



# WEBINAR

## *2022 Social Impact Talent Retention Practices Survey*

Tuesday, September 27  
2 p.m. ET

## 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.
- Black woman 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

### HR OUTSOURCING

- Interim Outsourcing
- Comprehensive General Outsourcing
- Specialty Outsourcing

### EQUITY, DIVERSITY, INCLUSION & JUSTICE

- Assessments, Strategy Design & Implementation
- EDIJ Training
- Cultural Transformation
- Leadership Development
- Interim Chief Equity Officer

### TOTAL REWARDS

- Salary Benchmarking
- Compensation Program Design
- Pay Equity Analysis
- Benefits Assessments
- HR Technology

### SEARCH



- Executive & Professional Search
- Recruitment Outsourcing
- Interim leadership

### SOCIAL ENTERPRISE



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



**Dr. Tracye Weeks, SHRM-SCP, SPHR**  
Managing Director  
Strategy & Advisory  
Nonprofit HR



**Heather de la Riva, SHRM-SCP, SPHR**  
Managing Director  
Outsourcing  
Nonprofit HR

# Survey Respondent Demographics

NUMBER OF PARTICIPATING U.S. STATES – 36

## Top 10 States

*California*

*District of Columbia*

*Illinois*

*New York*

*Maryland*

*Massachusetts*

*Pennsylvania*

*Texas*

*Virginia*

*Washington*

NUMBER OF  
PARTICIPATING  
MISSION TYPES – 50+

## Top 10 Missions

Advocacy/Legal/Policy

Arts & Culture

Children/Youth/Family

Education

Environment

Healthcare

Housing & Houselessness

Human Services

Poverty

Professional Society

\*Several provinces in Canada also participated

## Survey Respondent Demographics

### SURVEY RESPONDENT DEMOGRAPHICS

*Startup (within first 5 years of operation) - 2%*

*Growth - 37%*

*Maturity/Sustainability - 57%*

*Decline - 2%*

### RESPONDENT ORGANIZATIONS' HEADCOUNT

*Less than 25 - 26%*

*26-75 - 34%*

*151-250 - 17%*

*251 - 500 - 9%*

*More than 500 - 5%*

### RESPONDENT ORGANIZATIONS' OPERATING BUDGET

*Less than \$5 million - 34%*

*\$5.1 million - \$10 million - 22%*

*\$10.1 million - \$20 million - 18%*

*\$20.1 million - \$50 million - 15%*

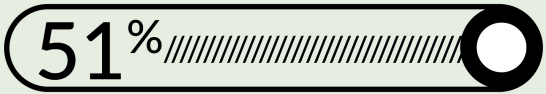
*\$50.1 million - \$100 million - 7%*

*\$100.1 million - \$500 million - 3%*

*More than \$500 million - 1%*

*\*Several provinces in Canada also participated*

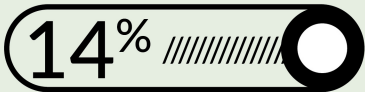
## STAFF SEGMENTS BY AGE THAT RESPONDENT ORGANIZATIONS REPORTED MOST CHALLENGE WITH RETAINING



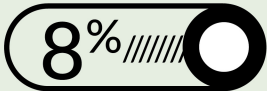
Employees under 30



Employees under 31-49



Our organization is not challenged with retaining employees in any of the above age segments



