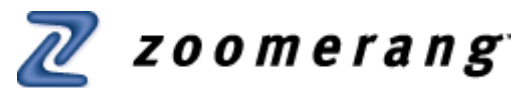


Organizational Assessment of Cost-Containment Initiatives v2

Results Overview



Date: 1/23/2009 9:59 AM PST
 Responses: Completes | Partial
 Filter: No filter applied

4. Where did you hear about this survey?

InsideNGO		51	47%
PANO		48	44%
Other, please specify		8	7%

What steps have you taken (or are considering in the immediate future) to address your organizational needs based on the current financial situation?

5. Hiring Freezes



Considered but decided not to implement		14	14%
Currently considering		16	16%
Implemented/will implement on a voluntary basis		14	14%
Implemented/will implement on an involuntary basis		34	33%
N/A		26	25%

6. Pay Cuts - Executives






Considered but decided not to implement		16	16%
Currently considering		12	12%
Implemented/will implement on a voluntary basis		10	10%
Implemented/will implement on an involuntary basis		4	4%
N/A		59	59%

7. Pay Cuts - Senior Management






Considered but decided not to implement		16	16%
---	--	----	-----

Currently considering		14	14%
Implemented/will implement on a voluntary basis		5	5%
Implemented/will implement on an involuntary basis		4	4%
N/A		63	62%


8. Pay Cuts - Senior Staff

Considered but decided not to implement		17	17%
Currently considering		13	13%
Implemented/will implement on a voluntary basis		3	3%
Implemented/will implement on an involuntary basis		2	2%
N/A		66	66%

9. Pay Cuts - Support Staff

Considered but decided not to implement		19	19%
Currently considering		9	9%
Implemented/will implement on a voluntary basis		2	2%
Implemented/will implement on an involuntary basis		2	2%
N/A		69	70%

10. Pay Cuts - Organization Wide

Considered but decided not to implement		16	16%
Currently considering		17	17%
Implemented/will implement on a voluntary basis		2	2%
Implemented/will implement on an involuntary basis		2	2%
N/A		64	64%

What steps have you taken (or are considering in the immediate future) to address your organizational needs based on the current financial situation? (Continued from Page 2)

11. Forced Furloughs (Unpaid)

Considered but decided not to implement		14	14%
Currently considering		9	9%
Implemented/will implement on a voluntary basis		1	1%
Implemented/will implement on an involuntary basis		1	1%
N/A		74	75%

13. Reduced Hours






Considered but decided not to implement		12	12%
Currently considering		13	13%
Implemented/will implement on a voluntary basis		5	5%
Implemented/will implement on an involuntary basis		6	6%
N/A		65	67%

14. Early Retirement






Considered but decided not to implement		4	4%
Currently considering		2	2%
Implemented/will implement on a voluntary basis		1	1%
Implemented/will implement on an involuntary basis		1	1%
N/A		89	92%

What steps have you taken (or are considering in the immediate future) to address your organizational needs based on the current financial situation? (Continued from Page 3)


15. Layoffs

Considered but decided not to implement		4	4%
Currently considering		23	24%
Implemented/will implement on a voluntary basis		1	1%
Implemented/will implement on an involuntary basis		23	24%
N/A		45	47%





17. Reduced health benefits

Considered but decided not to implement		18	19%
Currently considering		11	12%
Implemented/will implement on a voluntary basis		1	1%
Implemented/will implement on an involuntary basis		4	4%
N/A		61	64%

19. Increased employee contribution for health benefits






Considered but decided not to implement		15	16%
Currently considering		20	21%
Implemented/will implement on a voluntary basis		5	5%
Implemented/will implement on an involuntary basis		18	19%
N/A		37	39%

21. Salary Freeze

Considered but decided not to implement		6	6%
Currently considering		40	43%
Implemented/will implement on a voluntary basis		2	2%
Implemented/will implement on an involuntary basis		18	19%

