MissionSpark
Strategies for Social Impact

The Talent Challenge:

A Toolkit for Mission Success

Attracting, Developing and Retaining Your Mission-Critical Staff

Table of Contents

Table of Contents

Acknowledgments 3

Using this Toolkit 4

Introduction 5

- Hallmarks of Organizations Successful in Addressing the Talent Challenge 5

Part 1. Human Resources Fundamentals 6

- Recruiting, Developing and Retaining Your Talent is Mission-Critical 6
- HR Basics and Strategic Orientation 7
- Human Resources as a Strategic Tool 11
- Human Resource Challenges for Social Service Providers 12
  - Signs of Physical and Emotional Exhaustion 12
  - Signs of Cynicism and Detachment 13
  - Signs of Ineffectiveness and Lack of Accomplishment 13
- My Key Takeaways from Human Resources Fundamentals 14

Part 2: Culture is Key: Assessing Your Current Culture and Building the Culture You Want 15

- What is a Healthy Nonprofit Culture? 15
- How to Identify Your Current Organizational Culture 18
- Articulating Organizational Culture 19
- Changing Organizational Culture 20
- Changing the Culture of Your Organization 22
- My Takeaways from Culture is Key 23

Part 3: Attracting, Developing and Retaining Talent 24

Table of Contents

Design with the End in Mind 24

Attracting Talent to Your Organization 26

Creative Compensation Packages 26

Peer Ideas on Hiring 28

Developing and Supervising Your Talent 29

Peer Ideas on Supervision 30

Retaining Your Talent 30

Peer Ideas on Retention 31

My Takeaways from Attracting, Developing & Retaining 32

Part 4. Putting it All Together 33

Closing Thoughts 35

Links and Resources 36

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Mission Spark, LLC (www.missionspark.org) partners with philanthropy, nonprofit and social enterprise leaders to achieve transformative social change and to strengthen the social sector. They work to achieve this mission by providing results-driven consulting, training, and facilitation in Colorado.

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Using this Toolkit

Using this Toolkit

Attracting, developing and retaining mission-critical staff is a key challenge for most nonprofits, as organizations that must find the right balance of skill, knowledge, awareness, resilience, commitment and advocacy in the makeup of their staff. This tool kit is designed to help non-profits build and retain their best staffs, by thinking strategically about human resources, consciously creating their organizational culture and engaging in best practice. Descriptive text, workbook components and tools are combined to increase the practicality and usability of this resource.

This toolkit is divided into the following sections:

1. Human Resources Strategy Overview and Fundamentals
2. Your Culture is Key
3. Attracting, Developing and Retaining Talent
4. Putting it All Together

Uses for this Toolkit:

- Understand the mission-critical importance of recruiting, developing and retaining talent
- Review the basics of human resource management, values and principles
- Provide ideas and tools to support a winning Human Resources strategy for your organization
- Develop an understanding of your organizational culture and develop your own HR action plan
- Deepen learning through vetted 'selected resources'

Introduction

Introduction

Strategic management of and investment in the people who bring your mission to life is critical to the success of your organization. Too often, we don't know what we have until it's gone—and the hard and soft costs of turnover test the fabric of the organization. How can leaders embrace a more strategic orientation to human resources, and think comprehensively and creatively to better deliver on the asset that matters most in the effectiveness of operations and programming?

This toolkit provides information, tools and resources to help facilitate the development of more intentional approaches to human resources (HR) strategy, building of a talent-friendly culture and the identification of actions to promote the attraction, development and retention of staff members. By being deliberate with your organization's use of this toolkit, consistently evaluating your organization's current HR state and strategically targeting areas for improvement, you will gain confidence in the long-term capabilities of your organization to cultivate the mission-critical contributions of your staff, and thus, your organization's capabilities in serving its target community.

Hallmarks of Organizations Successful in Addressing the Talent Challenge

- Have a thorough understanding of and compliance with all legal responsibilities in employing and releasing staff
- Think about human resources as a critical element to overarching organizational strategy and build HR into the organization's strategic plan
- Think creatively and meaningfully about crafting competitive compensation packages
- Demonstrate best practice in hiring and onboarding new staff
- Regularly assess employee and organizational performance through transparent metrics tied to organizational goals and mission
- Address critical issues that lead to the burnout or ineffectiveness of staff by creating a supportive environment
- Craft organizational culture as one of the top tools in attracting, developing and retaining staff

Human Resources Fundamentals

Part 1. Human Resources Fundamentals

This section of the toolkit focuses on three things:

- Understanding why human resources is mission-critical
- Learning the basics of HR as a focus area, and as a strategic orientation
- Recognizing HR challenges specific to service providers

Recruiting, Developing and Retaining Your Talent is Mission-Critical

Your mission is only made manifest by the talent, commitment, focus and intentions of people. You have the most influence over and accountability to those individuals who are employed by your organization.

When you think about it, these individuals are THE primary resource needed to carry your organization's mission and the values and principles behind it. As such, you can't help but think about your staff as a critically important asset that can be supervised strategically and proactively to improve organizational performance, and in the process, inspire, grow and enrich these individuals. In short, effective and strategic human resources management will develop and motivate individuals who will help build the nonprofit organization and advance its mission.

It's no secret that many seeking nonprofit roles are already motivated and committed to the cause. The goal of good human resources management is to channel the energy of these individuals so it advances the organization's mission. Presuming that the mission-driven nature of your staff will be enough to both sustain them in their roles and deliver on the mission of the organization is a losing course. It may seem at first the most affordable option, and you may have been or are the type of individual running on the fumes of your passion for your cause. But the real costs of rapid and repeated turnover, and a diminishing pool of candidates from which to select (especially if you are in a rural environment drawing from a local pool) are extremely high.

