



# VIRTUAL LEARNING

## NONPROFIT RETURN TO WORKPLACE PULSE SURVEY OVERVIEW

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DATE: Tuesday, June 29, 2021

TIME: 2-3:30 PM ET

# Presenter



**Lisa Brown Alexander**  
Founder & CEO  
Nonprofit HR

# Nonprofit**HR**

## About Nonprofit HR

### Our vision:

We are the leading source of innovative talent management, talent acquisition services and knowledge for the social impact sector.

- Total lifecycle solutions for talent management.
- 20+ years serving the social sector as a trusted advisor and thought partner.
- Thousands of missions served.
- Woman and Minority-owned.
- National footprint.
- Award-winning and highly-credentialed staff.

*“Nonprofit HR’s experts listen, articulate people-centric solutions and understand the correlation between having high-performing, engaged staff and us being able to support our members’ needs. Their team has elevated the importance of and visibility around innovative HR practices. Nonprofit HR is an invaluable strategic partner.”*

**Cathy Gibney, CPA**  
**Chief Financial Officer**  
**National Hospice and Palliative Care Organization**



Our Practices:  
Nonprofit HR's  
suite of solutions  
are centered  
around five core  
service areas

## STRATEGY & ADVISORY

- HR Audits & Assessment
- Workforce Planning
- Performance Management
- Workplace Culture & Employee Engagement
- Learning & Development

## OUTSOURCING

- Interim Outsourcing
- Comprehensive General Outsourcing
- Specialty Outsourcing (i.e. strategy, recruitment, benefits)

## DIVERSITY EQUITY & INCLUSION

- Equity Assessments & Implementation Support
- DEI Training
- Cultural Transformation
- Leadership Development
- Interim Chief Equity Officer

## TOTAL REWARDS

- Compensation Benchmarking & Program Design
- Pay Equity Analysis
- Benefits Assessments & Administration
- Cost Containment Strategy Design
- HR Technology



## SEARCH

- Executive Search
- Direct Hire
- Recruitment Outsourcing
- Temp-to-Hire
- Temporary on Demand



## SOCIAL ENTERPRISE

We also partner with nonprofit and for-profit social enterprises to help strengthen their people management practices.



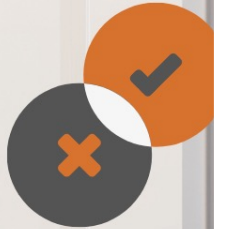


## Agenda

- The Future of Work: The Hybrid Workplace
- Workplace Safety
- Virtual Workforce Strategy Concerns
- Important Return-to-Workplace Considerations
- Q&A



RETURN TO  
WORKPLACE



Now Available!

# NONPROFIT RETURN TO WORKPLACE PULSE SURVEY REPORT



Results &  
Insights



Visit [nonprofithr.com/2021RTWS](https://nonprofithr.com/2021RTWS)



