



HR Council
for the Nonprofit Sector

***Driving Change:
A National Study of Canadian Nonprofit Executive Leaders***

Supplemental Analysis Report

HR Council for the Nonprofit Sector

The HR Council takes action on nonprofit labour force issues.

As a **catalyst**, the HR Council sparks awareness and action on labour force issues. As a **convener**, we bring together people, information and ideas in the spirit of collaborative action. As a **research instigator** we are building knowledge and improving our understanding of the nonprofit labour force.

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Introduction



- The HR Council for the Nonprofit Sector published the main report of the Driving Change survey in April 2012 (see http://www.hrcouncil.ca/documents/driving_change.pdf).
- This report presented nine key findings of the research, highlighting the perspectives of nonprofit Executive Directors in Canada, along with the views of board members.
- Of the nine key findings, two areas – Executive Director retention and Board support – lent themselves to further analysis. This report details the outcomes of this additional analysis.
- **Retention:** It was clear from the main findings that a large proportion of Executive Directors surveyed were likely to either leave their current role, and/or the sector in the near future. However, a significant part of this was Executive Directors who are contemplating retirement. Therefore to understand in more detail how long Executive Directors believe they will stay in their current role and what their most likely next step will be, GlobeScan conducted additional analysis to provide profiles of different groups of Executive Directors, defined by their near and long-term plans. It was then possible to examine the experience and perceptions of these groups.
- **Board support:** The main report clearly highlights the importance of board support in any assessment of the role of the Executive Director in Canadian nonprofits. Both the statistical analysis of the data, and also the open-ended comments collected during the survey show that high levels of board support are viewed positively by many Executive Directors, and conversely, the lack of support – especially in key tasks – can hinder the role of the Executive Director. Therefore to understand how important this support is, GlobeScan provided profiles of different groups of Executive Directors, defined by the level of perceived support on average across a wide range of areas.



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Executive Director Retention Profiles

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Retention Profile Analysis

- The main survey report shows that over one-half of Executive Directors indicated that they would be likely to leave their current position within the next four years. Furthermore, 31 percent believe their departure will be within two years.
- This is a significant finding for the sector, especially when combined with the finding that just 40 percent of Executive Directors say their next role is most likely to be in the nonprofit sector.
- However, the significance of the latter finding is tempered by the fact that almost a quarter (24%) of Executives say their next move will be to retire, rather than take up another role outside of the sector.
- To understand a more detailed picture of retention, further analysis was conducted to create six groups of Executive Directors based on their near and long-term professional plans. Other key questions were then analyzed by these groups to understand if there are any common experiences within these groups.
- The groups were constructed using the answers Executive Directors gave to three questions; how long they had been in their current job, how long they felt they would stay in their current job, and what their next move would most likely be*.
- The table on the following page details how the groups were constructed from the answers to these questions.
- The report includes more detail of the group profiles, before describing the results of key survey questions analyzed by these Retention Profile Groups.

*Executive Directors were asked to indicate on an 11-point scale, how likely they would be to stay within the nonprofit sector, move to the private sector, move to the public sector, retire or become self-employed. The option with the highest rating was then selected to present the results in this chart.

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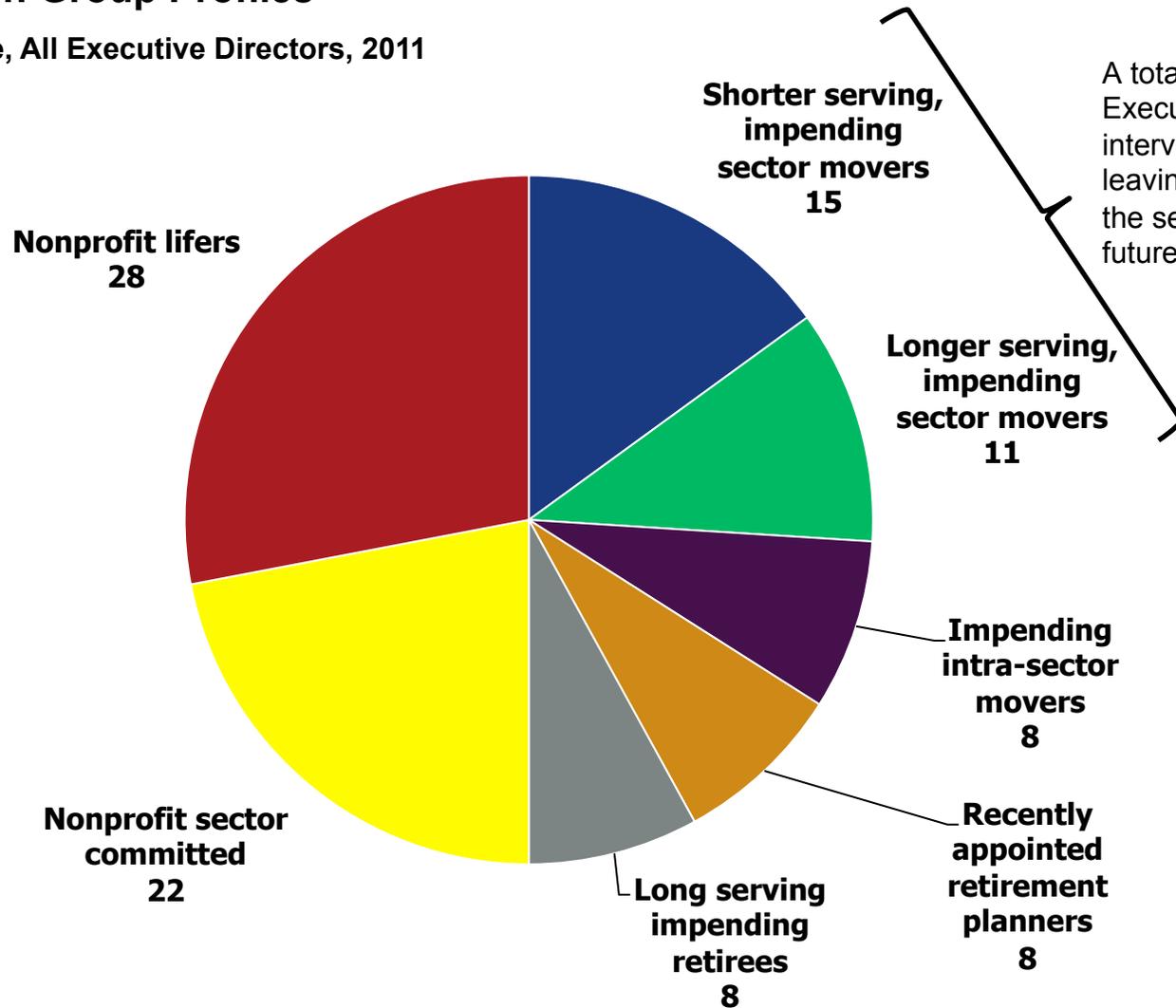
Retention Group Profiles

Group Name	Tenure in current job	Projected Tenure in current job	Most Likely Next Move
Impending intra-sector movers	Five years or less	Two years or less	Remain in the nonprofit sector
Shorter serving, impending sector movers	Five years or less	Four years or less (82%)	Move to another sector
Longer serving, impending sector movers	Six years or more	Four years or less	Move to another sector
Recently appointed retirement planners	Five years or less	Three to eight years (72%)	Retire
Nonprofit sector committed	Mixed (including 25% two years or less and 20% more than 10 years)	Three to eight years (68%)	Remain in the nonprofit sector
Long serving, impending retirees	Six years or more	Four years or less	Retire
Non-profit lifers	Six years or more	Five years plus (78%)	Mixed

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Retention Group Profiles

Percentage, All Executive Directors, 2011



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Retention Profile Summaries

Impending intra-sector movers (8%)

These Executive Directors are likely to change jobs soon, but are most likely to stay within the sector.

This is the third least satisfied group overall. Their level of satisfaction with individual elements of their job role is fairly average. However, when compared to all the tenure profile groups, the results place it consistently in the bottom three of the seven groups. Overall, they have a fairly low level of support from their board, with the least support for the task of program evaluation/impact assessment.

Gender

Female: 75% | Male: 25%

Age

18-34: 12% | 35-44: 19% | 45-54: 36%

55-64: 23% | 65 plus: 10%

Organization Size

Less than \$250k: 49%

\$250k - \$1m: 33% | \$1m plus: 16%

Time in nonprofit sector

< 10 yrs: 53% | 10-19 yrs: 21%

20-29 yrs: 21% | 30 yrs plus: 5%

Professional experience before current role (sector)

Nonprofit: 71% | Public: 46%

Private: 48% | Self-employed: 31%

Sector employed in immediately prior to current role

Nonprofit: 54% | Public: 21%

Private: 13% | Self-employed: 10%

Tenure in current job

Two years or less: 52%

Three to five years: 48%

Projected tenure in current job

One year or less: 36%

Two years: 42% | Don't know: 22%

Most likely next move

Remain in the nonprofit sector

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Retention Profile Summaries

Shorter serving, impending sector movers (15%)

After being in their role for five years or less, these Executive Directors are likely to seek another job outside of the nonprofit sector in the near future.

These Executive Directors are the most likely to have worked in the private sector in the past, and least likely to have worked in the nonprofit sector immediately prior to their current role. They are the least satisfied group overall, and for many individual attributes of job satisfaction. They have the least supportive boards, and over half say they are making a substantial personal sacrifice to work in their current role.

Gender	Time in nonprofit sector	Tenure in current job
Female: 69% Male: 31%	< 10 yrs: 63% 10-19 yrs: 22% 20-29 yrs: 9% 30 yrs plus: 5%	Two years or less: 41% Three to five years: 59%
Age	Professional experience before current role (sector)	Projected tenure in current job
18-34: 11% 35-44: 24% 45-54: 37% 55-64: 26% 65 plus: 1%	Nonprofit: 51% Public: 43% Private: 63% Self-employed: 51%	1 year or less: 30% Two years: 23% 3-4 yrs: 29% 5 yrs or more: 12% Don't know: 7%
Organization Size	Sector employed in immediately prior to current role	Most likely next move
Less than \$250k: 37% \$250k - \$1m: 36% \$1m plus: 26%	Nonprofit: 30% Public: 18% Private: 26% Self-employed: 27%	Move to another sector (Public: 22% Private: 36% Self-employed: 43%)

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Retention Profile Summaries

Longer serving, impending sector movers (11%)

After being in their role for six years or more, these Executive Directors are likely to seek another job outside of the nonprofit sector in the near future.

This is the second least satisfied group overall, and for many individual attributes of job satisfaction. They are the least satisfied group for being able to achieve a good work-life balance, report the highest levels of stress, and are the most likely to say they are making a substantial personal sacrifice to work in their current role.

Gender	Time in nonprofit sector	Tenure in current job
Female: 74% Male: 26%	< 10 yrs: 22% 10-19 yrs: 35% 20-29 yrs: 28% 30 yrs plus: 13%	Six to ten years: 60% More than 10 years: 39%
Age	Professional experience before current role (sector)	Projected tenure in current job
18-34: 2% 35-44: 16% 45-54: 38% 55-64: 33% 65 plus: 11%	Nonprofit: 61% Public: 36% Private: 54% Self-employed: 49%	1 year or less: 27% Two years: 33% 3-4 yrs: 35% Don't know: 5%
Organization Size	Sector employed in immediately prior to current role	Most likely next move
Less than \$250k: 26% \$250k - \$1m: 40% \$1m plus: 32%	Nonprofit: 38% Public: 13% Private: 21% Self-employed: 26%	Move to another sector (Public: 12% Private: 33% Self-employed: 55%)

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Retention Profile Summaries

Recently appointed retirement planners (8%)

After being in their role for five years or less, the next move for these Executive Directors is most likely to be to retire in the near future.

