



# 2024 HR MEMBER SURVEY

# WELCOME!

Hello and welcome to our 2024 HR Practices Survey. We appreciate you taking the time to participate and share your insights. Your contributions, alongside those of your peers, are invaluable.

Often, our HR Services' clients seek to understand what other nonprofits in their field are doing. They inquire about a range of topics, from annual COLA increases and adjustments to exempt salary levels due to legislative changes, to investigations, benefits, and other HR-related matters.

This year, we placed a strong emphasis on Talent Acquisition. As many of you know, recruiting and retaining the right talent has been a significant challenge for nonprofits over the past five years.

Curious about our findings? Turn the page and dive in. We're eager to hear your thoughts on whether these findings resonate with your experiences and what aspects surprised you or left you wanting more information.

We hope you find the survey results insightful, and that they provide you with new facts, helpful hints, and practical tips.

Enjoy,

Sonya Llewellyn  
National Director, HR Services

**WE ARE HERE FOR YOU,  
YOUR NEEDS ARE OUR FOCUS.**

## **TOP BENEFITS**

1. Clarity on HR issues and laws
2. Confidence about decisions and procedures
3. Knowledge to help your organization run smoothly
4. Industry-leading background and identity services\*
5. Talent acquisition services\*
6. Up-to-date employee management training for HR staff and other supervisors
7. Customized living Employee Handbook development services (updated throughout the year)\*
8. Resource library available 24/7
9. Peace of Mind—sometimes it helps to “talk it out” with someone who knows the ropes
10. And so much more...

\* Additional fees apply for these services

# TABLE OF CONTENTS

●	General	6
●	Budgeting	9
●	Compensation	11
●	Diversity, Equity, & Inclusion (DEI)	13
●	Engagement	15
●	External HR Assistance	17
●	Hiring	20
●	Workforce	25

## GENERAL

### HR HEAD COUNT

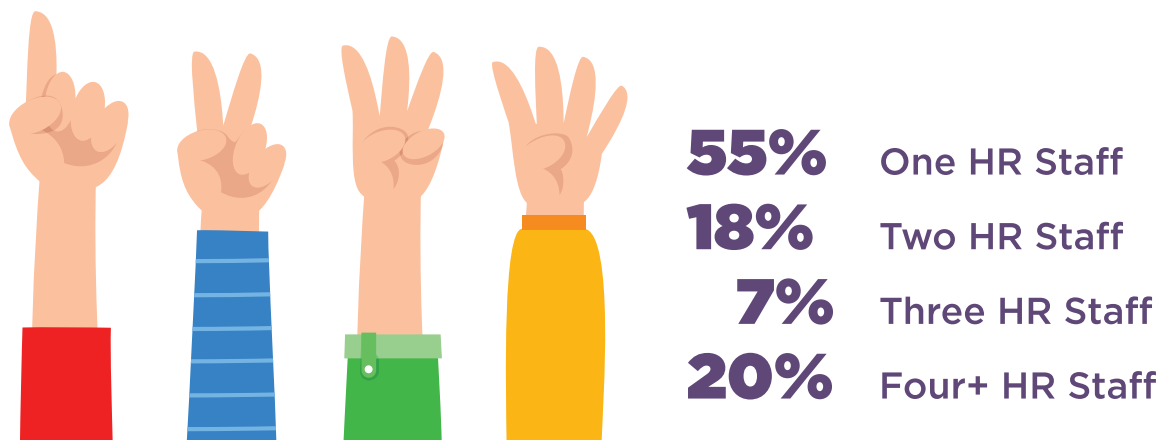
#### Question

Does your organization have a dedicated HR professional on staff?



#### Question

How many HR staff do you have?



