



Nonprofit**HR**

Future-Proofing Your Nonprofit:

Embracing a Skills-Focused Talent
Management Strategy

July 23, 2024



ABOUT

NONPROFIT HR

Our Vision:

We are the leading source of innovative talent management, talent acquisition services and knowledge for the social impact sector.

- Total lifecycle solutions for talent management.
- 20+ years of serving the social sector as a trusted advisor and thought partner.
- Thousands of missions served.
- Black woman owned.
- National footprint.
- Award-winning and credentialed staff.

"Nonprofit HR's experts listen, articulate people-centric solutions and understand the correlation between having high-performing engaged staff and us being able to support our members' needs. Their team has elevated the importance of and visibility around innovative HR practices. Nonprofit HR is an invaluable strategic partner."

Cathy Gibney, Chief Financial Officer,
National Hospice & Palliative Care Organization



OUR PRACTICES

Nonprofit HR's suite of solutions are centered around four core service areas.

PEOPLE & ORGANIZATIONAL STRATEGY

- Assessments
- Solutions Architecture
- Learning & Development
- Certified Coaching
- Advisory Services

SEARCH

- Executive Search
- Professional Search

HR OUTSOURCING

- Interim Outsourcing
- Comprehensive General Outsourcing
- Organizational Change Management Strategy Implementation
- Talent, Workforce Needs & Strategy Alignment
- Talent Acquisition Support

TOTAL REWARDS

- Salary Benchmarking
- Compensation Program Design
- Pay Equity Analysis
- Benefits Assessments
- HR Technology Strategy

We partner with all mission-driven organizations, including nonprofits, associations, foundations and social enterprises to help strengthen people management practices.



YOUR NONPROFIT HR

PRESENTERS



Alicia Schoshinski

Chief People & Culture Officer



Alexandra Taylor

*Team Leader & Senior Consultant,
People & Organizational Strategy*



Juliet Jason

*Senior Consultant, People &
Organizational Strategy*



■ AGENDA

- The importance of a skills-focus
- Skills gap identification
- Strategies for addressing skills gaps
- Fostering a culture of continuous learning
- Impact on employee engagement and retention
- Q&A



