



Graham-Pelton

The Great Resignation

Obstacles and Opportunities



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The headlines



The Great Disillusionment

The Chronicle of Higher Education | *August 2021*

The Great Resignation: How employers drove workers to quit

BBC | *June 2021*

Calculating the cost of losing high-performing fundraisers

The Chronicle of Philanthropy | *June 2021*

How to cope when everyone around you is quitting

The Washington Post | *September 2021*

How do they say economic recovery? 'I quit.'

The New York Times | *June 2021*

Going beyond the headlines

all sectors

“Turnover shock” was universal

- 65% of all U.S. workers are seeking new jobs¹
- Defined by a life event that precipitates self-reflection about job satisfaction; usually highly idiosyncratic²
- Community factors played greater role³
- Avoidance mode activated during stressful events; anxiety, lack of control emerges

There are a record number of job openings⁴

- Historically, availability of jobs predicts job seeker follow-through

The evolution of remote work⁵

- Two-thirds of white-collar workers reported working from home at least some of the time as of September 2021
- Emerging from the pandemic, hybrid work is preferred

Underlying motivations for departures

- Low compensation and job dissatisfaction cited; when explored further, it is job fit (lack of role clarity and thus limited decision-making power) and organizational fit⁶

Going beyond the headlines

the development sector

Fundraising turnover was expected

- December 2019: 51% of fundraisers surveyed planned to quit current jobs by 2021⁷
- Turnover consistently highest among early-career professionals; cited as top retention challenge⁸
- Salaries have largely remained flat since 2019⁹
- Turnover happens in waves over certain times of year

The fundraising industry is growing

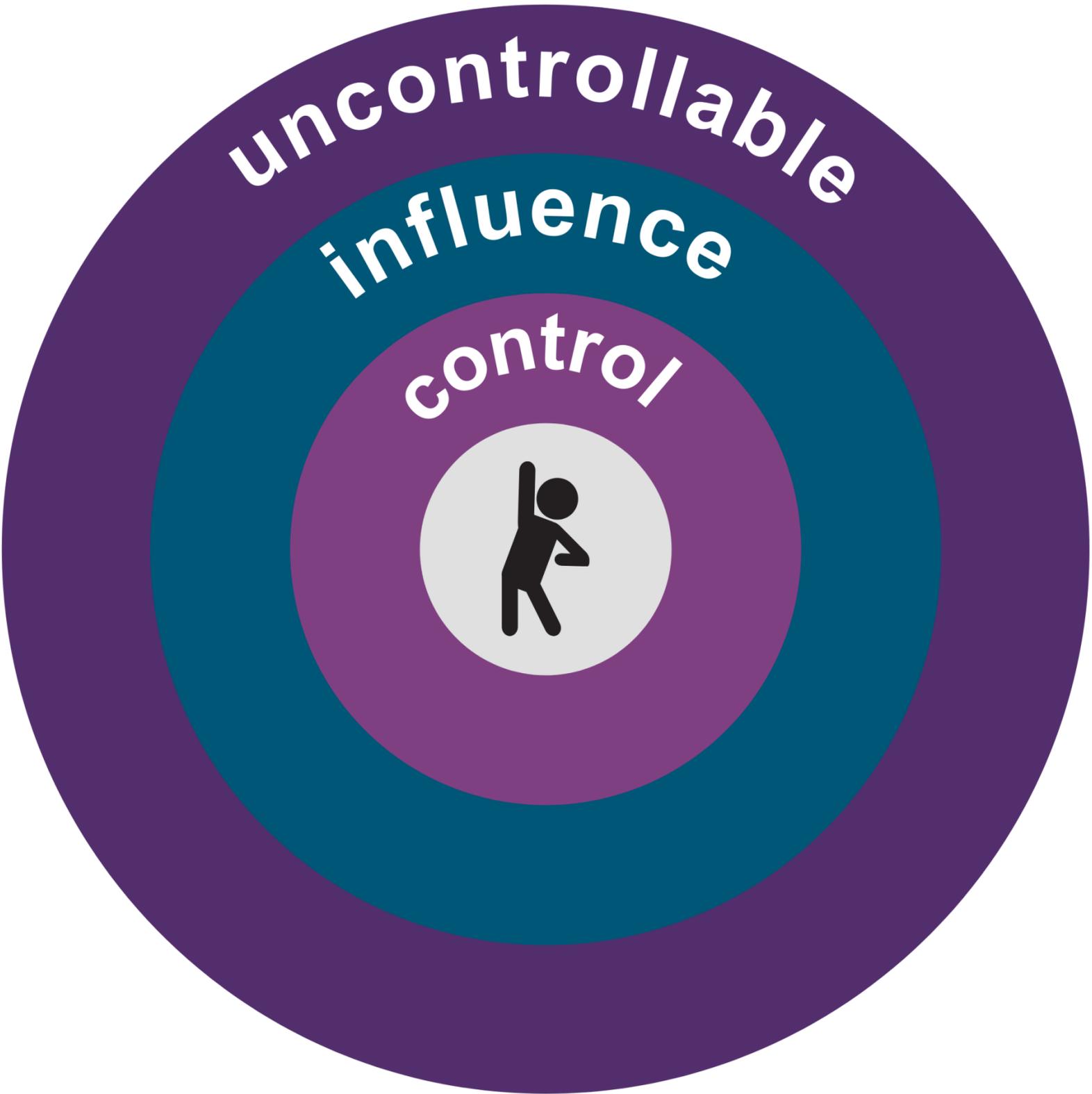
- The Bureau of Labor Statistics reports that fundraising jobs were expected to grow by 15% from 2016 to 2026, far outpacing average job growth¹⁰

