

2017 ASSOCIATION SALARIES, STAFFING & TRENDS REPORT



*Washington, DC
Area Associations*



“Professional and Trade Associations are a growing and significant component of the U.S. economy – growing in size, influence, and importance.”



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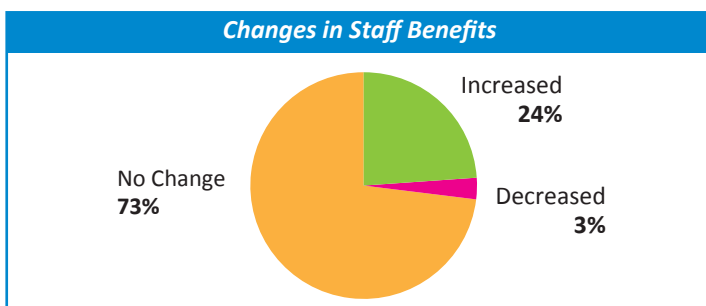
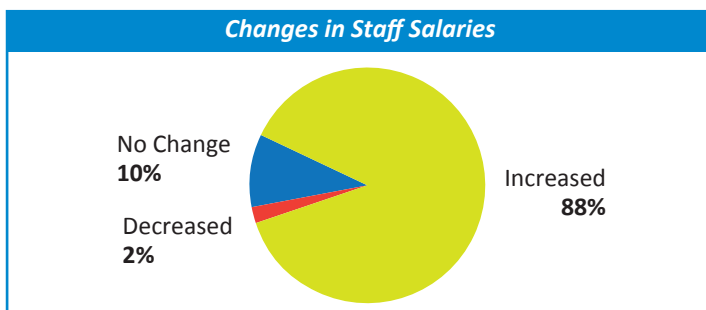
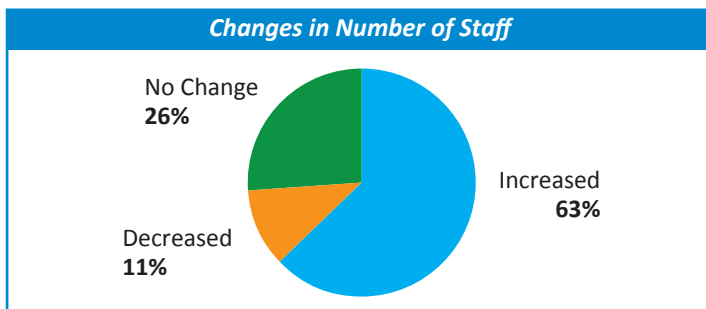
SURVEY FINDINGS FOR GREATER WASHINGTON, DC AREA

OVERVIEW AND KEY SURVEY FINDINGS

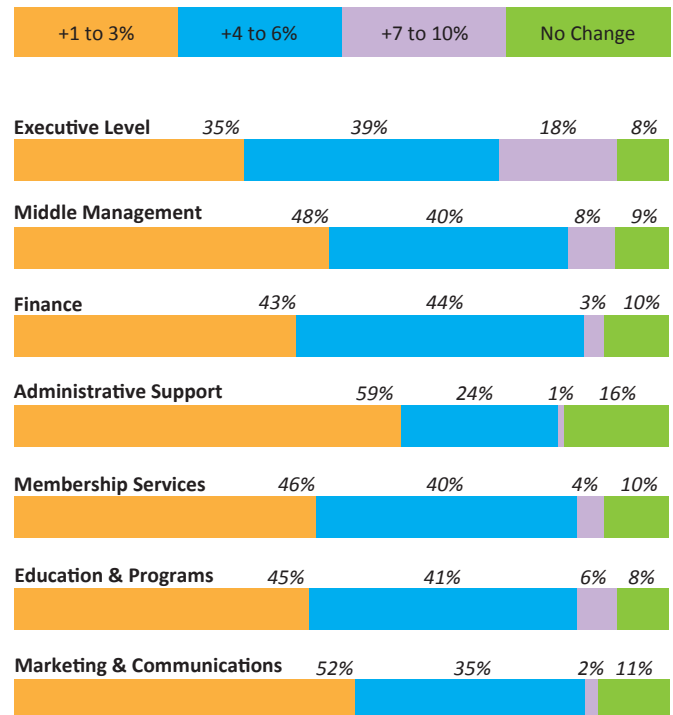
At the end of year 2016, PNP Staffing Group (also known as Professionals for NonProfits), conducted a survey of the salaries and staffing trends of Washington, DC area Associations.

