

# NFP WORKFORCE PLANNING AND SALARY SNAPSHOT

FINANCIAL YEAR 2024-2025



# Welcome

Welcome to NGO Recruitment's latest Workforce Planning and Salary Snapshot FY2024-2025. As Australia's largest NFP sector executive search and recruitment partner, we are uniquely placed to track hiring intentions and remuneration trends across the sector. Our annual survey provides invaluable insights into current NFP employment trends and recruitment challenges.

This year's findings reflect the current economic climate, with high inflation, interest rates and cost of living impacting hiring intentions and salary expectations. According to our survey, over two-thirds of potential new hires now expect higher salaries due to economic pressures, and securing better pay elsewhere remains the number one reason why people are leaving NFP organisations.

While NFPs are finding it marginally easier to recruit this new financial year compared to immediately after the pandemic, retaining talent is proving harder. We are therefore partnering with our clients to revisit workforce planning, attraction and retention strategies to find innovative ways to work within budget constraints.

At the end of this report, you will find our latest salary snapshot based on our internal recruitment data and extensive market research, with average figures exclusive of superannuation, bonuses and benefits for most roles within the sector. We have seen an average 3-6% salary increase in the last 18 months depending on role and size of organisation, and expect further increases across the board in the next 12 months.

A sincere thank you to everyone who participated in our survey. We hope you find the research included within this report of value and we welcome any feedback.



**Richard Green**

Founder & Director  
NGO Recruitment

## OVERVIEW

In July 2024, NGO Recruitment surveyed 100 Australian NFPs to assess hiring and remuneration intentions over the next 12 months, as well as current recruitment challenges and shifts in workplace culture.

At a high level, the optimism reflected in our previous comprehensive survey in 2022 has given way to realism, with NFPs adopting a more cautious approach to workforce planning post-pandemic. Workforce demand has stabilised, with 55% of NFPs surveyed intending to hire this financial year, compared to 66% in 2022. 22% do not plan to increase headcount, and 13% of those surveyed intend to decrease headcount, up from only 4% two years ago. 11% are unsure.

Despite this uncertainty, NFPs are finding it easier to recruit than two years ago, when severe talent shortages and record-low unemployment posed significant challenges. With our borders open and short-term visas readily available, NFPs surveyed reveal being inundated with low-quality or unsuitable applications for junior roles, making it difficult to identify qualified candidates.

Conversely, there are often no applicants for highly skilled, senior or technical roles. Skills shortages in these areas remain a considerable challenge for many internal teams, who then partner with external recruitment agencies for their depth and breadth of search expertise.

Even though our survey found that it is marginally easier to recruit in 2024, interestingly, almost half of NFPs surveyed find it harder to retain talent than two years ago. Respondents to our survey cited new generational demands from younger more progressive generations as a key issue, but the overwhelming reason why people are leaving is for more competitive remuneration elsewhere.

.....

**55% intend to hire this financial year, but 63% are currently finding it hard to recruit talent**



## SALARIES

According to our survey, 84% of NFPs intend to raise salaries this year, a drop from 91% immediately after the pandemic. Among those surveyed, 42% consistently give annual pay raises in line with enterprise agreement changes, while 28% will raise salaries this year mainly due to inflationary pressures and the increased cost of living.

Notably, as mentioned above, our survey found the number one reason people leave organisations is for better pay elsewhere. When we asked respondents whether potential new hires now expect higher salaries due to inflation and the cost of living, 66% said yes.

Due to budget restraints and uncertainty around fundraising revenue, NFPs are already adopting more creative workforce planning strategies to meet salary expectations during the hiring process. Our survey found that 48% negotiate additional benefits to balance salary demands, 20% consider more junior candidates, 17% offer part-time hours to candidates, 4% hire fewer people, and 11% focus on other areas.

.....

**66% say candidates are now expecting higher salaries due to inflation and the cost of living**

**Economic factors are driving current and emerging workforce planning trends with high inflation and cost of living pressures pushing up salary expectations and impacting attraction and retention outcomes. NFPs need to keep updated with how the recruitment market is shifting to secure the best leadership talent.**

.....

Additional benefits include options for creative workplace flexibility, increased annual leave, special leave or study leave days, and even four-day work weeks which have proven highly productive.

Despite the effectiveness of offering competitive salaries, NFP boards and CEOs are still relying heavily on workplace flexibility and mission-based reputation as key attraction strategies over higher-than-average remuneration. For many NFPs, there needs to be a shift in mindset to accept the need to adjust salaries to these inflationary pressures where possible, especially when competing against organisations with the same reputation and appeal.



