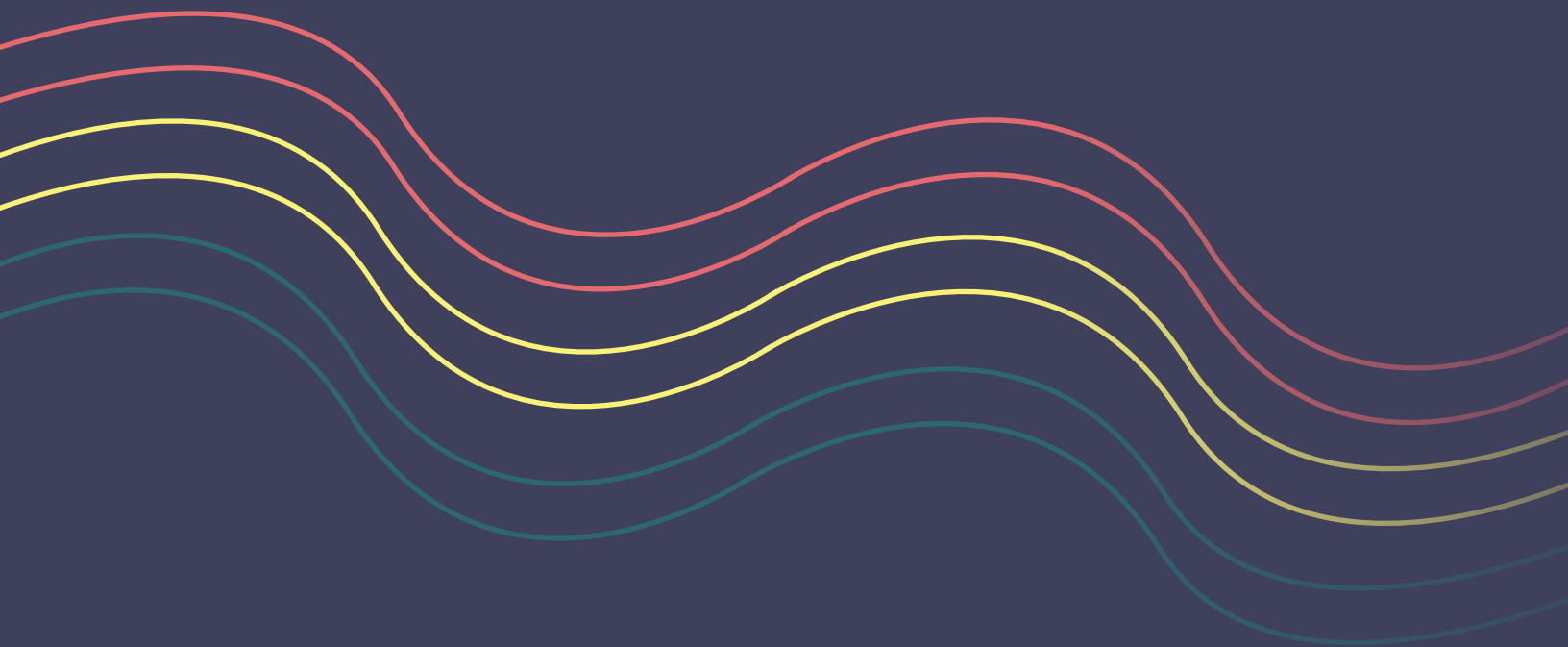


Sustainable Jobs For Organizers

A Toolkit for a Stronger Movement



ALL DUE RESPECT



Sustainable Jobs for Organizers: A Toolkit for a Stronger Movement is brought to you by **All Due Respect** and the **Staffing the Mission** project of **Class Action**. Full toolkit materials can be found at respectorganizing.org.

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About

Why This Toolkit?

We wrote this toolkit to help support organizers, leaders of organizations and funders in their attempts to express their values more fully in the treatment of nonprofit staff.

Throughout the research conducted by Staffing the Mission and All Due Respect, we frequently heard requests to help nonprofit organizations get more specific about the types of changes they could consider to align their values and practices in service of their mission.

We don't intend to offer rigid prescriptions, and we know that each of those choices must be made in the context of an organization's size, budget and culture. If something in this toolkit seems like it doesn't apply to you, we encourage you to focus instead on the pieces that do. But if something seems impossible, we also encourage you to think about why, and about what it would take to create the conditions where aspirational policies could become part of your organization's practice.

We offer this toolkit as a living and dynamic document, full of our own experiences and ideas. If you think of ways to add something missing, or amend something that doesn't land quite right, please reach out and help make this the strongest tool it can be: kinzie@allduerespectproject.org.

Disclaimer: Users should not construe any information in the toolkit as legal advice. We are not experts in state labor laws, and we don't know your specific situation. But we hope you will find some recommendations useful to you and your organization's journey towards equity.

Continued on next page.

Who We Are

Dr. Betsy Leondar-Wright (she/her), lead writer, is a veteran of 30+ years of burnout jobs at economic justice nonprofits, including one coordinating a statewide pay equity coalition, three community organizing jobs, and two as Executive Director of severely underfunded nonprofits. She was the Communications Director at United for a Fair Economy (UFE) for 9 years. She coordinates the Staffing the Mission project on improving nonprofit jobs as a board member at the national anti-classism organization Class Action. For UFE, Class Action and other organizations, she has facilitated more than 250 popular education workshops around the US and the UK. As an Associate Professor of Sociology at Lasell University, she teaches about race and class inequality and social movement strategy. She is the author of *Missing Class: Strengthening Social Movement Groups by Seeing Class Cultures*, and a co-author of *The Color of Wealth: The Story Behind the US Racial Wealth Divide*.

Kevin Simowitz (he/him), co-director of All Due Respect, has worked for nearly two decades as an organizer, campaign manager and political strategist. As a consultant, Kevin works with leading political and advocacy organizations to develop creative and successful campaign strategies for some of the most pressing legislative issues at the state and federal levels, and works with foundations to sharpen the ways that philanthropy can be of service to movement organizations. As the Political Director at Caring Across Generations, Kevin led the coalition to pass the Kupuna Caregivers Act, a first-of-its-kind initiative to support family caregivers of older adults, and also co-led the 2018 Homecare for All ballot initiative campaign, demonstrating the robust grassroots support for an innovative new model of care. At Maine People's Alliance, Kevin worked as the Organizing Director and directed the Maine Small Business Coalition, coordinating the membership development and political program for more than 3,000 Coalition members. Kevin is a board member of Renew New England.

