

Fearless HR

How to Reinvent Recruitment, Retention
and Employee Engagement in a Post-
Pandemic World

National Community Action Partnership



Nonprofit
Risk Management
Center

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About NRMCC

The Nonprofit Risk Management Center **inspires effective risk management and Risk Champions.**

We help leaders identify and manage risks that threaten their missions and operations, and leverage opportunities to take bold, *mission-advancing* risks.

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Session Overview



HR Relics and Realities

Explore the cold hard truth about HR in the post-pandemic era.



Rethinking HR

Learn what you must do to reimagine and rethink your approach to recruiting, supervising and engaging employees.



Proactive, Practical Steps

Learn ways to enliven HR practices without breaking the bank.



Closing Thoughts and Takeaways

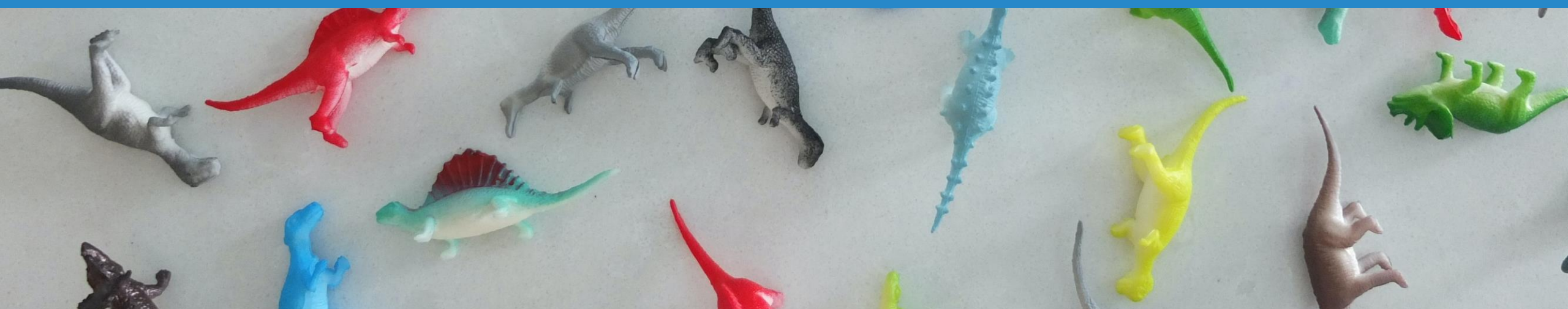
Food for thought as you reflect on your HR risks and plans for 2022 and beyond.



A friend told me: "That's because the entire meeting isn't for you. It's for the group. If you take 5 percent away from this meeting, then that's great because the other 95 percent is for everyone else."



HR Relics and Realities





Relics

- Ghosting applicants
- Collecting resumes and cover letters
- Conducting team interviews after the hiring manager has decided
- Checking references at the end, or skipping skipping them altogether (because they are hard to get)



Chilling Realities

On average, over half of your workforce is ready to bounce the moment something better comes along.

If your people can't grow where they are, they will leave and grow somewhere else.

SOURCE: *I Love It Here*, by Clint Pulver



Chilling Realities

We are:

- managing recruitment, retention and engagement using pre-pandemic tools, policies, and processes
- using 'bandwidth' as an excuse for doing the same things
 - TWEAKING and TUNNELING
- fearful of true innovation and experimentation



Bandwidth

“Researchers have found that when people experience scarcity—of money or time or mental bandwidth—the harm is not that the big problems crowd out the little ones, The harm is that the little ones crowd out the big ones.” – Dan Heath, *Upstream*



What are you Tweaking?

Def: improve (a mechanism or system) by making fine adjustments

Such as:

- Recruitment
- Screening
- Onboarding
- Performance Management



Tunneling

- “When people are juggling a lot of problems, they give up trying to solve them all. They adopt tunnel vision...
- ...tunneling is the third barrier to upstream thinking—because it confines us to short-term, reactive thinking. In the tunnel, there’s only *forward*.
- It’s a terrible trap: If you can’t systematically solve problems, it dooms you to stay in an endless cycle of reaction. Tunneling begets more tunneling.”



Innovation

“Chaos yields both risk and opportunity at the least convenient times.”

Create the Future + the Innovation Handbook: Tactics for Disruptive Thinking, by Jeremy Gutsche

Behaviors that drive innovation

Curiosity. Question the status quo in your HR function and search for different and better ways to do things.