## HYBRID WORKING

Our 2022 survey confirmed a significant shift towards hybrid and remote working within the sector: 60% of respondents said they were working in a more hybrid manner, with 31% working predominantly remotely, positively impacting productivity. In 2024, 89% of those surveyed now work in a hybrid manner, with 0% working predominantly remotely. 11% of respondents, including frontline staff, are still required to work in a physical workspace. 78% of those surveyed said they had set work hours but could be flexible when necessary.

Hybrid working is evidently now the norm in the NFP sector, providing well-acknowledged productivity and work-life balance benefits. Workplace flexibility is non-negotiable for most people and continues to be a major draw for talent and a key retention strategy, despite some organisations pushing for a mandatory return to the office five days a week.

**89% of those surveyed now work in a hybrid work environment compared to 60% in 2022**

.....

## TOP ROLES IN DEMAND

Of the top roles most in demand this financial year, 36% of NFPs surveyed stated fundraising, marketing, communications and events teams are their top priorities. 33% are focusing primarily on program and project delivery roles, and 31% are recruiting counselling, casework and frontline roles.

## OUTLOOK

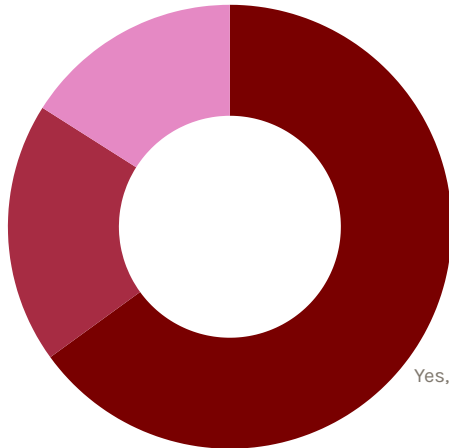
As inflationary pressures ease and potential interest rate cuts are on the horizon, market conditions are expected to remain steady for the next 12 months. NFPs need to be open to new recruitment approaches and strategic in retaining and attracting the best people for their organisation. This includes remaining agile, staying updated on salary expectations and embracing workplace trends, especially with regard to younger generations.

The challenge of hiring highly technical people for the sector will persist regardless of market conditions. NFPs not using a search agency need to ensure that HR and talent acquisition teams spend enough time actively searching for candidates rather than relying solely on those who apply through job boards. Salaries must be adjusted according to inflationary pressures and increased appropriately to retain and secure the best talent.



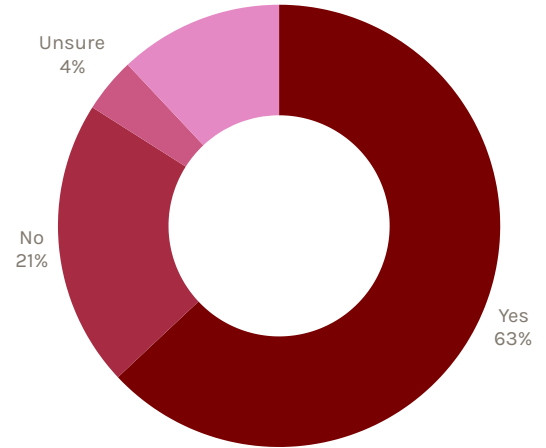
## Do you intend to give pay rises this financial year?

No, not this financial year  
16%



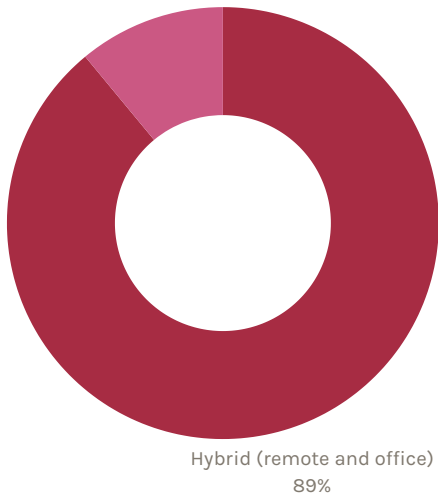
## Are you currently finding it hard to recruit talent?

