

# 2021 NONPROFIT TALENT MANAGEMENT PRIORITIES

SURVEY RESULTS

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## 2021 NONPROFIT TALENT MANAGEMENT PRIORITIES

### New Data & Insights

Dear Talent Management Community for Social Impact:

It is with great pride that I present our the 5<sup>th</sup> 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 21 YEARS of serving social sector organizations, exclusively!

The Nonprofit Talent Management Priorities Survey applies to all nonprofits, large, mid-sized and micro. This year, 423 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 2021 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 2021 for your mission-driven organization!



Sincerely,

A handwritten signature in black ink, appearing to read 'Lisa Alexander', with a long horizontal flourish extending to the right.

Lisa Brown Alexander  
President & CEO  
Nonprofit HR

## Top 3 Areas Included in Talent Management Strategies



## Key Obstacles Impeding Realizing Talent Management Priorities



## Organizations that have a formal talent management strategy/plan that will guide its work in 2021



## Top Three Talent Management Priorities in 2021



## Top Two Obstacles Impeding Realizing Talent Management Priorities



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 2021

*"Our focus in 2021 is laying out our 5 year Strategic Plan."*

-Survey respondent

### What practitioners have to say about culture and engagement in 2021

*A top priority for this organization at this time is to ensure that the morale of employees is high and they feel supported during the pandemic.*

*Their main focus is on morale first."*

-Survey respondent

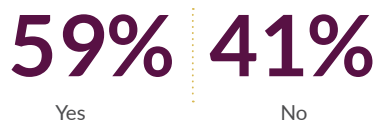
### Demographic Insight on Organization:

**Mission Type:** Environmental  
**Budget:** less than \$1 million  
**Employee Count:** less than 10  
**Geographic Proximity:** California

### Demographic Insight on Organization:

**Mission Type:** Education  
**Budget:** \$5 million - \$9.9 million  
**Employee Count:** 21-50  
**Geographic Proximity:** Washington, D.C.

Organizations that are prioritizing talent acquisition in 2021



Organizations that are prioritizing culture and employee engagement in 2021



## Top Three Performance Management Priorities



## Top Three Learning And Development Or Training Efforts Respondents Will Offer In 2021



### What practitioners have to say about performance management in 2021

*"Our focus currently is attracting staff that have a passion for our mission, and who want to stay in this field. We are also focused on staff that have the credentials"*

-Survey respondent

### Demographic Insight on Organization:

**Mission Type:** Social/Human Services  
**Budget:** \$20 million - \$39.9 million  
**Employee Count:** more than 500  
**Geographic Proximity:** Massachusetts

### What practitioners have to say about learning and development in 2021

*"We are prioritizing a performance development plan for the organization. We will introduce learning and development after our organization has practiced creating goals and sharing feedback on deliverables."*

-Survey respondent

### Demographic Insight on Organization:

**Mission Type:** Social/Human Services  
**Budget:** \$40 million - \$74.9 million  
**Employee Count:** 21-50  
**Geographic Proximity:** New York

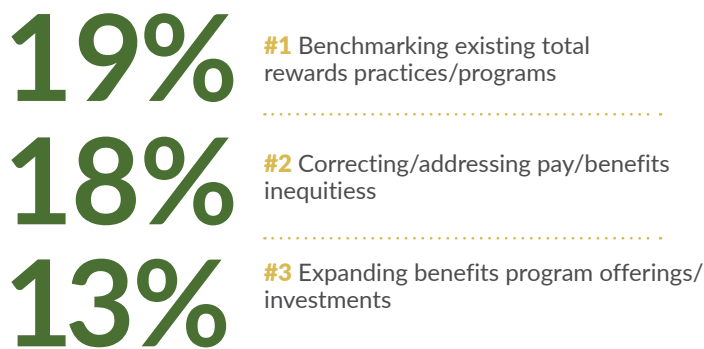
Organizations that are prioritizing performance management in 2021



