

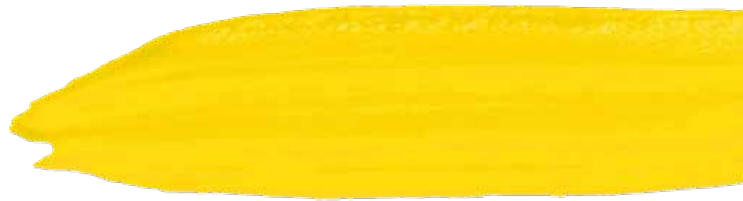
# Bouncing Back?

Employment trends in the nonprofit sector

A report by [Idealist.org](http://Idealist.org)  
Summer 2011



# key findings



Earlier this year we reached out to the thousands of organizations on Idealist to learn how they had been impacted by the financial crisis that hit our sector in the fall of 2008, and, more importantly, about how they were feeling about the future.

3,000 organizations from all over the country got back to us, and if we had to summarize their mood in two words (as of June 2011), we would say they were “cautiously optimistic.”

While the economy is still fragile, and while the whole sector is being very careful with its spending, this survey tells us there is reason for optimism. These were our key findings, laid out in more detail in this report.

## looking back

- Late 2008, and much of 2009, was the worst time that many of these organizations remember
- 81% had to cut services, staff, or both
- Organizations that receive significant government funding were impacted most severely as federal, state, and local budgets were slashed

## looking ahead

- Most organizations feel the worst might be over
- Only 9% of organizations will be reducing staff this year, and most are planning to hire more people
- Although things have improved, 34% of organizations aren't budgeting for 2011 salary increases
- Most of those that are planning to increase salaries will do so by 1%-2%
- Many organizations said that in order to ensure their sustainability they need to be more creative and diversify their funding streams

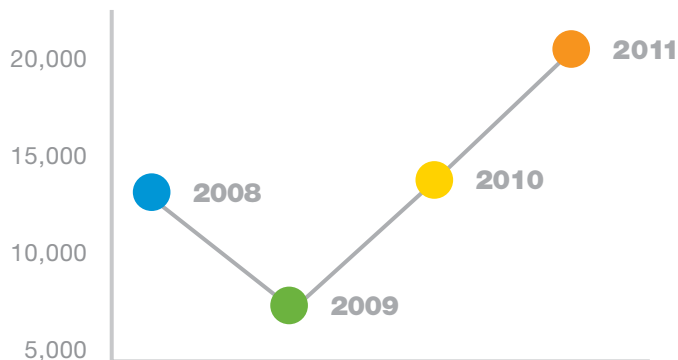
## common challenges

- Funding aside, the biggest challenge for the people who participated in this survey is having to juggle multiple roles and priorities in their work
- They are also struggling to provide affordable health insurance for their staff, and are not

sure how changes to health care legislation are going to impact their organization

- 65% of those surveyed had no funding at all dedicated to their own professional development in Human Resources
- In many ways, what we learned from the data mirrored our experience at Idealist. Three years ago, as the whole sector froze or contracted, job postings on the site fell by almost 40%. Things started turning around last year, and by the first four months of 2011 job postings were higher than ever before.

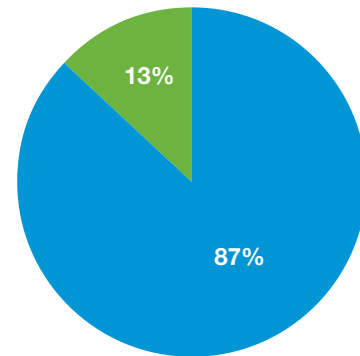
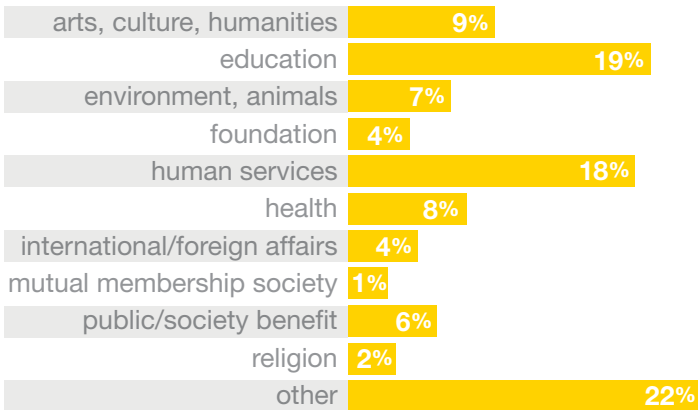
**Total number of job postings on Idealist in the first 4 months of each calendar year**



