Trinidad & Tobago NGO Professionals Conference 2012

Investing in Your Staff – Overcoming Challenges to Volunteer/Employee Recruitment and Selection

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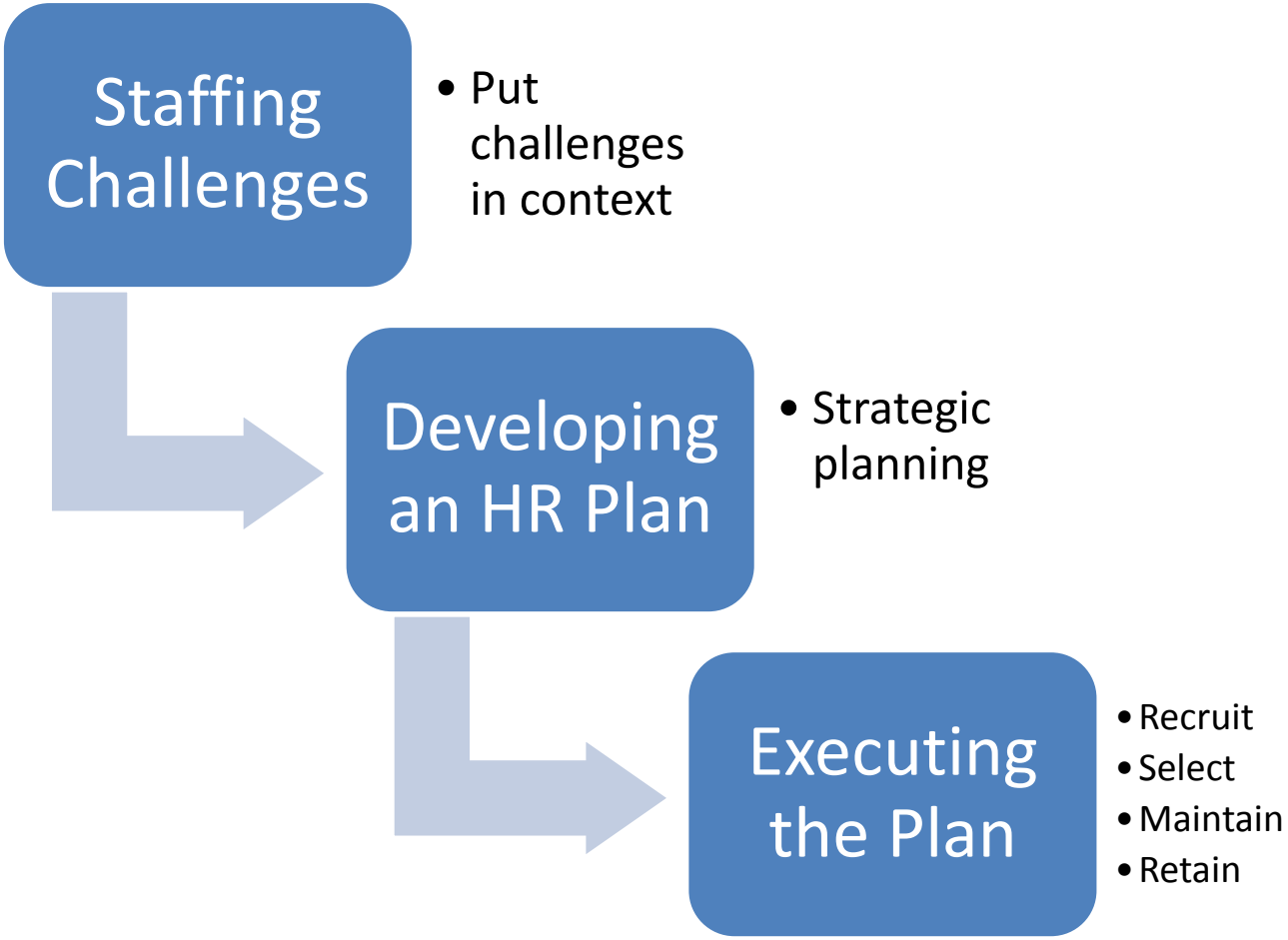
By the end of the session you will gain an understanding of how to develop and execute plans to overcome the challenges of recruiting, selecting and retaining key talent in NGOs.

