



AMERICAN HUMANICS

*Initiative for
Nonprofit
Sector Careers*

Workforce Issues in the Nonprofit Sector

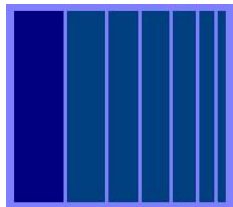
*Generational leadership
change and diversity*



By R. Patrick Halpern

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February 2006

(Includes research released through January 2006)

Acknowledgements

American Humanics and Patrick Halpern would like to thank all of those who contributed to this project. The input of the following persons was particularly helpful: Robert Ashcraft, Arizona State University; Russ Cargo, Virginia Tech; Shelly Cryer, consultant to American Humanics; Norm Dolch, Louisiana State University-Shreveport; Angela Eikenberry, Virginia Tech; Pablo Eisenberg, Georgetown University; Mark Hager, University of Texas-San Antonio; Heather Iliff, Alliance for Nonprofit Management; Kathy Kretman, Georgetown University; Les Lenkowsky, Indiana University; Paul Schmitz, Public Allies; Max Stephenson, Virginia Tech; and Michael Watson, Girl Scouts of America. Additionally, the author would like to acknowledge the considerable editorial assistance provided by Courtney Herron and Jonathon Simcosky.

The author is grateful for the insights provided by many experts in the field of nonprofit sector studies. However, he is solely responsible for the content of this report and any errors contained within it.

A significant amount of research has focused upon the state of the nonprofit sector workforce in recent years. Scholarly and practical publications concerning nonprofit and philanthropic studies have offered numerous accounts of nonprofit workforce and human resource issues. Executive turnover and transition are perhaps the most documented of these matters.¹ Several studies indicate that within the next five years, a significant number – if not a majority – of nonprofit executive directors plan to step down or retire.² Related to this development, recent national demographic trends present another pressing issue the nonprofit sector must face, especially as it relates to leadership transition and leadership development; as baby boomers begin to retire, nonprofit organizations must prepare for the subsequent intergenerational leadership changes in ways that reflect the increased diversity of communities within the United States. The sector must also deal with its long-standing recruitment and retention problems, especially in light of the fact that the public sector is beginning to mount an aggressive recruitment campaign of its own.³ The literature related to these trends has raised some concern regarding both the health and the future of the sector, but it also has pointed to new sources of labor. As more baby boomers work into what was previously considered their retirement years, the nonprofit sector may be able to utilize their skills and expertise as well as their desire to engage in meaningful work later in life.⁴

This brief paper is intended to serve as a resource for practitioners, researchers, funders, and advocates within the nonprofit sector by providing a point-in-time snapshot of nonprofit sector workforce issues. Research on the sector constantly is revealing new insights and accepted best practices. As such, this study should not be considered a comprehensive overview of workforce issues within the sector. The paper reviews a selection of existing literature covering workforce issues within the nonprofit sector from 1995 to the present. Additionally, considering the enormous diversity within the sector in terms of organizational size, scope, sub-sector, etc., the studies included in this analysis may not be applicable to or representative of all organizations operating within the sector. Nonetheless, the paper provides relevant, general insights into the current state of the nonprofit workforce, especially insights related to executive turnover, diversity, and the next generation of nonprofit employees.

This paper begins, first, by outlining some general demographic trends within the United States' (US) workforce which suggest that the country is growing increasingly diverse and that a very large proportion of the workforce – specifically, the baby boomers – is approaching retirement. Both of these trends present significant challenges and opportunities to the nation, as well as its organizations and communities. Second, the paper explores how these demographic changes are affecting nonprofit organizations within the US, specifically focusing on the growing concerns regarding executive turnover and transition, as well as more basic issues related to the recruitment and retention of a healthy workforce. The section which follows highlights the complexities of the composition of the sector in terms of race, ethnicity and gender and reflects on the need to foster more diversity in organizational leadership and create organizations that do more than manage diversity, but actually promote inclusiveness. Finally, the paper recommends issues that warrant further research.

As Paul Light's research substantiates, one of the nonprofit sector's most valuable resources is its workforce.⁵ Light found nonprofit employees to be highly motivated, hard working, and deeply committed, but he also discovered that "nonprofit employees experience high levels of stress and burn out, and report that their organizations do not provide enough training and staff to succeed."⁶ Despite these problems, Light found the healthiest workforce in America was working in the nonprofit sector. However, in order to sustain the health of the nonprofit workforce, researchers, practitioners, and advocates must consider – and act upon – the issues raised in this analysis. The effectiveness of nonprofit organizations and the health of our nation's communities are dependent upon the strength of the nonprofit sector workforce.

