



# 2015 Nonprofit Employment Practices Survey™ Results

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## 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.<sup>1</sup> The 2015 Nonprofit Employment Practices Survey™ is intended to provide a snapshot of current employment practices and discuss the economic trends and implications of employment practices in the nonprofit sector. This report, which has been produced annually by Nonprofit HR since 2007, includes responses from 362 nonprofits in the U.S. and Canada.

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 the current practices of nonprofit organizations and the employment trends they see in the nonprofit sector.

Nonprofit HR received assistance from several organizations to help distribute the 2015 Nonprofit Employment Practices Survey. This report was prepared by Nonprofit HR with assistance from the Improve Group.

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

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<sup>1</sup> Salamon, LM, SW Sokolowski and SL Geller. Holding the Fort: Nonprofit employment during a decade of turmoil. Nonprofit Employment Bulletin 39, Johns Hopkins University. January 2012. [http://www.thenonprofitpartnership.org/files/ned\\_national\\_2012.pdf](http://www.thenonprofitpartnership.org/files/ned_national_2012.pdf)

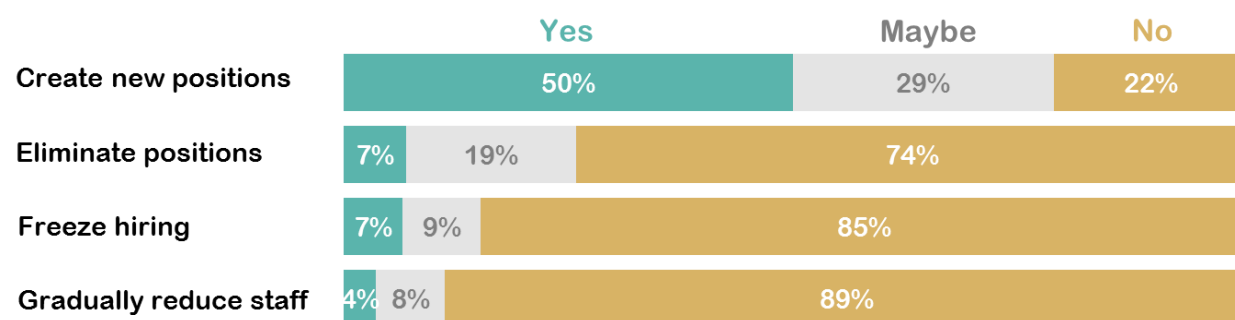
## Nonprofits are projecting growth in 2015 that could outpace the corporate sector.

The economic strength of the nonprofit sector has increased in recent years and the sector is now the third largest employer in the U.S. Nearly 2 million nonprofit organizations employ 10.7 million people and produce revenue in excess of \$1.9 trillion.<sup>2</sup> As the economy continues to recover, and charitable giving continues to rise<sup>3</sup> it can be expected that the nonprofit sector will continue to grow. In this year's survey, nonprofits reported increases in their staff size in 2014 and predicted the creation of new positions in 2015. As a result, many job seekers ought to look to the nonprofit sector for new employment opportunities.

### Increases in staff size

The future looks promising as 50% of nonprofits anticipate creating new positions in 2015 (figure 1). This growth is particularly impressive when compared to the private sector, in which only 36% of private companies are expecting to increase their staff size<sup>4</sup> in 2015. Additionally, 48% of private companies are expecting stagnation (no change in their staff size) in 2015, a percentage that is much higher than the 33% stagnation rate for nonprofits in 2014. Not only are job opportunities increasing for the nonprofit sector, but they are anticipated to increase at a rate much faster than their corporate counterparts. Additionally, significantly fewer nonprofits expect to eliminate positions (7%) or gradually reduce staff (4%).

**Strong projected growth in nonprofits' staff size for 2015, figure 1**



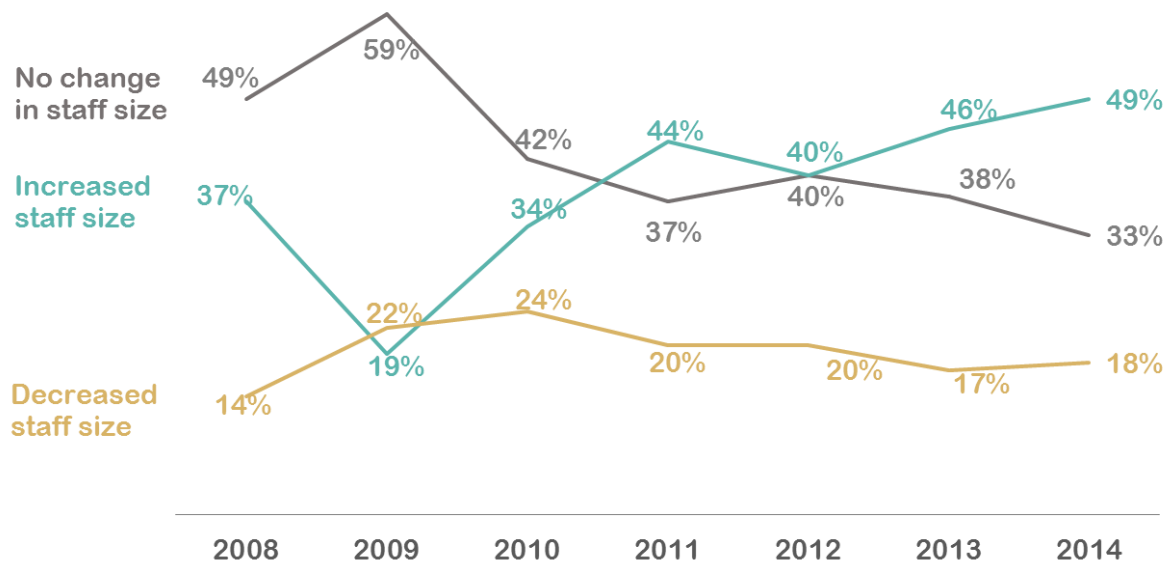
<sup>2</sup> Salamon, LM. America's Nonprofit Sector. 3<sup>rd</sup> Edition. New York: The Foundation Center. 2012. <http://foundationcenter.org/getstarted/onlinebooks/salamon/text.html>

<sup>3</sup> Atlas of Giving (2014). U.S. charitable giving: 2014 results & initial 2015 forecast. [http://www.atlasofgiving.com/atlas/9564728G/9564728G\\_12\\_14.pdf](http://www.atlasofgiving.com/atlas/9564728G/9564728G_12_14.pdf)

<sup>4</sup> Career Builder (2014). 2015 U.S. jobs forecast. <http://careerbuildercommunications.com/pdf/careerbuilder-q1-2015-forecast.pdf>