Three steps


Staffing Challenges
• Put challenges in context
Developing an HR Plan
• Strategic planning
Executing the Plan
• Recruit
• Select
• Maintain
• Retain

- Survey of 12 organizations showed that the major challenges faced were:
  - Getting the right person in the NGO
  - Getting the right person to function effectively
  - Getting the right person to function effectively, stay and contribute

Some examples of staffing challenges from NGOs

- Professional Association (funded by members)
  - *What do you need to accomplish (result not clearly defined)*
- Home Owners Association (funded by homeowners)
  - *What do you need the person to do (Role not clearly defined/understood)*
- Special purpose organization (external funding)
  - *What do you want the person to be for the organization (Image not defined)*
- Foundation (funding via donations, advertising)
  - *How do you want people to feel about this organization?*

Survey results showed that those organizations which had a structure, with defined goals, roles, accountabilities and action plans, had fewer staffing issues and better retention rates.

High-performing non-governmental agencies can resemble well-run companies.

A well run company has worthy goals; well designed, rational processes; strict accountability and effective leaders.

What does the NGO have going for it?

- People are attracted to the organization/cause
- Fewer organizational barriers
- Stronger cultural foundation
- Ability to align business goals more quickly from top to bottom

Have a Strategic Plan

Few in the study had a Strategic Plan and those that did annual strategic planning in general had fewer staffing issues

A *strategic plan* is a road map to lead an organization from where it is now to where it would like to be.

Important for funders that you have a plan and a structure

Structure, Policy & Process

Your Vision and Mission

- In a for-profit company - vision statements are self-perpetuating, a picture of what the future looks for your company e.g. to keep creating profits, to become the …….
- In a not-for-profit organization – the purpose of an organization is Community/Member/stakeholder benefit, its vision must be for the community, not for itself.
- The Vision Statement will therefore answer the big question –
  - ***WHY are you doing what you are doing?***
- Your Mission Statement will turn your vision into practice. The Mission Statement is the one that will actually do the work.

❖ Our vision is a community where _____. To bring that vision into reality, we do _____.

Values

- *If we have a community based vision, then we must work in a way that reflects universally shared values.*
- *What values do we want to see in the community? What values should the community emphasize? What should be the norm?*
- *The answers should help you create your own values and so teach by example.*
  - *We always want the community to be able to say _____ about the way we do our work.*

Why Values?

Why is it important to identify and articulate values?

Values create alignment and drive behavior. They provide a framework to help make decisions, prioritize actions and interact with each other.

Articulating values is a representation of the organization to the outside world…your stakeholders.

Goals, strategies and action plans

- Set SMART goals
  - Goals in an NGO must have emotional appeal.
  - Build worthy goals at all levels - goals truly inspire, motivate and create organic growth
- Have action plans with specific targets and outcomes
- Have a system of transferring action items to staff
- Assign ownership of key focus areas and goals.
- Ensure that leaders can communicate the plan and manage performance.
- Debrief regularly and measure the progress.
- Acknowledge and make success visible.

