



PLEDGE & PLAN



TO INVEST IN THE NONPROFIT WORKFORCE

OVERVIEW

As a result of both chronic under-investment in the nonprofit workforce, and the impact of current social, policy, and economic crises on our sector, our workforce has entered an era of existentially dangerous burnout, worker shortages, and retention challenges.

To meet the moment, the Talent Justice Pledge aims to spark many kinds of investment in the nonprofit workforce from all directions and all stakeholders. In an increasingly tenuous political climate, we have an opportunity to take a collective stance that nonprofits and their funders can only be effective with a diverse, well-supported, sustainable, and engaged nonprofit workforce.

This packet contains two distinct but related parts:

- 1. Talent Justice Pledge Form:** We invite you to sign, on behalf of either yourself or an organization, as a *public commitment* to intentionally investing in an equitable, effective, and enduring nonprofit workforce within your sphere of influence over the next year. To be clear, this pledge is open to signatures from nonprofits, funders, and intermediaries that support the field. “Investing” in this case does not necessarily equate with providing funding. Please read the Pledge Form. If you are ready to sign it, detach it from the packet, sign it, and send a photo or scan to info@fundthepeople.org. Or write a note on the form to let us know you need time to speak with your colleagues before signing, and indicate when you would like us to follow-up with you.
- 2. Plan of Action Worksheet:** This section contains a series of prompts to help you develop your own personal or organizational plan of action. We encourage you to use this worksheet, whether or not you sign the pledge, and to discuss your plan of action with colleagues who can help to support your ideas for change.

Over the coming year, we will invite more people to sign the Talent Justice Pledge across the nation. Your feedback will be helpful to improve these materials and grow our pledge-signing community. Email info@fundthepeople.org to share your feedback. Thank you for starting this journey with us!



TALENT JUSTICE PLEDGE



I/we pledge to drive equity, effectiveness, and endurance in nonprofit workforce by proactively investing in nonprofit people. Toward this end, I commit to these 5 practices:

- 1. Listen, learn, and seek to understand the specific challenges facing the nonprofit workforce in my/our organization (nonprofits), grantee organizations (funders), and/or constituents (intermediaries).** This will allow me/us to be aware, and responsive to, the need for and value of investing in the nonprofit workforce. This includes bringing a clear-eyed, intersectional racial equity lens to all my/our talent-investing efforts, to ensure that nonprofit work is accessible and sustainable for people across lines of race, gender, ethnicity, class, age/generation, ability, and other diverse dimensions of the workforce.
- 2. Educate fellow staff and board members about why it's essential to invest in the nonprofit workforce.** This may begin with sharing what was discussed at the Summit, including lessons from current reform efforts. It should include a real assessment of what we've learned about the needs within our organization (nonprofits), grantees (funders), and/or constituents (intermediaries). It may also include the circulation and discussion of new research; bringing in speakers; participating in webinars and courses, etc.
- 3. Increase talent-investments now where possible.** I/we will immediately start efforts to integrate talent-investing and talent justice into my/our leadership, management, and related practices (budgeting, fundraising, grantmaking, governance, etc.). This may include free or modestly priced tactics like publicly recognizing the hard work of the staff; creating more internal feedback loops between managers and direct-reports; or providing one-time end-of-year bonuses.
- 4. Work toward larger, longer-term investments.** This could include planning and organizing for systematic changes. For nonprofits, this could include efforts such as: adding the goal of becoming a 'great workplace' into our strategic plan; adding salary increases into budget projections; or revising board member and job descriptions so that board members are responsible for investing in the CEO who reports to them, and the CEO is responsible for investing in their direct-reports, and so forth. For funders, this could focus on shifting grantmaking policies and priorities to offer funds that pay for the costs of grantees' staffing and people-systems. For intermediaries, this could include shifting how we talk about staffing issues when we teach DEI, governance, finances, fundraising, grantmaking, etc.
- 5. Publicly champion talent-investing and talent justice.** I/we will speak out and organize against practices that directly undermine nonprofit workers' rights or reinforce inequities in the sector. I/we will use my/our platform to lift up the need for talent-investing and the significant value it can offer nonprofit workers, organizations, and funders.

Check one: I'm signing on behalf of myself

I'm signing on behalf of my organization

Name:

Title:

Organization:

City/State/Region:

Email:

Phone:

Signature:

Date:

I need time to speak with colleagues before signing. Follow-up with me by (M/D/Y):

To sign this pledge virtually, please [click here](#).

I give Fund the People to publicly share my name or organization as a pledge signer.



PLAN OF ACTION



Name:

Organization category (e.g. nonprofit, intermediary or funder):

Title/Organization:

Email:

Date Completed:

Start this worksheet by considering the guiding questions below. Then find and complete the section that best fits your category as a nonprofit (page 2), intermediary (page 3) or grantmaker/funder (page 4). You may also fill out multiple sections if you think that best fits the ways in which you are positioned to create change. For instance, government representatives do not have a dedicated section owing to the diverse nature of their work with nonprofits. Finally, at the end of this packet are closing reflection questions for all to fill out (page 5).