This is the second oldest profile group, but the group with the second shortest time working in the nonprofit sector. They are one of the most satisfied groups overall, and for the majority of the individual job satisfaction attributes, they are the most satisfied. The results suggest they have the most supportive boards, are the least stressed, work the fewest number of hours on average, and have the least sense of making a personal financial sacrifice.

Gender	Time in nonprofit sector	Tenure in current job
Female: 61% Male: 39%	< 10 yrs: 53% 10-19 yrs: 22% 20-29 yrs: 16% 30 yrs plus: 6%	Two years or less: 38% Three to five years: 62%
Age	Professional experience before current role (sector)	Projected tenure in current job
18-34: 1% 35-44: 1% 45-54: 24% 55-64: 53% 65 plus: 20%	Nonprofit: 46% Public: 48% Private: 49% Self-employed: 29%	1 year or less: 12% Two years: 16% 3-4 yrs: 28% 5-7yrs: 27% 8 yrs or more: 17%
Organization Size	Sector employed in immediately prior to current role	Most likely next move
Less than \$250k: 40% \$250k - \$1m: 32% \$1m plus: 25%	Nonprofit: 37% Public: 29% Private: 22% Self-employed: 11%	Retire

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Retention Profile Summaries

Nonprofit sector committed (22%)

This group has a mix of Executive Directors in terms of the time they have spent in their current job, and how long they believe they will remain in this current role. But they all remain committed to the nonprofit sector for their next role.

This group mainly consists of people in mid-life age groups. They are (along with the Impending intra-sector movers) the most likely to have had experience of working in the non-profit sector at some point, and also immediately prior to taking up their current role. Their level of satisfaction is about average (which still indicates significant issues), and their board is fairly supportive overall (but again with significant areas of improvement needed).

Gender	Time in nonprofit sector	Tenure in current job
Female: 72% Male: 28%	< 10 yrs: 30% 10-19 yrs: 29% 20-29 yrs: 26% 30 yrs plus: 14%	2 yrs or less: 25% 3-5 yrs: 29% 6-10 yrs: 26% 11 yrs or more: 20%
Age	Professional experience before current role (sector)	Projected tenure in current job
18-34: 8% 35-44: 23% 45-54: 36% 55-64: 24% 65 plus: 8%	Nonprofit: 71% Public: 36% Private: 45% Self-employed: 30%	2 yrs or less: 19% 3-4 yrs: 48% 5-7yrs: 10% 8 yrs or more: 9% Don't know: 13%
Organization Size	Sector employed in immediately prior to current role	Most likely next move
Less than \$250k: 31% \$250k - \$1m: 35% \$1m plus: 33%	Nonprofit: 54% Public: 18% Private: 13% Self-employed: 10%	Remain in the nonprofit sector

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Retention Profile Summaries

Long serving, impending retirees (8%)

After being in their role for six years or more, these Executive Directors are most likely to be seeking to retire in the near future.

This is the oldest group, with the longest experience in the nonprofit sector. They are also the most likely to be from a larger organization. For most elements of job satisfaction they are fairly satisfied, but *not* the most satisfied. They have the second most supportive boards overall. While the difference between them and the other groups is small, they are on average the highest paid group.

Gender	Time in nonprofit sector	Tenure in current job
Female: 68% Male: 32%	< 10 yrs: 17% 10-19 yrs: 24% 20-29 yrs: 37% 30 yrs plus: 21%	Six to ten years: 34% More than 10 years: 66%
Age	Professional experience before current role (sector)	Projected tenure in current job
18-34: 0% 35-44: 2% 45-54: 9% 55-64: 67% 65 plus: 21%	Nonprofit: 55% Public: 46% Private: 42% Self-employed: 27%	1 year or less: 13% Two yrs: 35% 3-4 yrs: 48% 5 yrs or more: 5%
Organization Size	Sector employed in immediately prior to current role	Most likely next move
Less than \$250k: 19% \$250k - \$1m: 40% \$1m plus: 40%	Nonprofit: 38% Public: 28% Private: 18% Self-employed: 11%	Retire

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Retention Profile Summaries

Non-profit lifers (28%)

The next move for this group varies, but what ties them together is their long tenure in their current job and that they believe they will remain in that job for at least five more years.

This group has the second longest experience in the nonprofit sector. They are the most satisfied group overall and one of the most satisfied for individual elements of job satisfaction. Their current board is fairly supportive, although there are still some specific issues. On average they work the longest week, and have a fairly strong belief that they are making a personal financial sacrifice to be in their job role.

Gender	Time in nonprofit sector	Tenure in current job
Female: 64% Male: 35%	< 10 yrs: 13% 10-19 yrs: 38% 20-29 yrs: 37% 30 yrs plus: 10%	Six to ten years: 32% More than 10 years: 61%
Age	Professional experience before current role (sector)	Projected tenure in current job
18-34: 0% 35-44: 7% 45-54: 43% 55-64: 42% 65 plus: 7%	Nonprofit: 59% Public: 34% Private: 52% Self-employed: 31%	5-7years: 45% 8 yrs or more: 33% Don't know: 22%
Organization Size	Sector employed in immediately prior to current role	Most likely next move
Less than \$250k: 32% \$250k - \$1m: 31% \$1m plus: 37%	Nonprofit: 46% Public: 16% Private: 25% Self-employed: 10%	Mixture of remaining in nonprofit sector (36%), or retiring (32%), with some sector moves (Public: 5% Private: 8% Self-employed: 18%)

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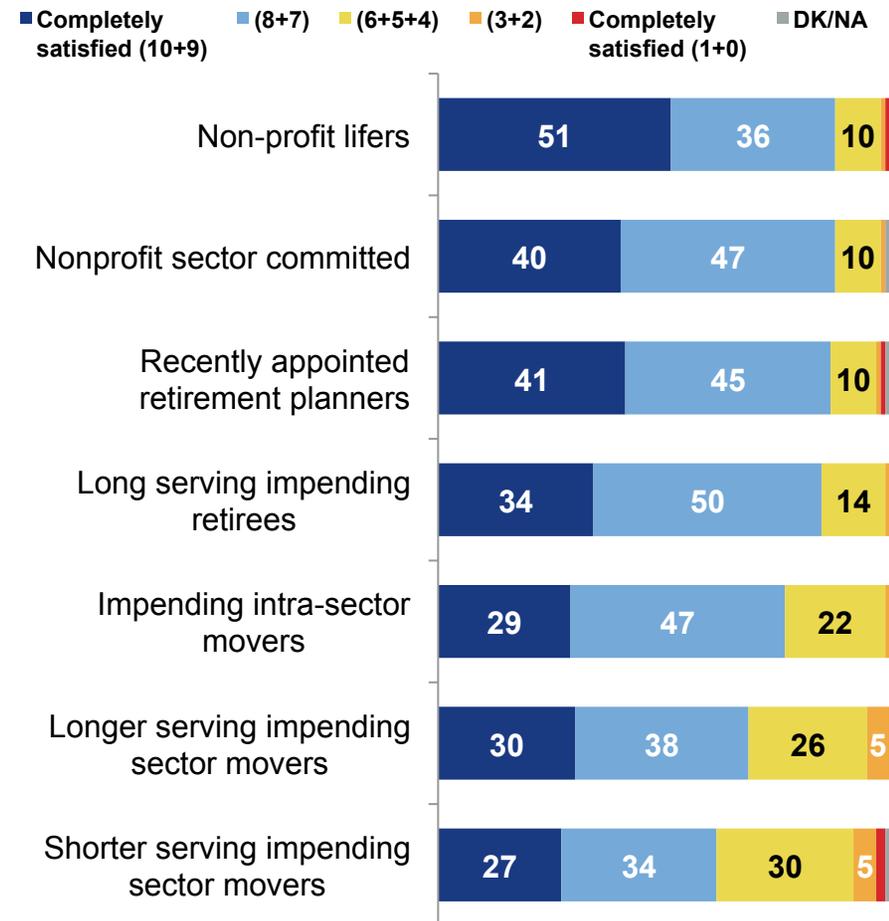
Overall Satisfaction

While overall job satisfaction is generally high, those most likely to leave soon are least satisfied.

A key finding highlighted in the main survey report is the fact that despite all the challenges faced by Executive Directors, the level of overall job satisfaction is fairly high. And across each of the profile groups, a majority of Executive Directors report a relatively high level of overall satisfaction.

However, it is clear that among those groups of Executive Directors who are the most likely to leave in the near future ('Intra-sector movers', 'Longer serving impending sector movers', and 'Shorter serving impending sector movers'), overall satisfaction levels are the lowest.

All Executive Directors, by Retention Profile Group, 2011



Q. Excluding salary and benefits, please rate your overall satisfaction with your current job.

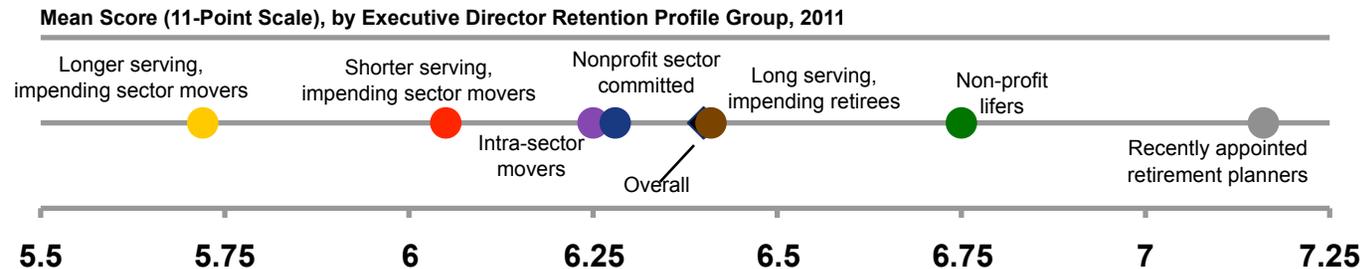
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Elements of Job Satisfaction (1)

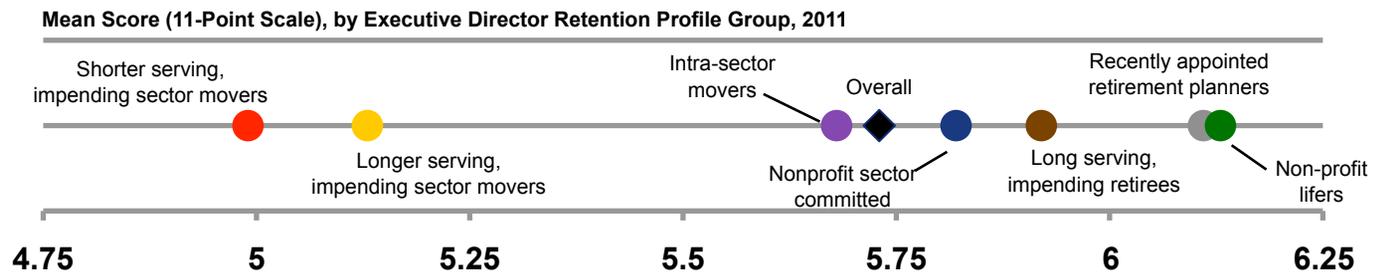
While the ability to achieve a good work-life balance is one of the areas with the lowest level of satisfaction for all Executive Directors, it is clear that for the ‘Longer serving, impending sector movers’ (those who have been in their current position for a relatively long time, but are likely to leave their job *and* the nonprofit sector soon), the ability – or inability – to achieve a work life balance is something they are unsatisfied with. It is also a more pronounced issue for the other two groups of Executive Directors who are likely to leave their job soon.

The ability to achieve a good work-life balance



The two groups of Executive Directors that are likely to leave the nonprofit sector soon are clearly the least satisfied with the resources they currently have to do their job, although for all the groups, it is clearly not an area with high satisfaction.

