## Executive Summary

Full report available at aonl.org/salarystudy

## Salary and Compensation Study

 for Nurse Leaders
## Executive Summary

The American Organization for Nursing Leadership (AONL) is committed to the development of nurse leaders and has embarked on several initiatives to assist in advancing their careers and achieve their desired level of job satisfaction. In 2013, AONL first assessed the salary and compensation of nurse leaders and published the first edition of the Salary and Compensation Study for Nurse Leaders report.

The second edition of the Salary and Compensation Study was published in 2016.

In 2019, AONL continued its initiative to provide robust and timely data surrounding the compensation of nurse leaders. An online survey was sent to nearly 17,000 email addresses of both AONL members and nonmembers. In total, 2,145 respondents completed or partially completed the survey for a response rate of 13 percent. Respondents completed the survey in January and February of 2019, reporting data from calendar year 2018. The following report includes findings from the 2019 survey.

## DIRECTOR $35 \%$

## MANAGER

21\%

## Respondent Profile

Thirty-nine percent of respondents work at acute care hospitals (longterm or short-term), with another 27 percent in academic institutions. Five percent of respondents work in a system/corporate office and the remaining 29 percent work in other settings. The 2019 survey reflects more diversity in terms of work setting when compared to the 2013 and 2016 surveys. In 2013, 67 percent of respondents worked at acute care hospitals compared to 42 percent in 2016 and 39 percent in 2019 (a difference of 28 percentage points since 2013). The three job titles most represented in the results include director ( 35 percent), manager ( 21 percent) and chief nursing officer (CNO)/chief nursing executive (CNE) (18 percent).

The majority of respondents ( 67 percent) have been working in nursing for more than $\mathbf{2 0}$ years and $\mathbf{7 0}$ percent have been in their current position for five or fewer years. Seven percent of respondents are aged 35 or younger (compared to 6 percent in both the 2016 and 2013 studies). Eighty-six percent of respondents are Caucasian/white and 88 percent are female.

## Overall Salary Data

As shown in Figure 1, annual salaries from responding nurse leaders vary widely, with over half (57 percent¹) falling between $\$ 90,000$ and $\$ 169,999$. Ten percent of respondents earn less than \$90,000 and the remaining (33 percent) earn \$170,000 or more, broken down as follows: 12 percent earn between $\$ 170,000$ and $\$ 199,999,10$ percent earn between $\$ 200,000$ and $\$ 249,999$ and 10 percent earn $\$ 250,000$ or more (Figure 1).

## Salary by Job Title

Not surprisingly, nurse leaders with senior-level titles earn higher incomes than other nurse leaders. The majority of non-system chief nursing officers or chief nursing executives (CNOs/CNEs) (81 percent), system CNOs/CNEs (91 percent), consultants (53 percent), presidents/vice presidents (91 percent) and respondents with other c-suite titles ( 75 percent) earn more than $\$ 150,000$ annually. Directors are most likely to earn between $\$ 100,000$ and $\$ 169,999$ annually, with 71 percent falling into this range. Managers are likely to earn less, with 72 percent noting an annual salary of $\$ 80,000$ to $\$ 129,999$.

## Directors are most likely to earn between \$100,000 and \$169,999 annually, with 71 percent falling into this range.

FIGURE 1: OVERALL SALARY RANGES (ANNUALLY)

| Salary | Total | Cumulative |
| :--- | :--- | :--- |
| Distribution | Percentage | Percentage |


