Voices from the Sector 2013 Nonprofit Report
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*New for 2013: one-page summaries of the cities and areas of focus most represented by our respondents.
Key findings

For the third straight year, we reached out to the organizations in the Idealist community to ask about their financial situations, recruitment plans, compensation projections, and internal processes for the year ahead.

Are we stable or stagnant? Is the glass half full or half empty? It may depend on your perspective.

The more positive responses indicated that the sector is stable—people are hiring, funding is becoming more reliable, and organizations have adapted to serving their communities in an unpredictable economy.

However, the data may also reflect a sector that has plateaued. Hiring is steady, but not growing significantly; salaries are mostly stagnant; and relatively few organizations described their compensation package as “competitive.”

We hope you find this report useful, and look forward to your feedback.

Funding

- 34% of organizations believe their funding will not change this year—a number nearly identical to 2012.

Staffing and hiring

- 46% of organizations are planning to maintain staff size—the same as last year.
- Fundraising professionals continue to be some of the most sought-after candidates, and fundraising positions some of the most challenging to fill.
- While the majority of hiring managers use email and spreadsheets to organize applications, over 20% are now using specialized applicant-tracking software.
- Organizations overwhelmingly report that attracting the right pool of candidates and getting them to follow instructions are the toughest recruitment challenges.

Compensation

- 30% of organizations foresee no changes to staff salaries this year. 25% are planning increases of 1–2%.
- 38% feel insurance coverage is the greatest strength of their compensation package, while only 20% feel salary is.
Who are you?
An overview of the 800 organizations who took our survey

“We have] great morale, long-term employees, and amazing people who truly care about their jobs.

We offer meaningful, impactful work.

Government funding is very uncertain, and we’ve seen a reduction in corporate giving.

Funders and foundations are narrowing what types of services they will fund.
Where are you located?

- New York: 18%
- California: 13%
- District of Columbia: 10%
- Massachusetts: 9%
- Pennsylvania: 6%

(all other states: 11%)

What's the focus of your organization?

- Education: 22%
- Health & medicine: 10%
- Environment: 6%
- Youth: 7%
- Community development: 5%
- Arts, culture, & museums: 7%
- Law & legal assistance: 3%
- Civic engagement: 2%
- Human rights & civil liberties: 4%
- Library or resource center: <1%
- LGBTQ: <1%
- Volunteerism: <1%
- Women’s issues: 5%
- Housing & homelessness: 4%
- Disaster relief: <1%
- Animals: 1%
- Religion & spirituality: 2%
- Research & science: 2%
- Economic development: 3%
- Foundation: 3%
- Mental health: 3%
- Immigration & refugee issues: <1%
- Veterans’ issues: <1%
- International/foreign affairs: 2%
- Seniors & retirement: 2%
- Membership/association of nonprofits: 3%

(clic the "more info" buttons for one-page summaries of select cities and focuses)
Which of the following best describes your role at your organization?

- 35% HR/operations
- 28% Executive director/CEO
- 10% Programs/direct services
- 9% Administration/support
- 5% Accounting/finance
- 4% Fundraising
- 4% Communications
- 3% Board member
- 1% Technology
- 1% Volunteer

How many people (including you) work in your HR department?

- 56% We don’t have an HR department
- 18% 1 person
- 15% 2 people
- 6% 3-4 people
- 2% 5-7 people
- 1% 8-10 people
- 2% 11+ people

In which areas do you need more support or professional development?

1. Hiring and retention (20%)
2. Compensation issues (25%)
3. Strategic planning and decision-making (27%)
4. Performance evaluations (32%)
5. Professional development for staff (44%)
6. Succession planning (34%)
7. State & federal compliance, laws & regulations (16%)
It’s important to know that the nonprofit sector can be different. Job expectations can vary—especially at small nonprofits where jobs overlap and everyone pitches in at different times.

We need to build our brand to attract more candidates proactively.

Our leadership hasn’t always been as strategic about hiring as they could be.

