

# 2015 - 2016 NONPROFIT SALARIES & STAFFING REPORT



*For Greater  
New York City  
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.*



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**SURVEY FINDINGS FOR GREATER NEW YORK CITY AREA**

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**SUMMARY & KEY FINDINGS**

This year's NonProfit Salaries & Staffing Report for 2015-16 from PNP STAFFING GROUP, formerly Professionals for NonProfits, offers impressive evidence of continuing growth, development, and confidence in the nonprofit sector.

These positive trends have been documented by PNP's surveys over the course of the past three years and are strongly confirmed in this year's survey. They include the following significant findings nationally:

- The nonprofit sector has grown by 20% over the last 10 years as, in contrast, the for-profit sector has grown by about 2-3%
- Many institutions are expanding and planning for future growth over the next decade
- Hiring in the sector continues to grow and the number of staff has increased in more than 50% of the nonprofits and associations that responded
- Employee transitions from the for-profit sector continue to increase as nonprofits become a favored environment to work in or renew a career
- Financial and public support for nonprofit institutions is at an all-time high
- There is more investment in interesting, innovative, and new programs than ever before

**TALENT MANAGEMENT**

Survey results reflect that the principal challenge and concern for nonprofits and associations, particularly in 2015 and heading into 2016, is the overriding issue of *Talent Management* -- that is, recruiting and retaining the best and most capable staff in an increasingly competitive marketplace.

As the talent marketplace continues to shrink, finding the right staff to hire becomes more and more difficult. Recent reports note that the Supply/Demand rate stands at 1.4 unemployed persons for each advertised vacancy.

Employer demand levels have remained consistently high as staffing needs increase and are expected to continue to increase in 2016. In answer to a survey question on how to deal with a growing demand but a shrinking talent pool, survey respondents noted how important it is to develop an organizational DUAL FOCUS:

- 1) **Create a more effective organizational recruitment strategy that spreads a wide net and attracts *hidden talent* in the marketplace; and**
- 2) **Develop organizational policies that help retain current staff.**

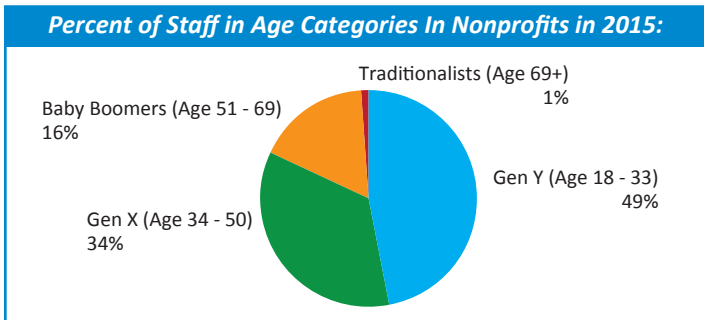
Both require management strategies that include a variety of best practices that make an organization attractive to employees and also require that an institution offer salaries that are competitive in the marketplace.



**I. AGE CHANGES**

In 2015, the recruitment and retention of talented staff was heavily influenced by the rising dominance of Generation Y (ages 18-33) in the workforce. In 2014, nonprofits reported that 38% of their staff was made up of Gen Y, while this year, nearly 50% of respondents noted that nearly half of their staff are now Generation Y (also known as Millennials).

This demographic change has significant implications. Gen Y is highly mobile, and at least 30% of them are expected to change jobs in 2016, compared to 22% last year.



**II. HIRING CONSIDERATIONS**

In order to accommodate this new and changing talent profile, nonprofit employers and HR managers are more willing to overlook employee movement from job to job. Most note that they are “unconcerned” if a job candidate has had 3 to 4 jobs over the past ten years.

- 78% of New York area respondents noted that they *might bring the matter up in an interview, but recognize more frequent job change today*
- 21% of managers note that they are looking for *three (3) good, productive years from a new hire*

This shift in workforce expectations will continue to affect hiring practices and policies in 2016. Given the new demographics, the most successful nonprofit managers will have to change how they look for and evaluate the talent that is available, so that they can choose the right staff for their organizations.