Kinzie Mabon (she/they), Former Deputy Director of All Due Respect, has worked as an organizer, field director, mentor and trainer for the last 8 years focusing on voting rights, voter registration and mobilization, community and coalition building, and developing a leadership pipeline for organizers. In her role as Field Director at the Nebraska Civic Engagement Table, she focused on building organizational capacity for member organizations working on a multitude of issues, including voting rights, women's rights, TLGBQIA2S+ rights, anti-racism and a wide range of economic issues. Their proudest accomplishments in this role were their development of Organizer School, a comprehensive training and placement program for organizers in the Nebraska nonprofit community, and their service as a member of the inaugural National Coordinating Committee for the State Voices network. Kinzie also serves as the board president of OutNebraska.

Flavian Philip (she/her), Staffing the Mission intern, is a recent graduate of The City College of New York (CUNY). Within the past 5 years, she's interned for a plethora of nonprofit organizations focused on issues such as voting rights, anti-Semitism and the statistical misrepresentation of communities of color. Her passion for deconstructing isms like classism, racism and sexism motivate her aspiration of becoming a public interest lawyer in the near future.

Alicia Jay (she/her), is a certified coach and organizational leadership expert who has spent the last 16 years driving change on behalf of social justice activists and organizations, with a focus on gender justice. As a consultant, Alicia works with foundations and organizations to ensure their work is having effective, radical impact. In 2018, Alicia helped launch The League, a cultural engagement firm integrating creative communications, cultural organizing, and narrative shift strategies into traditional civic engagement work. She also served as a co-founder and the Managing Director of Make It Work, a three-year national advocacy campaign advancing economic security issues for women and families. Alicia has helped mobilize millions of women through intersectional campaigns and events like the We Won't Wait coalition, the United State of Women Summit, and the Survivors' Agenda; built the capacity of grassroots organizations through grantmaking at the Atlantic Philanthropies and as an organizational development consultant; and trained the current and next generation of social change leaders through Young People For, the Civil Liberties and Public Policy Program, and as a coach working with hundreds of emerging leaders.

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Acknowledgements

We are grateful to everyone who gave input and feedback during the process of creating this toolkit.

The inspiration for this toolkit came from “Practicing What We Preach,” a manual for organizers published by the National Organizers Alliance in 2001.

Thanks to our reviewers for their thoughtful comments:

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1. Start with your values

What organizational values are expressed in your mission? Ask yourselves whether the organization's treatment of workers falls short of those values in any way.

Think about everything you want for the community members or constituency you serve. Are these goals reflected in the compensation and working conditions of all your employees and contractors?

2. Identify key areas of concern

Think about the most common concerns of organizers and other staff. (If you're a manager or board member and don't know what employees find unsustainable about their jobs, your first step could be a confidential survey, listening sessions or another way of gathering staff input.)

Of the 10 Key Areas listed in this toolkit that make jobs burnout-inducing or unsustainable, pick two or three to read first where you see red flags in your organization.

Skim the other tables for additional problematic practices.

3. Do a detailed self-assessment

Use the PDF tables as checklists for organizational assessment.

- Which problematic practices in the left columns ring true for your organization?
- What basic practices in the center columns are missing from your organization's HR policies, compensation system, internal communications or culture? Are there other solution ideas you would add?
- Of the aspirational practices in the right hand columns, are any desirable or feasible, now or in the long run?

Similarly, are there items on the DEI checklists in this toolkit you aren't doing now that could make a difference?

What problems do you see that aren't covered in this toolkit? Try drafting a similar table, with problematic practices in one column and solutions to their right.

Print out, download or recreate the relevant tables and rows, and mark them up to share with others in your organization.

4. Make easy fixes

Find some low-hanging fruit: improvements to organizers' and others' jobs that can be easily made by someone in the organization, without a major decision-making process.

Continued on next page.

5. Gather stakeholders for solution-oriented discussions

Who needs to be at the table to make major changes happen? Include decision-makers (board members and top managers), as well as organizers and other non-management staff who may have unsustainable jobs.

Provide stakeholders with self-assessment materials that juxtapose current policies (e.g., personnel policy or employee handbook, pay structure, DEI commitments) with the recommendations in this toolkit and other ideas for improvements. Circulate the results of any staff survey(s).

If major restructuring is on the table, click through the relevant links in the [Reducing Hierarchy](#) page and/or [Unionization](#) page to seek expert advice.

Aim for agreement on a list of goals. For each next step towards those goals, designate who will do it by when, including who will draw up the additions to the budget they would require, and create a tracking system for follow-up communication.

Consider inviting [Staffing the Mission](#), [All Due Respect](#) or another organizational development outfit (such as [Roadmap's](#) list) to contract with your organization for ongoing consulting.

6. Implement changes

Consider forming an ongoing Change Team to guide the process over time, with members from all levels of the organization.

Communicate the change goals and their rationales to your funders, and ask for their support in future grant cycles, if not in the current one.

Discuss measurable benchmarks for how you will know the impact of the changes you make. For example, if one goal is to reduce organizer turnover, is this year's retention rate better than last year's? Consider surveying staff before and after the changes.

Remember to disseminate and celebrate any positive change in the organization. Your organization can be a role model for others!

Sound like a lot? Yes these conversations can be complex—and they are well worth the energy. This process could take as little as 1 or 2 months with a concerted effort. The positive results will be noticeable within a year or less.

An organizer with a sustainable job...

1. Is paid well and fairly
2. Has affordable health insurance and other benefits
3. Is surrounded by respect for all identities, and by efforts to rid the organization of oppressive dynamics
4. Is supported by thoughtful supervision
5. Has channels for their input to be heard and considered by decision-makers
6. Gets clear, transparent communication from top managers and the board
7. Has opportunities for in-service learning, professional development and promotion
8. Has a workplace conducive to physical and emotional well-being
9. Works reasonable hours, with enough paid leave to support a healthy work/life balance and to meet personal and family needs
10. Gets support to deal with the specific stresses of organizing.

Potential Solutions



Problematic Practice

Organizer compensation is lower than the basic cost of living.

Sustainable Practice

Check the MIT Living Wage calculator for your area.
Make sure the lowest pay is above the cost of living for a single adult with one or two children, to cover not just immediate necessities but self-investments such as retirement savings and education.

Aspirational Practice

Consider basing pay levels on need, not only experience and responsibilities.
For example, consider moving staff with dependents, disabilities, student loans or other expenses higher in the pay range for their job title.
(Be careful not to use a protected category such as race or gender as the basis for pay or benefit differentials. Compensation differences can't cross the line into discrimination.)
Consider across-the-board raises, as in this story, to above-living-wage levels, as this nonprofit did.

Some staff compensation is lower than prevailing rates at comparable organizations.

To research others' pay for similar positions, use tools such as JVS's Job Quality Survey; "Find Salaries" on Indeed.com; National Committee on Pay Equity; the Bureau of Labor Statistics Occupational Outlooks; and meet prevailing wages, if possible.

Look beyond prevailing wages for organizers, a historically undervalued occupation, and set pay instead based on parity with other mission-essential job categories, such as development.

Years go by without raises, causing pay to fall behind the cost of living.

Give annual COLA raises equal to or exceeding the inflation rate.