For example:

- Ask: 'what if...?' and 'how might we...?'
- Avoid shutting down ideas with: "This is how we do things here."
- Adopt a problem-solver, versus a fault-finder, mindset.
- Be perpetually paranoid about the future.

SOURCE: Eat, Sleep, Innovate: How to Make Creativity an Everyday Habit Inside Your Organization

Experimentation



Abandon best practices. Best practices suggest that the ideal routines are already in place.

Keep a rethinking scorecard. Don't evaluate decisions based only on the results; track how thoroughly different options are considered in the process. A bad process with a good outcome is luck. A good process with a bad outcome might be a smart experiment. - Adam Grant, *Think Again*

What HR changes will you make this year?

STOP doing

- Things that don't work
- Things you've been doing forever
- Pretending to have all the answers or a crystal ball
- What else?

START doing

- Something you're willing to try
- Bold experiments
- Taking more risk; portfolio approach
- Using the Platinum Rule as your guide
- What else?



Proactive, Practical Steps

Recruitment (continued)

- **Respect applicants** by embracing the 'no black hole' idea: every person who applies receives a response; let people know where they stand + what's next
- **Shift your focus** from screening 'out' to *screening in*
 - "I think we tend to over select. We should hire people who are competent and then train them our particular way." – Kristen DesPalmes, BAYADA
- **Think bigger:** Hire for the organization (versus the role)
- **Commitment:** Invest in internal mobility and developing talent
- **Resolve to be Relevant:** Make sure that application + interview questions truly relate to the org and role



Recruitment

- Make applying for a job at your agency a 'concierge' experience
- Break free from the resume 'rat race'
- Stop getting bogged down in "noise" by obsessively researching candidates
- Speed up the time from app to answers
 - Thank you for applying! (same day)
 - Please take the next step in our process (next day)
- Post compensation; front end conversation
- Be explicit about what *flexibility* actually means

Supervision

- Resolve to be *uncomfortably transparent*
- Lead with trust to inspire trust
 - The benefits of trust are efficiency, productivity, loyalty, and synergy
 - Building trust requires you to: take initiative, be authentic, be transparent, and be vulnerable
- Encourage risk-taking
- Model learning from mistakes and failure



Engagement

- Ask team members, “how are you doing?” to show that you care about their well-being (1st) and work (2nd)
- Conduct pulse surveys (anonymous)
- Cultivate psychological safety
- Start-over with Performance Management:
 - find out what your team wants to get out of the process and design it accordingly!
 - examples of ‘wants’: support reaching career goals, problem-solving, re-aligning around goals and roles, next steps to improve performance



Onboarding: the 4 C's

- **Compliance** – the lowest level of onboarding, deals with basic legal rules and regulations
- **Clarification** – ensure new staff fully understand new their new job and all the expectations. This is on-going work led by direct supervisors. Manager/Supervisors should have frequent check-ins early to maximize clarification.
- **Culture** – give new staff a sense of norms, both formal and INFORMAL. Give a sense of how we do things, if there are any special terms or concepts we hold near and dear. Can be provided by the manager/supervisor OR through a peer mentor/buddy.

Note: It's easy to forget what we know and that new hires might not easily grasp or pick up on norms!

- **Connection** – identify the relationships that new employees will need to establish (EXAMPLE: This is Sam... if you need to know anything about the ins-and-outs of MS Teams, he's your guy!). *By making sure new employees are plugged in they are more likely to stay longer and be more effective.*

