

# 2023

## NONPROFIT SALARIES and STAFFING TRENDS

# The New Issues and Challenges for 2023

*Where  
are we?*

**In our 22<sup>nd</sup> annual salary survey of nonprofits, associations, and social good organizations, we see a sector that is rebounding from the disruptions of the past two years with resilience and resolve, growing and responding with renewed vigor to distinctive new challenges.**

The nonprofit sector is more vibrant than at any time since 2019. Through challenging and changing economic, political, and social times; a highly competitive marketplace for talent; and a great deal of uncertainty about the future, mission-driven organizations, as this report reflects, are alive and well, and moving forward with innovation and determination.

By building on strength as they look forward to 2023, nonprofits continue to be an increasingly important sector of the American economy.

Our findings, from over 1600 respondents (the largest number of responders in any year), show that organizations are unafraid to react robustly to deal with changes that are ongoing. We find that nonprofit leaders and decision-makers are “cautiously optimistic” about the future -- and for good reasons.

“Two-thirds (65%) of survey respondents note that they are finding it more difficult than at any other time in memory to fill positions.”

# What We Learned

**1. Because the sector is hiring aggressively, our survey found that the demand for talented and experienced staff is exceeding supply and driving up salaries.**

- 50% reported staff increases in 2022 over 2021. And over 50% plan to add new staff in 2023.
- Due to a very competitive job market, salaries have increased substantially over the past year. For some positions, particularly in Development and Program Management, salaries have increased even more dramatically.
- A limited supply of experienced candidates, particularly in management, has driven up the cost of employee salaries, as candidates find new ways to work and leave positions for other opportunities.
- 65% of respondents report that they are having more difficulty than ever successfully recruiting candidates to fill positions – and in some sectors, such as the Arts, that appears to be particularly the case.

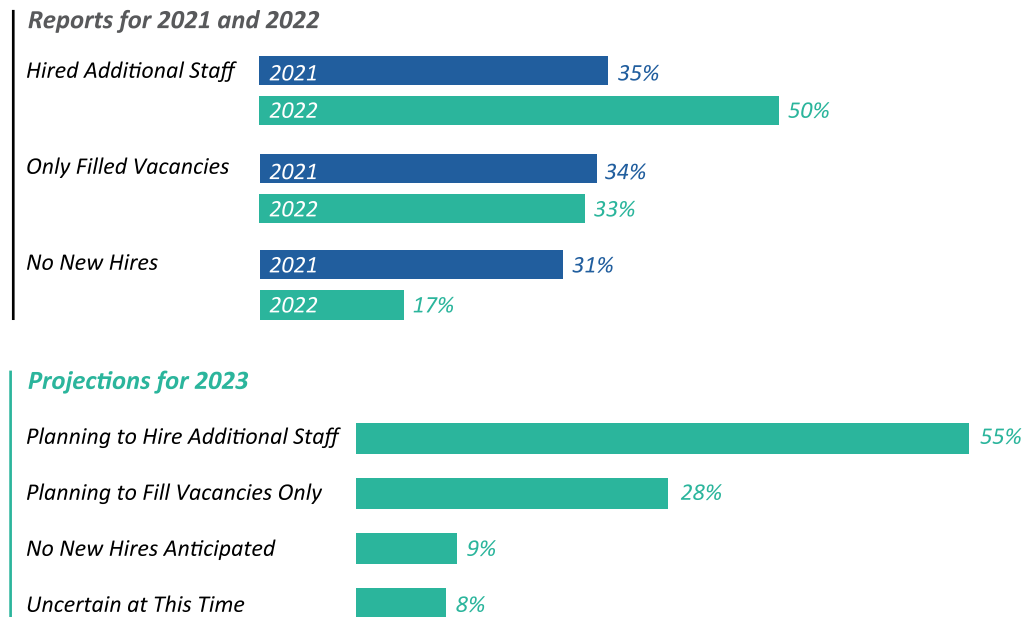
**2. The most important trend/issue for organizations has been the changes in how and where we work. Our survey found the following:**

- While there is some movement back into the office, most organizations have developed a hybrid working arrangement, which appears, with variations, to be here to stay for at least the foreseeable future.
- A substantial (36%), and growing, number of nonprofits are paying staff working remotely a stipend for at-home office expenses.
- Retention of experienced staff has become an issue of growing concern as staff become more mobile and more removed from traditional offices.
- Employment data shows that workers are able and willing to leave jobs they find unsatisfying and will go elsewhere.
- The hybrid office model is creating new challenges for nonprofit management, especially in the areas of on-boarding and training new hires.

