Building A District Staff:
Recruitment, Empowerment & Retention
Welcome

Conservation District New Manager Training

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Risk   Opportunity

Objectives

- Learn about best practices in employee recruitment, development and retention

- Explore reasons why nonprofits are "risk averse" when it comes to staff development

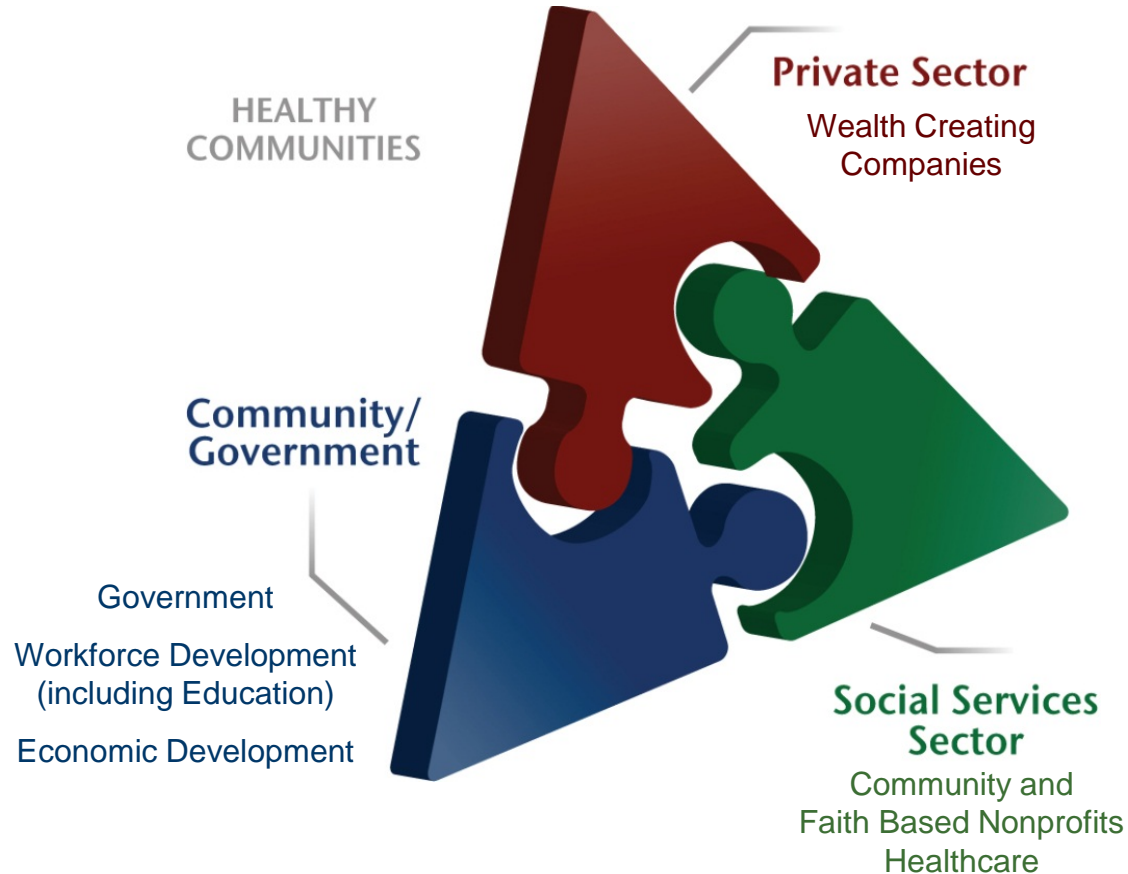- Take away a few tips to increase your management effectiveness!