[I wish] applicants would read the screening questions and answer honestly.
If you plan to hire this year, which position(s) will you be trying to fill?

- Programs/direct services: 53%
- Administration/support: 31%
- Professional degrees: 27%
- Accounting/finance: 13%
- HR/operations: 9%
- Communications: 15%
- Executive: 9%
- Technology: 10%

What are your plans for staffing in 2013?

- Maintain current level: 46%
- Hire 1-5: 41%
- Hire 6-10: 4%
- Hire 11-20: 1%
- Hire 21-40: <1%
- Hire 41-80: <1%
- Hire 81+: 2%
- Reduce: 5%

When screening applicants coming from another sector, how important is prior nonprofit experience (job, internship, volunteer work)?

- Not important: 24%
- Important: 76%
Which of the following do you find the most challenging aspect of recruiting?

- Conducting meaningful interviews: 10%
- Scheduling, tracking, & communicating with applicants: 11%
- Working with the hiring team/manager and internal decision-making process: 14%
- Writing the job description; posting/advertising in the right place(s): 18%
- Too many or too few applicants; applicants not following instructions: 47%

"The most difficult part of recruiting is proactive candidate sourcing—not just posting a job and waiting for applicants, but seeking out the person that we want to hire and attracting them to the job. This seems to be the way to go when you’re competing for top talent."

"We do team interviews, so scheduling is always a challenge."

"A lot of people do not have experience conducting hiring searches, so the process includes educating your own staff while running the process."

"No one person in our organization has the “savvy” to be sure we are selecting the best candidates."
How long does it typically take you to schedule first interviews once a position’s been posted?

- 16% <2 weeks
- 23% 3 weeks
- 27% 4 weeks
- 9% 5 weeks
- 13% 6 weeks
- 4% 7 weeks
- 8% >2 months

How long does it typically take you to make an offer to a candidate once the interview process is over?

- 12% <24 hours
- 44% 2-3 days
- 15% 4-5 days
- 18% 1 week
- 11% >2 weeks

What's the primary tool you use to organize candidate applications?

- 42% Email
- 29% Spreadsheet (Excel, etc.)
- 12% Applicant tracking system built in-house
- 8% Online spreadsheet (Google Docs, etc.)
- 7% Customized tool/database designed specifically for applicant tracking
- 2% Customer relationship management (CRM) tool (Salesforce, NetSuite, etc.)
Compensation

We are more competitive with our lower-level positions and less competitive with our executive team.

[There’s a] lack of candidates with experience; or if they have experience, we can’t afford the salaries they seek.

[There are] lower salaries than in the for-profit sector. It’s difficult to find [candidates with] expertise, the willingness to ‘do more with less’ and get their hands dirty, and a connection with the mission.
What’s your plan for staff salaries in 2013?

- 16% unsure
- <1% decrease
- 31% stay the same
- 25% increase 1-2%
- 26% increase 3-5%
- <1% increase 6-7%
- <1% increase 8-9%
- 1% increase 10%+

This year (or your next benefits plan year), do you expect your health insurance costs per staff member to:

- 3% decrease
- 44% stay the same
- 17% increase -5%
- 23% increase 5-10%
- 8% increase 11-15%
- 3% increase 16-20%
- 1% increase 21-25%
- 1% increase 26%+

How do you feel about the total compensation package you currently offer staff?

- 7% We are not sure where we stand
- 18% We are unable to be more competitive
- 17% We have the potential to be more competitive
- 37% We are on par with nonprofits similar to ours
- 17% We are leaders and highly competitive within the nonprofit sector
- 4% We are leaders and highly competitive across all sectors
Our entire package is reasonably strong, but we offer a flexible work schedule that’s hard to beat.

While our benefits are highly competitive, our salaries are low when compared with similar nonprofits.

Which do you feel is the most attractive component of your total compensation package?

- 38% Insurance coverage (medical, dental, disability, etc.)
- 21% Salary
- 9% Retirement/pension plan
- 32% Vacation time

Now that college grads can stay on their parents’ insurance, more seem to be interested in the salary.