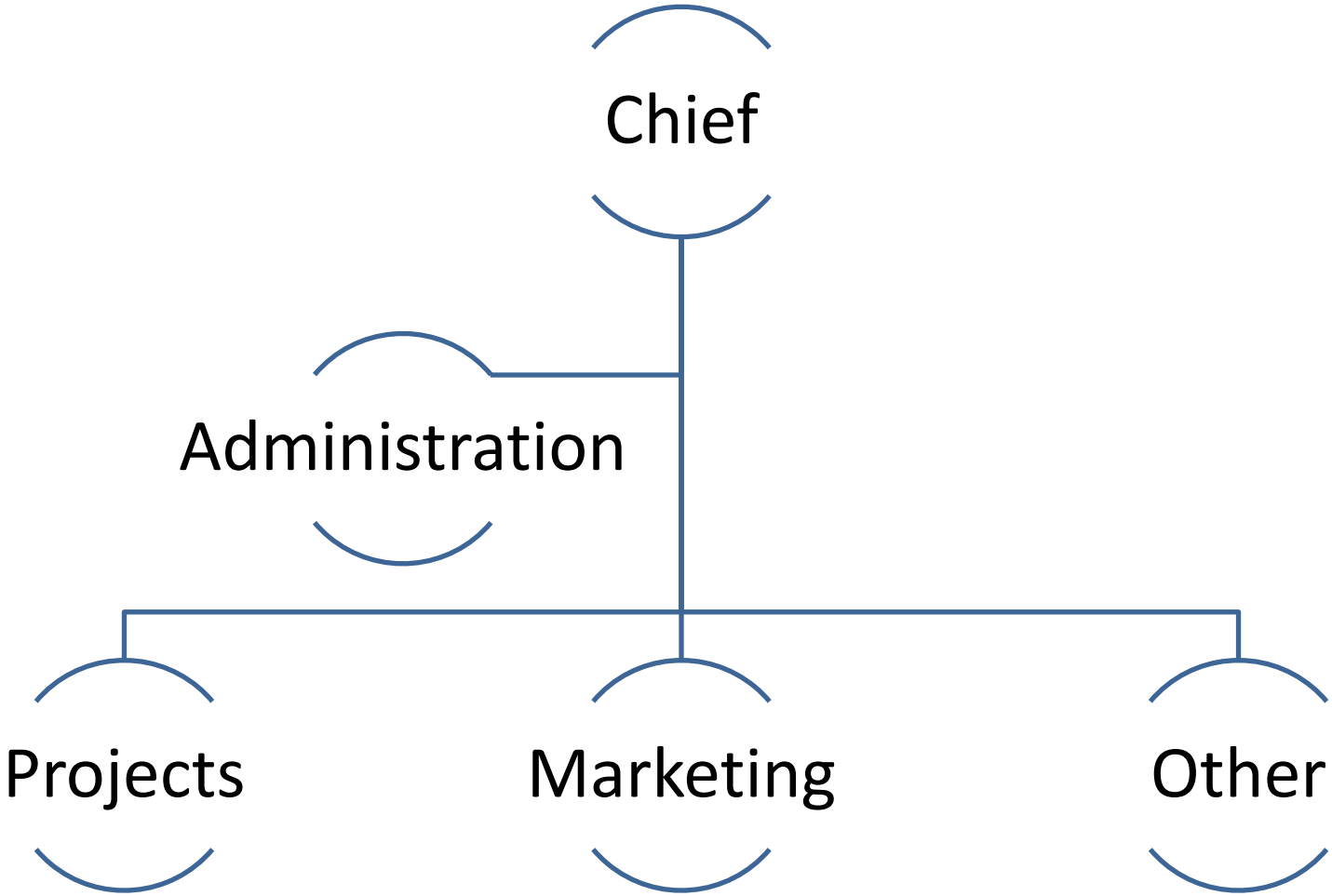
Develop an HR or People Plan

- Given where the organization is going:
  - What people do I need, with what skills, where are they, how can I get them, how can I retain them.
  - How will they work?
  - What structure will they work within (roles, relationships)
  - How will I lead them
  - How will they account

