
Santa Barbara County
Nonprofit Human Capital

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Partnership for Excellence 2016

Let's Start a Conversation!

How can we better support and sustain the agencies and causes we love?

How can we better invest in our dedicated staff members so they can more effectively advance our vital missions?

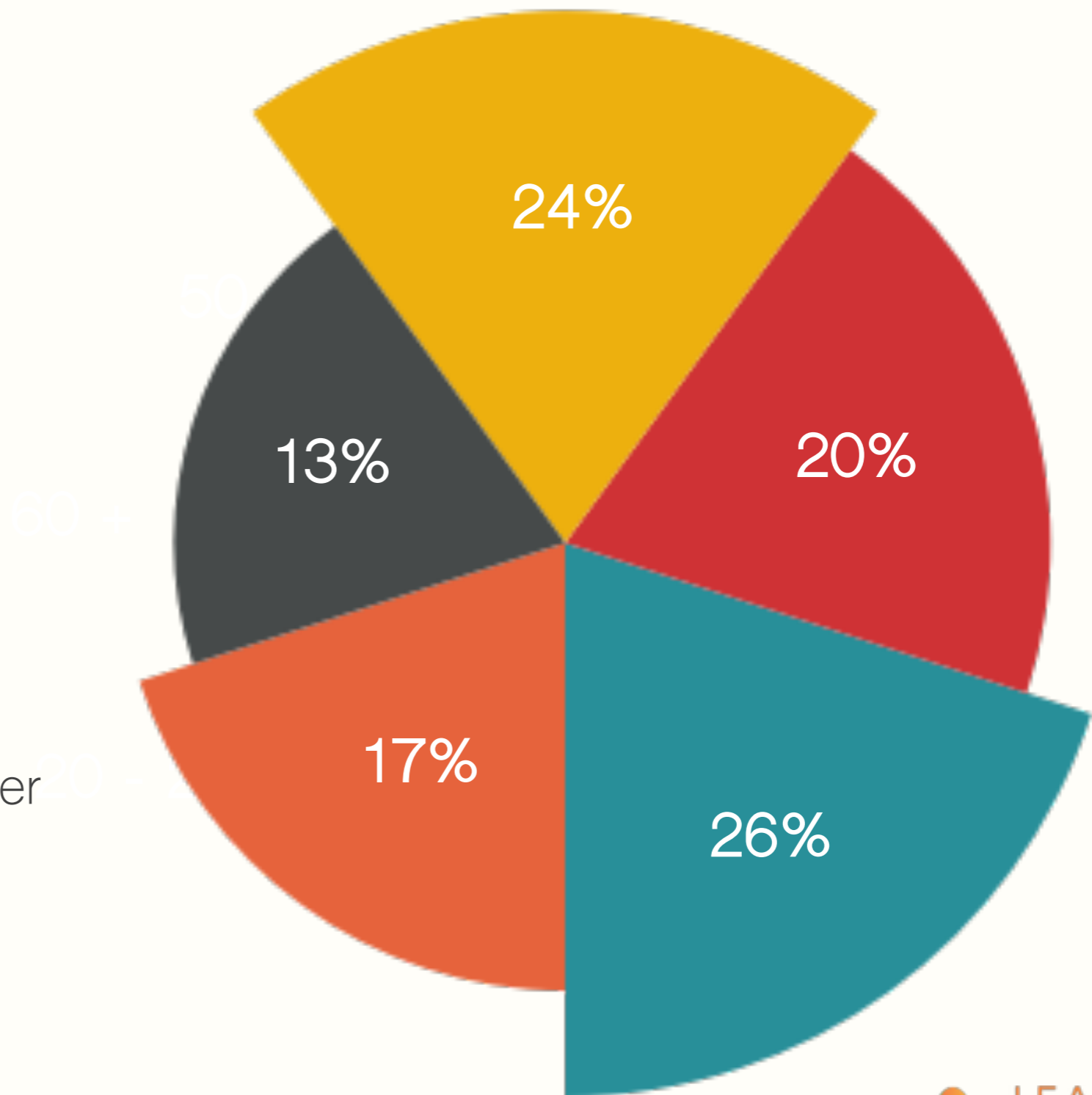
What needs to change, in our organization and in the sector as a whole?

Santa Barbara County
Nonprofit Human Capital

Demographic
Data

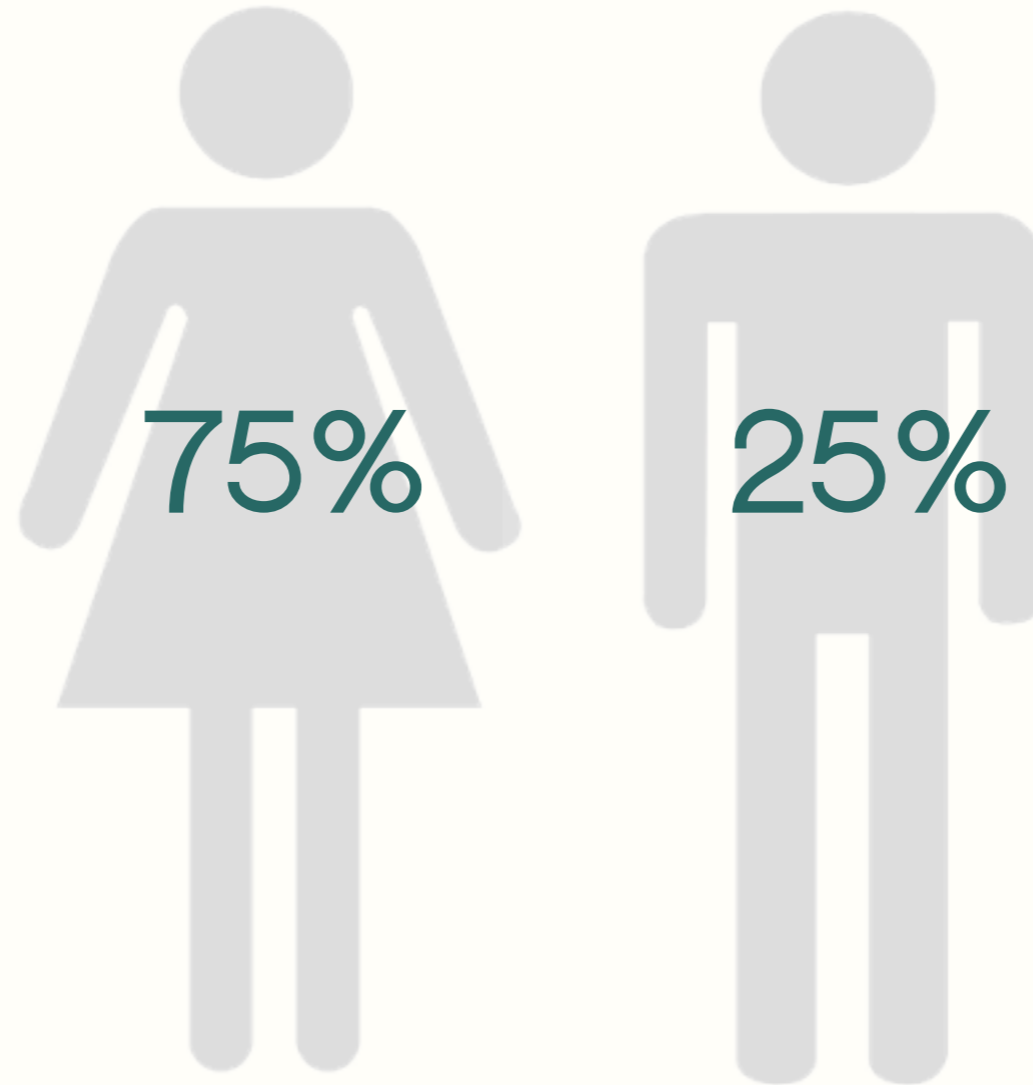
Survey Respondents: An Intergenerational Workforce