We are not recruiting  
12%



## What is your organisation's working environment?

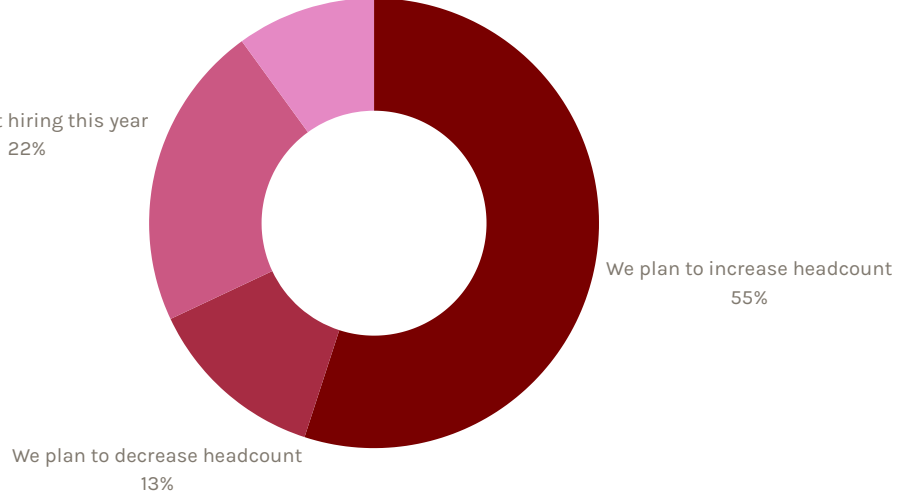
In a physical work environment  
11%



## What are your hiring intentions in the next 12 months?

Unsure  
10%

We are not hiring this year  
22%





# NFP Salary Snapshot

		Permanent Salary Range per annum K, AUD	Permanent Average Salary per annum K, AUD	Contract Rate per hour AUD
<b>GOVERNANCE</b>	Board Chair	40 - 50	45	/
	Chief Executive Officer & Executive Director	140 - 260	200	80 - 150
<b>EXECUTIVE</b>	Chief Operating Officer	185 - 197	191	70 - 150
	Chief Financial Officer	160 - 180	170	80 - 120
	Chief Marketing Officer	140 - 250	195	80 - 140
	People & Culture Director	130 - 185	158	80 - 140
	General Manager	135 - 164	150	75 - 140
	Operations Manager	85 - 110	98	45 - 80
<b>OPERATIONS &amp; ADMINISTRATION</b>	HR / People & Culture Manager	100 - 135	118	80 - 100
	Learning / Education Manager	100 - 120	110	55 - 80
	Training Coordinator / Specialist	84 - 92	88	40 - 60
	Head of Finance / Finance Manager	115 - 195	155	75 - 90
	Accounts and Administration Officer	65 - 85	75	42 - 60
	Executive Assistant	70 - 100	85	45 - 62
	Receptionist / Office Support	65 - 80	73	38 - 50
<b>PROGRAM &amp; PROJECT</b>	National Program Manager	115 - 210	163	60 - 80
	Project Manager	90 - 130	110	50 - 70
	Project Coordinator	86 - 90	88	35 - 50
	Clinical Director	125 - 200	163	85 - 100
	Clinical Coordinator	80 - 100	90	45 - 60
	Commissioning Manager	115 - 120	117	60 - 70
<b>FRONTLINE</b>	Counselling Coordinator	100 - 110	105	50 - 70
	Counsellor	90 - 100	95	45 - 60
	Caseworker	80 - 90	85	40 - 55
	Support worker	60 - 80	70	30 - 40
<b>ADVOCACY, POLICY &amp; LEGAL</b>	Director Policy & Government Relations	120 - 170	145	65 - 85
	Capacity Building Director	130 - 170	150	70 - 80
	Principal Solicitor	105 - 150	128	/
	Policy Advisor	85 - 98	92	40 - 50
	Policy and Project Officer	75 - 95	85	40 - 50
Quality & Capacity Building Coordinator	70 - 120	95	40 - 60	
<b>FUNDRAISING, MARKETING, COMMUNICATIONS</b>	Director of Fundraising / Marketing	180 - 220	200	80 - 95
	Fundraising Manager	95 - 145	120	60 - 75
	Fundraising / Digital Fundraising Officer	80 - 85	83	38 - 40
	Philanthropy Manager	100 - 130	115	50 - 80
	Partnerships Manager	115 - 130	123	45 - 60
	Partnerships Officer	70 - 90	80	35 - 45
	Individual Giving Officer	85 - 100	110	50 - 65
	Major Donor Manager	70 - 120	95	50 - 70
	Bequest Manager	80 - 100	90	40 - 50
	Marketing / Communications Manager	95 - 140	118	50 - 70
	Digital Marketing / Communications Officer	80 - 100	90	40 - 60
	Business Development Manager	110 - 130	120	55 - 70
	Events Coordinator	75 - 90	83	45 - 50
	Campaign Manager	90 - 100	95	45 - 60
	Supporter Relations Manager	80 - 90	85	38 - 42
	Supporter Relations Officer	60 - 70	65	40 - 35
	Database Manager	70 - 115	92	50 - 85
Database Officer	60 - 80	70	40 - 45	
Member Liaison Officer	94 - 100	97	45 - 50	
Memberships Officer	60 - 70	65	35 - 45	

# About NGO Recruitment

Specialist in not-for-profit sector executive search, recruitment and HR services.