#### FACT:

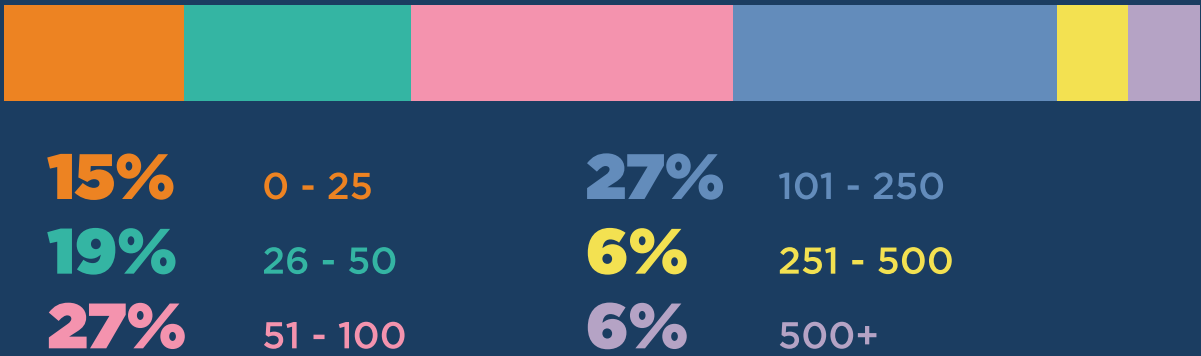
Having a dedicated HR professional on staff can lead to improved employment law compliance, as well as employee morale and engagement. An HR professional can provide guidance and support for issues ranging from conflict resolution to professional development opportunities.

# GENERAL

## HEAD COUNT

### Question

What is the approximate total head count that you support in an HR capacity?



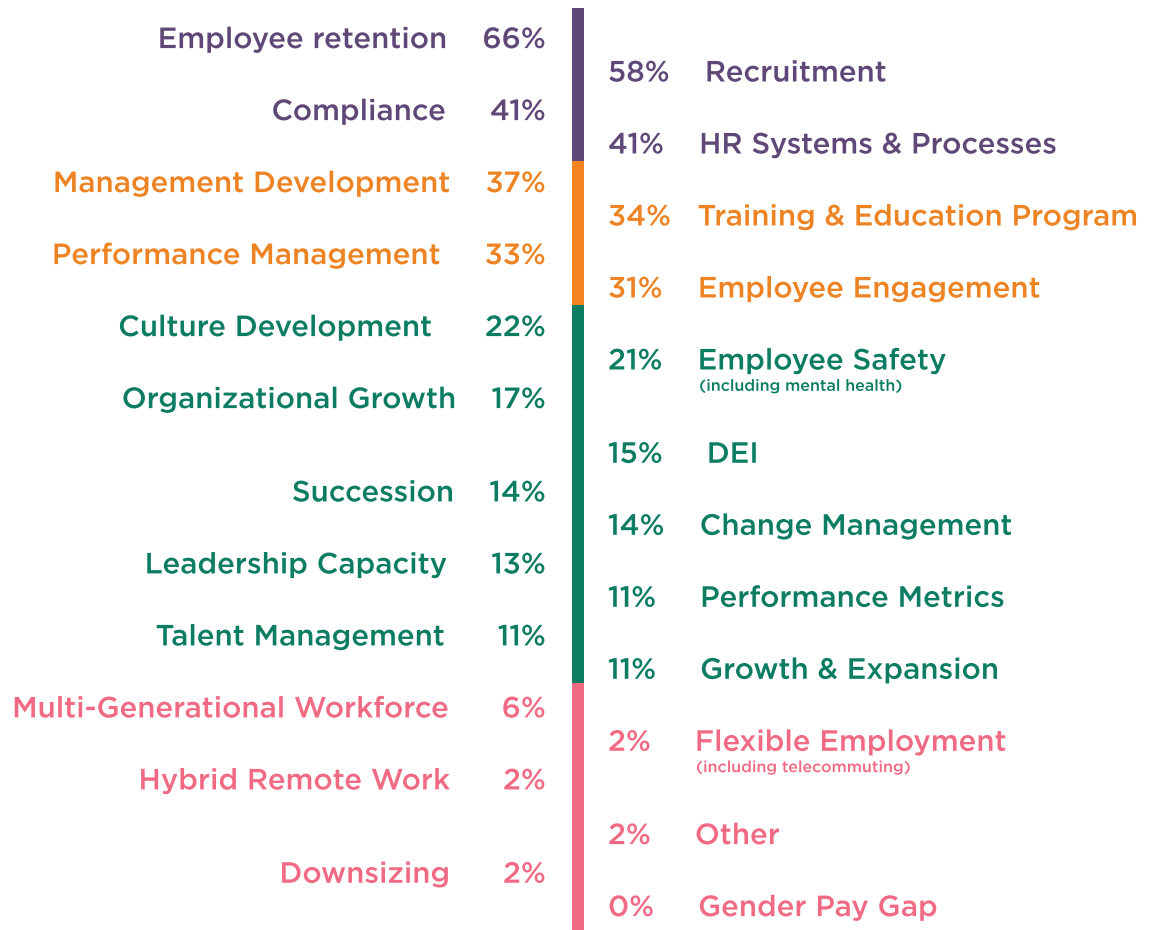
**TIP:** The typical formula used is one HR professional for every 50 employees. There are other factors to consider when determining the approximate total head count that you can support in an HR capacity. Consider factors such as the complexity of HR tasks, the level of automation in HR processes, and the availability of support staff. **A helpful tip:** Regularly assess workload and productivity metrics to ensure that your HR team can effectively support the organization's needs without becoming overwhelmed.

