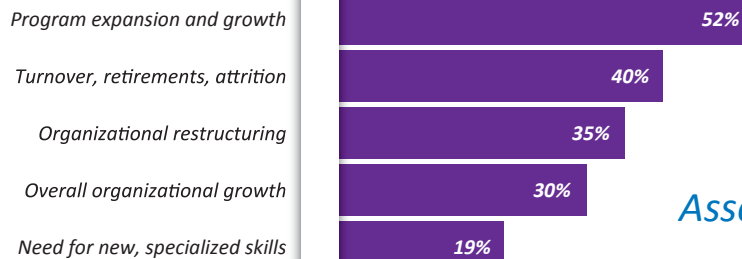
In 2017, almost half of all Associations increased number of staff (48%), and that growth pattern is projected to continue in 2018.

Staff Size



Associations anticipate hiring new staff in 2018 to cover retirements and to fill vacancies. Whether planning for growth and expansion or not, the number of Associations planning to hire new staff to cover attrition is greater than in 2017—reflecting the accelerating pace of retirements among Baby Boomers and the impact of shorter tenure and greater mobility by Millennials.

Reasons for Hiring New Staff in 2018

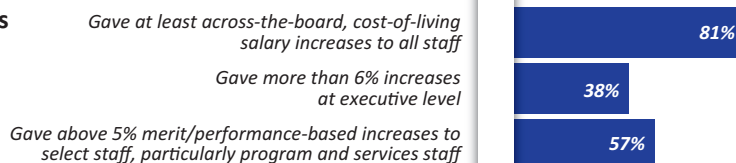


Associations understand that building membership and expanding service goals means a corresponding demand for finding, hiring, and managing top talent to accomplish their growth projections.

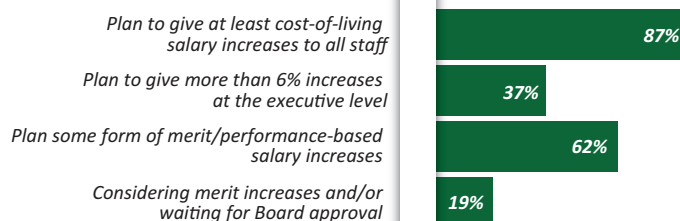
Salaries

There is a notable trend toward higher staff salaries in the Associations sector, with the largest increases offered at the executive level. An increased use of merit and performance-based salary increases is also reflected in PNP's survey results.

Salary Increases 2017



Salary Increases 2018

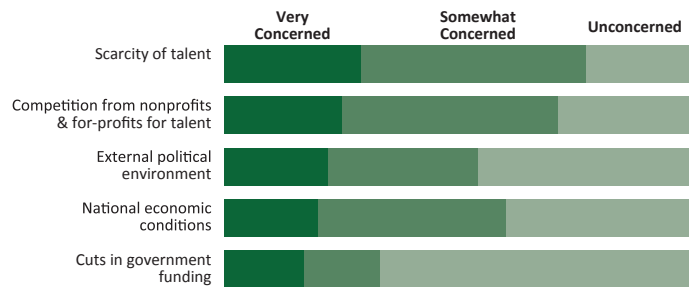


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Priorities and Challenges

Associations report confident plans for growth in 2018, tempered by recognition of challenges. Chief among the concerns cited by Associations is competition for top talent, and what Associations see as a “skills gap”—the lack of capable candidates who meet the requirements to fill available positions.

Issues Affecting Hiring & Compensation Plans



Because of the concern about recruiting and retaining capable staff, staff training on the job and professional development opportunities for staff are cited as the highest priority by more than half of Association respondents—57% as compared to 39% last year.

This concern for training and professional development is closely followed by an interest in improving marketing and communications—the second highest priority cited by Association leaders. 50% of Association managers, compared to 42% last year, are seeking to improve marketing and to develop more effective branding of their Association.

Association Priorities for 2018



Impact of Competitive Talent Marketplace

In this competitive marketplace for talent, we asked Associations, “If an outstanding candidate has salary expectations of \$50,000, and the position in your organization is budgeted at \$70,000, what would you offer?”

- 45% say they would offer \$65 - \$70K
- 29% say they would offer \$55 - \$65K
- 26% say they would offer just the \$50K

A wide range of organizations report that they have been successful in recruiting an outstanding candidate who, at first, wanted more than the Association could pay, but then accepted a job offer for less because of the Association’s mission and/or prestige.

However, competition is making this employment strategy increasingly challenging.

25% of survey respondents say they do not try to attract nor make offers to candidates whose expectations exceed the organization’s pre-set salary limits.

Why Associations Lose Talented Candidates

- 33% lose a talented candidate over a small difference in salary offered and salary expected.
- 30% report losing a candidate because the organization reduces its salary offer during the hiring process.
- 28% of organizations lose candidates because of perceived lack of support for staff by management.
- 22% of organizations lose a candidate of choice because they hesitate too long to make an offer.