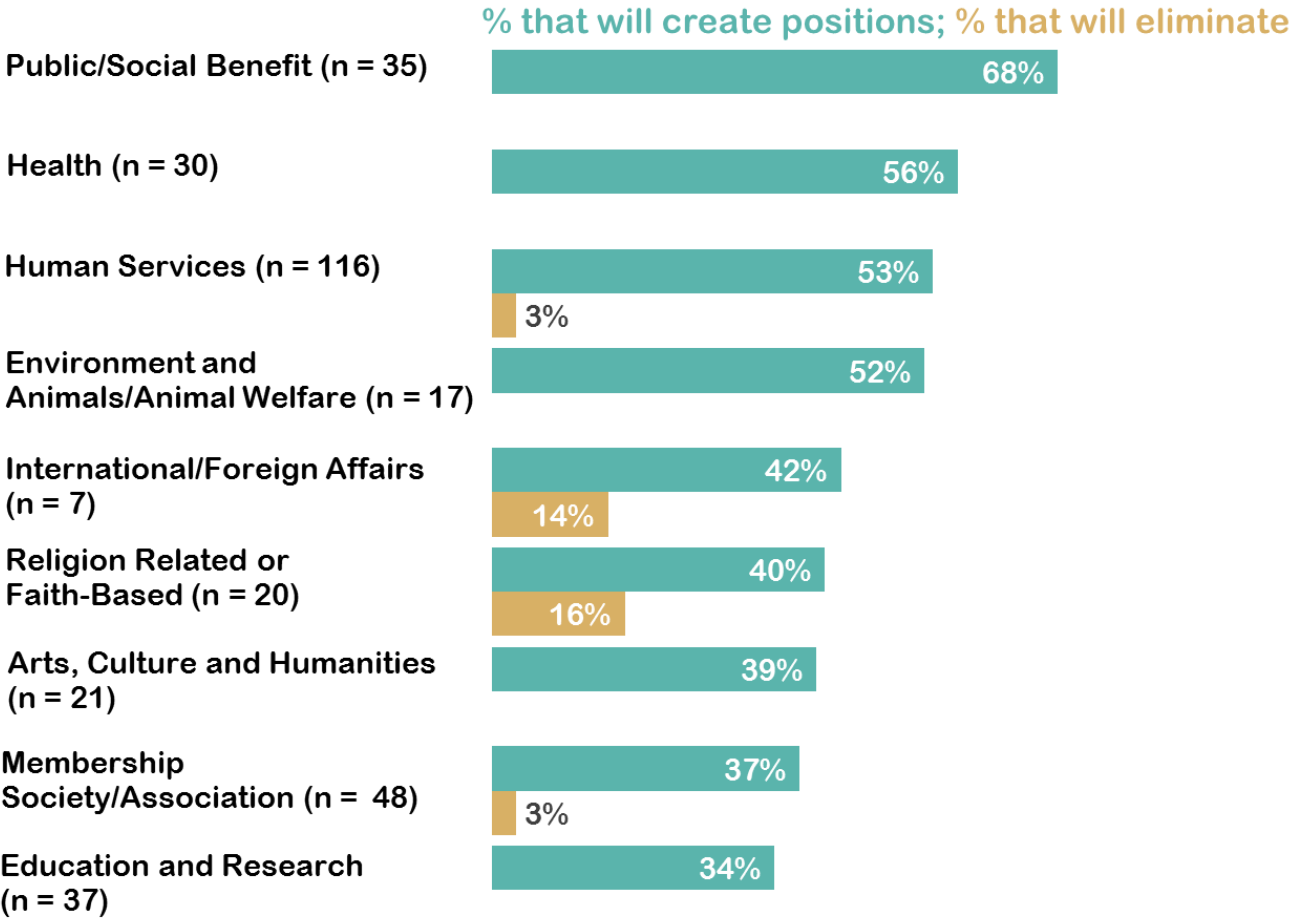
Nonprofits are continuing to rebound from the recession as indicated by the trend of increasing staff size year over year (figure 2). In 2014, 49% of nonprofits reported that their organization experienced an increase in staff size (up from 46% in 2013, and 40% in 2012). Conversely, fewer nonprofits (33%) reported that they had experienced no change in staff size in 2014, continuing a trend that has shown a decline since 2012 (38% reported no change in 2013, 40% of nonprofits reported no change in 2012). This trend of more nonprofits experiencing growth in staff size and fewer experiencing stagnation in staff size indicates that there are growing job opportunities within the nonprofit sector.

**Nonprofits are reporting a growing trend of increasing in staff size, figure 2.**



Most nonprofits do not plan to eliminate positions in 2015 (figure 3). The nonprofits that indicated they will be eliminating positions came primarily from the International/Foreign Affairs and Religious/Faith-based sectors (14% and 16%, respectively). Reasons for this are only speculative; it may be that their services are being absorbed by other organizations or these organizations are shrinking in response to less participation among the millennial generation.

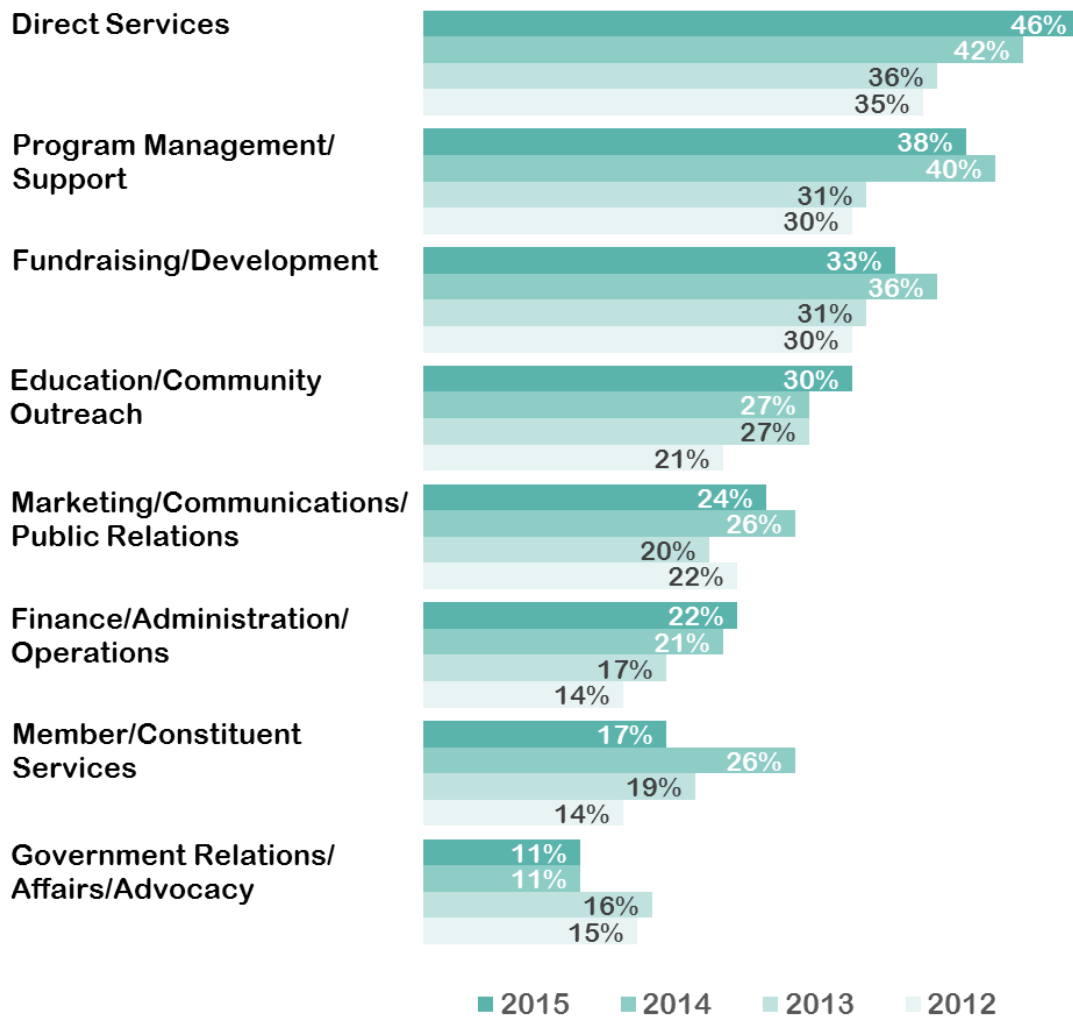
**Many nonprofits do not plan to eliminate any positions, figure 3.**



Trend data on job growth within specific functional areas indicate an increased demand for nonprofit services and that **nonprofits plan to invest more in infrastructure which often includes HR capacity**. As shown in figure 4, more nonprofits expect growth in Direct Services (46% in 2015, increased from 42% in 2014 and 36% in 2013) and in Finance/Administration/Operations (22% in 2015, increased from 21% in 2013 and 17% in 2013).