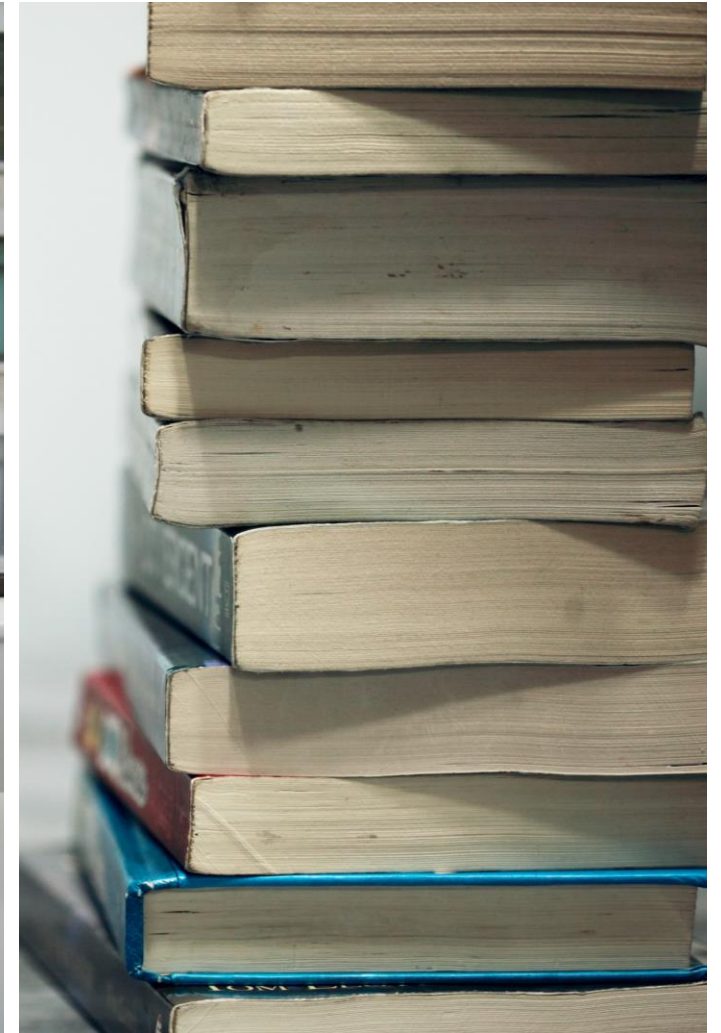
Onboarding Better Practices

1. Start early – before day 1 (assemble new hire welcome kits: PPE? swag? equipment? welcome gift?)
2. Plan the first day, first week, and first month!
 - schedule 'getting to know you' sessions with colleagues around the organization
 - plan regular and spot check-ins
3. Buddy up
4. Share 'who's who'
5. Be obsessively transparent; overshare!
6. Anticipate new employee questions: what am I doing well? what can I improve on? how will I be rewarded?
7. Look in the mirror: what is a new hire likely to feel about your agency after completing the onboarding process (energized? exhausted? frustrated?)

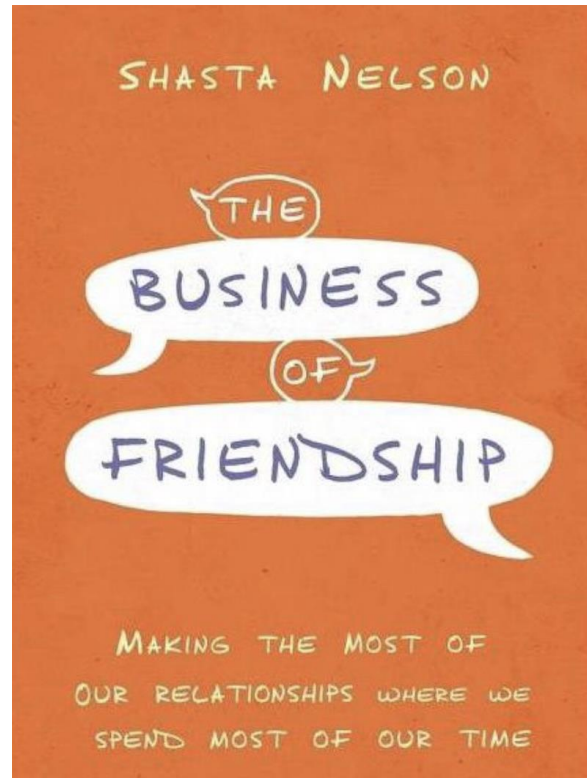
Closing Thoughts + Takeaways



Recognize the difference between *explicit* and tacit knowledge



Support and foster relationships (and trust) in your workplace



“...those risks are already real in our workplace whether we’re friends or not. We could be against friendship and have no friends, but that doesn’t protect us from jealousy, gossip, drama, or feeling left out.”

Shasta Nelson, *The Business of Friendship*

Use a Risk Portfolio

- If you looked at each HR offering and new idea, how would you classify them in terms of low risk, medium risk, and high risk?
- Are you comfortable with the portfolio?
- Are you being bold enough?