If there were past years without raises, calculate how much the cost of living rose then, and adjust pay to catch up.

Continued on next page.



Potential Solutions

Problematic Practice

Ratio between top and bottom pay grows over the years due to percentage raises.

Sustainable Practice

Give flat dollar amount raises (instead of percentage raises) to gradually reduce internal pay inequities.

Aspirational Practice

A 2:1 or 3:1 maximum ratio means that a raise for the ED requires raising the lowest paid first.

When the budget doesn't allow raises for all, prioritize the lowest paid.
Set a maximum ratio between lowest and highest pay.

Some organizations, such as the Sustainable Economies Law Center, pay all staff the same gross amount.

Pay inequity exists between jobs with comparable skill and responsibility, but typically done by different genders and/ or races.

There may also be inequities based on funding sources, nepotism, credentialism (requiring degrees unnecessarily) or other unfair reasons.

Have a clear written policy for pay levels, specifying job-related reasons for different levels, such as job responsibilities.

Aim for parity in valuing all external relations functions. Just as development staff might be rewarded for fundraising track record and relationships with donors and funders, reward organizers for community relationships, lived experience with the organization's issue(s) and for cultural roots that garner trust with community members.

Regularly compare actual compensation with the compensation policy. Immediately give raises to eliminate any unfair differences.

Do a full comparable worth audit, with help from the National Committee for Pay Equity or a pay equity consultant. Raise the pay of undervalued job titles.

Often pay ranges are not included in position postings, and compensation varies by applicants' requests. Those who negotiate higher pay tend to be highly educated white men and other self-confident people, as well as friends and family members of hiring managers.

Always put pay ranges in position postings (for both staff and contractors). Don't negotiate above the range.

In interviews, don't ask for previous pay or for pay expectations.

Decide in advance the criteria for where someone will fall in the pay range (e.g. years of experience, amount of expertise, need).

If staff size allows, two different people should do the hiring process and the final contract negotiations.

Continued on next page.

Potential Solutions



Problematic Practice

Benefit mix doesn't meet the needs of some categories of employees, such as older staff approaching retirement, parents in need of childcare, and those with student loans.

If the employer contributes to employees' accounts (e.g. HSA, retirement, flexible benefits) on a percentage basis or matches employee contributions, that favors affluent staff.

Most small nonprofits offer no retirement accounts at all, not even empty ones where employees can make pre-tax contributions.

One reason is that EDs and other administrative staff sometimes lack the expertise in setting them up.

Interns are often exploited, with minimal or no pay, and given tasks with no educational dimension, which violates IRS rules.

While volunteers are the lifeblood of many community-based organizations, the difference between a volunteer and an intern is that volunteers are not bound to a job description or a certain schedule, but are free to choose their roles. It's unjust for anyone with specific required shifts and responsibilities not to be paid.

Compensation policy is an afterthought, undiscussed and disconnected from the organization's values and mission.

Sustainable Practice

Invite staff input into benefit plans.
Remember that it's more affordable to the employer to fund cash-like benefits (HSAs, childcare reimbursements, student loan payments, transit passes, retirement accounts) than to increase paychecks, which incur employer taxes.
Set up Health Savings Accounts (HSAs) and commuting cost accounts as allowed by the IRS, so that employees can contribute money pre-tax.

Check out Just Futures' user-friendly 401(k) plan for the nonprofit sector with social-justice-oriented investments (currently in process).
Set up retirement accounts even if the employer doesn't contribute, so that staff can contribute pre-tax.

Pay student interns at least the amount that the organization believes the minimum wage should be (e.g. \$16/hour), unless their college pays them.
Make sure interns get an educational experience, as required by law.
If the organization provides stipends or expense reimbursements to some volunteers or board members, consider a needs-based sliding scale so low-income people get more.

Build in regular discussions of overall compensation practices, such as at annual retreats. Don't wait for organizers and other staff and contractors to complain, but proactively notice inflation and inequities.

Aspirational Practice

Explore variable needs-based benefits, as ERISA allows. Use flexible benefits plans (see Roadmap report for suggestions) to best meet individual staff needs.
Affluent employees with no qualifying needs could voluntarily decline to draw on their accounts.
Make employer contributions to benefits and retirement accounts at a flat per-employee level.

Investing in organizers and other staff means supporting their long-term futures by substantial retirement contributions, without requiring a staff match.
Compare types of retirement accounts (401(k), SEP, SIMPLE and state-facilitated plans); choose one with socially screened investments that doesn't burden employees with high fees.
Set up retirement accounts to allow bigger contributions by older workers closer to retirement, legal as long as they don't favor higher-paid staff.

Consider creating fellowships with educational programming as well as work responsibilities, paid at entry-level professional levels.

The board can set an aspirational goal for future, e.g. "We aim to pay within the top 20% of our field, so we can recruit and retain the best diverse talent."



Potential Solutions

Problematic Practice

Some nonprofits violate their own core values by leaving employees and their families without health benefits. Some employees acquire medical debt or go without needed care.

Sustainable Practice

If 100% of family insurance for all staff is impossible to fit into the budget, employee contributions to health insurance should be scaled to be affordable at each pay tier.

One option is to buy full family plans for the lowest paid staff; contribute 50% or more to individual plans for the highest paid management staff; and offer no health insurance for those covered elsewhere, by a family member, public program (eg VA, Medicare) or by another employer or school.

At a minimum, for any staff otherwise uninsured, reimburse the cost of a subsidized “bronze” plan under the Affordable Care Act for income-eligible staff; and for ACA-ineligible others, buy a basic high-deductible catastrophic-only plan.

Aspirational Practice

Full family health coverage for all staff is the gold standard; prioritize it in fund-raising and budgeting.

Consider paying for treatments uncovered by conventional insurance, such as acupuncture and chiropractic, gender-affirming care and reproductive health, to be covered by flexible spending accounts.

Initiate conversations with funders about the positive impact on the mission of fully funding health benefits for all.

Part-time employees get no benefits, or get an employer contribution too small for them to afford even the cheapest health insurance plan.

Although less common than in the corporate sector, some nonprofits keep part-time staff hours below the minimum needed to be eligible for health benefits under their personnel policy.

It is unethical to employ anyone and leave them completely without health coverage.

For part-timers with no other source of health insurance, make prorated contributions to Health Savings Accounts. Allow part-timers to buy into the health plan.

Consider fully insuring all staff, including part-timers.

Many employers haven't prepared to support employees who develop disabilities or long-term serious illnesses, and don't offer life insurance to help the survivors of deceased employees.

Disability insurance and life insurance can be affordable if purchased as group plans, especially for larger nonprofits.

Consider the services of a [Professional Employer Organization \(PEO\)](#) to access group plan discounts.

Continued on next page.



Potential Solutions

Problematic Practice

Long-term people with staff-like responsibilities are often misclassified as contractors to avoid employer taxes for social insurance programs, putting organization at risk.