General trends in the US workforce

The US is in the midst of two significant demographic trends that will alter both the workforce and workplace: the population is simultaneously aging and growing more diverse. It should come as no surprise that the US population is growing older, as the largest age cohort (baby boomers) enters retirement. In 2000, there was a relatively even population distribution among the various age cohorts, with the 20 – 44 year old group representing the largest percentage at 36.9%.⁷ By 2010, however, the over 45 age group is expected to account for 39.2% of Americans, while the 20 – 44 year old group will decrease to 33.8% and the under 19 cohort will decline to 26.9%.⁸ This trend is projected to continue until 2020, when the over 45 year old cohort will plateau at 41.2% and then begin to decline.⁹ As further explored below, this trend is expected to have a tremendous effect on the stability of organizations, as the vast majority of executive directors are within the 45 and older age group.¹⁰

What may be unexpected, however, is that several recent studies reveal that older Americans are working longer, often into what generally are considered retirement years.¹¹ Since 1985, the labor “participation rates for persons aged 55 – 64 and 65 and older have increased, most noticeably in the case of women between the ages of 55 and 64.”¹² Based on US Bureau of Labor Statistics projections, by 2010, 17% of workers in the US will be 55 years of age and older, an increase from 13% in 2000. By 2050, this segment of the population is expected to account for almost 20% of the workforce.¹³ A recent survey found that 65% of baby boomers plan to work in some capacity throughout their retirement years and more than half of these respondents would like to find work that enhances the well-being of others, such as work in the education, health and human services sub-sectors.¹⁴

These shifting demographics could potentially lead to an enormous source of volunteer labor for nonprofit organizations. However, before organizations are able to capitalize on this development they should consider several interrelated issues. First, organizations may be well-positioned to take advantage of this burgeoning trend by providing volunteer and career opportunities for the many aging baby boomers looking to engage in meaningful work in their retirement years. Several studies report that retiring baby boomers are interested in making a difference in the lives of others through volunteering; they desire variety in their activities, and “they insist that these opportunities be professionally managed with incentives that speak to their own personal and economic needs.”¹⁵ Second, and related to this point, the sector as a whole may not have the infrastructure needed to absorb the volunteer labor provided by retiring boomers. One study suggests that more volunteer opportunities must be provided and more organizations need to professionalize their management of volunteers.¹⁶ Finally, organizations need to do a better job of reaching out to older volunteers who are interested in giving something back to their communities.¹⁷ A survey of Americans age 50 to 70 clearly demonstrates this point, as 48% believe that it would be difficult to very difficult to find such opportunities.

Future leadership and the next generation workforce

The aging of the baby boomer population will greatly affect leadership in nonprofit organizations. Recent research confirms that executive turnover and transition will be a reality for a majority of nonprofit organizations, regardless of size and scope.¹⁸ Moreover, there exists some concern as to who will assume these vacating leadership positions. Recruitment and retention of non-leadership positions is another area that organizations must improve upon as competition with the public and private sectors continues to increase and as recent graduates are strapped with increasing levels of educational debt.

Executive turnover and transition have received a significant amount of attention from both scholars and practitioners, and for good reason. Recent studies show that a majority of our nation's nonprofit organizations have an executive director who is 50 years of age or older and intends to retire or leave his or her position within the next five years.¹⁹ The most recent of these studies, conducted by the Annie E. Casey Foundation, revealed that 65% of the surveyed organizations expect to experience leadership turnover within the next five years, and that the executive director at 55% of the organizations was at least 50 years of age.²⁰ These findings are consistent with previous studies which suggested that by 2007, between 61 and 78% of executive directors will leave their nonprofit organizations.²¹ Consequently, most US nonprofit organizations can expect to navigate the often bewildering waters of executive transition in the next year. While a variety of executive transition management (ETM) services exist for organizations experiencing such a transition, organizations facing transitions almost inevitably will face difficult, crucial questions.²² Executive transitions can and should be a time for significant organizational growth, reflection, and capacity building.²³

Who will assume these soon-to-be-vacant leadership positions? Does the sector have enough experienced leaders to fill these vacancies? The answers to these questions are difficult to determine. Research shows that those persons who are well-positioned to assume leadership roles in their respective organizations (such as deputy or associate directors) are generally younger than the typical executive director,²⁴ but it also shows that most organizations tend to hire externally²⁵ and that being an executive director is usually a one-time experience.²⁶ Moreover, while deputy and associate directors tend to be slightly younger and more diverse than the average executive director, most organizations do not have a deputy or associate director.²⁷ Approximately 26 – 36% of all surveyed organizations have a deputy or associate director, although only 13% of small organizations report to have a deputy or associate director.²⁸