Introductions

- Name
- Day Job
- Complete this sentence:
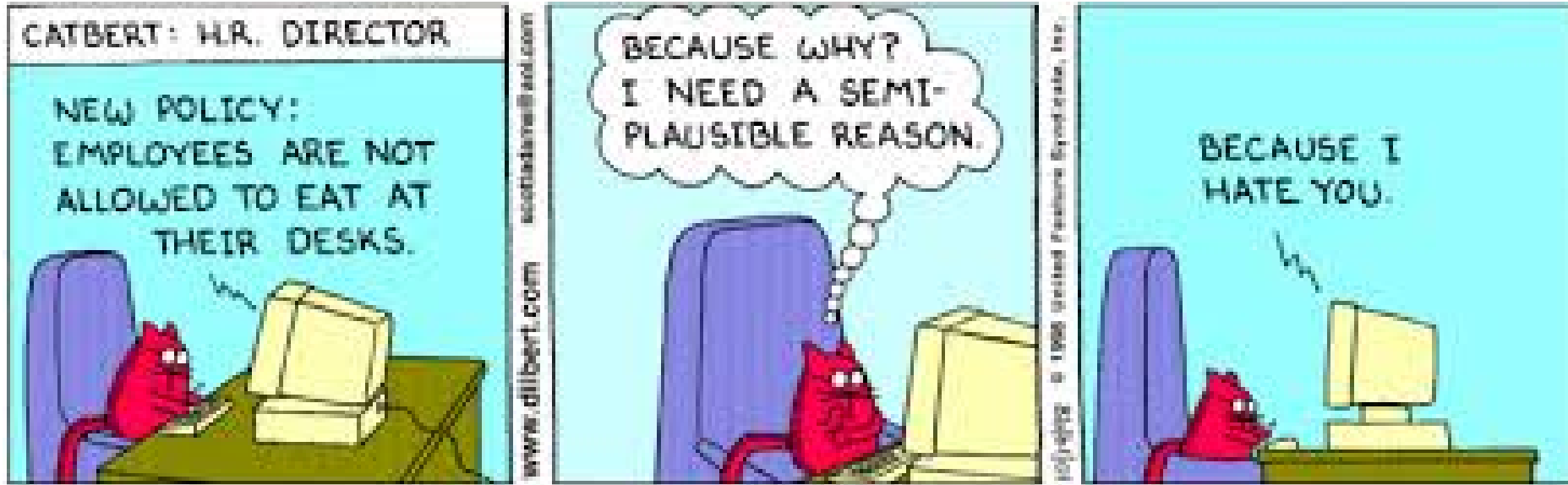
This session will be successful if we...(do what?)

About Strategy Solutions

HEALTHY COMMUNITIES

Private Sector
Wealth Creating Companies

Community/Government

Government

Workforce Development (including Education)

Economic Development

Social Services Sector
Community and Faith Based Nonprofits
Healthcare

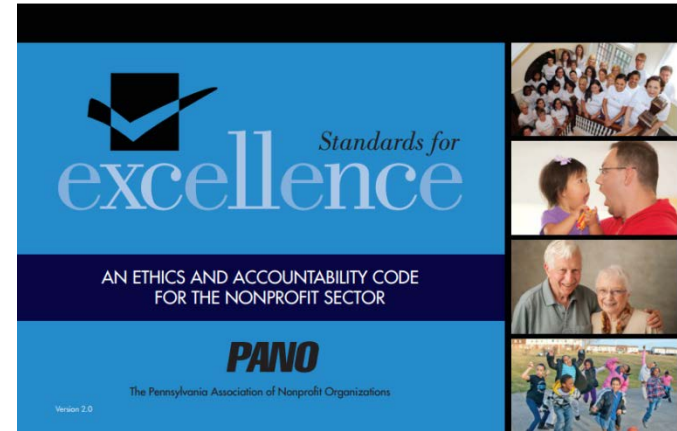*Mission: To create healthy communities*

Ever feel like this?

Standards for Excellence® What are they?

6 Guiding Principles, 27 areas of focus and 67 Benchmarks

- Preamble
- Mission, Strategy and Evaluation
- *Leadership: Board, Staff and Volunteers*
- Legal Compliance and Ethics
- Finance and Operations
- Resource Development
- Public Awareness, Engagement and Advocacy

The code provides a framework and step-by-step guidelines to achieve a well-managed and responsibly governed organization.

Leadership and Governance

- Succession Planning and Leadership Development
  - Planning for executive transition
  - Board leadership succession
  - Succession Plans for key staff and volunteers
  - Follow succession plans
  - Ensure position descriptions for staff and volunteers

Some Definitions

Employee Engagement

- a property of the relationship between an organization and its employees.

- An "engaged employee" is one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests.

Employee Empowerment

- giving **employees** a certain degree of autonomy and responsibility for decision-making regarding their specific organizational tasks.

Why is employee engagement important?

- A 2015 New England study indicated that 2/3 of nonprofit leaders will retire in the next 5 years and 60% do not have succession plans!

