



THE GREAT RESIGNATION: ATTRACTING AND RETAIN TOP NONPROFIT TALENT

Mark Goldstein, CPA

INTRODUCTION

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2 years experience in Recruiting,
10 years in Accounting and Audit.
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Previously a Nonprofit
Accounting/Financial Reporting
Manager

Currently a lead relationship
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DC

Capitol Market 2021 Rookie of the
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AGENDA

- Labor and Industry Trends
- Remote Work
- “Quiet Quitting” - Addressing Employee Disengagement
- What Does this Mean for the Nonprofit Sector?
- Q&A

LABOR AND INDUSTRY TRENDS

POLLING QUESTION 1

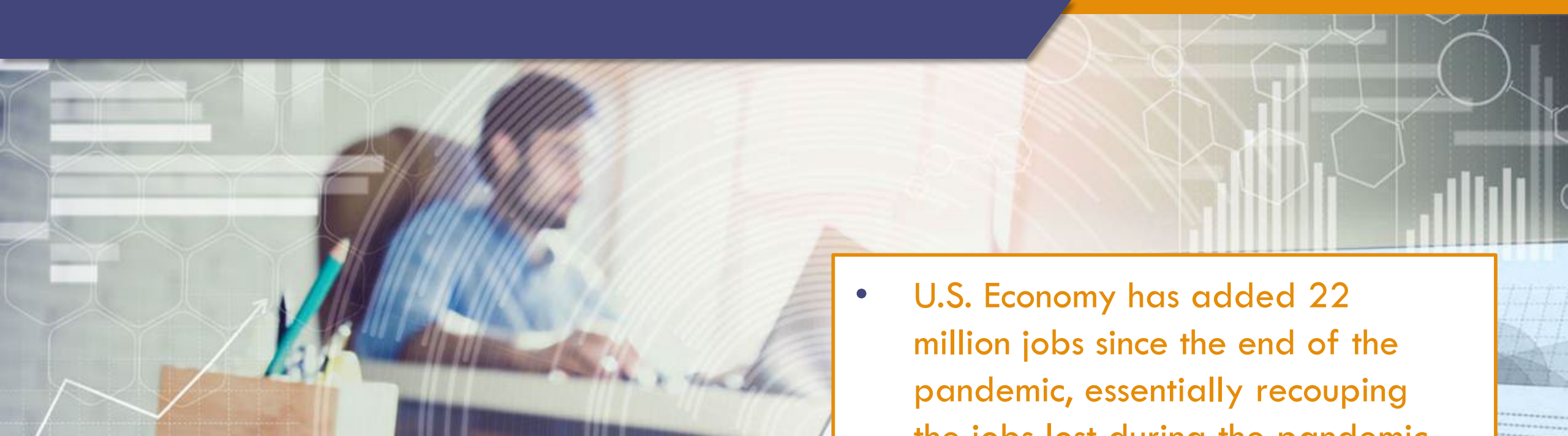
How many of you have either applied for, interviewed for, or started a new role since the pandemic? (Don't worry, this is anonymous)

- a. Started a new role
- b. Applied for a new position
- c. Interviewed for a new position
- d. None of the above

Interviewer: Where do you see yourself in 5 years?

Me: In your chair, but asking better questions





US LABOR METRICS AS OF 8/22

CURRENT LABOR INDICATORS

3.5 %

Total Unemployment

528,000

Total Job Gains

5.2 %

Wage Growth (YoY)

- U.S. Economy has added 22 million jobs since the end of the pandemic, essentially recouping the jobs lost during the pandemic.
- Most of the job creation was led by professional/business services and information technology.
- The demand for highly skilled resources continues to grow.

EMSI DATA

Hiring trends

- Emsi data is a hybrid dataset derived from official government sources such as the US Census Bureau, Bureau of Economic Analysis, and Bureau of Labor Statistics. Leveraging the unique strengths of each source, our data modeling team creates an authoritative dataset that captures more than 99% of all workers in the United States.
- This core offering is then enriched with data from online social profiles, resumés, and job postings to give you a complete view of the workforce.
- Emsi data is frequently cited in major publications such as The Atlantic, Forbes, Harvard Business Review, The New York Times, The Wall Street Journal, and USA Today

FINANCIAL DATA ANALYSTS



Data is pulled from Kforce's 3rd party data partner, Emsi, that uses a hybrid dataset derived from official government sources, enriched with data from social profiles, resumes and job postings to give a complete view of the workforce.

SENIOR ACCOUNTANTS



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ACCOUNTING MANAGERS



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ASSISTANT CONTROLLERS



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DOES REMOTE WORK STILL MAKE SENSE?

POLLING QUESTION 2

How many of you have returned to the office over the past year?

- a. Back in office five days a week
- b. Hybrid, working 3+ days in office
- c. Hybrid, working 3+ days from home
- d. Still fully remote
- e. My job was never remote



RETURN TO OFFICE

2022 Remote work survey from GoodHire: In Favor of Staying Remote

- 45% of American workers would take a pay cut to stay remote
- 73% of American workers stated that companies should pay in-office workers more than remote workers
- 33% of American workers said they would quit or start a remote search if forced to return to the office.
- 63% of American workers feel that companies would have a hard time getting people to apply if they do not offer remote work

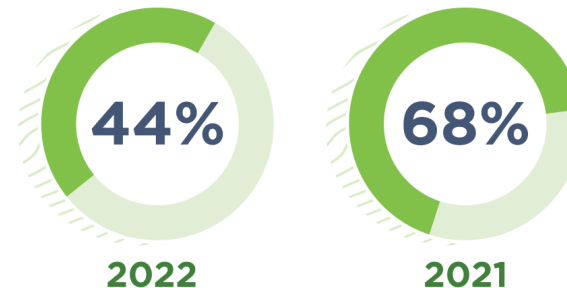
RETURN TO OFFICE

2022 Remote work survey from GoodHire: In favor of returning to office

- 78% of remote workers worried they were more at risk of losing their jobs during a recession
- 59% of remote workers worried they would be excluded from important meetings and projects
- 74% of American workers said they would consider applying for a job that requires in-office five days per week

HOW AMERICAN WORKERS FEEL ABOUT REMOTE WORK IN 2022 VS. 2021

Percentage of American workers who prefer working remotely



*Data from GoodHire proprietary survey of 3,500 American workers.

IS REMOTE WORK PRODUCTIVE?

Pros of remote work

- A 2013 [study by Stanford University](#) found that remote work increased employee productivity by up to 13%. The same studies reported improved work satisfaction, and attrition rates were cut by 50%.
- A 2014 [survey by ConnectSolutions](#) said that 77% of remote workers reported greater productivity than when they worked on-site. Over 54% of respondents said they accomplished more in less than or the same amount of time as when they work off-site.
- Remote work is shown to [significantly improve](#) mental health of employees
- Companies can [save up to \\$11,000 per employee](#) in overhead by staying remote.
- Remote work can open you up to a larger and often more affordable pool of talent

IS REMOTE WORK PRODUCTIVE?

Cons of remote work – the data

- Over half of remote workers report that they work longer hours than they would in the office, increasing the risk of employee burnout.
- The lack of human interaction can leave some remote workers to feel shunned and left out.
- Many critics of remote work contend that entry-level hires lose on career development opportunities due to a lack of face-time with team members and leadership

SHOULD THIS ROLE BE REMOTE OR IN PERSON?

Key questions to ask

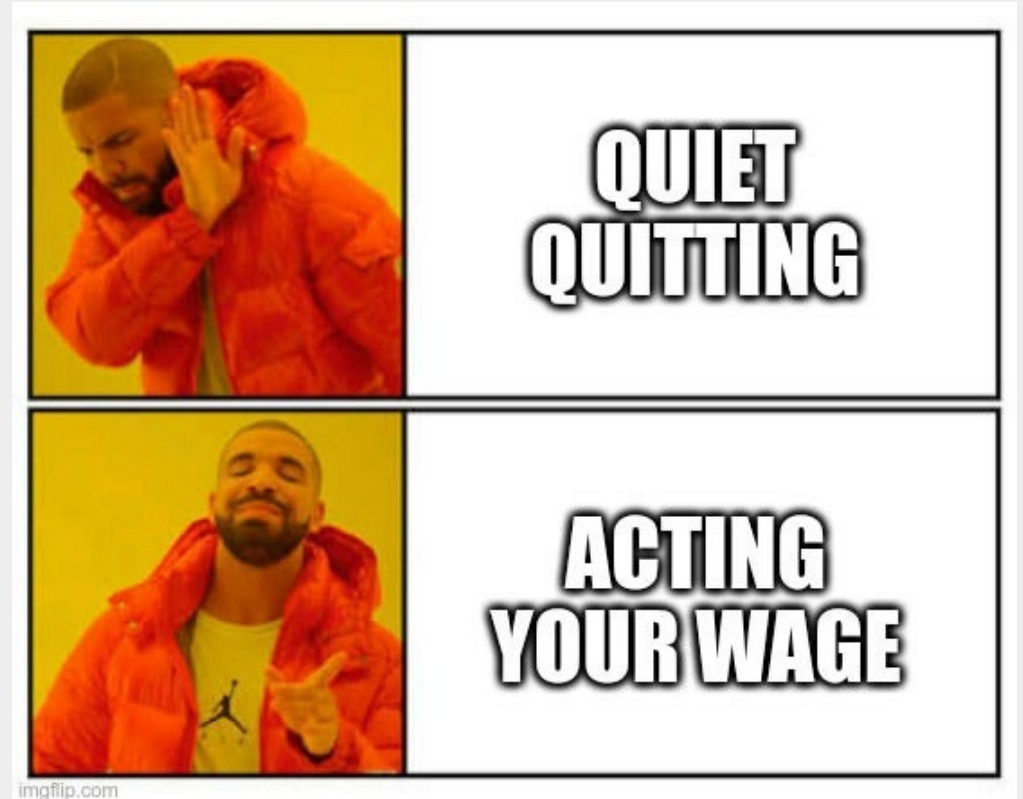
- Are there any job duties that absolutely cannot be done remotely? How often does this person need to be physically on-site? According to Global Workplace Analytics, [more than half](#) of all US jobs can be done remotely.
- How rare is the skill-set? How wide is the talent pool?
- Are you willing to pay a premium?
- Would time-zone differences disrupt your business?
- Would this employee's professional development benefit from face time with the rest of the team?
- Are the rest of the team working in office?

