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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
- ❖ HR Functions



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Starting with the Basics:

Your Mission, Vision and Values

Mission:

- ❖ Your "why" for existing/being founded
- ❖ People are inspired by a dream

Vision:

- ❖ The driving force behind your mission
- ❖ The answer to "what do we hope to achieve?"

Values

- ❖ The beliefs and principles that guide how the people in an organization think and act in everything they do

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?




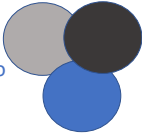
Leaders Shape the Culture

- ❖ *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.



How to Be Intentional in Shaping the Culture

1. Determine what you want the culture to be
2. Recognize what the current culture is
3. Work with staff to respond to current culture information
4. Excel in recognition
5. Leaders lead by example
6. Team members feel connected
7. Invest in new learning

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
- ❖ Ongoing




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

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
- ❖ 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>



What about conflict?

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

Conflict is natural in any organization



Conflict Between Employees

Meet	Listen	Plan
<ul style="list-style-type: none"> • Individually • Together 	<ul style="list-style-type: none"> • Seek understanding • Express empathy 	<ul style="list-style-type: none"> • Empower them • Focus on team • Provide accountability



Reviewing Staff

1. Annual Performance Reviews
2. Stay Interviews
3. Monthly/Quarterly Feedback with Goal Updates
4. Performance Improvement Plans

Verbal Conversation → Verbal Concern/Warning → Performance Improvement Plan

The Functions of HR

<p>Recruiting, hiring, onboarding, & training staff</p> <p>In House, usually Leadership</p>	<p>Payroll, taxes & benefits</p> <p>Staff</p> <p>Outsourced</p>	<p>General well-being, recognition</p> <p>In House, usually a designated Staff member</p>	<p>Performance reviews, exit interviews, implementation of policies</p> <p>Managers</p> <p>Leadership</p>	<p>Maintenance of files, Legal compliance</p> <p>Admin or HR Staff</p> <p>HR professional or attorney</p>
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- ❖ Often the ED is primary in managing HR
- ❖ Staff can hold multiple roles along with HR
- ❖ Outside resource person can be helpful
- ❖ Clarity is essential
- ❖ Conflict of interest challenges

Who does what?

HR Challenges with a Small Staff

Summary

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- ❖ Develop and prioritize a retention strategy
- ❖ Understand the importance of good supervision
- ❖ Lean into healthy conflict
- ❖ Know your HR laws and functions





Questions?

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