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2011 National Nonprofit Employment Trends Survey

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2011
Nonprofit Employment Trends Survey™

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presenting the Nonprofit Employment Trends Survey™

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The national Nonprofit Employment Trends Survey™ has been conducted through a partnership between Nonprofit HR Solutions and the Caster Family Center for Nonprofit and Philanthropic Research.

Nonprofit HR Solutions is the nation's only full-service consulting firm dedicated exclusively to meeting the human resources needs of nonprofit organizations. Since 2000, Nonprofit HR Solutions has worked exclusively with the nonprofit sector, generating results for organizations supporting advocacy, health and human services, arts and culture, education, the environment, faith-based missions and more. ***Visit www. nonprofithr.com for more information or call 202/785-2060.***

The Caster Family Center for Nonprofit and Philanthropic Research was launched in 2004 with generous start-up grants provided by The Westreich Foundation and the Bruce T. Halle Family Foundation. In 2007 the Center received a generous naming contribution from the Caster family. The Caster Center is located within the Institute for Nonprofit Education and Research, whose mission is to educate leaders and advance best practices in the nonprofit and philanthropic community through academic excellence, applied learning, and research that examines issues of strategic importance to the sector. ***Visit www. sandiego.edu/soles/centers/ nonprofit/caster_center/ for more information or call 619/260-2903.***

TABLE OF CONTENTS

ABOUT THE SURVEY

The nonprofit sector employs on average 12.9 million full- and part-time employees nationwide.[1] This is approximately 10 percent of the nation's workforce. From executive directors, to fundraising and development specialists, to volunteer managers the sector offers a diversity of emerging and innovative career opportunities. Recent news headlines state "nonprofits weathering economic storm" and "nonprofit employment up despite recession."[2]

The 2011 national Nonprofit Employment Trends Survey™ is intended to provide a snapshot of current employment practices and discuss the economic trends and implications of employment practices in the sector. This report, which has been produced annually by Nonprofit HR Solutions since 2007, includes responses from more than 450 nonprofits nationwide.

In this year's survey researchers collected information on nonprofit staffing, recruitment, and retention practices, focusing on four key areas:

- **Staff Size and Projected Growth**
- **Recruitment Strategies and Budgeting**
- **Staffing Challenges**
- **Staffing Resource Management**

We thank all of the respondents for their participation in this study. A partial list of participating organizations, along with a demographic profile, can be found in Appendix B and C of this report.

SUMMARY OF KEY FINDINGS & IMPLICATIONS

1. ***Although the HR function is viewed as critical within many organizations, it still remains a low priority for most organizations.*** Eighty-four percent of nonprofit respondents agreed that the HR function is critical to their organization's ability to fulfill its mission, yet few prioritize the HR function within their organizations. The majority of respondent organizations (52 percent) do not have a dedicated HR professional and 55 percent rely upon existing staff to handle new programs and or initiatives.

2. ***Nearly a quarter of nonprofits lost staff in 2010.*** However 60 percent of those organizations indicated that they intend to hire or are considering the creation of new positions in 2011. This finding was consistent irrespective of the size of the organization.

3. ***When nonprofits lay off staff, 81 percent report using existing staff to fulfill the duties of the eliminated position.*** This is a worrisome trend as it could lead to burnout and premature turnover.

4. ***Turnover remains low.*** Economic improvements are not being realized as quickly as anticipated. Findings from this year's survey revealed that turnover remains low within nonprofit organizations. Turnover rates for respondent organizations were calculated at 13 percent compared to last year's rate of 21 percent. This low turnover rate is an indication that the economy might not be improving as quickly for nonprofits as it is for other sectors.

5. ***It's still "who you know" when it comes to nonprofit recruitment.*** Nonprofits primarily use in person networking and newspapers to recruit job candidates. This is surprising considering the rapid growth and affordability of social networking tools over the past few years.[3] This practice also has the potential to negatively impact diversity efforts.

1 Wing, K. T., Pollak, T. H., Blackwood, M. A. (2008) The nonprofit almanac 2008. Washington D. C.: Urban Institute.

2 John's Hopkins University Center for Civil Society Studies (2011). Media release, Retreived, February 15, 2011 from: http://www.ccss.jhu.edu/pdfs/Media/2010.9.Media.NP_employment_release.pdf

3 PRWeb (2011). Job recruitment agencies discover the most effective way of recruiting - Social media recruiting. Retrieved, March 30, 2011 from: http://www.prweb.com/releases/2011/3/prweb8235053.htm

STAFF SIZE AND PROJECTED GROWTH

Staff Size and Growth Findings 2010

When asked about actual changes in staff size in 2010, 34 percent of nonprofits surveyed said their staff size increased, 42 percent saw no changes in staff size, and 24 percent experienced a decrease in staff size. These percentages are better than predictions for staff size changes that were reported in the 2010 Nonprofit Employment Trends Survey (Figure 1). In that survey 28 percent of nonprofits anticipated that their staff size would likely increase; 35 percent anticipated that they would likely see no changes at all; and 37 percent anticipated that their staff size would likely decrease. Nonprofit staff size faired better in 2010 than expected.

Nonprofits also reported promising information about salary and benefit changes in 2010. Fifty-seven percent reported salaries increased in 2010; 40 percent reported that salaries stayed the same; and three percent reported salaries decreased.

Similarly, 13 percent of nonprofits indicated benefits increased in 2010, 74 percent of nonprofits reported benefits stayed the same, 13 percent reported that benefits decreased.

Fifty-eight percent of nonprofits surveyed created new positions in 2010, with the median number of positions created being three and 41 percent of nonprofits surveyed eliminated positions; the median number of positions eliminated was three.

Figure 1: Staff Size Predictions 2011
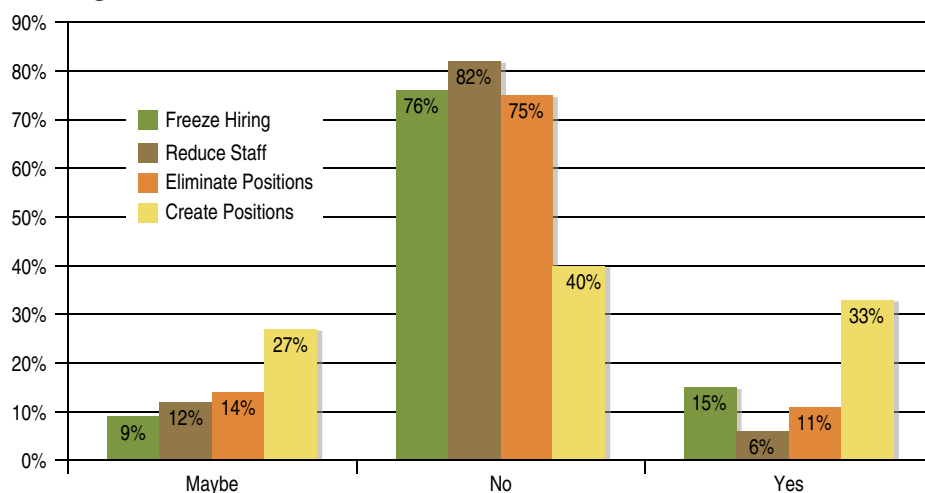
Staff Size and Growth Predictions 2011

Survey respondents were also asked about their staff size predictions for 2011, more specifically their intentions to create, freeze, eliminate, and/or gradually reduce positions in 2011. With regard to the creation of new positions, 33 percent indicated that they planned to create new positions, 27 percent indicated that they might create new positions, and 40 percent said that they did not plan to create new positions in 2011. The median number of positions anticipated being created in 2011 was two.