| Under \$60,000 | 1\% | 1\% |
| :---: | :---: | :---: |
| \$60,000 - \$69,999 | 1\% | 2\% |
| \$70,000 - \$79,999 | 3\% | 5\% |
| \$80,000 - \$89,999 | 5\% | 10\% |
| \$90,000 - \$99,999 | 6\% | 15\% |
| \$100,000-\$109,999 | 9\% | 24\% |
| \$110,000-\$119,999 | 8\% | 32\% |
| \$120,000-\$129,999 | 8\% | 41\% |
| \$130,000-\$139,999 | 8\% | 49\% |
| \$140,000-\$149,999 | 6\% | 55\% |
| \$150,000-\$159,999 | 6\% | 61\% |
| \$160,000-\$169,999 | 6\% | 67\% |
| \$170,000-\$179,999 | 4\% | 72\% |
| \$180,000-\$189,999 | 4\% | 76\% |
| \$190,000-\$199,999 | 3\% | 79\% |
| \$200,000-\$209,999 | 3\% | 82\% |
| \$210,000-\$219,999 | 2\% | 85\% |
| \$220,000-\$229,999 | 2\% | 86\% |
| \$230,000-\$239,999 | 3\% | 88\% |
| \$240,000-\$249,999 | 1\% | 89\% |
| \$250,000-\$259,999 | 2\% | 91\% |
| \$260,000-\$269,999 | 1\% | 92\% |
| \$270,000-\$279,999 | 1\% | 93\% |
| \$280,000 - \$289,999 | 1\% | 94\% |
| \$290,000-\$299,999 | 1\% | 94\% |
| \$300,000 or more | 5\% | 100\% |
| Prefer not to answer | 0\% | 100\% |

Q: What is your current annual base salary
(excluding additional income and bonus money)? $N=2,018$

FIGURE 2: SALARY RANGES BY JOB TITLE (TOP TEN JOB TITLES SHOWN)

| Total Salary | APRN/ <br> clinical <br> staff | CNO/CNE <br> (non- <br> system) | CNO/CNE (system) | Consultant | Director | Manager | Other C-suite | President/ VP | Professor/ dean | Specialist/ coordinator |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Under \$60,000 | 8\% | 0\% | 0\% | 4\% | 0\% | 0\% | 0\% | 0\% | 8\% | 2\% |
| \$60,000-\$69,999 | 9\% | 0\% | 0\% | 1\% | 0\% | 1\% | 0\% | 0\% | 6\% | 2\% |
| \$70,000-\$79,999 | 9\% | 0\% | 0\% | 3\% | 1\% | 5\% | 0\% | 0\% | 4\% | 16\% |
| \$80,000-\$89,999 | 9\% | 0\% | 0\% | 1\% | 2\% | 13\% | 0\% | 0\% | 9\% | 23\% |
| \$90,000-\$99,999 | 6\% | 1\% | 0\% | 4\% | 4\% | 14\% | 4\% | 0\% | 10\% | 14\% |
| \$100,000-\$109,999 | 8\% | 2\% | 0\% | 9\% | 9\% | 21\% | 3\% | 1\% | 10\% | 7\% |
| \$110,000-\$119,999 | 6\% | 4\% | 4\% | 10\% | 9\% | 13\% | 1\% | 1\% | 9\% | 9\% |
| \$120,000-\$129,999 | 7\% | 4\% | 1\% | 6\% | 11\% | 11\% | 3\% | 3\% | 3\% | 7\% |
| \$130,000-\$139,999 | 4\% | 5\% | 0\% | 3\% | 14\% | 8\% | 6\% | 1\% | 6\% | 5\% |
| \$140,000-\$149,999 | 6\% | 3\% | 1\% | 6\% | 10\% | 4\% | 4\% | 3\% | 0\% | 2\% |
| \$150,000-\$159,999 | 2\% | 6\% | 4\% | 8\% | 9\% | 3\% | 3\% | 11\% | 3\% | 5\% |
| \$160,000-\$169,999 | 6\% | 6\% | 4\% | 3\% | 9\% | 1\% | 6\% | 12\% | 5\% | 0\% |
| \$170,000-\$179,999 | 2\% | 6\% | 3\% | 10\% | 6\% | 1\% | 3\% | 4\% | 4\% | 2\% |
| \$180,000-\$189,999 | 6\% | 7\% | 3\% | 8\% | 4\% | 2\% | 10\% | 7\% | 6\% | 0\% |
| \$190,000-\$199,999 | 2\% | 5\% | 3\% | 3\% | 4\% | 1\% | 3\% | 3\% | 0\% | 2\% |
| \$200,000-\$209,999 | 1\% | 7\% | 4\% | 6\% | 3\% | 0\% | 7\% | 7\% | 1\% | 2\% |
| \$210,000-\$219,999 | 2\% | 6\% | 1\% | 0\% | 1\% | 0\% | 3\% | 7\% | 0\% | 0\% |
| \$220,000-\$229,999 | 2\% | 5\% | 1\% | 3\% | 1\% | 0\% | 4\% | 4\% | 3\% | 0\% |
| \$230,000-\$239,999 | 2\% | 4\% | 4\% | 3\% | 1\% | 0\% | 1\% | 7\% | 4\% | 0\% |
| \$240,000-\$249,999 | 1\% | 4\% | 3\% | 0\% | 0\% | 0\% | 1\% | 4\% | 0\% | 0\% |
| \$250,000-\$259,999 | 0\% | 5\% | 5\% | 5\% | 1\% | 0\% | 3\% | 4\% | 0\% | 0\% |
| \$260,000-\$269,999 | 2\% | 3\% | 0\% | 0\% | 0\% | 0\% | 0\% | 1\% | 0\% | 0\% |
| \$270,000-\$279,999 | 0\% | 3\% | 1\% | 0\% | 0\% | 0\% | 3\% | 2\% | 1\% | 0\% |
| \$280,000-\$289,999 | 0\% | 3\% | 3\% | 0\% | 0\% | 0\% | 4\% | 4\% | 0\% | 0\% |
| \$290,000-\$299,999 | 0\% | 2\% | 3\% | 1\% | 0\% | 0\% | 3\% | 1\% | 0\% | 0\% |
| \$300,000 or more | 2\% | 11\% | 50\% | 5\% | 0\% | 0\% | 21\% | 11\% | 6\% | 0\% |
| Unsure | 0\% | 0\% | 0\% | 0\% | 0\% | 0\% | 0\% | 0\% | 0\% | 0\% |
| Prefer not to answer | 0\% | 1\% | 3\% | 0\% | 0\% | 0\% | 4\% | 0\% | 0\% | 2\% |
| n | 126 | 398 | 76 | 79 | 740 | 436 | 71 | 134 | 77 | 44 |

