

Recruiting on a Budget

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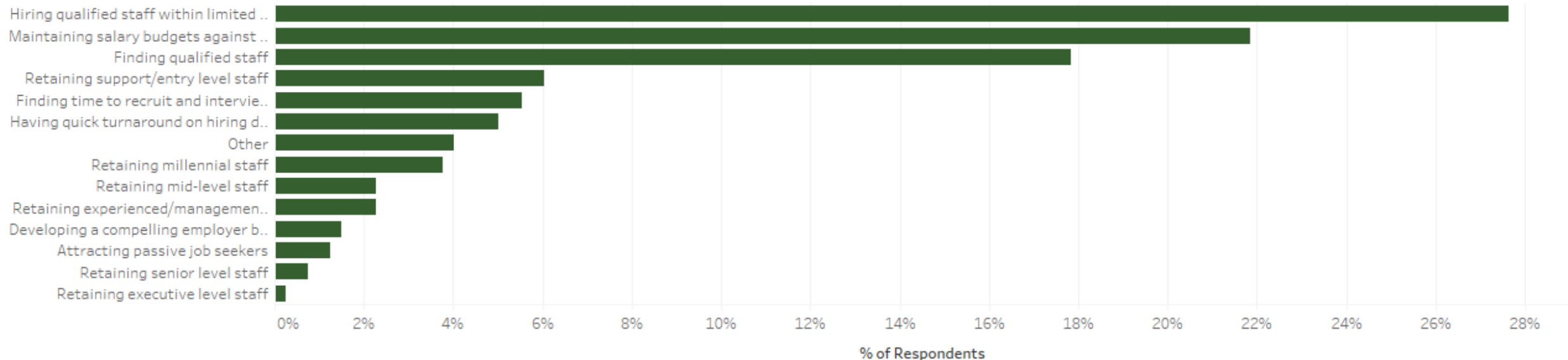
Human Resources Client Services & Recruitment Manager
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Greatest Talent Challenge for the Nonprofit Sector

#1 Response = Hiring qualified staff within budget constraints

What is the greatest talent challenge your organization faces?
2017



Hard to Fill Jobs

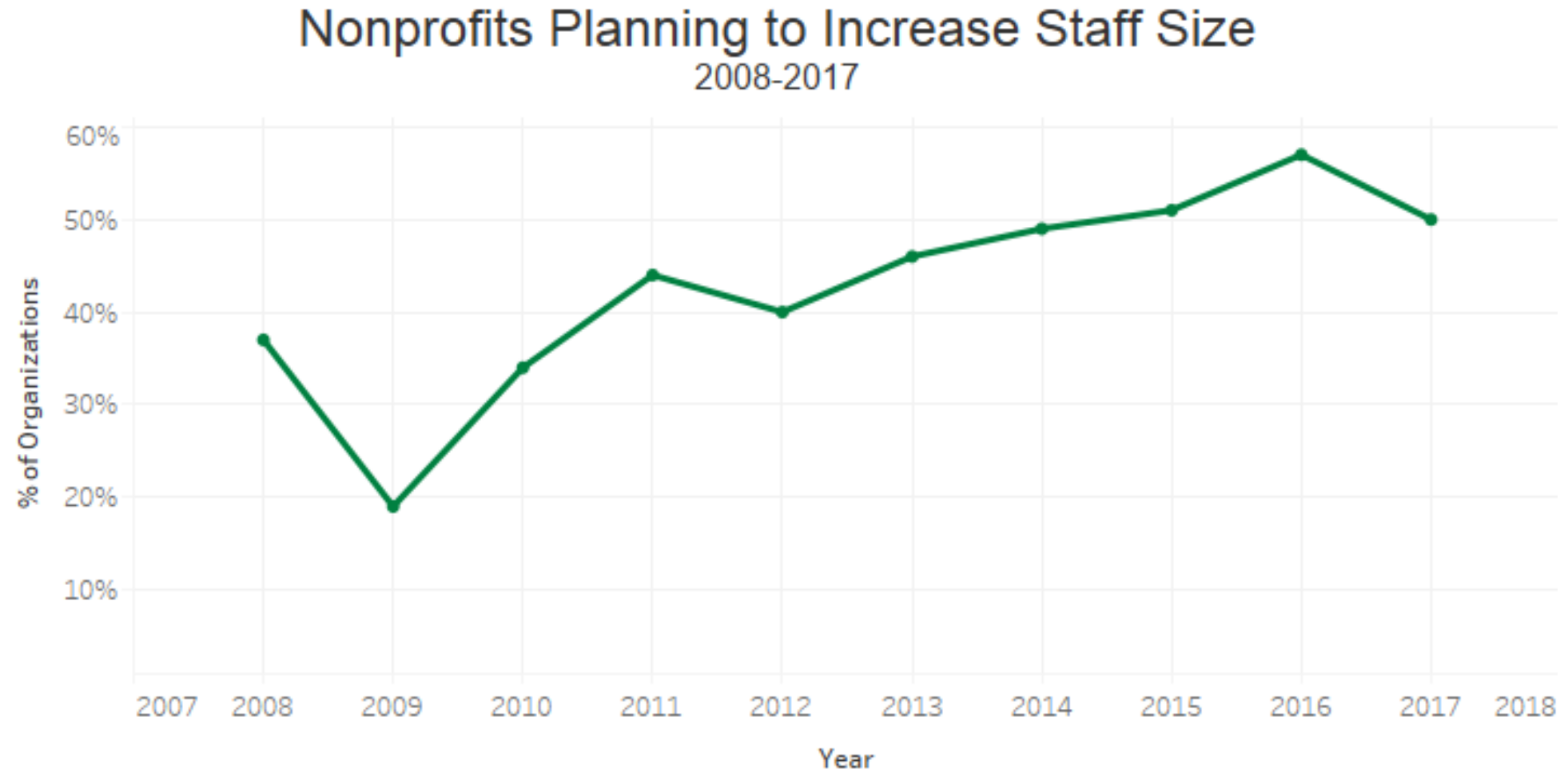
TSNE Mission Works Valuing Our Nonprofit Workplace Survey of Southern New England Nonprofits 2017 Jobs for Which You are Having Difficulty Hiring