- 20 – 29 years old
- 30 – 39 years old
- 40 – 49 years old
- 50 – 59 years old
- 60 years old and over



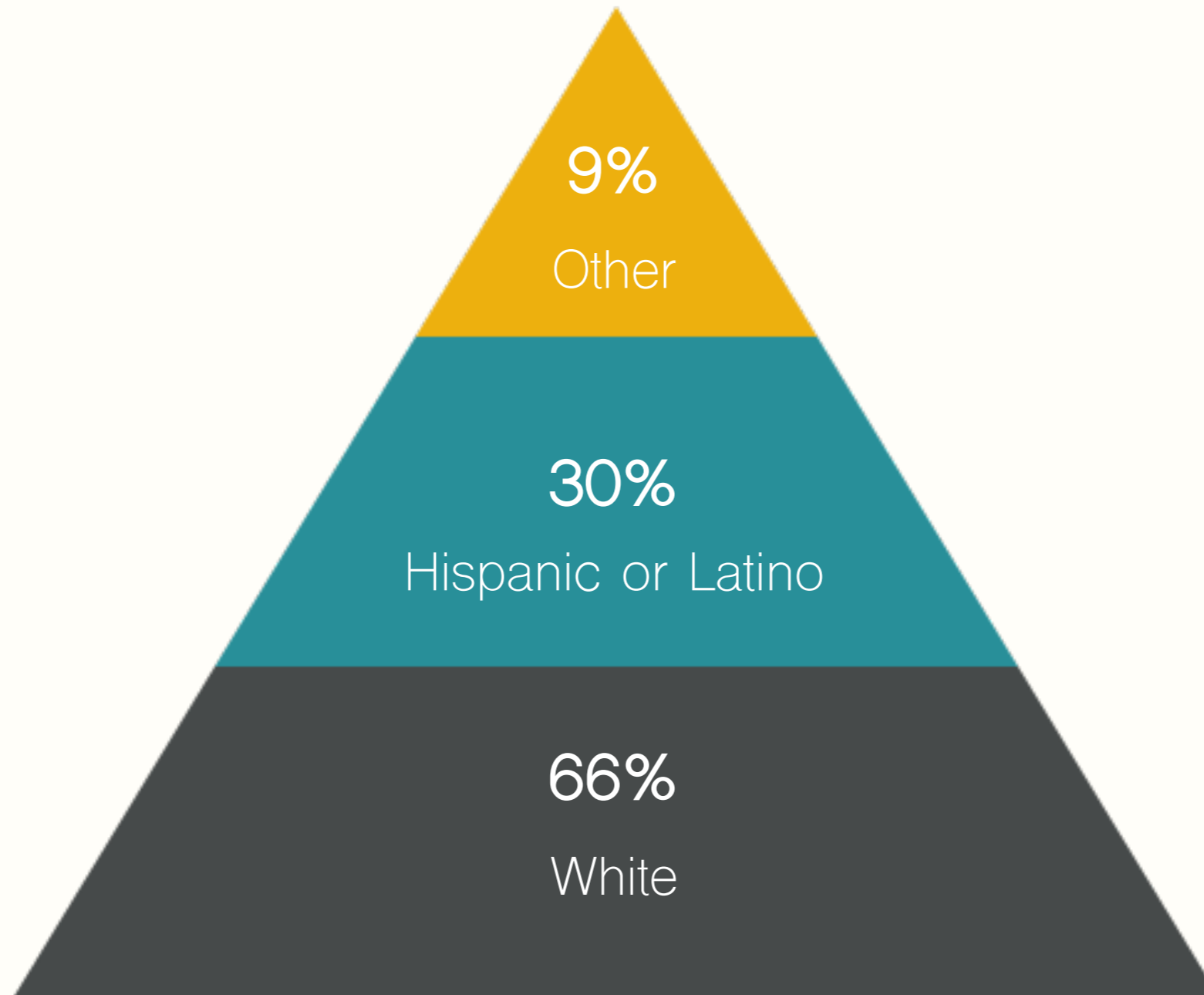
Survey Respondents

Gender



Survey Respondents

Ethnicity (could answer more than one)