The majority of nonprofits in the 2011 survey do not plan to freeze hiring, reduce staff, or eliminate positions in 2011.

Further analysis of the data in Figure 1 indicates that the anticipated number of new positions is likely related to the size of the organization. Fifty-six percent of smaller organizations[4] do not anticipate they will create new positions in 2011. However, 47 percent of larger organizations expect to create new positions.

4 There are three organizational size categories: small organizations were organizations with budgets less than 1 million dollars, mid-sized organizations were organizations with budgets 1,000,001 to ten million dollars, and large organizations were organizations over ten million dollars.

Loss of funding from government grants, and overall decline in operating budgets were cited as the top two reasons for eliminating positions in 2011. These findings were similar to the findings from the 2010 Nonprofit Employment Trends Survey. Small and mid-sized organizations anticipated they would be affected by

Figure 2: Reasons Positions May Be Eliminated In 2011

- Loss of government grant funding: 35%
- Loss of private/foundation grant funding: 15%
- Overall budget shortfall: 36%
- Reduction in corporate donor revenues: 6%
- Reduction in individual giving revenues: 7%
- Reduction in membership revenues: 1%

an overall budget shortfall more than larger organizations. Figure 2 provides reasons for potential elimination of positions in 2011.
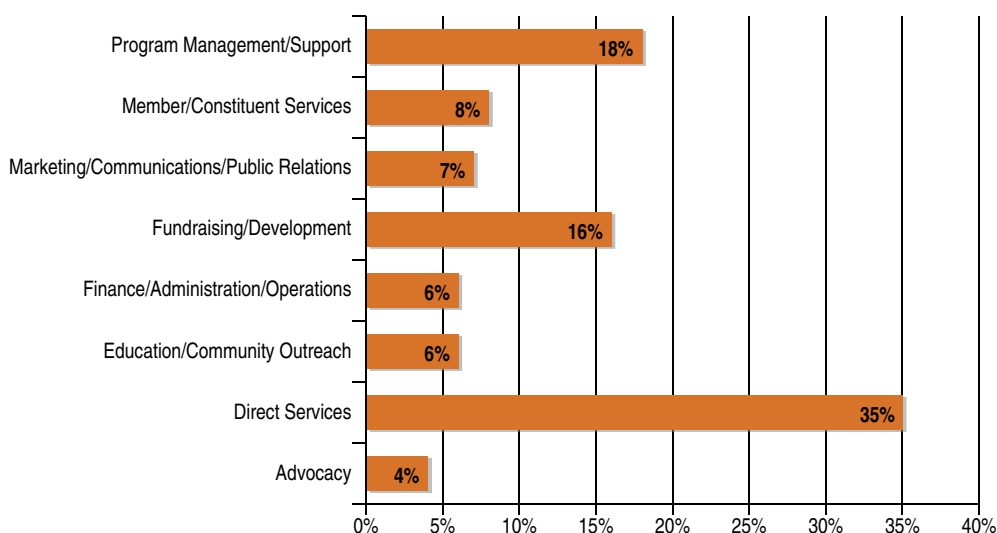
Nonprofits were asked how they re-assign job responsibilities when they eliminate staff positions; 81 percent reported using current staff while four percent reported using volunteers and interns. Interestingly, organization size did not affect this answer. These responses highlight the need to pay close attention to the potential impact of increased responsibilities on employee morale and burnout.

The organizations that planned to eliminate positions in 2011 were also asked about their intentions to offer any type of severance assistance to affected staff. Forty-two percent of organizations indicated that they planned to provide severance assistance, while 36 percent indicated that they did not plan to provide some sort of severance assistance, and 22 percent were unsure if they would offer severance. These findings are better than findings from the 2010 Nonprofit Employment Trends Survey, as offering severance assistance appears to be more of a priority for organizations this year.

Of the organizations that planned to provide severance assistance, the top three assistance options included cash assistance (99 percent), extended health care benefits (49 percent), and character and/or performance references beyond employment verification (46 percent). Surprisingly, organizational budget size did not affect these responses. Ninety-one percent of respondent organizations indicated severance would be based on length of service.

Figure 3: Area of Most Anticipated Job Growth in 2011

- Program Management/Support: 18%
- Member/Constituent Services: 8%
- Marketing/Communications/Public Relations: 7%
- Fundraising/Development: 16%
- Finance/Administration/Operations: 6%
- Education/Community Outreach: 6%
- Direct Services: 35%
- Advocacy: 4%

Areas of Anticipated Job Growth

It is our belief that direct services continues to be the largest area for anticipated growth as a result of the increased demand in services from the American public as they continue to be faced with the challenges of unemployment, job loss, foreclosures and other issues related to economic hardship and related stress resulting from having to live on less.

A greater proportion of mid-sized and large organizations expect job growth in 2011 versus small organizations. Growth is expected to largely be in direct services (35 percent). Respondents also predict continued job growth in program management/support (18 percent) and fundraising/development (16 percent). See Figure 3 on the previous page.

Employee Turnover

Nonprofits in this survey reported an average turnover rate of 13 percent[5] in 2010. The bureau of labor statistics reported much smaller turnover rates by industry in 2010.[6] Fifty-six percent of nonprofit respondents anticipate that their turnover rate will stay the same in 2011 as the previous year and 24 percent anticipate a lower turnover rate than the previous year. Of the organizations that anticipate a higher turnover rate in 2011, 79 percent predict it will be caused by voluntary terminations/resignations, 23 percent expect it will be caused by involuntary terminations, and seven percent[7] retirements.
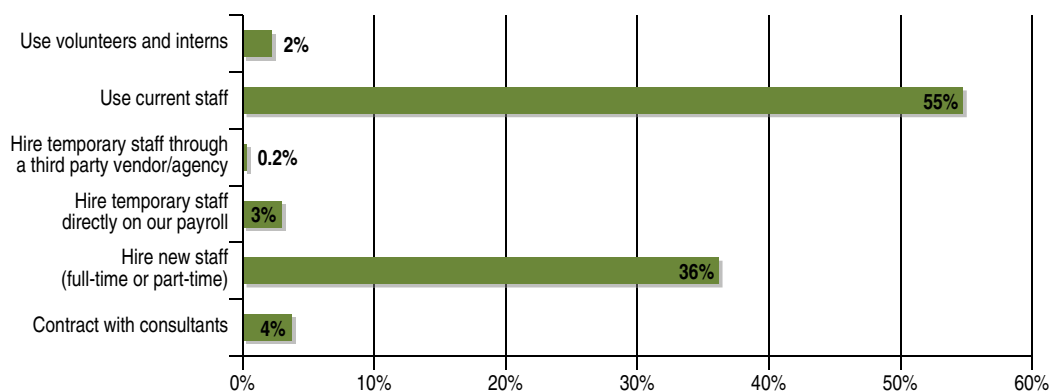
RECRUITMENT STRATEGIES AND BUDGETING

Recruitment/Staffing Strategies

Respondents were asked to indicate how they support new programs or initiatives. Figure 4 demonstrates that the vast majority (55 percent) of organizations use current staff to support new programs and/or initiatives. This finding was consistent with the 2010 Nonprofit Employment Trends Survey.