N/A		29	31%
-----	---	----	-----

24. Which of the following pay structures will your pay increases be based on?

No Adjustment		15	16%
Cost of Living Adjustment only		17	19%
Merit-based increase only		39	43%
Merit-based increase + Cost of Living Adjustment		11	12%
Other, please specify		9	10%
Total		91	100%

[Products & Services](#) | [About Us](#) | [Support/Help](#) | [Zoomerang Forums](#)

© 2009 Copyright MarketTools Inc. All Rights Reserved. | [Privacy Policy](#) | [Terms Of Use](#)

Organizational Assessment of Cost-Containment Initiatives v2

Results Overview



Date: 1/23/2009 10:09 AM PST

Responses: Completes | Partial

Filter: No filter applied

12. If you are considering or implementing the above, how many days of forced furlough would your organization require?

#	Response
1	3-6 WEEKS
2	N/A
3	1-3 months in summer
4	Unknown at this time
5	unknown
6	1 day / week
7	N/A
8	N/A
9	Still under consideration - maybe one week a year
10	salary determined 2 weeks to 3 days depending
11	currently 2 days per month
12	2 days each month for State of CA. funded programs
13	10 days
14	Still figuring that out. Maybe 1 day per week
15	unsure
16	14 days
17	n/a

[Products & Services](#) | [About Us](#) | [Support/Help](#) | [Zoomerang Forums](#)

© 2009 Copyright MarketTools Inc. All Rights Reserved. | [Privacy Policy](#) | [Terms Of Use](#)

Organizational Assessment of Cost-Containment Initiatives v2

Results Overview



Date: 1/23/2009 10:10 AM PST

Responses: Completes | Partial

Filter: No filter applied

16. If you are considering or have implemented the above, what percentage of staff were/would be laid off?

#	Response
1	5%
2	15%
3	1%
4	Contracts were lost
5	Extremely small considering the total number of staff
6	1-5%
7	to soon to tell
8	Not sure yet.
9	unknown
10	intern and temporary employee laid off 12-31-08
11	at 4% currently
12	2%
13	unknown at this time
14	6.5%
15	5%
16	5-10%
17	NA
18	1%
19	10%
20	36%
21	15 - 20% of staff
22	Not yet sure
23	20%
24	We have been using vacancy control for many years, but in last year, did not rehire into vacated positions unless a true necessity. We did a small lay off in November, and a number of staff were placed into alternate positions. The percent of staff NOT placed into alternate positions was about 2.6%.
25	unknown. Entire programs will be laid off due to closing of JEHT foundation and reduction of NYState budget
26	less than 1%
27	10%
28	Just above 10% of staff worldwide (about 20% of US Staff)
29	Unknown as yet.
30	2%
31	10%

32	10%
33	5% - 10%
34	3-6%
35	10%
36	10%
37	unsure
38	20%
39	less than 1%
40	20%
41	So Far only 4 employees have been layed off but we are expecting to do more.
42	8%
43	18%
44	currently just looking at one senior mgmnt position that is redundant.
45	10%

[Products & Services](#) | [About Us](#) | [Support/Help](#) | [Zoomerang Forums](#)

© 2009 Copyright MarketTools Inc. All Rights Reserved. | [Privacy Policy](#) | [Terms Of Use](#)

Organizational Assessment of Cost-Containment Initiatives v2

Results Overview



Date: 1/23/2009 10:12 AM PST
Responses: Completes | Partial
Filter: No filter applied

18. If you are considering or have implemented the above, please describe the changes your organization has/would make to the health benefits.

