



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.¹ 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.

¹ 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

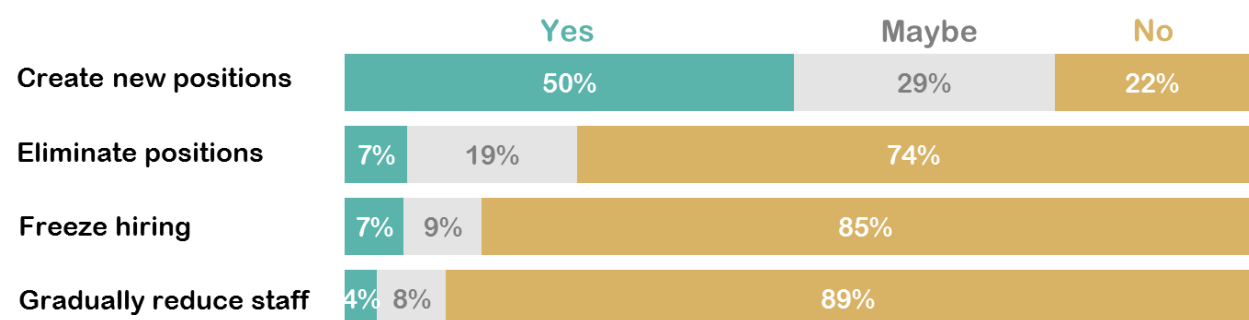
Nonprofits are projecting growth in 2015 that could outpace the corporate sector.

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.² As the economy continues to recover, and charitable giving continues to rise³ 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 size⁴ 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



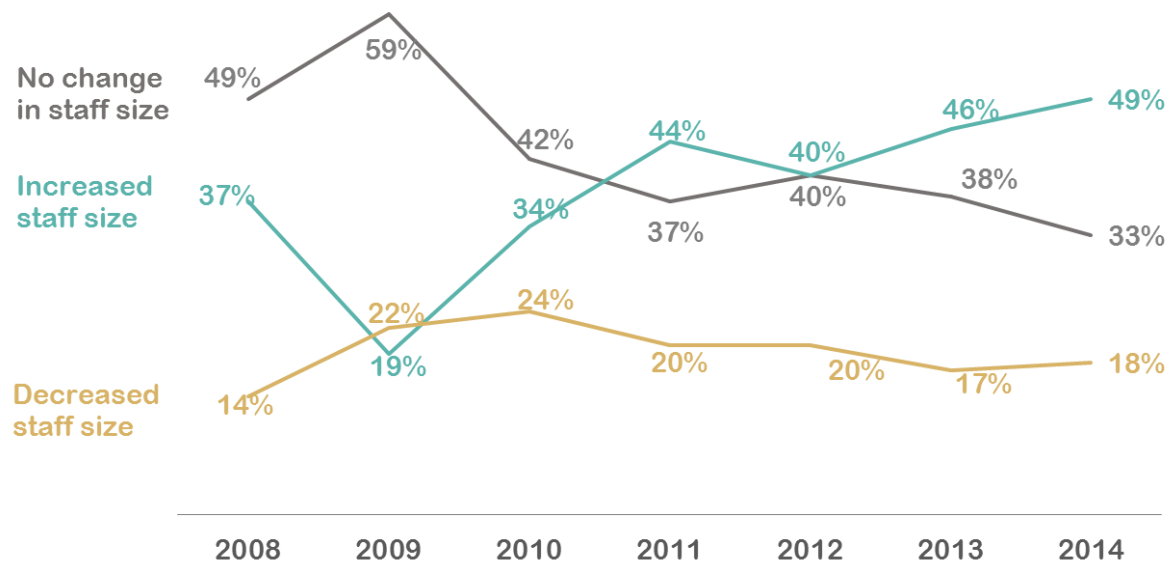
² Salamon, LM. America's Nonprofit Sector. 3rd Edition. New York: The Foundation Center. 2012. <http://foundationcenter.org/getstarted/onlinebooks/salamon/text.html>

³ Atlas of Giving (2014). U.S. charitable giving: 2014 results & initial 2015 forecast. http://www.atlasofgiving.com/atlas/9564728G/9564728G_12_14.pdf

