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CELEBRATING 20 YEARS OF TALENT MANAGEMENT CAPACITY BUILDING FOR SOCIAL IMPACT ORGANIZATIONS

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20TH 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

82% 70% 64%

Talent acquisition (branding, recruitment, hiring, onboarding)

Learning and development (staff development, leadership development, mentoring, shadowing)

Retention planning (culture management, employee engagement, feedback management)

Key Obstacles Impeding Realizing Talent Management Priorities

65% 56% 25%

#1 Not enough staff resources dedicated to HR to achieve them

#2 Not enough financial resources dedicated to HR to achieve them

#3 Dysfunctional leadership or culture

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

Top Three Talent Management Priorities in 2020

Yes



8% Don't Know

#1 Culture and Engagement

60% #2 Talent Acquisition

#3 Performance Management

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

45% 22% 17% **#1** Attracting/hiring diverse talent (i.e. across all demographics including but not limited to race, age, gender, identity, differing abilities, etc.)

#2 Strengthening your employer brand to attract better talent

#3 Strengthening internal capacity around interviewing skills and practices (i.e. behavioral interviewing, panel interviewing, increasing # of staff involved in interviewing)

Top Three Culture and Engagement Priorities

33% 24% 18%

#1 Assessing organizational culture (i.e. values, workplace behaviors/ attitudes, leadership effectiveness, communication effectiveness, etc.)

#2 Improving organizational culture (i.e. reducing conflict, dysfunction, miscommunication, etc.)

#3 Influencing leadership to prioritize culture management

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



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Top Three Performance Management Priorities

40% 33% 15%

#1 Restructuring existing performance management systems/programs

#2 Implementing training and development initiatives aimed at strengthening managers' skills around giving/receiving feedback

#3 Shifting from a traditional, event-driven performance management model to a continuous feedback model

Top Three Learning and Development Priorities

38% 28% 20%

#1 Developing a learning and development strategy/program

#2 Expanding investments in developing and strengthening teams

#3 Implementing a staff mentoring program

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

22% 22% 14%

#1 Benchmarking existing total rewards practices/programs

#1 Expanding benefits program offerings/investments

#2 Implementing/restructuring variable-pay (i.e. bonus/commission) programs

Top Three Talent Analytics/Metrics Priorities

38% 28% 20%

#1 Implementing HR/talent metrics

#2 Expanding reporting of HR/talent metrics

#3 Benchmarking existing HR/talent metrics

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

40%

#1 Increasing use of talent acquisition technology (i.e. applicant tracking system)

26%

#2 Identifying/ implementing performance management technology



#3 Implementing a learning management technology system

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

Survey Respondents Also Shared:

"We are highly focused on recruiting top talent." -Survey respondent

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: Social/human services Budget: \$1 million - \$4.9 million Employee Count: 101-200 Geographic Proximity: Alabama

Demographic Insight on Organization:

Mission Type: Human/Civil Rights Budget: 10 Million - \$14.9 Million Employee Count: 21-50 Geographic Proximity: New York

Demographic Insight on Organization:

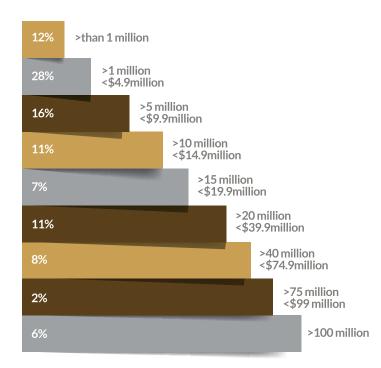
Mission Type: Education Budget: \$100 Million Employee Count: More than 500 Geographic Proximity: Minnesota



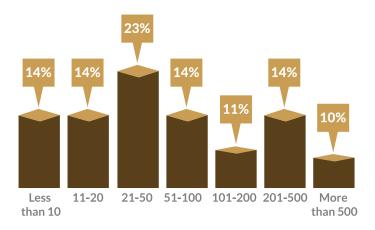


SURVEY PARTICIPANT DEMOGRAPHIC DATA

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:



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

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DOWNLOAD THE 2020 NONPROFIT TALENT MANAGEMENT PRIORITIES



SURVEY RESULTS WEBINAR RECORDING.

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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, r epresenting 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 under stand 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.