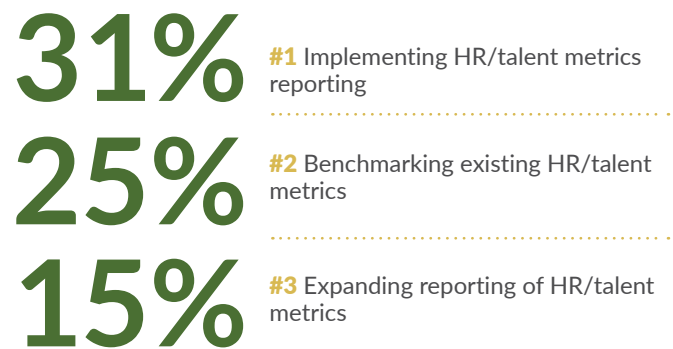
Organizations that are prioritizing learning and development in 2021



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



## Top Three Talent Analytics/Metrics Priorities



### What practitioners have to say about total rewards in 2021

*"We have some budgetary concerns and do not want to make promises to the teams about increasing compensation this calendar year."*  
-Survey respondent

#### Demographic Insight on Organization:

**Mission Type:** Social/Human Services  
**Budget:** \$40 million - \$74.9 million  
**Employee Count:** 21-50  
**Geographic Proximity:** New York

### What practitioners have to say about talent/analytics/metrics in 2021

*"Our performance management system is qualitative. Focus is on consistency in communications to employees to stay abreast of performance gaps along with mobility achievements."*  
-Survey respondent

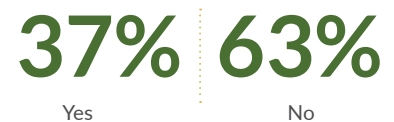
#### Demographic Insight on Organization:

**Mission Type:** Religious organization  
**Budget:** \$5 million - \$9.9 million  
**Employee Count:** 21-50  
**Geographic Proximity:** Maryland

Organizations that are prioritizing performance management in 2021



Organizations that are prioritizing talent analytics in 2021



## Top Three Talent-Focused Technology Priorities

49%

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

32%

#2 Identifying/ implementing performance management technology

17%

#3 Implementing a learning management technology system

### What practitioners have to say about talent focused technology in 2021

*"We have already implemented many talent focused technologies in 2020 and are focused on increasing adoption and leveraging platforms."*

-Survey respondent

### Demographic Insight on Organization:

**Mission Type:** Social and Economic Justice

**Budget:** \$20 million - \$39.9 million

**Employee Count:** 51-100

**Geographic Proximity:** California

### Survey Respondents Also Shared:

*"We brought on talent tech in 2019 and 2020."*

-Survey respondent

### Demographic Insight on Organization:

**Mission Type:** Financial Technology

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

**Employee Count:** 21-50

**Geographic Proximity:** Massachusetts

### Survey Respondents Also Shared:

*"We made investments in 2020 and will be adding to the HRIS platform as the budget allows."*

-Survey respondent

### Demographic Insight on Organization:

**Mission Type:** Associations

**Budget:** less than \$1 million

**Employee Count:** less than 10

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

Organizations that are prioritizing talent-focused technology in 2021

32%

Yes

68%

No

Organizations that have a dedicated HR/talent function

73%

Yes

28%

No

## Nonprofit Talent Management Priorities for 2021

### Here are those responses

#### Four ways the COVID-19 crisis has impacted budget/talent management objectives:

1. We have made adjustments to prioritize/reprioritize our talent management objectives **52%**
1. We have, or expect to, reduce our operating budget **49%**
2. We have, or expect to, increase our operating budget **16%**
3. We have de-prioritized our talent management objectives, programs and or/initiatives **14%**

**22%** of respondents said they have not adjusted their approach and that the pandemic has not impacted their organization's approach to talent management.

