



Nonprofit**HR**

# CELEBRATING 20 YEARS

OF TALENT MANAGEMENT  
CAPACITY BUILDING FOR  
SOCIAL IMPACT  
ORGANIZATIONS



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## 20<sup>TH</sup> ANNIVERSARY EDITION

### New Data & Insights

Dear Talent Management Community for Social Impact:

It is with great pride that I present our fourth consecutive Nonprofit Talent Management Priorities Survey results! This signature instrument assesses and reveals what the nonprofit sector is most concerned about regarding managing its people resources. This is a special moment in history for me, as Nonprofit HR is celebrating 20 years of serving social sector organizations, exclusively!

The Nonprofit Talent Management Priorities Survey applies to all nonprofits, large, mid-sized and micro. This year, 345 organizations from communities of all types and with varying missions, sizes and budgets responded, providing a rich set of data that every nonprofit can benefit from understanding. Talent management experts, human resources professionals, and leaders who serve the nonprofit sector benchmark their priorities in relation to those of other nonprofits, and these survey results are one tool they rely upon annually.

In this year's survey, as in the past, researchers collected information pertaining to the full lifecycle of talent management and other related topics such as leadership. Respondents were able to choose up to three priorities for each question/section. They were also able to skip priorities based on applicability to their organization.

Nonprofit HR received assistance from several organizations to help distribute the 2020 Talent Management Priorities Survey. I invite you to review the contents of this publication and share it within your organization. It is through access to knowledge, thought partnering with our peers, and the application of best practice in talent management that the social sector can prioritize and maximize its greatest assets, its people.

Here's to a successful 2020 for your mission-driven organization!



Sincerely,

Lisa Brown Alexander  
President & CEO  
Nonprofit HR

## Top Three Areas included in Formal Talent Management Strategy/Plans for 2020



## Key Obstacles Impeding Realizing Talent Management Priorities



## Organizations that have a formal talent management strategy/plan that will guide its work in 2020



## Top Three Talent Management Priorities in 2020



### Survey Respondent Also Shared this Insight:

*"DEI efforts and initiatives are a top priority"*  
-Survey respondent

### Demographic Insight on Organization:

**Mission Type:** Social/human services  
**Budget:** \$20 Million - \$39.9 Million  
**Employee Count:** 201-500  
**Geographic Proximity:** California

Percentages represent the respondents that chose these priorities among their top three.

### Top Three Talent Acquisition (Recruitment) Priorities



### Top Three Culture and Engagement Priorities



#### What practitioners have to say about talent acquisition in 2020

*"Priority #1 is developing a talent pool  
of skilled candidates in areas of  
severe staff shortages."*  
-Survey respondent

#### Demographic Insight on Organization:

**Mission Type:** Social Human Services  
**Budget:** \$10 million - \$14.9 million  
**Employee Count:** 51-100  
**Geographic Proximity:** New York

#### What practitioners have to say about culture and engagement in 2020

*"We are starting an annual Cultural Conference  
to focus on aspects of our culture and then  
leadership trainings after this to reinforce the  
same theme."*  
-Survey respondent

#### Demographic Insight on Organization:

**Mission Type:** Social/Human Services  
**Budget:** \$15 million - \$19.9 million  
**Employee Count:** 201-500  
**Geographic Proximity:** Montana



## Top Three Performance Management Priorities



## Top Three Learning and Development Priorities



### What practitioners have to say about performance management in 2020

*"We restructured our Performance Management process in 2019 from a formal annual/bi-annual process and moved to ongoing continuous performance conversations with end of the year wrap ups."*

-Survey respondent

### Demographic Insight on Organization:

**Mission Type:** Social/Human Services

**Budget:** \$40 million - \$74.9 million

**Employee Count:** 101-200

**Geographic Proximity:** Ohio

### What practitioners have to say about learning and development in 2020

*"Our organization is small, so ours is informal and designed by individuals for their own growth objectives. On the job learning is subject-specific and demand-driven."*

