About Nonprofit HR

Our Vision:

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

> *"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*

- **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 credentialed staff.**

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Our Practices:

Nonprofit HR's suite of solutions are centered around five core service areas.

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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.
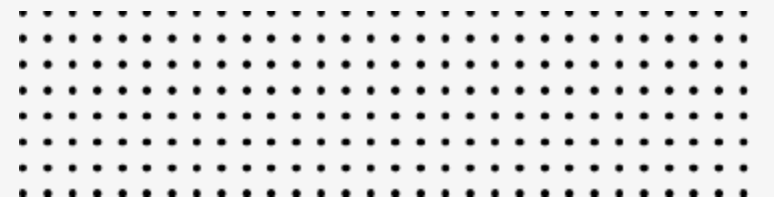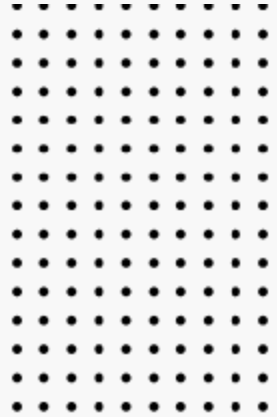
PRESENTER

Lisa Brown Alexander
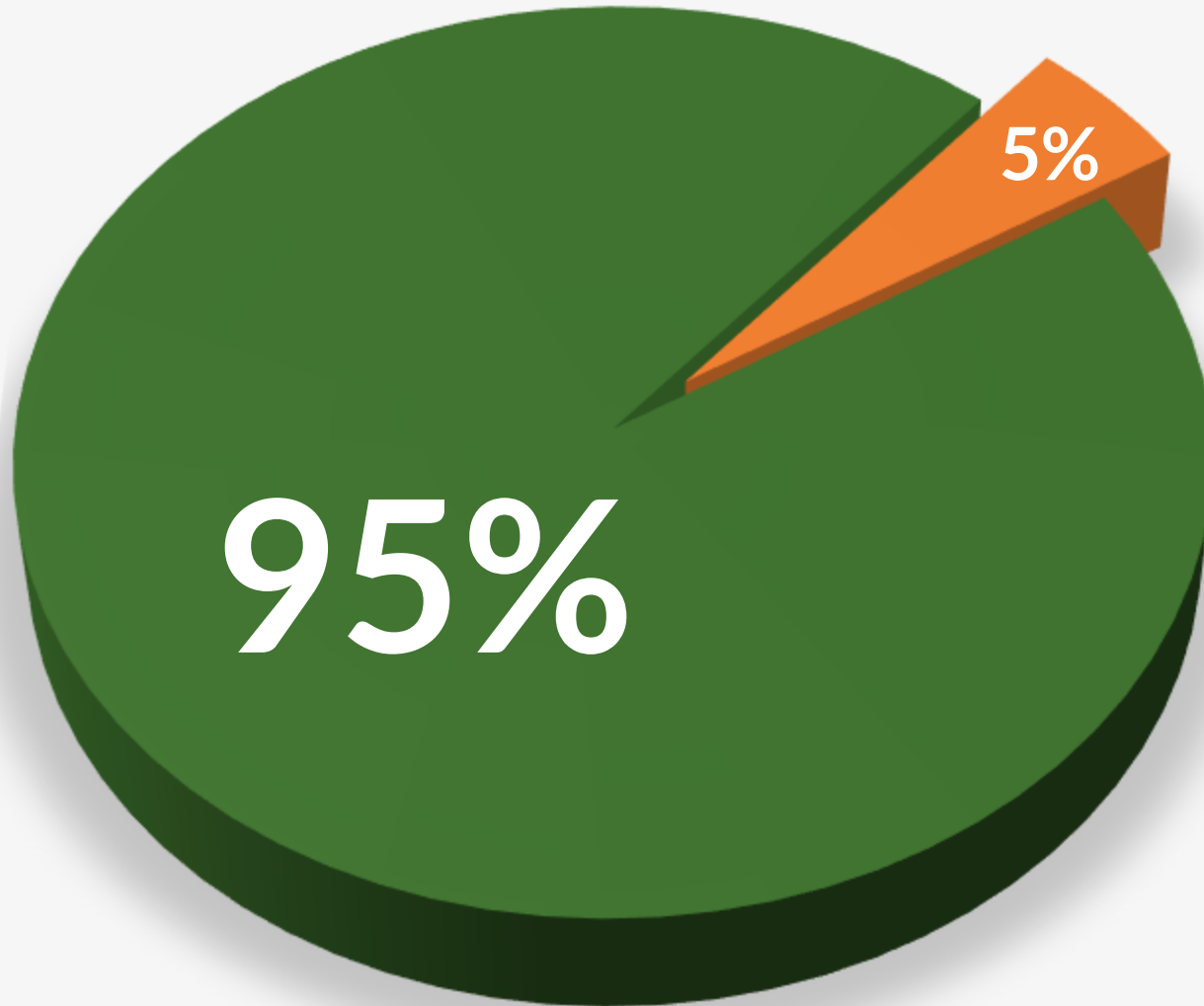President & CEO
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"In the heart of every employee lies infinite potential; unleash it with trust; fuel it with empowerment; deepen it with care."

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PARTICIPANT DEMOGRAPHICS
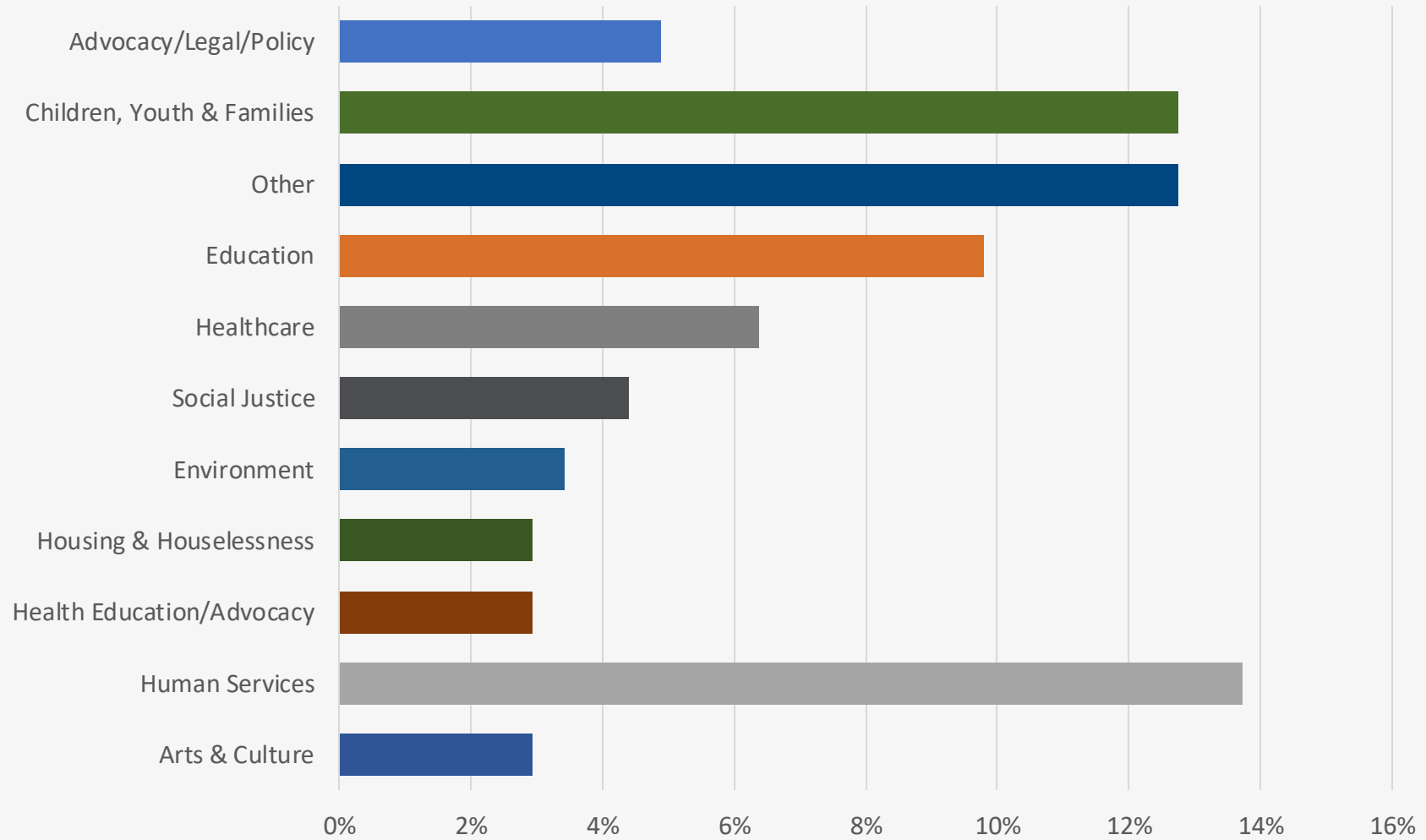
By Organization Type

95%

5%

- A tax-exempt or nonprofit organization (including 501(c)) located in North America.
- A for-profit social enterprise or mission-driven organization located in North America.
- Neither of the above.