Q: What is your current annual base salary (excluding additional income and bonus money)?
Which of the following best describes your current position or title(s)? Please select all that apply.*

## Salary by Employer Type

The AONL survey found that nurse leader salaries are relatively similar across employer types (Figure 3). With the exception of nurse leaders employed at consulting firms and at system/corporate offices, the majority earn less than $\$ 150,000$ per year: 69 percent of those from ambulatory care facilities earn less than $\$ 150,000$ per year, 70 percent for rural/critical access hospitals, 68 percent for those from academic institutions/universities/ colleges, 55 percent for acute care hospitals and 52 percent for academic medical centers/hospitals. Fifty-six percent of respondents from consulting firms and system/corporate offices earn $\$ 170,000$ or more per year.

## Salary by Geographic Region

Among the nine AONL geographic regions, nurse leaders in Region 9 (Alaska, California, Hawaii, Nevada, Oregon and Washington) have the greatest percentage of respondents ( 69 percent) earning $\$ 150,000$ or more. This is followed by Regions 1 ( 52 percent), 2 ( 51 percent), and 3 ( 50 percent), with just over half of respondents from these regions earning $\$ 150,000$ or more per year. The lowest percentage of high-earning nurse leaders (\$150,000 or more, 30 percent) work in Region 6 (lowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota and South Dakota).