Job Family	# of Organizations Out of 342	% of Organizations
Accounting/Finance/Grant Administration	36	11%
Administration/General Office	22	7%
Client Advocacy/Case Management	31	9%
Communications/Marketing	14	4%
Development/Fundraising	48	14%
Education	9	3%
Executive	12	4%
Human Resources	8	2%
Information Technology	9	3%
Legal	2	1%
Maintenance/Facilities/Grounds	16	5%
Medical/Clinical/Mental Health	51	15%
Program Delivery and Management	70	21%

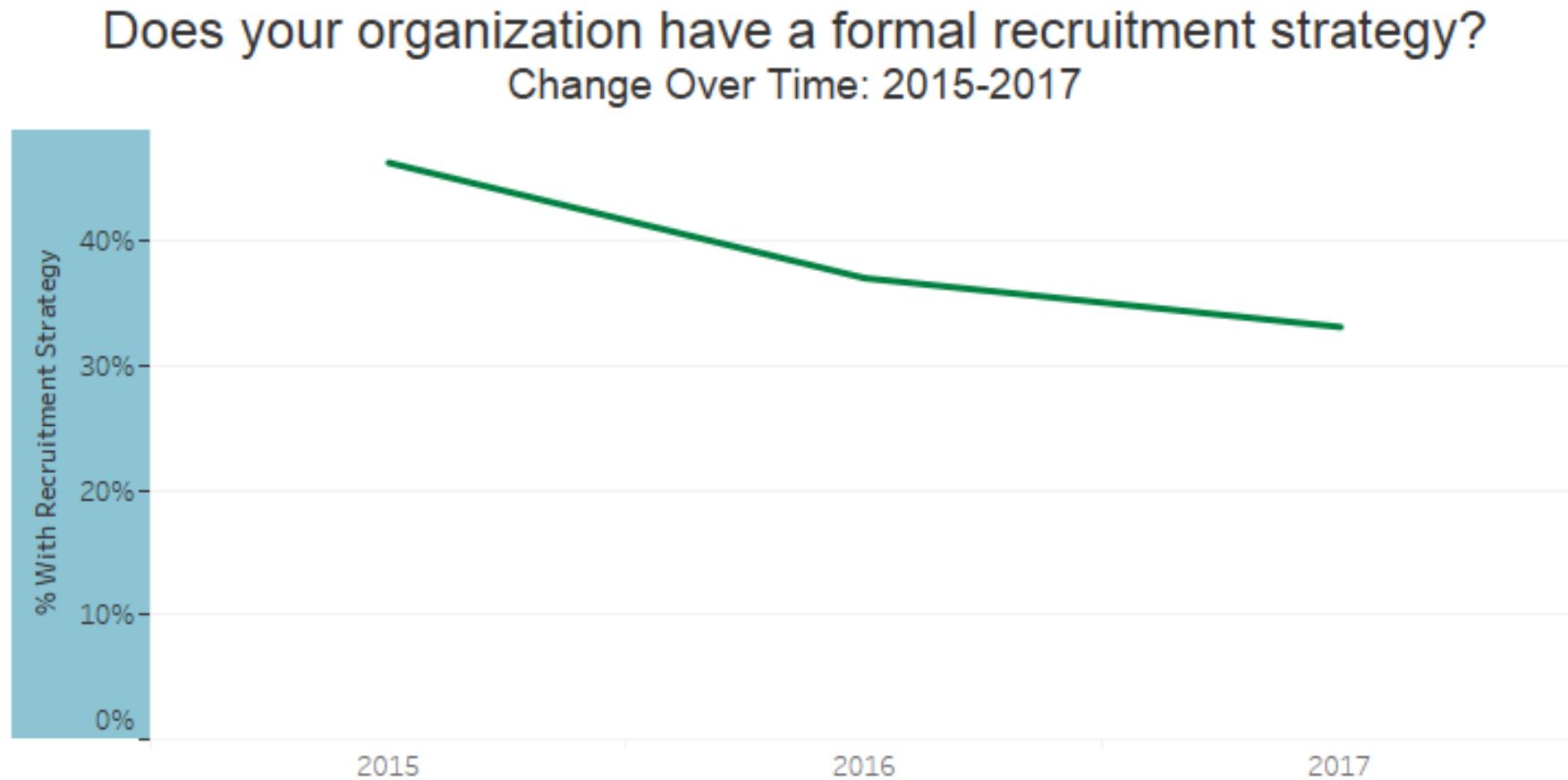
State of the Sector



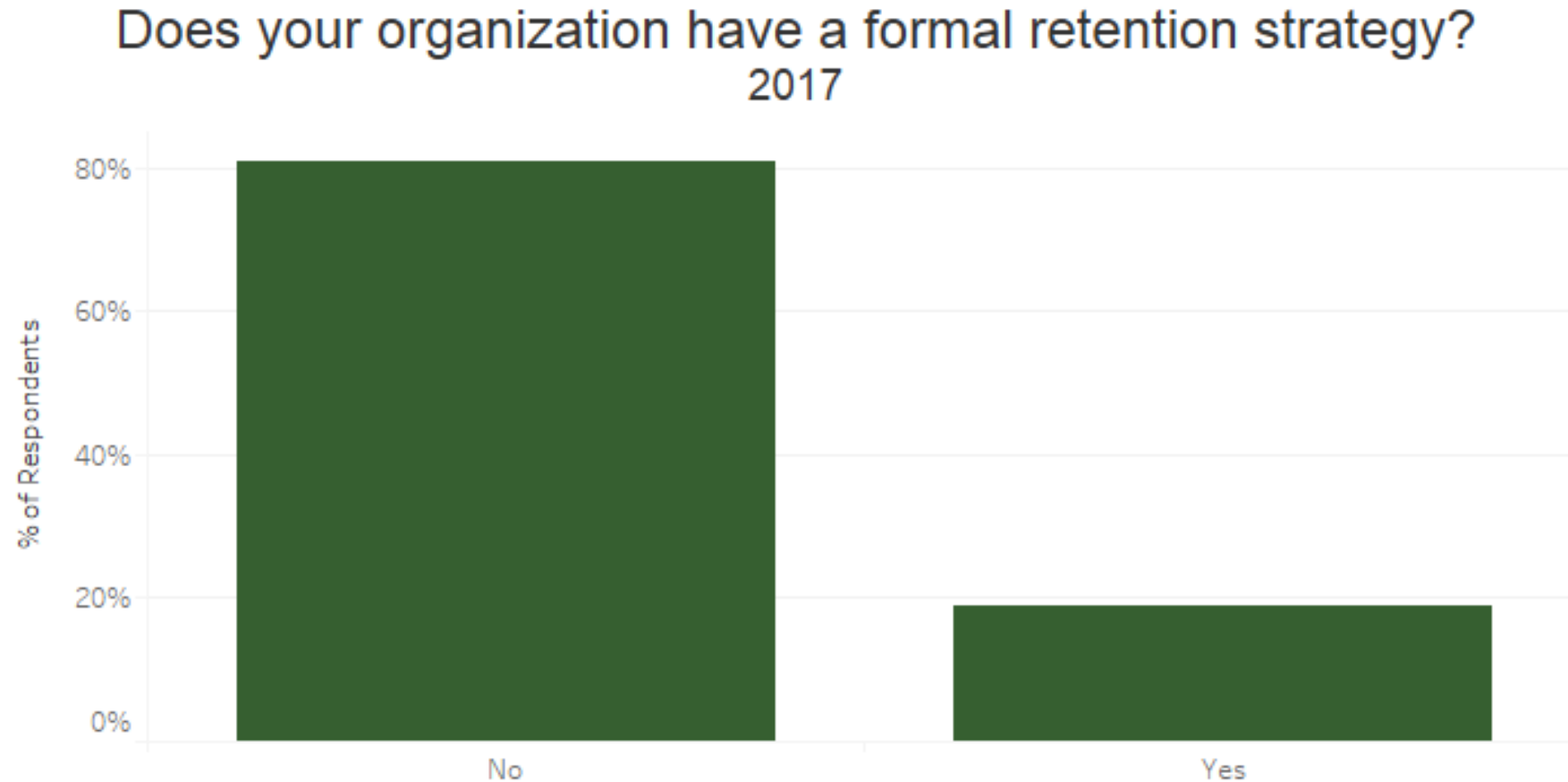
State of the Sector



1/3 of Nonprofits Do Not Have a Talent Recruitment Strategy



Over 80% of Nonprofits Do Not Have a Talent Retention Strategy



Employer Brand

- An organization's reputation as an employer, and its value proposition to its employees (*Wikipedia*)
- “The package of functional, economic and psychological benefits provided by employment, and identified with the employing company” – *original 1990 definition by Simon Barrow and Tim Ambler*
- “The image of your organization as a 'great place to work' in the mind of current employees and key stakeholders in the external market” – *Brett Minchington MBA, Chairman/CEO of Employer Brand International*

Employer Brand

- The cost per hire is **over 2 times lower** for companies with strong employer brands.

