Nonprofit IT Staffing:
Staffing Levels, Recruiting, Retention and Outsourcing

An NTEN Report
January 29, 2008

By Alison Levine, NTEN Fellow
About NTEN: The Nonprofit Technology Network

What we believe
NTEN aspires to a world where all nonprofit organizations skillfully and confidently use technology to fulfill their missions. As the membership organization for the nonprofit technology community, NTEN plays a unique role in this field. Our work is to connect our members and provide you with learning and professional development. We give a bird’s-eye view of the trends, issues, and opportunities that influence nonprofits’ use of technology. Our ability to see the big picture and context allows us to identify areas of common opportunity and organize for action.

What we do
NTEN is a community of peers who share technology solutions across the sector and support each other’s work. We enable our members to embrace advances in technology confidently through on- and off-line knowledge sharing, hands-on trainings, and research and industry analysis. Our discounts help our members stay up-to-date with changing technology and valuable resources. We offer news and pioneering industry research and are a channel for the dissemination of innovation and learning in this field.

ONLINE NETWORKING / groups.nten.org
Do you want to connect with other nonprofit webmasters, talk about open source CMS tools with others passionate about them, or learn ways to use Flickr in your next campaign? Then join one of these NTEN Affinity Groups (or a few of the more than 90 others) and start talking.

NTEN EVENTS / nten.org/events
Attend our conferences and local meet-ups where people like you come together to share experiences, learn, network, make deals, and have some fun.

NTEN Research / nten.org/research
Our industry-leading research is growing and expanding. We have recently published studies on IT Salaries and Investments in the nonprofit sector, the impact of technology consulting, and the challenges of data integration and Open APIs. We cover policy issues such as Net Neutrality, the use of mobile phones or content management systems in nonprofits. Look for more in 2008.

NEWSLETTERS / nten.org/signup
NTEN Connect is your opportunity to read about the latest issues from a variety of viewpoints. For each issue we ask leaders in the nonprofit technology community to sound off on a topic that’s impacting the field.

NTEN BLOG / nten.org/blog
NTEN’s blog is the place to find out about the latest resources, nonprofit tech news, and buzz from the NTEN community.
About The NonProfit Times
www.nptimes.com

NPT Publishing Group has been the leading information provider for the nonprofit sector since 1987. The NPT has provided news and information to help nonprofit executives manage their organizations more efficiently and increase the effectiveness of fundraising efforts.

The NPT provides a mix of news, in-depth features, how-to articles and special reports to keep our readers informed of the latest trends and technology that drive the marketplace.

Just as the nonprofit marketplace has grown, The NonProfit Times also has evolved. The NPT started as a monthly publication. We now publish 22 print issues plus 2 digital issues per year, publish 6 issues of Exempt, a stand alone magazine which provides financial information for the largest nonprofits, have 2 websites which are updated constantly, put out 5 separate eNewsletters for nonprofits (NPT Weekly, NPT Instant Fundraising, NPT TechnoBuzz, NPT Jobs and Exempt), along with a series of educational webinars.

The magazine goes out to more than 37,000 nonprofit executives and we reach over 200,000 people through our combined circulation with our eNewsletters! We’ve got hundreds of different touch points with this vast audience of executives at the nation’s largest nonprofits. This includes nonprofits in social and human services, religion, education, healthcare, culture, civic, government and associations.

The NonProfit Times (NPT)
Circulation: 37,000
The readers of The NonProfit Times are leaders within the nonprofit world. With more than 75% having a title of Vice President or higher, our subscribers are responsible for a number of duties within a nonprofit organization, including vital purchasing decisions. By advertising with The NonProfit Times, you will get your product/service directly in front of these decision makers, thus increasing sales and awareness.

NPT Weekly
Circulation: 97,000
Content: NPT Weekly addresses matters pertaining to all aspects of nonprofit management – fundraising, financial management, direct marketing, technology, legal issues and human resources. It offers a mix of “how-to” and news stories.

NPT Instant Fundraising
Circulation: 32,000
Content: NPT Instant Fundraising is geared towards keeping development officers and executive directors up to date with the latest fundraising developments. It offers news, tips and proven methods to fund organizations.

NPT Jobs
Circulation: 97,000
Content: NT Jobs is the premier nonprofit newsletter bringing new career opportunities to the nonprofit executive community.

NPT TechnoBuzz
Circulation: 40,000
Content: NPT TechnoBuzz is for CIOs, CFOs, IT Directors and Development Directors responsible for the purchase and management of hardware and software at the nation’s nonprofit organizations. It features trends and business stories with a focus on technology solutions for donor management, finance and fundraising.
# Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Summary</td>
<td>5</td>
</tr>
<tr>
<td>About the Survey</td>
<td>7</td>
</tr>
<tr>
<td>About the Results</td>
<td>8</td>
</tr>
<tr>
<td>Nonprofit IT Staffing Levels</td>
<td>10</td>
</tr>
<tr>
<td>Perceptions of IT Staffing Levels</td>
<td>12</td>
</tr>
<tr>
<td>Location of IT within an Organization</td>
<td>14</td>
</tr>
<tr>
<td>Recruiting IT Staff</td>
<td>17</td>
</tr>
<tr>
<td>Staff Time Across Functions</td>
<td>19</td>
</tr>
<tr>
<td>Length of Tenure</td>
<td>21</td>
</tr>
<tr>
<td>Outsourcing and Consulting</td>
<td>23</td>
</tr>
<tr>
<td>The Long View</td>
<td>25</td>
</tr>
<tr>
<td>Appendix A: Survey Questions</td>
<td>26</td>
</tr>
<tr>
<td>Appendix B: Demographics</td>
<td>33</td>
</tr>
</tbody>
</table>
Executive Summary

Staffing the information technology (IT) function is frequently a challenge for nonprofit organizations. Financial resources are typically limited and hiring managers often feel overwhelmed and under-educated when it comes to IT. Determining where IT should fit into the organization, how many IT staff people are needed and what those people should be spending their time doing can be difficult decisions.