# GENERAL

## KEY BUSINESS ISSUES

### Question

What are the current key business issues that your organization is looking for HR to address?



### FACT:

Organizations often look to their HR departments to address key business issues such as talent acquisition and retention, workforce diversity and inclusion, employee engagement and productivity, performance management and development, compliance with labor laws and regulations, and creating a positive organizational culture. These areas are crucial for driving organization success and maintaining a competitive edge.

# BUDGETING

## HR DEPARTMENT

### Question

What is the approximate annual budget allocated to your organization's HR department for the current fiscal year?



<b>21%</b>	Below \$10,000
<b>22%</b>	\$10,000 to \$50,000
<b>22%</b>	\$50,001 to \$100,000
<b>11%</b>	\$100,001 to \$500,000
<b>3%</b>	\$500,001 to \$1 million
<b>5%</b>	Over \$1 million
<b>16%</b>	Prefer not to say

### FACT:

The annual budget allocated to an organization's HR department each year typically includes expenses such as salaries and benefits for HR staff, recruitment and training costs, employee engagement initiatives, compliance and legal expenses, HR technology, software subscriptions, as well as consulting fees for specialized HR services.

# BUDGETING

## HR DEPARTMENT

### Question

How has your organization's HR budget changed over the past three years?

**41%**

Remained roughly the same  
(change of less than 10% either way)

**23%**

Moderately increased  
(by 10% to 25%)

**15%**

Significantly increased  
(by more than 25%)



**4%**

Moderately decreased  
(by 10% to 25%)

**2%**

Significantly decreased  
(by more than 25%)

**15%**

Not applicable / Don't Know

### TIP:

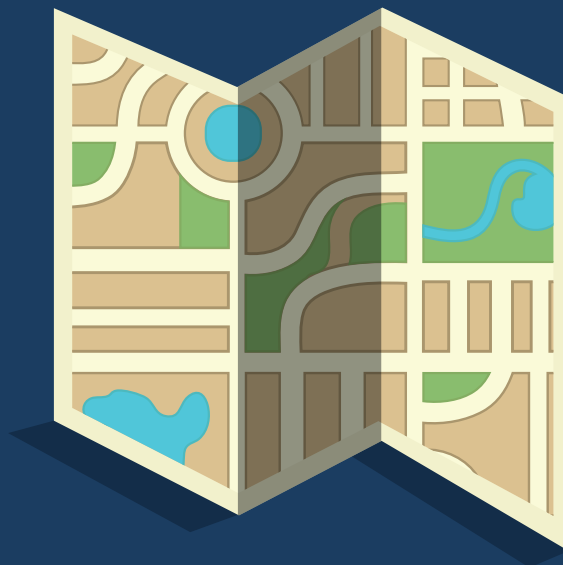
When analyzing how your organization's HR budget has changed over the past three years, consider factors such as changes in head count, shifts in HR priorities (like increased focus on talent acquisition or training), investments in HR technology, and any regulatory changes impacting HR operations. A helpful tip is to conduct a thorough budget analysis annually, comparing expenditures and outcomes to identify trends and adjust budget allocations accordingly.