#	Response
1	-Looking at HRA -Increase deductibles, copays -Shopping diff insurance carriers
2	increased in-network and out of network co-pays
3	considered possibility of lowering 403b match or stopping it altogether
4	employer currently pay 100% for insurance, will decrease by 1-25%
5	N/A
6	possible increase in co-pays
7	Reducing dental benefit 50% (we have a self-insured plan so it's easy to do) and considering a number of changes to medical including asking for an employee contribution for spousal participation (not for children)
8	Raised the out-of-network deductible from \$250/\$500 to \$500/\$1000 for individuals/families
9	In August 2008 we reorganized our benefits package and received some savings.
10	Increased the copayments for doctors and prescriptions
11	We are not considering any cuts at this time
12	Increased employee share of expenses related to medical plan.
13	raised copayments and employee contributions
14	increased co-pays, increased cost-sharing
15	Passing on to the employee a larger amount of the premium cost than we are currently doing
16	higher deductibles and copayments
17	High plan - All staff will pay 30% of the cost. Lower Plan- 0 cost to single and 30% contribution from the rest of the staff who are not single
18	Pay for the PPO at the same level as HMO
19	At renewal time next spring, higher co-pays, an employee contribution, higher contribution for dependents, etc.
20	EE contributions for the first time.
21	None

[Products & Services](#) | [About Us](#) | [Support/Help](#) | [Zoomerang Forums](#)

© 2009 Copyright MarketTools Inc. All Rights Reserved. | [Privacy Policy](#) | [Terms Of Use](#)

Organizational Assessment of Cost-Containment Initiatives v2

Results Overview



Date: 1/23/2009 10:13 AM PST
Responses: Completes | Partial
Filter: No filter applied

20. If you are considering or have implemented the above, please state what changes were/would be made to the employee contribution for each level of coverage.

#	Response
1	Currently we cover 100% of health care benefits for employees and their dependents. We are looking at cost share models for premiums based on salary level. For example 5%, 10%, 20% based on salary grade.
2	Last year, we changed it to 75/25. 75 employer and 25 employee. It was 70/30. Probably will not change this year.
3	do not have info as of yet
4	employee currently pays 05 for insurnce will increase by 1 - 25%
5	up to 10% increase to all coverages except individual
6	The decision to implement and the amount of the ubcrease will depend on the amount of our July 1, 2009 renewal increase.
7	slight increase
8	Increasing % of ee contributions
9	Do not require an EE contribution
10	In August 2008 we reorganized our benefits package and received some savings.
11	Will consider increasing the cost for family coverage.
12	None
13	will decide when our renewal comes due - late spring 09
14	Employee contribution may be increased to 20-25% of monthly health premium for individual and 35-40% for dual or family coverage
15	We increased the ee contributions of the premium from 5 - 10% depending on plan to a 25% ee contribution.
16	Don't know
17	raised it consierably
18	HIP employee contibutions remained the same but we increased Empire for those who chose it.
19	Maria -- I am happy to send along our new grids.
20	Higher Co- pay amounts, higher premium amounts
21	percentage of overall premium increased. New top-tier highest contribution introduced for senior staff of \$100,000.
22	10% higher premiums, higher co-pays
23	Small increase of 5% or less
24	The % of premium cost to employees for each level of coverage increased in 2009, and especially for part-time employees.
25	30% contributions from all staff except single staff who choose the lower plan.
26	Employee now pays for 8% of monthly health care premiums vs. 0% contribution in prior years.
27	Percentage of salary contributions based on level of enrollment (single, employee plus, family).
28	Union will now contribute to medical premiums where they previously paid nothing.
29	significant increase

30	See above. Now, there's no contribution for employees, and 30% of the difference for dependent coverage.
31	Org. currently pays 100% of premium costs for employee, spouse and dependents. May require a small contribution towards premium costs.
32	split by salary level and coverage ie. ee, ee+ spouse/domesticpartner ee+ child ee+ family
33	Change employee cost share
34	Increase by \$10 for each level of coverage.
35	higher percentage of premium cost
36	overall premium copay went from 5% to 7.5%
37	Currently pay entire premium. May ask for a 25% contribution when we see new rates in June.
38	large contribution toward family coverage. Currently \$125 per month
39	Currently we are paying 100% of employee health/dental plan. We are considering having employees contribute to the cost. Amount is undecided as yet.
40	Have not finalized...Still in the consideration stage