Source: Boston Globe

Studies completed by the Society of Human Resources Management predict that every time a business replaces a salaried employee, it costs 6 to 9 months' salary on average.

For a manager making **$40,000 a year**, that's $20,000 to $30,000 in recruiting and training expenses!

Why is empowerment important?

- Improves productivity, reduces cost
- Better customer service
- Improves ability to embrace change

Source: Small Business Chronicle

- ## The impact of employee recognition on mental health
  - Wellness programming has extended from step counts to mental and spiritual support
  - Flexible work and less-confined workplace structure is an expectation
  - Coaching has evolved beyond tactical work application to individual development

Source: Society of Human Resources Management

2019 Employee Engagement Trends

1. Work-life balance
2. Technology enabled tools
3. Culture of care and compassion
4. Millennials and Gen Z friendly employee benefits
5. Diversity and inclusion in the workplace
6. Gender equality and women empowerment
7. Career growth
8. Workplace wellness
9. Mental wellness
10. Interesting and challenging work

Source: Vantage Circle

2019 Employee Engagement Trends

- Integration makes for a better user experience
    - Integrate employee recognition with learning management, performance management, customer relationship management and collaboration to evolve into empowerment
    - Human Resources is the tunnel to development

- Think beyond your sandbox – and create an "employee value proposition" through:
    - Compensation and benefits
    - Work content
    - Organization
    - Rewards and recognition
    - Growth
    - People

Use technology as the backbone of employee engagement

Empowerment Requires

- Training in the skills necessary to carry out the additional responsibilities.

- Access to information on which decisions can be made.

- Initiative and confidence on the part of the employee to take on greater responsibility.

Source: American Society for Quality

Best Practices in Employee Empowerment

- Leaders are open to "bad news."

- Asking questions is encouraged.

- Decision-making processes are clearly defined throughout the company.

- Employees are frequently given tasks or projects beyond their current knowledge or skill level in order to stretch them developmentally.

Source: Bersin and Associates

Best Practices in Employee Empowerment

- Employees have influence over which job tasks are assigned to them.

- The organization values and rewards employees who learn new knowledge and skills.

- The organization values mistakes and failures as learning opportunities and provides structured opportunities for reflection.

- The organization believes that learning new knowledge and skills is a valuable use of time

Source: Bersin and Associates

FAILURE IS PROOF THAT YOU TRIED. NOW GO TRY AGAIN.

Barriers to Employee Empowerment

-
-
-
-

Why are nonprofits risk-averse when it comes to employee empowerment?

Lack of empowerment is often not intentional,

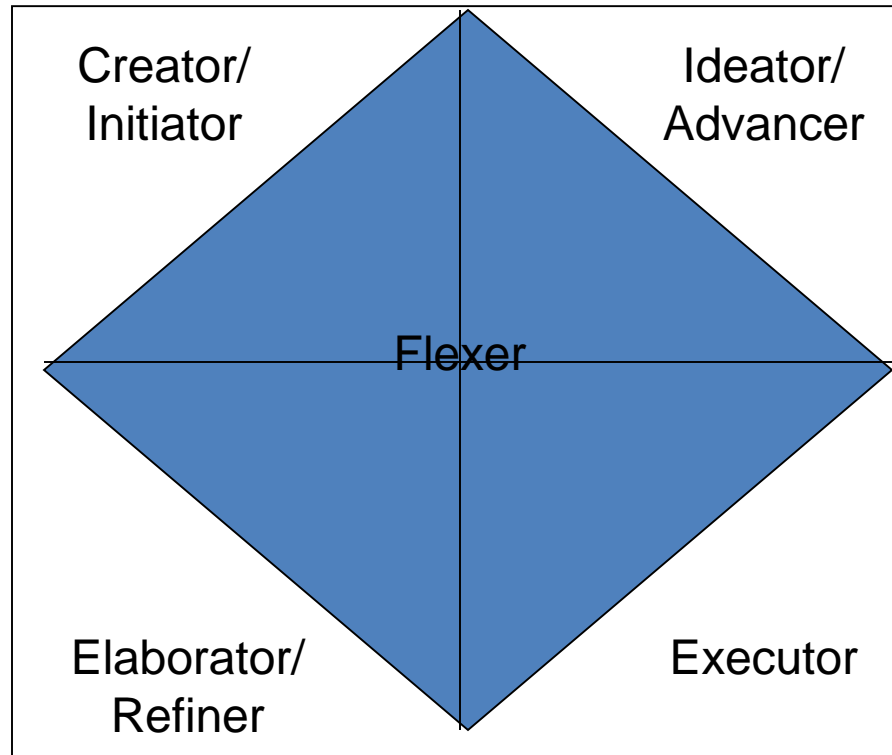it sometimes just happens!