By Location
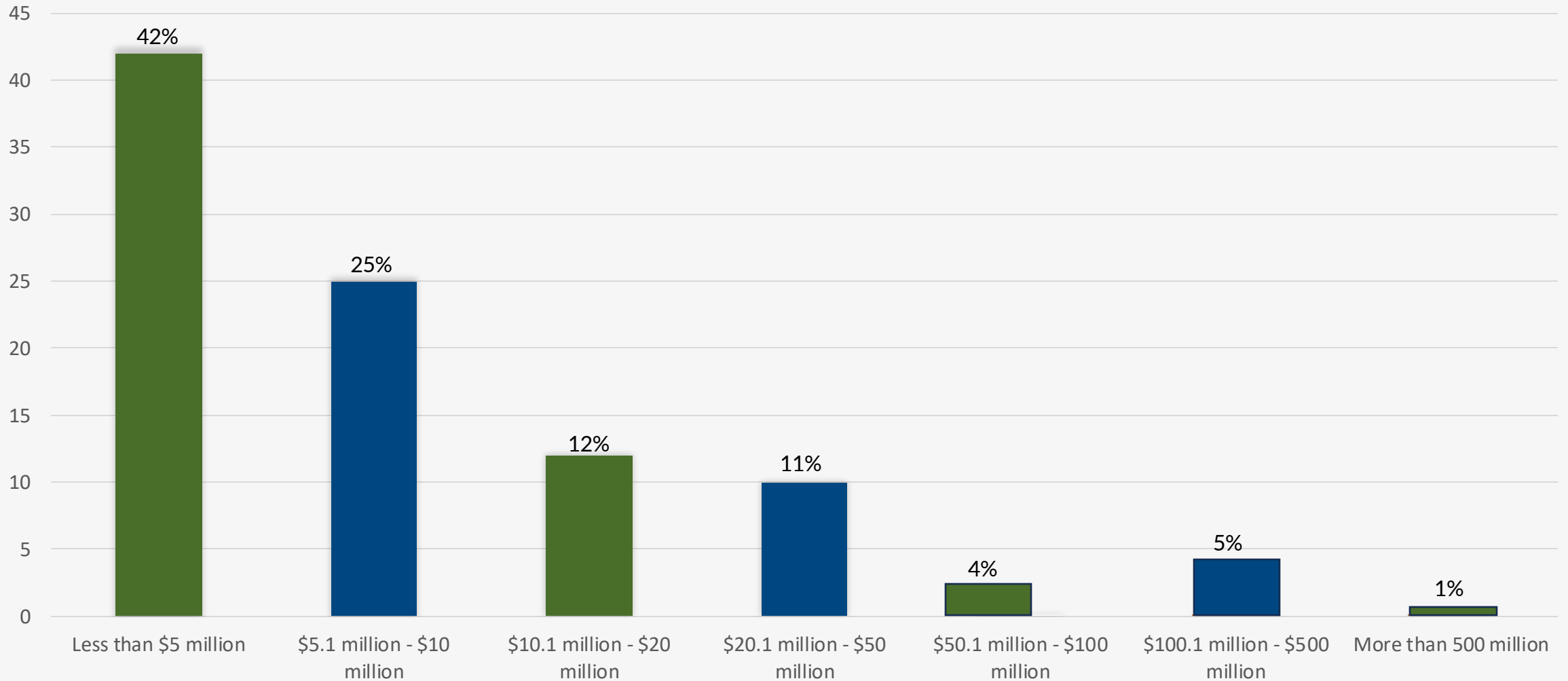
ANSWER CHOICES	RESPONSES
DC	15%
NY	15%
CA	12%
MA	7%
IL	5%
MD	5%
NC	4%
TX	4%
VA	4%
MI	3%

By Mission Focus

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By Operating Budget

Bar chart showing percentages by operating budget:
- Less than $5 million: 42%
- $5.1 million - $10 million: 25%
- $10.1 million - $20 million: 12%
- $20.1 million - $50 million: 11%
- $50.1 million - $100 million: 4%
- $100.1 million - $500 million: 5%
- More than 500 million: 1%

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By Headcount

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Pie chart "By Headcount":
- 30% — Less than 25 (dark green)
- 39% — 26-75 (orange)
- 14% — 76-150 (blue)
- 3% — 151-259 (gray)
- 9% — 251-500 (dark gray)
- 5% — More than 500 (light green)

Legend:
- Less than 25
- 26-75
- 76-150
- 151-259
- 251-500
- More than 500

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By Organizational Maturity
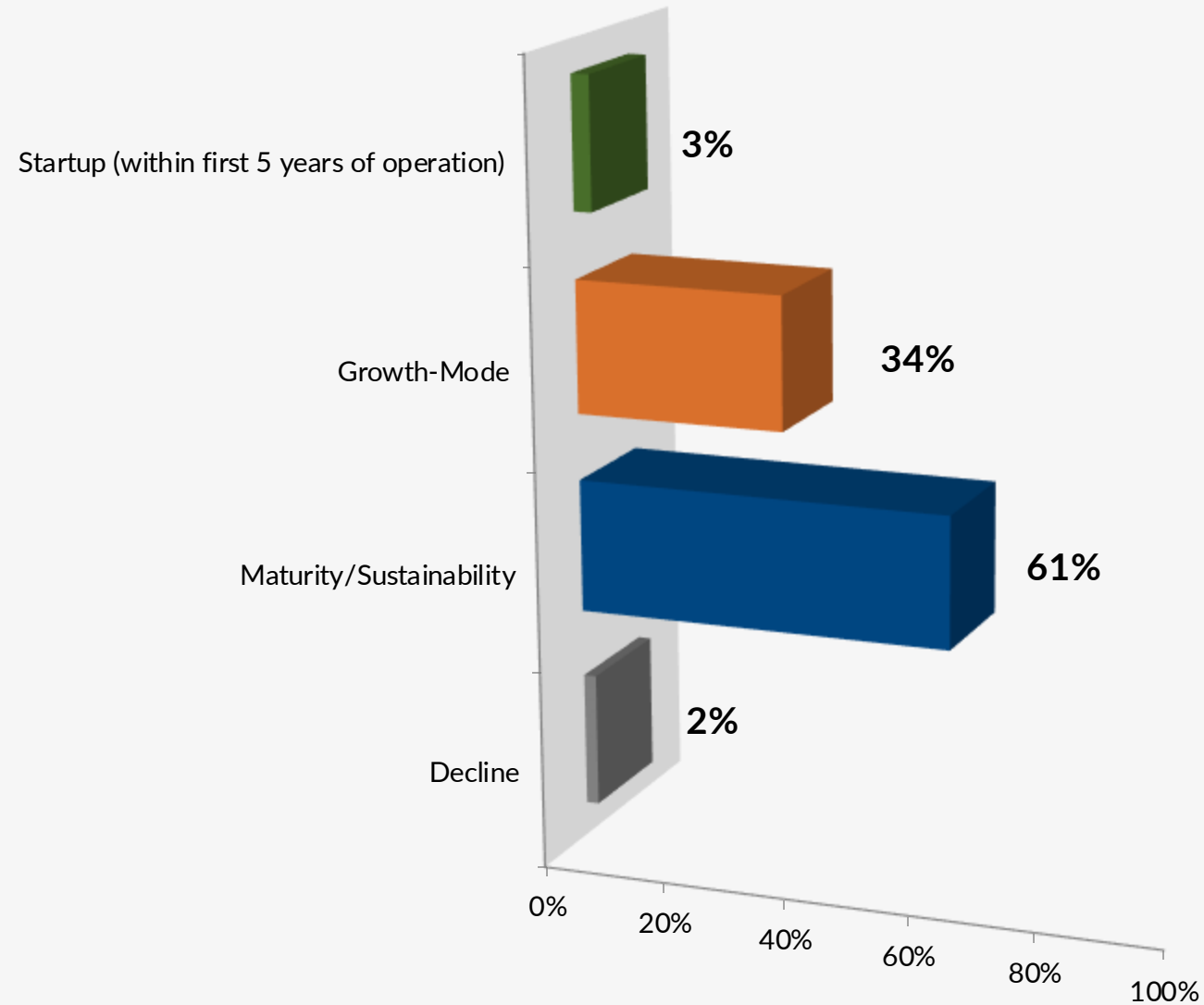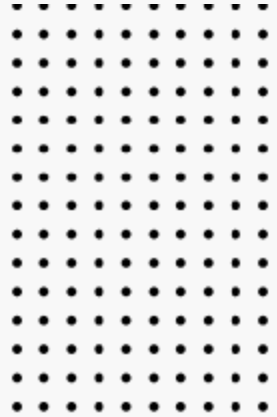
Respondent organizations that have a formal retention strategy.

