

5-2022

Research on the Challenges of "The Great Resignation" Faced by Nonprofits

Breanna Wilson

Follow this and additional works at: https://digitalcommons.csumb.edu/caps_thes_all

This Capstone Project (Open Access) is brought to you for free and open access by Digital Commons @ CSUMB. It has been accepted for inclusion in Capstone Projects and Master's Theses by an authorized administrator of Digital Commons @ CSUMB. For more information, please contact digitalcommons@csumb.edu.

Research on the Challenges of "The Great Resignation" Faced by Nonprofits

Breanna Wilson

Community Foundation for Monterey County | Center for Nonprofit Excellence | Susie Polnaszek

Collaborative Health & Human Services

Department of Health Human Services and Public Policy

California State University Monterey Bay

12 May, 2022

Author Note

Breanna Wilson, Department of Health Human Services and Public Policy, California State University Monterey Bay. This research was supported by Community Foundation for Monterey County | Center for Nonprofit Excellence. Correspondence concerning this report should be addressed to Breanna Wilson, California State University Monterey Bay, 100 Campus Center, Seaside, CA, 93955. Contact: bre.wilson2120@gmail.com

Research on the Challenges of "The Great Resignation" Faced by Nonprofits

The Center for Nonprofit Excellence serves all nonprofits in Monterey County with direct financial support, training for organizational growth, and leadership development. Organizations in Monterey County face challenges retaining and hiring qualified staff for their nonprofit due in part to the “Great Resignation,” a phenomenon where many employees have voluntarily resigned from their jobs during the COVID-19 pandemic. The agency's problem is they have too little information to provide effective assistance. This research project aims to uncover how the phenomenon of “The Great Resignation” is impacting local nonprofits, especially in staff hiring and retention. Interviews were conducted with nonprofit leaders to gain organizational insights. The expected outcome is an increase in knowledge about the issue. Key findings include how organizations are adjusting and what types of support they may need in the future. Recommendations include that the agency should produce materials and programs to support the nonprofit community.

Keywords

Staff Retention

Employment

Human Resources

Nonprofit

Great Resignation

Turnover

Job Market

COVID-19

Leadership Transition

Agency Description

Mission, Vision, Purpose

Community Foundation for Monterey County's (CFMC) mission is "To inspire philanthropy and be a catalyst for strengthening communities throughout Monterey County." with a vision of "Healthy, safe, vibrant communities."(CFMC, 2021). CFMC does its work by promoting philanthropy efforts to its donors and community as well as supporting nonprofit organizations with funding and learning opportunities. The capstone project is being completed for the Center for Nonprofit Excellence (CNE), a program of the CFMC. CNE supports opportunities for nonprofit leaders to grow themselves as well as grow the organization through organizational development and pieces of training. CNE "Works with nonprofits of all types and sizes to be stronger, more resilient, and equitable. We help staff, boards, and volunteers make meaningful connections to resources and one another." (CFMC, 2021)

Programs & Services

The Community Foundation has several departments: Community Impact (CI), Philanthropic Services, and the Center for Nonprofit Excellence (CNE). These departments serve all organizations in Monterey County in the focus areas of, "Children & Youth Development, Health & Human Services, Arts, Culture & Historic Preservation, Community Development, Environment & Animal Welfare." (CFMC, 2021).

The CI department has a competitive grant program, which means there is an application and approval process in place. The CI department manages various funds, for example, the COVID-19 relief fund, and Fire relief funds. These funds are created by the program and donors can choose to donate to them.

Philanthropic Services include a donor program, advisor program, and scholarship program. The donor program connects donors with a CFMC staff member who works with them to make sure that funds donated are used as the donor wishes. For example, a donor may have a general idea of which focus area or

a specific organization they want their funds to be directed to. Like the donor program, there is an advisor component. The key difference is that advisors can create a donor-advised fund to be held by the Community Foundation. These funds may be designated by the advisor, or staff can determine how the funds are used if it fits within the advisor's request. These funds will generate interest, which causes the fund to grow over time. Finally, there is a scholarship program. Students who are interested in receiving a scholarship through CFMC can apply through a general application. Once a student has applied, the application will then be matched with a scholarship that fits the student's submitted application. Currently, there are, "More than 50 named scholarship funds" with a "Total value of more than \$8 million" with "\$1.3 million awarded in 2018 benefiting 375 students" (CFMC, 2019).

Like Philanthropic Services, the Center for Nonprofit Excellence has several programs. The LEAD Institute, which stands for Leadership Education and Development, was created to grow non-profit leaders within the local community. Potential participants of the program need to complete an application and an interview process to be selected. CNE also hosts a multitude of workshops that are beneficial and timely for nonprofit leaders within the community. For example, currently, most workshops are focused on COVID-19 relief, recovery, and resilience. CNE has a program called Organizational Development Grants. These grants focus and support the inner workings of an organization such as board development, strategic planning, marketing development, and any other work that is done behind the scenes so an organization can operate effectively. Grants range from \$500 to \$5,000 and support multiple development areas such as marketing, technical support, board development, strategic planning, and retreats. CNE also shares educational resources in the way of events and training. Webinars can be found on their website as events; they also have guest speakers who host webinars, which makes the training engaging as conversations and questions take place in real-time.

Community Partnerships

Monterey County has many generous donors who contribute locally to various nonprofits through CFMC. Monterey County itself is a tight-knit community with organizations and patrons often collaborating to meet the needs of others. Partnerships for this project are nonprofits and their leaders within Monterey County who have had first-hand experience with “The Great Resignation.” The term “Great Resignation” was coined in 2021 due to a tremendous amount of people resigning from their positions, “According to the U.S. Bureau of Labor Statistics, 4 million Americans quit their jobs in July 2021. Resignations peaked in April and have remained abnormally high for the last several months, with a record-breaking 10.9 million open jobs at the end of July” (HBR, 2021). However, there are a few reasons why this may be something that is affecting resignations is the pandemic. A valuable part of this project is identifying and interviewing nonprofits in the Monterey Bay region who have struggled with staff retention and turnover during the pandemic. The goal of the interviews is that the nonprofits themselves will shed light on their situations and help guide the creation of future workshops and materials to mitigate the problems.

Communities Served: Demographic Profile and Needs Analysis

The primary population served by CNE is made up of nonprofit leaders working to improve the inner workings of their organizations. The general needs for nonprofit leaders are materials and resources to help their organizations optimize their efforts. Some of the areas in which nonprofits may need guidance are board development, fund development which is fundraising, Diversity Equity, Inclusion (DEI) training, and strategies to avoid staff turnover. Finding skilled employees and having the people power to work as a strong and impactful organization can be a challenge. Where the challenge lies is that nonprofits do not have the resources or staff capacity to train and develop entry-level applicants. According to Zippia, the average cost to hire an employee is \$4,425 for a non-executive and \$14,936 for an executive (Boskamp, 2022). If an organization needs to hire 5 non-executive employees, the cost would be over \$22,000. Organizations need applicants who have a general understanding of the nonprofit world and the position for which they are

applying because this would help to alleviate training time and money spent on training alone.

Inequities

Funding for nonprofits is generally competitive and restricted. When one compares nonprofit organizations and for-profit organizations, there are many barriers that nonprofits face and their for-profit counterparts do not. For example, when nonprofits provide a service such as therapy, their overhead cost are high. Or if a CEO has earned a market-rate income, funders often question why. However, if a for-profit company pays its CEO the same amount or more, there is no question. Old-school ideologies are in place that hinder nonprofit organizations in doing work that needs to be done to support the community.