Other factors include a lack of:

- Awareness/Expectations
- Time (but this is an excuse!)
- Willingness of leaders to "walk the talk"
- Training resources
- Human resources infrastructure

Strategies to Increase Empowerment

What do we need in a Staff Member?

Team Roles

Creator/Initiator: Generates Ideas
Ideator/Advancer: Promotes Ideas
Elaborator/Refiner: Challenges Ideas & Defines action plans
Executor: Implements Ideas
Flexer: Steps in to fill gaps

Source: Center for Internal Change
www.internalchange.com

What are the KSAs needed?

Knowledge:

- Customer service
- English language
- Biology
- Engineering & technology
- Geography

Technology Skills:

- Analytical or scientific software
- Database/query software
- Map creation software
- Spreadsheet software

What are the KSAs needed?

Abilities:

- Oral comprehension

- Deductive reasoning

- Oral expression

- Problem sensitivity

- Written comprehension

Work Activities:

1. Develop plans to manage natural or renewable resources.
2. Advise others about land management or conservation.
3. Inspect condition of natural environments.
4. Monitor operational procedures in technical environments to ensure conformance to standards.
5. Direct natural resources management or conservation programs

Hiring Process

- Notification
- Administrative preparation
- Recruitment, selection and hiring
- Onboarding/orientation
- Employee development planning and empowerment

Selection Process

- Finalize job description
- Set compensation
- Develop interview guide(s) and consensus around possible answers
- Advertise/recruit candidates
- Screen candidates
- Select the best candidate
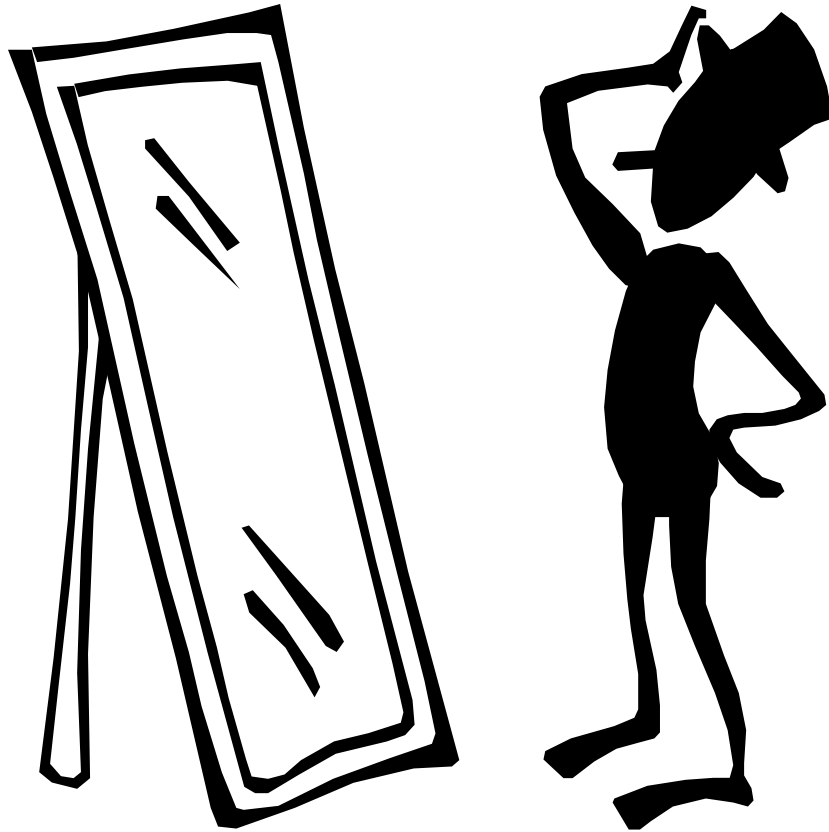- Schedule and implement onboarding process

Onboarding Process

- Calm the first day jitters
- Confirm schedule and job duties
- Help get them socialized
- Set up their work environment
- Training and development

Source: Jobvite

Fostering Empowerment
Look in the Mirror

- Often if we are not feeling empowered or others are not feeling empowered, everyone or everything else is to blame.