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2023

6%

23%

71%

- Yes
- No
- I don't know.
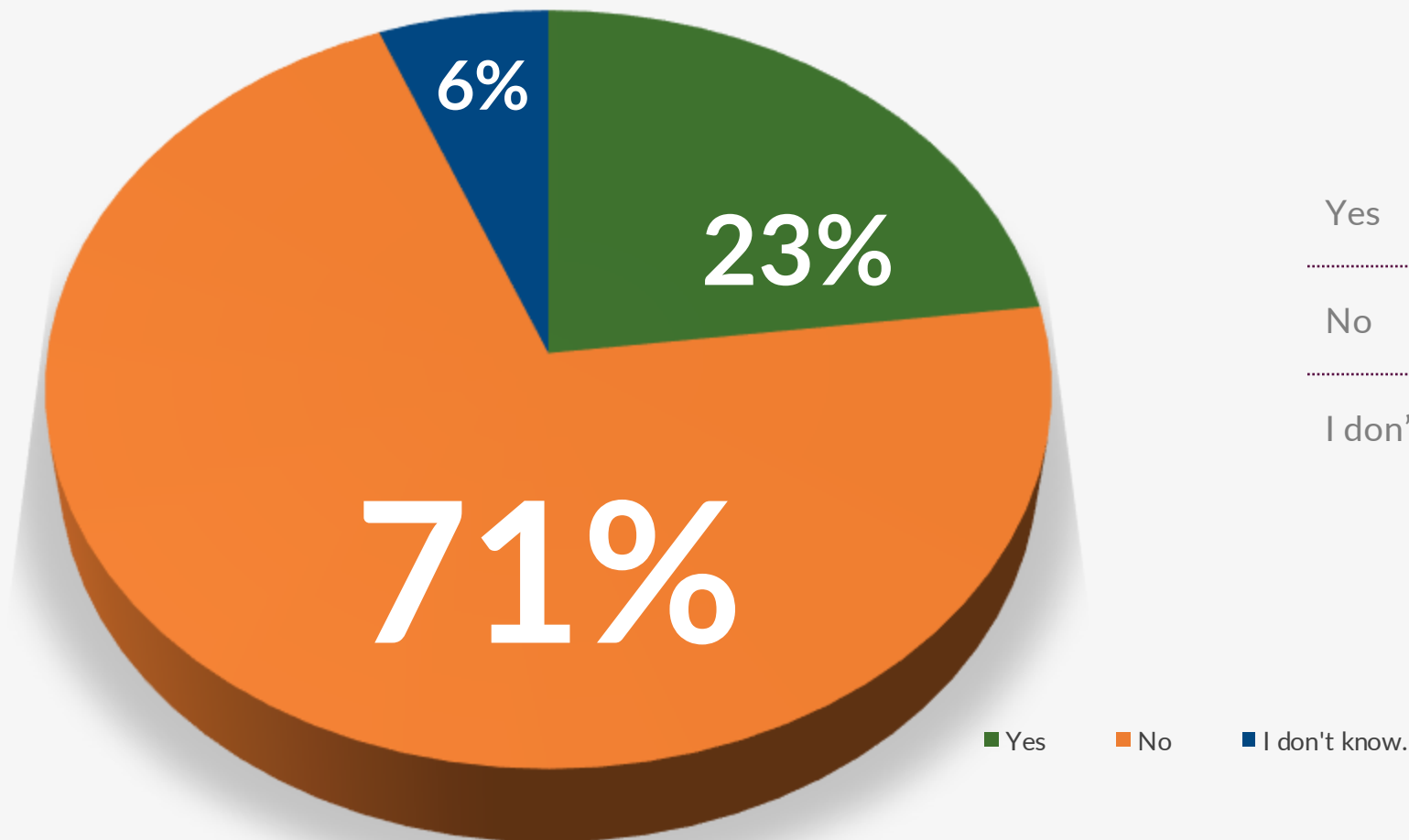
2022

Yes	**21%**
No	**72%**
I don't know	**8%**

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Retention strategies most employed by respondent organizations.

	2023	2022
Compensation	82%	84%
Benefits	82%	85%
Culture	78%	75%
Engagement	64%	69%
Learning/professional development	77%	72%
Leadership	41%	38%
I don't know	0%	2%
Other (please specify)	5%	9%

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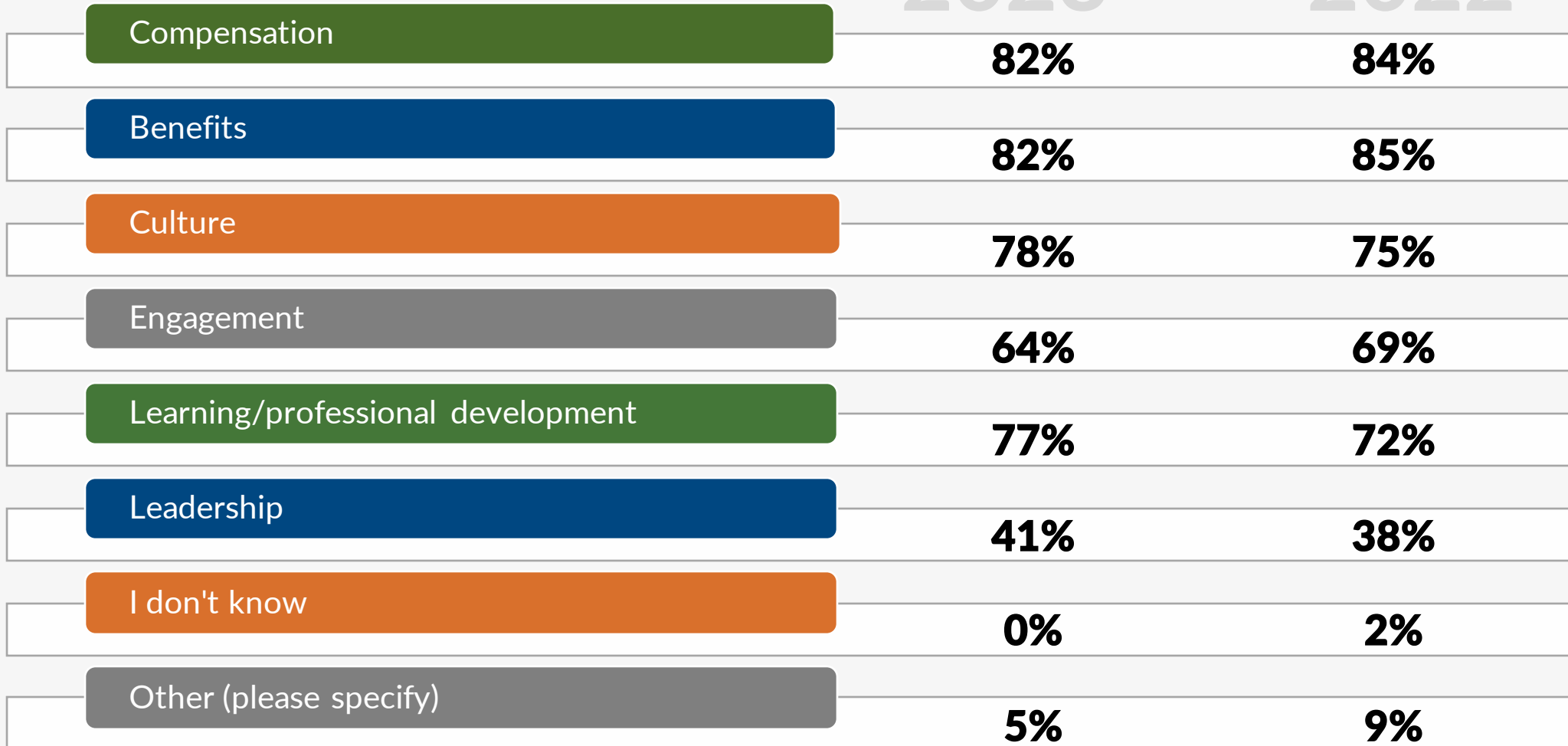
Organizations with a **strong learning culture** are 92% more likely to develop novel products and processes, 52% more productive, 56% more likely to be the first to market with their products and services, and 17% more profitable than their peers. **Their engagement and retention rates are also 30–50% higher**.
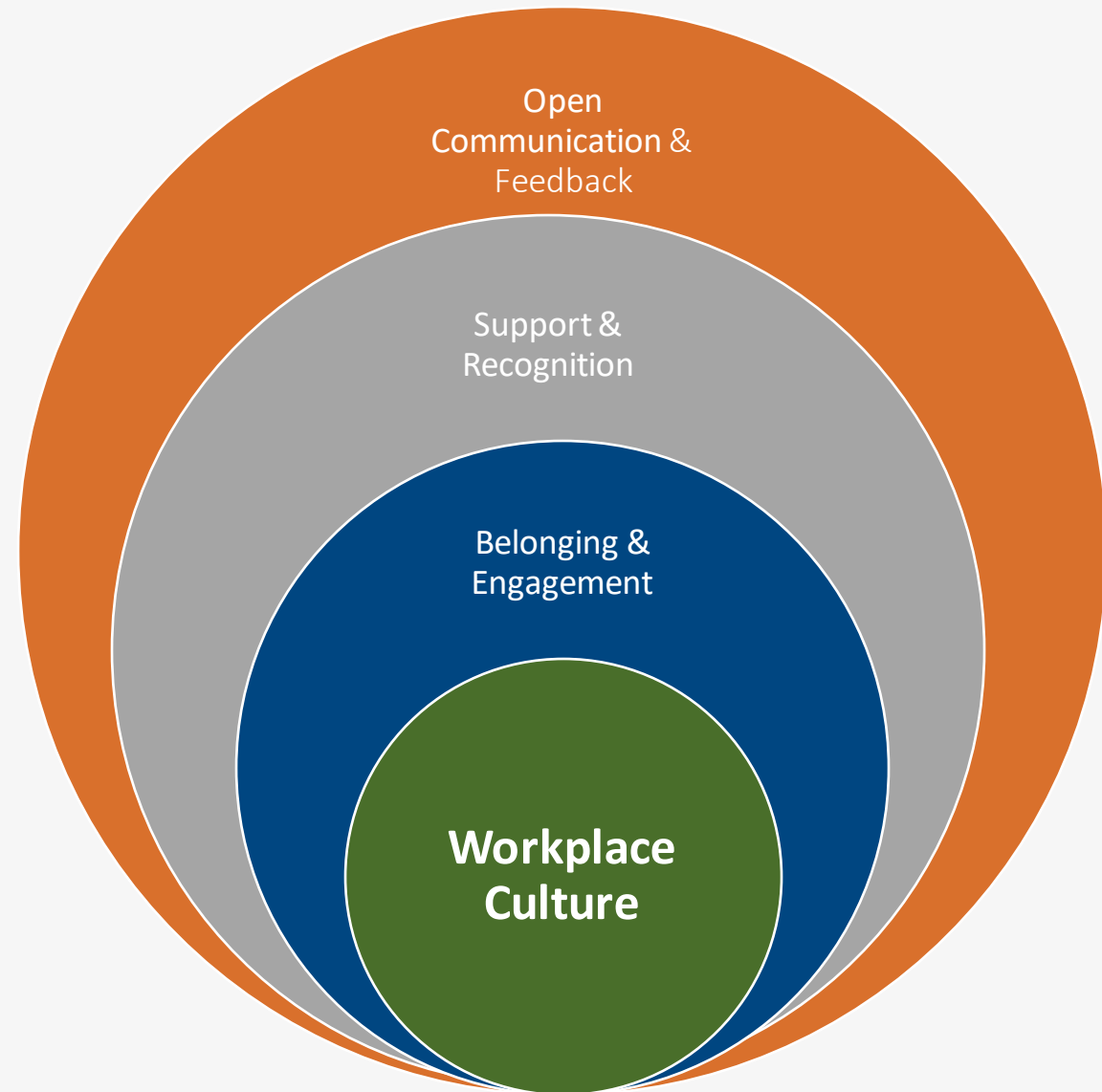
Deloitte

