



Transforming
Not-for-Profits

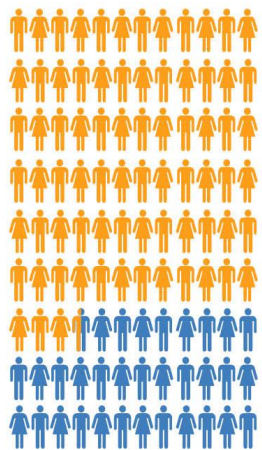
The 2into3 Not-for-Profit Recruitment Monitor

A QUARTERLY SUMMARY OF MANAGEMENT
RECRUITMENT TRENDS

Q1 2019



The 2into3 Not-For-Profit Recruitment Monitor: Q1 2019



108

Management roles were advertised in Q1 2019, a 30% increase compared to Q1 2018.



@2into3



2-into-3



2into3.com



225%

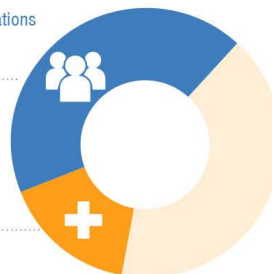
The largest increase was in Service Delivery & Operational Roles, from 19 in 2018 to 43 in 2019.

Social Services organisations were the most active.

43%

Health organisations were second.

16%



33%

of roles were advertised on Activelink, followed closely by Irish Jobs at 24%.



80%

Finance roles saw the largest drop, down from 11 in 2018 to just 2 in 2019.



The total number of senior roles advertised in 2018:

398

In 2017 it was

373

Introduction

This is the 9th edition of the **2into3 Not-for-Profit Recruitment Monitor**, a free-to-access analysis of current activity and trends in the area of not-for-profit recruitment. The Monitor is part of the 2into3's commitment to help mission-driven organisations to build their capacity.

In each release, we seek to provide insights into current recruitment trends within the sector, as well as analyses of key issues affecting organisations seeking to hire management-level talent. We also hope that some of the interesting data displayed will strike a chord and spark an interest in having a more in-depth discussion about the sector and its current needs.

The Monitor is produced because we believe that having a benchmark offers the sector a way of maintaining a competitive advantage. The information can be used to assist in developing the best possible recruitment campaigns, to avoid making bad decisions or just to keep up to date on what your peers in the sector are doing.

Understanding the Not-for-Profit Recruitment Market

People are the backbone of the not-for-profit sector. Their passion, drive, skills and experience are what helps the sector to grow and society to continue developing. Recruiting, retaining and replacing key staff can be a daunting task.

How to present an employment opportunity, where to advertise a role, and how long to run a recruitment campaign are just some of many questions that await a hiring manager.

When a job advertisement goes live, your organisation may receive too few or too many applications. Attracting the right applicants, keeping them interested and managing their expectations are just some of the challenges we know not-for-profit organisations face.



The Irish economy arguably looks in good shape, with unemployment at its lowest level since 2008¹ and the minimum wage rising², but how does this affect the employment/recruitment market, especially at senior level?

The CPL 2019 Salary Guide advises that *“competitive benefits and salaries will be needed to attract the best people, especially in high demand sectors”*³. The increased cost of living⁴, Brexit and the increased focus on governance compliance by Irish not-for-profit organisations have also affected the recruitment market. It is through this lens that we need to assess how senior roles are currently being filled.

¹ Trading Economics; <https://tradingeconomics.com/ireland/unemployment-rate>

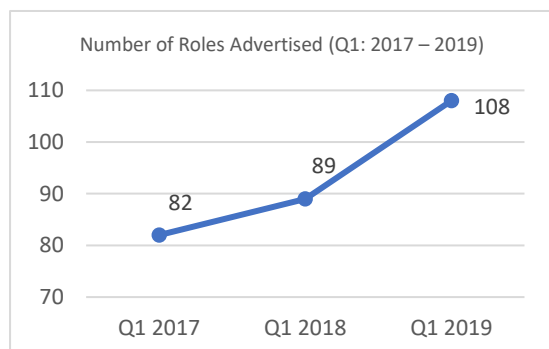
² Money Guide Ireland; <http://www.moneyguideireland.com/minimum-wage-ireland-2019.html>

³ CPL 2019 Salary Guide; <https://cpljobs.com/ie/resources/2019-salary-guide/>

⁴ Living Wage Ireland; <https://www.livingwage.ie/>

Core Findings

How active is the market?