The resulting report presents a picture of significant growth – in salaries, benefits, and staff size – and confident expectations for continued growth in 2017. Despite challenges of changing demographics and organizational structures, Associations report positive trends in the sector and a pervasive sense of confidence in both the immediate and long-term future.

Key principal findings from the PNP survey of Associations show the following changes in 2016:



Staff Salary Increases in 2016



- 81% of Associations are planning salary increases in 2017
- 40% of Associations surveyed plan to add staff in 2017; mostly for Membership Services and Education Programs
- Education and Program salaries are higher in Associations than in other nonprofits, because Education and Programs provide the second highest source of revenue after membership dues
- Greater emphasis than ever – in terms of new hires, salaries, and organizational development – is being placed on Marketing & Communications
- More than half of new hires anticipated by Associations in 2017 will be due to turnover, retirement or attrition

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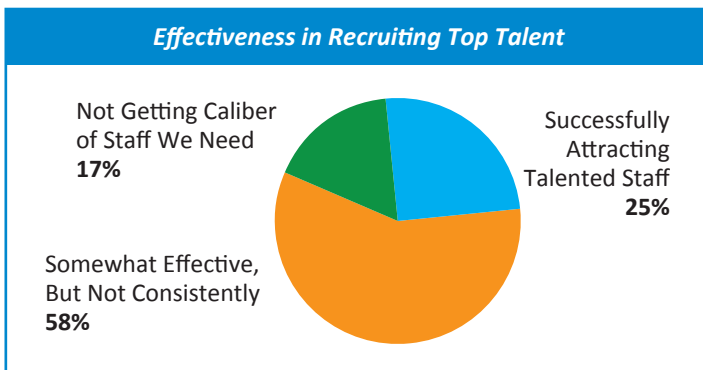
Recruiting Talent for Growth and Change

Our survey confirms that the issue of Talent Management – that is, recruiting and retaining the most capable staff in an increasingly competitive marketplace – continues to be a significant concern and challenge for Associations.

Many Associations report adopting more traditionally corporate-style incentives to attract and keep good personnel. 76% of Associations give performance rewards to individuals – such as, vacation packages, tickets to events, cash bonuses, etc.

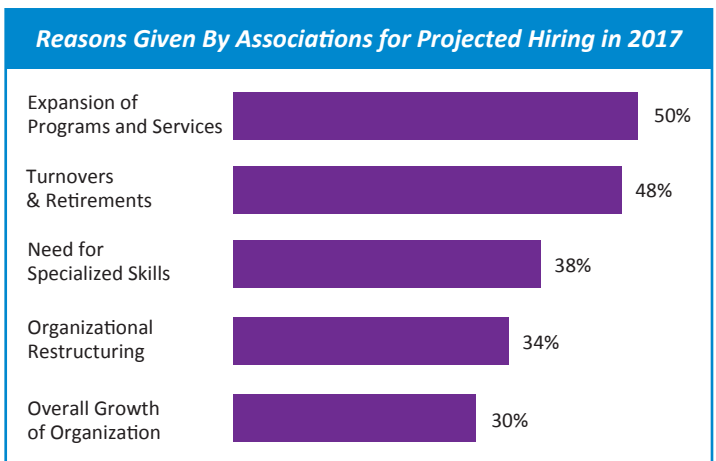
The challenge of attracting, hiring, and keeping top talent continues to be a high priority in 2017 for Association executives and HR professionals.

When we asked Association leaders and directors about the effectiveness of their association’s HR practices, the responses were mixed.



Hiring Practices and Projections

Association leaders are concerned about recruitment and retention strategies because many are planning for growth, requiring new and/or specialized skill-sets, and plan to replace and add staff as needed in a very competitive market for talent and capability.



