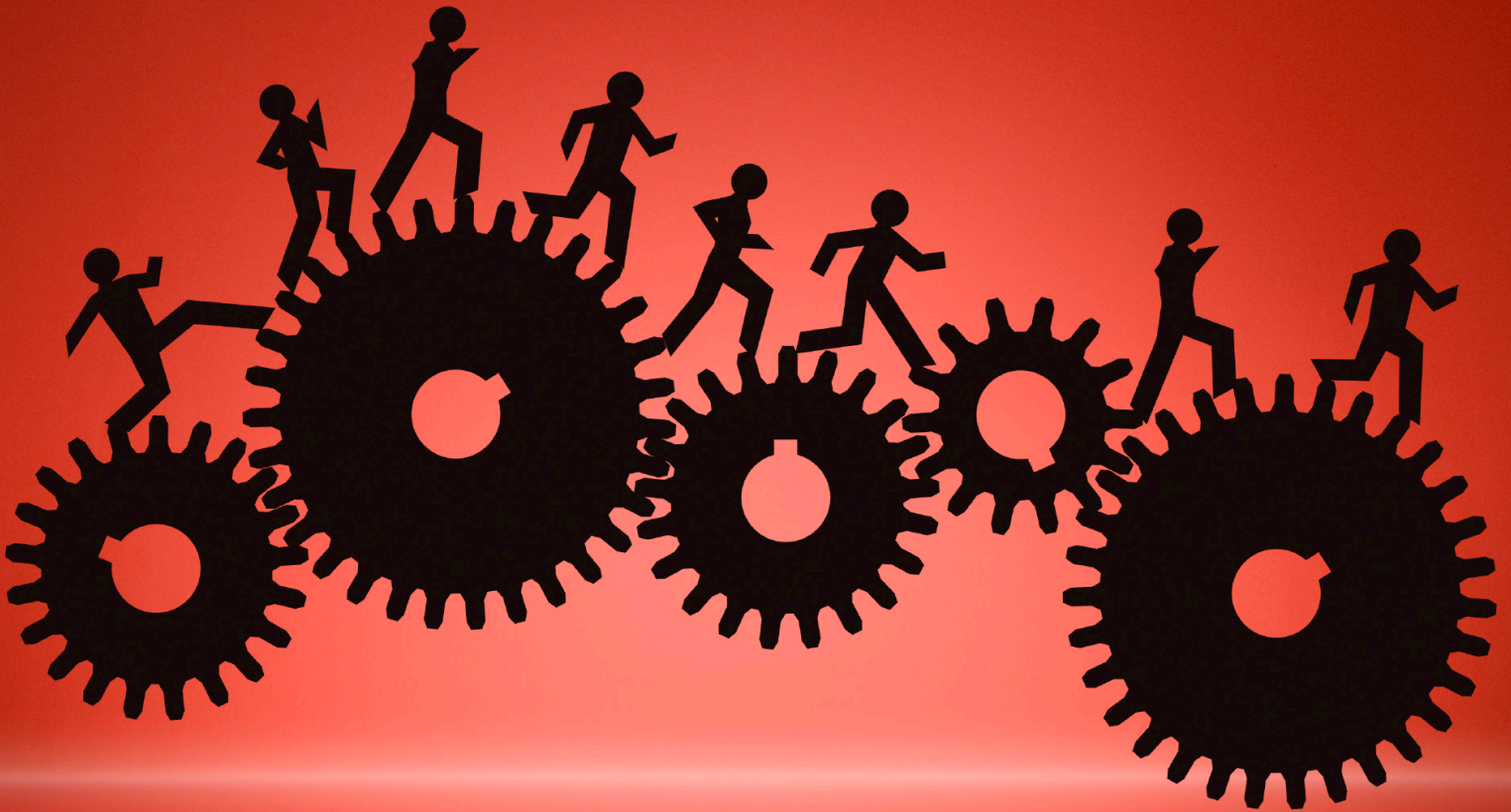


# LGBT CAREER SURVEY REPORT

*Understanding Attitudes Toward and Experience of  
Working in the LGBT Movement*



movement advancement project ▶

*November 2008*

## Movement Advancement Project

Launched in 2006, the LGBT Movement Advancement Project (MAP) is an independent, intellectual resource for LGBT organization executives and donors, funded by a small number of committed, long-term donors to the movement. MAP's mission is to speed achievement of full social and political equality for LGBT people by providing donors and organizations with strategic information, insights, and analyses that help them increase and align resources for highest impact.

**Disclaimer:** *The opinions expressed in this report reflect the best judgment of MAP based on analyzed data collected from an online survey. These opinions do not necessarily reflect the views of our funders or other MAP members.*

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## EXECUTIVE SUMMARY

This report describes the findings of the first known survey seeking to understand how people who work for the lesbian, gay, bisexual, and transgender (LGBT) movement think about their work, employers, careers and professional development. The LGBT Movement Advancement Project (MAP) had two objectives in fielding the survey:

- To understand LGBT people's attitudes towards working in LGBT nonprofit organizations; and
- To understand the actual experience of working in an LGBT nonprofit, among those who currently or formerly worked in the movement.

This knowledge would in turn help us advance toward our ultimate goal of helping LGBT organizations to better attract, develop and retain excellent leaders.

We based the report's findings on a 2008 survey of nearly 2,000 individuals. Highlights include:

### Big Picture Findings

- LGBT organizations appear to perform better in managing and developing people than do other types of nonprofit organizations, businesses, and the government. Employees at LGBT organizations also report higher levels of morale than LGBT people working in other sectors.
- Perceptions about the effectiveness of people management and development practices vary based on a person's position in an organization. For example, board members were generally less positive about an organization's human resource (HR) management performance than were staff members.
- How well staff members think their LGBT organization performs on issues of diversity and inclusion varies by race. White staff members are more likely to think diversity issues are being handled well, while people of color (POC) have less favorable views. However, both white and POC employees believe their organizations attend better to diversity in hiring and in planning/prioritizing program work, than in developing/promoting staff from within or managing day-to-day.
- Across the board, workers perceive the pay in LGBT nonprofit organizations to be inadequate. Current LGBT nonprofit staff members say pay will be a key factor in deciding whether to remain in the movement. LGBT people outside the movement say that low pay caused them to leave LGBT movement work or prevents them from considering movement jobs.
- Organizations would do well to focus on improving their overall leadership and management capabilities. Many current and former LGBT movement staff reported frustration with current management practices. Freeform comments indicated that better leadership and management would be key to recruiting, retention and satisfying career trajectories.

### Attracting Top Job Candidates

- People most often decide to take LGBT movement jobs because they are committed to and passionate about the issues, and less concerned about pay and job security. People who have not considered working for the movement, however, are turned off by perceptions of low pay and few professional development opportunities. Attracting these people to the movement would require improvements in pay and career opportunities, or at least new ways of pitching such opportunities.
- LGBT organizations need to better advertise job opportunities. Most LGBT people outside the movement said they have not considered movement work because they have never been recruited by an LGBT nonprofit.

### Developing and Promoting from Within

- People working in the LGBT movement cite mentoring relationships as the most effective professional development activity they've undertaken, but few are currently receiving substantive mentoring in the workplace. The movement needs programs that encourage these relationships, both within organizations and throughout the wider movement.
- Funders and boards need to signal to senior management that leadership development and training are important. Many LGBT movement staff members report frustration with levels of support for current development and training programs, indicating that professional development budgets are often the first to be cut when money gets tight.

### Retaining Talented Staff

- Current staff members need to be convinced that they can have successful and fulfilling careers in the LGBT movement – and funders and senior management need to make this the case. Less than one-third of current LGBT movement staff described an ideal next job that is within the movement. LGBT employees at other nonprofits expressed higher levels of commitment to their current organizations and/or fields.
- Most LGBT nonprofit employees say that their current stress levels are high, and that they have insufficient administrative support and time to complete their work. Executive directors are especially overwhelmed. Many cite finding a less stressful job as the most likely reason they would leave the LGBT movement.

### Disciplining or Moving out Poor Performers

- Few LGBT movement staff members think their current employer is good at this key management task. When senior managers ignore poor performers, other staff members tend to feel frustrated and less motivated to do their jobs well.

This survey is a first step toward addressing one of the LGBT movement's greatest challenges as it continues to grow and encounter a changing political and social landscape. We hope that our findings spark new discussions and partnerships throughout the movement as we work toward securing full LGBT equality.

## INTRODUCTION

Leaders and funders of the lesbian, gay, bisexual, and transgender (LGBT) movement frequently call for more and better leaders and more investment in leadership development. When the LGBT Movement Advancement Project (MAP) interviewed 45 funders and staff members of LGBT/progressive organizations last year to identify strategic priorities, virtually everyone advocated a focus on improving LGBT movement leadership/management. The LGBT organization leaders and funders called leadership a “huge issue,” “a growing concern,” and “a signature success of the Right.” In response, MAP has launched a research program to better understand the current state of LGBT movement leadership development and support, and to identify which among the vast array of possible actions and investments to better develop and support movement leadership would be most productive and cost-effective.

This report by MAP represents the first known attempt to broadly understand how people who work in LGBT nonprofit organizations think about their work, employers and careers. Our long-term goal is to help LGBT organizations better attract, develop and retain excellent leaders. Our two immediate objectives for the underlying survey were to:

- Understand attitudes towards working in an LGBT nonprofit organization; and
- Understand the actual experience of working in an LGBT nonprofit, among those who work currently in the movement, or have done so in the past.<sup>1</sup>

This knowledge would, in turn, help us to justify additional funding for leadership development and talent management for the LGBT movement, determine the types of new programs that would make the most difference in the short term, and set a baseline for measuring the efforts’ impact over time.

The report has five main sections. The first section looks at the survey methodology and sample characteristics. The second examines workers’ perceptions of LGBT nonprofits’ overall performance in conducting four key leadership development and management tasks: attracting top job candidates for employment in the organization, developing and promoting staff from within, retaining talented employees in the organization, and disciplining or moving out poor performers. Then the three remaining sections address more detailed findings relating to each of the first three key human resource (HR) management tasks.

## SURVEY METHODOLOGY AND SAMPLE

MAP fielded the LGBT Career Survey online during the months of July and August, 2008. We publicized the survey by:

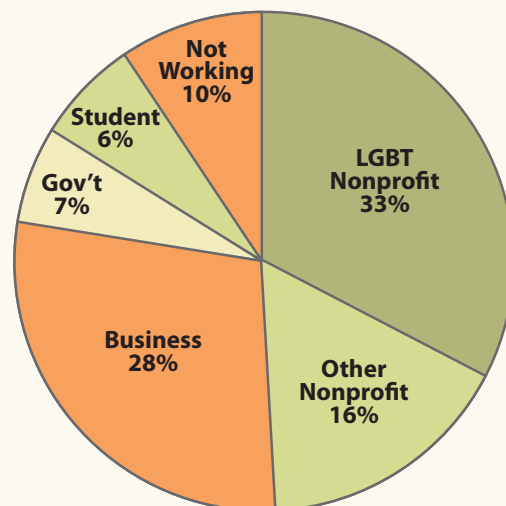
- Asking each of the about 150 LGBT organizations with whom MAP works to email the survey link to their staffs and boards;

- Placing a banner ad in two semi-weekly editions of *Gay & Lesbian Leadership SmartBrief*, published online by the Gay and Lesbian Leadership Institute;
- Securing distribution by The Task Force to its extensive email list of grassroots LGBT activists; and
- Distributing the email link through several general sites including Facebook, MySpace and the Young Nonprofit Professionals Network.

