



BVU NONPROFIT LEADERSHIP SUMMIT

THE PEOPLE WHO POWER OUR NONPROFITS

**CULTIVATING YOUR TALENT:
BOARD, STAFF & VOLUNTEERS**

TUES | 10.18.22 | 8AM-12PM



**TINKHAM VEALE UNIVERSITY CENTER
11038 BELLFLOWER RD CLEVELAND, OHIO**



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RATLIFF & TAYLOR
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Take this quick survey



We want to hear from you.
We will present the results
at the end of the Summit.

And be entered
into a raffle to
win one of our
keynote speaker
Lisa Ryan's most
recent books!



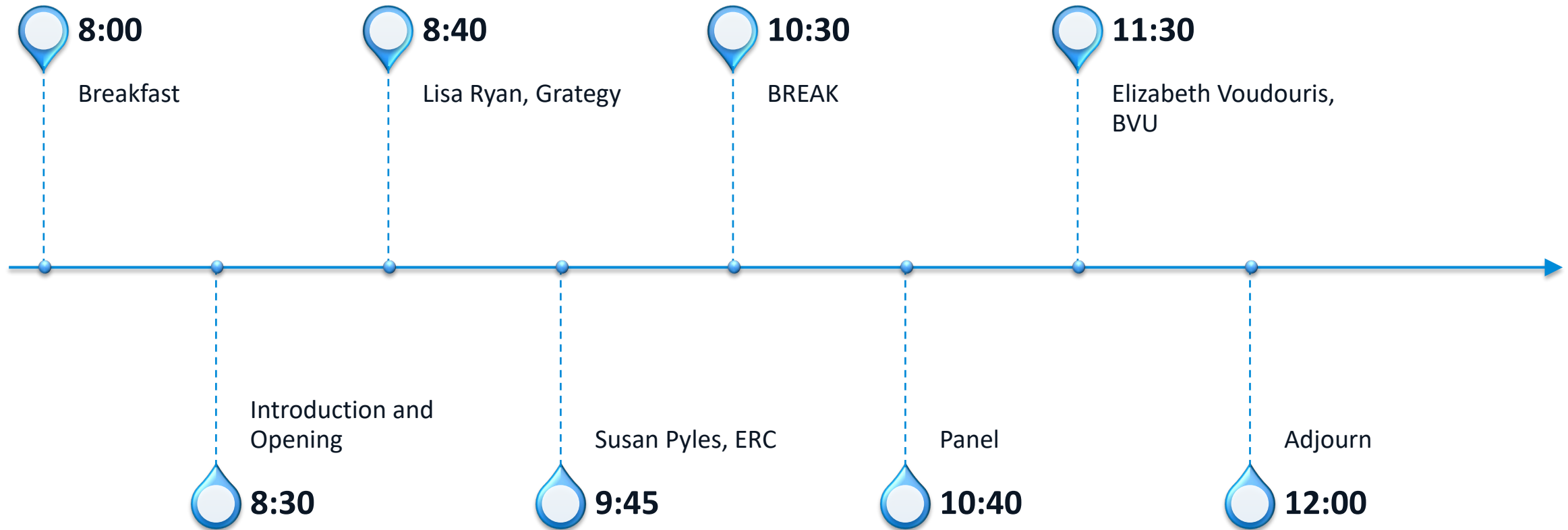
NONPROFIT

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Agenda





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LISA RYAN, CSP
FOUNDER & CHIEF APPRECIATION STRATEGIST
GRATEGY



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THANK YOU



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SUSAN PYLES

VP OF PROFESSIONAL DEVELOPMENT

ERC

Local Trends, Policies, and Practices to Attract and Retain Your Staff

Susan Pyles, VP Professional Development

October 18, 2022





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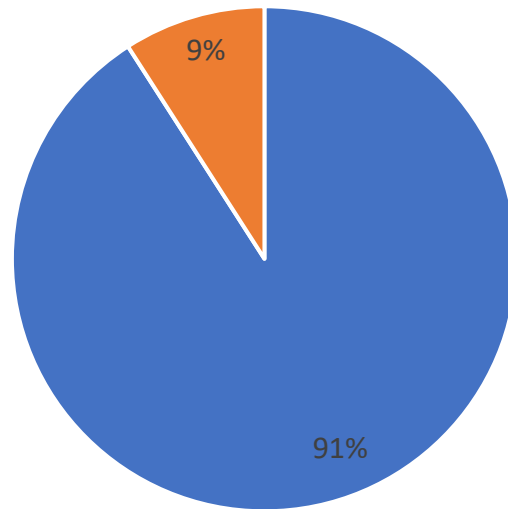
Agenda