FIGURE 3: SALARY DISTRIBUTION BY EMPLOYER (TOP EIGHT EMPLOYERS SHOWN)

| Total Salary | Acute care hospital (long- or short-term) | Academic medical center/ hospital | Academic inst./ university/ college | System/ corporate office | Ambulatory care facility | Consulting firm or organization | Rural/critical access hospital |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Under \$60,000 | 0\% | 0\% | 5\% | 0\% | 0\% | 3\% | 0\% |
| \$60,000 - \$69,999 | 1\% | 1\% | 5\% | 0\% | 0\% | 1\% | 4\% |
| \$70,000 - \$79,999 | 3\% | 2\% | 3\% | 1\% | 5\% | 0\% | 3\% |
| \$80,000 - \$89,999 | 4\% | 5\% | 7\% | 2\% | 6\% | 0\% | 13\% |
| \$90,000 - \$99,999 | 5\% | 6\% | 10\% | 3\% | 9\% | 5\% | 3\% |
| \$100,000-\$109,999 | 8\% | 10\% | 10\% | 5\% | 12\% | 6\% | 13\% |
| \$110,000-\$119,999 | 10\% | 5\% | 9\% | 7\% | 13\% | 4\% | 13\% |
| \$120,000-\$129,999 | 9\% | 7\% | 9\% | 4\% | 9\% | 6\% | 7\% |
| \$130,000-\$139,999 | 9\% | 9\% | 7\% | 5\% | 8\% | 3\% | 10\% |
| \$140,000 - \$149,999 | 5\% | 6\% | 5\% | 3\% | 8\% | 5\% | 6\% |
| \$150,000-\$159,999 | 6\% | 7\% | 4\% | 9\% | 4\% | 10\% | 6\% |
| \$160,000-\$169,999 | 6\% | 7\% | 5\% | 5\% | 13\% | 1\% | 3\% |
| \$170,000-\$179,999 | 4\% | 5\% | 4\% | 4\% | 3\% | 10\% | 4\% |
| \$180,000 - \$189,999 | 5\% | 4\% | 4\% | 4\% | 1\% | 9\% | 6\% |
| \$190,000-\$199,999 | 3\% | 3\% | 3\% | 3\% | 5\% | 1\% | 0\% |
| \$200,000 - \$209,999 | 3\% | 3\% | 1\% | 5\% | 1\% | 9\% | 3\% |
| \$210,000-\$219,999 | 3\% | 2\% | 1\% | 2\% | 3\% | 1\% | 3\% |
| \$220,000 - \$229,999 | 3\% | 1\% | 2\% | 2\% | 0\% | 1\% | 0\% |
| \$230,000-\$239,999 | 2\% | 2\% | 2\% | 5\% | 0\% | 4\% | 1\% |
| \$240,000 - \$249,999 | 2\% | 1\% | 1\% | 1\% | 1\% | 0\% | 1\% |
| \$250,000 - \$259,999 | 2\% | 2\% | 0\% | 1\% | 0\% | 5\% | 1\% |
| \$260,000 - \$269,999 | 1\% | 2\% | 0\% | 1\% | 0\% | 0\% | 0\% |
| \$270,000-\$279,999 | 1\% | 1\% | 1\% | 0\% | 0\% | 1\% | 0\% |
| \$280,000 - \$289,999 | 1\% | 1\% | 0\% | 1\% | 0\% | 1\% | 1\% |
| \$290,000-\$299,999 | 0\% | 1\% | 0\% | 2\% | 0\% | 1\% | 0\% |
| \$300,000 or more | 3\% | 6\% | 3\% | 27\% | 0\% | 11\% | 0\% |
| Unsure | 0\% | 0\% | 0\% | 0\% | 0\% | 0\% | 0\% |
| Prefer not to answer | 0\% | 0\% | 0\% | 2\% | 0\% | 0\% | 0\% |
| n | 805 | 558 | 149 | 105 | 78 | 79 | 71 |

Q: What is your current annual base salary (excluding additional income and bonus money)? What is your primary work setting (i.e., where you spend the majority of your working time)?