Employees over 50

## STAFF SEGMENTS BY GENDER THAT RESPONDENT ORGANIZATIONS REPORTED MOST CHALLENGE WITH RETAINING

Men 15%

Women 36%

Transgender Men 0%

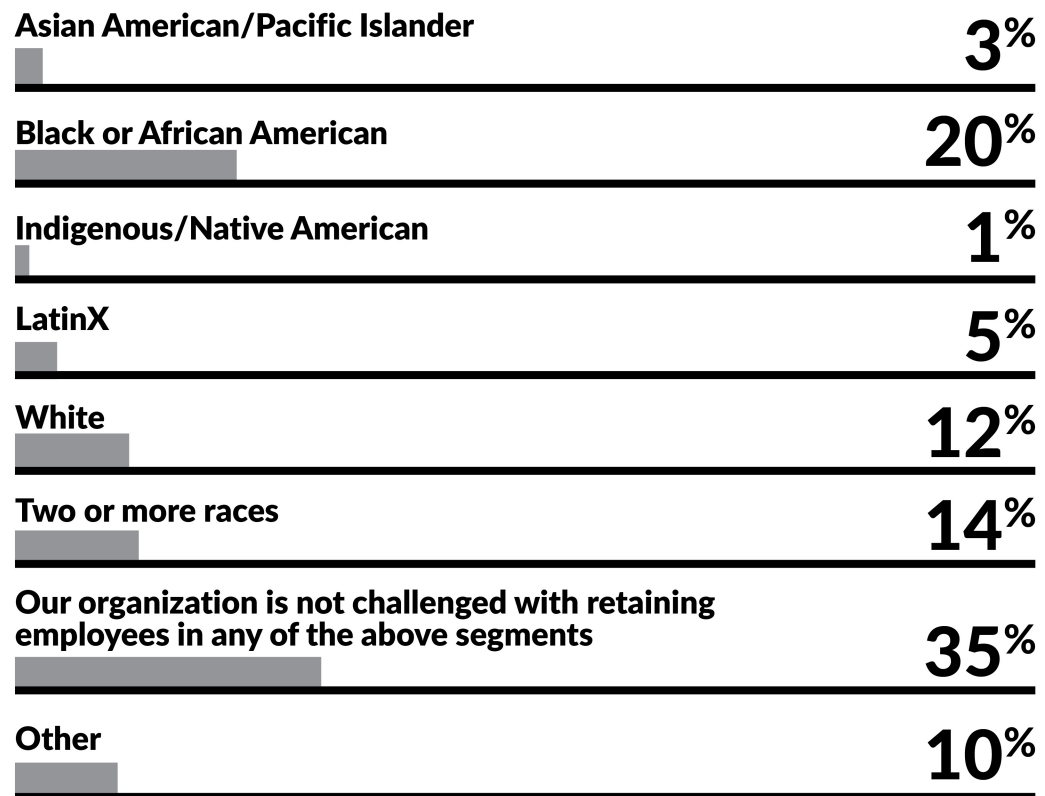
Transgender Women 1%

Gender variant/nonconforming 1%

Our organization is not challenged with retaining employees in any of the above segments 38%



## RACE AND ETHNICITY STAFF SEGMENTS RESPONDENT ORGANIZATIONS REPORTED MOST CHALLENGE WITH RETAINING



## STAFF SEGMENTS BY CAREER LEVEL THAT RESPONDENT ORGANIZATIONS REPORTED MOST CHALLENGE WITH RETAINING



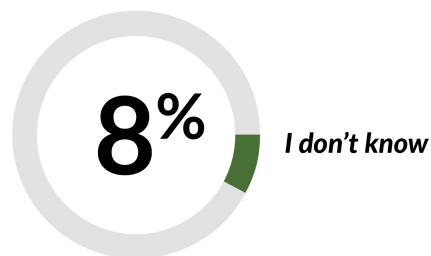
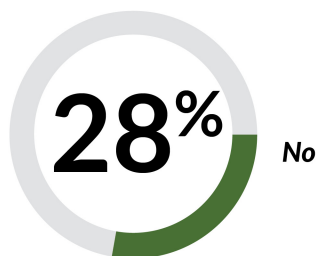
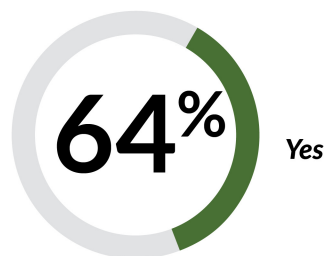
## RESPONDENT ORGANIZATIONS THAT HAVE A FORMAL RETENTION STRATEGY