# COMPENSATION

## WAGES

### Question

Do you have difficulties assessing appropriate wages for positions in your geographic location?



**YES**  
**34%**

**NO**  
**67%**

### TIP:

If you have difficulties assessing appropriate wages for positions in your geographic location, a helpful tip is to review like job descriptions in your area and take note of any salary ranges. Additionally, consider consulting with HR professionals or compensation specialists who have expertise in your geographic area to ensure that your wage assessments are competitive and aligned with market trends.

# COMPENSATION

## WAGES

### Question

Did your organization adjust salaries in the past few year(s) to account for high inflation?

**YES**  
**63%**

**WE TRIED**  
**29%**

**NO**  
**8%**



### FACT:

Many organizations have adjusted salaries in the past few years to account for high inflation, aiming to maintain employee purchasing power and job satisfaction.

# DIVERSITY, EQUITY, & INCLUSION

## FOSTERING INCLUSION

### Question

Does your organization offer any unconscious bias training for hiring managers or recruiting staff?

**YES**  
**42%**

**NO**  
**58%**

### Question

What are some of the biggest challenges your organization faces in achieving a diverse and inclusive workforce?

Member organizations were asked to describe specific efforts or tools they use to attract and hire candidates from diverse backgrounds. The categorization of responses by common keywords or themes yielded the following insights:

- Community Engagement
- Advertisements
- Social Media and Inclusive Practices
- Others
  - Training
  - Outreach
  - Job Boards
  - Networking
  - Referrals

### FACT:

Offering unconscious bias training for hiring managers and recruiting staff has become increasingly common among organizations committed to promoting diversity, equity, and inclusion in their hiring processes. This training helps raise awareness of unconscious biases that can affect decision-making, providing strategies to mitigate bias and foster fair and inclusive hiring practices.

# DIVERSITY, EQUITY, & INCLUSION

## ENHANCING DEI

### Question

**Do you have any recommendations or suggestions for improving DEI within your organization?**

Based on the analysis of responses to the biggest challenges organizations face in achieving a diverse and inclusive workforce, the summarized categories indicate specific areas of concern:

- Retention
- Bias and Barriers
- Opportunities and Inclusion
- Others
  - Culture
  - Awareness
  - Training
  - Networking



### TIP:

Prioritize leadership buy-in and commitment to DEI initiatives. Encourage senior leaders to champion DEI efforts by allocating resources for training and programs, establishing clear goals and metrics, and fostering open communication and feedback channels for employees to share their experiences and suggestions for improvement.

# ENGAGEMENT

## RETENTION AND ONBOARDING

### Question

Is your organization having difficulty with retention?



**YES**  
**61%**

**NO**  
**39%**

### TIP:

If your organization is having difficulty with retention, consider conducting regular employee surveys, as well as Stay Interviews (opposite of Exit Interviews) to understand employee concerns, offering competitive compensation packages, providing opportunities for professional development, and fostering a positive workplace culture to enhance employee satisfaction and loyalty.

# ENGAGEMENT

## RETENTION AND ONBOARDING

### Question

Does your organization have a formal handoff from hiring to orientation/onboarding?



### FACT:

Organizations with a formal handoff process from hiring to orientation/onboarding typically experience higher levels of new hire engagement, productivity, and retention. This structured transition helps new employees feel welcomed, informed, and prepared to contribute effectively to the organization from the start of their employment.

# EXTERNAL HR ASSISTANCE

## RECRUITERS

### Question

Does your organization engage external recruiting for your hiring needs?



**4%** YES  
every time

**43%** YES  
sometimes

**53%** NO

### Question

If you utilize an external recruiter, how do you use them?

**76%**  
Executive search

**46%**  
Full-time hires

**32%**  
Temporary hires

### FACT:

Many organizations engage external recruiters to fulfill their hiring needs. External recruiters specialize in sourcing, screening, and presenting qualified candidates to organizations, saving time and resources in the recruitment process. They often have extensive networks and industry knowledge, making them valuable partners in attracting top talent.

