

Project Horizon Final Deliverable

Project Horizon
April 2025

Prepared for NeighborhoodWorks America



At a glance

Market Findings

- Overview of competitive landscape, insights from external interviews with professionals in the field, and three case studies of NeighborWorks affiliate organizations

Job Postings

- Analysis of key markets to target when searching for project managers and ways to stand out in an increasingly competitive market

Interviewee Selection: Leveraging AI

- Leveraging AI and a more streamlined process to select interview candidates to improve overall efficiency of the hiring process

Social Media Approach

- Improving success on professional social media to improve candidate pools and save costs

Internship Approach

- Using entry level talent to improve retention rates and build employee loyalty

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Executive Summary



We have completed our assessments of the various scope items planned for this final

Module	Scope Item	3/19 Interim	4/16 Final
① Market Analysis	Assess best practices used by market in hiring strategy to create gap analysis	Full	Full
	Identify non-profit strategies to compete against for profit	Majority	Full
	Create a profile of applicant for non-profits to target	Majority	Full
② External Assessment	Survey students and faculty in the real estate space to identify motivations in industry/non-profit path	Full	Full
	Interview current professionals to understand current hiring processes	Full	Full
③ Internal Assessment	Interview recent hires to understand applicant side of process	Majority	Full
	Interview directors to understand current hiring strategies employed to identify gaps	Majority	Full
	Develop surveys based on job descriptions for students to evaluate effectiveness	Majority	Full
④ Strategy Recommendation	Gap analysis of affiliates versus best practices	Majority	Full
	Develop hiring strategy with KPIs to measure performance	Initial	Full
	Develop cost projections with implementing new strategies	Initial	Full

NeighborWorks affiliates are facing struggles in project manager turnover and securing top talent

Area Outlook	Key Findings
<p>Market Analysis</p> <p>Negative Positive</p> 	<ul style="list-style-type: none"> The core appeals of flexibility and student loan forgiveness are key positioning points for non-profits to compete with for-profit companies which can be used to improve competitive positioning Widely used hiring strategies across industries such as internships and career growth pathways lead to higher retention rates which can potentially be implemented into NeighborWorks Affiliates
<p>Internal Assessment</p> <p>Negative Positive</p> 	<ul style="list-style-type: none"> NeighborWorks affiliate organizations currently struggle in key pain points of churn rate and sourcing processes and through targeting these, NeighborWorks can develop a more robust hiring strategy Gap analysis of affiliates compared to best practices shows that NeighborWorks affiliate organizations reveal needs in improvement in interview efficiency and applicant sourcing methods
<p>External Assessment</p> <p>Negative Positive</p> 	<ul style="list-style-type: none"> Motivations in entering the real estate space significantly stem from relationships with mentors and alumni networks showing importance of firm presences at universities to convert high quality talent into full time employees Interviewees showed key job characteristic priorities of compensation, work-life balance, impact, and growth opportunities which can be leveraged in job sourcing efforts
<p>Strategy Recommendation</p> <p>Negative Positive</p> 	<ul style="list-style-type: none"> NeighborWorks affiliates can employ social media strategies and internship programs to boost applicant pool diversity and improve access to high quality talent Through measuring key KPIs such as attrition, time to fill, and offer acceptance rate, affiliates can judge the efficacy of these new strategies





A photograph of a city skyline at dusk, likely New York City, with several skyscrapers illuminated. A large, white, stylized number '2' is overlaid on the left side of the image. The text 'Market Findings' is positioned to the right of the number, underlined.

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Market Findings

2.1 Non-Profit Positioning

NeighborWorks affiliates should highlight these core non-profit benefits to effectively attract top candidates

Non-Profit Primary Benefits	Description	Measurement
<i>Tax-Exemptions</i>	<ul style="list-style-type: none"> Since non-profits are exempt from federal income taxes under IRS Code 501(c)(3), they can direct more resources toward employee benefits, salaries, and professional development instead of tax obligations Some states offer tax exemptions on wages for employees of certain non-profits, which can increase net income 	
<i>Donor Tax Deduction</i>	<ul style="list-style-type: none"> Donors receive tax deductions for contributions, making fundraising easier and allowing non-profits to offer competitive salaries and better benefits More donor funding means stronger employee programs, better office resources, and expanded workplace support initiatives 	
<i>Flexibility</i>	<ul style="list-style-type: none"> Many non-profits emphasize flexibility in work hours, enabling employees to balance personal responsibilities, childcare, or further education Many non-profits allow employees to work remotely or in hybrid setups, cutting commuting costs and offering location flexibility 	
<i>Student Loan Forgiveness</i>	<ul style="list-style-type: none"> Full-time non-profit employees qualify for federal student loan forgiveness after 10 years of service and 120 qualifying payments Many states offer additional loan repayment assistance to non-profit employees in healthcare, education, and social work 	

Organizations with a community-based driven mission, prioritizing social outcomes over profit and are reliant on donations, grants, and volunteer efforts incentivizing candidates to apply for non-profit positions.

NeighborWorks affiliates must address 5 main key pain points to stand out in the non-profit landscape

	For Profit	Non-Profit
Employee Benefits	Includes life insurance, dental insurance, PTO, and similar perks	Lower salary packages , provides limited employee benefits, however, there are greater flexible working arrangements
Turnover Rate	Low Turnover Rate - Offer competitive salaries and comprehensive benefits and provide career advancing opportunities providing job security to employees	High Turnover Rate – Limited financial resources and employee burnout due to taking on multiple positions leads to high turnover rate
Funding	Access to larger, diverse funding through angel investors, corporate partnerships, etc. and greater flexibility in fund usage	Receive funding from government contributions and private grants , however, donors impose restrictions on fund allocation and usage
Reputation	Strong employer brands attract employees through their reputation of treating employers well and feel fulfilled in all facets of the job	Reputation is vital to attract employees who are committed to the mission, however, the 'non-profit' status may deter candidates from applying
Turnaround Time	Human Resources team dedicated to reviewing applications cross-functionally and sending interviews/acceptance letters in a timely manner	Limited resources due to employees often working multiple positions, so there is often a delay in getting back to applicants

Commentary

- **For-Profit:** Incentives such as **comprehensive benefits packages** are key to maintaining a low turnover rate and will enhance employee satisfaction
- **Non-Profit:** Although paying compensation may be low in the non-profit sector, **employees value the organization and mission** they are involved with and acquiring a strong reputation will attract both talent and donors, however, building a solid reputation is time and cost heavy




2.2 Competitor Analysis

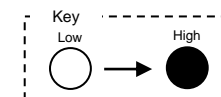
NeighborWorks can adopt hiring strategies that competitors utilize to refine hiring strategy and boost engagement

	NeighborWorks: Current Approach	TCB Approach	POAH Approach
Mission	Empower communities through affordable housing and financial support	Build and sustain strong communities where all people can thrive	Preserve affordable housing to ensure long-term community stability
Services Provided	<div>Professional Development</div> <div>Community Engagement</div> <div>Affordable Housing</div> <div>Resident Support</div>	<div>Professional Development</div> <div>Community Engagement</div> <div>Affordable Housing</div> <div>Resident Support</div>	<div>Professional Development</div> <div>Community Engagement</div> <div>Affordable Housing</div> <div>Resident Support</div>
Overall Positioning	<ul style="list-style-type: none"> Acts as a national capacity-builder, providing funding, training, and support to network of non-profits/affiliates 	<ul style="list-style-type: none"> Deeply community-focused, integrating housing with resident services, workforce development, and economic mobility 	<ul style="list-style-type: none"> Real estate-driven, prioritizing the acquisition and long-term preservation of affordable housing
Notable Engagement Practices	<ul style="list-style-type: none"> Utilizes affiliate network for localized engagement and a tailored approach to community building Strategic partnerships with regional and national organizations boost engagement and amplify impact 	<ul style="list-style-type: none"> Job postings highlight growth opportunities through mentorship, and carer advancement Recruitment prioritizes diversity and inclusion, framing mission-driven roles that foster higher community engagement 	<ul style="list-style-type: none"> POAH prioritizes REDI principles to attract diverse, mission-driven professionals. POAH emphasizes on career pathways with structured onboarding, mentorship, and internal advancement