**Keeping up with
the rapid pace of
change**



Importance of a Skills-Focus



LABOR SHORTAGE

Shifting demographics



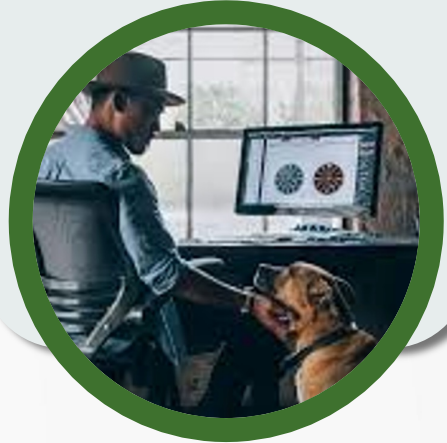
Economic Growth

Post-Pandemic Priorities



Childcare Challenges

Gig Economy

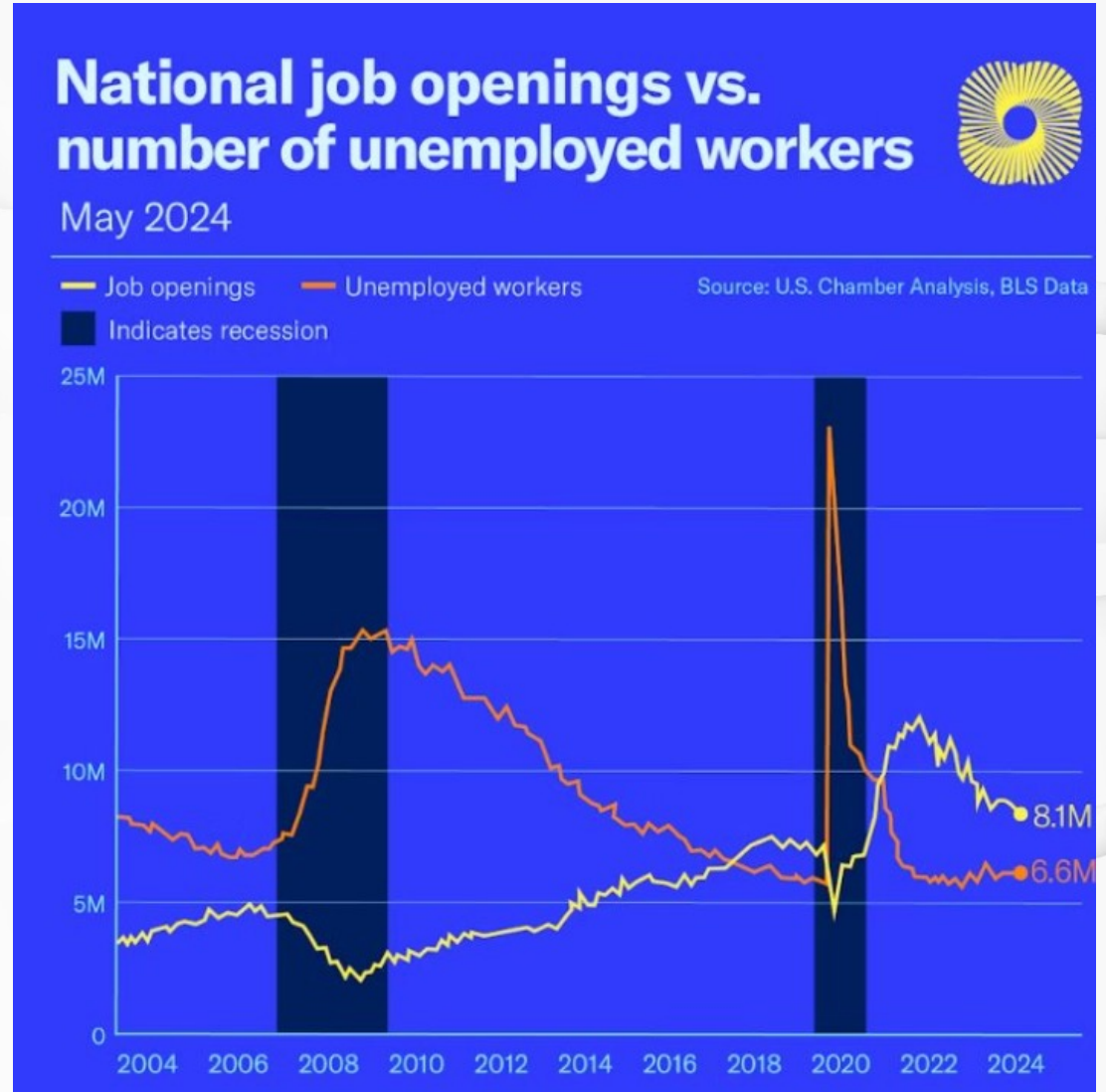




■ LABOR SHORTAGE

By 2030, more than **85 million jobs** could go unfilled because there aren't enough skilled people to take them.

Source: Korn Ferry





How much difficulty is your nonprofit experiencing in hiring?

- A. A lot
- B. Some
- C. A little
- D. None

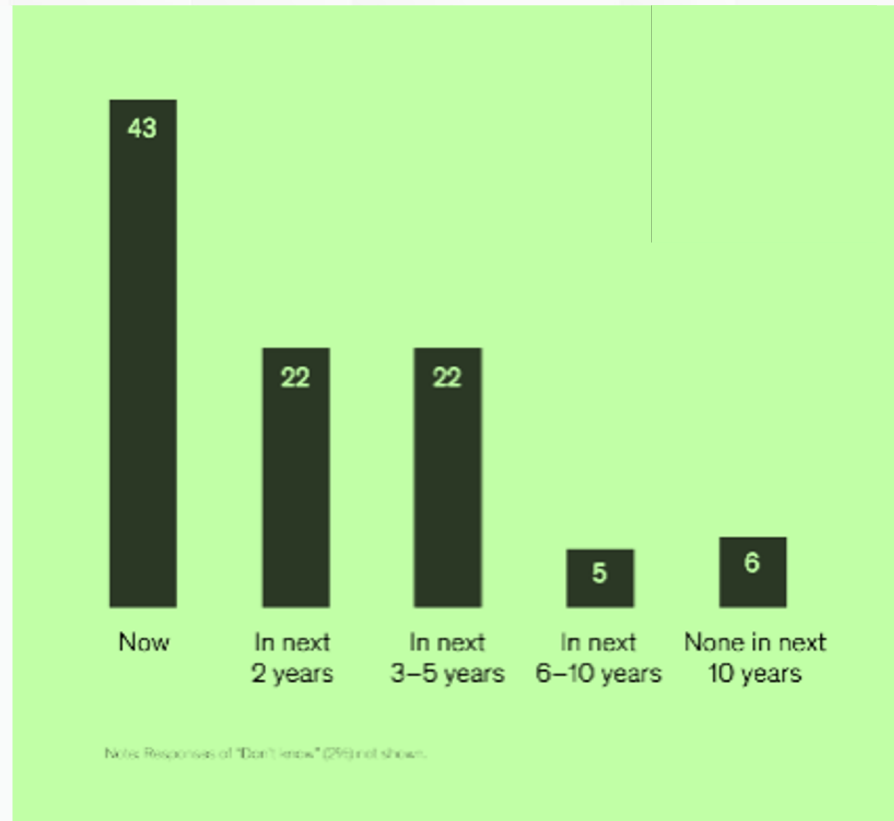


SKILLS GAPS

87% of companies say they have skill gaps, or expect to within a few years

When skill gaps are expected to occur within organizations, % of respondents

Source: McKinsey & Company



LinkedIn data shows that since **2015**, skill sets for jobs have changed by around **25%**. By **2027**, this number is expected to **double**.