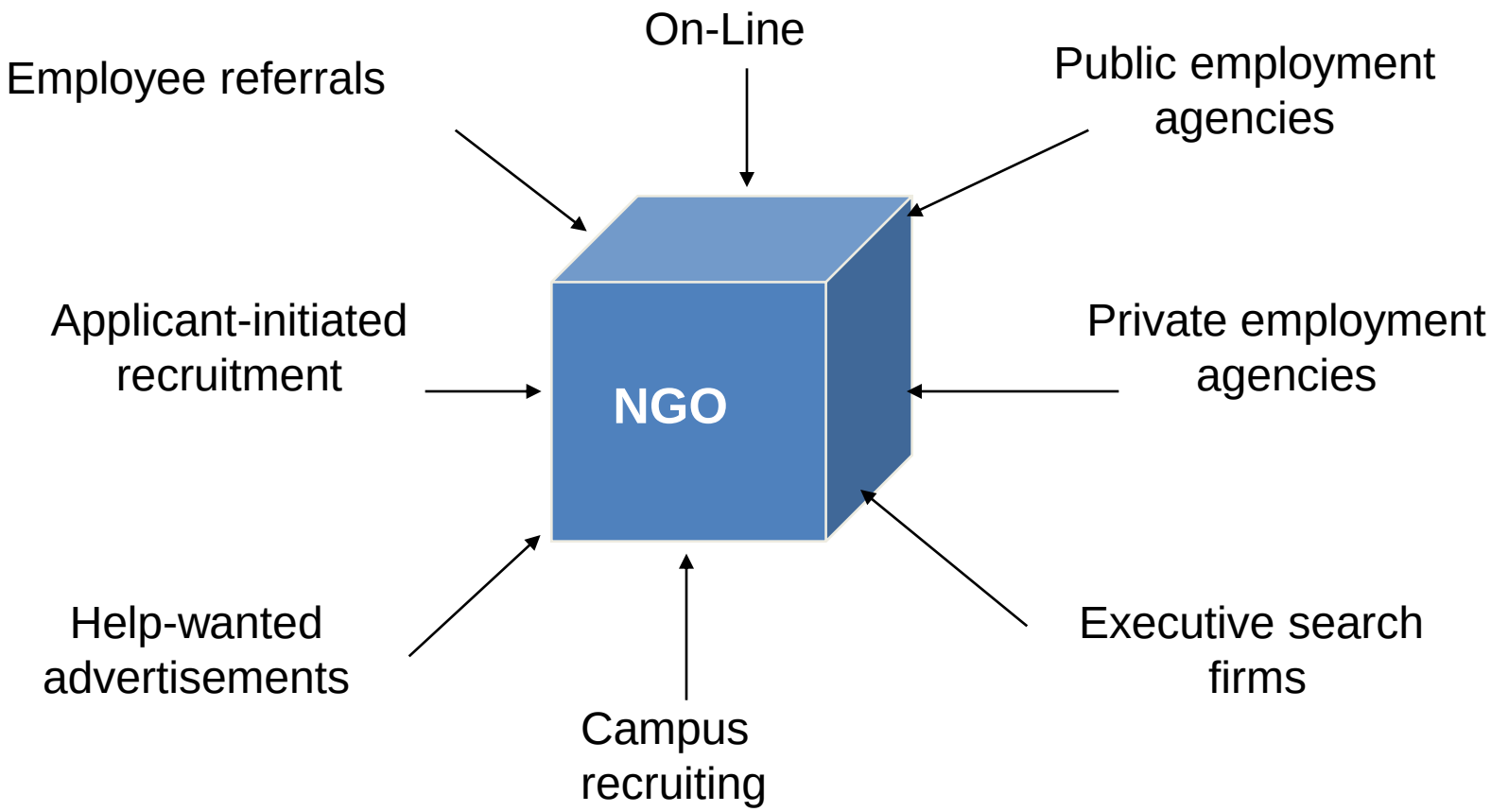
A people plan

- Structure
- Recruit
- Select
- Reward
- Contract
- Lead and manage
- Retain

Have a structure



Where are my people?