Developed Advanced

NeighborWorks can adopt successful advertising strategies used by other nonprofits to highlight its core benefits

	Interactive Elements	Personalized Recommendations	Video-Based Benefits
Description	<ul style="list-style-type: none"> Add clickable employee profiles for insights into current and past employees Include interactive career progression maps and “day in the life” stimulations to engage candidates 	<ul style="list-style-type: none"> Implement algorithm-based matching to align candidates with best-fit positions Offer tailored application process with customized next steps and a clear timeline visualization 	<ul style="list-style-type: none"> Develop video content showcasing employee testimonials and organizational impact Highlight professional development opportunities and other nonprofit benefits
Effectiveness			
Rationale	<ul style="list-style-type: none"> Interactive features increase job ad click-through rates by 25% Candidates gain deeper insights into the work environment and company culture 	<ul style="list-style-type: none"> Job platforms with personalized recommendations see a 30% increase in user engagement Improves candidate quality and reduces friction in candidate journey 	<ul style="list-style-type: none"> Video content creates emotional connection to organization's mission Clear benefit presentation addresses candidate priorities
NeighborWorks Implementation	Integrate clickable staff bios and “day-in-the-life” role simulations into the careers page to show real employee stories and progression paths	Develop a personalized job-matching tool using candidate input (skills, interest) to recommend best-fit roles , guiding applicants with visual timelines for every role	Produce short testimonial videos featuring current employees and alumni to highlight impact, supplemented by benefits-focused reels for recruitment campaigns



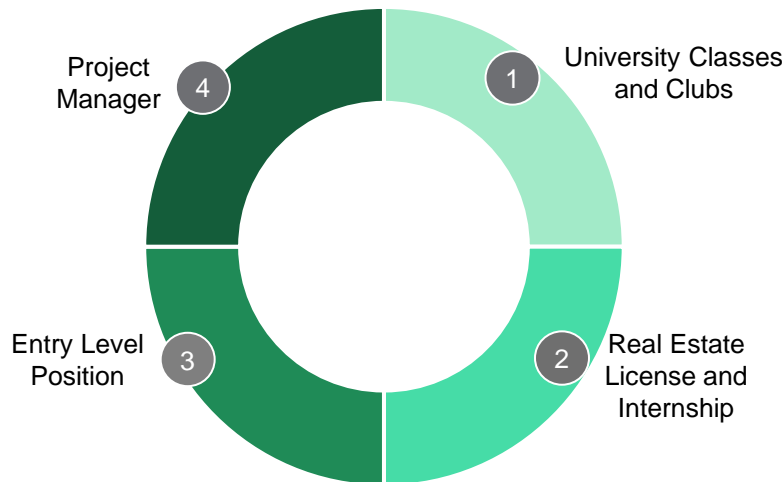
Key job criteria were identified in primary research, providing insight to the talent acquisition process

Key Criteria	Findings	Significance	Expectations
Compensation	Entry level individuals seek a career that offers stability and a sustainable reoccurring stream of income		Competitive salary packages and benefits are key motivators for attracting and retaining employees
Work-Life Balance	Buyers and sellers expect quick responses and without balance, burnout can happen quickly		Employees need appropriate support to meet these expectations without compromising their well-being
Alignment with Mission	A mission to shape neighbourhoods by providing support to businesses and families access property , contributing to economic growth and stability		Foster a culture of creative thinking to address the evolving needs of clients in a rapidly changing real estate landscape
Professional Development	Opportunities for growth and career progression provide incentives and lead to higher retention rates		Maintain an environment to progress in career and network with others who share similar passions

Motivations and expectations for entry-level candidates are key considerations in their job search. Companies that prioritize stability, work-life balance, mission alignment, and growth opportunities can improve talent acquisition and retention.

External interviews provide insights on the traditional pathway for current project managers

Traditional Project Management Pathway



Commentary

- 1 University Classes and Clubs**
 - **University classes:** Traditional introduction to business classes explore the **various careers** within business and career opportunities
 - **Clubs:** Real Estate Clubs provide students a space to **network and connect** with real estate mentors and explore the industry
- 2 Real Estate License and Internship**
 - **Real Estate License:** University and Real Estate Clubs **provide resources** and **discounted packages** to access a license
 - **Internship:** Exposure to **different aspects** of the industry help many discover where their passions and strengths lie
- 3 Entry Level Position**
 - **Opportunities for growth:** Seek roles that **provide mentorship**, professional development, and internal mobility opportunities
 - **Financial Stability:** Sustainable and reoccurring stream of revenue to **support their work and lifestyle**
- 4 Project Manager**
 - **Impact:** Mentoring and collaborating with others to **develop projects** that **benefits communities** and guides economic mobility
 - **Leadership:** Experience a position that **guides and supports** a team to reach a common goal or initiative

On-Campus recruiting showcases nonprofit benefits by building brand and strengthening talent pipeline

Strategic Benefits of Career Fairs

Student Insight

- Gain **direct feedback** on what benefits and impact stories resonate most with potential candidates
- Identify **competitive gaps** and opportunities by analysing student needs versus corporate offerings
- Apply fair interactions to **refine online job postings** and broader **recruitment strategies**



Benefit Amplification

- Demonstrate **clear career progression paths** and professional development opportunities
- Highlight **competitive benefits package** with specific emphasis on tuition reimbursement programs
- Showcase flexible work arrangement and work-life balance benefits that **appeal to students**



Mission Visibility

- Showcase meaningful work that **distinguishes** nonprofits from **corporate recruiters**
- Opportunity to directly **communicate organizational mission** and values to students
- Face-to-face engagement allows for **authentic connections** with nonprofit's mission and purpose



Career fairs offer unique ways for non-profits to display their brands and improve image through directly interacting with potential applicants.




2.2 Assessment of Affiliates

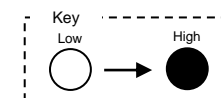
By comparing affiliate organizations, NeighborWorks can further understand their competitive positions

	Affiliate #1	Affiliate #2	Affiliate #3
Mission	Weaving together community planning, organizing, and asset-building efforts with high-quality affordable housing and commercial development to create vibrant neighborhoods	Build a cohesive and resilient community, develop affordable housing and commercial spaces that are safe and sustainable and promote economic stability for low- and moderate-income residents of all ages.	Dedicated to strengthening communities and families. Together, we build affordable housing and vibrant, prosperous neighborhoods.
Focus Areas	<div>Financial Empowerment</div> <div>Workforce Development</div> <div>Real Estate Development</div>	<div>Housing</div> <div>Community Engagement</div> <div>Economic Opportunity</div>	<div>Housing</div> <div>Education</div> <div>Real Estate Development</div>
Size	Community-focused organization, heavily involves their community in their development efforts in Boston area	Primarily community focused , operating in two specific Boston neighborhoods providing wide array of services	National leader in community development working primarily in two Boston communities and working with others across the area
Pros	Strong community aspect with many passionate members to source potential candidates	Efficient hiring processes and strong development program for project managers	Supportive workplace fosters a tight knit community leading to higher retention
Cons	Employees in project management tend to turnover frequently and process for hiring is not expedited	Lack of standardized HR department and many hiring strategy processes are outsourced to a consultant	Inconsistent recruitment approach and a lack of a standardized HR department having functions outsourced




2.2.3 Case Study #3

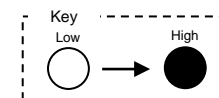
Leveraging relationships with outside organizations can attract candidates to fellowships with high retention rates