Sustainable Practice

Managers should be familiar with the [IRS criteria](#) for a contract position exempt from employer taxes. (For example, contractors must control their own equipment, time and methods of work, and must not get any paid leave or benefits.)

Turn contractors into employees with benefits and paid leave if the positions are ongoing, embedded in the organization, and meet the IRS criteria for an employee. (Seasonal, intermittent and temporary workers can also be classified as employees.)

Aspirational Practice

Contracted positions comply with [Fair Labor Standards Act](#) guidelines, but are not paid sufficient premium over staff wages to cover the 15.2% double FICA and Medicare contributions, and to self-insure against unemployment and workplace injuries.

Add at least 16% to equivalent staff pay for self-employed contractors.

Use [Practice Best Practice](#)'s calculator to convert hourly wage levels into consultant fees that include the long-term costs of being self-employed, such as business development, marketing and equipment, and long-term needs such as retirement savings, health care and dependent education.



Potential Solutions

Problematic Practice

No DEI policies; or policies exist but are not practiced.
 DEI programs are led by untrained, inexperienced contractors, and sometimes backfires; or staff with marginalized identities are pressured to take on extra unpaid responsibilities and emotional labor.
 Lectures and films are sometimes used as a quick-and-dirty substitute for participatory, change-oriented workshops and processes.

Sustainable Practice

Every organization needs to have clear antiracist and other anti-oppression commitments, on website and in orientation packet.
 Create regular spaces to review the policies, to reflect on implementation progress and to learn from mistakes together.
 Regular high-quality DEI workshop series are facilitated by qualified outside contractors, and are embedded in an overall DEI change plan.
 Ground-rules for meeting process include respect for everyone of all identities; ground-rules are reviewed and revised regularly and agreed to by all participants.

Aspirational Practice

Large organizations should hire staff DEI coordinators. Staff who put in extra time on DEI work should be compensated for it.
 Before hiring, research the efficacy of various models of DEI training to avoid methods shown to be [ineffective](#). One-shot workshops have the weakest track record, so if possible, fund longer, more intensive interactive processes.

Some staff feel unsafe or unwelcome because of microaggressions (incidences of unwelcome focus on their marginalized identities).

Have written policies and training on avoiding microaggressions. Name specific common offenses such as touching Black women's hair; unwelcome focus on national heritage like "where are you really from?", and questions like "Have you had surgery?," "Why do you need that [mobility aid]?" etc.
 The training should support staff to build the muscle for courageous conversations, to learn how an offending action or phrase may have caused harm, and to offer repair.

Oppressive jokes and comments pass without comment; or, worse, others laugh or chime in; or the offensive speaker is berated ('called out') with harsh personal attacks.

Cultivate an organizational norm of speaking up immediately and vehemently (about the offensive contents, not against the speaker as a person). Then follow up later with the speaker for private consciousness-raising conversations ('[calling them in](#)' rather than 'calling them out'). Plan some educational programming with the whole staff on the issue, if needed.
 Strengthen staff capacity to speak up with '[upstander training](#)'.

Continued on next page.

Potential Solutions



Problematic Practice

Accusations of bias incidents and microaggressions are swept under the rug, or, worse, reporting leads to retaliation;
or the converse: accusations get quick, punitive over-reactions without investigation.
Policies aren't made explicit until they are breached.

Sustainable Practice

Explicit definitions of discrimination, bias, sexual harassment, etc. are set and reviewed with all.
The designated DEI team uses a process, clear to all staff, for [investigating](#) complaints that includes hearing from accused and accuser, and lays out consequences for serious offenses, including who and how to repair any harm done. Base decisions about consequences on the facts of the case, combined with an awareness of oppressive patterns in society, not on popularity, fear of retaliation, fear of emotional reactions or fear of bad publicity.
Aim to make each incident an opportunity for learning, healing, trust-building and organizational growth.

Aspirational Practice

DEI coordinator(s) on staff work to deepen the staff's, board's and stakeholders' understanding of multiple systems of oppression and how a more diverse staff would contribute to advancing the organization's mission and operations.
DEI coordinator(s) set up regular, mandatory all-staff trainings and convenings and facilitate goal-setting sessions for best DEI practices, with systems for tracking progress and accountability.

During conflicts or accusations of bias, emotional expression of accusers or accused is shut down as 'inappropriate' or 'unprofessional'.
Conversely, managers sometimes give in to someone just based on their strong emotions.

Emotions, including anger, are welcomed in internal discussions of organizational practices, as long as no individuals are berated or bullied.
Resolve conflicts and incidents by the facts of the situation, not by who is more emotional, who is more or less oppressed, or who is closest to the facilitator or decision-makers.

During hiring processes, the excuse is often used that "none of 'them' applied" (referring to a social identity underrepresented in the organization, most commonly people of color). Hire after hire reinforces the lack of staff diversity.

Publicize all positions on listings such as [Diversity.com](#), [DiverseJobs.net](#), [DiversityJobs](#), [Disability Jobs](#), as well as [Idealist](#) and [InDeed](#).
Set an organizational policy that no hire will be completed until there's a diverse pool of qualified applicants - and stick to that commitment even when time and money are short.

Go beyond specific hires to proactively create a pipeline of diverse qualified applicants in your field.

Continued on next page.



Potential Solutions

Problematic Practice

Staff of color and working-class-background staff are often concentrated at the bottom of organizational hierarchies.

Nonprofits sometimes use 'window-dressing' (e.g. spotlighting their rare staff of color in website photos) and tokenizing to project a false image of diversity.

Sustainable Practice

In setting diversity goals, pay attention to rank within the organization.

For [Black, Indigenous and people of color](#), working-class people, LGBTQ+ people and any other underrepresented identities, set goals not just of numbers, but of positions of power, such as board members, managers and technical positions. Proactively offer leadership opportunities and support.

Ensure internal career ladders offer opportunities for growth and leadership to meet diversity goals at all ranks. Set goals and incentives for achieving staff diversity and career advancement, and measure progress over time.

Aspirational Practice

DEI coordinator(s) on staff work to deepen the staff's, board's and stakeholders' understanding of multiple systems of oppression and how a more diverse staff would contribute to advancing the organization's mission and operations.

DEI coordinator(s) set up regular, mandatory all-staff trainings and convenings and facilitate goal-setting sessions for best DEI practices, with systems for tracking progress and accountability.

Staff in underrepresented groups are sometimes spotlighted and asked to speak for their entire identity group, or pressured to share their life experiences.

All sharing of identities and identity-related perspectives and experiences should be voluntary.

Invite staff members to name their own identities (e.g. whether 'Latinx' or 'Hispanic'; whether 'gay' or 'queer'), or to decline to self-identify.

Cultivate safe spaces that provide spaces for people to share cultural norms and experiences related to their identities

Staff in underrepresented groups feel isolated and wonder if others share their concerns.

