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Recruiting,
Retaining and
Developing Your
Human Resources
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Learning Objectives

- ❖ Define and consciously build your organization's culture
- ❖ Recruit and build your team and get the right people on the bus
- ❖ Onboard new staff successfully
- ❖ Develop and prioritize a retention strategy
- ❖ Understand the importance of good supervision
- ❖ Lean into healthy conflict



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Starting with the Basics:

Your Mission


- ❖ Your "why" for existing/being founded
- ❖ People are inspired by a dream
- ❖ They want to know the "why" more than the "how"
- ❖ The umbrella to inform all your programs
- ❖ Responsibility to avoid drifting from the mission
- ❖ Team members should know it and live it out daily

Expanding on your Mission:

Your Vision




- ❖ Your “what”
- ❖ The answer to “what do we hope to achieve?”
- ❖ The driving force behind your mission
- ❖ Simple and succinct is best (easy to remember)



- ❖ Who you are
- ❖ How you operate on a daily basis – Board, staff, volunteers
- ❖ Is your whole team consistent in how they carry out their work?

Your Organizational Values




What is organizational culture?

Organizational culture is the collection of values, behaviors, expectations, and practices that guide and inform the action of all team members.

A **GREAT** culture will exemplify positive traits that lead to improved performance.


A **DYSFUNCTIONAL** culture will bring out qualities that can hinder even the most successful organizations.






Why does culture matter?

- ❖ 77% of workers consider a company's culture before applying for a position
- ❖ When the work culture aligns with your employees, they are more likely to feel comfortable, supported and valued
- ❖ Healthy workplace cultures can weather difficult times and come out stronger on the other side
- ❖ Positive culture attracts top talent




Understanding the Current Culture


- What is the current culture at your organization?
- Culture assessments and surveys are tools that can be useful
- What do you want the culture to be?



- **Alignment** – are the organization's objectives and the staff's motivations pulling in the same direction?
- **Appreciation** – how does your staff know they are valued?
- **Trust** – gained through vulnerability and getting to know each other as people




Qualities of a Great Organizational Culture




- **Performance** – does your staff have the chance to positively influence one another?
- **Resilience** – there will be times when things don't go as planned. Does your team have the tools to adapt with ease?
- **Teamwork** – the success of the team is more important than individual accomplishments. How do you celebrate the team?

Qualities of a Great Organizational Culture, continued




Qualities of a Great Organizational Culture, continued



- **Integrity** – do staff members feel comfortable asking for help to complete tasks and meet deadlines?
- **Innovation** – how creative is your team when it comes to solving problems and planning for growth?
- **Psychological Safety** – do employees feel safe asking for clarity, making suggestions, and offering their honest opinions?
- **Feedback** – is there a system for giving and receiving feedback at your center?


Leaders Shape the Culture

- ❖ *Positively* – leaders influence culture by celebrating desired behaviors through affirmation, acknowledgment and systems
- ❖ *Negatively* – the culture of any organization is shaped by the worst behavior that the leader is willing to tolerate.



Getting the Right People on the Bus

- ❖ Culture Fit
- ❖ Strategic Objectives
- ❖ Job Descriptions
- ❖ Organizational Chart
- ❖ Competitive Wages and Benefits
- ❖ Employee versus Contractor



What sets you apart as a great place to work?

- ❖ Clear culture
- ❖ Meaningful work
- ❖ Straightforward policies and procedures to protect the team
- ❖ Living wages
- ❖ PTO, paid holidays, medical leave
- ❖ Retirement plan
- ❖ Remote work options
- ❖ Health insurance benefits
- ❖ Paid professional development
- ❖ Benefits unique to you



❖ Preparation

The Process of Hiring




❖ Job Posting



The Process of Hiring



❖ General Notes




The Process of Hiring



The Offer is Accepted, Now What?

- ❖ Prior to First Day
- ❖ Day 1



The Offer is Accepted,
Now What?

- ❖ First Week
- ❖ Ongoing



Develop Team
Members as Individuals


- ❖ Communication as a two-way street
- ❖ Continuing education and professional development
- ❖ People bring their whole selves to work
- ❖ Listen to victories and struggles
- ❖ Shift responsibilities to develop strengths
- ❖ Be clear in performance expectations
- ❖ Set SMART goals and have regular check-ins
- ❖ Annual Performance Reviews



Consciously Building a
Healthy Team

“Coming together is a beginning.
Keeping together is progress.
Succeeding together is success.”

~Henry Ford



Assessment as Tools for Feedback



Enneagram, Clifton Strengths, Myers-Briggs, Kolbe, DISC, Gary Smalley

The Five Dysfunctions of a Team
by Patrick Lencioni



1. Absence of Trust
2. Fear of Conflict
3. Lack of Commitment
4. Avoidance of Accountability
5. Inattention to Results

Healthy teams 1) trust each other enough 2) to engage in creative, unfiltered debate or conflict, 3) which leads to a strong commitment to decisions and actions 4) by which the team holds one another accountable 5) and the desired results are achieved.
(Statement provided by Leading By Design, LEAD 24/7 Course 2022)



Quality Supervision

What is good supervision?

- ❖ Knowing the pulse of the staff members individually and collectively
- ❖ Having strong interpersonal communication skills
- ❖ Being willing to make unpopular decisions
- ❖ Recognizing and rewarding staff for good work
- ❖ Having flexibility around scheduling
- ❖ Understanding different learning styles of staff
- ❖ Having honest feedback systems in place
- ❖ Being realistic in time management expectations

❖ Reference: <https://www.indeed.com/career-advice/starting-new-job/tips-for-new-supervisors>



Training for Supervisors

- Training is needed for new and existing supervisors so they can develop better supervision skills
- Consider community resources for support, mentoring and training
- Supervisors should be open to feedback on their own management style
- Active listening skills are needed to be effective in supervision



Preventing Burnout



What about conflict?

The result of people interacting with each other has the potential to lead to conflict.

Conflict is a natural outcome in any organization.

Letting Staff Go



Summary

- ❖ Define and consciously build your organization's culture
- ❖ Recruit and build your team and get the right people on the bus
- ❖ Onboard new staff successfully
- ❖ Develop and prioritize a retention strategy
- ❖ Understand the importance of good supervision
- ❖ Lean into healthy conflict
- ❖ Hire slowly, fire quickly





Questions?

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