Colleen Luzier, of HR Solutions, estimates the cost of replacing key positions at upwards of $30,000 when all the soft and hard data is analyzed. "If the person is highly skilled, or the profession or subject matter expertise is in high demand," she says, "it can go up exponentially from there. For example, soft data includes the cost of work not being done that cannot be billed or reimbursed, the cost of overtime, the cost in morale, impact to the objectives of your mission and potentially your brand and awareness levels, the time the manager spends reviewing resumes and conducting interviews, the time spent screening resumes, cost for training the new employee which is lost time for the "trainer," and finally the loss of knowledge which is difficult to measure but sorely felt."[1]

[1] See more at: http://www.marylandnonprofits.org/Articles/tabid/1110/ID/98/What-is-Staff-Turnover-Costing-Your-

Human Resources Fundamentals

HR Basics and Strategic Orientation

Human resources strategy has changed considerably in principle and practice.
More traditional approaches to HR management have historically resembled the following:

- Merit was defined based on the outcome of protecting people and equating fairness with sameness
- Emphasis placed on process and rules
- Hiring and promotion of talent was based on technical skills
- Job for life – lifelong commitment
- Protection justifies tenure
- Performance appraisal based on individual activities
- Employee/management relationship based on conflicting goals and antagonistic relationship

Current approaches to HR management have evolved in the following ways:

- Merit defined as the outcome of better performance with allowance for differentiation between different talent
- Emphasis is on performance and results
- Hiring, nurturing and promotion of talent to move into the right position/best fit
- Both employee performance and employer need justifies retention
- Performance appraisal is based on demonstrated individual contribution to organizational goals
- Employee/management partnership based on mutual goals of successful organization and employee satisfaction

Modern HR values reflect a shift to creating a transparent set of expectations then nurturing and motivating employees to achieve high performance on mission-driven goals. Here are some of the guiding values you should consider when building an environment that can attract, develop and retain your staff. Review these values and then rate your organization on a scale of 1-5 on how well you represent this value, 1= not at all, and 5 = excels.

RATING:	**VALUE:**
_____	Value employee talents
_____	Encourage professional growth
_____	Promote fairness

Organization.aspx#sthash.UV47zyce.dpuf

Human Resources Fundamentals

_____ Provide productive work environments

_____ Develop teamwork

_____ Demonstrate concern and compassion for others

_____ Foster openness

_____ Maintain ethical principles

_____ Ensure high-quality service

In addition to assessing your organization's ability to embody human resource values which underpin strategic human resource management, take a moment to think about other baseline tools and practices you have in place that support attracting, developing and retaining staff.

Rating*	Indicator	Met	Needs Work	N/A
E	1. The organization has a written personnel handbook/policy that is regularly reviewed and updated: a) to describe the recruitment, hiring, termination and standard work rules for all staff; b) to maintain compliance with government regulations including Fair Labor Standards Act, Equal Employment Opportunity Act, Americans with Disabilities Act, Occupational Health and Safety Act, Family Leave Act, Affirmative Action Plan (if required), etc.			
R	2. The organization follows nondiscriminatory hiring practices.			
R	3. The organization provides a copy of or access to the written personnel policy to all members of the board, the Executive Director and all staff members. All staff members acknowledge in writing that they have read and have access to the personnel handbook/policies.			
R	4. The organization has job descriptions including qualifications, duties, reporting relationships and key indicators.			
R	5. The organization's Board of Directors conducts an annual review/evaluation of its Executive Director in relationship to a previously determined set of expectations.			
R	6. The Executive Director's salary is set by the Board of Directors in a reasonable process and is in compliance with the organization's compensation plan.			
R	7. The organization requires employee performance appraisals to be conducted and documented at least annually.			
A	8. The organization has a compensation plan, and a periodic review of salary ranges and benefits is conducted.			
A	9. The organization has a timely process for filling vacant positions to prevent an interruption of program services or			

	disruption to organization operations.			
A	10. The organization has a process for reviewing and responding to ideas, suggestions, comments and perceptions from all staff members.			
A	11. The organization provides opportunities for employees' professional development and training with their job skill area and also in such areas as cultural sensitivity and personal development.			
A	12. The organization maintains contemporaneous records documenting staff time in program allocations.			
Indicators ratings: E = essential; R = recommended; A = additional to strengthen organizational activities				

Source: http://managementhelp.org/organizationalperformance/nonprofits/human-resources.htm

The following excerpt from the Colorado Nonprofit Association's Principles and Practices, 3rd Edition offers insight into the HR policies, practices and legal responsibilities a nonprofit should address. (Source: http://www.coloradononprofits.org/help-desk-resources/principles-practices/)

Human Resources Fundamentals

General

1. Federal, State, and Local Laws

A nonprofit must comply with all federal, state, and local employment laws when hiring and employing personnel.

2. Work Environment

A nonprofit should continually work to provide a safe and healthy work environment. Nonprofits must purchase workers' compensation insurance (C.R.S. § 8-44-101).

3. Guidelines and Procedures

A nonprofit should adopt a set of guidelines and procedures for managing employees and volunteers. This should include a broad and encompassing equal opportunity employment policy, anti-harassment guidelines, and nondiscrimination guidelines.

4. Employee Records Retention

A nonprofit should include both employee and volunteer records retention guidelines and procedures in its records retention policy that are consistent with applicable laws and industry best practices.

5. Conflict of Interest Policy

A nonprofit should establish a clear conflict of interest policy that requires disclosure of relationships, nepotism, and interested-party transactions. The policy should include a disclosure form, which is signed annually by staff and volunteers with decision-making authority, and procedures for managing conflicts of interest and handling situations in which public and private interests intersect (990).

6. Whistleblower Policy

A nonprofit should implement a whistleblower policy with specific procedures for reporting violations of organizational policy or applicable laws and must ensure that those making such reports are protected from repercussions (18 USC § 1107 – a.k.a. Sarbanes-Oxley; 990).

7. Staff Compensation

A nonprofit should endeavor to provide compensation in accordance with industry standards and market data in order to obtain qualified employees needed to fulfill the mission of the organization. Compensation should be based on performance and equitable given skills, experience level, and job status. Both Colorado law and federal income tax laws prohibit the payment of more than reasonable compensation (C.R.S. § 7-133-102; IRC § 501(c)(3) and 4958; 990).

8. Periodic Review of Compensation Structure

A nonprofit should establish and periodically review its overall compensation structure using industry-based surveys of comparable salaries and benefits, market data, and internal review. The organization should also establish and periodically review guidelines on employee benefits including medical insurance, retirement plans, sick leave, maternity/paternity leave, vacation, paid time off, and other benefits as appropriate.

Human Resources Fundamentals

What are three specific next steps you can take to improve the employee-readiness of your organization?

How does your current staff and human resources approach support the strategic direction of your organization?

Human Resources as a Strategic Tool

Executing on the strategic future of your organization rests on the ability of the team to deliver systems, services and resources that can sustain or grow the impact of your mission. Despite this, many of us do not look strategically at our human resources systems, staff make up and hiring needs as part of our planning processes.

