pnp Staffing Group®

PROFESSIONALS FOR NONPROFITS

2022

NONPROFIT SALARIES and STAFFING TRENDS

Solving the Puzzle of Hiring in a Changed World

Our findings, this year, from more than 1,300 respondents to PNP's salary survey, are clear: In a world radically changed by the pandemic, the nonprofit sector is positioning itself for renewal and growth — through flexibility, innovation, and perseverance.

In 2021, extraordinary issues challenged and changed how and where we work; who and how we hire; priorities, expectations, and strategies for the future. 2022 promises to be no less challenging.

In October of 2021, PNP Staffing Group conducted its 20th annual survey of salaries and staffing trends in nonprofit organizations and associations to provide information that will assist executives in managing key staff issues, particularly salaries, for their organizations in 2022.

Principal Findings

SUPPLY & DEMAND: The demand for talent is exceeding supply, thereby creating a talent marketplace that is exceptionally complex, challenging, and highly competitive.

COMPENSATION: Because the demand for talent is exceeding supply, salaries have increased for some positions by an unprecedented 20% in 2021 from 2020.

IN DEMAND: Most highly in demand are senior program managers and experienced fundraisers.

TALENT MANAGEMENT: It has become more difficult to recruit talent, as people hesitate to make geographic or career moves and are rethinking their work-life goals.

DEI STRATEGIES: Nonprofit organizations are paying particular attention to diversity, equity, and inclusion in planning for 2022, making these important key considerations when hiring new staff.

RETHINKING & ADJUSTING: Organizations are looking in entirely new ways at their policies for compensation, recruiting and retaining talent, on-boarding and training, and evaluating staff performance.

LOCATION, LOCATION: The office is not what it used to be. Nonprofit organizations and associations are embracing more flexible workplace environments and work arrangements.

Supply & Demand – and Salaries

More than half (54%) of survey respondents report that they are finding it more difficult today than before the pandemic to recruit well-qualified candidates to fill high-priority positions.
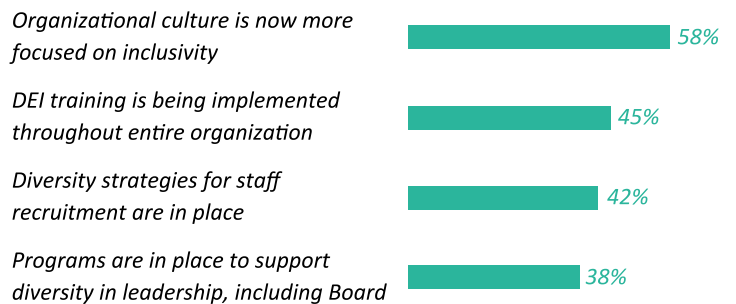
In 2022, competition for staff is the focus for many organizations as they compete for the talent they need, and salaries will continue to rise. Almost two-thirds (61%) of organizations surveyed anticipate paying higher salaries in 2022.

It is clear that the challenge for nonprofit leaders, now and going forward into 2022, will be to pay attention to offering competitive salaries to fill critical positions in their organizations.

DEI Front and Center

A major trend evident in this year of change is a new emphasis on issues of diversity, equity, and inclusion. A majority of nonprofit organizations now report a strategic focus on these important matters in hiring and determining compensation.

Implementing DEI Strategies

Organizational culture is now more focused on inclusivity — **58%**

DEI training is being implemented throughout entire organization — **45%**

Diversity strategies for staff recruitment are in place — **42%**

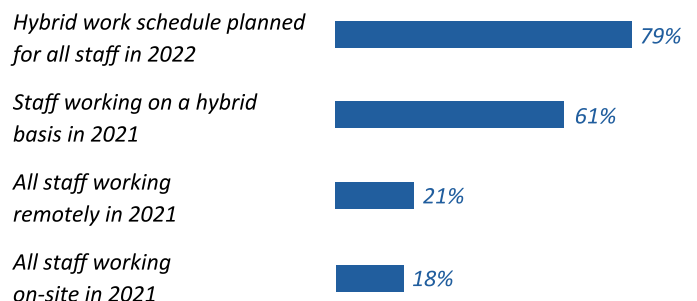*Programs are in place to support diversity in leadership, including Board* — **38%**

Significantly Changing Work Environment

At the end of 2021, 39% of nonprofits reported that at least one-half of their staff are working remotely, and one-fifth (21%) noted that 100% of their staff are working remotely.