ASSOCIATION 2017 SALARY RANGES

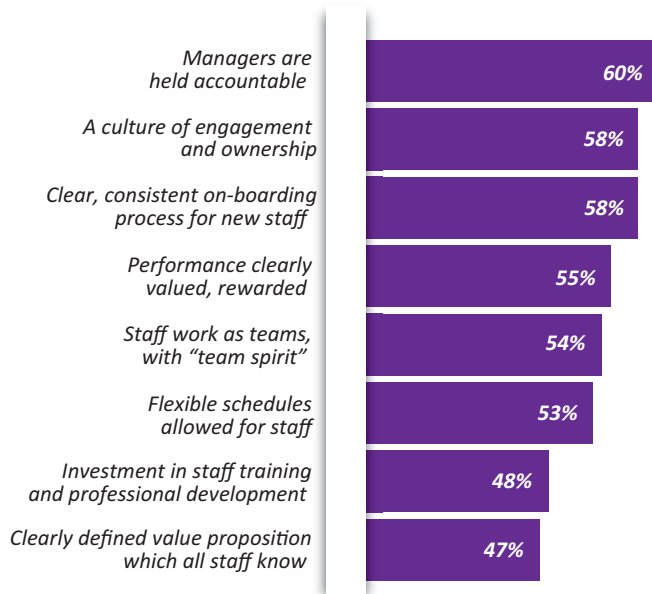
Association Positions	Staff Size and 2017 Salaries		
	Staff (1-9)	Staff (10-49)	Staff (50 +)
Management			
CEO/President	190-220K	220-300K	310-390K
Vice President	130-150K	150-200K	200-240K
Executive Director	160-180K	190-260K	270-310K
Chief Operating Officer	120-140K	140-190K	200-230K
Finance			
CFO/VP Finance	130-150K	150-190K	190-230K
Director of Finance	80-90K	90-130K	130-150K
Controller	NA	90-100K	100-120K
Staff Accountant	45-55K	60-80K	80-95K
Bookkeeper	NA	50-60K	60-80K
Marketing & Communications			
VP of Marketing/Communications	100-120K	130-170K	180-210K
Director of Marketing/Communications	70-80K	90-115K	110-140K
Marketing/Communications Associate	40-50K	50-70K	65-80K
Social Media Professional	45-55K	55-75K	75-85K
Director, Publications / Journal Editor	75-85K	85-100K	100-120K
Director of Advocacy/Gvt. Relations	90-100K	100-150K	110-140K
Membership			
Director of Membership	90-100K	100-130K	130-160K
Director, Meetings / Conferences	70-90K	90-120K	120-150K
Director, Partnership / Sponsor Relations	60-75K	75-95K	95-110K
Membership Coordinator	50-60K	60-70K	60-75K
Meetings & Events Coordinator	45-55K	60-70K	60-70K
Programs & Education			
VP of Programs/Education & Certification	100-120K	130-175K	180-220K
Director of Programs/Education	70-90K	90-125K	130-170K
Programs/Education Associate	55-65K	65-80K	80-90K
Programs/Education Assistant	40-50K	40-50K	45-60K
Human Resources			
VP/Director HR	80-90K	95-125K	110-130K
HR Manager	50-60K	65-80K	80-90K
Benefits Manager	50-60K	55-70K	70-85K
HR Associate	40-50K	55-65K	65-80K
Technology			
VP/Director of IT	85-100K	95-125K	130-170K
Network Administrator	60-70K	75-85K	90-110K
Database Manager	NA	60-70K	70-90K
Website Manager	40-60K	60-75K	75-95K
Administration			
Executive Assistant	50-60K	60-70K	70-80K
Administrative Assistant	35-45K	45-55K	50-60K
Office Manager	40-50K	50-65K	65-75K
Receptionist	30-40K	30-40K	40-50K

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Essential Best Practices

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

Characteristics of Associations Successful in Attracting Talent



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

PNP believes in the power of Associations to make a difference in peoples’ lives and we provide the staff to help make that difference.

HOW TO USE THIS REPORT

A record number of Associations responded to our salary survey questionnaire this year. Covering most of the key positions critical to the management of an Association, our Salary Report gives the information needed to be able to effectively recruit talented staff in today’s marketplace.

Salaries for 36 positions are listed for three different Association staff sizes: Small (1-9), Medium (10-49), and Large (50 or more). 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 the best staff.

ABOUT US

PNP STAFFING GROUP was founded in 1996, as Professionals for Nonprofits, to provide staffing services exclusively to the nonprofit, association, and social good sector.

PNP offers a single place for all Association staffing needs in all the professional areas you need to fill. We are proud of proven results for hundreds of Associations while working smartly and efficiently within our clients’ budgets.

Please call us at 212-546-9091 when you need any of these services:

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