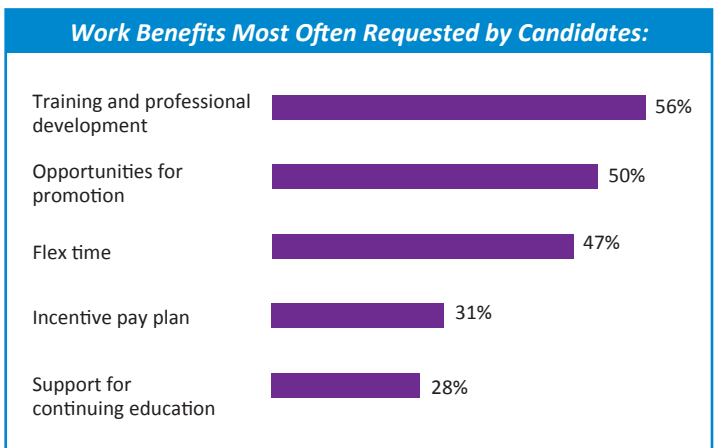
Another hiring consideration is the lack of certain skills of Generation Y. Employers express concerns about poor communication skills in both candidates and current staff. The question is, what will this mean to nonprofit managers as they build their teams?



**III. WHAT POTENTIAL HIRES ARE LOOKING FOR**

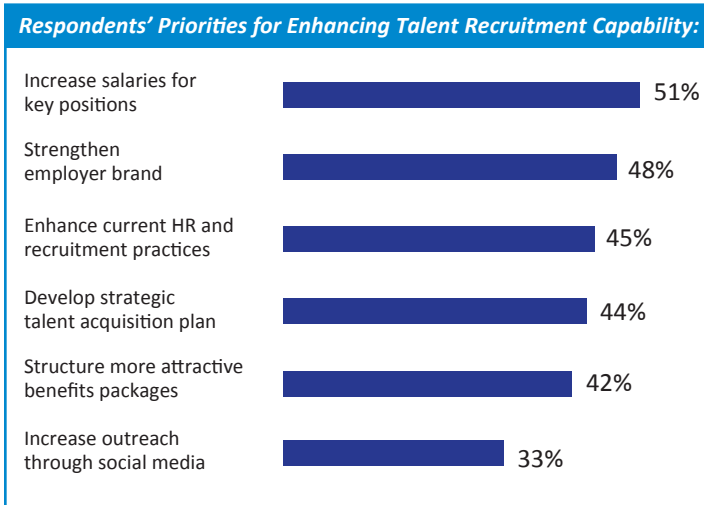
As reflected by the new workforce profile, interesting changes are found in the expectations of young staff being sought by nonprofits. Survey respondents report that what is most often requested in interviews may not be what is most often provided by the organization.

For the first time, the number one interest expressed by candidates is in training and professional development opportunities. Yet 68% of respondents report that they either “do not often” or “never” offer such training to retain staff.

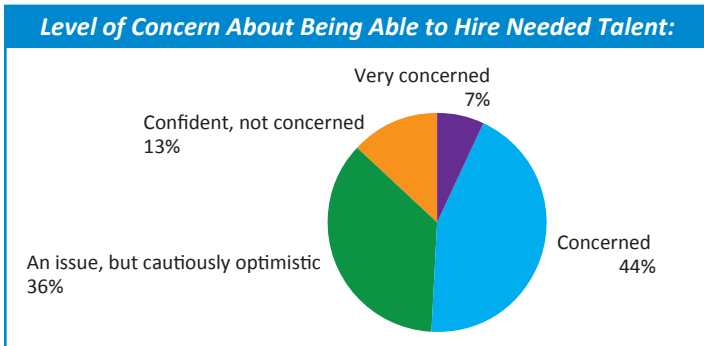


**IV. GETTING GOOD PEOPLE**

This year’s survey also reflects the recognition that an organization’s *brand – how the organization is perceived* – is increasingly critical, and nearly as critical as salaries are in attracting and keeping great staff. The issue of organizational brand has become particularly relevant as social media continues to drive the perception of an organization’s attractiveness to employees. Those nonprofits who understand how to manage their brand are those that will be sought out by skilled employees in the years ahead.



