



2014 Nonprofit Employment Practices Survey™



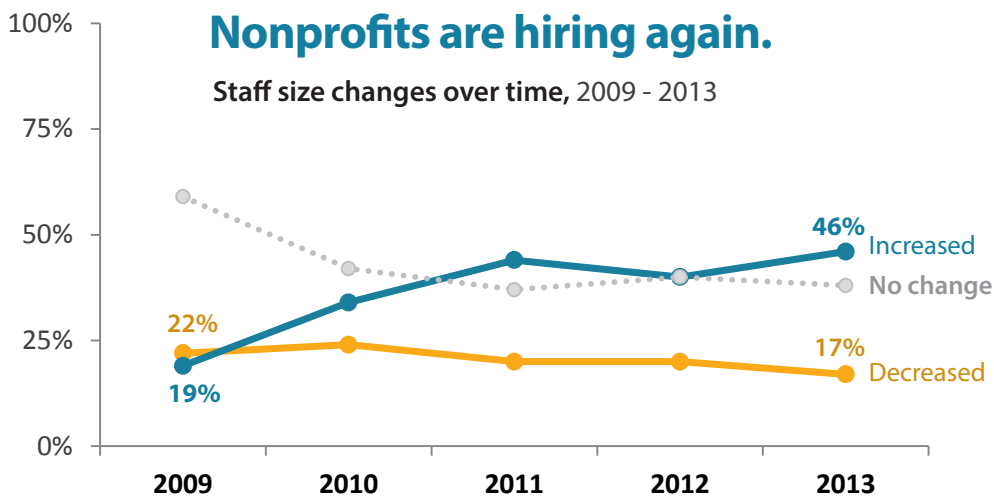
www.nonprofithr.com



The national Nonprofit Employment Practices Survey has been conducted through a partnership between Nonprofit HR and the Improve Group.

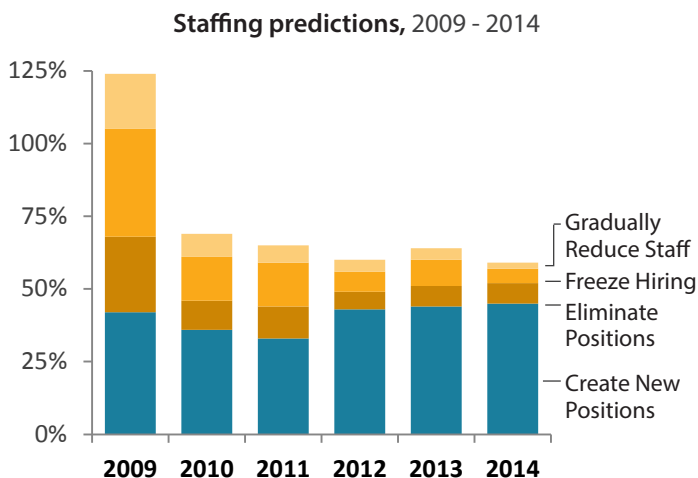
NONPROFIT RECESSION REBOUND

10.7 million employed by the nonprofit sector - the 3rd largest US industry behind retail and manufacturing.



Nonprofits are letting fewer employees go.

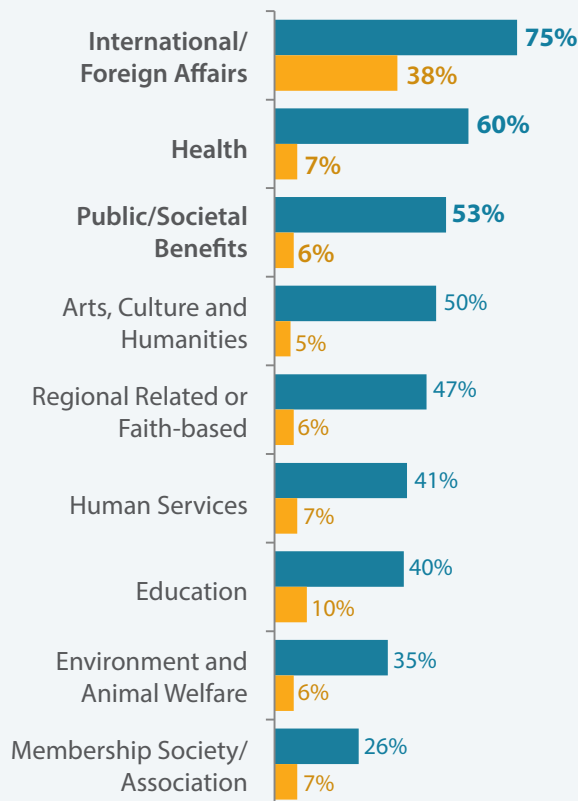
There is job growth across all subsectors.