Change this by using the four Ps as your guide:

1. Pro-active – make sure your HR functions are clear, legal, consistent; support the goals of the organization;
2. Purpose – link and align your staff makeup, approach to attracting, developing and retaining to the organization's mission, vision, values and goals;
3. Process-driven – engage your staff for feedback and insight about the culture, practices and policies of your organization. Make sure voices are heard and reflected in the design of your approach to motivating, supporting, growing and enabling the individuals on your team to best meet mission; and finally,
4. Plan strategically – determine who should participate, gather data about the current state of your organization, identify future needs and trends, formulate strategies (goals and objectives) and develop an action plan which is inclusive of how people can serve as your most valuable asset. Gather regular feedback and data as your implement.

In nonprofit environments, we tend to trade off our focus on human resources in exchange for more burning issues, but this is short-sighted and fundamentally corrosive to our organizations. What is

more important to our mission than protecting and investing in our most valuable asset?

Human Resource Challenges for Social Service Providers

Social service providers face challenges for human resources, which may include including delivering long hours for low pay, providing services to individuals in highly emotional, evolving situations, considering personal safety on a day-to-day basis, and putting out emerging fires that can strain capacity. On the positive side, many individuals are deeply passionate about, attracted to and motivated by the mission to help others, and find the work very rewarding. In general, such work is values-laden and informs work environments. Some of those permeating values or orientations include:

Direct service providers, especially those in case management and residential environments, experience higher levels of turnover, likely due to the intensive demands of such jobs. Preventing burnout becomes paramount. **Burn out** is a state of emotional, mental, and physical exhaustion caused by excessive and prolonged stress. It occurs when you feel overwhelmed and unable to meet constant demands. As the stress continues, you begin to lose the interest or motivation that led you to take on a certain role in the first place. **Later in this tool kit, we will look at creating a culture and supervising/developing staff in ways which are sensitive to the real issues faced by direct service providers.**

What are the signs of burn out to watch for in yourself or your staff members?

(excerpted from Psychology Today, https://www.psychologytoday.com/blog/high-octane-women/201311/the-tell-tale-signs-burnout-do-you-have-them)

Signs of physical and emotional exhaustion

1. ***Chronic fatigue.*** In the early stages, you may feel a lack of energy and feel tired most days. In the latter stages, you feel physically and emotionally exhausted, drained, and depleted, and you may feel a sense of dread for what lies ahead on any given day.
2. ***Insomnia.*** In the early stages, you may have trouble falling asleep or staying asleep one or two nights a week. In the latter stages, insomnia may turn into a persistent, nightly ordeal; as exhausted as you are, you can't sleep.
3. ***Forgetfulness/impaired concentration and attention.*** Lack of focus and mild forgetfulness are early signs. Later, the problems may get to the point where you can't get your work done and everything begins to pile up.
4. ***Physical symptoms.*** Physical symptoms may include chest pain, heart palpitations, shortness of breath, gastrointestinal pain, dizziness, fainting, and/or headaches (all of which should be medically assessed).
5. ***Increased illness.*** Because your body is depleted, your immune system becomes weakened,

making you more vulnerable to infections, colds, flu, and other immune-related medical problems.

6. ***Loss of appetite.*** In the early stages, you may not feel hungry and may skip a few meals. In the latter stages, you may lose your appetite all together and begin to lose a significant amount of weight.
7. ***Anxiety.*** Early on, you may experience mild symptoms of tension, worry, and edginess. As you move closer to burnout, the anxiety may become so serious that it interferes in your ability to work productively and may cause problems in your personal life.
8. ***Depression.*** In the early stages, you may feel mildly sad, occasionally hopeless, and you may experience feelings of guilt and worthlessness as a result. At its worst, you may feel trapped, severely depressed, and think the world would be better off without you. (If your depression is to this point, you should seek professional help immediately.)
9. ***Anger.*** At first, this may present as interpersonal tension and irritability. In the latter stages, this may turn into angry outbursts and serious arguments at home and in the workplace. (If anger gets to the point where it turns to thoughts or acts of violence toward family or coworkers, seek professional assistance immediately.)

Signs of Cynicism and Detachment

1. ***Loss of enjoyment.*** At first, loss of enjoyment may seem very mild, such as not wanting to go to work or being eager to leave. Without intervention, loss of enjoyment may extend to all areas of your life, including the time you spend with family and friends. At work, you may try to avoid projects and figure out ways to escape work all together.
2. ***Pessimism.*** At first, this may present itself as negative self-talk and/or moving from a glass half-full to a glass half-empty attitude. At its worst, this may move beyond how you feel about yourself and extend to trust issues with coworkers and family members and a feeling that you can't count on anyone.
3. ***Isolation.*** In the early stages, this may seem like mild resistance to socializing (i.e., not wanting to go out to lunch; closing your door occasionally to keep others out). In the latter stages, you may become angry when someone speaks to you, or you may come in early or leave late to avoid interactions.
4. ***Detachment.*** Detachment is a general sense of feeling disconnected from others or from your environment. It can take the form of the isolative behaviors described above, and result in removing yourself emotionally and physically from your job and other responsibilities. You may call in sick often, stop returning calls and emails, or regularly come in late.

Signs of Ineffectiveness and Lack of Accomplishment

1. ***Feelings of apathy and hopelessness.*** This is similar to what is described in the depression and pessimism sections of this article. It presents as a general sense that nothing is going right

or nothing matters. As the symptoms worsen, these feelings may become immobilizing, making it seem like "what's the point?"

2. ***Increased irritability.*** Irritability often stems from feeling ineffective, unimportant, useless, and an increasing sense that you're not able to do things as efficiently or effectively as you once did. In the early stages, this can interfere in personal and professional relationships. At its worst, it can destroy relationships and careers.
3. ***Lack of productivity and poor performance.*** Despite long hours, chronic stress prevents you from being as productive as you once were, which often results in incomplete projects and an ever-growing to-do list. At times, it seems that as hard as you try, you can't climb out from under the pile.

Knowing the signs and symptoms of burn out, along with acknowledging the unique environments, assets and challenges facing non-profits can go a long way in crafting HR strategies, compensation packages, culture, and policies and procedures that can best support your staff.