Nonprofit organizations do not have the “upper hand” when it comes to hiring qualified employees or employees at all. Dan Pallotta, an author, activist, and entrepreneur, says it best in his TedTalk (**Appendix C**) called *The way we think about charity is dead wrong*. He states, “...we think of this as our system of ethics, but what we don't realize is that this system has a powerful side effect, which is: It gives a really stark, mutually exclusive choice between doing very well for yourself and your family or doing good for the world, to the brightest minds coming out of our best universities, and sends tens of thousands of people who could make a huge difference in the nonprofit sector, marching every year directly into the for-profit sector because they're not willing to make that kind of lifelong economic sacrifice.” For-profit companies can offer more benefits and higher pay to their prospective employees than nonprofits can. Nonprofit organizations cannot offer the same because funding is limited, and they are often questioned about overhead and employee salaries by donors. There was a survey done by Businessweek that “...looked at the compensation packages for MBAs 10 years out of business school. And the median compensation for a Stanford MBA, with a bonus, at the age of 38, was \$400,000. Meanwhile, for the same year, the average salary for the CEO of a \$5 million-plus medical charity in the U.S. was \$232,000, and for a hunger charity, \$84,000. Now, there's no way you're going to get a lot of people with \$400,000 talent to make a \$316,000 sacrifice every year to become the CEO of a hunger charity” (Pallotta, 2013).

Pallotta spoke about the issue of hiring and recruiting talent for nonprofit organizations before there was the issue of the pandemic. The pandemic has increased the issue even more, and given what is at stake, nonprofits must have the same opportunities to hire talent as their for-profit counterparts.

Demographics

The Center for Nonprofit Excellence supports nonprofits throughout Monterey County. Annually, CNE “...engages and supports 173 nonprofit organizations on average through organizational development (OD) grants, webinars, and other services” (Polnaszek, 2021). The data presented from past organizational development grants represents the number of organizations and the support given through CNE’s grant program. This information is valuable in that these organizations needed support for the inner-workings of their organization such as strategic planning, board development, marketing, and technology needs. The program areas are Human Services, Arts & Culture, Environment, Health Care, Education, Public & Societal Benefit. Data from 2016 to 2019 reveals that the majority of CNE funding went to organizations with a staff size between 1-10. The total amount granted to organizations between 1-10 was \$150,306 which is 61% of the overall funding. From there, it drops to 14% for both organizations' sizes 11-20 and 21-30. Organizations with a staff of 0 are 7% and 30+ is only 4%. Out of the total amount granted through CNE OD grants over a four-year span, the majority of funding has gone to Human Service nonprofits at \$75,156. The next largest amount was Arts, Culture, and Humanities at \$64,275. Though most of the funds were granted to Human Services, Arts, Culture, and Humanities received the highest number of grants, 16 out of 56 total. Human Services received 15. All other groups were under 10. Understandably, the other groups that received less funding also have a lower number of grants. This could be because organizations from the areas with less funding are unaware of the opportunities, or perhaps the grants are not as beneficial to them. For example, arts, culture, and humanities organizations may need more guidance within their organization whereas educational institutions may have more structure. (Wilson, 2021).

Problem Analysis

Micro-Level

Agency-Specific “Micro-Level” Problem Statement

The agency's problem is that they have too little information about “The Great Resignation” to provide effective assistance and programs to Monterey County nonprofits.

Contributing Factors to Agency Problem

CNE does not currently have the staff capacity to connect with organizations to see where the direct needs are relating to “The Great Resignation”. The agency's’ problem is they have too little information to provide effective assistance because the needs are emerging and evolving through the pandemic. It is difficult to understand the exact challenges because changes are happening in real time. CNE can do surveys however, surveys are not always the best way to gather information. Talking with the constituency can hold more value and feeling. CNE does not have the staff capacity to do intensive research on all nonprofits in the community. Feedback from nonprofits may be skewed to be positive because of the funder, grantee relationship. Honest feedback is important in evaluating the need.

Consequences To Agency/Clients If Problem Is Not Addressed

During the pandemic, many organizations have suffered loss of staff due to unforeseen circumstances. The staff that remain are doing more than one position to make sure that their agency can continue serving its constituency. This is leading to staff burnout and is a direct consequence of not having enough staff to support all the extra work. Along with that, the community needs have increased due to the pandemic such as the need for food programs, mental health support, job support, and other essential support. If a CNE staff is tasked with completing research, evaluating surveys, along with their other duties such as organizing workshops, webinars, and LEAD institute, they may feel overwhelmed. Also, staff are unable to do the research to guide their programs, there may be an unknown need. It is important for staff to have the information around all needs so they can be effective. Staff is unable to meet the needs because the

specific need may be unknown. If an organization is submitting feedback, highlighting the great work they are doing within a community, they may not mention the challenges.

Contributing Factors To Agency Problem	Agency-Specific “Micro-Level” Problem Statement	Consequences To Agency/Clients If Problem Is Not Addressed
“The Great Resignation” is a new phenomenon	CNE has insufficient information about “The Great Resignation” to provide effective assistance and programs to Monterey County nonprofits.	Not a lot of research, resources, or studies completed
Staff capacity to do intensive research on “The great Resignation” and its effects on the community		COVID-19 and the effects of “The Great Resignation” continue to evolve.
CNE may not receive candid feedback from organizations		Unable to meet the needs

Macro-Level

Broader “Macro-Level” Health Or Social Problem Statement

CNE does not have the capacity to research all the challenges and needs of nonprofits who serve the community which is ever evolving and changing, especially during a crisis.

Contributing Factors to Broader Problem

There is too much need in Monterey County and not enough support for community programs in the wake of the pandemic. For example, arts organizations have fewer opportunities for funding and support due to COVID-19. Funding is generally competitive and restrictive but unfortunately, the pandemic created a space where funding the most urgent need was a priority putting a lot of nonprofits on the “back burner”.

Consequences To Society If Problem Is Not Addressed

Nonprofits may not be as effective as they need to be because they are unable to keep up with demand. Programs may not be able to continue because there may be a lack of support due to the pandemic.

There is an inability to support all nonprofits due to lack of funding and opportunity can cause organizations to close their doors.

The short-term objective of this project is to support CNE staff through research to find the direct need for organizations relating to staffing and hiring challenges. The long-term goal is to provide CNE with support documents and research to meet the needs of organizations struggling with attaining and maintaining personnel.

Contributing Factors To Broader Problem	Broader “Macro-Level” Health Or Social Problem Statement	Consequences To Society If Problem Is Not Addressed
Unable to compete with other organizations/companies	Organizations in Monterey County face challenges when retaining and hiring qualified staff for their nonprofit.	Staff turnover
Lack of opportunities		Qualified applicants go elsewhere
Lack of funding		Inability to support the demand of new hires

Project Description and Justification

The title of this research project is *Research on the Challenges of "The Great Resignation" Faced by Nonprofits*. The idea behind the research project supports the CFMC’s vision that strong organizations build stronger communities. If nonprofit organizations have the research, educational materials, and support to guide them through staffing challenges such as retention, hiring, and finding qualified candidates, organizations will grow to be stronger and more effective within the community. Nonprofit organizations are known to have turnover from within whether it is because of the type of work, burnout, or the need for more benefits or pay. The pandemic turnover rate has increased exponentially. MassNonprofit News shares stats from a survey completed in 2021 stating that “ In what may be a delayed impact of the coronavirus pandemic, nonprofits organizations anticipate staff turnover will increase by 42% this year, according to a

recently completed national survey, while another survey confirmed that retaining good employees is a top challenge.”(MassNonprofit News, Feb. 2022). This project will gather information directly from nonprofit leaders within Monterey County, researching challenges and opportunities for growth and learning. From a recent Nonprofit survey conducted by CNE, of the organizations that completed the Nonprofit Survey, 12% identified that they have/are having staffing challenges, and 35% of the organizations have reported that they have had recent leadership transitions which can lead to other, future staffing challenges.

Components

There are different needs to execute this project successfully. Monterey County nonprofit organization participation is key to having a successful research project. The utilization of technology to connect with others is also very important. There is a need to set up zoom meetings, phone calls, emails, and calendars for scheduling. Also, research will be done to see what other organizations and nonprofits are doing in terms of hiring and retaining employees.

Stakeholders

The primary stakeholders of the project are CFMC, CNE, nonprofits and their leaders, funding organizations, and the community. The overall goal of CFMC and CNE is to have successful nonprofits that support the needs of the community. This project is important to meeting the direct need found from reviewing the surveys. CFMC and CNE have buy-in because they are always trying to find ways to support nonprofit organizations within Monterey County. Having the research and resources to create a program or materials to assist the community they serve in the future will be beneficial and will help increase the impact of our work by being aligned with need as it evolves. Also, nonprofit organizations will benefit from the findings because they will directly benefit from new training and materials making their organizations stronger and more effective. If an organization is more successful, it directly impacts the community in which they are serving. It is a trickle-down effect that benefits many.

Benefits

The benefits that will come from the project will support different groups in different ways. Center for Nonprofit Excellence will have a better understanding of how to support local nonprofits in addressing staffing challenges as they evolve. The project will provide CNE with additional resources to share with their constituents. There will be a long-term benefit of learning for the agency and other nonprofits with the potential to understand how individual nonprofits' experience relates to that of local peers. The research will guide program development and services for the future.

Nonprofits will gain increased knowledge of the issues around staffing challenges. They will have the opportunity for growth and learning, staffing improvements/ retention, and systems-level interventions that will create an informed collective effort to support the sector.

As for the community, there is a ripple effect. Supporting and strengthening agencies will support services that then support the people served in the community, “Nonprofit organizations play a vital role in building healthy communities by providing critical services that contribute to economic stability and mobility. They also strengthen communities in other important ways.” (Camper, 2016).

Project Implementation Plan

Project implementation will be done by conducting a research project to inform CNE about findings relating to a previously conducted 2021 survey which was intended to find the impacts of Covid-19 on local nonprofit organizations. In the project, there will be an evaluation completed of the information collected, interviews will be conducted with a select few organizations that completed the survey by random selection, and a plan will be created to lay out the groundwork for program development. The project will rely on the guidance of a mentor and other CNE for review, and oversight of the capstone. The resources needed are all nonprofit surveys that were completed and nonprofit contact information. There will also be research and review of other organizations that are out of the area with a computer.

Research will be conducted surrounding staff retention and hiring challenges for nonprofits.

Short-term goals will be reviewing and analyzing surveys that have been submitted to CNE, conducting a local needs assessment surrounding the topic, and setting the groundwork for the project and future program implementation. Long-term goals will be to share Findings with Staff for educational purposes, Create recommendations for implementation, and give increased knowledge on the subject to CNE staff.

Scope of Work and Timeline

Below, in *Figure 1*, the scope of work is presented relating to the project. The first phase is to discuss ideas with my mentor and determine which idea would fit best with CNE and CFMC’s goals and vision. The second phase of my project will focus on surveys and data evaluation. The third phase will set up interviews to gather additional information from nonprofits that have submitted surveys. This will be by random selection. The fourth phase will focus on assessing the data and research as well as collecting feedback from peers, and the last phase will be preparing and completing the capstone project.

Figure 1

Phases		Activities		Deliverables	Timeline
1	Select capstone project	1.2	Discuss capstone project ideas with mentor and agency staff	Submit a list of ideas and final project options to mentor for approval	October 2021
		1.1	Discuss capstone project ideas with mentor and agency staff	Generate a list of capstone project ideas.	October 2021
2	Plan project	2.1	Review previously collected surveys completed by nonprofits	Submit general ideas and findings after reviewing the surveys to present to my mentor	December 2022
		2.2	Identify organizations to interview	Submit interviewee list to mentor for review/approval	December 2022
3	Implement project	3.1	Organize and schedule interviews with selected nonprofits	Submit interview schedule to mentor.	January 2022
		3.2	Research training material and “best practices” for staff onboarding and retention.	Once the research is complete, will have information to evaluate needs and solutions	February 2022

4	Assess project	4.1	Assess Interviews completed to find trends and where support is needed.	Create a document with general thoughts	March 2022
		4.2	Assess findings with mentor and CNE staff	Receive feedback and suggestions from mentor and CNE staff	April 2022
		4.3	Collect feedback and finalize materials	Submit final recommendation and research project to mentor to then share with CNE and CFMC	April 2022
5	Report on project findings	5.1	Prepare capstone presentation in the selected format	Present at Dress Rehearsal for grading	April 2022
		5.2	Final preparation for Capstone Festival	Final Capstone Festival presentation!	May 2022
		5.3	Complete reporting requirements	Final agency and capstone report	May 2022

Assessment Plan

This research project aims to inform the Center for Nonprofit Excellence of the needs of nonprofit organizations within Monterey County relating to "The Great Resignation." Too little information is available about the recent "great resignation" for nonprofits to positively respond to turnover and the competitive job market. The main deliverable for this project is a research document informing CNE of the challenges local nonprofits face relating to "The Great Resignation". Through the findings, CNE will increase their understanding of what is needed and how to address this recent employment disruption. The expected date of completion is April 11, 2022.

The outcome measures will be completed by mentor assessments that are pre-scheduled. The check-ins will keep the project on task and assist in reaching goals. The overall outcome measures will be determined by CNE mentor and the use of the research and recommendations provided. Once the research and recommendations are completed, CNE will receive a short survey asking about knowledge gained, awareness, and the overall value of the project.

The short-term outcome is to increase CNE staff’s knowledge about “The Great Resignations” impact on Monterey County nonprofits. The intermediate outcome is for CNE to use this information to consider effective approaches to assisting nonprofits to address this issue. The long-term outcome is that Monterey County nonprofit organizations will be better able to hire and retain employees.

Research Findings

For anonymity sake, only descriptions of the nonprofit organizations interviewed will be shared in the findings. A total of eight organizations were interviewed within a two-week period. Each interview was thirty minutes to an hour-long. The interviews included five minutes for introductions to make sure that the interviewee was comfortable and open to sharing information about their organization and a brief description of the research project and the benefits it would have for the agency and other nonprofits. See **Appendix C** for detailed interview summaries.

Staff Size

The staff size of the organizations interviewed varied with 50% having under 10 staff members and 50% having more than 10 staff members, with one having only one staff member. This shows that different organization sizes are represented in this study. The organization with a single staff member had a different perspective on the questions asked. The organizations with more than one staff member have experienced turnover however, the organization with one staff member has never had other staff members but is in the process of hiring for the first time. See **Appendix D, Figure 1**.

Focus Area

The focus areas of the organizations interviewed were human services, housing/homeless services, education, and arts, culture, & humanities. Of the eight organizations, two were arts, culture, & humanities, one was education, two were housing and homeless services, and three were human services. technically, housing/homeless services could fall under the category of human services however, for this study, they are separated to give a better understanding of the population served. See **Appendix D, Figure 2**.

Geographical Areas

All organizations provide services within Monterey County. One organization serves the Monterey Peninsula only and one other organization serves Monterey County as well as additional counties. See **Appendix D, Figure 3.**

Adult/Youth Population Served

Four organizations serve adults only, three serve both youth and adults, and one serves youth only.

Appendix D, Figure 4.

Trends and Findings

Staff Retention

- All of the organizations shared that much of the turnover is because of the high cost of living in California, particularly on the Central Coast.
- Three out of the eight organizations shared that people move on to for-profit organizations or other companies that can afford to pay more money and offer higher benefits. They use a nonprofit organization as a stepping stone to move on to bigger things.
- There has been a shift in how people want to work. Some organizations expressed that employees want to work remotely or hybrid only. Since this is an option elsewhere, some staff have transitioned to different jobs where they can work remotely only.
- One challenge that was unique but impacts local organizations is that there is a new for-profit company that has moved into the area. This for-profit company is recruiting staff from LinkedIn and offering bonuses, higher salaries, and more benefits. A for-profit organization, unlike nonprofit organizations, can offer higher pay and more incentives.
- Another common trend that was identified is when there is a leadership change within organizations, it leads to higher rates of turnover.

Hiring

- There are challenges across the board for finding and hiring qualified staff for specific positions. Some of the positions that are hard to hire include development, caseworkers, housing specialist, and other positions that require certifications. Applicants who apply for these positions do not qualify because either they do not have experience in the field or do not have the educational background needed.

-
- Some organizations are facing challenges because they are unable to offer remote work to employees.
 - Organizations find a value in hiring local candidate because they are familiar with the community which lowers their hiring pool. Many organizations have people applying for the open positions that are from out of state.

What Organizations are Doing

- Organizations are actively trying to find ways to be appealing to potential candidates. Organizations are developing creative ways to compete in the competitive job market.
- Organizations are starting to implement remote and hybrid opportunities for staff when applicable.
- Organizations are working to become more progressive, implementing mental health days, creating a work-life balance atmosphere, and being flexible with schedules.
- Organizations are creating new incentives that directly support the livelihood of their employees such as: student loan assistance, gas assistance, 401k plans, health benefits, and more paid time off.
- Organizations are being creative in thinking of how to present new and existing employees with a plan of growth within the organization. They are including them in the planning and, with that, giving ownership to the employee to decide what their goals are.
- Bring transparent about opportunities within organization for upward movement thorough creating “growth plans” is a way to support employees to reach their career goals.

Recommendations from Organizations

- There is a need for organizations to be “met where they are at”. All of the organizations mentioned that, although there is training available relating to hiring and staff retention, it is all very similar. Organizations would like to have training that is specific to their needs and not “text book”.
- Create a space for organizations can post projects such as fundraising campaigns, events, website design etc. and skilled people with a nonprofit background can sign up to work on such projects. Since organizations may not have the ability to hire a full time or part time employees, this would assist them in having qualified, nonprofit people. Creating a nonprofit “temp hub” could be attractive to nonprofits and people who do want the freedom to work how they choose.
- Peer groups for discussions around certain topics and positions. Groups focused on different positions would be ideal for peer to peer connection and learning.

What isn't working now

- Although organizations are coming up with incentives to give to their employees, it is not enough. People during this time are driven more by money. This is because the cost of living is high and the need it to have money for rent and essentials.

-
- During the pandemic, there have been many leadership changes within the nonprofit sector. This negatively impacts the retention of employees.
 - There is a limited number of qualified people inquiring about positions within organizations.

Recommendations

The recommendations provided below are based on the feedback from participants and research conducted in support of this project and may be implemented at the agency's discretion, addressing the greatest needs of the organization and nonprofits alike. All projects/program opportunities listed are recommended as opportunities for future capstone students or LEAD projects.

Recommendation 1: Group Space

Respondents indicated a need for space at the Community Foundation for weekly, peer-to-peer interactions that would be focused on four areas of importance that peer groups would discuss, reflect on related issues and build relationships to address related challenges: Development, Leadership, Nonprofit HR, and Administration/other. It is important to give a space for nonprofit leaders and staff to connect on specific topics because building connections in such way is like building a support group. Leaders and staff can bounce ideas off one another, share insights, and discuss challenges all while giving advice and supporting one another. The recommendation is that groups would meet once a month on different weeks. For example, the Development group might meet every first Wednesday of the month, the Leadership group will meet every second Wednesday, the HR group would meet on the third Wednesday, and the Administrative/other would meet the last Wednesday.

Having different peer groups will help participants to gain knowledge on different topics such as "The Great Resignation." It will open an opportunity for reflection and relationship building, directly supporting the need for nonprofits to feel supported.

Measurement of Impact

Establishing a quarterly meeting with all groups will allow all participants to share what they have learned and how the peer-to-peer groups are impacting them. This meeting will be led by a CNE facilitator, encouraging open and honest conversations. A follow-up survey after the larger peer-to-peer group meeting can give other information about the impact of the program.

Implementation

To implement, a quick and easy survey can be created to gauge the interest of local nonprofits. The survey's goal is to find what days of the week are most appealing for attendees, what types of groups are people interested in, and what people would hope to get out of peer groups. There can also be a link to "Sign up" if the person taking the survey is interested. Below is a breakdown of the implementation steps for the project:

Steps

1. 2021 Nonprofit Survey - In 2021, there was a survey conducted of Monterey County nonprofits to learn more about the impacts of Covid-19 relating to the needs of the organizations. The first step was to analyze the responses to the surveys.
2. Interview Question Creation - Questions were created based on the findings from the survey.
3. Interviewee Selection - Organizations who shared their contact information and shared that they were having staffing challenges were contacted for a potential interview.
4. Interview Scheduling - Interviews were conducted and recorded over a two week span.
5. Interview Analysis- Reviewed interview recordings and completed write-up summaries for each interview.
6. Completed Further Research unrelated to the interviews.
7. Created Recommendations for Center for Nonprofit Excellence

Recommendation 2: Temporary Staffing Assistance

Create a space on the website where people can post if they have opportunities available for temporary support work on projects, directly supporting local nonprofits. This would give flexibility to individuals who do not want to work in a traditional atmosphere (remote, on their own time) and give the organization the capability to recruit per project, lessening the burden and high cost of hiring a part-time or full-time employee. Individuals signing up for the program will be able to create a profile, highlighting their expertise and noting tasks they are uncomfortable doing.

Measurement of Impact

After an organization is “paired” with a temporary support person, they will have the opportunity to rate the work that is complete. This, in the long run, will allow nonprofits to share with others their successes and their challenges. If there is a rating system for the people completing the work, nonprofits will have a higher sense of confidence when hiring individuals for the short term. To measure impact, organizations will submit their rating and brief report to CNE, offering a chance to make improvements and grow the program.

Follow-Up

CNE will meet quarterly to evaluate the program, sign-ups, ratings, and how it is impacting organizations.

Implementation

Implementation of this recommendation could be costly because of staff time and website design requirements but could greatly support nonprofit organizations in the future. To implement, there will need to be a strategic plan put in place surrounding this program. Pre assessments should be done along with further research to gauge the potential impact.

Although this is a hefty project, there is also an opportunity to have webinars, workshops, and training to provide resources, sharing companies who already offer similar services. An organization named

Scion Nonprofit says they, “Match Exceptional Nonprofit Philanthropy, Fundraising, and Program Leadership To Your Unique Mission and Organizational Goals.” (Scion, 2022). This opportunity could be a great opportunity to share with local nonprofits.

Recommendation 3: Incentive Grant Program

Create a new grant opportunity supporting employee incentive programs. A common trend is that nonprofits are working to find ways to be more appealing to applicants by creating new and creative incentives. Offering an annual grant supporting organizations to offer incentives can help them to retain employees. In an article published in 2020 by Kellie Wong “Incentive programs can increase employee performance by as much as 44% as well, and they can motivate up to 66% of employees to remain with their company.” These incentive programs can include recognition and rewards, referral programs, professional development, profit sharing, health and wellness incentives, tuition reimbursement, bonuses and raises, fun gifts, and additional time off.

Measurement of Impact

The overall measurement of the program would be to have an annual reporting process for organizations that partake in the program.

Follow-Up

Follow-up would be brief check-ins with CNE staff to ensure that the organizations have the tools they need to succeed in their incentive program. Also, CNE can offer ongoing webinars around the topic of employee wellness, initiatives, and incentives.

Implementation

To implement this recommendation, CNE will need to research and determine what types of incentives are acceptable and in line with the mission to support. There will need to be a strategic plan around the new grant program, including other leadership staff. This program may need board approval so

creating a presentation to share would be one of the steps that needs to be taken. After approval, CNE will need to determine appropriate grant amounts as well as an application, review, and reporting process. This project will take a lot of work on the front end but should not be that intensive once it is developed.

Conclusion

When first trying to come up with the project, there were many ideas and thoughts around what support would be the most beneficial for CNE. It was difficult to come up with a singular project because, there is so much need and opportunity in the community that CNE can and is supporting. Completing this project, talking with the nonprofits, and meeting with my mentor and staff highlighted the importance of CNE and how beneficial the program is to the community.

Throughout this project, my experience has been positive with many ups and downs mostly relating to work, school, life balance. During the last year, I have had a couple of job and life changes and needed to find ways to balance them all along with completing the project. Personally, I feel that there is growth in the way I manage my time, taking time for self care, reflection, and have a better sense of self awareness. It is my nature to put others before myself as well as putting work and school before myself but with the help of my mentor and professor, I came to the realization that if I do not take care of myself, I cannot accomplish things I want to do for others in the way that I want to.

Scheduling interviews with organizations was difficult and there could be multiple factors to that. I believe that one of the factors is that nonprofit staff usually wear many hats within the organization which means that “extra time” for an interview may not be available. The initial email sent was long and had a lot of information in the body of the email. I think that for a staff member who is at capacity with their time, they may look at the email and think that they do not want to add another item to their todo list. I sent a second email that was shorter and less structured and found that people were more responsive to that email. What I learned from this is that sometimes, it is okay to send a shorter, less professional email to make

people feel comfortable and like the meeting is less stressful or demanding. It is important to meet people where they are and be relatable especially when trying to get open and honest information.

I recommend to future CHHS student interns to take in as much as you can from your mentor. Mentors are professionals in the field and have a lot of knowledge to share with you. My mentor, for example, was very connected with my learning goals and formed my internship around said goals. My mentor was very encouraging and helped guide me through the capstone process. I will always maintain a relationship with my mentor and am happy to know that she will be supportive in the future if I ever needed advice.

I feel that through the internship and capstone project, i have made meaningful connections with the Center for Nonprofit Excellence staff as well as connections with nonprofit organizations in Monterey County. Connections and relationships in the health and human services field particularly in the community of which you work in is extremely important. I truly valued this experience and the experience of working with my mentor. In the future, I am hopeful that I will see at least one of my recommendations come to fruition. Staff turnover and staffing challenges have always been a problem with the pandemic only hightening the issue. My hope is that there is more awareness around this topic and that there are positive changes made to directly support the nonprofits and their needs.

References

- Boskamp, E (Jan. 2022). Average cost per hire [2022]: all cost of hiring statistics. Retrieved online from:
<https://www.zippia.com/advice/cost-of-hiring-statistics-average-cost-per-hire/>
- Camper, N. (2016). Nonprofit Organizations. *A strong nonprofit sector is key to thriving communities*. JP Morgan, Chase.
<https://www.aspeninstitute.org/blog-posts/a-strong-nonprofit-sector-is-key-to-thriving-communities/>
- Community Foundation for Monterey County (2021). Who we are.
<https://www.cfmco.org/about-us/who-we-are/>
- Community Foundation for Monterey County (2021). Community impact grants.
<https://www.cfmco.org/wp-content/uploads/2021/02/2021-CI-Grant-Guidelines-2.16.2021.pdf>
- Community Foundation for Monterey County (2019). *Scholarship funds*. Creating opportunity for deserving students. Retrieved online:
<https://www.cfmco.org/wp-content/uploads/2016/10/ScholarshipFunds-Overview2019.pdf>
- Cook, I. (Sept. 2021). Human resource management. *Who is driving the great resignation?* Harvard Business Review. Retrieved from:
<https://hbr.org/2021/09/who-is-driving-the-great-resignation>
- MassNonprofit News (October 15, 2021). Nonprofits expect staff turnover to increase 42% in 2021. Retrieved from:
<http://massnonprofit.org/news/general-news/nonprofits-expect-staff-turnover-to-increase-42-in-2021#:~:text=October%2015%2C%202021%20%E2%80%94%20In%20what,employees%20is%20a%20top%20challenge.>
- Organization 1 (March 7, 2022). Personal Communication. Interview with the author.
- Organization 2 (March 16, 2022). Personal Communication. Interview with the author.

Organization 3 (March 16, 2022). Personal Communication. Interview with the author.

Organization 4 (March 15, 2022). Personal Communication. Interview with the author.

Organization 5 (March 16, 2022). Personal Communication. Interview with the author.

Organization 6 (March 16, 2022). Personal Communication. Interview with the author.

Organization 7 (March 15, 2022). Personal Communication. Interview with the author.

Organization 8 (March 17, 2022). Personal Communication. Interview with the author.

Pallotta, D. (2013). The way we think about charities is dead wrong [Video}. Ted Conference.

https://www.ted.com/talks/dan_pallotta_the_way_we_think_about_charity_is_dead_wrong?language=en

Polnaszek, S. (Dec. 2, 2021). Personal communication [email]

Scion Nonprofit (2022). Temporary nonprofit staffing. Retrieved online.

<https://scionnonprofitstaffing.com/nonprofit-temporary-staffing/>

Wilson, B. (2021). Center for Nonprofit Excellence Analysis. Internal Organizational Document.

Appendix

Appendix A: Glossery

CNE	Center for Nonprofit Excellence
CFMC	Community Foundation for Monterey County
CI	Community Impact
OD	Organizational Development
LEAD	Leadership Education and Development Institute

Appendix B: TedTalk

The way we think about charities is dead wrong [Video}. Ted Conference.

https://www.ted.com/talks/dan_pallotta_the_way_we_think_about_charity_is_dead_wrong?language=en

Appendix C: Interview Summaries

The questions asked during the interviews were:

- Has your organization had challenges hiring or retaining employees?
- Do you think the pandemic affects hiring and staff retention? If so, what do you think the reasons may be?
- Are there specific positions that are harder to hire for than others?
- When people apply, are they qualified for the position? What does qualified mean to you?
- Does your organization offer incentives to attract or keep employees?
- If CNE could create a program, workshop, or another opportunity for nonprofits to learn how to navigate “The great Resignation”, what would be beneficial to your organization?

Organization 1: 16 Staff Members, Arts, Culture, & Humanities, Monterey Peninsula, Adults & Youth

Organization 1 has two positions to hire and has been interviewing for two weeks. The organization has high-quality candidates, some having PhDs, that are interested and qualified for the open positions. Although there are some local candidates, the challenge is that candidates who are not local look at the cost of living and the cost of moving and may not accept the position once their analysis of cost is completed. The organization does not have a hard time attracting talent but keeping the talent can be a challenge because of the high cost of living. The organization is also looked at as either a launching point for new people in the field or a place where people may be at the end of their careers wanting to retire in the area. The long-term employees at the organization are from Monterey and are established in the area.

Covid-19 isolated a lot of people and some staff had originally moved to Monterey from other parts of the country. Some of the employees that left the organization did so to move closer to family and loved ones during the pandemic. Although they could work remotely, they decided to leave the organization. During the pandemic, there was also a change in leadership and leadership style which can lead to unhappiness because of adjustments and changes to the organization, whether the stress of the pandemic along with leadership changes could be a reason for the transition, it is unclear if they are related.