Source: 2023 LinkedIn Workplace Learning Report



SKILLS GAP CAUSES



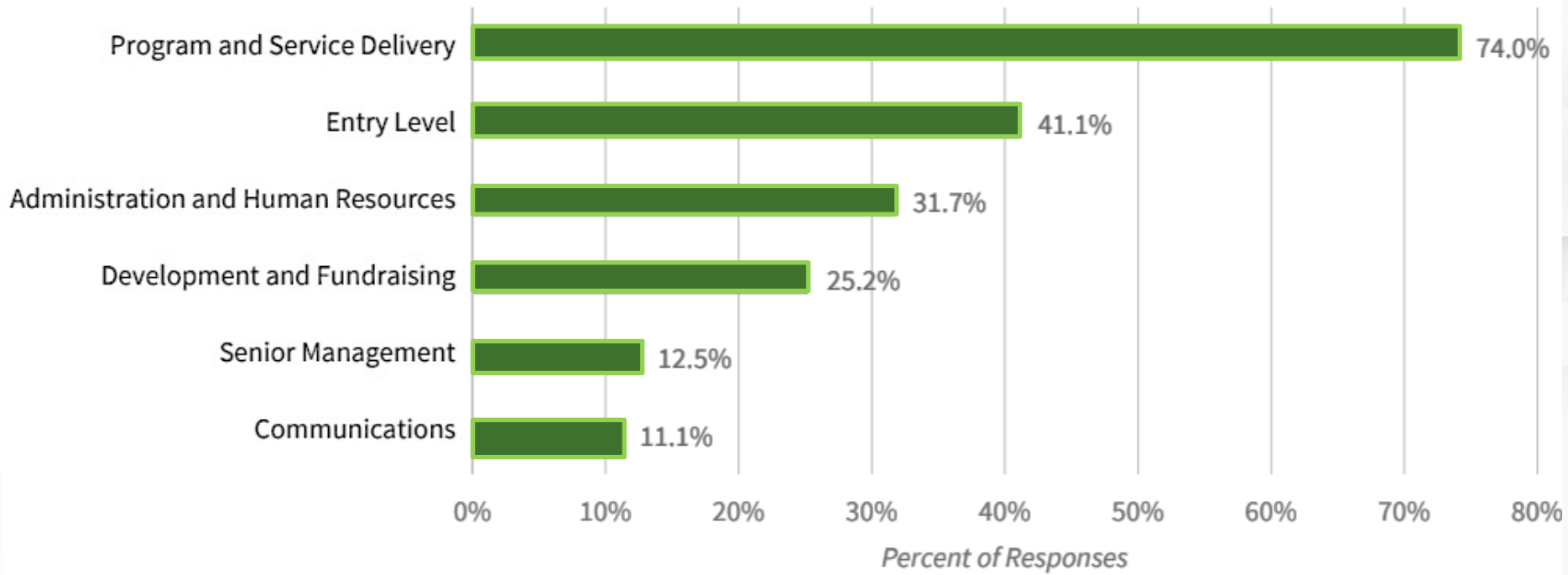


Is your nonprofit finding skills gaps that you need to address?



■ IMPACT ON NONPROFITS

Figure 2: Nonprofit Job Categories with Vacancies in April 2023
Number of Nonprofits that Identified Job Categories: 1,222



And NonprofitHR reported that 45% of nonprofit employees will be looking for different jobs by 2025, and only half think they will stay in the nonprofit sector.