Which of the following is the most attractive perk of your workplace?

- 40% Scheduling flexibility/flextime
- 18% Office location
- 16% Workplace environment (open space, separate offices, ergonomic work stations, bright, etc.)
- 14% Other
- 8% Telecommuting
- 2% Work tools (nice equipment, latest tech, innovative materials, etc.)
- 1% Office amenities (gym, cafeteria, on-site dry cleaning, etc.)
- 1% On-site childcare
About Idealist

Idealist is a 501(c)3 organization that connects people, organizations, and resources around the world. With more than 78,000 organizations on the site and a million unique visitors a month, Idealist.org is the leading website for posting and finding nonprofit and social enterprise jobs, internships, and volunteer opportunities.

Find tools, information, and inspiration to help land and love your social impact career on the new IdealistCareers.org. Connect with the nonprofit HR community at IdealistHR.org.

Numbers refer to total job postings in 2012

<table>
<thead>
<tr>
<th>Top 5 states</th>
<th>Top 5 job functions</th>
<th>Top 5 areas of focus</th>
<th>Top 10 job titles</th>
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<tbody>
<tr>
<td>New York</td>
<td>Teaching</td>
<td>Education</td>
<td>Director of Development</td>
</tr>
<tr>
<td>18,696</td>
<td>16,328</td>
<td>19,761</td>
<td>Teacher</td>
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<tr>
<td>District of Columbia</td>
<td>Advocacy</td>
<td>Youth</td>
<td>Executive Director/CEO</td>
</tr>
<tr>
<td>8,072</td>
<td>11,846</td>
<td>17,072</td>
<td>Program Management</td>
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<td>California</td>
<td>Fundraising</td>
<td>Community development</td>
<td>Administrative Assistant</td>
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<tr>
<td>7,260</td>
<td>11,817</td>
<td>7,172</td>
<td>Development Associate</td>
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<td>Massachusetts</td>
<td>Administration</td>
<td>Environment</td>
<td>Program Assistant</td>
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<td>6,833</td>
<td>11,359</td>
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<td>Pennsylvania</td>
<td>Project management</td>
<td>Human rights &amp; civil liberties</td>
<td>Executive Assistant</td>
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<td>2,160</td>
<td>10,226</td>
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<td>Director of Finance</td>
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<td></td>
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<td>Project Management</td>
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For more information, contact Kara Montermoso: kara@idealist.org
New York City

Compared to 2012, do you expect your funding in 2013 to:
- Increase: 37%
- Decrease: 18%
- Stay the same: 27%
- Unsure: 18%

How do you feel about the total compensation package you currently offer staff?
- 6% We are not sure where we stand
- 18% We are unable to be more competitive
- 21% We have the potential to be more competitive
- 35% We are on par with nonprofits similar to ours
- 15% We are leaders and highly competitive within the nonprofit sector
- 5% We are leaders and highly competitive across all sectors

What’s your plan for staff salaries in 2013?
- Decrease: 1%
- Stay the same: 25%
- Unsure: 24%
- Increase 1-2%: 19%
- Increase 3-5%: 28%
- Increase 6-7%: 0
- Increase 8-9%: 0
- Increase +10%: 3%

If you plan to hire this year, which position(s) will you be trying to fill?
- 38% Administration/support
- 27% Accounting/finance
- 23% Fundraising
- 19% Communications
- 17% Executive
- 17% HR/operations
- 13% Technology
- 21% Professional degrees
- 47% Programs/direct services
San Francisco Bay Area

Compared to 2012, do you expect your funding in 2013 to:
- Increase: 51%
- Decrease: 21%
- Stay the same: 28%
- Unsure: 0%

How do you feel about the total compensation package you currently offer staff?
- 10% We are not sure where we stand
- 10% We are unable to be more competitive
- 15% We have the potential to be more competitive
- 39% We are on par with nonprofits similar to ours
- 21% We are leaders and highly competitive within the nonprofit sector
- 5% We are leaders and highly competitive across all sectors