Efforts to encourage the development of a younger generation of nonprofit executives may be difficult due to perceived generational differences. Research on intergenerational leadership and transition suggests that potential young leaders may be stifled in their current positions; emerging young leaders have reported that they often feel invisible or underappreciated by the older leaders in the sector.²⁹ Furthermore, this research also suggests that the popular axioms regarding Generation X and the Millennials are simply not true; these generations are highly motivated and are just as committed to their work as older generations, but they appear to be more concerned about balancing the competing demands of work and family.³⁰ For many organizations, institutionalizing an intergenerational mentoring system³¹ may be helpful in overcoming both stereotypes and invisibility.³² Furthermore, institutionalized mentoring systems may help to encourage the development of new leaders within the sector who may then be encouraged to pursue one of the many potentially vacating executive positions.

Another issue of concern to most organizations is the recruitment and retention of non-leadership staff positions. Generally speaking, human resource management is problematic for the majority of nonprofit organizations. According to a recent survey of 425 San Francisco Bay area organizations, 82% of those surveyed had someone other than a human resource specialist in charge of human resource administration, i.e. an executive director or an administrative assistant.³³ In 2002, Independent Sector reported that the nonprofit sector has a higher average annual turnover rate (3.1%) than both the private (2.7%) and public (1%) sectors.³⁴ Another survey found that only 46% of organizations that experienced turnover are planning to replace the vacant positions.³⁵ This finding is not surprising, considering the recent studies that estimate that the cost to an organization for hiring a new employee averages \$4,522.³⁶

Other research has uncovered an alarming phenomenon: despite the fact that only 8% of the sample population's positions were vacant, 64% reported that staff turnover and

vacancies have a high impact on their organizations. Forty percent of the organizations surveyed responded to high turnover by raising staff salaries, 45% increased benefits, 26% retained under-performing staff, and 22% postponed or canceled new programs.³⁷ These last two responses are of great concern, as they indicate the undesirable effect that turnover may present to organizational performance and the provision of community services.

One factor that may influence the high turnover rate in organizations is the fact that recent graduates are entering the workforce with a greater debt burden than previous generations.³⁸ Recent research also has found that in 2000, three out of four graduates entering the nonprofit sector had educational debt, which is a higher percentage than those who enter the public or private sector.³⁹ To make matters worse, these new entrants are typically paid less than their colleagues who enter one of the other sectors: 21.5% less than the private sector and 10.9% less than the public sector.⁴⁰ As should be expected, given these figures, nonprofit employees were found to pay down their debt much more slowly than government or private sector employees.⁴¹ These trends raise serious concerns about the ability to retain recent graduates. In fact, the study concluded that “several indicators suggest that low pay and flat organizational structures lower the overall satisfaction rates for graduates entering the nonprofit sector and may contribute to higher turnover.”⁴²

In order to combat these human resource problems, nonprofit organizations may be served well by creating or professionalizing their existing human resource unit, engaging senior staff in human resource training, and utilizing external resources such as consultants.⁴³ Other strategies used to recruit and retain talent include examining current organizational salaries and benefits, organizational culture, job definitions, professional development opportunities, and performance management systems.⁴⁴ Organizations must plan for departures, hires, and vacancies as a constant organizational reality and minimize the impact of vacancies by budgeting for turnover and initiating a process of succession planning.⁴⁵

Diversity and inclusiveness

The US population is growing more diverse. According to the 2000 US Census, the population is 69.4% white, 12.7% African American, 12.6% Latino, 3.8% Asian, and 2.5% other races or ethnicities.⁴⁶ Over the next 5 – 45 years, however, the US Census projects greater growth in the minority population vis-à-vis the white population, such that by 2050 approximately 30% of the US population will be composed of minorities.⁴⁷ Other projections suggest that as early as 2025 minorities could compose as much as 32% of the US population;⁴⁸ the fastest growing minority cohorts being Latinos and Asians.⁴⁹ It is expected that all “minorities will constitute more than half of net new entrants to the US workforce” over the next 15 years.⁵⁰ Although in some states, such as California and other western states, projected growth rates for Latinos and Asians may be noticeably higher.⁵¹ All of this research points to the fact that the nonprofit sector must respond to the continued diversification of the US population by continuing to (or, in some instances, beginning to) recruit, train, and retain persons of color at all organizational levels.

According to a 2002 Independent Sector analysis, the nonprofit sector employs a greater proportion of African Americans and a smaller proportion of Latinos as compared to the public and private sectors.⁵² However, as this section details, the numbers of minorities – including women – in positions of power and influence (such as executive and leadership positions in both philanthropic and nonprofit organizations) indicate the sector could improve significantly its hiring of underserved populations in positions of leadership. Similarly, several studies suggest that the overall lack of racial and ethnic diversity in organizations can make the organizational culture alienating for persons of color but that organizations must do more than hire diverse personnel to create organizations that are truly inclusive.