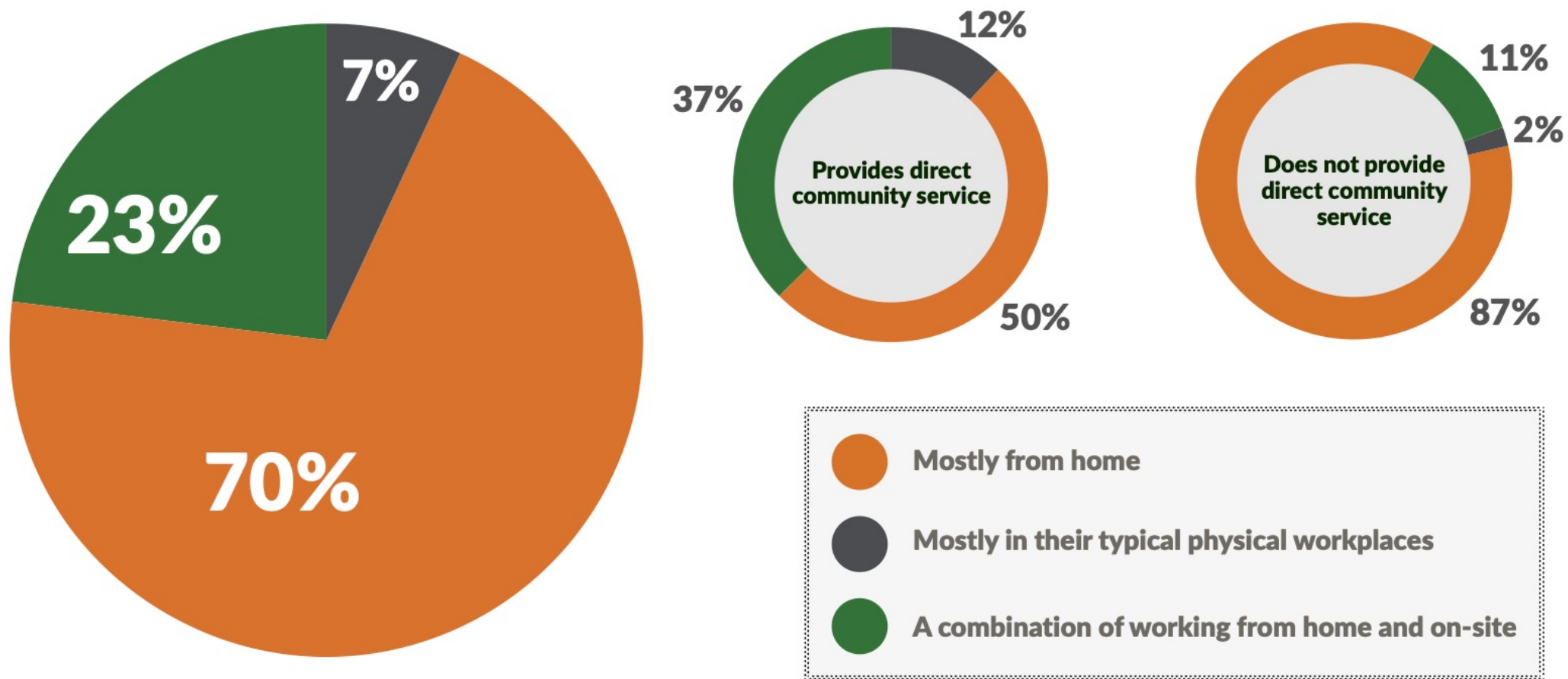
# Survey Data & Insights

# Trends on Survey Responding Organizations

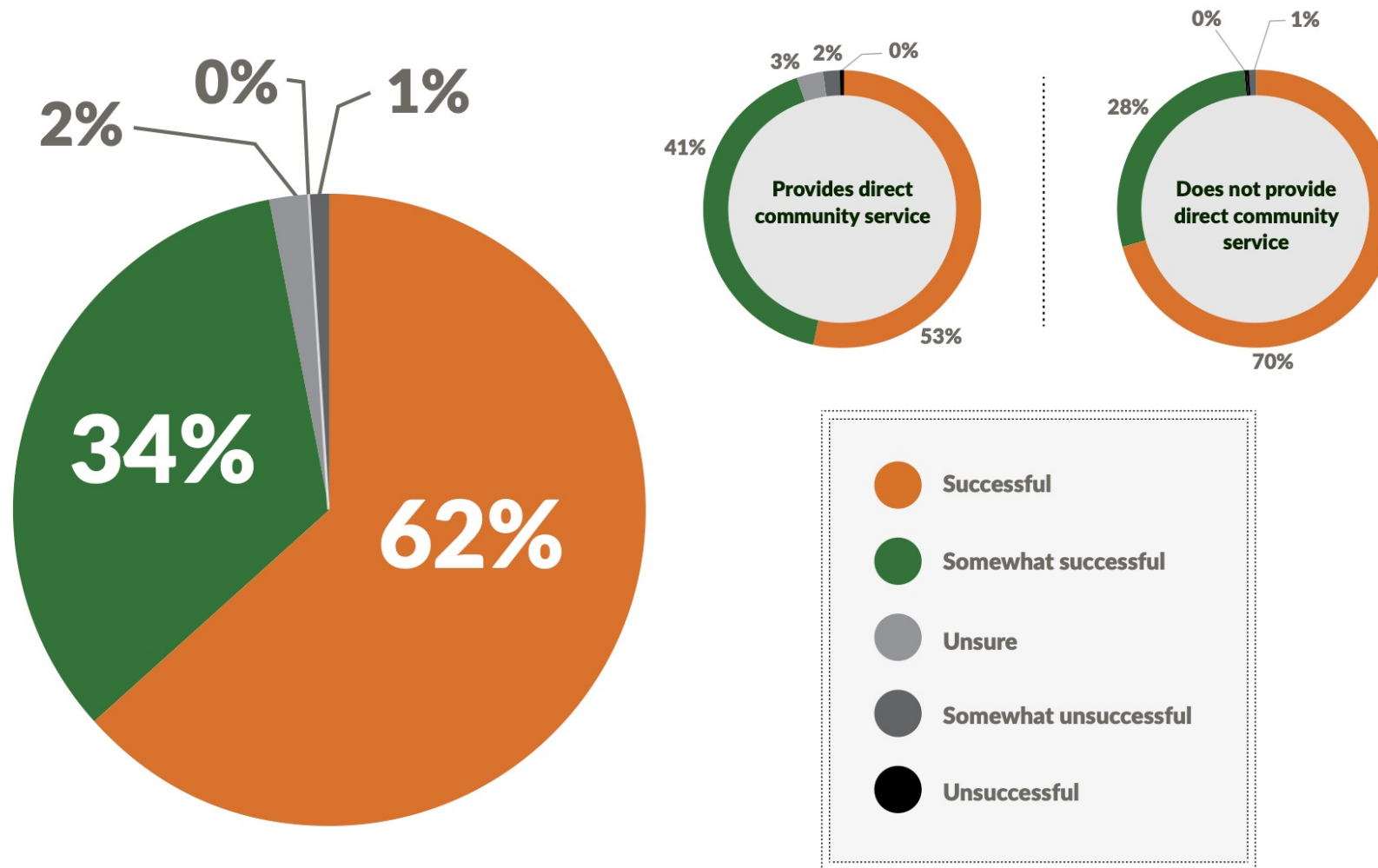
- 635 Organizations
- 30+ Participating Mission Areas
- Budget Ranges from <\$5 million - \$500 million>
- Organizations for Survey Respondents 43 U.S. States, Multiple Provinces in Canada and Australia



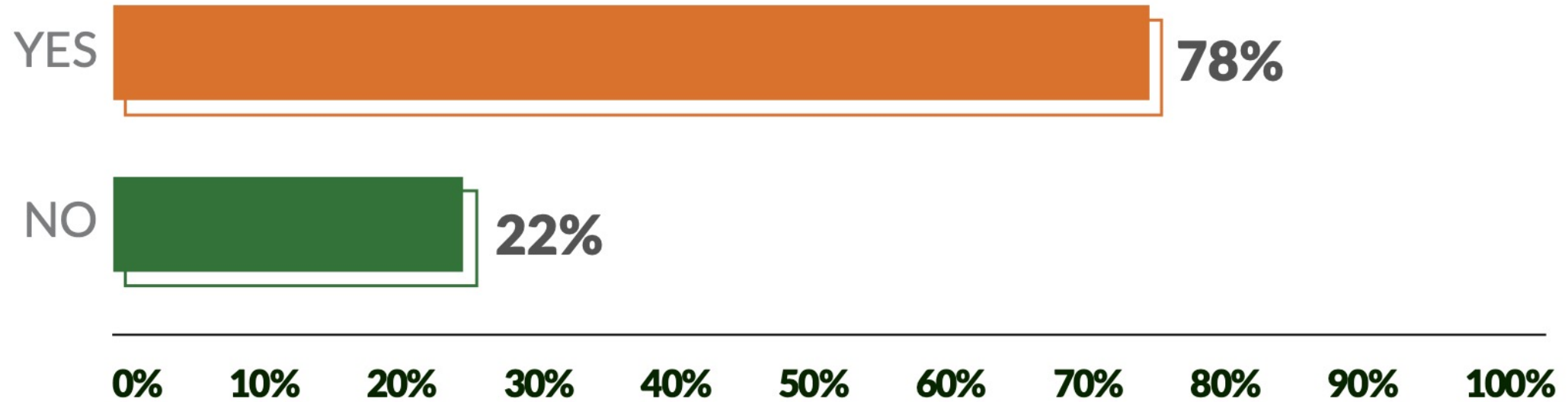
*As a result of the pandemic, our employees are working*



