Social sector organizations in the United States shared with Nonprofit HR information about their recent strategies and plans for prioritizing retention. This report provides an overview of the survey findings.
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
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%
STAFF SEGMENTS BY AGE THAT RESPONDENT ORGANIZATIONS REPORTED MOST CHALLENGE WITH RETAINING

- Employees under 30: 51%
- Employees 31-49: 28%
- Employees over 50: 8%
- Our organization is not challenged with retaining employees in any of the above age segments: 14%

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

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asian American/Pacific Islander</td>
<td>3%</td>
</tr>
<tr>
<td>Black or African American</td>
<td>20%</td>
</tr>
<tr>
<td>Indigenous/Native American</td>
<td>1%</td>
</tr>
<tr>
<td>LatinX</td>
<td>5%</td>
</tr>
<tr>
<td>White</td>
<td>12%</td>
</tr>
<tr>
<td>Two or more races</td>
<td>14%</td>
</tr>
<tr>
<td>Our organization is not challenged with retaining employees in any of the above segments</td>
<td>35%</td>
</tr>
<tr>
<td>Other</td>
<td>10%</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Career Level</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entry-level staff</td>
<td>48%</td>
</tr>
<tr>
<td>Mid-level staff</td>
<td>40%</td>
</tr>
<tr>
<td>Senior staff</td>
<td>4%</td>
</tr>
<tr>
<td>Our organization is not challenged with retaining employees in any of the above segments</td>
<td>8%</td>
</tr>
</tbody>
</table>
2022 Social Impact Talent Retention Practices Survey

RESPONDENT ORGANIZATIONS THAT HAVE A FORMAL RETENTION STRATEGY

- 21% Yes
- 72% No
- 8% I don’t know

RESPONDENT ORGANIZATIONS THAT TRACK RETENTION METRICS

- 64% Yes
- 28% No
- 8% I don’t know

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

- 31%------Increase
- 28%------Decrease
- 28%------Remain the same
- 14%------Unable to predict
### 2021 Turnover Percentages for Social Impact Organizations

<table>
<thead>
<tr>
<th>Annual Turnover</th>
<th>Voluntary Turnover</th>
<th>Involuntary Turnover</th>
</tr>
</thead>
<tbody>
<tr>
<td>24%</td>
<td>20%</td>
<td>3%</td>
</tr>
</tbody>
</table>

### 2020 Turnover Percentages for Social Impact Organizations

<table>
<thead>
<tr>
<th>Annual Turnover</th>
<th>Voluntary Turnover</th>
<th>Involuntary Turnover</th>
</tr>
</thead>
<tbody>
<tr>
<td>14%</td>
<td>11%</td>
<td>5%</td>
</tr>
</tbody>
</table>

### 2019 Turnover Percentages for Social Impact Organizations

<table>
<thead>
<tr>
<th>Annual Turnover</th>
<th>Voluntary Turnover</th>
<th>Involuntary Turnover</th>
</tr>
</thead>
<tbody>
<tr>
<td>21%</td>
<td>17%</td>
<td>5%</td>
</tr>
</tbody>
</table>
### PRIMARY REASONS FOR VOLUNTARY TURNOVER IN RESPONDENT ORGANIZATIONS

<table>
<thead>
<tr>
<th>Reason</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Better opportunity presented</td>
<td>57%</td>
</tr>
<tr>
<td>Lack of opportunity for upward mobility/career growth</td>
<td>43%</td>
</tr>
<tr>
<td>Dissatisfaction/disengagement with current organization/culture</td>
<td>36%</td>
</tr>
<tr>
<td>Compensation/benefits</td>
<td>46%</td>
</tr>
<tr>
<td>Family situation</td>
<td>25%</td>
</tr>
<tr>
<td>Career change</td>
<td>19%</td>
</tr>
<tr>
<td>Pursuit of higher education</td>
<td>11%</td>
</tr>
<tr>
<td>Retirement</td>
<td>18%</td>
</tr>
<tr>
<td>Relocation</td>
<td>15%</td>
</tr>
<tr>
<td>Lack of professional development</td>
<td>13%</td>
</tr>
<tr>
<td>I don’t know</td>
<td>4%</td>
</tr>
</tbody>
</table>