## Staffing Trends

### Nonprofits Are Growing

For the first time since 2019, more than half of nonprofits reported hiring for growth by adding positions, not just hiring to fill vacancies:



### Nonprofit Salaries are Rising

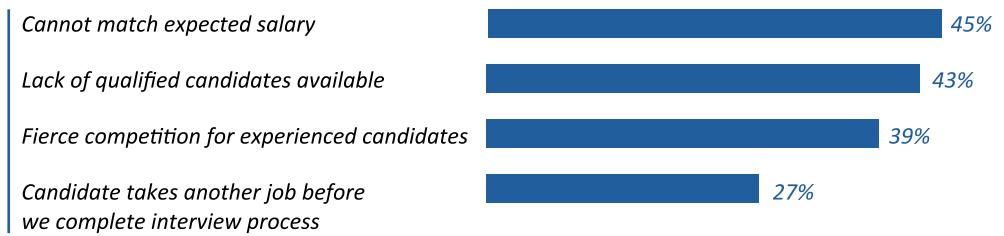
- 85% of those surveyed say that they gave at least cost-of-living increases from 2021 to 2022.
- One-third (33%) report across-the-board increases of 5% or more.
- 13% said that they made substantial salary adjustments for select positions, particularly to address DEI priorities.
- Only 9% of nonprofits reported holding salaries flat from 2021 to 2022.
- A mere 6% recorded reductions in salaries, and those decreases were largely for select positions, rather than across-the-board.

## Staffing Challenges

As post-pandemic growth combined with an increased demand for talent, staff salaries were driven up in 2022, resulting in significant challenges for recruitment and retention.

### Difficulties in Filling Positions

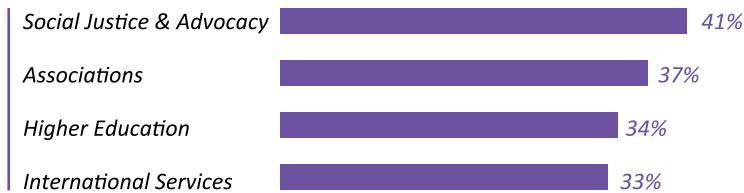
Those who reported more difficulty in filling positions than in the past several years cited the principal reasons. Salary considerations top the list:



**Those reporting having the most difficulties in hiring staff are:**



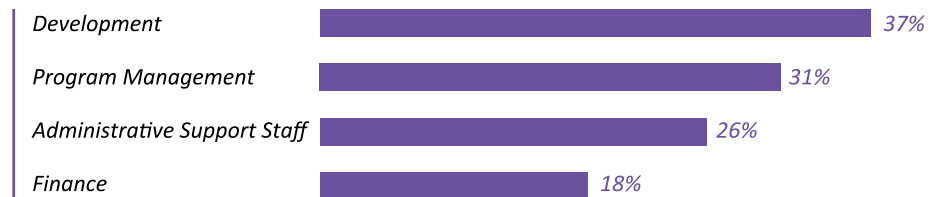
**Those reporting somewhat less difficulty filling positions (although the numbers are still notably high, compared with past surveys and reports):**



## Other Staffing Challenges

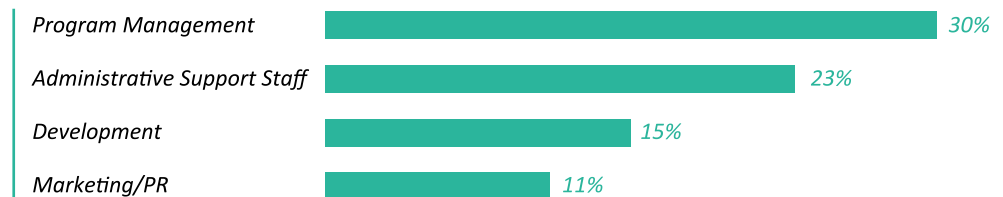
### Positions Most In Demand

Nonprofit organizations told us that they are having the greatest difficulty finding talented and experienced candidates, meeting rising salary expectations, and successfully filling positions in the following areas:



### Difficulties in Retaining Talent

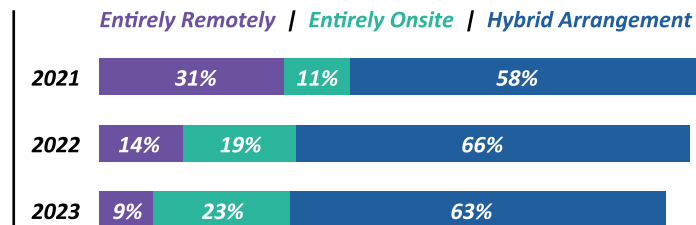
Nonprofits report that they are experiencing the greatest challenges in the current competitive marketplace in **keeping** talented and experienced staff in the following areas:



“ The marketplace for skilled and highly qualified staff is exceptionally challenging as organizations seek to recruit and to retain top talent. ”

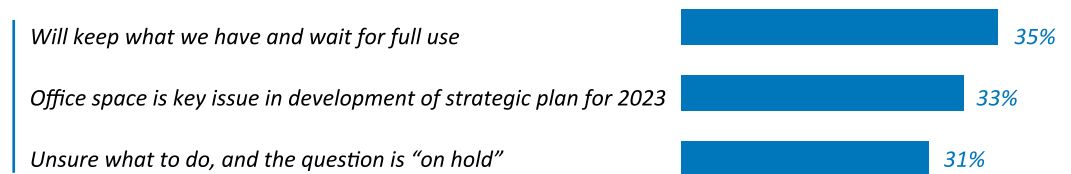
## The New Workplace

While there is some post-COVID movement back into traditional office space, most nonprofits have settled into a hybrid work-model (spending some time in the organization’s physical office, but an equal amount or more time working remotely). This working arrangement appears to be continuing well into 2023. Related to these workplace trends and issues, a substantial number (36%) of nonprofits say they are now paying a stipend for home office expenses (IT, telephone) for staff working remotely.



## Office Space

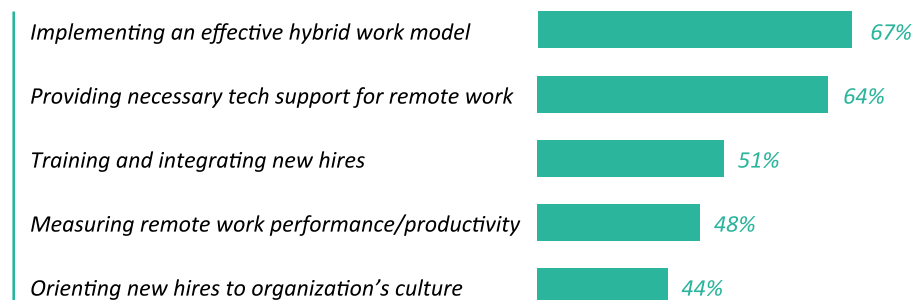
In their plans for the uses of traditional physical office space in 2023, nonprofit organizations divide into thirds:



## Issues and Challenges

With two-thirds or more of staff working at least some of the time remotely, nonprofit leaders report several significant organizational issues in 2022, which will be continuing into 2023. These issues are magnified by increased hiring, scarcity of talent, growth and development plans, and the changing business models of many nonprofits.

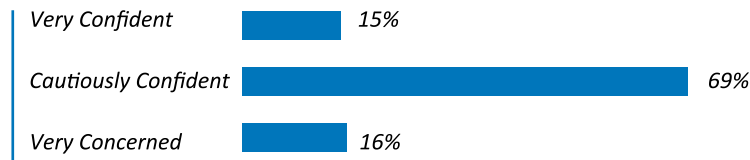
### *Primary Workplace Staffing Issues for Nonprofits in 2023*



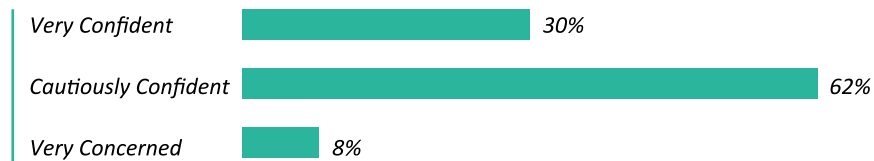
# Outlook for the Future

We asked, “How confident, optimistic are you about prospects in 2023?”