Increasing staff workloads often results in employee burnout, employee dissatisfaction, and higher turnover. As such, the negative implications of stretching existing staff too thin should not be disregarded. Also shown in Figure 4, 36 percent of organizations reported hiring new full-time or part-time staff.

Figure 4: Staffing Strategies Used to Support New Programs and/or Initiatives

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Figure 5: Staffing Strategies Used to Support New Programs and/or Initiatives: By Budget Size

Strategy	Small (n = 71)	Medium (n = 92)	Large (n = 50)
Use volunteers and interns	6%	2%	
Use current staff	62%	57%	48%
Hire temporary staff directly on our payroll	6%	1%	4%
Hire new staff (full-time or part-time)	24%	38%	46%
Contract with consultants	3%	2%	2%

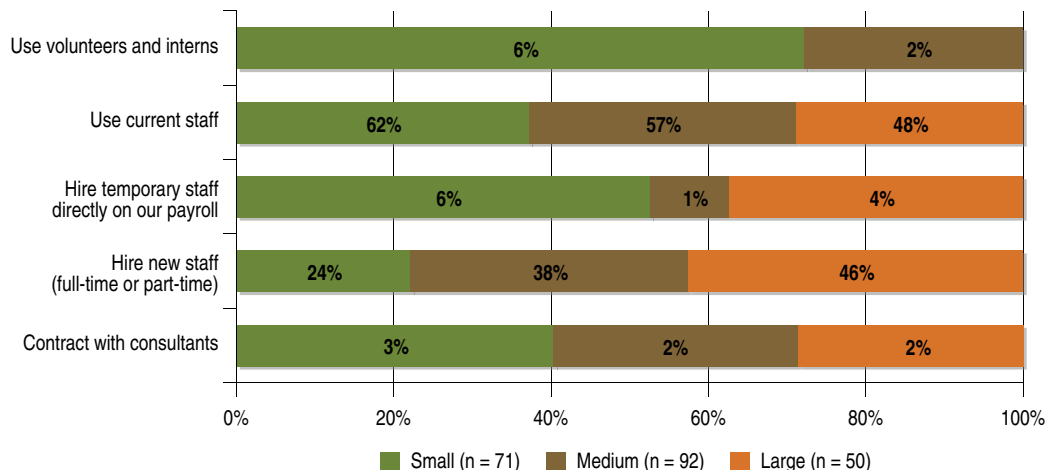Small (n = 71)   Medium (n = 92)   Large (n = 50)

Figure 5 examines staffing strategies used to support new programs or initiatives by organization size. Utilizing existing staff to support new programs was a common strategy of small organizations – 62 percent of small organizations compared to 48 percent of large organizations used current staff for this purpose. Large organizations were much more likely to hire new staff to support new programs compared to small organizations. Specifically 46 percent of large organizations hired new staff compared to 24 percent of small organizations. While this difference is notable, eleven percent more of small organizations reported hiring new staff to run new programs this year compared to small organizations that responded to the 2010 Nonprofit Employment Trends Survey. Although large nonprofits likely contribute to a significant volume of job creation, the rise in new hires within small nonprofits is a promising sign for today's economy.

Respondents were also asked to reflect on vacancies at different position levels (i.e., Entry-Level, Mid-Level, Experienced, and Senior/Executive) and report, for each position level, the percentage of hires that come from people promoted within their organization, people from other nonprofit organizations, and people from outside the nonprofit sector. As depicted in Figure 6, respondent organizations reported that 50 percent of their organization's Entry-Level vacancies were filled by people from outside of the sector. Mid-Level vacancies were most often filled by people promoted from within, while Experienced vacancies were commonly either filled by internal candidates or people from other nonprofits.

Figure 6: Where Did Hires Come From? It Depends on Position Level

Position Level	People Promoted from Within	People from Other Nonprofits	People from Outside the Nonprofit Sector
Entry-Level Vacancies	10%	30%	50%
Mid-Level Vacancies	45%	30%	25%
Experienced Vacancies	40%	40%	20%
Senior/Executive Vacancies	25%	50%	20%

People Promoted from Within   People from Other Nonprofits   People from Outside the Nonprofit Sector
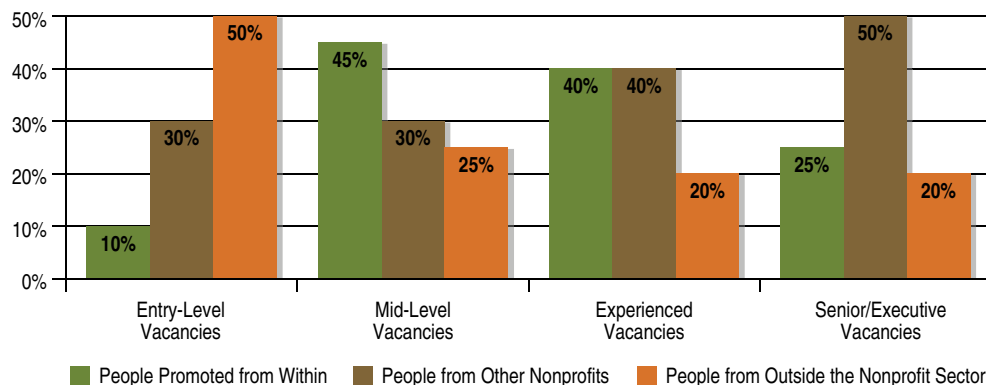
Senior/Executive level vacancies on the other hand, were most often filled by candidates from other nonprofit organizations. However this finding did not necessarily apply to small organizations, as they were generally more likely to fill Senior/Executive level vacancies by promoting from within. Generally speaking though, while internal candidates may regularly be promoted to Mid-Level and Experienced positions, the overall trend suggests that most nonprofits will pull talent from other nonprofits to fill Senior/Executive positions. We consider this a positive sign in building experienced talent for the sector. This trend also suggests that opportunities for upward mobility and professional growth continue to be available within the sector for individuals at all levels.

Recruitment Advertising & Budgeting

Consistent with the findings from the 2010 Nonprofit Employment Trends Survey, only one-quarter of organizations reported having a formal annual recruitment budget. Organizations with larger operating budgets were much more likely than those with smaller operating budgets to designate money for the recruitment of new employees. Clearly, larger organizations find annual recruitment budgets to be more of a necessity than smaller organizations as such budgets support what is commonly a more complex and/or time-consuming recruiting process required by organizations with large staff sizes.[8] According to U.S. Legal, Inc., "The bigger the business, the more complex it is likely to be; the hiring process will tend to reflect that."[9]

Of those nonprofits with formal recruiting budgets, 64 percent predicted that their recruiting budgets would remain unchanged in 2011, which is a 13 percent increase from what was forecast in 2010. Sixteen percent of respondents expected their recruiting budgets would increase in the following year, and 20 percent anticipated their recruiting budgets would decrease. Figure 7 demonstrates how these predictions are more optimistic compared to last year's forecasts. These differences could indicate the positive effects of a stabilizing economy.

