

The Voice of Nonprofit Talent in 2008

Improving recruitment and retention by responding to the needs of nonprofit employees and jobseekers

By Commongood Careers

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Uncommon talent working for the common good

Commongood Careers is an innovative talent partner for the nonprofit sector. Functioning principally as a retained search firm that supports social entrepreneurs with their recruitment and hiring needs at every level of the organizational chart, Commongood Careers also works to provide resources for socially-driven jobseekers and to address talent-related issues throughout the sector.

To this end, Commongood Careers recently developed and distributed a 25-question survey to the 15,000 members of its candidate pool. The survey asked jobseekers to share their attitudes, motivations and challenges in pursuing careers in the social sector. The following report is intended to provide employers with a deeper understanding of what employees prefer and expect from them. This information can help organizations be more effective at recruiting, hiring, developing and retaining talented individuals.

Three major themes emerged in the survey results. The first, *Cultural Connection*, reveals the participants' motivations and values. The second, *Employment Incentives*, explores compensation-related concerns and preferences. Finally, *Career Development* offers a glimpse into their longer-term plans and aspirations.

Theme 1: Cultural Connection

Although most nonprofits consider “candidate fit” with their organizational culture to be one of the most important factors in making a hiring decision, survey results illustrated the degree to which jobseekers also place cultural connectivity above almost all other factors in assessing their job opportunities.

When asked what type of organizational culture they desired, a “collaborative, team-oriented” environment was most prized, with respondents indicating that this was one of their primary reasons for choosing nonprofit over private sector jobs. Demonstrating a “strategic, results-oriented” approach was also essential, as was an effort to engage employees in the development and implementation of that strategy. People want to see, feel and impact results while working in organizations that they believe are effective agents for social change.

Theme 2: Employment Incentives

Although survey participants indicated high levels of tension around “doing good” while also needing to earn a living, they did not want to make substantial trade-offs in the process. While “mission” still ranked first in evaluating job opportunities, “salary” finished second and remained a prevalent theme throughout the survey.

When asked to consider which non-salary benefits were most important to them (other than standard healthcare),

“vacation policies” topped the list, with second place going to “flexible work plans such as 4-day weeks and working from home.” Both factors ranked far above traditional benefits such as dental, vision, performance bonuses, tuition debt support and family leave.

Theme 3: Career Development

Respondents voiced a clear intent to stay in the sector and pursue leadership roles, with 63% indicating a plan to stay in the sector for at least ten more years; 82% saying they wanted to hold a nonprofit executive-level role at some point; and 66% stating that they were ready, or would be soon, to hold an executive position.

When asked what might keep them employed at a single organization for 5-10 years, the top response was “feeling continually challenged by my job.” On the other hand, respondents indicated that the relative absence of career ladders, mentors and professional development might limit their long-term ability to remain in the sector.

Implementing Strategic Responses

Jobseekers agree that the need for change is real, as over 75% of respondents agreed with each of the following statements:

- Organizations must change their *recruitment* practices to *attract* next generation leaders.
- Organizations must change their *employment* practices to *retain* next generation leaders.
- Organizations must do more to *professionally develop* future nonprofit leaders *from within*.

To provide some ideas for nonprofits looking to put this information to work, the following strategies are offered:

1. Define and publicly share a statement about your organization's unique culture and values.
2. Define your “employer brand” and leverage your marketing resources in your hiring efforts.
3. Develop a proactive, year-round commitment to recruiting and informational interviewing.
4. Consider “re-scaling” growth plans for increased salaries across fewer, higher-level employees.
5. Stay current with evolving salary trends and maintain your competitiveness in compensation.
6. Get creative with benefits, offering more flexibility with vacation time and employment arrangements.
7. Build career ladders for every employee, identify successors, and promote employees regularly.
8. Challenge and develop employees through in-house training programs and mentoring opportunities.



Commongood Careers is a retained nonprofit search firm that was founded in 2005 and is dedicated to supporting social entrepreneurs with their recruitment and hiring needs at every level of the organizational chart. Commongood Careers also focuses on providing resources for socially-driven jobseekers and addressing talent-related issues throughout the sector.

In pursuit of these goals, Commongood Careers offers individualized, engaged services to organizations and jobseekers throughout the hiring process, as well as access to a wealth of knowledge about nonprofit careers. Ultimately, Commongood Careers envisions a social sector that is unencumbered by talent-related challenges and thereby able to pursue its valuable work with greater capacity, effectiveness and impact.