Culture & Employee Retention

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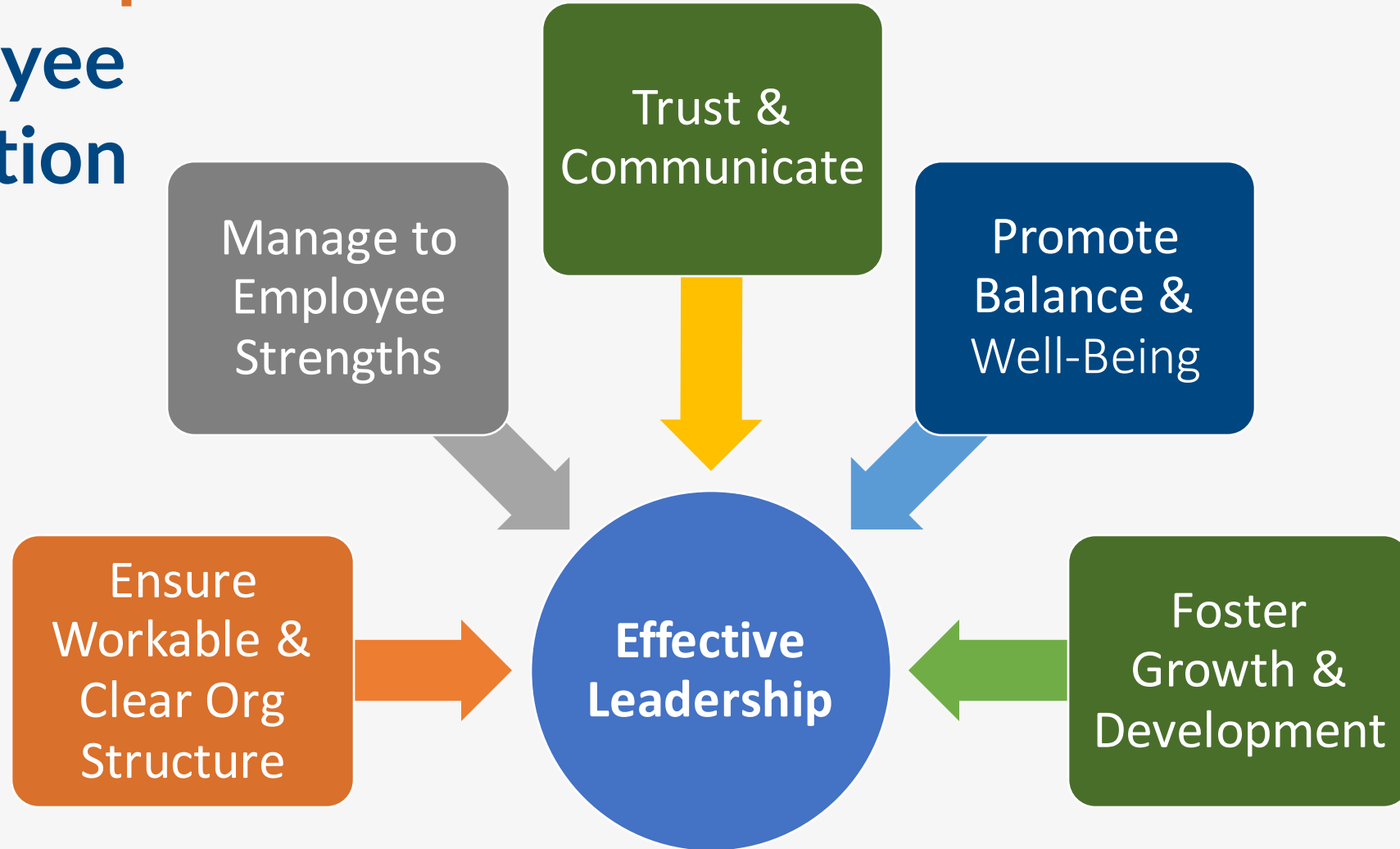"2 in 10 U.S. employees feel connected to their company's culture."

Gallup.com

Company culture is a core part of both attracting and retaining top talent. Glassdoor found that 77% of job seekers evaluate a company's culture before interviewing; the No. 1 driver of attrition of employees was a toxic culture.

Fast Company, March 2023

Open Communication & Feedback

Support & Recognition

Belonging & Engagement

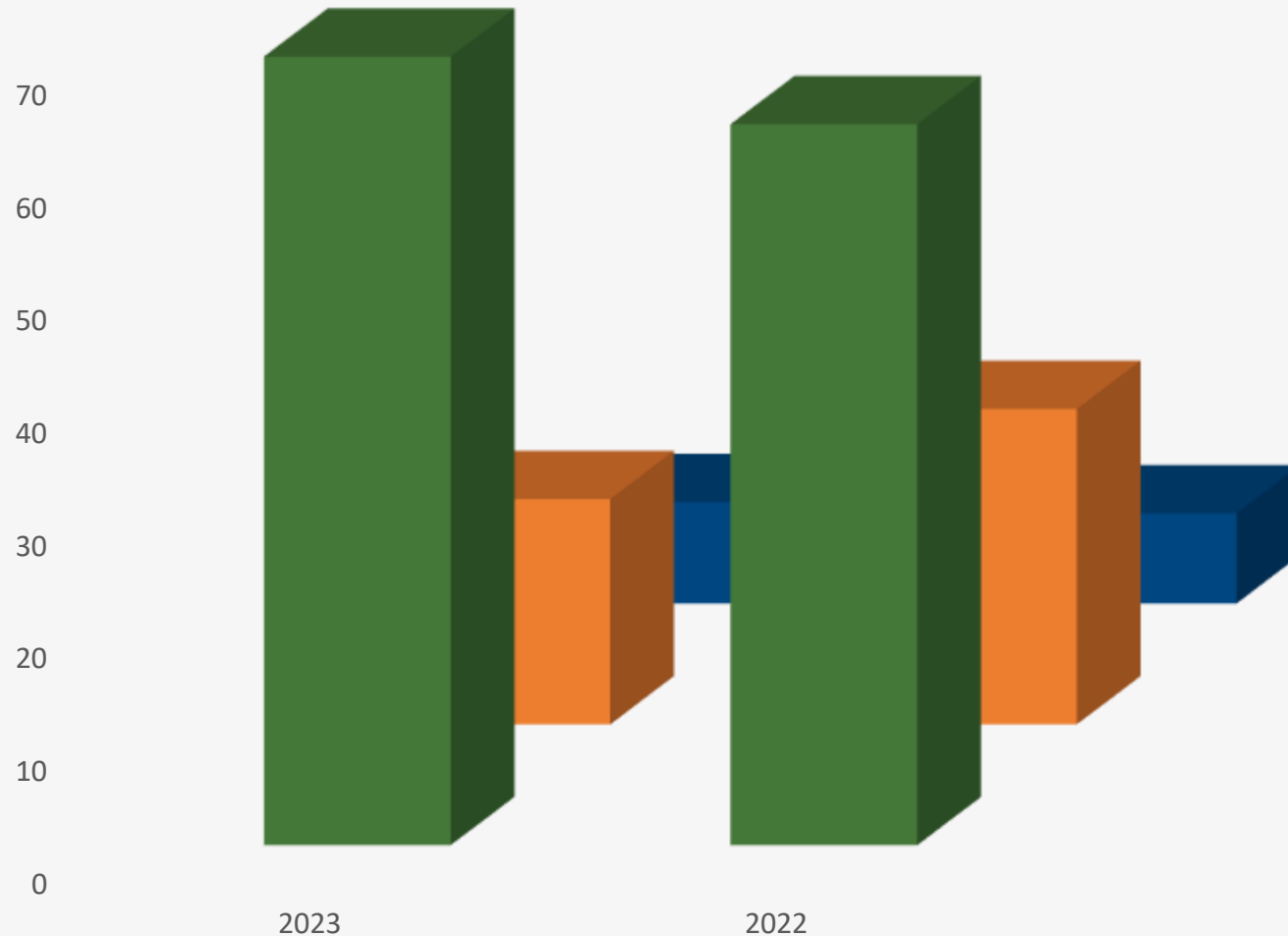**Workplace Culture**

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Learning & Employee Retention