The survey instrument appears in the report’s appendix. It asked LGBT individuals factual and attitudinal questions about their jobs, the organizations they currently work for, and their career history and plans. The survey also asked LGBT people who have never worked in the LGBT movement why they have not done so and what, if anything, would make them consider working for an LGBT nonprofit. People with past, paid experience in the LGBT movement were asked why they left it. Finally, the survey queried those serving on boards of LGBT nonprofits about their board’s involvement in leadership development matters and the performance of their organizations in key management tasks. The survey was anonymous as to the identity of both the individual participant and the participant’s employer.

We received back 1,974 usable responses, of which 610 were from people who currently work in the LGBT movement; 308 from LGBT people working in nonprofit organizations that do not focus on LGBT issues; and the remainder from LGBT people who work in business or government, are full-time students or are not currently working (mostly retired). Eighty-eight percent of respondents identify as LGB, 5% identify as straight,<sup>2</sup> and 7% declined to indicate a sexual orientation. Sixty-five percent of respondents are between the ages of 31 and 60. (See *Figure 1*.)

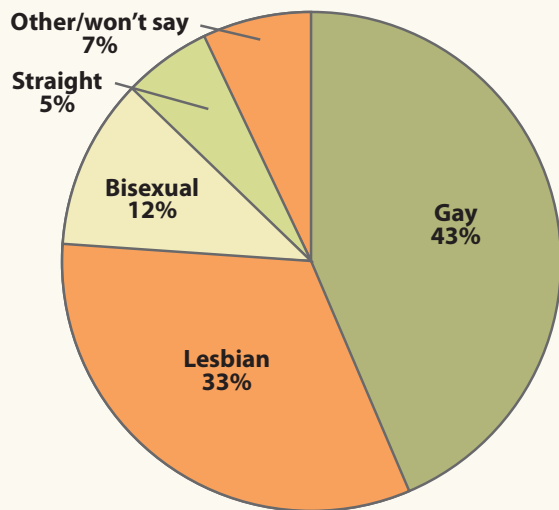
**Figure 1a. All Respondents by Current Work Situation**



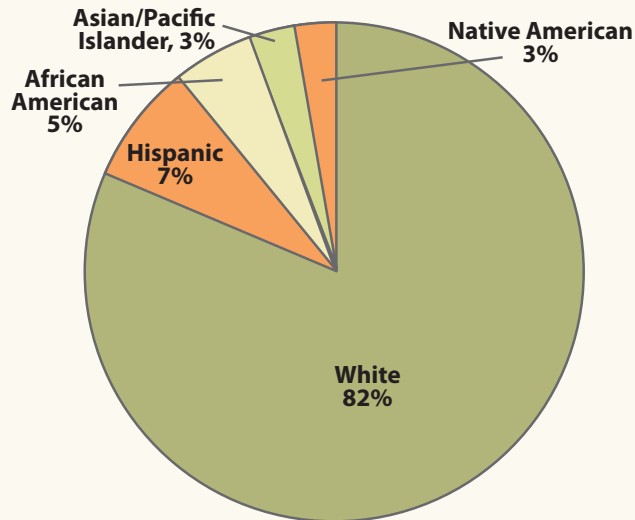
<sup>1</sup> We asked some of the same job experience/job satisfaction questions of people not working in the LGBT movement, for comparison to LGBT movement staffers’ answers.

<sup>2</sup> Note that survey responses from straight individuals who are not transgender and do not work in the LGBT movement were excluded from the analysis.

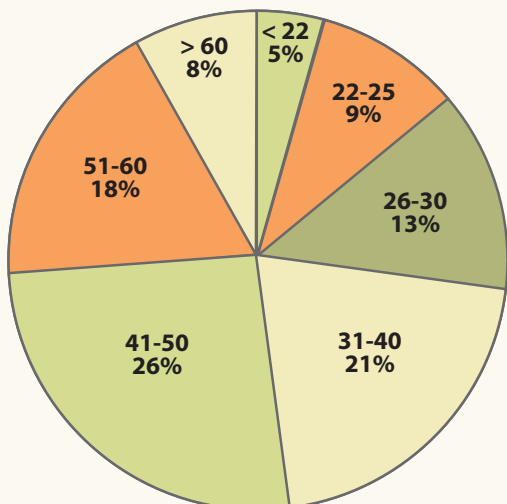
**Figure 1b. All Respondents by Sexual Orientation**



**Figure 1c. All Respondents by Race**



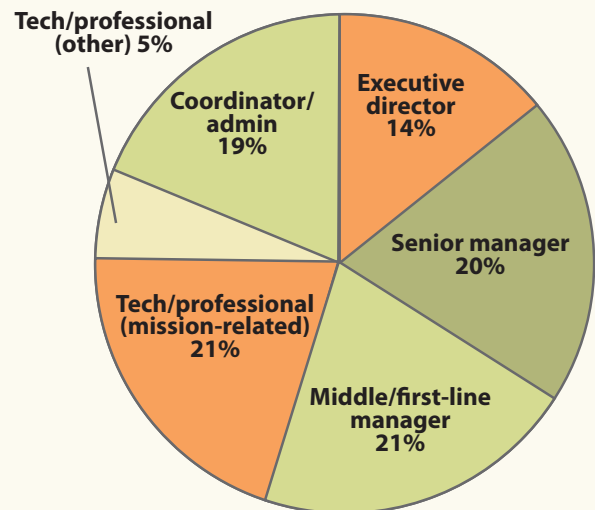
**Figure 1d. All Respondents by Age**



Of the 188 transgender individuals who responded to the survey (included in the figures above), 49 currently work in LGBT nonprofits and 30 work in other nonprofits. Fifty-two percent of transgender respondents are LGB, 9% are straight and 39% did not identify their sexual orientation.

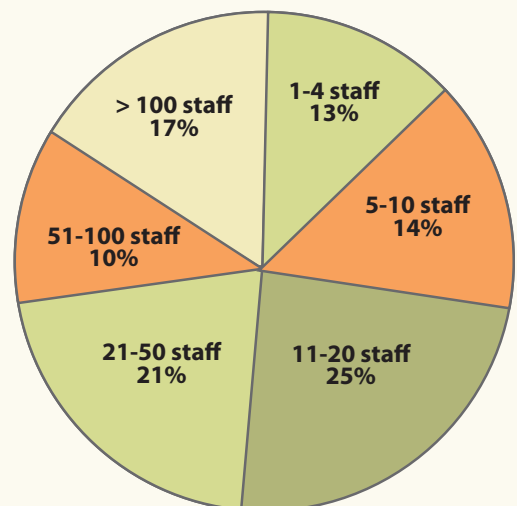
Figures 2 and 3 profile the respondents who currently work in the LGBT movement by job title and by key employer characteristics, respectively. These figures indicate that the survey is broadly representative of people working in LGBT organizations in the United States.

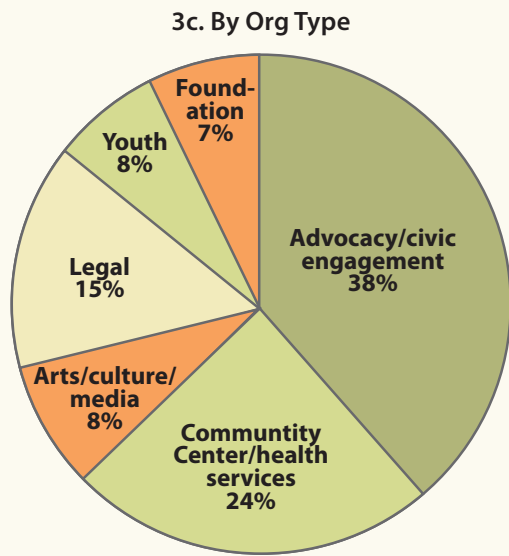
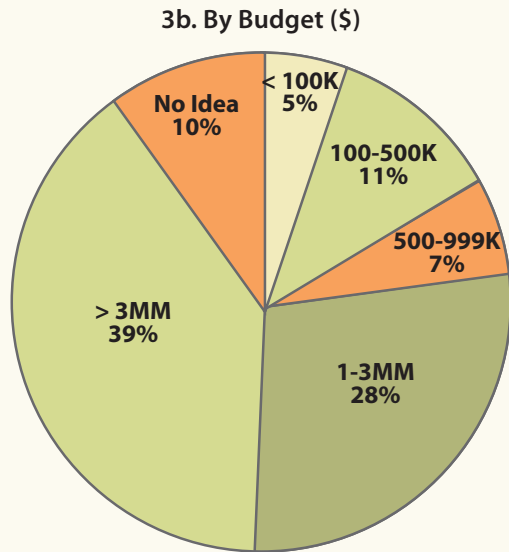
**Figure 2. Respondents Who Work in LGBT Nonprofits by Job Title**



**Figures 3 a through c: LGBT Movement Staff by Employer's Characteristics**

**3a. By # Staff**





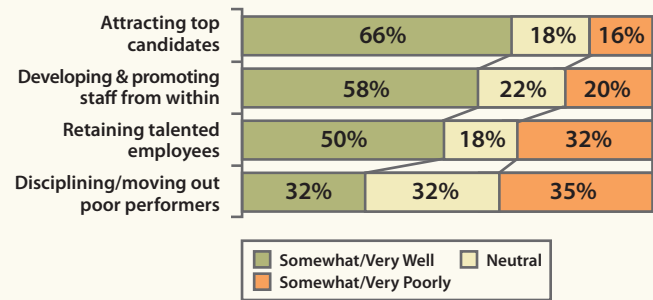
Of the respondents who do not currently work in the LGBT movement, 159 have previously worked in the movement for pay and answered questions about that experience. Finally, 330 respondents are board members of LGBT organizations and responded to questions about the organizations that they serve.

## EMPLOYERS' PERFORMANCE ACROSS LEADERSHIP DEVELOPMENT TASKS

The survey asked LGBT people who work in LGBT nonprofits, other nonprofits, business and government to rate how well their employers perform overall (very poorly, somewhat poorly, neutral, somewhat well and very well) at four key management functions: attracting top job candidates for employment in the organization, developing and promoting staff from within, retaining talented employees in the organization, and disciplining or moving out

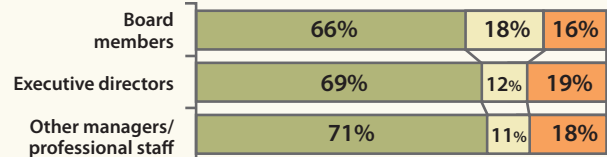
poor performers. As shown in *Figure 4*, LGBT organization staff members are most confident of their organizations' ability to attract top job candidates and to develop and promote staff from within. However, just 50% of staff members believe their organizations perform well at retaining talented employees. Under a third thinks that their organizations deal well with poor performers.

