

**NONPROFIT SALARIES
and STAFFING TRENDS**
*For Greater Washington, DC
Area NonProfits*

NEW YORK
212.546.9091

NEWARK
973.799.8555

www.pnpstaffinggroup.com

PHILADELPHIA
267.534.2329

BALTIMORE
443.759.3209

WASHINGTON DC
202.719.9600



NONPROFIT SALARIES AND STAFFING TRENDS 2019

Summary & Key Findings for Greater Washington, DC Area

OVERVIEW

PNP's annual survey of salaries and staffing trends in Washington, DC area nonprofits, conducted in October - November 2018, shows a heightened tension between supply and demand for talent in an increasingly competitive marketplace.

PNP's findings demonstrate that DC nonprofits are growing and hiring – that they are showing and reporting confidence in the future, and are making plans accordingly.

At the same time, DC nonprofits report that increased competition for talented staff is pushing up salaries and requiring new strategies for recruitment and retention to cope with retirements, turnover, and attrition.

Despite political and economic turbulence throughout 2018, the nonprofit sector experienced a strong and steady demand for the services offered by various organizations in the arts, education, healthcare, human and social services, and organizations with cultural and environmental missions.

At the time of the survey, the U.S. unemployment rate was at a 25-year low, as reported by the Bureau of Labor Statistics. Demand for skilled staff exceeded supply, particularly in the service sector. Coupled with an on-going generational shift at the management level (from Baby Boomers to Millennials), reported last year and clearly accelerating this year, the competition for experienced talent appears to be at an all-time high.

These conditions have substantial and significant consequences for nonprofits, in terms of salaries, benefits, expectations for new hires, expectations for leadership, and in meeting the challenges of finding, hiring, retaining, compensating, engaging and managing talented and productive staff.

PNP's Salaries & Trends Report is intended to help nonprofit managers and decision-makers meet those challenges with immediate, fresh, and relevant information, especially in regard to staff salaries and staffing trends -- information that you can use in strategically planning for growth and success in 2019.

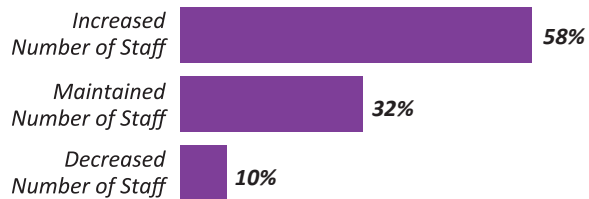
KEY FINDINGS IN DC AREA NONPROFITS

- 49% of organizations plan to hire new staff and expand in 2019, but for 38% hiring will be for replacements due to retirements and vacancies only.
- 56% plan to give performance-based salary increases in 2019 – up from 42% last year -- and another 27% are now “considering” such a policy and practice.
- 70% note that they give promotions to staff with a corresponding salary increase.
- 48% foresee program expansion in 2019; and 37% of DC area nonprofits anticipate overall organizational growth in the year ahead.
- 66% of nonprofits surveyed see Development/ fundraising as their greatest staff need.
- 52% report encountering a “skills gap” when recruiting new staff.
- In a competitive market for top talent, a remarkable 73% of respondents note they would “stretch” and pay more than budgeted in order to get a highly experienced person, a “potential star;” while 26% say they would go for a less experienced person who was well within budget.
- 62% report difficulty replacing senior executives with capable people; 21% find filling middle management positions most challenging; and 17% report having the most difficulty filling early career positions with well-qualified candidates.
- One significant change and development PNP has documented over the past several years is growth in the number of women in senior executive management positions in nonprofits. In DC, 69% of organizations now report that more than half of their executive positions are filled by women, and an additional 22% note that almost half of their executive positions (that is, 45%-49%) are filled by women.