	High Retention Rates	Fellowship Program	Regular Check-Ins
Description	Fellowship programs allow affiliates to retain candidates and have part-time students return as full-time employees	Implementing a structured and comprehensive fellowship program allows interns to develop professionally and gain key mentorship and guidance	Structured meetings to allow managers and mentors to ensure consistent communication, provide support and track progress
Level of Strength			
Rationale	On average, in the real estate industry, interns have part time to full time conversion rates around 40-60%	Collaborating with foundations such as the Kuehn Foundation provide the opportunity for affiliates to connect with early talent	Implementing regular check ins allow for affiliates to gauge the perception of their interns and predict if they would like to return full time
Risks & Capabilities	<p>Risks: Limits talent; relying heavily on intern conversions can reduce exposure to top external candidates</p> <p>Capabilities: Allow affiliates to reduce costs and funds that otherwise would have been allocated to recruiting, leading to a significant return on investment</p>	<p>Risks: If most full-time hires come from the same internship pipeline, the company can lose out on diverse experiences and external industry insights</p> <p>Capabilities: An introductory internship program introduces students to the Project Manager space, allowing them to focus on their strengths and weaknesses</p>	<p>Risks: If feedback from check ins are not followed up on, they can feel impractical and unhelpful</p> <p>Capabilities: Develop stronger relationships, allowing mentors to build trust and allow intern to feel connected to company culture</p>



After speaking with Affiliate #3, HSG has found weaknesses in the applicant sourcing, HR functions, and retention

	Talent Awareness	Sourcing Fragmentation	Role Structure Gaps
Description	Limited exposure to affordable housing careers in traditional education pipelines, especially for early-career professionals, leading to mismatched applications and “desperation resumes”	Inconsistent recruitment approaches across roles, with no standardized talent sourcing strategy, leading to heavy reliance on external HR consultants highlights gaps in internal HR capabilities	The affiliate does not have an in-house HR department, instead outsourcing key HR functions to an external consultancy
Difficulty of Improvement			
Affiliate Commentary	<p>“Candidates often apply without understanding the PM role. Many have never heard of the NP sector.”</p> <p>— Director, Affiliate 3</p>	<p>“The consultant has been the most effective. Otherwise, we risk losing candidates by not casting a wide enough net.”</p> <p>— Director, Affiliate 3</p>	<p>“For-profits can pay more and snatch up PMs. It’s a constant process trying to find and keep talent.”</p> <p>— Director, Affiliate 3</p>
Potential Solutions	<p>Launch a low-cost awareness campaign targeting early-career professionals through:</p> <ul style="list-style-type: none"> University career centers Public service fellowships Mission-aligned job boards 	<p>Introduce a basic social media sourcing strategy (LinkedIn, Indeed, Glassdoor) and standardize core internal HR practices like job posting templates, sourcing channels, and timeliness. This allows affiliates to reduce consultant dependency and ensure a more consistent, cost-effective approach across roles</p>	<p>Invest in part-time or shared HR capacity across affiliates, or train one internal staff members in HR fundamentals (e.g. recruitment tools, compliance, onboarding) to reduce long-term outsourcing costs</p>



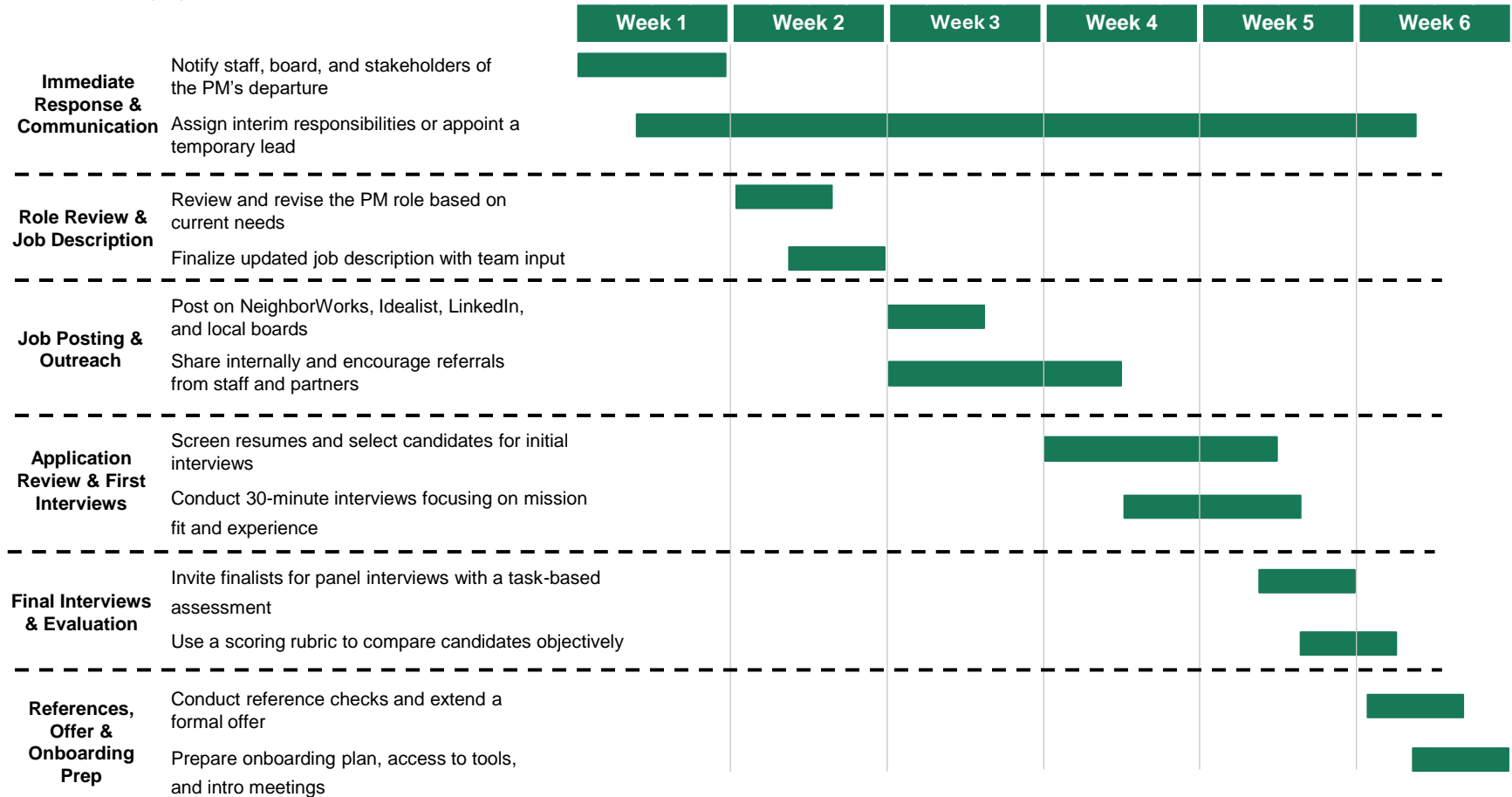
An aerial photograph of a city skyline at dusk. The sky is a mix of purple, blue, and orange. In the foreground, there are several large, multi-story brick buildings with many windows. To the left, a tall, modern glass skyscraper stands out. In the center, a prominent clock tower with a pointed roof is visible. The city extends into the distance with various other buildings and structures. A large, white, stylized number '3' is overlaid on the left side of the image, partially obscuring some of the buildings.