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

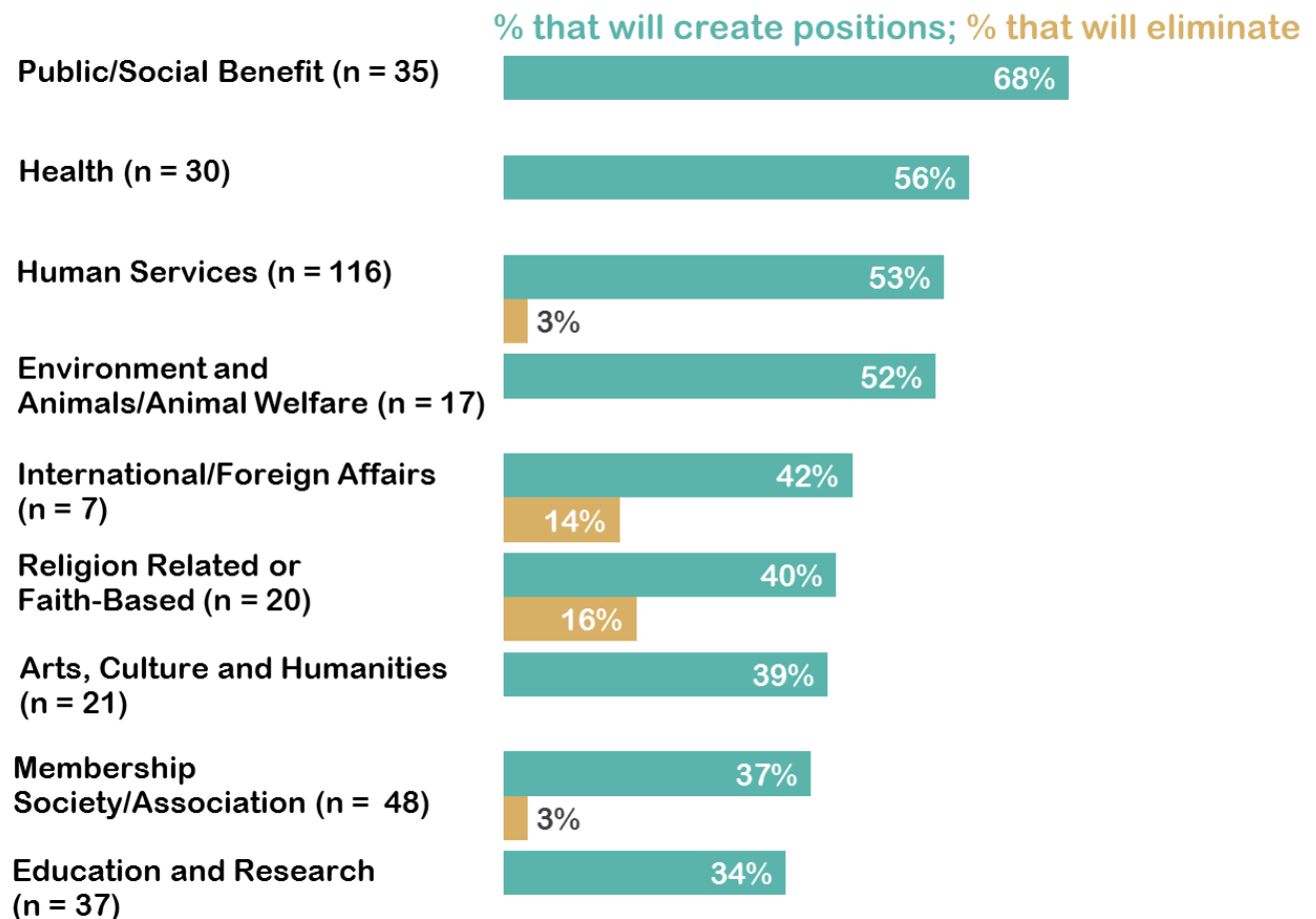
Nonprofits are continuing to rebound from the recession as indicated by the trend of increasing staff size year over year (figure 2). In 2014, 49% of nonprofits reported that their organization experienced an increase in staff size (up from 46% in 2013, and 40% in 2012). Conversely, fewer nonprofits (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.