### PRIMARY REASONS FOR INVOLUNTARY TURNOVER AT RESPONDENT ORGANIZATIONS

<table>
<thead>
<tr>
<th>Reason</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Layoff/position elimination</td>
<td>16%</td>
</tr>
<tr>
<td>I don’t know</td>
<td>13%</td>
</tr>
<tr>
<td>Termination for performance</td>
<td>60%</td>
</tr>
<tr>
<td>Termination for other reasons</td>
<td>22%</td>
</tr>
</tbody>
</table>

### RETENTION STRATEGIES MOST EMPLOYED BY RESPONDENT ORGANIZATIONS

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensation</td>
<td>84%</td>
</tr>
<tr>
<td>Benefits</td>
<td>85%</td>
</tr>
<tr>
<td>Culture</td>
<td>75%</td>
</tr>
<tr>
<td>Engagement</td>
<td>69%</td>
</tr>
<tr>
<td>Learning/professional development</td>
<td>72%</td>
</tr>
<tr>
<td>Leadership</td>
<td>38%</td>
</tr>
<tr>
<td>I don’t know</td>
<td>2%</td>
</tr>
<tr>
<td>Other</td>
<td>9%</td>
</tr>
</tbody>
</table>
Staff segments by department that respondent organizations reported 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.”

“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: 96%
- Tenure: 65%
- Cost ($) of turnover: 16%
- First-year resignation rate: 51%
- High-performer resignation/regrettable turnover rate: 30%
- I don’t know: 4%
- Other: 4%

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

<table>
<thead>
<tr>
<th>Stakeholder Description</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR and Senior Leadership Team</td>
<td>58%</td>
</tr>
<tr>
<td>HR, Senior Leadership Team and People Managers</td>
<td>30%</td>
</tr>
<tr>
<td>HR only</td>
<td>5%</td>
</tr>
<tr>
<td>I don’t know</td>
<td>2%</td>
</tr>
</tbody>
</table>

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###RETENTION DATA USED BY RESPONDENT ORGANIZATIONS

<table>
<thead>
<tr>
<th>Use of Retention Data</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>To develop organizational/talent management strategy</td>
<td>49%</td>
</tr>
<tr>
<td>To improve organizational/talent management strategy</td>
<td>88%</td>
</tr>
<tr>
<td>I don’t know</td>
<td>5%</td>
</tr>
</tbody>
</table>
WHETHER OR NOT THE COVID-19 PANDEMIC IMPACTED RESPONDENT ORGANIZATIONS’ RETENTION STRATEGIES AND TACTICS 2021

- Yes: 56%
- No: 32%
- I don’t know: 13%

WHETHER OR NOT RENEWED CALLS FOR RACIAL AND SOCIAL JUSTICE IMPACTED RESPONDENT ORGANIZATION’S RETENTION STRATEGIES AND TACTICS IN 2021

- Yes: 36%
- No: 54%
- I don’t know: 10%
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.”

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

“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.”

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

“Started a DEI committee that has helped to implement engagement tactics. Saw more attraction/retention of BIPOC staff.”
Thank You.

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About Nonprofit HR

Nonprofit HR is the country’s leading and oldest consulting firm focused exclusively on the talent management needs of social impact organizations. We focus our efforts on Strategy & Advisory, HR Outsourcing, Search, Total Rewards and Equity, Diversity, Inclusion & Justice. Nonprofit HR also offers customized trainings, research and events, all with the objective of strengthening the people management capacity of the social impact workforce.

Since 2000, our staff of credentialed experts have advanced the impact of some of the world’s most influential brands in the sector. Learn more about the missions we serve.

Visit us online at nonprofithr.com

Does your organization need help creating or strengthening your retention strategy? Schedule a mini consult: solutions@nonprofithr.com

Call us: 202.785.2060
Contact us: info@nonprofithr.com