AUSTRALIA - ASIA PACIFIC - INTERNATIONAL

NGO Recruitment is the executive search and recruitment specialist for Australia's not-for-profit (NFP) sector and for international NGOs operating within Asia Pacific. Since 2004, we have connected more than 600 NFP organisations with over 5,000 talented professionals, strengthening the leadership capabilities within the sector, supporting program delivery and creating more diverse and inclusive workplaces.

Our services include highly effective exclusive executive search, permanent, contract and interim recruitment solutions, and our board advisory practice is skilled at sourcing remunerated and volunteer board members for NFPs across the sector.

Faced with the challenges of a highly competitive, candidate-short market in Australia and internationally, we believe in taking a consultative approach to set you up for success. Our consultants will partner with you at each step of the search process.

With offices in Sydney, Melbourne, and Brisbane and a dedicated Asia Pacific desk, we will search across metropolitan and regional Australia and into the Asia Pacific. Our proven international capabilities allow us to source exceptional talent for specialist leadership roles.

## Our VALUES



### EXPERTISE

We bring and maintain a deep knowledge of the NFP sector, and take a thorough and rigorous approach to recruitment.

We provide valuable, reliable advice to our clients and candidates based on our sector knowledge.

We strengthen the NFP sector with our considered placements in client organisations.



### TRUST

What's best for our clients is at the heart of everything we do.

We represent our clients and candidates ethically and with integrity.

We get the job done every time.



### CARE

We support our clients' causes by sourcing a highly-qualified niche workforce.

We practise strong candidate care, communication, and engagement through the recruitment process.

We have a deep understanding of the importance of values alignment, reflected in our candidate placements.



### DIVERSITY

We treat our clients, candidates, colleagues, suppliers and partners with respect.

We enable our clients to build diverse workforces.

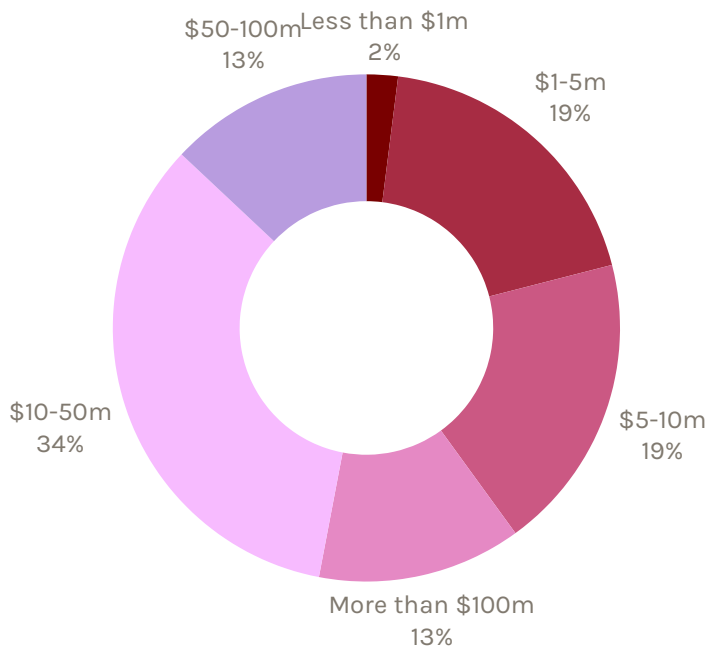
Our business and communication processes are evolving to be more inclusive and accessible.