Over the past year, Commongood Careers completed 200 searches in 20 states for 50 leading nonprofits, filling positions that ranged from administrative assistants to executive directors and included every functional area. To help fill these roles, Commongood Careers leveraged its national talent network of universities and strategic partners while conducting ongoing recruitment efforts at over a hundred events, conferences and career fairs. Commongood Careers is proud to have a 95% successful hire and retention rate, with 55% of those roles filled by candidates of color.

In working to support jobseekers over the past year, Commongood Careers has conducted over 100 one-on-one advising sessions and presented 50 candidate training workshops at graduate schools and career fairs around the country. In addition, the organization has authored various “how-to” articles for dissemination through our content-distribution partners and built a free online resource center.

Creating a new avenue for impact in these areas, the following report is the first in what is intended to be an annual effort to collect and share talent-related knowledge throughout the sector. Contributing authors include Kevin Flynn, Dana Hagenbuch, Kevin Kovaleski, Cassie Scarano and James Weinberg.

For more information, please visit us on the web at www.cgcareers.org or feel free to contact us through email at info@cgcareers.org.

Survey Participants: Over the past two years, Commongood Careers has built a jobseeker community of over 15,000 individuals, developed both through applications to its clients’ managed searches and direct recruiting at graduate schools and career fairs around the country. Given the unique nature of Commongood’s clients, these individuals are likely to have a particular interest in educational and/or socially entrepreneurial organizations. This group was also skewed from a geographic perspective, with 67% from the East Coast, 19% from the Central region, and 14% from the West Coast. Beyond these factors, the survey participants represent a fair cross-section of talent in the sector:

Participant Demographics: (all self-identified)

- **Gender:** 70% female; 30% male
- **Ethnicity:** 70% White; 30% Black/Latino/Asian
- **Age:** 41% under 30; 23% age 30-40; 36% over 40
- **School:** 95% college grads; 56% post-grad degrees
- **Seniority:** 29% entry-level employees; 33% mid-level; 24% senior-level; 14% executive-level
- **Overall Experience:** 32% with 0-5 years of work, 32% with 5-15 years, 36% with over 15 years
- **Nonprofit Experience:** 56% with 0-5 years in-sector work, 28% with 5-15 years, 16% with over 15 years
- **Employment Status:** 82% active jobseekers

Survey Questions: Commongood Careers developed a ten-minute survey that was distributed via email to the 15,000 members of our talent database. With a response rate of almost 12%, a total of 1,750 individuals responded to the survey, representing a statistically significant sample. Of the 25 questions on the survey, 13 were qualitative assessments of participants’ attitudes toward nonprofits and careers in the sector. Some of these questions asked people to select the three options (out of ten possibilities) which best personified their feelings. Other questions asked participants to state the level at which they agreed (on a scale of 1-5) with a series of statements. The final 12 questions were optional demographic questions included to learn more about the participants.

The survey questions were designed to explore specific issue areas for nonprofit jobseekers, such as:

- Motivation for wanting to work in the sector
- Factors when considering different jobs
- Ideal characteristics of organizational culture
- Opinions on different forms of compensation
- Plans for their overall career trajectories
- Drivers to stay at an organization for 5-10 years
- Concerns about sustaining a nonprofit career

This may be the most crucial time in the history of the nonprofit sector to study, discuss and address talent-related issues. Just as it has become increasingly evident that the sector as a whole is facing an unprecedented imbalance between the supply and demand of talent, individual organizations are struggling without suitable resources to manage a major inter-generational transition. The result is an exceptionally tight and complex nonprofit labor market. Some of the factors driving these dynamics include:

