

2010
Nonprofit Employment Trends Survey™



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.**

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ABOUT THE SURVEY

The nonprofit sector employs on average 61.2 million full- and part-time employees nationwide¹. From volunteer managers, to fundraising and development specialists, to executive directors, the sector offers a diversity of emerging and innovative career opportunities.

The 2010 national Nonprofit Employment Trends Survey™ is intended to provide a snapshot of current employment practices within the sector. This report, which has been produced annually by Nonprofit HR Solutions since 2007, includes responses of over 500 nonprofits from across the country.

This year's survey 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 the Appendices of this report.

SUMMARY OF KEY FINDINGS

The Nonprofit Job Market Appears to be Stabilizing

Findings from this year's study indicate that the nonprofit job market may be stabilizing. While over half of respondents reported eliminating positions in 2009, only 10% said they intend to eliminate positions in 2010. Additionally, more organizations increased their staff size from 2009 to 2010 than in the previous year. Thirty-six percent indicated that they planned to create new positions; of those organizations, the majority (43%) anticipated that they would be creating new full-time positions and less than one-quarter anticipated that they would be creating new temporary positions. This trend suggests that job creation is greatest among larger nonprofit organizations. Organizations responding to this year's survey also anticipate a lower turnover rate than in 2009.

A Workforce at Risk

Even with anticipated job growth in 2010, the economic downturn has clearly affected nonprofit organizations and their employment practices. For example, nonprofits are reporting an increase in overall demand for their services. As a result, many organizations risk overworking their employees by using current staff to run new programs and initiatives.

Nonprofits also reported that they are more likely to fill higher-level positions with candidates from outside of the organization. This indicates that they might be overlooking the value of succession planning as a key part of their organizational strategy (i.e., not promoting from within).

Human Resource Management is Not a Priority for Most Nonprofits

Nonprofits indicated their ongoing struggle to maintain proper human resource (HR) management practices. Nearly three-quarters of respondents indicated that their organizations did not have any formal budget for recruiting employees and the majority of organizations allocated limited resources to staffing management and HR in general.

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

STAFF SIZE AND PROJECTED GROWTH

Staff Size Predictions

With the unprecedented pressure on the nation's economy resulting in massive layoffs in the latter part of 2008 and throughout 2009, it is important to understand the impact that these and other factors have had on the nonprofit sector workforce.

Despite difficult economic conditions, it was encouraging to note that when asked about projected changes in organizational staff size from 2009 to 2010, 28% of nonprofits surveyed anticipated that their staff size would likely increase, 35% anticipated that they would likely see no changes at all, and 37% anticipated that their staff size would likely decrease.

It appears as though the majority of respondents from medium and large nonprofit organizations are weathering the current economic crisis better than small organizations². Medium and large nonprofits reported that they expected to either experience no change in staff size, or they expected to have a larger organizational staff size in 2010. See Table 1.

Table 1: Change in Staff Size by Budget Size

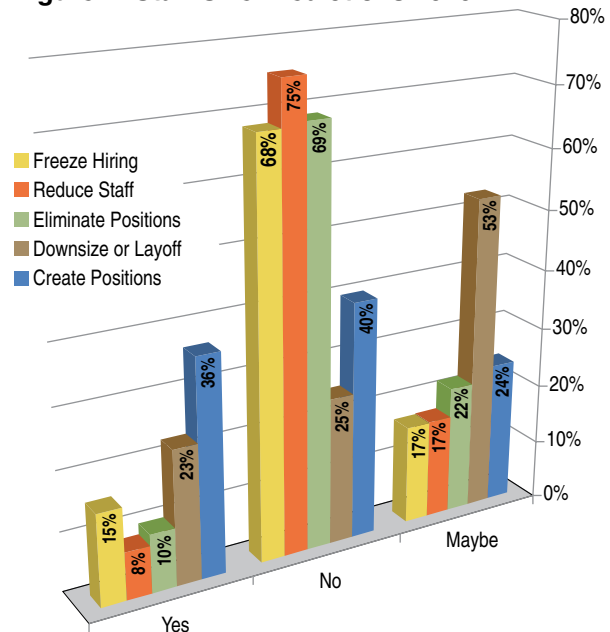
| Change in Staff Size | Small Organizations | Medium Organizations | Large Organizations |
|----------------------|---------------------|----------------------|---------------------|
| No Change | 25% | 41% | 40% |
| Larger Staff Size | 29% | 26% | 29% |
| Smaller Staff Size | 46% | 33% | 30% |

Survey respondents were also asked about their intentions to create, downsize, freeze, eliminate, and/or gradually reduce positions in 2010. With regard to the creation of new positions, in particular, 36% indicated that they planned to create new positions, 24% indicated that they were unsure if they would create new positions, and 40% said that they did not plan to create new positions in 2010. See Figure 1.

Of the respondents that said they planned to create new positions, the majority (43%) anticipated that they would be creating new full-time positions, and less than one-quarter anticipated that they would be creating new temporary positions.

Surprisingly, the majority of organizations do not plan to freeze hiring, reduce staff, or eliminate positions in 2010. However, many organizations (53%) indicated that they remain unsure about the need to downsize or layoff staff in 2010. Figure 1 shows overall staff size predictions for 2010.

Figure 1: Staff Size Predictions 2010

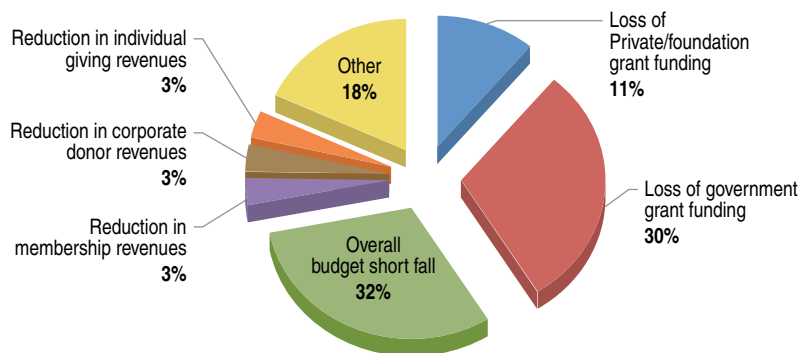


² There are three organizational size categories: small organizations were organizations with budgets less than 1 million dollars, mid-sized organizations were organizations with budgets 1,000,001 to ten million dollars, and large organizations were organizations over ten million dollars.