To shed some light on these questions NTEN and the NonProfit Times teamed up to create the Nonprofit IT Staffing Survey. We began this effort with the 2006 survey—the first of its kind. We repeated the survey in 2007, and plan to continue doing so annually, so that we can provide a long-term view of nonprofit IT staffing. This year’s results were largely consistent with last year’s findings, furthering our goal of establishing benchmarks that will assist organizations of all sizes and levels of technological sophistication.

This report focuses on the nature of IT staff and departments in nonprofits. Additional reports will cover Salaries & Budgets and IT Management & Planning in early 2008.
Executive Summary: Key Findings

Technology Adoption:
- Small nonprofits continue to self-identify lower on the technology adoption spectrum than larger organizations.

Staffing Levels, Actual and Perceived:
- On average, nonprofits employ 1 IT staff person for every 26 employees.
- Actual IT staffing levels didn’t seem to impact an organization’s assessment of their technology adoption.
- Most nonprofits continue to feel understaffed when it comes to IT. Size of organization did not seem to impact staffing satisfaction.
- Organizations that felt they were In Trouble or Lagging Behind felt the most understaffed although the actual staffing levels do not bear this out. They did have, however, shorter IT staff tenures and especially high numbers of IT staff staying less than one year.

Hiring and Recruiting:
- When it comes to hiring IT staff, nonprofits continue to value tech experience and personality over formal degrees.

Staff Time and Tenure:
- IT staff spend their time in much the same way, regardless of organization size or level of technology adoption. As in last year’s survey, the largest percentage of time is spent on desktop and application support.
- The average tenure for IT staff at nonprofits is 4.3 yrs. Tenures were longer for larger organizations and organizations that felt they had greater technology adoption.

Outsourcing:
- Almost all nonprofits outsource at least some technology tasks; more technical tasks continue to be more commonly outsourced.
- Smaller organizations are more likely to outsource any given task except for technology training for IT staff, which is most likely to be outsourced at very large organizations.
About the Survey

The nonprofit sector is working hard to maximize effective use of technology, but we are frequently hampered by the lack of data. To continue moving forward and embracing technology, nonprofits need to cast an analytical eye on decisions. NTEN and The NonProfit Times came together to shed some light on the current state of nonprofit staffing and to provide organizations with the information they need to evaluate the state of their IT staffing.

The Nonprofit IT Staffing Survey was widely distributed through email. An invitation to take the survey was sent to the NTEN member list and discussion list, with a combined circulation of about 12,000. Survey links were also included in The NonProfit Times email newsletter (with a circulation of about 97,000 people), and distributed through a number of nonprofit capacity building and membership organizations. Respondents were encouraged to forward the survey to additional recipients. For the text and questions of the survey, please see Appendix A.
About the Results

1,031 people completed the survey, and 1,428 provided at least some demographic data. The non-random sample and response rate mean that the respondents are probably not representative of the nonprofit sector as a whole and reflect only those organizations that chose to fill out the survey. For example, only 15% of the respondents work at organizations with budgets less than $500,000, whereas the majority of nonprofit organizations are small. It is also likely that respondents are more aware and concerned about technology issues than the sector generally. Therefore, we present the data not as a rigorous look at the sector but rather, as a set of benchmarks and figures to help guide those who are thinking about nonprofit IT infrastructure.

Responses came from a wide variety of organizations. To assist you in obtaining information that is relevant and useful, we have presented the results broken down by size of organization and self-described level of technology adoption where appropriate.

For the purposes of this report small organizations are defined as having budgets less than $500,000; medium sized organizations have budgets between $500,000 and $3 million; large organizations have budgets between $3 million and $10 million; and very large organizations have budgets more than $10 million.
People were asked to evaluate the state of technology adoption in their organizations – whether they considered themselves to be In Trouble, Lagging Behind, Average, Fast Followers or on the Leading Edge. Only 5% of organizations reported that they were In Trouble, but 27% worried they were Lagging Behind.

Not surprisingly, smaller organizations tended to self-identify toward the lower end of the scale: 47% responded they were below average, either In Trouble or Lagging Behind; 28% of small organizations reported average technology adoption.

At the other end of the spectrum, respondents from very large organizations held more positive views of their technology adoption. Thirty-three percent of very large organizations reported average technology adoption, and 42% believe they were above average in the Fast Follower or Leading Edge categories.

Further demographic data can be found in Appendix B.
Nonprofit IT Staffing Levels

The numbers below include people with informal responsibilities for information technology, and therefore do not represent a strict accounting from a budgeting perspective, but rather a representation of actual staff time spent on IT.

On average nonprofits employ one IT staff member for every 26 total staff members.

### How Many IT Staff Should You Employ?

No one can tell you exactly what’s right for your organization. However, on average, nonprofits employ one IT staff member for every 26 total staff members.

### IT Staffing for All Organizations

<table>
<thead>
<tr>
<th>Avg. IT Staff</th>
<th>Avg. Total Staff</th>
<th>Avg. Ratio IT to Total Staff</th>
<th>Total Number of Responses</th>
<th>Responding Orgs with No IT Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.50</td>
<td>91.96</td>
<td>1 to 26</td>
<td>1,322</td>
<td>163 (12.30%)</td>
</tr>
</tbody>
</table>

The number of organizational staff members for each IT staff person varies by size and ranges from 13 for small organizations to 30 for very large organizations.

### IT Staffing by Organization Size

<table>
<thead>
<tr>
<th></th>
<th>Avg. IT Staff</th>
<th>Avg. Total Staff</th>
<th>Avg. Ratio IT to Total Staff</th>
<th>Total Number of Responses</th>
<th>Responding Orgs with No IT Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small</td>
<td>1.20</td>
<td>15.50</td>
<td>1 to 13</td>
<td>240</td>
<td>95 (39.60%)</td>
</tr>
<tr>
<td>Medium</td>
<td>1.50</td>
<td>19.10</td>
<td>1 to 13</td>
<td>475</td>
<td>63 (13.30%)</td>
</tr>
<tr>
<td>Large</td>
<td>3.11</td>
<td>75.70</td>
<td>1 to 24</td>
<td>306</td>
<td>20 (6.50%)</td>
</tr>
<tr>
<td>Very Large</td>
<td>8.80</td>
<td>262.00</td>
<td>1 to 30</td>
<td>301</td>
<td>5 (1.70%)</td>
</tr>
</tbody>
</table>
Interestingly, the ratio of IT staff to total staff did not seem to play a role in the self perception of technology adoption. Organizations that self identified as being In Trouble had an IT to total staff ratio of 1 to 17, while Leading Edge organizations had a similar ratio of 1 to 20. Those that were Lagging Behind, Average or Fast Followers had more organizational staff per IT staff than those at the extremes.

<table>
<thead>
<tr>
<th>IT Staffing by Level of Technology Adoption</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>----------------</td>
</tr>
<tr>
<td>In Trouble</td>
</tr>
<tr>
<td>Lagging</td>
</tr>
<tr>
<td>Average</td>
</tr>
<tr>
<td>Fast Follower</td>
</tr>
<tr>
<td>Leading Edge</td>
</tr>
</tbody>
</table>

* All staff levels were reported in ranges. Averages were calculated using the midpoint of the reported ranges.
Perceptions of IT Staffing Levels

Overall, 58.90% of responding nonprofits believe that they have inadequate IT staff and only 0.30% responded they were overstaffed. The remaining 40.90% reported being adequately staffed. The complete absence of IT staff had a small impact on the assessment of IT staffing levels.

- 66.10% of organizations with NO IT staff reported being inadequately staffed.
- 58.00% of organizations with SOME IT staff reported being inadequately staffed.

Perception of IT staffing varied greatly based on self-perceived level of technology adoption:
- 89.40% of organizations In Trouble thought they were understaffed;
- 79.60% of organizations that identified as Lagging Behind thought they were understaffed;
- 53.10% of the Fast Followers responded they were understaffed;
- 37.50% of Leading Edge organizations thought they were understaffed.

Feeling Understaffed?

You’re not alone, but does perception match reality? Organizations that self identified as In Trouble were most likely to feel understaffed, even though they reported having 1 IT staff member for every 17 total staff members - the highest level of IT staff reported by technology adoption.
Organizations that self identified as In Trouble were the most likely to feel understaffed, even though they reported having one IT staff member for every 17 total staff members—the highest level of IT staff reported by technology adoption. Organizations that believed they were Lagging Behind reported being understaffed slightly less than those that were In Trouble, even though their IT to total staff ratio showed the lowest level of IT staff reported (1 to 48).

Average, Fast Follower, and Leading Edge organizations expressed growing satisfaction with their levels of IT staffing. More than a third of Leading Edge organizations reported feeling understaffed. As mentioned above, IT staffing levels were roughly comparable in organizations that felt they are In Trouble and those that felt they are on the Leading Edge. However, over 50% more organizations that felt they are In Trouble reported being understaffed than those on the Leading Edge.

Organizational size did not have a large effect on reported perception of IT staffing levels.

- 65.10% of small organizations thought they were inadequately staffed.
- 61.00% of medium organizations responded they were inadequately staffed.
- 57.00% of large organizations believe they were inadequately staffed.
- 53.50% of very large organizations thought they were inadequately staffed.
Location of IT within Organization

Nonprofits most commonly place IT within general operations or administration.

The location of IT differs by organization size:

- Small organizations are most likely to have no one with IT responsibility (44%) followed by IT as part of general administration or operations (36%).
- Medium organizations are most likely to place IT as part of general administration or operations (45%) followed by having no one with IT responsibility (18%).
- Large organizations are most likely to have a separate department (37%) followed by IT as part of general administration or operations (34%).
- Very large organizations are most likely to have a separate IT department (58%) followed by IT as part of general administration or operations (23%).

Where does Information Technology Fit into Nonprofit Organizations?