| Total Salary | Region 1 | Region 2 | Region 3 | Region 4 | Region 5 | Region 6 | Region 7 | Region 8 | Region 9 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Under \$60,000 | 0\% | 0\% | 1\% | 2\% | 1\% | 2\% | 1\% | 2\% | 0\% |
| \$60,000-\$69,999 | 1\% | 1\% | 1\% | 0\% | 2\% | 1\% | 2\% | 1\% | 0\% |
| \$70,000-\$79,999 | 2\% | 2\% | 2\% | 3\% | 6\% | 2\% | 3\% | 0\% | 1\% |
| \$80,000 - \$89,999 | 4\% | 4\% | 4\% | 6\% | 6\% | 8\% | 5\% | 8\% | 1\% |
| \$90,000-\$99,999 | 7\% | 3\% | 6\% | 8\% | 8\% | 10\% | 4\% | 5\% | 0\% |
| \$100,000-\$109,999 | 8\% | 9\% | 10\% | 9\% | 11\% | 11\% | 9\% | 13\% | 4\% |
| \$110,000-\$119,999 | 2\% | 5\% | 5\% | 8\% | 10\% | 11\% | 9\% | 9\% | 5\% |
| \$120,000-\$129,999 | 12\% | 10\% | 6\% | 8\% | 8\% | 9\% | 9\% | 6\% | 6\% |
| \$130,000-\$139,999 | 7\% | 9\% | 11\% | 7\% | 7\% | 11\% | 9\% | 11\% | 5\% |
| \$140,000-\$149,999 | 5\% | 6\% | 3\% | 7\% | 5\% | 5\% | 7\% | 7\% | 9\% |
| \$150,000 - \$159,999 | 12\% | 5\% | 8\% | 6\% | 5\% | 5\% | 7\% | 6\% | 7\% |
| \$160,000-\$169,999 | 2\% | 6\% | 10\% | 4\% | 8\% | 3\% | 4\% | 4\% | 9\% |
| \$170,000 - \$179,999 | 6\% | 5\% | 7\% | 3\% | 3\% | 2\% | 5\% | 6\% | 6\% |
| \$180,000-\$189,999 | 3\% | 5\% | 4\% | 5\% | 3\% | 2\% | 4\% | 4\% | 8\% |
| \$190,000-\$199,999 | 5\% | 3\% | 2\% | 3\% | 1\% | 3\% | 3\% | 2\% | 6\% |
| \$200,000-\$209,999 | 9\% | 4\% | 3\% | 4\% | 2\% | 2\% | 3\% | 3\% | 6\% |
| \$210,000 - \$219,999 | 3\% | 3\% | 1\% | 1\% | 1\% | 1\% | 4\% | 1\% | 4\% |
| \$220,000-\$229,999 | 2\% | 2\% | 1\% | 1\% | 1\% | 1\% | 3\% | 1\% | 5\% |
| \$230,000 - \$239,999 | 3\% | 3\% | 1\% | 2\% | 1\% | 2\% | 2\% | 0\% | 3\% |
| \$240,000-\$249,999 | 1\% | 1\% | 0\% | 2\% | 1\% | 1\% | 1\% | 2\% | 2\% |
| \$250,000 - \$259,999 | 2\% | 3\% | 2\% | 1\% | 2\% | 1\% | 2\% | 2\% | 2\% |
| \$260,000 - \$269,999 | 0\% | 1\% | 1\% | 1\% | 0\% | 0\% | 1\% | 0\% | 2\% |
| \$270,000 - \$279,999 | 1\% | 0\% | 3\% | 1\% | 0\% | 1\% | 1\% | 1\% | 1\% |
| \$280,000-\$289,999 | 1\% | 0\% | 0\% | 0\% | 1\% | 2\% | 0\% | 2\% | 2\% |
| \$290,000 - \$299,999 | 0\% | 1\% | 0\% | 1\% | 1\% | 1\% | 0\% | 1\% | 0\% |
| \$300,000 or more | 3\% | 8\% | 7\% | 7\% | 5\% | 3\% | 3\% | 3\% | 6\% |
| Unsure | 0\% | 0\% | 0\% | 0\% | 0\% | 0\% | 0\% | 0\% | 0\% |
| Prefer not to answer | 0\% | 0\% | 1\% | 0\% | 1\% | 0\% | 0\% | 0\% | 0\% |
| n | 101 | 210 | 183 | 175 | 392 | 161 | 191 | 143 | 266 |