My Key Takeaways from Human Resources Fundamentals

Use the space below to identify information or ideas explored in the above section that have particular relevance to your board. What actions might you want to engage in that could improve your organization's fulfillment of its responsibilities? What key takeaways do you want to ensure you'll remember? Document those items below:

Key Takeaway/Insight	Resulting Action

Culture is Key

Part 2: Culture is Key: Assessing Your Current Culture and Building the Culture You Want

Understanding your current culture and building the culture that can inspire, sustain, and enable your staff to deliver on your mission is a critical part of attracting, developing and retaining your staff. In this section, we explore a helpful article excerpt on building a healthy nonprofit culture, including key questions to answer, and then walk you through the process of evaluating and transitioning your own culture to more closely align with an environment that can better support your team and mission.

What is a Healthy Nonprofit Culture?

(the following article is by Marc Koenig, published on the Nonprofit Hub; http://www.nonprofithub.org/starting-a-nonprofit/designing-your-nonprofit-culture/)

Culture is deeper than the perks. It requires constant care, intentionality and commitment.

In a way, creating a healthy culture a lot like tending a garden: how you care for the garden itself affects the quality of your produce. Likewise, your culture determines the extent to which you can make an impact on the world.

If the environment—the garden itself—isn't well tended, it doesn't matter how much time you spent picking out that strain of tomatoes or how excited you are about the new salsa recipe you want to try out.

Vision alone won't bring you to your goal—you have to nurture that vision every day.

The Three Parts of a Healthy Nonprofit Culture

Your nonprofit culture consists of three things:

1. Your Shared Values
2. Your Mission And Vision
3. How You Value Your People

Let's look at how you can cultivate all three of these, whether you're starting a nonprofit or thinking about your nonprofit's existing culture.

1. Cultivate Shared Values

Culture is Key

Shared Values are what's important to your organization. Shared values are expressed in the actions and attitudes that happen every day at your nonprofit.

Sometimes values are explicitly defined in words your executive leadership has chosen. But more often, your values are the way employees and leadership actually acts. When your nonprofit has to make hard decisions, do your stated values match the action you take?

Shared values are like the sunlight and water of a garden. Without consistent expression of shared values, your nonprofit culture wilts.

If you want to cultivate shared values, figure out how to fill in statements like these:

- A good person acts like X and knows the importance Y.
- Work-life balance means X. (How long will you stay in the office?)
- We think money should be used for X and not for Y. (What's your view of overhead vs. program expenses?)
- We value X over Y. (Short term success? Long term success? Risk? Consistency?)
- X is appropriate work behavior, Y is not.

If you and your coworkers share similar answers to the questions, your values are well aligned. If you don't, there will be conflict, blame and disunity. Not to mention it'll be hard to actually take your mission to the next level.

In other words, these values are more important than whether everyone at your organization enjoys the same television shows.

2. Define Your Mission and Vision

What's the big picture mission of your organization? What ultimate goal are you driving toward so intently that you'll forgo smaller, tempting projects?

Mission is like the soil you plant your garden in. It's your foundation, the matter you root yourself in. And if it's rocky and inconsistent, a nonprofit's best efforts will be tenuous and its focus will be shaky.

If you don't unite your nonprofit culture around a consistent, inspiring mission, it will be hard to achieve unity of action.

You'll never be sure what to prioritize and what to pass on. You'll have people fighting to either keep old, worn-out programs or add new ones that don't match your long-term mission. Everyone will be trying to move in a different direction.

This underlies the REAL importance of a good mission statement—it doesn't exist just for your

constituents or your marketers, but ideally it actually helps your organization internally to guide your daily decision-making.

3. How You Value Your People

The third element of a nonprofit's culture is how it treats the people in the organization. Because how you treat people determines the kind of people you have on board.

People are the equivalent to the seeds in your garden. If you water your budding plants inconsistently, plant them too densely or plant for the wrong season, you'll have problems.

Figure out the answer to these questions:

- How do we hire and fire?
- What behaviors do we reward?
- How do we communicate?
- What's our view on personal sacrifice?
- How is failure treated? Is it encouraged/discouraged/rewarded?
- Do you operate in silos or encourage open collaboration?
- Do we nurture our employees' personal growth?

The way you answer these questions determines how people in the organization act. It's another expression on your values.

How you treat employee behavior has a direct consequence on how people work. If you reward only consistent success, there will be no incentive to innovate or take the risks often necessary to succeed as a nonprofit. If you hire someone who doesn't mesh with your values for short term gain (access to their resources, network or skills), everyone will be affected by that.

How you value people in your organization changes your culture dramatically.

Culture is WORK

Culture is definitely more work than throwing the occasional pizza party or sending a funny email to the whole office.

But when you have a culture that's truly aligned, amazing things are possible.

And when you have an inconsistent culture, you risk snuffing out your most enthusiastic team members, focusing on the wrong projects and wasting your limited resources.

Culture is Key

Instead, create unity. Decide what you stand for and care about most.

Then, live it. Every day.

We shared the above article because it makes the case for the importance of culture and gives three areas to focus on to build a better culture—but where are you now?

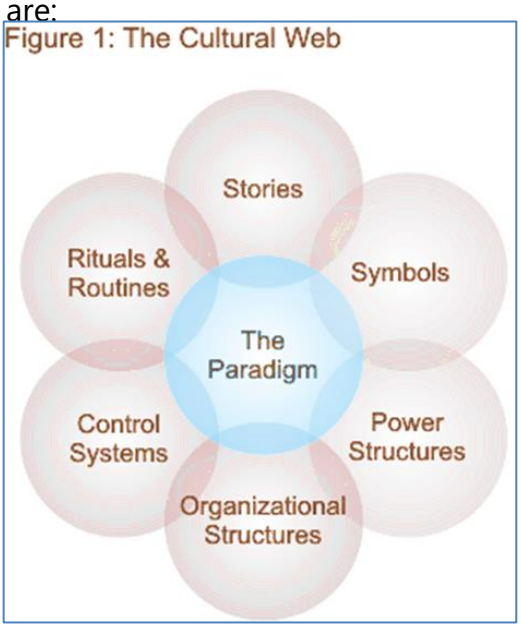
How to Identify Your Current Organizational Culture

Organizational culture amounts to the assumptions of values, beliefs, and processes that underlie the goals, work habits, decision making, conflict resolution, and management style of any given organization. Although organizational culture is often unarticulated, it is a powerful force at the heart of organizational operations. As such it plays an important role in successful leadership transitions, and "good fit with organizational culture" should always be considered in the quest for attracting a leader whose tenure will help to stabilize and advance an organization.

By providing a framework for analyzing the current culture, and designing changes, **Johnson and Scholes' Cultural Web** provides a good foundation for the difficult business of identifying, and if desired, changing organization culture. Using it, you can create a cultural environment that encourages success, supports the organization's objectives and makes for a more cohesive work team.

The Cultural Web identifies six interrelated elements that help to make up what Johnson and Scholes call the "paradigm" – the pattern or model of the work environment. By analyzing the factors in each, you can begin to see the bigger picture of your culture: what is working, what isn't working, and what needs to be changed. The six elements are:

Figure 1: The Cultural Web



Culture is Key

Begin to articulate your organization's culture by reflecting upon the six elements in your organization:

1. **Stories** - Who and what the organization chooses to immortalize says a great deal about what it values, and perceives as great behavior. Write down some of the stories repeated inside and outside of the organization?
2. **Rituals and Routines** - This determines what is expected to happen in given situations, and what is valued by management. Write down the behavior and actions of people that signal acceptable behavior. What do people expect at your organization? What core beliefs do these actions reflect?
3. **Symbols** - The visual representations of the company including logos, how plush the offices are, and the formal or informal dress codes. Write them down. What do they say about your organization's values?
4. **Organizational Structure** - This includes both the structure defined by the organization chart, and the unwritten lines of power and influence that indicate whose contributions are most valued. What are these in your organization? Is the structure hierarchical? Formal or informal? Collaborative or autonomous? Write it down.
5. **Control Systems** - The ways that the organization is controlled. These include financial systems,
   quality systems, and rewards (including the way they are measured and distributed within the organization). Write down what accountability looks like in your organization. Is work quality or quantity rewarded? Is keeping costs low valued over efficiency?
6. **Power Structures** - The pockets of real power in the organization. This may involve one or two people or even a program area. Write down which people have the greatest amount of influence on decisions, operations, and strategic direction.

Articulating Organizational Culture

As these questions are answered, you start to build up a picture of what is influencing your organization's culture. Now you need to look at the web as a whole and make some generalized statements regarding the overall culture, and these statements should both describe the culture and identify factors that are prevalent though the web. An example of such a statement might be:

"Our organization values individual needs and interests above teamwork and efficiency. Staff rules/policies get changed depending on individual need and all programming is customized to suit individual clients."

Culture is Key

Write your current Organizational Culture Statement:

Changing Organizational Culture

Influencing organizational culture is a key leadership role, and it depends on knowing what the current culture is. Having articulated your organization's culture, you can also repeat the process to express the desired culture you would like to see in your organization. Starting from your organization's strategy, think about how you want the organization's culture to look, if everything were to be correctly aligned, and if you were to have the ideal organizational culture. Write down your Desired Organizational Culture Statement:

Write your Desired Organizational Culture Statement:

When you compare the two statements, what factors will you encourage and reinforce? Which factors do you need to change? What new beliefs and behaviors do you need to promote? Now you are ready to prioritize changes and to develop a plan to address them.

To make your plan or vision very tangible, here is a tool to help you envision how your culture plays out on an everyday basis. This tool was developed by Bridgespan, a nonprofit consulting agency. They have developed questions addressing four areas: (1) Work Style; (2) Professional Opportunities and Advancement; (3) Work Hours and Commitment to Work; and (4) Architecture, Aesthetics, and Atmosphere.

Work Style:
How do we get our work done? *Collaboratively? Independently? A combination?*

Culture is Key

How do we make decisions? *Consensus-driven? Authoritatively?*
How do we communicate? *Verbally or in written form? Directly or indirectly?*
What are our meetings like? *Serious? Lighthearted? Tightly or loosely structured?*

Professional Opportunities and Advancement:
What types of people tend to do well here? *Individual contributors? Team players? people who are proactive or more responsive?*
How are we structured? *Hierarchical or flat? Centralized or decentralized authority? Clear reporting structures or matrix?*
How do we reward people who do well?
What happens when people don't perform well?

Work Hours and Commitment to Work:
How many hours a week do we expect senior management to work on average? *Does this match up with the hours managers work in reality?*

Culture is Key

Do we provide flexible work schedules or allow for telecommuting, or do we prefer people to work set hours?
Do we expect senior management to be available and accessible after work hours?
Are we looking for someone who will be here for a certain number of years or as part of a succession plan for senior management?

Architecture, Aesthetics, and Atmosphere:
How are our offices set up? *Open environment? Closed-door offices?*
How do we dress? *More formally? Less formally?*
How do we have fun?

Changing the Culture of Your Organization

Managementhelp.org offers four primary ways to influence the culture of your organization to shift it intentionally to the culture you are striving to build.

1. Emphasize what's important. This includes widely communicating goals of the organization, posting the mission statement on the wall, talking about accomplishments and repeating what you want to see in the workplace.
2. Reward employees whose behaviors reflect what's important.
3. Discourage behaviors that don't reflect what's important. There is no need to punish or cause prolonged discomfort. Rather, you want to dissuade the employee from continuing unwanted

behaviors by giving them constructive feedback, verbal warnings, written warnings, or letting them go.

4. Model the behaviors that you want to see in the workplace. This is perhaps the most powerful way to influence behaviors in the workplace. For example, if you want to see more teamwork among your employees, then involve yourself in teams more often.

My Takeaways from Culture is Key

Use the space below to identify information or ideas explored in the above section that have particular relevance to your organization and addressing the talent challenge to attract, develop and retain the staff that can deliver on your organizational mission. What actions or activities might you want to engage in that could strengthen your organization's culture to better serve current and potential team members? What key takeaways do you want to ensure you'll remember? Document those items below:

Key Takeaway/Insight	Resulting Action

Putting It All Together

Part 3: Attracting, Developing and Retaining Talent

At this point, the board structure has been determined, functions are understood, and your board members are ready to undertake their responsibilities. But what happens once these fundamentals are realized? Every nonprofit board benefits from development support by providing resources, training and facilitating the creation of a proactive, responsible culture.

Design with the End in Mind

As we've seen, one of the greatest challenges facing nonprofits is attracting and retaining qualified talent. Without this talent, organizations are unable to achieve their mission. Alicia Schoshinski, Senior HR Consultant, connects how the end goal of retaining the right talent starts with recruitment. (Excerpt below from http://www.nonprofithr.com/retention-challenges-and-solutions-for-nonprofits/)

Often there are not many formal efforts put toward staff retention. In fact, the 2013 Nonprofit Employment Trends Survey results indicated that 9 out of 10 nonprofits surveyed lack a formal retention strategy. The cost of losing a valuable employee is high both in terms of lost productivity and dollars spent on hiring and training that employee, as well as doing the same for his or her replacement.