*How respondents rate the success of remote work for their organizations during the pandemic*



***Whether organizations experienced unanticipated positive benefits resulting from staff working remotely or in a hybrid model***

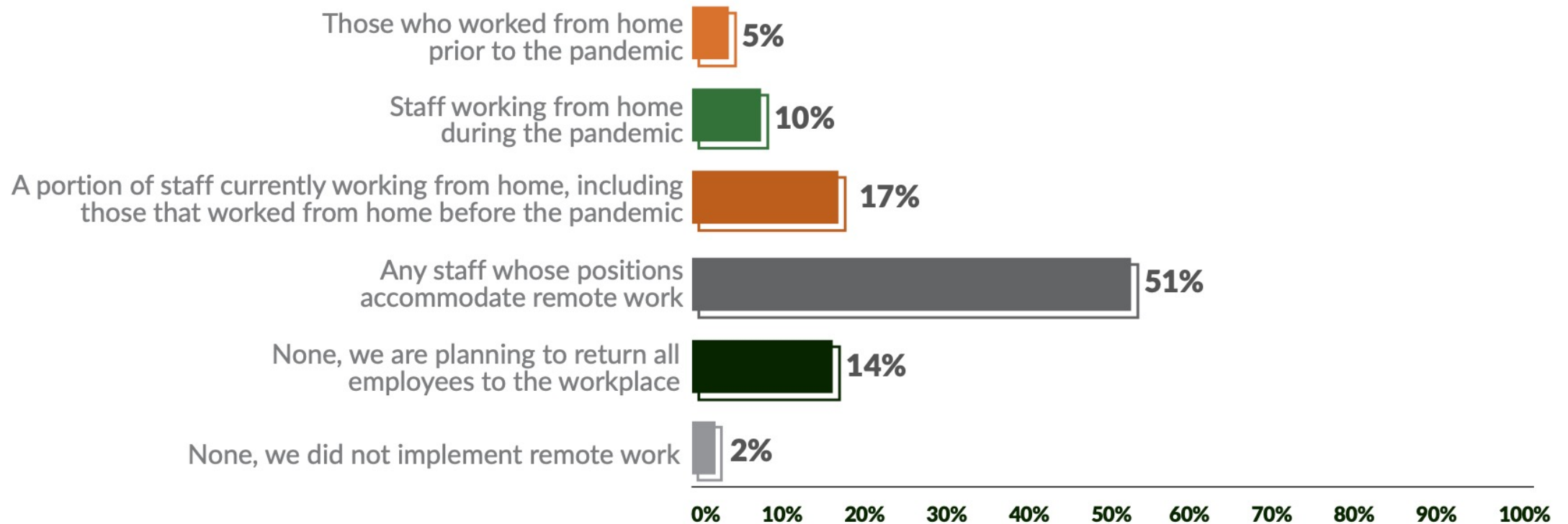


# Unexpected Benefits of the Hybrid Workplace Model

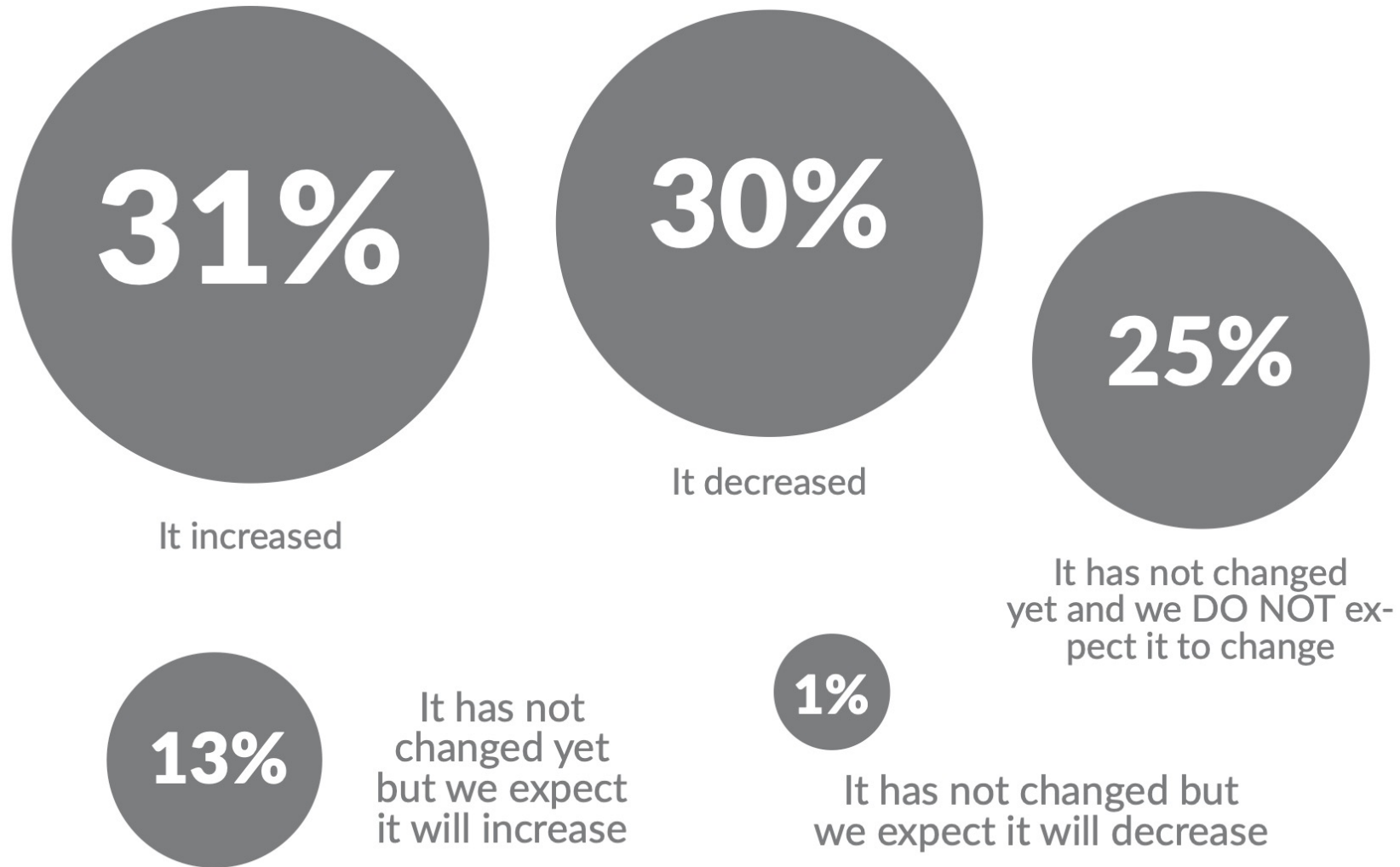
services effectively home morale use technology much utilizing technology High productivity  
folks hours always team providing people flexible able proved happier accessible savings  
money schedules everyone remotely seems commute time lack commuting  
flexibility staff long commutes remote include Many easier meetings  
still office connected employees ability time reach better hybrid  
productivity realized increased Streamlined work  
balance staff now flexibility members productive really  
commute see work life balance efficiencies less  
reduced increased productivity without greater Reduction  
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working remotely needs technology collaboration better work life prefer  
feel family work home programming enjoy use communication lot costs accomplished  
engagement focused find much better cost savings work-life balance effective  
reduced costs home less travel time clients well