Size played a large role in the location of IT. However, we shouldn’t ignore the ways that location can influence philosophy. Placing IT in the finance department can send the message that technology is a cost to be controlled. Having a separate IT department could help people view technology as a contributing part of the organization.

IT Location: All Orgs: n=1242
Organizational size did not have a large effect on reported perception of IT staffing levels.

- 65.00% of small organizations felt they were inadequately staffed.
- 61.00% of medium organizations felt they were inadequately staffed.
- 57.00% of large organizations felt they were inadequately staffed.
- 53.50% of very large organizations felt they were inadequately staffed.
Recruiting IT Staff

Nonprofits of all sizes rely most heavily on word of mouth, in-house promotions, and online job sites to recruit new staff. National newspapers and direct mailings were the least popular methods of recruitment.

Looking for an IT Job at a Nonprofit?

It’s not what you know, it’s who you know. Word of mouth is still one of the most popular recruiting methods.
Overall, organizations were at least somewhat satisfied with their methods of recruiting, with 68% reporting they were very or somewhat satisfied.

Responses varied by size of organization, with small organizations being the least pleased with recruiting methods and very large organizations being the most pleased.

- 56.40% of small organizations reported they were very or somewhat satisfied.
- 68.50% of medium organizations reported they were very or somewhat satisfied.
- 70.10% of large organizations reported they were very or somewhat satisfied.
- 72.40% of very large organizations reported they were very or somewhat satisfied.

Participants were asked about important considerations when hiring IT staff. Responses were consistent across all sizes of organizations, with past technology experience and personality topping the list.

On a scale of one to four, with one being least important, and four being most important, average scores were:

<table>
<thead>
<tr>
<th>Important Considerations When Hiring IT Staff</th>
<th>Avg. Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Past Experience in Technology</td>
<td>3.62</td>
</tr>
<tr>
<td>Personality or Attitude</td>
<td>3.36</td>
</tr>
<tr>
<td>Past Training or Certifications</td>
<td>2.69</td>
</tr>
<tr>
<td>Past Experience in Nonprofit Work Environment</td>
<td>2.59</td>
</tr>
<tr>
<td>Degree or Formal Education</td>
<td>2.27</td>
</tr>
</tbody>
</table>
Staff Time Across Functions

Percentage of IT staff time spent on various functions was very consistent both across and between organization size and level of technology adoption.

Nonprofit IT staff spent roughly 40% of their time on Desktop and Application support. Small organizations spent slightly more time on Program Support, while very large organizations spent more time on Helpdesk or Desktop Support.

Very large organizations spent the least amount of time, 20.9%, on Management and Strategy while small and medium organizations devote about 5% more time to the topic. Most of this difference comes from time devoted to Knowledge Management, which is greater for small organizations. Perhaps larger organizations have more systematized methods of knowledge management that require less time to maintain.

<table>
<thead>
<tr>
<th>Function</th>
<th>Small</th>
<th>Medium</th>
<th>Large</th>
<th>Very Large</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desktop/Application Support</td>
<td>40.19%</td>
<td>38.20%</td>
<td>39.36%</td>
<td>39.61%</td>
</tr>
<tr>
<td>Program Support</td>
<td>15.03%</td>
<td>13.00%</td>
<td>13.23%</td>
<td>12.78%</td>
</tr>
<tr>
<td>Application Administration</td>
<td>11.94%</td>
<td>11.70%</td>
<td>11.84%</td>
<td>11.73%</td>
</tr>
<tr>
<td>Helpdesk/Desktop Support</td>
<td>13.21%</td>
<td>13.50%</td>
<td>14.26%</td>
<td>15.10%</td>
</tr>
<tr>
<td>Management and Strategy</td>
<td>24.50%</td>
<td>25.20%</td>
<td>22.49%</td>
<td>20.92%</td>
</tr>
<tr>
<td>IT Management</td>
<td>13.18%</td>
<td>13.80%</td>
<td>12.82%</td>
<td>12.50%</td>
</tr>
<tr>
<td>Knowledge Management</td>
<td>11.32%</td>
<td>11.40%</td>
<td>9.67%</td>
<td>8.42%</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>18.84%</td>
<td>18.70%</td>
<td>20.80%</td>
<td>21.97%</td>
</tr>
<tr>
<td>Networking</td>
<td>12.35%</td>
<td>11.90%</td>
<td>12.99%</td>
<td>13.87%</td>
</tr>
<tr>
<td>Telecom/Audio-Visual</td>
<td>6.49%</td>
<td>6.80%</td>
<td>7.81%</td>
<td>8.10%</td>
</tr>
<tr>
<td>Application Development</td>
<td>8.37%</td>
<td>7.20%</td>
<td>7.79%</td>
<td>8.56%</td>
</tr>
<tr>
<td>End-user Training</td>
<td>8.72%</td>
<td>10.10%</td>
<td>9.74%</td>
<td>8.65%</td>
</tr>
</tbody>
</table>
Staff time spent by function was also very consistent across different levels of perceived technology adoption.