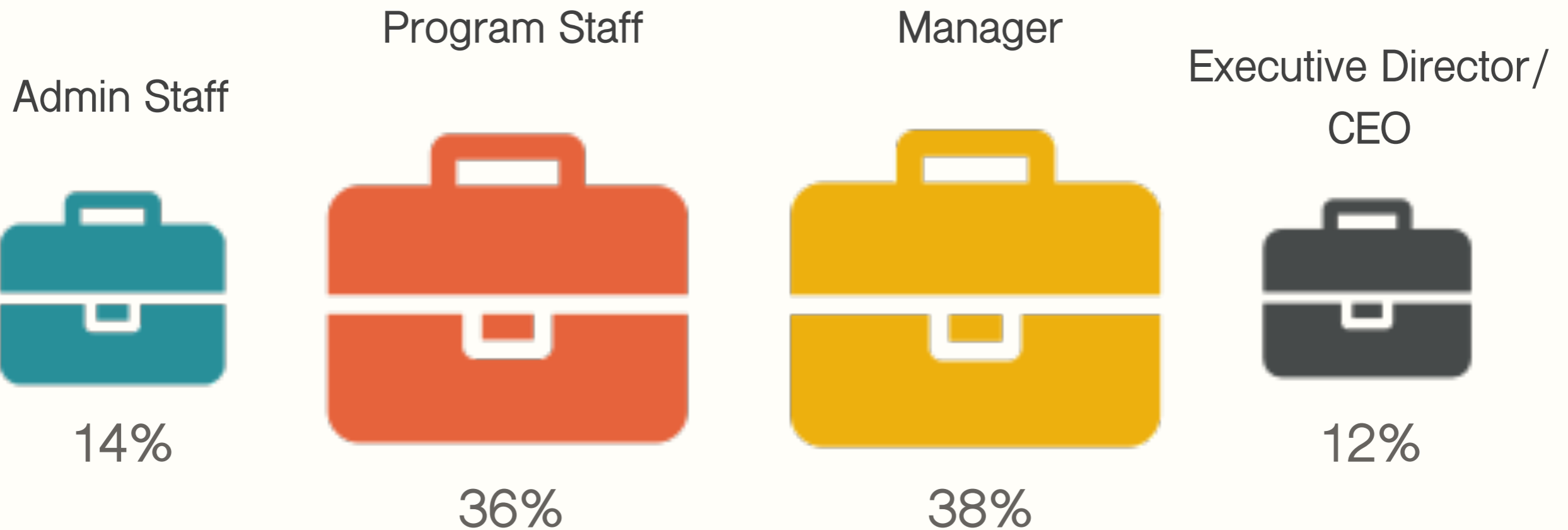


Survey Respondents Where They Work

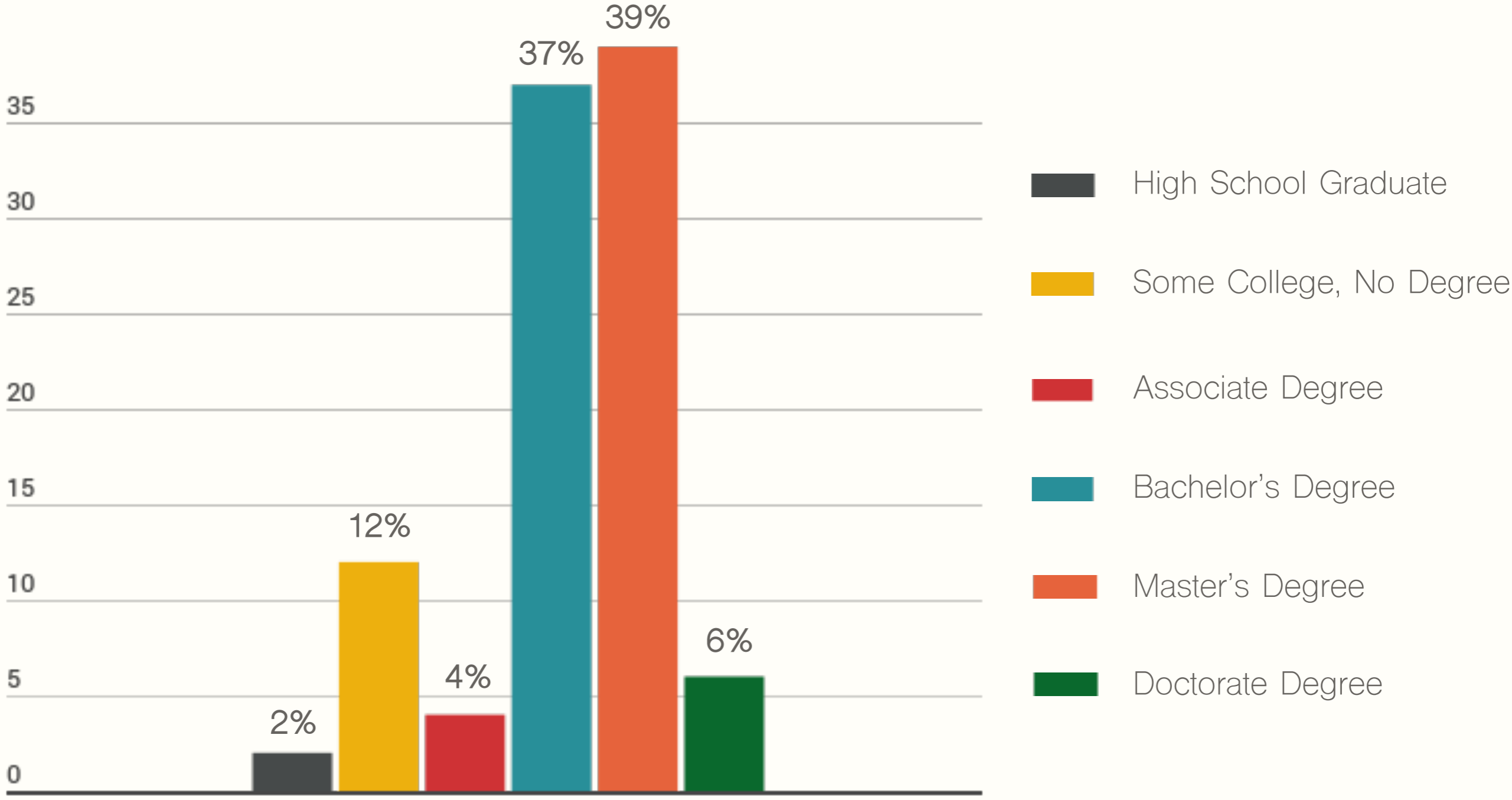


Survey Respondents:

A Balance Between Staff & Management

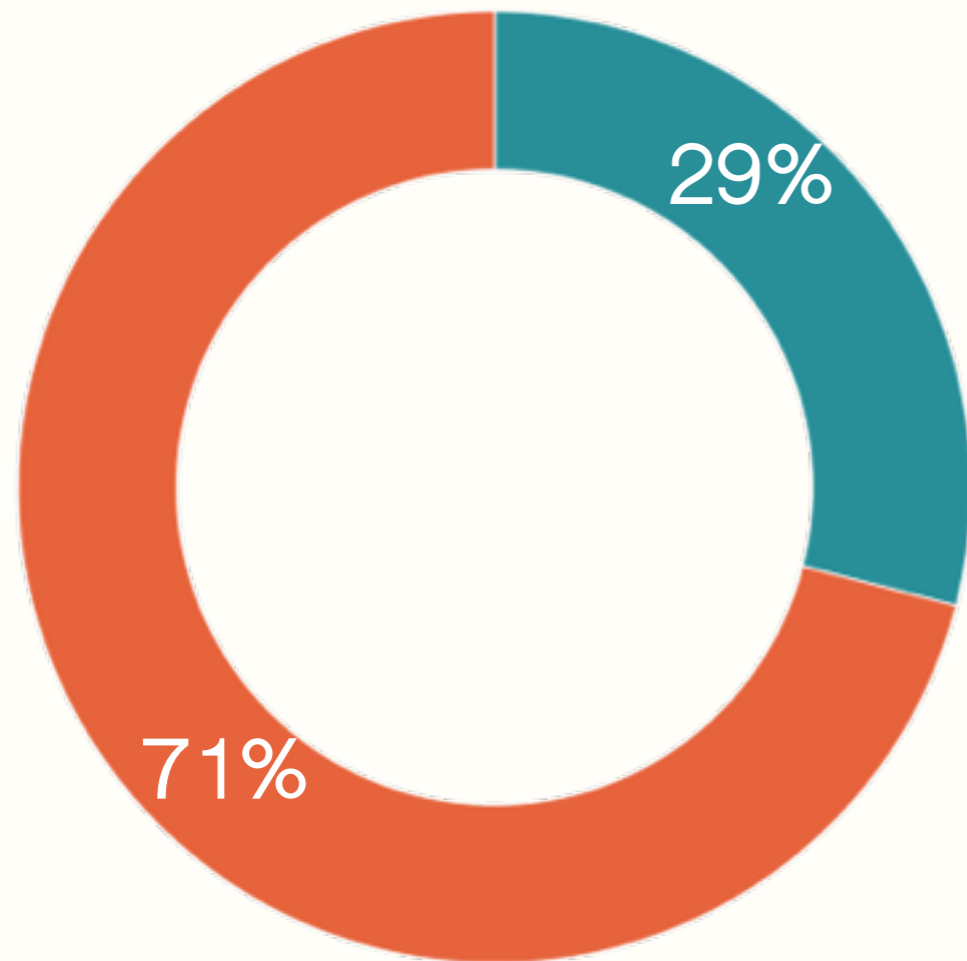


Survey Respondents: A Highly Educated Workforce



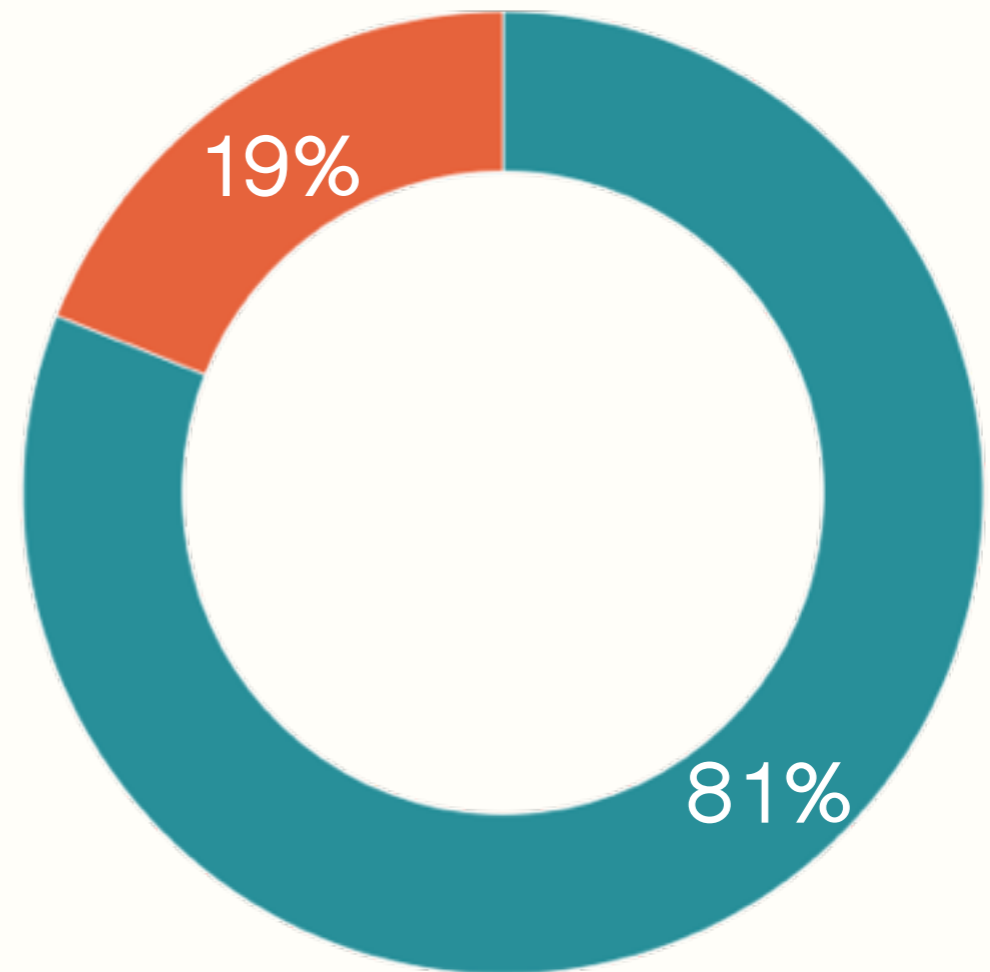
Most Nonprofit Employees Work for Mid-Sized and Large Organizations

Survey Respondents



S.B. County Nonprofit Orgs.

(Center for Nonprofit Management, 2005)