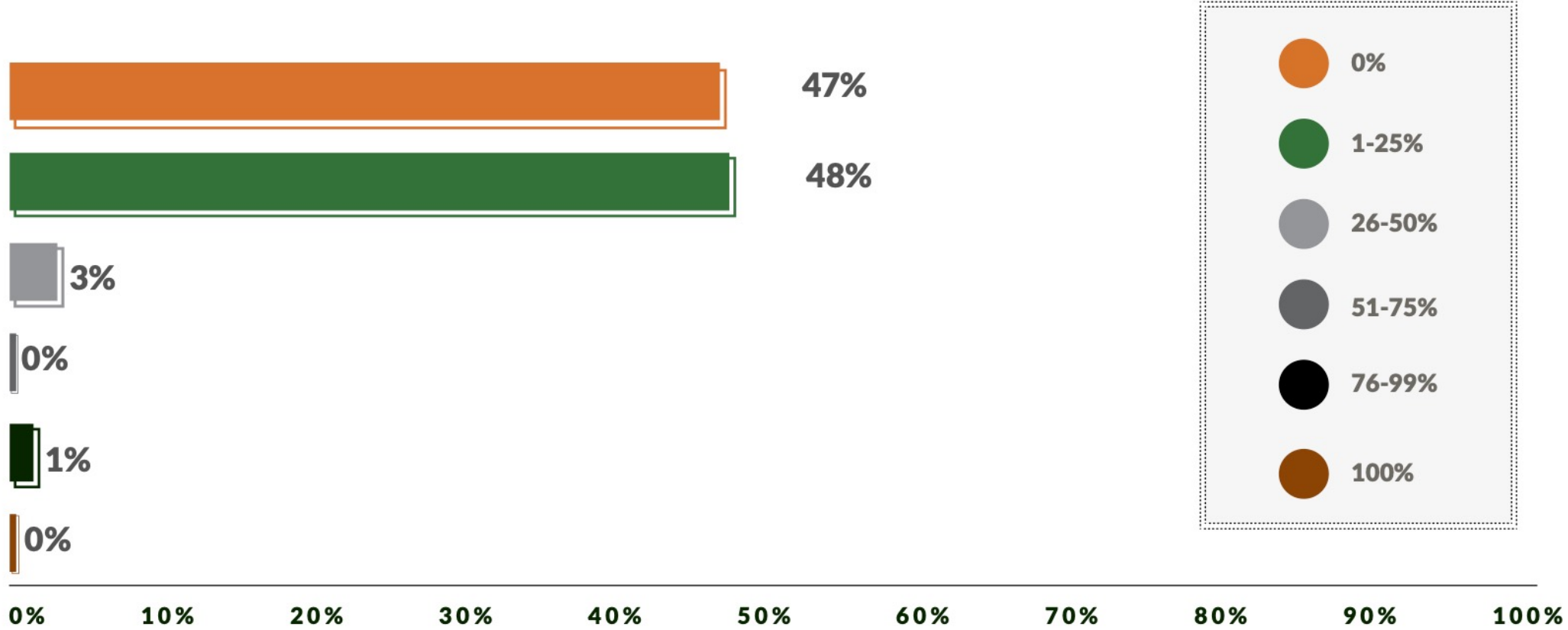
## *Organizations considering future remote work (working from home)*