Source: Council of Nonprofits: 2023 Nonprofit Workforce Survey Results



Skills Analysis and Strategies



■ WORKFORCE PLANNING



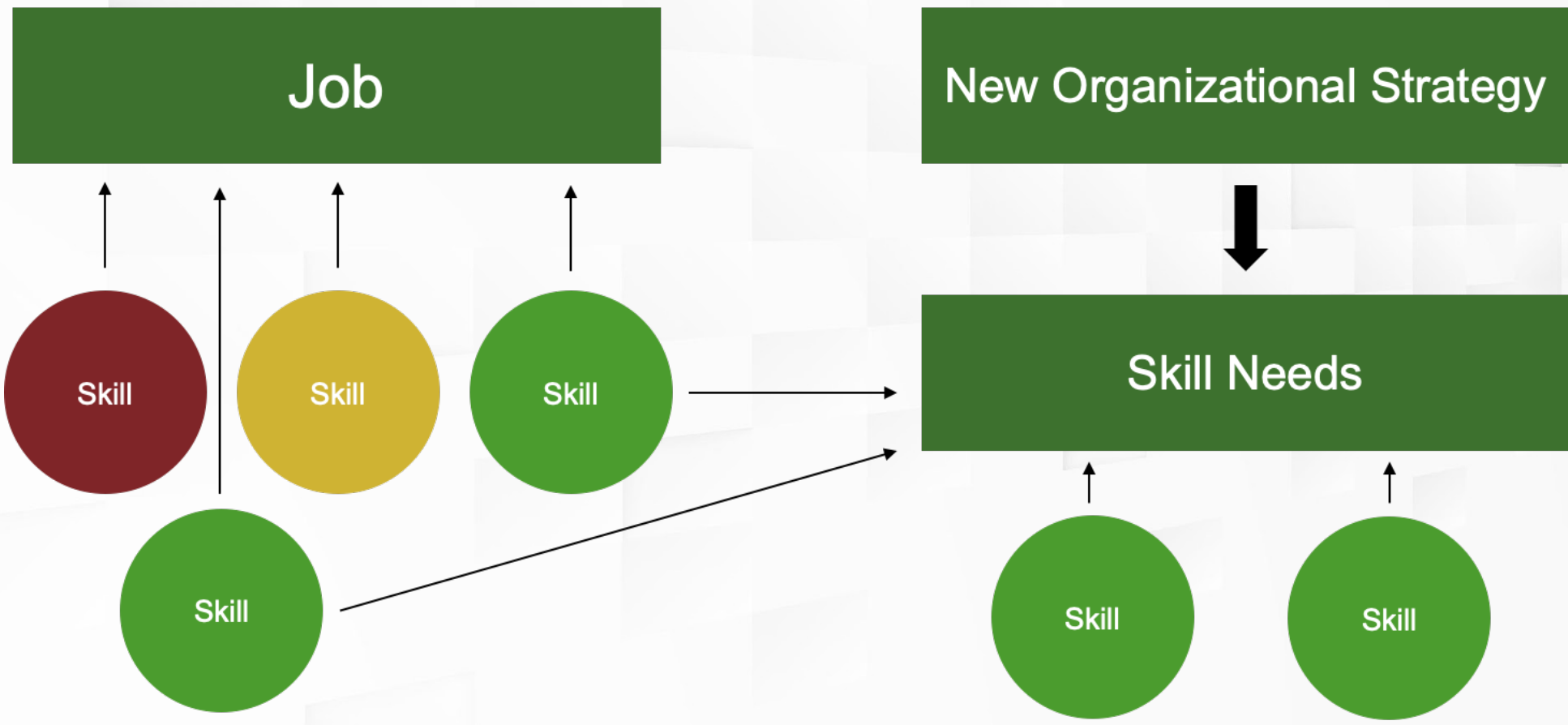


■ SKILLS-FOCUSED TALENT STRATEGIES





SKILL NEEDS





■ SKILL GAP ANALYSIS





■ SKILLS AND COMPETENCIES

SKILLS

Specific, learned abilities that you need to perform a particular task or job. They are often task-oriented.

Examples:

- Project Planning
- Budget Management
- Risk Assessment

COMPETENCIES

Broader and more encompassing than skills. They include a combination of ***skills, knowledge, behaviors and attitudes*** that are necessary to perform tasks and roles effectively.

Examples:

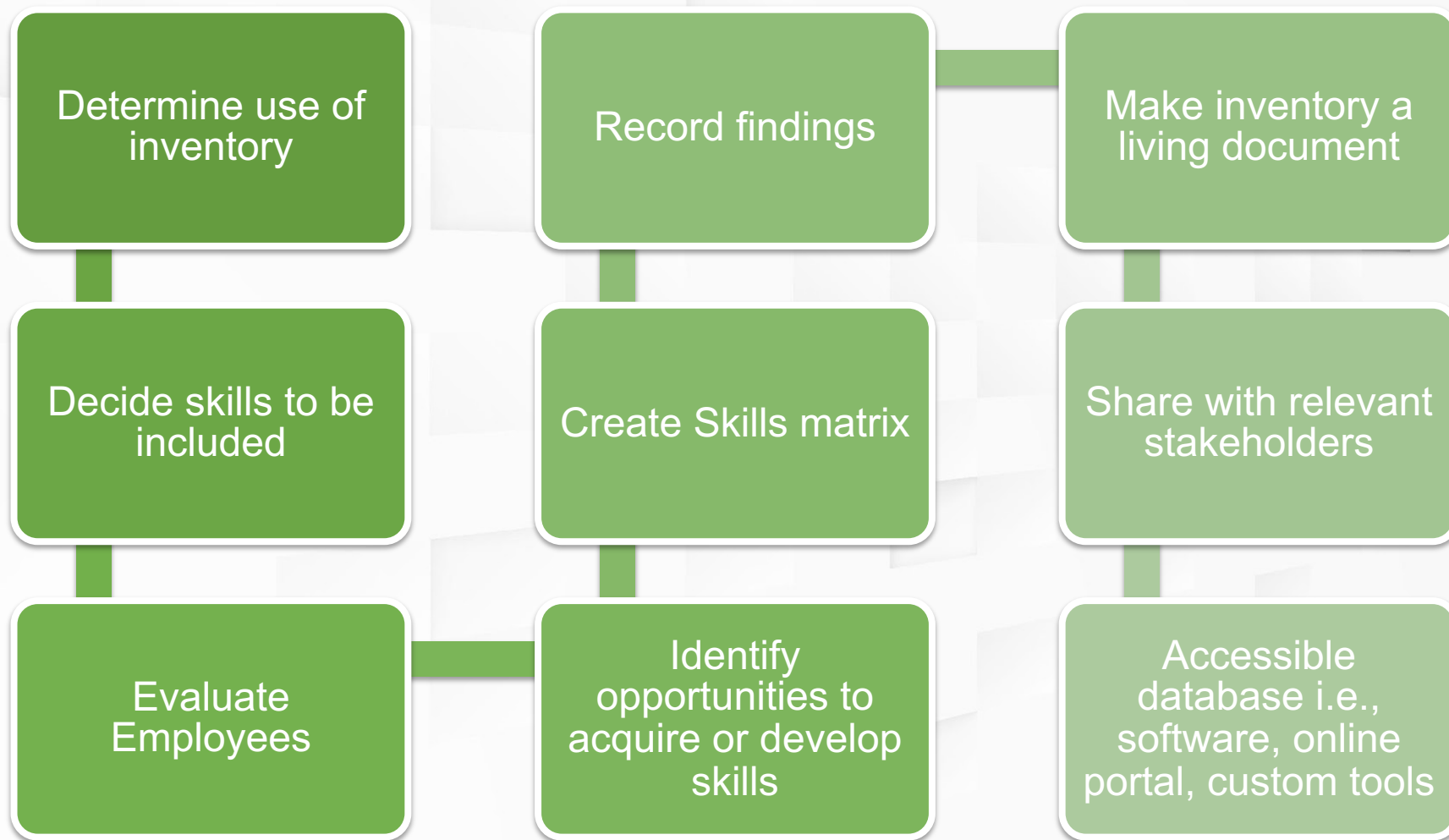
Technical: project management tools and methodologies