The resources you have to do your job effectively



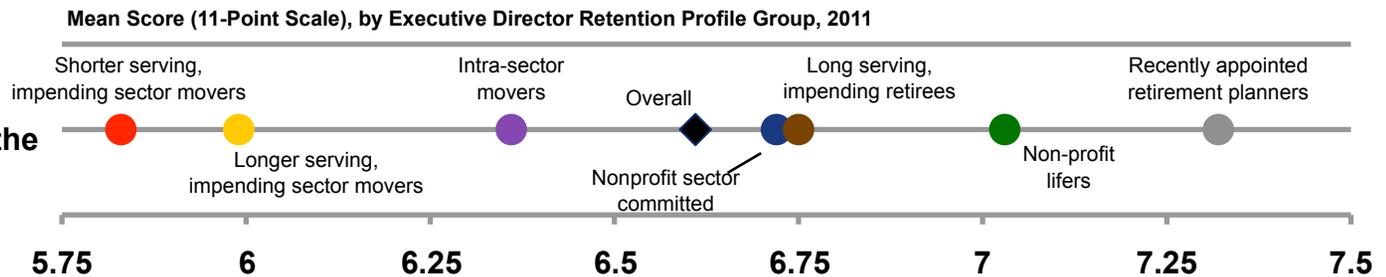
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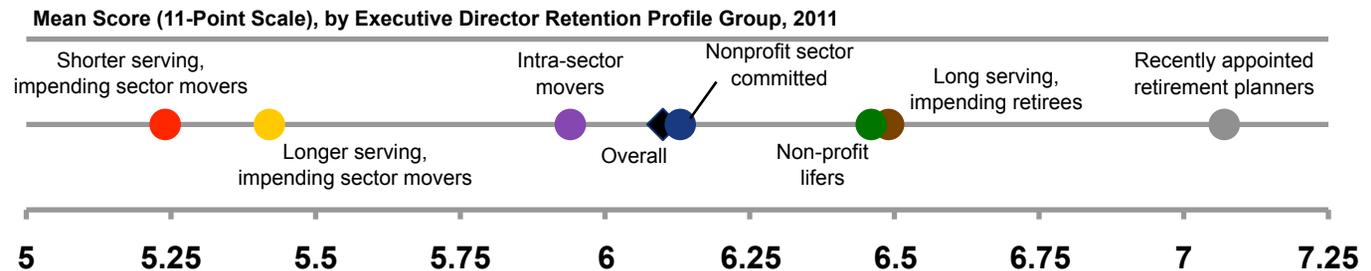
Elements of Job Satisfaction (2)

The level of perceived support that Executive Directors receive from their Board of Directors is one of the most significant key findings in this research. Elsewhere in this report section the individual elements of board support are analyzed by each of the Executive Director groups. However, at the broader level of the two questions detailed below, it is clear that there is a wide gap in satisfaction with board support between those who say they are likely to have a longer commitment to the job and the sector, and those who are likely to leave the sector soon.

The support and advice provided by the board of directors



The strategic direction provided by the board of directors

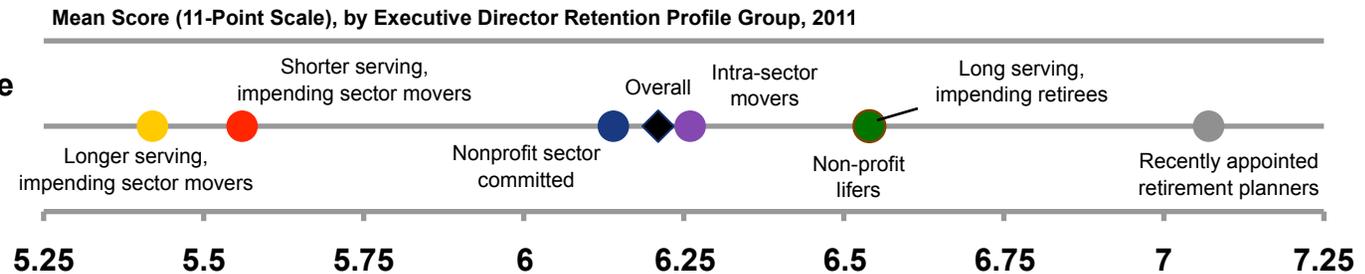


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Elements of Job Satisfaction (3)

Satisfaction with performance management is by far the lowest among those Executive Directors who are planning to leave their job and the sector soon. Moreover, this is regardless of length of service in their current job. Those who have been in the job for a longer time are as dissatisfied with this element of their job as those who have only been in the job a few years.

How your performance is monitored and measured by your board



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Board Support

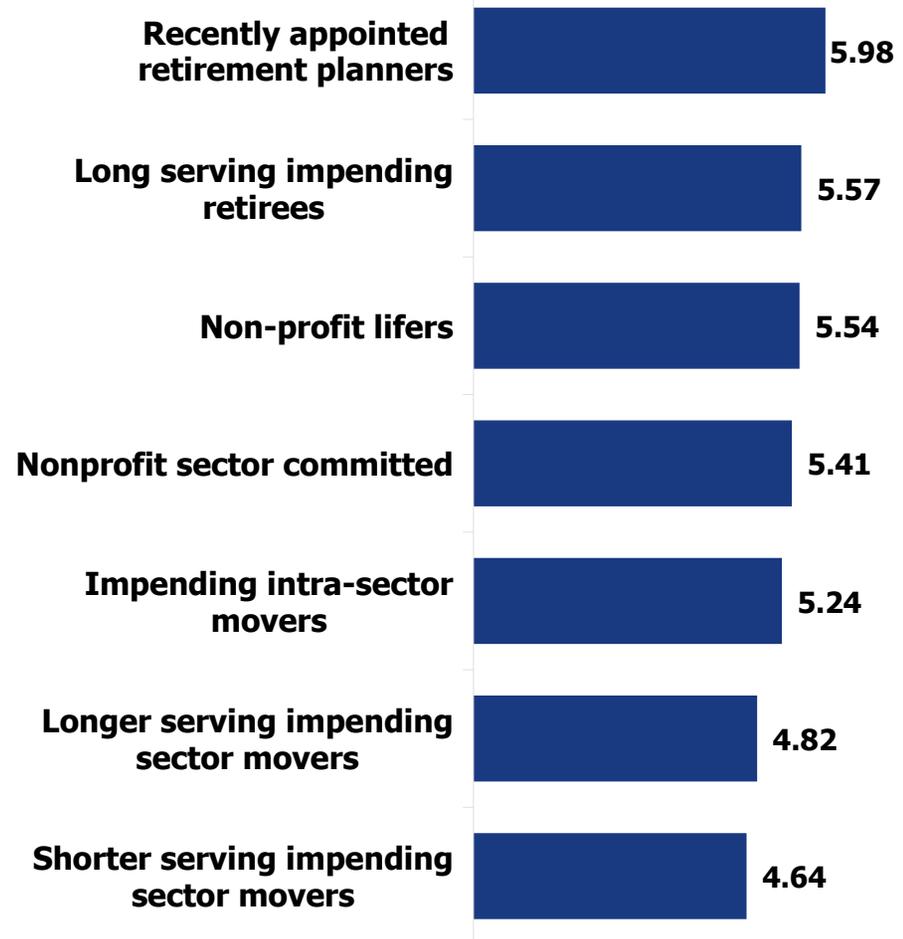
While the level of support Executive Directors say they receive is relatively low overall, for some groups it is very low.

In the main research report, one of the most substantial key findings highlighted is the low level of support that Executive Directors say they are receiving from their board.

Overall, it is quite low, but as the chart shows when combining the ratings given to each of the nine board support questions into one mean score, it is again those Executive Directors who are most likely to leave the sector soon that have a significantly more negative perception—in this case of the support they are receiving from their board. This is true of those who have been in their job for a long time, as well as those who have been in their position for a few years.

For those likely to leave the sector soon, board support—or the lack of it—is a serious issue.

Combined Mean Score (11-Point Scale) of all Board Support questions, by Executive Director Retention Profile Group, 2011



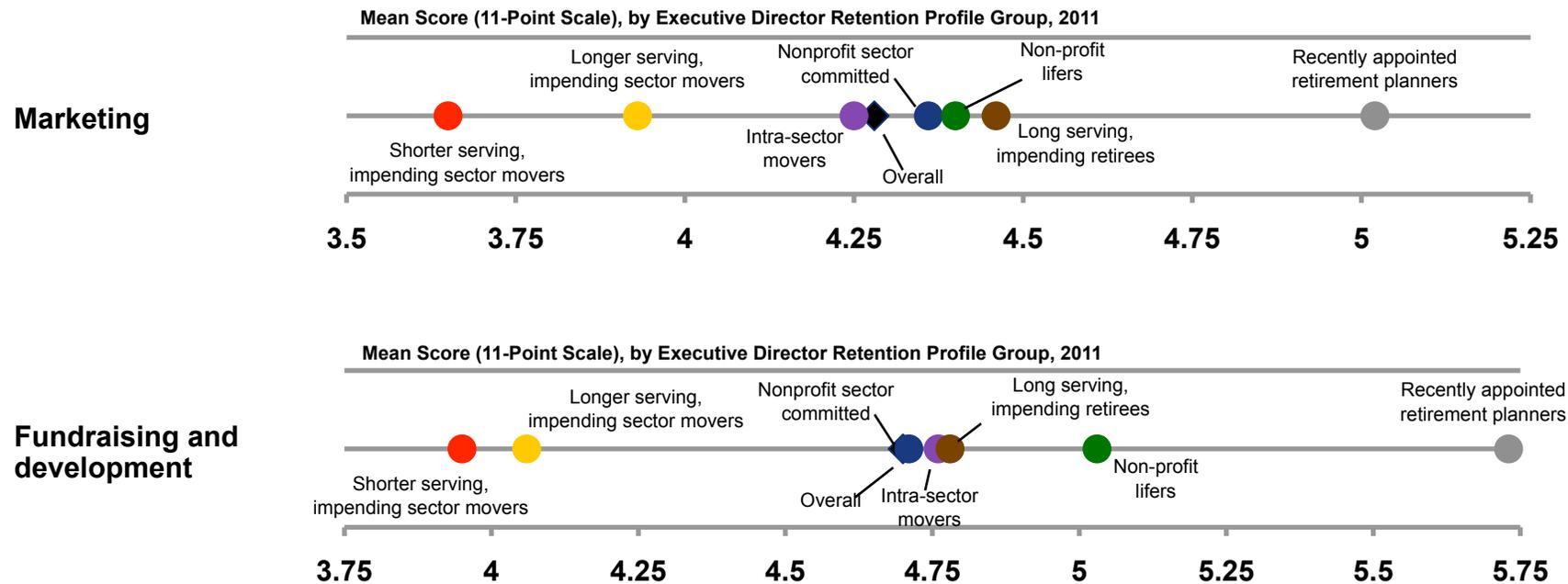
Q. Please rate the level of support the board of directors provides you in each of the following areas.

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Elements of Board Support (1)

For both Marketing and Fundraising tasks, Executive Directors report the lowest level of support overall, and are clearly focus areas for the sector. However, in examining the results by the profile groups, it is clear that the lack of support from boards for this area is especially significant for the two groups of Executive Directors who are most likely to leave the sector in the near future. The average rating on the 0 to 10 point scale for these two groups is 4 or below, which is a very low rating for two tasks that Executive Directors report as the most challenging.