21%  
Yes

72%  
No

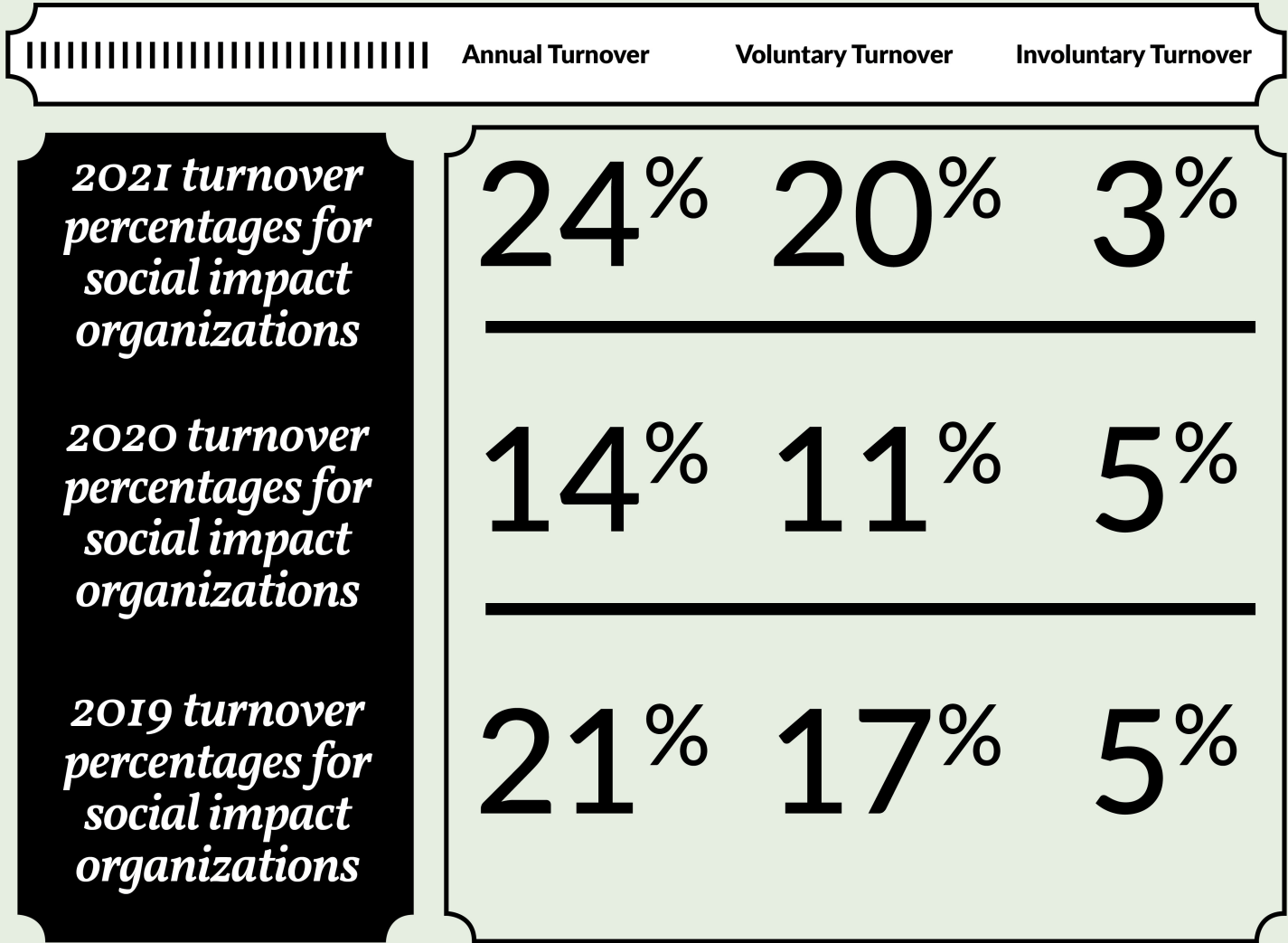
8%  
I don't know

## RESPONDENT ORGANIZATIONS THAT TRACK RETENTION METRICS

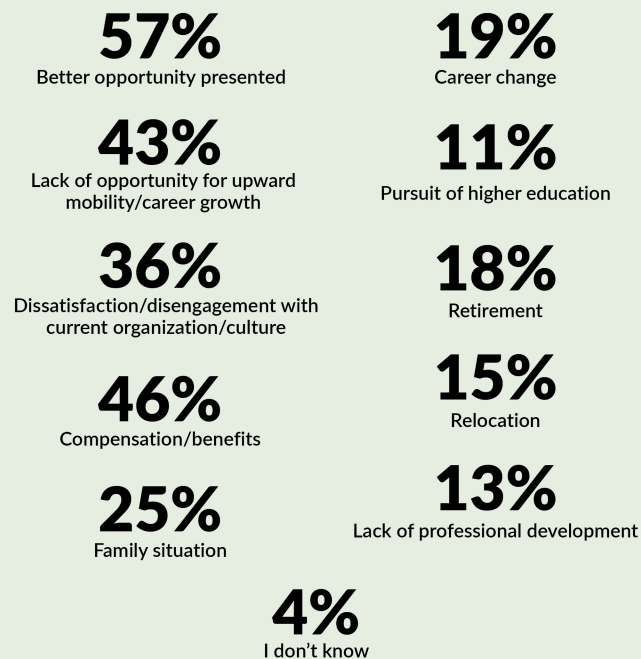


## HOW RESPONDENT ORGANIZATIONS EXPECT TURNOVER RATE TO CHANGE FROM 2020 TO 2021

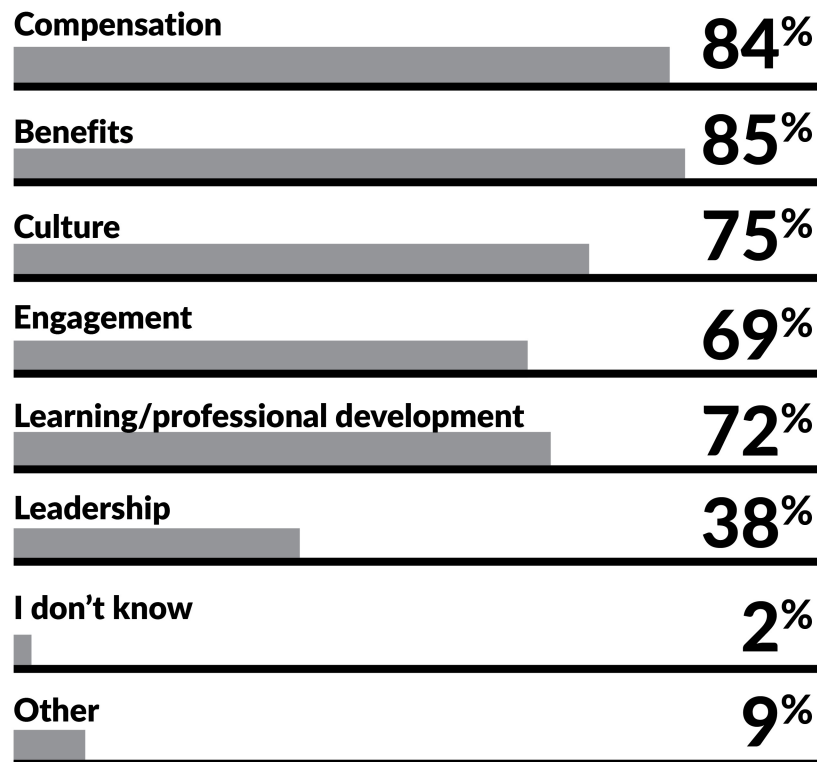
- 31%-----Increase
- 28%-----Decrease
- 28%-----Remain the same
- 14%-----Unable to predict



## PRIMARY REASONS FOR VOLUNTARY TURNOVER IN RESPONDENT ORGANIZATIONS



## RETENTION STRATEGIES MOST EMPLOYED BY RESPONDENT ORGANIZATIONS



## PRIMARY REASONS FOR INVOLUNTARY TURNOVER AT RESPONDENT ORGANIZATIONS



*Staff segments by department that respondent organizations reported the most challenge with retaining*

**7%** Education/Professional Development

**2%** Event/Meeting Planning

**2%** Finance

**7%** Fundraising

**1%** Human Resources

**3%** IT/Tech

**5%** Marketing/Communication/Public Affairs

**2%** Membership/Member Relations

**9%** Operations/Administration/Facilities

**41%** Program

**10%** Our organization is not challenged with retaining employees in any of the above segments

**11%** Other

*Most significant impact on turnover in respondent organizations*

**13%** Decreased services/products/supports to members of constituents

**25%** Decreased morale

**14%** Decreased institutional knowledge

**11%** Increased recruitment costs

**2%** Increased training costs

**3%** Improvement in moral

**3%** Improvements in productivity/efficiency

**9%** COVID-19-related circumstances

**9%** I don't know

**10%** Other



---

**In their own words about the most significant positive or negative impact from turnover**

“Decreased results (program/service delivery) leading to [the] need to ask funders for extensions on deliverables; and challenges in filling empty staff positions.”

---

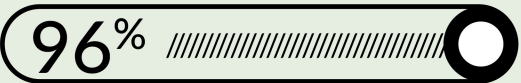
---

**In their own words about the most significant positive or negative impact from turnover**

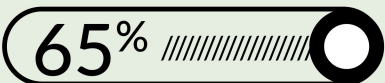
“The most significant impact on turnover has been various life changes for the staff who have left; the reasons vary for each individual.”