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-two percent of smaller organizations do not anticipate that they will create new positions in 2010. However, 46% of larger organizations expect to create new positions. On average, smaller organizations plan to create two new positions, medium sized organizations plan to create four new positions, and large organizations plan to create nine new positions in 2010.

While over half of respondents reported eliminating positions in 2009, only 10% said they intend to eliminate positions in 2010. The primary reasons given for eliminating positions in the coming year were loss of funding from government grants and overall declines in operating budget. Figure 2 provides reasons for potential elimination of positions in 2010.

Figure 2: Reasons Positions May be Eliminated in 2010



It is often assumed that senior/executive positions are safe when jobs are eliminated within a nonprofit organization. This did not appear to be the case with these findings. On average, two senior/executive positions were eliminated per organization in 2009. We believe this indicates the extent to which nonprofit organizations were forced to streamline programs and operations in response to economic pressures and losses in funding.

The organizations that planned to eliminate positions in 2010 were also asked about their intentions to offer any type of severance assistance to affected staff. Thirty-two percent of organizations indicated that they planned to provide any severance assistance, while 50% indicated that they did not plan to provide some sort of severance assistance. This percentage is much lower than last year's findings, where 62% of organizations planned to provide severance assistance. The 2010 findings are somewhat surprising, since other research has found that providing severance benefits outweighs the cost of not providing it³. The elimination of severance benefits may be a result of two factors: 1) the unprecedented extent to which organizations were forced to cut costs in 2009, and/or; 2) organizational perceptions about the costs of providing such assistance. Respondents from smaller organizations were less likely to offer severance than medium to large sized organizations.

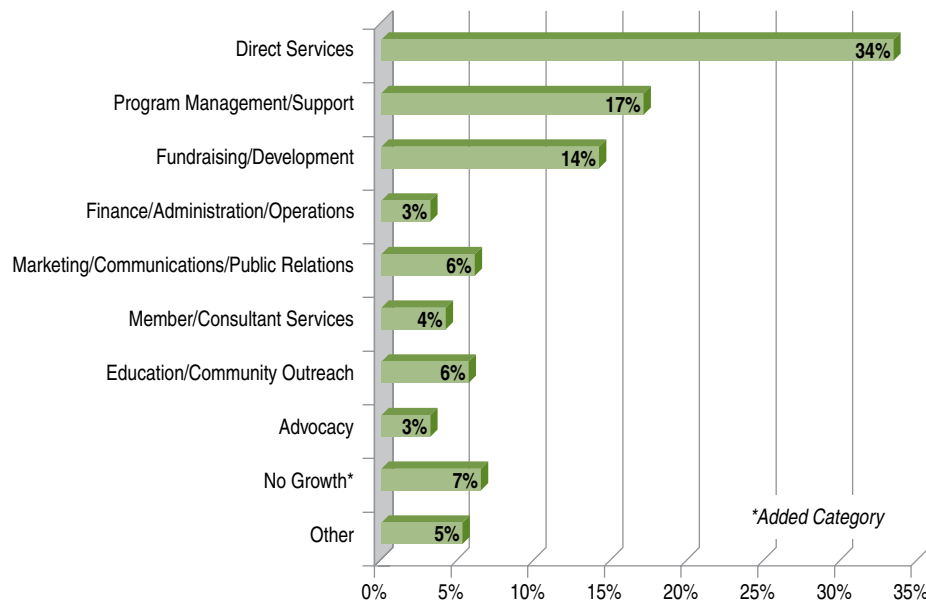
Of the organizations that planned to provide severance assistance, the top three assistance options included extended health care benefits (20%), references-beyond employment and/or salary verification (20%), and priority consideration for rehire (21%).

³ Stimpson, M. (2002). Should companies: Feel obligated to give employees severance? Retrieved April 14, 2010 from, http://findarticles.com/p/articles/mi_hb3574/is_2_16/ai_n28902525/

Areas of Anticipated Job Growth

Organizations that anticipate job growth in 2010 expect that growth to largely be in Direct Services (34%). This represents a 10% increase over the findings from the 2009 survey, and likely reflects an increase in overall demand for nonprofit services experienced during the recession. Respondents also predicted continued job growth in program management/support (17%) and fundraising/development (14%). See Figure 3 below.

Figure 3: Area of Most Anticipated Job Growth in 2010



Employee Turnover

On average, nonprofits have reported a turnover rate of 21%⁴. In 2009, 80% of respondents to this survey anticipated a higher turnover rate than the previous year. By contrast, organizations responding to this year's survey anticipate a lower turnover rate than in 2009.

In comparing these responses to the existing literature about employment practices in nonprofit organizations, competitive job offers (20%) and termination (17%) were cited by employers as the most common reasons that their employees left the organization⁵. As turnover is more likely when employees perceive other job alternatives⁶, voluntary turnover tends to decline during periods of economic difficulty. The anticipated reduction in turnover is consistent with this trend. As the economy improves, some nonprofit professionals may return to active job searches, which could result in resurgence in the voluntary turnover seen in better economic times.

4 Opportunity Knocks. (2008). *Nonprofit retention and vacancy report*. Atlanta, GA.

5 Opportunity Knocks. (2008). *Nonprofit retention and vacancy report*. Atlanta, GA.

6 Griffeth, R. W., Hom, P. S., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover. Update, moderator tests, and research implications for the next millennium, *Journal of Management*, 26, 463-488.