- Topics:
 - Organizational Strategy, Policies & Benefits
 - Talent Attraction, Acquisition & Onboarding
 - Employee Engagement & Talent Development
 - Total Rewards
 - Employee Well-being
 - Diversity, Equity & Inclusion (DEI)
- Format:
 - NC99 Winner Data
 - Winning Best Practices
 - Small Group Sharing of Success Stories



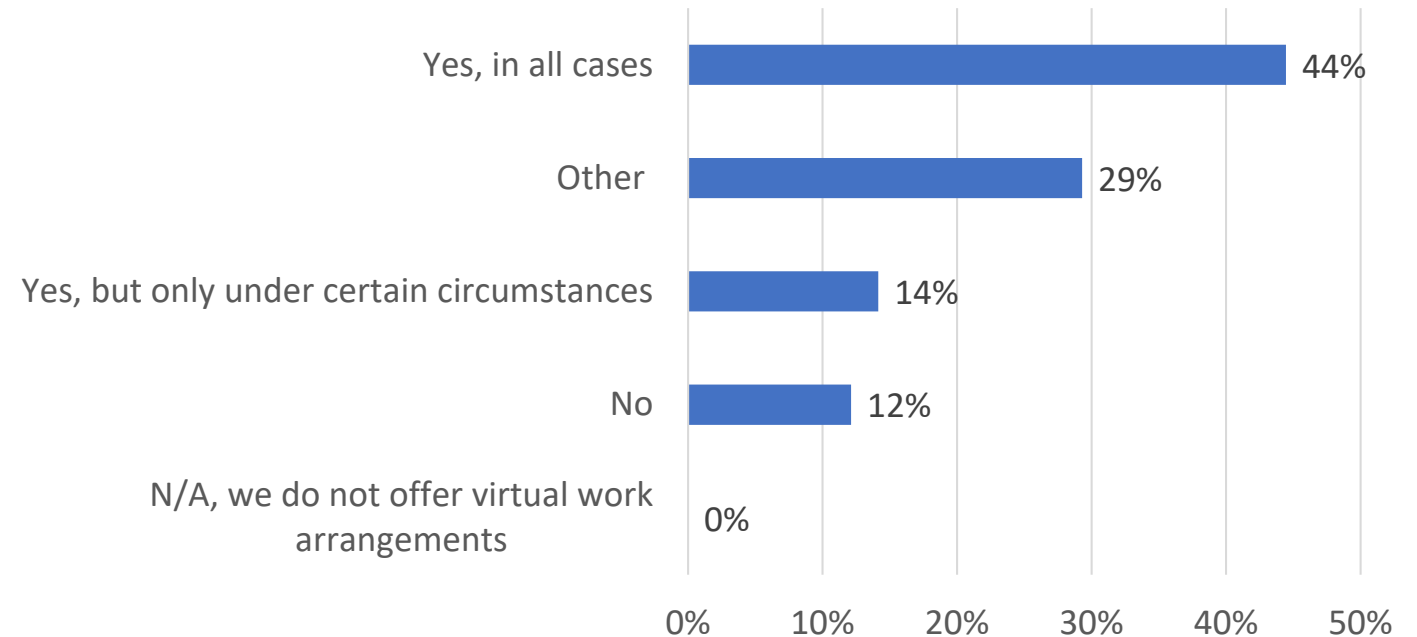
Organizational Strategy, Policies & Benefits

Does your organization have a documented policy on working virtually?



■ Yes ■ No

Does your organization have a formal request process for employees requesting virtual work arrangements?