<table>
<thead>
<tr>
<th>Function</th>
<th>In Trouble</th>
<th>Lagging Behind</th>
<th>Average</th>
<th>Fast Follower</th>
<th>Leading Edge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desktop/Application Support</td>
<td>36.60%</td>
<td>39.70%</td>
<td>41.20%</td>
<td>39.50%</td>
<td>36.20%</td>
</tr>
<tr>
<td>Program Support</td>
<td>11.50%</td>
<td>13.70%</td>
<td>13.91%</td>
<td>12.83%</td>
<td>12.36%</td>
</tr>
<tr>
<td>Application Administration</td>
<td>11.60%</td>
<td>11.20%</td>
<td>12.09%</td>
<td>12.44%</td>
<td>10.72%</td>
</tr>
<tr>
<td>Helpdesk/Desktop Support</td>
<td>13.50%</td>
<td>14.80%</td>
<td>15.17%</td>
<td>14.23%</td>
<td>13.16%</td>
</tr>
<tr>
<td><strong>Management and Strategy</strong></td>
<td><strong>24.70%</strong></td>
<td><strong>23.60%</strong></td>
<td><strong>23.10%</strong></td>
<td><strong>22.30%</strong></td>
<td><strong>23.40%</strong></td>
</tr>
<tr>
<td>IT Management</td>
<td>14.50%</td>
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<td>13.23%</td>
<td>12.72%</td>
<td>12.83%</td>
</tr>
<tr>
<td>Knowledge Management</td>
<td>10.20%</td>
<td>10.00%</td>
<td>9.86%</td>
<td>9.58%</td>
<td>10.59%</td>
</tr>
<tr>
<td><strong>Infrastructure</strong></td>
<td><strong>21.10%</strong></td>
<td><strong>22.50%</strong></td>
<td><strong>19.40%</strong></td>
<td><strong>20.00%</strong></td>
<td><strong>21.30%</strong></td>
</tr>
<tr>
<td>Networking</td>
<td>13.60%</td>
<td>14.10%</td>
<td>12.51%</td>
<td>12.53%</td>
<td>12.61%</td>
</tr>
<tr>
<td>Telecom/Audio-Visual</td>
<td>7.50%</td>
<td>8.40%</td>
<td>6.88%</td>
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<td>Application Development</td>
<td>8.50%</td>
<td>7.30%</td>
<td>6.53%</td>
<td><strong>8.32%</strong></td>
<td>9.57%</td>
</tr>
<tr>
<td>End-user Training</td>
<td>8.40%</td>
<td>9.40%</td>
<td>9.84%</td>
<td>9.94%</td>
<td>9.50%</td>
</tr>
</tbody>
</table>
Length of Tenure

Respondents were asked about the length of tenure for IT staff at their organizations.

- The average tenure for IT staff at a nonprofit is 4.38 years.
- IT staff tend to stay at larger organizations 1.20 years longer.

<table>
<thead>
<tr>
<th>Average Length of Tenure by Org Size</th>
<th>Avg. Length of Tenure</th>
<th>Number of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small</td>
<td>3.61 years</td>
<td>168</td>
</tr>
<tr>
<td>Medium</td>
<td>4.24 years</td>
<td>383</td>
</tr>
<tr>
<td>Large</td>
<td>4.80 years</td>
<td>276</td>
</tr>
<tr>
<td>Very Large</td>
<td>4.84 years</td>
<td>275</td>
</tr>
</tbody>
</table>

The difference in length of tenure was most striking when looking at employees who stayed less than one year at an organization.

- **Small** organizations reported that on average 23.2% of their IT staff had tenures of less than one year.
- **Medium** organizations reported that on average 9.9% of their IT staff had tenures of less than one year.
- **Large** organizations reported that on average 6.1% of their IT staff had tenures of less than one year.
- **Very Large** organizations reported that on average 3.6% of their IT staff had tenures of less than one year.
IT staff stayed 1.3 years longer at organizations with higher-reported levels of technology adoption.

Again, the difference in length of tenure was most striking when examining employees who stayed less than one year at an organization.

- Organizations **In Trouble** reported that on average 35% of their IT staff had tenures of less than one year.
- Organizations that are **Lagging Behind** reported that on average 15% of their IT staff had tenures of less than one year.
- **Average** organizations reported that on average 4.9% of their IT staff had tenures of less than one year.
- Organizations that are **Fast Followers** reported that on average 3.8% of their IT staff had tenures of less than one year.
- Organizations that are on the **Leading Edge** reported that on average 4.7% of their IT staff had tenures of less than one year.

Because larger organizations tend to self report at higher levels of technology adoption, it is difficult to know which of these traits is related to the length of IT staff tenure, if either are related, or if it is a combination of both.
Almost all organizations outsource some functions; only 1.70% reported doing everything in house and only 0.80% reported outsourcing every function. More technical functions were most likely to be completely outsourced. Website hosting was by far the most common completely outsourced task at 64.90%, followed by custom software development at 38.90%.

What Are Organizations Like Yours Outsourcing?