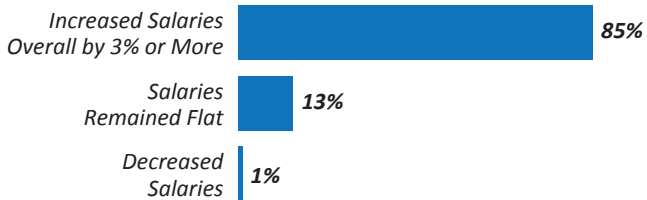
DC NONPROFIT STAFF CHANGES AND PROJECTIONS

Staff Changes in 2018

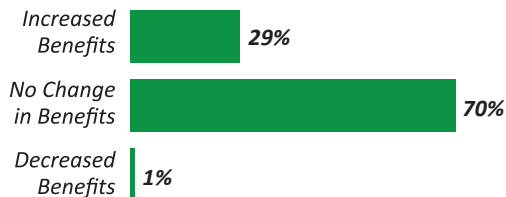
Staff Size



Staff Salaries

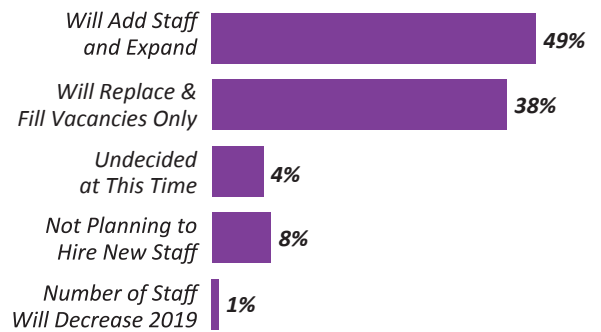


Staff Benefits

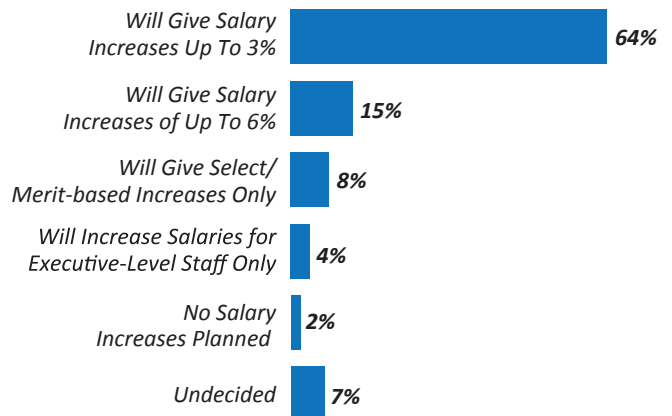


Projected Staff Changes in 2019

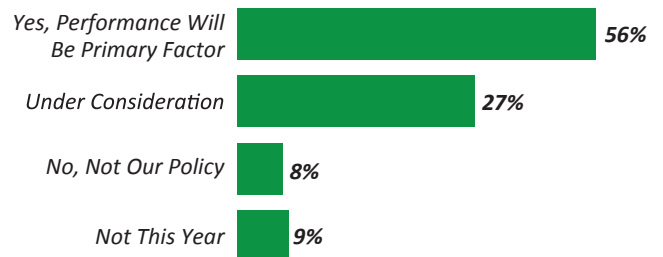
Staff Size



Staff Salaries



Plan to Use Performance-based Measures for Salary Increases



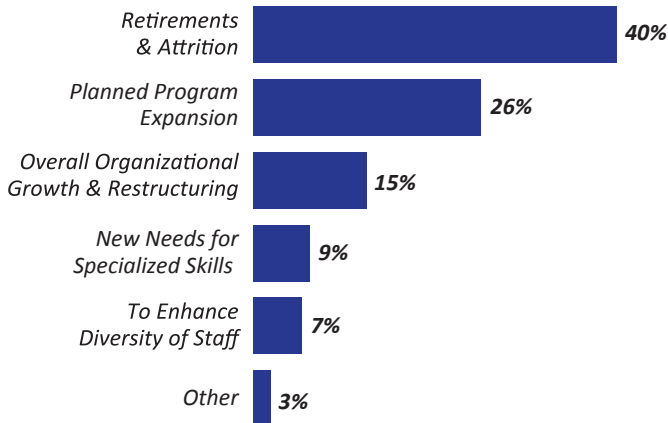
Talent Management Outlook for 2019

Despite a competitive marketplace, nonprofit managers report a positive and confident hiring outlook for year 2019. Our survey shows overall agreement that the ability to offer competitive compensation is key when demand for top talent exceeds supply, and comes first when seeking to attract talent. After compensation, opportunities for professional growth, the appeal of the organization's mission, and the attractiveness of the organization's workplace environment and culture are seen as the most important factors in helping to attract talent to your organization.

In addition, effective recruitment and retention strategies and practices as well as efficient and clear hiring processes are also key to attracting staff. Good talent management is a top priority.