Figure 7: If Your Organization Has a Formal Recruitment Budget, Next Year Will That Budget:
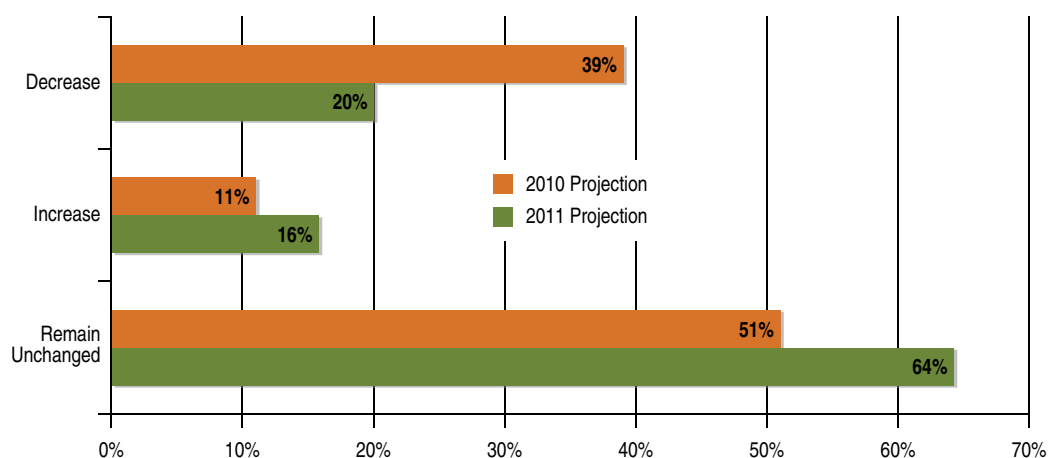
Recruitment Advertising Sources

Various on-line, print, and in-person recruitment efforts are used by nonprofits, but some are more popular and effective than others. Respondents were asked to rank-order their five most frequently used recruitment advertising sources. Table 1 on the next page shows the five sources that were most regularly used by nonprofits.

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8 This year's Employment Trends survey indicates that the average number of people employed in 2010 by large organizations was nearly 300, compared to small organizations that employed an average of 29 people last year.

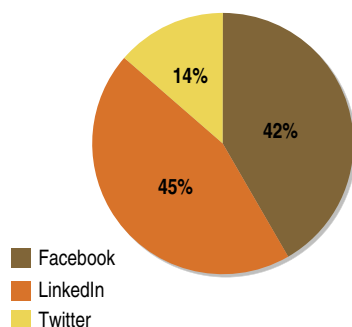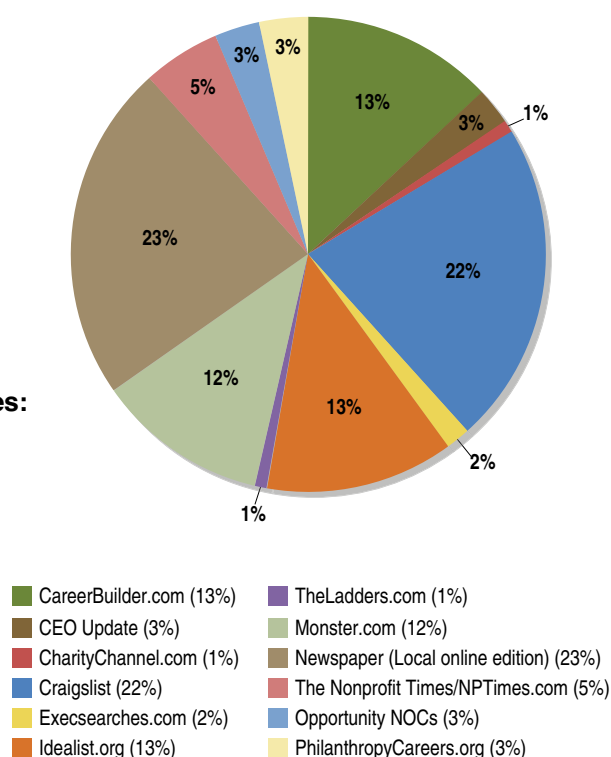9 US Legal, Inc. (Copyright 2001-2011). Definitions: Employee Hiring Law & Legal Definition. Retrieved from http://definitions.uslegal.com/e/employee-hiring/

Table 1. Top 5 Recruitment Advertising Sources*

Formal network of colleagues/nonprofits
Informal network of colleagues/friends
Newspaper (local online edition)
CraigsList
Newspaper (local print edition)

*Ordered according to the number of top 5 votes received.

Formal network of colleagues/nonprofits received the most first and second place rankings, followed by Informal network of colleagues/friends and CraigsList.

To gain further insight into recruitment methods used by nonprofit organizations, recruitment-advertising efforts were also grouped by source category type (personal network, social networking, and web-based). For instance, as shown in Figure 8, of all top five usage ratings received by personal network sources, half were for formal networks and half were for informal networks. As Figure 9 illustrates, Facebook and LinkedIn received the most top five usage ratings of social networking sources. Local online edition newspapers and Craigslist received the most top five usage ratings of web-based sources (23 percent and 22 percent, respectively), as depicted in Figure 10. This information, which describes the popularity of sources relative to sources of similar types, may be useful comparative information for nonprofits looking to streamline their recruitment advertising processes.

Figure 8: Personal Network Sources: Distribution of All Top 5 Ratings

- 50% Formal Network of Colleagues/Nonprofits
- 50% Informal Network of Colleagues/Friends
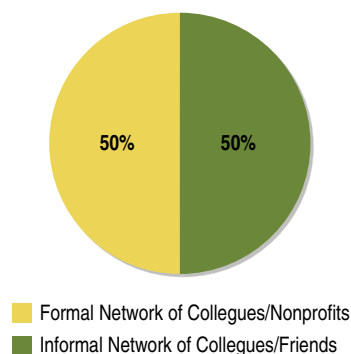
Figure 9: Social Networking Sources: Distribution of All Top 5 Ratings

42%
45%
14%

- Facebook
- LinkedIn
- Twitter

Figure 10: Web-Based Sources: Distribution of All Top 5 Ratings

13%, 3%, 1%, 22%, 2%, 13%, 1%, 12%, 23%, 5%, 3%, 3%

- CareerBuilder.com (13%)
- CEO Update (3%)
- CharityChannel.com (1%)
- Craigslist (22%)
- Execsearches.com (2%)
- Idealist.org (13%)
- TheLadders.com (1%)
- Monster.com (12%)
- Newspaper (Local online edition) (23%)
- The Nonprofit Times/NPTimes.com (5%)
- Opportunity NOCs (3%)
- PhilanthropyCareers.org (3%)

Respondents also indicated their level of satisfaction with various sources for job position advertising. Satisfaction ratings were only collected for sources organizations typically used. Respondents were most satisfied with their formal and informal network of colleagues. Interestingly, although nonprofits only moderately used Idealist.org, on the whole, Idealist.org received notably high satisfaction ratings (84 percent of users were either very satisfied or somewhat satisfied).