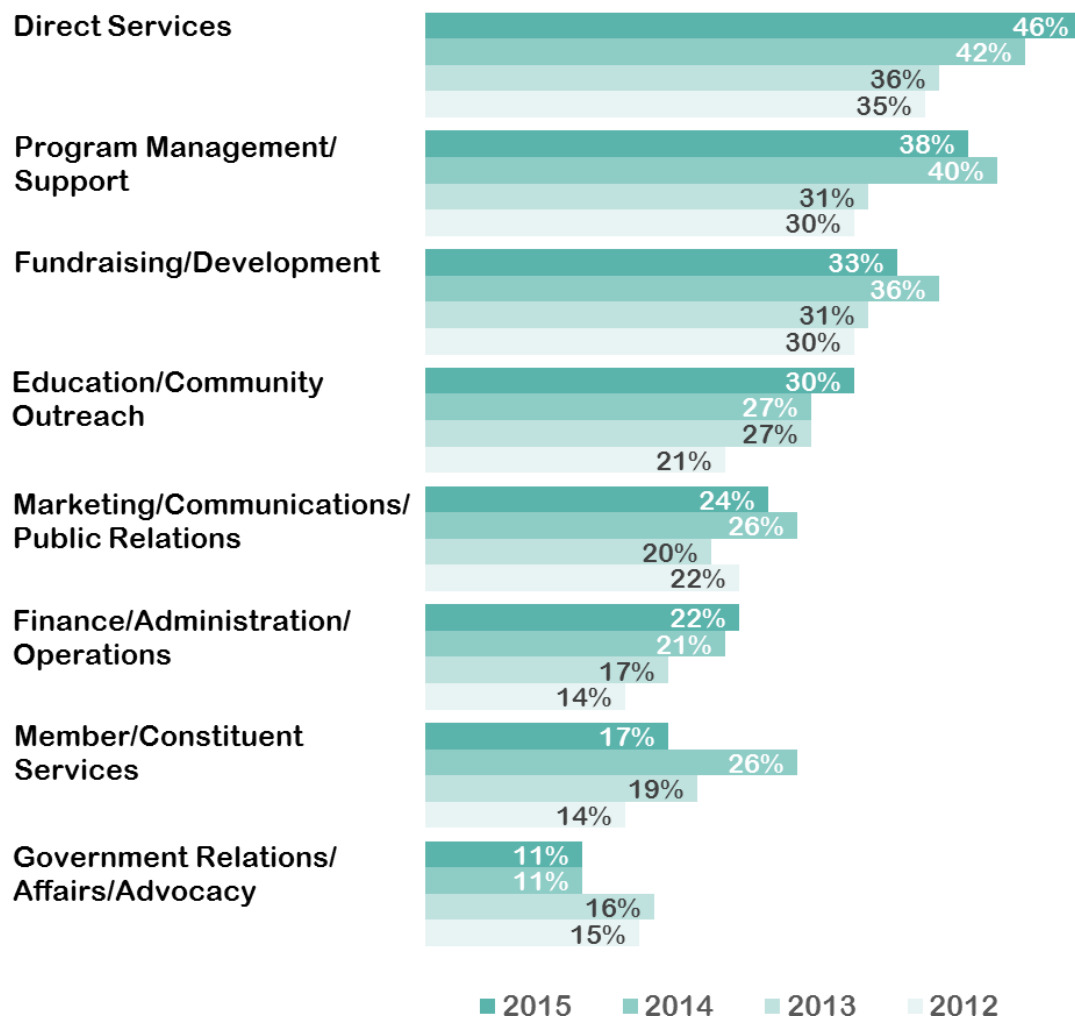
Many nonprofits do not plan to eliminate any positions, figure 3.



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

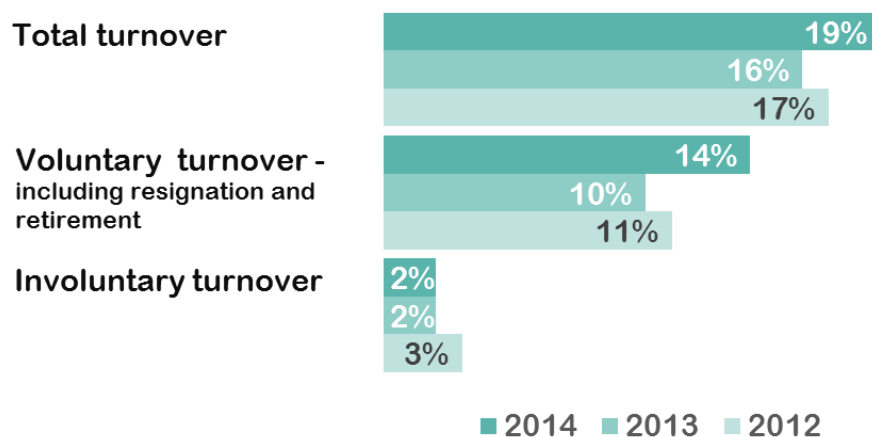
Expected growth in Direct Services indicates a demand for the services many nonprofits provide, while Finance/Administration/Operations growth indicates more investments in infrastructure and HR, figure 4.



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.