Support staff who want to gather by identity for mutual support and empowerment; allow gatherings during work time.



Potential Solutions

Problematic Practice

Job applicants and new hires learn so little about the organization, the issues, the community and the job responsibilities that they are not well-equipped to do their job well in their first months.

Initial job descriptions become outdated as campaigns progress and priorities change but the changes aren't documented.

Some organizers report having no job description at all.

Reviews of staff performance happen seldom or never; or are used punitively.

Terminations come out of the blue and/or are perceived as unfair.

Sustainable Practice

On-boarding should have two components: a standardized orientation to the organization and its work, where someone is in charge of orienting all new staff and contractors, with written materials; and also sessions with the supervisor or team leader about the specifics of the job and its context.

In an employee's first 6 months, supervisors should schedule extra regular check-ins.

Every staff member needs a current written job description, updated with change in responsibilities, and taking staff interests and skills into account. One good practice is to have staff update their own job descriptions and review changes during their annual review.

Similarly, contractors' Scopes of Services need to be revised as needed.

If job descriptions are updated in the performance evaluation process, make sure the individual's pay reflects any new duties.

Reviews are done at least annually, with two-way dialogue, and include few surprises, thanks to regular communication with supervisors and colleagues. After feedback, employees have opportunities to self-correct. One tool for self-reflection and feedback is the [Johari Window Exercise](#).

Supervisors regularly affirm positive accomplishments and have a future growth orientation, so that when performance problems are discussed, they are put in the context of strengths as well.

Terminations for cause should happen only after multiple warnings (except in cases of extreme behavior, such as violence) and opportunities for improvement. The personnel policy should lay out clear criteria and a clear [progressive discipline](#) process for termination.

Aspirational Practice

Larger nonprofits with HR managers should design an onboarding process and ensure that supervisors and managers actually carry it out.

Connect updated job descriptions to compensation ladder and skills development goals.

Consider instituting [360 evaluations](#) of all staff, including top management, with input from all stakeholders.

More [frequent feedback meetings](#) are more effective than annual, if capacity allows.

Staff evaluations can include performance improvement goals which are linked to a professional development plan for each employee.

Continued on next page.



Potential Solutions

Problematic Practice

Reorganizations and management turnover lead to staff disorientation from frequent changes in supervisors.

Sustainable Practice

Changes in supervisor / supervisee relationships should be made only when necessary. Continuity of productive relationships is prioritized.

Every employee and contractor should know who has the power to define their jobs and assess their performance. Be explicit about who will have decision-making authority over or input into which aspects of the work, using a tool such as [DARCCl](#).

Aspirational Practice

Supervision is done by overburdened staff whose other responsibilities over-fill their work hours, often people with no management training or prior experience.

Well-meaning supervisors leave their supervisees on the back burner, only communicating with staff when there's a crisis or change of strategy.

Supervisors need to understand what is expected of them, and be well-trained and supported. Building a culture of mutual respect and trust between supervisors and staff is seen as an organizational priority for increasing staff engagement and reducing turnover.

Limit the responsibilities for those with supervision in their job descriptions to allow time for regular one-on-one meetings with supervisees, ideally no more than 3 to 5 direct reports, as well as team meetings.

Supervisors can act as sounding boards for employee venting, as well as conduits for communication between their supervisees and top decision-makers.

Supervisors of organizers understand their role includes listening and learning from fieldwork updates.

Expand staff size to take other duties off supervisors' shoulders.

Staff well-being and satisfaction are on the back burner, ignored until a crisis occurs.

Supervisors and top managers need regular times to think about improvements affecting staff, such as in-service training, discussions of staff surveys results, participation in events such as [Alliance for Nonprofit Management](#) conferences, and review of resources, e.g., [Society for Human Resource Management](#) reports.

Give first-time supervisors training and how-to materials before they start. Offer regular supervisor support circles to problem solve and reflect together.

Proactively ask staff how they like to be recognized or rewarded for special accomplishments (e.g. time off, a gift card, public recognition, or a personal note of appreciation).



Potential Solutions

Problematic Practice

Managers sometimes make major decisions having gotten zero input from affected staff;

or managers have no alternative to seeking out informal input from employees one by one.

Sustainable Practice

Every nonprofit needs built-in channels for communication from employees to decision-makers. In non-union workplaces, there are several ways to structure this:

- Non-management staff can elect representatives to slots on the board and/or management team;
- Regular confidential surveys by all staff on job satisfaction;
- 360 evaluations of managers by all supervisees and team members.

Strategic planning processes should include input from all ongoing staff and contractors, placing extra value on input from the organizers with the most contact with the constituency.

In management or board meetings, when a topic comes up that affects certain jobs, invite the relevant staff to join the discussion or give input before making decisions, as well as later at the implementation and evaluation stages.

Aspirational Practice

Consider reconfiguring job responsibilities so that longer-term employees have some project-management or organization-wide responsibilities, with commensurate pay increases, as in [this example](#) or [this one](#).

Consider exploring more horizontal [organizational structures](#).

Employee complaints and conflicts with management are ignored—or worse, retaliated against.

Establish a conflict mediation process, whistleblower protection, a staff ombudsperson and/or a grievance process in personnel policies, including conditions for outside mediation.

Normalize internal conflict not as failure, but as a critical opportunity to learn, lead and build trust. Welcome differences of perspective and principled debate over opinions and ideas (as long as there is no berating or harassment of individuals).

Use external, paid professional mediators when internal conflicts become too emotionally heated to resolve internally.

Consider outsourcing employee relations in general to a specialist (such as [this one](#)), a more affordable option than an HR position.



Potential Solutions

Problematic Practice

Managers habitually talk in private and fail to share significant decisions and policies with staff, in particular with staff with different identities than themselves.

Sustainable Practice

The healthiest organizations have an internal culture of open communication, with abundant informal conversation among all staff and stakeholders, as well as meetings and written documentation. While too much internal focus can stress staff and drain time away from program work, reach for a balance.

Keeping information confidential should have a clear privacy rationale (e.g., the identity of anonymous donors, HR issues and individual net paycheck amounts). Staff should understand what management means by confidentiality and discretion.

Other than confidential items, transparency should be the norm.

After board meetings and major management meetings, non-personnel decisions should be shared with relevant staff in writing and verbally, along with any informational materials related to strategy options and organizational development.

Aspirational Practice

At bigger organizations, an internal e-newsletter or Slack channel could include regular management reports.

Some staff feel unclear on basic information about the organization and its policies.

The big picture of organizational strategies, values, goals and structure should be explained during onboarding new staff, updated and reviewed regularly and made easily accessible to all staff.

The personnel policy should be comprehensive and handy for staff to consult. The NOLO book "[Create Your Own Employee Handbook](#)" has templates.