- **Sector Growth:** The IRS reports that almost 100 new nonprofits are formed every day. According to the *Leadership Deficit*¹ by the Bridgespan Group, the number of nonprofit organizations has increased by 300% in the past two decades and will continue to develop at this rate in the decades to come. The sector now employs about 10% of the US workforce. As the sector grows to play an increasingly prevalent role throughout society, its need for talent grows proportionately.
- **For-Profit Competition:** The nonprofit and for-profit sectors are rapidly converging, most notably through the rise of both social entrepreneurship and corporate social responsibility. Although these changes are resulting in exceptionally positive innovations throughout society, they are also bringing leaders from both sectors into direct competition for a limited pool of talented, socially-conscious professionals. Unfortunately, in the “war for talent,” nonprofits are poorly matched in terms of financial resources and recruiting expertise. This is true for emerging students as well as those already in the sector, as a survey by Young Nonprofit Professionals Network² indicates that 45% of its members intend to pursue for-profit jobs.
- **Generational Leadership Change:** As the Baby Boomers enter retirement, a large number of new leaders are needed to step into leadership roles. This is particularly problematic for nonprofits, where few resources have been devoted to succession plans or leadership development. As Gen-X, Gen-Y and Millennials grow within the workforce, they bring new expectations, work styles, motivations and aspirations. As illustrated in the Annie E. Casey Foundation’s report *Up Next*³, understanding and valuing the characteristics of younger generations is paramount to the future of nonprofit leadership.

Unfortunately, most nonprofit organizations are ill-equipped to address such challenges, evidenced by the fact that only 13% of nonprofits have full-time positions dedicated to human resources, as reported in the CompassPoint report *Help Wanted*.⁴

Much of the reason for this shortage of human resources function stems from the traditional relationship between foundations and grantees, in which organizational “overhead” is almost completely cut to maximize direct spending on programs. Deeming HR as expendable for decades has yielded deeply entrenched misperceptions about the role and importance of this function within healthy organizations. The absence of nonprofit HR has led to ineffective recruiting, poor hiring decisions, high turnover, unbalanced compensation systems, ineffective staff management and dissatisfied employees who are not supported in their development. The long-term costs of this trade-off have far outweighed the payroll savings.

There are, however, emerging trends that suggest a more promising outlook. First, more funders are supporting overhead expenses and encouraging grantees to invest in human resources; groups like New Profit, Inc. and Emerging Practitioners in Philanthropy have taken a leadership position in this area. Second, over the past ten years, the number of undergraduate and graduate students expressing an interest in social sector careers has been rising rapidly, as the Corporation for National & Community Service has observed. Third, although many Baby Boomers are leaving nonprofits, many more are retiring from the private sector and are looking for ways to have social impact through “Encore” careers, a phrase coined by Civic Ventures. Fourth, the cross-over of business people and practices is infusing the sector with leaders who understand that an organization is all about its people. Finally, organizations are starting to band together to pool resources and take collective action through efforts like the Nonprofit Workforce Coalition.

If nonprofits are going to respond to these challenges and capitalize on these opportunities, organizations must become significantly better at recruiting and hiring talent, as well as developing and retaining existing leadership. Such improvements demand an adept understanding of what nonprofit professionals currently want and expect from their employers.

This report represents the first annual talent survey by Commongood Careers. The intent of this effort is to provide nonprofit employers with real-time data about the perspectives and motivations of jobseekers so that they can ultimately make smarter decisions and be more competitive in attracting and retaining talent. This report will also provide suggested strategies for responding to the data and instituting best practices.

In closing, if informed changes and strategic investments can be made by nonprofits today, then the sector and its workforce can continue to grow and flourish tomorrow.

1: Tierney, Thomas, "The Nonprofit Sector's Leadership Deficit," The Bridgespan Group, 2006.
 2: Solomon, Josh and Yarrow, "Stepping Up or Stepping Out: A Report on the Readiness of Next Generation Nonprofit Leaders," Young Nonprofit Professionals Network, 2007.
 3: Kunreuther, Frances, "Up Next: Generation Change and Leadership at Nonprofit Organizations," Annie E. Casey Foundation, Executive Transitions Series, Volume 4, 2005.
 4: Peters, Jeanne and Fernandopulle, Masaoka, Chan and Wolfred, "Help Wanted: Turnover and Vacancy in Nonprofits," CompassPoint Nonprofit Services, 2002.

In order to be competitive in recruiting and retaining talent, organizational leaders must understand the motivations, priorities and strategies that drive today's nonprofit professionals. As the following results demonstrate, this requires the development of innovative responses to the array of competing needs that exist within prospective and current employees.

Three major themes emerged in studying the survey results. The first theme, *Cultural Connection*, reveals the motivations and values of today's nonprofit talent. The second, *Employment Incentives*, brings to light the compensation-related concerns and opportunities that factor into an individual's employment decisions. Finally, *Career Development* offers a glimpse into the longer-term plans and aspirations of survey participants.