# 3,000 voices

A profile of the 3,000 nonprofit organizations across the U.S. that took our survey

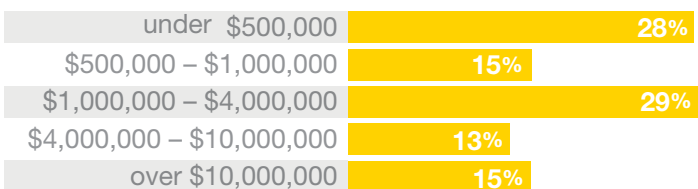
## What type of organization are you?



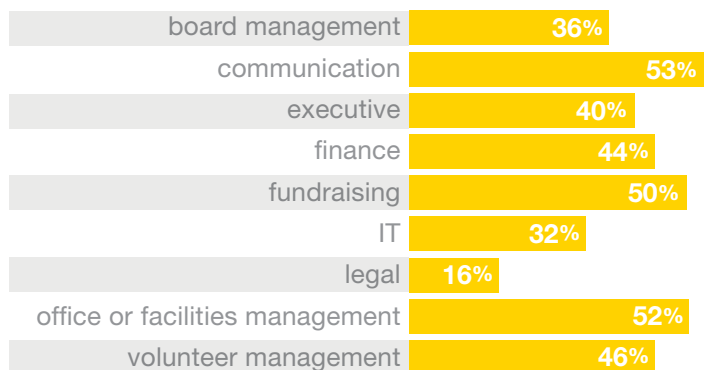
## Is HR the full focus of your work, or do you also play other roles?

■ yes, I do HR full-time
 ■ no, I also have another role

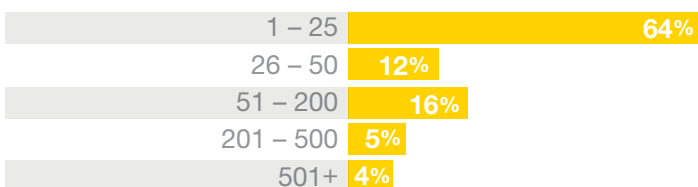
## What is your organization's annual budget?



## What responsibilities do you have other than HR?



## How many staff do you have?



*“Whatever needs to be done, I do...  
The roles are kind of endless.”*

# where we were

a look at the past 3 years



Our survey showed that

**55%** **81%**

of respondents were impacted by changes to government funding

of those impacted said the impact was negative

*“Due to budget cuts, we had to close programs and lay off staff...”*

*“We had to freeze hiring...”*

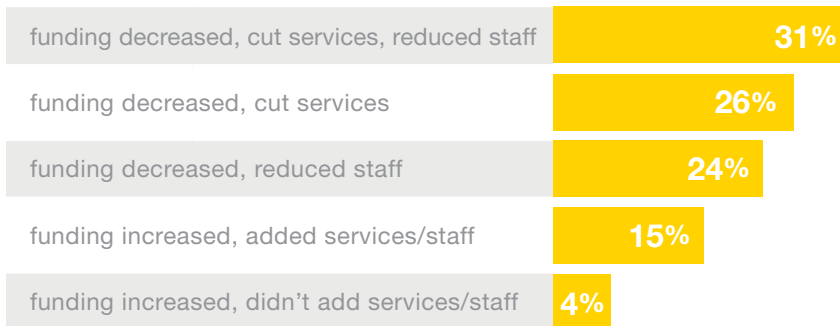
*“Struggled with cash flow as we waited for government money...”*

*“Doing more with less staff; everyone is doing two or three jobs...”*

*“We now have much lower reserves...”*

*“Hard to get donors, sponsors, funding... We lost two big grants and laid off staff...”*