WHAT'S MY GOAL OR PURPOSE?

What specific problems or symptoms of the problem are arising in my organization / grantees / stakeholders that I believe are most important and urgent to focus on?

WHAT CHANGE DO I WANT TO SEE? HOW WILL I MAKE IT HAPPEN?

Who are my audiences (including specific individuals) that I need to influence? What are the mental or real barriers I will face in creating an environment for change or making specific changes? What are key messages that may speak to the reasons for resistance to help overcome these barriers?

NONPROFIT ACTIONS



I COMMIT TO TAKE THE FOLLOWING ACTIONS:

ACTION AREAS WITH EXAMPLES	MY ACTIONS <i>(if none, leave blank)</i>	TARGET DATE*
<p>Talent-Focused Fundraising</p> <ul style="list-style-type: none"> • Cultivating our most trusted funders and donors as champions for investing in our workforce • Being strategically vulnerable by sharing the true cost of services, including the time/money needed to execute work, and the challenges specific to workforce investment 		
<p>Compensation & Personnel Policies</p> <ul style="list-style-type: none"> • Ensuring rational salary bands and living wage compensation levels • Developing a robust employee benefits package to ensure the short-term wellbeing and long-term sustainability of employees 		
<p>Organizational Culture</p> <ul style="list-style-type: none"> • Intentionally nurturing a workplace environment that supports the team through tough times, and builds healthy morale, loyalty, personal actualization, collaboration, and leadership at all levels 		
<p>Advocacy and Policy</p> <ul style="list-style-type: none"> • Building awareness in the field about why and how to engage in nonprofit workforce development, and broadening the conversation to include workers' physical, mental, economic, professional, and identity well-being 		
<p>Write-in:</p>		
<p>Write-in:</p>		

*When I will complete this action by.

I COMMIT TO TAKE THE FOLLOWING ACTIONS:		
ACTION AREAS WITH EXAMPLES	MY ACTIONS <i>(if none, leave blank)</i>	TARGET DATE*
<p>Talent-Focused Fundraising</p> <ul style="list-style-type: none"> Featuring the ideas and practices of talent-focused fundraising in trainings, communications, and conversations with clients, students, or members Framing talent-investment as a primary ingredient in governance, strategy, budget, fundraising, grantmaking, etc. 		
<p>Collaboration and Sector Alignment</p> <ul style="list-style-type: none"> Convening intermediary groups to coordinate prioritizing talent justice across the nonprofit sector Gathering data to understand the staff needs, wants, challenges and frustrations in your constituent groups -- so that organizations can understand, show concern, respond, and raise/grant funds to address these concerns 		
<p>Systemic and Structural Barriers</p> <ul style="list-style-type: none"> Promoting parity and collaboration on wages, benefits, and job quality across networks of nonprofits 		
<p>Funder Education</p> <ul style="list-style-type: none"> Dispelling the perception that investing in workforce development hinders organizational impact by making the case that increased investment in staff can increase performance, which leads to increased impact and sustainability 		
<p>Write-in:</p>		
<p>Write-in:</p>		

*When I will complete this action by.

I COMMIT TO TAKE THE FOLLOWING ACTIONS:

ACTION AREAS WITH EXAMPLES	MY ACTIONS <i>(if none, leave blank)</i>	TARGET DATE*
<p>Foundation Strategy</p> <ul style="list-style-type: none"> • Helping top foundation leadership to establish talent-investing as a pillar that supports the mission, strategies, goals, and programs of the foundation • Ensuring that the ecosystem in which grantee organizations operate offers them an array of robust, external staff-development resources 		
<p>Grantmaking Processes</p> <ul style="list-style-type: none"> • Taking a supportive stance; signaling interest; identifying opportunities; and negotiating ideas for talent-investments during the grantmaking process (website text, developing grantmaking guidelines, discussion questions, etc.) 		
<p>Individual Grants</p> <ul style="list-style-type: none"> • Structuring talent-investment objectives, activities, and resources within any type of grant you make, including specific language in the grant agreement stating that funds can be used in a flexible and responsive fashion for investments in staff and people-systems 		
<p>Empowering Nonprofits</p> <ul style="list-style-type: none"> • Supporting nonprofits to build internal staff-development systems so that they can support their current and future team members, for example by referring or contracting consultants who can support grantees in this fashion 		
<p>Write-in:</p>		
<p>Write-in:</p>		

*When I will complete this action by.

ADDITIONAL COMMITMENTS & IDEAS



OTHER ACTIONS I CAN COMMIT TO:

IDEAS AND ACTIONS I WOULD LIKE TO EXPLORE A BIT MORE BEFORE COMMITTING TO:

QUESTIONS I STILL HAVE / RESOURCES THAT WOULD SUPPORT MY ACTION STEPS: