2014 – 2015 NONPROFIT SALARY & STAFFING REPORT
NEW YORK CITY AREA

2014 NONPROFIT SURVEY FINDINGS & 2015 TRENDS

EXECUTIVE SUMMARY

This year's salary survey 2014-2015 confirms growth and challenges in the sector during 2014 and the strong trends that will impact nonprofits and associations in 2015. Overall, we see a job market that has decisively changed.

Nonprofits and associations are growing. Nearly 60% of those surveyed increased the number of their staff in 2014 and more than 55% plan staff increases in 2015.

Confidence has replaced caution. Organizations are hiring, and the competition for top talent is accelerating. Consequently, salaries are rising as demand exceeds supply, particularly in key positions.

The profile of the workforce in the sector is becoming younger: more than two-thirds of the 900 organizations responding to our survey reported that Gen Y (under age 32) now comprises 50% or more of their staff.

The issue of vacancies continues to be a significant challenge for the sector as a remarkable 70% of organizations report at least two and up to ten staff vacancies at the outset of 2015. Large organizations report an even higher number.

These findings underscore a growing sense of need and competition for the best people and the challenge of finding the right talent to hire.

An important consequence of the combination of changes in the marketplace – growth, renewed hiring, competition for talent, and the need to fill vacancies – is that salaries are going up.

In a major shift from 2014 – 2015, our survey results show that it has become a *candidate's market* – increasing the challenge for nonprofit managers when in the market to find and hire the staff they need and to pay the higher salaries required.
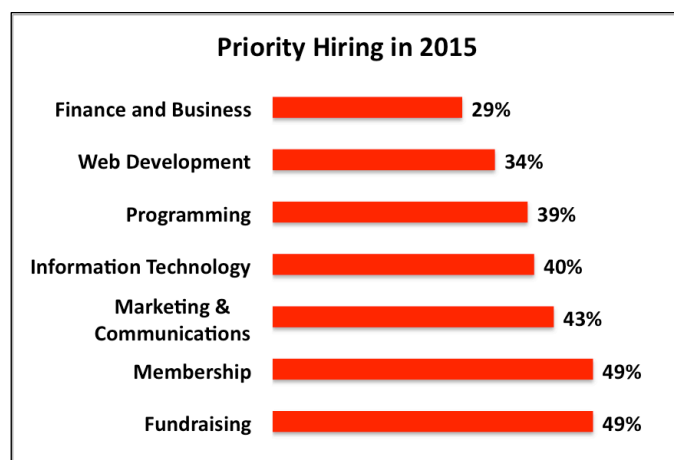
COMPETITION AND THE FUTURE

PNP's survey confirms that competition for resources defines the future for the sector -- competition for donations, grants, memberships, visibility, differentiation, and, most importantly, for talented staff.

More than 50% of survey respondents noted that hiring staff became more challenging in 2014, and that challenge is felt to be intensifying in 2015.

This, of course, has many implications, as it impacts salary growth, hiring practices, staff retention, rewarding performance, professional development, and organizational branding.

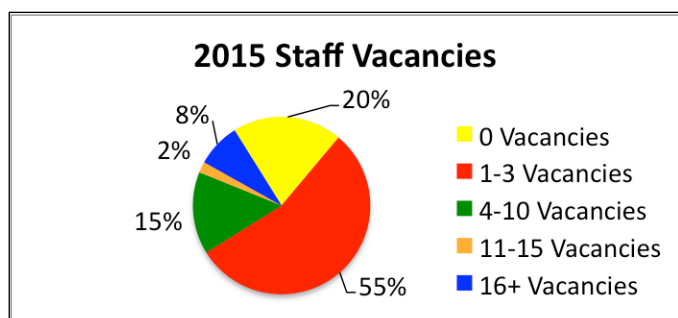Hiring priorities reported by organizations in 2015 are as follows:

Priority Hiring in 2015

Category	Percentage
Finance and Business	29%
Web Development	34%
Programming	39%
Information Technology	40%
Marketing & Communications	43%
Membership	49%
Fundraising	49%

PNP believes in the power of nonprofits to make a difference, and we provide the staff to help make that difference.