*How organizations' headcount changed since the beginning of the pandemic*



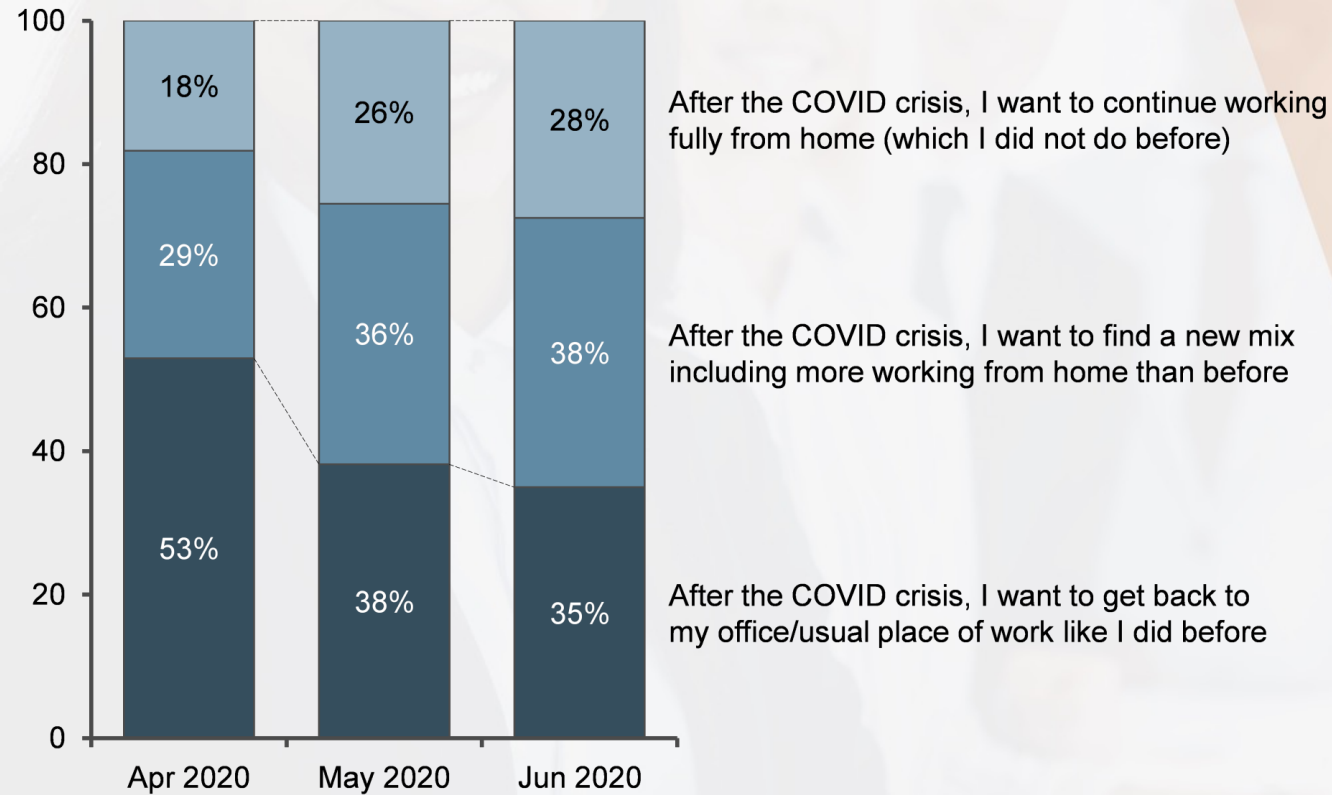
*Percentage of organization staff that relocated to a new home/personal address permanently*



# Why this matters

**“Which of the following best describes your attitude to working from home?”  
(April - June 2020)**

Percent



Source:

<https://www.linkedin.com/pulse/remote-working-after-covid-19-employee-preferences-sustained-ward/>

Source: L.E.K. consumer research (April 2020, 2,649 U.K. respondents; 15-18 May 2020, 1,639 U.K. respondents; 19-21 June 2020, 1,574 U.K. respondents)



# Insights

- Hybrid work is the new future of work. It is not a temporary trend. Success will be defined by productivity, engagement and customer/stakeholder satisfaction
- Comradery, comforts, control, and commutes are hallmarks of our pre-COVID workplaces
- Consider viewing the workplace as a place for collaboration vs a place to work
- Look for shifts from place-constrained (location-driven) and time constrained (working synchronously) organizations to place-unconstrained (working anywhere) and time-constrained (working asynchronously whenever they choose)—particularly with non-direct-service organizations.

# Insights (continued)

- Today's workforce is looking for work and work environments that are purposeful, productive, agile and flexible
- Pandemic stress has influenced compassionate work cultures and encouraged strong desire for a more human-focused work environment
- Organizations that balance individual's needs with organizational needs will come out ahead

# Why this matters

- Many individuals have stepped back to evaluate their careers and priorities in the middle of volatile and uncertain circumstances
- Today's talent want and are demanding a different relationship with their time, their families and their employers – they have choices and are making them
- A thoughtful approach to hybrid work will be critical for attracting and retaining diverse talent.

# Why this matters (continued)

- Organizations that do not/have not prioritized agility, flexibility, workplace culture and employee well-being will lag progressively.
- Talent oblivious nonprofits will see a negative impact on their goals, outcomes and results.
- Talent-focused organizations will continue to attract top talent and make strides to advance their missions and elevate their employer brands.



# Hybrid Workplace Models

## Important Considerations:

- Nature of work: direct service vs. non-direct service
- Demographics & experience levels of workforce
- Where will leadership work?
- How will remote vs. in-workplace staff be seen, recognized and rewarded?
- Can you maintain a strong and effective organizational culture?

### Remote-First

Fully remote; spread across multiple time zones; defaults to online/virtual communication

### Office Occasional

Blends in-person collaboration with virtual solo work; includes designated physical space; supports diverse workstyles

### Office-First

Remote work allowed under limited circumstances; location-centered; remote workers considered outliers

# Is your organization ready for a work-from-anywhere (WFA) culture?

- Do you have the infrastructure to support a WFA environment?
  - Consider tax implications
  - Access to and response from larger talent pool
  - Challenges associated with norms, values and assumptions important to your organization
  - Elimination of location-centered pay practices
  - Availability of remote-friendly benefits offerings
  - Workplace learning: relationship skills development & managing hybrid teams
  - Psychological safety

# Actionable Actions: Steps your organization can take now.

Drive leadership to buy-in to workplace flexibility (productivity, engagement, satisfaction).