3

Strategy

Utilizing a timeline for applications and advertisement of recruitment process will reduce turnaround time for hiring







Standard Engagement Timeline

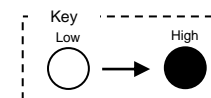


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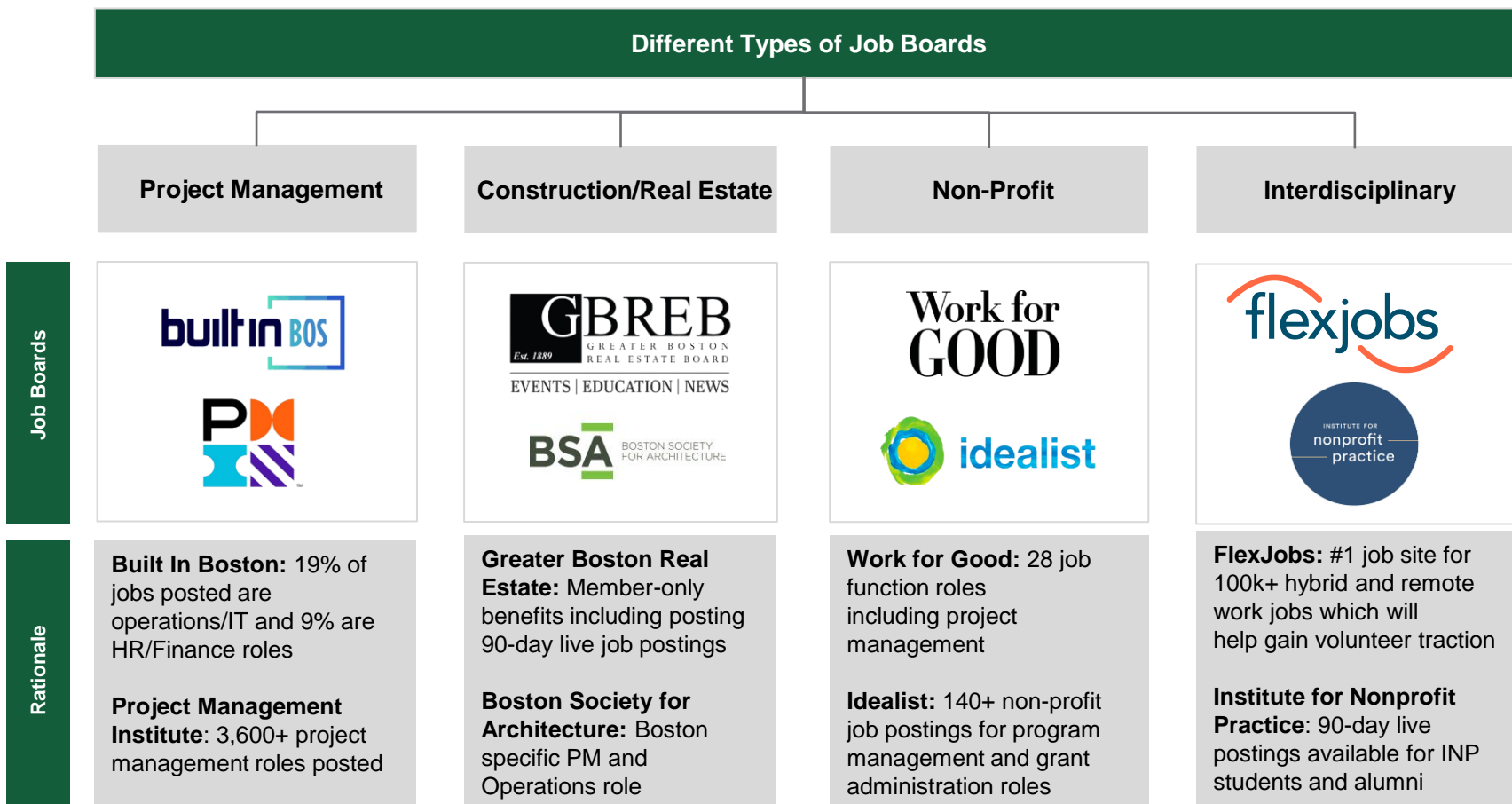
Job Postings

NeighborWorks Affiliates can use these platforms to increase outreach and attract quality candidates

Platform	Level of Suitability	Rationale for Platform Selection	Key Features
 <i>LinkedIn</i>		<ul style="list-style-type: none"> Ideal for strategic hiring and leadership roles since 75% of professionals on LinkedIn are interested in nonprofit work Users are more likely to hold college and postgraduate degrees 	<ul style="list-style-type: none"> Access 40+ filters to precisely search candidates (via LinkedIn Recruiter) Message passive candidates directly through InMail Boost employer branding with Company Pages and Life Tab
 <i>Indeed</i>		<ul style="list-style-type: none"> Mainstream platform to post jobs and provides a variety of tools for screening and interviewing purposes such as resume searching and candidate screening leading to a more streamlined hiring process 	<ul style="list-style-type: none"> Showcase culture and benefits through enhanced employer profiles Build trust with transparent employee reviews and company ratings Gain insights from candidate analytics and feedback trends
 <i>Glassdoor</i>		<ul style="list-style-type: none"> Lists over 110,000 nonprofit jobs in the U.S., including 1,900+ in Boston offering free job postings for eligible nonprofits and tools to share culture, benefits, and mission through reviews and profiles 	<ul style="list-style-type: none"> Post jobs for free or boost reach with sponsored listings Search and contact candidates in Indeed's resume database Use screening questions and auto-messaging to streamline hiring

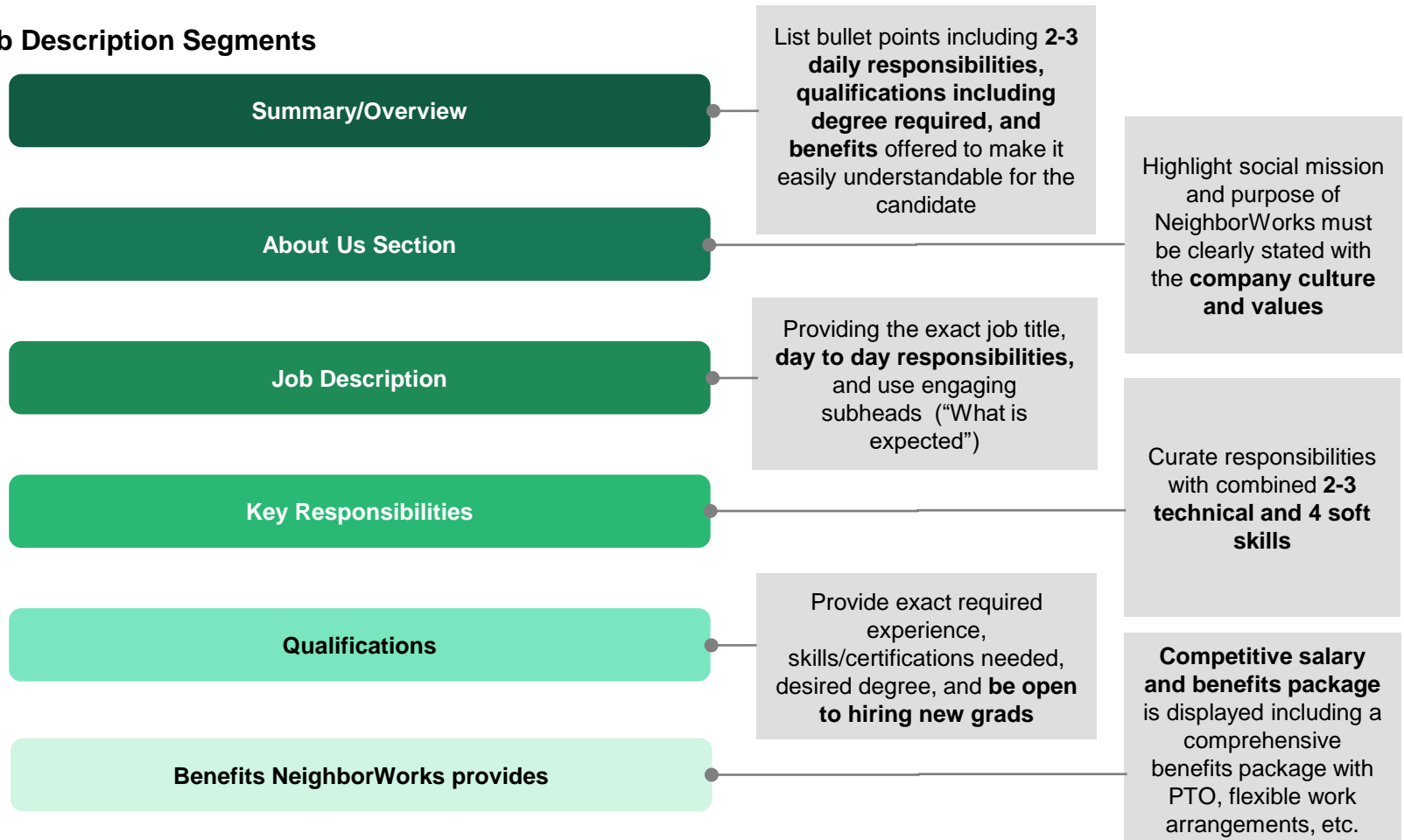


NeighborWorks should leverage niche job boards to increase engagement with potential candidates for hire