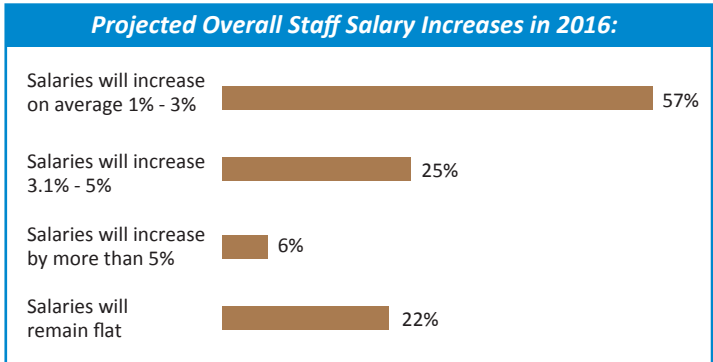
Nonprofits, and particularly associations, expressed a marked increase in their concerns about their ability to recruit the well-qualified staff they need to fill expected openings in 2016.



**V. SALARIES**

In 2015, salaries continued to rise throughout the sector with the larger overall gains at the top, as executive salaries rose by an average of 3-5%. Mid-management and support positions, continued to see average cost-of-living salary gains of 1-3%, with much the same projected for 2016.

Although salaries in the nonprofit sector have continued to grow slowly, survey respondents continue to express concern that salaries for mid-level and support positions in nonprofits are too low to attract the best talent.



*Knowing and meeting the salaries paid by similar organizations, in your area of service, for the same or similar positions is essential to compete effectively for talent in the marketplace.*