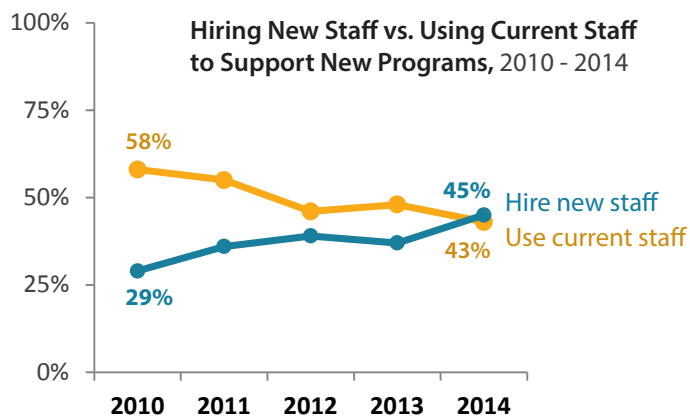
Plans to Create New Positions and Eliminate Positions and/or Gradually Reduce Staff in 2014

by Organization Type

■ Plans to create ■ Plans to eliminate/reduce



Hiring new staff has become more popular than using current staff to support new programs.

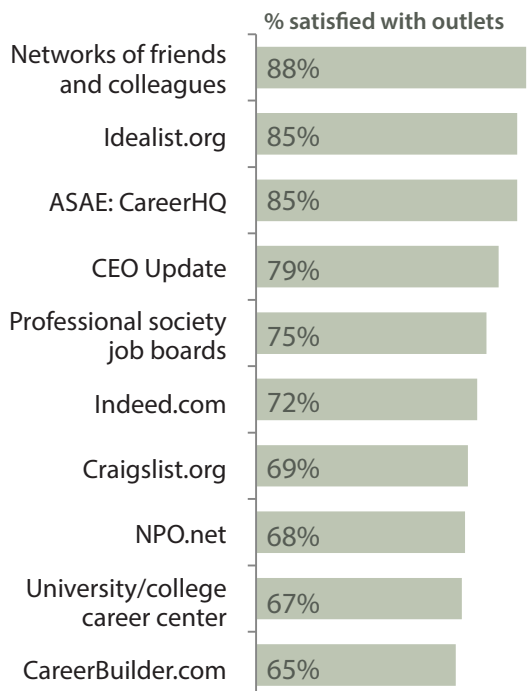


FINDING TALENT



Nonprofits still rely most heavily on their informal networks for hiring and finding new talent.

Satisfaction Ratings of Recruitment Advertising Outlets



Only 15% of organizations reported having a formal annual recruitment budget.

Median budget = \$8,500 for those who have budgets.

Nonprofits continue NOT to budget for hiring and recruitment.

Mid-level nonprofit professionals tend to stay within the sector, moving from organization to organization.

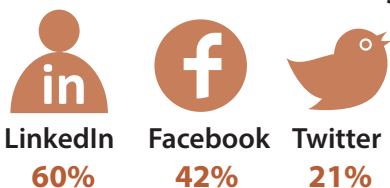
48% of mid-level positions are filled by individuals coming from other nonprofits.

Nonprofits most commonly use email as their preferred method of accepting resumes.

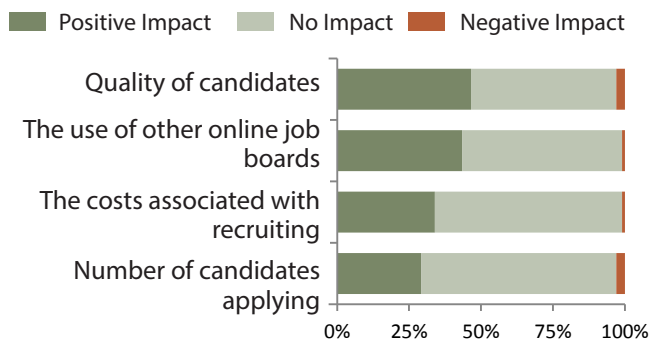
Most are using social media, but are operating without strategy. 89% indicated not having a social media recruitment strategy.

LinkedIn continues to be the most popular social media recruitment.

