



# Recruiting, Retaining and Developing Your Human Resources

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PATH  
INTERNATIONAL

# 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
- ❖ Active Listening
- ❖ Lean into healthy conflict
- ❖ HR Functions
- ❖ Exciting new grant opportunity!



# 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?

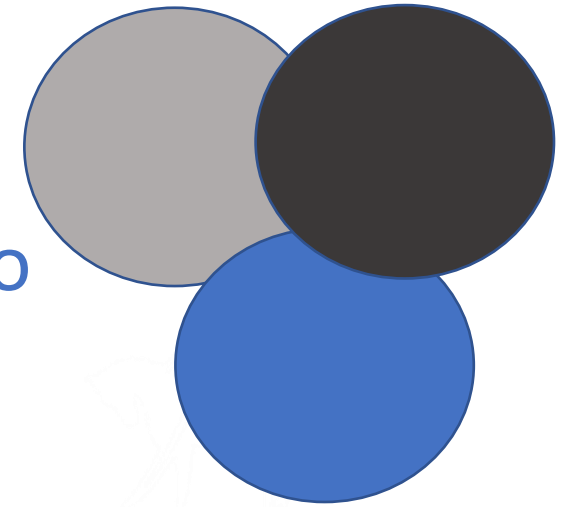
# Leaders Shape the Culture

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

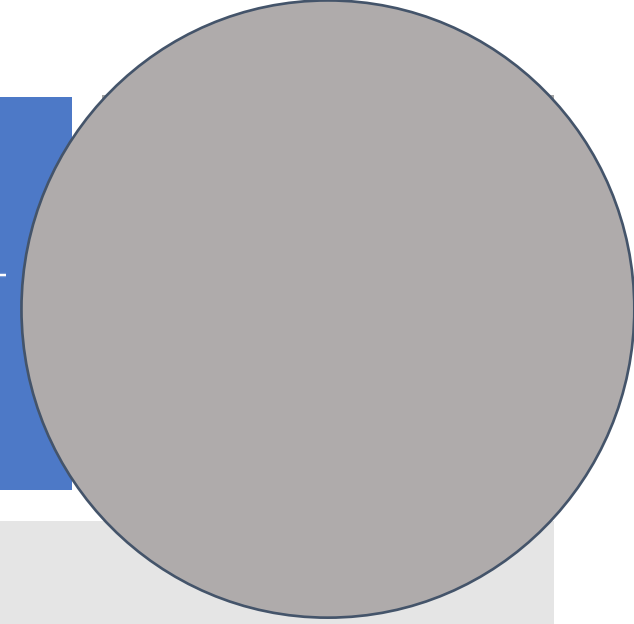


What  
about  
conflict?

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

*Conflict is natural in any organization*

# Active Listening



**Why is it important?**

# Conflict Between Employees

## Meet

- Individually
- Together

## Listen

- Seek understanding
- Express empathy

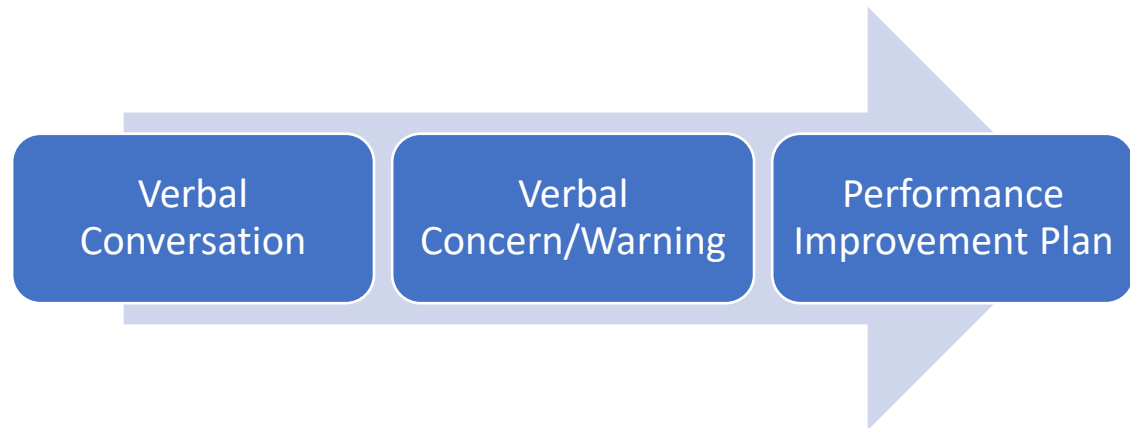
## Plan

- 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



# The Functions of HR



Recruiting, hiring,  
onboarding, &  
training staff

In House,  
usually  
Leadership

Payroll, taxes &  
benefits

Staff

Outsourced

General well-being,  
recognition

In House,  
usually a  
designated  
Staff  
member

Performance reviews,  
exit interviews,  
implementation of  
policies

Managers

Leadership

Maintenance of files,  
Legal compliance

Admin or  
HR Staff

HR  
professional  
or attorney

- ❖ 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

**NEW!!**

**Access Grants for  
PATH Intl. Center  
Members and  
Premier Accredited  
Centers**



# National Philanthropic Trust Access Grants for Instructor Certification

Up to \$5,000  
for Premier Accredited Centers

Up to \$2,500  
for Center Members



**National Philanthropic  
Trust**

# 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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