Retention is an ongoing process. Organizations need to focus on retention not only once they have employees on board, but also during the recruitment process and throughout the employment cycle. Everyone in an organization needs to be involved in retention efforts. In fact, managers should be held accountable for retention efforts.

REDEFINE YOUR RECRUITMENT STRATEGIES – ATTRACT TO RETAIN
In order to successfully retain staff, organizations should take a close look at their recruitment strategy. It is important to attract candidates that will be a good fit with the organization's culture and are likely to stay and be engaged. The recruitment processes should support this and should include clear communication about the organization's culture and a realistic job preview. In addition, since nonprofit recruitment budgets are often tight and the resources to properly recruit are not always available, organizations should utilize low cost recruiting sources and social media as part of their recruitment strategy.

Nonprofits must also compete for talent against the for-profit sector which can often pay higher salaries, therefore organizations should emphasize their total compensation package to prospective employees, particularly benefits and any programs related to organizational

culture and work/life balance.

EMPLOYEE ENGAGEMENT IS KEY

Many believe that employees are primarily motivated by money. In fact, according to the 2012 SHRM Employee Satisfaction and Engagement Survey, compensation ranks 3rd on the list of job satisfaction elements (compensation was ranked number one in the 2007 survey). The top job satisfaction factor on this survey was the opportunity to use skills and abilities, with management/employee communication and relationship with supervisor as part of the top five.

Employee engagement relates to how well an employee is committed to the organization and how well they feel connected to it. Organizations are more likely to retain employees who feel engaged and have job satisfaction. The factors mentioned above all contribute to high levels of employee engagement, and therefore, greater staff retention.

In many nonprofits where budgets are tight and staff are stretched thin, employees can become disengaged and resentful, leading to premature turnover. In order to avoid this, nonprofits can engage their employees in a number of ways.

RETENTION SOLUTIONS

One of the biggest advantages nonprofits have in terms of employee engagement and retention is the ability to foster employee commitment around the organization's mission. Employees want to be able to use their skills and abilities to make a difference. By sharing the "big picture" with employees, managers are better able to help employees connect their roles to the mission and feel more engaged. Managers should also get to know their employees' needs and interests and help to develop those. They should provide feedback – positive or constructive – regularly and recognize good performance. The culture of the organization can certainly contribute to whether an employee stays or leaves. If the culture is one of respect, inclusion, flexibility and trust, employees are more likely to feel engaged. Holding managers accountable for their performance and how they deal with their employees also helps prevent unwanted turnover.

Many nonprofits do not have a succession plan in place which means they aren't prepared for the departure of key employees and they do not have a formal career path for the employees they would like to retain. Organizations should develop a talent pipeline and a list of key positions. They should identify any skill gaps and ways to address those gaps. Providing current staff with challenging and "stretch" assignments helps to grow that talent pipeline, in addition to better engaging staff.

Putting It All Together

Attracting Talent to Your Organization

Bringing talent in the door is the first hurtle to building the right team for your organization. This section looks at compensation and critical steps to consider.

Creative Compensation Packages

While for-profit companies may well afford to offer attractive wage and benefit packages to attract top talent, the nonprofit must think in broader terms. Although salaries are often limited by budget constraints, nonprofits should periodically evaluate wages to insure they remain relative and competitive for the geographic location and duties assigned. Where nonprofits may have an advantage is in the negotiation of expanded benefits. The capacity to tailor benefit packages may be the deciding factor in employment options. Some key benefits to consider are:

- Alternative/flexible work schedules. The non-traditional work day or options to work from home on designated days not only create value for those seeking work/life balance but may increase the pool of candidates for whom the need for child care or elder care can be reduced.
- Time off. Where traditional for-profit companies may have strict guidelines dictating PTO/Vacation time, nonprofits should keep in mind the value of offering additional leave time on both a paid and unpaid basis. For senior level management consider offering the opportunity to engage in a Sabbatical leave after a given term of employment.
- Membership or discounts tied to local businesses. This provides an opportunity for local businesses to join in the support of the nonprofit mission in an alternative manner to supplying direct financial support. They can donate in-kind by offering discounts or memberships to your staff.
- Choice. Simply providing choice among creative compensation options can go a long way in increasing the value of the selection. Providing a menu of options from which to select can be powerful. For example, an employee might select an extended work day in exchange for Friday's off, shifting to a later start to drop their children to school, getting an extra day of leave for a job well-done, or being able to select among a range of options for a $25 gift card that recognizes an effort that went above and beyond. None of these require significant monetary investment—but allows an increase in value because it overlaps with the preferences of your team member.

Describe your current compensation and benefits package:

Putting It All Together

When a staff members leaves or a new position is funded, you have a critical opportunity to **plan / reassess what you are looking for in the position**. Before you begin recruiting, it is important to view recruitment as a strategy to diversify staff and attain organizational goals.

Craft a job description and compensation package in line with that assessment.

What are 2-3 concrete ways you can increase the value of that package to your current and future employees?

The way you prepare and share a job description signals a lot to a potential candidate about the professionalism of your organization. **Achieve best practice in a job description** by including the following elements:

- Official Job title and organization affiliation;
- Salary range;
- Job Summary;
- Duties and responsibilities;

- Minimum qualifications;
- Special conditions;
- Application procedures;
- Equal Opportunity Employment Notice

Advertise with intention by posting through several mediums to reach diverse candidates, including multiple websites (like the Colorado Nonprofit Association's job board) newspapers, culturally specific news outlets and/or professional journals.

Build relationships with potential pipelines and networks for high quality and diverse employees. Some example might be local universities, historically Black colleges and Tribal colleges, along with departments and offices geared toward diversity at predominately white universities such as culturally specific studies, and offices on minority, multicultural affairs and retention. Use word of mouth and share a truthful and inspiring vision of the work of your organization and how your open position connects to purpose.

Reach out to state and national culturally-specific organizations inside of your

movement and across other allied movements for opportunities to post positions, and for potential referrals for individuals who may be a good fit for specific roles offered in your organization.