## How were you impacted by funding changes?



# looking ahead

## hiring & salaries

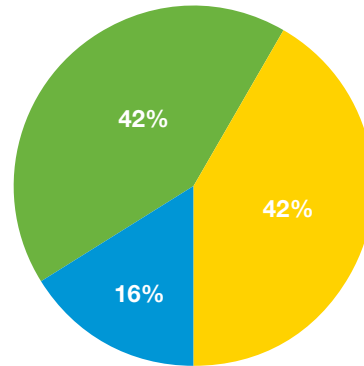
*“We made it through the hardest period, and we’re still here!”*

*“Private dollars are starting to trickle back in.”*

*“We will fill positions that become vacant & hire grant/specially funded employees.”*

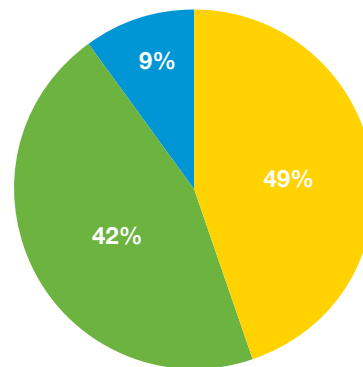
*“We’re not growing much but are gaining stability with more active volunteers.”*

*“Our situation has improved but compensation is frozen.”*



**How optimistic are you about the outlook for your organization this year?**

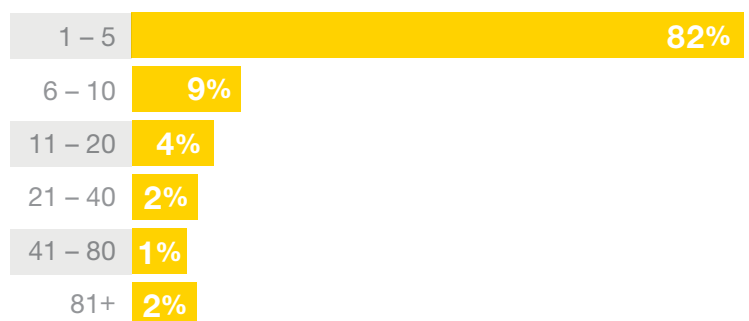
more optimistic    less optimistic    the same



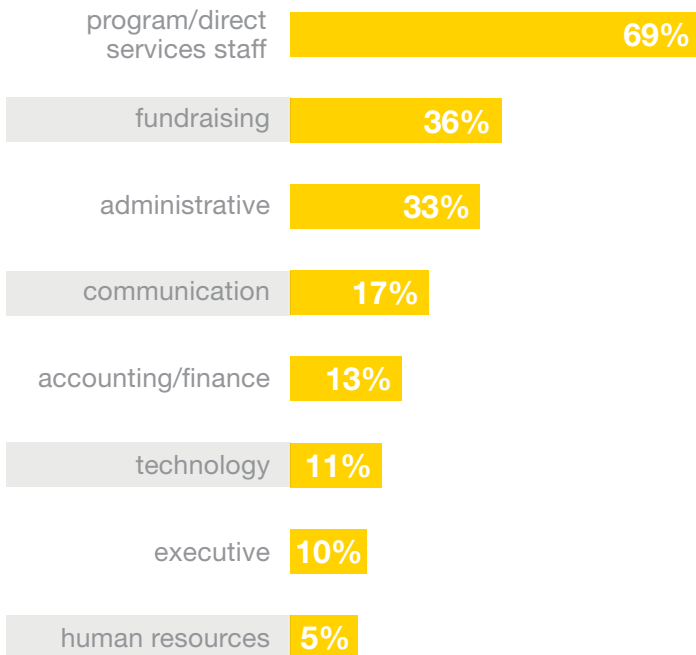
**What are your staffing plans for 2011?**