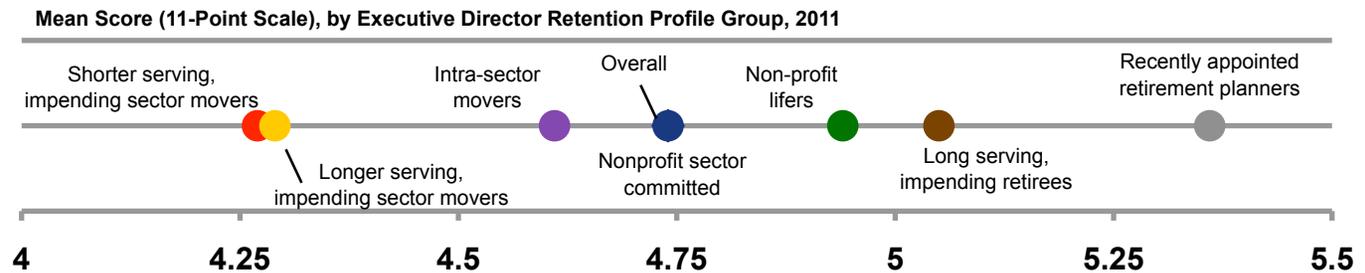
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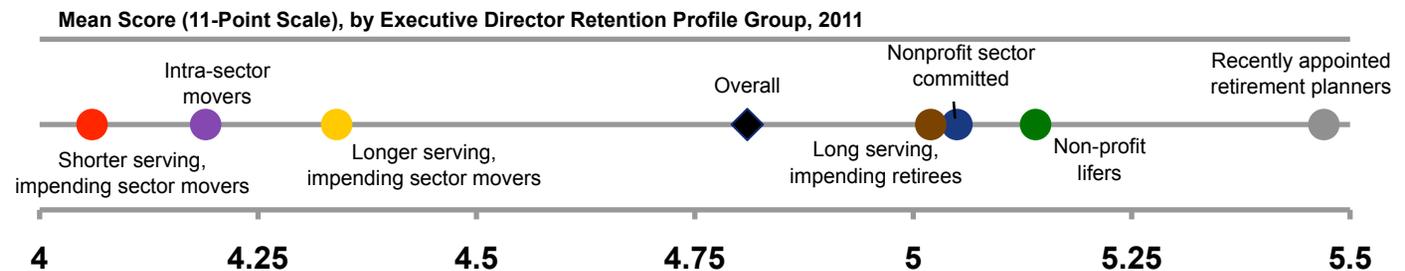
Elements of Board Support (2)

For both tasks shown below, board support is not rated above 5.5 on average for each of the profile groups. However, it is again the two groups of Executive Directors that are likely to leave both their jobs and the sector soon that rate their boards as providing the least support. For program evaluation, the “Intra-sector movers” rate their board particularly poorly as well.

External communications / media relations



Program evaluation / efficacy / impact assessment

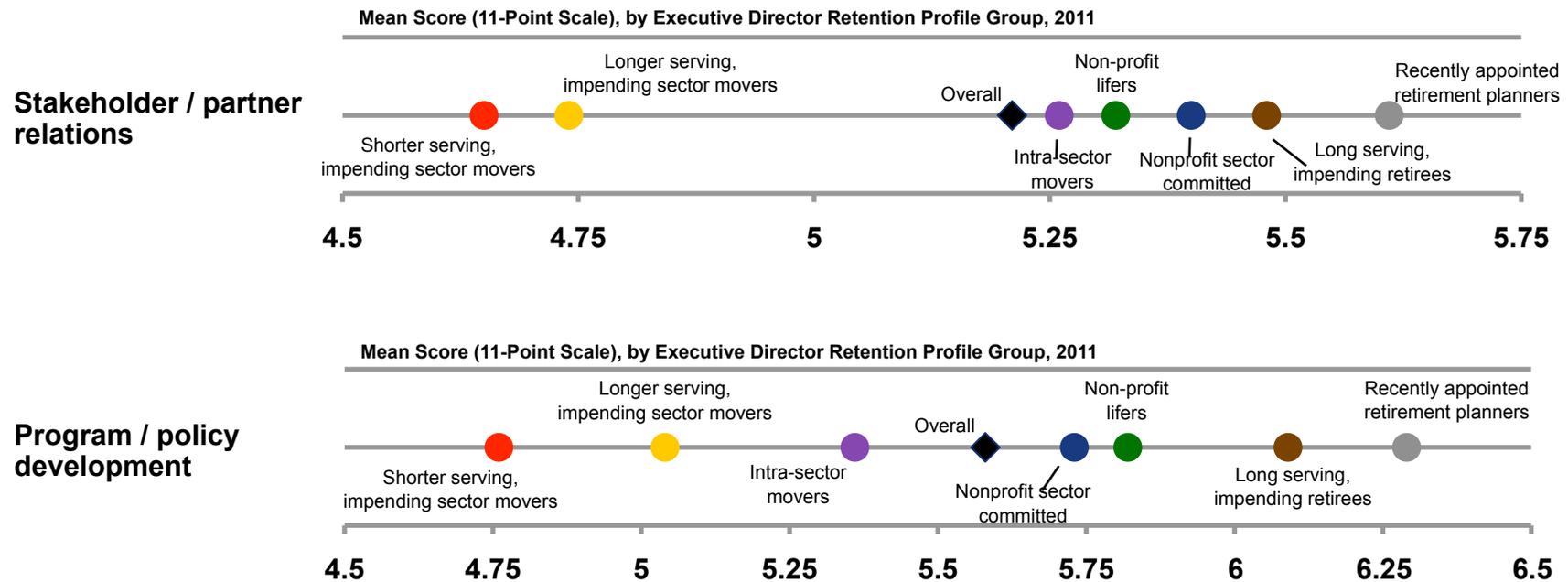


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Elements of Board Support (3)

The two groups of stakeholders who are most likely to leave the sector in the near future are clearly differentiated from their peers in the amount of support they perceive they are getting from their boards to help with stakeholder/partner relations. While the general level of support for this task across all Executive Directors is relatively low, these two groups appear to be receiving the lowest level of support. This is also reflected in the support received for program and policy development.



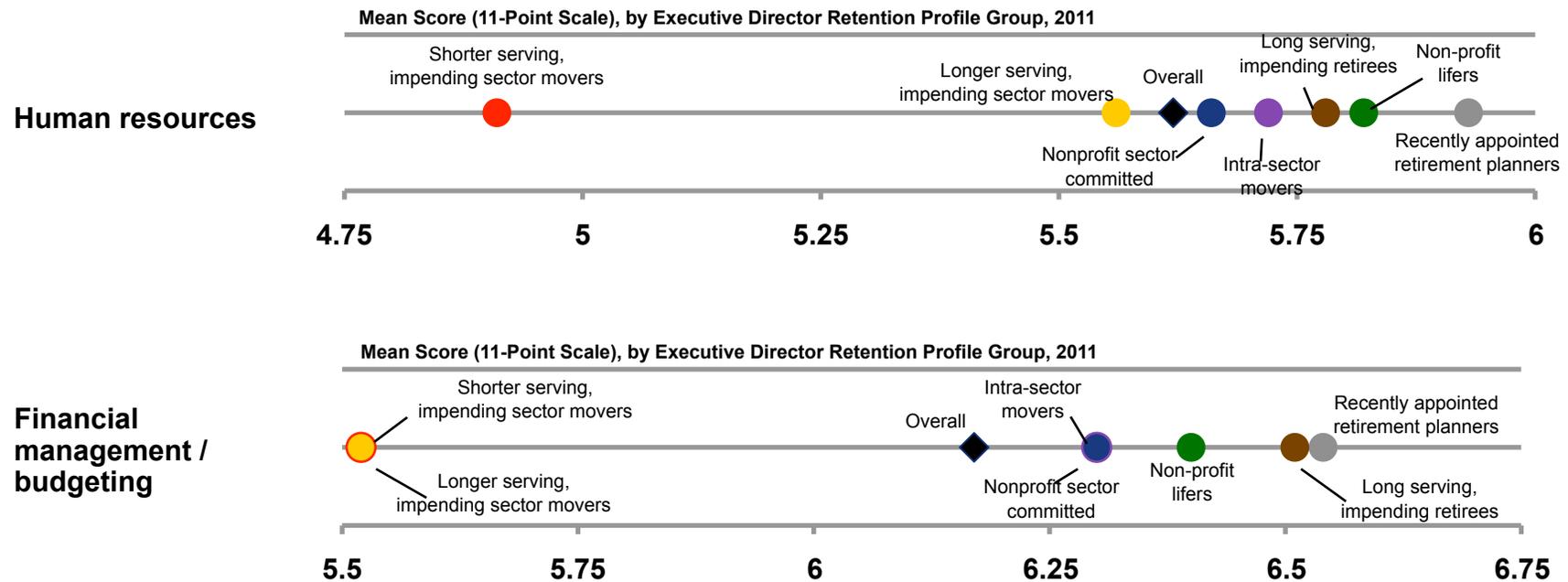
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Elements of Board Support (4)

The “Shorter serving, impending sector movers” are experiencing significantly less support for human resources on average than those in all other groups. Their low mean score for this task is driven by the fact that 55 percent rate the support they receive from their Board as 5 or less.

For Financial management and budgeting, one of the more supported tasks overall, the two groups of Executive Directors most likely to leave the sector soon are clearly receiving significantly less support for this task than their peers.



25 Q. Please rate the level of support the board of directors provides you in each of the following areas.

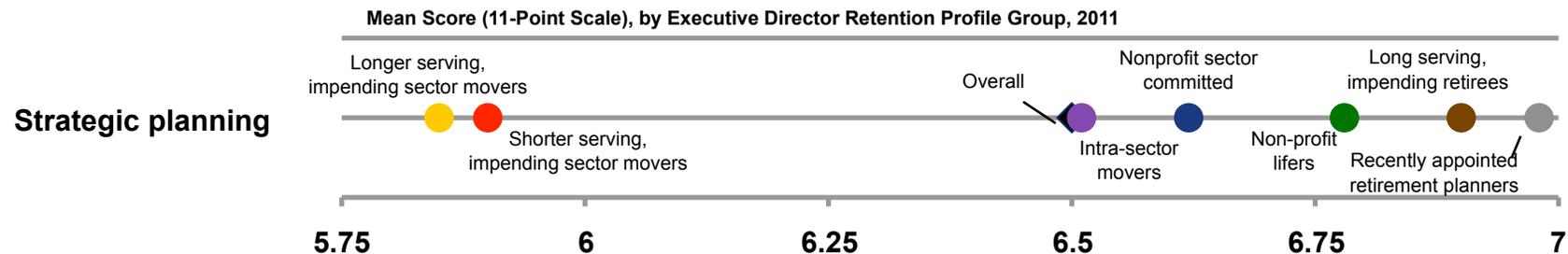


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Elements of Board Support (5)

Assisting their Executive Director with strategic planning is arguably one of the most important tasks that the board of a nonprofit is involved in. Generally the results of the survey show that most Executive Directors are receiving at least a fair amount of support from their board in this area. However, even for this most fundamental task, those Executive Directors who are most likely to leave the sector in the near future, report low levels of support from their boards.