THEME 1: CULTURAL CONNECTION

It is well known that "organizational culture" – as characterized by factors such as an organization's values, attitudes, demographics and work style – is a major component of nonprofit identity and perhaps the single most important factor for hiring managers when evaluating potential employees. This study found that jobseekers also place a high value on an overall sense of cultural connection. Several cultural elements stood out as favorites among the survey participants.

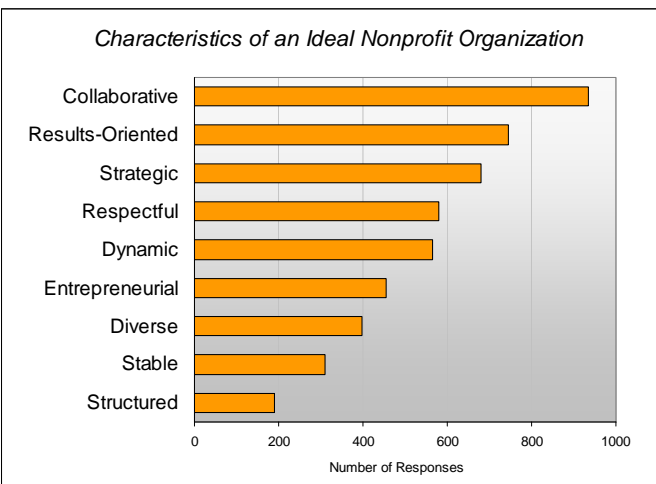


Figure 1: "Which adjectives best describe the most important characteristics of an organization at which you would want to work?" (Choose up to three.)

When asked to rank-order several potential characteristics of an organization in which they would most like to work (Figure 1), survey participants overwhelmingly prioritized a "collaborative" culture. In response to other questions, "collaborating with colleagues who share my values" and the ability to "work in an office environment that is team-oriented" were also identified as key factors job satisfaction. Respondents clearly indicated that they would rather collaborate with their colleagues than compete against them.

The second and third place characteristics of an ideal organizational culture were "results-oriented" and "strategic." It was particularly revealing to see that these factors had trumped traditional nonprofit attributes such as "respectful" and "dynamic" cultures. In further support of this trend, almost 50% of respondents listed "evidence of an organization's effectiveness and impact" among their top three responses when asked what elements were most important to them in evaluating different job opportunities (the organization's mission and the job's salary were the other top three picks). Finally, 59% of participants stated that "believing in the strategic direction of the organization" was one of the most essential contributors to their decision to potentially stay employed at a single organization for 5-10 years.

"My ideal organization would be vision-driven, goal-focused, and people-centered."

Today's nonprofit jobseekers gravitate toward organizations that work collaboratively as effective agents for social change. They want to be involved in setting the strategic direction and they want to see, feel and impact the organization's results. Survey findings suggest that participants felt organizations should develop the collaborative and strategic aspects of their cultures and effectively communicate those elements during all stages of the recruiting and hiring processes. Survey respondents viewed informational interviewing as an integral aspect of their search, with 62% citing "professional networking with people I know" as a very important resource that was second only to the use of online job boards to find positions. Organizations must leverage this opportunity to communicate the important aspects of their unique culture to jobseekers during an ongoing recruitment process.

THEME 2: EMPLOYMENT INCENTIVES

Almost all of the 12 million people working in the U.S. nonprofit sector face a fundamental tension between their desire to "do good" and their need to earn a living. This struggle, coupled with organizational resource constraints, is a long-standing and well-recognized problem in the sector. Inability to meet employee salary demands is one of the primary factors driving the following trends: the high number of socially-minded jobseekers who decide not to enter the nonprofit sector or transition out, high numbers of inexperienced managers in the sector, the failure of the sector to retain employees as they start to develop families, and high turnover rates of talented individuals as they hop from one opportunity to another in order to progress along a salary growth line that might be comparable to what they could find at a single company in the private sector.