maintain current staffing levels    hire for new positions    reduce staff

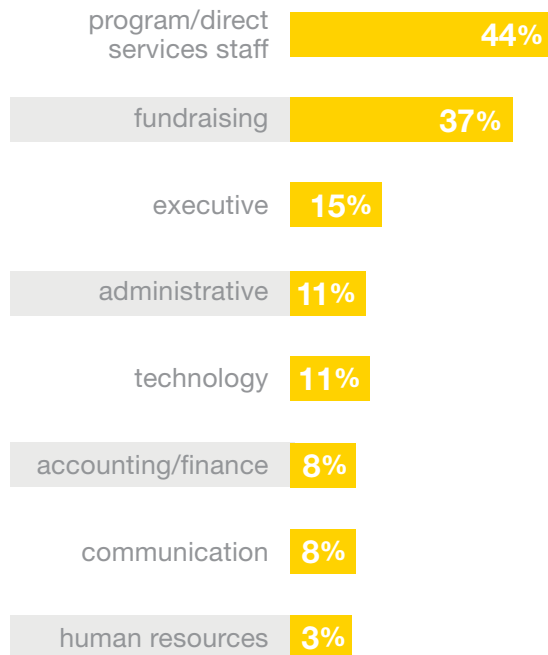
**How many people do you expect to hire in 2011?**



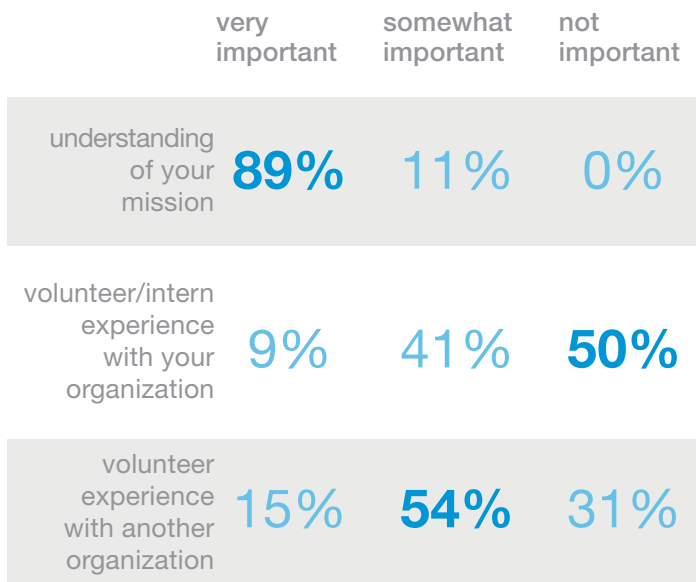
### What positions are you planning to hire?



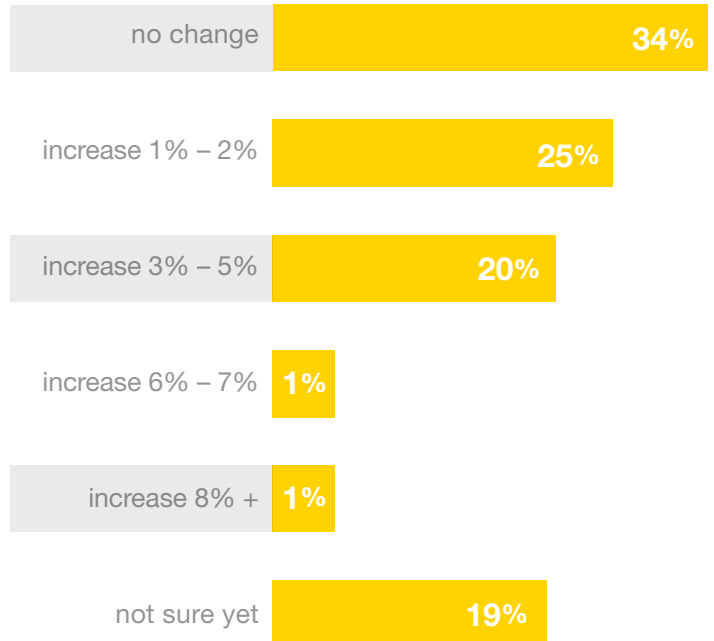
### What positions are most challenging to recruit?



