

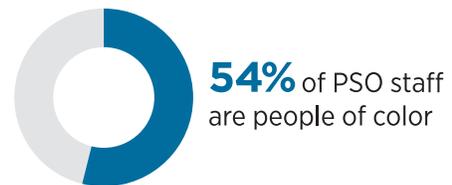
EXECUTIVE SUMMARY

2021 Compensation & Roles for Philanthropy-Serving Organizations

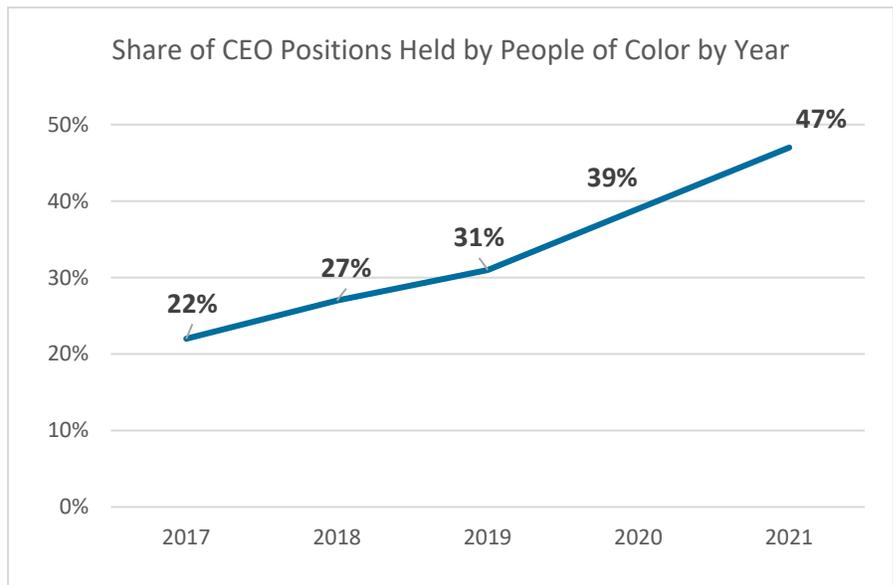
United Philanthropy Forum’s 2021 *Compensation & Roles for Philanthropy-Serving Organizations* report provides comprehensive benchmarking data and analyses on the compensation practices of regional and national philanthropy-serving organizations (PSOs) and other employment practice information based on the responses of 63 PSOs. The report is part of the Forum’s ongoing efforts to advance, inform, and support the vital work of PSOs in the philanthropy field. Key findings include:

PSO Staff Diversity

- People of Color Hold a Majority of PSO Staff Positions.**
For the first time according to the 2021 Forum survey, a majority (54 percent) of permanent PSO staff positions are being held by people of color. This share is up from roughly one-third of PSO staff (34 percent) in 2017. This figure is also higher than the 42 percent of the U.S. population¹ and 27 percent of foundation staffers who identify as people of color.² National PSO staff are close to twice as likely to identify as people of color—i.e., not exclusively white—compared to regional PSO staff (65 percent versus 36 percent).



- The Racial and Ethnic Diversity of CEOs Continues to Grow at PSOs.**
For the chief executives of PSOs, 47 percent are people of color, which is up from 39 percent in 2020 and 22 percent in 2017. The 2021 figure far surpasses the 10 percent share reported for the CEOs of U.S. foundations³ and 13 percent for CEOs of U.S. nonprofits overall.⁴



¹ See U.S. Census Bureau statistics at [2020 U.S. Population More Racially and Ethnically Diverse Than Measured in 2010 \(census.gov\)](https://www.census.gov). In the 2020 census, 57.8 percent of the U.S. population was “white alone non-Hispanic.”

² See Council on Foundations’ *2020 Grantmaker Salary and Benefits Report*.

³ See *2020 Grantmaker Salary and Benefits Report*.

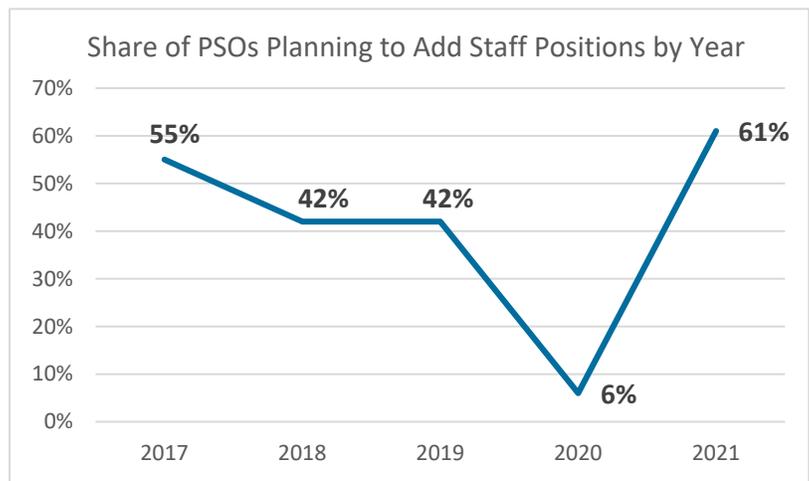
⁴ See *Leading with Intent: BoardSource Index of Nonprofit Board Practices, 2021*.