Annual planning and progress reports should refer back to those big picture strategies, values and goals to refresh everyone's understanding and update as needed. Try using a [dashboard](#) to ensure good information flow across the organization.

With input from all stakeholders, create a people-centered [Employer Philosophy](#) that ties the qualities of the employer-employee relationship to the mission and values of the organization.

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Problematic Practice

Pay-setting practices are kept secret because they involve unjustifiable criteria such as when someone was hired or contracted, sources of funding for jobs, nepotism, etc.



Potential Solutions

Sustainable Practice

Discuss openly the values behind your rationales for paying some staff more (e.g. seniority, responsibility, expertise, needs); explain the pay-setting policy in writing and abide by it.

Legally the organization's [990 tax form](#) must include the compensation of the five highest paid employees, if over \$100,000.

Aspirational Practice

A few nonprofits have decided that [individual gross pay amounts should be shared openly](#), after getting consent from the entire staff. At others, certain individuals decide to disclose, while others keep their pay private. Outside facilitation of follow-up discussions may be needed to air the resulting emotions (such as resentment, shame, guilt and anger), but some organizations have reported that the resulting culture of trust and openness is worth it.

Potential Solutions



Problematic Practice

Too much nose to the grindstone, too little time to reflect or learn. Organizers and other staff have no time or encouragement to learn and discuss the broader context of their work.

Sustainable Practice

When work-flow allows (e.g., after a campaign ends), incorporate educational programming into the work day. For example:

- Brown-bag lunch series with authors, activists, experts on the issue;
- Book group;
- Film showings;
- Half-days off to read or watch videos in the office;
- Build up an in-office library of periodicals and books.

If not all staff are literate, provide audio and video materials as well. If not all staff read English, provide educational materials in their languages.

Encourage attendance at conferences and workshops; build time for professional development into job descriptions.

Aspirational Practice

Pay for intensive continuing education related to organizing; invite staff to enroll in [Midwest Academy](#); [Marshall Ganz's workshops](#); [Jane McAlevey's Strike School](#); the [Union Leadership and Activism](#) low-residency master's program; [Women's Institute for Leadership Development](#), etc.

Provide translation for educational events.

Non-organizing employees don't always understand what organizers do and why their work is valuable; and organizers' experience and knowledge may be lost to future staff after they move on.

Create opportunities for organizers to create learning materials for the organization to learn from their experience, transfer knowledge from organizer to organizer, strengthen organizing departments and build knowledge in the field.

Similarly, create opportunities for the communications staff, organizers and grassroots leaders to spend ongoing time to learn together how to advance key organizational messages.

For organizations that hire temporary organizers for single campaigns, consider creating year-round positions, which allows for off-season reflection, skill development and sharing of learnings.

Representing the organization in public is done only by grassroots leaders and/or by management staff, not by organizers and other program staff.

Nurture more staff as spokespeople. Offer training in public speaking and in the campaign issue to prepare more organizers to do radio interviews or podcasts, and to co-present about the campaign at meetings, hearings and conferences, along with directly affected grassroots leaders.

For organizations that hire temporary organizers for single campaigns, consider creating year-round positions, which allows for off-season reflection, skill development and sharing of learnings.

Continued on next page.

Potential Solutions



Problematic Practice

Hiring is usually from the outside for managerial or high-skill positions, without considering potential of current staff to fill them.

Staff feel stuck, get no support for career aspirations or professional development.
Supervisors relate to organizers and other staff solely in terms of their current jobs, taking no interest in their future.

Sustainable Practice

Consider promotion from within first. Proactively promote staff of color as part of the racial equity commitment.
When staff growth is needed for a higher position, allow paid leave for skill training, and offer mentoring and cross-training, for example a canvasser shadowing a canvass director in preparation for assuming that role.
Regard management as an actual skill requiring training, for example in financial management, not something that anyone can do based on common sense.

Supervisors can encourage staff to think about career goals and to take opportunities for skill development.
Set up a voluntary system of mentoring for more and less experienced staff.

Aspirational Practice

For larger organizations, an internal skill-building and leadership development pipeline will pay off in the long run. Create a long-term internal management training program with stages offered regularly.
Pay for certificate programs and college courses for staff with aspirations of rising within the organization.

Put a substantial amount for each employee's professional development in the budget, and encourage staff to look for courses, workshops, conferences and career counseling.
In larger organizations, create a people-development position dedicated to coordinating staff development, convening supervisor support circles, improving policies, etc.



Potential Solutions

Problematic Practice

Sustainable Practice

Aspirational Practice

Inadequate office furniture and equipment, bad lighting, chemicals and poor air quality harm employees' bodies.

Offices and other worksites need clean air, adequate bathrooms, safe drinking water and a lack of squalor and vermin.

Get periodic ergonomics assessments from an occupational safety and health organization, such as a local [NCOSH affiliate](#).

Working remotely puts some employees and contractors in inadequate physical environments, at home, in their cars, etc.

Buy remote workers ergonomic furniture or laptops needed to comfortably work from home; pay their extra utilities (e.g., Internet and electricity).

If budget allows, buy cars for organizers who need to drive around the community (or ask donors for used cars to loan to staff).

Don't assume that organizers have adequate cars; rent cars for staff if needed.

The movement martyr culture, glorifying overwork, leads organizers and other staff to feel that it's better for campaigns if they neglect self-care; some think that's what managers want from them.

Support and encourage self-care for all employees. Offer exercise and/or meditation onsite. Put self-care on staff meeting agendas so staff can share their ways of preventing burnout.

Offer a wellness benefit that staff can use for gym memberships, therapy, etc.

Communicate clearly and often that staff well-being is a priority.

Organizing can feel like relentless, grim work with only long-term rewards.

A healthy organizational culture balances serious work focus with laughter and light-hearted fun. Strive to create a sense of community.

If space allows, equip the office with equipment for fun breaks, such as a pingpong table.

Make the office an enjoyable place, with uplifting art representing the mission and the community, and comfortable spaces for breaks. Free food can raise morale.

Offer affordable perks such as museum and gym passes, and public transit subsidies.

Encourage staff creativity and incorporate the arts into the workplace and special events: music, visual art, poetry and spoken word.

Consider benefits that recognize obstacles that staff from marginalized backgrounds may face, such as debt forgiveness for education, medical or carceral. There are a range of [taxable and nontaxable fringe](#) that can help meet retention and equity goals.

Schedule fun excursions for annual retreats or post-campaign recovery days. Make sure all staff are comfortable with the type of fun planned.

If some staff work off-site and some on-site, avoid the hybrid model of some people Zooming in to a social time designed for in-person participation. There are many [remote team-building activities](#); if anyone is remote, everyone should participate electronically.

Continued on next page.



Potential Solutions

Problematic Practice

Employers don't always realize that some employees struggle with mental illness, substance abuse, family crises and other stresses, and so don't offer referrals or support.