### When recruiting, in addition to skills and experience, what is important to you?



### What are your plans for staff salaries in 2011?



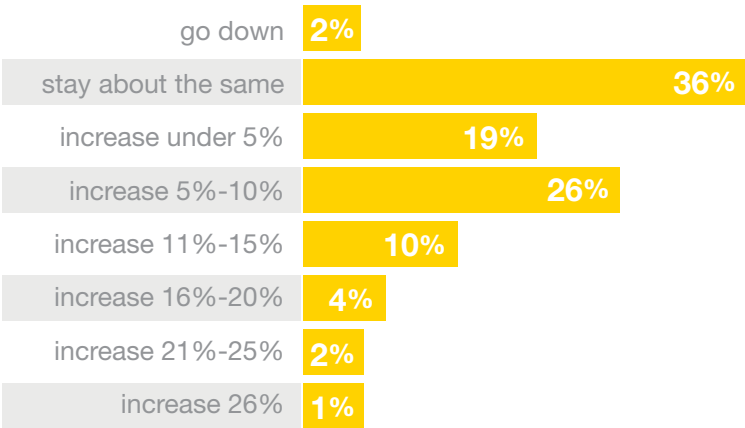
*“ I believe that things are turning around but that it will take time – so my optimism is long term, not immediate term. ”*

# looking ahead

## benefits



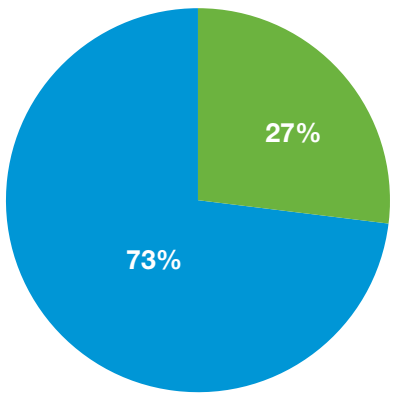
**In 2011 (or your next plan year), do you expect your health insurance costs to:**



*“ We experienced an 11% increase this year so hope it is able to stabilize costs... ”*

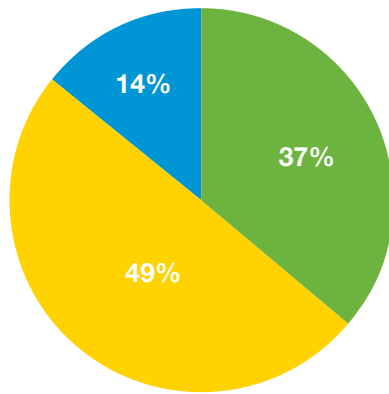
*“ Don’t know how (the Affordable Care Act) will affect us . ”*

**To learn more about the Affordable Care Act, please visit:**  
[www.healthcare.gov/law/about/index.html](http://www.healthcare.gov/law/about/index.html)



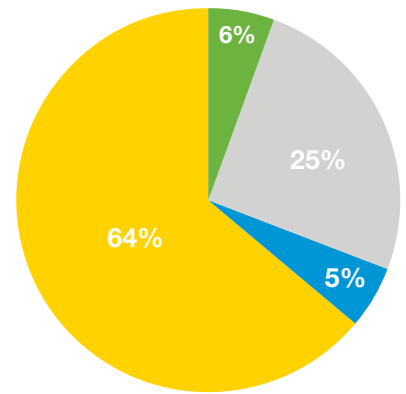
**If your costs are increasing, are you planning to reduce the type of health insurance you offer your staff?** (i.e. higher co-pays, deductibles, change of network, etc.)

- yes, we plan to reduce it
- no, we plan to keep it the same



**How will these increases be covered?**

- organization will pay for the increased cost
- organization will share the increased cost with staff
- staff will pay for the increased cost