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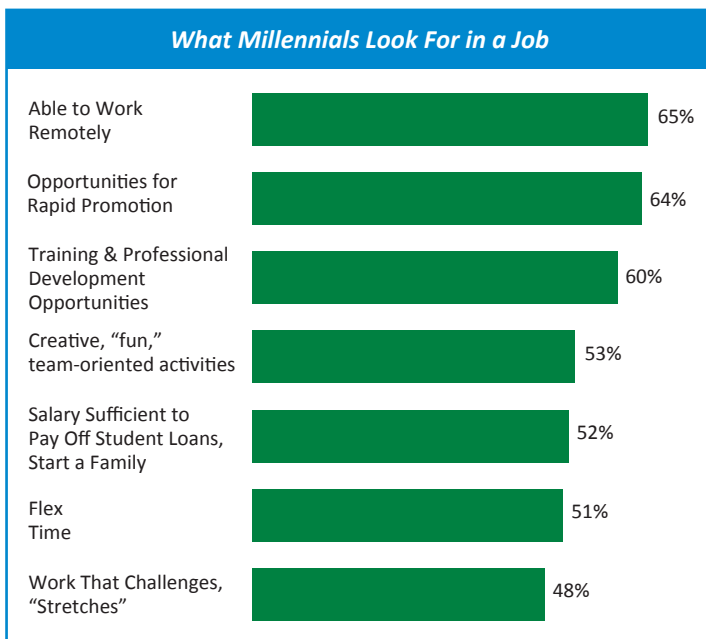
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The Rise of the Millennials

Increasingly, talent management is being profoundly impacted by changing demographics – specifically by the steadily growing and transformative presence of Millennials in the sector.

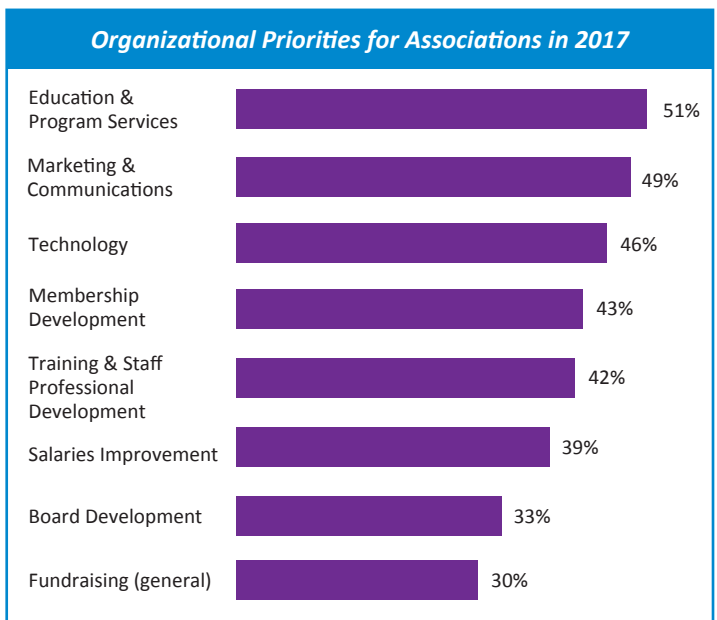
60% of Associations responding to our survey have moved Millennials into leadership roles in their organizations. In addition, over 52% of those surveyed said that this age group now comprises one-half or more of their staff.

The presence of the Millennial generation is significant for recruitment and retention of staff because of their non-traditional priorities.



Organizational Priorities

The highest priorities noted by Associations regarding internal investment in 2017 include strengthening, developing, and improving Education Programs, Marketing & Communications, and Technology. Membership Development, as always, is high on the list of priorities for Associations, but followed closely this year, for the first time, by Training & Staff Professional Development.



Talent management is being profoundly impacted by the steadily growing and transformative presence of Millennials.