[Products & Services](#) | [About Us](#) | [Support/Help](#) | [Zoomerang Forums](#)

© 2009 Copyright MarketTools Inc. All Rights Reserved. | [Privacy Policy](#) | [Terms Of Use](#)

Organizational Assessment of Cost-Containment Initiatives v2

Results Overview



Date: 1/23/2009 10:14 AM PST

Responses: Completes | Partial

Filter: No filter applied

22. When is your organization slated to have its next pay increase?	
#	Response
1	7.1.2009
2	1/1/09
3	June 2009
4	October 1, 2009
5	9/09
6	anniversary date based
7	October 2009
8	2010
9	1/1/2010
10	March 2009
11	july 2009
12	July
13	Not yet defined
14	7/2009
15	We provide bonuses not pay increases
16	04/01/08
17	We use employee anniversary dates
18	October 2009
19	January 2010
20	January 1, 2010.
21	June 2009
22	June 1, 2009
23	July 1
24	was scheduled 1-1-09
25	Nov 2009
26	7-1-09
27	10/1/09
28	10/1/2009
29	throughout 2009
30	Unknown at this time--salary freeze in effect.
31	July 2009
32	January 2010
33	Rolling based on hire date

34	December 2009
35	Anniversary Dates
36	End of Year
37	July base pay, September bonuses
38	July 09
39	January 2009
40	July
41	February 2009
42	It was 2009
43	July 1, 2009
44	2010
45	February 2009
46	June 30, 2009
47	January 1, 2010
48	1/110
49	Janaury 2009
50	rolling-based on anniversaries
51	7/09
52	Was Dec 2008; currently on-hold
53	June 2009
54	July 2008
55	Jan 2010
56	Unknown
57	July
58	July 1
59	next year.
60	July 1 2009
61	January 2009
62	January, 2009
63	July 1, 2009
64	10/1/2009
65	we have an anniversary date policy
66	January 1, 2009
67	July 1, 2009
68	January 1, 2010
69	1/1/09
70	June 2009
71	Just implemented December 1, 2008
72	Jan. 30 (retro to jan.1)
73	1/1/2010
74	jan 2010

75	2010
76	April 2009
77	April
78	Not sure
79	Jan. 2010
80	June 1st
81	February
82	October 2009
83	7/1/09
84	1 jan 2009
85	July 09
86	January 2009 and then January 2010
87	October 2009
88	January 2009
89	July 1, 2009
90	Do not know
91	July 1, 2009 (?)

[Products & Services](#) | [About Us](#) | [Support/Help](#) | [Zoomerang Forums](#)

© 2009 Copyright MarketTools Inc. All Rights Reserved. | [Privacy Policy](#) | [Terms Of Use](#)

Organizational Assessment of Cost-Containment Initiatives v2

Results Overview



Date: 1/23/2009 10:14 AM PST

Responses: Completes | Partial

Filter: No filter applied

23. What is likely to be your average increase?	
#	Response
1	Undecided
2	4.5%
3	Not sure - depend on Board approval in Sept.
4	3%
5	3.5%
6	Can not determine right now
7	3% (if economic conditions improve)
8	Not a clue
9	2.5
10	unsure - considering salary freeze
11	5%
12	3 - 4%
13	N/A
14	Bonus payment scheduled for August 09
15	unsure
16	Still under consideration
17	We have not yet determined.
18	3%
19	For 1/1/09 increase it was 2.5%
20	4%
21	0
22	0-2 %
23	4%
24	3.5%
25	0%
26	not sure there will be an increase
27	3%
28	4%
29	unknown at this time
30	3.5%
31	3-5%
32	3-5%
33	Unknown at this time depends on revenue