Indexed cost per hire



Cost Per Hire = the costs associated with the sourcing, recruiting and staffing activities borne by an employer to fill an open position in the organization

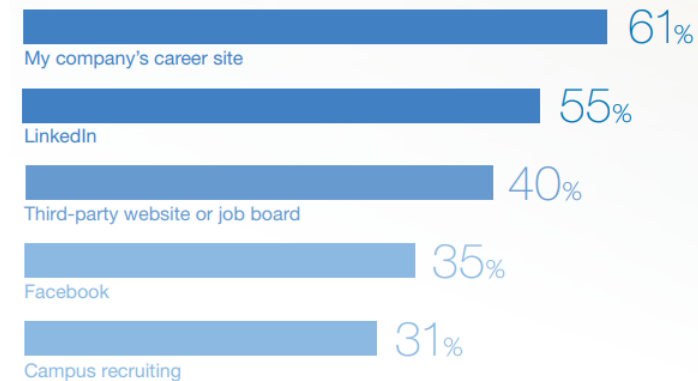
- Companies with stronger employer brands have **28% lower turnover rates** than companies with weaker employer brands.

Employer Brand

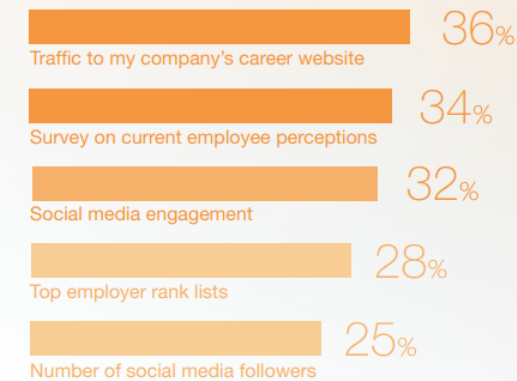
The company's website and social media are top ways to promote and measure your brand

Most teams generate awareness by relying on their website and LinkedIn. Measuring the effectiveness of their efforts is more challenging, and that's where aside from web and social metrics, teams get more creative by looking at internal survey data and best employer awards.

What are the best channels for you to build an employer brand?



What are the top ways you measure your employer brand?



Employer Branding By Others

You may not always have control over how your organization is branded by others with sites such as Glassdoor who collects information and seeks out reporting from current and former employees and applicants and publishes it for others to see. For example: TSNE MissionWorks/Third Sector New England



https://www.glassdoor.com/Overview/Working-at-Third-Sector-New-England-EI_IE355983.11,35.htm

<https://www.glassdoor.com/Job/jobs.htm?suggestCount=0&suggestChosen=false&clickSource=searchBtn&typedKeyword=TSNE+MissionWorks&sc.keyword=TSNE+MissionWorks&locT=C&locId=1154532&jobType=>

They don't ask you and they determine the content that is published based on their research. *"Take your employer brand into your hands by claiming your free Employer Account."*

Your Company's Career Site

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join us for the holidays

We're hiring for the holidays and we want to meet you! Check out 100,000 seasonal jobs available at our stores, DCs and fulfillment centers and apply now. Or, stop in at any Target Oct. 13-15 from 10 a.m. to 6 p.m. for in-store hiring events to meet the team and find out more. You may have the opportunity to interview on the spot and receive a conditional job offer the same day.

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We care about and invest in you as a team member, so that you can take care of yourself and your family. Find competitive benefits, from financial to well-being and beyond.


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Meaningful work and opportunities abound for you to build and develop skills that will span your entire career. Create relationships that will last a lifetime.