Recruit

- Identify the role, responsibility, accountability for the positions needed
- Identify the skills and competencies needed
- Identify sources of talent
  - Make use of technology and social media

Write a profile of the person you need in the position and design your advertisement in a way that will connect with those who identify with the organization.

How will I get them?

- Information from applications
- Employment tests
- Assessment centers
- Employment interviews
- Background investigations
- Reference checks

Select

- Have a system that is objective
- Use multiple selection tools
  - Interview
  - Team building
  - Socializing
  - Role playing
  - Check for values alignment
- Screen for dysfunctional behavior
  - Applicant drug abuse
  - Applicant honesty
    - Paper-and-pencil honesty tests
    - Personality-based measures

Have an appropriate compensation system –

Look at a Total Reward System

Total Reward Components

Transactional / Extrinsic

DIRECT

Compensation	Benefits
Personal Development	Work Environment

INDIRECT

Relational / Intrinsic

Cash Compensation

- Base salary
- Bonuses and Cash Profit Sharing
- Stock/Share Programs
- Savings Plans
- Housing Assistance
- Variable Pay based on performance, team, competence, contribution, skill
- Allowances
- Transport
- Telephone/Utility Allowances

Work Environment

- Autonomy
- Casual Dress Policy
- Child care / Day care
- Constructive Feedback
- Employee Clubs
- Free / Covered Parking
- Ergonomics
- Flexible Work schedules
- Interesting Work
- Recognition and Employee Celebrations
- Community Involvement
- Modern, well-maintained work space
- Open Communication
- Promotion opportunities
- Safe work environment
- Suggestion program
- Support Groups
- Telecommuting opportunities
- Uniforms

Benefits

- Computer reimbursement
- Subsidized loans – mortgage and general
- Discounted/Free Tickets to events
- Medical and Life Insurance
- Education/Tuition Assistance / Reimbursement
- Fitness Facilities Discounts/Gym Memberships
- Pensions and Annuities
- Company Cafeteria/Meals
- Scholarships (employee or dependents)
- Motor and House insurance discounts

Personal Development

- Job Skills Training
- 360 Degree skills assessment
- Coaching
- Career Advancement
- Mentoring Program
- Open Job Posting
- Education
- Free attendance at seminars
- Employee profiling
- Recognition programs

Total Reward System

- Several of the organizations in the study focused their Total Reward System on Personal Development and Work Environment
  - Free attendance at courses
  - Involvement on committees
  - Education
  - Autonomy; flexible working hours
  - Opportunity to represent the organization and speak on its behalf
  - Uses of social media and in-house functions to highlight feedback from clients to volunteers

Write a contract

- **Offer of position**:
- **Duties and Responsibilities:**
- **Terms and conditions**:
- **Hours of Work**
- **Compensation**
- **Statutory Deductions**
- **Paid Absences**
- **Gratuity**
- **Confidentiality Clause**
- **Other General Conditions**
- **Notice of Termination**

- I accept the above terms and conditions of this offer.

....
Name Date

Signed
Position

Have systems in place for…

- Resolving issues
  - Peer mediation
  - Other internal systems
- Recognizing performance
  - Access to company benefits
  - Training
  - Connecting with other organizations
  - Social media
  - Portfolio building

Lead effectively

- **Mastery; Accountability; Autonomy**

"People don't leave companies, they leave managers" **Bob Nelson**

Realize your vision for the organization but don't build an organization around one person.