NeighborWorks should target increase candidate appeal through the personalization of job descriptions

Job Description Segments



3.2 Interviewee Selection Stage

Targeting specific qualities in applications can lead to a more standardized and effective recruitment process

Key Criteria in Resume

Industry-Specific Experience

Technical & Financial Skills

Leadership & Problem-Solving Skills



Attitude & Motivation

Screening Strategy

- Look for previous roles in affordable housing, urban development, or non-profit sectors
- **Check for project involvement** related to housing policy, community outreach, or construction management
- Identify proficiency in budgeting, grant writing, financial reporting, or data analysis tools (e.g., Excel, QuickBooks)
- Verify **experience managing funding sources**, government contracts, or compliance with housing regulations
- Look for phrases indicating cross-functional collaboration, stakeholder engagement, or community partnerships
- Identify roles where the **candidate facilitated meetings**, led teams, or **resolved conflicts** (e.g., "Led a team of X to improve tenant support by X%.")
- Screen for **quantifiable problem-solving achievements** ("Resolved X+ tenant inquiries" or "Cut supply costs by X%")
- Look for **long-term involvement** in volunteer work, advocacy, or leadership roles in community-based initiatives




Standardizing screening criteria across all NeighborWorks affiliates ensures consistency, efficiency and attracts top talent aligned with the mission.

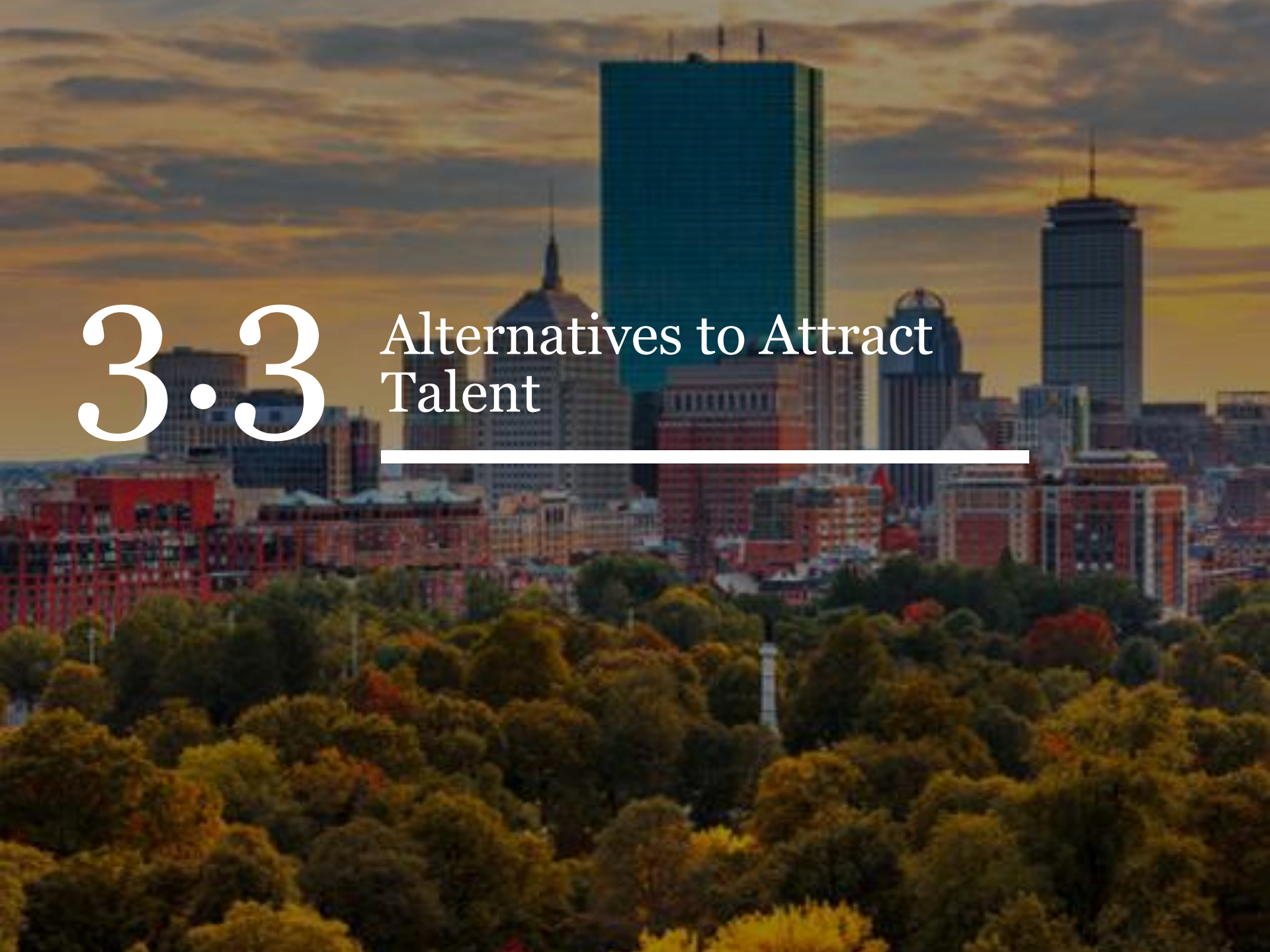
NeighborWorks can enhance recruitment efficiency through AI solutions tailored to each recruitment stage

	ProScreen AI	Video Screen AI
AI Tool	 PreScreenAI	 SPARK HIRE
Functionality	Filters and ranks resumes based on keywords , qualifications, and job relevance	Enables asynchronous video interviews with AI insights on tone and keywords, for early-stage candidate evaluation
Use-Case	Ideal for nonprofits with limited HR resources and helps identify mission-aligned candidates efficiently	Allows consistent first-round screening while reducing interviewer bias and saving time
Integration	Works with most applicant tracking systems (ATS) and allows tailored screening based on past hiring data	Hiring teams can share/rate interview videos to improve decision-making and reduce scheduling conflicts
Cost	Starts at \$19/month (Starter) for 200 resumes also has a \$50/month (Unlimited) for larger volume and priority support	Starts at \$149/month (Litte – 1 job), Pro at \$299/month (5 jobs), and Growth at \$499/month (10 jobs) with nonprofit discounts available upon request

AI-driven hiring tools streamline recruitment, reduce costs, and ensure standardized, efficient processes across affiliates.

Utilizing AI in the hiring process allows for a more cost-effective, time-saving, and efficient way to recruit talent

Category	Strategy	Statistics
Cost-Effective 	<ul style="list-style-type: none"> AI allows for automation of screening and assessments, lowering recruiter workload which cuts hiring expenses Objective evaluation using AI tools reduces costly mis-hires and lowers turnover rates which saves on rehiring and training expenses 	<p>"In one representative scenario, using conversational AI in hiring led to an 87.64% reduction in financial costs compared to traditional methods." - <i>World Economic Forum</i></p>
Time-Saving 	<ul style="list-style-type: none"> AI-powered tools eliminate communication delays, reduce back-and forth, and minimize delays in hiring process Quickly filters applications allowing recruiter to focus exclusively on top-tier candidates instead of manually reviewing resumes 	<p>"85% of employers that use automation or AI say it saves them time and increases their efficiency." - <i>SHRM Labs</i></p>
Streamlined Process 	<ul style="list-style-type: none"> AI standardizes candidate evaluations, reducing bias and ensuing a structured, repeatable hiring process for all roles/locations Connects with existing tracking systems to automate workflows from application to hire 	<p>"Candidates from AI-led interviews had higher success rates in human interviews (53.12%) than those from traditional resume screening (28.57%)." - <i>World Economic Forum</i></p>















An aerial photograph of a city skyline, likely New York City, featuring a dense forest of trees in the foreground with autumn foliage. The skyline includes several prominent skyscrapers, with the Empire State Building being the most visible on the right. The sky is filled with soft, golden clouds, suggesting a sunset or sunrise scene.