#### Four ways the Black Lives Matter Movement has impacted budget/talent management objectives:

1. We have made adjustments to prioritize/reprioritize our talent management objectives **62%**
2. We have, or expect to, increase our operating budget **12%**
3. We have, or expect to, reduce our operating budget **6%**
4. We have deprioritized our talent management objectives, programs and/or initiatives **1%**

**29%** of respondents said they have not adjusted their approach and that race events have not impacted their approach toward talent management.

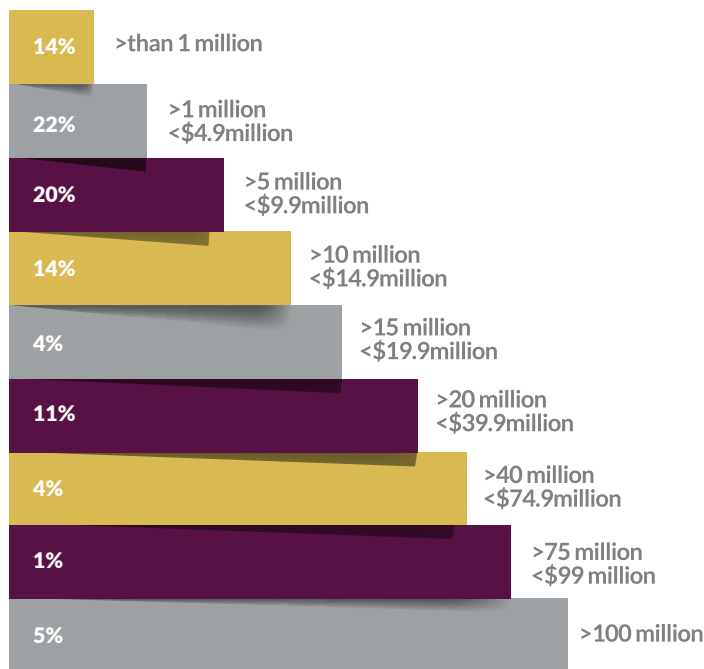
Organizations that have identified new talent management opportunities /challenges in response to the 2020 Presidential Election

**24%** | **76%**  
Yes | No

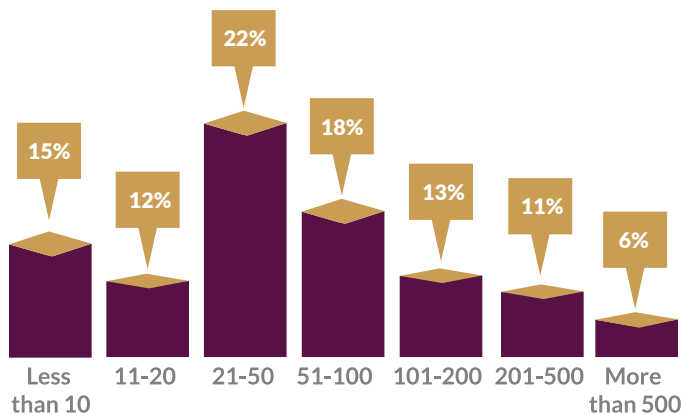


## SURVEY PARTICIPANT DEMOGRAPHIC DATA

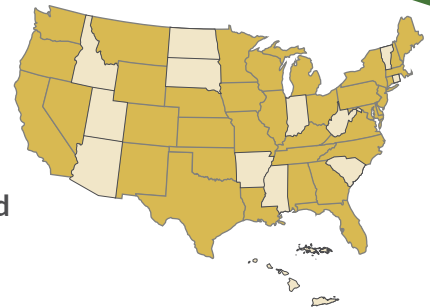
Average operating budget of survey participants:



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:

**28%** Social/Human Services

**13%** Education

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

**6%** Associations

**7%** Arts and Culture

**3%** Human/Civil Rights

**2%** NGO

**5%** Environmental

**1%** Foundations

**3%** Animal Rights/Welfare

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