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where we are

From our Minneapolis headquarters to locations around the world, we value the team who comes together to serve our guests and communities where we do business.

[our locations](#)



already started an application?

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Finding **Cures** takes tenacious Medical Researchers—and committed **Grant Managers**, too.*



 **The People Behind Better Care**

Eleni
Corporate Director of Grant Management
— All-Star Mom

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Careers

Lead the way
As one of the premier health care systems in New England, we strive to improve the value of health care through service excellence and business innovation.

Our efforts support a broad network of health care entities providing world-class clinical care and cutting-edge research for all the communities we serve, locally and globally.

Advance our mission
We're proud that our work makes a difference for others. That spirit has shaped our people-first culture for twenty years and motivates all of us to reach higher and do more. Partners is committed to aligning our employees' personal aspirations with projects that match their capabilities and creating a culture that empowers our managers to become trusted mentors. We support each member of our team to own their personal development—and we recognize success at every step.

We're eager to solve health care challenges with fresh ideas and diverse perspectives together. Our systems for leveraging data and digitizing patient records to advance patient care are just the start.

Shape your future
We provide broad opportunities for people to build rich and varied careers within the Partners HealthCare System.

Where you take your career is up to you, but you'll find that personal development is encouraged and supported, individual success applauded, and achievements recognized.

At Partners HealthCare, we know it takes a surprising range of talented professionals to advance our mission—from brilliant business people and tech experts to dedicated researchers and systems analysts. Together, we're connecting premier hospitals and health professionals to help serve their patients and communities with more accessible and higher quality care.

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Connect with Partners HealthCare Careers

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Work at Partners

There are career opportunities in finance, I.T., administration, research and clinical support areas at Partners HealthCare and across the Partners system.

- ▶ [Search for jobs at Partners HealthCare using the Jobs Database.](#)
- ▶ [Search for jobs at our members, across the system.](#)

Instructions

- ▶ [External Applicants, please click here for profile and application instructions.](#)
- ▶ [Partners employees, please click here for application instructions.](#)

LinkedIn

- Examples of Engagers
 - Partners HealthCare
 - » <https://www.linkedin.com/company/2894/>
 - TSNE MissionWorks
 - » <https://www.linkedin.com/company/45662/>
- LinkedIn Groups
 - MNN: <https://www.linkedin.com/groups/2286470>
 - Diversity Recruitment Strategy Group
 - Fundraising and Grant Making
 - Nonprofit & Philanthropy Jobs
 - Boston Networking Club
 - Greater Boston Networking Group
 - JVS Career Solutions
- Lynda
 - Online learning resource that organizations can use to teach a variety of tech tools like Excel, Photoshop, and WordPress to their employees

LinkedIn – Job Posting Examples



Nate Marsh

Managing Director of
Operations and Business
Intelligence at Citizen
Schools

[View full profile](#)

✓ Following

495 Followers

Nate's Activity

Articles

Posts

All activity



Nate Marsh

Managing Director of Operations and Business Intelligence at Citizen Scho
19h · Edited

We are looking for a new Manager of Development Operations here at Citizen Schools! This is a great opportunity to deepen your fundraising AND operations experience with a specific focus on leveraging & loving Salesforce! Come work for us!

Read more about it here: <https://lnkd.in/gk-afqt> and feel free to reach out to me directly with questions!

7 Likes

Like Comment Share



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City of Hope is seeking a Senior Executive Director of Development to be a key stakeholder in the work to transform the future of medicine, leading this donor-centric, highly effective Affinity and Legacy Groups, 3rd Party and Workplace Giving program. Apply or nominate candidates at: <https://lnkd.in/dWKscpb>




3 Likes

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LinkedIn – Paid Ads Examples



Senior Director

eCratchit & eCratchit Nonprofit Accounting · Hingham, Massachusetts

Posted 2 weeks ago · 49 views

 Be one of the first 10 applicants

[Save](#) [Easy Apply](#)

Job description

eCratchit, Inc. is an established, dynamic, finance/accounting company with a solid client base, that has an immediate need for a Senior Director. Since 2000, eCratchit has worked with approximately 400 not-for-profit and for-profit clients nationally. We help our clients accomplish their mission!

Senior Director Needed - We are looking for an Outsourced CFO, working with multiple clients, managing multiple staff in a fast-paced, deadline oriented environment.

Requirements:


Bachelor's in accounting or related field

CPA designation

10+ years in accounting; including GAAP financial statements & tax issue exposure


Characteristics: The ability to multi-task in deadline-oriented environment; effectively manage/communicate multiple staff accountants working on multiple clients; provide training/support to staff members; strong reconciliation/balance sheet analysis skills; General ledger & experience in budgeting/forecasting preferred.