**Figure 4. LGBT Nonprofit Staff Members Rate Their Employers at...**

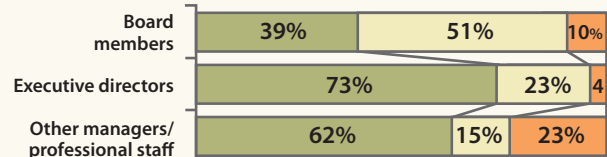


**Figure 5. Perceptions of LGBT Nonprofit Performance by Role**

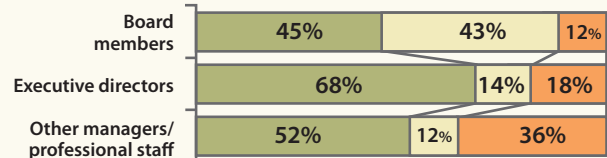
### Organization attracts top candidates



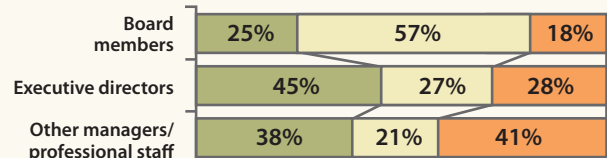
### Organization develops/promotes from within



### Organization retains talented staff



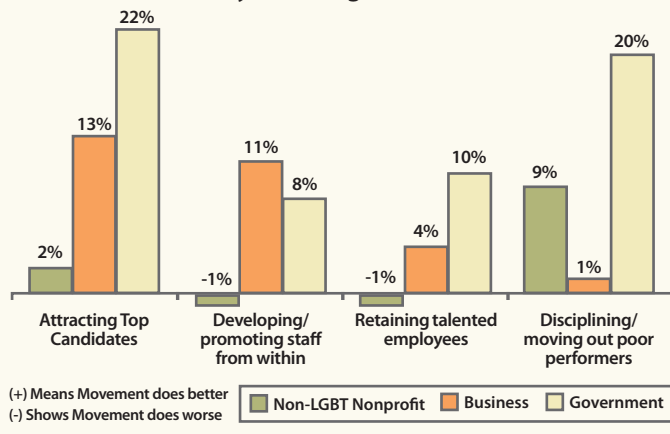
### Organization disciplines/moves out poor performers



These perceptions vary widely by the roles that respondents play in their LGBT organizations. As shown in *Figure 5*, board members rated their organizations lower than did executive directors or other managerial/professional staff on all four functions. Perceptual differences were most pronounced between board members and executive directors, with swings of at least 20% on three of the four dimensions.

LGBT organization staff are more satisfied, overall, with their organizations' performance of the key HR functions than are LGBT people in other work situations. *Figure 6* looks only at the portion of respondents who said their employer did somewhat or very well at each task and compares that figure for LGBT organization staff to LGBT people working in other nonprofits, business and government. A positive variance in *Figure 6* reflects favorably on the LGBT movement and a negative variance indicates that LGBT movement staff members are less satisfied than the comparison groups.

**Figure 6. Variance in LGBT Workers Vs. Others Who Say their Org Does Well At...**

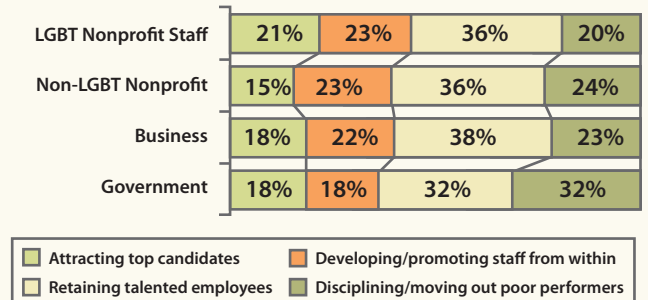


Reading *Figures 4* and *6* together, we see that 66% of LGBT nonprofit employees believe their organization does well at attracting top candidates, which is 2% higher than for staff at other nonprofits, 13% higher than in business and a full 22% higher than in government. Only in developing/promoting staff from within and retaining talented employees are LGBT movement organizations rated slightly worse than other nonprofits – but better than business and government workplaces.

We asked respondents which of the four key HR functions their organizations need most to improve (i.e., if the organization could get better in just one of the four areas, which would most benefit the organization as a whole). Answers to this question, shown in *Figure 7*, were fairly consistent across employment situations: retaining talented employees was the first priority in all cases. LGBT movement staff rated this task as much more important (36% top priority) than any of the other three tasks (23% to 20%).<sup>3</sup>

<sup>3</sup> Note, however, that this prioritization may reflect respondents' particular point of view, as productive employees and not job candidates or poor performers.

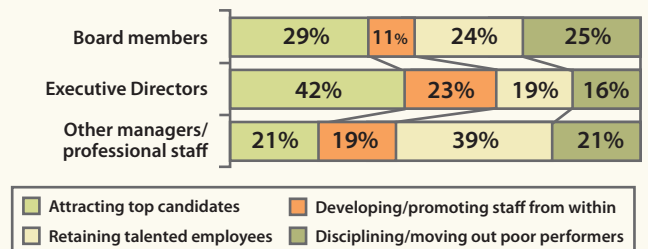
**Figure 7. HR Function my Org Most Needs to Improve**



Looking only at board members and staff of LGBT nonprofits, priorities differed substantially by role, as shown in *Figure 8*. Twice the percentage of executive directors give top priority to attracting top job candidates (42%) than do other managers/professional employees (21%). Substantially more board members seek a focus on retaining talented employees than do executive directors. Nearly twice as many non-ED managers and professional staff prioritize retaining talented employees than prioritize each of the other three functions.

**Figure 8. HR Function my LGBT Nonprofit Most Needs to Improve**

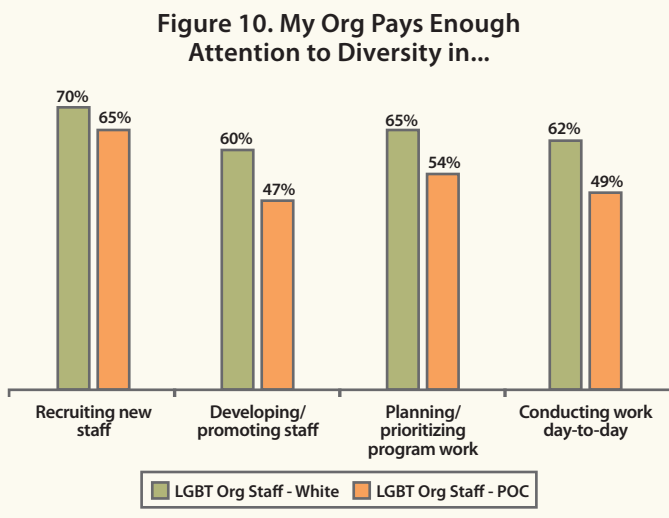
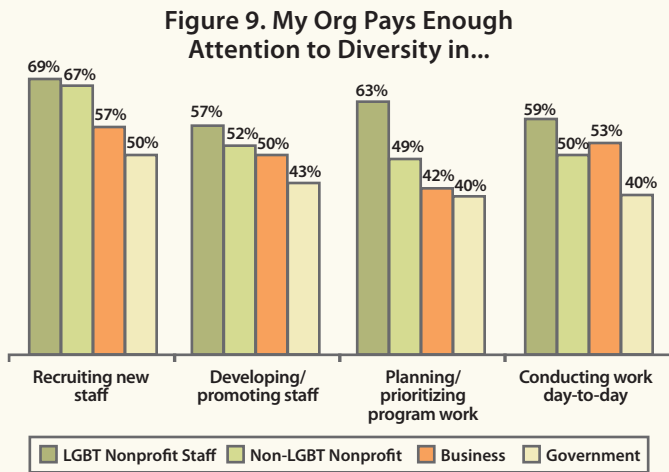
LGBT organization board/staff only



Finally in this overview portion of the survey, we asked whether respondents believe their organizations pay enough attention to racial/ethnic/cultural diversity when they recruit new staff, develop and promote staff, plan and prioritize program work, and manage day-to-day. LGBT nonprofits do better than other employers on all of these dimensions, as shown in *Figure 9*. However, within LGBT organizations, staff members who are white rate their organizations significantly higher on these measures than do staff members who are people of color (POC), as shown in *Figure 10*.

The next three sections of this report describe what we learned from the survey that bears on three of four leadership development and management tasks: attracting top job candidates, developing and promoting staff from within, and retaining talented employees. (The survey did not ask for more detail on disciplining poor performers.) Because most of the questions focused on



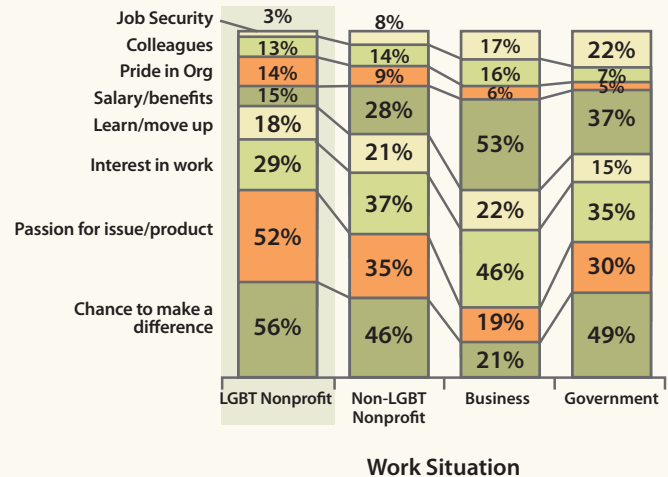


job/career satisfaction, which bears most directly on retention of employees, the retention analysis receives most of our attention.

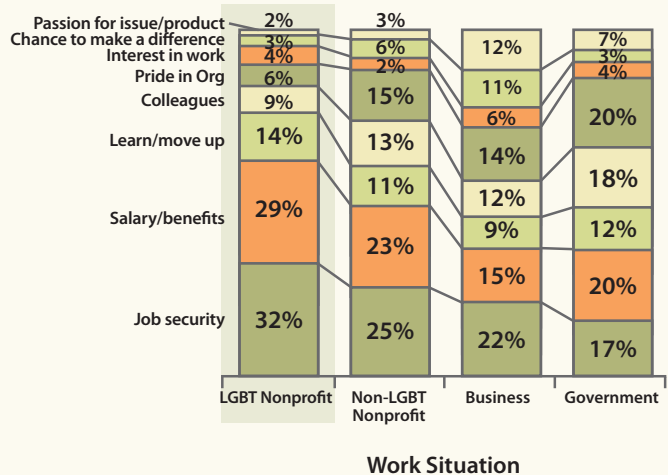
## ATTRACTING TOP JOB CANDIDATES

The survey asked respondents to choose, from a list of eight typical reasons for taking a job, which reasons were the most important, second-most important and least important to them in deciding to take their current jobs. *Figure 11* shows that the reasons cited by LGBT nonprofit staff members differ considerably from those of LGBT people in other work situations. Up to twice the percentage of those in LGBT organizations than in other work situations cited “chance to make a difference” and “passion for the issue” (or, in business, passion for the product) as their first or second-most important reason. Just 3% of LGBT nonprofit employees said that job security was a top concern, versus up to 22% in other work situations. Nearly a third of LGBT movement workers cited job security and another third cited salary/benefits as their least important reasons for choosing their current jobs.