## Growth by functional area

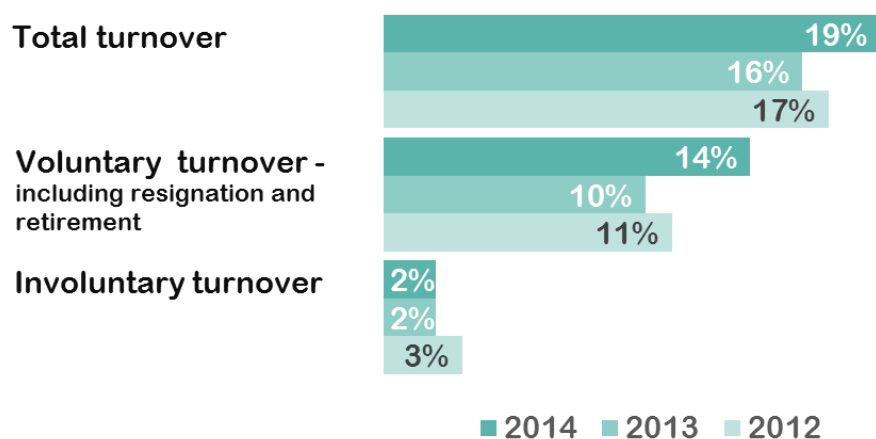
Expected growth in Direct Services indicates a demand for the services many nonprofits provide, while Finance/Administration/Operations growth indicates more investments in infrastructure and HR, figure 4.



## Growth in turnover rate

Another indicator of the growth of the nonprofit sector is the rising turnover rate. An increase in the turnover rate generally signals employees' increased confidence in the job market. While the overall turnover rate increased to 19% in 2014 compared with 16% in 2013, involuntary turnover, such as firing and layoffs, has decreased while voluntary turnover, including retiring and quitting/resigning, has increased (figure 5). This aligns with the economic recovery seen in recent years and is reflected in employees being more willing and able to leave their positions to retire or pursue new employment.

**Increased voluntary turnover suggests nonprofit employees' confidence in the job market, figure 5.**





**While nonprofits are rebounding from the recession overall, they lack formal strategies in hiring and retaining talent. As a result, current challenges in these areas will be exacerbated.**

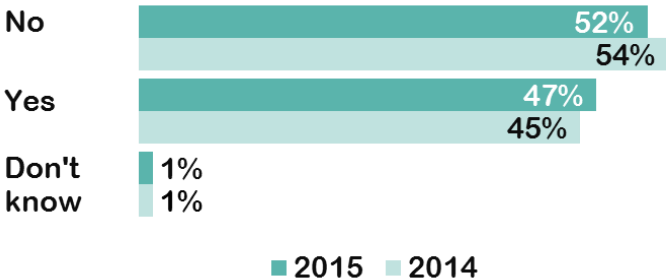
Recruiting and retaining talent is a big challenge. Nonprofits indicated that their staff sizes have increased in the past year and they expect to create new positions in the coming year. As a result, many nonprofits will be faced with additional challenges around recruitment and retention as new staff come on-board. Since many nonprofits already report challenges in these areas, and few have formal recruitment and retention strategies, we expect issues with recruitment and retention will only be exacerbated. Nonprofits will need to take a proactive approach to forming strategies to recruit and retain talent, instead of being reactionary.

### Recruitment Challenges

Finding the right talent can be a challenge for nonprofits and eventually problematic when they are unable to find the right people for the job. A third of nonprofits (33%) reported that “hiring” is the biggest staffing challenge they face.

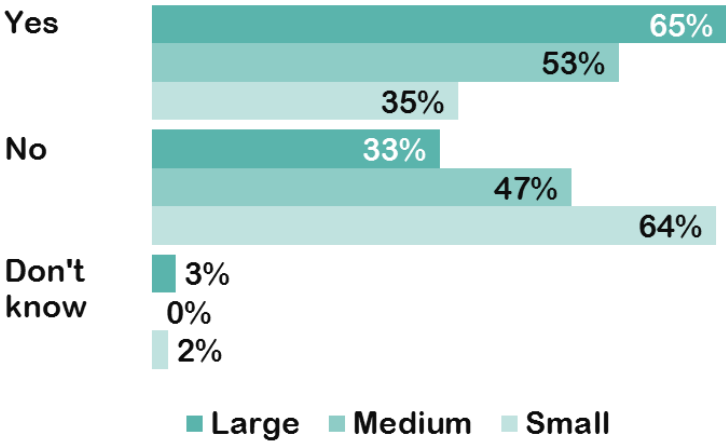
It is a best practice to have a formal recruitment strategy that aligns with organizations objectives, yet more than half of the nonprofits (52%) do not have a formal recruitment strategy for sourcing talent (figure 8). Although this is a slight improvement from last year (in which 54% of nonprofits did not have a formal recruitment strategy), it still indicates that a majority of nonprofits do not invest the necessary time and effort to ensure that they have a plan for recruiting the best talent possible.

**Over half of nonprofits still report that they do not have a formal recruitment strategy, figure 8.**



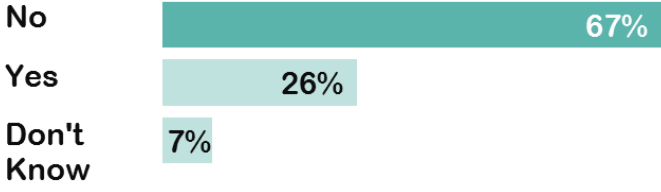
A deeper look at the use of a formal recruitment strategy reveals that large nonprofits more commonly have structured plans compared to small or medium sized nonprofits. 65% of large nonprofits reported that they employ a formal recruitment strategy, while 53% of medium nonprofits reported using one, and only 35% of small nonprofits reported having one (figure 9). Typically, large nonprofits have more staff and resources to develop and implement a formal recruitment strategy, as well as the organizational structure to support it. Conversely, small nonprofit organizations are not as likely to have the resources to develop a formal recruitment strategy. As a result, small nonprofits might have greater difficulty finding and hiring the best talent for the job.

**Large nonprofits are most likely to have a formal recruitment strategy, figure 9.**



The use of a formal annual recruitment budget to support a recruitment strategy ensures funds are available for nonprofits to hire the best talent. Despite its importance, only 26% of organizations reported having a formal annual recruitment budget (figure 10). Although this is an increase from previous years (15% in 2014 and 22% in 2013), a majority of nonprofits (67%) still fail to allocate the financial resources necessary to recruit staff.

**Majority of nonprofits do not have a formal recruitment budget, figure 10.**



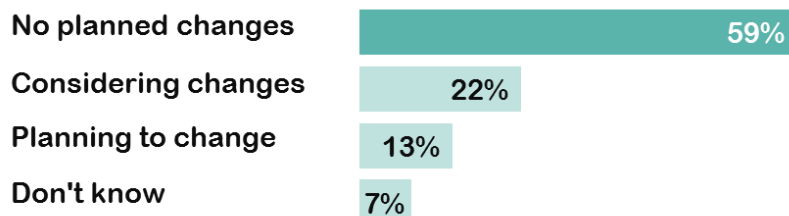
For those nonprofits that do have a formal annual recruitment budget, they vary according to organization size. Small nonprofits reported a median budget of \$1,500, medium nonprofits reported a median budget of \$5,000, and large nonprofits reported a median budget of \$27,500 (figure 11).