Now more than ever before, socially-focused professionals are unable and/or unwilling to make trade-offs around compensation to work in the sector. Next-generation leaders face heavier financial burdens than their predecessors, as the costs of education, housing and healthcare continue to skyrocket. When asked what factors drove their hesitations about building long-term careers in the social sector, the overwhelming majority of respondents (70%) listed “salary levels” among their primary areas of concern. The next closest response out of ten possibilities, at 38%, was “fears about burn-out or lack of work-life balance.” When asked about the factors impacting the evaluation of prospective job opportunities, 55% indicated “salary and benefits.”

As jobseekers are more focused on compensation, the nonprofit sector is facing a growing threat from the private sector as an increasing number of corporations with socially responsible business practices are able to satisfy both the conscience and the financial needs of jobseekers. Nonetheless, the opportunity to connect directly with an organization’s mission still provides nonprofits with a competitive advantage that can be leveraged in recruiting and retaining talent. For example, 62% of respondents listed the “organization’s specific mission and programming” as a top factor in evaluating job opportunities (Figure 2). These factors were followed closely by organizational effectiveness and cultural connection, preferences that were explored in the previous section. In addition, 84% indicated that “work is part of my identity, not just a way to make a living.”

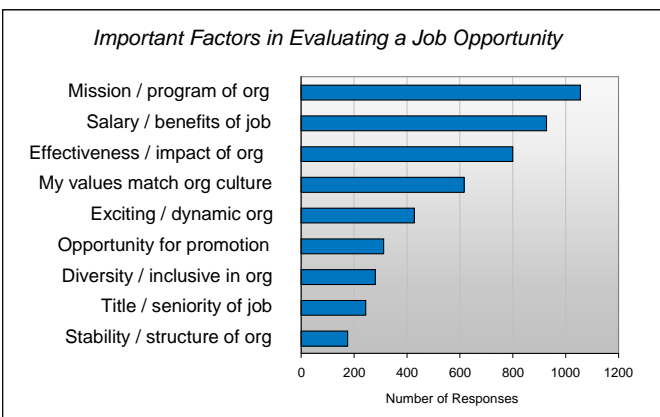


Figure 2: “When considering a particular job in the social sector, which of the following factors are most important to you in evaluating the opportunity?” (Choose up to three.) Full text of options, presented in descending order of response, were: The organization’s specific mission and programming; Salary and benefits; Evidence of the organization’s effectiveness and impact; An organizational culture that mirrors my personal values; An organization that is exciting and dynamic; Opportunity for promotion within the organization; An organization that values diversity and inclusiveness; The job title and position seniority; An organization that is stable and established.

Assuming that nonprofits have a limited capacity to increase salary levels, one survey question was designed to ascertain what forms of compensation beyond salary and healthcare coverage were most important to participants.

The relative importance of different benefit options, displayed below in Figure 3, provides interesting insight into the priorities of today’s nonprofit jobseekers.

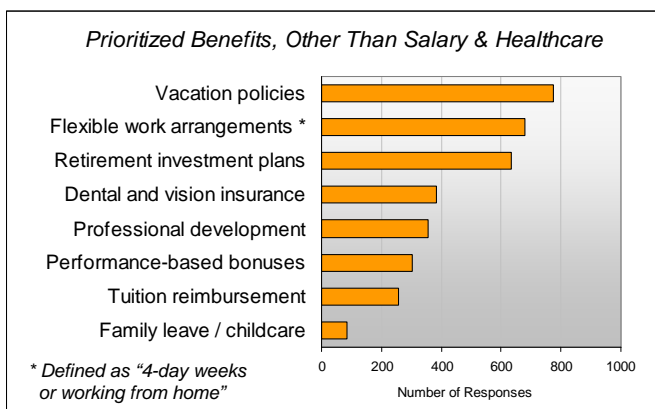


Figure 3: “Besides base salary and healthcare benefits, which of the following aspects are most important to you when considering a compensation package?” (Choose up to three.) Full text of options, presented in descending order of response, were: Vacation policies; Flexible work plans such as 4-day weeks or working from home; Retirement investment plans such as 401(k) or 403(b); Dental and/or vision insurance covered at least 70% by employer; Structured professional development; Performance based bonuses; Tuition reimbursement, support, and/or deferment; Extended family leave and/or childcare benefits.

With 45% of respondents listing “vacation policies” among their top priorities, nonprofits have an opportunity to substantially increase benefits with little or no direct budgetary implications while also countering employee concerns around premature burn-out. The second most popular response, “flexible work plans such as 4-day weeks or working from home” similarly offers a potential low-cost/no-cost employment incentive that will improve the likelihood of retaining employees into and through their family rearing years.