DC AREA NONPROFIT SALARIES AND STAFFING TRENDS

Primary Reasons for Hiring in 2019



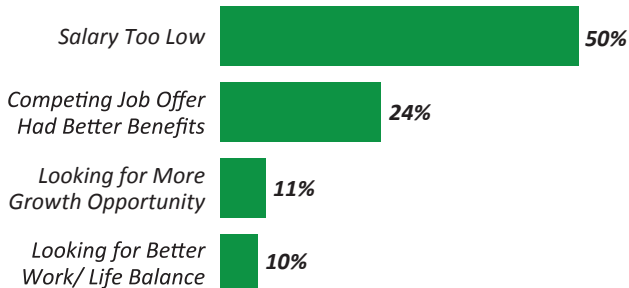
Talent Management

34% of nonprofit managers report that they lost a talented candidate in 2018 over a small difference in salary offered and salary requested.

30% of the time, when a desired candidate turns down a job offer, it is because the organization has actually reduced the offered salary for the position during the hiring process.

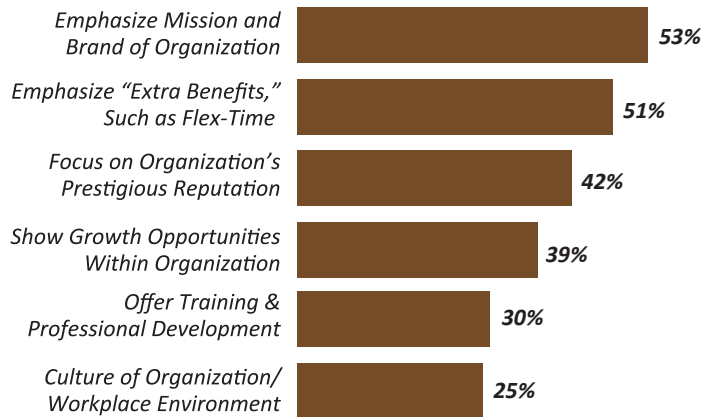
36% of the incidents of an organization “losing” a candidate of choice it was because they waited too long (more than 45 days after the interview) to make the offer.

Top Reasons Given by Candidates for Turning Down a Job Offer



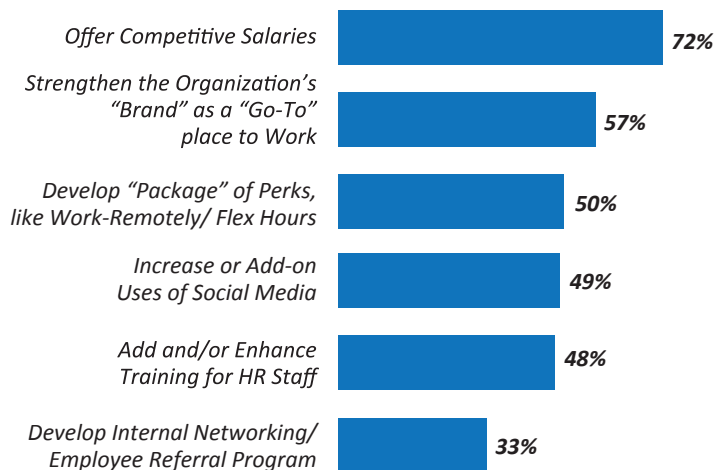
For a strong candidate who was seeking a salary above what the nonprofit could offer, innovative nonprofit managers reported several approaches that proved to work in persuading the candidate to come on board anyway. When employers presented the following, they reported successes in recruiting the people they wanted. Such techniques will be needed more than ever in 2019:

Incentives in Recruiting Good Candidates



However, it should be noted that 28% of respondents said they do not make offers to any candidates whose expectations exceed their budgeted salary range.

Summary of Best Practices for a Competitive Employer



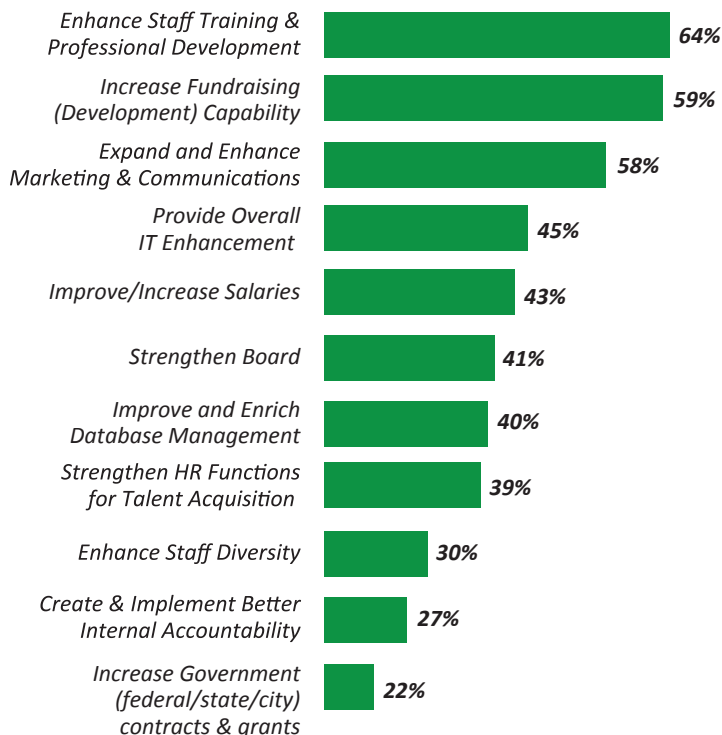
STAFFING TRENDS: WHERE DC NONPROFITS ARE GOING

For every nonprofit, staffing priorities are determined by the needs of the organization to carry out its mission and its strategic plans to meet those needs efficiently and effectively.

As always, hiring priorities for nonprofits are weighted toward fundraising and program development. However, this year, staff training and professional development moved into first place as a reported priority.

Nonprofits are clearly concerned with external issues in the present, but the successful and effective ones are also keeping an eye on leadership and productivity issues and challenges in the future.

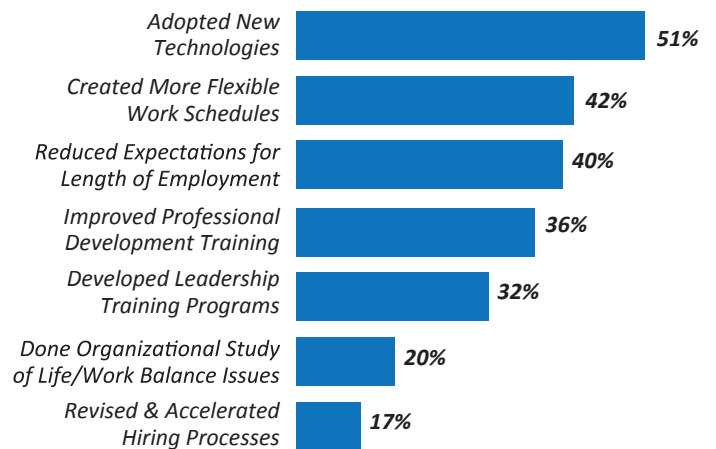
Priorities for DC Nonprofit Organizations for 2019