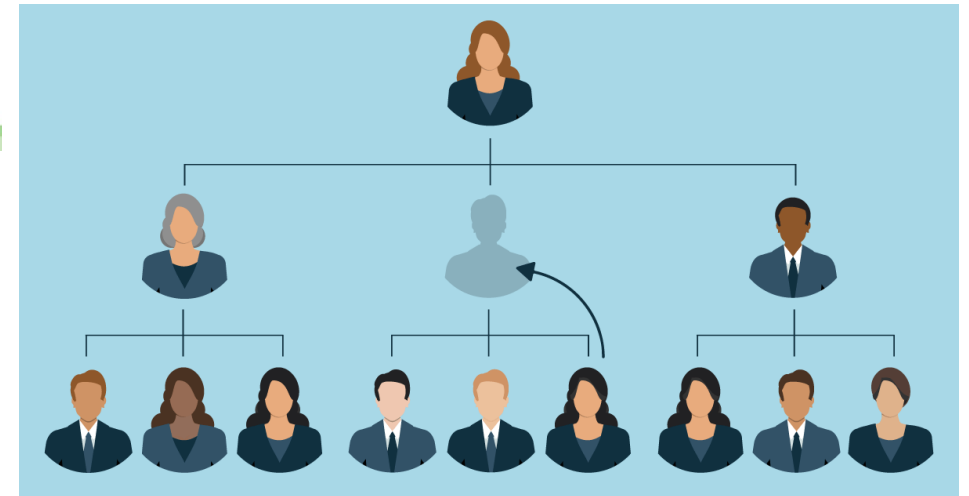


Organizational Strategy, Policies & Benefits

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
JAN 1 New Year's Day	2	JULY 4 Independence Day	5	6		
8	SEPT 9 Labor Day	10	NOV 11 Veterans Day	12	13	14
OCT 16 Columbus Day	17	18	19	20	JAN 20 Martin Luther King Jr.'s Birthday	21
FEB 22 Washington's Birthday	23	DEC 25 Christmas Day	NOV 26 Thanksgiving Day	27	28	29
MAY 30 Memorial Day	31					

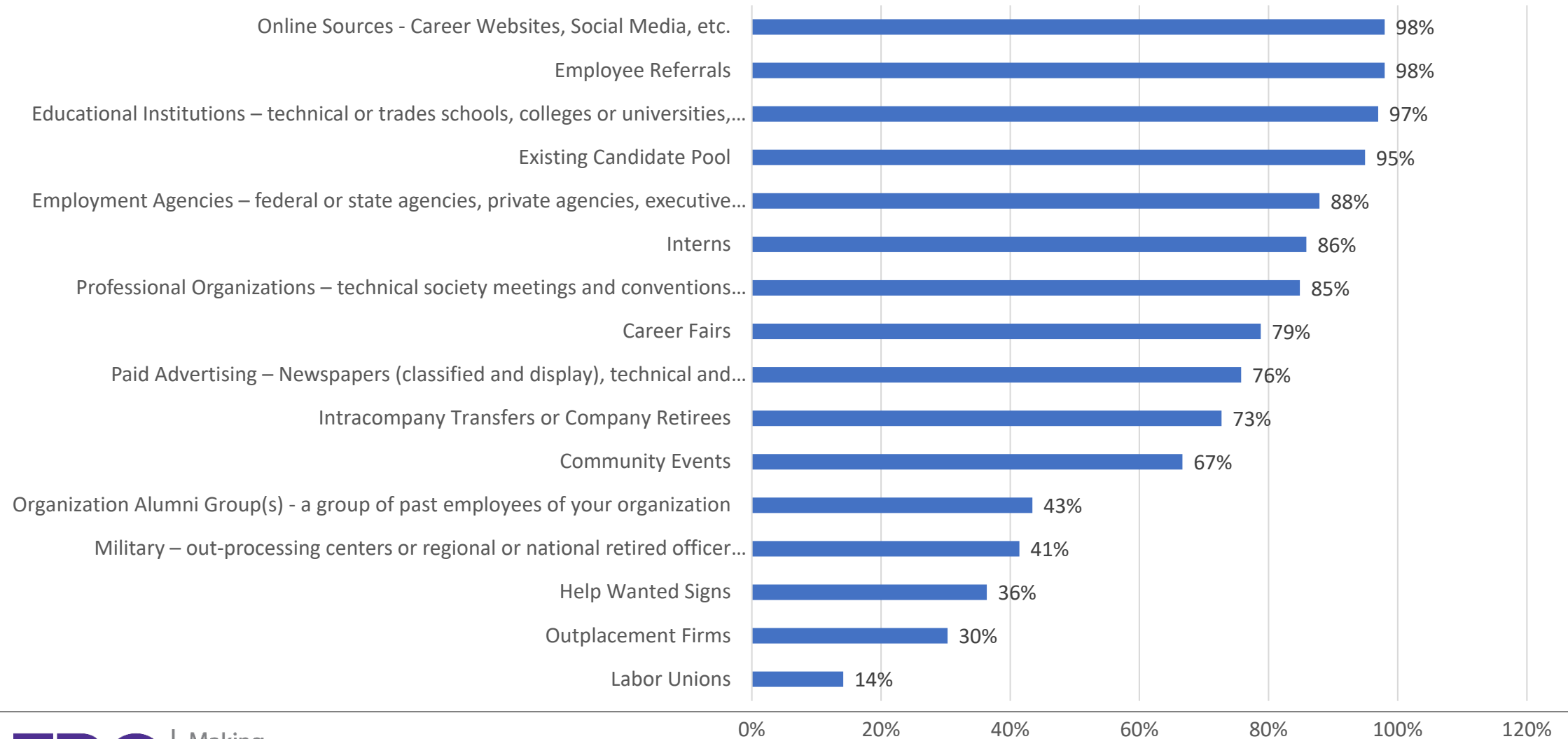
FEDERAL PAID HOLIDAY SCHEDULE IN THE U.S.

the balance



Talent Attraction, Acquisition & Onboarding

Which of the following recruiting sources did your organization use in 2021?