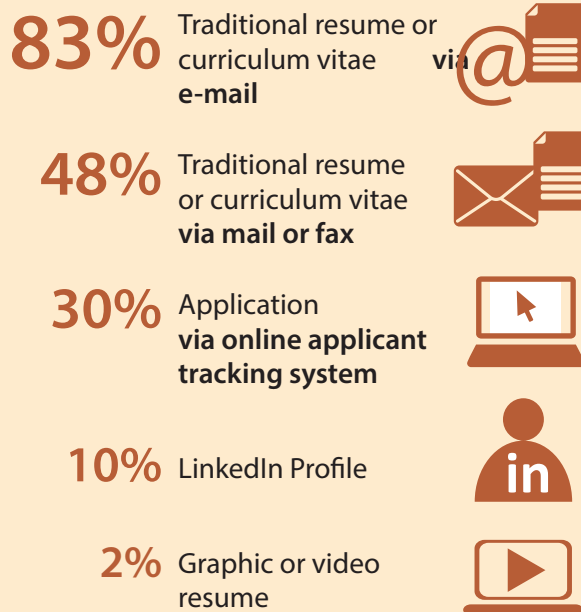
Nonprofit Use of Social Media Outlets for Recruitment Advertising



Impact from Using Social Networking Sites on Recruitment Strategies



Methods Used for Accepting Candidate Applications and Work Histories



STAFFING CHALLENGES

- ✓ **Hiring qualified staff** with limited budget constraints
- ✓ **Finding qualified staff**
- ✓ **Finding time to recruit and interview**



1 out of 5 of nonprofits indicated that **turnover** has been the biggest employment challenge at their organization.

2013 Turnover Rate | 16%
2012 Turnover Rate | 17%

Greatest Retention Challenges



Inability to pay competitively (32%)

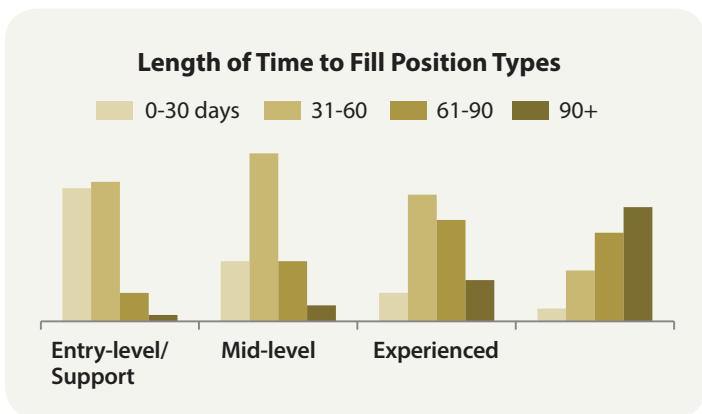


Inability to promote/advance top performing staff (19%)



Excessive workloads (16%)

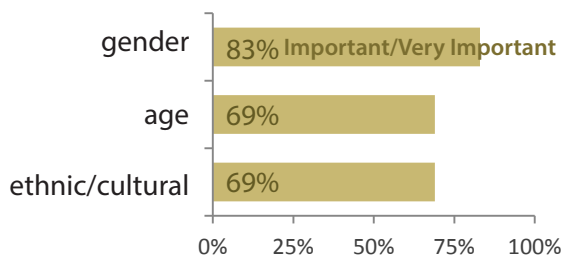
People may be moving for reasons other than salary. 45% of nonprofit professionals report leaving their organizations to work for other nonprofits.



2 out of 3 organizations continue to operate without formal succession plans; of those without, only 14% say they plan to create one in the coming years.

Gender, age, and ethnic/cultural diversity were reported as the top three diversity challenges.

Degree of Importance to Organizations for Each Diversity Category



Just over one third (36%) report having a formal workforce diversity strategy.

Positions reported hardest to retain in 2013 are also anticipated to see the most growth in 2014.

1. Direct service positions
2. Program/support staff
3. Fundraising/development

only 17% of organizations have formal retention strategies for 2014.

Entry and mid-level professionals are the hardest to retain.

Nonprofits continue to lag around telecommuting. Only 2 out of 5 organizations reported having telework/virtual work policies.

65% report that having telecommuting/flexible work policies have POSITIVELY impacted their recruitment and retention efforts.

About the Survey

The nonprofit sector is an often overlooked and important economic driver with its 10.7 million employees making up just over 10% of the nation's private workforce. The 2014 national Nonprofit Employment Practices Survey™ is intended to provide a snapshot of current employment practices and discuss the economic trends of employment practices in the nonprofit sector. This report, which has been produced annually by Nonprofit HR since 2007, includes responses from 413 nonprofits nationwide.

In this year's survey, as in years past, researchers collected information on nonprofit staffing, recruitment, and retention practices, focusing on three key areas:

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

The survey included a mix of multiple choice, rating scale, and short-answer questions to gain context on their current practices and the employment trends they see in the nonprofit sector.

We thank all of the respondents for their participation in this study.



Nonprofit HR is the nation's only human resources firm that works exclusively with nonprofit organizations. Since 2000, the firm has provided human resources consulting and talent acquisition services for organizations supporting advocacy, health and human services, arts and culture, education, the environment, the faith community and more. Nonprofit HR has offices in Washington D.C. and Chicago.

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