**Figure 11a. 1st or 2nd Most Important Reason for Taking Job**



**Figure 11b. Least Important Reason for Taking Job**

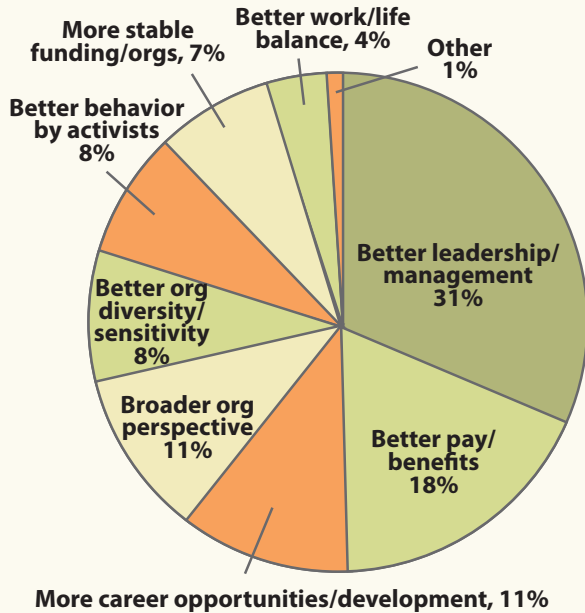


Of respondents who have worked for pay in the LGBT movement in the past, but do not do so now, the survey asked what change, if any, would make them want to return to LGBT movement work. The question yielded 140 freeform answers,<sup>4</sup> among which 31% cited factors related to better leadership or management of LGBT organizations and 18% involved better pay. The next most important factors, at 11% of the comments each, were more career opportunities/career development and if the LGBT organizations were to adopt broader strategic and operational perspectives. *Figure 12* shows a breakdown of the comments by theme and the table directly below *Figure 12* provides sample comments in each theme (with number of comments on this theme in parentheses in the left column).

<sup>4</sup> Figures 12 and 14 represent MAP's interpretation of freeform comments; multi-part comments were counted in all categories that apply.

**Figure 12. “What Would Make Me Return to LGBT Work”**

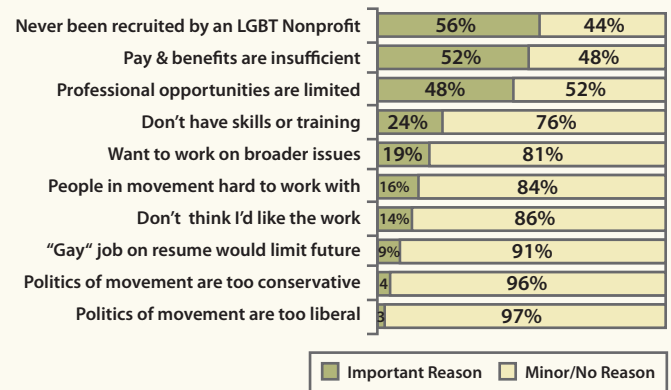
% of 140 usable comments from people who quit paid LGBT movement work



I may return to the LGBT movement if...	Sample comments
<b>Better leadership/management (44)</b>	<p>“Better trained and supported leaders”</p> <p>“Better organization, more respect”</p> <p>“Less disorganized”</p> <p>“Bring movement into 21st century [technology, collaboration]”</p> <p>“More professionalism, less cronyism. More accountability, less drama”</p> <p>“ED’s who have been with their organizations for 10 or more years take a SERIOUS look at whether they have become a little jaded, cynical, burned out, set in their ways... far too difficult for fresh new ideas to percolate to the top”</p> <p>“Would need to work in an org that was focused on measurable, strategic results”</p>
<b>Better pay/ benefits (25)</b>	<p>“Pay people what they are worth”</p> <p>“Better pay. I almost doubled my salary when I left”</p>
<b>Org had broader perspective (16)</b>	<p>“If they made coalitions a priority, and stressed queer inclusivity instead of strict identities”</p> <p>“Stronger partnerships with non-LGBT organizations/movements... I have always been concerned about the insularity of the organized LGBT community”</p>
<b>More career development/opportunities (15)</b>	<p>“Continuing growth of high-level opportunities (i.e. not just entry-level jobs)”</p> <p>“Right job being available (engaging and challenging)”</p> <p>“Give people professional development and feedback; create realistic career paths”</p>

Finally on the topic of recruiting, we asked LGBT people who have never worked in the movement to tell us how big of a factor each of 10 potential reasons played in their lack of involvement in paid LGBT movement work. As shown in *Figure 13*, three reasons stood out, with respondents rating each of the three at least doubly important as any other reason: “I’ve never been asked/recruited by an LGBT-focused nonprofit,” “the pay and benefits are not sufficient,” and “professional opportunities are limited.”

**Figure 13. “Why I Haven’t Considered LGBT Movement Work”**



These LGBT people who have never worked in the movement had an opportunity to indicate what, if anything could change in the movement to make them consider working for it. The question yielded 183 freeform answers, among which 33% cited better pay and benefits and the next largest category, at 15%, involved knowing about a specific job opportunity or getting an offer. *Figure 14* shows a breakdown of the comments by theme and the table directly below *Figure 14* provides sample comments for the top themes (with the number of comments on this theme in parentheses in the left column).

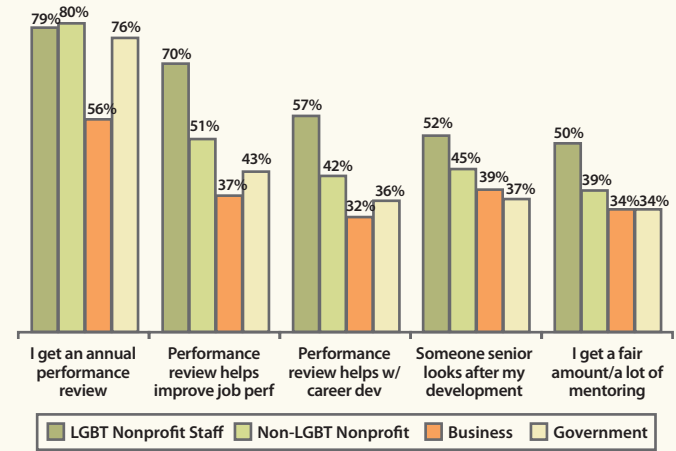
## DEVELOPING AND PROMOTING STAFF FROM WITHIN

A higher portion overall of LGBT people who work in LGBT nonprofits report positive development experiences at work than do those working in other nonprofits, business or government. The results across organizational settings are closest for receiving an annual performance review (79% of LGBT nonprofit staff members report this versus 80% for other nonprofits and less for business and government). LGBT nonprofits’ performance appears substantially better than that in other sectors for the other four questions on employers’ development activities: whether the annual performance review helps the individual improve job performance, whether it helps improve career development, whether someone senior looks after the individual’s development, and whether the individual gets substantial mentoring. (See *Figure 15*.)

**Figure 14. “What Would Make Me Consider Paid LGBT Work”**  
% of 183 comments from those who have not worked in movement



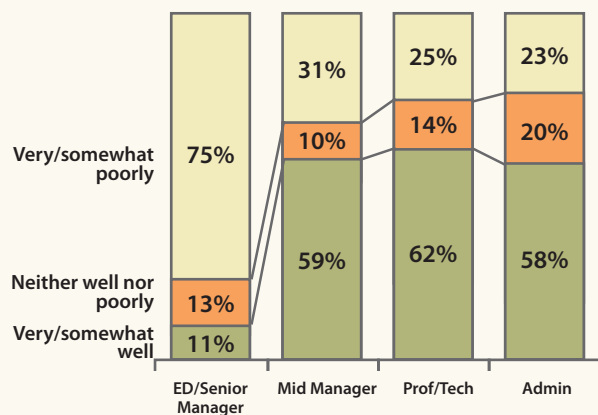
**Figure 15. Portion Who Cite Postive Development Activities**



Compared to other staff positions, executive directors and other senior managers have a much more negative view of their organizations’ development and promotion of staff from within. Three-quarters think their organizations do a poor or very poor job at this task, compared with less than a third of employees in other positions. It seems that either more junior staff members are unaware of what internal development and promotion could entail, or senior managers are frustrated with their own development opportunities, rather than answering for their organizations more broadly. (See *Figure 16*.)

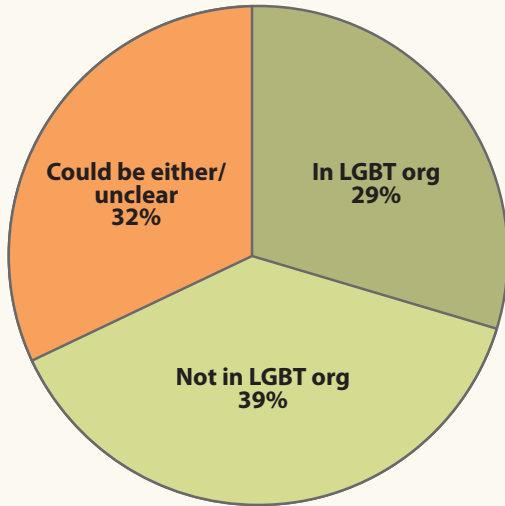
I would consider LGBT movement work if...	Sample comments
<b>Better pay/ benefits (60)</b>	<p>“LGBT non-profits do have a significant pay and benefit disadvantage”</p> <p>“I really think the opportunities and pay/benefits are limited”</p> <p>“Funding that would allow salary at a living wage”</p> <p>“Pay and benefits commensurate with my education and my location”</p>
<b>Known job opportunity (28)</b>	<p>“Better understanding of what opportunities are available and how I could contribute.”</p> <p>“Knowing of a position that is available, that is interesting”</p> <p>“Ask me to work!”</p>
<b>Better career opportunities/ development (17)</b>	<p>“More opportunities that involve a broader scope”</p> <p>“If there was a defined career path”</p> <p>“Better professional opportunities”</p> <p>“Create more opportunities for folks to enter the movement from different careers”</p>
<b>Better leadership/ management (14)</b>	<p>“A higher level of professionalism and a greater orientation towards results instead of internal and movement politics”</p> <p>“More collaboration and less reinventing of wheels”</p> <p>“The organizations seem somewhat staid and not dynamic”</p> <p>“A collaborative and results-oriented working environment”</p>