**Formal recruitment budget by organization size, figure 11.**

	All	Small Nonprofits	Medium Nonprofits	Large Nonprofits
Median	\$5,500	\$1,500	\$5,000	\$27,500

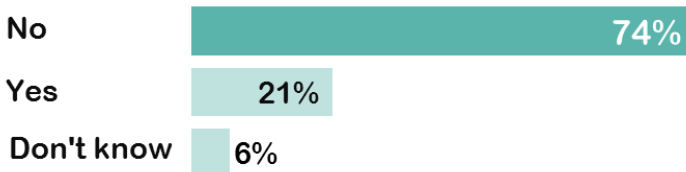
59% of nonprofits report having no plans to change their strategy (figure 12), suggesting these nonprofits will remain without a formal strategy or budget for recruitment. However, 13% indicated that they intend to make significant changes in the way they source and recruit talent in 2015. Another 22% indicated that they are considering making changes in 2015. While it appears that some nonprofits are reevaluating their recruiting and hiring strategies and beginning to think about how they can be improved, many are still failing to do so.

**Most nonprofits do not plan to change their recruitment strategy in 2015, figure 12.**



Without a formal recruitment strategy, it is also unlikely that an organization will have an employment branding strategy. An employment brand provides potential and prospective candidates with an image for what it is like to work for the organization and can serve as a valuable tool not only for recruitment but for the ultimate achievement of an organization’s mission. However, the majority of nonprofits (74%) indicated that they have not engaged in an employment branding process or have not defined a related employment brand strategy (figure 13). As more and more employers across multiple sectors are investing in employment branding, a lack of a branding formal process among nonprofits can put mission-driven organizations at a notable disadvantage when it comes to recruitment. Potential applicants might be hesitant to apply for a position at an organization if they do not know that organization’s reputation as an employer.

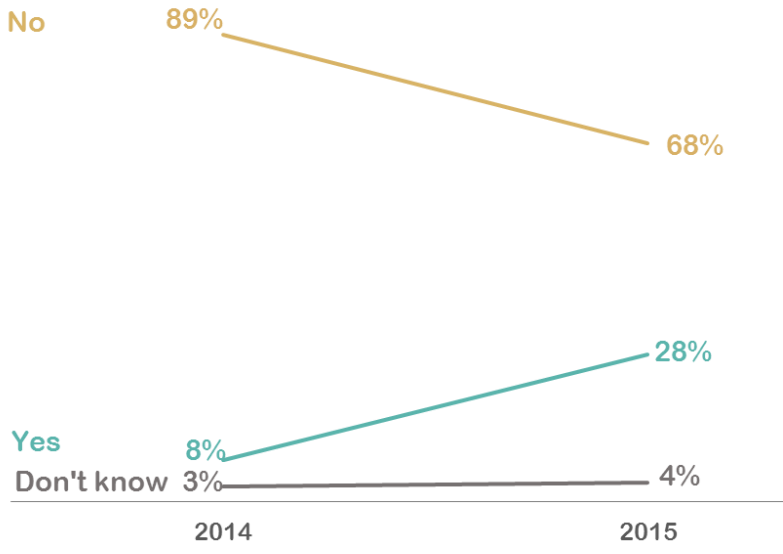
**Most nonprofits have not engaged in a formal employment branding process, figure 13.**



Even though many nonprofits do not use a formal recruitment strategy, it is clear that they are using various methods to recruit talent, as shown by the reported increases in staff size. Nonprofits most frequently reported “using a network of friends and colleagues” as one of their primary efforts (91% of nonprofits) to identify new talent. Although this is common practice in many industries, an overreliance on one’s network when searching for new staff has the potential negatively impact the diversity within an organization. Peoples’ networks tend to consist of individuals who are similar to them, so when nonprofits stay within their network when searching for new applicants, they are limiting the diversity of their candidate pools. As reported in the survey, nonprofits’ greatest diversity challenge is “having their staff reflect the composition of the community(s) they serve” (28% of nonprofits) and “balancing ethnic/cultural diversity” (24% of nonprofits) (figure 16). Nonprofits are likely to face these challenges at greater levels if they continue to rely on their own networks as their key source for new talent.

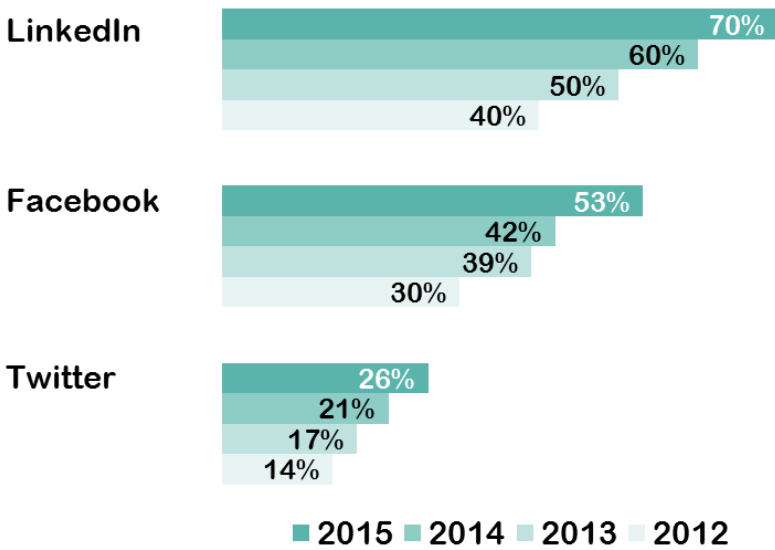
An additional recruitment vehicle that nonprofits utilize is social media. Despite the importance of a employing a strategy when using a tool like social media, only 28% of nonprofits reported having a formal social media recruitment strategy in place (figure 14). While this is a marked improvement from 2014 survey findings (only 8% reported having a social media recruitment strategy in 2014) it still represents an opportunity for improvement. Nonprofits should prioritize how to best utilize social media to reach new groups of potential employees and even establish and build an employment brand.

**Most nonprofits do not have a social media recruitment strategy, figure 14.**



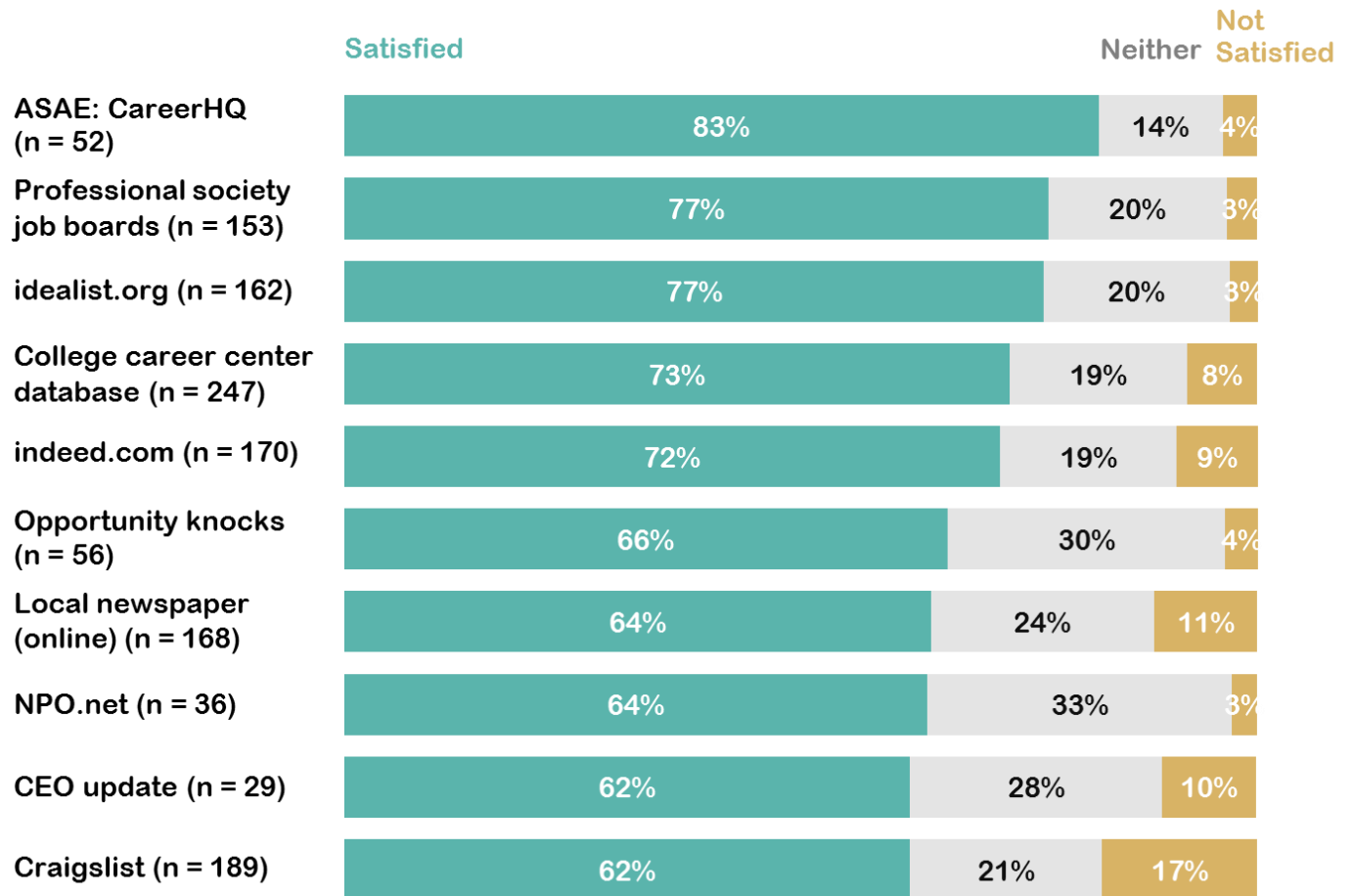
In the past year, nonprofits’ use of social media for recruitment has increased; the use of LinkedIn has risen by 10%, the use of Facebook has risen by 11%, and the use of Twitter has risen by 5% (figure 15). However, without formal strategies in place, it is probable that nonprofits are not using social media to its full potential for recruitment.