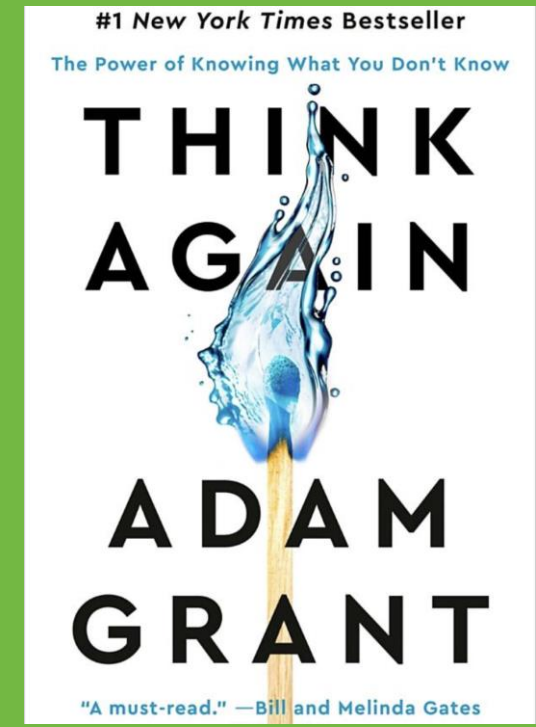
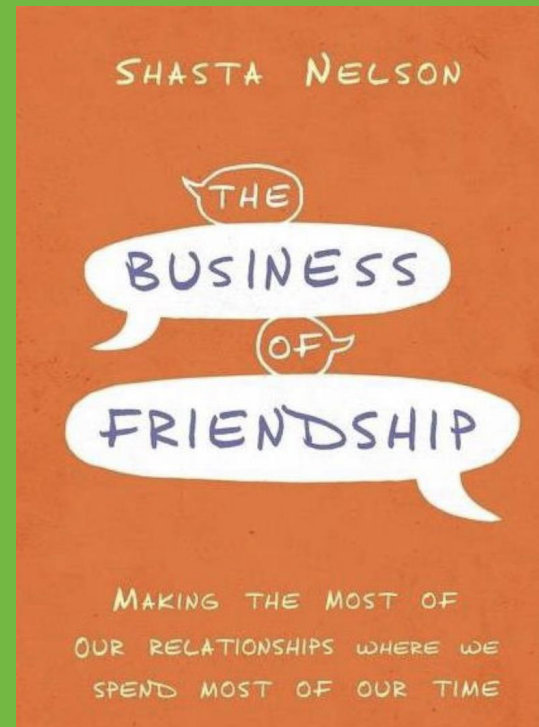
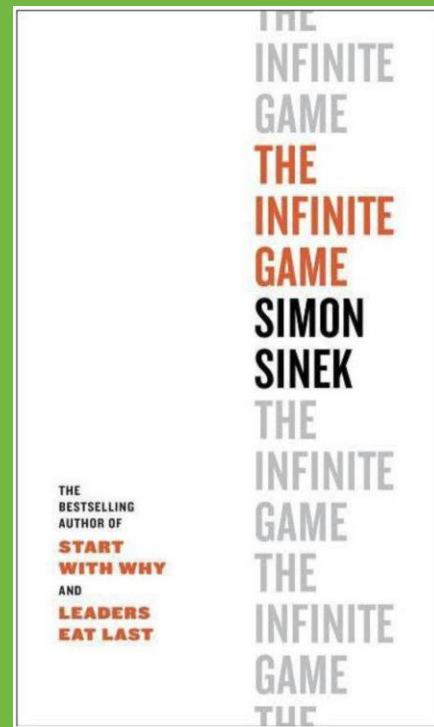
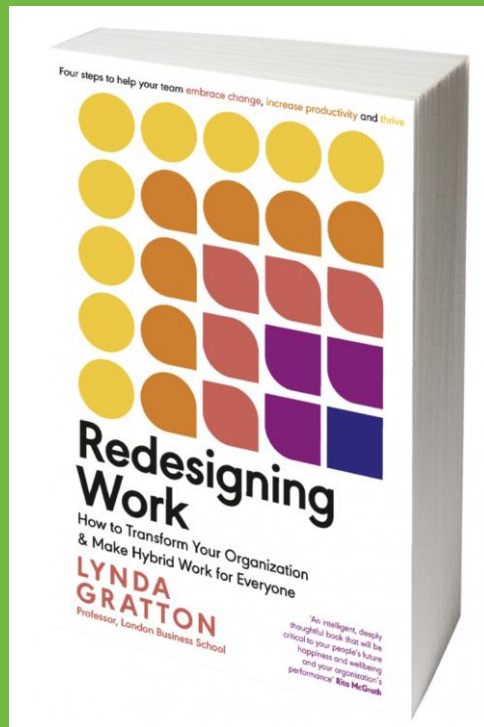




Be Fearless

- What external factors are threats?
- What if Amazon bought your largest competitor? How might they compete against you faster?
- Which 3 organizations in your field (or an adjacent field) are doing interesting things in HR?
 - “study worthy rivals” – Simon Sinek

Books that inspired this presentation!



Thank you!



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