To summarize, although financial resources may be constrained, creative solutions exist that may allow social sector organizations to remain competitive in recruiting and retaining talent.

THEME 3: CAREER DEVELOPMENT

The third and final theme to emerge from the study data involved participants’ career aspirations and the barriers that they were concerned might stand in the way of achieving those goals. Specifically, respondents clearly voiced their intent to pursue leadership roles within the nonprofit sector, but also expressed their need to be continually challenged, mentored and developed.

As illustrated in Figure 4, 63% of respondents indicated an interest in staying employed in the sector for at least another 10 years; 82% said that they want to hold an executive-level role at some point in their careers; and 66% felt that they are either currently ready to hold an executive position or that they would be ready to do so within the next few years.



Figure 4: “Regarding your career, please indicate the extent to which you agree with the following statements.” (Choose only one reply level for each question.) Full text of options were as follows: My work is part of my identity, not just a way to earn a living; I intend to stay in the social sector for at least another 10 years; I want to hold an executive level position at some point in my career; Either now or within the next few years, I will be ready to hold an executive level position; With strong performance, I expect to be promoted at least once every 3 years.

Following several recent studies regarding the sector’s emerging leadership gap, it is encouraging to see such a strong turn-out of jobseekers interested in pursuing nonprofits and leadership roles. Less inspiring, conversely, was the fact that study data confirmed the well-established pattern of nonprofit professionals frequently changing employers to advance their careers. Almost 80% of respondents said that they expected to be promoted at least every three years given strong performance, and a “lack of career ladders” was reported to be one of the top concerns around sustaining a nonprofit career. In the private sector, highly competitive companies often tell employees to “*move up or move out*,” but in the social sector, individuals are more often finding they must “*move out to move up*.” In order to fight high turn-over rates, organizations must create more opportunities for internal talent to rise.

It will take more than just the availability of opportunities, however, to increase the rates of employee satisfaction and retention. With 70% of nonprofits having annual operating budgets of under \$500,000 and fewer than five full-time staff positions, the vast majority of organizations will not be able to offer significant promotions to their staff. To further explore retention factors, the survey asked participants to rank-order a variety of alternatives that would impact their retention, reported in Figure 5.

Sixty-two percent of respondents said that “feeling continually challenged by my job” would be the most important factor to keep them in a single organization for 5-10 years. Other top responses included “believing in the strategic direction of the organization,” “liking the people with whom I work,” and “feeling comfortable in the work culture.”

While nonprofit jobseekers want to feel continually challenged, survey participants also expressed a desire for increased mentoring and professional development. In fact, almost as many people said they wanted a supervisor who served as a mentor as the combined number who said they wanted more tangible benefits like regular promotions, increased vacation days and contributions to retirement savings.

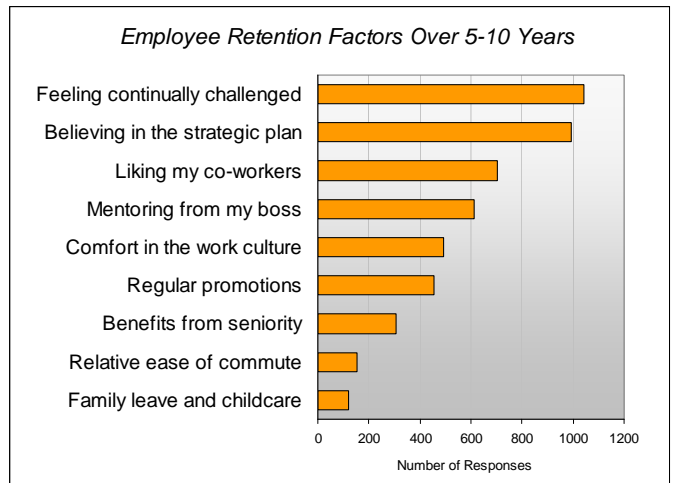


Figure 5: “What would be the most important factors in keeping you employed at a single organization for at least 5 to 10 years?” (Choose up to three.) Full text of options, presented in descending order of response, were: Feeling continually challenged by my job; Believing in the strategic direction of the organization; Liking the people with whom I work; Having a supervisor who acts as a mentor to me; Feeling comfortable in the work culture; Regular promotions; Increases in benefits like vacation days or retirement contributions; Having an easy commute to and from work; Supportive policies for family leave and childcare.