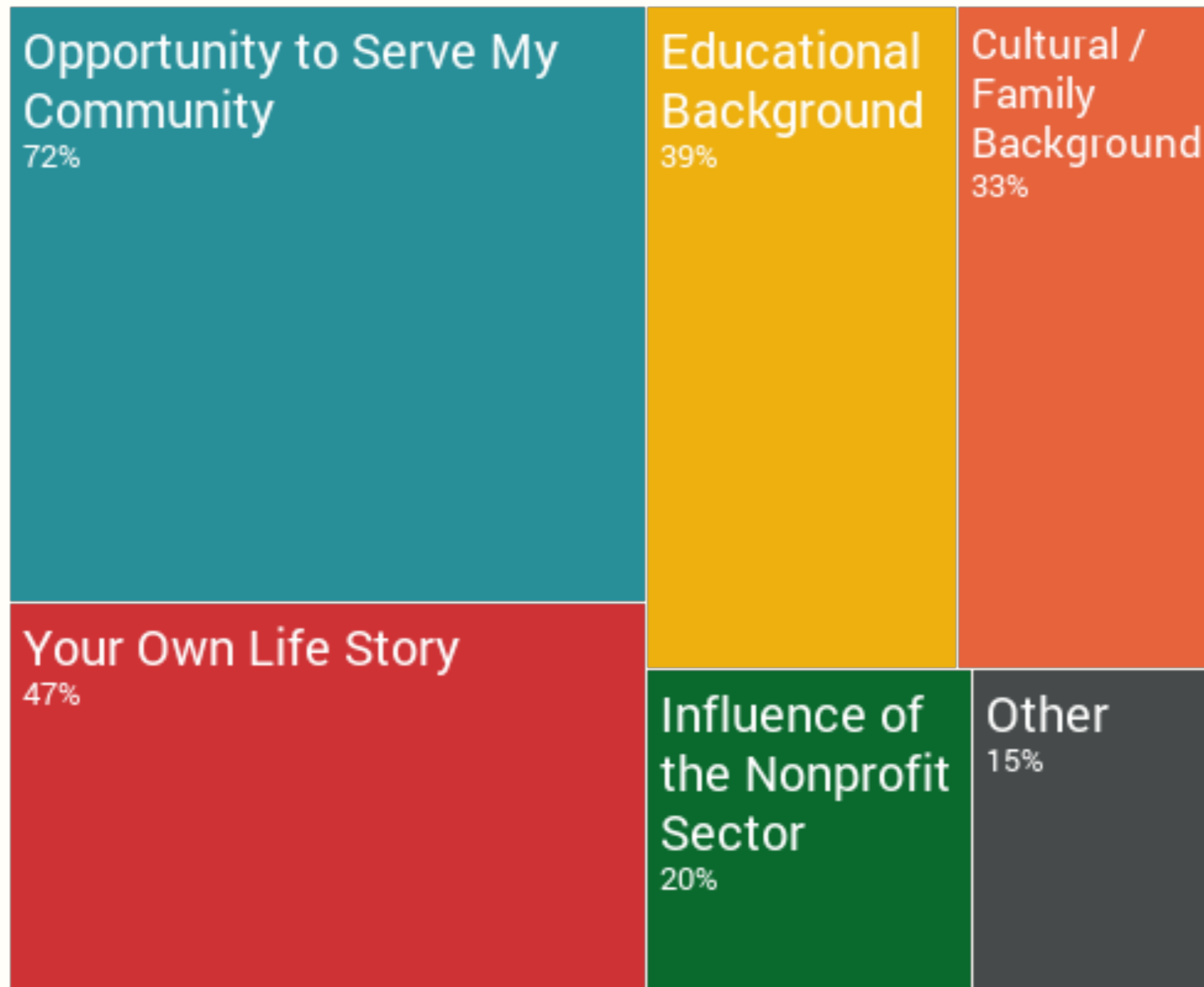
● Under \$1 Million ● Over \$1 Million

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Motivations &
Challenges

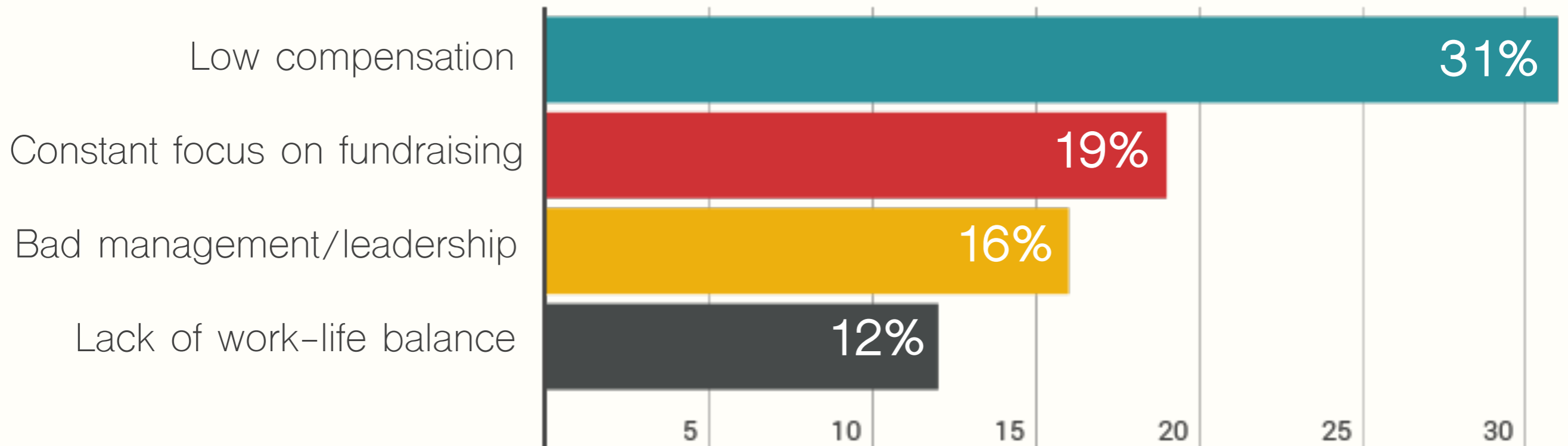
Opportunity to Serve and Background

Motivate Most to Pursue Nonprofit Career



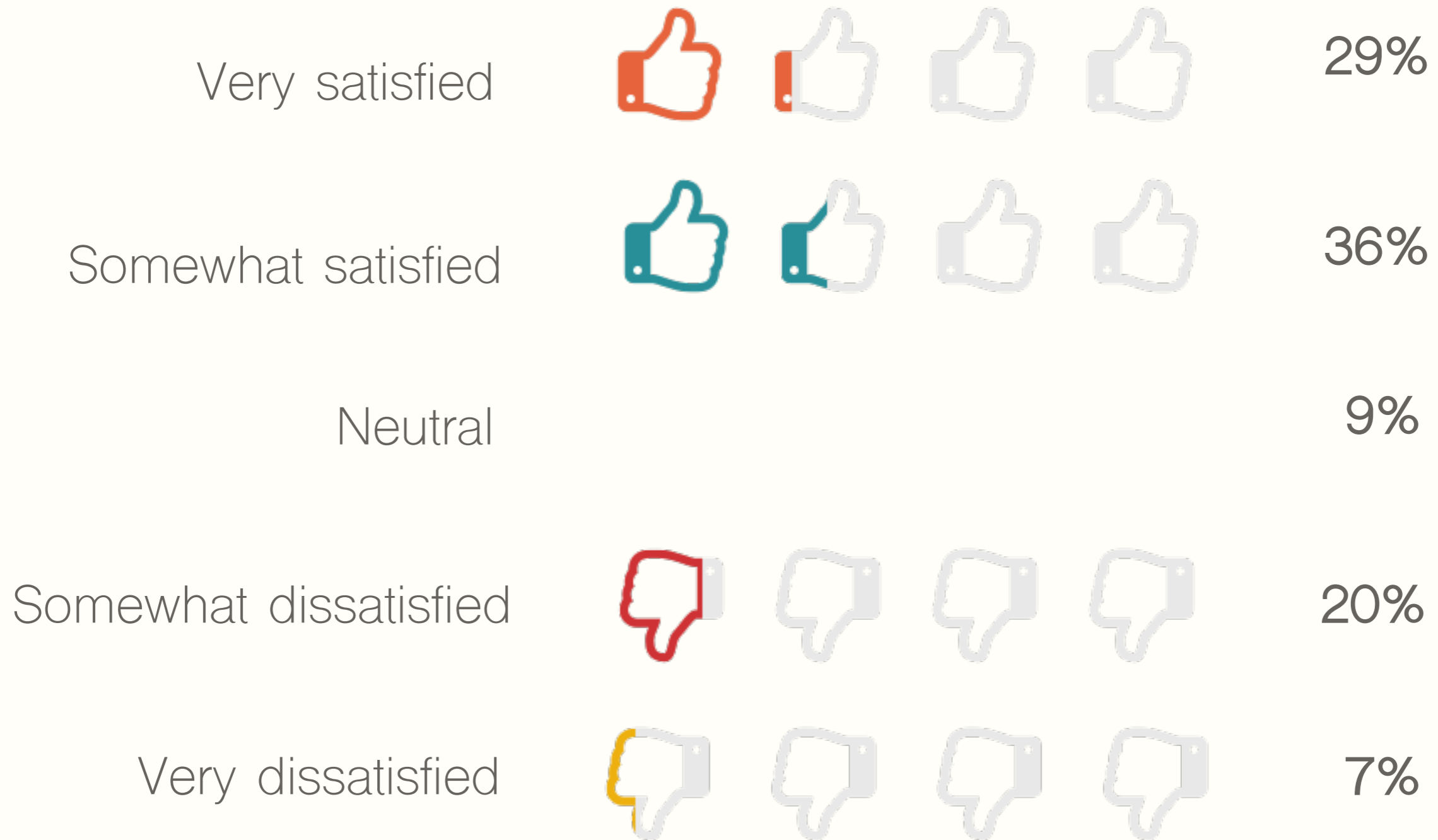
Greatest Challenge of Working in the Nonprofit Sector is Low Compensation