Demographics and Organizational Changes

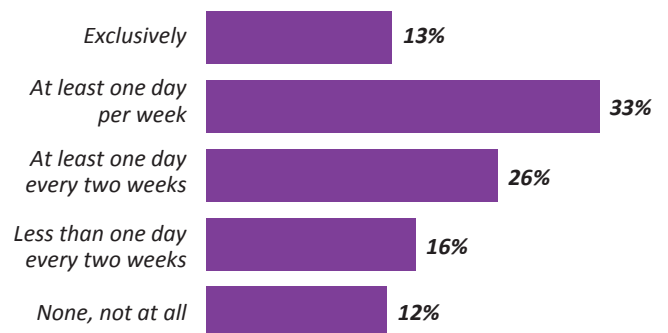
Millennials are now the dominant generation in the U.S. workforce and are having a meaningful impact on the nonprofit community. We asked DC area nonprofits what changes they have made in their organizations in 2018 because of the growing presence and influence of Millennials. The responses are also indicative of what we can expect to see more of in 2019.

Because of Millennials DC Nonprofits Have



An interesting development in nonprofit practice influenced by Millennials is a significantly growing willingness to allow employees, not just contract workers, to work remotely, "from home." We asked DC nonprofits what percentage of their full-time employees worked remotely in 2018.

Nonprofit Employees Working Remotely



DC NONPROFIT SALARY RANGES IN 2018

POSITIONS	BUDGET SIZES AND 2018 SALARIES				
	under \$5M	\$5.1M - 10M	\$10.1M - 20M	\$20.1M - 50M	over \$50M
Management					
CEO/President	150 - 180K	180 - 220K	230 - 280K	300 - 340K	340 - 400K
Executive Vice President	120 -130K	130 -160K	170 - 200K	210 -250K	250 -270K
Executive Director	130 -140K	150 -180K	190-230K	230 -270K	270 - 300K
Chief Operating Officer	100 -120K	120 - 150K	160 - 190K	190 - 230K	230 -250K
Finance					
CFO/VP Finance	100 - 120K	130 - 160K	160 - 200K	200 - 230K	240 -260K
Director of Finance	80 -90K	90 -110K	110 - 130K	130 - 150K	160 - 190K
Controller	60 -75K	75 -90K	90 -100K	100 -120K	130 -150K
Staff Accountant	50 -60K	60 -70K	60 -70K	70 - 80K	80 - 90K
Bookkeeper	45 -55K	45 - 55K	50 - 60K	55 -65K	60 - 75K
Fundraising					
VP/Chief Development Officer	100 -120K	130 - 160K	170 - 200K	190 - 220K	230 - 260K
Director of Development	80 -90K	90 -110K	100 -130K	130 -150K	160 - 180K
Director of Major Gifts	NA	80 -90K	90 -100K	100 -120K	120 -140K
Director of Foundation / Corporate Relations	NA	70 -80K	80 -90K	90 -110K	120-140K
Director of Special Events	50 -60K	65 -75K	80-90K	80 -90K	80 -90K
Grants Writer	50 -60K	50 -60K	60 -70K	70 -80K	70 -80K
Development Associate	40 -50K	50 -60K	50 -60K	60 -70K	65 -75K
Development Assistant	35 -45K	40 -50K	40 -50K	40 -50K	45 -60K
Marketing & Communications					
VP, Marketing/Communications	90 -110K	110 -130K	130 -140K	150 -180K	190 -210K
Dir, Marketing/Communications	80 -90K	80 -90K	90 -110K	90 -120K	110 -140K
Marketing Associate	40 -50K	50 -60K	50 -60K	55 -70K	60 -70K
Social Media Professional	50 -60K	50 -60K	50 -60K	60 -70K	65 -75K
Director of Advocacy/Gov Rel	80 -90K	90 -110K	100 -120K	110 -130K	130 -160K
Programs & Education					
VP of Programs/Education	90 -110K	110 -140K	130 -150K	150 -190K	190 -210K
Director of Programs/Education	70 -80K	80 -100K	100 -120K	110 -130K	120 -150K
Programs/Education Associate	40 -50K	50 -60K	60 -70K	60 -70K	65 -75K
Programs/Education Assistant	40 -50K	40 -50K	40 -50K	40 -50K	50 -60K
Human Resources					
VP/Director HR	75 -90K	90 -100K	100 -120K	120 -140K	130 -160K
HR Manager	60 -70K	70 -80K	70 -80K	80 -100K	90 -110K
Benefits Manager	60 -70K	65 -75K	70 -80K	70 -80K	75 -90K
HR Associate	40 -50K	40 -50K	50 -60K	50 -60K	60 -70K
Technology					
VP/Director of IT	100 -110K	100 -120K	110 -130K	130 -160K	170 -200K
Network Administrator	60 -70K	70 -80K	70 -80K	80 -95K	90 -110K
Database Manager	50 -60K	60 -70K	60 -70K	70 -80K	80 -90K
Website Manager	50 -60K	50 -70K	60 -70K	70 -80K	75 -85K
Administration					
Executive Assistant	50 -60K	50 -60K	55 -65K	60 -70K	70 -85K
Administrative Assistant	35 -40K	35 -45K	40 -50K	40 -50K	50 -60K
Office Manager	40 -50K	50 -60K	50 -60K	50 -60K	60 -70K
Receptionist	35 -40K	35 -45K	40 -50K	40 -50K	45 -55K