- PSOs Are Predominately Female.** Among all regional and national PSOs, over three out of four PSO staff positions (77 percent) are held by women. This share matched the 77 percent of U.S. foundation staff positions held by women.⁵ The share of staff positions held by women was higher for regional PSOs (82 percent) compared to national PSOs (74 percent). Among the CEOs of regional PSOs, women accounted for 77 percent of positions. For national PSOs, women also represented most of the CEO positions reported (64 percent), although their share was markedly smaller.

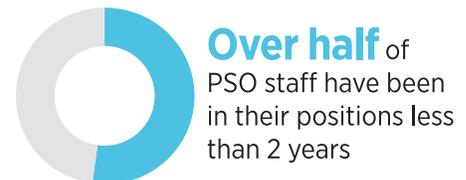


PSO Staff Retention & Recruitment

- A Majority of PSOs Anticipate Growth in 2021.** Three out of five PSOs (61 percent) anticipate adding staff positions this year, surpassing the shares reported by PSOs going back to 2017. By comparison, only 6 percent of PSOs responding to the 2020 survey anticipated adding staff. One possible reason for this dramatic year-over-year increase could be that some PSOs are filling open positions that had been put on hold during the height of COVID-related health and economic uncertainty in 2020.



- Over Half of PSO Staff Are Relatively New to Their Roles.** Of the permanent PSO staff positions reported in the 2021 survey, more than half (52 percent) of these staff members have been in their positions for two years or less.



- PSO Staff Turnover May Be Accelerating.** The rate of PSO staff turnover appears to have increased somewhat according to survey respondents. Twenty-two percent of PSOs perceive the turnover rate as being higher than two years ago, up modestly from 18 percent in the 2020 survey. Nonetheless, a majority of 2021 survey respondents (51 percent) consider their rate of turnover to be at about the same level, which is consistent with the shares reported for 2020 and 2019. PSOs reporting staff turnover in the latest survey also indicated a median of one staff transition, down from the two median transitions reported in the 2020 and 2019 surveys.
- Most PSOs Appear to be Able to Find Appropriate Candidates for Open Positions.** Among PSOs that have recruited for a senior-level position in the past two years, most rate their experience as “extremely positive” (31 percent) or “generally positive” (36 percent). However, these shares were down modestly from 2019 and 2020. For those filling junior-level roles, the share reporting an “extremely positive” experience was lower (16 percent), although more than two out of five PSOs (47 percent) characterized the experience as being “generally positive.”

⁵ See 2020 Grantmaker Salary and Benefits Report.

PSO Staff Working Location

- Few PSO Staff Work Exclusively Onsite.** Prior to the COVID-19 pandemic, a majority of PSO staff worked onsite exclusively. Based on the 2021 survey, the share of PSO staff working only onsite is now down to 10 percent for the 476 permanent staff positions for which respondents indicated a working location. Conversely, the share of PSO staff working exclusively from a remote location jumped from 19 percent in 2020 to 39 percent in 2021, and the share of PSO staff working away from the office at least one day per week has more than doubled over the past couple of years to 51 percent. National and regional PSOs were equally likely to report staff working remotely at least part of the time (90 percent versus 91 percent). Whether these record-high shares of PSO staff members working remotely either full- or part-time will persist will likely not become clear until 2022 or 2023. But because of this trend, this year for the first time the report includes “virtual” as an option for analyses of PSOs’ geographic region.



About the Forum

As the largest and most diverse network in American philanthropy, United Philanthropy Forum holds a unique position in the social sector to lead change and increase impact in philanthropy. We are a membership organization of more than 90 regional and national philanthropy-serving organizations (PSOs) who work to make philanthropy better, representing more than 7,000 foundations and other funders across the country. The Forum envisions a courageous philanthropic sector that catalyzes a just and equitable society where all can participate and prosper.

United Philanthropy Forum
 1020 19th Street NW, Suite 360
 Washington, D.C. 20036
 888-391-3235
info@unitedphilforum.org
www.unitedphilforum.org
 @unitedphilforum