- Sometimes, we are our own worst enemies for failing to recognize where we are holding things back.

Maybe it's not you, but….

- It's something that you don't know you don't know that you COULD do something about if you were aware of it

- Many of us have "blind spots" in our leadership styles

BLIND SPOTS

The Dangers You Don't See Coming

Strategy
solutions, inc.
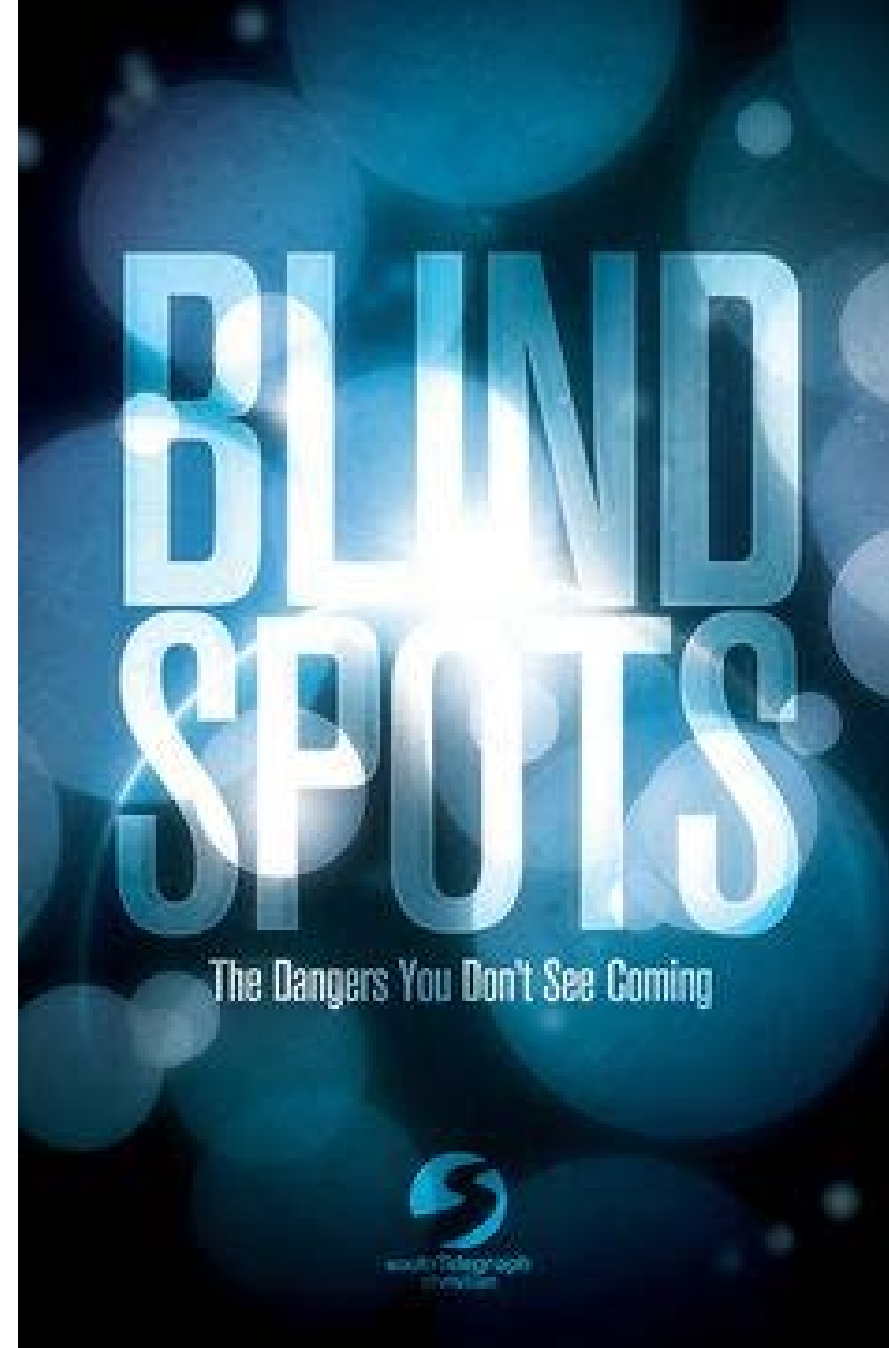
Increase Empowerment
Recognize the Organizational Culture Iceberg