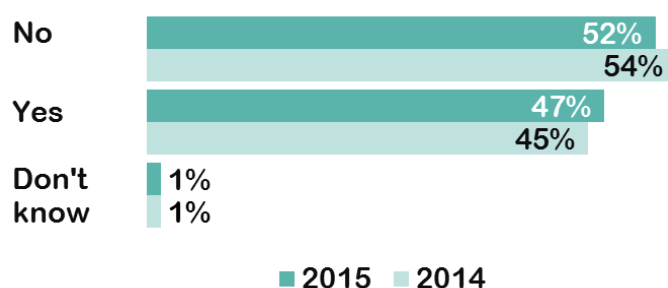
Recruiting and retaining talent is a big challenge. Nonprofits indicated that their staff sizes have increased in the past year and they expect to create new positions in the coming year. As a result, many nonprofits will be faced with additional challenges around recruitment and retention as new staff 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.

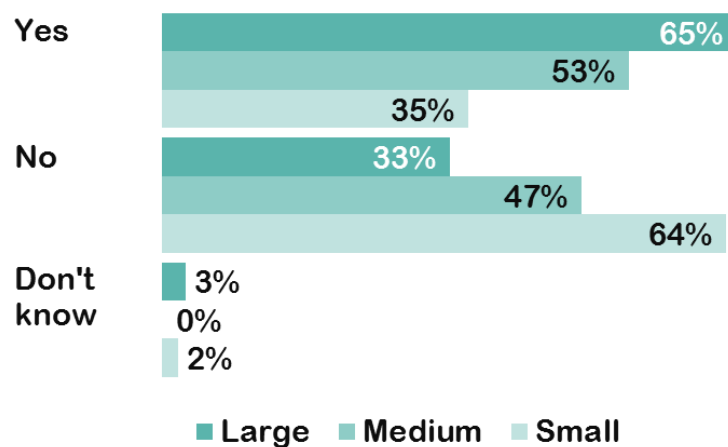
It is a best practice to have a formal recruitment strategy that aligns with organizations objectives, yet more than half of the nonprofits (52%) do not have a formal recruitment strategy for sourcing talent (figure 8). Although this is a slight improvement from last year (in which 54% of nonprofits 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.



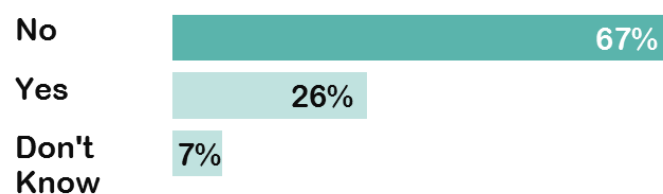
A deeper look at the use of a formal recruitment strategy reveals that large nonprofits more commonly have structured plans compared to small or medium sized nonprofits. 65% of large nonprofits reported that they employ a formal recruitment strategy, while 53% of medium nonprofits reported using one, 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.



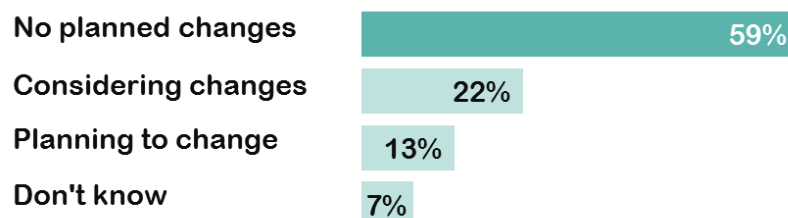
For those nonprofits that do have a formal annual recruitment budget, they vary according to organization size. Small nonprofits reported a median budget of \$1,500, medium nonprofits reported a median budget of \$5,000, and large nonprofits reported a median budget of \$27,500 (figure 11).

Formal recruitment budget by organization size, figure 11.

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

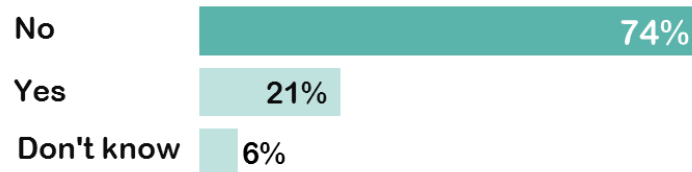
59% of nonprofits report having no plans to change their strategy (figure 12), suggesting these nonprofits will remain without a formal strategy or budget for recruitment. However, 13% indicated that they intend to make significant changes in the way they source and recruit talent in 2015. Another 22% 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.