34	2%
35	Need you to participate in our survey
36	5%
37	3-5%
38	3%
39	0%
40	3%
41	not sure
42	5%
43	0-3% possibly not given
44	Unknown
45	hopefully a 3% COLA.
46	4%
47	1.5% as of January 1, 2009
48	0
49	If we have merits, 3%
50	0%
51	we are still discussing
52	3%
53	Unknown
54	TBD - depends on location/ budgets etc
55	4%, though we might forgo increases
56	1 to 2%
57	0%
58	3.5%
59	1% -2%
60	3%
61	5%
62	3%
63	3%
64	3%
65	Depends upon our comparisons to our external peers
66	0%
67	3-4%
68	2.5%
69	4%
70	?
71	unsure
72	4%
73	3% if it actually is approved
74	Probably nothing

75	not sure yet - waiting to see market developments
76	3%
77	3.025%
78	0%
79	3.5%
80	3% mininum
81	4.5%
82	3%
83	4%
84	3%
85	None for this year
86	Being Reviewed

[Products & Services](#) | [About Us](#) | [Support/Help](#) | [Zoomerang Forums](#)

© 2009 Copyright MarketTools Inc. All Rights Reserved. | [Privacy Policy](#) | [Terms Of Use](#)

Organizational Assessment of Cost-Containment Initiatives v2

Results Overview



Date: 1/23/2009 10:15 AM PST
Responses: Completes | Partial
Filter: No filter applied

25. Are there any other cost-containment measures you have taken or are considering?	
#	Response
1	Drastically decreasing staff travel
2	Reducing use of consultants and temporary hires; reducing use of external recruiters
3	-Reduced travel -Changed board meeting to Wash DC instead of overseas like normal -Reduced salary increases on Oct 1, 08 -Reduced consultants, supplies and equipment purchases
4	no more activities with food, trim travel
5	Freeze on adds to staff.
6	Everything is based on how our financial situation looks in the upcoming year. Layoffs are possible or more decreased hours.
7	WE only allocated 1/2 of the salary increase budget approved by the Board for 1/1/2009 increases. If/when the rest of the money is released, we will make a decision at that time whether to give merit increases, possibly retroactive to 1/1/2009. We used the allocated funds to give an across the board increase to Fully Satisfactory performers.
8	not at this time
9	eliminating 403 (b) match
10	reducing office expenses such as stationery, coffee/snacks for meetings, utilites
11	We have been spending this year at a 9% reduction over the budget approved by our Board. This was done deliberately from the beginning of the FY to avoid arbitrary cuts. So far, we are on track to raise our spending budget. We have pulled high level job posting, and are holding off on a posting for one mid-level and one entry-level job.
12	Decrease budgets by 10%, 2009 salary freeze for senior staff and staff with significant supervisory responsibilities.
13	Renegotiation of high dollar vendor contracts such as IT/Internet access, telephones, maintenance.
14	Reducing expenses, particularly conferences and travel, conference calls, training or CLEs
15	Consolidation and centralization, not replacing from attrition
16	instituted purchase order system for budgeting and cost containment. cut program grants
17	Reduced Travel Reduced Budgets (consultancies, training etc0 Ending Programs resulting in layoffs by October 2009
18	We have streamlined and cut out all costs that can be removed for a year or two. We are limiting travel to that which is absolutely required.
19	reduction of operations budget, close monitoring of all expenditures
20	Considering: Reducing the employer contribution to the 403b plan. Reducing travel Exploring outsourcing of certain functions
21	genral reduction of costs such as supplies, stationery
22	Delaying purchase of capital items, cutting back on discretionary expenses, delaying implementation of programs until funding is secured.