Talent Attraction, Acquisition & Onboarding

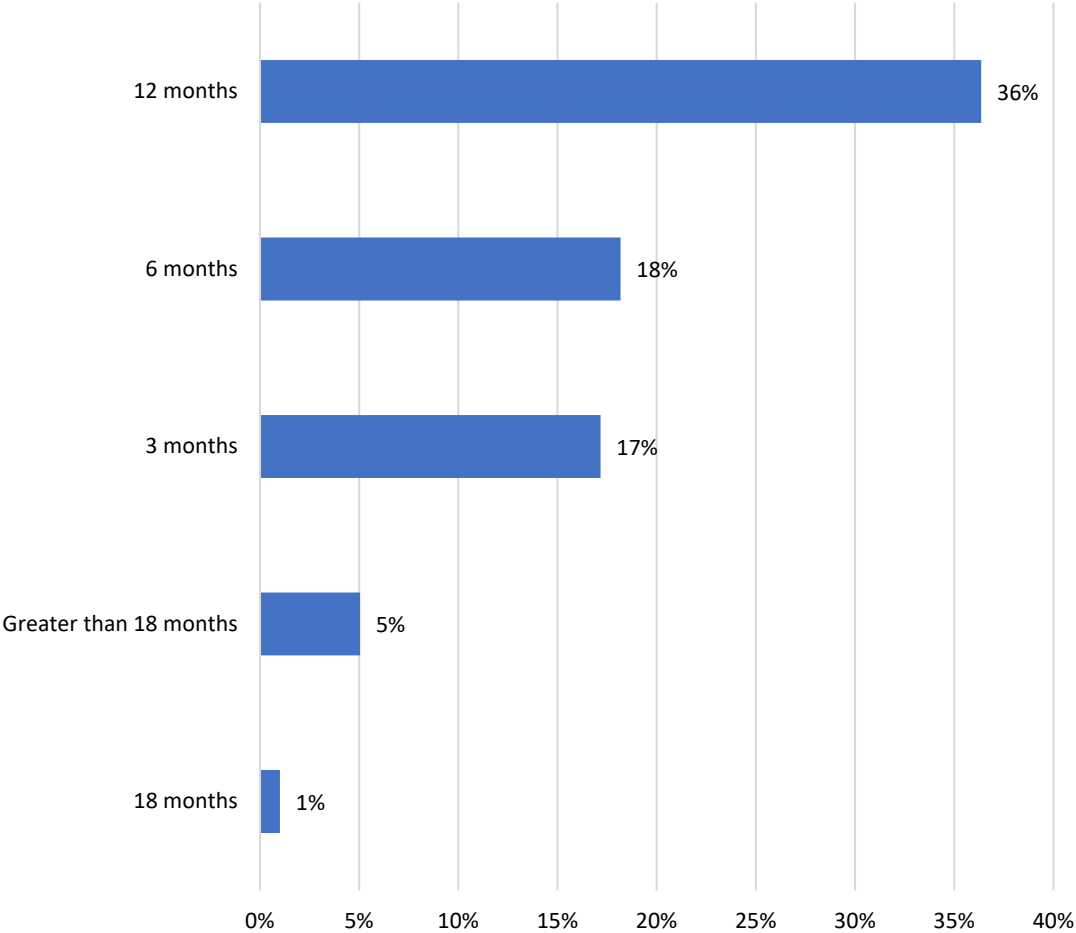
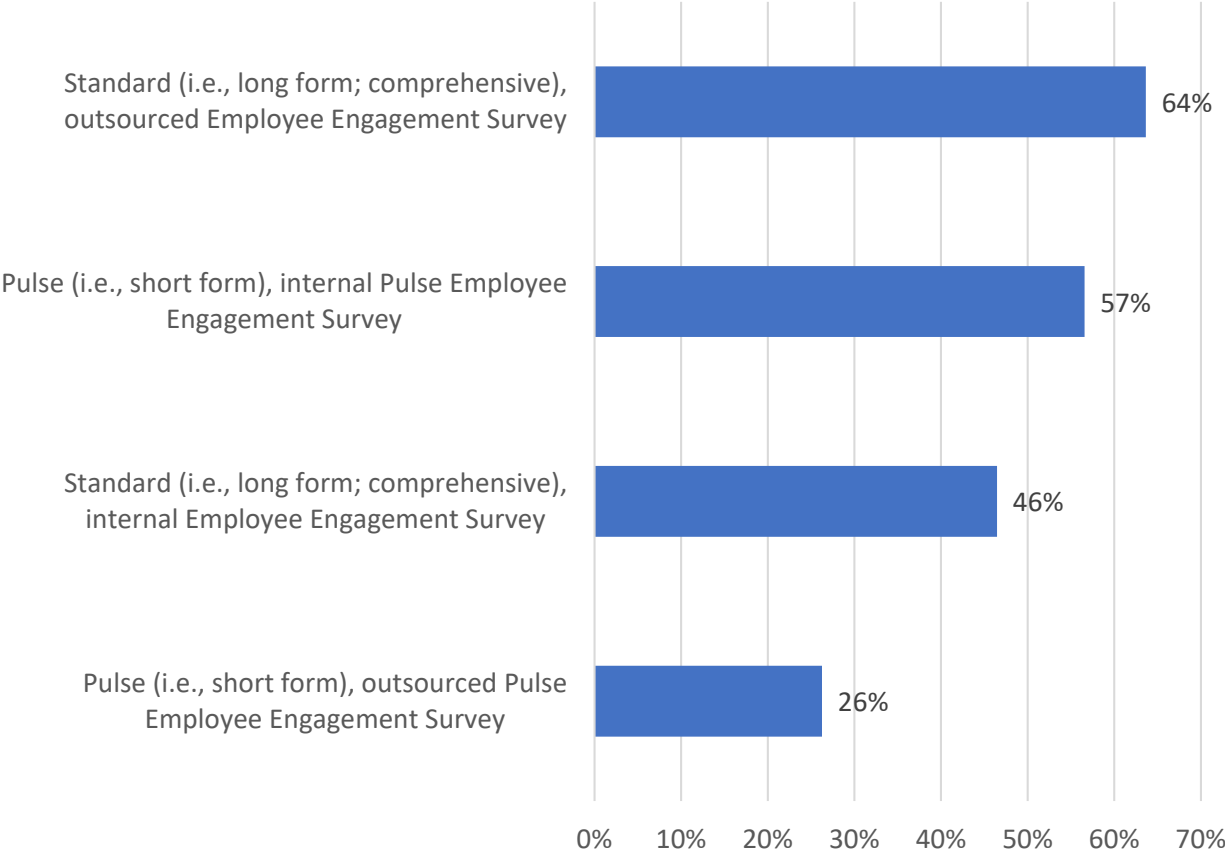
- Sign on bonuses
- Benefits that start Day 1
- Check-in text messages to new hires
- ‘Get to Know Me’ for new hires
- Know and build your employment brand