Content issues
Formal issues

Mission, goals
Structures, systems
Technology
Policy, procedures, work processes
Programs, performances
Resources (financial and human)

Managerial styles
Decision-making modes
Trust level
Values, perceptions, attitudes
Feelings
Intra-personal styles
Conflict management
Linkages, friendship, power dynamics

Process issues
Informal/covert issues

Challenge Assumptions:
We judge others by their behavior, but we judge ourselves by our intentions

This is one of the biggest assumptions to challenge…

Learn To Recognize Emotions and Reactions

Even if we are not physically violent we may attack others ideas and feelings

- **<u>Silence</u>** – any action taken to withhold information ranging from playing verbal games to avoiding a person entirely (withdrawing, avoiding, masking)

- **<u>Violence</u>** – any action taken to compel others toward your point of view (controlling, labeling, attacking)
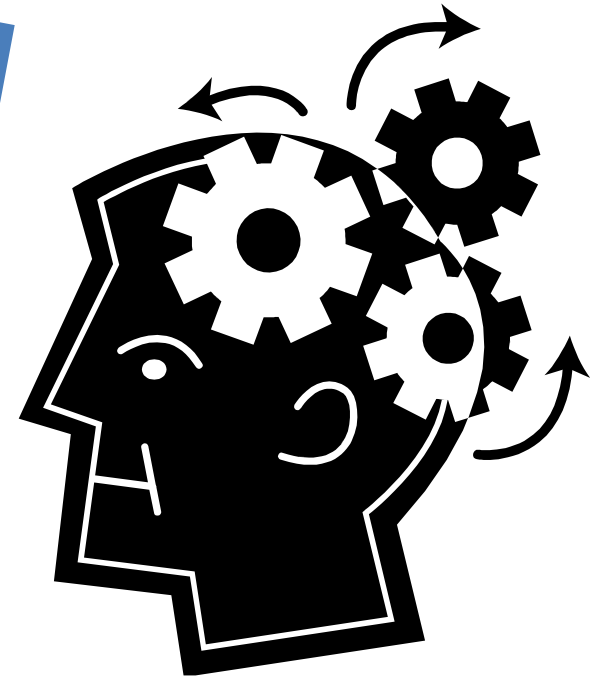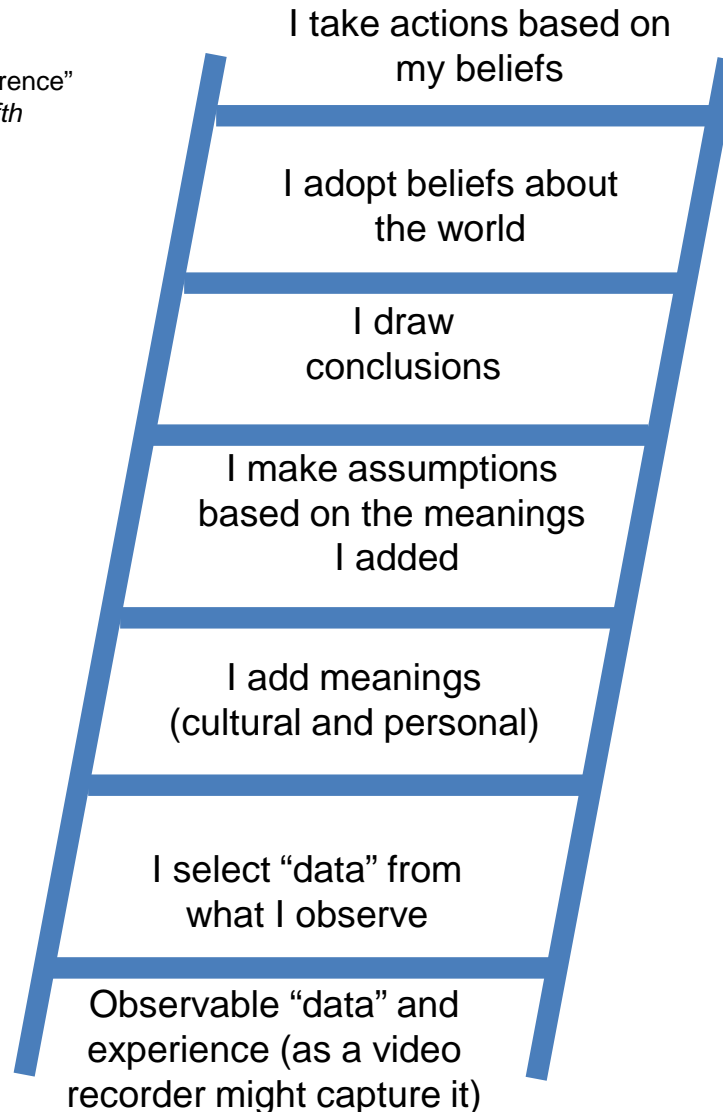
Make It Safe

