

2022 NONPROFIT TALENT MANAGEMENT PRIORITIES

SURVEY RESULTS

- 400+ Organizations
- 20+ Participating Mission Types
- Budget Ranges for Survey Respondents
< \$1 million - \$100 million >
- Organizations from 38 U.S. States
Represented

Social sector organizations in the United States shared with Nonprofit HR their plans for prioritizing talent in 2022. This report provides an overview of the survey findings.

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2022 NONPROFIT TALENT MANAGEMENT PRIORITIES

Dear Talent Management Community for Social Impact:

It is with great pride that I present our 2022 Nonprofit Talent Management Priorities Survey results! This signature instrument assesses and reveals what social sector organizations are most concerned about regarding managing their people resources. The results included in this publication are inclusive of mission types from the entire social sector and organization sizes from large to mid-sized and micro.

In this year's survey, as in the past, researchers collected information pertaining to the full lifecycle of talent management and other related topics. Respondents were able to choose up to three priorities for each question/section. They were also able to skip priorities based on applicability to their organization.

Talent management experts, human resources professionals and leaders who serve the social impact sector benchmark their priorities in relation to those of other organizations and these survey results are one tool they rely upon annually.

We invite you to review the contents of this publication and share it within your organization. It is through access to knowledge, thought partnering with peers and the application of best practice in talent management that the social sector can prioritize and maximize its greatest asset, its people.

Culture and engagement; learning and development; and performance management were the top three talent management strategy areas survey respondents focused on in 2021. After another long and unpredictable year this report reveals if they will remain the primary focus for 2022.



Sincerely,

A handwritten signature in black ink, appearing to read 'Lisa Brown Alexander', followed by a long horizontal line.

Lisa Brown Alexander
President & CEO
Nonprofit HR

Top three talent management priorities in 2022



Organizations that have a formal talent management strategy/plan that will guide its work in 2022



Top two obstacles impeding realizing talent management priorities



Organizations that are prioritizing talent acquisition in 2022



Organizations that are prioritizing culture and employee engagement in 2022



Percentages represent the respondents that chose these priorities among their top three.

Top Three Talent Acquisition (Recruitment) Priorities



Top Three Culture and Engagement Priorities



What practitioners have to say about prioritizing talent acquisition in 2022

"We made a series of hires in early 2021 as a strategic effort to grow the organization; this doubled the size of our core team, and we likely would only hire part time staff in the year ahead."

-Survey respondent

Demographic Insight on Organization:

Mission Type: Technology
Budget: Less than \$5 million
Employee Count: Less than 25
Geographic Proximity: New York

What practitioners have to say about prioritizing culture and engagement in 2022

"After being without an HR Director for almost a year, we have other lower level HR processes to focus on before we can move up the hierarchy of HR functions to culture and engagement."

-Survey respondent

Demographic Insight on Organization:

Mission Type: Arts & Culture
Budget: \$20.1 - \$50 million
Employee Count: 76-150
Geographic Proximity: North Carolina

Organizations that
are prioritizing
performance
management in 2022

77% **23%**

Yes

No

Organizations that
are prioritizing
learning and
development in 2022

78% **22%**

Yes

No

Top Three Performance Management Priorities

57%

Restructuring existing performance
management systems/programs

42%

Implementing training and development
initiatives aimed at strengthening
managers' skills around giving/receiving
feedback

39%

Shifting from a traditional,
event-driven performance management
model to a continuous feedback model

Top Three Learning and Development or Training Efforts Respondents Will Offer in 2022

57%

Developing a learning and
development strategy/program

32%

Implementing diversity, equity
and inclusion training

45%

Expanding investments in developing
and strengthening teams

What practitioners have to say about prioritizing performance management in 2022

"Need to focus on integration of changes made during the pandemic."

-Survey respondent

Demographic Insight on Organization:

Mission Type: Economic Development & Finance

Budget: Less than \$5 million

Employee Count: Less than 25

Geographic Proximity: New York

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Organizations that
are prioritizing
total rewards
in 2022

65% **35%**

Yes

No

Organizations
that are prioritizing
talent analytics/
metrics in 2022

43% **57%**

Yes

No

Top Three Total Rewards (Compensation and Benefits) Priorities

42% Correcting/addressing pay/benefits inequities

48% Expanding benefits program offerings/investments

51% Implementing/restricting merit-based pay programs

Top Three Talent Analytics/Metrics Priorities

54% Implementing HR/talent metrics reporting

36% Benchmarking existing HR/talent metrics

36% Benchmarking existing HR/talent metrics

What practitioners have to say about prioritizing total rewards in 2022

"Due to the pandemic, we have limited budgets and are working hard to replace lost staff at the current time."

-Survey respondent

Demographic Insight on Organization:

Mission Type: Environment
Budget: \$50.1 million - \$100 million
Employee Count: More than 500
Geographic Proximity: California

What practitioners have to say about prioritizing talent/analytics in 2022

"We've kept track of staff tenure and turnover metrics for a number of years and will continue to do so."

-Survey respondent

Demographic Insight on Organization:

Mission Type: Children, Youth & Family
Budget: Less than \$5 million
Employee Count: 26-75
Geographic Proximity: Nebraska

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Organizations that are prioritizing talent-focused technology in 2022

36% 64%

Yes

No

Organizations that have a dedicated HR/talent function

73% 27%

Yes

No

Top Three Talent-Focused Technology Priorities

63%

Increasing use of talent acquisition technology (i.e. applicant tracking system)

48%

Identifying/implementing performance management technology

57%

Implementing a learning management technology system

What practitioners have to say about prioritizing HR technology in 2022

"We have tools, but need to understand/leverage functionality."