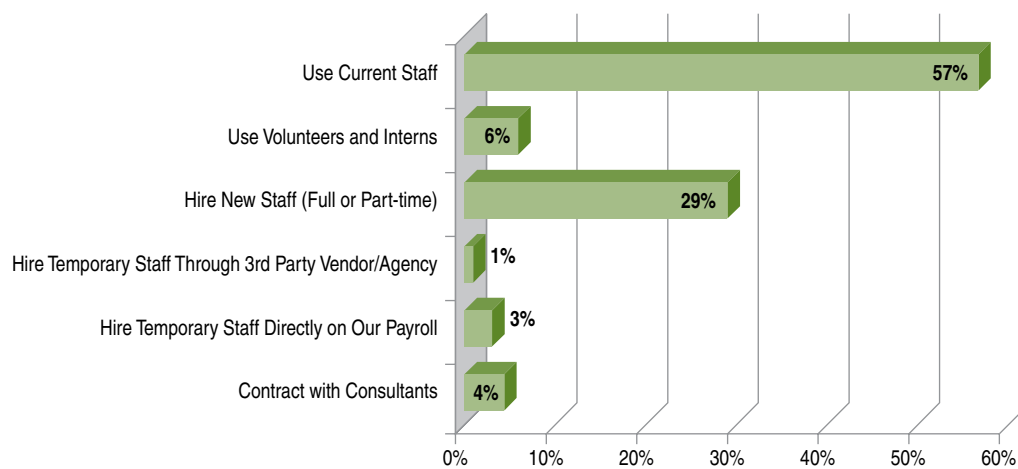
RECRUITMENT STRATEGIES AND BUDGETING

Recruitment/Staffing Strategies

An increased demand for nonprofit services, such as experienced during the current recession, often leads to the expansion of current programs or addition of new programs and initiatives. When asked about the primary strategy used for staffing new programs or initiatives, the majority of respondents (57%) indicated that they utilize current (existing) staff. See Figure 4. Twenty-nine percent reported hiring new staff either in full-time or part-time roles. Other surveys have indicated that job losses in the sector may in part be offset by the use of volunteers⁷. However, the use of volunteers was not reported to be the primary staffing strategy for the support of new programs. In fact, only 6% of respondents reported turning to volunteers and interns to support new programs and/or initiatives.

Planning to use current employees to run new programs has broad implications for the nonprofit workforce. For example, increasing the workloads of current staff members may lead to burnout, declines in employee satisfaction, and employee intentions to leave their organizations prematurely⁸. These issues should be of concern to those nonprofit executives that have engaged in this strategy. Workforce turnover and dissatisfaction can be addressed through employee engagement, sensitivity to work-life balance, and recognition of the need for staff to effectively manage their current work demands.

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

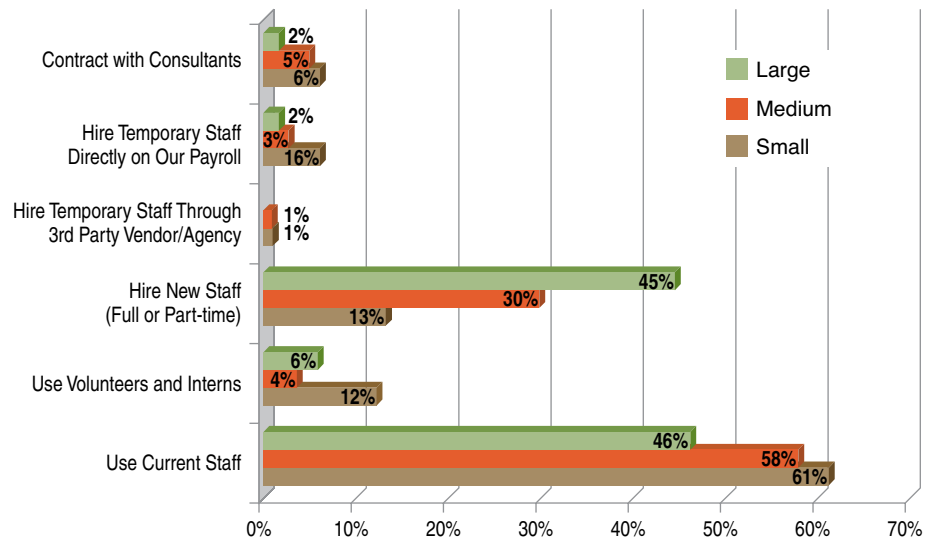


As Figure 5 (*next page*) shows, when considering organizational size, 61% of respondents from small organizations and 58% of respondents from medium-sized organizations were more likely to rely on current staff to support new programs and/or initiatives. Although 46% of respondents from large organizations also reported using current staff to get the job done, a considerable percentage of these organizations (45%) were also likely to hire new staff. This trend suggests that larger nonprofits are more likely to create new jobs. This is an encouraging finding, as larger nonprofits tend to have the capacity to more effectively recruit and retain staff as well as develop future leaders through leadership development and succession planning efforts. From a broader perspective, a strong nonprofit workforce serves to benefit the entire sector in that experienced and developed staff are available for future leadership opportunities across the sector.

⁷ Riley, J. (2009). Survey: christian nonprofits relying more on volunteers in hard times. Retrieved from <http://www.christianpost.com/article/20090709/survey-christian-nonprofits-relying-more-on-volunteers-in-hard-times/index.html>

⁸ Families and Work Institute (2005). Overwork in america: when the way we work becomes too much. Retrieved April 12, 2010 from, <http://familiesandwork.org/summary/overwork2005.pdf>

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

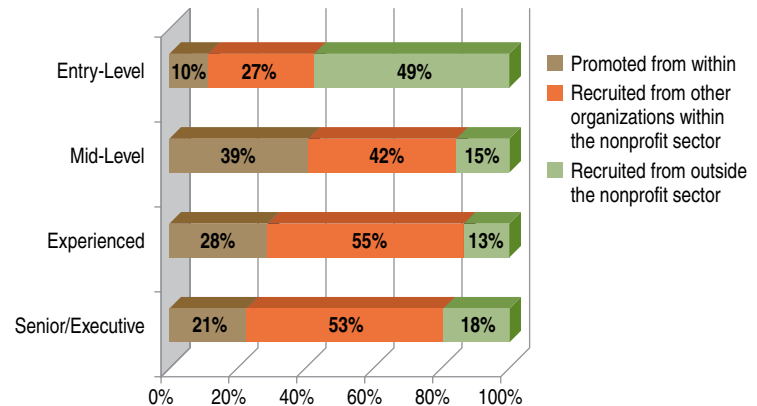


Survey respondents were also asked to report where the majority of their organization’s applicants come from, and to consider how this may differ by the level of the position their organization might be looking to fill. For mid-level, experienced, and senior/executive vacancies, the majority of respondents (42%, 55%, and 53%, respectively) indicated that job candidates are often recruited from other organizations within the nonprofit sector. In contrast, 49% of respondents said that entry-level positions were more likely to be recruited from outside the nonprofit sector. Since the most common gateway into the sector appears to be through entry-level career opportunities, hiring organizations may benefit from investing in college recruiting and other entry-level recruiting outreach efforts as a way to drive talent into their organizations.

Compared to other position levels, mid-level positions were the most likely to be filled via promoting from within (39%). In general, however, as higher-level positions become vacant they are often filled by candidates from outside of the organization. This reflects findings from other research that shows many younger workers have limited opportunities for professional development and do not see the potential for upward mobility within nonprofit organizations⁹.