-Survey respondent

### Demographic Insight on Organization:

**Mission Type:** Human/Civil Rights

**Budget:** \$1 million - \$4.9 million

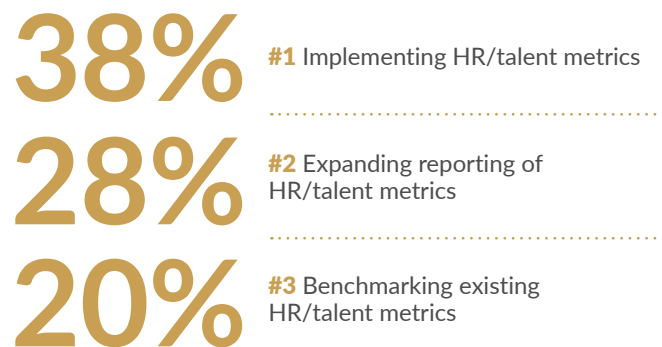
**Employee Count:** Less than 10

**Geographic Proximity:** Washington, D.C.

### Top Three Total Rewards (Compensation and Benefits) Priorities



### Top Three Talent Analytics/Metrics Priorities



#### What practitioners have to say about total rewards in 2020

*"We are changing to merit increases  
instead of year-end bonuses."*  
-Survey respondent

#### Demographic Insight on Organization:

**Mission Type:** Arts and Culture  
**Budget:** \$1 million  
**Employee Count:** 11-20  
**Geographic Proximity:** California

#### What practitioners have to say about talent/analytics/metrics in 2020

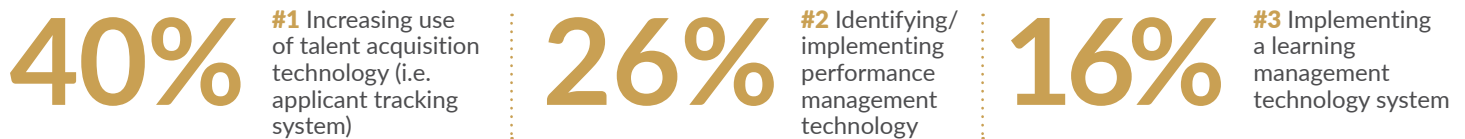
*"Our nonprofit is small enough that it's  
hard to use quantitative metrics/analytics.  
Qualitative information is easier to obtain."*  
-Survey respondent

#### Demographic Insight on Organization:

**Mission Type:** Health/Health Services/Health  
**Budget:** \$5 million - \$9.9 million  
**Employee Count:** 21-50  
**Geographic Proximity:** Virginia



## Top Three Talent-Focused Technology Priorities



### What practitioners have to say about talent focused technology in 2020

*"We have been focusing on talent-focused technology for the last two years. We need to get everyone up to speed on what is there before adding anything new."*

-Survey respondent

### Demographic Insight on Organization:

**Mission Type:** Social/human services

**Budget:** \$1 million - \$4.9 million

**Employee Count:** 101-200

**Geographic Proximity:** Alabama

### Survey Respondents Also Shared:

*"We are highly focused on recruiting top talent."*

-Survey respondent

### Demographic Insight on Organization:

**Mission Type:** Human/Civil Rights

**Budget:** 10 Million - \$14.9 Million

**Employee Count:** 21-50

**Geographic Proximity:** New York

### Survey Respondents Also Shared:

*"We have a number of technology solutions available to use that we are not fully realizing. This is an objective... to implement technology where we have available tools."*