Overall, the not-for-profit recruitment market appears to be more active. A simple analysis of roles advertised in the first quarter of the last three years shows a clear upward trajectory: from January to March 2019 there was a 30% increase in the number of senior roles advertised versus the same period in 2018.

With more management opportunities being advertised, organisations need to consider how they will stand out and attract the best candidates; as prospective candidates now have more opportunities to avail of, they can be more selective.

Over half of Irish professionals expect a salary increase in 2019

From an employer's perspective, more effort is required to attract candidates from the outset. In terms of salary alone, in a recent survey of Irish business professionals: *"When asked if they expect a salary increase in 2019, 52% answered "Yes" - they are expecting one."*⁵

Where budgets do not permit such increases, non-financial incentives become even more important and employers need to emphasise these when advertising roles. For many, an attractive work environment with a strong work-life balance is as important as the salary on offer.

Why are management opportunities in the not-for-profit sector growing?

The number of registered charities in Ireland continues to increase, up from 8,000 in 2016 to over 10,000 in early 2019.⁶ With an increasing number of Irish charities, the search for management talent is bound to become more competitive.



In addition to this, the strong focus from both the sector and the public on the need for strong governance continues to drive a requirement for senior staff to have the

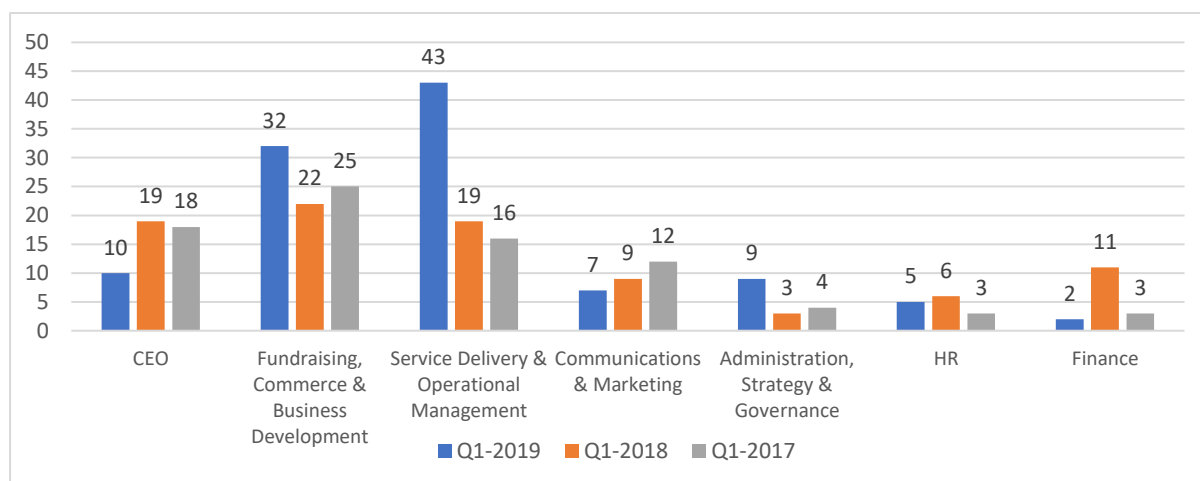
⁵ Morgan McKinley Salary Guide 2019; <https://www.morganmckinley.ie/article/workplace-hiring-trends-survey-2019>

⁶ Charities Regulator News; Issue 5, Spring 2019

appropriate skills and experience to drive continuous compliance. Such skills are not limited to professionals already working in the sector and being open to applications from people working in the commercial sector is important. While it may not be immediately obvious, the range of transferrable skills available can be broad.

What roles are being advertised?

2into3 record advertised roles under seven different headings and our latest analysis shows a wide variance in activity levels across these different functions. Comparisons to previous years also shows a level of fluctuation over time for some areas.



Finance and HR both show low levels of activity, consistent over the last three years. A recent article published by 2into3 addressed the possible reasons behind this.⁷ By outsourcing key administrative functions (e.g. payroll & staff recruitment), not-for-profit organisations can devote more time to focus more on transformational issues such as strategy development/review and more importantly ensuring that work they do and the services they provide are of an expected standard.