Unfortunately, many respondents were pessimistic about the amount of structured and useful professional development that they might expect to receive in the sector. Only 20% of this group saw “opportunities to develop professional skills” as a motivation for working in the sector, while more said they felt they might need to switch over to the private sector, if only temporarily, in order to build their professional skills. Implementing employee training and development programs, even to a modest and manageable extent, is likely to substantially increase retention. Similarly, demonstrating a commitment to employee development can be a key factor in recruiting talented individuals.

“Recognition, increased responsibility, and leadership opportunities can be just as satisfying as promotions.”

To summarize the most prevalent trends that emerged from the survey, today's nonprofit jobseekers want:

- Collaborative work cultures
- Strategic and results-oriented organizations
- Reasonably competitive salaries
- Flexibility in both vacation and work policies
- Career ladders providing consistent challenges
- Mentoring and professional development

While certainly a challenging list of demands, the benefit of taking action can be dramatic. Jobseekers agree that the need for change is real, as over 75% of respondents agreed that nonprofits *had to immediately change* their recruitment, employment and professional development practices in order to stay competitive in the years ahead.

To provide some ideas for nonprofits looking to put this information to work, the following strategies are offered:

1. Define and share your organization's culture.

Given the importance of cultural fit to jobseekers, have employees develop a description of your values and culture. Focus on the most strategic and results-oriented elements, as well as your collaborative and team-oriented style. Share this document with prospective employees and consider posting it to your website.

2. Define your "employer brand." Many nonprofits have internal and/or external resources dedicated to managing their brand as it relates to their programs and fundraising. Few, however, take the time to identify and codify their brand as it pertains to their place in the hiring landscape. What are the unique characteristics of your organization? What are your competitive advantages when it comes to attracting talent? Define your employer brand and engage marketing strategies to ensure that your brand is communicated through all of your job postings, recruitment tools and hiring systems.

3. Develop a year-round commitment to recruiting.

The best recruitment efforts are conducted proactively on a year-round basis, rather than in reaction to an immediate hiring need. This may include attending local career fairs, building partnerships with graduate schools or having your employees maintain robust peer groups through social networking tools like LinkedIn. Critical to the success of year-round recruitment efforts is having a point person within your organization to do informational interviews and develop a contact management system for tracking candidates.

4. Invest wisely in talent. Consider "re-scaling" your growth plans to allow for increased salaries across fewer, higher-level employees. What would best serve your constituents, 10 "B-level" employees or 8 "A-level" employees? With the savings from those 2 jobs, you may be able to add \$10,000 to the remaining 8 roles.

5. Maintain salary competitiveness. Significantly more nonprofit salary data is being studied and reported by different groups than ever before. For example, a tremendous amount of information is available online through Guidestar, and more organizations are willing to exchange salary data with their peers. Stay continually abreast of salary trends to know where you stand in regard to market averages for compensation.

6. Get creative with benefits. Pick 2-3 non-holiday Fridays and declare them organizational holidays. Offer unpaid summer vacations to those who want it and who you can afford to have out for a few months. Encourage employees to utilize flex-time, the option to work less than 40-hour weeks, or work part-time from home. Invest in your management capacity to maintain performance levels within an increasingly flexible office.

7. Build career ladders. Ensure that every manager is familiar with the personal and professional goals of their direct reports. Have every employee develop a professional development plan. Identify an in-house successor for every position from the administrative assistant to the executive and groom your successors. Expect to promote or expand the responsibilities of every employee at least once every 2-3 years. If there is no room to do so, help them to smoothly move on to roles at other organizations.

8. Challenge and develop your employees. Grow your own leaders rather than buying them in the competitive marketplace. Build in-house training programs unique to your organization and look to partners, funders and peer organizations for collaborative support. Find out what "hard" and "soft" skills your employees want to develop and challenge them to acquire those capabilities. Host a guest speaker series or a brown-bag lunch to expand your employees' vision of the landscape.

Today's socially focused jobseekers want to be engaged, leveraged, valued and supported. By listening to them and pursuing creative solutions to ensure their satisfaction, your organization will remain competitive in recruiting and retaining great nonprofit talent!