PNP — **PROFESSIONALS** *for* **NONPROFITS** | CUSTOMIZED STAFFING SERVICES *for* NONPROFITS *and* ASSOCIATIONS

COMPETITION FOR TOP TALENT

The increased demand for very capable staff and the heightened competition to find them, hire them, and retain them will be key factors in an organization's success in 2015.

A disturbingly large number of organizations reported vacancies at the end of 2014, with 10% of organizations surveyed needing to fill more than ten positions. Although they plan to fill these vacancies in 2015, the cost to an organization in lost revenues and productivity is enormous.

2015 Staff Vacancies

- 20% 0 Vacancies
- 8%
- 2%
- 55% 1-3 Vacancies
- 15% 4-10 Vacancies
- 11-15 Vacancies
- 16+ Vacancies

HIRING CHALLENGES

A significant number of organizations, over 61%, report that hiring outstanding staff will be even more challenging in 2015.

In a competitive marketplace for talent, it is important to know what factors influence decisions by candidates to take a job or not. When asked why good candidates turned down positions offered by their organization, managers noted the following reasons are why they were turned down:

Reasons Candidates Declined Job Offers

Lack of Technical Resources & Support	16%
No Performance-Based Incentive Rewards	18%
Duration & Uncertainty of Hiring Process	22%
Perceived Lack of Growth Opportunities	33%
Compensation	77%

THE GENERATION FACTOR

The profile of the workforce has changed dramatically over the last few years. The numbers and trends are worth watching because they profoundly affect planning, hiring, and staffing for an organization, as well as how you approach recruiting and retaining staff for your organization.

Different approaches to managing and motivating different generations will be a major interest going forward in a changing and challenging work environment.

2015 Nonprofit Workforce by Generation

- Gen X 32%
- Baby Boomer 30%
- Traditionalist 8%
- Gen Y 30%
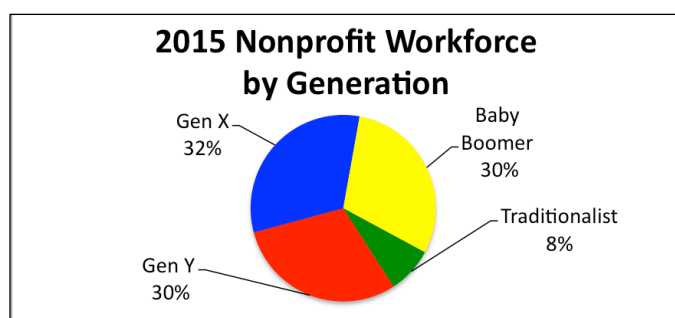
Traditionalists (born 1925-1945) comprise 8% of staff. Referred to as the *aging workforce*, this is an issue for some nonprofit organizations who will need new leadership in the very near future.

Baby Boomers (born 1946-1964) comprise 30% of the nonprofit workforce. Mirroring the private sector, Boomers have been slow to retire and still hold a considerable share of leadership positions.

Gen X (born 1965 – 1981) is the dominant generation in the current workforce, across all geographic areas and in all size organizations in the sector. Considered the mid-career group, they are poised for leadership. Because they are less in number than the Gen Y and Baby Boomers, there will be more competition to hire the best of them. Gen X now comprises 32% of the typical nonprofit and association staff.

Gen Y (born 1982 – to present) is coming on strong as 23% of organizations report that Gen Y is up to 75% of their staff, 37% report that Gen Y is up to 50% of their staff, and 45% report up to 25% of their staff is Gen Y.

CONCLUSIONS

It is clear that nonprofit employers will need to work harder and smarter than ever to recruit and retain the staff they need to fulfill their missions.

