

# 2022 Social Impact Talent Retention Practices Survey Results

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.

## RESPONDENTS REPRESENT:

**400+** Organizations

**50+** Participating Mission Types

**Budget Ranges for Survey Respondents**  
**< \$1 million - \$100 million >**

**Organizations from 36 U.S. States**  
**Represented**

# 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%*

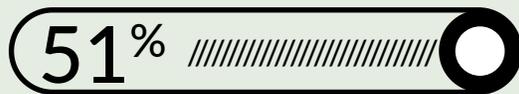
*\$20.1 million - \$50 million - 15%*

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

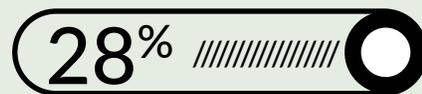
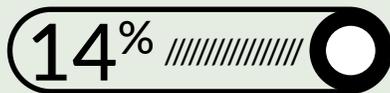
*\$100.1 million - \$500 million - 3%*

*More than \$500 million - 1%*

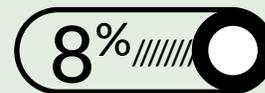
## STAFF SEGMENTS BY AGE THAT RESPONDENT ORGANIZATIONS REPORTED MOST CHALLENGE WITH RETAINING



Employees under 30



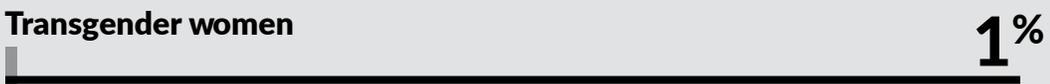
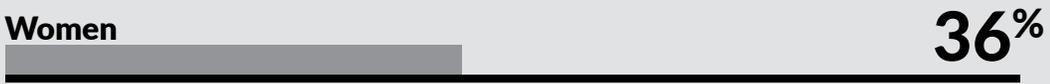
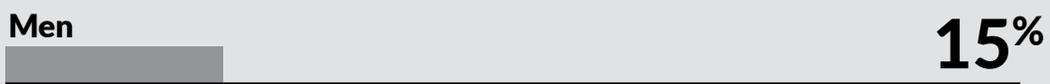
Employees 31-49