**Nonprofits are continuing their use of social media for recruitment, figure 15.**



Besides social media, nonprofits use different sources for recruitment with varying degrees of success and satisfaction. Survey participants were asked to rate their satisfaction with certain recruitment sources. The 10 highest rated sources are listed below (figure 16). Interestingly, there were several sources that were highly rated in terms of satisfaction but infrequently used. ASAE: CareerHQ, Opportunity knocks, NPO.net, and CEO Update were all highly rated, but used by approximately 15% or less of nonprofits. Nonprofits will benefit from increasing their use of resources over time.

**Satisfaction and use of top rated recruitment sources, figure 16.**



## Retention Challenges

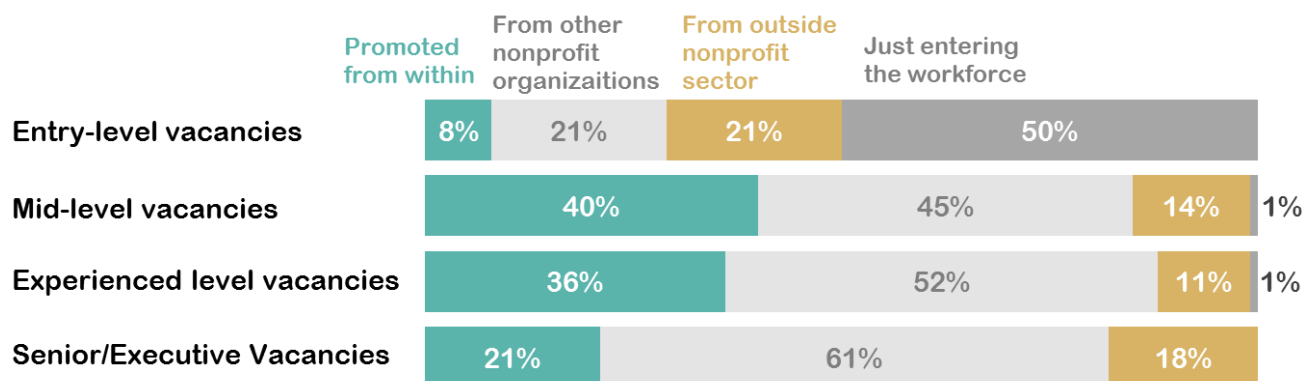
Nonprofits are faced with several challenges that affect their ability to retain staff (figure 17). 27% of nonprofits reported that the greatest retention challenge they face is an inability to pay competitively (figure 17). This is not surprising given that many nonprofits operate within a limited salary budgets. However, paying a competitive wage is one way to retain talented employees to carry out the mission of the organization.

**Inability to pay competitively, inability to promote staff, and excessive workloads are the greatest retention challenges faced by nonprofits, figure 17.**



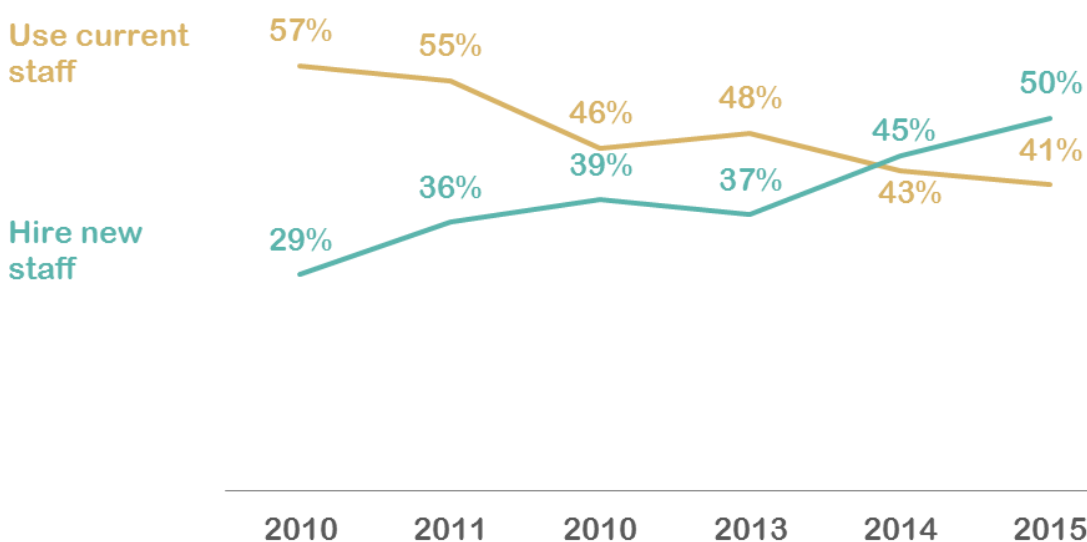
While the inability to pay competitively is a significant challenge, the inability to promote staff (or not choosing to) also poses a serious retention problem for nonprofits. Employees who see no opportunity for career advancement or enrichment are less likely to stay with an organization. Many nonprofits miss meaningful opportunities to promote their own staff. When looking to fill positions at the senior/executive level, less than a quarter of nonprofits (21%) promote their staff to these positions (figure 18), while a majority (61%) find candidates from other nonprofits. A low percentage of nonprofits promoting employees to senior positions is likely the result of a lack of formal leadership development and succession planning. In fact, a majority (68%) of nonprofits reported that they do not have a formal succession plan in place, which suggests that they are not developing talent within their own organizations in preparation for changes at higher-level positions. As a result, when an employee is seeking an opportunity for advancement, he/she may be more likely to look for that opportunity at another organization.

**Most candidates for senior/executive level positions come from other nonprofits; few are promoted from within, figure 18.**



Excessive workloads for current staff are another retention challenge for nonprofits. This problem can occur when organizations create new programs or initiatives and use existing staff to meet the greater demand. Increased workload contributes to significant burnout and pushes employees to leave organizations, often prematurely. Fortunately, there is a decline in the practice of assigning new work to existing staff among nonprofits; 41% of nonprofits reported that they would use current staff to support new programs/initiatives compared to 57% reporting this way in 2010 (figure 19). At the same time, it is encouraging to see an upward trend in hiring new staff to support new programs or initiatives with 50% of nonprofits reporting this approach compared to only 29% in 2010. Despite these positive trends in hiring, nonprofits need to go farther in developing strategies to minimize burnout and the turnover that comes with it and ensuring staff retention.