Backoffice and hosting functions are most likely to be outsourced across all organization sizes. Medium size organizations are most likely to outsource across almost every function.
In general, smaller organizations were more likely to completely outsource a given task than larger ones. The greatest discrepancies in completely outsourced tasks were:

- **Email hosting and maintenance**
  Small: 40%  Medium: 40%  Large: 25%  Very Large: 9%

- **Telephone services**
  Small: 40%  Medium: 52%  Large: 34%  Very Large: 19%

- **Network administration/support**
  Small: 28%  Medium: 37%  Large: 21%  Very Large: 8%

- **Hardware maintenance**
  Small: 28%  Medium: 33%  Large: 17%  Very Large: 8%

- **Hardware installation**
  Small: 26%  Medium: 28%  Large: 13%  Very Large: 6%

- The exception was **technical training for IT staff**
  Small: 21%  Medium: 38%  Large: 34%  Very Large: 39%

The vast majority of organizations, 90.8%, use fewer than two consultants. Small organizations are most likely to report using no technology consultants, which could be due more to budget constraints than need.
The Long View

Overall results on staffing were very consistent between the 2007 and 2006 surveys. Small nonprofits continue to struggle, reporting lower levels of technology adoption; they remain the most likely to have no staff with IT responsibilities.

The one area that was not consistent with last year’s results was the ratio of total staff to IT staff. While this year’s average is 1 to 26, last year’s was 1 to 5. While this is likely due, in part, to the fact that last year’s respondents included a number of organizations that reported having the same number of IT staff and total staff, it will be a statistic we pay particular attention to in future years.
Appendix A: Survey Questions

1. What is the primary issue area of your organization?
   - Arts, Culture, Humanities
   - Education
   - Environment
   - Animal-related
   - Health Care
   - Mental Health and Crisis Intervention
   - Diseases, Disorders, and Medical Disciplines
   - Medical Research
   - Crime and Legal-related
   - Employment
   - Food, Agriculture and Nutrition
   - Housing and Shelter
   - Public Safety, Disaster Preparedness and Relief
   - Recreation and Sports
   - Youth Development
   - Human Services
   - International, Foreign Affairs, Human Rights
   - Civil Rights, Social Action, and Advocacy
   - Community Improvement and Capacity Building
   - Philanthropy, Volunteerism, Grantmaking
   - Foundations
   - Science and Technology
   - Public and Societal Benefit
   - Religion-related
   - Mutual and Membership Benefit

2. How many total staff are employed by your organization?
   - None
   - One person less than full-time
   - One person full-time
   - Between one and two people full-time
   - 3-5 people full-time
   - 6-10 people full-time
   - 11-29 people full-time
   - 30-99 people full-time
   - 100-249 people full time
   - 250-500 people full time
   - More than 500 people

3. Where is your organization located (if more than one location, your headquarters)?

4. How many office locations does your organization maintain?
   - 1
   - 2 to 4
   - 5 to 8
   - 9 to 15
   - More than 15
5. What is your annual organizational budget?

- Less than $100,000
- $100,000 to $250,000
- $250,001 to $499,999
- $500,000 to $999,999
- $1 million to $2,999,999
- $3 million to $9,999,999
- $10 million to $24,999,999
- $25 million to $50 million
- Over $50 million

6. What is your job title (please choose the one closest to yours)?

- Executive Director/CEO
- Systems or Network Administrator
- IT Director/Technology Director
- Chief Technology Officer/Chief Information Officer
- Webmaster/Web Administrator
- Online Communications Manager/strategist
- Online Community Manager
- Database Manager
- Information Architect
- Programmer
- Web Developer
- PC Technician or IT Support Staff
- Circuit Rider
- Project Manager
- Program Analyst

7. What is your gross annual salary (range)?

- $0-24,999
- $25,000-39,999
- $40,000-59,999
- $60,000-74,999
- $75,000-99,999
- $100,000-119,999
- $120,000 or more

8. What is your highest level of education?

- High School
- Some College
- Bachelor of Arts
- Bachelor of Science
- Masters of Arts
- Masters of Science
- Ph.D. or equivalent
9. Where is the responsibility for IT primarily located in your organization?

- We have no one with official IT responsibility
- Within Finance department
- Within Marketing or Communications departments
- Part of general operations or administration
- Part of Development/Fundraising
- Separate IT department within organization

10. How many people are on your payroll (not consultants) who are, in any way, responsible for supporting or maintaining information technology in your organization? Please consider part-time staff in full time equivalents.

- None
- One person less than full-time
- About one person full-time
- About 2 people full-time
- About 3-5 people full time
- About 6-10 people full-time
- About 11-20 people full-time
- About 21-40 people full-time
- About 41-80 people full-time
- More than 80 people full time

11. How many outside consultants does your organization work with who support or maintain your information technology?

- None
- One consultant or provider firm
- 2
- 3 to 5
- 6 to 10
- 11 to 20
- More than 20 consultants or firms

12. What is the percentage of your IT STAFF assigned to particular functions?

- Networking
- Application Development
- Program Support
- Helpdesk/Desktop Support
- Application Administration
- IT Management
- End-user Training
- Telecom/Audio-Visual
- Knowledge Management

13. Is recruiting or hiring IT staff part of your job description?

- Yes
- No
14. How do you recruit for IT staff? Check all that apply.

- Word of mouth
- In-house promotion/transfer of responsibilities
- Recruiter
- Direct mailing to select audience
- Online email lists
- Online job sites
- Local newspapers
- National newspaper
- Do not know/NA

15. Are you satisfied with your IT recruiting process?

- Very satisfied
- Somewhat satisfied
- Somewhat unsatisfied
- Very unsatisfied

16. Are there differences in the recruitment/retention practices for your IT staff as compared to those of your other staff? Check all that apply.