Contact the job poster



Ed Mulherin 2nd

CPA & Attorney, CFO, Founder & ...
Greater Boston Area


 **PREMIUM**
[Send InMail](#)

Seniority Level
Director

Industry
Financial Services, Accounting,
Nonprofit Organization Management

Employment Type
Full-time

Job Functions
Accounting/Auditing, Finance,
Consulting



Human Resources Generalist

Newton Public Schools · Newton, Massachusetts

Posted 2 weeks ago · 195 views

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Job description

Join Newton Public Schools as an HR Generalist to enjoy a rewarding career in a position with a purpose!

****Only applications submitted via our website at <https://www.newton.k12.ma.us/> will be considered.**

The Human Resources Generalist supports our HR Department and provides services for:

- Employee Relations
- Onboarding
- Recruitment
- Diversity
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Apply today via our website at <https://www.newton.k12.ma.us/> to help in making a difference for the next generation!

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Seniority Level
Associate

Industry
Education Management


Employment Type
Full-time

Job Functions
Human Resources

Social Media

- Facebook
 - most used social media platform in the world
 - Potential candidates are looking for:
 - » # of Followers
 - » Photos and videos
 - » Contact Information
 - » Reviews
- Twitter
 - place for communication and engagement
 - » share relevant trends
 - » retweet quotes from key industry influencers and stakeholders
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 - pictures and videos about your employees and your achievements
 - behind the scenes look

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FOR HIGH IMPACT ORGANIZATIONS

GET HIRED ►




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Call Now Message

Status Photo/Video


Write something on this Page...

Photos



"IT'S A PRIVILEGE TO WORK ON POLICES THAT LITERALLY IMPACT THE LIVES OF SO MANY FAMILIES JUST LIKE MINE. I WANT TO EMPOWER MORE YOUNG FIRST-GENERATION PEOPLE TO BE IN THESE POSITIONS OF POWER, TO BE AT THE DECISION-MAKING TABLES, AND TO HAVE OUR COMMUNITY REFLECTED IN OTHER CONGRESSIONAL OFFICES AND SENIOR POSITIONS IN THE ADMINISTRATION."

HELENA GARCIA
EXECUTIVE DIRECTOR, CONGRESSIONAL ADVISORY COUNCIL
POLICE ALBANY, VETERAN COLLEGE '98



Public Service in Boston, Massachusetts
5.0 ★★★★★

Community See All

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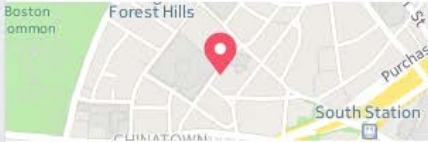
1,818 people like this

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14 people have visited

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Special thanks to our partners at Bank of America, Boston Public Health Commission, Dana-Farber Cancer Institute, and Ernst and Young for going above and beyond with a total of 40 women who have stepped up to become Big Sisters! #Girls2Great #BePresentNotPerfect

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20

Chronological

Liz Peters Shannon Lamy
Like · Reply · 1 · October 5 at 7:04pm
1 Reply

Write a comment...  

Twitter

Trends for you · Change

#NationalComingOutDay

Happy National Coming Out Day!

#AdClubMID

#DayoftheGirl

Gender equality and youth justice are the focus of Day of the Girl

Shakira Retweeted



UNICEF @UNICEF · 3h

Today a reader, tomorrow a leader.

#FreedomForGirls is education.

#DayoftheGirl



22 940 1.8K



CFUW @CFUWFCFUDU · Oct 6

Girls breaking gender stereotypes! Shattering gender norms means building a stronger generation #dayofthegirl ow.ly/wgth30fHzjl



5 12



Girls Inc of DE @girlsincde · Oct 9

These quotes from @GlobalFundWomen are so powerful, full of hope, and inspiration! #DayoftheGirl #StrongSmartBold ow.ly/Sy6730fKfUp



