



STRENGTHEN YOUR PEOPLE.
ACHIEVE YOUR MISSION.

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



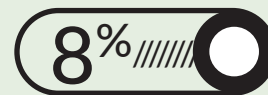
Employees under 30



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

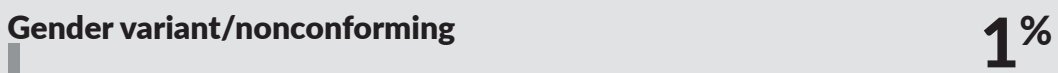
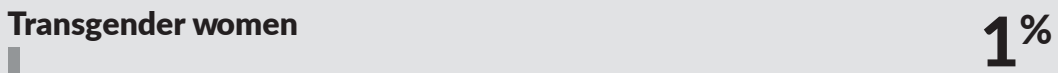
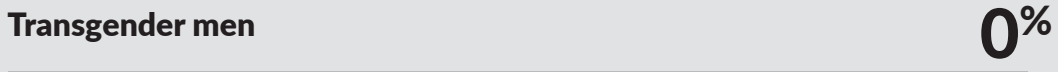
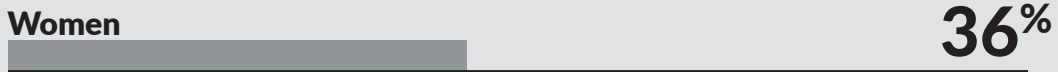
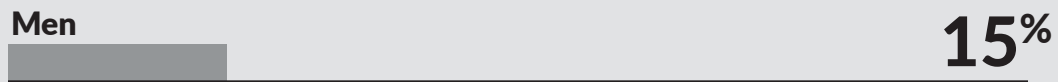