Push learning early and often

Make learning a ritual

Provide coaching beyond C-suite

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Respondent organizations that track retention metrics.

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2023

Yes	**70%**
No	**20%**
I don't know	**9%**

2022

Yes	**64%**
No	**28%**
I don't know	**8%**

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Quantitative retention metrics that respondent organizations tracked in 2022.

	2023	2022
Turnover	88%	96%
Tenure	64%	65%
Cost ($) of turnover	14%	16%
First-year resignation rate	42%	51%
High-performer resignation/ regrettable turnover rate	24%	30%
I don't know	12%	4%
Other (please specify)	2%	4%

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Qualitative retention tactics used by respondent organizations.

|	2023	2022
Exit interviews	87%	91%
Stay interviews	46%	33%
Engagement surveys	69%	68%
Culture or climate surveys	49%	51%
Effective onboarding	66%	68%
Recognition programs	61%	63%
Retention bonuses	14%	25%
Loyalty program	5%	5%
Long-service bonuses	17%	21%
I don't know	5%	2%

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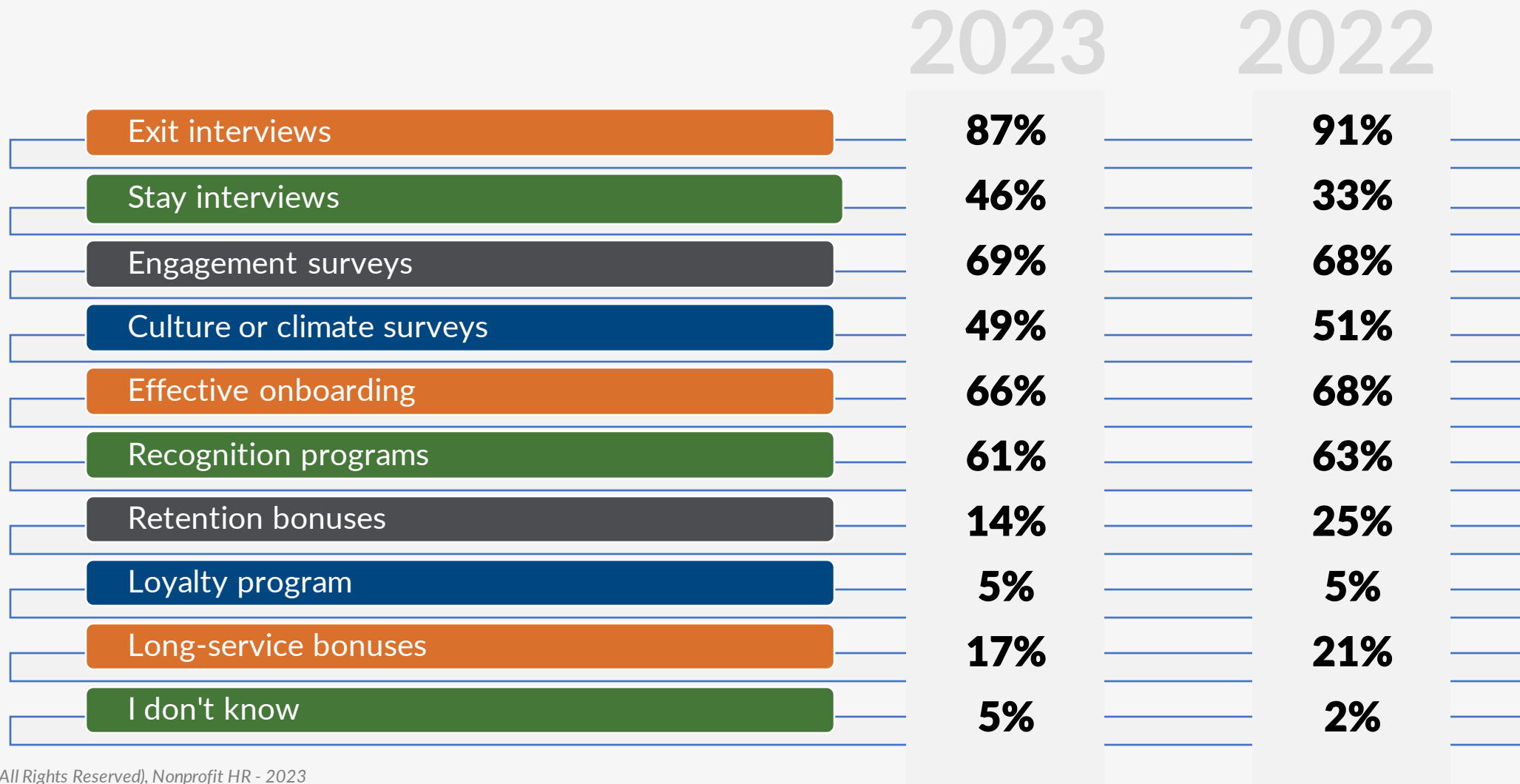
Internal stakeholders who receive and review retention metrics as indicated by respondent organizations.
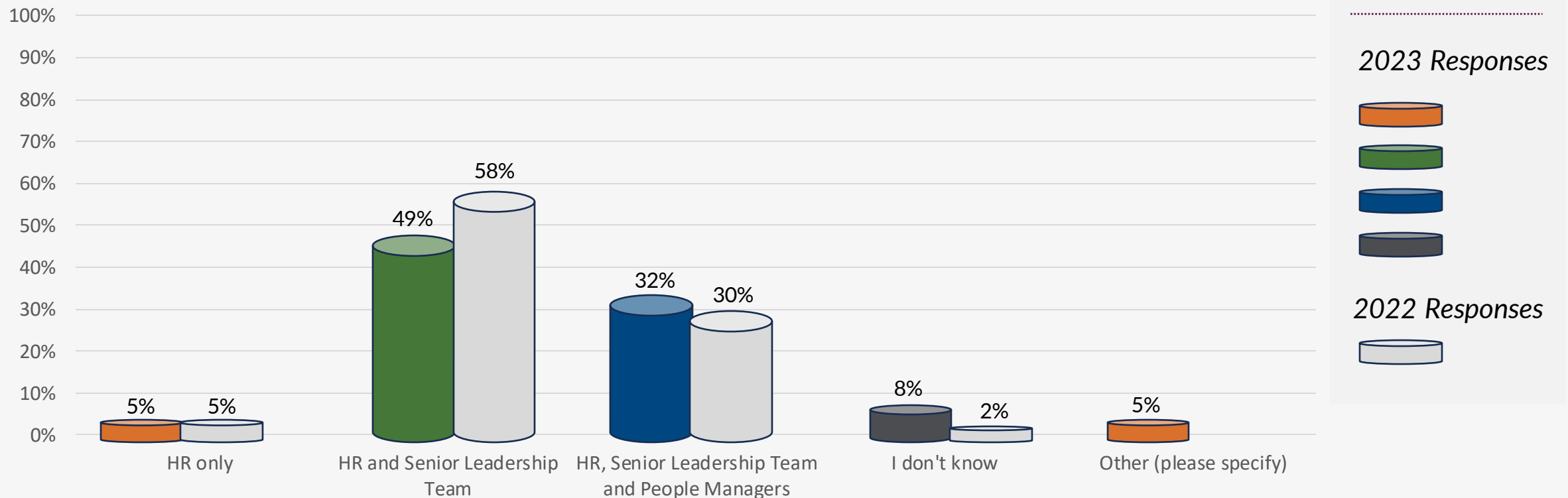
Retention data used by respondent organizations.