What’s your plan for staff salaries in 2013?
- Decrease: 0%
- Stay the same: 23%
- Unsure: 13%
- Increase 1-2%: 21%
- Increase 3-5%: 43%
- Increase 6-7%: 0%
- Increase 8-9%: 0%
- Increase +10%: 0%

If you plan to hire this year, which position(s) will you be trying to fill?
- Programs/direct services: 61%
- Administration/support: 29%
- Fundraising: 35%
- Executive: 13%
- Professional degrees: 23%
- Accounting/finance: 6%
- Communications: 10%
- HR/operations: 10%
- Technology: 3%
Education

Compared to 2012, do you expect your funding in 2013 to:

- Increase: 41%
- Decrease: 22%
- Stay the same: 24%
- Unsure: 13%

How do you feel about the total compensation package you currently offer staff?

- 11% We are not sure where we stand
- 21% We are unable to be more competitive
- 16% We have the potential to be more competitive
- 32% We are on par with nonprofits similar to ours
- 17% We are leaders and highly competitive within the nonprofit sector
- 3% We are leaders and highly competitive across all sectors

What’s your plan for staff salaries in 2013?

- Decrease: 0%
- Stay the same: 25%
- Unsure: 20%
- Increase 1-2%: 28%
- Increase 3-5%: 23%
- Increase 6-7%: 1%
- Increase 8-9%: 0%
- Increase +10%: 3%

If you plan to hire this year, which position(s) will you be trying to fill?

- Programs/direct services: 43%
- Professional degrees: 31%
- Fundraising: 32%
- Administration/support: 24%
- HR/operations: 12%
- Accounting/finance: 18%
- Technology: 12%
- Communications: 18%

Voices from the Sector  Education | 19
Health & medicine

Compared to 2012, do you expect your funding in 2013 to:

- Increase: 45%
- Decrease: 10%
- Stay the same: 39%
- Unsure: 6%

How do you feel about the total compensation package you currently offer staff?

- 2% We are not sure where we stand
- 23% We are unable to be more competitive
- 14% We have the potential to be more competitive
- 37% We are on par with nonprofits similar to ours
- 22% We are leaders and highly competitive within the nonprofit sector
- 2% We are leaders and highly competitive across all sectors

What’s your plan for staff salaries in 2013?

- Decrease: 0%
- Stay the same: 25%
- Unsure: 14%
- Increase 1-2%: 22%
- Increase 3-5%: 39%
- Increase 6-7%: 0%
- Increase 8-9%: 0%
- Increase +10%: 0%

If you plan to hire this year, which position(s) will you be trying to fill?

- Programs/direct services: 51%
- Professional degrees: 32%
- Administration/support: 46%
- Fundraising: 30%
- HR/operations: 11%
- Executive: 11%
- Accounting/finance: 16%
- Communications: 11%
- Technology: 12%

Voices from the Sector Health & medicine | 20
Arts, culture, & museums

Compared to 2012, do you expect your funding in 2013 to:
- Increase: 41%
- Decrease: 25%
- Stay the same: 15%
- Unsure: 19%

How do you feel about the total compensation package you currently offer staff?
- 6% We are not sure where we stand
- 31% We are unable to be more competitive
- 28% We have the potential to be more competitive
- 22% We are on par with nonprofits similar to ours
- 10% We are leaders and highly competitive within the nonprofit sector
- 3% We are leaders and highly competitive across all sectors

What’s your plan for staff salaries in 2013?
- Decrease: 3%
- Stay the same: 41%
- Unsure: 31%
- Increase 1-2%: 16%
- Increase 3-5%: 9%
- Increase 6-7%: 0%
- Increase 8-9%: 0%
- Increase +10%: 0%

If you plan to hire this year, which position(s) will you be trying to fill?
- Fundraising: 40%
- Communications: 27%
- Administration/support: 40%
- Executive: 7%
- HR/operations: 20%
- Accounting/finance: 20%
- Programs/direct services: 40%