Organizations wishing to address these issues may find value in integrating formalized succession planning as part of their organizational development strategy.

Figure 6: When your organization has a vacancy, where do "the majority" of candidates seem to come from?



⁹ Gajewski, M. & Morales-Barias, S. (2007). NP2020: Issues and answers from the next generation. Grand Rapids: Johnson Center at Grand Valley State University.

Recruitment Advertising & Budgeting

Nearly three-quarters of respondents indicated that their organizations did not have any formal budget for recruiting employees. In general, those that did tended to be larger organizations. One possible explanation for this is that many nonprofits may not fully understand the need to have a sufficient budget for attracting qualified candidates.

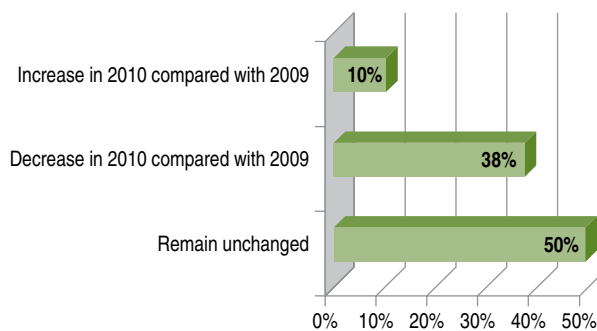
Of the 118 respondents who reported having a formal recruitment budget, 50% predicted that their 2009 recruitment budgets would remain unchanged in 2010. However, almost 40% forecasted that their organization's recruitment budget would decrease. For large nonprofits, the majority (73%) expect to have their recruiting budgets either remain stable or increase.

Nonprofits also expend marginal funds on recruitment advertising.

Ninety percent of organizations reported spending \$12,000 per year or less on advertising to fill open positions. Notably, more than half of these organizations spent \$900 or less on advertising.

Nonprofits rely on several sources for advertising or posting open positions including informal and formal networks, traditional advertising in newspapers, web-based advertising, and use of social networking media. See Table 2.

Figure 7: If your organization has a formal recruitment budget, will that budget:



Leading Recruitment Advertising Categories

Table 2: Number of responses with each recruitment advertising category

| Recruitment Advertising Category | Number of Responses |
|---------------------------------------|---------------------|
| Web-based advertising | 789 |
| Informal network | 206 |
| Formal network | 197 |
| Traditional advertising in newspapers | 165 |
| Social networking | 70 |

Respondents were then asked to rate their satisfaction with each recruitment advertising outlet within each recruitment advertising category. Figures 8-10 on the next page show different recruitment advertising categories, and show the percent of ratings received by each recruitment advertising strategy within a single category (e.g. Facebook, formal networking)¹⁰. For instance, of all web-based advertising outlets listed, Craigslist and local online newspapers received the most ratings from respondents (22% and 21%, respectively). LinkedIn received 53% of all social networking strategy ratings.

¹⁰ While a non-rating for an advertising strategy does not necessarily indicate no use of that strategy by the responding organization, it may still be possible to get a general feel for which advertising strategies are most commonly used through examining the number of satisfaction ratings for each type of strategy used.

Figure 8: Percentage of Respondents Using Personal Network Sources

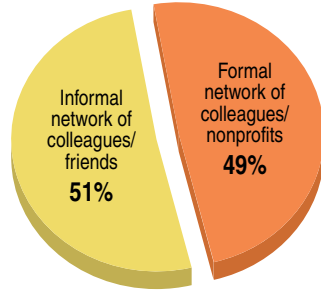


Figure 9: Percentage of Respondents Using Social Network Sources

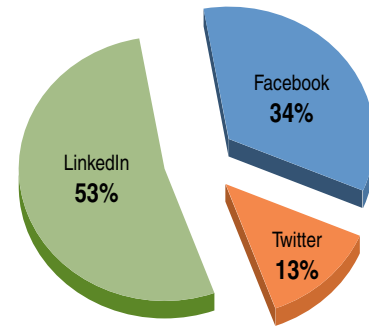
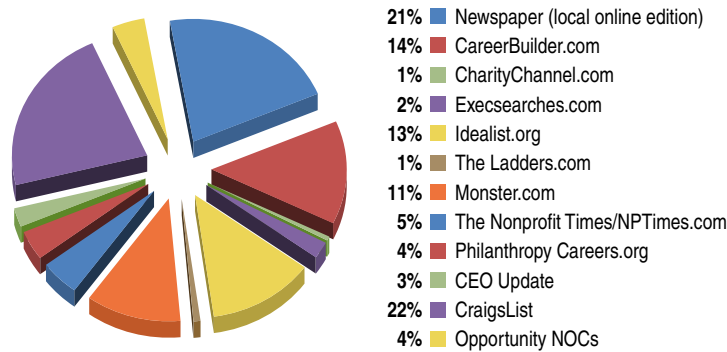


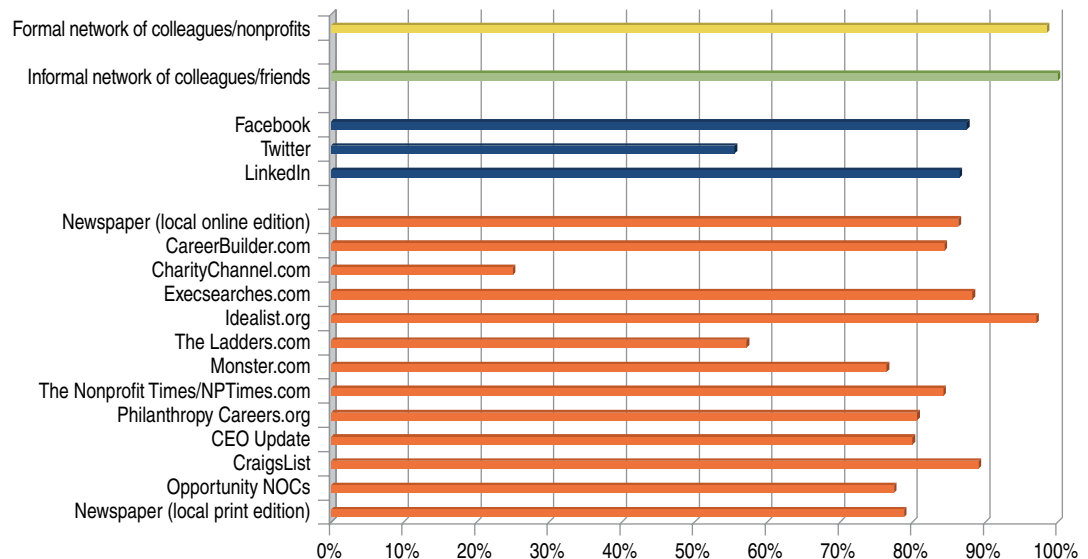
Figure 10: Percentage of Respondents Using Web-Based Sources



As Figure 11 below indicates, when asked about satisfaction rates with using common recruitment strategies, we learned that formal and informal networks along with social networking sites like Facebook and Twitter are increasingly the most preferred methods.