2023
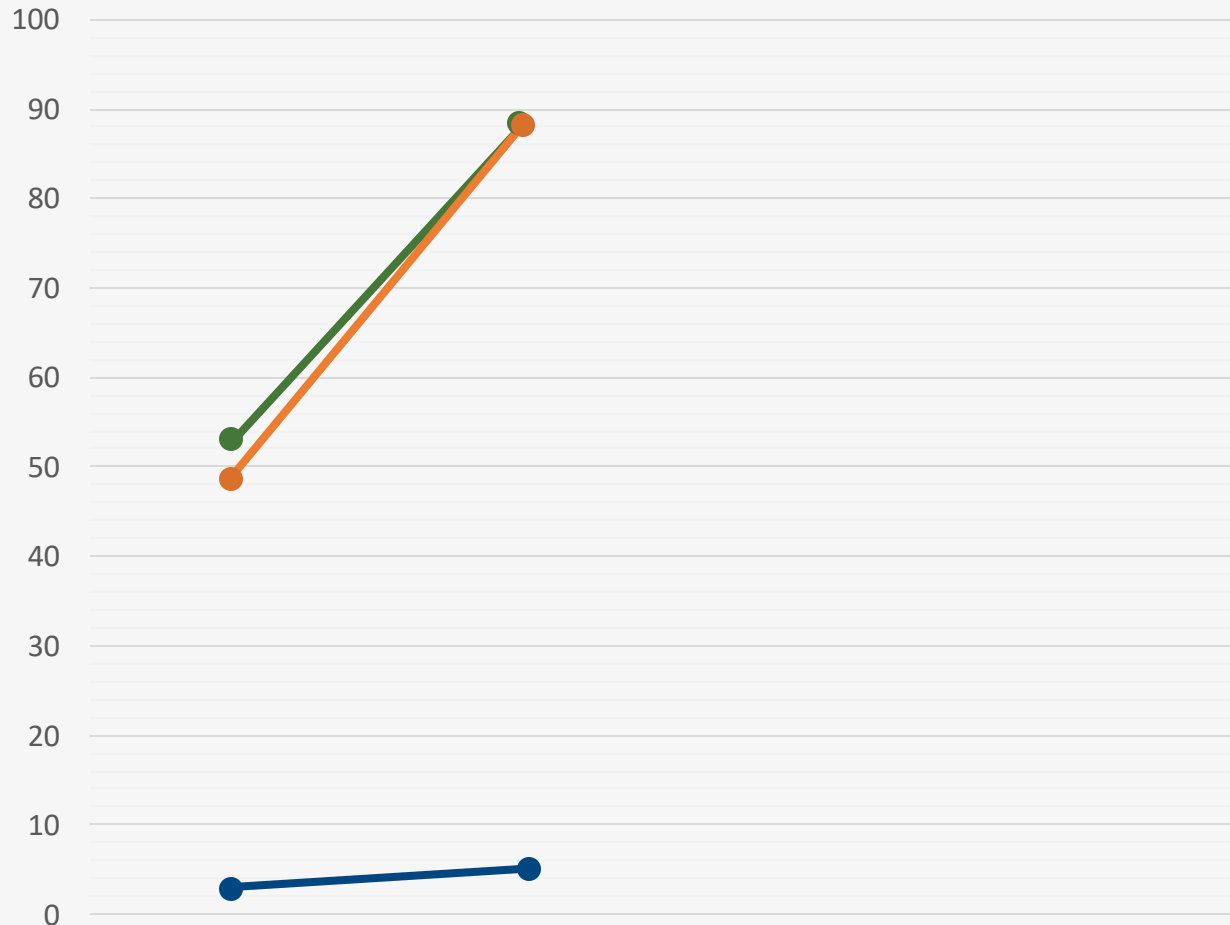
To develop organizational/talent management strategy — **53%**

To improve organizational/talent management strategy — **88%**

I don't know — **3%**

2022
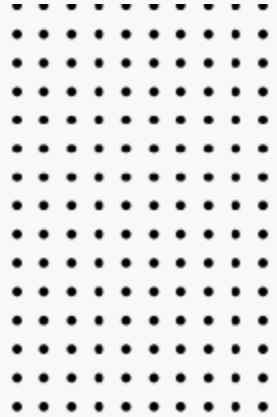
To develop organizational/talent management strategy — **49%**

To improve organizational/talent management strategy — **88%**

I don't know — **5%**

Who We're Retaining & Who We're Not (By Age)

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ANSWER CHOICES	Employees 30 and below	Employees 31-49	Employees 50 and above	Our organization is not challenged with retaining any of the above age segments
2023	53%	21%	7%	19%
2022	51%	28%	8%	14%

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Who We're Retaining & Who We're Not (By Race)

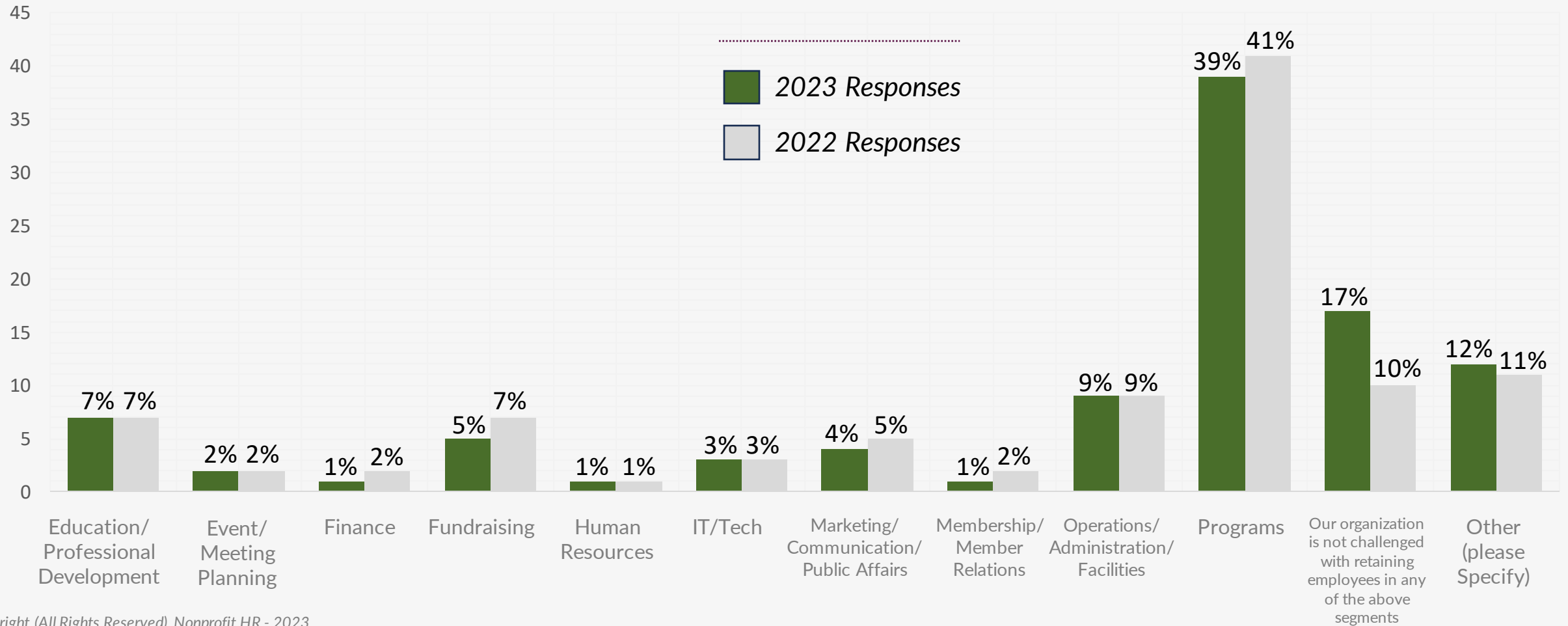|	2023	2022
Asian American/Pacific Islander	4%	3%
Black or African American	21%	20%
Indigenous/Native American	1%	1%
Latinx	3%	5%
White	10%	12%
Two or more races/ethnicities	11%	14%
Our organization is not challenged with retaining employees in any of the above segments	39%	35%
Other (please specify)	12%	10%

Who We're Retaining & Who We're Not (By Gender)

ANSWER CHOICES	Men	Female	Transgender men	Transgender women	Gender variant/ nonconforming	Our organization is not challenged with retaining any of the above segments	Other
2023	14%	30%	1%	0%	4%	40%	10%
2022	15%	36%	0%	1%	1%	38%	-

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Who We're Retaining & Who We're Not (By Career Level)

2023
- 49%
- 34%
- 12%
- 4%

Legend:
- Entry-level staff
- Mid-level staff
- Senior staff
- Our organization is not challenged with retaining employees