In terms of demographic composition, the nonprofit sector is approximately 82% white, 10% African American, 5% Latino, 3% other, and 1% Asian or Pacific Islander.⁵³ There is, however, significant variation between the sub-sectors. For instance, African Americans have a higher representation (16%) in the health services, social services and legal services sub-sectors, while Latinos have a slightly greater representation (6.7%) in the arts and culture sub-sector. When examining the diversity of leaders in terms of race, ethnicity and gender in US nonprofit and philanthropic organizations, there is great cause for concern, as most positions of power continue to be held by white men. Two recent surveys support this claim; the surveys found that between 75 and 84% of nonprofit organizations are led by whites, approximately 10% by African Americans, 6% Asian, and 4% Latino.⁵⁴ Even more discouraging are the figures for leaders of philanthropic organizations: nine and a half out of ten have a white leader.

In terms of gender, most surveys find that the sector is largely comprised of women (68%);⁵⁵ although, again, there is some variation among the sub-sectors.⁵⁶ Regardless of the exact number, it is apparent that the nonprofit sector has a significantly higher percentage of female employees compared to the total US workforce, which is 46% female.⁵⁷ Correspondingly, executive directors of nonprofit organizations are predominately women (approximately 60%). This figure is somewhat misleading, however, as women typically run smaller nonprofit organizations, in terms of both budget and staff.⁵⁸ While men lead close to 40% of all organizations, they run 55% of organizations with budgets greater than \$5 million.⁵⁹ A recent study of the human services sub-sector drew related conclusions; it revealed that a glass ceiling still exists in these organizations.⁶⁰ The study concluded that men are disproportionately represented in management, particularly upper-level management, whereas women have a high representation at the direct service and lower management levels.

Additionally, women are typically paid less than men for the same position.⁶¹ According to a national CompassPoint survey, the disparity is particularly great in large organizations (\$5 – 10 million), where women earn on average \$82,314 compared to men's average earnings of \$98,739.⁶² The gender gap in pay persists in all organizations, even when controlling for organizational size.⁶³ As the CompassPoint survey and others suggest, the gap tends to increase with organizational size; the gap in the smallest organizations (budgets less than \$250,000) is 2.9% and it is 53.8% in the largest organizations (budgets greater than \$50 million).⁶⁴ Several strategies have been suggested for resolving such remuneration inequities, which include educating the public about the issue; engaging female co-workers in salary discussions; lobbying professional associations to play a more active role in the adoption of professional standards; and policy advocacy.⁶⁵

Taken together, these figures on racially diverse and female leadership indicate that white men still are tied to leadership positions in the most powerful and prestigious organizations in the sector, despite the fact that women account for 70% of the sector's workforce. While these are larger structural and societal issues (institutional racism, glass ceilings, etc.), underserved populations should not be complacent about creating organizational and sectoral change.

A growing amount of scholarly and practical research has been directed toward this effort of creating organizations that are not only diverse, but inclusive and accepting of difference. Most often, when people think about diversity initiatives they consider diversity training or some other type of educational workshop aimed at educating personnel about cultural differences and cross-cultural communication. Several years ago, a "survey of public and private human resource specialists revealed that over 70% of diversity training programs are only one day or less in length."⁶⁶ In order to foster cultural competencies and develop inclusive organizations in which the culture is not alienating to minorities, organizations must move beyond half-day workshops aimed at managing diversity.⁶⁷ Transforming organizational culture toward inclusiveness requires changing attitudes about cultural differences and cannot be achieved in a one day workshop; although that may be a good place to start.⁶⁸

Research on organizations working toward inclusiveness reveals several important factors regarding the process. First, the most important mitigating factor in the success of an organization's diversity efforts is the commitment of its leadership.⁶⁹ This commitment must be long-term and should integrate inclusiveness holistically into the organization.⁷⁰ A comprehensive approach aimed at changing organizational culture and practices should examine external elements, such as how an organization relates to underserved populations, and internal elements, including the recruitment, retention, and treatment of diverse staff members.⁷¹ Second, funder support is critical.⁷² Activities that build organizational inclusiveness, such as creating diversity committees, hiring consultants, engaging in needs assessments, developing actionable plans, initiating trainings and changing policies all require the financial support of funders. Finally, special attention must be given to recruitment and retention of diverse staff. Those organizations that are most inclusive tend to have very high leadership commitment to hiring diverse staff and reach out to communities of color in the hiring process.⁷³ Additionally, the most critical retention factor is making sure employees of color know that the leadership is committed to inclusiveness.⁷⁴ Research indicates that barriers to creating an inclusive workplace include insufficient time or financial resources, conflicting priorities, failed integration with organizational mission, and a flawed understanding of oppression and diversity.⁷⁵