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Stress

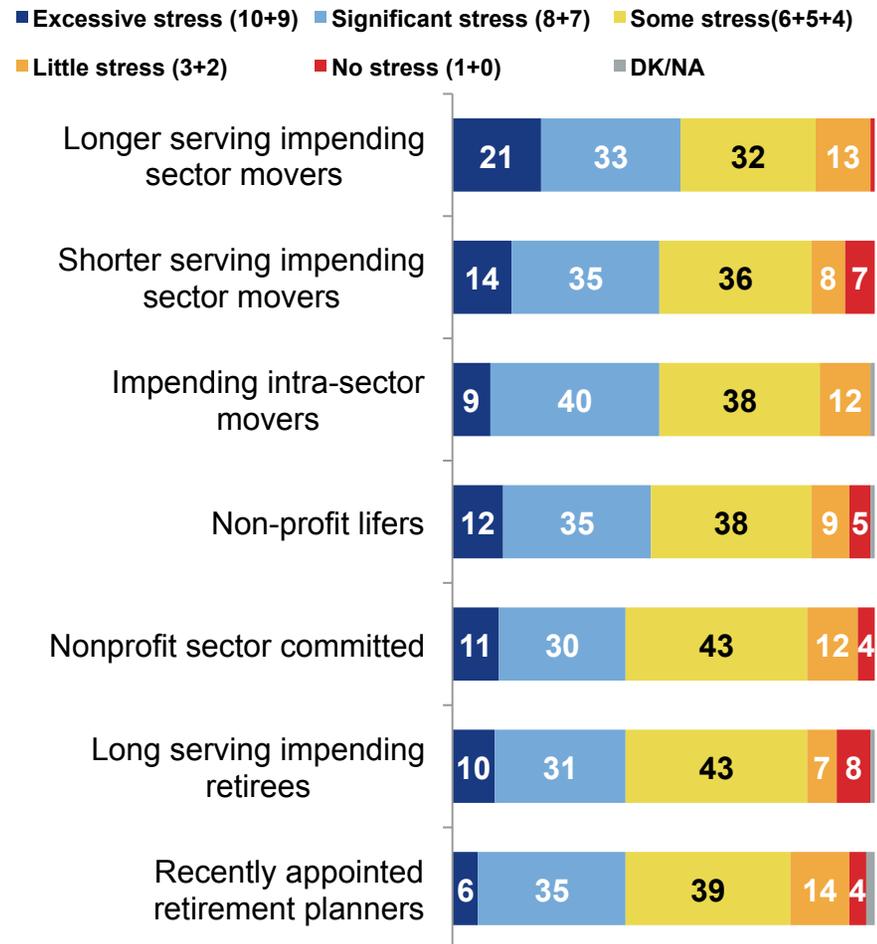
Stress does not appear to be a singular driver of longevity in a role or in the sector.

When examining the level of stress that Executive Directors in each of the profile groups say they are dealing with on a day to day basis, it is clear that stress levels are as high in those Executive Directors with a longer-term commitment to their role and the sector as it is for those who are looking for a change in the near future.

Only among the “longer serving impending sector movers” does there appear to be any significantly higher levels of stress. Perhaps for some of these Executive Directors, they have been experiencing a heightened level of stress for a long period of time, and this has influenced their decision to potentially seek a change of job and sector in the near future.

“Life is short! The level of frustration and stress is not worth the toll that it takes on your personal life. It is morally wrong to hold such expectations of a fellow human being – no matter how worthy the cause.” – Executive Director, Education nonprofit. (Longer serving impending sector mover)

All Executive Directors, by Retention Profile Group, 2011



Q. Please rate your day-to-day level of stress

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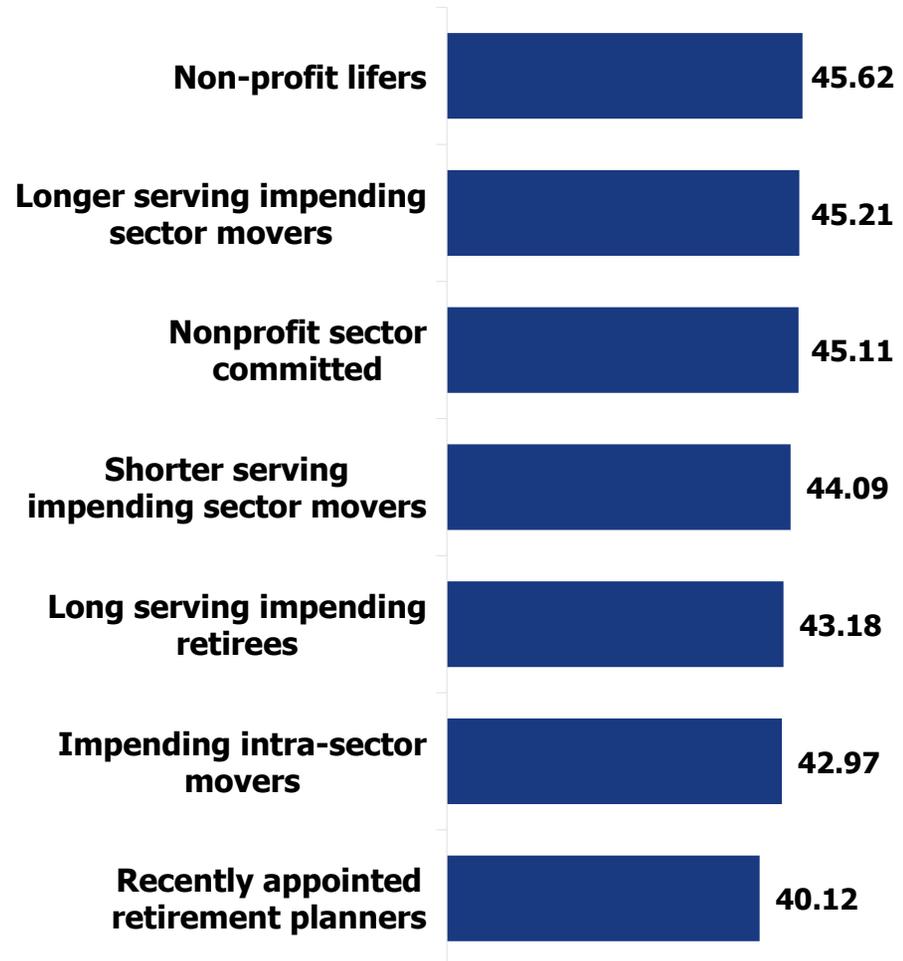
Average work week

The average number of hours worked in a week is fairly consistent across each of the profile groups.

It is clear that as an entire group, Executive Directors in the nonprofit sector have long work weeks, with many working well in excess of 50 hour work weeks.

However, in examining the mean average work week across each of the profile groups, it is clear that those who are more likely to leave their current job, and/or the sector soon, are not, on average, working substantially longer than Executive Directors who indicate they will remain in their job, and the sector for longer.

Mean Average Weekly Work Hours, by Executive Director Retention Profile Group, 2011



Q. In an average week, how many hours do you work?

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Financial compensation

There is a greater sense of personal financial sacrifice among those Executive Directors who are most likely to leave the sector in the near future.

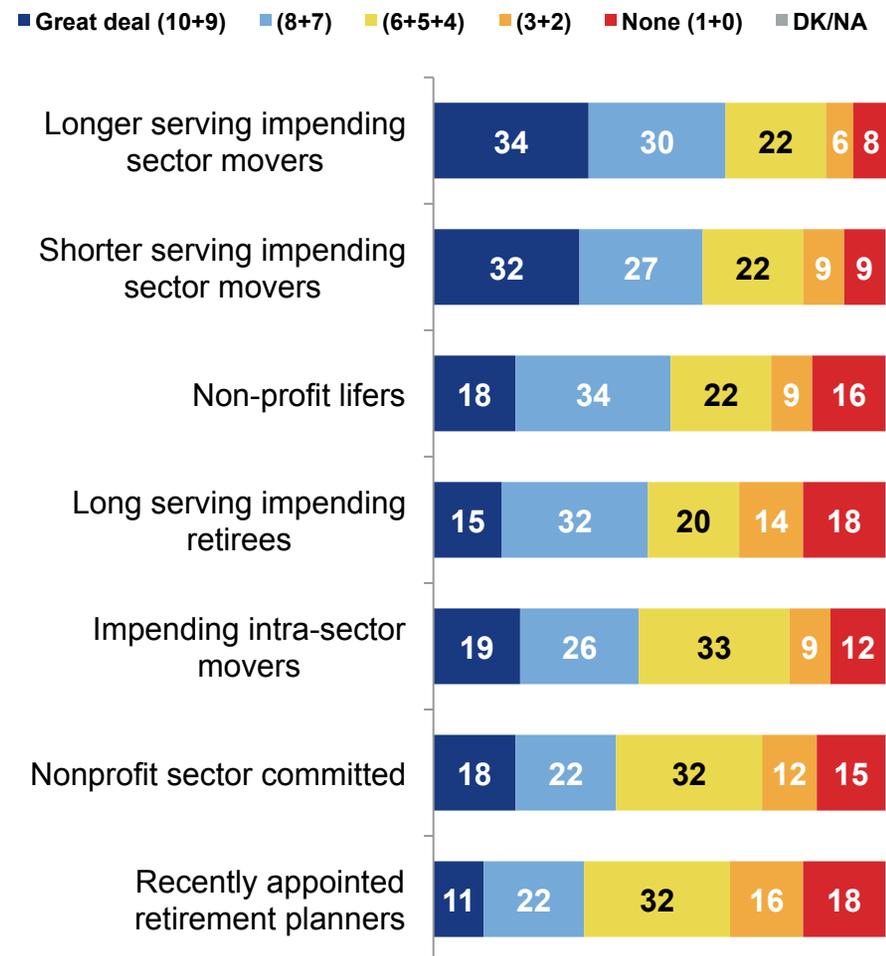
Over half of Executive Directors in the groups who are likely to leave the sector soon, say they are making a significant personal financial sacrifice to work in their current role.

This reinforces the finding detailed in the main report that although financial compensation is not stated as an important reason why people work in the nonprofit sector, it certainly appears that it can be one of the reasons why Executive Directors may wish to leave the sector – no matter whether they have been in their current job a long or a short time.

“There is a financial sacrifice mainly evident in later life without the capacity of the non-profit agencies in my sector to offer any support for retirement pensions” – Executive Director, Education nonprofit (Longer serving impending sector mover)

“It is a life of self sacrifice and requires a true commitment by both yourself and your family. There seems to be little potential for financial growth and security, even when employed for a long period of time.” – Executive Director, Social Services nonprofit (Shorter serving impending sector mover)

All Executive Directors, by Retention Profile Group, 2011



Q. To what extent, if at all, are you making a personal financial sacrifice to work in your current job in the non-profit sector?

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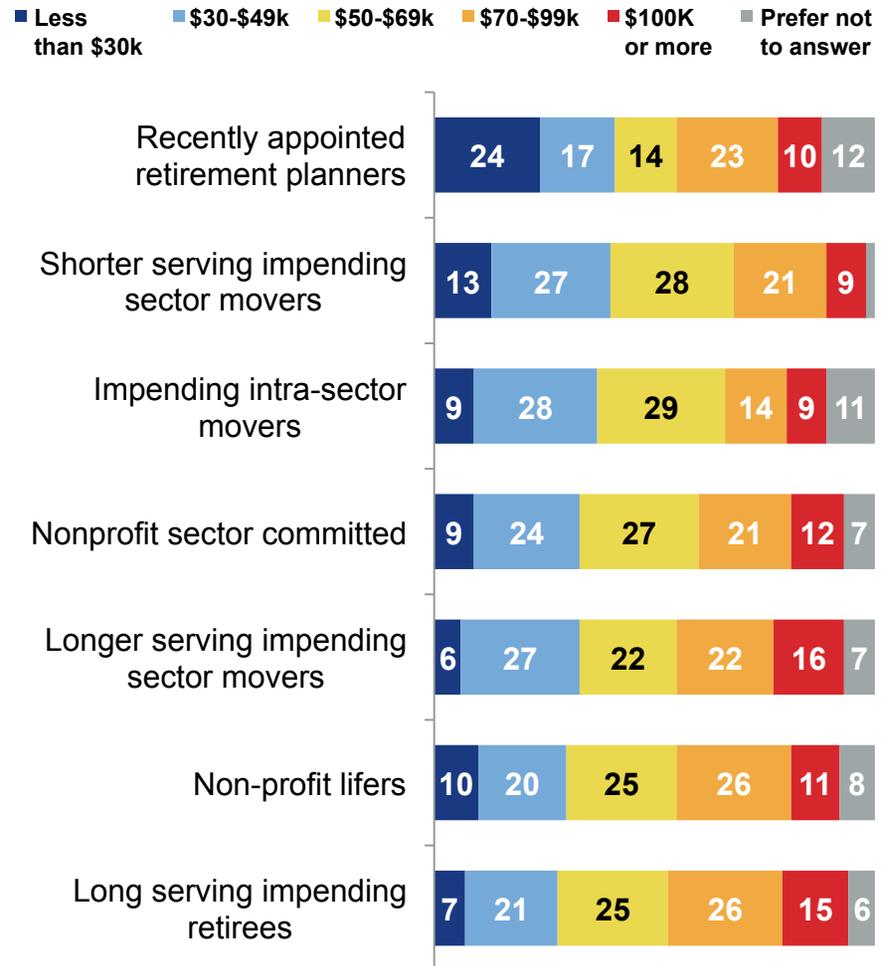
Financial compensation

Those Executive Directors who are most likely to leave the sector in the near future are not, on average, paid any less.