3.3

Alternatives to Attract Talent

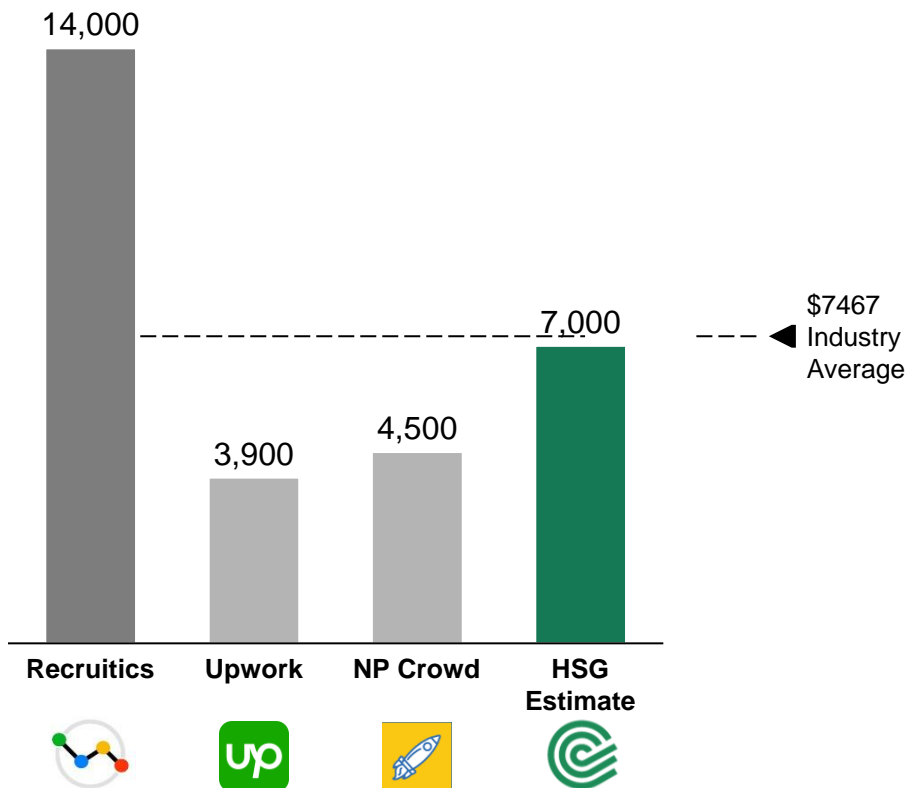
3.3.1 Social Media Approach

Leveraging social media core benefits to recruit top Project Manager talent for NeighborWorks affiliates

	Core Benefits of Using Social Media	Importance	Market Commentary
Primary Factors	 Cost Efficiency <i>Significantly cheaper than job boards or external HR consultants</i>	Low Moderate High 	<i>"The average Facebook ad costs \$0.64 per click"</i> - SalesLoop
	 Audience Reach <i>Access to billions of global users, including passive candidates</i>	Low Moderate High 	<i>"With 4.9 billion active user globally... 80% of employers find passive candidates"</i> - Queros
Additional Factors	 Real-Time Performance Data <i>Track ad clicks, impressions, and engagement in real time</i>	Low Moderate High 	<i>"Built-in analytics tools that track ad performance in real time"</i> - LinkedIn
	 Brand Visibility <i>Enhance employer reputation, credibility, and mission-alignment</i>	Low Moderate High 	<i>"Consistent employer branding increases candidate interest"</i> - Recruitics
	 Candidate Engagement <i>Supports two-way conversations and tailored candidate content</i>	Low Moderate High 	<i>"Social recruiting fosters two-way communication with candidates"</i> - Indeed
	 Brand Identity Development <i>Establishes consistent mission-driven messaging online</i>	Low Moderate High 	<i>"Allows companies to establish mission-driven content.. reinforces the employer brand"</i> - Recruitics
	 Flexibility & Speed <i>Campaigns can be launched, paused, or adjusted instantly</i>	Low Moderate High 	<i>"Instant messaging expedites communication, reducing time-to-hire significantly"</i> - Social Pilot

HSG estimate provides a benchmark for traditional HR consultant costs when sourcing entry-level candidates

Monthly Cost to Source 3-4 Qualified Candidates via
HR Consultant from Multiple Sources
Industry Estimates for NP Housing Organizations (CY25)



Source Commentary

HR Consultant Costs Vary Across Platforms

- Platforms like Recruitics use a **percentage-of-salary fee** structure, which can significantly inflate costs — especially for mid- or senior-level hires
- In contrast, Upwork and NP Crowd offer **hourly or flat-fee structures**, appealing to nonprofits with **tighter budgets** but sometimes at the expense of industry-specific expertise

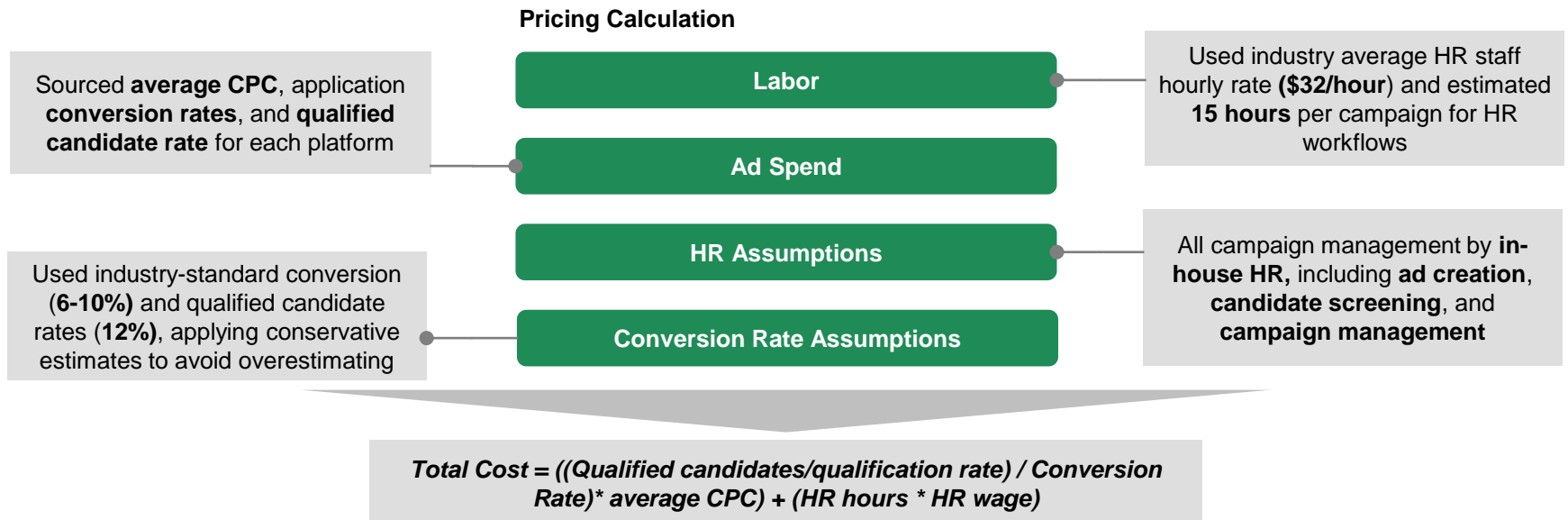
Cost Pressures Are Rising for Nonprofits