- No difference
- Higher pay scale than for other staff
- Lower pay scale than for other staff
- Higher salary increases than other staff
- Lower salary increases than other staff
- Interval between salary increases shorter than for other staff
- Interval between salary increases longer than for other staff
- Special bonuses or incentives
- Telecommuting
- Do not know / N/A

17. How would you describe your current IT staffing condition?

- Inadequately staffed
- Adequately staffed
- Overstaffed

18. What is the average tenure of your IT staff? If you do not have dedicated IT staff, the average tenure for all staff responsible for technology support and maintenance.

- Less than 6 months
- 6 months to 1 year
- 1 to 3 years
- 3 to 5 years
- 5 to 10 years
- More than 10 years
19. How important are the following considerations for hiring IT staff?

- Degree or formal education
- Past training or certifications
- Past experience in nonprofit work environment
- Past experience in technology
- Personality or attitude

20. What are your organization’s IT outsourcing practices?

- Technical training for IT staff
- Technical training for organizational staff
- Network administration/support
- Security and backup
- Website design
- Website development
- Website hosting
- Website maintenance
- Website content management
- Database hosting/maintenance
- Hardware recommendations
- Software recommendations
- Hardware installation
- Software installation
- Hardware maintenance
- Programming/custom software development
- Telephone services 30.3% (293)
- Email hosting and maintenance
- Helpdesk

21. What is your organization’s total salary expense for this fiscal year for all staff maintaining and supporting technology, including part-time staff (in US$)?

22. What is your organization’s total spending for this year for capital technology expenses (in US$)?

23. Do you have authority over any discretionary IT budget?

- Yes
- No

24. If yes, what is your discretionary IT budget (in US$)?
25. Please indicate whether there has been any change between the last fiscal year and the current fiscal year in your actual expenses for:

- Outsourced IT consulting
- Technical training for IT staff
- Technical training for other organizational staff
- Hardware
- Software
- IT Staffing/payroll
- Website design/development
- Website maintenance
- Telephone/mobile
- Constituency management and database development
- Other custom software development
- Network administration/support
- Security and backup
- Help desk support

26. Does your organization provide technology training for your staff? (If No, please skip to question 30.)

- Yes
- No

27. What kind of IT training do you provide?

28. Which of the following are used for staff technology training? Check all that apply

- Staff trainers
- External trainers, including training centers
- Online training
- Staff are expected to train on their own (read manuals, etc.)

29. What is your organization’s total spending for this fiscal year for IT training and staff (IT and non-IT staff, in US$)?

30. How satisfied are you with the IT training available to your organization and staff?

- Very satisfied
- Somewhat satisfied
- Somewhat unsatisfied
- Very unsatisfied

31. In the last year, did you complete any of the following projects? Check all that apply

- Website redesign
- CRM implementation
- eCommerce integration
- Networking
- Technology Planning
32. Have you evaluated the impact of these projects on your programs and services that you offer?

Yes
No

33. If yes, how? What was your process?

34. If no, why not? Check all that apply.

- No tools to evaluate
- Did not have time
- Did not see the value of evaluating

35. How would you describe your organization’s IT adoption?

- Leading Edge/early adopter
- Fast Follower
- Average
- Lagging Behind
- In Trouble

36. Does your organization have a formal, organization-wide technology plan or strategy?

Yes
No
Not sure

37. Are there other questions we should have asked in this survey?
## Appendix B: Demographics

<table>
<thead>
<tr>
<th>Primary Issue Area of Respondents</th>
<th>Percent</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts, Culture, Humanities</td>
<td>8.2%</td>
<td>117</td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td><strong>12.6%</strong></td>
<td><strong>180</strong></td>
</tr>
<tr>
<td>Environment</td>
<td>3.6%</td>
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</tr>
<tr>
<td>Animal-related</td>
<td>1.2%</td>
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</tr>
<tr>
<td><strong>Health Care</strong></td>
<td><strong>7.8%</strong></td>
<td><strong>111</strong></td>
</tr>
<tr>
<td>Mental Health and Crisis Intervention</td>
<td>3.4%</td>
<td>48</td>
</tr>
<tr>
<td>Diseases, Disorders, and Medical Disciplines</td>
<td>2.2%</td>
<td>31</td>
</tr>
<tr>
<td>Medical Research</td>
<td>0.4%</td>
<td>6</td>
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<tr>
<td>Crime and Legal-related</td>
<td>1.9%</td>
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<tr>
<td>Employment</td>
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<tr>
<td>Food, Agriculture and Nutrition</td>
<td>1.3%</td>
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<tr>
<td>Housing and Shelter</td>
<td>3.9%</td>
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<tr>
<td>Public Safety, Disaster Preparedness and Relief</td>
<td>0.4%</td>
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<td>Recreation and Sports</td>
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<td>Youth Development</td>
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<tr>
<td><strong>Human Services</strong></td>
<td><strong>16.6%</strong></td>
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<tr>
<td>International, Foreign Affairs, Human Rights</td>
<td>2.5%</td>
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<tr>
<td>Civil Rights, Social Action, and Advocacy</td>
<td>3.5%</td>
<td>50</td>
</tr>
<tr>
<td>Community Improvement and Capacity Building</td>
<td>5.5%</td>
<td>78</td>
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<tr>
<td>Philanthropy, Volunteerism, Grantmaking</td>
<td>3.2%</td>
<td>46</td>
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<tr>
<td>Foundations</td>
<td>1.0%</td>
<td>14</td>
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<tr>
<td>Science and Technology</td>
<td>3.3%</td>
<td>47</td>
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<tr>
<td>Public and Societal Benefit</td>
<td>3.4%</td>
<td>48</td>
</tr>
<tr>
<td>Religion-related</td>
<td>3.3%</td>
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<tr>
<td>Mutual and Membership Benefit</td>
<td>2.9%</td>
<td>42</td>
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<tr>
<td>Other</td>
<td></td>
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### Total Staff Employed At Organization