# EXTERNAL HR ASSISTANCE

## SUPPLEMENTAL HR

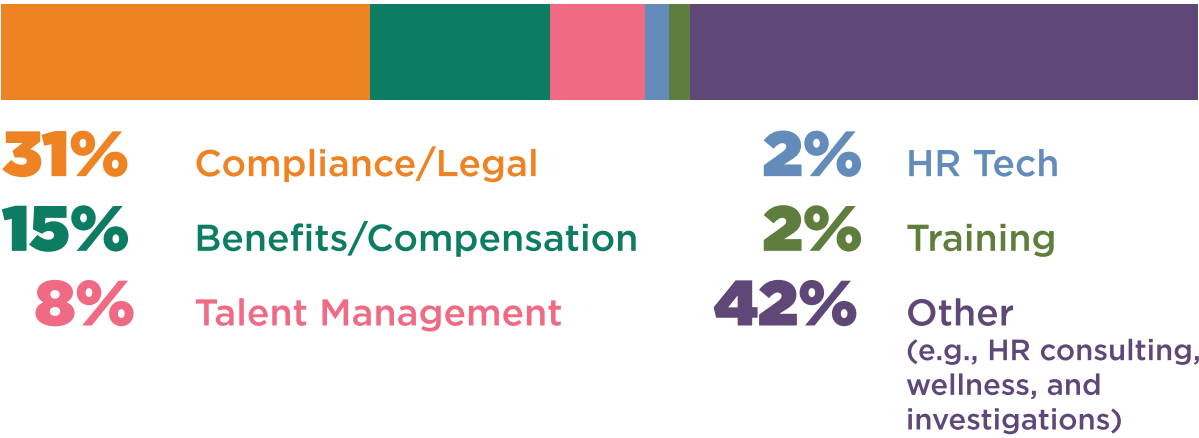
### Question

Does your organization utilize external resources to supplement internal HR?



### Question

If yes, in what areas of HR do your external resources work?



### TIP:

When using external resources to supplement internal HR, establish clear communication and collaboration channels between teams. Define roles, set performance metrics for accountability, and create a collaborative environment. Regularly assess external resource effectiveness to ensure alignment with HR goals and positive contributions to operations.

# EXTERNAL HR ASSISTANCE

## SUPPLEMENTAL HR SATISFACTION

### Question

Has your organization been happy with outside resources?

YES  
81%

NO  
19%



### FACT:

Organizations often evaluate the satisfaction with their external HR and recruitment resources based on factors such as the quality of candidates sourced, the efficiency of the recruitment process, the level of collaboration and communication with external partners, and the impact on overall HR outcomes. Regular feedback and performance evaluations help determine the effectiveness and satisfaction levels with external resources.

# HIRING

## RECRUITMENT BUDGET

### Question

Does your organization currently allocate a specific budget for recruitment purposes?



**32% YES**  
We have a dedicated recruiting budget

**59% No**  
We do not have a specific budget for recruiting

**9% Unsure / Don't Know**

### TIP:

Ensure your recruiting budget is ethically and legally compliant by allocating funds towards inclusive hiring practices. Invest in unbiased recruitment tools, comprehensive DEI training for hiring managers, and outreach programs that target diverse talent pools. This not only fosters a fair hiring process but also minimizes the risk of discrimination claims, aligning your organization with best practices and legal standards.

# HIRING

## RECRUITMENT BUDGET ALLOCATION

### Question

If your organization has a dedicated recruiting budget how do you primarily allocate these funds?



88%

Advertising job openings on job boards and social media platforms



36%

Implementing referral programs



34%

Hosting or attending career fairs and networking events



19%

Investing in recruitment software and tools



16%

Hiring recruitment agencies or external recruiters



10%

Training and development of in-house recruiting teams



4%

Other

### FACT:

Organizations primarily allocate their dedicated recruiting budget funds towards activities such as job advertising on various platforms, investing in recruitment software and tools for candidate sourcing and management, conducting background checks on potential hires, and implementing employer branding initiatives to attract top talent.

# HIRING

## RECRUITMENT STRATEGY

### Question

Does your organization have a proactive recruitment strategy aligned with the overall organizational strategy?

**YES**  
**55%**

**NO**  
**45%**

### Question

If you recruit internally, who is responsible for recruiting?