-Survey respondent

### Demographic Insight on Organization:

**Mission Type:** Education

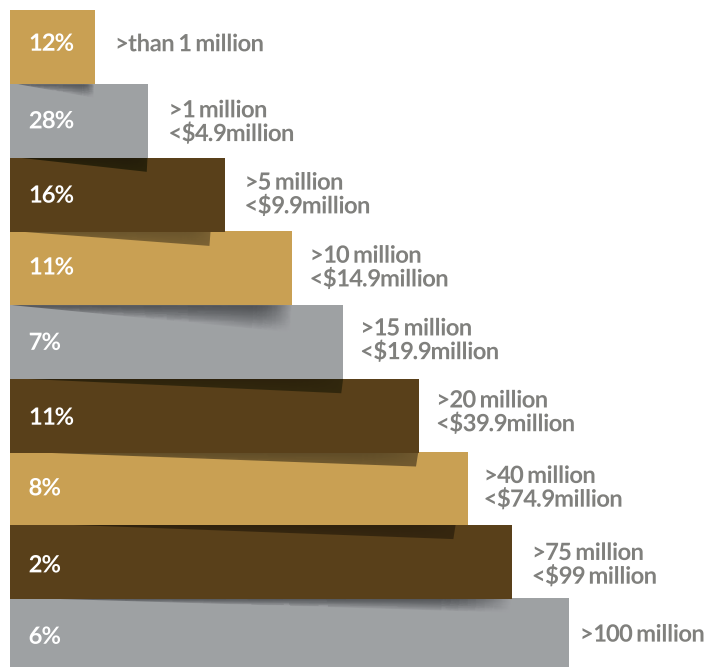
**Budget:** \$100 Million

**Employee Count:** More than 500

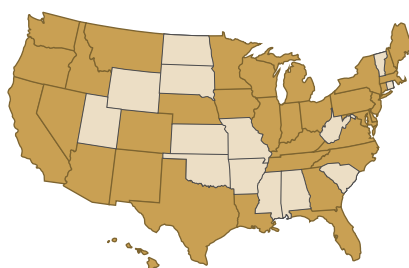
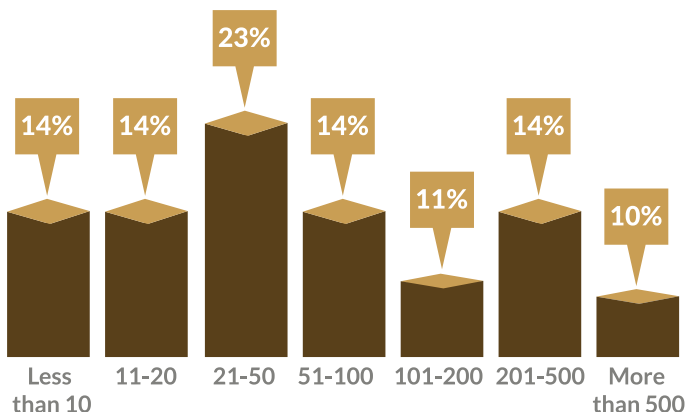
**Geographic Proximity:** Minnesota

## SURVEY PARTICIPANT DEMOGRAPHIC DATA

Average operating budget of survey participants:



Employee counts for participating organizations:



Organizations in the dark gold shaded states participated in the survey. States with light gold had no participating organizations:

Organization mission-types that participated in the survey:

**33%** Social/Human Services

**12%** Education

**10%** Health/Human Services/Health Education

**7%** Associations

**6%** Arts and Culture

**6%** Human/Civil Rights

**5%** NGO

**3%** Environmental

**1%** Foundations

**<1%** Animal Rights/Welfare

Other mission types include Community/ Economic Development, Youth Development, Public Policy, Faith-based organizations





## DOWNLOAD THE 2020 NONPROFIT TALENT MANAGEMENT PRIORITIES



## SURVEY RESULTS WEBINAR RECORDING.

Culture and engagement are top of mind for nonprofit leaders in 2020. Over 88% of the Nonprofit Talent Management Survey respondents indicated their organization will invest time and resources toward these priority areas in 2020. Social sector leaders across the US and Canada, representing a diverse range of budgets, staff sizes and missions, participated in this fourth annual survey. Result highlights from all priority areas are discussed during this webinar recording. Listen now and hear how to contextualize the data to understand what these findings may mean for your organization's talent management strategy.

### Webinar Takeaways:

- Key talent management priorities, cultural trends, and retention shifts for the social sector in 2020
- Benchmarking stats to gauge where your organization stands in relation to national nonprofit talent priorities
- Tips on how to align your organization's talent priorities to help drive your unique goals for 2020
- Better understanding of what these priorities mean to the sector and your organization

**Download the recording now and invite your team and community partners to watch it!**  
You will hear impacts from the survey data and walk away with tips for how your organization can leverage the survey results.



### About Nonprofit HR

Nonprofit HR was founded with one goal in mind: to strengthen the social sector by strengthening its people.

**Why?** Because we know that an organization is only as effective as its people.

Nonprofit HR is the country's leading and oldest firm focused exclusively on the talent management needs of social impact organizations. We focus our efforts on project-based human resources consulting, HR outsourcing,

talent acquisition, and executive search. Nonprofit HR also offers customized trainings, research and events, all with the objective of strengthening the people management capacity of the workforce.

Since 2000, our staff of credentialed experts have advanced the impact of some of the world's most influential brands in the sector.