

Human Resource Capacities Survey Results: Community-Based Organizations and Afterschool

May 2005

Overview

The AED Center for Youth Development and Policy Research (the Center) administered an online survey in April 2005 in order to gather information on Human Resource capacity in afterschool programs and youth serving organizations across America. The survey was targeted towards afterschool practitioners who work in local or regional non-profit organizations (not national headquarters of organizations) and who operate year-round programming for youth ages 8-18 years old. The intention in creating and administering the survey was to better understand the issue of high worker attrition in the youth-serving workforce, and to gain insights into how this attrition rate can be decreased in the future through the thoughtful implementation of specific strategies and policies.

Recognizing that several private-sector companies have strong human resource departments, many of which are targeted specifically to worker retention, the Center sought to investigate to what extent this capacity exists in afterschool organizations, and what worker perceptions are of their organization's human resources offerings.

Respondent Demographics

The Center disseminated its survey through the Afterschool.org listserv, which reaches over 2000 individuals nationally. Some individual listserv members disseminated the survey web-link via their networks of afterschool practitioners (one in Connecticut and one in Wisconsin). A total of 181 individuals completed the survey during the 5-day window in which it was open for responses.

Demographic information is summarized below:

Gender	Age	Race	Highest education
Female 86%	Up to 21 - 0%	American Indian - 1.7%	Some college - 6.1%
Male 14%	22-29 - 8.9%	Asian - 3.4%	College graduate - 42.5%
	30-39 - 27.4%	African American - 13.1%	Graduate level or higher - 50.8%
	40-49 - 25.7%	White - 79.5%	Other - .6%
	50-60 - 33%	Hispanic or Latino - 3.4%	
		Other - 2.3%	

The majority of respondents were from urban areas (56.4 percent) while 27.1 percent and 16.6 percent of respondents were from suburban and rural areas respectively. Geographically, 51.4 percent of respondents were from the Northeast region of the country, 18.2 percent were from the Midwest, and an almost even remaining distribution among the South, Southwest, West, and Mid-Atlantic.

Of the total respondents, a majority 90.6 percent were employed full-time by their youth-serving organizations with 91.2 percent serving in a salaried position. The remaining respondents were part-time and/or paid by the hour for their role.

Private and public grants provide the majority of funding for the organizations in which the respondents work. 37.6 percent also listed fee-for-service as a funding mechanism within their organization. The majority of organizations included in this report have been in existence for over 10 years (78.5 percent).

Experience and Role of Respondents

The majority of survey respondents were experienced youth workers, fulfilling the role of Executive Director or Senior Management (44.8 percent) while 36.5 percent hold the role of Program Director. The smallest representation was among frontline staff (5 percent), administrative/support staff (5.5 percent) and other employees (8.3 percent).¹ Work experience and salary ranges are shown in the following table:

Years in field	Percentage	Annual Salary	Percentage
Up to 1 year	0%	Up to \$10	2.8%
2 to 4 years	8.3%	\$11K to \$29K	7.7%
5 to 7 years	13.8%	\$21K to \$30K	8.3%
8 years or over	77.9%	\$31K to \$40K	21%
		\$41K to \$50K	23.8%
		\$51K or higher	36.5%

¹ A targeted survey directed to frontline staff would be particularly informative for a comparative survey/study.

Human Resource Capacities

The Center asked respondents to indicate the types of human resources offered from among the following categories:

- Health care benefits/insurance
- Transportation assistance
- Subsidized child care
- Telecommuting/work from home
- Recruiting
- Employee evaluation system
- Conflict resolution or mediation
- Paid leave (vacation, sick)
- Retirement planning and saving opps
- Performance-based bonus pay
- Flexible work hrs/ family friendly policies
- New staff orientation
- Employee wellness
- Other

The following chart details the human resource components presently offered in organizations (categories receiving 51 percent or higher are shown):

HR Category	Percentage
Job-related profession development	85.6%
Paid leave (sick, vacation)	84.5%
Health care benefits/insurance	83.4%
Employee evaluation system	82.9%
New staff orientation	77.9%
Recruiting	69.1%
Retirement planning and saving opportunities	65.7%
Flexible hours/family friendly policies	58%

When asked what four most important human resource components would help the respondent do a better job and stay in the job, the majority response categories included:

HR Category	Percentage
Health care benefits/insurance	77.3%
Paid leave (sick, vacation)	67.4%

Others that received significant response included: retirement planning and saving opportunities (39.8 percent); performance-based pay (40.9 percent); job related/professional development training (41.4 percent); and flexible work hours/family friendly policies (39.2 percent).

Even when responses were grouped by length of experience in the youth-serving field or position type, the responses roughly followed the same pattern, articulated above.

Analysis and Conclusion

The survey results reveal that experienced youth-serving workers who hold management roles within their organizations value human resources such as health care benefits, paid leave, retirement savings, professional development, and performance-based compensation. For the most part, the organizations for which these individuals work offer these human resource components to their employees. Perhaps related to these offerings, the respondents have thus worked in their field for a considerable length of time.

While these results are informative in terms of *worker retention*, the next step of an analysis of youth worker *attrition* would necessarily be targeted to frontline staff and/or individuals who have not maintained any sort of longevity in the youth-serving field or individual organizational positions. It could be helpful for Cornerstone for Kids to administer a targeted survey to frontline staff in youth-serving organizations, and compare the results of that survey with the April 2005 survey. An overall comparison to the private sector retention rates and human resource capacities may also provide informative comparison and context for the youth-serving profession and field.