Behavioral: leadership, communication, problem solving, adaptability

Attitudinal: Initiative, ethical judgement, teamwork



■ SKILLS INVENTORY



SKILLS MATRIX EXAMPLE

- Not Applicable
- Beginner
- Intermediate
- Advanced
- Expert

		HR Skills							Proficiency Rating
		Recruitment & Selection	Employee Relations	Training & Development	Compensation & Benefits	HR Compliance & Legal	HR Information Systems	Organizational Development	
Team Member	Team Member A	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Advanced	
	Team Member B	Advanced	Advanced	Beginner	Advanced	Beginner	Advanced	Beginner	
	Team Member C	Advanced	Expert	Expert	Expert	Intermediate	Advanced	Beginner	
	Team Member D	Intermediate	Intermediate	Intermediate	Advanced	Beginner	Beginner	Advanced	
	Team Member E	Advanced	Advanced	Expert	Advanced	Beginner	Intermediate	Advanced	
	Team Member F	Intermediate	Advanced	Advanced	Advanced	Beginner	Advanced	Advanced	
	Team Member G	Advanced	Advanced	Intermediate	Intermediate	Not Applicable	Expert	Beginner	

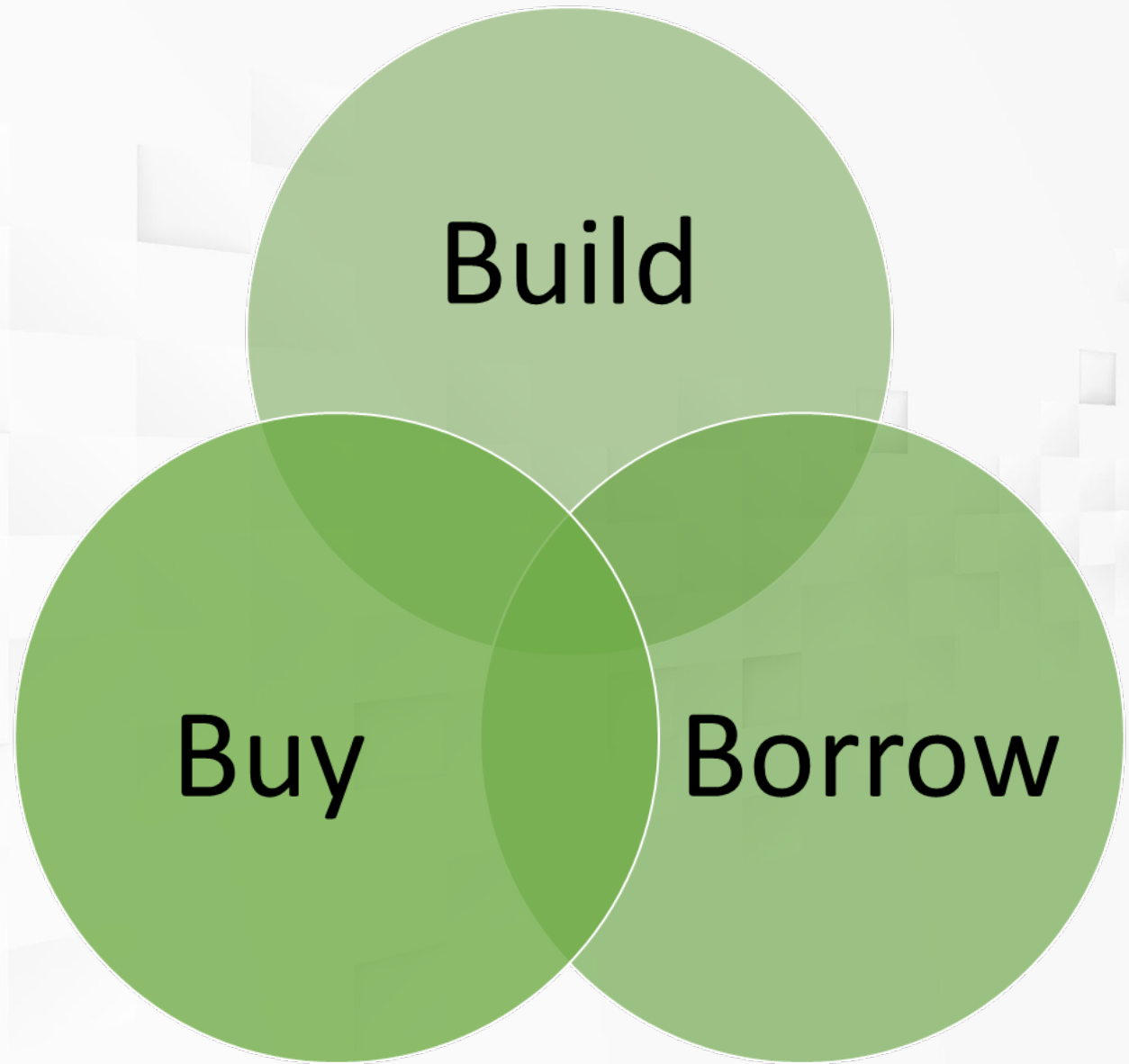


How is your organization addressing skills gaps?

- A. Hiring new talent
- B. Hiring contingent talent
- C. Cross-training
- D. Training programs
- E. Other (tell us!)