2 45 86



AmnestyInternational @amnestyusa · 3h

Share this if you believe in the power of a girl! #dayofthegirl

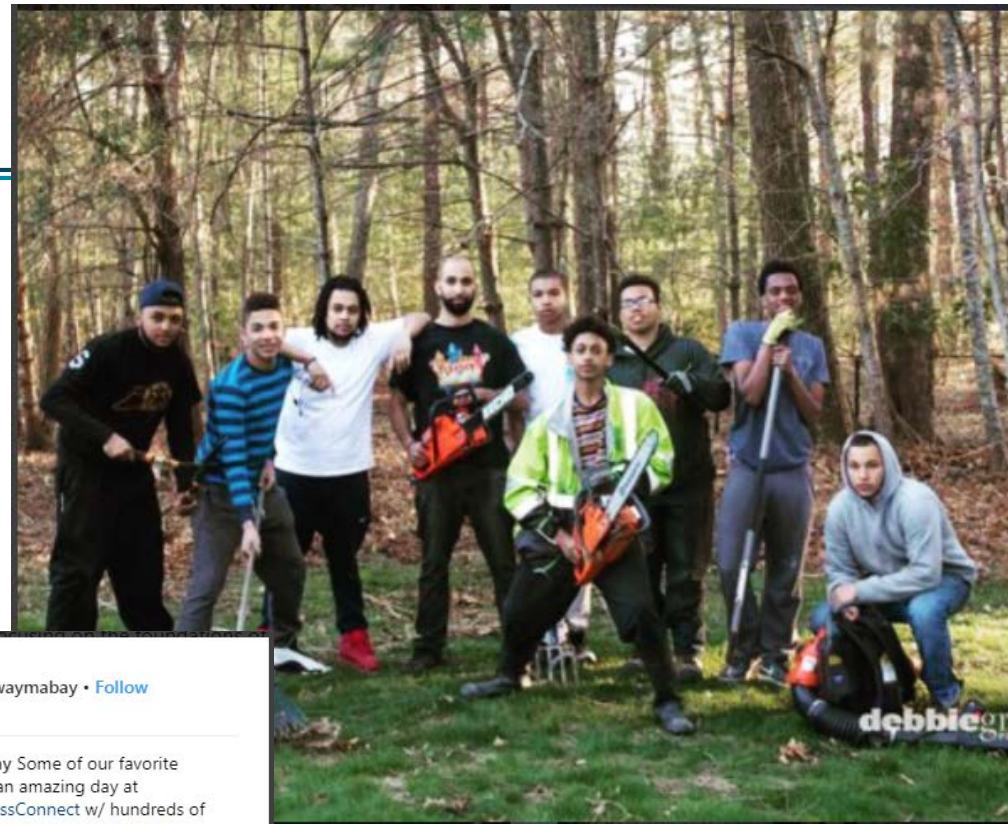


18 1.2K 1.6K

PARTNERS
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Instagram



mybrotherskeeper617 • Follow

mybrotherskeeper617 Teaching them there are other ways to make money than selling drugs! #mbk617 #yardwork #dorchester #bostonnonprofit

ifyourillimilla 📏📏📏💯🔑

keithownz great stuff!



108 likes

APRIL 27

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unitedwaymabay • Follow

unitedwaymabay Some of our favorite moments from an amazing day at #ProjectHomelessConnect w/ hundreds of families & volunteers!! Watch @wcvb5 tonight for full story! #liveunited #volunteer #backtoschool #backpacks #haircuts #financialcoaching #jobs #givingback megkaneey Amazing. Well done, UW. gsoutiea Ah wish I had known about this project going on.



41 likes

AUGUST 11

Add a comment...



YouTube



Diversity

Nicola Crawford

Workplace diversity should be embedded into the company culture from the shop floor to the boardroom, recruiting processes need to encourage applicants from a broad range of society and not penalise anyone unnecessarily.

The HR function and internal communications champions can help to sow the messaging internally and help to breed a positive culture. Ensuring committees and boards are representative also sends a positive message down through the organisation. Fostering a culture of openness and inclusion via a laid down strategy that is communicated regularly to staff will help with buy-in.



Nicola Crawford, CFIRM, Chair of the Institute of Risk Management.

Recruiting Diverse Candidates – A Sampling

- Local professional organizations with job board
 - [Commonwealth Compact](#) – Talent Network for Professionals of Color
 - [Work Without Limits](#) – Network of Employers of Individuals with Disabilities
 - [Conexion](#) – Hispanic Latino Professionals
- Higher Ed
 - [UMass Boston Career Services](#)
 - [Bunker Hill Community College Career Services](#)
- Email groups
 - [Mission-Based Massachusetts](#) – mbm@missionbasedmassachusetts.net
 - [Young Nonprofit Professionals Network of Boston](#) – community@lists.ynpnboston.org
- National job boards
 - [Idealist](#) \$90/month posting
 - [Craigslist](#) \$60/month posting
 - [Latinc](#) – Global Latino Professional Network
- Your employees, board and constituents can be your ambassadors

Implicit Bias

The mind sciences have found that most of our actions occur without our conscious thoughts, allowing us to function in our extraordinarily complex world. Thoughts and feelings are “implicit” if we are unaware of them or mistaken about their nature. We have a bias when, rather than being neutral, we have a preference for (or aversion to) a person or group of people. Thus, we use the term “implicit bias” to describe when we have attitudes towards people or associate stereotypes with them without our conscious knowledge.