While there is a greater sense of financial sacrifice among those executive directors who are the most likely to leave the sector soon, when the range of annual salaries across the profile groups is examined, it is clear that those who are more likely to leave the sector soon are *not* on average paid any less than Executive Directors who indicate they will have a longer tenure in their current job and the sector.

This finding therefore raises the following question: Do other day-to-day experiences lead some Executive Directors to perceive a greater sense of personal financial sacrifice, and if so, does this then become a more significant factor in long term decisions about remaining in their current role, and ultimately within the sector?

All Executive Directors, by Retention Profile Group, 2011



Q. What is your annual salary?



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Board Support Classification

Board Support Classification Analysis

- One of the key findings highlighted in the main Driving Change report is the low level of board support reported by a significant number of Executive Directors. It also showed that there is a relationship between reported low levels of board support and such things as overall job satisfaction, stress levels and retention.
- Therefore, in order to investigate this in more detail, further analysis was conducted to classify each Executive Director into one of five groups according to the overall level of support they say they receive from their board across a range of areas.
- To do this a mean score of the responses to nine* areas of Board support (on a scale from 0 “very unsupportive” to 10 “very supportive”) was calculated for each Executive Director. This mean score was then used to classify the Executive Director into one of the five groups as follows:
 - Very supportive board = mean score of 8 to 10
 - Supportive board = mean score of 6 to 7.99
 - Moderately supportive board = mean score of 4 to 5.99
 - Unsupportive board = mean score of 2 to 3.99
 - Very unsupportive board = mean score of 0 to 1.99
- The following page details the proportion of Executive Directors that fall within each of these groups. The report then examines key survey questions by these five groups.

*The full list of the nine areas is as follows: Human Resources; Strategic planning; Financial management / budgeting; Fundraising / development; Program / policy development; Marketing; External communications / media relations; Stakeholder/partner relations; Program evaluation / efficacy / impact assessment

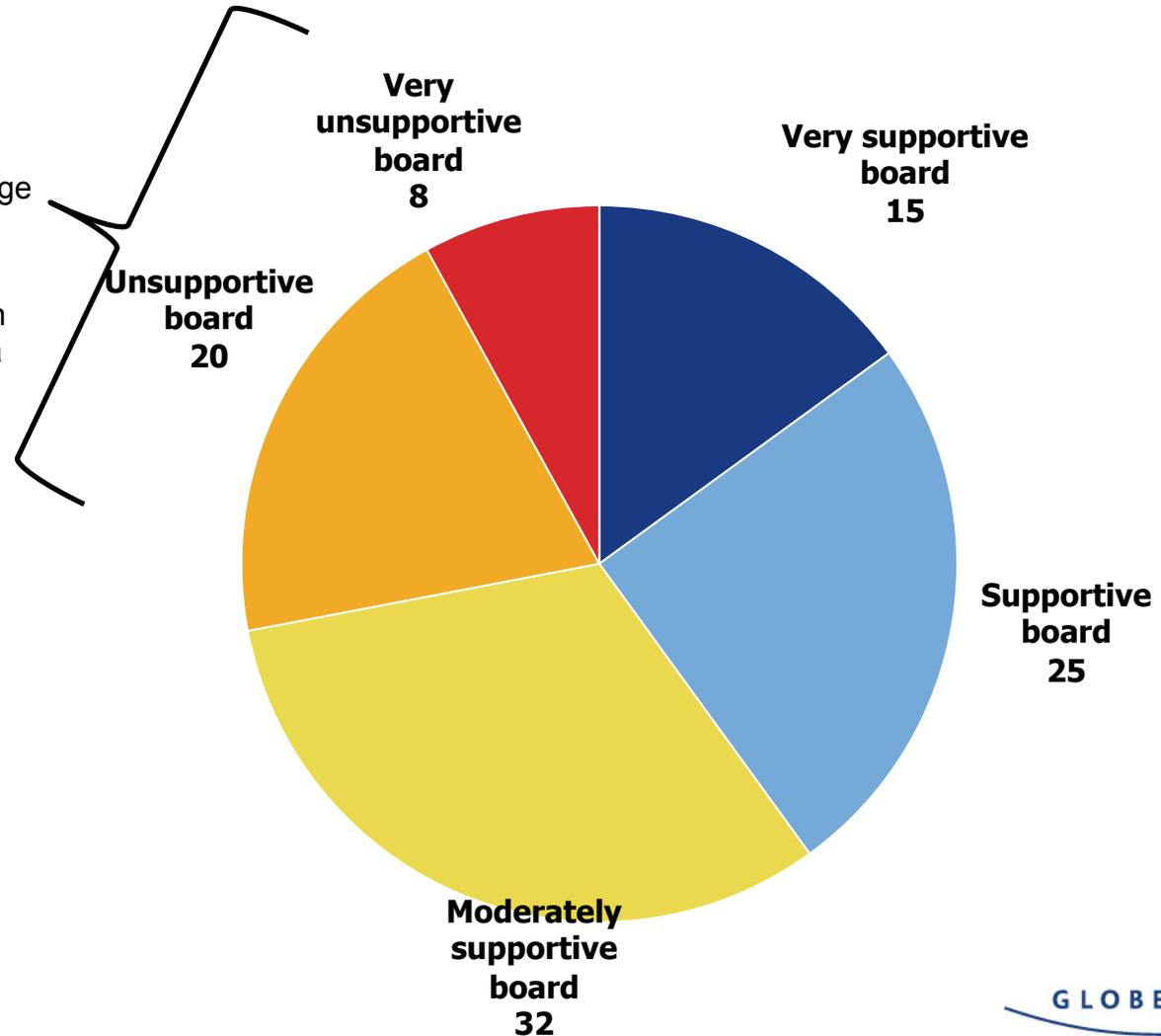
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Board Support Classification

Percentage, All Executive Directors, 2011

Almost three in ten Executive Directors indicate that over a range of areas, their board is unsupportive.

Alternatively, four in ten indicate their board is a supportive one.



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Board Support and Overall Satisfaction

Executive Directors who feel most supported by their boards are significantly more satisfied with their current job

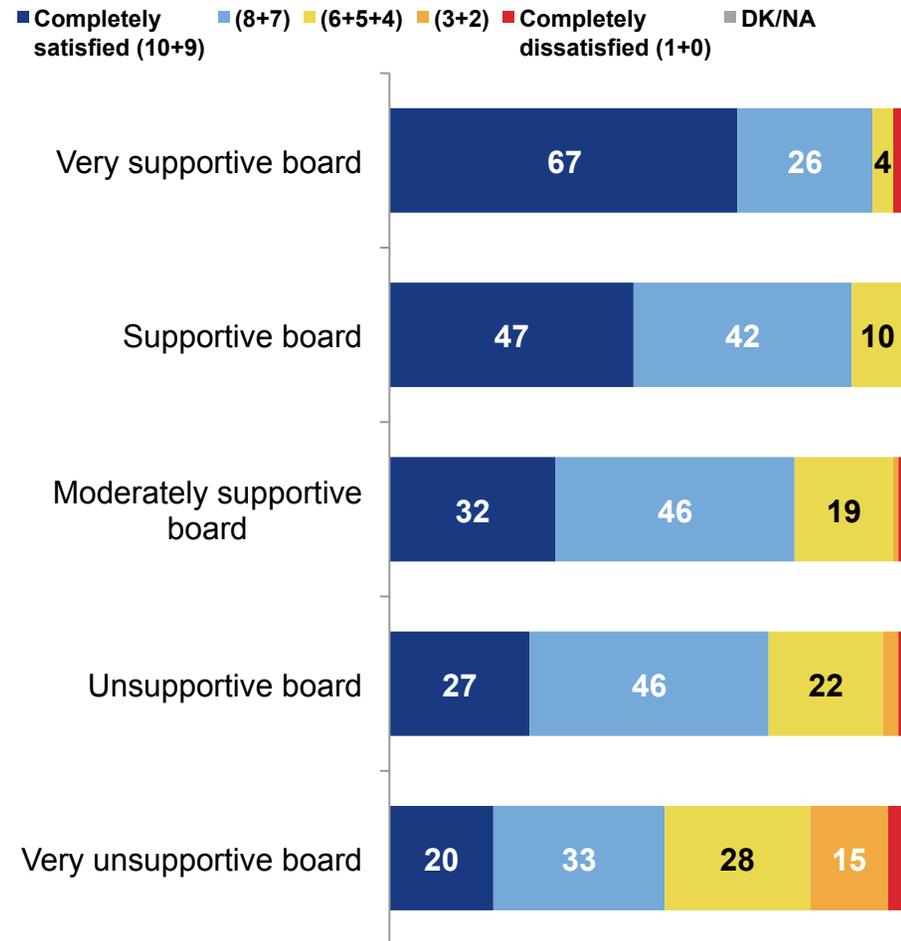
Over two-thirds of Executive Directors who consistently rate their board as highly supportive across a range of tasks and responsibilities, indicate that they are completely satisfied with their current job.

The less supportive the board is perceived to be, the more dissatisfied Executive Directors are with their role overall.

However, as was detailed in the main report, overall satisfaction is one of the most positive results in the entire survey. Despite numerous challenges facing Executive Directors most still say they like their jobs. And even where Executive Directors have very unsupportive boards, few are actively dissatisfied with their job.

This finding, however, is not necessarily apparent when other perceptions are analyzed by these board support groups. The following pages indicate that low support from the board is associated with lower levels of satisfaction for a number of attributes.