Additionally, respondents were asked about the degree to which the use of social networking sites in recruiting advertising increased the quality of applicants, advertising costs, and the use of other online job boards.

As displayed in Figure 11, more than half said that candidate quality (54 percent) and the costs associated with recruiting advertising (53 percent) had been impacted very little or not at all. Likewise, 48 percent said that their organization's use of other online job boards had been either very little or not at all affected by their use of social networking sites.

Figure 11: The Extent to Which the Use of Social Networking Sites in Recruitment Advertising has Increased
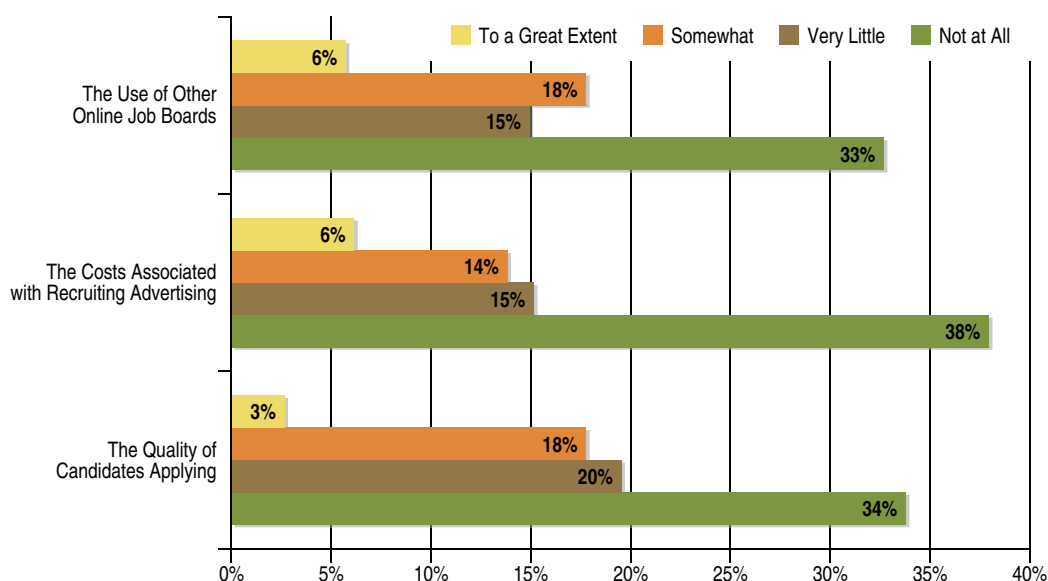
College Recruiting

College campuses may be an untapped resource for many nonprofits looking to bring new talent into their organizations. A 2004 study conducted focus groups with nonprofit leaders to find that some felt they lacked the time to reach out to college networks, and only 30 percent of nonprofits recruited through college campus career centers.[10] Similarly, the 2011 Nonprofit Employment Trends Survey found only 29 percent of nonprofits engage in on-campus recruiting. However, of those that rated their satisfaction with the quality of candidates found at on-campus job fairs, 64 percent said they were either somewhat or very satisfied. Few respondents reported being dissatisfied with the quality of candidates found on college campuses, suggesting that it may be worthwhile for nonprofits to spend time and resources recruiting potential employees from nearby universities.

The median amount of money spent annually on campus recruiting was $300. Compared to small organizations, large organizations were more likely to engage in and spend money on campus recruiting.

10 Cryer, S. (January, 2004). Recruiting and retaining the next generation of nonprofit sector leadership: A study of the (missed) connections among nonprofit organizations, college seniors, and offices of career services. The Initiative for Nonprofit Sector Careers. New York, NY. Retrieved from: http://www.forbesfunds.org/files/file/tropman-studies-research/2004/next-gen-np-leaders.pdf

Referral Bonuses

Less than 20 percent of organizations offered referral bonuses, however, this tended to depend on operating budget size. Small nonprofits were much less likely to offer their employees referral bonuses. Specifically, only eight percent of small nonprofits used referral bonuses as part of their recruiting strategies, compared to 45 percent of large nonprofits that offered this incentive. Overall, the median amount paid by organizations per referral was $250, which was consistent with findings from last year's Employment Trends survey.

STAFFING CHALLENGES

Maintaining Salary/Payroll Budgets

The economic crisis has taken its toll on the nonprofit sector. The greatest staffing challenge (Figure 12) indicated by survey respondents was maintaining salary budgets in the face of decreased annual revenues. This finding echoed last year's survey. The other budget related staffing challenge, the ability of nonprofit organizations to attract qualified staff within a limited budget, was rated as the second greatest staffing challenge reported this year.

When considering the greatest challenges by budget size, small organizations, (44 percent), and medium organizations (32 percent) noted maintaining salary budgets with decreasing revenues as their number one challenge. A smaller percentage of large organizations (23 percent) cited maintaining salary budgets as their greatest staffing challenge. For large organizations, (25 percent) finding qualified staff was the greatest staffing challenge.

Figure 12: Greatest Staffing Challenge
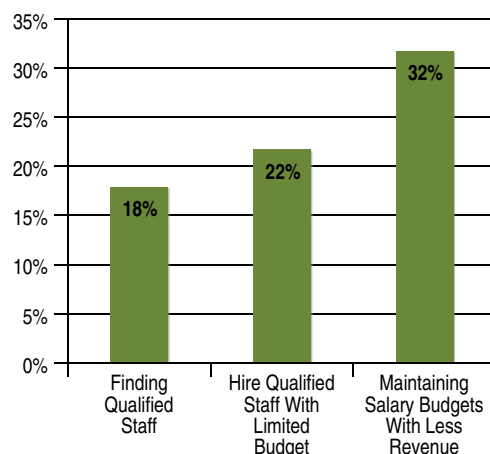
Filling Positions

Similar to last year's Nonprofit Employment Trends survey findings, the more senior the position, the longer it takes to fill. Half of the respondents reported taking more than 91 days to fill Senior/Executive level positions (see Figure 13). Only 20 percent of respondents reported filling those positions in 60 days or less. Ninety-two percent of organizations reported filling Entry level positions in under 60 days. Again, consistent with the previous year, size of the organization did not significantly impact the time it takes to fill the various levels of positions.