**Figure 16. How Well My Organization Develops and Promotes Staff from Within**

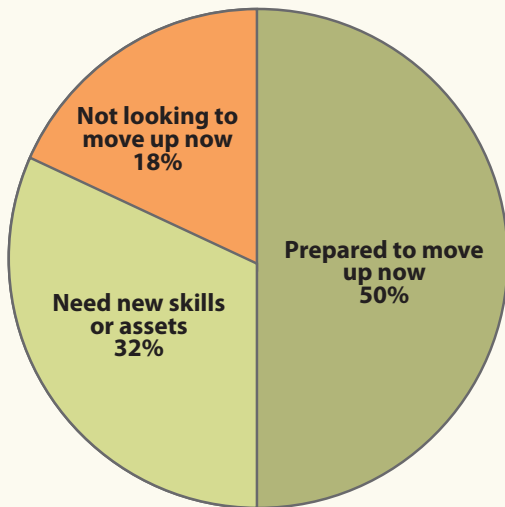


As shown in *Figure 17*, nearly one-third of LGBT nonprofit staff members described an ideal next job that was clearly within the LGBT movement, while slightly more described a job that clearly would be outside of the movement. Fifty-percent of LGBT nonprofit staff members believe they are prepared now to move up to the next job they desire, while 32% believe they need new skills or assets to do well in the more senior job (18% are not seeking to move up at present). We find it striking that almost two-thirds of

**Figure 17a. My Ideal Next Job**  
% of 292 freeform answers from LGBT org staff



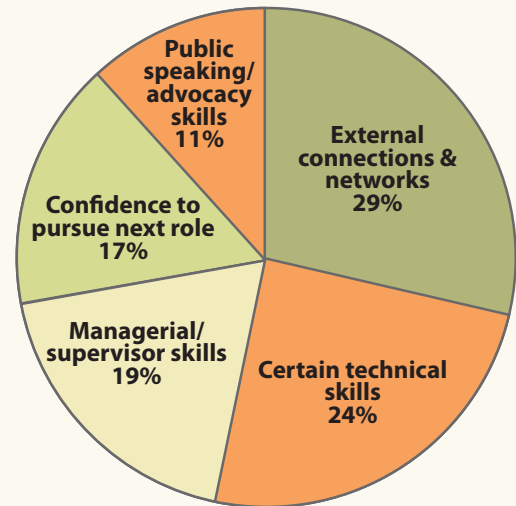
**Figure 17b. How Prepared I am for Next Role**  
% of 434 freeform answers from LGBT org staff



the staff members who currently are looking to move up believe they are already qualified for the next job. Either there is a great deal of stagnation and underemployment in the LGBT movement or many employees view their own skill level or what it takes to do the jobs above theirs unrealistically.

When asked for a freeform explanation of the specific knowledge, skills or work experience they most need to acquire in order to meet their career goals, LGBT movement staff members gave fairly balanced answers. Slightly more than half of the comments cited either external networks/connections or certain technical skills. (See *Figure 18*.)

**Figure 18. How to Prepare for my Ideal Next Role**  
% of 759 freeform answers



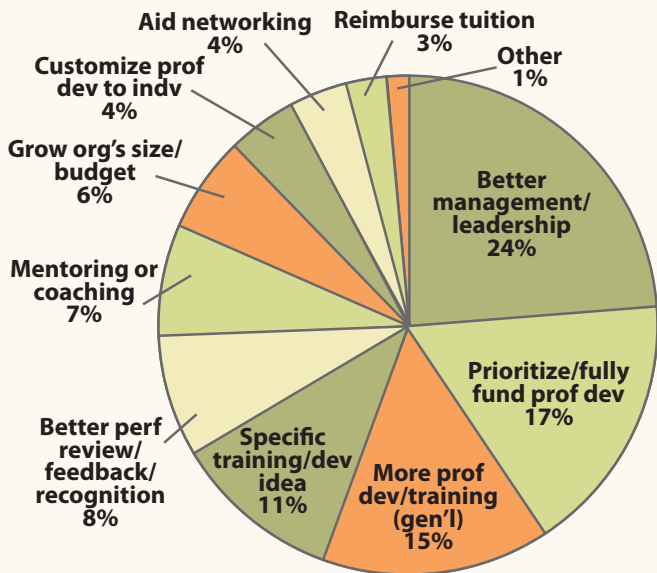
Finally in the section on developing and promoting staff from within, the survey asked respondents to state up to three things that their employer could do to enhance opportunities for advancement and learning new skills. The question yielded 768 freeform answers from LGBT nonprofit staff members. Twenty-four percent indicated that LGBT organizations could best contribute to their career development and advancement by better managing or leading of the organization; 17% called on their organization to prioritize and fully fund the training and professional development opportunities that they had “on the books”; and 15% sought additional training and professional development opportunities, as shown in *Figure 19*.

The 185 freeform responses comprising the top theme – better management or leadership of the organization – included a fairly broad array of answers, which we’ve broken into the nine sub-themes described in the table below *Figure 19*.

The 135 comments in the next largest theme – fully fund existing training and professional development opportunities – were less broad and involved raising or allocating more funds to this area, protecting the existing budget, giving employees time and encouragement to undertake professional development, or simply making an outright organizational commitment to employees’ professional development. Some comments reflected frustration that training budgets are often the first to go in a crunch (e.g., “motivate current employees by NOT cutting staff development again,” “let us use the money we set aside to go to training,” and “don’t cut funds for continuing education at the first sign of revenue issues”).

When it comes to specific developmental experiences, executive directors and staff of LGBT organizations appear to have the most faith in mentoring by senior colleagues and the least faith in online training, as shown in *Figure 20* below.<sup>5</sup> (The lack of confidence in

**Figure 19. How my Employer can Enhance Advancement/Learning Opportunities**  
% of 768 freeform answers

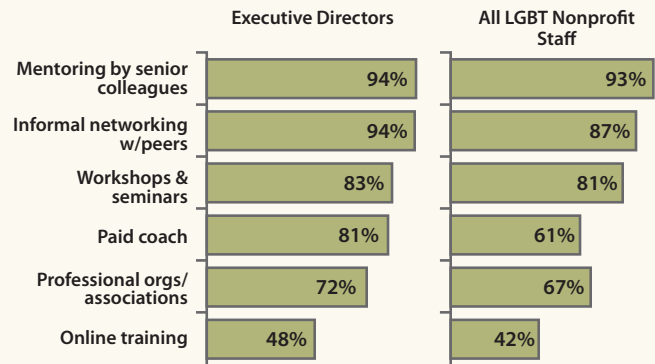


This chart explains only the 24% of comments in the "Better management/leadership theme." I.e., they are subthemes of that major theme.

Theme	Amount	Description
Better HR policies/infrastructure	21%	Calls for clarity around roles and responsibilities, development paths and how to advance; initiate an HR function; systematic and accessible training/development programs/plans that reflect org's needs
More fair, open and upright leadership	16%	Mostly about making opportunities available and known to all staff; not playing favorites; explaining decisions; genuinely caring
Better day-to-day supervision	12%	Desire for more attention from supervisors but also for more delegation/authority to get own job done
Better communication & teamwork	11%	Mostly calls to break down silos across departments; better cross-departmental communication and collaboration
Better at setting and achieving goals, strategy	11%	Calls for clearer goals and objectives, more mission-driven and accountable organization; better strategic planning ability so goals make more sense
Less hierarchical decision-making	10%	Accepting staff input; including employees in decision-making
More competent management	9%	General calls for stronger leadership, stronger management skills in senior management
Better technology/tools; better board	4% each	Better resources, especially IT; more competent, better trained boards
Better morale	2%	More positive environment, camaraderie

online training may be related, at least in part, to lack of familiarity with the latest advances in a rapidly changing field. In business, where online training is much more frequently used, 61% of respondents have found online training effective.)

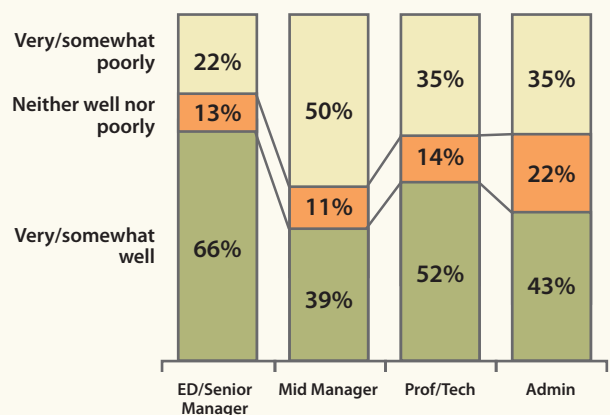
**Figure 20. Portion Finding Professional Development Experience Effective**



## RETAINING TALENTED EMPLOYEES

Middle and first-line managers at LGBT organizations think retention is a bigger problem than do staff in other positions. As shown in *Figure 21*, half of all middle managers think their organizations do a poor job of retaining talented staff, compared to just 22% of executive directors and senior managers, and about one-third each of technical and administrative staff. (Middle managers may bear the brunt of hiring responsibilities, leading to their higher level of concern for retention.)

**Figure 21. How Well My Organization Retains Talented Employees**

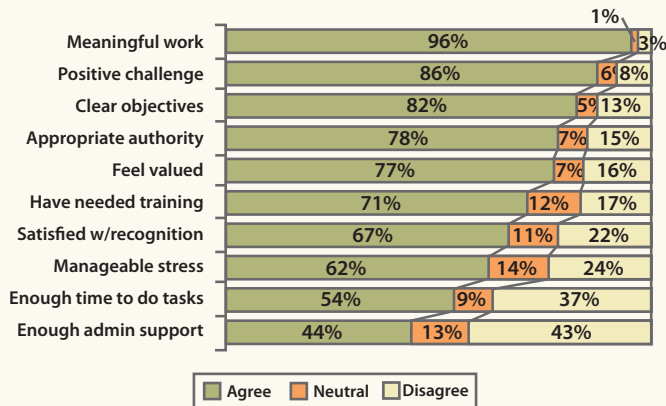


To diagnose issues in retaining high-performing employees, the survey first asked respondents to indicate their level of agreement or disagreement with 10 positive statements about their jobs. *Figure 22* shows that LGBT nonprofit staff members are quite positive about their jobs, as 54% to 96% somewhat or strongly agree with nine of the 10 positive statements. Only "I generally have suf-

<sup>5</sup> Figure 20 shows percentages only among people who have had the particular development experience.

efficient administrative support” garnered less than 50% agreement. At the high end, a full 96% of workers in LGBT organizations agree that “my work is meaningful.”