Use a diverse interview team and **interview twice or more**. Consider requiring a presentation related to the position at a second interview to help better understand the candidate. Always provide opportunity for the candidate to ask questions and clarify aspects of the position, the organization and the mission. Use a candidate scoring card based the attributes most critical to your needs. **Using a scoring card** allows for comparison and tradeoffs among candidates, and helps you to narrow in.

When you make your final selection, **select for values and temperament/ cultural fit as well as skill/knowledge levels.**

Peer Ideas on Hiring

Here are some specific areas Colorado organizational leaders have identified as successful mechanisms for attracting and hiring needed talent:

- Hire our best volunteers
- Don't rush into hiring, revisit job description, thoughtful process.
- Use a pool of flex staff to buy time to document position hours and actual work in order to reevaluate position.
- Hire our on-call positions (or other trained temporary positions)
- Helpful when recruits already know the organization/ have some 'skin in the game'
- When you can't offer good salaries, offer good benefits, ideas include:
    - Flexible paid time off vs. specific vacation/sick/holidays
    - A sabbatical after a certain number of years
    - Self-care days
    - Diverse holidays
- Achieving diversity
    - Needs to be a full agency commitment - not just when looking to hire
    - Be open to fresh perspectives
    - Engage in and support diverse communities
    - Deliberately reaching out to culturally specific organizations
- Don't limit your pool, recruit staff from different places and backgrounds beyond the usual suspects

Putting It All Together

Developing and Supervising Your Talent

Your primary intent in developing and supervising the staff you've worked so hard to attract and retain is to support and enhance motivation, autonomy, self-awareness and the skills necessary in your staff member and team to functionally perform in ways that benefit the mission.

To do this, it is important to reflect modern HR values (described previously) in your management practice.

1. Consider ways you can identify and **support a strengths-based process** based on coaching & mentoring your staff members, helping them to be the best performers and team members they can be.
2. Make sure you or other supervisors have **strong management and communications skills, and are experts in your field.** It is important that they be able to continuously improve their knowledge and skills as well.
3. Focus on **incorporating staff self-reflection, self-awareness, and self-care.** Make time for such activities through training, staff meetings, and personal care opportunities.
4. **Use trauma-informed peer** support, to eliminate the sense of isolation many care providers experience.
5. **Establish regular check-ins** with both team and individuals and **engage in regular performance evaluations** that reflect personal and organizational objectives, to ensure alignment of motivation, actions and impact.
6. Establish **sound, transparent disciplinary standards** and steps by achieving a "just cause" standard employing Progressive and Positive discipline, including establishing tools/resources to create an environment of change <u>before</u> termination. If a chance must be made, don't let conflict aversion get in your way. Dragging out the process leads to worse outcomes for both the individual and the organization!

<u>Positive discipline</u>: This is a non-punishment approach that some organizations are adopting that assumes that employees should assume responsibility for their own conduct as adults. Rather than having a progressive punishment that uses gradually worse consequences with the expectation that employees will improve, positive discipline uses reminders instead of reprimands (i.e., an initial conference to find solutions with an oral agreement to improve, subsequent meeting to determine why the original agreement did not work with a written reminder to strive for the agreed upon solutions, and paid leave time or a "day of decision" if change has not occurred (with the expectation of returning with a "last chance" written commitment to change or a decision to leave the agency). In this approach, the employee is the decision maker.

Putting It All Together

Peer Ideas on Supervision

Here are some specific areas Colorado organizational leaders have identified as successful mechanisms for supervising talent:

- Big pool of flex staff/volunteers to:
    - Fill in open positions rather than loading up other staff with additional duties
    - Allow staff to take time to take care of selves
- Use trauma informed supervision and trauma informed peer support in recognition of the impact of trauma on staff and to counter the negative impact of trauma and to support healing.
- Help staff recognize personal limits and triggers and learn to self-regulate when triggered
- Use a strengths-based approach based on coaching and mentoring by a person with subject-expertise – not enough to be a subject matter expert
- Check-in with staff regularly to ask questions about how things are going and what they need to do their job well, but less often with more developmentally advanced staff
- Create safe environment for staff to move through developmental stages of professionalism
- Perform bi-annual or annual reviews to review big picture progress, to set goals/objectives, and to determine pay increases – no surprises
- Acknowledge and celebrate successes, individually and in a team setting
- Be flexible with job duties in order to play to the strengths of staff and ensure they have work they enjoy and are good at
- Redefine what success looks like with a client, what we can control, help establish open mindsets regarding client's decisions
- Boundary setting/balancing workload
- Staff feels like their supervisor always has their backs

Retaining Your Talent

Previously in the toolkit, we identified why retention is so important—from hard costs of time and resources expended in recruiting, hiring and onboarding, to less measurable but sorely felt costs of lost knowledge and relationships, turnover is a costly matter.

Why do people stay? People stay when they feel a strong connection to the mission, when there is a supportive sense of team, when supervision helps to mentor and achieve personal and professional growth, when a tangible difference is being made, and when an individual feels valued for their contributions.

Putting It All Together

What tools and systems can help?

- A well-planned "onboarding" process: orientation, training and buddy-system support
- A strong, supportive organizational culture
- performance reviews that promote growth and personal goals
- Ongoing opportunities for development of new skills
- Opportunities for networking and building relationships and supports
- A formal mentor/coaching program that allows staff to receive assistance, feedback, and resources
- Addressing burnout
- Recognition, Appreciation, Celebration and Fun!

Peer Ideas on Retention

Here are some specific areas Colorado organizational leaders have identified as successful mechanisms for retaining talent:

- Flatten hierarchy, engage team leads vs. directors
- Changeup job duties
- Training to talent and interests
- Creative choice and flexibility in thinking about staff benefits

What does success look like?

Internal success

- ☐ Intentionality
- ☐ People stay and want to be there
- ☐ Leadership and board communicate and acknowledge the importance of staff and retention, they are Bulldogs to support value and grow people
- ☐ When someone leaves there are systems and knowledge in place, guilt free exits
- ☐ Sufficient time to plan and prepare for transition
- ☐ Each member understands the parameters of their jobs and others
- ☐ Tools are in place to effectively do job
- ☐ Team environment is strong
- ☐ Open communication
- ☐ Personal strengths recognized and brought forward
- ☐ Able to pay staff a living wage

Putting It All Together

External success

- ☐ Connections with clients are authentic
- ☐ Cohesion
- ☐ Sense of good work, pride, it's an honor to serve People
- ☐ Feel respected
- ☐ More referrals come through word of mouth and partners
- ☐ Consistent messaging
- ☐ Consistent boundaries

My Takeaways from Attracting, Developing & Retaining

Use the space below to identify information or ideas explored in the above section that have particular relevance to your organization and addressing the talent challenge to attract, develop and retain the staff that can deliver on your organizational mission. What actions or activities might you want to engage in that could strengthen your organization's ability to better achieve these goals? What key takeaways do you want to ensure you'll remember? Document those items below:

Key Takeaway/Insight	Resulting Action

Putting It All Together

Part 4. Putting it All Together

This toolkit has been designed to help you consider a strategic orientation to human resources, to become familiar with and assess your organization against best practice and procedure in HR management, and to consider and overcome specific challenges facing non-profits—from burn out to creative compensation. Let's put the pieces together!

