# The 2into3 Not-for-Profit Recruitment Monitor

A QUARTERLY SUMMARY OF MANAGEMENT RECRUITMENT TRENDS
Q2 2019

## Introduction

The **2into3 Not-for-Profit Recruitment Monitor** is a benchmarking resource that provides CEOs, hiring managers and board members in the not-for-profit sector with detailed insights on key trends within the current recruitment market. The Monitor is part of the 2into3's commitment to help mission-driven organisations build capacity.

We hope that the information contained in this report will strike a chord and spark a more in-depth discussion about the sector and its current needs. Our aim is for this information to be used in developing the best possible recruitment campaigns, avoiding bad decisions or to simply keep interested individuals up to date with what is happening in the sector.

In the Q1 edition of the Monitor, we found that senior recruitment in the sector had been particularly active compared to the same period in 2018 and 2017 and this is a trend that has continued in Q2. To explore this further, we sought to supplement the data captured by the Monitor with a short survey of not-for-profit organisations to share their thoughts on the current recruitment market.

While the responses to this survey would not be broad enough to offer a detailed assessment, it does nonetheless offer an interesting snapshot to compare to the advertising data. Where appropriate, we have included specific elements of this survey within this report, while the broad data captured is also included as an appendix.

# Core Findings / Market Analysis

## *How active is the current market?*

Recruitment in the not-for-profit sector is more active than it has been over the previous two years. In Q2 of 2019, there was a 55% increase in the number of management-level roles advertised versus 2018 (173 versus 112). This was also a substantial increase on the Q2 2017 figure of 94.

There are many contributing factors for this increase, although it is worth noting that in our survey, 54% of respondents stated that their recruitment was driven by a need to replace staff members who had left their organisation. In addition, 30% of respondents said they were recruiting to acquire a particular skillet.

It is also worth noting that 5% of management roles advertised to date in 2019 were also advertised in 2018, providing strong evidence that the current recruitment market is proving challenging, something echoed in our survey where 53% of respondents stated they found the recruitment process difficult.

There are many possible reasons for re-advertising specific roles, but it is likely that the current market (and economy) has made it difficult for some organisations to retain staff and easier for staff to change roles easier than they would in previous years.

## *What roles are being advertised?*

*Summary of specific management-level functions advertised in Q2 (2017-2019)*
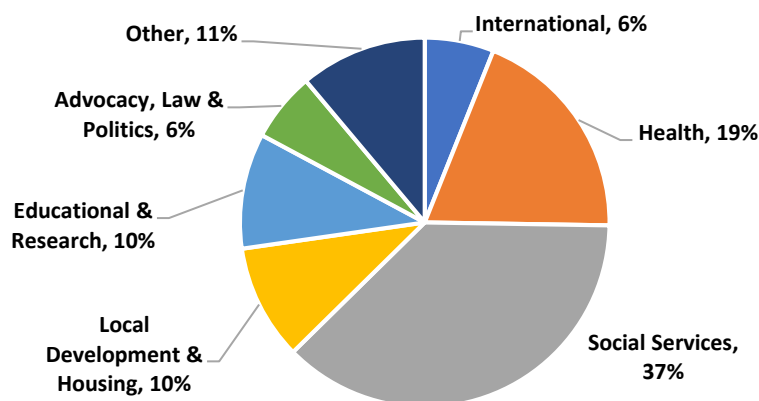


The increase in the number of roles advertised in Q2 2019 has been driven in large part by the significant rise in the number of positions in the area of both **Service Delivery & Operational Management** and **Fundraising & Business Development**.

## How are roles being recruited?

Some interesting statistics and observations were apparent from both the Monitor and our snapshot survey:

- The average advertising campaign during Q2 2019 ran for **19 days**, with most advertisements closing on a **Friday.**
- Of those who responded to our survey, only two organisations that recruited roles so far in 2019 had filled them in **under six weeks**, with over a quarter (26%) taking **more than 12 weeks** to fill the position.
- Of the 173 advertisements tracked by the Monitor, **38% stated the salary for the role.** Three quarters of these used a salary range only, with the remaining quarter using a fixed figure.
- Just 16% of advertisements were recruited through a **recruitment consultancy**, a small increase on the same period in 2018 (12%) but down on the figure for 2017 (34%). It was interesting however that in our survey, all those who indicated they had used a recruiter said that they found it useful.
- Almost a third (29%) of roles advertised through an external recruitment consultancy in Q2 2019 were on an **anonymised** basis.
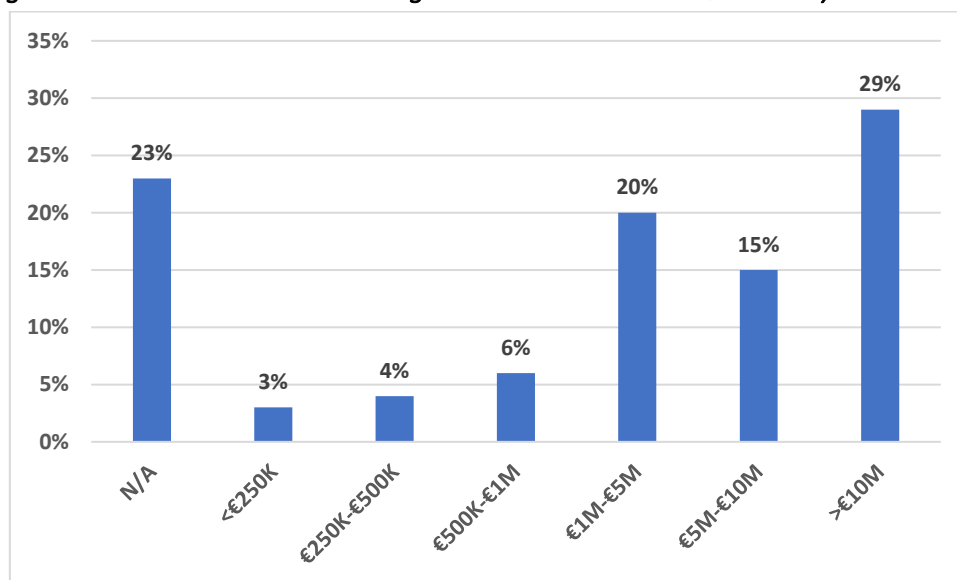
## Which sectors are most active?



The 173 management-level roles recorded in Q2 2019 were advertised on behalf of 128 different organisations and as can be seen from the above chart, those in the Social Services sub-sector were the most active with 37% or all roles, followed Health with 19%.

Note: **Other** refers to organisations who were substantially less active in recruitment (less than 3%), including Recreations & Sport, Arts, Culture & Media, Religion, Environmental, Philanthropy & Voluntarism and Professional & Vocational.

## Recruitment Activity by Organisations' Income

The graph below shows the breakdown of organisations based on their 2017 total income.[1]

*Organisations that recruited management-level talent in Q2 2019 by Total Income*



Most organisations who advertised management-level roles in Q2 2019 had an annual income in excess of €1 million. This is consistent with findings from our own snapshot survey, which found that 64% of the organisations that recruited in 2019 had a similar income level.

## Summary

It is clear from the data collected that while the recruitment market is significantly more active than this time last year, organisations are finding it increasingly difficult to find, attract and retain the best talent. Financial constraints are often part of this challenge, with one of the survey respondents stating that their organisation was: "*unable to offer renumeration that corresponds to similar roles in the charity sector',* a scenario only too familiar to the sector.

This is a challenge to all not-for-profit organisations but could be particularly so for smaller organisations who do not have the income levels that can justify, or simply afford, to offer overall remuneration packages that can compete with the private sector.
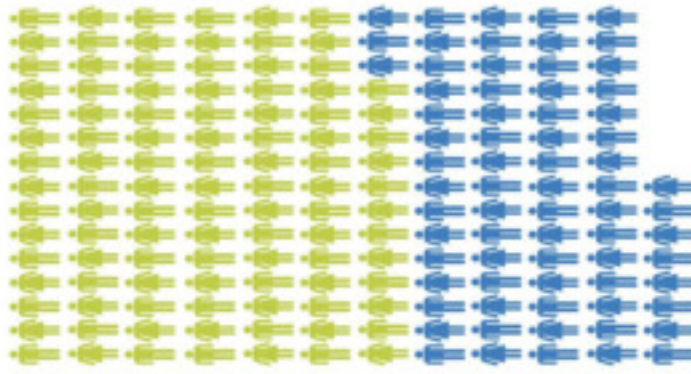
In a market where candidates find it easier to shop around there is a question to be asked about what action organisations can take to ensure that they remain an employer of choice. Almost half the respondents to our survey indicated they were or have recruited to replace staff in 2019, so the challenge is not only to attract, but to also retain senior members of your organisation's team.