Idealist and Craigslist lead as favorite online advertising recruitment outlets. It should be noted that both of these sites offer low- and no-cost recruitment advertising options to nonprofits. ExecSearches continues to lead as the preferred outlet among nonprofit organizations for listing senior and executive-level opportunities.

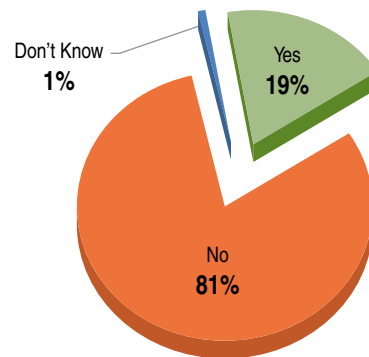
Figure 11: Percentages of respondents satisfied with recruitment advertising strategies



Referral Bonuses

The vast majority (81%) of respondents reported that their organization does not offer referral bonuses as part of its recruitment strategy. Predictably, larger organizations were more likely to offer employees referral bonuses than were smaller organizations. The median amount paid by organizations per referral was \$250.

Figure 12: Does your organization offer referral bonuses to employees as part of its recruiting strategy?

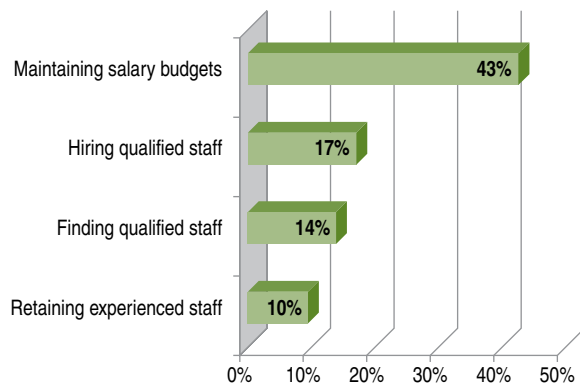


STAFFING CHALLENGES

Maintaining Salary/Payroll Budgets

During difficult economic times, most people are forced to do more with less. In the case of nonprofit organizations this generally translates into providing more services with less staff. Indeed, survey respondents reported that maintaining salary budgets during a period of decreased revenues was by far their greatest staffing challenge last year. This is a departure from earlier surveys where traditionally hiring qualified staff within limited budget constraints and finding qualified staff ranked at the top of staffing challenges.

Figure 13: Greatest Staffing Challenge in 2010



Hiring qualified staff within limited budget constraints (17%) and finding qualified staff (14%) were the first and second choices for staffing challenges in 2007 and 2008, they came in second and third for staffing challenges in 2009.

When looking at staffing challenges by budget size, surprisingly only 9% of small organizations cited finding time to recruit as their greatest staffing challenge, while 10% of medium organizations and 12%

of large organizations chose finding time to recruit as their greatest staffing challenge. A higher percentage of small organizations (48%) cited maintaining salary budgets against decreasing revenues as the greatest challenge as compared to medium organizations (45%) and large organizations (33%).

A higher percentage of large organizations (11%) as compared to 10% of medium organizations and 7% of small organizations cited retaining staff as their greatest staffing challenge. These findings are in line with a 2003 nonprofit retention study that showed nonprofits lack career mobility typically found in the private sector¹¹. In the study, directors did not expect the young professionals to stay at their organization for more than a few years. These findings are also consistent with a national study about the career paths of American Humanics alumni¹². Respondents from this study stayed in their nonprofit

¹¹ Ban, C., Drahnak-Faller, A., & Towers, M. (2003). Human resource challenges in human service and community development organizations: Recruitment and retention of professional staff. *Review of Public Personnel Administration*, 23, 133-153.

¹² Carpenter, H., Altman, S., Deitrick, L., Strom, S., & VanHorn, T. (2010). Alumni Satisfaction and Impact of One Model of Undergraduate Nonprofit Management Education. Kansas City; American Humanics.

positions (on the average) two years. Additionally, 57% of respondents from this study whose first job was in a nonprofit organization also worked in a nonprofit for their second job, while 15% worked in government for their second job, 17% worked in for-profit for their second job, and 10% were either not working or self-employed for their second job. This finding suggests that nonprofits have the opportunity to retain more entry level staff through the creation of career paths and other professional development programs.

Filling positions

Although the national unemployment rate has exceeded 10% in the last year¹³, it still takes time to fill positions, especially at the higher levels of management. Executive positions take the longest to fill with 46% of organizations reportedly taking over 91 days to fill high level positions. (See Figure 14.) Only 23% of organizations report filling such positions in under 60 days. However, high unemployment may also be having a positive impact at the entry level where the time-to-fill rates are the shortest. Approximately 93% of all organizations filled entry-level positions within 60 days. In general, the size of the organization did not have an effect on the time it takes to fill positions as much as the level of the position did.