## About the NONPROFIT SECTOR



## About YOUR ORGANIZATION



## About YOUR OWN CAREER IN THE SECTOR



## Conclusion

Nonprofits are responding to post-pandemic challenges with new and renewed strategic planning.

74% of the 1,600 nonprofit survey respondents note that they either have now or will have a Board supported business plan in place for 2023 that will include new staff working arrangements, recruitment, retention, and compensation strategies.

Despite the changes and challenges facing large and small nonprofits, our survey found a high level of cautious confidence regarding the outlook for 2023 and the future for the sector and for their organizations.

For candidates seeking jobs in the nonprofit sector, the job market looks very promising. For nonprofit employers the marketplace for skilled and highly qualified staff appears exceptionally challenging as organizations seek to recruit and to retain top talent. Meeting these challenges will require nonprofit leaders to do sound strategic planning, to be committed to both innovation and perseverance, and, most importantly, to be willing to raise salaries.



# NONPROFIT SALARY RANGES IN 2022 BY BUDGET SIZE

POSITIONS	BUDGET SIZES AND 2022 SALARIES				
	under \$5M	\$5.1M - 10M	\$10.1M - 20M	\$20.1M - 50M	\$50.1M - 100M
<b>Senior Management</b>					
CEO/President	175-210K	210-230K	230-270K	270-330K	350-390K
Executive Director	160-180K	180-200K	200-220K	230-260K	270-300K
Chief Operating Officer	130-140K	140-160K	160-180K	180-210K	210-230K
Chief of Staff	100-110K	120-130K	130-150K	160-180K	160-180K
<b>Finance</b>					
CFO/VP Finance	125-150K	150-175K	180-200K	210-225K	230-250K
Director, Finance	100-120K	110-130K	130-150K	160-190K	190-210K
Controller	90-100K	100-120K	120-130K	120-140K	130-150K
Staff Accountant	70-80K	80-90K	80-90K	90-100K	90-100K
Bookkeeper	60-70K	60-70K	60-75K	70-80K	70-80K
<b>Fundraising &amp; Resource Development</b>					
VP/Chief Development Officer	140-150K	150-175K	180-210K	210-240K	240-260K
Director, Development	110-130K	120-140K	140-170K	170-190K	190-210K
Director, Major Gifts	100-110K	110-130K	130-150K	140-170K	180-200K
Director, Foundation/Corporate Relations	100-110K	110-120K	120-140K	140-160K	160-180K
Director, Special Events	70-90K	90-100K	90-110K	110-120K	120-130K
Grants Writer	70-80K	70-80K	80-90K	90-100K	90-100K
Development Associate	50-60K	60-70K	60-80K	70-80K	70-80K
<b>Marketing &amp; Public Relations</b>					
VP/Chief Marketing Officer	110-120K	130-160K	160-180K	180-200K	190-220K
Director, Marketing/Communications	90-100K	110-120K	120-140K	140-160K	160-180K
Marketing Manager	70-80K	80-90K	80-100K	100-110K	100-120K
Social Media Manager	60-70K	70-80K	70-80K	80-90K	80-90K
Marketing Associate	50-60K	60-70K	60-70K	70-80K	70-80K
<b>Programs</b>					
VP/Chief Programs Officer	120-140K	140-170K	160-180K	180-210K	210-230K
Director, Programs	90-100K	100-120K	120-140K	130-160K	170-190K
Program Coordinator	60-70K	70-80K	70-90K	80-90K	90-100K
Program Associate	50-60K	50-60K	60-70K	70-80K	80-90K
<b>Human Resources/Talent Management</b>					
VP/Chief Talent Management Officer	100-120K	120-140K	140-170K	170-190K	190-210K
Director, HR	80-100K	100-120K	110-130K	130-150K	150-170K
HR Generalist	70-80K	80-90K	80-100K	90-110K	100-120K
Benefits Manager	60-70K	65-80K	80-90K	80-100K	90-100K
HR Associate	50-60K	50-60K	60-70K	60-70K	60-75K
<b>Membership &amp; Meetings</b>					
VP/Director, Membership	100-110K	110-130K	130-140K	150-170K	160-180K
Director/Manager, Meetings	90-100K	100-110K	110-120K	120-130K	125-140K
Membership Manager	60-70K	70-80K	70-80K	70-80K	80-90K
Meeting Planner	60-70K	60-70K	70-80K	70-80K	80-90K
<b>IT &amp; Database Management</b>					
VP/CIO/CTO	100-125K	120-130K	130-160K	170-190K	180-200K
Director, IT	90-100K	100-110K	110-120K	120-130K	130-150K
Network Administrator	80-90K	80-90K	90-110K	100-120K	120-130K
Database Manager	70-80K	80-90K	80-90K	90-100K	90-100K
Website Manager	60-70K	60-70K	70-80K	70-85K	80-90K
<b>Administration &amp; Support</b>					
Executive Assistant	60-70K	70-80K	70-80K	75-90K	80-100K
Administrative Assistant	40-50K	40-50K	50-60K	60-70K	60-70K
Office Manager	50-60K	60-70K	60-70K	60-70K	70-80K
Receptionist	40-50K	50-60K	50-60K	50-60K	60-70K