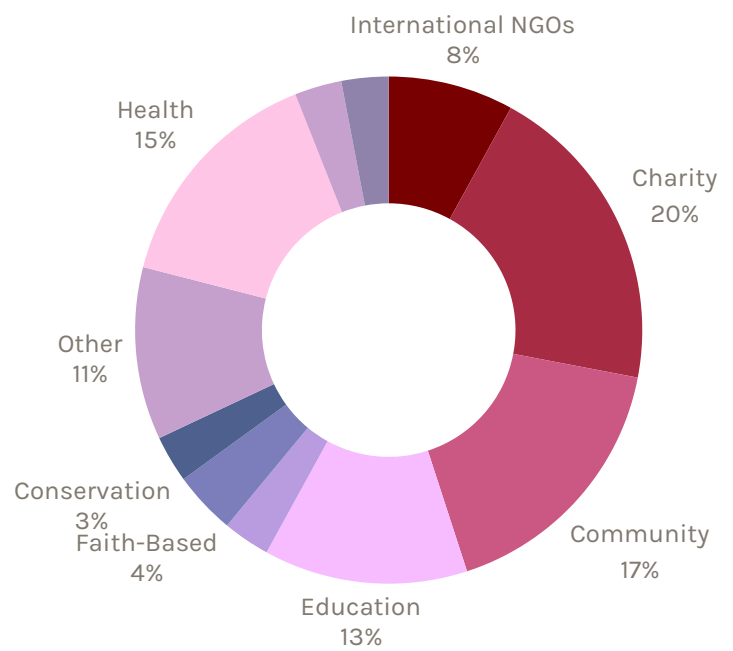
# Appendix 1 About the Survey

In July 2024, NGO Recruitment surveyed 100 Australian NFPs to assess hiring and remuneration intentions over the next 12 months, current recruitment challenges and shifts in workplace culture.

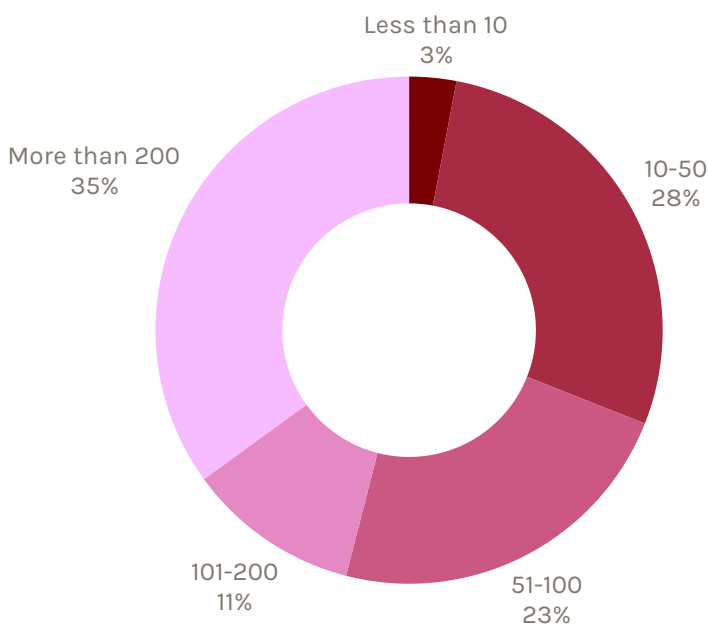
**NFP respondents in terms of annual revenue:**



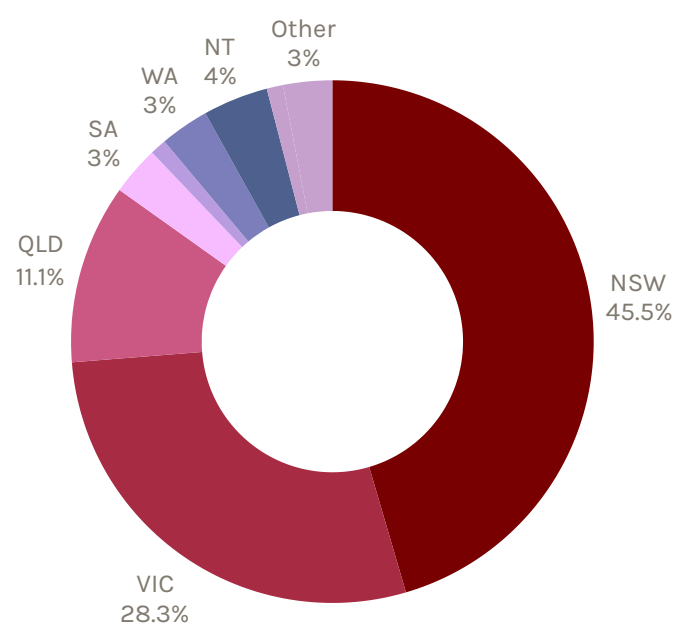
**NFP respondents in terms of sub-groups:**



**NFP respondents in terms of number of employees:**



**NFP respondents in terms of head office location:**



We acknowledge the Traditional Owners of country throughout Australia and recognise their continuing connection to land, waters and culture. We pay our respects to their Elders past, present and emerging.



**NGO Recruitment**

ABN 27 076 858 896

[www.ngorecruitment.com](http://www.ngorecruitment.com)

**Sydney**

02 8243 0570

**Melbourne**

03 8080 8978

**Brisbane**

07 5530 8066

**Asia Pacific & International**

+61 (0) 408 629 107