Figure 13: Length of Time to Fill Positions
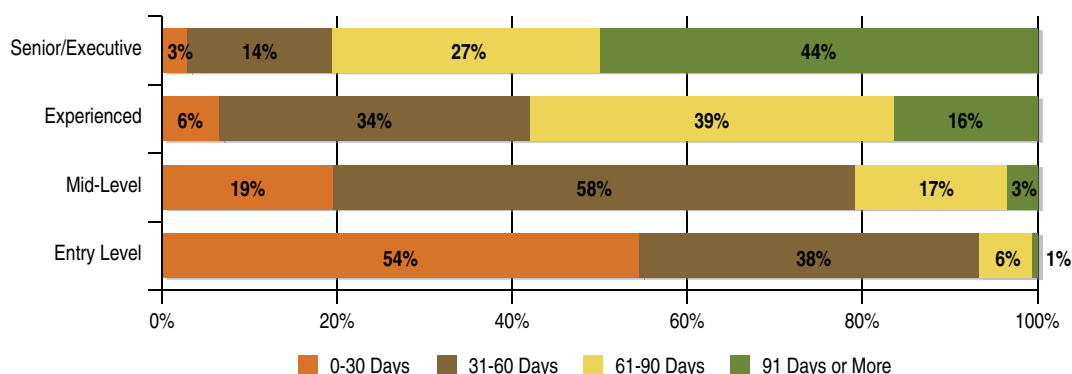
Table 2. Length of Time to Fill Position Comparison to Previous Years

Position Type	2009	2010	2011	Difference from '10 to '11
Entry Level/Support	0-30 days 48%	0-30 days 53%	0-30 days 54%	⬆ 1%
Professional	0-30 days 14%	0-30 days 12%	0-30 days 20%	⬆ 8%
Management	91+ days 26%	91+ days 13%	91+ days 16%	⬆ 3%
Executive	91+ days 55%	91+ days 46%	91+ days 50%	⬆ 4%

As shown in Table 2, a higher percentage of organizations that responded to this year's survey reported filling Entry level and Professional positions within 30 days. This indicates organizations are filling Entry level and Professional positions in less time than last year. A higher percentage of organizations that responded to this year's survey are also taking over 91 days to fill Experienced and Senior/Executive level positions, indicating organizations are taking longer to fill these types of positions than last year.

Hiring Qualified and Diverse Staff

While the vast majority of respondent organizations believed diversity in all categories queried was important (ethnic, 88 percent, age, 80 percent, and gender, 82 percent), the greatest diversity challenge was balancing ethnic diversity (49 percent). Sixty-eight percent of responding organizations said that attracting qualified persons of color was their greatest ethnic diversity challenge.

Looking at how organizational views about the importance of balancing diversity differ among organizations of different budget sizes, over 25 percent of small organizations thought that age diversity was of little importance or unimportant, compared to 16 percent of medium organizations and 10 percent of large organizations. Similarly, 24 percent of small organizations thought gender diversity was of little importance or unimportant, compared to 17 percent of medium organizations and 10 percent of large organizations.

STAFFING RESOURCE MANAGEMENT
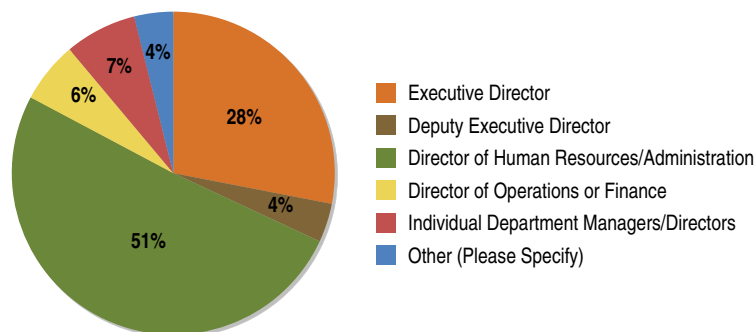
Resource Allocation – Staff

Consistent with previous Nonprofit Employment Trends Surveys, the majority of respondents (51 percent) said that the Director of Human Resources oversees the hiring process. Twenty-eight percent of respondents said the Executive Director oversees hiring.

Looking at organizational size, a high percentage of respondents from small organizations (67 percent) said the Executive Director oversees their hiring process, which is somewhat alarming, especially when compared to medium and large organizations. Only 23 percent of medium organizations and two percent of large organizations said the Executive Director oversees hiring. This is an area for concern for small organizations because hiring staff is a critical function and may be impacted by the Executive Director's ability to divide his/her time between other key functions such as fundraising, program development, and overall management. Small organizations lacking a dedicated Human Resources position could consider outsourcing the HR function to an outside agency as a possible solution. Currently only three percent of respondents from small organizations outsource the HR function to a third-party vendor. Small nonprofits may not perceive value in using staffing firms/agencies,

or the perceived costs may exceed available resources. The data suggests that small nonprofits may not perceive value in using staffing firms/agencies, or the perceived costs may exceed available resources.

Figure 14: Overseeing the Hiring Process

- Executive Director
- Deputy Executive Director
- Director of Human Resources/Administration
- Director of Operations or Finance
- Individual Department Managers/Directors
- Other (Please Specify)

Resource Allocation – Time

Respondents were asked how much time the individual who oversees hiring at their organization spends on employment/recruitment issues on a weekly basis. Interestingly, the majority of people who oversee hiring (70 percent) spend less than 20 percent of their time on employment/recruitment issues. This is surprising considering that salaries and benefits often represent the largest budget expense for most organizationsand the appropriate investment in hiring qualified staff can significantly impact an organization's ability to deliver on its mission effectively.

Importance of HR Function

Respondent organizations were also asked about the importance of the HR function. The majority of respondents (84 percent) agreed the HR function is critical to their organization's ability to fulfill its mission and 86 percent of respondents noted that HR practices play a role in achieving the mission. Over half of respondents (59 percent) agreed that their organization's mission informs decisions regarding HR matters such as employee training and pay.

Managing the HR Function

The 2011 survey indicates that the majority of respondents (52 percent) do not have a dedicated HR staff member; instead, one or more staff members, in addition to their other duties, manage the HR function. This arrangement is unsurprising considering the scarce resources allocated to staffing management and HR in general. Forty percent of respondents have one or more staff members dedicated exclusively to the HR function.

Table 3. 2011 Staffing HR Function by Budget Size

	Small Organizations	Medium Organizations	Large Organizations
Dedicated staff member	21%	22%	23%
Two or more dedicated staff members	1%	13%	43%
One or more staff members manage in addition to other functions	69%	59%	30%

As shown by the table above, budget size appears to be related to the way in which staffing/HR functions are managed within nonprofits. Small and medium organizations

were much more likely to have one or more staff members managing the HR function in addition to their other duties. Large organizations were much more likely to have two or more dedicated staff members to manage HR functions.

Conclusion

As Dr. Lester Salamon of The Johns Hopkins University has written, "American nonprofit organizations have exhibited enormous resilience in the face of an extraordinary array of financial, competitive, accountability and legitimacy challenges over the past two decades."[11] This survey shows the continuing resiliency of the sector as organizations work to meet their missions in the face of ongoing and significant challenges around staffing, their limited ability to attract and retain qualified diverse staff, and their often limited and under-resourced internal expertise in the area of human resources. While this survey underscores the need for nonprofits to become savvier with regards to the strategies they use to attract staff, the good news is that wide-scale layoffs seem to be leveling off and hiring appears to be increasing resulting in opportunities for professional growth within the sector continue.