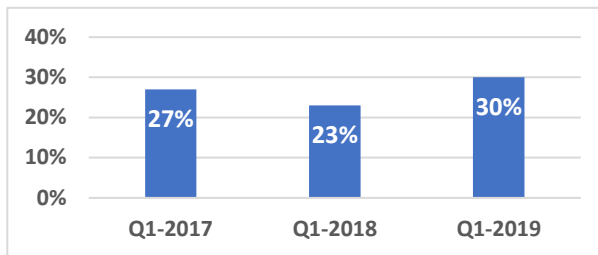
The year-on-year increase in management opportunities is driven mainly by the higher volume of Service Delivery & Operational Management posts, and to a lesser extent, opportunities in Fundraising, Commerce & Business Development.

It could be argued that the growing need for certain not-for-profit services has led to the need for staff to provide greater levels of core (and secondary) services on the organisation's behalf. The growth in service delivery in turn leads to demand for greater investment in fundraising to maintain delivery and provision of these services at the required level.

⁷ <https://www.linkedin.com/pulse/make-or-buy-decisions-outsourcing-not-for-profit-sector-michael-walsh/>

How are roles being recruited?

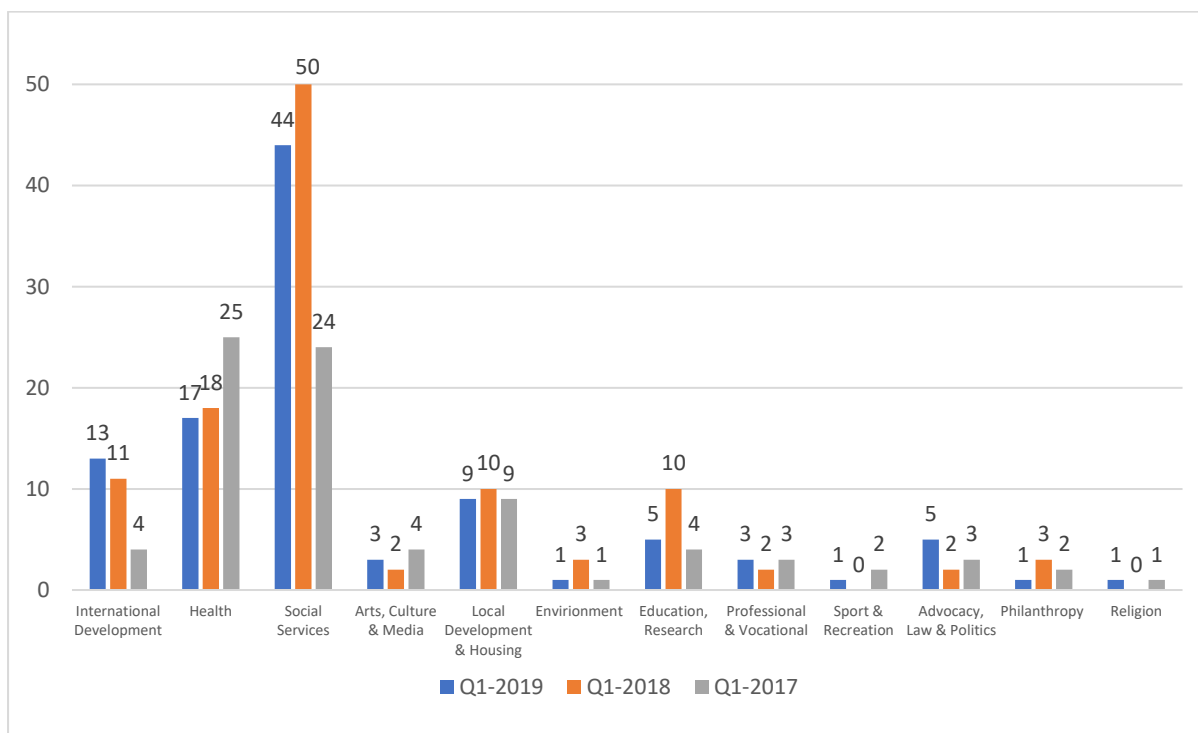
The percentage of roles advertised through recruitment consultancies was higher in Q1 2019 than for the same period in both 2018 and 2017, although there was a slight drop last year.



In Q1 2018, 21 management-level advertisements were posted by external recruiters, a figure that rose to 31 in 2019 (a 47% increase).

One possible explanation for this is the previously-mentioned competitive environment. With a growing number of opportunities, candidates can be more selective. Multiple opportunities can reduce the sense of urgency to apply, leading to the need to utilise the services of search and selection professionals to find less-active jobseekers.