- In 2022, **93% of nonprofits increased spending on employee salaries and benefits**, driven by inflation and a competitive labor market
- 43% of nonprofits identified rising operating expenses as their most significant challenge, with professional service fees, including HR consulting, climbing by over 68%

HSG Estimate is Tailored for Entry-Level Hiring

- HSG's **\$7,000 estimate** reflects an industry-informed projection for sourcing **entry-level project managers** through an external HR consultant
- This benchmark helps quantify typical recruiting expenses for comparison against alternative strategies like **in-house social media sourcing**

Cost of social media sourcing is derived from ad spend, conversion assumptions, and internal HR labor inputs



Key Inputs Driving

- Inputs like **CPC** and **conversion rates** inform spend allocation across platforms
- Total Cost formula guides monthly budgeting per role by tying sourcing effort to output expectations
- Enables affiliates to **proactively forecast** recruitment costs before launching campaigns

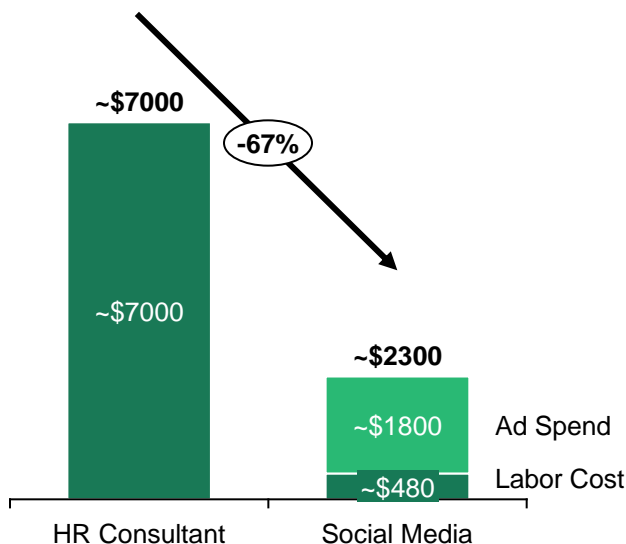
Adapt to Variability Across Affiliates & Platforms

- Accounts for **platform-specific** differences in CPC, **engagement**, and **conversion rates**
- Offers a **consistent** method to estimate cost despite variations in affiliate **size** or **geography**
- Enables each affiliate to tailor **inputs** (ad spend, labor hours) to local hiring **dynamics**

Social media sourcing maximizes efficiency in monthly cost and candidate yield compared to external HR consultants

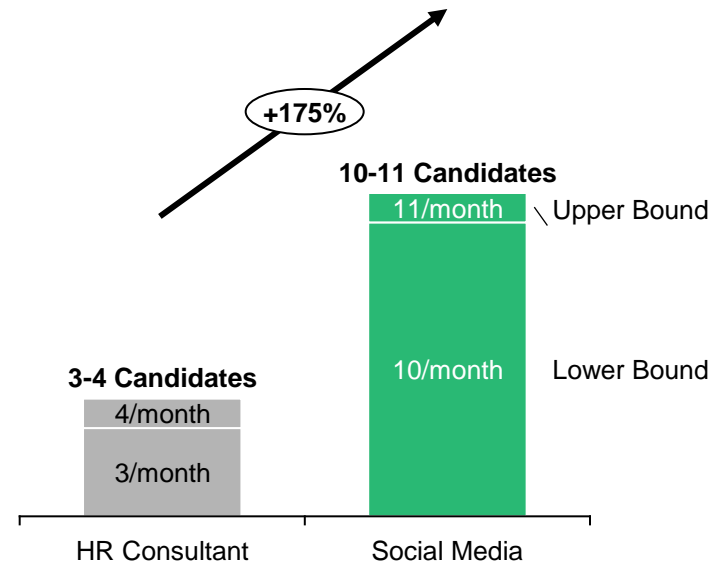
Cost Efficiency: Pre-hire cost comparison (same candidate output)

- Hiring an external HR consultant averages **\$7000/month** to source 3-4 qualified candidates
- Social media platforms like **LinkedIn, Indeed, and Glassdoor** reduce monthly cost to **~\$2300/month**, including **ad spend and internal labor cost**
- This represents a **67% cost savings** without sacrificing candidate volume



Yield Efficiency: Qualified candidates sourced assuming a \$3900 budget

- With the same **\$7000 budget**, social media sourcing can yield **10-11 qualified candidates per month** – compared to just **3-4** via HR consultants
- This represents a **175% increase in candidate volume**, driven by broader reach, direct platform engagement, and internal control over targeting and messaging



Through leveraging a social media strategy, NeighborWorks affiliates can increase publicity and application numbers

Social Media Strategy

Internal Preparation

- Build for refresh public profiles on platforms like LinkedIn, Glassdoor and Indeed to reflect affiliate **mission, impact stats, and staff testimonials**
- Draft tailored job descriptions for entry-level PM roles, highlighting benefits like **hybrid flexibility, mentorship, or community impact**
- Prepare evergreen content (e.g., “Why Work With Us” spotlights, photo stories) that can support multiple job postings and social media campaigns

Outreach & Advertisement Process

- Run paid campaigns on social media platforms with filters like **location, job function, and years of experience** to reach ideal PM candidates
- Prioritize **mission-driven boards** like Idealist and Work for Good, and cross-post on local housing coalition job hubs
- **Use high-engagement formats** – short employee videos, infographic posts, or carousel ads – to boost visibility and post engagement

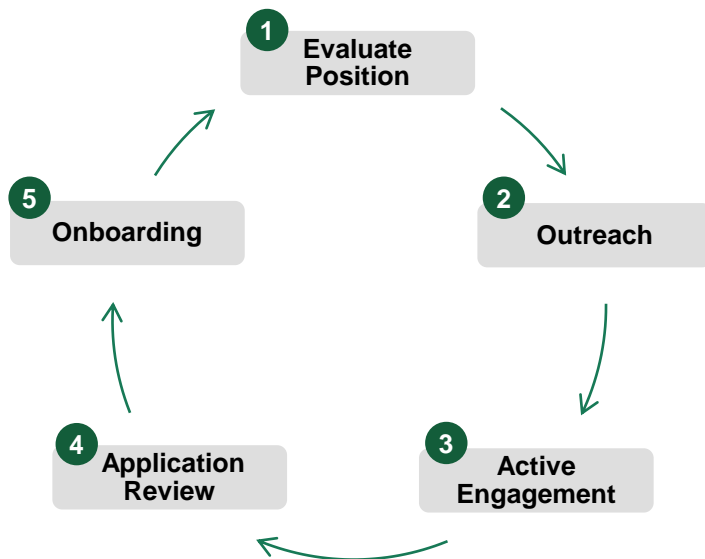
KPI Tracking & Optimization

- Track cost-per-applicant, cost-per-click, and application completion rates to evaluate ROI of ad channels
- Monitor engagement metrics (likes, shares, comments, saves) to refine creative content and targeting strategies
- Set monthly check-ins **to reallocate budget** toward top-performing channels, and test A/B variants of job ads or landing pages

By structuring their approach, affiliates can translate social media’s cost and yield benefits into sustainable, data-driven recruiting pipelines.