Top Four Nonprofit Sector Challenges

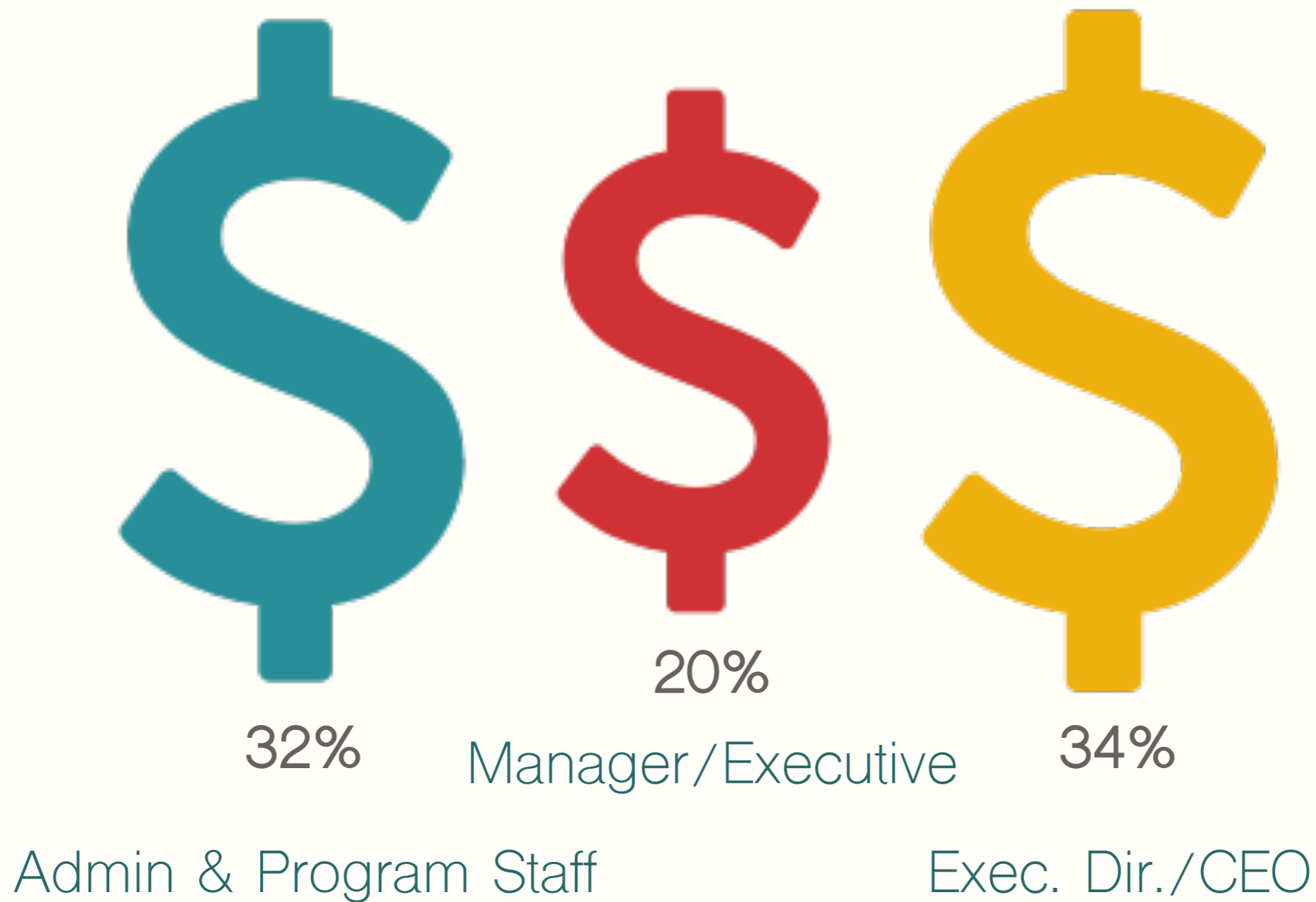


Overall Satisfaction with Compensation & Benefits

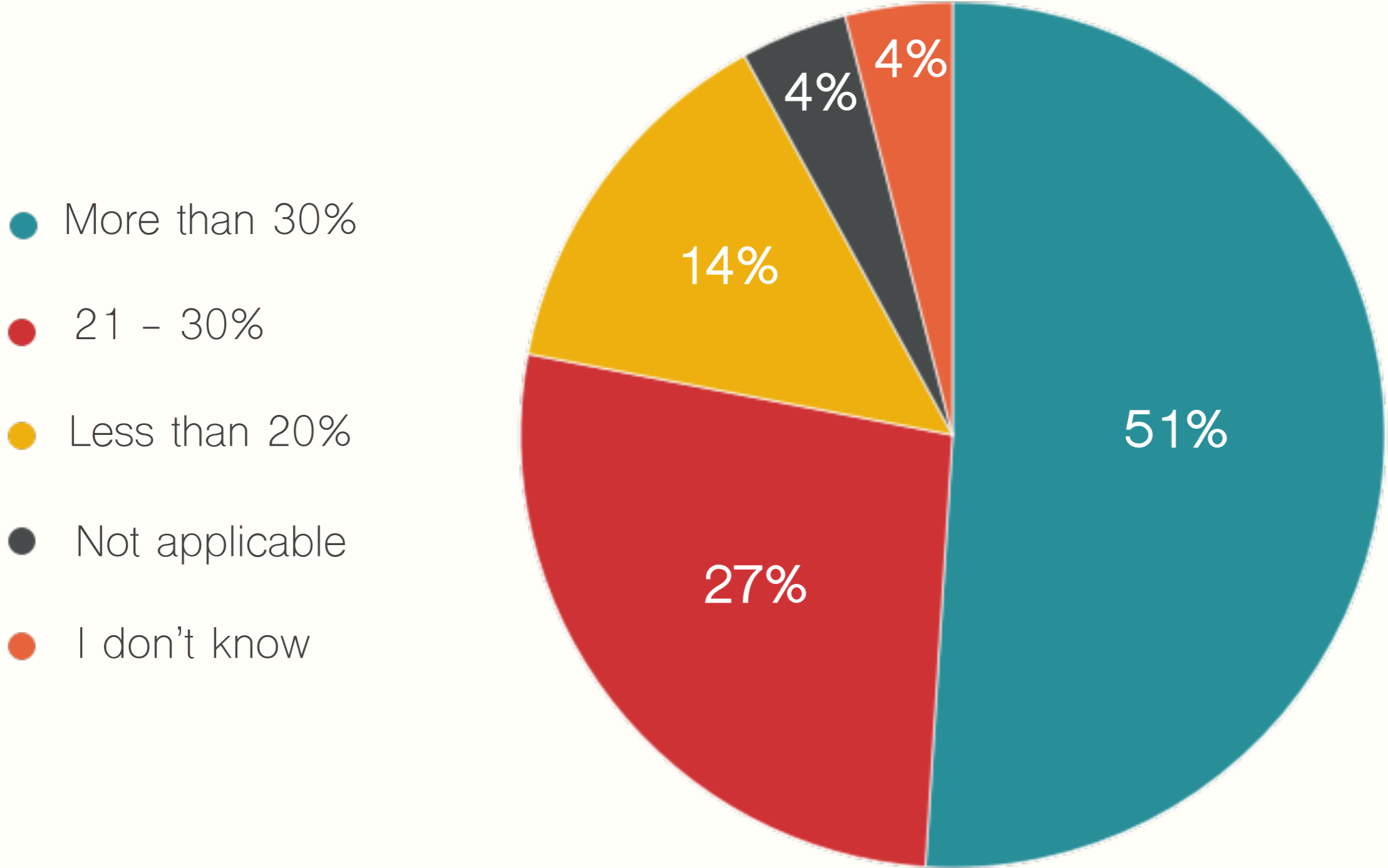
Given Job Responsibilities



28% of Nonprofit Workers Have Not Received a Pay Increase in the Past Two Years



High Percentage of Income Dedicated to Housing for Most



● More than 30%

● 21 - 30%

● Less than 20%

● Not applicable

● I don't know

Ambition and Lack of Upward Mobility

Lead to Staff Turnover
Admin & Program Staff



Aspire to a higher level position



Believe it is unlikely a higher level position will be available in next 3 years



Actively looking for work elsewhere

Do You Have the Resources to be Successful in your Current Role?

THE GOOD

“

I have board support, an engaged CEO and colleagues that I collaborate with on a daily basis.

I am able to attend any conference or training I need, am able to purchase supplies I need, and have resources. My CEO is accessible and a team player, and so is my Board.

At my place of work, I feel I have the resources to do everything we need to do. We are financially able to get what we need as well as we have the human effort and creativity to do cool things.

”

Do You Have the Resources to be Successful in your Current Role?

THE BAD

“

With conflicting pressures of fundraising, management, beginning new programs, and program oversight, I feel sometimes like a jack of all trades, master of none.

We don't currently have the resources; however, we manage to get by because of the commitment of our dedicated staff and volunteers.

We need higher pay. We are losing competent long-time staff, our best and brightest, who look elsewhere for higher compensation.

”

Do You Have the Resources to be Successful in your Current Role?

THE UGLY

“

The expectation for workload does not match current resources due to layoffs. The expectation is that the remaining employees should absorb the work of the laid off employees so there is no change in output.

The Board is floundering in their role and that makes it challenging for management. The board needs to understand their governance role and not day-to-day operations.

Personality conflicts, poor communication, and unclear job responsibilities get in the way. Arguing about projects and lack of planning creates crisis driven reactive management style.

”

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Professional
Development

Most Believe Professional Development is Important and Participate in Trainings

Important to Career Growth



79% say "Definitely!"

Participation

Yes



84%

No



16%

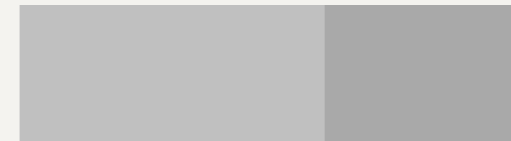
Top Responses – Topics People Want for Future Trainings & Development Opportunities