Figure 14: Length of Time to Fill Positions

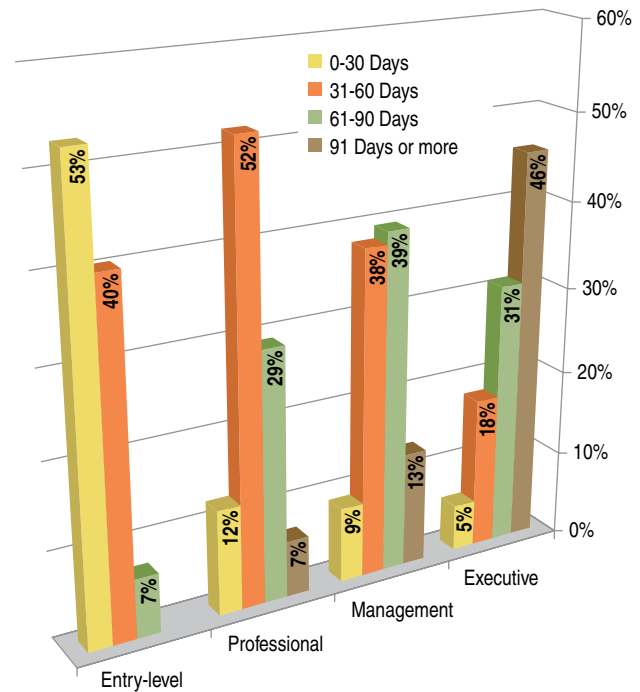


Table 3. Length of Time to Fill Position Comparison to Previous Years

| Position Type | 2008 | 2009 | 2010 | Difference from '09 to '10 |
|---------------------|--------------------|--------------------|--------------------|----------------------------|
| Entry Level/Support | 0-30 days 36.5% | 0-30 days 47.8% | 0-30 days 52.7% | ↑ 4.9% |
| Professional | 0-30 days 8.9% | 0-30 days 14% | 0-30 days 12.3% | ↓ 1.8% |
| Management | 91+ days 23.9% | 91+ days 25.4% | 91+ days 13.4% | ↓ 12% |
| Executive | 91+ days 59.3% | 91+ days 54.6% | 91+ days 45.8% | ↓ 8.8% |

Table 3 above shows that organizations are taking less time to fill Entry level/support positions compared to previous years.

Organizations are also taking slightly more time to fill Professional positions, less time to fill Management positions and less time to fill Executive positions compared to previous years.

¹³ National Conference of State Legislators (2010). National Unemployment Survey. Retrieved, April 10, 2010 from, <http://www.ncsl.org/?tabid=13307>.

Hiring Qualified and Diverse Staff

Diversity across age, gender, and race remains a staffing challenge for many organizations. By far, balancing ethnic diversity (43%) is the most challenging diversity issue faced by the respondents to this survey. Furthermore, 65% of respondents reported that attracting qualified persons of color is their organization's greatest ethnic diversity challenge.

Twenty-nine percent of respondents reported that balancing gender diversity was their greatest challenge and 13% of respondents reported balancing age diversity as their greatest challenge. In our observations, the vast majority of nonprofit positions below the senior executive level appear to be dominated by women. As such, attaining gender diversity is commonly found to be an issue at the executive levels of larger nonprofits and the staff levels among medium and smaller sized nonprofits.

Interestingly there appears to be a relationship between organizational size and issues of diversity. The percentages suggest small organizations have less of a challenge with diversity. Moreover, the percentage of organizations indicating balancing gender and age diversity as their greatest diversity challenge increased as the organization grew in size. The 2009 Nonprofit Times list of top 50 leaders reflects this phenomenon where 62% of those named were men and only 38% were women¹⁴.

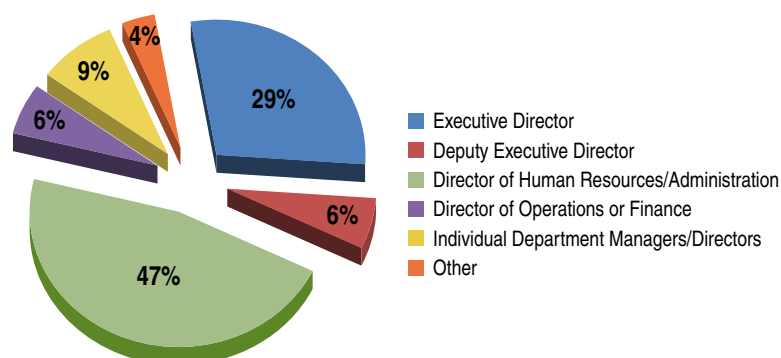
However, larger organizations seemed better able to manage the challenge of ethnic diversity since the percentage of organizations indicating balancing ethnic diversity as their greatest diversity challenge decreased as the organization grew in size.

STAFFING RESOURCE MANAGEMENT

Resource Allocation – Time

Interestingly, most respondents (79%) spend less than 20% of their time on a weekly basis on employment/recruitment issues. This is surprising considering that salaries and benefits often represent the largest budget expense for most organizations. However, the amount of time allocated to the human resource management function, as evidenced by previous sections of this report, is limited and frequently insufficient. Instead, organizations often rely on staff whose expertise falls outside of HR, or they use board member expertise and outside HR management organizations to perform certain HR functions. Additionally, the majority of responding organizations do not use third party vendors to help with staffing needs (54%). This is especially the case with smaller organizations (60%). The assumption is that nonprofits may not perceive value in using staffing firms/agencies or the perceived costs exceed available resources.

Figure 15: Overseeing the Hiring Process



14 Nonprofit Times (2009). Top 50 power and influence 2009. Retrieved April 10, 2010 from www.nptimes.com/09aug/NPTtop5019.pdf

Resource Allocation – Staff

Consistent with findings in previous years, the majority of respondents (47%) said the director of human resources oversees the hiring process. See Figure 15 on previous page. Alternatively, 29% reported that the Executive Director oversees hiring. In small nonprofits – where a dedicated Director of Human Resources position may not exist – these duties more commonly fall to the executive director.

This is a matter of note as the responsibility of hiring staff is a critical one 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.

Managing the HR Function

The 2010 survey indicates that, more often than not, two or more staff members are often tasked with managing the staffing and human resource functions of most nonprofit organizations. This arrangement is unsurprising, considering the scarce resources allocated to staffing management and HR in general. Furthermore, 36% of small organizations said their staff size is simply too small to have a formal staffing/human resources program of any kind.

When comparing this data to previous years, a slight decrease was found in the percentage of organizations with staff members dedicated to managing staffing/human resources functions. See Table 4. The percentage who said their HR function is managed by two or more staff, however, increased. This was especially true in larger organizations, where 53% said the staffing/human resources function is shared between two or more staff. This change in trends could be related to the large percentage of organizations that eliminated positions in 2009 and the general requirement that more staff are needed to manage the HR function in proportion to the size of the organization’s staff. In our experience, larger organizations tend to manage the HR function with two or more individuals. Those individuals are typically staff with professional expertise in this field.