Be clear about your expectations of what remote work looks like.

In support of equity and inclusion, engage a representative body of your staff in the development of your RTW strategy/policies/practices.

Revisit workplace policies with flexibility at the center: know your why and why not.

Implement training on leading and working virtually.

Revisit location-driven compensation models.

If embracing a hybrid approach, consider a mix of collaboration and quiet days.

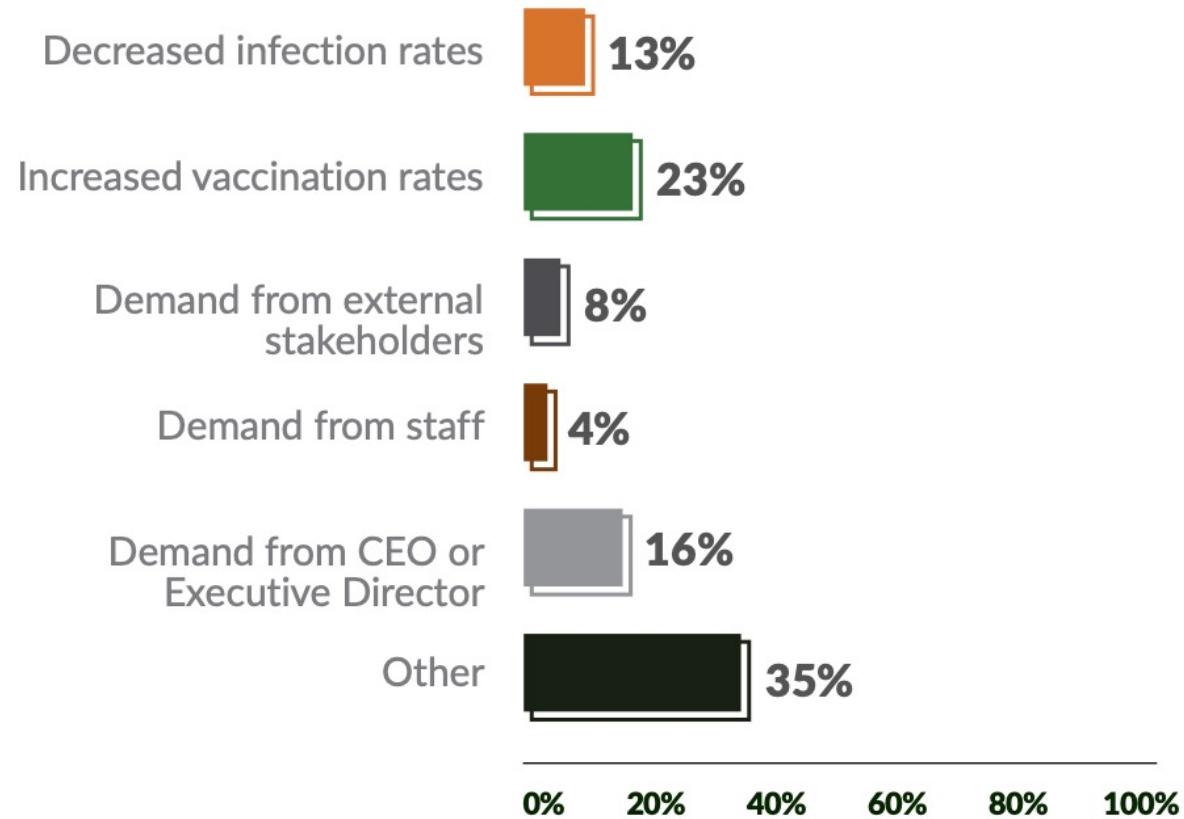
Consider reconfiguring spaces to encourage open spaces that support diverse workstyles—huddle rooms, pods and private office booths to accommodate collaborative or quiet work.

Alternate between in-person and virtual meetings to allow for maximum flexibility.