**60%**  
HR

**31%**  
Hiring  
Managers

**9%**  
A Recruiter



### TIP:

To align your recruitment strategy with the organizational strategy, bring in current staff at all levels to regularly review and update your strategy. Match recruitment goals with organizational objectives, use data for informed decision-making, employ various recruitment channels, enhance employer branding, and build relationships with potential candidates. Adapt the strategy to changing needs and talent market dynamics through regular assessments and adjustments.

# HIRING

## TIME TO HIRE

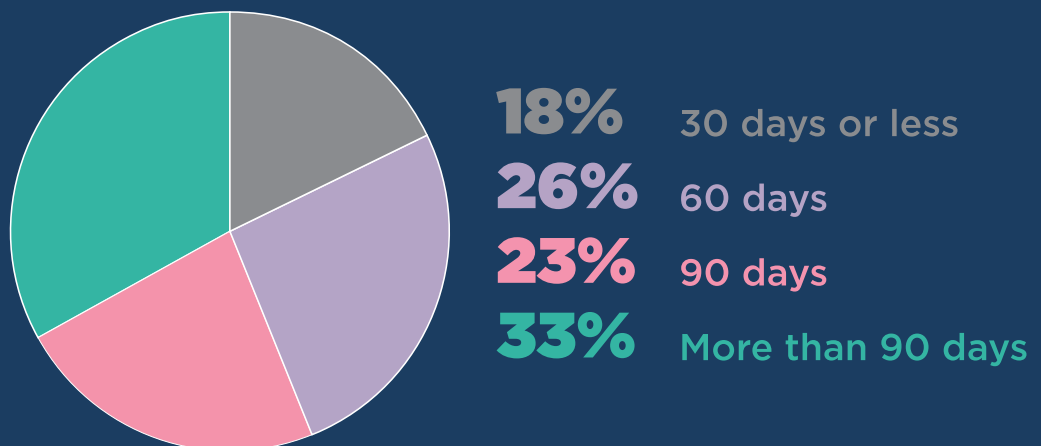
### Question

How long is it taking to find qualified front-line employees?



### Question

How long does it take your organization to hire Senior Leadership staff?



### TIP:

If it's taking a long time to find qualified front-line employees, consider refining your job descriptions to attract more suitable (and know what that looks like) candidates. Streamline your recruitment process by using automated tools for screening and scheduling interviews and collaborate closely with hiring managers to expedite decision-making. Additionally, consider partnering with vocational schools or training programs to source candidates with relevant skills and experience.

# HIRING

## IDEAL HR SET UP

### Question

If you could have your ideal HR/recruiting set up, how would it differ from your current set up?



### FACT:

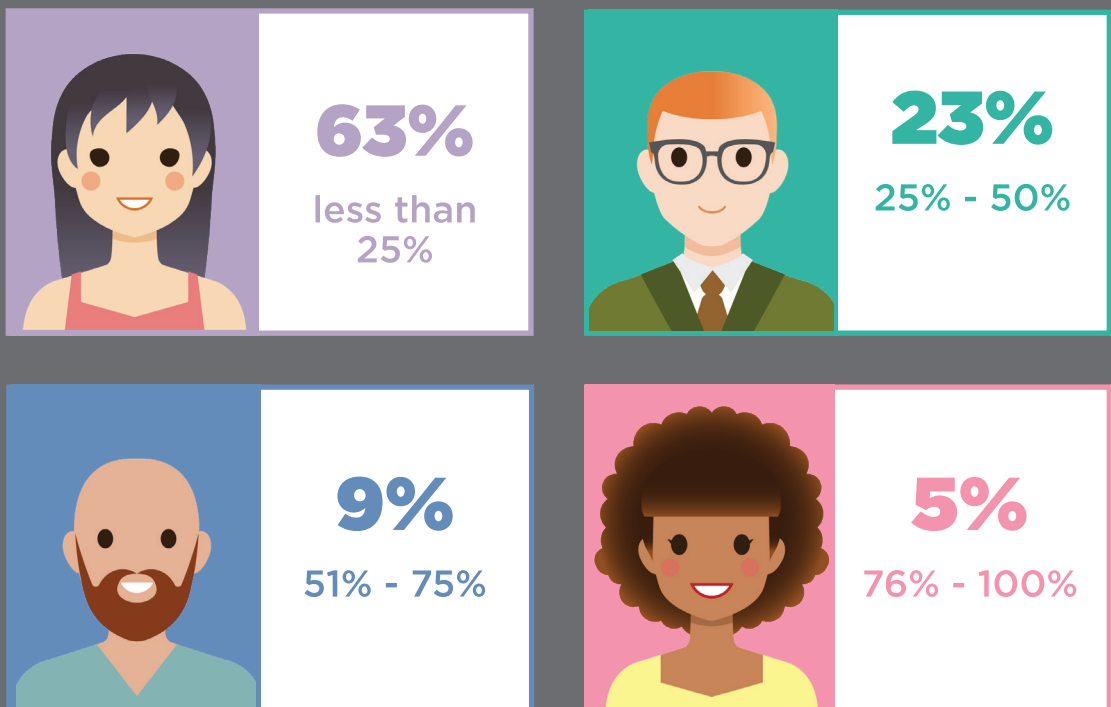
An ideal HR/recruiting setup for a nonprofit organization might differ from your current setup in several ways. This could include having dedicated recruitment specialists for various roles or departments, implementing advanced HR technology for streamlined processes and data analytics, offering comprehensive training programs for hiring managers on best practices and bias mitigation, and developing robust employer branding strategies to effectively attract top talent.