WASHINGTON, DC AREA SALARY RANGES

DC Area Association Positions	Staff Sizes and 2016 Salary Ranges		
	Small Staff (1-9)	Medium Staff (10-49)	Large Staff (50 +)
Management			
CEO/President	170-190K	200-260K	290- 350K
Vice President	120-140K	150-180K	190- 220K
Executive Director	140- 160K	175- 220K	230- 280K
Chief Operating Officer	110- 130K	140- 170K	180- 210K
Finance			
CFO/VP Finance	110- 130K	150- 180K	190- 230K
Director, Finance	75- 90K	90-120K	120-140K
Controller	NA	80-100K	100- 120K
Staff Accountant	40- 50K	55-80K	80-90K
Bookkeeper	NA	50-60K	60-80K
Marketing & Communications			
VP, Marketing/Communications	90- 110K	120-150K	160-200K
Director, Advocacy/Gvt. Relations	80-100K	90- 110K	110- 140K
Director, Marketing/Communications	70-80K	80- 100K	100- 130K
Director, Publications/ Journal Editor	70 - 85K	85 - 100K	100- 120K
Marketing & Communications Associate	40-50K	50-70K	60- 75K
Social Media Professional	40- 50K	50-60K	60- 70K
Membership			
Director, Membership	80-90K	90-120K	120- 150K
Director, Partnerships/ Sponsor Relations	60- 75K	70- 90K	90- 105K
Director, Meetings/ Conferences	60- 80K	80-110K	110- 130K
Membership Coordinator	50- 60K	60-70K	60- 75K
Meetings & Events Coordinator	45- 55K	60-70K	60-70K
Programs & Education			
VP, Programs/Education & Certification	100-110K	120-160K	170- 210K
Director, Programs/Education	70-90K	90- 120K	120-160K
Programs/Education Associate	50- 60K	60- 75K	70- 90K
Programs/Education Assistant	40-50K	40-50K	40-50K
Human Resources			
VP/Director HR	80- 90K	90-120K	100- 130K
HR Manager	50-60K	60-80K	80-90K
Benefits Manager	50-60K	50-70K	70-80K
HR Associate	35-45K	50-60K	60- 75K
Technology			
VP/Director IT	80- 90K	90-120K	120- 150K
Network Administrator	60-70K	70-80K	80-100K
Database Manager	NA	60-70K	70- 90K
Website Manager	40-60K	60-70K	70- 80K
Administration			
Executive Assistant	50-60K	61-70K	70-80K
Administrative Assistant	35- 45K	40- 50K	40-50K
Office Manager	40-50K	50-60K	60- 70K
Receptionist	30- 40K	30- 40K	40-50K

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SUMMARY

In 2017 we see that many traditional expectations and practices continue to change in the Associations sector. Association leaders are looking forward to organizational growth -- in influence, size, outreach, and program strengths -- and are acting on the recognized fact that talented, capable staff, particularly with Millennials taking on leadership roles, are more apt to be engaged and productive if they see real opportunities for personal and professional growth in their jobs.

HOW TO USE THIS REPORT

Covering most of the key positions critical to the management of an Association, our Salary Report gives you the information you need to be able to compete effectively for talent in the marketplace.

Salaries ranges for 36 positions are reported for three different staff-size categories -- Small Staff (1-9), Medium Staff (10-49), Large Staff (50+). 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.

You should consider that if your organization is paying below the salary range listed for a position in your staff-size category, or for a similar position -- whatever the title -- then 75% of Associations in the DC area are paying a competitively higher salary to fill that position, and you are offering a salary that is under the market rate for talent.

ABOUT US

PNP STAFFING GROUP (also known as Professionals for Non-Profits), provides outstanding talent recruitment services to Associations.

PNP offers a single place to go to for all your Association's staffing needs in all the professional areas you need to fill. We pride ourselves on the execution of staffing services done intelligently, insightfully and efficiently within our clients' budgets.

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We can identify and recruit talent for your Association in all important areas, including:

- Executive & Senior Management
- Membership
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- Meetings & Conferences
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- Publications
- Technology
- Events

For more information, contact us at 202-719-9600.



*PNP believes in the power of Associations to make a difference.
We provide the talent to help make that difference.*