## ABOUT PNP'S SURVEY AND REPORT

The nonprofits we surveyed are primarily located in the mid-Atlantic corridor, from the greater New York City metro area to the greater Washington, DC metro area. The survey was conducted in August 2022.

This report on survey findings is not segmented by region. Analyzing the data from the survey returns, we concluded, as we had last year, that the differences in compensation practices in nonprofits in New York, Philadelphia, and Washington, DC, were not large enough to justify separate reports, and the differences and variations we found were sufficiently and reliably covered by the ranges given for each position.

## METHODOLOGY

This report provides you with information on salaries in nonprofit organizations in the Fall of 2022 for 43 key positions in five operating budget categories. The numbers are for salaries only; we did not include benefits or bonuses. Median salaries are noted for each position. The resulting numbers are carefully reviewed by PNP's expert recruiters and senior management to add the value of their day-to-day direct experience in the field.

## HOW TO USE THIS REPORT

The salary ranges are intended to be used as guidelines, to assist decision-makers in organizations in making informed compensation decisions in an unusually fluid and highly competitive arena.

If your organization is paying below the salary range for a position in your organization's budget category, it means that most organizations are paying a higher salary for a similar position, putting you at risk in recruiting and retaining the quality of staff you want and need. To the extent that you can, it is more advantageous to lean to the higher side of the salary range when making an offer to hire talent you wish to bring on board.

## AVAILABILITY

**PNP's salary reports are available for free on PNP's website.** Salary reports, together with white papers, DEI resources, and PNP's blog provides nonprofit leaders with important insights and information they need to compete effectively for talent in today's marketplace. Visit our website often for updates, check out our job board, and more. [www.pnpstaffinggroup.com](http://www.pnpstaffinggroup.com)

## ABOUT PNP

We are delighted to share that as of September 1, 2022, PNP Staffing Group has merged with Careers In Nonprofits, an outstanding leader in the field of nonprofit staffing and, like PNP, exclusively serving the nonprofit sector.

The combined organizations will expand our geographic reach and services in nonprofit Executive Search, Direct Hire and Temp Staffing. Your primary contact will continue to be your PNP team, available at 212-546-9091.

Nurys Harrigan-Pederson, Founder and President, of Careers In Nonprofits (CNP) has a personal history with PNP Staffing Group – it is where she first started her career in nonprofits as a PNP Recruiter. By combining, the two companies offer the nonprofit sector a powerful tool to organizations that understand the importance of great staff.

PNP Staffing Group will remain headquartered in New York City and continue to provide every staffing service a nonprofit may need, including:

- Executive Search
- Direct Hire
- Temp & Contract Staffing
- Temp-to-Hire
- Interim Professionals
- Consultants

Thank you to all the clients and candidates who have partnered with PNP since 1996. It has been a joy to work with you. Together with CNP, we are excited that our distinctive services will continue more fully and better than ever. Like so many of the nonprofit leaders we surveyed, we look forward confidently to a promising 2023 and to an exciting future for the nonprofit sector.

**For more information, call us at 212-546-9091 or email [info@pnpstaffinggroup.com](mailto:info@pnpstaffinggroup.com) when you need talented staff or want to discuss your staffing and compensation strategies.**