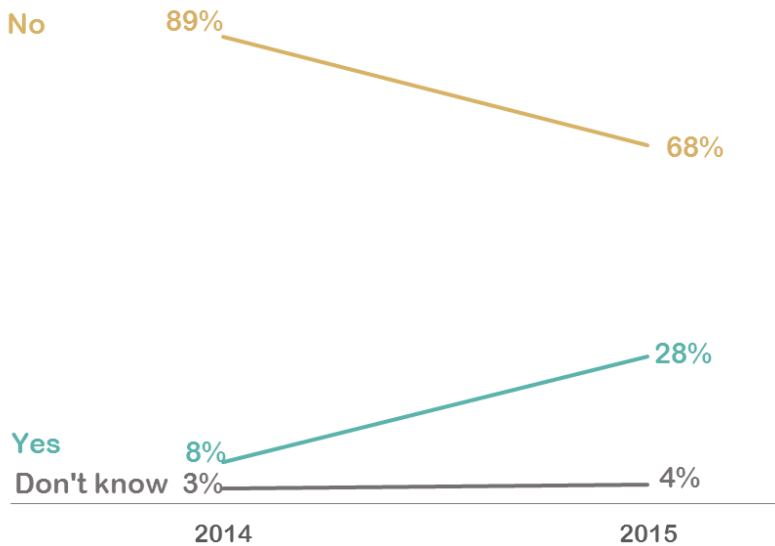
Most nonprofits have not engaged in a formal employment branding process, figure 13.



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.

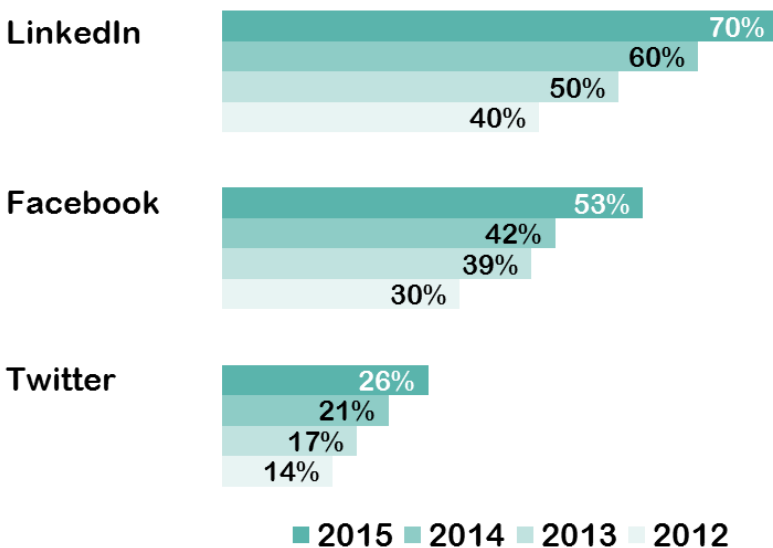
An additional recruitment vehicle that nonprofits utilize is social media. Despite the importance of a employing a strategy when using a tool like social media, only 28% of nonprofits reported having a formal social media recruitment strategy in place (figure 14). While this is a marked improvement from 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.