[^0]
## Bonus Awards

The majority of respondents (70 percent) indicated they are currently eligible for an incentive or bonus award including 52 percent who are eligible for a non-discretionary bonus award. Nurse leaders with higher salaries and greater management responsibilities are more likely to be eligible. Over half of respondents ( 55 percent) who are not eligible for a bonus award earn less than \$130,000 per year. That said, some proportion of nurse leaders in each job title indicated they are eligible for a bonus. Those with more senior titles are more likely to receive bonuses. In the case of non-discretionary bonuses, nurse leaders with C-suite titles are most likely to be eligible (ranges from 53 percent to 64 percent), followed by directors ( 56 percent), managers ( 50 percent), consultants (31 percent), APRN/clinical staff (39 percent), specialist/coordinators (20 percent) and professors/ deans (14 percent) (Figure 5).

FIGURE 5: BONUS AWARD ELIGIBILITY BY TITLE


Q: Are you currently eligible for an incentive or bonus award?
Which of the following best describes your current position or title(s)? Please select all that apply.

The majority (61 percent) of respondents received an incentive or bonus in 2018. Of those who received a bonus, organization financial performance was listed by 75 percent as a contributing factor, followed by clinical performance measures ( 66 percent) and customer or patient satisfaction ( 54 percent). Nearly half of respondents who reported receiving a bonus award in 2018 (44 percent) also noted that the bonus was 7.5 percent or less of their base salary. Only 12 percent of nurse leaders indicated the bonuses were more than 20 percent of their salary (Figure 6).

FIGURE 6: 2018 BONUS AWARD AS A PERCENTAGE OF BASE SALARY

Q.: How large was your total bonus award (discretionary and non-discretionary) as a percentage of your 2018 base salary? $N=1,222$

## Bonus Award Eligibility (non-discretionary)

## OTHER C-SUITE 62\% <br> CNO/CNE <br> 59\% <br> PRESIDENTNP <br> 47 \% <br> (non-system)

FIGURE 7: SATISFACTION WITH JOB AND COMPENSATION

■5, very satisfied $-4 ■ 3 ■ 2 \square 1$, not at all satisfied


Your job overall $N=1,928$


Your compensation
$\mathrm{N}=1,933$


## Job Satisfaction

Overall job satisfaction is high among nurse leaders, with 82 percent rating their satisfaction on a five-point scale as either " 5 , very satisfied" ( 42 percent) or " 4 , somewhat satisfied" ( 40 percent). When asked why they choose to stay in their current job, the top response (44 percent) is, "I find joy and meaning in my work."

However, respondents indicate they are less satisfied with their benefits and compensation than their job overall. Seventy-four percent of respondents indicate they are satisfied with their benefits including 39 percent who note they are very satisfied. For compensation, 64 percent note satisfaction including only 29 percent who report they are very satisfied with their compensation. Fifty-five percent of respondents agree that their salary is comparable to others in equivalent positions at their organization. For those who don't agree, 56 percent note that their salary is moderately lower than equivalent positions in other departments.
When the job satisfaction results are analyzed by title (Figure 8), nurse leaders holding a c-suite title are more likely to indicate satisfaction with their job overall. In fact, 87 percent of system CNOs/CNEs and 87 percent of non-system CNOs/CNEs indicate high levels of satisfaction with their job overall. Respondents holding the title of manager are least likely to be satisfied with their job ( 75 percent). Further, while the majority of respondents note satisfaction with their overall compensation, the percentage of respondents who rated their level of satisfaction as a 4 or 5 on the scale was much lower compared to other aspects of job satisfaction assessed. Fifty-three percent of APRNs/clinical staff indicate they are satisfied with their compensation followed by managers ( 55 percent) and professors/deans ( 55 percent). C-suite respondents are most likely to be satisfied with their compensation.