■ ADDRESSING SKILLS GAPS





REFLECTION

Should my organization acquire external talent (BUY) or develop internal talent (BUILD)?



■ BUY: Recruitment Strategy

- Skill-Based Hiring
- Hiring for Agile Skills
- Candidate Sourcing/Diverse Pool
- Assessment and Selection Tools
- Employer Branding
- Onboarding Programs
- Competitive Compensation and Benefits





■ BORROW: Contingent Workforce Strategy

- Specialized skills
- Time-bound or seasonal
- Options:
 - Gig economy/freelancers
 - Consultants
 - Part-time
 - Volunteers
 - Retain otherwise departing employees
 - Partner with other nonprofits





■ BUILD: Internal Development Strategy

- Training and Development Programs
- Personalized Individual Development Plans
- On-the-job Training, Stretch Assignments, Job-Shadowing
- Mentorship and Coaching
- Career Path Development
- Culture of Continuous Learning





CAREER PATH FRAMEWORK



Roadmap
A roadmap that defines how an employee can grow and achieve professional milestones within an organization.

Different Career Paths
Employees can take individual contributor and people leader career paths.

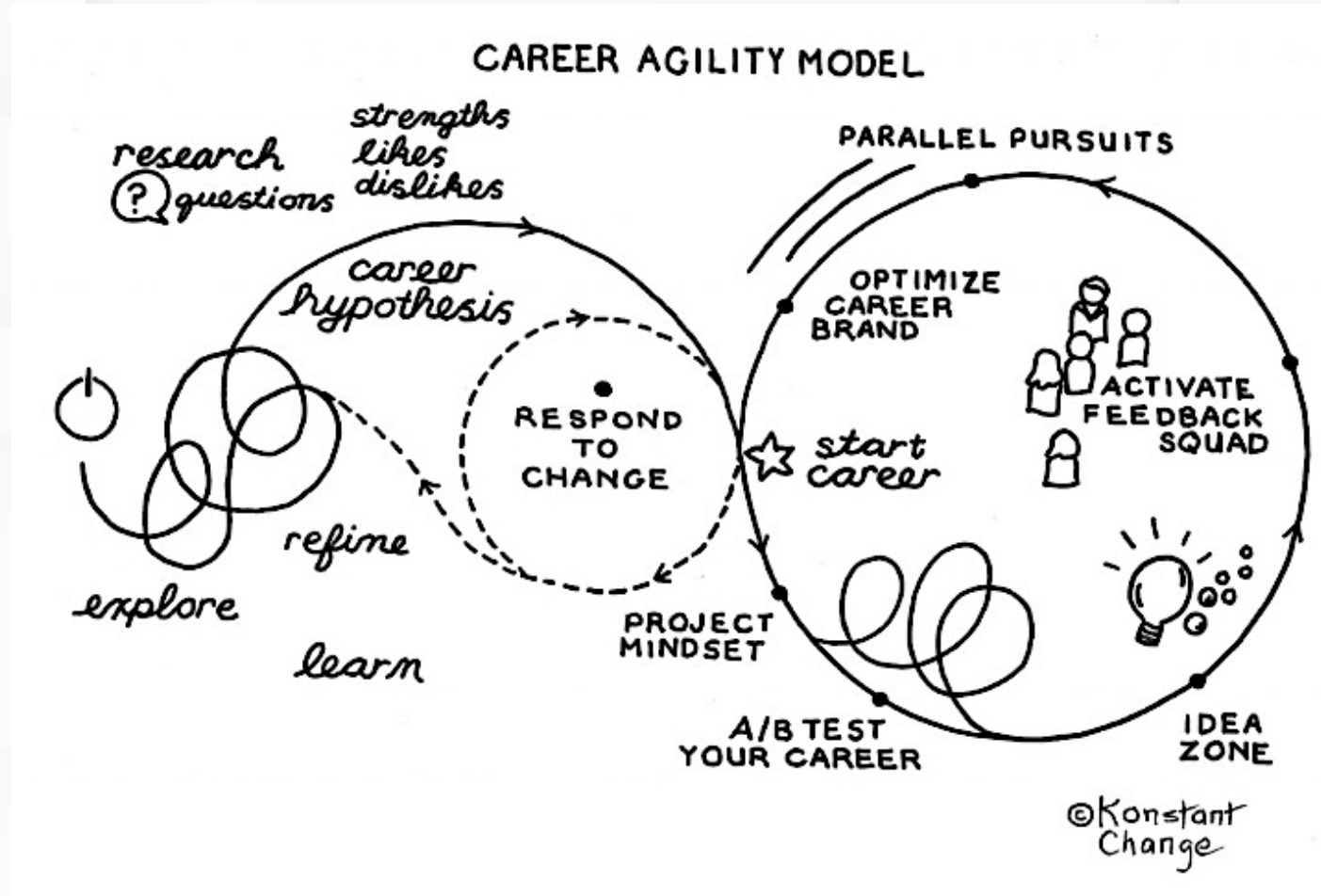
Work Dimensions
Describes the required work dimensions for each role and how they are interlinked.