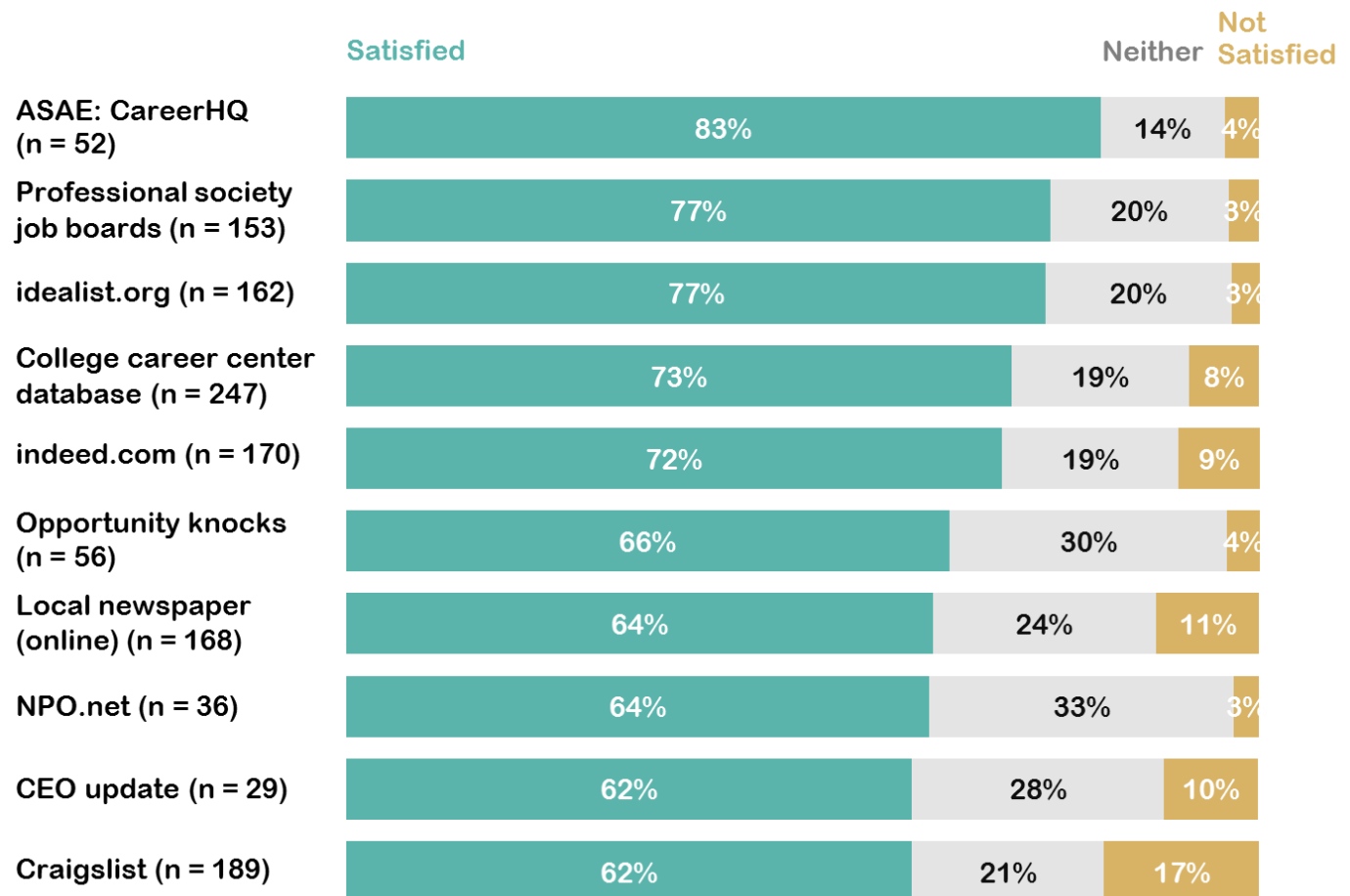
In the past year, nonprofits' use of social media for recruitment has increased; the use of LinkedIn has risen by 10%, the use of Facebook has risen by 11%, and the use of Twitter has risen by 5% (figure 15). However, without formal strategies in place, it is probable that nonprofits are not using social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

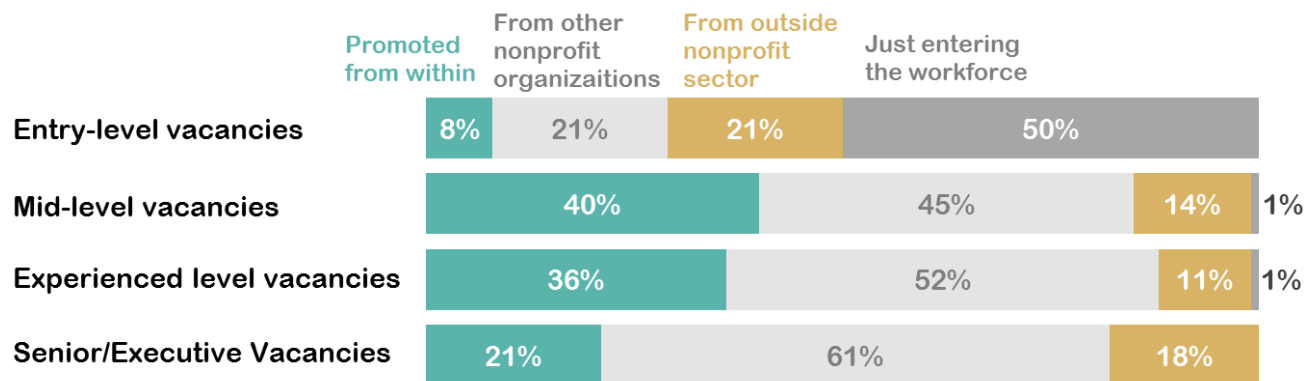
Nonprofits are faced with several challenges that affect their ability to retain staff (figure 17). 27% of nonprofits reported that the greatest retention challenge they face is an inability to pay competitively (figure 17). This is not surprising given that many nonprofits operate within a limited salary 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.