- Let the other person know:
  - You care about their best interests and goals
  - You care about them
- Apologize
- Create mutual goals or shared interests (try to combine both)
- Clarify – "I don't mean ____, I do mean ____"

Ladder of Inference

Source: R. Ross, "The Ladder of Inference" in P. Senge, A. Kleiner, et al., *The Fifth Discipline Fieldbook* (New York: Doubleday, 1994), 243.

Don't jump up the ladder of inference!

I take actions based on my beliefs

I adopt beliefs about the world

I draw conclusions

I make assumptions based on the meanings I added

I add meanings (cultural and personal)

I select "data" from what I observe

Observable "data" and experience (as a video recorder might capture it)

The reflective loop (our beliefs) affect what data we select the next time

Get Your Emotions In Check

- Our stories create our emotions, we create our stories
  - First you see, hear, or otherwise experience something
  - Second, you tell a story about the facts
  - Third, you generate a feeling
  - Fourth, you act

    If you want to change your reaction you need to change your story

Types of Stories

- **<u>Victim</u>** – "It's not my fault. I'm an innocent bystander. I played no role in the problem."
- **<u>Villain</u>** – "It's all your fault" – other people are bad or wrong. They enjoy making me suffer
- **<u>Helpless</u>** – "There's nothing else I can do"

These convince us we have no option for taking healthy action so I have to use silence or violence

Change Your Story

- You need to rethink the conclusions you drew and the judgments you made

- Your new story should:

    – Assess your role

    – Humanize the other person

    – Turn you from helpless into able

Turn Yourself From Helpless Into Able

- Acknowledge that we are capable of doing something about our situation

- Commit to corrective action and ask ourselves: What should I do right now to move toward what I really want?

- Decide what results we truly want to achieve in the situation and then behave in a way to yield those results

Let Me Tell You…

- Share your facts
- Tell your story (explain the conclusions and judgments drawn from facts)
- Let others share new ideas or challenge your facts

What can we do increase individual empowerment?

- Follow the "completed staff work" principle…a term that a former boss coined to describe this process….

  1. take ownership of assignments

  2. clarify expectations and outcomes

  3. research background information and best practices; gather input without judging; identify alternatives

  4. complete the final deliverable and/or prepare cost/benefit analyses and recommend solutions

  5. manage customer expectations throughout the process – proactive communication

What is Succession Planning?

Aligning an organization's ongoing staff development with its strategic vision in order to:

- Pursue the mission and service goals as effectively as possible
- Ensure stability by developing bench strength behind its executive and key managers
- Create the possibility for successors for the top managers and board members will emerge from the talent pool
- *Ensure business continuity in an emergency*

Source: "Building Leaderful Organization" published by the Annie E. Casey Foundation

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Why Succession Planning?

- Development and replacement of key leaders
- Clarification of key positions and the criteria required to fill them
- Grow a talent pipeline for key positions
- Accelerate leadership growth
- Provide a value proposition to motivate and retain talent
- Develop leadership success criteria and practices required to meet business strategies
- *Additional Benefit: Excellent orientation and training materials!*

Elements of Succession Planning

- Planned Succession

- Emergency succession and back up

- Cross Training plan

- Process for emergency succession

- Process when emergency succession becomes permanent

EMERGENCY PLANNING

Are you prepared?

Strategies to Increase Empowerment

- Good hiring, onboarding, training, succession

- Be open to "bad news."

- Encourage questions.

- Don't just ask and answer questions. Take time to think through decision making criteria and share that information.

- Give or ask for assignments that are outside of your comfort zone.

Strategies to Increase Empowerment

- Identify and share preferred and non-preferred tasks.

- Reward new knowledge and skills (even if you are celebrating yourself!).