Within the organization, positions that are hard to hire for are development staff. Applicants that have applied are people who are ending their careers. The entire staff is involved in vetting people for the position, some applicants are not a good fit because of temperament, attitude, and engagement with other employees. There was one candidate that they were going to hire however, they were hired by another organization quickly. Development positions in Monterey County are competitive and development staff is hard to come by. The organization is going to adjust and invest in one of its employees to take on the development role.

The organization has worked hard to flatten out the work hierarchy and the organization is becoming more progressive. They are changing to be hybrid and accommodating for all employees. A strong focus of

the organization is to encourage work-life balance. The management style works to make sure everyone is comfortable and has a trust-based way of thinking. The organization's staff mostly consists of young millennials who are very motivated and do not need much oversight which can be attractive to new hires as well as empowering to current employees. There has been a movement within the organization to keep talent. Some of the incentives and focuses are to bring staff up to a livable wage, 403b match, increased medical benefits, mental health days, and offer professional development opportunities, certifications, coaching, and mentoring.

The organization shared that there is a big need to focus on wellbeing, equity, diversity, inclusion, and belonging. Training and awareness in these areas along with mental health support for staff would be beneficial. The organization focuses on wellness because, since the pandemic, everyone has had more challenges outside of work such as feelings of isolation. The goal is that the employees know that they work for an organization that is sensitive and aware of their well-being. The organization would like to have more opportunities and resources for team building and wellness promotion.

Organization 2: 7 Staff Members, Education, Monterey County +, Youth

Organization 2 is currently hiring two people for their IT department and one for a grant manager, three positions total. The organization is “very curious” about the job market, especially given traditional challenges that the nonprofit sector has faced in hiring, and that is competing with the private sector. The organization is a fast-growing organization and promotes competitive pay along with other benefits so that employees can participate in a more equitable economy.

The organization has an initiative that launched a few years ago where they have been trying to bring their pay and compensation plan up to speed so that they can at least start to approach the private sector and compete with the private sector. The goal of the initiative was to get all of their employees to be at least at the 75th percentile for compensation. This is a goal that they met last year.

Turnover during the pandemic for this specific organization was not a problem. The organization was deemed essential and continued to work throughout the pandemic. In fact, during the pandemic, the organization was awarded one of the best places to work, the best nonprofits in and around Silicon Valley, and part of that is because the organization has a corporate culture that people like to be a part of. The organization focuses on equity, collaboration, communication, and mutual respect, and has core corporate values that were co-created with leadership and staff. Turnover within the organization is because the cost of living is so high. The organization has had a handful of past staff members move out of the area to places like Sacramento or Southern California cities because they just felt like they couldn't afford to live in Monterey County. The organization is hopeful that with the initiatives to boost compensation, this will be less of a reality for future employees.

Although the organization offers competitive pay and benefits, it has been difficult for them to find new hires for director and C level (CEO, CFO, CMO) positions. For example, the organization had a challenge finding a chief financial officer because they can make a lot more in the private sector. To get a qualified CFO with the experience needed for the position, the organization feels that they would need to pay them beyond their ability. Although this is a challenge now, the organization says that it is starting to be a little more competitive than they have been in the past.

During the pandemic, the organization switched to being completely remote which helps employee retention. Some of the employees moved back home with their parents or moved to cheaper areas and work from home. This is a solution for now, when the pandemic ends, they are expected to come back to the area. Although working remotely is doable, the programs the organization offers are more impactful in person with face-to-face interactions. As the pandemic “loosens up” the organization switched to more of a hybrid model where some of the work is remote, some of it is in-person. Employees who have had to come back to the area have made adjustments to do so, for example, three of the employees who have moved back rent a house together which makes living more affordable. This, however, is not a solution for everyone.

The organization offers instructor-led programs and has found that instructor positions are the hardest to fill. Instructor positions are difficult to fill because the organization needs outgoing people, who have people and communication skills, know how to lead instruction, as well as be enthusiastic. With the transition to online, the need for people to be able to engage others through Zoom is essential. There are also specialized positions as tech and digital specialists who work for the organization and then transition to Silicon Valley to make more money.

There are a couple of things the organization would like to see in terms of opportunities from CNE. The organization shared that it would be great to have a monthly meeting of development directors and development professionals covering topics such as fundraising, donor relations, endowments, planned giving, and other development items. The benefit of meeting with others in similar roles is would be that they can bounce ideas off one another along with giving advice and be a support group for one another, encouraging a safe place to think and share.

Organization 3: 19 Staff Members, Human Services, Monterey County, Adults & Youth

The CEO of organization 3 shared that during the first year of the pandemic, everyone stayed put, and once the one-year mark hit, there was a rush of turnover that has continued. With that being said, there have been some very talented new hires however, there is a long list of vacancies. Currently, for one department, there are three positions open along with other positions in different departments. The area where the most need is in terms of employees in development and communications. The organization recently did an analysis of where people are going and two-thirds have moved out of the area because they cannot afford to live in Monterey County because of the cost of living.

Job applicants are asking more and more to work remotely which is a large shift globally in the workforce. The team was very effective in doing remote work however, it is important to the organization to have local knowledge, awareness, and facetime within the Monterey County community. There have been employees that moved out of the area, knew Monterey County, and worked remotely however, the employee

wanted to work in the community to which she moved. There is a certain amount of provincial and local knowledge needed for the open positions. The organization prefers to have people who have roots within the community, people applying from outside of the area may be qualified however, they are not necessarily desired.

The organization is currently doing a compensation study to look at the salary ranges and create more of a policy that would make compensation transparent and universal within the organization so everybody understands the way that career paths can be mapped out if an employee wants to grow within the organization. In terms of retention, the organization believes that the more transparent things are the more people can feel opportunity and ownership in the process. Understanding the structure, why certain positions make more, and being transparent about those aspects can help employees to see the value they bring to the organization as well as what they can do to move up within.

More often than not, people applying for positions at this organization are not qualified. There have been a lot of people coming from completely different fields that do not have experience in the nonprofit sector. It would be helpful for the organization if there was a pipeline for nonprofit professionals.

Something that would be beneficial to this specific organization is if CNE were to facilitate a cohort within an organization to do some shared learning. For example, the organization has openings in development and communications, if there was a series of workshops that they could take as a management team to reimagine what it could look like if they were trying to reinvent open positions, tailored to the organization's needs rather than the organization going to training with external peers where materials are not tailored. Having learning materials that may fit the specific need as a “not one size its all” approach could directly support the need of an organization. Another idea from the organization is if we had a nonprofit temp agency where an organization can share their need and a professional in the field can be hired with nonprofit experience for a project or campaign. These positions would not be long term so

nonprofits may have the capacity to hire short term professionals and on the flip side, people who are wanting to work part-time or remote will have the ability to complete short term, meaningful projects.

Organization 4: 15 Staff Members, Housing/Homeless Services, Monterey County, Adults

Organization 4 has many job openings currently and are begging the question “Where did everybody go and how are people affording to stay home?” The organization takes care of thirty residents and pays their employees minimum wage because that is what they can afford. A lot of people at the organization work two to three jobs because that is the only way they can afford the cost of living. People that work for the organization need to live in Monterey County because they are serving a vulnerable population that needs in-person care. According to the organization, there is a new bill that is in the process of being Past that will support caregivers in the home. This bill will negatively affect the organization because they do not provide in-home services.

For a non-profit, the organization offers many different incentives to its employees. One of the incentives is a student loan assistance program. This program, however, is only available for employees that have been with the organization for two-plus years. When candidates apply for positions they do show interest in this program but it is short-lived when they find that they need to be there for two years. So far, only three employees have been able to take advantage of this program because the organization has so much turnover. The organization expressed that they are hoping to change the terms of this popular incentive to attract, hire, and retain employees. The organization also has a 401k program along with profit sharing, and health benefits. The organization recently started a program for managers to work remotely, half the time, because of surging gas prices. The organization is always thinking of new, innovative incentives to attract new employees.