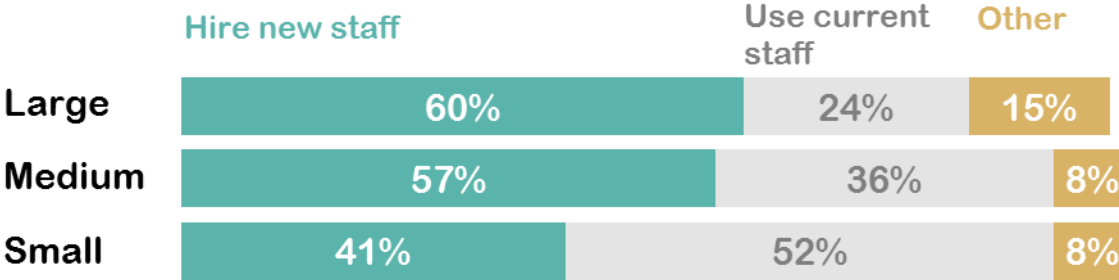
**Growing trend to hire new staff when new programs and/or initiatives are created, figure 19.**





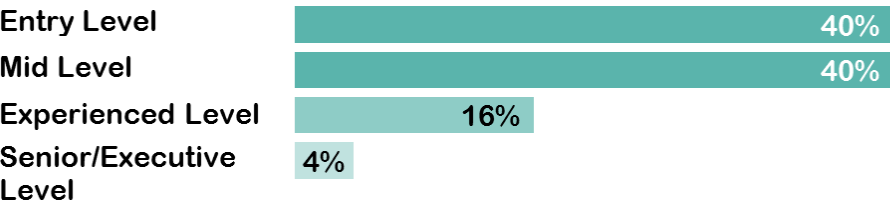
The growing trend of nonprofits hiring new staff when new programs are created is a positive one; however, this trend is not consistent across all organization sizes. As the size of the organization increases so does the likelihood that they will hire new staff to support new programs and/or initiatives (41% of small nonprofits, 57% of medium nonprofits, and 60% of large nonprofits) (figure 20). The tendency for nonprofits to continue to use current staff as workload increases puts their employees at a higher risk for burnout and increases the likelihood that they will leave the organization.

**Large- and medium-sized organizations more frequently find staff for new programs compared to small organizations, figure 20**



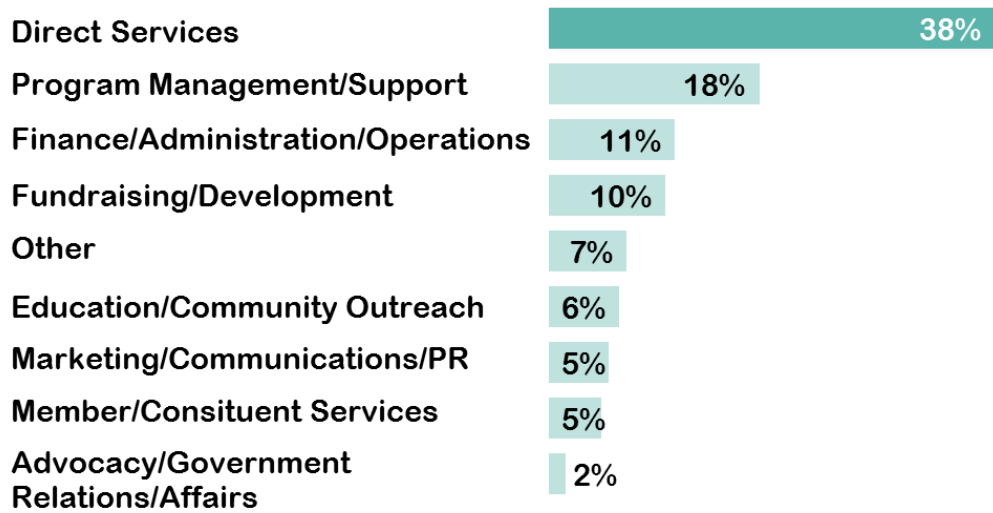
When asked what position level they had the greatest challenge retaining, an equal percentage of nonprofits indicated entry level (40%) and mid-level (40%) (figure 21). Considering the upward trend in voluntary turnover and the lack of formal succession planning within nonprofits, nonprofits face both a challenge and an opportunity around how they move employees up and through their organizations. Greater emphasis on career enriching experiences (i.e. job sharing/rotation, project management opportunities, etc.) can provide meaningful pathways for retention of entry- and mid-level staff. Failure to engage this contingent of the workforce may present result in the loss of talented employees, foster repeat turnover, and will require additional recruitment efforts and resources to fill vacant positions.

**Entry- and mid-level are positions that are hardest to retain, figure 21.**



When looking at functional areas of a nonprofit, direct service staff were reported as the hardest to retain. This is problematic because they often act as a touchstone between the organization and the communities they serve. 38% of nonprofits reported that staff in Direct Services (figure 22) were the most difficult to retain which is consistent with results from previous years. Nonprofit organizations should consider the unique challenges direct service staff face that make them more prone to burnout and intentionally develop retention strategies directed at affected staff.

**Direct services is the functional area that is hardest to retain, figure 22.**



**Strategies for retaining staff**

One approach to improving staff retention is creating and using a formal retention strategy. This year’s report suggested, however, that only 15% of nonprofits report having one (figure 23). This lack of focus on retention is particularly concerning given the many retention challenges faced by nonprofits. The use of a formal retention strategy can provide multiple benefits to nonprofit organizations including decreased hiring costs, higher levels of productivity, improved employee engagement and satisfaction, improved work experiences and even improved reputations as employers of choice. The lack of a formal retention strategy makes it difficult for nonprofits to retain the talent they have, which ultimately affects an organization’s ability to deliver on its mission and organizational objectives.

**Majority of nonprofits report that they do not have a formal recruitment strategy, figure 23.**



The utilization of retention strategy does not vary much by organization size: only 13% of small nonprofits, 17% of medium nonprofits, and 18% of large nonprofits report having a formal retention strategy. Unlike other retention challenges that seem to impact smaller nonprofits more often, the lack of a retention strategy appears to impact nonprofits of all sizes equally.

Another approach to improving staff retention is to provide opportunities for telecommuting and flexible schedules. The ability to telecommute is quickly becoming an expectation in the workplace, particularly among millennials and potential and current staff value a flexible work environment that allows them to work remotely if they choose to do so. 43% of nonprofits reported that they have a telecommuting policy leaving over half not formally providing this option for staff (figure 25). Obviously, every organization is not suited to offer telecommuting as an across-the-board policy, however, providing a telecommuting option, when appropriate for the job function, will help to increase staff retention.