# WORKFORCE

## EXEMPT AND NONEXEMPT

### Question

What percentage of your workforce is exempt (as defined by the Fair Labor Standards Act (FLSA))?



### FACT:

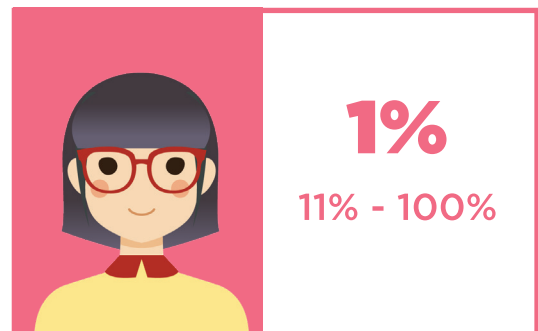
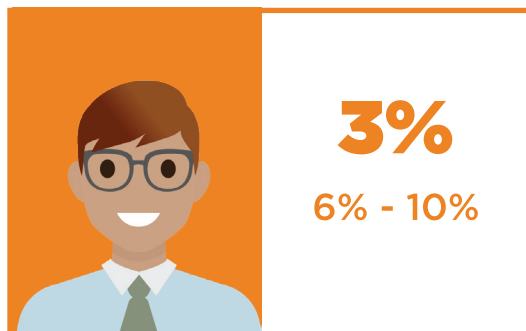
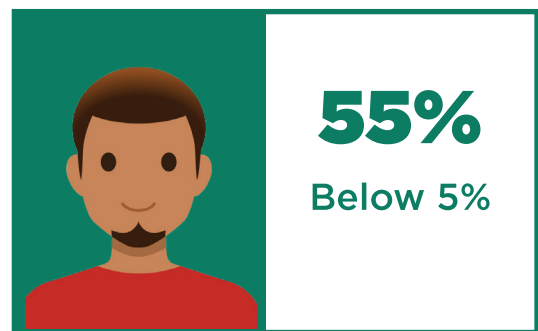
The percentage of exempt employees in a workforce, as defined by the FLSA, can vary widely depending on the industry, organizational structure, and job roles. Exempt employees are typically those who are not entitled to overtime pay under the FLSA. These generally include executive, administrative, and professional employees who meet specific criteria regarding their job duties and salary level. Typically, these exempt positions are in management or specialized positions needing a higher level of education or specialized training.

# WORKFORCE

## INDEPENDENT CONTRACTORS

### Question

What percentage of your workforce are contractors (1099)?



### TIP:

Regularly review and track contractor agreements and invoices to ensure accurate reporting. Additionally, consider implementing a centralized system or software to manage contractor relationships and payments efficiently. Keeping detailed records can also help with compliance and financial planning for contractor expenses.



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