Table 4. Staffing HR Function Management

| Staffing/HR Function Management | 2008 | 2009 | 2010 |
|---|------|------|------|
| Staff member manages in addition to other functions | 37% | 37% | 31% |
| Dedicated staff member | 21% | 29% | 14% |
| Shared between two or more staff | 23% | 19% | 33% |

Table 5. 2010 Staffing HR Function by Budget Size

| | Small Organizations | Medium Organizations | Large Organizations |
|---|---------------------|----------------------|---------------------|
| Staff member manages in addition to other functions | 37% | 37% | 24% |
| Dedicated staff member | 4% | 17% | 15% |
| Shared between two or more staff | 23% | 28% | 53% |

As shown by the table above, budget size may be related to the way in which staffing/HR functions are managed within nonprofits. Small organizations were less likely to have a single staff member dedicated to managing the staffing/HR function, while large organizations were more likely to have two or more staff managing the function.

APPENDIX 1

Methodology

The employment trends survey instrument was developed in SurveyMonkey consisting of 46 multiple choice, yes/no, rating scale, and open-ended questions. The survey questions covered the areas of:

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

In January 2010 the survey was distributed to Nonprofit HR Solutions' mailing list which consists of 16,000 nonprofit organizations. The survey link was also distributed through Twitter and Facebook.

Several follow-up requests were made to the Nonprofit HR Solutions mailing list. 586 organizations responded to the Nonprofit Employment Trends survey request. Only one HR representative or executive for each organization completed the survey.

The survey was reviewed and vetted by researchers at the Caster Family Center for Nonprofit and Philanthropic Research.

Data Analysis

The survey responses were exported from SurveyMonkey into the statistical software SPSS. The data was then cleaned. Non-501c respondents and duplicate organizational entries were removed. After the cleaning there were 514 respondents. The data was then analyzed using descriptive statistics.

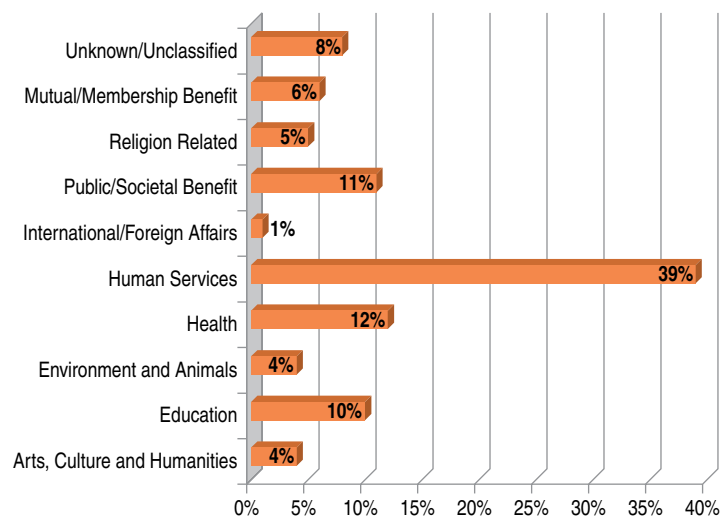
APPENDIX 2: RESPONDENT ORGANIZATIONAL DEMOGRAPHICS

The 514 organizations that completed the survey represent a variety of organizations in the nonprofit sector. This sample is representative of the national nonprofit sector regarding Organizational type (also known as NTEE code). The majority of organizations in the sector are Human Service, Health and Educational¹⁵. See Figure 16.

Budget Size

When looking at respondent organization demographics by budget size, the sample is skewed towards larger organizations. See Figure 17 on the next page. We determined organizational budget by breaking respondents into three budget categories: small organizations were organizations with budgets less than 1 million dollars, mid-sized organizations were organizations with

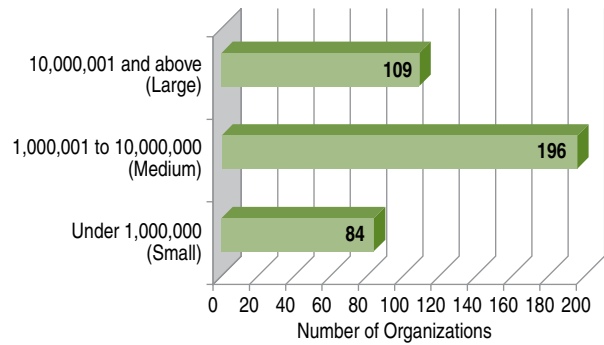
Figure 16: Organizational Type



¹⁵ Wing, K. T., Pollak, T. H., Blackwood, M. A. (2008) The nonprofit almanac 2008. Washington D. C.: Urban Institute.

budgets 1,000,001 to ten million dollars, and large organizations were organizations over ten million dollars. The majority of practitioner based research of the sector focuses on large organizations. Although this sample is slightly skewed towards large organizations, we feel we can accurately represent small and mid sized organizations as well.

Figure 17: Budget Size Grouping



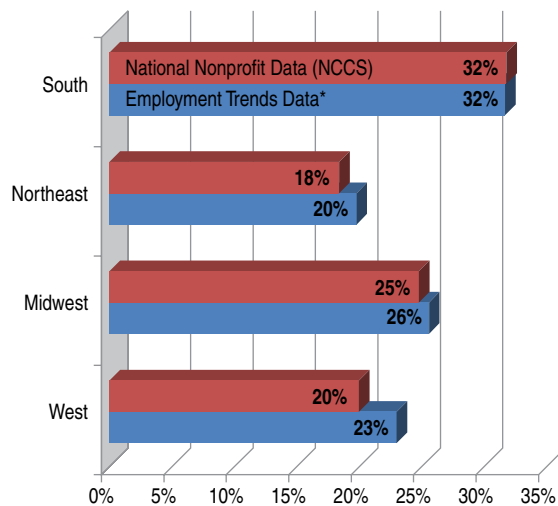
Staff Size

Staff size was also skewed towards large organizations where the median staff size was 45. When looking at staff size by organizational budget size, 96% of small organizations had a staff size of 0-20, 60% of medium organizations had a staff size of 21-50, and 54% of large organizations had a staff size of 101-500.

Organization Location

Last, when looking at the number of nonprofit organizations in each location (state/region), the respondent organizations in this survey were representative of the national nonprofit sector¹⁶. 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 18: Organizational Location By Region



*Employment Trends Data Source: National Center for Charitable Statistics

Race and Ethnicity

Race and ethnicity were collected based on organizational staff composition by position level (entry-level, professional, management, executive). The composition of organizational respondents' staff race and ethnicity were also representative of the nonprofit sector as a whole where approximately 60% of the employees are white¹⁷. It is also important to note that the percentage of non-white staff decreased as the position level increased. This confirms the need for increased ethnic diversity in top leadership positions in the sector.