Sustainable Practice

Gather information about affordable resources staff in trouble can turn to, and make these referral lists easy to access without disclosing a need.

Aspirational Practice

Consider an Employee Assistance Program (EAP) so that employees can get confidential referrals. Check for quality, as some programs are inadequate or overpriced.

Contributions of organizers and other lower-level staff go unacknowledged.

Frequently give awards, newsletter profiles and other recognition to staff at all levels, especially at the end of a campaign.

In recognition of special effort and contributions, give gift cards and other perks.



Potential Solutions

Problematic Practice

Unpaid hours can lead to burnout.

Sustainable Practice

Overtime pay for hourly workers is legally mandated.

Aspirational Practice

Give bonuses to salaried employees who work many excess hours at peak times. Spell out who is eligible for bonuses and who for overtime pay in the personnel policy.

Job responsibilities are impossible to do in the contracted number of hours.

Make job descriptions as doable as possible, and plan ahead for surges of work during campaign peaks. Build in time for education and professional development. [LINK to PD page (7th table) here]

Don't burden organizers with unnecessary additional work, such as administrative duties.

Hire more organizers so workload can be divided into manageable chunks.

One rule of thumb is that core job functions should take up 60% of work hours, leaving 40% for administrative work, planning, meetings and organizational and professional development; aspire to fund positions that can be so spacious.

Dedicate time to strategizing about truly feasible and sustainable campaigns far in advance.

No comp time policy or other method of allowing recovery from peak crunch times.

Provide time for rest after work crunches, including compensatory hours for nonexempt hourly workers, flextime for salaried employees.

(Check state laws for rules on comp time and overtime. Federal law forbids comp time for exempt professional/managerial salaried employees.)

Offer substantial sabbaticals, retreats or other extra paid leave after campaigns end.

Consider an annual reflection week when all staff are encouraged to step away from normal duties to read and watch videos to learn, as [this organization](#) does.

Continued on next page.



Potential Solutions

Problematic Practice

Sustainable Practice

Aspirational Practice

Paid leave is often inadequate.

Give adequate paid leave, including 12+ sick days as needed, parental leave, flexible holidays for staff of different religions, bereavement leave, and 3+ vacation weeks to start, rising over the years.

Consider allowing sick leave to be taken preventatively as mental health days.
Consider joining the [growing trend](#) towards a 4-day work week for all (as in [this exemplar](#)).
Consider the high tech sector norm of unlimited time off, totally flexible as long as the work gets done.

Too many and too long meetings crowd out task time, pushing staff's priority work outside of their work hours.

Keep meetings short (ideally 50 minutes to allow for breaks between them), when possible.
Eliminate unnecessary meetings, or invite only those whose input is needed and those whose work would be affected by the topics on the agenda. Let others know they are welcome, but are free to prioritize other work.
Set certain days to be 'no meeting days'.

Research and adopt systems and practices to make meetings more productive and/or to make them unnecessary.
Invest in scheduling software to make it easier to set meeting times.

Expectation of being digitally available 24/7, interrupting rest and family time.

Managers should model going offline on weekends, nights and vacations.
Set limits on digital communication hours for work-related messages (e.g., everyone offline 8 pm to 8 am).



Potential Solutions

Problematic Practice

Organizers endure emotional stress due to working with people facing injustices in their current lives.

Attacks and threats by rightwing extremists, authorities or law enforcement can be traumatic for organizers.

Sustainable Practice

Encourage self-care and be clear how organizing staff can use benefits to meet their needs.

Put limits on how many locations, relationships or campaigns one organizer is responsible for.

Aspirational Practice

Offer sabbaticals for long-term organizers. While they require fundraising and budgeting in advance, they will have long-term benefits for movement-building.

Intense overwork near the end of the campaign. If organizers have to go right back to work, that's a key moment for burnout.

Plan to shut down after the campaign ends, e.g., week off for everyone after the election or final decision.

Plan thorough debriefs after the rest period, to ensure lessons learned are rolled into the next plan and not ignored or forgotten.

Hire more organizers so workload can be divided into manageable chunks.

One rule of thumb is that core job functions should take up 60% of work hours, leaving 40% for administrative work, planning, meetings and organizational and professional development; aspire to fund positions that can be so spacious.

Dedicate time to strategizing about truly feasible and sustainable campaigns far in advance.

Losing campaigns is so painful that despair and depression may ensue.

Sometimes organizers turn their anger against others in the organization, blowing up over small grievances.

Allow extra mental wellness days off in the month after a major defeat.

Create opportunities for everyone involved in a losing campaign to debrief, and to note achievements along the way, such as community awareness of the issue.

Acknowledge other ways that the organizers' work strengthens the organization and mission besides campaign success.

Besides mental health parity in health insurance plan, budget for additional therapy for organizer PTSD.

Continued on next page.



Potential Solutions

Problematic Practice

Winning campaigns sometimes go unmarked.
Progressive activists have a tendency to focus on the negative, and to quickly switch focus to the next social problem, in the name of avoiding complacency. This can backfire by engendering hopelessness.

Sustainable Practice

Give appreciation to everyone who played a role in the success, e.g. victory parties, certificates of appreciation. Encourage mutual appreciation by all staff and other stakeholders.
Remember to name organizers when reporting on the victory to funders, the board, journalists and the constituency.

Aspirational Practice

Organizers feel isolated, like they are coping with the stress alone.
Sometimes there are issues they are uncomfortable bringing up within their own organization.

Staff can self-organize regular organizer-to-organizer gatherings, gripe sessions or support groups with organizers at other kindred organizations (e.g., in the same coalition, or working on same issue).

Include 'Organizer PTSD' and resources for healing from it in the onboarding packet for new organizers.

1. Start with your values

How do your foundation's mission and principles apply to the job quality of the staff of the organizations you fund?

If you have a commitment to racial equity, are you expressing it in terms of the well-being of diverse staff members at all levels (not just Executive Directors)?

Is there anything you want the beneficiaries of your grantmaking to have that some of your grantee staff don't have (such as health care or secure housing)?

2. Invite feedback from your grantee organizations

Without burdening grantees with another reporting requirement, let them know you welcome feedback on any difficulties the foundation has caused them.

In particular, ask whether your grant covers their full costs of providing the outcomes that you've funded.

Add a field to your application form or proposal guidelines that asks for feedback on the questions and application requirements.

Review the [10 Key Area lists for nonprofits](#) and gather information (in a non-intrusive way) about whether your grantee organizations can afford all the Basic Sustainable Practices.

3. Do a detailed self-assessment of your practices

Combine feedback from grantees with the recommendations in this toolkit, as noted on [this page](#).

- Which Problematic Practices ring true?
- What Basic Sustainable Practices are missing from your foundation's grants and communication practices?
- Of the Aspirational Practices, are any desirable or feasible, now or in the long run?