All Executive Directors by Board Support Classification, 2011



Q. Excluding salary and benefits, please rate your overall satisfaction with your current job.

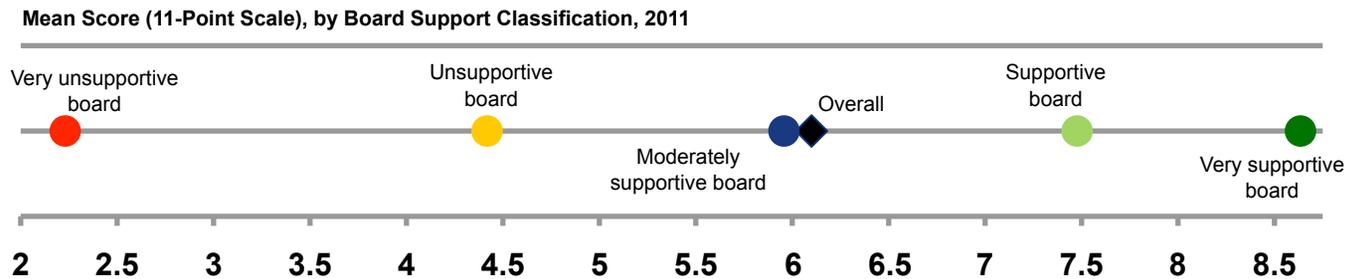
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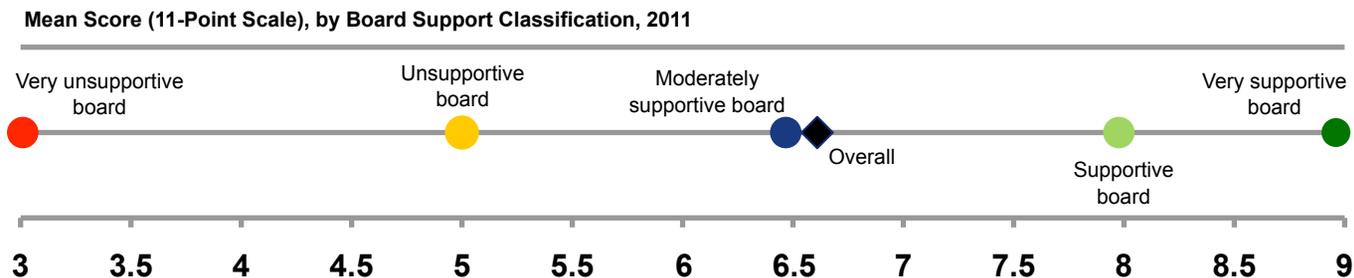
Elements of Job Satisfaction (1)

While some Executive Directors report very low levels of support from their board, taken on its own, this does not necessarily indicate that a low level of support is problematic., i.e. some Executive Directors could be quite happy with little or no contact with their board. However, as detailed below, it is clear that the level of board support is a strong driver of the satisfaction Executive Directors have with their board. Where little or no board support is reported, satisfaction levels with the board are very low, and where Executive Directors are supported, they are very satisfied with their board.

The strategic direction provided by the board of directors



The support and advice provided by the board of directors



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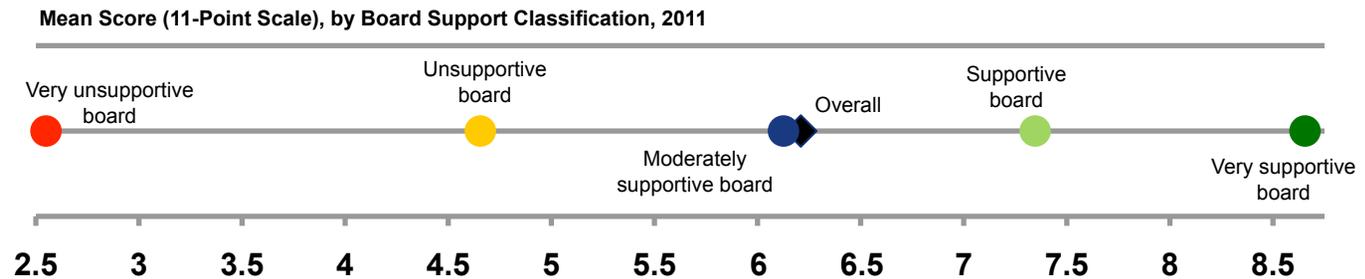


Elements of Job Satisfaction (2)

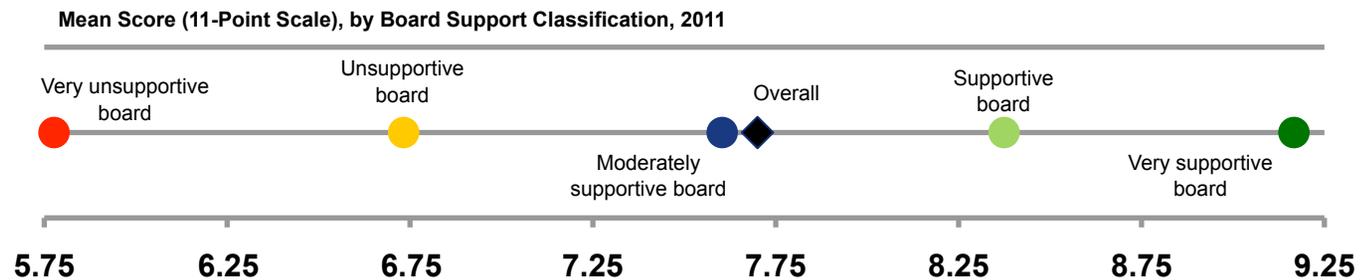
Those Executive Directors who indicate they get very little support from their board, are also very unsatisfied with how their performance is monitored and measured by their board. There appears to be a correlation with low levels of perceived support from the board and a disengagement from the development of the Executive Director.

Linked to this, the Executive Directors with less supportive boards are also lacking clarity on their responsibilities, perhaps simply because their board is less engaged with the running the nonprofit.

How your performance is monitored and measured by your board



The clarity of your responsibilities



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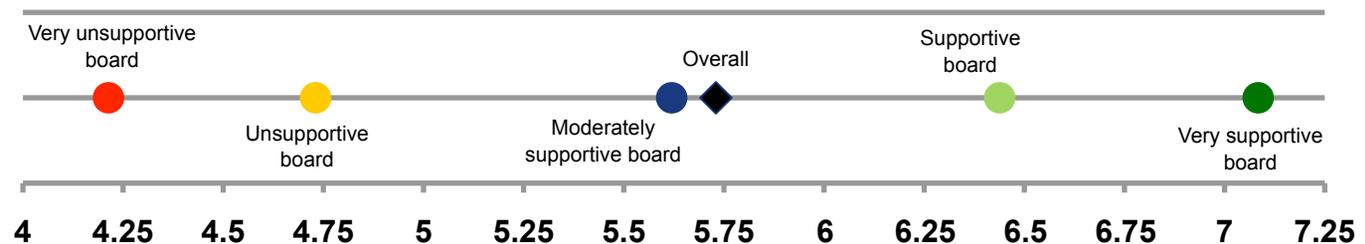
Elements of Job Satisfaction (3)

Low levels of support from the board appears to exist alongside dissatisfaction with the resources that Executive Directors have to do their job effectively. Although those who say they have a very supportive board are not as satisfied with this element as they are with others, the gap between the satisfaction levels of each of the groups for this element is still substantial.

The same pattern exists for the level of satisfaction that is reported for the opportunities to grow and develop in the Executive Director role. Again where Executive Directors have a less supportive board, they are less satisfied with this element.

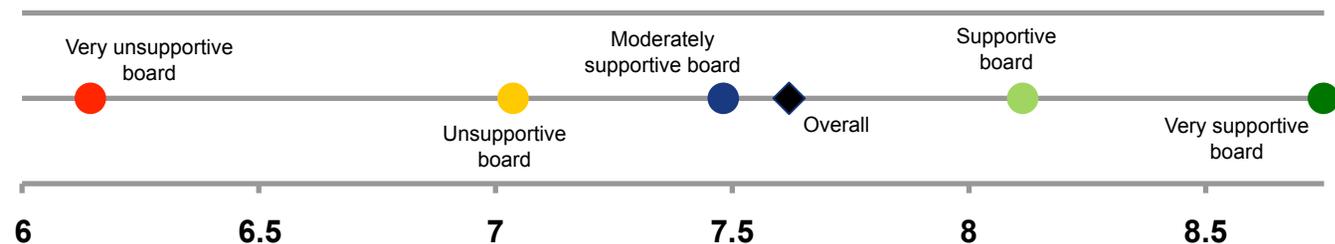
The resources you have to do your job effectively

Mean Score (11-Point Scale), by Board Support Classification, 2011



The opportunities to grow and develop in your role

Mean Score (11-Point Scale), by Board Support Classification, 2011



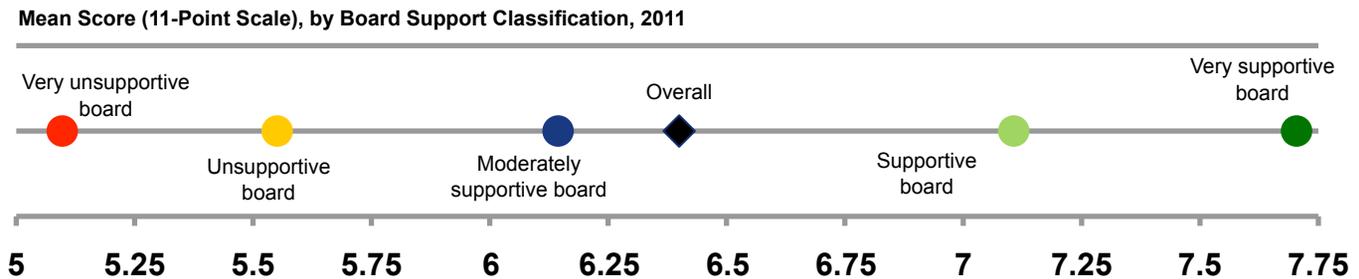
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Elements of Job Satisfaction (4)

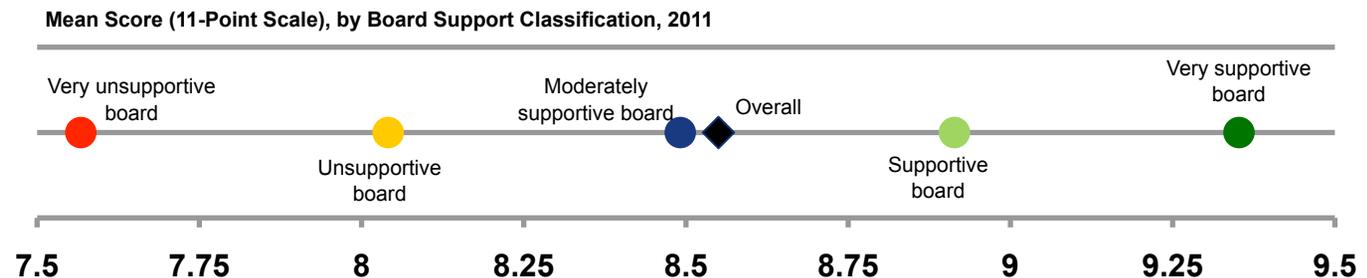
Being able to achieve a good work-life balance is one of the lowest rated areas of job satisfaction – regardless of the level of support provided by the board. However, it is clear that those with more supportive boards are able to get closer to achieving this balance.

The flexibility of working practices and conditions has a role to play in achieving a work-life balance, and as the second chart below shows, those Executive Directors with more supportive boards appear to have more flexibility. However, it is clear that even with unsupportive boards, most Executive Directors seem to be fairly satisfied with this.

The ability to achieve a good work-life balance



The flexibility of working practices / conditions



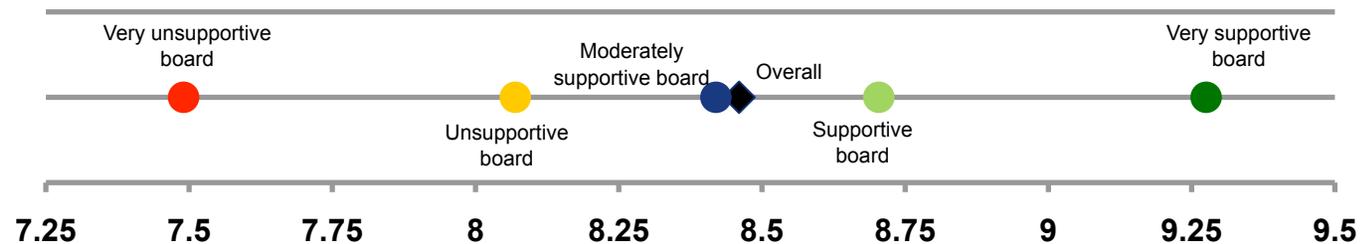
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Elements of Job Satisfaction (5)

The two charts below show that while those with unsupportive boards are still less satisfied than those with more supportive boards for the two specific elements, satisfaction levels across all of the groups is relatively high. It is therefore important to note that those Executive Directors with unsupportive boards are *not* just unsatisfied with everything, rather they are dissatisfied with the elements of their job on which the board can have the biggest effect.