---

## Quantitative retention metrics that respondent organizations tracked in 2021



Turnover



Tenure



Cost (\$) of turnover



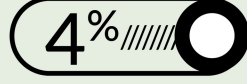
First-year resignation rate



High-performer resignation/regrettable turnover rate



I don't know



Other

### Qualitative retention tactics used by respondent organizations

Exit interviews ..... 91%

Stay interviews ..... 33%

Engagement surveys ..... 68%

Culture or climate surveys ..... 51%

Effective onboarding ..... 68%

Recognition programs ..... 63%

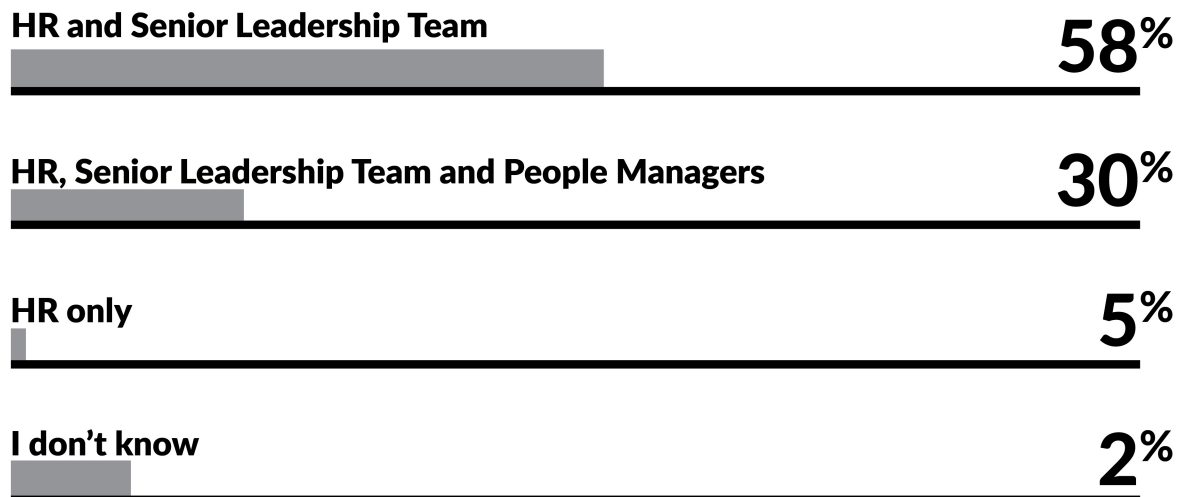
Retention bonuses ..... 25%

Loyalty program ..... 5%

Long-service bonuses ..... 21%

I don't know ..... 2%

## INTERNAL STAKEHOLDERS WHO RECEIVE AND REVIEW RETENTION METRICS AS INDICATED BY RESPONDENT ORGANIZATIONS



## RETENTION DATA USED BY RESPONDENT ORGANIZATIONS

49%

To develop organizational/  
talent management  
strategy

88%

To improve organizational/  
talent management  
strategy

5%

I don't know

## WHETHER OR NOT THE COVID-19 PANDEMIC IMPACTED RESPONDENT ORGANIZATIONS' RETENTION STRATEGIES AND TACTICS

**56%**  
Yes

**32%**  
No

**13%**  
I don't know

## WHETHER OR NOT RENEWED CALLS FOR RACIAL AND SOCIAL INJUSTICE IMPACTED RESPONDENT ORGANIZATIONS' RETENTION STRATEGIES AND TACTICS IN 2021



**In their  
own words about  
COVID-19 impact on  
their retention  
strategy**

*"We had such  
high turnover  
after 2020 that  
we are reframing  
certain ways we  
recruit and talk  
about open  
positions and  
culture."*

**In their  
own words about  
COVID-19 impact on  
their retention  
strategy**

*"We made  
changes that are  
more  
accommodating  
to staff (ex: WFH  
options) and  
raised salaries to  
closer to market  
rate."*

**In their  
own words about  
COVID-19 impact on  
their retention  
strategy**

*"Many candidates  
did not want in-  
person work,  
especially in  
public schools."*



**In their own words about the impact of racial or social justice on their retention strategy**

*"We've overhauled our strategies and practices from recruiting and hiring, to policies and procedures/ Handbook and formed groups, committees and task forces."*

**In their own words about the impact of racial or social justice on their retention strategy**

*"Invested in outside DEI consultants to help us determine what we needed to do and how we could prioritize."*

**In their own words about the impact of racial or social justice on their retention strategy**

*"Started a DEI committee that has helped to implement engagement tactics. Saw more attraction/retention of BIPOC staff."*

# Thank You

## Contact Us

**Dr. Tracye Weeks, SHRM-SCP, SPHR**  
Managing Director, Strategy & Advisory  
Nonprofit HR  
[tweeks@nonprofithr.com](mailto:tweeks@nonprofithr.com)

**Heather de la Riva, SHRM-SCP, SPHR**  
Managing Director, Outsourcing  
Nonprofit HR  
[hdelariva@nonprofithr.com](mailto:hdelariva@nonprofithr.com)

# Q&A