

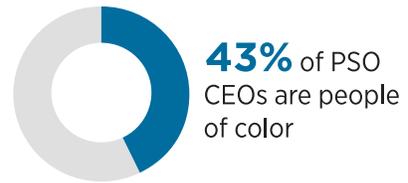
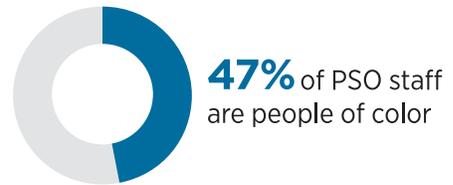
EXECUTIVE SUMMARY

2022 Compensation & Benefits for Philanthropy-Serving Organizations

United Philanthropy Forum’s *2022 Compensation & Benefits 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 51 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

- PSOs Are More Diverse than the Field They Serve.** According to the 2022 Forum survey, close to half (47 percent) of permanent PSO staff positions are being held by people of color. While this share was down from the 54 percent share recorded in the 2021 survey, it was up from roughly one-third (34 percent) of PSO staff in 2017. This figure is also higher than the 42 percent of the U.S. population¹ and 31 percent of foundation staff who identify as people of color.² National PSO staff are modestly more likely to identify as people of color—i.e., not exclusively white—compared to regional PSO staff (49 percent versus 43 percent). For the chief executives of PSOs, 43 percent are people of color, far surpassing the 14 percent share reported for the CEOs of U.S. foundations³ and 13 percent for CEOs of U.S. nonprofits overall.⁴ PSOs have shown leadership in diversifying their organizations and should continue to diversify their staffing at all levels, particularly at the senior leadership level. It should also be noted that there is little representation on PSO staffs of Middle Eastern/Arab Americans, Native Americans/Alaska Natives, and Native Hawaiians/Pacific Islanders.
- PSOs Are Predominately Female.** Among all regional and national PSOs, close to three out of four PSO staff positions (71 percent) are held by women. This share was somewhat lower than 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 (77 percent) compared to national PSOs (68 percent). Among the CEOs of regional PSOs, women accounted for 77 percent of positions. For national PSOs, women also represented a majority (73 percent) of the CEO positions reported, although their share was slightly smaller.



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 Foundation’s *2022 Grantmaker Salary and Benefits Report*.

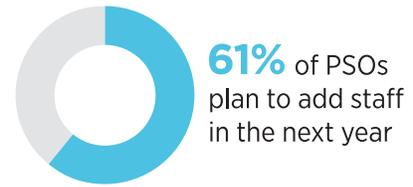
³ See *2022 Grantmaker Salary and Benefits Report*.

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

⁵ See *2022 Grantmaker Salary and Benefits Report*.

PSO Staff Retention & Recruitment

- A Majority of PSOs Anticipate Growth in 2022.** Three out of five PSOs (61 percent) anticipate adding staff positions this year, matching the share reported in 2021. By comparison, only 6 percent of PSOs responding to the 2020 survey anticipated adding staff. At the same time, two PSOs anticipate eliminating staff positions in the coming year. By comparison, no PSOs anticipated eliminating staff positions in the 2021 survey, while three PSOs responding to the 2020 survey and five responding to the 2019 survey anticipated eliminating a least one staff position. This suggests that PSOs may be beginning to return to more typical staffing patterns as the COVID-19 pandemic wanes.
- Just over Half of PSO Staff Are Relatively New to Their Roles.** Of the permanent PSO staff positions reported in the 2022 survey, roughly half (51 percent) of these staff have been in their positions for two years or less. About one-quarter (24 percent) of PSO staff have been in their roles for less than one year. In the past 12 months, 74 percent of PSOs reported creating a total of 108 new staff positions. The largest shares of these positions had primary job functions in programming (31 percent), operations (15 percent), and communications (12 percent). A separate examination of staff tenure by staff function found that functions with the longest median tenure include partnerships and collaborations (6-10 years), research and data analysis (6-10 years), and technology (6-10 years), followed by executive activities (3-5 years), finance (3-5 years), membership recruitment and retention (3-5 years), and office administration (3-5 years).
- PSO Staff Turnover Holds Steady.** Close to three-quarters of PSOs (72 percent) experienced at least one staff transition in their last fiscal year, up modestly from 66 percent in the 2021 survey. Close to two-thirds (63 percent) of the 33 PSOs experiencing voluntary or involuntary staff transitions last year reported two or more transitions. As a result, PSOs responding to the 2022 survey reported a median of two staff transitions, up from one transition in the 2021 survey but consistent with the 2020 and 2019 surveys. Despite an uptick in the number of transitions, only one-fifth (20 percent) of PSOs perceive the turnover rate as being higher than two years ago, down slightly from 22 percent in the 2021 survey. Moreover, a majority (57 percent) of respondents consider their rate of turnover to be at about the same level, which is consistent with the shares reported since 2019.
- A Majority of PSOs Find Hiring Junior-Level Staff Challenging.** Just over half (51 percent) of PSOs reported a “mildly” or “extremely” challenging experience in hiring for junior-level positions—the highest share recorded since the current benchmarking survey was launched in 2017. Among PSOs that have recruited for a senior-level position in the past two years, most rate their experience as “extremely positive” (24 percent) or “generally positive” (50 percent). However, the shares reporting an extremely positive experience have decreased steadily since 2018.



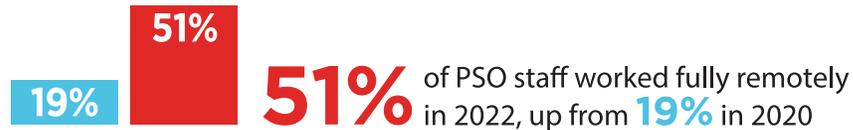
PSO Staff Working Location

- A Majority of PSO Staff Work Remotely.** Prior to the COVID-19 pandemic, a majority of PSO staff worked onsite exclusively. Based on the 2022 survey, the share of PSO staff working just onsite continued to decline to 7 percent for the 382 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 to a majority (51 percent) of PSO staff in 2022. National PSOs were far more likely than regional PSOs to report staff working exclusively from a remote location (67 percent versus 33 percent) but about equally likely to report staff working remotely at least one day per week (92 percent versus 93 percent).



More than 9 out of 10

PSO staff work remotely at least one day per week



51% of PSO staff worked fully remotely in 2022, up from **19%** in 2020

PSO Board Diversity

- PSO Boards Are Growing More Diverse.** Almost half (49 percent) of PSO board members reported in the 2022 survey identify as people of color—down slightly from 2021 but far exceeding the 33 percent shares reported for both the 2018 and 2017 surveys. PSO boards are also much more racially and ethnically diverse than nonprofit boards overall. According to the most recent BoardSource survey, 22 percent of nonprofit board members across the country identify as people of color.

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.

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