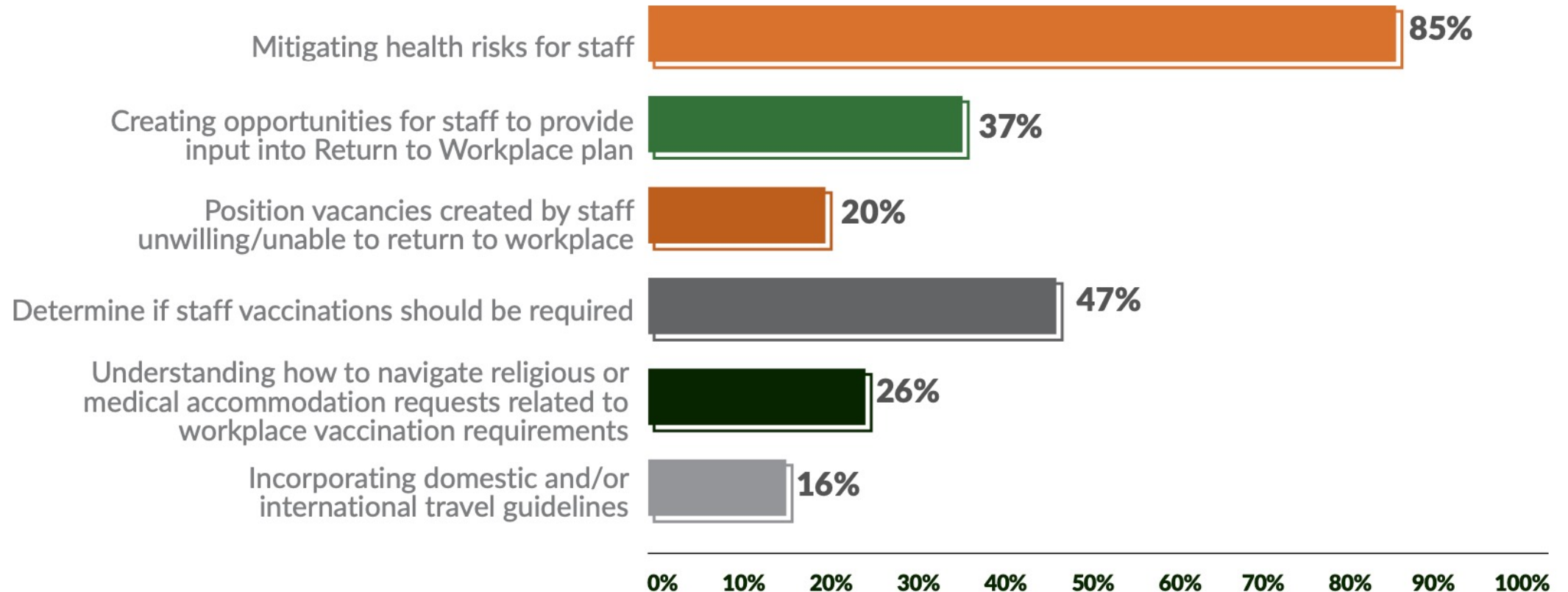
# Vaccinations & Workplace Safety

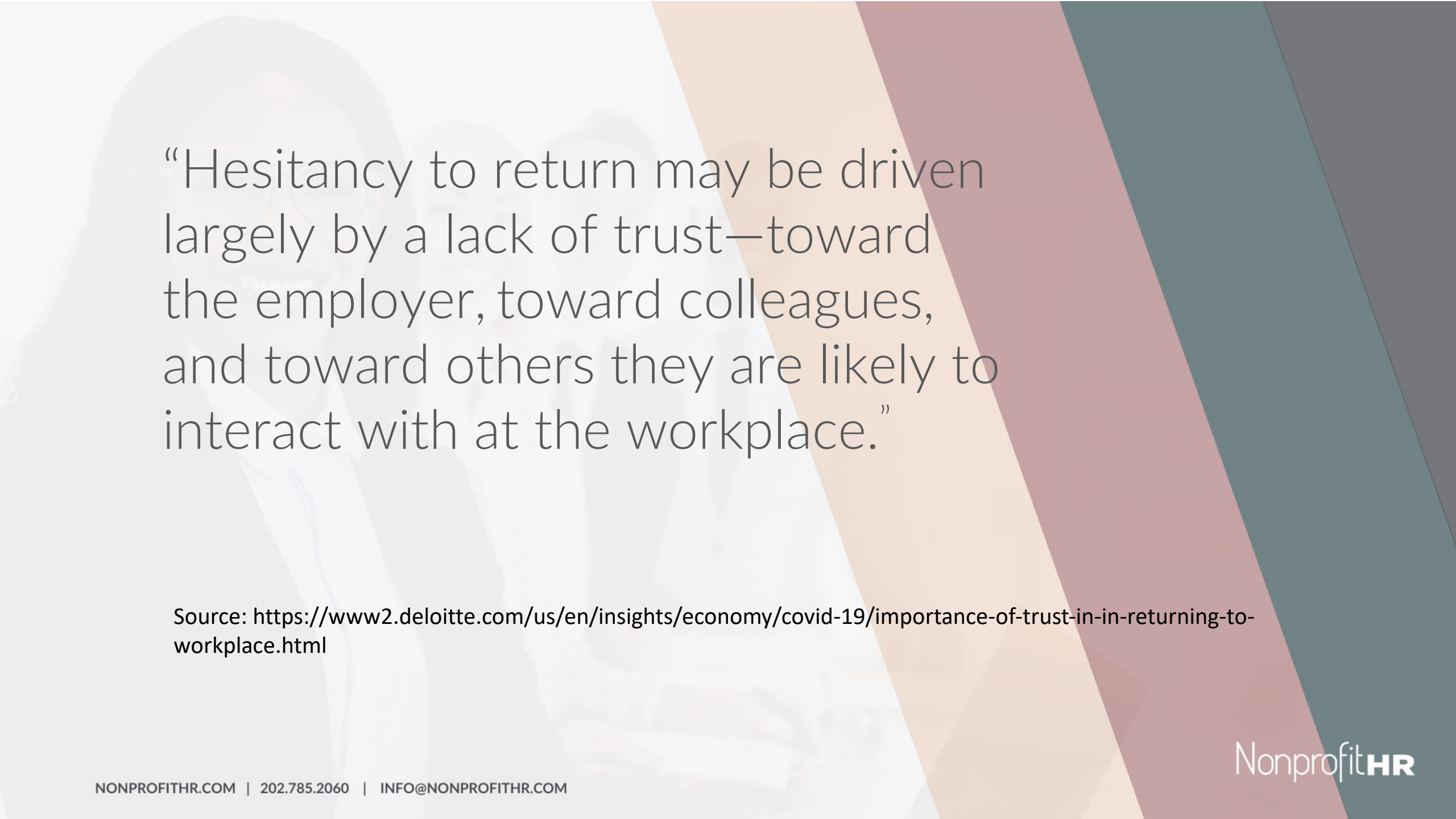
## *Primary reasons why organizations decided to return to the workplace*





## *Organizations' (or leadership teams') greatest concerns about their Return to Workplace plan*



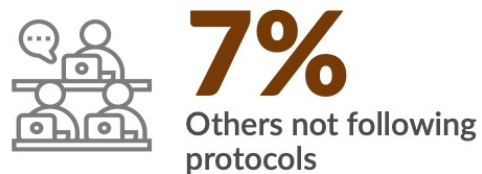
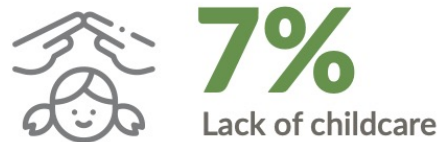
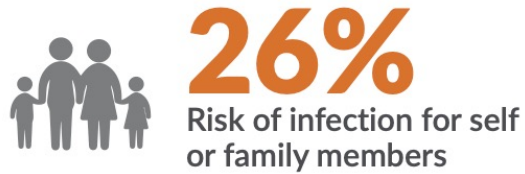


“Hesitancy to return may be driven largely by a lack of trust—toward the employer, toward colleagues, and toward others they are likely to interact with at the workplace.”