Future steps

As this paper suggests, nonprofit organizations must confront many human resource challenges in the coming years. However, the sector must begin to take proactive steps if it desires to maintain the quality of its workforce, because, as Light warns: “[g]one are the days when the nonprofit sector could count on a steady stream of new recruits willing to accept the stress, burnout, and persistent lack of resources that come with a nonprofit job.”⁷⁶ With the support of foundations and other funders, the nation's nonprofit organizations will be able to navigate these upcoming challenges; however, the sector would be served well by research in the following issue areas. First, more research should explore the career plans of those persons well-positioned to take over organizations when the existing executive director steps down: Are current deputy and associate directors interested in assuming leadership positions? More importantly, perhaps, are these people well-suited for the demands of the sector. Second, research should examine the use of mentoring as a strategy to prepare organizations for succession and transition. For instance, does having an institutionalized mentoring system increase the likelihood that a deputy or associate director would pursue a leadership position? Third, inter-organizational collaboration in the realm of hiring should be further explored. Research that documents successful cases of organizations combining their resources to be effective at human resource management could be examined. Fourth, innovative retention strategies for recent graduates with high educational debt should be examined further. Finally, more research should be devoted to effective practices that encourage inclusive workplaces. Exploring strategies and methods that employees can utilize to foster inclusiveness when leadership displays no commitment to such initiatives may be useful.

Nonprofit organizations perform critical roles in our nation's communities. But the continued effectiveness of these organizations is dependent upon a healthy workforce and stable leadership; both of which should reflect the diversity of our communities. All stakeholders that have an interest in the health of the nonprofit sector and its workforce should consider the issues discussed in this analysis. The nonprofit sector may continue to be the nation's healthiest workforce, but not without significant investments in the next generation of nonprofit leaders.

Endnotes

¹ See Adams, T. (2004). *Capturing the power of leadership change: Using executive transition management to strengthen organizational capacity*; Annie E. Casey Foundation. (2003). *Community based organizations and executive leadership transitions: A survey of Annie E. Casey Community Based Grantees*; Axelrod, N. (2002). *Chief executive succession planning: The board's role in securing your organization's future*; Hinden, D. R., & Hull, P. (2002). *Executive leadership transition: What we know*; Randall, G., & Maas, S. (2004). *Executive director tenure and transition in southern New*; Wolfred, T. (2005). *Interim executive directors: The power in the middle*.

² See Annie E. Casey (2003); Hinden and Hull (2002); Peters, J., & Wolfred, T. (2001). *Daring to lead: Nonprofit executive directors and their work experience*; Teegarden, P. H. (2004). *Nonprofit executive leadership and transitions survey 2004*.

³ See, for instance, Partnership for Public Service, a nonprofit organization dedicated to recruiting the next generation of government employees (<http://www.ourpublicservice.org>).

⁴ See Brown, K. S. (2003). *Staying ahead of the curve 2003: The AARP working in retirement study*; Civic Ventures. (2005). *New face of work survey*; Johnson, C., Cobb, M., Parel, M., Bouvier, M., & Fauss, J. (2004). *50+ volunteering: Working for stronger communities*; Rix, S. E. (2004). *Aging and work – A view from the United States*.

⁵ Light, P. (2002). *The content of their character: The state of the nonprofit workforce*.

⁶ *ibid*, p. 6.

⁷ The 45 and over cohort accounted for 34.5 % and the under 19 group was 28.5 %. See US Census Bureau (2004), U.S. interim Projections by age, sex, race, and Hispanic origin: Table 2a. Projected population of the United States by age and sex: 2000 - 2050"

⁸ *ibid*

⁹ *ibid*

¹⁰ Numerous studies have shown that between 48 – 64 % of nonprofit executives are age 50 and older. See Annie E. Casey (2003); Fernandopulle, A., Masaoka, J., & Parsa, P. (2002). *On the rise: A profile of women of color in leadership*; Peters and Wolfred, (2001); and Teegarden, (2004).

¹¹ See Brown, K. S. (2003). *Staying ahead of the curve 2003: The AARP working in retirement study*; Civic Ventures. (2005). *New face of work survey*; Johnson, C., Cobb, M., Parel, M., Bouvier, M., & Fauss, J. (2004). *50+ volunteering: Working for stronger communities*; Rix, S. E. (2004). *Aging and work – A view from the United States*.

¹² Rix (2004), p. ii.

¹³ Brown (2003).

¹⁴ Civic Ventures (2005).