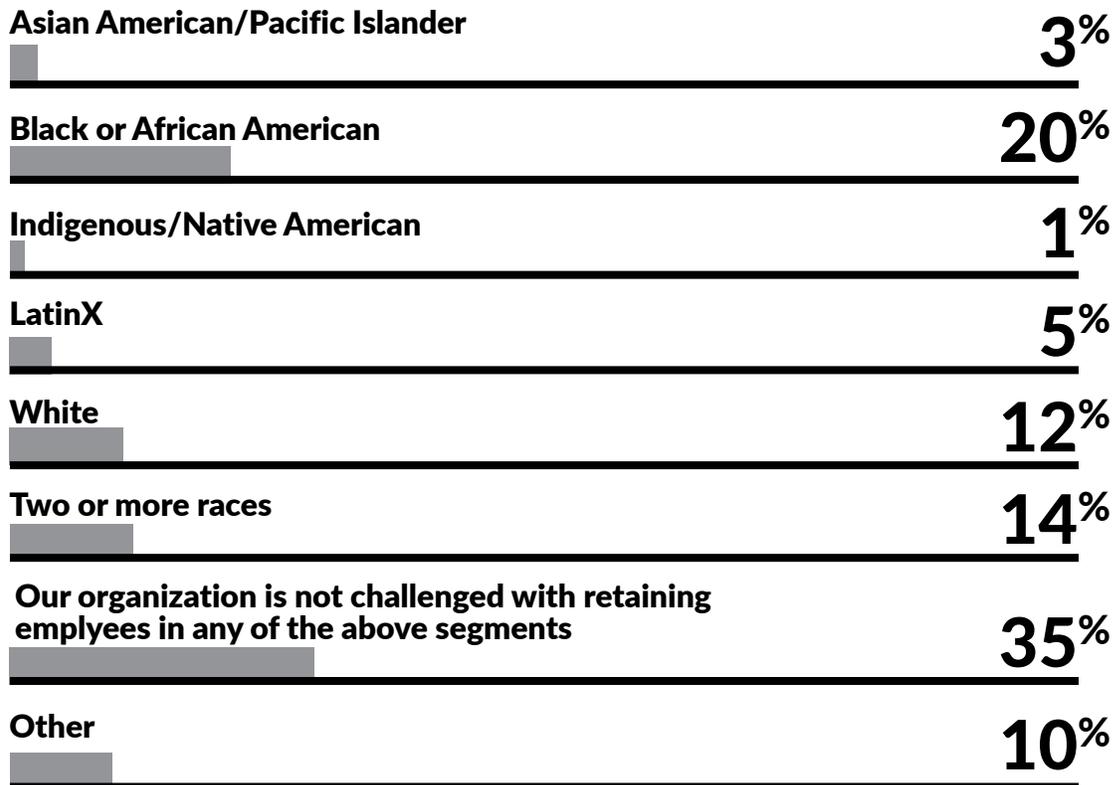
Employees over 50

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

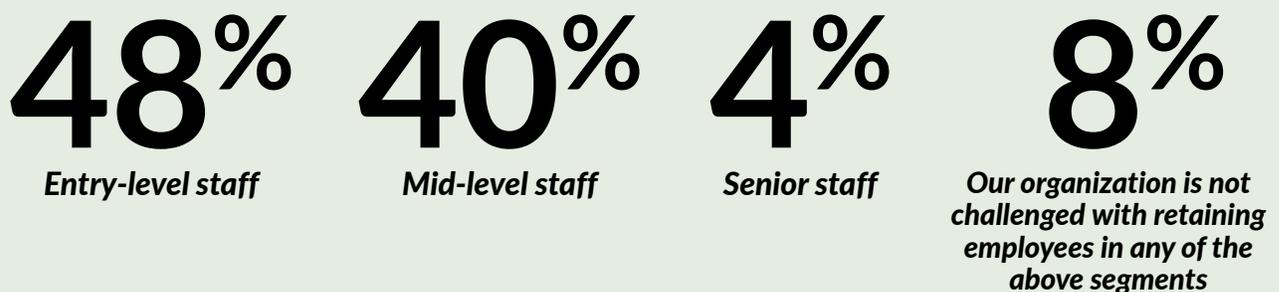
## STAFF SEGMENTS BY GENDER THAT RESPONDENT ORGANIZATIONS REPORTED MOST CHALLENGE WITH RETAINING



**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**



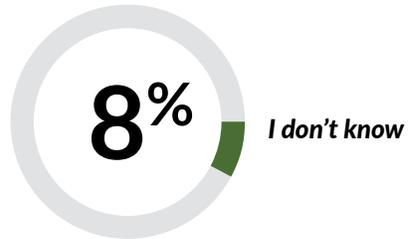
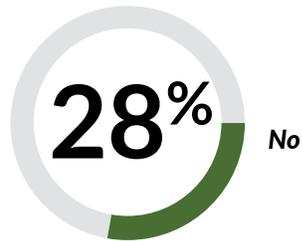
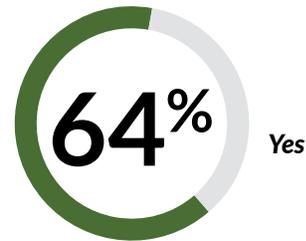
**RESPONDENT ORGANIZATIONS THAT HAVE A FORMAL RETENTION STRATEGY**

**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

	Annual Turnover	Voluntary Turnover	Involuntary Turnover
<b>2021 turnover percentages for social impact organizations</b>	<b>24%</b>	<b>20%</b>	<b>3%</b>
<b>2020 turnover percentages for social impact organizations</b>	<b>14%</b>	<b>11%</b>	<b>5%</b>
<b>2019 turnover percentages for social impact organizations</b>	<b>21%</b>	<b>17%</b>	<b>5%</b>