Looking to 2022, most organizations foresee a "hybrid" work arrangement – with most, if not all, staff working some days on-site and some days remotely.

While there is widespread uncertainty about precisely how these new work arrangements will evolve and change, nonprofits clearly plan to be very flexible when making work-place schedules and setting expectations.

The Changed and Changing Workplace

Hybrid work schedule planned for all staff in 2022 — **79%**

Staff working on a hybrid basis in 2021 — **61%**

All staff working remotely in 2021 — **21%**

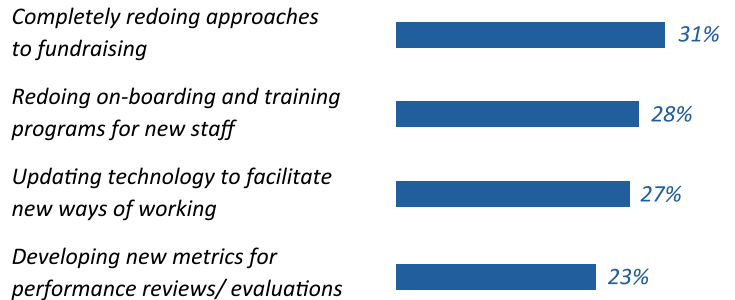*All staff working on-site in 2021* — **18%**

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Nonprofits Move Forward From Pandemic

Strategies for Change

Organizations surveyed by PNP report a number of strategic steps being taken as a consequence of dealing with the effects of the pandemic. Here are some initiatives from PNP's survey that we found to be significant.
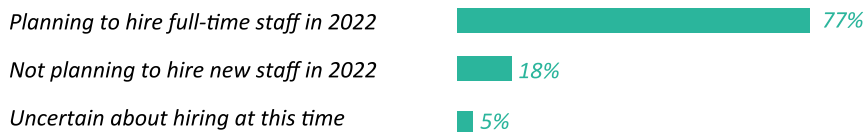
New Ways of Working Planned for 2022

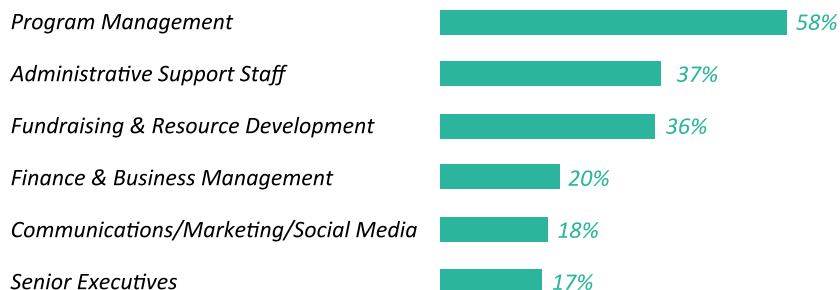|	
Completely redoing approaches to fundraising	31%
Redoing on-boarding and training programs for new staff	28%
Updating technology to facilitate new ways of working	27%
Developing new metrics for performance reviews/ evaluations	23%

Staffing in a Time When Everything is Different

Most nonprofit organizations managed to keep their staff intact through the pandemic. Asked if they have fewer staff today than in March 2020 (before COVID), just over two-thirds (67%) said "No."

Optimistic Hiring Plans

Planning to hire full-time staff in 2022	77%
Not planning to hire new staff in 2022	18%
Uncertain about hiring at this time	5%

Since a large percentage of organizations are planning to add staff in the year ahead, PNP asked which skills are in highest demand.

Priorities for Recruiting Talent in 2022

Program Management	58%
Administrative Support Staff	37%
Fundraising & Resource Development	36%
Finance & Business Management	20%
Communications/Marketing/Social Media	18%
Senior Executives	17%

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The Outlook for the Nonprofit Sector

What Are the Key Issues?

Though change and uncertainty dominate the horizon for nonprofits and associations, successful organizations are demonstrating adaptability, while staying focused on key issues that will continue to challenge them in coming years.

The Most Important Issues for Nonprofit Leadership in 2022

Issue	Percent
Hire and retain staff	77%
Deal with burnout!	64%
Find new ways to conduct special events/conferences	55%
Strengthen technology capacity and capability	48%
Design new ways to communicate with stakeholders	41%
Develop and deliver new program initiatives	36%

What is the Assessment of Nonprofit Leadership for the Sector in 2022?

In 2022, nonprofit executives will, more than ever, have to be attentive to the competition in the talent marketplace, the rise in compensation, the changing workplace, and the issues of diversity. When these issues are strategically dealt with, an organization is able to remain sustainable, fulfill its mission, and serve its constituents.

Looking At What's Ahead

	Percent
Cautiously Optimistic	59%
Strongly Optimistic	20%
Concerned	19%
Not At All Hopeful	2%
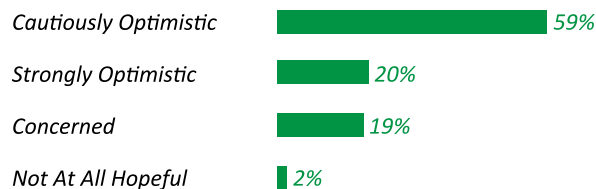
Note for Leadership: It is not a good idea to put off or postpone a search for any position you need to fill. Competition for good staff is already intense and will only increase in 2022.

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POSITIONS	BUDGET SIZES AND 2021 SALARIES				
Senior Management	**under $5M**	**$5.1M - 10M**	**$10.1M - 20M**	**$20.1M - 50M**	**$50.1M - 100M**
CEO/President	170-200K	210-230K	240-260K	270-320K	330-370K
Executive Director	150-170K	170-190K	180-200K	220-250K	270-300K
Chief Operating Officer	130-140K	140-160K	160-170K	180-200K	200-220K
Chief of Staff	100-120K	120-130K	130-150K	160-180K	170-190K
Finance	**under $5M**	**$5.1M - 10M**	**$10.1M - 20M**	**$20.1M - 50M**	**$50.1M - 100M**
CFO/VP Finance	120-140K	150-170K	170-200K	200-220K	220-240K
Director, Finance	100-110K	110-120K	120-140K	150-180K	180-210K
Controller	90-100K	100-110K	110-120K	120-130K	130-150K
Staff Accountant	60-80K	80-90K	80-90K	90-100K	100-110K
Bookkeeper	50-60K	50-60K	60-70K	70-80K	70-80K
Fundraising & Resource Development	**under $5M**	**$5.1M - 10M**	**$10.1M - 20M**	**$20.1M - 50M**	**$50.1M - 100M**
VP/Chief Development Officer	120-150K	150-175K	180-210K	200-230K	230-250K
Director, Development	100-120K	120-140K	140-160K	170-190K	190-210K
Director, Major Gifts	100-110K	110-130K	130-150K	160-180K	180-200K
Director, Foundation/Corporate Relations	100-110K	110-130K	120-140K	140-160K	160-180K
Director, Special Events	70-90K	90-100K	100-110K	110-120K	120-130K
Grants Writer	60-70K	70-80K	80-90K	80-90K	90-100K
Development Associate	50-60K	60-70K	70-80K	70-80K	70-80K
Marketing & Public Relations	**under $5M**	**$5.1M - 10M**	**$10.1M - 20M**	**$20.1M - 50M**	**$50.1M - 100M**
VP/Chief Marketing Officer	100-120K	120-140K	140-160K	160-180K	180-200K
Director, Marketing/Communication	90-100K	100-110K	120-130K	130-150K	150-170K
Marketing Manager	70-80K	80-90K	80-90K	90-100K	100-120K
Social Media Manager	60-70K	60-70K	70-80K	70-80K	80-90K
Marketing Associate	50-60K	50-60K	60-70K	60-70K	70-80K
Programs	**under $5M**	**$5.1M - 10M**	**$10.1M - 20M**	**$20.1M - 50M**	**$50.1M - 100M**
VP/Chief Programs Officer	110-130K	130-150K	150-170K	175-190K	200-220K
Director, Programs	90-100K	100-120K	120-130K	130-150K	140-180K
Program Coordinator	60-70K	70-80K	80-90K	90-100K	90-100K
Programs Associate	50-60K	60-70K	70-80K	80-90K	80-90K
Human Resources/Talent Management	**under $5M**	**$5.1M - 10M**	**$10.1M - 20M**	**$20.1M - 50M**	**$50.1M - 100M**
VP/Chief Talent Management Officer	105-115K	120-140K	140-160K	170-180K	180-190K
Director, HR	80-100K	100-120K	120-130K	130-140K	150-170K
HR Generalist	70-80K	80-90K	90-100K	100-110K	120-130K
Benefits Manager	60-70K	60-70K	70-80K	70-80K	80-90K
HR Associate	50-60K	50-60K	60-70K	60-70K	70-80K
Membership & Meetings	**under $5M**	**$5.1M - 10M**	**$10.1M - 20M**	**$20.1M - 50M**	**$50.1M - 100M**
VP/Director, Membership	100-110K	110-120K	120-130K	130-140K	150-160K
Director/Manager, Meetings	90-100K	100-110K	100-110K	120-130K	140-150K
Membership Manager	60-70K	70-75K	70-80K	70-80K	80-90K
Meeting Planner	60-70K	70-80K	70-80K	80-90K	80-90K
IT & Database Management	**under $5M**	**$5.1M - 10M**	**$10.1M - 20M**	**$20.1M - 50M**	**$50.1M - 100M**
VP/CIO/CTO	100-125K	120-130K	130-140K	150-170K	170-190K
Director, IT	90-100K	100-110K	110-120K	120-130K	130-150K
Network Administrator	80-90K	90-100K	100-110K	110-120K	120-140K
Database Manager	70-80K	70-80K	70-80K	80-90K	90-100K
Website Manager	60-70K	60-70K	70-80K	70-80K	80-90K
Administration & Support	**under $5M**	**$5.1M - 10M**	**$10.1M - 20M**	**$20.1M - 50M**	**$50.1M - 100M**
Executive Assistant	50-60K	60-70K	70-80K	70-80K	75-90K
Administrative Assistant	40-50K	50-60K	50-60K	60-70K	60-70K
Office Manager	50-60K	60-65K	60-65K	65-70K	70-80K
Receptionist	40-50K	50-60K	50-60K	50-60K	60-70K

HOW TO USE THIS REPORT

This report provides you with salary ranges at the end of 2021 for 43 key positions critical to the management of a nonprofit organization, as well as competitive market information needed to make informed staffing decisions. Median salary ranges are noted for each position within five budget-size categories—to serve as guidelines, rather than as precise predictors, for decision-makers.

If your organization is paying below the salary range listed for a position, in your organizational budget category, it means that many organizations are paying a higher salary for a similar or same position. To the extent that you can, it is more advantageous to lean toward the higher side of the salary range when making an offer to recruit talent you wish to hire and retain.

ABOUT THE SALARY REPORT

This year marks the 20th anniversary of PNP Salary Reports. PNP's salary reports are available for free on PNP's website **www.pnpstaffinggroup.com**, as well as other reports that provide nonprofit managers with critical information on salaries and hiring trends in the sector. More than ever, organizations will need this information to compete effectively for talent in the present and future marketplace.

ABOUT PNP

PNP Staffing Group, also known as Professionals for Nonprofits, provides a full suite of staffing services to the nonprofit, association and social good sectors. Specializing in filling positions that are key to the performance and growth of an organization, PNP offers every staffing solution a nonprofit may need, from high-level Executive Search to contract staff.

With a deep understanding and knowledge of the sector, local expertise with a national reach, and outstanding results based on 26 years of experience and proven excellence, PNP helps organizations make smart hiring decisions to advance their mission and build diversity, sustainability and capacity.

PNP is a full-service staffing company serving nonprofits and associations throughout the country. Services include:

- **Executive Search**
- **Direct Hire**
- **Interim Professionals & Consultants**
- **Temporary & Contract Staff**
- **Temp-to-Hire**
- **Payroll Outsourcing**
- **HR Outsourcing**

Visit **www.pnpstaffinggroup.com** to learn more, to download our free reports and white papers, to follow our blog, and to utilize our DEI library of resources. Employers and candidates are encouraged to register with PNP and to use our Nonprofit Job Board.

For more information, call us at 212-546-9091 (the NYC headquarters) or email info@pnpstaffinggroup.com when you need talented staff or simply want to discuss your options and staffing strategies.

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