¹⁵ Johnson, Cobb, Parel, Bouvier, and Fauss (2004), p.14. The authors were referring to a finding from a 2002 Civic Venture's survey that approximately 50 % of volunteers and non-volunteers would be willing to provide 15 hours of work per week if they were modestly compensated. Such compensation could include discounts on prescriptions drugs, college credit, tax credits, or some type of stipend. See Hart, P. (2002). *The new face of retirement: An ongoing survey of american attitudes on aging*. San Francisco: Civic Ventures.

¹⁶ Johnson, C.. (2003). *The strength of the infrastructure of volunteer agencies and its capacity to absorb 'Baby Boomer' volunteers*. Paper Presented at the Conference on Baby Boomers and Retirement: Impact on Civic Engagement, October 8-10.

¹⁷ Civic Ventures (2005).

¹⁸ Teegarden, P. H.. (2004). *Nonprofit Executive Leadership and Transitions Survey 2004*. Research by Mangance Consulting in Collaboration with TransitionGuides, Funded in part by the Annie E. Casey Foundation.

¹⁹ The numbers vary slightly among the various studies, but the general trend holds true. See, for instance, Annie E. Casey Foundation (2003). *Community based organizations and executive leadership transitions: A survey of Annie E. Casey Community Based Grantees*. This survey of 129 organizations found that 64% of organizations' executive directors were over 50 years of age and 63% plan to leave within five years. Birdsell, D., & Muzzio, D. (2003). *The next leaders: UWNYC grantee leadership development and succession management needs*. A report to the United Way of New York City. New York: School of Public Affairs, Baruch College. This survey of 341 organizations found that 45% of

executive directors will be leaving in five years. Peters, J., and Wolfred, T. (2001). *Daring to lead: Nonprofit executive directors and their work experience*. San Francisco: CompassPoint Nonprofit Services. Surveying 1,072 organizations, the authors discovered that 49% of the executive directors were over 50 years of age and that 35% of them will leave in less than two years. Teegarden (2004). The most recent and most comprehensive of these surveys (it included more than 2,200 organizations) found that 65% of organizations will experience a leadership change in five years and that 55% of executive directors are age 50 or older.

²⁰ Teegarden (2004).

²¹ Hinden and Hull (2002).

²² Such questions may relate to the following issues; hiring someone from inside or outside the organization; utilizing an executive search firm and/or executive transition management services; and revisiting the organization's vision and strategic plan.

²³ ETM services can aid boards with assessment, hiring and transition implementation in order to ensure the organization realizes the benefits from the transition and research on ETM has shown that it can increase both executive tenure and promote healthy organizations, Adams (2005).

²⁴ Hinden and Hull (2002); Teegarden (2004).

²⁵ Fernandopulle, Masaoka, and Parsa (2002). In their survey of 49 female executive directors of color in the San Francisco Bay Area, 43% were hired externally; Peters and Wolfred, (2001), reported that 64% of the 1,072 executive directors they surveyed were hired externally; Wolfred, T., Allison, M., & Masaoka, J. (1999). *Leadership Lost: A Study of Executive Director Tenure and Experience*. San Francisco: CompassPoint Nonprofit Services. In their survey of 137 organizations, 73% had hired their executive director externally.

²⁶ The 2003 Annie E. Casey Foundation survey found that 69% of the 129 executive directors were in their first leadership position and would not pursue another one in the future; the 2003 United Way survey of 341 organizations in New York City reported that 72% of the executive directors were in their first and only leadership position; Peters and Wolfred, (2001), found that almost two-thirds of the 1,072 executive directors they surveyed were first-time executive directors.

²⁷ Hinden and Hull (2002); Teegarden (2004); 30% of deputy directors are under the age of 40 while 15% of executive directors are under the age of 40. Thirty-five percent of executive directors are between the ages of 41 – 50 as compared to 29% of executive directors.

²⁸ *Ibid*. Teegarden (2004) classifies small organizations as having a budget of less than \$500,000 and less than 6 full-time employees.

²⁹ Kunreuther, F. (2005). *Up Next: Generation Change and the Leadership of Nonprofit Organizations*. Executive Transitions Monograph Series, Volume 4. Baltimore, MD: Annie E. Casey Foundation.

³⁰ *Ibid*; Kunreuther, F. (2003). The changing of the guard: What generational differences tell us about social-change organizations.

³¹ Williams, K. (2005). *Mentoring the Next Generation of Nonprofit Leaders: A Practical Guide for Managers*. Washington, DC: AED Center for Leadership Development, Academy for Educational Development. Intergenerational mentoring systems, according to Williams, should be mutually beneficial and predicated on an expanded employee orientation; the development and appreciation of character; skill and competency development; open discussions on a broad range of topics; the assignment of tasks and projects that facilitate the mentee's professional development; and should include an action plan that highlights the goals and objectives of the process.