Which sectors are most active?



Just as management-level recruitment trends vary based on functional areas, our data shows there is also a wide variance between the different sub-sectors. While the relative size of each sector can account for some of these, this does not hold true across the board when compared to the sector as a whole.

For example, when compared to the Benefacts Sector Analysis 2019⁸, Social Services organisations make up 11% of the sector, yet comprised 43% of those advertised in Q1. Local Development & Housing, with around 9% of the roles advertised, makes up 23% of the sector and Sport & Recreation had just 1% of roles advertised yet makes up 19% of the sector.

There can be many different reasons behind these numbers, with demands on different organisations changing with their respective environmental, economic and political circumstances. It does show however that some sub-sectors are considerably more active than others and that while this may fluctuate year-on-year, it has not change by much in the three years of our analysis.

Summary

The quantitative synopsis of our findings is best illustrated in the infographic at the end of this report and the numbers have been covered in detail in the core findings. It shows that overall, there is an active recruitment market in the not-for-profit sector, with interesting variances across sub-sectors, roles and recruitment methods being used.

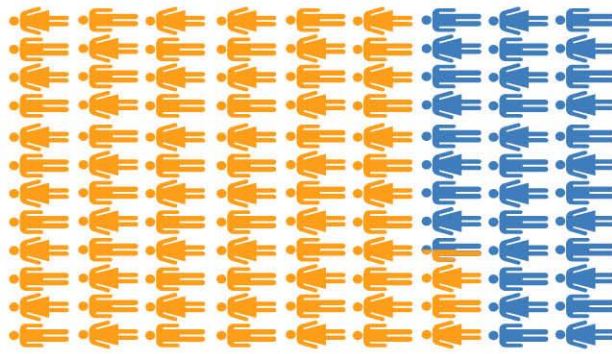
Qualitatively-speaking, there is plenty to assess and discuss in terms of what is driving these numbers, some of which we have suggested in this report, including the improving economy driving a competitive recruitment market as a whole, the increased need for services and subsequent need for funds to provide them, and the ongoing commitment to having the best people to ensure the highest standards of management.

There will be many other factors contributing to these results, many of which will require greater analysis and research, so we look forward to continuing to monitor this important area and welcome the opportunity to engage with those who work within the sector. Your opinions on the data are welcome, as are our suggestions as to how the collection and analysis can be improved.

⁸ Benefacts Sector Analysis 2019; <https://analysis2019.benefacts.ie/>



The 2into3 Not-For-Profit Recruitment Monitor: Q1 2019



Management roles were advertised in Q1 2019, a 30% increase compared to Q1 2018.



@2into3



2-into-3



2into3.com

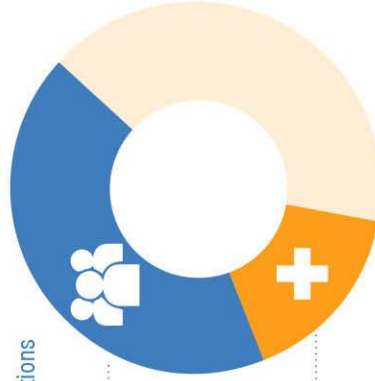


22.5%

The largest increase was in Service Delivery & Operational Roles, from 19 in 2018 to 43 in 2019.

Social Services organisations were the most active.

43%



Health organisations were second.

16%



33%

of roles were advertised on ActiveLink, followed closely by Irish Jobs at 24%.



Finance roles saw the largest drop, down from 11 in 2018 to just 2 in 2019.



The total number of senior roles advertised in 2018:

398

In 2017 it was

373

Methodology



THE IRISH TIMES



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?

Using the standard definition of management as: "*the organisation and coordination of the activities in order to achieve defined objectives*"⁹, 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 3 years)?

Identified advertisements are reviewed on a weekly basis to ensure that they meet at least two of the above criteria. When the advertisement is approved as such, it is saved to the Monitor database for monitoring and comparison.

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. The Irish not-for-profit sector is comprised of a diverse range of subsectors, from Social Services and Health to Education and Sport. 2into3 have experience working with organisations across the sector.

Since 2006, we have worked across the not-for-profit sector to develop organisational and fundraising strategies and to recruit talent, helping 187 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.

⁹ Business Dictionary. (2019, April 15). <http://www.businessdictionary.com/definition/management>