<table>
<thead>
<tr>
<th></th>
<th>Percent</th>
<th>Count</th>
</tr>
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<tbody>
<tr>
<td>None</td>
<td>1.0%</td>
<td>14</td>
</tr>
<tr>
<td>One person less than full-time</td>
<td>1.5%</td>
<td>21</td>
</tr>
<tr>
<td>One person full-time</td>
<td>1.8%</td>
<td>25</td>
</tr>
<tr>
<td>Between one and two people full-time</td>
<td>5.1%</td>
<td>73</td>
</tr>
<tr>
<td>3-5 people full-time</td>
<td>10.3%</td>
<td>146</td>
</tr>
<tr>
<td>6-10 people full-time</td>
<td>11.8%</td>
<td>168</td>
</tr>
<tr>
<td>11-29 people full-time</td>
<td>19.9%</td>
<td>284</td>
</tr>
<tr>
<td><strong>30-99 people full-time</strong></td>
<td><strong>23.7%</strong></td>
<td><strong>337</strong></td>
</tr>
<tr>
<td>100-249 people full time</td>
<td>12.9%</td>
<td>183</td>
</tr>
<tr>
<td>250-500 people full time</td>
<td>6.2%</td>
<td>88</td>
</tr>
<tr>
<td>More than 500 people</td>
<td>6.0%</td>
<td>85</td>
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</tbody>
</table>

### Number of Office Locations

<table>
<thead>
<tr>
<th></th>
<th>Percent</th>
<th>Count</th>
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</thead>
<tbody>
<tr>
<td>One</td>
<td>50.1%</td>
<td>713</td>
</tr>
<tr>
<td>2 to 4</td>
<td>28.5%</td>
<td>406</td>
</tr>
<tr>
<td>5 to 8</td>
<td>9.4%</td>
<td>134</td>
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<tr>
<td>9 to 15</td>
<td>5.4%</td>
<td>77</td>
</tr>
<tr>
<td>More than 15</td>
<td>6.6%</td>
<td>94</td>
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### Annual Budget of Organization

<table>
<thead>
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<th>Annual Budget</th>
<th>Percent</th>
<th>Count</th>
</tr>
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<tbody>
<tr>
<td>Less than $100,000</td>
<td>4.6%</td>
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<tr>
<td>$100,000 to $250,000</td>
<td>5.5%</td>
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<tr>
<td>$250,001 to $499,999</td>
<td>7.2%</td>
<td>103</td>
</tr>
<tr>
<td>$500,001 to $999,999</td>
<td>11.8%</td>
<td>168</td>
</tr>
<tr>
<td>$1 million to $2,999,999</td>
<td>23.8%</td>
<td>339</td>
</tr>
<tr>
<td>$3 million to $9,999,999</td>
<td>23.2%</td>
<td>330</td>
</tr>
<tr>
<td>$10 million to $24,999,999</td>
<td>12.6%</td>
<td>179</td>
</tr>
<tr>
<td>$25 million to $50 million</td>
<td>6.0%</td>
<td>86</td>
</tr>
<tr>
<td>Over $50 million</td>
<td>5.2%</td>
<td>74</td>
</tr>
</tbody>
</table>

### Job Title

<table>
<thead>
<tr>
<th>Job Title</th>
<th>Percent</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Director/CEO</td>
<td>36.9%</td>
<td>526</td>
</tr>
<tr>
<td>Systems or Network Administrator</td>
<td>4.1%</td>
<td>59</td>
</tr>
<tr>
<td>IT Director/Technology Director</td>
<td>23.5%</td>
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</tr>
<tr>
<td>Chief Technology Officer/Chief Information Officer</td>
<td>8.1%</td>
<td>115</td>
</tr>
<tr>
<td>Webmaster/Web Administrator</td>
<td>2.8%</td>
<td>40</td>
</tr>
<tr>
<td>Online Communications Manager/strategist</td>
<td>4.6%</td>
<td>65</td>
</tr>
<tr>
<td>Online Community Manager</td>
<td>0.7%</td>
<td>10</td>
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<tr>
<td>Database Manager</td>
<td>3.9%</td>
<td>56</td>
</tr>
<tr>
<td>Information Architect</td>
<td>0.5%</td>
<td>7</td>
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<tr>
<td>Programmer</td>
<td>0.5%</td>
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<tr>
<td>Web Developer</td>
<td>0.5%</td>
<td>7</td>
</tr>
<tr>
<td>PC Technician or IT Support Staff</td>
<td>3.2%</td>
<td>46</td>
</tr>
<tr>
<td>Circuit Rider</td>
<td>0.3%</td>
<td>4</td>
</tr>
<tr>
<td>Project Manager</td>
<td>9.5%</td>
<td>135</td>
</tr>
<tr>
<td>Program Analyst</td>
<td>0.9%</td>
<td>13</td>
</tr>
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</table>