-Survey respondent

Demographic Insight on Organization:

Mission Type: Workforce Development

Budget: \$5.1 - \$10 million

Employee Count: 26-75

Geographic Proximity: California

Survey Respondents Also Shared:

"Not in budget for current fiscal year but needs to become a future priority."

-Survey respondent

Demographic Insight on Organization:

Mission Type: Poverty

Budget: \$20.1 - \$50 million

Employee Count: 151-250

Geographic Proximity: Missouri

Survey Respondents Also Shared:

"[We have] no capacity/internal expertise to do so."

-Survey respondent

Demographic Insight on Organization:

Mission Type: Advocacy/Legal/Policy

Budget: \$5.1 - \$10 million

Employee Count: 26-75

Geographic Proximity: New York

Ways the COVID-19 crisis has impacted budget/talent management objectives of respondent organizations:

68% We have made adjustments to prioritize/reprioritize our talent management objectives.

38% We have, or expect to, increase our operating budget.

20% We have de-prioritized our talent management objectives, programs and/or initiatives.

20% We have not adjusted our approach. The COVID-19 pandemic has not impacted our organization's approach toward talent management.

18% We have, or expect to, reduce our operating budget.

Regarding COVID-19's Impact on Realizing Talent Management Strategies

"Much of our engagement and culture strategy will revolve around change management due to downsizing our office and a new 'work from home first' plan. Finding ways to keep people engaged with each other and with the agency while working mostly remote—this time, permanently. Not everyone thrived while working from home during the pandemic, so it's going to be very interesting to see how people do with this."

-Survey respondent

Demographic Insight on Organization:

Mission Type: Children, Youth & Family

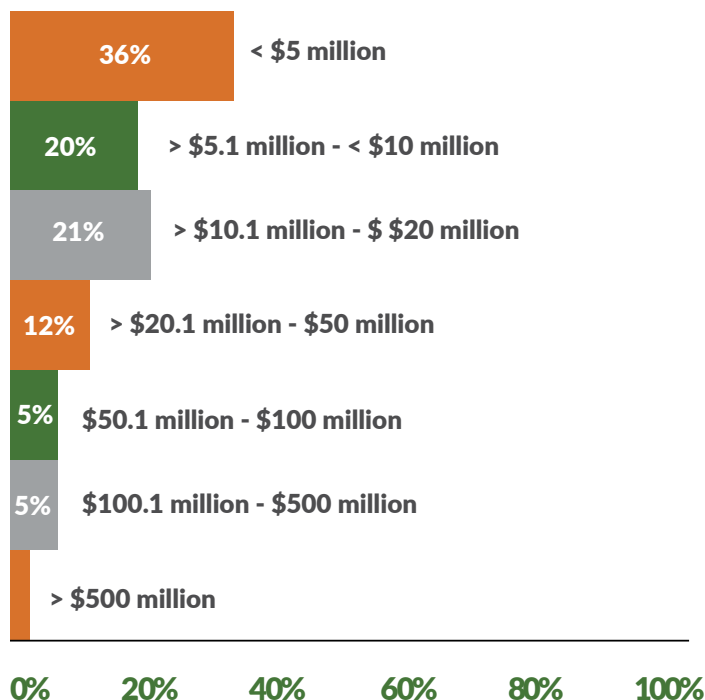
Budget: Less than \$5 million

Employee Count: 26-75

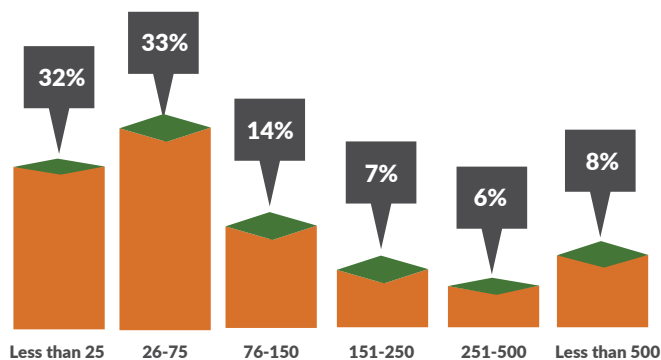
Geographic Proximity: Nebraska

SURVEY PARTICIPANT DEMOGRAPHIC DATA

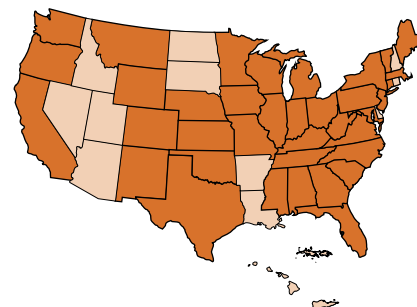
Average operating budget of survey participants:



Employee counts for participating organizations:



Organizations in the dark orange shaded states participated in the survey. States with light orange had no participating organizations.



Organization mission types that participated in the survey:

Education  **12%**

8%  Children & Family

 Human Services/
8%

6%  Advocacy/Policy

 **6%** Arts & Culture

Healthcare  **6%**

 **5%** Environmental

 **3%** NGO

Housing & Houselessness  **5%**

3%  Social Justice

Other mission types include Community/ Economic Development, Youth Development, Public Policy, Faith-based organizations

About Nonprofit HR

Nonprofit HR is the country's leading and oldest consulting firm focused exclusively on the talent management needs of social impact organizations. We focus our efforts on Strategy & Advisory, HR Outsourcing, Search, Total Rewards and Diversity, Equity & Inclusion. Nonprofit HR also offers customized trainings, research and events, all with the objective of strengthening the people management capacity of the workforce.

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.

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