- [Implicit bias test](#) – Project Implicit: Harvard University

Multi-Generational Workforce

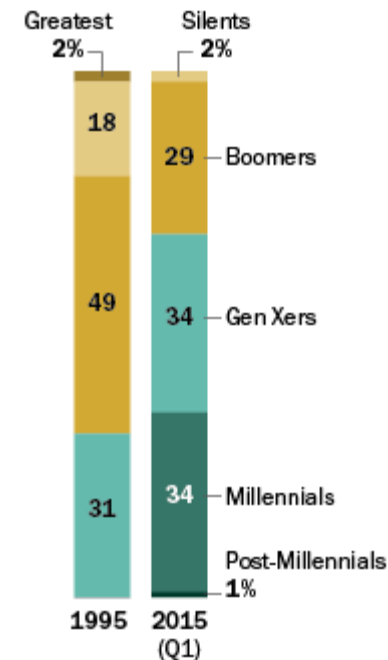
- Gen Z / Millennials / Gen X / Boomers
- Millennial Priorities:
 - Learning and career development
 - Flexible working hours
 - More holiday time-off
 - Health and well-being support
 - Tuition forgiveness/assistance

Consider offering benefits and workplace accommodations valued by different generations as they move through their lives.

Ask your employees.

Labor Force Composition by Generation

% of the labor force



Note: Shares are based on the annual average in 1995 and the first quarter average in 2015. Due to data limitations, Greatest generation not identified in 2015 and Silent generation is overestimated in 2015.
Source: Pew Research Center tabulations of monthly 1995 and 2015 Current Population Surveys, Integrated Public Use Microdata Series (IPUMS)

PEW RESEARCH CENTER

Retention

- Employee Engagement Survey
 - Examples from Indeed:
 - » What is your favorite unique perk?
 - » If working here was a movie, what music would be on the soundtrack?
- Stated Values That are Supported and Practiced
- Performance Feedback
- Coaching/Mentoring
- Celebrating Milestones
- Participation of Employees at All Levels in Organization Events, Committees and Meetings
- Professional and Personal Development Opportunities
- Benefits Strategy - Be creative

Exiting Staff

- Conduct Exit Interviews of each exiting staff member. Hold confidential, but consider collective learnings
- Last impressions count just as much as first impressions
- Departing employees will serve as ambassadors - preserve your organization's employment brand
 - Glassdoor and other ratings of companies
- Mistakes to Avoid:
 - **Failing to Understand Why They Left**
 - **Poor Communication -- or No Communication about the Departure**
 - **Failing to Proactively Address Issues that Arise – Performance or Otherwise**
 - **Failing to Support Staff Who Are Asked to Leave**

Interviews

- Who should the candidate meet with?
 - Manager
 - Direct Report(s)
 - Peer within department
 - HR
 - Internal collaborator in another department
 - Volunteer (Donor cultivation opportunity!)
- What about...
 - The ED? – only if this position reports to them directly
 - Every single member of the department? – Pick 1-2 representatives (unless it is the supervisor of the members)

Interviews

- Phone Screen
- First Round
- Second Round
- Third Round – ONLY for very senior positions
- Reference checks
- Make an Offer!
- Follow up with each candidate you spoke with – either in person or on the phone
- Use Behavioral Interviewing techniques
 - Example: https://www.glassdoor.com/Interview/behavioral-interview-questions-SRCH_KT0,10.htm

Group Interviews

- Keep groups small! 2-3 interviewers at most – more can be overwhelming and inefficient
- Encourage group interviewers to meet 15 minutes before candidate arrives to briefly discuss key questions – do not give them a printed list of questions to read from – a list signals to the candidate that the people in the room do not know what this position does
- The people in the group should be peers – do not have a manager and someone who reports up to them in the same interview group. Having them meet with the candidate separately will allow for a more open conversation with is beneficial for both the interviewer and the candidate
- Have each interviewer complete an assessment sheet on their own before discussing the candidate with the hiring team. This will capture the interviewer's perception of the candidate before it is affected by group think.

Compensation

- Ask about it during the phone screen - Avoids wasting anyone's time if you are out of their bottom line
- It will be ILLEGAL in MA to ask candidates about their current salary – instead ask them about their compensation requirements for this role. Pay Equity is required – same pay for same job responsibilities. Not based on what they earned in the past.
- 90% of the time they will give you a number, but you need to be prepared with a range
- Your mindset should not be “I don't want to say a number first because what if this person is willing to work for less”
- You need someone to do a job. That job is worth something. You should compensate them fairly for that work. If you don't know what is fair, do your research
- For Free – TSNE MissionWorks VONW compensation and benefits report: <http://tsne.org/valuing-our-nonprofit-workforce> along with other pay surveys.

Questions?

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