³² *Ibid*

³³ Peters, J., Fernandopulle, A., Masaoka, J., Chan, C., and Wolfred, T. (2002). *Help Wanted: Turnover and Vacancy in Nonprofits*. San Francisco: CompassPoint Nonprofit Services.

³⁴ Weitzman, M. S., Jalandoni, N., Lampkin, L. M., & Pollak, T. H. (2002). *The New Nonprofit Almanac & Desk Reference: The Essential Facts and Figures for Managers, Researchers, and Volunteers*.

³⁵ Bridgestar. (2005). Bridgestar survey report: The state of nonprofit hiring..

³⁶ Schwinn, E., & Sommerfeld, M. (2002). Revolving-door dilemma: High turnover of fund raisers causes big problems at charities,".

³⁷ Peters, Fernandopulle, Masaoka, Chan, and Wolfred. (2002)

- ³⁸ Ballard, A. (2005). Understanding the next generation of nonprofit employees: The impact of educational debt. A Study Conducted for The Building Movement Project; Boushey, H. (2005). Student debt: Bigger and bigger.
- ³⁹ Ballard (2005).
- ⁴⁰ *ibid*
- ⁴¹ *ibid*
- ⁴² *ibid*, p. 11.
- ⁴³ Ban, C., Drahnak, A., & Towers, M. (2003). Human resource challenges in human service and community development organizations: Recruitment and retention of professional staff.
- ⁴⁴ Peters, Fernandopulle, Masaoka, Chan, and Wolfred (2002).
- ⁴⁵ *ibid*
- ⁴⁶ US Census Bureau (2004), U.S. interim projections by age, sex, race, and Hispanic origin: Table 1a. Projected population of the United States by race and Hispanic origin: 2000 – 2050.” These percentages do include a duplicative count and, therefore, add up to 101 %. That is because the Census includes persons of Latino origin in the count for whites and African Americans. The break-out is as follows: 81 % white alone, 12.7 % black alone, 3.8 % Asian alone, and 2.5 % all other races. They differentiated these figures further, stating 12.6 % are Latino (of any race) and 69.4 % are white alone, not Latino.
- ⁴⁷ *ibid*.
- ⁴⁸ Diversity Pipeline Alliance (2003). *Building leaders, building business: Improving minority participation in business*; this variation in estimates can be explained by the Census’s tendency to underestimate net immigration levels, according to, Judy, R. W., & D’Amico (1997.) *Workforce 2020: Work and Workers in the 21st Century*.
- ⁴⁹ Karoly, L. A., & Panis, C. W. A (2004). *The 21st century at work: Forces shaping the future workforce and workplace in the United States*. Prepared for the U.S. Department of Labor. Santa Monica, CA: RAND Corporation.
- ⁵⁰ Judy and D’Amico (1997): p. 6.
- ⁵¹ Judy and D’Amico (1997).
- ⁵² Weitzman, Jalandoni, Lampkin, and Pollak (2002).
- ⁵³ These figures are averages from two separate analyses: Light, 2002 (whites 84%, African Americans 7%, and Latino 4%); Weitzman, Jalandoni, Lampkin, and Pollak, 2002 (whites 81%, African Americans 13.6%, and Latinos 5.4%). Weitzman, et al’s analysis only included whites, African Americans, and Latinos.
- ⁵⁴ Peters and Wolfred, 2001, found 75% of organizations are led by white persons, 9.4% by African Americans, 6.4% by Asians, and 3.2% by Latinos; Teegarden, 2005, had similar findings: 84% white, 10% African American, and 4% Latino.
- ⁵⁵ Light (2002); Weitzman, Jalandoni, Lampkin, and Pollak (2002).
- ⁵⁶ Both religious as well as arts and cultural organizations are approximately 45% female, while health service organizations are almost 80% female. See Weitzman, Jalandoni, Lampkin, and Pollak (2002).
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About American Humanics and the *Initiative for Nonprofit Sector Careers*

American Humanics (www.humanics.org) is a national alliance of 72 colleges and universities and 21 national nonprofit partners. Our mission is to educate, prepare, and certify professionals to lead and strengthen nonprofit organizations. We are the only national organization focusing on undergraduate nonprofit management education. American Humanics' *Initiative for Nonprofit Sector Careers* is a national campaign to recruit, prepare, and retain the next generation of nonprofit sector leadership, and ensure that this leadership represents the diversity of the populations our sector serves. In 2006, American Humanics agreed to facilitate the launch of the Nonprofit Sector Workforce Coalition – a broad-based coalition of national organizations working collectively on (a) connecting talented, skilled, and diverse young people to nonprofit sector careers; and (b) helping nonprofit organizations recruit, retain, and cultivate the leadership they will need in the decades ahead. Integral to this effort is supporting and disseminating research on a range of nonprofit sector workforce issues.