**Most nonprofits report that they do not have a telecommuting policy, figure 25.**



## Appendix A: List of Participating Organizations

501 Commons  
ABATE of Indiana, Inc.  
Action Group  
ADVIS  
African Americans for Educational Options  
AIDS Foundation of Chicago  
Albuquerque Youth Symphony Program, Inc.  
Alliance of Arizona Nonprofits  
Alzheimer's Association, Greater Illinois Chapter  
Amazon Conservation Association  
American Academy of Pediatrics  
American Association for Laboratory Animal Science  
American Association of Diabetes Educators  
American Forest Foundation  
American Foundation for Suicide Prevention  
American Heart Association  
American Occupational Therapy Association, Inc.  
American Oil Chemists' Society (AOCS)  
American Rivers, Inc.  
American Society of Clinical Oncology (ASCO)  
American Society of International Law  
American Society of Nephrology  
Archways, Inc  
Area Agency of Greater Nashua  
Arrow Child and Family Ministries  
Aspire  
Associated Plumbing-Heating-Cooling Contractors of Texas, Inc.  
Association of Energy Services Professionals (AESP)  
Astraea Foundation  
Austin Convention & Visitors Bureau  
Autism Society of NC  
Automotive Service Association  
Barbershop Harmony Society  
Bata Shoe Museum  
Bay Area Adoption Services  
Beneficent Technology, Inc. (Benetech)  
Benzie Area Christian Neighbors  
Bethel Church & Ministries  
BICSI  
Big Brothers Big Sisters of Massachusetts Bay  
Big Brothers Big Sisters of the Midlands  
Big Brothers Big Sisters Southeastern PA  
BoardSource  
Boys and Girls country of Houston  
Bridges for End-of-Life  
Broad Street Ministry  
Building Industry Association of Hawaii  
California Association of Health Facilities  
Cambridge Family & Children's Service  
Camp Fire Sunshine Central Florida  
Care Dimensions  
Casa de los Ninos  
Catholic Charities - Archdiocese of Hartford  
Catholic Charities Community Services  
Catholic Charities Corporation  
Catholic Charities Diocese of Joliet  
Catholic Community Services of Utah  
Center for Community Change  
Center for Independent Futures  
Center for Nonprofit Excellence  
Challenge Enterprises of North Florida, Inc.  
Chehalem Youth and Family Services  
Cheshire YMCA  
Chicago Youth Centers  
Child and Family Resources, Inc.  
Child Inc.  
Children's Theatre of Charlotte  
Civic Ventures dba Encore.org  
Class, Inc.  
Clinton Foundation  
COA Youth & Family Centers, Inc.  
Coastal Conservation League  
Collaborative Support Programs of New Jersey (CSPNJ)  
College Summit  
Colorado Springs Christian Schools  
Common Ground Alliance  
Community Action Opportunities  
Community Action Partnership  
Community Council of Greater Dallas  
Community Counseling Centers of Chicago (C4)  
Community Leadership Association  
Congressional Hispanic Caucus Institute (CHCI)  
Consortium for Ocean Leadership  
Construction Industry Round Table  
Contra Costa Child Care Council

Contra Costa Interfaith Housing  
Corporation for Enterprise Development  
Council on Social Work Education  
Countryside  
Crossroads Rhode Island  
Cunningham Children's Home  
Curative Care Network, Inc.  
Cycle Oregon  
Danforth Museum Corporation dba Danforth  
Art  
David Suzuki Foundation  
Delaware Futures  
Delta Institute  
Developmental Services Center, Inc.  
Diocese of Orange  
Distilled Spirits Council  
Domestic Violence Intervention Services, Inc.  
Donna Lexa Art Centers  
Donors Forum of Wisconsin  
DoSomething.org  
Downtown Norfolk Council  
EarthRights International  
Eastside Legal Assistance Program  
Edward A. Myerberg Center  
Energy Education Council  
Evansville African American Museum  
Evergreen Church  
Exceed Enterprises, Inc.  
FACETS  
Families and Schools Together, Inc.  
Families First  
Family Alternatives  
Family Care Network, Inc.  
Family Defense Center  
Family Health Council of Central PA Inc.  
Family House, Inc.  
Family Services Inc.  
Fay School  
Federation Early Learning Services  
Firelight Foundation  
First Presbyterian Church of Colorado  
Springs  
Florida Conference of Seventh-day Adventists  
For Children's Sake of Virginia  
Fort Saskatchewan Families First Society  
Forward Community Investments  
Franklin Avenue Baptist Church  
Frederik Meijer Gardens & Sculpture Park

Free Library of Philadelphia Foundation  
Free To Breathe  
Gaston Together  
GENEVA Camp & Retreat Center  
Georgia Legal Services Program  
Georgia Chamber of Commerce  
Girl Scouts in the Heart of Pennsylvania  
Girl Scouts of Alaska  
Girl Scouts of Colorado  
Girl Scouts of Eastern Iowa & Western  
Illinois  
Girl Scouts of Greater Chicago and Northwest  
Indiana  
Girl Scouts of Northern California  
Girl Scouts of NYPENN Pathways, Inc.  
Girls Incorporated  
Girls Incorporated of Orange County  
Global Footprint Network  
Goodwill Industries of LSC  
Greater Burlington YMCA  
Greater Gateway Assn. of Realtors  
GSA Network  
GUIDE, Inc.  
Hampshire Regional YMCA  
HARC, Inc.  
Harlem Children's Zone, Inc.  
Harlem Congregation for Community  
Improvement, Inc.  
Hattie Larlham  
HB Magruder Hospital  
Helping Hands Center for Special Needs  
HMS School for Children with Cerebral Palsy  
Holston United Methodist Home for  
Children, Inc.  
Home Health & Hospice Care  
Hosanna! Church  
Housing Initiative Partnership, Inc.  
Human Options Inc  
Hydrocephalus Association  
IELTS USA  
Illinois Physical Therapy Association  
Industrial Safety Training Council  
InsideNGO  
Institute for Humane Studies  
Institute for Women's Policy Research  
Institute for Health and Recovery  
Institute for Medical Quality  
Institute on Aging

Interface Children & Family Services  
Interfaith Hospitality Network of Colorado Springs  
Interim, Inc.  
International Campaign for Tibet  
International Food Policy and Research Institute  
International Franchise Association  
International Women's Health Coalition  
IPM Institute of North America, Inc.  
Jacksonville Zoo and Gardens  
Japanese Community Youth Council  
Jeanne Geiger Crisis Center, Inc.  
Jefferson National Parks Association  
Jobs for Maine's Graduates  
Johnstown Symphony Orchestra  
JusticePoint  
Kansas Coalition Against Sexual and Domestic Violence  
Kartemquin Educational Films  
Keene Family YMCA  
Kids' Food Basket  
Kokari Foundation  
Land Stewardship Centre of Canada  
Lawyers Club of San Diego  
Lifeblood (MSRBC)  
Lighthouse Central Florida, Inc.  
Lorain County Community Action Agency  
Los Angeles LGBT Center  
Lovelace Respiratory Research Institute  
Lumity  
Lutheran Social Services of the National Capital Area  
Madison Strategies Group  
Maine Narrow Gauge Railroad and Industrial Heritage Trust  
Management Sciences for Health  
Marillac St. Vincent Family Services  
Maryland Academy of Science  
Marymount High School  
Masonic Home of Virginia  
MCCPTA Educational Programs, Inc.  
McLean Project for the Arts  
Meals on Wheels and More  
Mental Health America  
Mercy Health Clinic  
Metrowest YMCA

Minnesota Center for Environmental Advocacy  
Mission Edge San Diego  
MIX  
Morean Arts Center  
Morrison Hospital Association  
Museum of South Texas History  
National Alliance of State & Territorial AIDS Directors  
National Apartment Association  
National Association of College Stores  
National Association of Music Merchants  
National Association of Student Financial Aid Administrators  
National Board for Certification in Occupational Therapy  
National Business Officers Association  
National Council of Catholic Women  
National Council of Nonprofits  
National Democratic Institute  
National Funeral Directors Association  
National Network for Oral Health Access  
National Older Worker Career Center (NOWCC)  
National Resident Matching Program  
National Youth Advocate Program, Inc.  
Native Arts and Cultures Foundation  
Neighbors of Seaton Place Inc.  
NeighborWorks Capital  
NEON, Inc  
New Hampshire Dental Society  
New Hope Housing  
New York Hall of Science  
Nicholas House, Inc  
NIGP: The Institute for Public Procurement  
Noble Network of Charter Schools  
Nonprofit Connect  
Nonprofit Leadership Alliance  
North Light Community Center  
Norwegian American Hospital  
NTHP  
Old Colony YMCA  
Optimist Youth Homes and Family Services  
Oregon Food Bank  
Oregon Supported Living Program  
Orthopaedic Research and Education Foundation  
Our Daily Bread, Inc