CAREER AGILITY MODEL

An agile career is a *self reflective, incremental career path*, guided by *response to change, evolving job roles*, and designed to *optimize creativity, growth, and happiness*.

—Marti Konstant





■ SKILLS-FOCUSED MOBILITY

Creates **multiple opportunities** within a career track for growth and advancement.

An expansive way provides more opportunities for individuals to find fulfilling careers based on both existing skills and their personal interests.

Require a **nimbleness to adapt**, supporting this philosophy of career agility.

It's not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change.

—Charles Darwin



Culture of Continuous Learning



The Key To Developing Your Staff and Leaders?

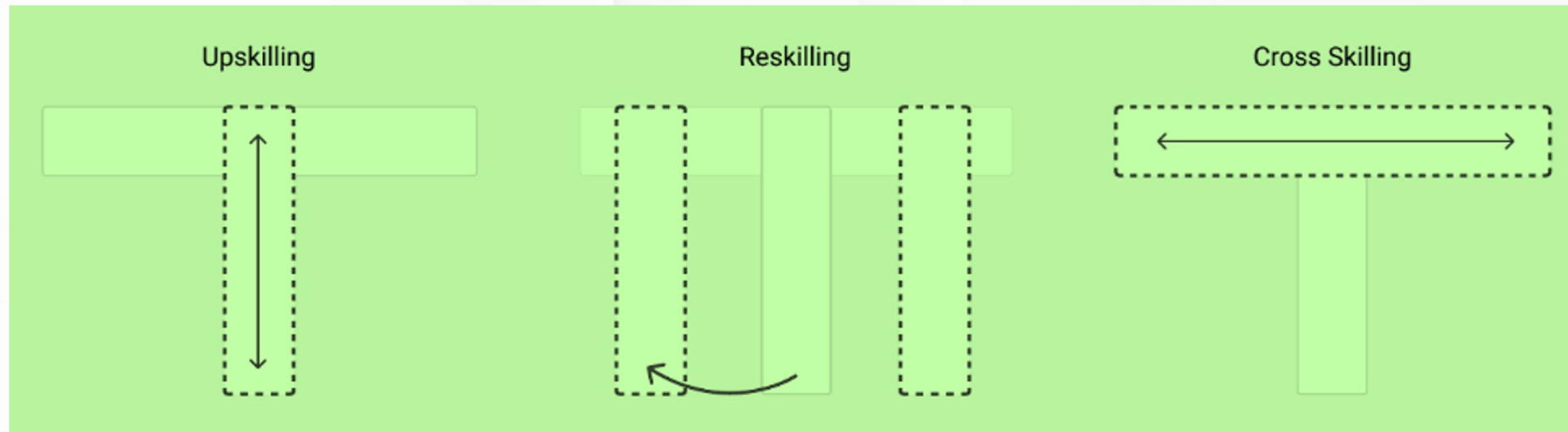
Creating the Pathway . . .

What does this pathway look like in your organization?



SKILL-BASED LEARNING

Upskilling, Reskilling, Cross-Skilling



GRAPHIC SOURCE: <https://www.skills-base.com/evolving-upskilling-reskilling-and-cross-skilling>

70% of employees feel unprepared for the future of work.
—*Upskilling Study, Amazon and Workplace Intelligence, 2022*

8.6% average salary increase for American workers who participated in an upskilling program
—*The American Upskilling Study, Gallup, and Amazon, 2021*