Most people live out of town and need to commute to work. Over 5 employees have quit since the beginning of the year because they could not afford to work and live within Monterey County. These employees moved out of state or two cheaper areas in California such as Sacramento.

The organization shared that the position most difficult to hire for is caregivers. The reason for this is because of the pay. People are providing a human service that can be taxing on mental health and the pay does not balance with the effort.

The organization believes that a program to train or discuss staff retention, hiring, and other topics in the nonprofit sector would not be beneficial to their employees, including upper management. This is because there is more of a need to support employee wages, benefits, and other hardships they may have. Programs that support employees directly such as loan assistance, Gas cards, and anything else to help their livelihood what do you more beneficial to this organization.

Organization 5: 5 Staff Members, Human Services, Monterey County, Adults & Youth

Turnover for Organization 5 has always been a challenge with about 50% of staff or more leaving annually. The reason for this is that the organization was so small that there were times when there would only be two to three new hires each year. Covid-19 may have increased turnover for the organization however, it was always a challenge.

For the organization, the positions that were hard to hire for were good administrative people because of the salaries the organization was able to pay. If possible, the organization would have liked to have hired an operations director or other staff at director levels but, the organization's budget could not afford to do so. Instead, the organization would call people assistant managers because if they were a manager or directors, they would want a higher pay rate. The organization had a regular flow of applicants from the local university, CSUMB but they would need a lot of support. The organization liked that there was a pipeline, however, it was an investment of time and resources to give them the support they needed.

The organization's salaries for employees were \$15 - \$16 an hour when it first opened, that amount rose to \$20 - \$25 an hour but that is just an incremental change. A stat that the organization shared with me is that the average time somebody will stay in a \$15 an hour position is 6 months and at a \$20 an hour rate, they would stay for a year. The improvement made to increase the salaries helped but did not make major

improvements to staff retention. The organization can not offer benefits to employees because of their lack of funding and along with that, the job is stressful. The people that are hired immediately do management work because there is a lot of earned income and duties that they need to manage. New employees did not have the skills or management background and the organization lacked a training system. These are areas the organization is working to improve. Some of the employee turnover was solely because the people could not afford to live in Monterey County and they chose to move out of the area.

Developing tools and techniques that make people feel included and part of the team gives people some kind of ownership and sense of agency about the mission and programs. The organization started doing fun little competitions with staff that also encouraged program success so having that balance and giving ownership to employees is positive. Friendly competition built morale and encouraged team building. Also asking staff to give grant recommendations, giving people ownership of sites, and making people feel that they have ownership encourages staff to be engaged and connected to the mission and work being done.

There are currently programs CNE offers to support leaders within the organization. The connection to good mentors and coaching through these programs has been the most beneficial to the organization. It would be beneficial for the organization to have a space to connect with other nonprofits who are going through similar things, discuss challenges and opportunities, and focused on specific topic areas.

Organization 6:5 Staff Members. Human Services. Monterey County. Adults

For organization 6, there has been a large amount of turnover. The turnover is unrelated to Covid-19 and “The Great Resignation” but is related to leadership changes within the organization as well as a new company that has moved into the area within the last year. The leadership changes affected staff who had been with the organization for many years, working under the same leadership for a long period of time. The staff had difficulty adjusting to the changes being implemented and eventually left the organization because they could not adjust.

Within two months, the organization lost 5 to 6 staff members because they were recruited by a large company that has moved into the area. The new company is a for-profit organization that has more resources and can offer more in the way of pay, benefits, and incentives to its employees. The executive director of the organization that was interviewed said that there is no way for a nonprofit organization to compete with a larger, for-profit organization because of funding restrictions. They shared that this is not only a problem for their organization but other organizations providing similar services are losing employees to this larger company. Some people have also transitioned from the organization to hospitals and the county because they have better pay and better benefit options.

Hiring experienced staff is a challenge. Staff hired need to have specific certificates to be able to work with the population they serve. Finding people who are experienced with certification are hard to come by. The organization covers the initial cost for staff members to receive the certification which is \$45 and requires the employee to complete a 9-hour course. Obtaining this certification means that the counselor is a registered counselor, however, the organization's programs require a more advanced counseling certification. To get the advanced certification, counselors need to complete a year and a half of training or go back to school. This makes hiring counselors and directors the hardest positions to hire for. The organization currently has 7 openings for counselors.

Something that would be helpful for the organization would be to have training and opportunities to discuss with peers ways to think outside the box and offer incentives that are affordable and attractive to current employees and potential new hires. People are leaving the organization currently the organization cannot compete with the pay and benefits of the new for-profit organization that has come to the area. The organization is interested in learning how to compete with larger companies.

Organization 7: 12 Staff Members, Housing/Homeless Services, Monterey County, Adults

Organization 7 shared that "...as far as the nonprofit world goes, we always have a high turnover rate, more so than other businesses or agencies." During "The Great Resignation, the organization is

experiencing not only a lot of vacancies but it is taking them longer than normal to fill the vacancies. This organization has goals and outcomes that rely on staff to support programming and other areas of the organization so not having the staff is a hardship. to push out and you know you're relying on every single position to kind of help. Currently, the staff that they do have are doing their roles as well as other roles to meet goals and have the outcomes they desire, however, this is affecting staff and causing stress and burnout. A recent position that left the organization was their program manager who learned from working with the organization that the work she was doing was not her passion and she realized this during the pandemic. Since she has left, the organization expressed that it is difficult to find someone qualified to fill her position. The executive director said that they are receiving a large wave of applications for the position that do not have educational or work experience and things that may be attributed to people wanting to change their careers.

Incentives that the organization offers are competitive salaries, health benefits, vacation, and 80 hours of sick time. The organization is always looking for new, innovative ways to accommodate employees and look appealing to attract applicants. The organization does have the option for employees to work remotely. Initially, because of Covid-19, two groups would work in the office interchangeably to make sure if one group got Covid, that the other group would be able to continue working. As a result of the pandemic, the organization got all staff cell phones, surface pros, and met other needs to employees would be successful at home. Since the organization works with the homeless population, they need to have reliable hours with the staff in the office. The executive director shared that she spoke with a colleague who works at a different organization with the homeless population and that organization has a staff member who is wanting to live a different lifestyle and not work in the office. The challenge with remote work and going back to being in person is that more and more, organizations are offering work from home options however, an organization that is directly serving a population that needs in-person interaction cannot offer the same benefit. Certain types of work have certain demands of working in person.

Case manager positions are easier to fill because there are a lot of transferable skills, whereas, housing specialist and program manager positions are harder to fill. The reason these positions are harder to fill is there are certain characteristics needed to work with the homeless population as well as knowledge of homelessness.

It would be helpful to look at realistic approaches to staff retention in response to staff requests and needs. Gaining knowledge of how management can evaluate and meet the needs of their employees would be beneficial in many ways. A lot of the training the executive director has participated in (not through CNE) has been very general and textbook which does not apply to all organizations. Finding a way to work with organizations as individuals rather than grouping them all could help shape solutions to issues a particular organization is facing.

Organization 8: 1 Staff Member, Arts, Culture, & Humanities, Monterey Peninsula, Adults

The interview with Organization 8 was different from the others. This organization has had a single employee for many years. The executive director shared that she wears many hats as the program director, grant writer, administrator, and reports to the board. The organization for the first time in 15 years is planning on hiring a program director. The interview was helpful to find areas where CNE can offer support however, no information was shared relating to staff retention because it is not applicable.

The organization shared that current webinars shared through CNE are helpful. One item to note about this interview is that many of the previous interviews stated that people move from nonprofits to the for-profit sector this was not the case for the executive director. She shared that she moved from the for-profit sector where she had a higher salary and better benefits to the nonprofit sector to have a more fulfilling, meaningful job. In this instance, the meaningful, “life-changing” work outweighed the need to have a high salary.