Employees 31-49

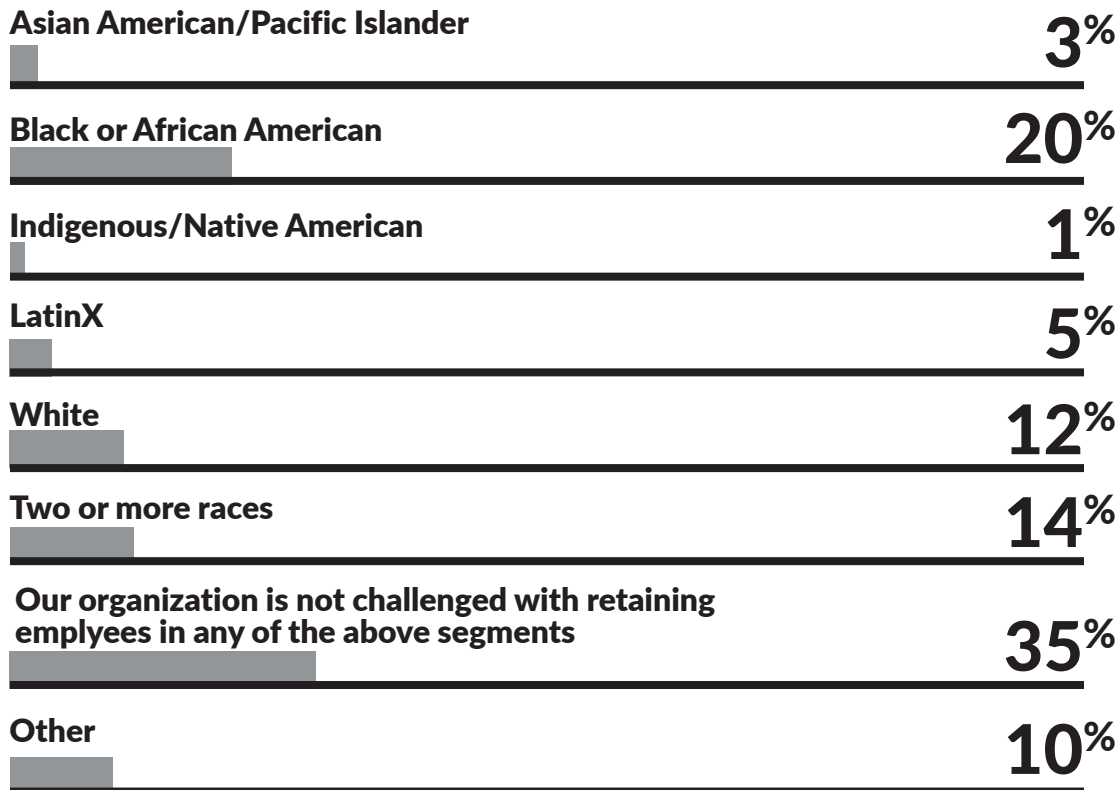


Employees over 50

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

48%

Entry-level staff

40%

Mid-level staff

4%

Senior staff

8%

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

RESPONDENT ORGANIZATIONS THAT HAVE A FORMAL RETENTION STRATEGY

21%

Yes

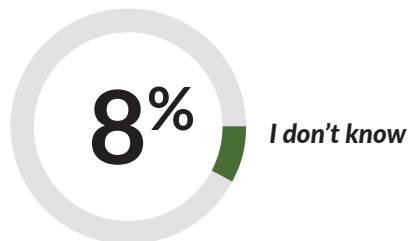
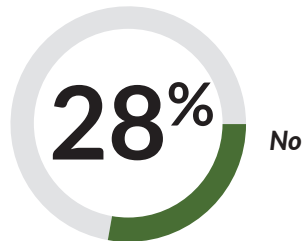
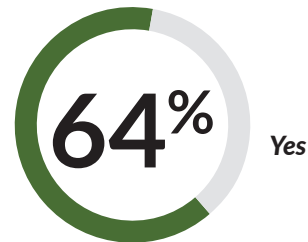
72%

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

2021 turnover percentages for social impact organizations

24% 20% 3%

2020 turnover percentages for social impact organizations

14% 11% 5%

2019 turnover percentages for social impact organizations

21% 17% 5%

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.”

“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

Exit interviews 91%

Stay interviews 33%

Engagement surveys 68%

Culture or climate surveys 51%

Effective onboarding 68%

Recognition programs 63%

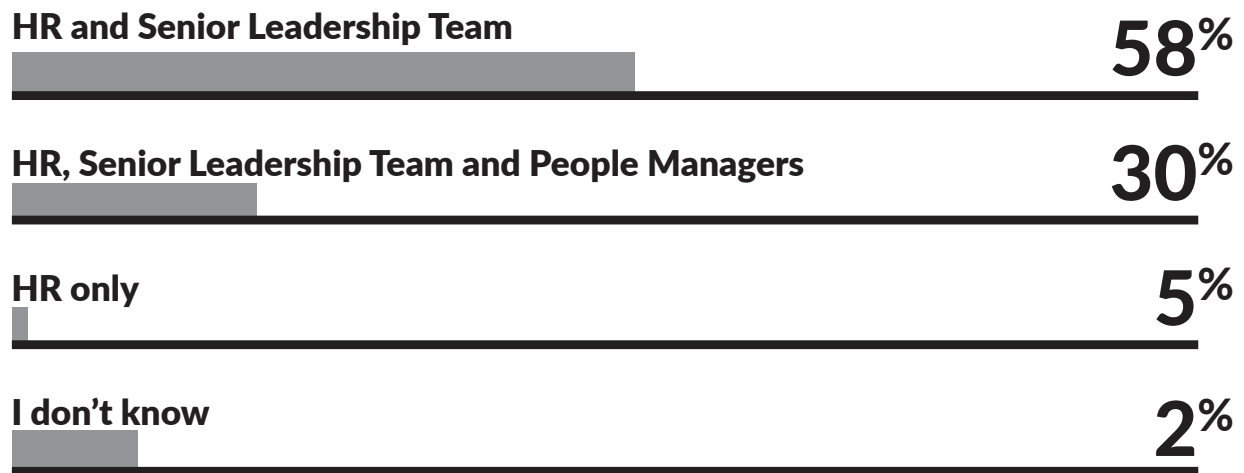
Retention bonuses 25%

Loyalty program 5%

Long-service bonuses 21%

I don't know 2%

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.”



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



“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.”

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

“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

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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.

Visit us online at nonprofithr.com

Does your organization need help creating or strengthening your retention strategy?
Schedule a mini consult: solutions@nonprofithr.com

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