Cultivate Shared Values

- A good person acts like X and knows the importance Y.
- Work-life balance means X. (How long will you stay in the office?)
- We think money should be used for X and not for Y. (What's your view of overhead vs. program expenses?)
- We value X over Y. (Short term success? Long term success? Risk? Consistency?)
- X is appropriate work behavior, Y is not.

Return to Mission and Vision

- Are all board members in agreement about the organization's mission and vision?
- Do all board decisions unite to reinforce the established mission and vision?

Value your People

- How do we hire and fire?
- What behaviors do we reward?
- How do we communicate?
- What's our view on personal sacrifice?
- How is failure treated? Is it encouraged/discouraged/rewarded?
- Do you operate in silos or encourage open collaboration?
- Do we nurture our board members' personal growth?

Modified from source: http://www.nonprofithub.org/starting-a-nonprofit/designing-your-nonprofit-culture/

Putting It All Together

Current State: *What is your current staffing make up and roles? How does this staffing help you meet your mission? What staffing gaps exist that are negatively impacting your organization?*

Culture: *What are the most critical elements of your organizational culture to nurture? What are areas to change?*

Attracting and Hiring: *What are 2-3 ways you can improve your ability to attract and hire the right talent for your needed positions?*

Developing and Supervising: *What are 2-3 ways you can affordably and effectively develop and supervise your staff to best meet your mission?*

Retaining: *What are 2-3 international steps you can take to improve retention of your mission-critical staff?*

Putting It All Together

Closing Thoughts

We hope this toolkit has presented actionable strategies for enhancing your current human resources efforts to attract, develop and retain mission-critical talent. Adopting a strategic orientation to human resources invests in the long-term success of your organization.

Good luck and please reach out to the compiler of this toolkit, so we can best support your implementation efforts! We thank you for the work you do for our communities.

Links & Resources

Links and Resources

(source, http://www.raffa.com/)

Human Resources Tools, Reference and Resources
The Connecticut Association of Nonprofits has put together a very comprehensive group of links to handbooks, templates and publications that pertain to personnel.

Human Resources Guide for Small Nonprofits
Easy-to-read lesson on hiring and firing and other HR topics, brought to you by Centerpoint for Leaders, a DC-based organization that provides programs and services for nonprofit and community leaders.

All About Human Resources and Talent Management
Free Management Library has put together a veritable course on HR, broken down by topics pertaining to salary, retaining good employees and where the industry is going. The course is available in numerous languages.

HR News
The Society for Human Resource Management's online journal contains articles of interest to HR managers

Compensation Planning

Average Nonprofit Salaries
Via Simply Hired, learn more about average salaries at nonprofit organizations.

Salary Surveys
Idealist.com provides links to numerous salary surveys, some of which are free.

Employee Relations

Employment Discrimination Primer
Cornell University's law school presents a thorough primer on discrimination in the workplace in language non-lawyers can understand. The various laws pertaining to the subject are linked here, as well.

Using this Toolkit

U.S. Code – Title 29 Labor
Read the code itself and keep abreast of updates through this website from Cornell University's law school.

Human Resources Policies
The Woods Hole Oceanographic Institution has a comprehensive HR policy, broken down by categories such as employee status change, benefits and absences.

Employee Benefit Planning

International Foundation of Employee Benefit Plans Bookstore
The IFEBP offers books and research reports on a variety of employee benefit topics.

American Benefits Council
Details on recent regulatory, judicial and legislative highlights, Capitol Hill testimony and media resources related to employer-sponsored pension and health care benefits.

Retirement Plan Information for Tax-Exempt Organizations - IRS
The Internal Revenue Service lists links to its own regulations on the subject, as well as a link to newsletter articles that could interest nonprofit HR professionals.

BenefitsLink
Links to information and services for employers sponsoring employee benefit plans, includes news, publications, message boards, Q and As and links.

Employee Benefit Research Institute
The institute (EBRI) gathers, documents, analyzes and presents information that could shape the employee benefit programs of the future through news, briefs and articles.

Pension Benefit Guaranty Corp.
This federal agency's site presents legal material (regulations, opinion letters and technical updates), pension news (media releases, fact sheets and speeches), information for employers, plan administrators, workers, retirees and their families.

Pension Law Overview
Cornell University Law School provides background on federal pension laws.

Using this Toolkit

Valuing and Reporting Plan Investments
Document from the American Institute of CPAs to get you through planning your organization's benefits plan.

26 U.S.C., Section 401 - Qualified Pension, Profit-Sharing, and Stock Bonus Plans
Cornell University Law School presents the full text of the federal code.

Social Security Administration
The agency's website has links to publications, FAQs, research, statistics and news.

EBP Audit Resource Center
Raffa's Employee Benefit Practice Group maintains this site, which provides updates from the U.S. Department of Labor, the IRS, and other agencies that play important roles in employee benefits.

403(b) Plan Resource Center
Want to bone up on changes to this section of the IRS code that govern plans sponsored by nonprofits? Raffa keeps this site current and also gives users a sample auditor's request list.

Management Skills

"How to Do Interviews (Many Kinds)"
Article from Free Management Library covers interviewing and being interviewed.

New Employee Orientation Checklist
Download from Microsoft Office covers everything a new employee would need to know, from policies to parking.

"HR Guide"
An online reference guide to a broad range of human resource topics written by various HR experts. "Avoid split personality work environments" is a particularly interesting section on an aspect of work that many talk about but few actually address.

"Human Resource Management" - from SBA
This report covers everything one would need to know to set up an HR department. It also includes a list of questions often asked in interviews that are illegal and a sample job application.

"Personnel Evaluation Standards"
This is the American Evaluation Association's code of standards for personnel evaluation.