3.3.2 Internship Approach

Evaluating key processes in internship recruitment allows NeighborWorks to leverage AI and social media platforms



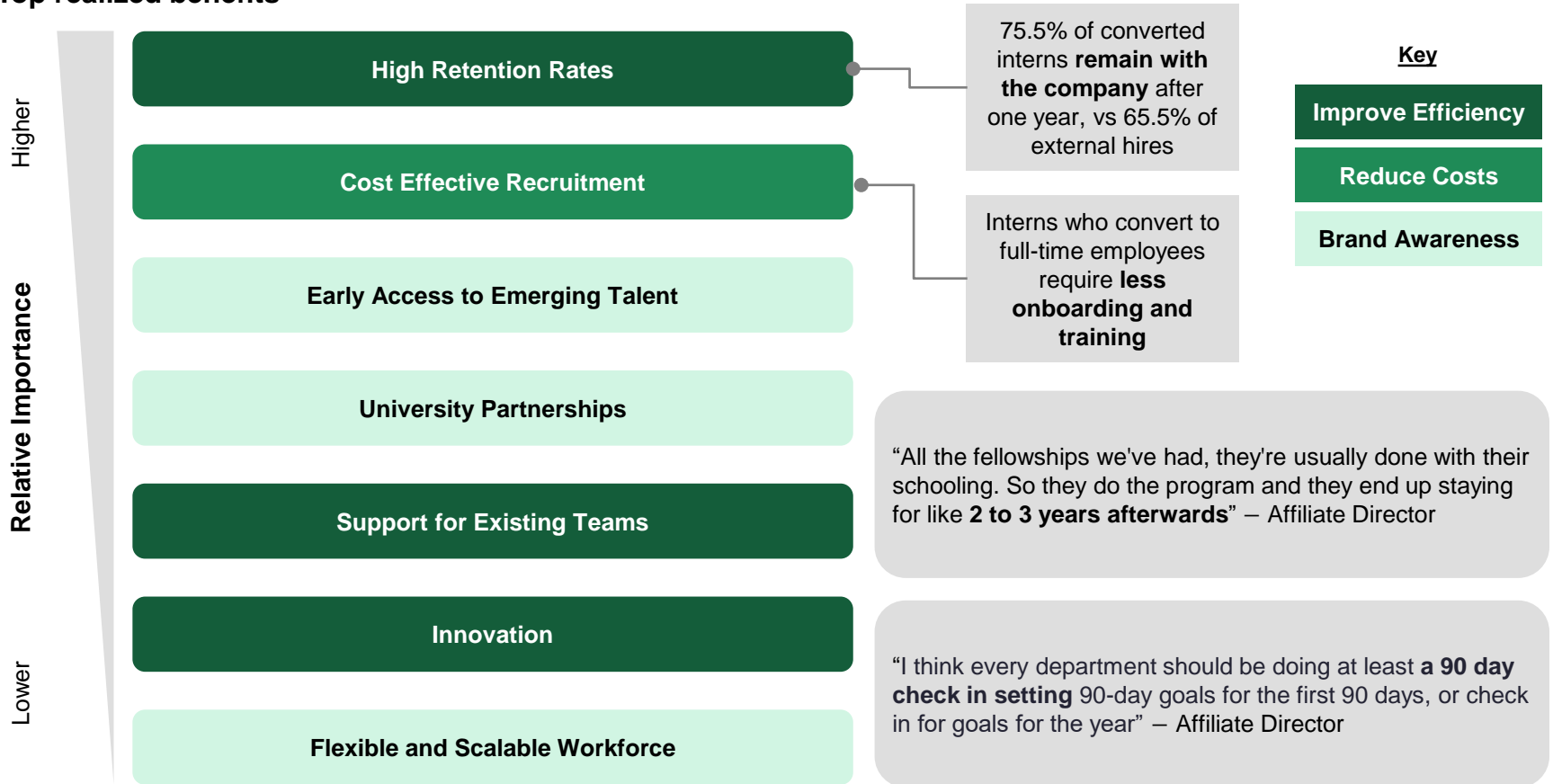
Implementation

- 1 • Define the internship role by evaluating the **qualifications, expectations, and compensation** involved
 - Prepare a detailed job description and identify key posting platforms
- 2 • Upload the job posting to planforms such as **LinkedIn, RecruitU, Glassdoor, Indeed, Handshake**, etc.
 - Leverage social media platforms, industry contacts, alumni networks, and past interns
- 3 • **Leverage AI to review resumes** and determine a qualified group of candidates to pass onto the interview process
 - Identify the top candidates to extend offers to
- 4 • Participate in a range of **college and job fairs** to identify diverse group of potential candidates
 - Encourage partners to share the opportunity and run **paid posts targeting college students**
- 5 • Confirm interns by sending offers and collecting the necessary documentation
 - **Implement introduction plan with training materials** and mentor assignments




Leveraging AI and social media platforms in the key processes of internship recruitment will allow NeighborWorks to increase their efficiency and outreach to potential candidates.

Incorporating internships into the recruitment process have led to high retention rates of intern to full time positions

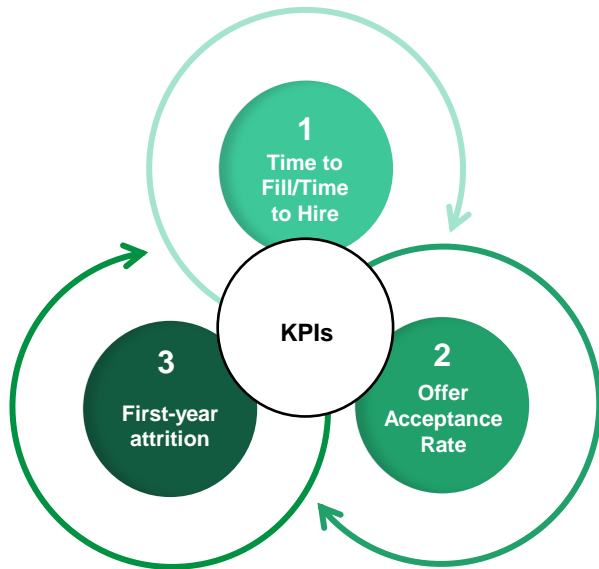
Top realized benefits



Identifying diverse methods of compensation will incentivize internship applicants

	Professional Development	Scholarships	Internal Mobility
Description	Mentorship, networking opportunities , and skill-building workshops are important incentives that encourage individuals to apply for internship positions	In alternative to offering competitive wages, non-profits can offer scholarships to support the education of interns	Offer the opportunity to transition between different teams within the non-profit or the provide an interview for a full time position
Level of Strength			
Rationale	Opportunities for training, workshops, certifications can help individuals grow their skill set	While scholarships have a financial implications, this strategy will not be as financially straining as offering competitive wages	Creates a space for interns to discover their strengths and weaknesses and identify what they are most passionate about
Limitations & Capabilities	<p>Limitations: Potential to source mentors that are not properly trained</p> <p>Capabilities: Provide the resources with meaningful networking opportunities that can open doors to future employment or partnerships</p>	<p>Limitations: Non-profits may not have the financial capacity to provide impactful scholarship</p> <p>Capabilities: Opportunity to create reoccurring scholarship payments that incentivize interns to return</p>	<p>Limitations: Interns may discover they would rather not pursue a career in a non-profits</p> <p>Capabilities: Create high retention rates and a smooth transition from a part-time to full-time role</p>

Utilizing key performance indicators to gauge recruitment strategy success allows NeighborWorks to see results



1



Time to Fill/Time to Hire

- *Time to Fill* measures the duration from when a job posting is made to when the position is successfully filled
- *Time to Hire* **focuses on the candidate journey**, tracking the time from receiving an application to the candidate accepting the job offer
- Both metrics assess and **optimize the overall hiring timeline**

2



Offer Acceptance Rate

- To improve the offer acceptance rate, it's **crucial to understand what candidates value most in a job**
- Consider factors such as work hours, the work environment, and the benefits, ensuring that the offerings align with candidate expectations and preferences

3



First-year attrition

- **Tracks candidate retention** within the first year, factoring in both new graduates and unmanaged attrition
- Managed attrition refers to voluntary contract terminations initiated by the employer
- Helps **assess the effectiveness of onboarding processes**, highlighting areas for improvement in retaining talent

Effective hiring strategies can be assessed through KPIs like first-year attrition, offer acceptance rate, Time to Fill, and Time to Hire.



Thank you

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