**Figure 22. How LGBT Org Staff Feel About Their Jobs**



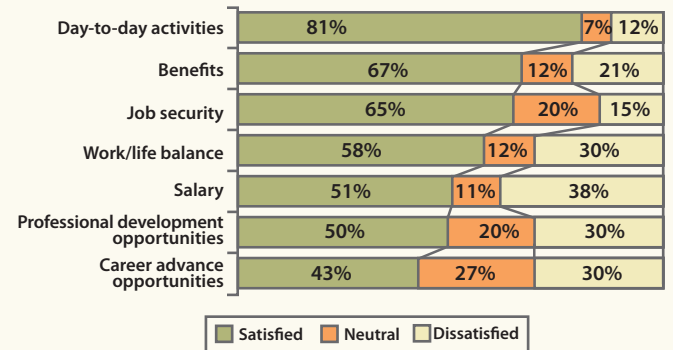
However, a comparison of these figures with LGBT people in other work situations yields mixed results. Looking only at the portion of respondents who agreed with each positive statement, *Figure 23* compares LGBT organization staff to LGBT people working in other nonprofits, business and government. A positive variance in *Figure 23* reflects favorably on the LGBT movement and a negative variance indicates that LGBT movement staff members are less satisfied than the comparison group.

Reading *Figures 22 and 23* together, we see that the LGBT movement does better than other nonprofits, business and government on six dimensions: meaningful work, positive challenge, clear objectives, proper authority, feeling valued, and satisfaction with recognition received. However, LGBT organizations do substantially worse on four dimensions: sufficient training to perform one’s job, manageable stress, enough time to perform tasks, and

enough administrative support. The largest variances are with regard to, “I generally have enough time to accomplish required activities.” Fifty-four percent of LGBT nonprofit employees agreed with this statement, which is 9% less than staff at other nonprofits (63% agree), 13% less than in business (67% agree) and a 12% less than in government (where 66% agree).

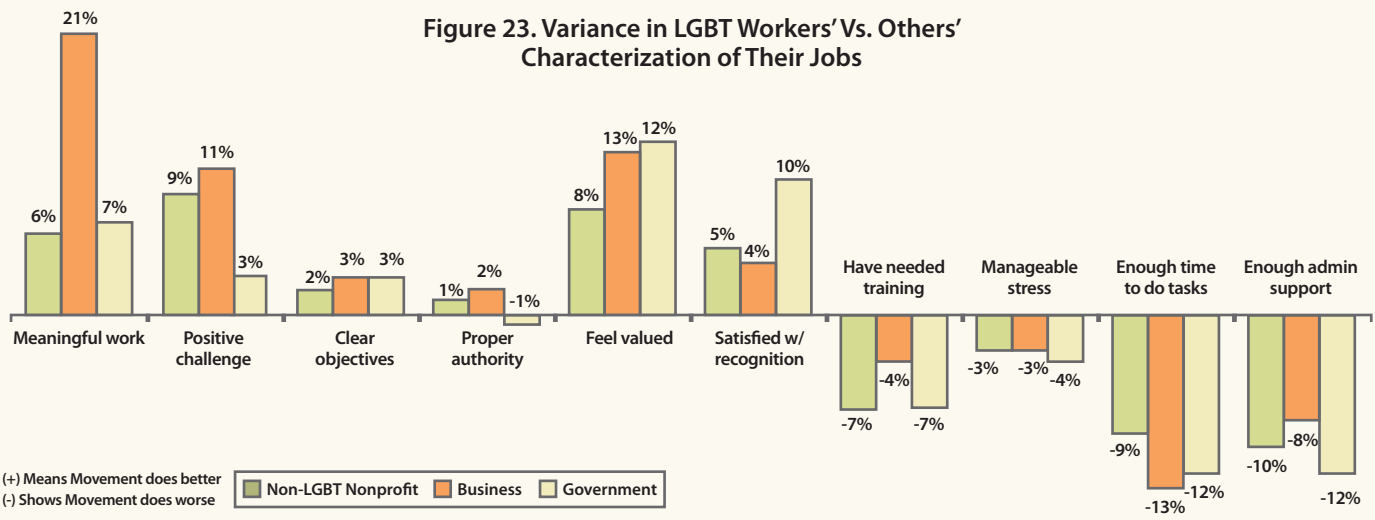
LGBT movement performance was somewhat lower, though still quite positive, when we asked for overall job satisfaction on seven dimensions. Three of the dimensions – salary, professional development opportunities, and career advancement opportunities – garnered about 50% or lower satisfaction. A full 38% of workers in LGBT organizations expressed outright dissatisfaction with their salaries. (See *Figure 24*.)

**Figure 24. LGBT Movement Workers’ Job Satisfaction**

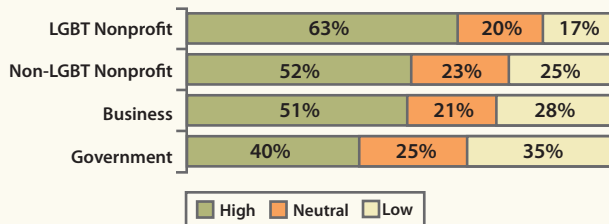


The comparison to LGBT people in other work situations is mixed. LGBT movement staff members are more satisfied with their day-to-day activities – and less satisfied with their work/life balance and with their salary – than those working in any other situation (non-LGBT-focused nonprofit, business or government). For the other four dimensions of job satisfaction, LGBT organizations do better than business but not as well as other nonprofits or government.

**Figure 23. Variance in LGBT Workers’ Vs. Others’ Characterization of Their Jobs**



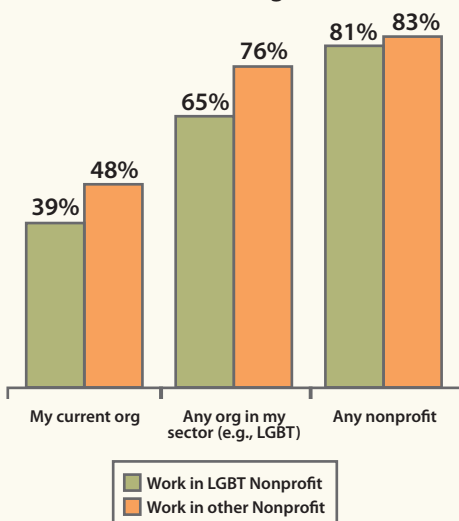
**Figure 25. Overall Morale of the People I Work With**



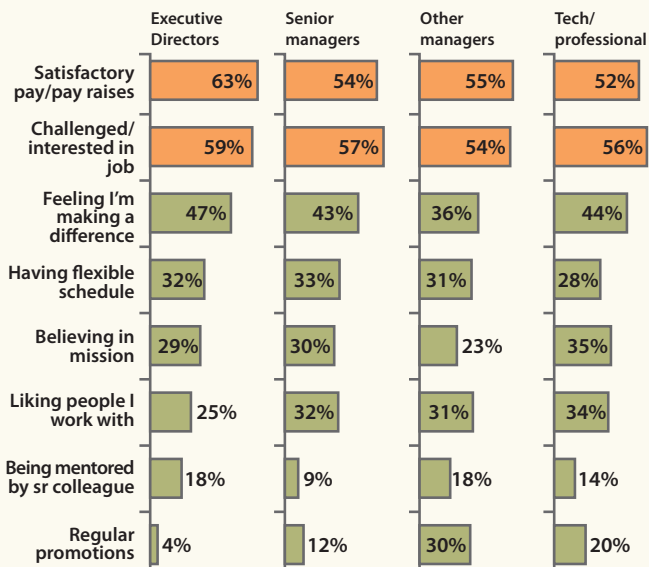
In our final comparison to other employers, *Figure 25* shows that people working in LGBT movement organizations have substantially higher morale, overall, than LGBT people working in other nonprofits, business or government. Within LGBT organizations, however, executive directors perceive significantly higher morale than do other managers and professionals. Seventy-five percent of executive directors think that the overall morale in their organizations is high, versus 60% of the other managerial/professional workers.

We then asked LGBT movement staff members how likely they were to be working in their current or a different nonprofit organization five years from now, as well as what factors would make them stay in, or leave, the LGBT movement. Respondents' predictions for staying in their current organization or another organization in their sector were lower for people working in LGBT nonprofits than for LGBT people working in other (non-LGBT-focused) nonprofits, as shown in *Figure 26*. Eleven percent fewer LGBT movement workers think they will be working in the movement five years from now than LGBT people who work in other nonprofit sectors think they will still be in their sector (65% versus 76%). Also, 16% more LGBT organization staff members think they will be working in any nonprofit than think they will be working in an LGBT nonprofit, indicating they anticipate changing nonprofit sectors.

**Figure 26. Chance that Five Years from now I'll be Working in...**

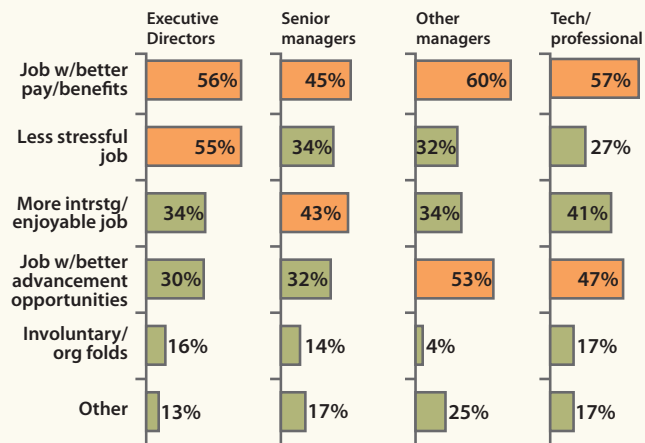


**Figure 27. What Would Keep Me in the LGBT Movement Five More Years**  
Current LGBT Nonprofit Employees



Note: Respondent could choose up to three

**Figure 28. Why I Would Leave the LGBT Movement**  
Current LGBT Nonprofit Employees



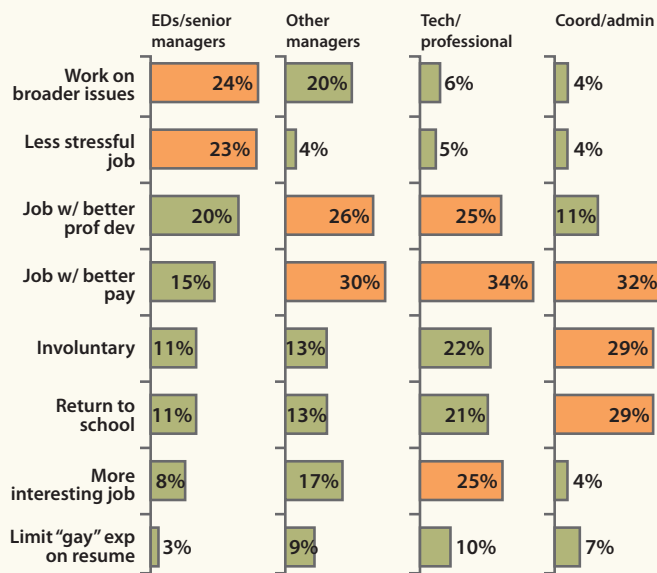
Note: Respondent could choose up to three

LGBT organization staff members at all levels say they are more likely to stay in their jobs for the next five years if they receive satisfactory pay or pay raises and continue to feel challenged in their jobs. As shown in *Figure 27*, executive directors, senior managers, middle managers and other technical/professional staff identified these two factors as their top concerns over the next five years. Having flexible schedules, receiving promotions and liking co-workers were much less important to LGBT staff members across the board.