**How do you expect the new Federal Affordable Care Act will affect your organization?**

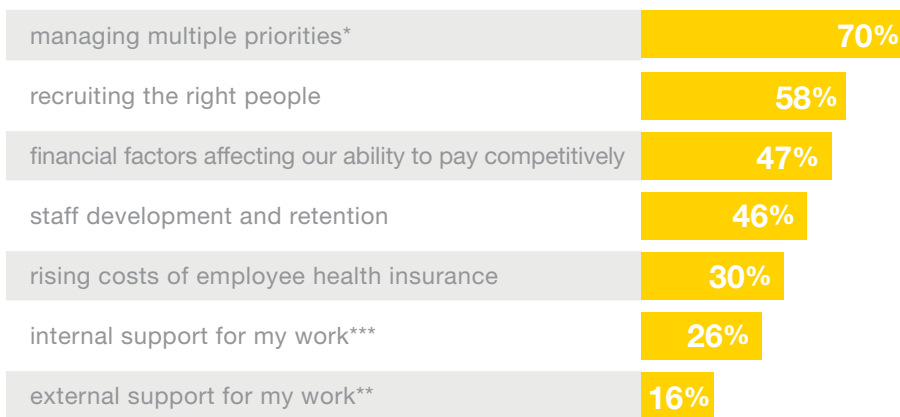
- positively impact our costs and/or benefit plan choices
- negatively impact our costs and/or benefit plan choices
- little change to our costs and/or benefit plan choices
- not sure yet

*“ Our health care costs have been spiralling out of control... With under 50 employees there are few alternatives from health insurance providers... We had to do higher co-pays & deductibles to make it cost effective. ”*

# supporting your work

The work is important. The challenges are significant.  
What resources do you have for support?

## What are the biggest challenges in your nonprofit HR work?



\* including responsibilities outside of the scope of HR

\*\* External support for my work (not enough opportunities to learn, network, and develop my skills)

\*\*\* Internal support for my work (not enough HR staff or support for HR initiatives)

## How much money was dedicated within your organization to helping you develop your HR skills in 2010?



*“ There is little funding for staff development, and never enough time to implement good initiatives. ”*

## Other than Idealist, what resources are helpful to you?

HR PANO (NYC-based organizations)  
[www.hrpano.net](http://www.hrpano.net)

Inside NGO (international relief/development organizations)  
[www.insidengo.org](http://www.insidengo.org)

Compasspoint  
[www.compasspoint.org](http://www.compasspoint.org)

ASAE (for associations)  
[www.asaecenter.org](http://www.asaecenter.org)

Minnesota Council of Nonprofits  
[www.minnesotanonprofits.org](http://www.minnesotanonprofits.org)

Society for Human Resources Management  
[www.shrm.org](http://www.shrm.org)

*“ It’s challenging to get sound (legal & otherwise) advice on HR issues. ”*

*“ Financial factors make professional development difficult. ”*

# about idealist

With more than 60,000 organizations and a million registered users, Idealist.org is the leading site for posting and finding nonprofit and social enterprise jobs, internships, and volunteer opportunities.

## Most popular jobs on Idealist, by title, in 2010

**executive director**  
**director of development**  
administrative assistant  
development associate  
executive assistant  
program manager program coordinator  
office manager program assistant

## Job postings in 2010 (top 5)

<b>● By State</b>	<b>total</b>
New York	14,520
District of Columbia	6,754
Massachusetts	4,813
California	4,372
Illinois	1,588
<hr/>	
<b>● By Job Function</b>	<b>total</b>
communications	7,224
advocacy	6,907
fundraising	6,338
management	4,187
marketing	4,175
<hr/>	
<b>● By Organization Type</b>	<b>total</b>
education	13,221
youth	12,545
health & medicine	6,011
community development	4,483
housing & homelessness	4,381

## Idealist has:

**100,000 visitors a day and over 20 million page views a month**

**Free Email Alerts** that notify hundreds of thousands of people when new listings are posted that match their interest and location

**Tools for career development**, including the Idealist Guide to Nonprofit Careers, a free book that anyone can download at [www.idealism.org/careers](http://www.idealism.org/careers)

**A series of 20 Graduate School Fairs** in cities across the country for people who want to pursue careers for the public good, at [www.idealism.org/gradfairs](http://www.idealism.org/gradfairs)

*Founded in 1995 and based in New York City and Portland, Oregon, Idealist is a 501(c)(3) organization that connects people, organizations, and resources around the world. We hope to see you on [www.idealism.org](http://www.idealism.org) soon!*