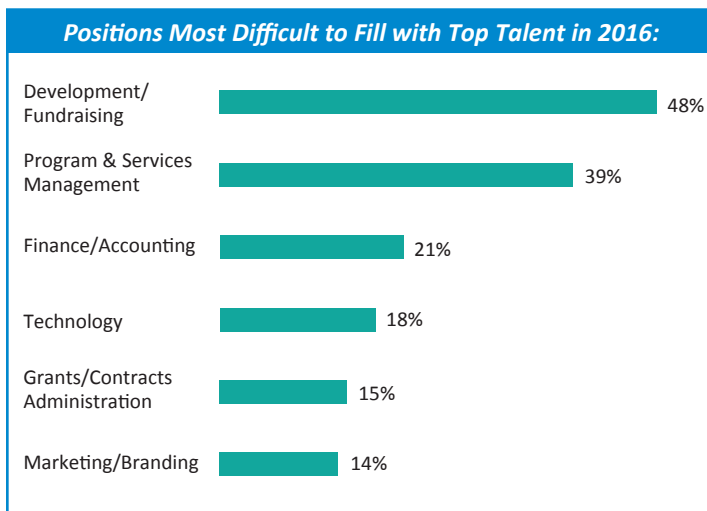
## NEW YORK CITY AREA SALARY RANGES

POSITIONS	BUDGET SIZES AND 2015 SALARIES				
	under \$5M	\$5.1M - 10M	\$10.1M - 20M	\$20.1M - 50M	over \$50M
<b>Management</b>					
CEO/President	140-170K	170-220K	220-270K	260-320K	320-380K
Exec. VP	120-150K	130-180K	170-210K	220-270K	250-300K
Executive Director	120-140K	140-170K	160-200K	200-260K	250-300K
Chief Operating Officer	100-120K	120-150K	140-180K	170-220K	220-270K
<b>Finance</b>					
CFO/VP Finance	110-130K	120-140K	130-150K	150-210K	220-260K
Director of Finance	80-100K	100-110K	100-130K	130-170K	170-210K
Controller	70-80K	80-90K	90-100K	100-130K	130-150K
Staff Accountant	60-70K	70-80K	70-80K	80-90K	80-100K
Bookkeeper	40-50K	50-60K	60-70K	60-70K	70-80K
<b>Fundraising</b>					
VP/Chief Development Officer	110-130K	120-150K	150-180K	180-220K	220-270K
Director of Development	90-110K	110-130K	130-160K	150-200K	200-250K
Director of Major Gifts	NA	90-100K	100-120K	110-150K	140-170K
Director of Corporate Relations	NA	80-90K	90-100K	100-120K	120-150K
Director of Government Relations	NA	100-110K	100-110K	110-120K	120-140K
Director of Special Events	60-70K	70-80K	80-90K	80-95K	90-110K
Grants Writer	50-60K	60-70K	60-70K	70-80K	80-90K
Development Associate	40-50K	50-60K	50-60K	60-70K	60-80K
Development Assistant	35-40K	40-50K	40-50K	40-50K	50-55K
<b>Membership</b>					
Director of Membership	70-80K	80-100K	90-110K	100-120K	120-150K
Director of Meetings	60-70K	70-80K	70-80K	80-90K	90-110K
Membership Coordinator	50-60K	50-60K	60-70K	60-80K	70-85K
Meetings Coordinator	50-55K	50-60K	60-70K	60-70K	60-75K
<b>Programs &amp; Education</b>					
VP of Programs/Education	100-115K	110-120K	120-140K	140-160K	160-190K
Director of Programs/Education	60-70K	70-80K	80-100K	100-120K	110-130K
Programs/Education Associate	40-50K	50-60K	60-70K	70-80K	70-80K
Programs/Education Assistant	35-40K	40-50K	50-60K	50-60K	60-70K
<b>Human Resources</b>					
VP/Director HR	80-90K	90-100K	100-130K	125-150K	150-180K
HR Manager	60-70K	60-70K	70-85K	75-90K	80-95K
Benefits Manager	50-55K	55-60K	60-70K	60-75K	70-80K
HR Associate	40-50K	40-50K	40-50K	50-60K	50-60K
<b>Marketing &amp; Communications</b>					
VP of Marketing/Communications	90-100K	100-110K	110-130K	120-140K	140-170K
Director of Marketing/Communications	70-80K	80-90K	90-110K	100-120K	120-150K
Marketing/Communications Associate	40-50K	50-60K	50-60K	50-65K	60-75K
Social Media Professional	NA	50-60K	50-60K	55-70K	60-75K
<b>Technology</b>					
VP/Director of IT	85-95K	90-110K	110-140K	130-160K	160-190K
Network Administrator	60-70K	60-70K	70-80K	75-90K	90-100K
Database Manager	50-60K	50-60K	60-70K	70-80K	80-90K
Website Manager	40-50K	50-60K	60-70K	70-80K	70-85K
<b>Administration</b>					
Executive Assistant	40-50K	50-60K	60-70K	70-80K	75-95K
Administrative Assistant	35-40K	40-50K	45-55K	50-60K	50-60K
Office Manager	40-50K	40-50K	50-60K	60-70K	70-80K
Receptionist	35-40K	35-40K	40-45K	40-50K	40-50K

**VI. ADDING STAFF IN 2016**

Our findings indicate that, with much of the sector expanding and with expectations for further robust growth, nonprofit opportunities for employment continue to grow.

More than a third of added staff is reported to be in the area of program management and program delivery. Our report indicates that, second only to fundraising, filling program positions with talented and capable staff is now viewed as the most difficult challenge.