Palma School  
PathWays PA, Inc.  
PCO  
Pencils of Promise  
Peninsula Jewish Community Center  
Penland School of Crafts  
Phi Theta Kappa Honor Society  
Philadelphia FIGHT  
Philadelphia Freedom Valley YMCA  
Physicians Committee for Responsible  
Medicine  
Planned Parenthood of Southern New Jersey  
Please touch museum  
PMA  
Proprietors of the Cemetery of Mount Auburn  
PTP Adult Learning and Employment  
Programs  
Radio Eye, Inc.  
RAINN  
RCAP Solutions  
Research for Action  
Residential Care Services, Inc.  
Resolution Systems Institute  
Richmond Volleyball Club  
Rockford Lutheran School  
Room to Read  
RVA  
Safe Harbor Boys Home  
Safety Equipment Institute  
SaintA  
San Francisco Museum of Modern Art  
SARAH Tuxis Residential and Community  
Resources Inc.  
SCAN of Northern Virginia  
Schenectady ARC  
Seattle Foundation  
Seattle Metropolitan Chamber of Commerce  
SELF STORAGE ASSOCIATION  
Sierra Forever Families  
SightLife  
Signal Centers  
Sisters of St. Dominic  
Sisters of the Holy Cross, Inc.  
SMC Bookshop, Inc.  
Society of Exploration Geophysicists  
Southern Minnesota Independent Living  
Enterprises & Services (SMILES)  
Southwest Human Development, Inc.

SpArc Philadelphia  
St. Francis Children's Center  
St. Martin's Hospitality Center  
TAIBU Community Health Centre  
Temple Israel  
Texas Restaurant Association  
The Arc of Atlantic County Inc.  
The Association of Volunteer Centres and  
Volunteer Engaging Organizations of Alberta  
The Barnes Foundation  
The Cathedral Soup Kitchen, Inc.  
The Center for Family Resources  
The Commonwealth Fund  
The Dayton Foundation  
The Family Place  
The Florida Aquarium  
The Jones Center  
The Marshall University Foundation, Inc  
The Parish School  
The Parklands Foundation  
The Raymond John Wean Foundation  
The Shakespeare Theatre of New Jersey  
The Society for the Protection of NH Forests  
Trinity Counseling Service  
Trout Unlimited Canada  
U.S. Education Delivery Institute, Inc.  
Union for Reform Judaism  
Unitarian Universalist Association  
Urban Alliance  
Urban Upbound  
UTEP  
Valley Teen Ranch  
Vanguard Charitable Endowment Program  
Villa St. Joseph of Baden, Inc.  
VISIONS/Services for the Blind and Visually  
Impaired  
Voluntary Action Center  
Waukegan to College  
Wellspring Family Services  
West Suburban YMCA  
WHYY, Inc.  
Wine & Spirits Wholesalers of America, Inc.  
Women's Bar Association of Massachusetts,  
Inc.  
Women's Community Clinic  
Women's International League for Peace and  
Freedom  
Women's Voices for the Earth

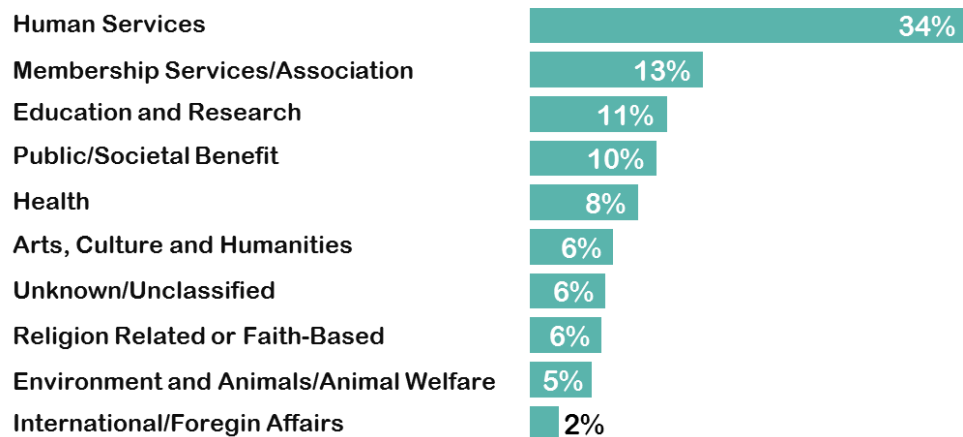
Women's World Banking  
Yellow Ribbon Fund  
YMCA of Greater Boston  
YMCA of Greater Rochester  
YMCA of Greater San Antonio  
YMCA of Greater Springfield

Young Women's Christian Association -  
National Capital Area  
Youth and Family  
Youth Empowerment & Support Services  
Youth Outreach Services  
Youth Progress Association

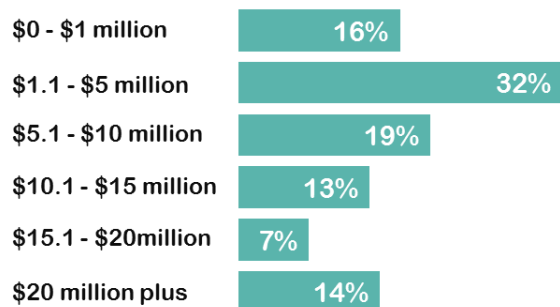


## Appendix B: Demographic Profile of Participating Organizations

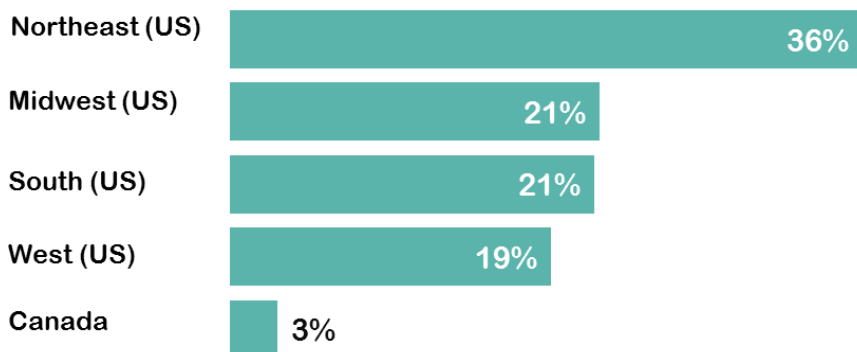
### Types of participating organizations



### Operating budgets of participating organizations



### Location of organization





Nonprofit HR is the nation's only full-service consulting firm dedicated exclusively to meeting the human resources needs of nonprofit organizations. Since 2000, the firm 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.

Nonprofit HR builds human resources capacity for and within the sector through its work in human resources consulting, staffing services and executive search. Nonprofit HR contributes to the sector through original programs such as the Nonprofit Employment Practices Survey, the Nonprofit Human Resources Conference, and the Nonprofit HR Scholarship Fund.

Nonprofit HR's team of human resources and staffing experts has more than 125 years of combined experience working with nonprofits. Demonstrated expertise makes us uniquely suited to help the sector face challenges long endemic to nonprofit human resources--limited budgets, stretched resources and overworked staff. This experience also gives us the knowledge to develop innovative responses to workplace issues such as managing performance, organizational growth and leadership sustainability.

Since 2000, nonprofit organizations nationwide have relied on our knowledge to provide successful real-world, hands-on human resources management support. Every solution we develop lives up to our core standards, including:

- Practicality
- Scalability and customized application
- Alignment with organizational mission
- Cost-effectiveness and efficiency
- Maximum development of your organization's potential

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