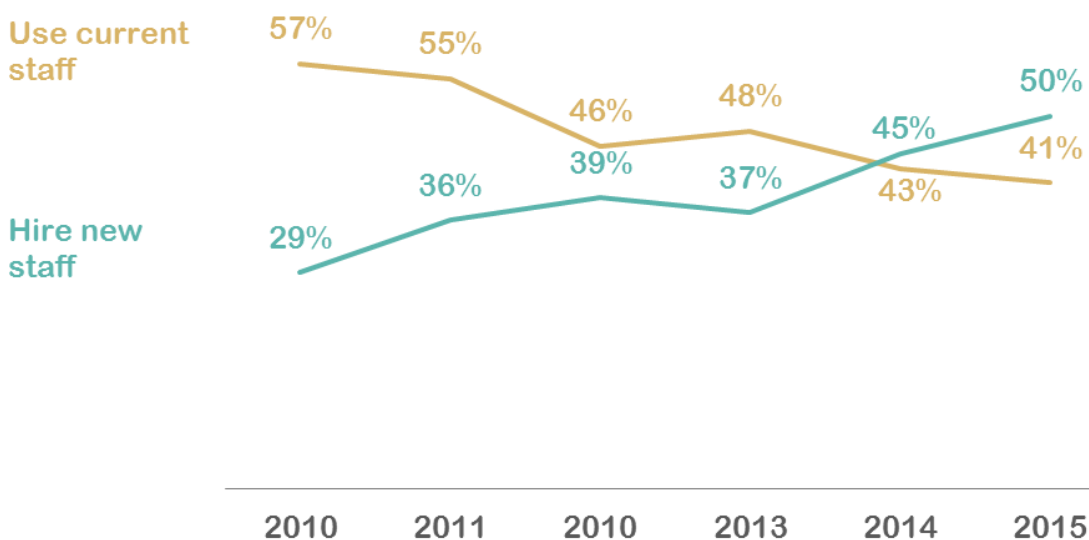
While the inability to pay competitively is a significant challenge, the inability to promote staff (or not choosing to) also poses a serious retention problem for nonprofits. Employees who see no opportunity for career advancement or enrichment are less likely to stay with an organization. Many nonprofits 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.



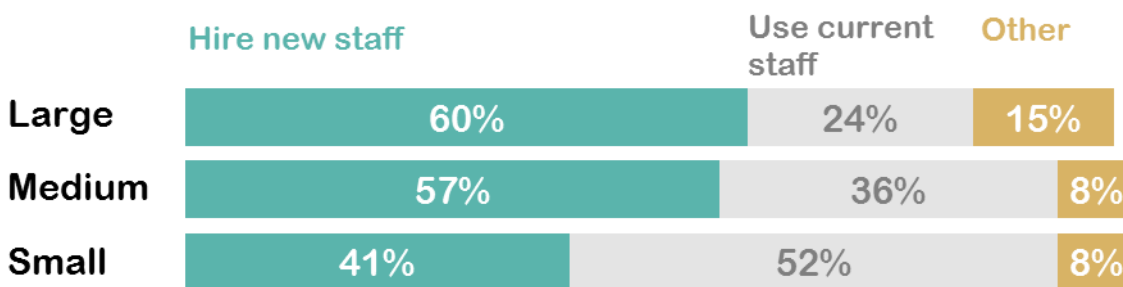
Excessive workloads for current staff are another retention challenge for nonprofits. This problem can occur when organizations create new programs or initiatives and use existing staff to meet the greater demand. Increased workload contributes to significant burnout and pushes employees to leave organizations, 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.



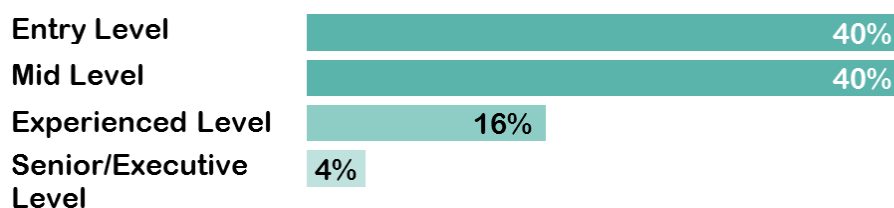
The growing trend of nonprofits hiring new staff when new programs are created is a positive one; however, this trend is not consistent across all organization sizes. As the size of the organization increases so does the likelihood that they will hire new staff to support new programs and/or initiatives (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.