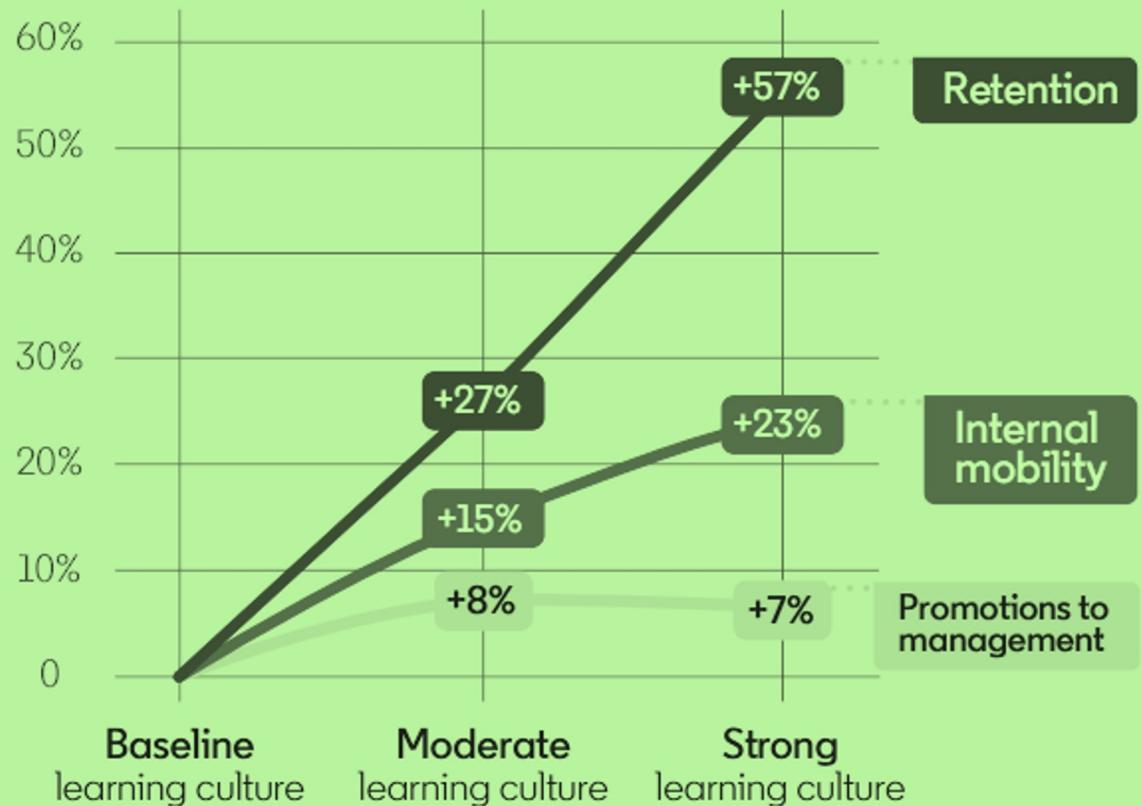
BUSINESS OUTCOMES & LEARNING CULTURE

Companies with strong learning cultures see **higher** rates of retention, **more** internal mobility, and a **healthier** management pipeline compared to those with smaller levels of commitment.

Source: LinkedIn Learning- Workplace Learning Report 2024

Business outcomes and learning culture

Analysis scores companies on a learning culture index, then assesses rate of retention, internal mobility, and promotions to management.





■ CAREER CONVERSATIONS



A career conversation is time spent with employees to explore where they might want to progress in their careers and how they might get there.

- It requires an **open mind** about what the outcome should be.
- It **conveys interest** in the person and their future.
- It **connects employee** career ideas with business needs.



Impact on Employee Engagement and Retention

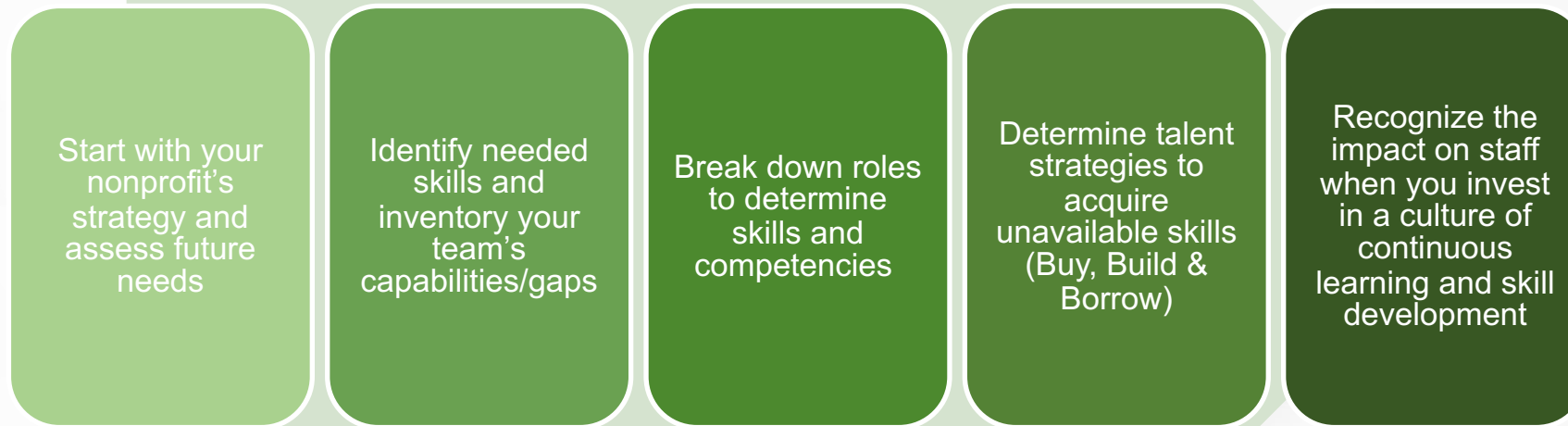


EMPLOYEE ENGAGEMENT

*“Fully involved,
enthusiastic and
committed to the team.”*



■ KEY TAKEAWAYS





Q&A



THANK YOU & CONTACT US

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