Not surprisingly, LGBT movement staff members said that finding a job with higher pay is the most likely reason they will leave the movement. Nearly 60% of executive directors, middle managers and technical/professional staff cited this factor. Executive directors also said they would be likely to leave the LGBT movement if they found less stressful jobs. Less senior staff members said that finding a job with better professional advancement opportunities would be a key reason for leaving the LGBT movement (see *Figure 28*).

The reasons that workers actually left the LGBT movement in the past are consistent with current workers' predictions of why they will leave. *Figure 29* shows that former executive directors and other senior staff of LGBT organizations frequently said that they left for less stressful jobs (23%). Middle managers, technical/professional staff and administrative workers left because they found jobs with better pay.

**Figure 29. Why I Exited LGBT Movement Work**  
Former LGBT Nonprofit Employees



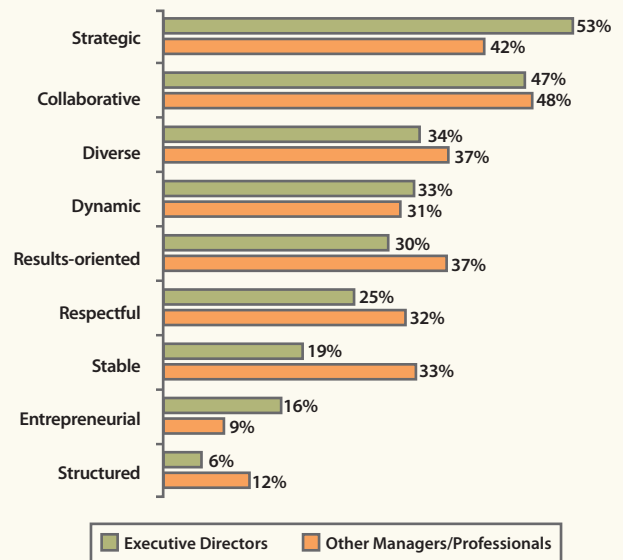
Note: Respondent could choose up to three

The data shows that issues of stress and pay clearly impact a person's decision to remain in the LGBT movement. We need to better understand how LGBT nonprofit organizations compensate staff and the extent to which compensation in LGBT nonprofits is competitive with other nonprofit situations. We also need a better understanding of how much it costs an organization to fill a given position, including expenses related to searching for and interviewing candidates and training new hires, relative to increasing current pay scales.

Finally, workers' motivation to stay in the movement is also likely affected by their perceptions of the culture in their organizations. As *Figure 30* shows, executive directors most want their organizations to be strategic and collaborative, while other managerial

and professional workers most value collaboration, diversity and a results-oriented<sup>6</sup> environment. The largest disparities are in strategic orientation, which executive directors value more by 11% (53% versus 42%) and organizational stability, which other managers and technical workers value 14% more than do executive directors (33% versus 19%).

**Figure 30. An Organization I'd Want to Work for would be...**  
Current LGBT Nonprofit Employees



## CONCLUSION

MAP's survey of how LGBT movement staff members feel about their jobs and careers is our first step in understanding what the movement needs to do to better attract, retain and develop a high-performing workforce. Working with partners in the LGBT movement, we will continue to develop this research and find solutions for the toughest workforce development problems LGBT organizations currently face.

We would like to thank everyone who took the survey. Our high response rate and the many free-form comments that people provided indicate that these issues are important to nearly everyone working in the LGBT movement. This concern speaks well of the commitment that current LGBT movement funders, staff and board members have to seeking and securing LGBT equality.

<sup>6</sup> Respondent could choose up to three.



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## APPENDIX – SURVEY INSTRUMENT

### 2008 survey of LGBT Individuals<sup>1</sup>

LGBT Movement Organizations Want to Hear from You!

If you are an LGBT person, and/or you work in the LGBT movement, we'd like to understand how you think about your work and career. Your answers will help LGBT nonprofit organizations attract, develop and retain good people. The survey is ANONYMOUS and will take 15 to 20 minutes. The last page will tell you how to RECEIVE A SURVEY REPORT AS OUR THANKS. Thank you for helping us out!

#### About You

1. What is your sexual orientation?

- Gay
- Lesbian
- Bisexual
- Straight (heterosexual)
- Other
- Prefer not to say

2. What is your gender?

- Male
- Female
- Other
- Prefer not to say

3. Do you identify as transgender?

- Yes
- No
- Prefer not to say

4. At work, are you generally “out” about your gay/Lesbian/bi SEXUAL ORIENTATION in casual conversation with ...

	Yes	No	Not applicable
... the few co-workers you feel most close to?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...official representatives of your employer (e.g., your boss, senior management)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... just about everyone (e.g., colleagues, customers)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. At work, are you generally “out” about your TRANSGENDER status in casual conversations with...

	Yes	No	Not applicable
... the few co-workers you feel most close to?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...official representatives of your employer (e.g., your boss, senior management)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...just about everyone (e.g., colleagues, customers)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. What is your highest level of education completed?

- Some high school
- High school diploma/GED
- Some college/associate's degree
- Bachelor's degree
- Graduate /professional degree

<sup>1</sup> This is a slightly condensed version of the original online survey. The student section has been omitted (because responses were insufficient to include in the report). Spaces for answers and detailed directions have been omitted. Some questions appeared in slightly different form for different audiences (e.g., people working in LGBT versus other nonprofits, business or government.)

7. What is your age?

- Under 22
- 22 to 25
- 26 to 30
- 31 to 40
- 41 to 50
- 51 to 60
- Over 60

8. Do you live in any one of these cities: New York, Washington (DC), San Francisco, Los Angeles? (FYI: almost half of LGBT nonprofit jobs are in these 4 cities)

- Yes, I live in NYC, DC, SF or LA
- No, I do not live in NYC, DC, SF or LA

9. What is your race? (For mixed race, check all that apply)

- African American
- Asian/Pacific Islander
- Caucasian
- Hispanic
- Native American
- Other (please specify)

10. Are you currently in a committed domestic relationship with another adult?

- Yes
- No

11. Are you responsible for the economic support of any children?

	Yes	No
One or more children living with you	<input type="checkbox"/>	<input type="checkbox"/>
One or more children living elsewhere	<input type="checkbox"/>	<input type="checkbox"/>

12. Where do you currently work? (Answer for your main job, if you have more than one)

- I work in a nonprofit that focuses on LGBT people or issues (excludes AIDS-focused organizations)
- I work in a nonprofit that is NOT LGBT-focused (includes AIDS-focused organizations)
- I work in a business (for-profit company)
- I work in local, state or national government
- I'm a student (that is, I spend more time/focus on school than work)
- I'm not currently working (includes retired and unemployed)

## About Your Job

1. What phrase most closely describes your current position? (Check the one, best fit)

- Executive director (or equivalent)
- Senior manager (among the few top employees who make executive decisions)
- Middle or first-line manager
- Technical or professional specialist in mission-related programs or services
- Technical or professional specialist in non-program area, e.g., fundraising or finance/business functions
- Coordinator or administrative worker

2. How many years have you been in this position?

3. In a typical week, how many hours do you work at this job?

4. What is your current salary (including any cash bonus)?

- Under \$20K
- \$21-30K
- \$31-40K
- \$41-50K
- \$51-60K
- \$61-75K
- \$76-90K
- \$90-120K
- Greater than \$120K

5. People decide to accept a job for different reasons. When you first took this job, which of these factors was ...

	Interesting work	Chance to make a difference	Salary / benefits	Learn new skills / move up	Passion for the issue	Job Security	The people I'd work with	Pride in the organization
...most important in your decision?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...second-most important?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... LEAST important in your decision?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. How much do you agree or disagree with the following statements about your job?

	Strongly disagree	Somewhat disagree	Neither Agree nor disagree	Somewhat agree	Strongly agree
My work is meaningful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My work positively challenges me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel valued by the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I'm satisfied with the recognition I get when I do a superior job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The stress involved in my job is manageable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. How easily could you describe how the work you do contributes to advancing your organization's mission?

- Not easily at all
- Not too easily
- Somewhat easily
- Very easily

8. To what extent do you agree or disagree with these statements about your job?

	Completely disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Completely agree	N/A
My task/objective is almost always clear	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I generally have enough time to accomplish required activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I generally have the training needed to accomplish activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I generally have sufficient administrative support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I'm given appropriate authority to make needed decisions day-to-day	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. About how many days did you spend in employer-sponsored training or professional development in the past 12 months?

10. If you received employer-sponsored training/professional development, did you choose it on your own or did your supervisor/employer steer you toward it?

- I chose (or proposed) the specific training/development experience on my own
- My supervisor (or other representative of my employer) steered me toward the specific training/development experience
- Not applicable

11. On the job overall, how satisfied are you with your...

	Very dissatisfied	Somewhat dissatisfied	Neither satisfied nor dissatisfied	Somewhat satisfied	Very satisfied
... day-to-day job activities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... salary?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...benefits (health, vacation, etc.)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...job security?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...work/life balance?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...professional development opportunities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...career advancement opportunities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## About the Organization You Work For

1. What kind of LGBT-focused organization do you work for? (Check the one, best fit)

- Advocacy/civic engagement (includes policy, legislation, politics)
- Health/social services/community center
- Arts/culture/media
- Legal/litigation focused
- Youth focused
- Grant-making/foundation
- Other (please specify)

2. How many paid employees does your organization have?

- 0 (no paid staff; all volunteer)
- 1 to 4
- between 5 and 10
- between 11 and 20
- between 21 and 50
- between 51 and 100
- over 100

3. What is the geographic focus of your organization? (Check the one, best fit)

- Local/metropolitan area
- State/multi-state
- National
- International
- Other (please specify)

4. About what is your organization's annual budget?

- Under \$100,000
- \$100,000 to \$499,999
- \$500,000 to \$999,999
- \$1 million to \$3 million
- More than \$3 million
- I have no idea

5. How well does your organization do at ...

	Very poorly	Somewhat poorly	Neither well nor poorly	Somewhat well	Very well	N/A
...attracting top candidates for employment in the organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...developing and promoting staff from within?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... retaining talented employees in the organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...disciplining/moving out poor performers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. If your organization could get much better in just ONE of these areas, in which area do you think improvement would most benefit the organization as a whole?

- Attracting top candidates for employment in the organization
- Developing and promoting staff from within
- Retaining talented employees in the organization
- Disciplining/moving out poor performers

7. Do you believe that your organization pays enough attention to racial/ethnic/cultural diversity when it...

	Yes	No	Unsure/don't know
...recruits new staff?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...develops and promotes staff?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...plans and prioritizes program work?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...conducts work and manages people day to day?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...recruits new board members?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. How would you rate the overall morale of the people you work with?