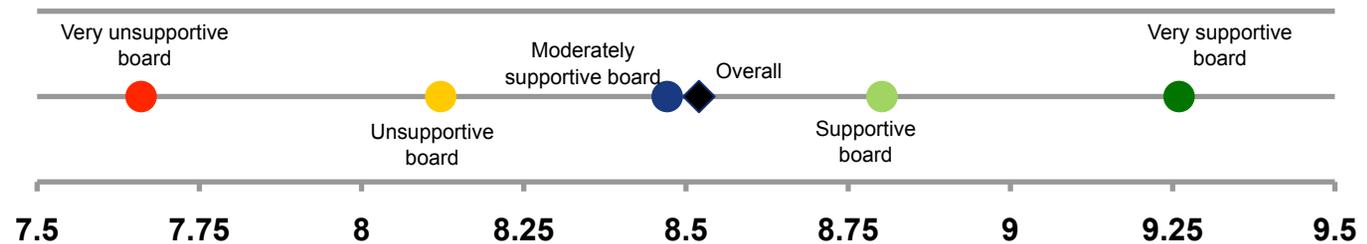
Mean Score (11-Point Scale), by Board Support Classification, 2011

Your ability to influence the direction of your organization



Mean Score (11-Point Scale), by Board Support Classification, 2011

Your ability to have a positive impact on the cause your organization is working for



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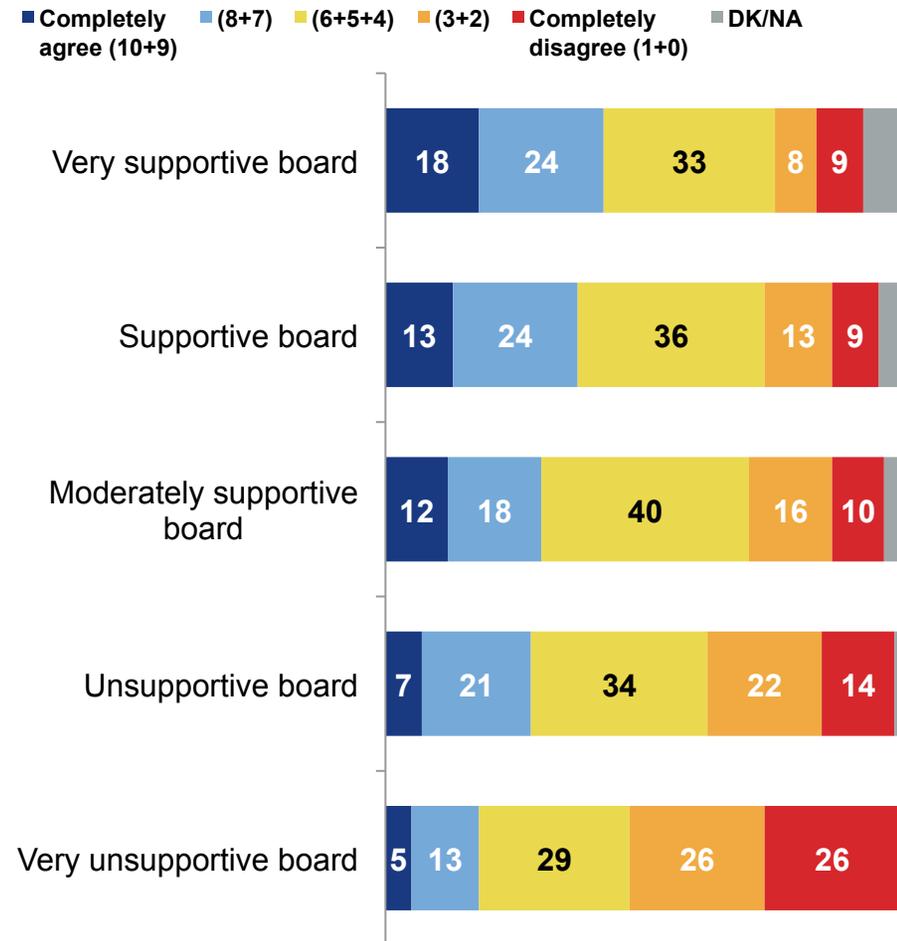
Financial compensation

Executive Directors with the least supportive boards are significantly less likely to believe they are well compensated for their work compared to the rest of the sector.

While there is little difference between the range of salaries in each of these groups, those who indicate they have very unsupportive boards have a more negative perception of their compensation level compared to the rest of the sector.

Although overall as many Executive Directors agree with this statement as disagree, among those with the most unsupportive boards, negative perceptions of how their compensation matches up against the rest of the sector greatly outweighs positive perceptions.

All Executive Directors by Board Support Classification, 2011



Q. How much do you agree or disagree with the following statement: - Compared to the rest of the non-profit sector as a whole, I am well compensated for my work

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Sector advocacy

The less supportive a board is, the less likely Executive Directors will be advocates for sector leadership.

Just a third of Executive Directors who indicate they have very unsupportive boards say they would be likely to recommend the position of a nonprofit Executive Director.

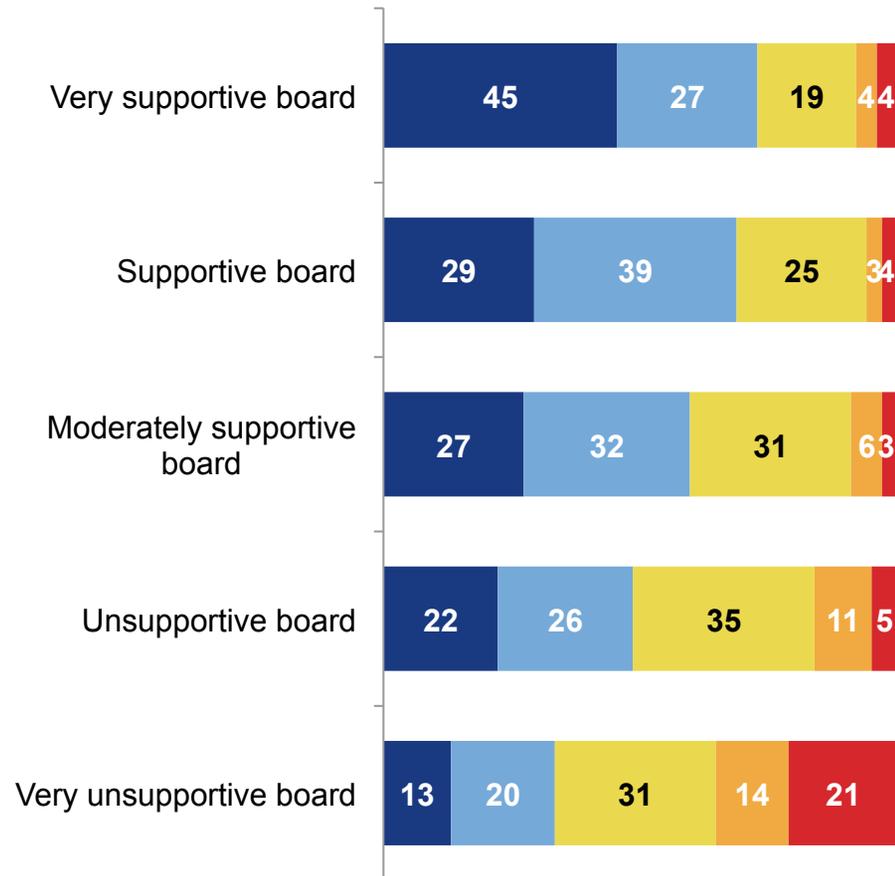
This contrasts with over two-thirds of Executive Directors with very supportive boards saying that they would be likely to recommend the position to others.

While a direct causal relationship between these two perceptions cannot be stated, it appears that the experience of an unsupportive board can – at least in part – be a factor in preventing Executive Directors from being advocates for leadership roles in the nonprofit sector.

“You are completely alone. Boards do not understand the immense scope of your job. Boards are only interested in metrics, not how many balls you have to keep in the air.” – Executive Director, Disability nonprofit. (Very unsupportive board; Very unlikely to recommend)

All Executive Directors by Board Support Classification, 2011

■ Very likely (10+9) ■ (8+7) ■ (6+5+4) ■ (3+2) ■ Very unlikely (1+0) ■ DK/NA



Q. How likely are you to recommend to a friend that they take up an Executive Director or equivalent leadership position in a non-profit?

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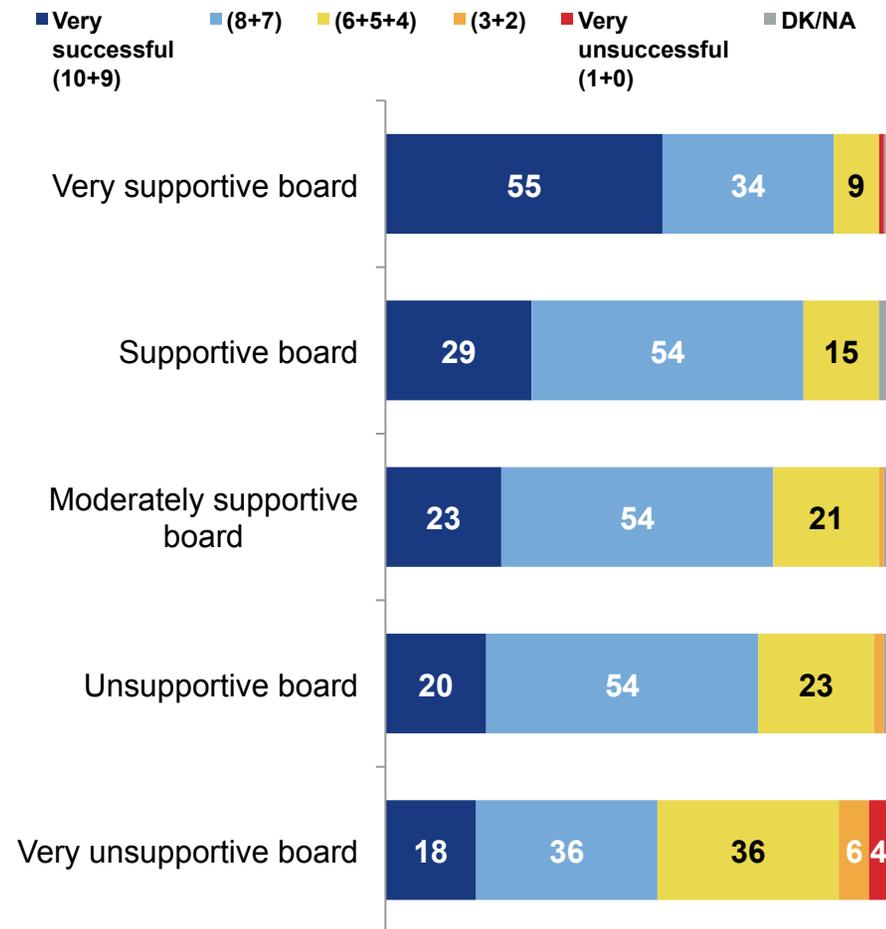
Organization success

Executive Directors with less supportive boards have a less positive outlook of the next 12 months.

While very few Executive Directors believe that their organization will be unsuccessful in achieving its main objectives over the next 12 months, those with more supportive boards have a significantly more positive outlook on what their nonprofit will be able to achieve.

While clearly the success of an organization will depend on much more than just the support an Executive Director receives from its board, this less positive view from those Executive Directors who feel less supportive is an important one to note.

All Executive Directors by Board Support Classification, 2011



Q. Now think about the next 12 months. How successful or unsuccessful do you expect your organization will be in achieving its main objectives?



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