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# PROFESSIONALS *for* NONPROFITS

## GOOD NONPROFIT JOB REPORT

NEW JERSEY NONPROFITS - 2011

### What makes some jobs more attractive than others?

### What do job seekers in the nonprofit sector look for in today's job market?

### What helps an organization attract and retain top talent?

During the summer of 2011, Professionals for NonProfits (PNP) surveyed over 6,000 employees and job seekers in the New Jersey nonprofit sector and asked them to answer questions about what factors were most important to them in their jobs. Nearly 1,000 responded and this report reflects what they shared. We believe their responses are significant and worth our attention.

### WHY DOES IT MATTER?

This report is not merely about job satisfaction. These findings are about developing an organizational environment that provides employees with meaningful policies and benefits, understanding the changing needs in the workforce, building staff who are valuable and valued, and responding effectively to competition for talent in the marketplace.

Over the next five years, organizations will continue to face up-hill challenges to recruit and retain top talent in highly competitive environments and with limited resources. Knowing what matters most to current and prospective employees allows an organization's leadership to develop strategies and policies that use their resources effectively to attract and retain the staff they need.

**Employers** can use this report to determine if their organization provides what current and prospective employees seek in an organization to remain engaged in their jobs.

**Employees** (and that includes all of us) can read this report to confirm what is meaningful to colleagues and co-workers in the workplace we share, and use this information as a guide in making decisions about jobs and job offers.

### Survey Respondents Were:

- 25% Executives
- 36% Middle managers
- 39% Support staff

- 66% Female
- 34% Male

- 9% Under 25 years old
- 71% 25 to 49 years old
- 20% 50 plus

- 61% Graduate level studies
- 37% College graduates
- 2% High school graduates

### Responses Came From:

#### Organization Budget Size:

- 52% < \$5M
- 23% \$5-\$20M
- 14% \$21-\$50M
- 11% Over \$50M

#### Sector Types:

- 38% Social & Human Services
- 30% Education
- 15% Health
- 11% Arts
- 6% Other

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#### PNP New York, NY:

515 Madison Avenue  
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212.546.9091

#### PNP Newark, NJ:

One Gateway Center  
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#### PNP Washington, DC:

1629 K Street, NW  
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## FINDINGS

Survey respondents were asked to rate a long list of issues regarding their jobs in the nonprofit sector. We were most interested in the responses that were marked ESSENTIAL, which indicates what an employee cannot or would not want to “do without” in a job. Since we found that a large number of respondents work in organizations that do not provide what they regard as ESSENTIAL, we believe that many of these employees may not be as fully engaged or as committed to their jobs as they could be — issues that management should consider.

The real value for employers is the information below which compares what many employees rate as ESSENTIAL, or not (on left side), with what their organization provides, or not (on right side).

The following job requirements were rated as ESSENTIAL by the highest number of employees when deciding whether to take or stay at a job. Percents reflect how many respondents found these items to be essential.

Respondents were asked to also indicate if these ESSENTIALS were offered in their current jobs. Percents reflect how many respondents noted that THESE ESSENTIALS ARE NOT OFFERED.

### TOP TEN ESSENTIALS FOR EMPLOYEES

- 63%** Organization must have a compelling mission
- 62%** Respect, trust, support by management
- 59%** Management must communicate a clear vision and direction
- 52%** Organization must be fiscally sound and stable
- 50%** Benefits and salaries must be comparable to similar organizations
- 49%** Office politics must not get in the way of work
- 48%** Hard work and outstanding performance should be recognized and rewarded
- 48%** Job review processes must be fair and consistent
- 45%** Ideas and input from employees should be encouraged
- 41%** Consistent procedures in place for resolving grievances

### NOT PROVIDED BY THEIR CURRENT EMPLOYERS

- 22%** Organization lacks a compelling mission
- 24%** Respect, trust, support from management is not felt
- 63%** Management does not communicate clear vision and direction
- 60%** Organization is not fiscally sound
- 53%** Organization does not offer salaries & benefits comparable to similar organizations
- 77%** Internal politics does interfere with work
- 49%** Hard work and outstanding performance are not recognized
- 59%** Job review processes are not fair or consistent
- 40%** Ideas and input are not encouraged
- 51%** Procedures not in place for resolving grievances

Equally significant is the information regarding what was rated at the bottom of the ESSENTIALS list. The low percents of employees who rated these as ESSENTIAL indicate that these issues may be somewhat desirable but they are not critical to most employees.

Employees noted that these perks, although not highly valued by many, ARE offered to them by their current employers. This does not necessarily mean that these benefits should not be offered, but that others are more ESSENTIAL to employees.

### BOTTOM TEN ESSENTIALS FOR EMPLOYEES

- 4%** Casual dress is allowed
- 13%** Childcare and parental leave are offered
- 14%** Office has windows
- 18%** Organization has good history of staff retention
- 19%** Workplace is attractive
- 19%** Flexible work schedules are available
- 25%** Organization is highly regarded and visible
- 26%** Working independently is encouraged
- 27%** Organizational culture encourages individuality
- 28%** Staff diversity is emphasized

### PROVIDED BY CURRENT EMPLOYER

- 60%** Casual dress is allowed at current job
- 33%** Childcare and parental leaves are offered
- 64%** Have a windowed office
- 42%** Organization has good history of staff retention
- 50%** Work in an attractive workplace
- 52%** Have flexible schedule opportunities
- 30%** Organization is highly regarded and visible
- 49%** Staff can work independently
- 36%** Organization supports individuality
- 59%** Organization recruits staff with diverse backgrounds

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Regardless of the differences and variety in staff composition in organizations across the nonprofit sector, it is critical for managers to develop cultures that motivate and reward all employees. Identifying what matters most to different groups of employees can help managers determine what to offer them to encourage top-level performance and loyalty.