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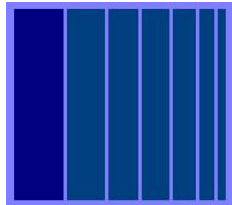
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American Humanics hopes to update this document annually. If you would like to submit recommendations for literature to include, we would welcome the input. Please send recommendations to Stephen Bauer, whose contact information is above.

AMERICAN HUMANICS

Initiative for Nonprofit Sector Careers



Workforce Issues in the Nonprofit Sector

A selected bibliography

By R. Patrick Halpern

May 2006

(Includes research released through January 2006)

Acknowledgements

American Humanics and Patrick Halpern would like to thank all of those who contributed to this project. The input of the following people was particularly helpful: Robert Ashcraft, Arizona State University; Russ Cargo, Virginia Tech; Shelly Cryer, consultant to American Humanics; Norm Dolch, Louisiana State University-Shreveport; Angela Eikenberry, Virginia Tech; Pablo Eisenberg, Georgetown University; Mark Hager, University of Texas-San Antonio; Heather Iliff, Alliance for Nonprofit Management; Kathy Kretman, Georgetown University; Les Lenkowsky, Indiana University; Paul Schmitz, Public Allies; Max Stephenson, Virginia Tech; and Michael Watson, Girl Scouts of America. Additionally, the author would like to acknowledge the considerable editorial assistance provided by Courtney Herron and Jonathon Simcosky.

The author is grateful for the insights provided by many experts in the field of nonprofit studies. However, he is solely responsible for the content of this bibliography and any errors contained within it.

American Humanics' *Initiative for Nonprofit Sector Careers* commissioned the creation of a selected bibliography of nonprofit sector workforce issues. The bibliography focuses on some of the most important workforce issues confronting the nonprofit sector. The bibliography is the first of its kind to specifically address the current practical and academic research related to nonprofit sector workforce issues. Considering the significant amount of existing research on the nonprofit sector workforce, this bibliography should not be considered comprehensive, but rather, as a snapshot or a point in time look at the existing research. The bibliography includes practitioner and academic research from 1995 to the present (apart from a select few particularly important documents which were published before 1995), but is focused primarily on the past five years. Many of the citations included in the bibliography could be placed in a number of categories, but every effort has been made to place the citations in the most logical categories. The content of the bibliography is as follows:

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Nonprofit Sector Workforce

This section highlights research relating to the nonprofit sector, broadly writ, including research pertaining to the size of the sector, employment trends, employee satisfaction, and general human resource challenges. The focus, generally speaking, is on the nature and health of the nonprofit sector workforce.

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Workforce Diversity and Inclusiveness

This section features research that identifies the composition of the sector by race, gender, and class. The research also suggests organizational and grant-making practices that should be promoted to build a more inclusive sector.

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Workforce Pipeline

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Sub-Sector Workforce Trends and Needs

Research in this section identifies the trends and needs of the human services and philanthropic careers sub-sectors. The research is varied and includes sub-sector workforce health, recruitment and retention, diversity, workforce shortages, and salaries and benefits. For the purpose of this project the human service sector is defined as those organizations and individuals that serve low-income children, youth and families in the areas of child care, child welfare, youth service, juvenile justice, employment and training, emergency assistance, and family services. In order to limit the project's scope, research on the health (hospitals/healthcare), advocacy, housing and community development, and education sub-sectors, as well as trade associations and credit unions, were not included.

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About American Humanics and the *Initiative for Nonprofit Sector Careers*

American Humanics (www.humanics.org) is a national alliance of 72 colleges and universities and 21 national nonprofit partners. Our mission is to educate, prepare, and certify professionals to lead and strengthen nonprofit organizations. We are the only national organization focusing on undergraduate nonprofit management education. American Humanics' *Initiative for Nonprofit Sector Careers* is a national campaign to recruit, prepare, and retain the next generation of nonprofit sector leadership, and ensure that this leadership represents the diversity of the populations our sector serves. In 2006, American Humanics agreed to facilitate the launch of the Nonprofit Sector Workforce Coalition – a broad-based coalition of national organizations working collectively on (a) connecting talented, skilled, and diverse young people to nonprofit sector careers; and (b) helping nonprofit organizations recruit, retain, and cultivate the leadership they will need in the decades ahead. Integral to this effort is supporting and disseminating research on a range of nonprofit sector workforce issues.

Researcher Bio

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American Humanics hopes to update this document annually. If you would like to submit recommendations for literature to include, we would welcome the input. Please send recommendations to Stephen Bauer, whose contact information is above.