APPENDIX A. METHODOLOGY

The Employment Trends Survey consisted of 58 questions consisting of multiple choice, rating scale, and open-ended questions. Respondents were asked to provide their organization's demographic information and answer employment trends questions covering the following content areas:

- **Staff Size and Projected Growth**
- **Recruitment Strategies and Budgeting**
- **Staffing Challenges**
- **Staffing Resource Management**

In January 2011, The Caster Family Center for Nonprofit & Philanthropic Research electronically administered the survey through SurveyMonkey to organizations in Nonprofit HR Solutions' mailing list, which consists of 16,000 nonprofits. The survey was also distributed to the Caster Center mailing list of 5,000 nonprofits and through social networks such as Facebook and twitter.

Data Cleaning & Analysis

Prior to analysis, the data were cleaned by Caster Center researchers. Non-501(c) organizations were removed from the dataset. Multiple responses originating from a single organization (as indicated by the existence of duplicate IP addresses and duplicate organization names) were closely examined by researchers to determine which survey response should be included in the analysis. When duplicate responses from a single organization were identified, researchers defaulted to keeping surveys that were more fully complete, filled out by higher-ranking employees (as indicated by the job titles of respondents), and/or those that consistently provided precise number responses rather than ballpark estimates. After the cleaning, a total of 456 responses remained.

The statistical software SPSS was used to analyze survey responses. Descriptive analyses were conducted using the complete dataset and also using the dataset split by budget size.
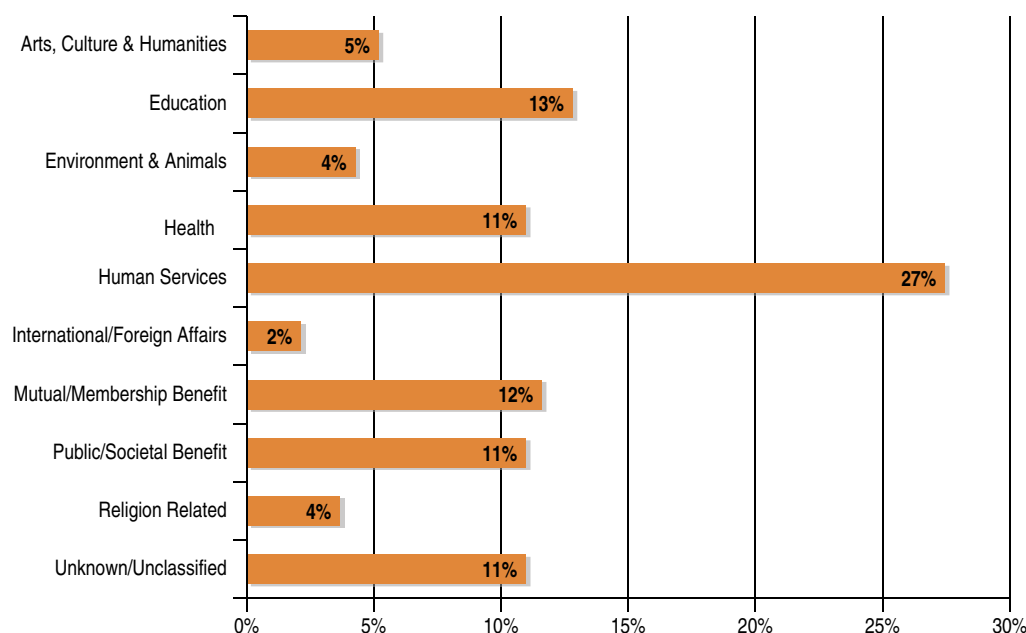
11 Salamon, L. M. (2004). Nonprofit world faces many dangers. Chronicle of Philanthropy, Retrieved March 30, 2011 from http://philanthropy.com/article/Nonprofit-World-Faces-Many/62140/

APPENDIX B. ORGANIZATIONAL DEMOGRAPHICS

Organization Type

The organizations that completed the survey represent a variety of organizations in the nonprofit sector. The sample moderately under-represents Human Service, Arts, and Education organizations.[12] Figure 15 below depicts that most responding organizations were from the Human Services subsector.

**Figure 15: Organizations By Subsector**

Subsector	Percentage
Arts, Culture & Humanities	5%
Education	13%
Environment & Animals	4%
Health	11%
Human Services	27%
International/Foreign Affairs	2%
Mutual/Membership Benefit	12%
Public/Societal Benefit	11%
Religion Related	4%
Unknown/Unclassified	11%

Operating Budget Size

Of all responding organizations, 224 provided budget size information. The median budget size reported was $2,829,889. Small nonprofits were underrepresented in the sample, as Figure 16 depicts that two-thirds of respondents were from organizations with budgets over $1 million dollars.

For analysis purposes, organizations were grouped into one of three budget categories: small, medium, or large. Small organizations were defined as those with budgets of $1 million or less, medium organizations were those with budgets of $1,000,001 to $10 million, and large organizations were those with budgets over $10 million.

Figure 16: Organizations by Budget Size

Budget Size	Percentage
Above $10 Million (Large)	24%
$1,000,001 to $10 Million (Medium)	43%
$1 Million or Less (Small)	33%
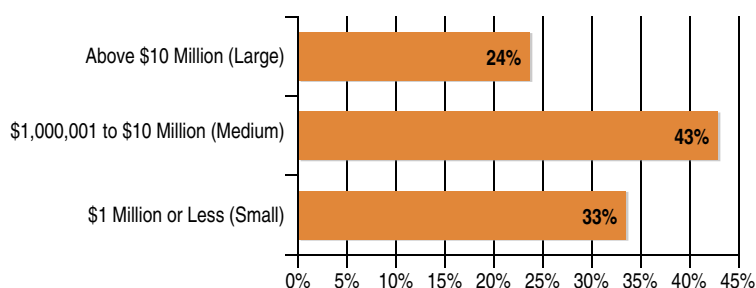
12 Wing, K. T., Roeger, K. L., & Pollak, T. (2010). The nonprofit sector in brief: Public charities, giving, and volunteering. Urban Institute. Retrieved from: http://www.urban.org/publications/412209.html

Staff Size

The average staff size of responding organizations was 244 people, suggesting that the sample was skewed towards large organizations. When looking at staff size by organizational budget size, the average number of people employed by small, medium, and large organizations was approximately 29, 62, and 300, respectively.

Organization Location

The respondent organizations in this survey were representative of the national nonprofit sector by number of nonprofit organizations in each location (state/region).[13] The chart below shows that when looking at number of nonprofit organizations by region, the employment trends data is practically the same as the national data on number of nonprofit organizations by region.