QUIET QUITTING: DEALING WITH EMPLOYEE DISENGAGEMENT

POLLING QUESTION 3

Please indicate if you have experienced the following at your organization over the past year (select all that apply):

- 1) Staff pushing back on performing job duties outside of their normal job descriptions
- 2) Staff setting firm boundaries on the number of hours they are willing to work, even around key deadlines
- 3) Staff requesting pay raises to take on additional job duties
- 4) None of the above



WHAT EXACTLY IS QUIET QUITTING?

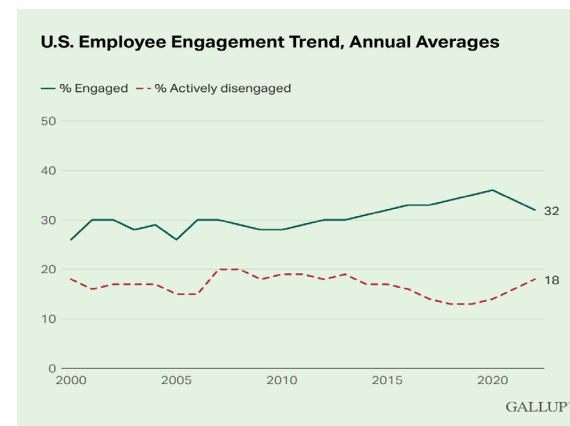
“Quiet Quitting” is a misnomer

- “Quiet quitting” is a workforce trend originating from social media, advocating for employees to set firm work-life boundaries. The quiet quitting movement urges employees to:
 - Refuse to work beyond their regular working hours
 - Refuse to take on duties outside of their job descriptions; and to
 - Request additional compensation for going above and beyond.

EMPLOYEE DISENGAGEMENT

Source: [Gallup Workplace](#)

- American workers are highly disengaged. According to a recent Gallup survey, approximately 68% of US employees do not feel engaged at work. 18% feel actively disengaged.



WHAT CAN BE DONE?

- Allow for the adequate. Elevate the exceptional!
- Set SMART goals with your staff, and let them know what is expected of them to achieve those goals. Have regular conversations with them to understand their life circumstances
- Allow your staff to see the direct impact of their work on your organization's mission
- As much as possible, give staff the flexibility to work where and when they feel most comfortable

TAKEAWAYS FOR NONPROFITS

POLLING QUESTION 4

Which positions do you find hardest to fill?

- a. Junior level
- b. Staff level
- c. Senior Level
- d. Manager or Director Level

When a key employee resigns the day before you leave for vacation.



hr.memes

TAKEAWAY ONE: FLEXIBILITY IS EVERYTHING

- Nonprofits historically have not been able to compete on salary with for-profit companies for accounting talent. A 2020 survey by Nonprofit HR noted that 45% of nonprofit employees intend to change jobs by 2025, citing low pay as the main reason.
- Organizations that can't compete on pay, can often compete on flexibility. Orgs that offer remote/hybrid options, ample PTO, and work-life balance have a much easier time attracting and retaining staff.
- Employees value choices: the numbers show a large number of employees who DO prefer working in-office. Rather than mandating a set number of days in the office, perhaps give employees the option to work from wherever they are more comfortable.

TAKEAWAY TWO: AVOID BURNOUT AT ALL COSTS

- Instead of looking at “quiet quitting” as a negative, view respecting employee boundaries as a retention strategy. Not all employees want to go above and beyond their duties, but many do perfectly good work while on the clock. Those employees might not be on the management-track, but they can still add value to your team.
- Set clear expectations with staff on how their workload will impact their personal and performance goals. Be generous with constructive feedback.
- Understand what is going on in their personal lives and be willing to pick up the slack or ask for additional help if need be.



TAKEAWAY THREE: SELL YOUR MISSIONS

- Many Accountants join the nonprofit sector because they are passionate about working for a mission-based organization.
- Allow your back-office staff to see the impact of their work on your mission. Invite them to your national conferences, give them paid volunteer days to see the programs they are supporting, etc.
- Allow for cross-departmental collaboration and education



QUESTIONS?

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