FIGURE 8: SATISFACTION WITH ASPECTS OF JOB BY TITLE (PERCENTAGE 4 AND 5, VERY SATISFIED)

| Percent of 4 and 5 , somewhat or very satisfied | APRN/ clinical staff | $\begin{aligned} & \text { CNO/CNE } \\ & \text { (non- } \\ & \text { system) } \end{aligned}$ | Consultant | Director | Manager | Other C-suite | President/ VP | Professor/ dean | Specialist/ coordinator | CNO/CNE (system) |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Amount of authority | 66\% | 86\% | 73\% | 79\% | 74\% | 84\% | 82\% | 70\% | 63\% | 83\% |
| Area(s) of responsibility | 74\% | 90\% | 81\% | 83\% | 78\% | 89\% | 90\% | 83\% | 79\% | 89\% |
| Benefits | 65\% | 79\% | 65\% | 75\% | 68\% | 71\% | 78\% | 80\% | 74\% | 80\% |
| Compensation | 53\% | 68\% | 70\% | 64\% | 55\% | 79\% | 77\% | 55\% | 64\% | 77\% |
| Decision to work in health care | 90\% | 94\% | 92\% | 92\% | 88\% | 96\% | 93\% | 97\% | 91\% | 97\% |
| Equal treatment with similar positions in other non-nursing functions | 57\% | 60\% | 56\% | 57\% | 53\% | 69\% | 63\% | 61\% | 56\% | 56\% |
| Job overall | 82\% | 87\% | 83\% | 83\% | 75\% | 89\% | 83\% | 79\% | 77\% | 87\% |
| Job security | 76\% | 77\% | 69\% | 75\% | 77\% | 67\% | 74\% | 83\% | 74\% | 80\% |
| Joy and meaning in job | 77\% | 87\% | 76\% | 80\% | 74\% | 87\% | 85\% | 79\% | 79\% | 85\% |
| Opportunity for advancement | 52\% | 62\% | 52\% | 61\% | 59\% | 56\% | 68\% | 51\% | 56\% | 59\% |
| Relationship with co-workers | 89\% | 89\% | 83\% | 90\% | 89\% | 90\% | 90\% | 89\% | 86\% | 92\% |
| Relationship with direct reports | 67\% | 95\% | 49\% | 90\% | 86\% | 94\% | 96\% | 64\% | 47\% | 94\% |
| Relationship with direct supervisor | 76\% | 81\% | 80\% | 77\% | 75\% | 74\% | 81\% | 74\% | 74\% | 76\% |
| n | 114 | 386 | 71 | 715 | 419 | 70 | 125 | 76 | 43 | 71 |

[^1]
## Conclusion

Survey results underscore the changing landscape of the nursing leadership profession, but there are still key themes and core trends that emerge from the data. The full 2019 AONL Salary and Compensation Study for Nurse Leaders will describe these and other characteristics in detail. Additionally, the descriptive study will provide information related to other components of a nursing leadership career, including employer benefits, job satisfaction and personal fulfillment.

We thank you for your support and trust you will find this information to be valuable to your work in nursing leadership. For more information, including the full report, visit aonl.org/salarystudy.

Like all surveys, there are multiple sources of potential errors that exist beyond sampling error, such as measurement bias and survey non-response. These factors should be considered in the interpretation of the results. The researchers have taken careful steps to eliminate and/ or minimize survey errors where possible and the margin of error for responses is +/- 1.98 at a confidence level of 95 percent. In some instances, participants were given the opportunity to select more than one response. In these cases, the corresponding question underneath the charts and graphs has been noted with an asterisk (*).

Data for this survey and corresponding reports were collected confidentially and have been shared throughout in aggregate form. The collection of data and presentation in this report follows the safety zone requirements described in the Statement of Department of Justice and Federal Trade Commission Enforcement Policy on provider participation in exchanges of price and cost information and is compliant with the European Union's General Data Protection Regulation (GDPR).

## Preferred Citation

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$2 A \cap$ L $\begin{aligned} & \text { American Organization } \\ & \text { for Nursing Leadership }{ }^{\text {mo }}\end{aligned}$ for Nursing Leadership ${ }^{\text {mw }}$

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[^0]:    Q: What is your current annual base salary (excluding additional income and bonus money)? In which state or territory is your organization located?

[^1]:    Q: How satisfied or dissatisfied are you with the following aspects of your job?
    Which of the following best describes your current position or title(s)? Please select all that apply.*