¹⁶ 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>

¹⁷ Leete, L. (2006). Work in the nonprofit sector. In Walter W. Powell and Richard Steinberg, eds., *The Nonprofit Sector: A Research Handbook Second Edition*. New Haven: Yale University Press, pp. 159-179.

APPENDIX 3: PARTIAL LIST OF RESPONDENT ORGANIZATIONS

| | |
|--|---|
| A.C. Gilbert's Discovery Village | CFED |
| Action Against Hunger USA | Chapin Hall at the University of Chicago |
| Affirmations | Chicago Commons |
| Age Well Senior Services, Inc. | Chicopee Chamber of Commerce |
| Air Zoo | Children's Cancer Research Fund |
| Alliance for Telecommunications Industry Solutions | CHRIS Kids, Inc. |
| Alternatives, Inc. | Christopher House |
| American Academy of Dermatology | Columbia Lighthouse for the Blind |
| American Geophysical Union | Community Action |
| American Humanics | Community FoodBank of New Jersey, Inc. |
| American Museum of Science & Energy Foundation | Community Voice Mail National |
| American Society of Hematology | Computers For Children, Inc. |
| American Society of Safety Engineers | Coronado Schools Foundation |
| Animal Welfare League of Arlington, VA | Council on Social Work Education |
| Association of Partners for Public Lands | Dana Point Chamber of Commerce |
| Association of Zoos and Aquariums | Domestic Abuse Project |
| Atlanta Children's Shelter | Door County Maritime Museum |
| Austin Children's Shelter | Dramatic Results |
| Board of pensions | ECDC/EDG |
| BOMI International | Ecker Center for Mental Health |
| Boysville, Inc. | Eisenhower Center, Inc. |
| Bridges Foundation | ELCA Board of Pensions |
| Business Volunteers Unlimited | Elwyn California |
| California Association of Addiction Recovery Resources (CAARR) | Enable, Inc. |
| Call for Help, Inc. | Eno River Association |
| CANCER FUND OF AMERICA, INC | Evergreen Retirement Community, Inc |
| Capital Area Community Action Agency, Inc. | Food for the Hungry (FH) |
| Cascades Humane Society | Foster Care Review, Inc. |
| Catholic Charities of Louisville, Inc. | Foundation for National Progress |
| Catholic Charities of the Archdiocese of Chicago | Fuel Fund of Maryland, Inc. |
| Cenacle Retreat House | Genesee/Wyoming YMCA |
| Center for Disability Rights, Inc | Gilda's club Quad Cities |
| Center for Economic Progress | Girl Scouts - Western Oklahoma, Inc. |
| Center for Literacy | Girls Inc. of Alameda County |
| | Goodwill Industries of Greater Grand Rapids |
| | Goodwill Industries of North Louisiana |
| | Great Lakes Inter-Tribal Council, Inc. |

- Greater Golden Hill Community Development Corporation
- Hands Across the Border Foundation
- Hazelden Foundation
- Health Imperatives
- healthcare family of Midwest Geriatrics, Inc.
- Hospice Care of Southwest Michigan
- Hospice of Santa Cruz County
- ICMA
- Interfaith Refugee and Immigration Ministries
- Interstages, Inc.
- Iowa Hospital Association
- Japan America Society of Southern California
- Jubilee Association of Maryland
- LA Gay & Lesbian Center
- Lake Havasu Area Chamber of Commerce
- Larkin Street Youth Service
- Leader Dogs for the Blind
- Life Center Ministries
- Living Beyond Breast Cancer
- Lutheran Social Services of Illinois
- Lutheran Social Services of the National Capital Area
- Mama's Kitchen
- Maryland Academy of Sciences
- Mature Services, Inc
- Mid-South Food Bank
- Minority Corporate Counsel Association
- Montgomery County Youth Services
- NACE International
- National 4-H Council
- National Association of Church Personnel Administrators
- Neighborhood Centers Inc.
- Newport County YMCA
- North Carolina Partnership for Children
- Ohio Police and Fire Pension Fund
- Oklahoma Safety Council
- PACE Center for Girls, Inc.
- PathWaysPA
- PENCIL Inc
- People Serving People
- Philanthropy Northwest
- Pima Council on Aging
- Prevent Child Abuse Minnesota
- Project for Pride in Living
- Project SHARE of Carlisle
- RBC Ministries
- Recovery Resource Council
- Rediscovery, Inc
- Richie McFarland Children's Center
- Richmond Volleyball Club
- Robert F. Kennedy Children's Action Corps
- Roman Catholic Diocese of Orange
- Safe Harbor Boys Home
- SafeHaven of Tarrant County
- SAFEHOME, Inc.
- SafeHouse Denver
- Salt Lake Community Action Program
- salzburg global seminar
- Santa Maria Hostel, Inc.
- Seattle Children's Home
- Seven Hills Foundation
- SIECUS
- Signal Centers, Inc.
- South Carolina Autism Society
- South Salt Lake Chamber of Commerce
- Southwest Community Services, Inc.
- Special Transit
- Spokane County United Way
- Street Works
- Susquehanna Association for the blind and Vision Impaired
- Tarrant County ACCESS for the Homeless, Inc.
- The Adoption Exchange, Inc.
- The Arc of Orange County, Inc.
- The Baltimore Museum of Art
- The Bridge Over Troubled Waters, Inc.

The Consortium of Universities of the Washington Metropolitan Area

The Dayton Art Institute

The Endocrine Society

The Estates at Carpenters

The Frazer Center

The Homemakers Health Services

The Human Services Council

THE LEAGUE FOR PEOPLE WITH DISABILITIES

The Night Ministry

The San Diego Foundation

The Shakespeare Theatre of New Jersey

The Shoulder

TheSHARE Food Program, Incl.

Thomas Jefferson Foundation, Inc.

Titusville Area Chamber of Commerce

Treatment Research Institute

TSE, Inc.

Turning Point Community Programs

United Way of Central Illinois

Valley HealthCare System

Vera Institute of Justice

Virginia Beach SPCA

VISIONS/Services for the Blind and Visually Impaired

VisitPittsburgh

Walden Family Services

WECC

Wheat Ridge Ministries

WHYY

Women's Fund of Greater Milwaukee

World Emergency Relief

YMCA of Greater Rochester

Youthville

YWCA of Central Massachusetts

YWCA of Greater Harrisburg

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