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

- 24% 60 years old and over
- 17% 50 - 59 years old
- 20% 40 - 49 years old
- 13% 30 - 39 years old
- 26% 20 - 29 years old
Survey Respondents

Gender

75%  25%
Survey Respondents

Ethnicity (could answer more than one)

- 66% White
- 30% Hispanic or Latino
- 9% Other
Survey Respondents

Where They Work

- 23%
- 77%
Survey Respondents:

A Balance Between Staff & Management

- Admin Staff: 14%
- Program Staff: 36%
- Manager: 38%
- Executive Director/CEO: 12%
Survey Respondents:
A Highly Educated Workforce

- High School Graduate: 2%
- Some College, No Degree: 12%
- Associate Degree: 4%
- Bachelor’s Degree: 37%
- Master’s Degree: 39%
- Doctorate Degree: 6%
Most Nonprofit Employees Work for Mid-Sized and Large Organizations

Survey Respondents

- Under $1 Million: 71%
- Over $1 Million: 29%

S.B. County Nonprofit Orgs.

- Under $1 Million: 81%
- Over $1 Million: 19%

(Center for Nonprofit Management, 2005)
Santa Barbara County Nonprofit Human Capital  Motivations & Challenges
Opportunity to Serve and Background

Motivate Most to Pursue Nonprofit Career

- Opportunity to Serve My Community: 72%
- Educational Background: 39%
- Cultural / Family Background: 33%
- Your Own Life Story: 47%
- Influence of the Nonprofit Sector: 20%
- Other: 15%
Greatest Challenge of Working in the Nonprofit Sector is Low Compensation

Top Four Nonprofit Sector Challenges

- Low compensation: 31%
- Constant focus on fundraising: 19%
- Bad management/leadership: 16%
- Lack of work-life balance: 12%
Overall Satisfaction with Compensation & Benefits
Given Job Responsibilities

- Very satisfied: 29%
- Somewhat satisfied: 36%
- Neutral: 9%
- Somewhat dissatisfied: 20%
- Very dissatisfied: 7%
28% of Nonprofit Workers Have Not Received a Pay Increase in the Past Two Years

- 32% Manager/Executive
- 34% Exec. Dir./CEO
- 20% Admin & Program Staff

LEADING from within
High Percentage of Income Dedicated to Housing for Most

- More than 30%: 51%
- 21 - 30%: 27%
- Less than 20%: 14%
- Not applicable: 4%
- I don’t know: 4%
Ambition and Lack of Upward Mobility Lead to Staff Turnover

Admin & Program Staff

- 53% Aspire to a higher level position
- 46% Believe it is unlikely a higher level position will be available in next 3 years
- 30% 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.
Santa Barbara County
Nonprofit Human Capital

Professional Development
Most Believe Professional Development is Important and Participate in Trainings

79% say “Definitely!”

<table>
<thead>
<tr>
<th>Participation</th>
<th>Yes</th>
<th>No</th>
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<tr>
<td>79% say “Definitely!”</td>
<td>84%</td>
<td>16%</td>
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# Top Responses - Topics People Want for Future Trainings & Development Opportunities

<table>
<thead>
<tr>
<th>Topic</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Leadership Development</td>
<td>62%</td>
</tr>
<tr>
<td>Public Relations &amp; Marketing</td>
<td>40%</td>
</tr>
<tr>
<td>Policy and Advocacy</td>
<td>35%</td>
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<tr>
<td>Information Technology</td>
<td>35%</td>
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Santa Barbara County
Nonprofit Human Capital
Leadership
High Percentage of Workforce Have Not Received a Performance Review in the Last 12 Months

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<th>All Respondents</th>
<th>Executive Director / CEO</th>
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<tr>
<td>68% Yes</td>
<td>38% have not received a performance review in the past year</td>
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<td>32% No</td>
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Boards are an Area of Concern

48% They make a consistent and meaningful contribution

44% They do an adequate job, but there is room for improvement

8% They are often an obstacle to our organization’s progress
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)
Santa Barbara County Nonprofit Human Capital Panel Responds to the Data
Let’s Hear From You!

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