Employee Engagement & Talent Development

How *often* does your organization measure employee engagement?

How does your organization measure employee engagement?



Employee Engagement & Talent Development

- Career advancement conversations and roadmaps
- Focused development for top performers
- Employees from different departments plan team building events
- Leadership training and resource center specific to remote workers
- Special events for 3rd shift, call centers, etc.
- Use of mentoring



Share with your 'Neighbor'

Remote Work: Do you have a documented policy on working virtually?

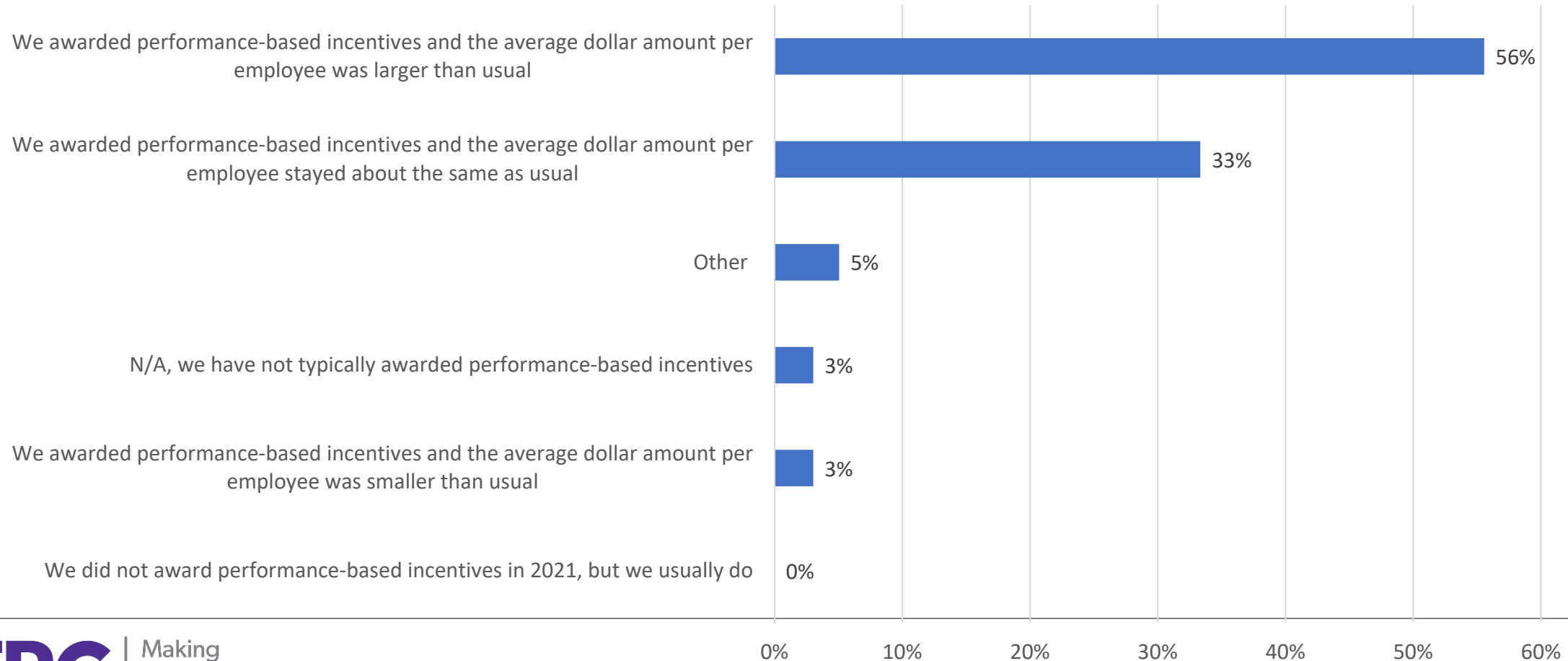
If so, what is most helpful to employees?