4. Make easy fixes

Are there ways you, within your sphere of influence, can make your foundation more staff-friendly? (For example, if you are in charge of the website or application form, could you add a statement that the foundation intends to support living wages and good working conditions at grantee organizations? If you are a grants manager, could you convey concerns you hear from applicants and grantees to decision-makers?)

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5. Convene stakeholders to discuss bigger changes

Include in your discussions both the foundation staff closest to the applicants and grantees and the decision-makers who could change the application process and reporting requirements, and who set the budget.

Invite [Staffing the Mission](#), [All Due Respect](#) or another philanthropy-serving outfit to contract with your organization for ongoing consulting to advise you on how to make your grant-making more staff friendly.

6. Implement changes

Consider forming an ongoing Change Team to guide the process over time, with members from all levels of the organization.

Discuss measurable benchmarks to assess the impact of the changes you make.

Remember to disseminate and celebrate any positive changes you make. Your foundation can be a role model for others!

7. Collaborate with other staff-friendly funders

When you attend conferences about equity in philanthropy, attend or convene sessions about nonprofit pay, DEI and personnel policies, and the roles foundations can play.

Get involved with [All Due Respect](#) and [Staffing the Mission](#) and support their efforts to improve organizer jobs as well as other nonprofit jobs.



Potential Solutions

Problematic Practice

Nonprofits are evaluated too much by their ratings (on Charity Navigator and Guidestar, etc) of how little they spend on administration and fundraising, which puts pressure to reduce non-program staff's compensation.

Sustainable Practice

Evaluate nonprofits by their success at their own goals and their impact, not their percent spent on overhead.
Regard efforts to foster worker satisfaction as a positive factor, instead of a strike against them. Aim for the same quality of life for grantee employees (and your own employees) as for beneficiaries of the grants.

Aspirational Practice

Increase the requested or granted amounts and specify that the extra is for staff benefits and raises, and other overhead. For example, during inflationary times, [give an adjustment to all grantees](#) to keep up with inflation.

Low limits on overhead (10% to 15%) are well below the actual cost of running the grantee organizations.

Excessive restrictions on use of grants weakens nonprofits' ability to respond to community needs.

Lift overhead limits and remove excess restrictions on what funds can be spent on.

Take the pledge to lift restrictions during crises organized by the [Council on Foundations](#).

Offer grantee organizations flexibility to shift spending as needs change.

Give only "MYGOD" (*coined by [Vu Le](#)*): Multi-Year General Operating Dollars.

Some foundations treat the 5% minimum payout rule as a ceiling, not a floor.

Stretch to give a higher percentage of your assets each year, as your resources allow.

A few [foundations](#) are dispersing all their assets, gradually or abruptly.

Many [foundations](#) and [donors](#) are increasing the percent they give away each year.

The foundation's excessive internal spending eats into the amount disbursed as grants.

Assess your budget for waste or redundancy; consider moving money from organizational expenses to more grants.

It's rare to find funding sources for staff development, capacity building and retention.

[Fund the People](#): Consider adding capacity building and leadership development to your foundation's priorities.

Consider the racial equity impact of funding staff raises, HR improvements and professional development.

Offer funding to convert seasonal organizers to year-round positions so they can be fully trained and cultivated for leadership.

Support sectoral intermediaries who offer training and technical assistance: fund the ecosystem that supports organizers.



Potential Solutions

Problematic Practice

In the “[Nonprofit starvation cycle](#),” nonprofits understate needs in order to get funding; funders come to believe impacts cost less than they do.

Sustainable Practice

Ask applicants to report the full costs of running the organization, not just the particular project;
Take guidance from [Full Cost Project](#).

Aspirational Practice

Consider following the example of [SkillWorks](#), a funder collaborative which requires grantees to take a [job quality assessment survey](#) and to then discuss how their pay and practices compare with others in their same field.

Nonprofit managers believe funders want them to be as frugal as possible with the funding.

Put a clear statement on your application forms, grant award letters and website that you want to support good jobs with family benefits.

Consider adding questions to application forms about pay levels, benefits and internal pay ratio, in a non-threatening, supportive tone to show that the foundation wants to help support good jobs.

Application processes are cumbersome, draining scarce staff time.
Online forms with character limits are especially difficult for applicants. So are unusual questions probably not already prepared for other funders, such as ‘Apply your theory of change to each of your 3-year objectives’.

Use a common grant application such as [Philanthropy MA’s Common Proposal form](#); or collaborate with other funders in your field and region to create a common application.
Suggest maximum word counts but don’t require them.
Consider having no application form, but accepting existing organizational materials or proposals written for other funders (unless there are specific requirements for a large RFP).
Likewise, accept Form 990 or audited overall financial statements, instead of requiring project budgets and grant-specific financial reports. Don’t insist applicants use the foundation’s budget form.

Consider giving small grants (with no reporting requirements) to applicants that are not awarded more significant funding, to recognize the staff labor that went into the application.

Reporting requirements can absorb large amounts of staff time—sometimes costing more than the grant amount.

Move towards “[trust-based philanthropy](#),” asking only for easily available work products, financial reports and annual reports, not itemized financial breakdown or elaborate reports.

Eliminate reporting requirements for small grants, or reduce their frequency for multi-year grants.

More Resources

Case Studies

- Bay Area Power Building Funder Table
- Lessons From How One Executive Director Navigated the Unionization Process

Focused on nonprofit organizations and their employees

- Haber, Michael (2019), “The New Activist Non-Profits: Four Models Breaking from the Non-Profit Industrial Complex.” University of Miami Law Review, Vol. 73, No. 3
- The Nap Ministry: Rest is Resistance
- National Organizers Alliance, Practicing What You Preach (our inspiration and role model for this toolkit)
- Nonprofit AF
- Nonprofit HR
- Roadmap – nonprofit capacity-building consultants
- Sever, Rita (2021), Leading for Justice: Supervision, HR, and Culture, She Writes Press, Berkeley CA.
- Sustainable Economies Law Center, “Worker Self-Directed Nonprofits”
- Vega Mala, Top Tips to Stop Widening the Wealth Gap.
- Windcall Institute, Staying Power programs supporting organizers for the long haul

Focused on funders

- CHANGE Philanthropy
- D5, The State of the Work: Stories from the Movement to Advance Diversity, Equity and Inclusion
- Full Cost Project
- Fund the People Toolkit
- Justice Funders, Resonance: A Framework for Philanthropic Transformation
- Justice Funders, Grantmaking Self-Assessment
- Living Wage Friendly Funders – UK
- National Committee for Responsive Philanthropy, Power Moves: Your essential philanthropy assessment guide for equity and justice
- Philanthropic Initiative for Racial Equity: Grantmaking with a Racial Justice Lens
- Philanthropy NW, Philanthropy’s Reflective Practices
- PEAK Grantmaking Action Planner: Narrowing the Power Gap in Philanthropy
- Trust Based Philanthropy Project