2022
- 48%
- 40%
- 8%
- 4%

Legend:
- Entry-level staff
- Mid-level staff
- Senior staff
- Our organization is not challenged with retaining employees
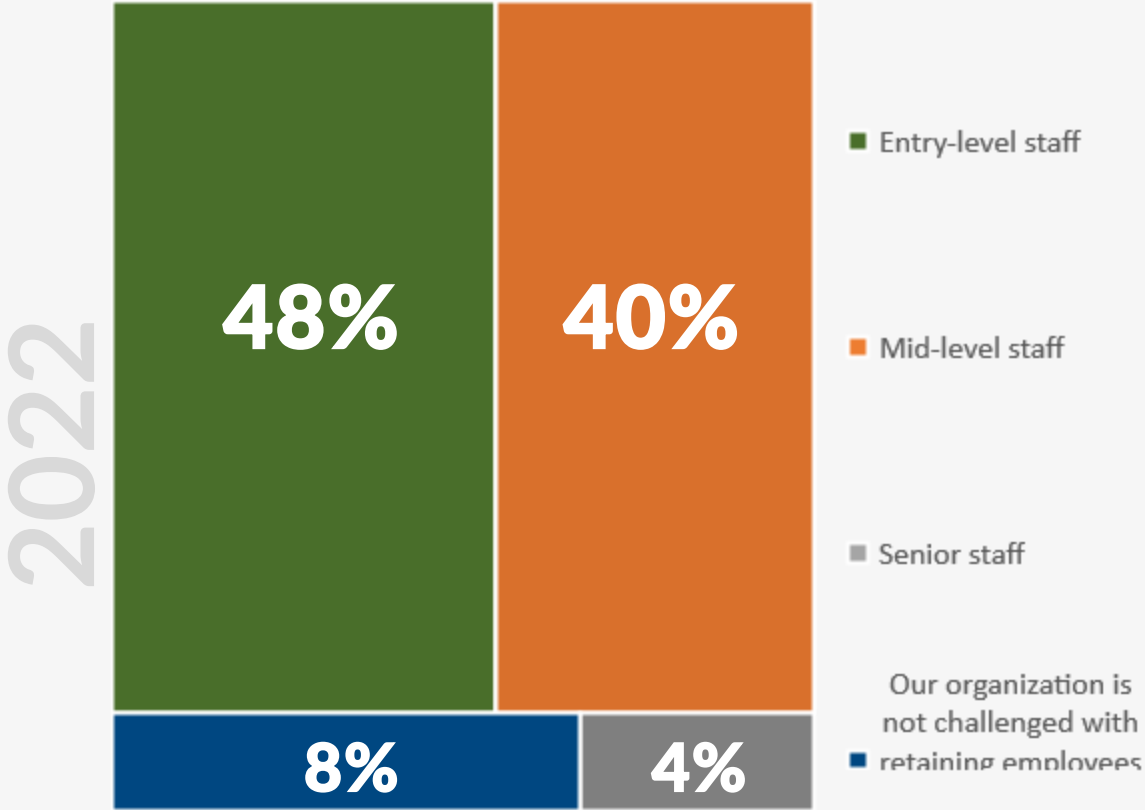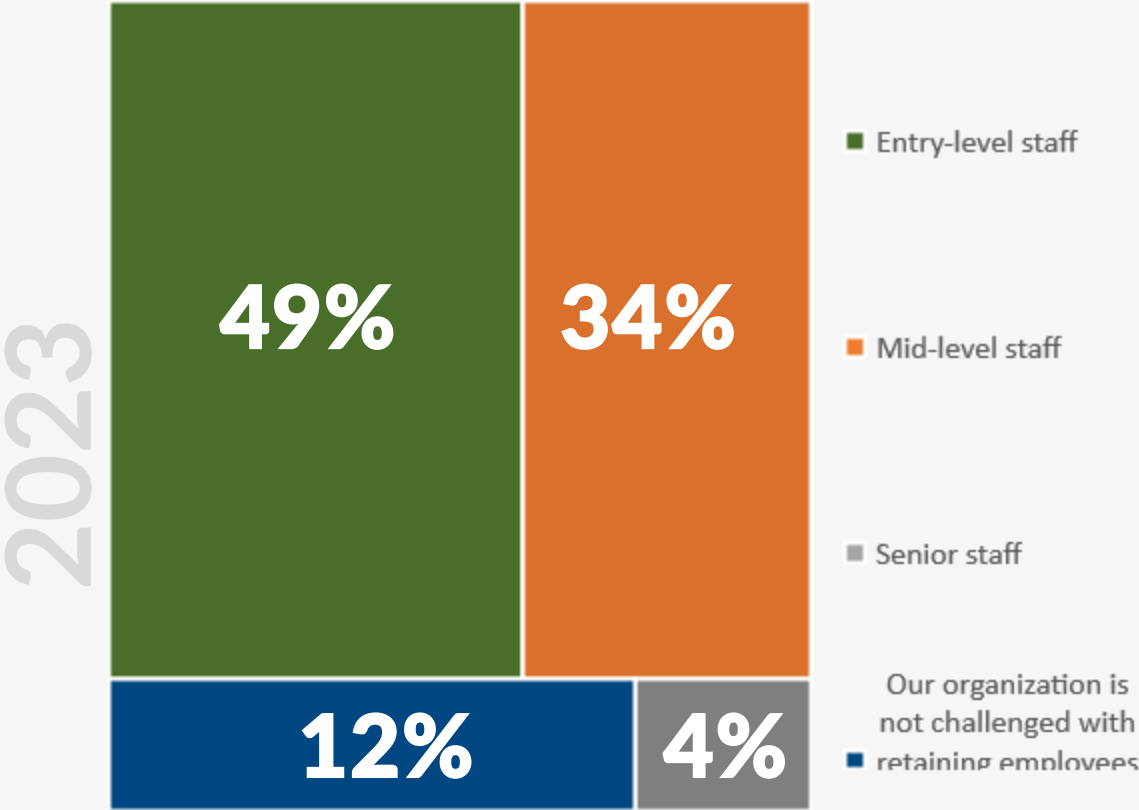
How respondent organizations expect turnover rate to change from 2022 to 2023.

2023

2022

23%

26%

39%

12%

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

■ Increase ■ Decrease
■ Remain the same ■ Unable to predict

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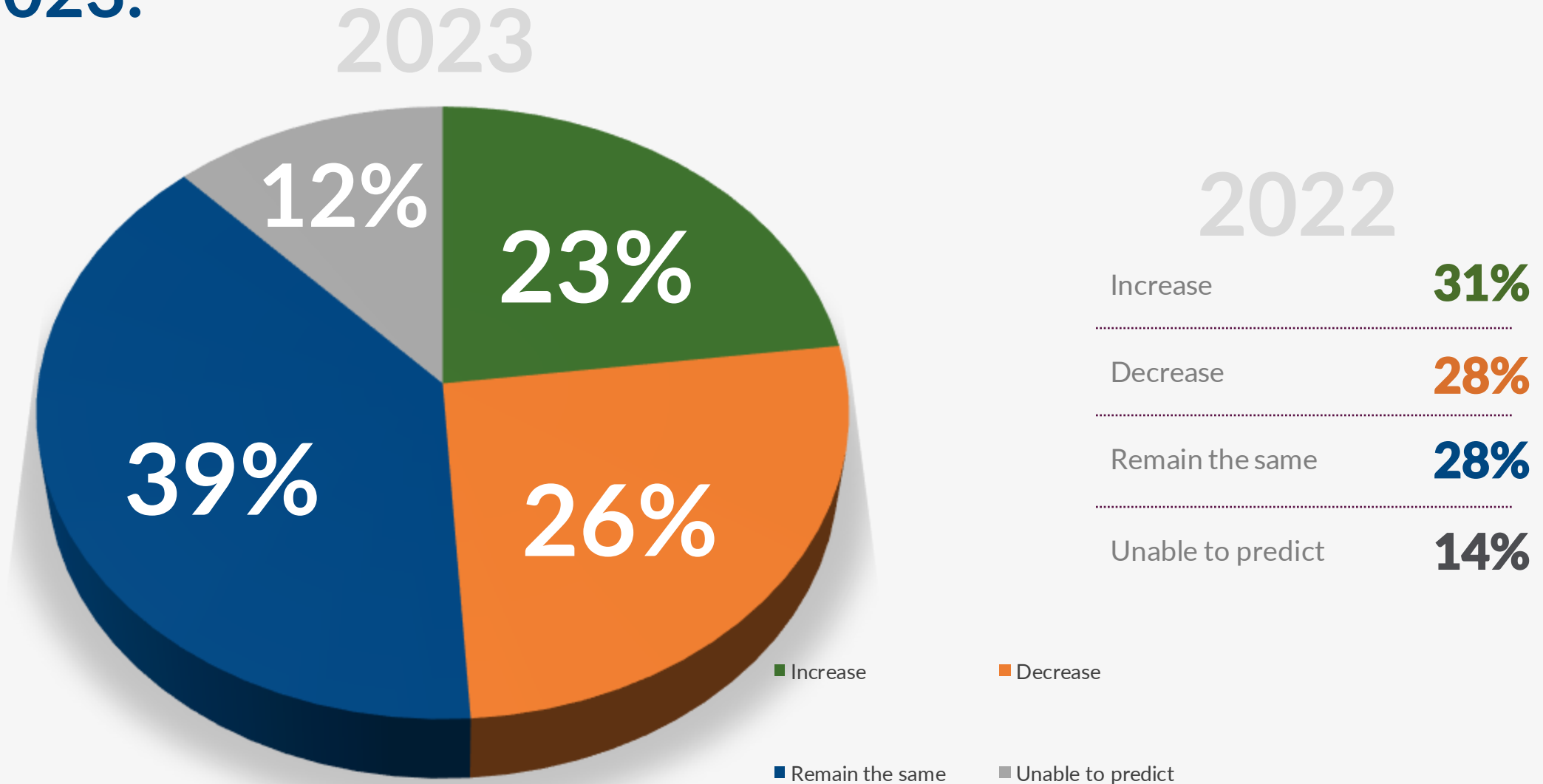
Primary reasons for voluntary turnover in respondent organizations.