Recruiting: What recruiting sources do you use? Which have you found to be most effective?

Employee Engagement: Do you measure employee engagement? If so, via what method(s)?

Total Rewards

Which of the following statements best describes how performance-based (merit) incentives awarded to employees based on their 2021 performance compared to those typically awarded in years past?



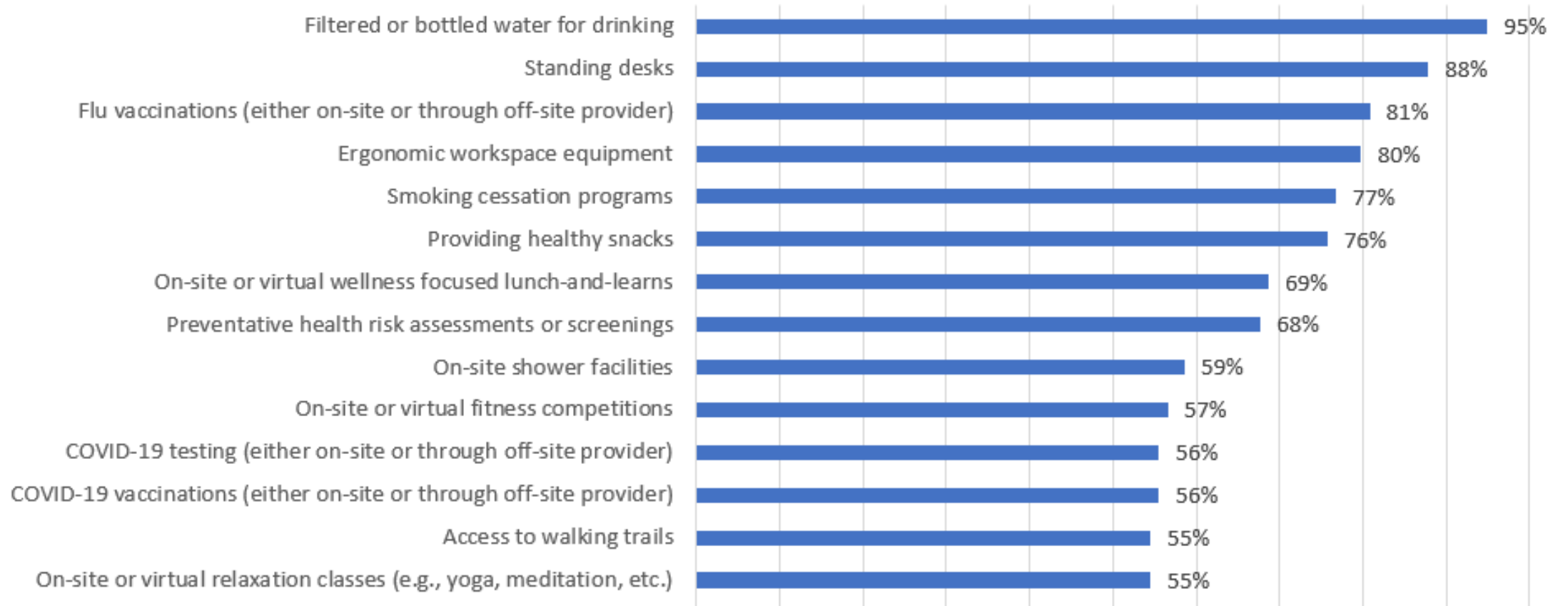
Total Rewards

- Compensation philosophy/strategy
- Regular use of market compensation data
- Knowing your competition
- Creation of a base pay structure
- Doing an incumbent pay analysis
- Monetary rewards tied to goals/objectives
- Retention bonuses