- Schedule evaluation time. (one of our clients calls this "After Action Reviews") Talk about lessons learned and how to do things differently in the future to prevent poor outcomes.

- Communicate or demonstrate how the organization benefits from new knowledge or skills

Remember…

The biggest obstacles in our lives are the barriers our mind creates.
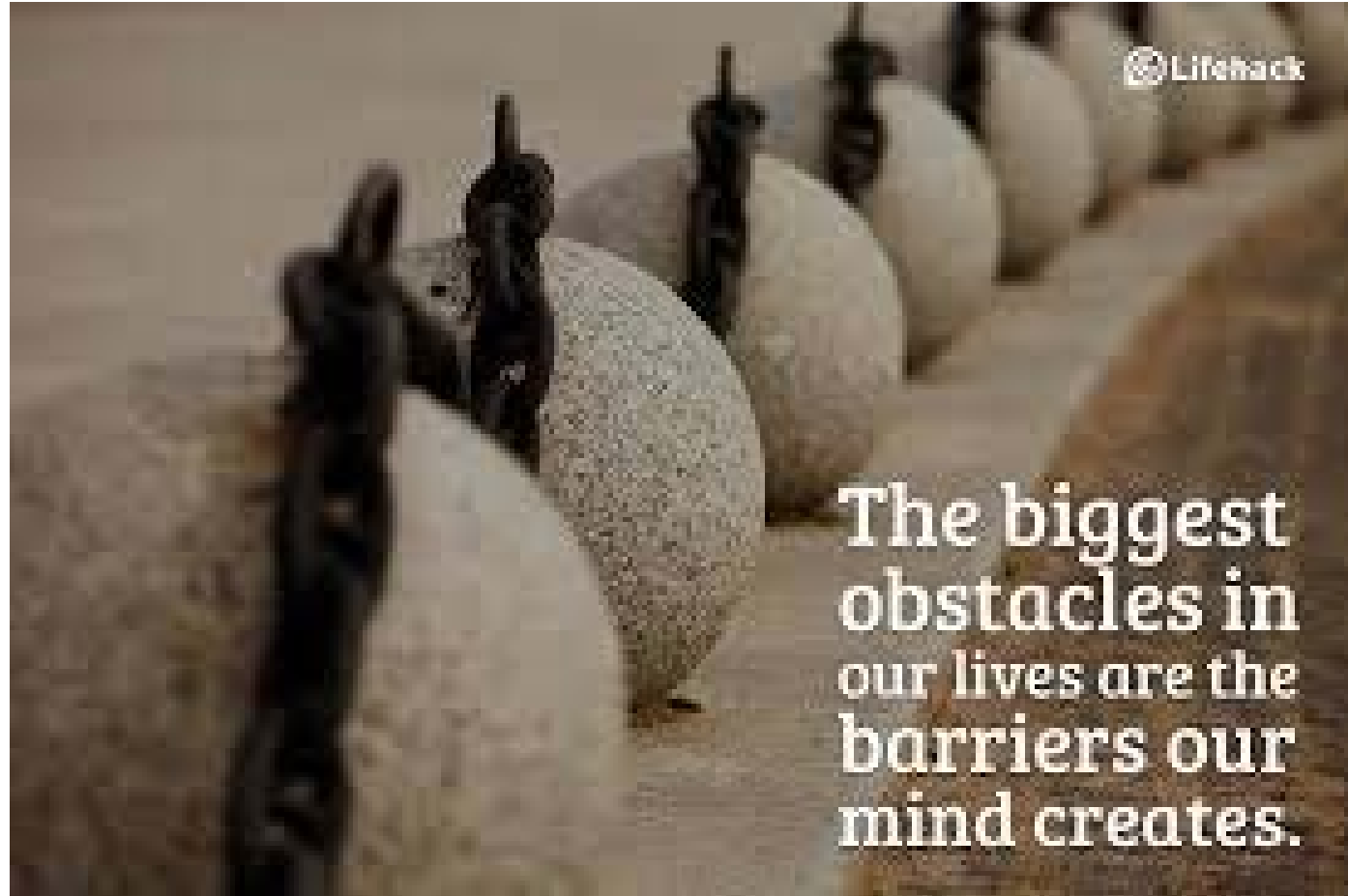
Questions & Discussion

Discussion

What is one thing you can do to increase empowerment (your own or others?)

Thank you for your participation

Questions/Discussion