PRIMARY REASONS FOR VOLUNTARY TURNOVER IN RESPONDENT ORGANIZATIONS

**57%**

Better opportunity presented

**43%**

Lack of opportunity for upward mobility/career growth

**36%**

Dissatisfaction/disengagement with current organization/culture

**46%**

Compensation/benefits

**25%**

Family situation

**19%**

Career change

**11%**

Pursuit of higher education

**18%**

Retirement

**15%**

Relocation

**13%**

Lack of professional development

**4%**

I don't know

RETENTION STRATEGIES MOST EMPLOYED BY RESPONDENT ORGANIZATIONS

Compensation

**84%**

Benefits

**85%**

Culture

**75%**

Engagement

**69%**

Learning/professional development

**72%**

Leadership

**38%**

I don't know

**2%**

Other

**9%**

PRIMARY REASONS FOR INVOLUNTARY TURNOVER AT RESPONDENT ORGANIZATIONS

**16%**

Layoff/position elimination

**60%**

Termination for performance

**13%**

I don't know

**22%**

Termination for other reasons

*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

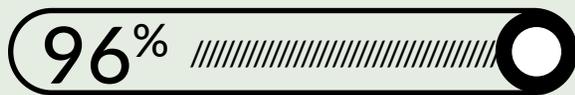
**In their own words about the most significant positive or negative impact from turnover.**

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

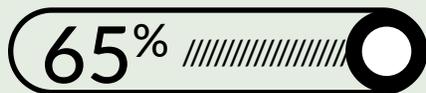
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*“The most significant impact on turnover has been various life changes for the staff who have left; the reasons vary for each individual.”*

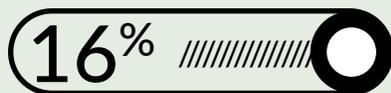
**Quantitative retention metrics that respondent organizations tracked in 2021**



Turnover



Tenure



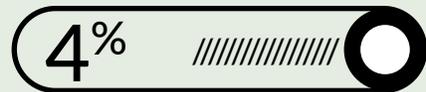
Cost (\$) of turnover



First-year resignation rate



High-performer resignation/  
regrettable turnover rate



I don't know

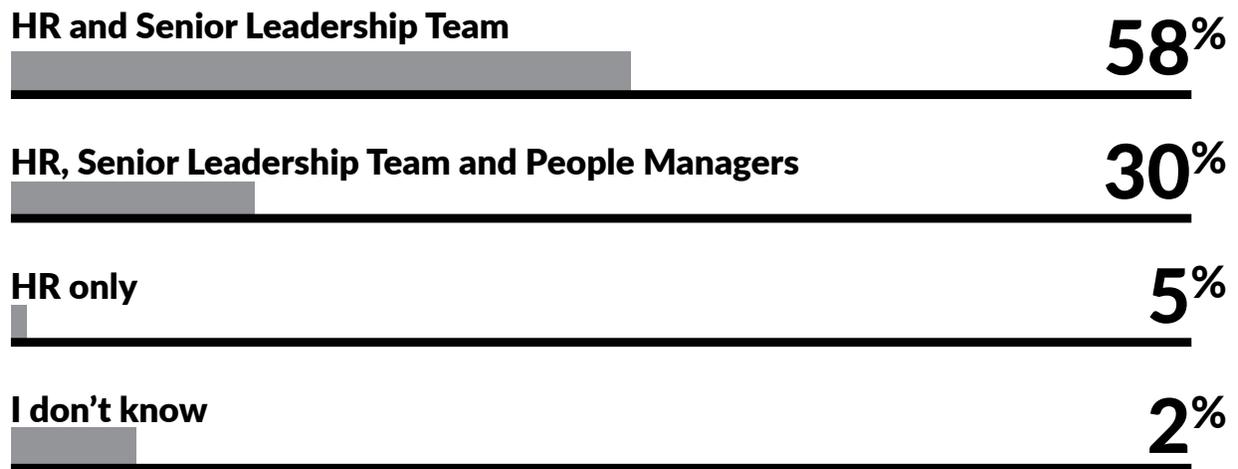


Other

**Qualitative retention tactics used by respondent organizations**



**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 2021**

**56%**

Yes

**32%**

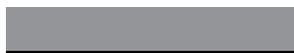
No

**13%**

I don't know

**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.”*

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

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*“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.”*

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

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

# Thank You.

## CONTACT US

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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.

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