Constraints of the field

- The role someone wants in your office may simply not be there
- People now have opportunities, non-traditional paths, they can pursue (including remote work)

**A productive
path forward**

Circles of focus





Your questions

in three parts

Creative compensation

What kinds of creative benefits can we consider to compete with “better offers” (read: higher salary)?

Advocating for your team

How do you convince management about the importance of employing and retaining a strong Development Team for your and their organization? How do you make management value our skills appropriately without sounding self-serving?

Keeping your finger on the pulse

What are strategies for assessing staff satisfaction?

Accelerating diversity

How do we keep an eye out for diverse talent, while keeping in mind we want these positions filled immediately?

Desired outcomes

What are employees' top "must haves" in this new work environment?

The *new new normal*

Do we see more development work going digital with the cultural shift to accept more individual digital engagement? Will that increase flexibility for development roles?

Knowledge transfer

When major gift officers leave, what are the best ways to transfer their relational knowledge to the next hire?

Remaining staff

How do we keep remaining staff morale up or restore it? They're working extra to pick up the slack left by their colleagues' resignations.

A fond farewell

How do we warmly encourage those who should be thinking about other opportunities to leave?

When it's personal

What if I'm the one thinking of leaving?



**More questions
and conversation**

thank you!

**We welcome you to contact us
with any questions.**

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thank you!

sources:

- ¹ US Pulse Survey from PricewaterhouseCoopers, August 2021
- ² “The real reason everyone is quitting their jobs right now,” Fortune Magazine, September 2021
- ³ “Why people stay: Using job embeddedness to predict voluntary turnover,” Mitchell et al., December 2001
- ⁴ U.S. Department of Labor, August 2021
- ⁵ “Remote work persisting and trending permanent,” Gallup, Lydia Saad and Ben Wigert, Ph.D., October 2021
- ⁶ “Turnover Intentions of Nonprofit Fundraising Professionals: The Roles of Perceived Fit, Exchange Relationships, and Job Satisfaction,” VCU Scholars Compass, Abbi L. Haggerty, 2015
- ⁷ “51% of fundraisers plan to leave their jobs by 2021,” The Chronicle of Philanthropy, Heather Joslyn, August 2019
- ⁸ SHRM/Globeforce Employee Recognition Survey, June 2015
- ⁹ “Fundraiser salaries remained flat in 2020,” The Chronicle of Philanthropy, Eden Stiffman, August 2021
- ¹⁰ Projections of occupational employment, 2016-26, U.S. Bureau of Labor Statistics, October 2017