The DREAMERS are not usually good at IMPLEMENTING

The Employee Retention Challenge

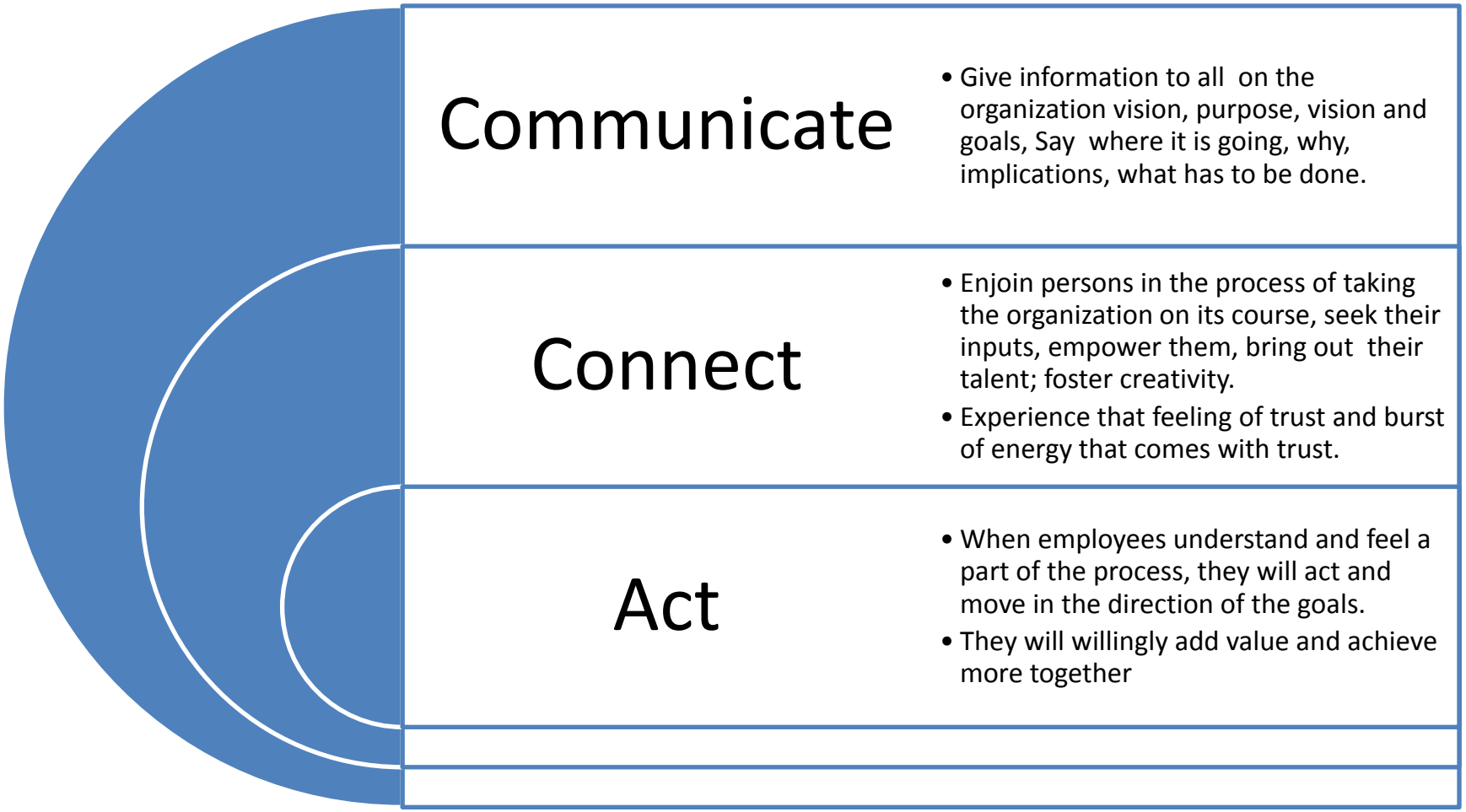
'Push' Factors

- Dissatisfaction with compensation package
- Limited Career opportunities
- Lack of alignment with Organization culture
- Low job satisfaction
- Perception of unfair or inequitable treatment

'Pull' Factors

- More lucrative compensation package – more cash, better car
- Higher level job or opportunity for career progression – management role
- Opportunities for personal development
- Opportunities for autonomy, flexibility
- Recognition

A Framework for Organizational Success and Renewal



Thank you!!