Leadership Development



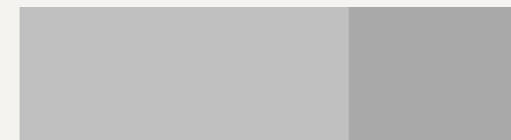
62%

Public Relations & Marketing



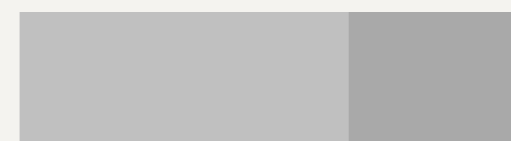
40%

Policy and Advocacy



35%

Information Technology



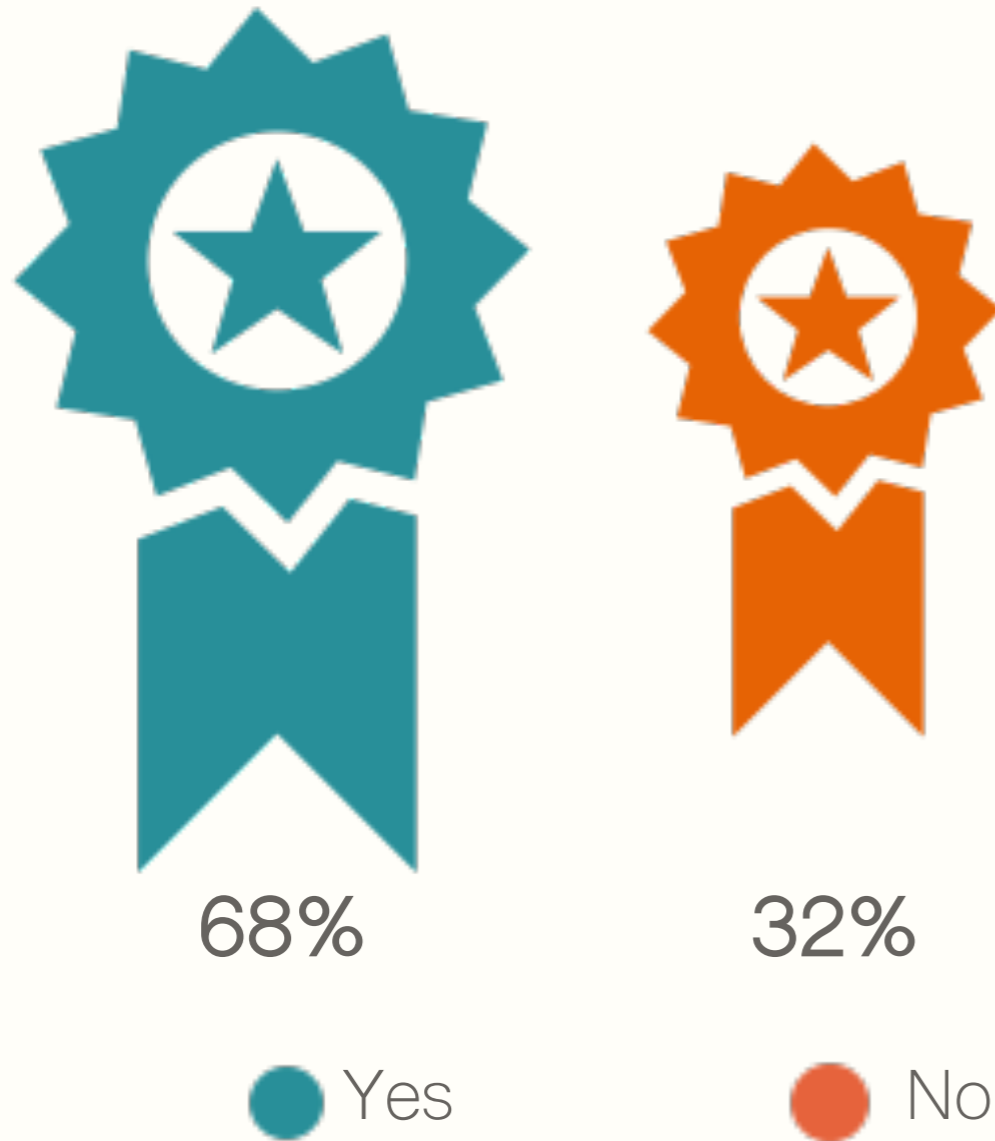
35%

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Leadership

High Percentage of Workforce Have Not Received a Performance Review in the Last 12 Months

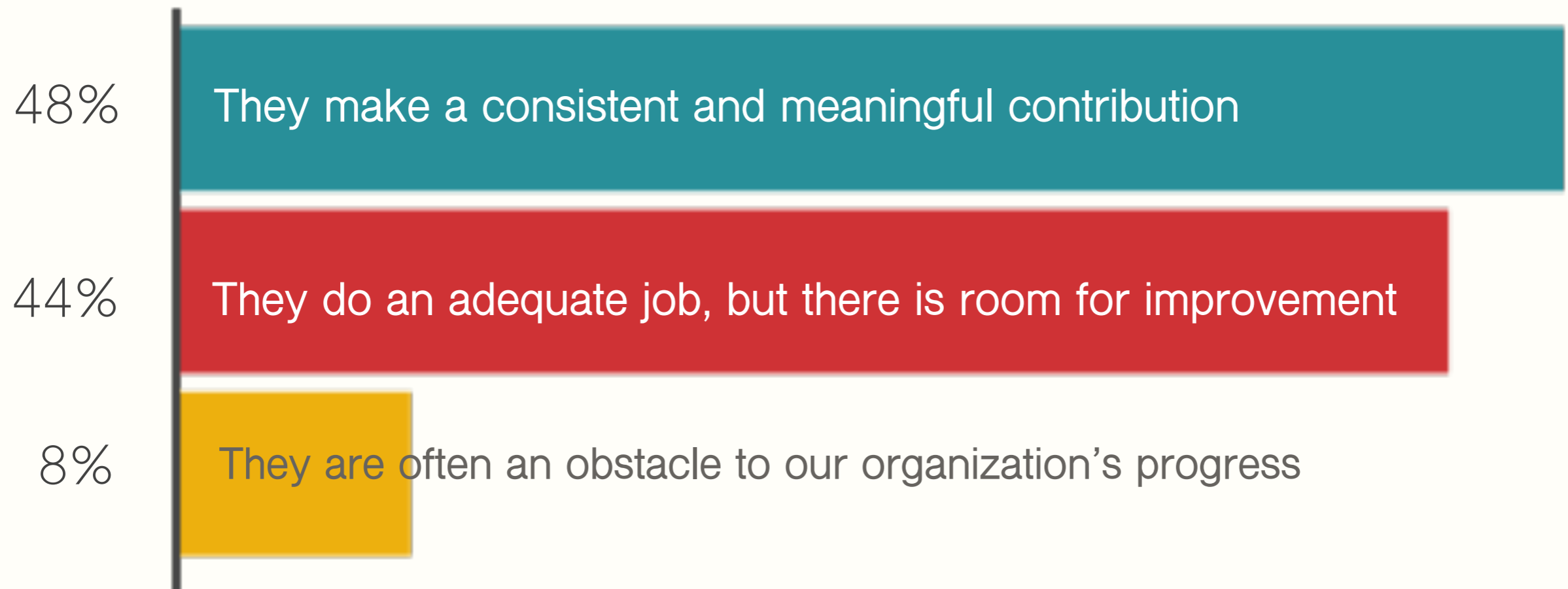
All Respondents



Executive Director / CEO

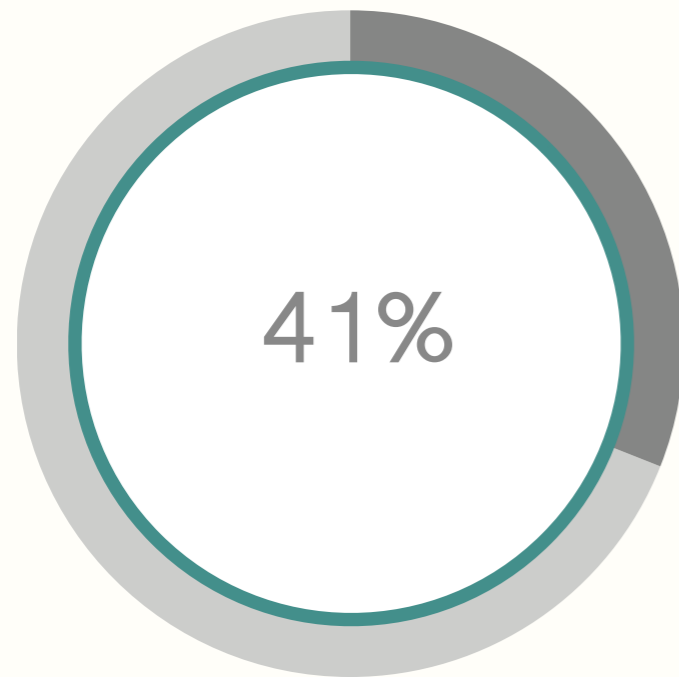
38% have not received a performance review in the past year

Boards are an Area of Concern



Board Transparency and Engagement

Lacking at the Staff Level



41% of Staff answered they are unclear on the role of the Board of Directors, or don't have sufficient interaction with the Board to be able to make a judgment about their effectiveness

What investments could be made by nonprofits and funders to show commitment to employee growth?

(excerpts from 260 written responses)

“

Budget for Professional Development

Competitive Salaries

Achievement-based Pay Increases

Tuition Assistance

Self-Care Opportunities

Regular Reflective Practice

Equitable Compensation

Investment in Younger Staff so They Stay

”

Richard vs. the Line-Item Budget

Please do not make me beg
for \$\$\$ to buy a laminator.

I have suffered the 1001 indignities of social work
and all I want is a nice A4 document
pressed between 2 silky-soft sheets of
ethylene-vinyl acetate.

Fresh pressed I want it to warm my hands.

I want our funders to esteem us based upon the quality
of our printed promotional materials.

I want laminating sheets that are as
extremely durable and stress resistant

as I would like to be.

~ Richard Porter~

(winner of the first NonprofitWithBalls.com poetry contest)

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Panel Responds
to the Data

Let's Hear From You!

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