Appendix D: Research Findings Graphs

Figure 1
STAFF SIZE OF ORGANIZATIONS (n=8)

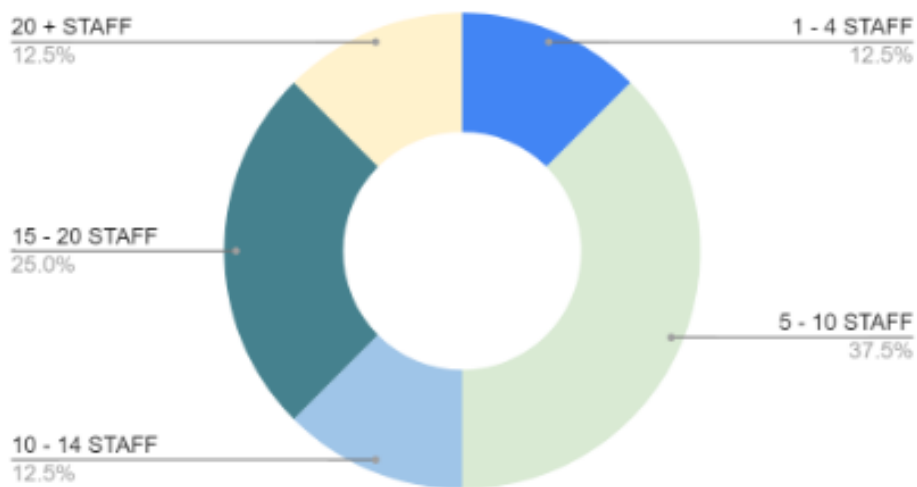


Figure 2
FOCUS AREA OF ORGANIZATIONS (n=8)

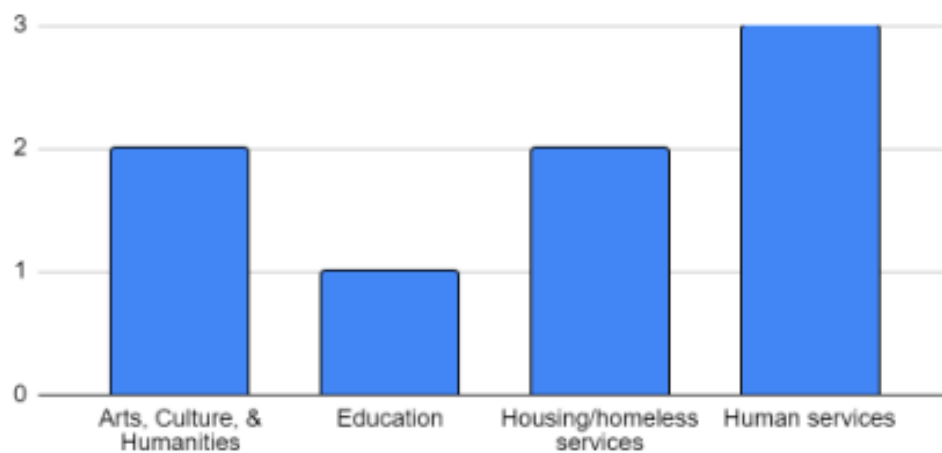


Figure 3
SERVICE AREA OF ORGANIZATIONS (n=8)

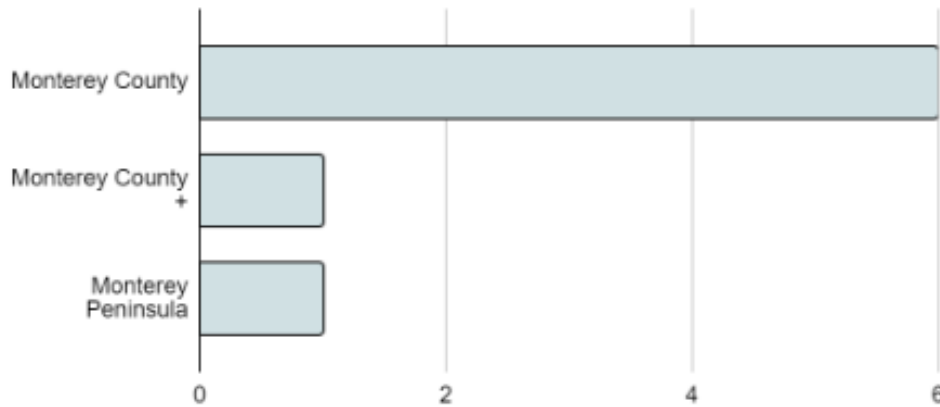
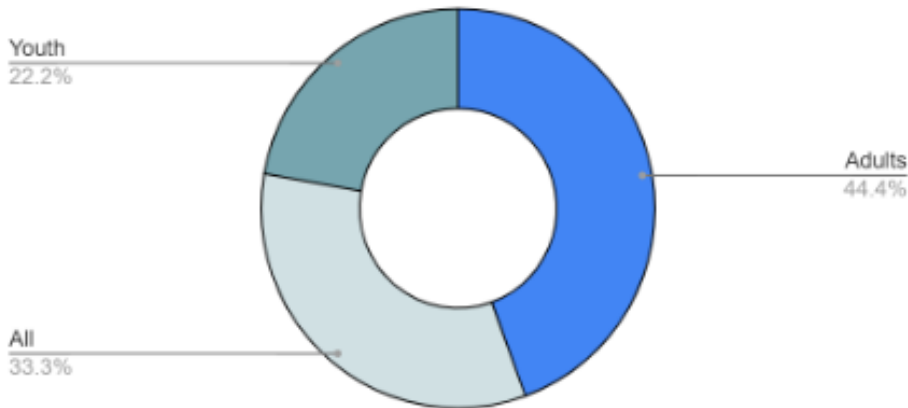


Figure 4
POPULATION ORGANIZATIONS SERVE (n=8)



Appendix E: Assessment: Center for Nonprofit Excellence

- The information presented to CNE is helpful for future program planning.

Not Helpful at All	Not Very Helpful	Somewhat Helpful	Extremely Helpful
			X

- What recommendations stand out to CNE (if any) and why?

All recommendations show a thoughtful and creative response to the organizations' stories and concerns. Recommendation 1, Group Space, stands out as a step CNE can take in the short term. Recommendation 2, Temporary Staffing, may be outside the scope of CNE at this time, but this concept can help inform opportunities to connect organizations with expertise and pro bono resources perhaps that are available on existing platforms. Recommendation 3, Incentive Grant Program, is something for consideration by the broader Community Foundation team.

- What aspects of this research will guide CNE planning and program activity?

Documentation provided in this research will be helpful when building the case for support of CNE and communicating the relevance and timeliness of CNE's programs. Key themes that will guide CNE planning include:

- 1) the differences in experience across organizations of different staff sizes,*
- 2) in addition to any acute effects during the pandemic, staffing challenges and retention have affected our sector for some time,*
- 3) CNE may play a role in both organizational development as nonprofits seek resources to grow sustainably and equitably as well as a provider and broker of learning for enhanced staff development and retention.*

- What is the overall benefit of this project for CNE and CFMC?

I cannot overstate the value of the deep listening Bre was able to accomplish through this project. Our staff would not have been able to elicit these stories and candid reflections. The interview summaries and trends will help to shape the strategic direction of the Center for Nonprofit Excellence, not only its shorter term programmatic choices. The importance of nonprofits and agencies having access to financial resources to accomplish their missions is underscored - this is integral to the purpose of a Community Foundation. While addressing the challenges of the cost of

living in our region may be outside the scope of CNE's efforts, we are poised to help address nonprofits' desire for meaningful peer connections and learning pathways to support organizational success. Thank you.