Figure 17: Organizational Location by Region
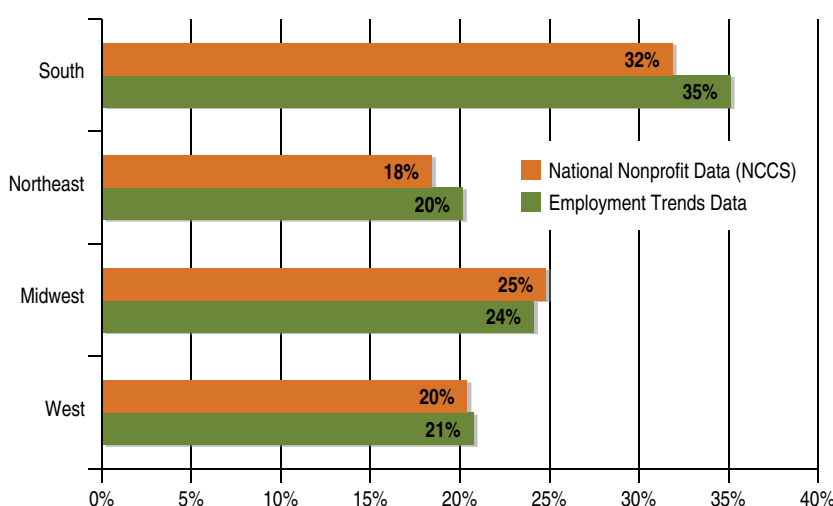
National Nonprofit Data Source: National Center for Charitable Statistics

Race and Ethnicity

Respondents were asked to provide the approximate ethnic/racial composition of their staff. The composition of respondents' staff was predominately white, as the median percentage of white staff was 80 percent. This demographic finding was consistent with the 2010 Nonprofit Employment Trends Survey, as well as national ethnic/racial composition data of nonprofit employees, and confirms the need for increased ethnic/racial diversity in nonprofit sector employees.

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13 National Center for Charitable Statistics. (2008). Number of Registered Nonprofit Organizations by State. Retrieved, April 12, 2010 from, http://nccsdataweb.urban.org/PubApps/reports.php?rid=2

APPENDIX C. LIST OF PARTICIPATING ORGANIZATIONS

ABVI-Goodwill
ACCESS Agency, Inc.
Advocacy Services for Kids
African Continuum Theatre Co.
Agency for Instructional Technology
AIDS Legal Council of Chicago
Alaska Community Development Corporation
Alice Ferguson Foundation
Alliance for Telecommunications Industry
    Solutions
American Academy of Dermatology
American Association of Veterinary State Boards
American Councils for International Education
American Geophysical Union
American Inns of Court Foundation
Amnesty International USA
Ashland Area Chamber of Commerce
ASIS International
Association of Children's Museums
Benetech
Bible League International
BOMI International
Boston Young Men's Christian Union
Boysville, Inc.
Brain Injury Assoc of MI
Brain Injury Association of Ohio
California Primary Care Association
Catholic Charities, Diocese of Joliet
Cenacle Retreat House
Center for Disability Rights, Inc.
Center for Economic Progress
Center for International Private Enterprise
Center for Nonprofit Excellence
Chicago Youth Centers
Christopher House
Community Foundation for Northeast Michigan
Community Options, Inc.
CompTIA
Connecticut Association of Nonprofits, Inc.
CORA
Coronado Schools Foundation
Danville Pittsylvania County Chamber of
    Commerce
Delaware Center for the Contemporary Arts
El Buen Samaritano Episcopal Mission

Esperanza Peace and Justice Center
Evergreen Retirement Community
Families & Friends of Violent Crime Victims
Family & Children's Place
Family Alternatives
Forum for Youth Investment
Frederik Meijer Gardens & Sculpture Park
Girl Scout Council of the Florida Panhandle, Inc.
Girl Scouts of Alaska
Girl Scouts of Eastern Oklahoma
Girl Scouts of Greater South Texas
Girl Scouts of Manitou Council
Girl Scouts of Middle Tennessee
Girl Scouts of Nassau county
Girl Scouts of Northeast Kansas and Northwest
    Missouri
Girl Scouts of Orange County
Girl Scouts of Oregon and SW Washington
Girl Scouts of the Missouri Heartland, Inc.
Girl Scouts of the Northwestern Great Lakes, Inc.
Girl Scouts of Western Ohio
Girl Scouts of Wisconsin Southeast
Girls Incorporated
Girls Scouts of Greater Los Angeles
Glendale Healthy Kids
GLOW YMCA, Inc.
Good Samaritan Society, Ottumwa
Habitat for Humanity Greater San Francisco
Harlem RBI
Health Imperatives, Inc.
Heart of Brooklyn
HeartLine, Inc.
Hi-Line Home Programs, Inc.
Hospice & Palliative Care of Northeastern Illinois
Hostelling International USA, San Diego Council
Humane Society of Sarasota County, Inc.
Hydraulic Institute
ICMA
Independent Sector
Inglis Foundation
Insurance Council of Texas
Intermountain Children's Home
International Association of Emergency
    Managers
International Youth Foundation

IntraHealth International
Isabella Visiting Care, Inc.
Japan America Society of Southern California
Kansas Association of Homes and Services for the Aging
King County Bar Association
Latin American Community Center
LaunchAbility
Lawrence Hall Youth Services
Lexington Humane Society
Literacy Advance of Houston
Living Beyond Breast Cancer
Lutheran Social Services of Illinois
Lutheran Social Services of SD
Main Street Concord, Inc.
Maryland Academy of Sciences
Maryland Nonprofits
Metro United Way
Metropolitan Family Service
Michael & Susan Dell Foundation
Midtown Community Benefits District
Mohawk Hudson Humane Society
Montana Chamber of Commerce
Mother's Refuge
National Association of Trailer Manufacturers
National Coalition for Asian Pacific American Community Development
National Guard Association of Texas
National Shrine of Our Lady of the Snows
NKBA
Nontraditional Employment for Women (NEW)
North Texas Food Bank
NorthPointe Resources, Inc.
NYS School Boards Association
Ohio & Erie Canalway Coalition
Oncology Nursing Society
PathWays PA, Inc.
Personal Counseling Service, Inc.
Peterborough Retirement Community at Upland Farm, Inc., d/b/a RiverMead
Pima Council on Aging, Inc.
Prince of Peace Lutheran Church Burnsville
Project SHARE of Carlisle
Prosperity Media Enterprise, Inc.
Pysicians for Human Rights

Raintree Children and Family Services
Rancho Santa Fe Foundation
RBC Ministries
Richie McFarland Children's Center
Richmond Volleyball Club
RMCC
SafeHaven of Tarrant County
SafePlace, Austin, TX
Savio House
Signal Centers, Inc
Society of Biological Psychiatry
Sonoran Institute
Southside Community Health Services, Inc.
Southwest Michigan Land Conservancy
Swords to Plowshares
Taller Puertorriqueño
TASC, Inc.
The Association of Junior Leagues International, Inc.
The Center for Rural Development
The Coordinating Center
The Education Trust
The Endocrine Society
The Estates at Carpenters
The Midnight Mission
The New York Academy of Sciences
The SHARE Food Program, Inc.
The Village for Families and Children
TM Forum
UC San Diego Health System
United Neighborhood Centers of America
United Services
United Through Reading
United Way of Greater Topeka
United Way of the Midlands
US Lacrosse
Valley HealthCare System
Virginia Beach sPCA
VISIONS/Services for the Blind and Visually Impaired
VisitPittsburgh
Vita-Living, Inc.
Westbay Community Action
WestCare
Yellow Ribbon Fund

Nonprofit **HR Solutions**