23	Travel Freeze, Freeze on unfunded expenses.
24	No salary increases for Executive and Senior Level Staff (Directors, VPs and President & CEO)
25	Yes. 15% reduction in operating expenses. Cancellation of some key conferences and events, no bonus, reduced merits, reduced 403B contribution.
26	Not that I am aware of
27	All costs and expenses are under review. Will cut costs by reducing expenses.
28	Offering senior staff the opportunity to work at home 1 day per week and reducing their salary by 5%. Considering making staff pay for LTD insurance (I don't want to do this!). Paying vacation accruals at termination (for anything over 10 days) at 80%
29	reduction in bonuses
30	Cut travel that is not covered under a funded grant, froze discretionary spending, require senior level approval on anything that will commit the organization above \$1,000.00, reallocated manpowere away from unfunded projects and put them on funded projects.
31	Travel is very restricted. Travel policy changed from per diems to actuals.
32	Not funding a planned national media campaign; producing national newsletter electronically rather than printing and mailing; eliminating bonus program for FY 2009.
33	Whenever a full-time empoloyee leaves we consider whether or not to replace. If we replace the person, usually it is at a lower salary or reduced hours. So far, we have been able to cutback through attrition only.
34	Reduce costs for non-essential travel, employee morale events, training. Also are looking at consolidating benefits under one carrier to experience cost savings.
35	Postponing or delaying none critical capital expenditures, reduced travel cost for 2009 and reduced usgaje of consultants
36	print drafts on used paper, change light bulbs to flourescent (2 years ago)employees contribute to coffee/milk,charge out to funded projects as much as possible,no bonuses, limited travel reimbursements, phone interviews as opposed to bringing people in.
37	We don't have a hiring freeze but we eliminated multiple open, budgeted jobs at several points last year and have significantly decreased our staffing activity
38	None
39	Yes - scaling back on the cost for employee programs such as holiday parties. We also are tightening and reinforcing travel policies.
40	Some employee costs have been cut (e.g. training budget, purchase of performance evaluation tool, social events)
41	Suspension of the 401k Match
42	Reduction in travel. We haven't asked anyone to make specific cuts, but managers have been told to be mindful of the tough economic times.
43	5% decrease in all budget line, aministration, program and fund raising costs
44	Rlooking at the % the organization contributes to pension; removing commuter allownace and other fringe benefits
45	Depending on how State of California budget crisis impacts our programs, we may need to freeze salaries or furlough e/ees.
46	1. Cuts on travel 2. Seminars,workshops, training 3. certain capital purchases 4. Progam launches --postponed based upon priorities 5. Opening New offices abroad - Postpond
47	large focus on expense reduction
48	bonuses were not given out this year - instead a small recognition award was given to all staff
49	Suspension of pension contribution
50	Programmatic cuts, freezes on travel, administrative measures i.e. shipping and mailing, etc.
51	Conducted a budget reforecast to identify expenses that could be eliminated or reduced. Resulted in 10% budget reduction overall.

52	Salary deferrals No increases
53	moving stationery on-line reduced significant costs in pre-printed letterhead.
54	considering consolidation into fewer buildings to reduce occupancy expenses, general expense containment, reducing capital expenditures, reducing unfunded travel
55	subletting some office space
56	Cutting down on overall purchasing
57	Cut ordering of supplies
58	Elimination of temps and consultants.
59	No
60	elimination of company cell phones, reduced travel, combining program events.
61	We have given raises and bonuses this year based on performance. We are stressing the importance of limiting overhead and administrative expenses where possible
62	reducing pension, extending period of time before implementing pension reduced travel, sharing of rooms/driving when three staff going to same location
63	Not yet.
64	Overall spending, specifically on office supplies and xeroxing costs. Staff are being asked to buddy up when traveling by using shuttle buses rather than private company cars. Expenses are being watched more closely.
65	Our organization's 403B TIAA CREF retirement match has been reduced to 1%.

[Products & Services](#) | [About Us](#) | [Support/Help](#) | [Zoomerang Forums](#)

© 2009 Copyright MarketTools Inc. All Rights Reserved. | [Privacy Policy](#) | [Terms Of Use](#)