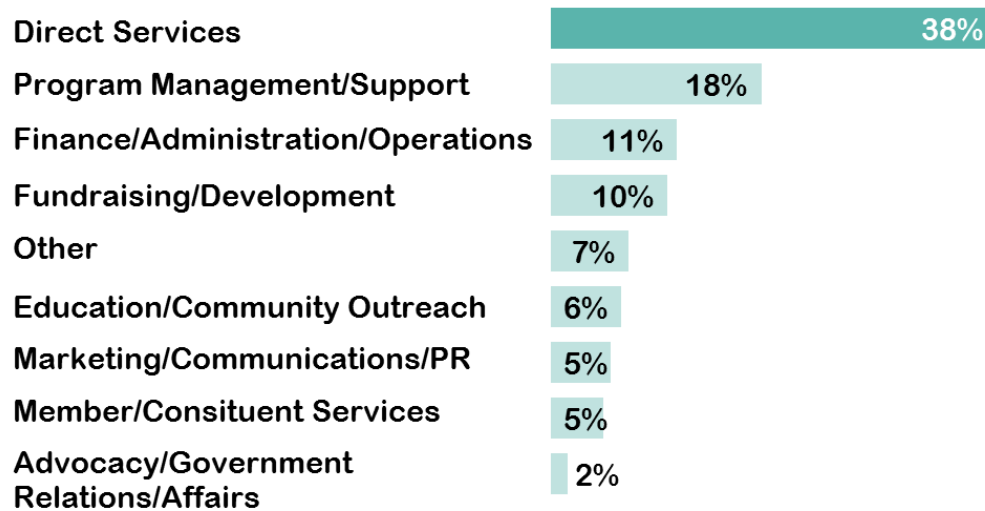
Entry- and mid-level are positions that are hardest to retain, figure 21.



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

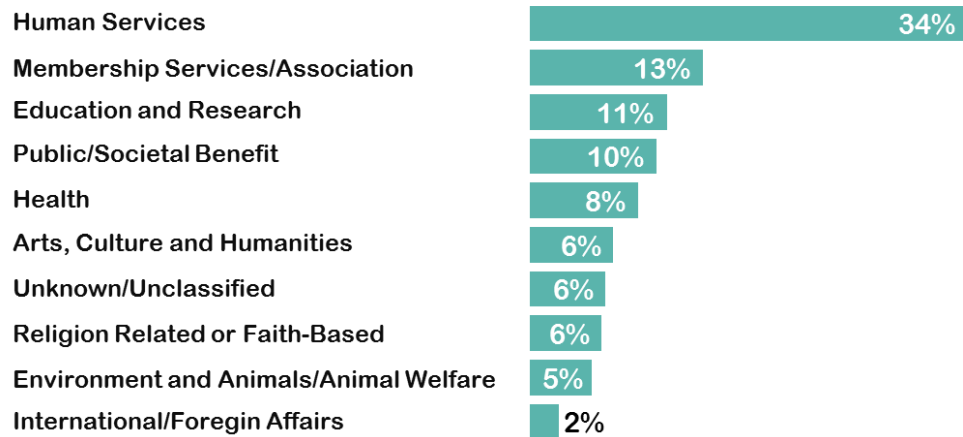
SpArc Philadelphia
 St. Francis Children's Center
 St. Martin's Hospitality Center
 TAIBU Community Health Centre
 Temple Israel
 Texas Restaurant Association
 The Arc of Atlantic County Inc.
 The Association of Volunteer Centres and
 Volunteer Engaging Organizations of Alberta
 The Barnes Foundation
 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

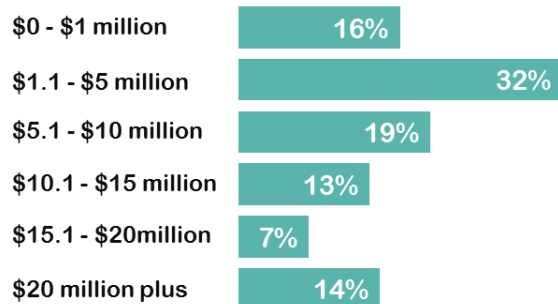
Young Women's Christian Association -
National Capital Area
Youth and Family
Youth Empowerment & Support Services
Youth Outreach Services
Youth Progress Association

Appendix B: Demographic Profile of Participating Organizations

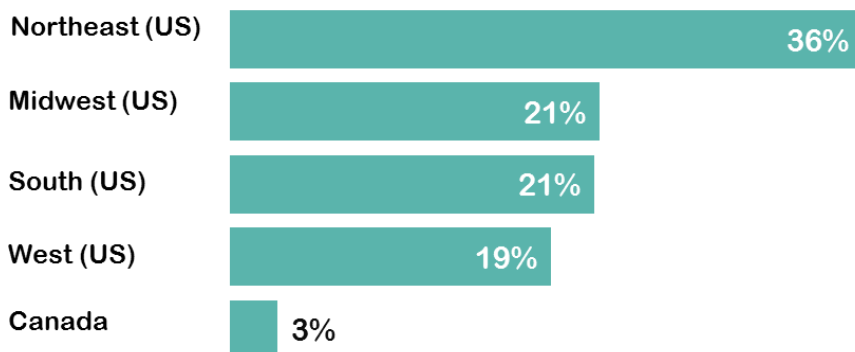
Types of participating organizations



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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