There is no doubt that, to maintain a competitive hiring edge, an organization must do the following:

- Pay competitive salaries
- Foster a positive workplace culture and environment
- Cultivate opportunities for growth, training, and professional development
- Avoid a hiring process that is ponderous and lengthy – *do not let the good ones get away*
- Be clear about job responsibilities, goals, and the rewards for top performance
- Look for potential leadership capabilities in staff and in new hires – *the young person you hire today may be running the place tomorrow*

METHODOLOGY

This report reflects more than 44 positions in nonprofits and associations by budget size of organization and location. Also included is information on trends in the sector that impact on salaries and hiring.

More than 1,200 organizations responded to our survey. Salary extremes were removed and medians were noted for each position. We then extended out from that median salary to include 25% of salaries below and 25% above, creating a fairly broad 50 percentile spread.

HOW TO USE THIS REPORT

If you are paying a salary within the range listed, you are paying what 50% of other similar organizations are paying for that position. If an organization is paying below the salary range listed for a position, or similar position, it means that 75% of nonprofits are paying a competitively higher salary for that position.
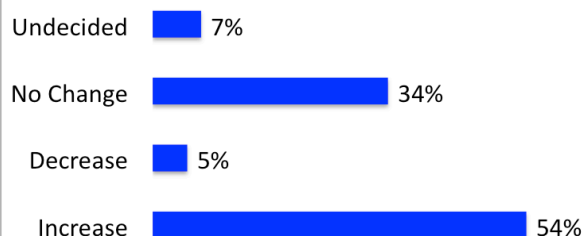
Knowing and meeting the salaries paid by similar organizations in your area for the same or similar positions is essential to compete effectively in the marketplace for talent.

NEW YORK CITY AREA

2015 Anticipated Salary Changes

Category	Percent
Decrease	2%
5% Increase	2%
3.1% - 5% Increase	23%
1% - 3% Increase	59%
No Change	14%
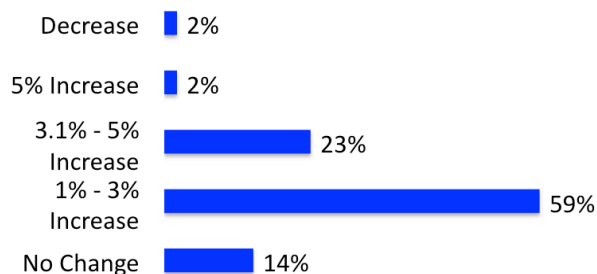
2015 Anticipated Staff Size Changes

Category	Percent
Undecided	7%
No Change	34%
Decrease	5%
Increase	54%

ABOUT US

Established in 1996, **Professionals for NonProfits (PNP)** is a large, diversified staffing and human capital firm providing skilled talent exclusively to the nonprofit and association sector.

With offices in New York City, Newark, Philadelphia, Baltimore, and Washington, D.C., PNP offers local expertise with a global reach to the talent marketplace. **Offering a single source for all your staffing needs,** PNP services include:

Temporary / Interim / Consultants / Temp-to-Hire
Contingency / Direct Hire / Retained Search / Executive Search

Our experienced recruitment team utilizes a large candidate database covering a diverse talent pool across the United States, which uniquely positions us to source high quality staff for your organization across many areas, including:

Executive & Mid-level Management / Fundraising / Development
Finance & Accounting / Human Resources / Marketing / Member Services / Education & Programs / Conferences & Special Events
Information Technology / Administration & Office Support

Thank you to all the participants in this survey who made this report possible for all.