---

[1] https://search.benefacts.ie/search

# The 2into3 Not-For-Profit Recruitment Monitor: Q2 2019

**2into3**
Transforming Not-for-Profits

**19**
The average number of days recruitment advertising campaigns ran for during Q2.

**€1m**
**64%**
of organisations that recruited at management-level had an income of over €1 million.

**38%**
of recruitment advertisements included the salary for the role.

Social Services organisations accounted for the most management-level jobs advertised.
**37%**

Health organisations were second.
**19%**

**150%**
The largest increase was in Fundraising and Business Development roles, from 16 in Q2 2018 to 40 in Q2 2019.

**173**
management roles were advertised in Q2 2019, a 55% increase compared to Q2 2018.

@2into3
2-into-3
2into3.com

**Appendix 1 - Recruitment Monitor Methodology**

The **2into3 Recruitment Monitor** is developed by 2into3's Recruitment Team. Every week, we track all management-level roles advertised on behalf of the sector, through continuous review of the most common media platforms used by the not-for-profit sector in Ireland.



### *What is a management role?*

Management can be defined as: "*the organisation and coordination of the activities in order to achieve defined objectives*"[2], it could be argued that most roles in the not-for-profit could be defined as management roles. However, 2into3 consider several further criteria when deciding to include a job advertisement to the Monitor:

- Are relevant terms used in the advertised title (e.g. Director, Manager, Co-ordinator)?
- Does the role entail line management?
- Will the position be dedicated to overseeing specific function(s) within an organisation (e.g. Finance, HR)?
- Is a certain level of experience required for the role (typically a minimum of 3 years)?

## About 2into3

2into3 works with mission-driven organisations to build capacity, so that they can have a transformative impact on society in Ireland and the world. Since 2006, we have worked across the not-for-profit sector to develop organisational and fundraising strategies and to recruit talent, helping **197** organisations to fund and deliver on their missions.

We seek to keep the Irish not-for-profit sector informed through our research, gathering and analysing data to provide the sector with evidence and insights.

---

[2] Business Dictionary. (2019, April 15). http://www.businessdictionary.com/definition/management

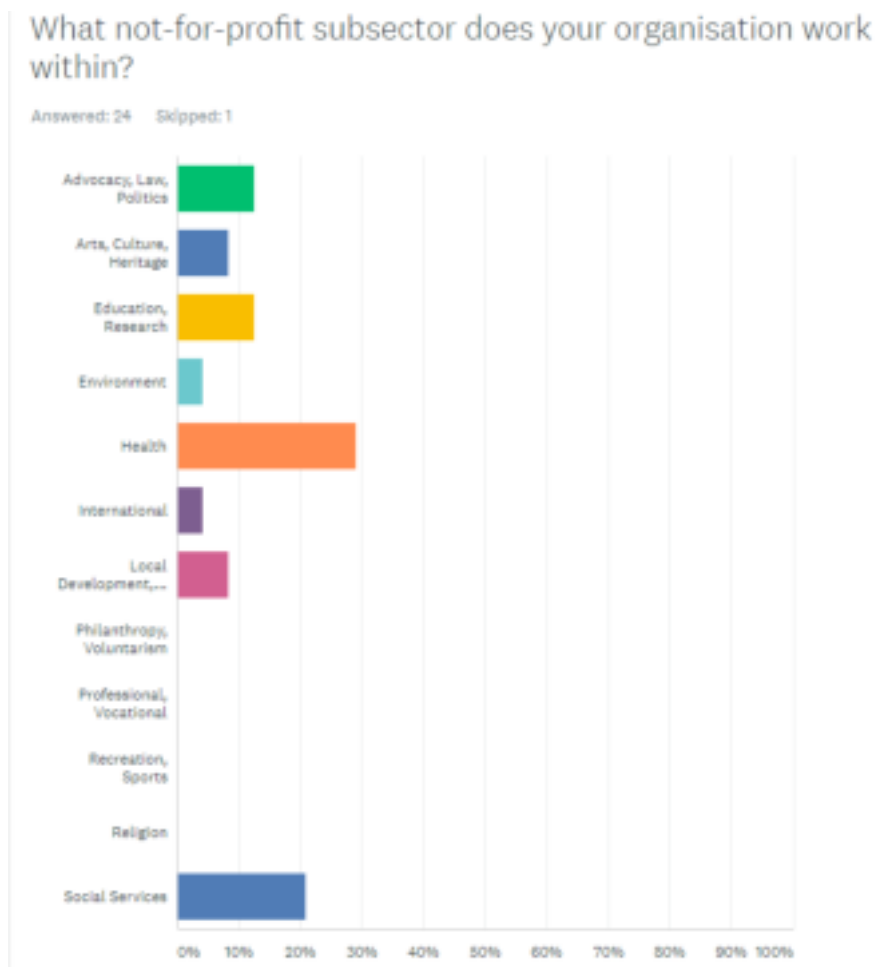# Appendix 2 – 2into3 Recruitment Survey

As a piece of research, the 2into3 Quarterly Recruitment Monitor is limited in how much insight it can offer into the current recruitment market, focusing as it does on the roles advertised each week. It does not provide and data on the experiences of hiring managers, for example.

With that in mind, 2into3 undertook a small survey of some of our subscribers to the Quarterly Recruitment Monitor to see what these individuals and their nor-for-profit organisations and experiencing, adding further to our regular job advertisement data and providing some depth to the report.

The survey was conducted during the period 1 July to 18 July and was sent to a total of 448 individual subscribers to the Quarterly Recruitment Monitor. It was also shared on The Wheel's website.

We received a total of 24 responses, so while the results are more a snapshot of current activity than a detailed analysis of the market, it nonetheless provides some interesting findings. The respondents worked in a broad range of subsectors, giving a good spread to the results.
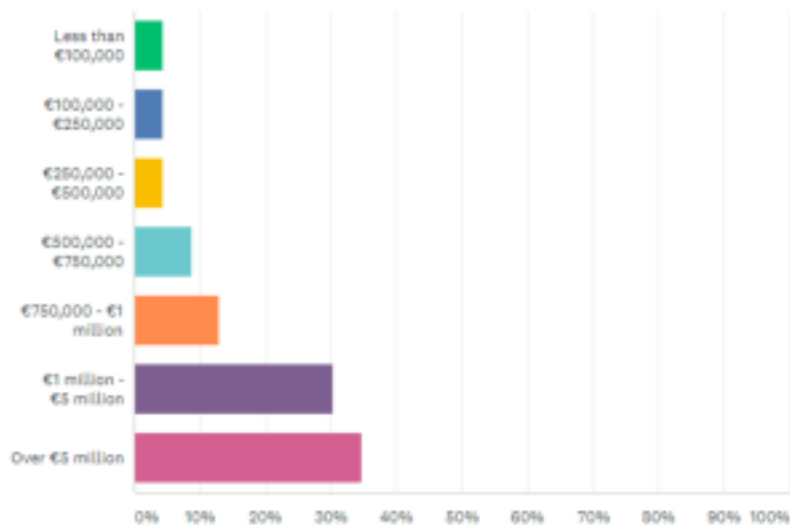
A full breakdown of the data from the survey is given below.
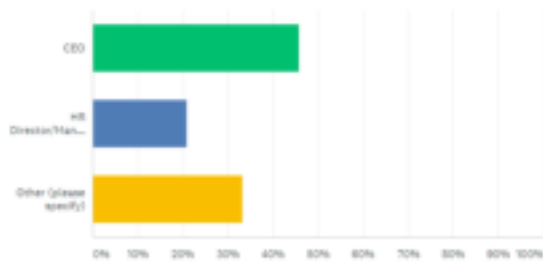
## What was the overall income/turnover of your organisation in 2018?
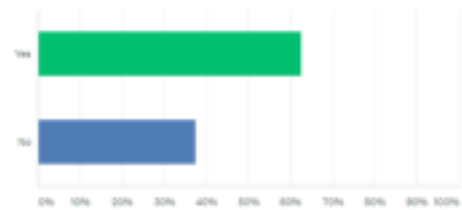
Answered: 23   Skipped: 2



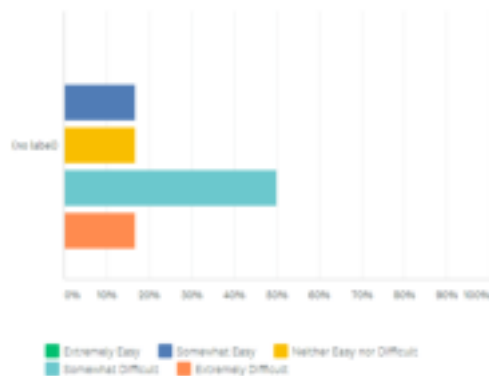## What is your own role within the organisation?

Answered: 24   Skipped: 1



## Has you organisation recruited for any management positions this year?
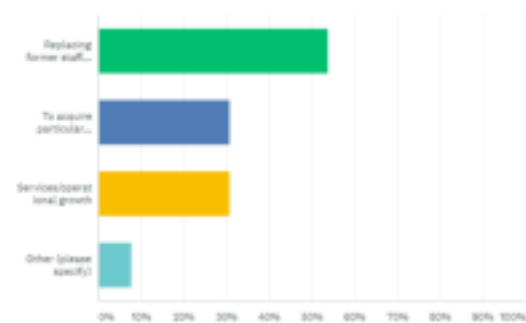
Answered: 24   Skipped: 1



## What was your organisation's experience of recruiting for these management position(s)?
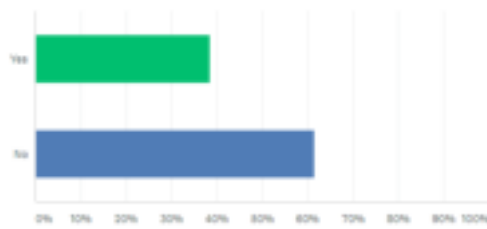
Answered: 12   Skipped: 13



- ■ Extremely Easy   ■ Somewhat Easy   ■ Neither Easy nor Difficult
- ■ Somewhat Difficult   ■ Extremely Difficult

## What was the main reason(s) for recruiting this position(s)?

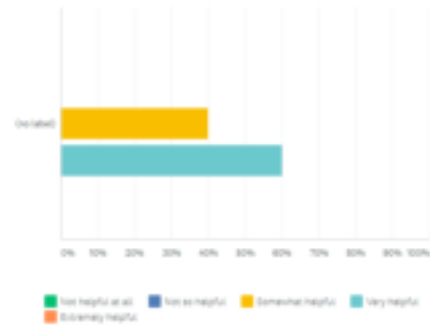Answered: 13   Skipped: 13

Did your organisation use the services of an external recruiter to fill this position(s)?
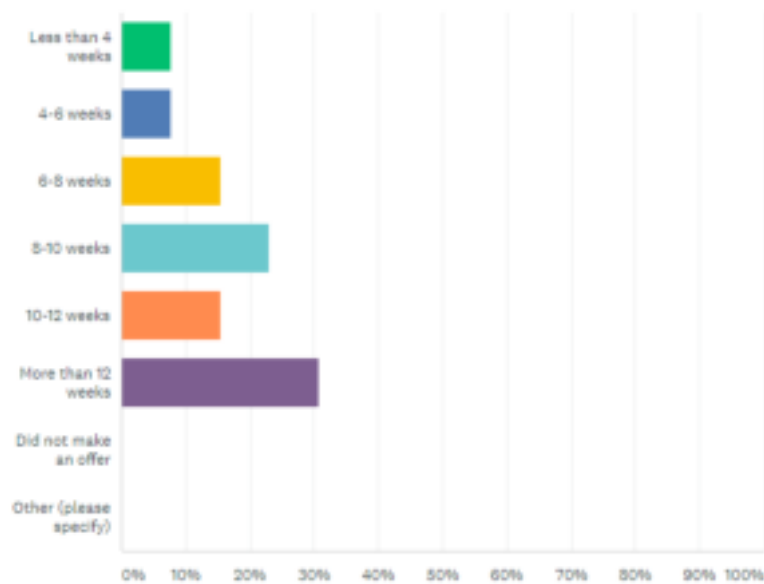
Answered: 13   Skipped: 12



If yes, how helpful did you find the external recruiter?

Answered: 6   Skipped: 20



Legend: Not helpful at all | Not so helpful | Somewhat helpful | Very helpful | Extremely helpful

From the time the role was first advertised, up to when the position was offered and accepted, how long did the recruitment process(es) take? (If you recruited for more than one role, please give an average.)

Answered: 13   Skipped: 12

## Which advertising platform(s) did your organisation use?

Answered: 13    Skipped: 12