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2023

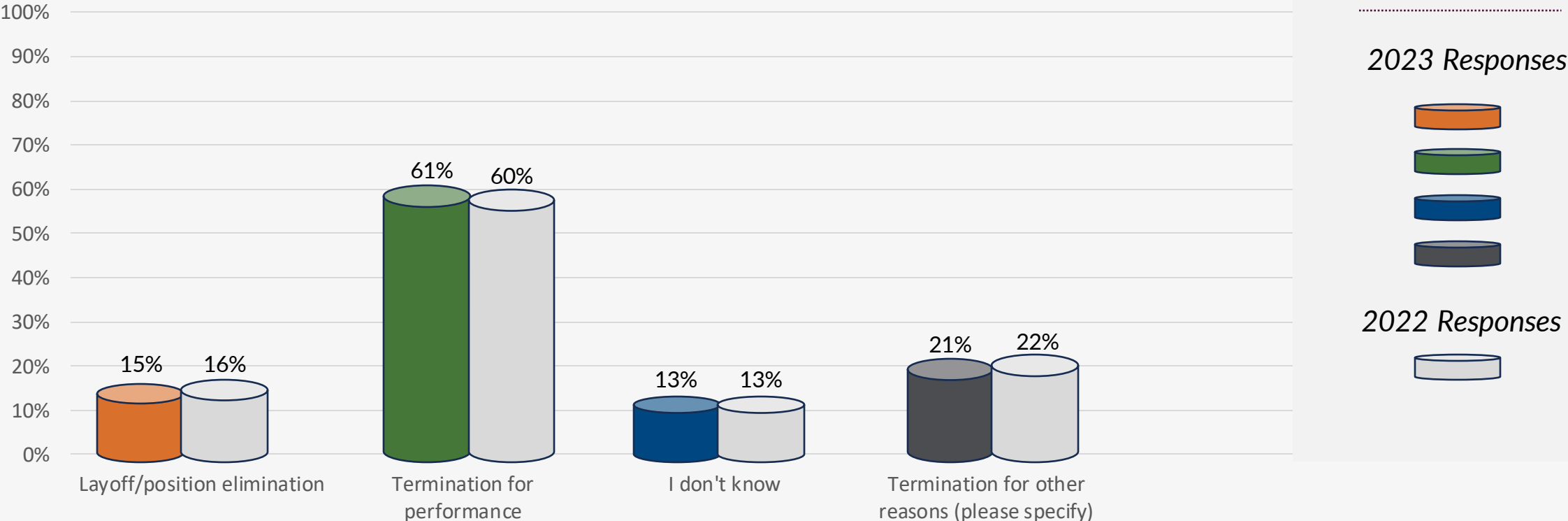|	
45%	41%
38%	20%	19%
	17%	13%
33%	15%	11%	6%

- Retirement
- Dissatisfaction/disengagement with current organization/culture
- Lack of professional development
- Lack of opportunity for upward mobility/career growth
- Pursuit of higher education
- Family situation
- Compensation/benefits
- Career change
- Relocation
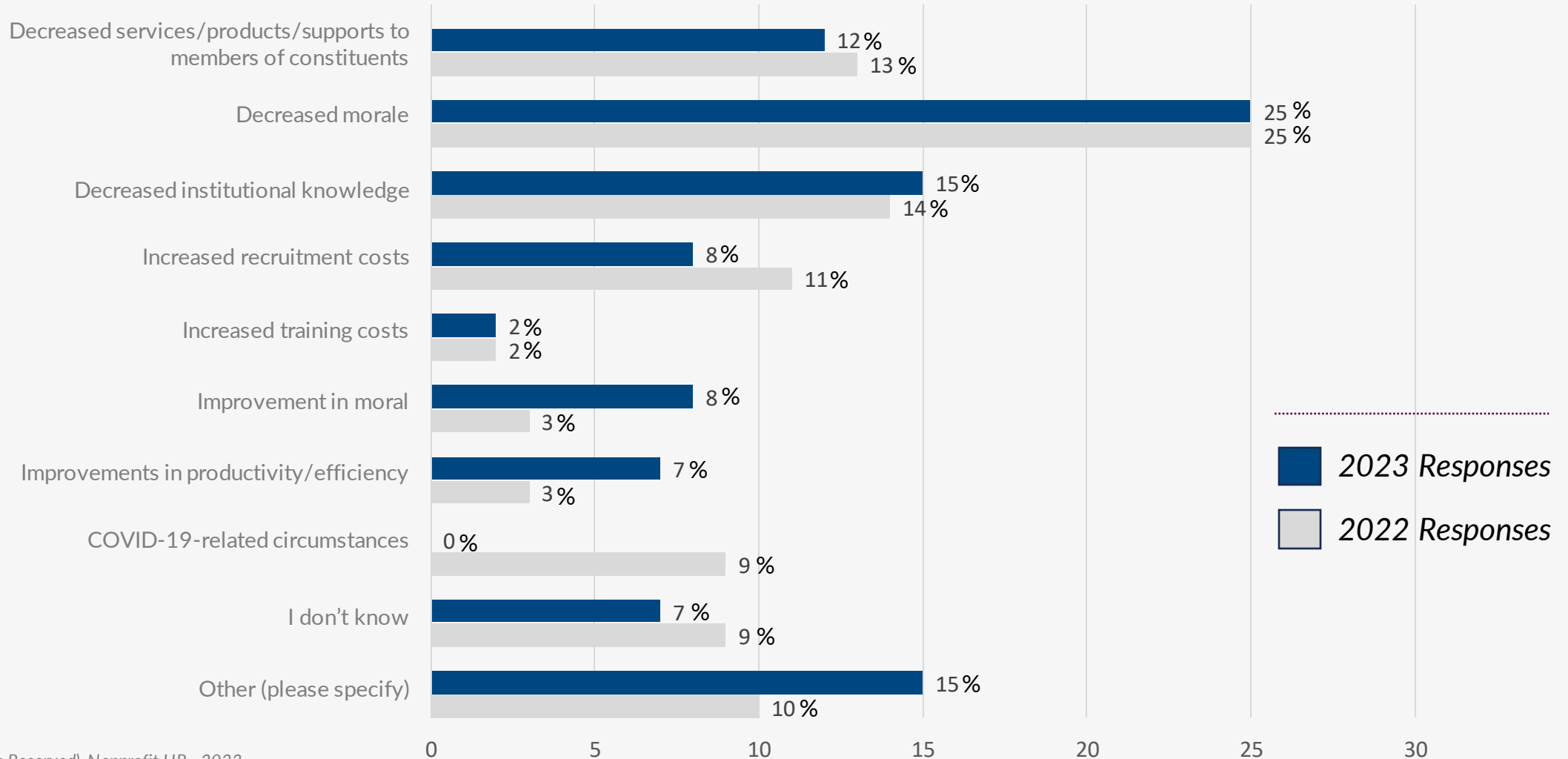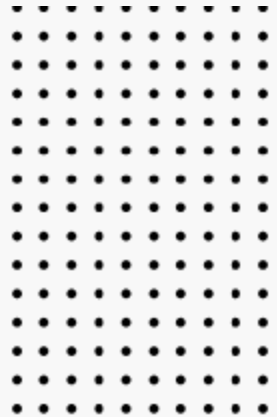- Better opportunity presented
- I don't know

2022

18%	Retirement
36%	Dissatisfaction/disengagement with current organization/culture
13%	Lack of professional development
43%	Lack of opportunity for upward mobility/career growth
11%	Pursuit of higher education
15%	Family situation
46%	Compensation/benefits
19%	Career change
15%	Relocation
57%	Better opportunity presented
	I don't know

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Retention Strategies That Work

Recognition & Feedback

Flexibility

Work-Life Balance

Competitive Pay

Learning & Development

Meaningful Work

Retention & The Hybrid Workplace

Trust → Flexibility & Autonomy → Satisfaction & Engagement → Retention

Retention & The High Performer

Demonstrate trust & respect

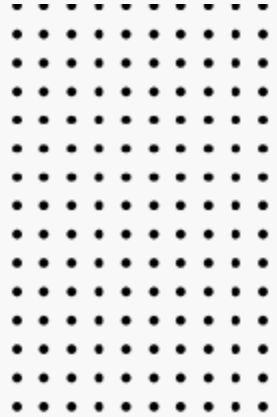Challenge their minds

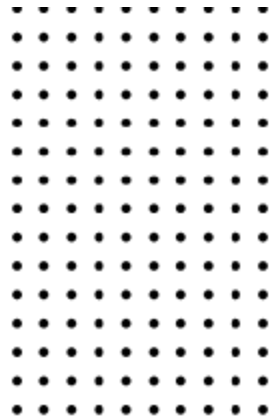Invest in their learning & development

Retention & The Hybrid Workplace

"Failing to offer flexible work arrangements is a significant risk to an organization's hiring, employee engagement, performance, wellbeing and **retention** strategies."

Gallup

CONTACT

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President & CEO
Lalexander@nonprofithr.com

THANK YOU

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