- Very low morale
- Somewhat low morale
- Neither low nor high morale
- Somewhat high morale
- Very high morale

9. Are you aware of any formal goals, objectives, or priorities for your unit that are updated on a periodic basis (e.g., annually)? (For "your unit," think of whatever makes sense. It could be a department, branch office, or the whole organization, depending on size and structure.)

- Yes
- No

10. Does your organization conduct employee performance reviews at least annually?

- Yes
- No
- Don't know

11. If there is a regular performance review process, who provides input to your review? (Check all that apply)

- My self
- My direct supervisor
- My peer(s)
- My subordinate(s)
- Board members
- Outside stakeholders
- N/A (no regular reviews)

12. How helpful is the performance review process to you, personally, in understanding and improving your JOB PERFORMANCE?

- Very unhelpful
- Somewhat unhelpful
- Neither helpful nor unhelpful
- Somewhat helpful
- Very helpful
- N/A (no review)

13. How helpful is the performance review process to you, personally, in planning for your PROFESSIONAL/CAREER DEVELOPMENT?

- Very unhelpful
- Somewhat unhelpful
- Neither helpful nor unhelpful
- Somewhat helpful
- Very helpful
- N/A (no review)

14. Is there someone senior to you at your organization who looks after your professional development?

- Yes
- No
- N/A (there's no one senior to me)

15. How much mentoring or guidance do you generally receive from senior colleagues at your organization?

- None at all
- Not too much
- A fair amount
- A great deal
- N/A (there's no one senior to me)

16. Please state up to three things that your organization could do to enhance opportunities for advancement and learning new skills.

## About Your Career

1. Roughly how many years have you spent working (for pay, at least half-time):

- In business? \_\_\_\_\_
- In government? \_\_\_\_\_
- In the nonprofit sector? \_\_\_\_\_
- In an LGBT-focused nonprofit? \_\_\_\_\_

2. When you took your FIRST nonprofit job, which of the following factors most influenced your decision? (Check up to 3)

- Interesting work
- Chance to make a difference
- Salary/benefits
- Learn new skills/move up
- Passion for the issue
- Job security
- The people I'd work with
- Pride in the organization

3. During the course of your career, how effective have you found these professional development resources to be?

	Very ineffective	Somewhat ineffective	Neither effective nor ineffective	Somewhat effective	Very effective	N/A (haven't used)
Workshops/seminars	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Online training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mentoring by a senior colleague	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coaching by a paid coach	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Informal networking with peers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participation in a professional association	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nonprofit management certification program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
University program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. What is your ideal next position? Include the type of organization/business it would be in.

5. What needs to happen to adequately prepare you to move up to the next role you desire? (Check all that apply)

- I need to further develop certain technical skills (e.g., financial management, fundraising, case management)
- I need to further develop my skills as a manager/supervisor
- I need to further develop my public speaking/cause advocacy skills
- I need to build my confidence to pursue and take on the next role
- I need to further develop my external connections and networks
- I'm professionally prepared now but need to be given the opportunity
- N/A (I'm not looking to move up, at least for now)

6. Can you tell us some specific knowledge, skills, or work experience you most need to acquire to meet your career goals?

7. Knowing that the future is hard to predict, please say how likely it is that, five years from now, you'll be working in...

	Very unlikely	Somewhat unlikely	Somewhat likely	Very likely
... your current LGBT organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... any LGBT-focused nonprofit organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...business?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...government?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. Which factors would most likely keep you employed in the LGBT movement for five more years? (Check up to 3)

- Feeling challenged/interested in my job
- Liking the people I work with
- Being mentored by a senior colleague
- Getting regular promotions
- Being satisfied with my pay/pay raises
- Having a flexible schedule
- Believing in the mission
- Feeling that I'm making a difference
- N/A (I'm leaving the movement regardless)



9. If you were to leave the LGBT movement, what would the reasons be? (Check up to 3)

- Found a more interesting/enjoyable job
- Found a job with better pay/benefits
- Found a job with better advancement/development opportunities
- Found a less stressful job
- Needed to limit the gay time/experience on my resume
- Disagreed with the politics of the LGBT movement – too liberal
- Disagreed with the politics of the LGBT movement – too conservative
- Left involuntarily/organization folded

10. Which adjectives best describe the most important characteristics of an organization at which you would want to work? (Check up to 3)

- Collaborative
- Results-oriented
- Strategic
- Respectful
- Dynamic
- Entrepreneurial
- Diverse
- Stable
- Structured
- Other (please specify)

## Whether You've Ever Worked in the LGBT Movement

1. What is your past experience, if any, working for pay in the LGBT movement?

- I have worked for pay in an LGBT-focused nonprofit
- I've seriously considered working for pay in an LGBT nonprofit, though I've never done so
- I've never seriously considered working for pay in an LGBT nonprofit

## Your LGBT Nonprofit Experience

1. When did you last work in an LGBT-focused nonprofit?

2. Which phrase best describes the last position you held in an LGBT-focused nonprofit?

- Executive director (or equivalent)
- Senior manager (among the few top employees who make executive decisions)
- Middle or first-line manager
- Technical or professional specialist in mission-related programs or services
- Technical or professional specialist in non-program area, e.g., fundraising or finance/business functions
- Coordinator or administrative worker

3. What kind of LGBT-focused nonprofit did you work for? (Check the one, best fit)

- Advocacy/civic engagement
- Health/social services/community center
- Arts/culture/media
- Legal/litigation focused
- Youth focused
- Foundation/philanthropy
- Other (please specify)

4. How well do each of the following words describe your experience working at an LGBT nonprofit?

	Very poorly	Somewhat poorly	Neither well nor poorly	Somewhat well	Very well
Fulfilling/high impact	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Frustrating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bureaucratic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interesting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disorganized	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financially rewarding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Socially rewarding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Good opportunity for professional development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Which considerations most caused you to exit LGBT movement work? (Check up to 3)

- Found a more interesting/enjoyable job
- Found a job with better pay/benefits
- Found a job with better advancement/development opportunities
- Found a less stressful job
- Wanted to work on broader issues (LGBT too narrow)
- Returned to school
- Needed to limit the gay time/experience on my resume (so as not to foreclose other career opportunities)
- Disagreed with the politics of the LGBT movement – too liberal
- Disagreed with the politics of the LGBT movement – too conservative
- Left involuntarily (e.g., laid off, organization folded)
- Other (please specify)

6. What change, if any, in the LGBT movement or its organizations would make you want to return to working there?

### Your Consideration of a Job in the LGBT Movement

1. If you were to choose to work in the LGBT movement someday, which of these factors would likely be...

	Interesting work	Chance to make a difference	Salary/benefits	Learn new skills/move up	Passion for the issue	Job security	People I'd work with	Pride in the organization
...most important in your decision?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...second-most important?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...LEAST important in your decision?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. What kind of LGBT-focused organization could you most see yourself working for someday? (Check the one, best fit on each line)

	Advocacy/civic engagement	Health/social services/ community center	Arts/culture/ media	Legal/litigation focused	Youth focused	Foundation/ philanthropy
My first choice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My second choice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My LAST choice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## About Why You Wouldn't Work in the LGBT Movement

1. There are many reasons that people do not seriously consider working somewhere. Please rate each of these as a reason that you haven't considered working in an LGBT-focused nonprofit.

	Not a reason at all	A minor reason	A somewhat important reason	A very important reason
Professional opportunities are limited	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I think having a "gay" job on my resume would limit future career opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I don't think I'd like the work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I don't have the skills or training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The pay and benefits are not sufficient	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in the movement are hard to work with	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Want to work on broader issues (LGBT too narrow)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I disagree with the politics of the movement – too liberal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I disagree with the politics of the movement – too conservative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Never been asked/recruited by an LGBT-focused nonprofit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. What, if anything, could change in the LGBT movement to make you consider working for it?

## Whether You Serve on the Board of an LGBT Nonprofit

1. Are you currently a board member of an LGBT-focused nonprofit organization?

- Yes
- No

## About Your Board Service

1. What are the most important things you contribute to the organization as a board member? (Check up to 3)

- Oversight of the executive director
- Strategic planning
- Personally raising funds ("making the ask")
- Connections to donors/foundations
- Connections to community/personal networks
- Topical/issue knowledge
- Specific technical skills such as accounting, development, or legal expertise
- Other (please explain)

2. As a board member, how often do you discuss organization-related matters with:

	Weekly or more frequently	A few times a quarter	A few times a year	Less frequently	Never	N/A
The executive director	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other senior staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board colleagues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Does your board (or board committee) formally evaluate the executive director at least annually?

- Yes
- No
- Don't know
- N/A (no paid ED or equivalent)

4. Does your board formally evaluate its own performance at least annually?

- Yes
- No
- Don't know

5. When did your board last create or approve a strategic plan for the organization?

6. How well does your organization do at...

	Very poorly	Somewhat poorly	Neither well nor poorly	Somewhat well	Very well	N/A
...attracting top candidates for employment in the organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...developing and promoting staff from within?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...retaining talented employees in the organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...disciplining/moving out poor performers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. If your organization could get much better in just ONE of these areas, in which area do you think improvement would most benefit the organization as a whole?

- Attracting top candidates for employment in the organization
- Developing and promoting staff from within
- Retaining talented employees in the organization
- Disciplining/moving out poor performers
- N/A (no staff)

8. Do you believe your organization pays enough attention to racial/ethnic/cultural diversity when it...

	Yes	No	Don't know	N/A
...recruits new staff?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...develops and promotes staff?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...plans and prioritizes program work?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...conducts work and manages people day to day?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...recruits new board members?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. Have you had any formal training related to the following areas of board service? (Check all that apply)

- Fundraising
- Financial oversight
- Strategic planning and decision-making
- Executive director oversight/supervision
- Succession planning/transitioning to new leadership
- Advocacy for the organization's mission and/or constituents
- Community/public relations
- Other (please explain)

10. Are you personally interested in undergoing training related to your board service? (Check all areas that apply)

- Fundraising
- Financial oversight
- Strategic planning and decision-making
- Executive director oversight/supervision
- Succession planning/transitioning to new leadership
- Advocacy for the organization's mission and/or constituents
- Community/public relations
- Other (please explain) Fundraising

11. Thinking of the board as a whole (not just you personally), board training in which of the following areas would MOST benefit the organization? (Check only one)

- Fundraising
- Financial oversight
- Strategic planning and decision-making
- Executive director oversight/supervision
- Succession planning/transitioning to new leadership
- Advocacy for the organization's mission and/or constituents
- Community/public relations
- Other (please explain)

## Conclusion

Thank you very much for completing this survey. For a report of the survey results, please send an email with a blank subject line to [SURVEY@LGBTMAP.ORG](mailto:SURVEY@LGBTMAP.ORG). Note that your email can't be connected with your survey responses – your responses are anonymous. If you have any questions or comments about this survey, please tell us below.

1. Please comment here in any way you'd like:



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