WASHINGTON, DC AREA SALARIES & STAFFING TRENDS 2019 REPORT

HOW TO USE THIS REPORT

This report provides you with most of the key positions critical to the management of a nonprofit organization and with information needed to be able to effectively recruit and retain talented staff in today's competitive marketplace. In addition, it gives you some key markers for planning for 2019.

Salary ranges for 38 positions are given for five different budget sized organizations.

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 – to serve as a guideline, rather than a predictor, for decision-makers.

If your Nonprofit is paying below the salary range listed for a position, in your staff-size category, it means that roughly 70% of organizations in your area are paying a higher salary for a position than you are, putting you at the competitive risk of not being able to recruit and retain the staff you want and need. To the extent that you can, it is definitely better and more advantageous to lean toward the high side of the salary range when making an offer to talent you wish to hire.

Through turbulent economic and political times, through dealing with issues of structure and governance, through resources development, program development and board development, nonprofits that build an exceptionally capable staff, by making their place of work productive, supportive, teaching-and-learning environments, will be the leaders in the sector in 2019.

ABOUT US

PNP Staffing Group was founded in 1996, as Professionals for NonProfits, to provide staffing services to the nonprofit, association, and social good sector exclusively.

PNP offers a *single place for all Nonprofit staffing needs*, in all the professional areas you need to fill.

With a candidate database of over 30,000, PNP will recruit for you candidates with nonprofit experience and commitment to the sector.

We are proud of our track record of results for thousands of nonprofit organization partners – large, medium, and small – as we work smartly, efficiently and effectively within our clients' budgets and timing expectations.

We provide local expertise with a national reach.

We have a proven track record of success, with an 80% referral rate from satisfied clients.

PNP is a full-service staffing firm:

- ***Executive Search – retained***
- ***Direct Hire Search – contingency***
- ***Interim Professionals***
- ***Hourly & Long Term Temps***
- ***Temp-To-Hire***
- ***Consultants & Consulting Services***
- ***HR Outsourcing***
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- ***Program Staff***
- ***IT personnel***
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Please call us at 202-719-9600 (DC office) when you need any staffing services or simply want to discuss your options and staffing strategies.

PNP believes in the power of nonprofits to make a difference in people's lives, and provides the staff to help make that difference.