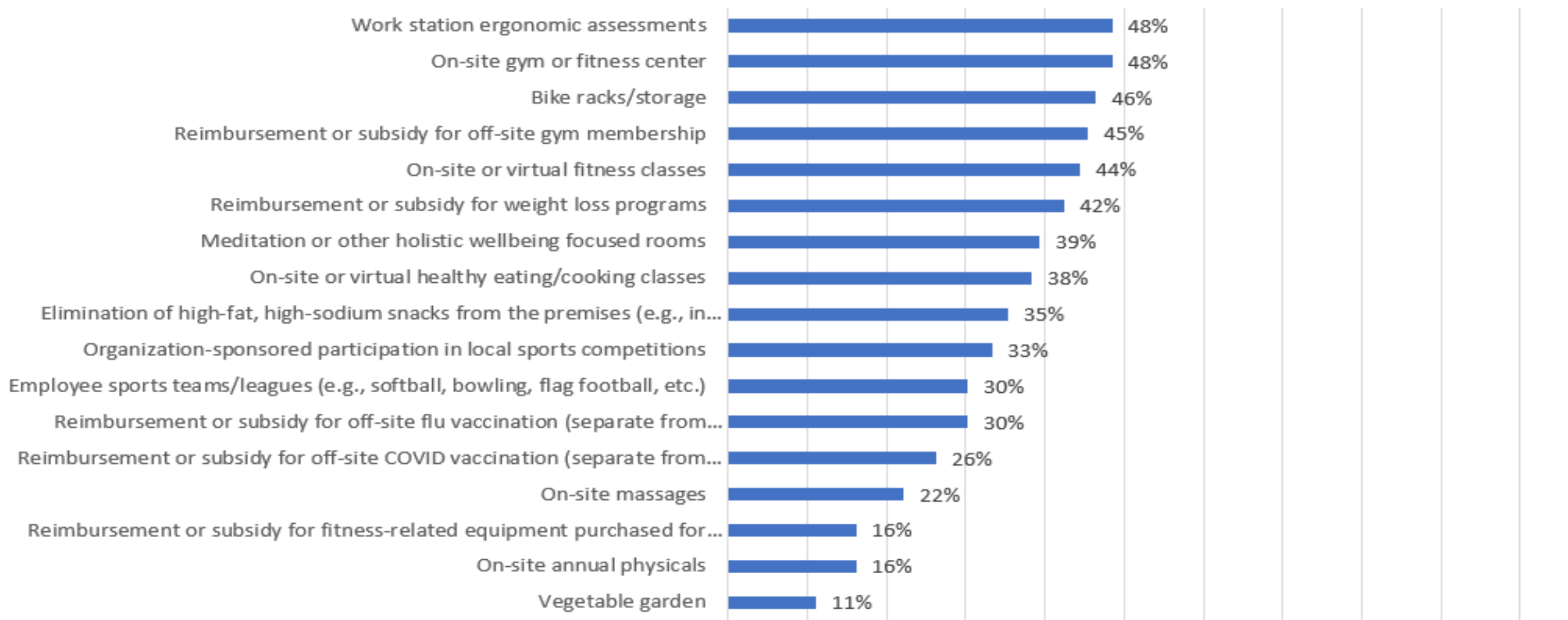


Employee Well-being

Which of the following amenities does your organization offer to promote a healthy active lifestyle?



Which of the following amenities does your organization offer to promote a healthy active lifestyle? (continued)