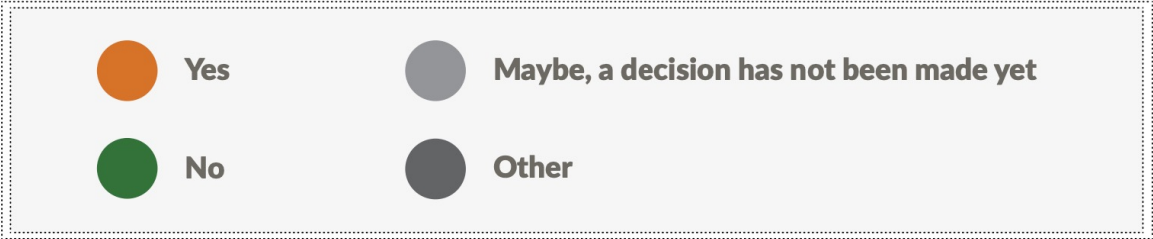
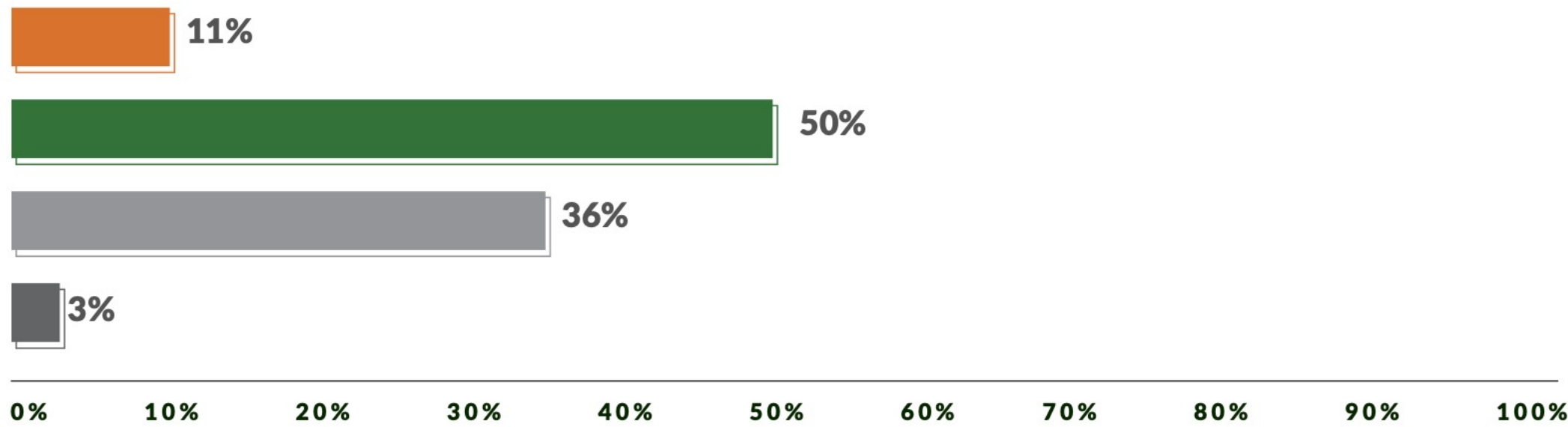
Source: <https://www2.deloitte.com/us/en/insights/economy/covid-19/importance-of-trust-in-in-returning-to-workplace.html>

*The primary concerns of employees who returned to the physical workplace*

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***Organizations requiring employees to get the COVID-19 vaccinations to work in the physical workplace***



# Insights

- Higher vaccination rates and lowered death rates are driving the RTW trend.
- COVID health safety is the leading concern shared by employees and employers; fear of infection is a leading contributor to returning to work.
- Direct service organizations are more concerned (27%) than non-direct-service organizations (14%) about the impact of staff's unwillingness to return to work.
- Mandating vaccines in the workplace remains a key challenge despite EEOC ruling.
- Staff want input on how and when they RTW and assurances that they will be safe when they do.
- Challenges with boundary management (physical, time, relational) has impacted everyone.



# Why this matters

- Employers can mandate vaccines with two exceptions: medical condition/disability or “sincerely held religious beliefs” or practices.
- Requiring staff to disclose why they are vaccinated or not vaccinated can be a violation of privacy and HIPAA.
- Mandatory vaccination policies intersect EEOC, ADA, Civil Rights Act of 1964 & more.
- Physical workspaces that don't allow for social distancing will create significant concerns for employees.
- Equity concerns can impact; examine your organization's exposure for claims related to disparate treatment or disparate impact.
- Supervisors may not be trained in how to handle requests for exemptions and accommodations—the potential for risk and exposure can increase in this scenario.

# Post COVID Risk Assessment Considerations

Risk Level	High	Medium	Low
Mandating vaccines as a condition for returning to work		X	
Offering PTO to get vaccinated			X
Incentivizing staff to get vaccinated with rewards (i.e. bonuses)		X	
Asking staff if they've been vaccinated			X
Asking staff why they have or have not been vaccinated	X		
Asking for proof of vaccination			X

# Actionable Actions

Prioritize and anchor RTW actions in employee well-being (physical and mental).

Acknowledge RTW anxiety.

Implement health screening & contact tracing measures.

Craft communications to returning workers ensuring that they are aware of the safety measures in place and how to comply with them.

Create or update existing policies for issues impacted by COVID-19 and RTW issues, such as remote work, leave and travel policies.

Designate who within your organization will be a resource for RTW questions.

Consider implementing a voluntary wellness incentive plan that includes (but is not limited to) vaccinations—be sure that incentives are not coercive in nature or a major component of total compensation.



# Q&A

# Thank you!

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**Nonprofit HR is the leading human resources firm in the country that works exclusively with the nonprofit sector.**

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