## TOP ESSENTIALS FOR EACH AGE GROUP

Under 25 Years Old	% of Respondents Who Noted This is Essential
Organization has compelling mission	66%
Respect, trust and support from management	64%
Salary and benefits are competitive	63%
Office politics does not get in the way of work	59%
Management provides vision and direction	57%
Atmosphere of innovation and creativity is present	52%
Ideas and input are valued by management	52%
Opportunities for promotion are offered	48%

25-49 Years Old	% of Respondents Who Noted This is Essential
Respect, trust and support from management	63%
Organization is fiscally sound	63%
Organization has compelling mission	62%
Salary and benefits are competitive	58%
Hard work is recognized and rewarded	55%
Management provides vision and direction	54%
Ideas from employees encouraged	49%
Office politics do not interfere	48%

50+ Years Old	% of Respondents Who Noted This is Essential
Management provides clear vision and direction	68%
Organization has compelling mission	64%
Respect, trust and support from management	61%
Fair and consistent review process	55%
Organization is fiscally sound	49%
Salary and benefits are competitive	49%
Office politics do not interfere	47%
Ideas and input are valued by management	47%

## SIGNS OF THE TIMES

**48%** of respondents believe that the difficult economy has made them value and appreciate their current job; **28%** note that the economy has forced them to stay at their current job despite wishing to leave; and **24%** are prompted to seek work in the for-profit sector, including **30%** of under 25 year olds.

**86%** of respondents have been in their current jobs for less than 10 years, and **57%** of that group have less than three years on the job. **14%** have been working in their organization for 10 years or more.

While **30%** found their jobs in the nonprofit sector to be very fulfilling, **52%** feel that their nonprofit careers have been only mildly fulfilling, and **18%** categorize their careers as disappointing.

**49%** expect the next five years in the sector will be challenging but getting much better, but **51%** believe that the sector will not get better soon.

**50%** believe that bold leadership for dramatic change is needed in the sector over the next five years, and another **42%** believe that at least gradual change will be called for. Less than **8%** believe that what is required is continued cut-backs.

**60%** of respondents believe that possessing and demonstrating a high degree of adaptability is and will be the most important skill-set for them in the future.

**71%** of respondents have worked for a for-profit company at some point in their career.

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## DIFFERENCES BY GENDER

% of Respondents Who Noted  
This is Essential

ESSENTIAL JOB REQUIREMENTS	MALE	FEMALE
Organization has compelling mission	59%	65%
Respect, trust and support from management	56%	65%
Management communicates clear vision and direction	56%	60%
Organization is fiscally sound	49%	54%
Salary and benefits are competitive	53%	49%
Politics does not get in the way of work	43%	52%
Hard work & performance are recognized and rewarded	46%	49%
Job review processes are fair and consistent	44%	50%
Ideas and input encouraged	44%	45%
Consistent procedures in place for grievances	35%	44%
Atmosphere of innovation and creativity	40%	32%
Opportunities for promotion	38%	35%
Teamwork and collaboration encouraged	29%	37%

## CHOICES AND PRIORITIES

Respondents were asked to make choices regarding job issues. Here are some of their interesting responses:

**80%** note that if salary offered is less than desired, the most important factor that influences taking a position is good benefits. So when salaries are not competitive, benefits must be.

**39%** would not take a job, even if offered a high salary, if they dislike or distrust the management or governance of an institution.

**57%** say a negative change in compensation would most likely prompt them to leave a job, more than change in work expectations or job description.

**44%** note that the single most important reason in deciding to take a job is being able to make a difference in the organization, but **38%** felt that being able to achieve a healthy work/life balance is the deciding factor for accepting a job offer.

Professional development and training is not in the Top Ten Essentials chosen by NJ employees, but **33%** think it is essential and another **54%** of respondents think it is highly desirable.

**70%** of respondents feel that diversity is highly or somewhat desirable, only **2%** say it is unimportant; **28%** think it is essential.

Only **3%** of respondents in all age groups feel that the issue of office politics is unimportant. More males, **79%**, than females, **69%**, feel that office politics does get in the way of their work.

**18%** rate an organization's history of good staff retention as essential in their decision to take a job; however, **59%** note it to be highly desirable.

Flexible time is checked as unimportant by **29%** of 25 to 34 year olds and **24%** of 35 to 49 year olds. Less than **20%** of any age group rate it as essential.

Child care and parental leave are not in the Top Ten Essentials within any employee category — age, position, or gender.

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### ABOUT PNP

The only staffing firm providing a full array of recruiting services exclusively to the nonprofit sector.

PNP is an ideal partner whether you are searching for outstanding talent for your organization or seeking a job in the nonprofit sector.

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