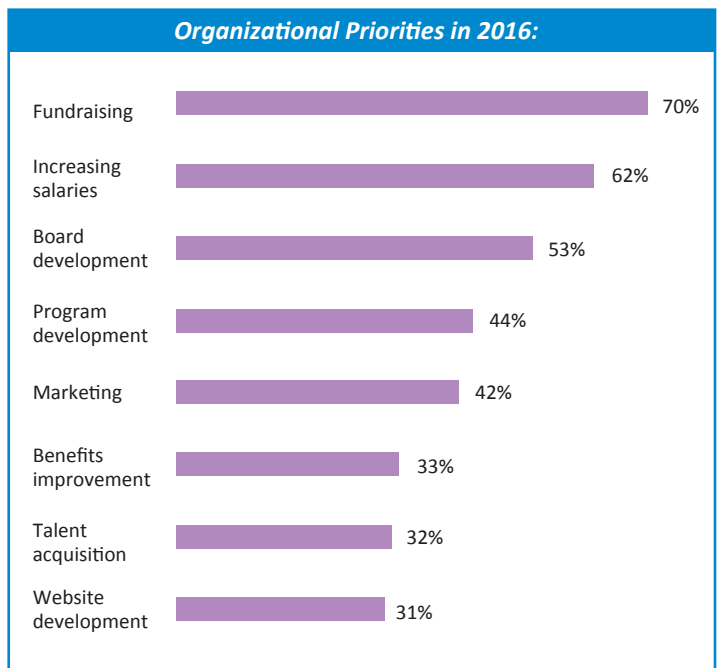
**SIGNIFICANT STAFFING CONSIDERATIONS FOR 2016**

Our key findings indicate that three factors will be especially important for nonprofits to take into account in 2016 for successful talent management:

- The nonprofit sector will continue to grow and competition in the marketplace for talented staff will intensify
- Because demand for the best staff exceeds supply, salaries will continue to move up
- The rise of Gen Y will strongly influence staff recruiting and retention policies and practices

**VII. PRIORITIES FOR 2016**

As nonprofits and associations face the 2016 year and assess the priorities for their organizations, “Talent Acquisition” appears to be a top concern. Keeping salaries competitive is a high priority for the future, as it determines the ability to attract talent and to retain staff.



*Filling program positions with talented, experienced, and capable staff is now viewed as the second most difficult challenge of the year. Filling fundraising positions is the most difficult.*



**METHODOLOGY**

More than 1,100 nonprofit organizations responded to our salary survey questionnaire.

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.

Also included in this report is information on trends in the sector that impact on salaries and hiring.

**HOW TO USE THIS REPORT**

This report covers most of the key positions critical to the success of any nonprofit and association. Knowing and meeting the salaries paid by similar organizations, in your area of service, for the same or similar positions is essential to compete effectively for talent in the marketplace.

If you are paying a salary within a range, you are paying what 50% of other similar organizations are paying to hire talent in that position.

If your organization is paying below the salary range listed for a position, or similar position, then 50% of nonprofits 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.

*Dear Colleagues,*

*We always appreciate your feedback, so contact us to let us know how we may improve this report in the future or what else you would like to see in our reports. As always, thank you for your support.*

*Gayle A. Brandel, CEO  
212-546-9091*

**ABOUT US**

PNP STAFFING GROUP, formerly Professionals for NonProfits, provides skilled talent and strategic staffing services exclusively to the nonprofit and association sectors.

Established in 1996, and with offices in New York City, Newark, Philadelphia, Baltimore and Washington, DC, PNP has offered local expertise with a global reach in the talent marketplace for twenty years.

We offer a single place for you to go to for all your staffing needs. Contact us for more information on Temps, Temp2Hire, Interim Professionals, Consultants, Direct Hire or Executive Search – contingency or retained.

PNP’s exceptional recruiting experience and expertise includes sourcing for positions in all the following areas:

- |   |   |
|---|---|
| <i>Executive &amp; Mid-Level Management</i> | <i>Programs</i>                                   |
| <i>Fundraising</i>                          | <i>Conferences, Meetings &amp; Special Events</i> |
| <i>Finance &amp; Accounting</i>             | <i>Information Technology</i>                     |
| <i>Human Resources</i>                      | <i>Administration &amp; Office Support</i>        |
| <i>Marketing &amp; Member Services</i>      | <i>Education &amp; Communications</i>             |