2014 NYC AREA NONPROFIT SALARY RANGES

Positions	Budget Sizes and Salaries				
Management	**under $5M**	**$5.1M - 10M**	**$10.1M - 20M**	**$20.1M - 50M**	**over $50M**
CEO/President	130-170K	160-210K	200-250K	240-300K	300-360K
Vice President	120-140K	130-170K	160-200K	190-240K	240-300K
Executive Director	110-130K	120-160K	150-190K	180-230K	240-300K
Chief Operating Officer	100-120K	120-140K	130-170K	160-210K	210-260K
Finance	**under $5M**	**$5.1M - 10M**	**$10.1M - 20M**	**$20.1M - 50M**	**over $50M**
CFO/VP Finance	100-120K	110-130K	110-150K	140-190K	190-240K
Director of Finance	80-100K	90-110K	100-130K	130-180K	180-230K
Controller	70-80K	75-95K	90-110K	100-140K	120-150K
Staff Accountant	65-75K	70-80K	70-80K	80-90K	80-100K
Bookkeeper	45-55K	50-65K	60-70K	60-75K	70-80K
Fundraising	**under $5M**	**$5.1M - 10M**	**$10.1M - 20M**	**$20.1M - 50M**	**over $50M**
VP/Chief Development Officer	100-120K	120-150K	150-170K	170-190K	190-230K
Director of Development	85-100K	100-120K	120-140K	130-160K	170-190K
Director of Major Gifts	NA	90-100K	100-120K	120-150K	150-180K
Director of Corporate Relations	NA	80-95K	90-100K	100-120K	120-140K
Director of Government Relations	90-100K	100-110K	100-110K	110-120K	120-130K
Director of Special Events	60-70K	65-80K	75-90K	85-100K	95-110K
Grants Writer	50-60K	60-70K	70-80K	70-80K	80-90K
Marketing & Communications	**under $5M**	**$5.1M - 10M**	**$10.1M - 20M**	**$20.1M - 50M**	**over $50M**
VP of Marketing/Communications	90-105K	100-125K	120-130K	125-150K	160-185K
Director of Marketing/Communications	70-80K	80-90K	90-100K	100-110K	120-130K
Marketing/Communications Associate	40-50K	45-60K	60-70K	60-75K	70-85K
Social Media Professional	40-50K	45-55K	50-60K	55-70K	65-80K
Membership	**under $5M**	**$5.1M - 10M**	**$10.1M - 20M**	**$20.1M - 50M**	**over $50M**
Director of Membership	80-90K	85-100K	100-110K	110-125K	130-160K
Director of Meetings	50-60K	55-65K	75-90K	90-100K	100-110K
Membership Coordinator	50-60K	50-60K	55-70K	55-70K	60-80K
Meetings Coordinator	45-50K	45-60K	50-60K	50-60K	60-70K
Programs & Education	**under $5M**	**$5.1M - 10M**	**$10.1M - 20M**	**$20.1M - 50M**	**over $50M**
VP of Programs/Education	100-110K	105-120K	110-125K	130-150K	150-170K
Director of Programs/Education	60-70K	70-90K	85-110K	100-130K	120-140K
Programs/Education Associate	40-60K	55-65K	60-70K	65-80K	70-90K
Programs/Education Assistant	35-45K	40-55K	50-60K	50-65K	60-70K
Human Resources	**under $5M**	**$5.1M - 10M**	**$10.1M - 20M**	**$20.1M - 50M**	**over $50M**
VP/Director HR	80-90K	90-100K	100-130K	110-140K	140-170K
HR Manager	55-65K	60-70K	70-80K	75-85K	85-95K
Benefits Manager	50-60K	55-65K	55-65K	70-85K	75-90K
Technology	**under $5M**	**$5.1M - 10M**	**$10.1M - 20M**	**$20.1M - 50M**	**over $50M**
VP/Director of IT	85-95K	90-100K	100-110K	110-130K	140-160K
Network Administrator	60-70K	60-70K	70-80K	75-90K	85-100K
Database Manager	50-60K	55-70K	65-80K	75-90K	80-90K
Website Manager	40-50K	50-60K	55-70K	60-75K	70-85K
Administration	**under $5M**	**$5.1M - 10M**	**$10.1M - 20M**	**$20.1M - 50M**	**over $50M**
Executive Assistant	40-50K	50-60K	55-70K	65-80K	70-90K
Administrative Assistant	30-40K	35-45K	40-50K	50-60K	50-65K
Office Manager	40-50K	45-60K	55-65K	65-80K	70-90K
Receptionist	30-40K	30-40K	30-40K	30-40K	30-40K