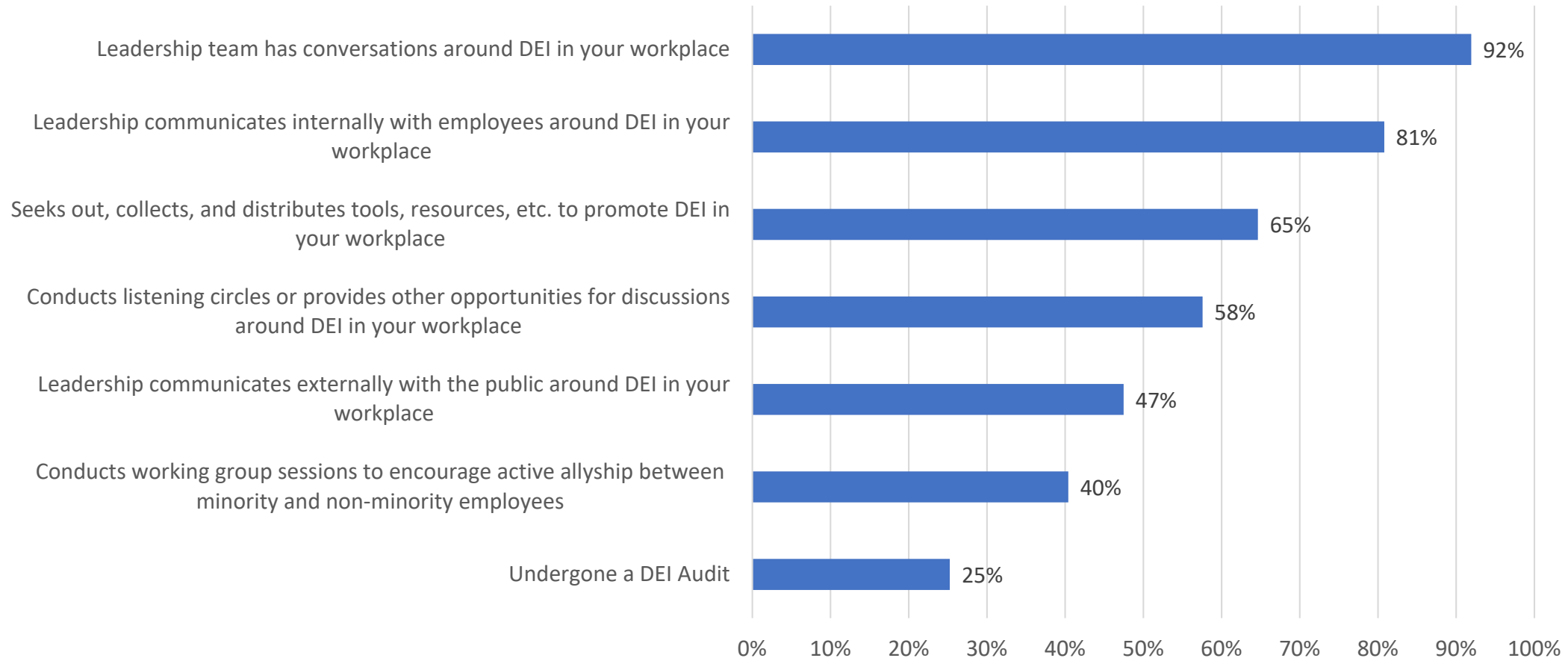
Employee Well-being



- Reimbursement for health & fitness equipment
- Yoga sessions, mental health awareness trainings, memberships to the Calm App., 'chillax' room
- Onsite & virtual counselors & life coaches
- Employee Assistance Programs (EAPs)

Diversity, Equity & Inclusion (DEI)

Does your organization use any of the following practices or take any of the following action steps to promote diversity equity and inclusion (DEI) in your workplace?



ERC's Inclusion/Psychological Safety Sub Scale

Likert Scale:

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
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Items:

1. If I make a mistake, I know it won't be held against me.
2. Members of this organization are able to bring up problems and tough issues.
3. It is safe to ask other members of this organization for help.
4. No one in this organization would deliberately act in a way that undermines my efforts.
5. Working with members of this organization, my unique skills and talents are valued and utilized.
6. It is safe to take a risk in this organization.

How Top Performers Score Inclusion/Psychological Safety

Likert Scale:

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
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Percent of agreement: slightly agree, agree, strongly agree

1. If I make a mistake, I know it won't be held against me.	88%
2. Members of this organization are able to bring up problems and tough issues.	91%
3. It is safe to ask other members of this organization for help.	97%
4. No one in this organization would deliberately act in a way that undermines my efforts.	91%
5. Working with members of this organization, my unique skills and talents are valued and utilized.	94%
6. It is safe to take a risk in this organization.	86%

Share with your 'Neighbor'

Total Rewards: How do you recognize and reward employees based on performance?

Wellness: What does your organization offer to promote mental and physical health and wellness?

DEI: What does your organization do to support DEI in the workplace?



PANEL



Kelly Keefe, SHRM-SCP
President
ERC



Jazmin Long, MSSA, MNO
President and Chief Executive Officer
Birthing Beautiful Communities



MODERATOR
Julie Clark
Vice President,
Nonprofit Engagement
BVU



Earl Pike
Executive Director
University Settlement



Dalithia Smith
Senior Vice President and
Chief Human Resources Officer
Oatey Company

The Role of the BOARD

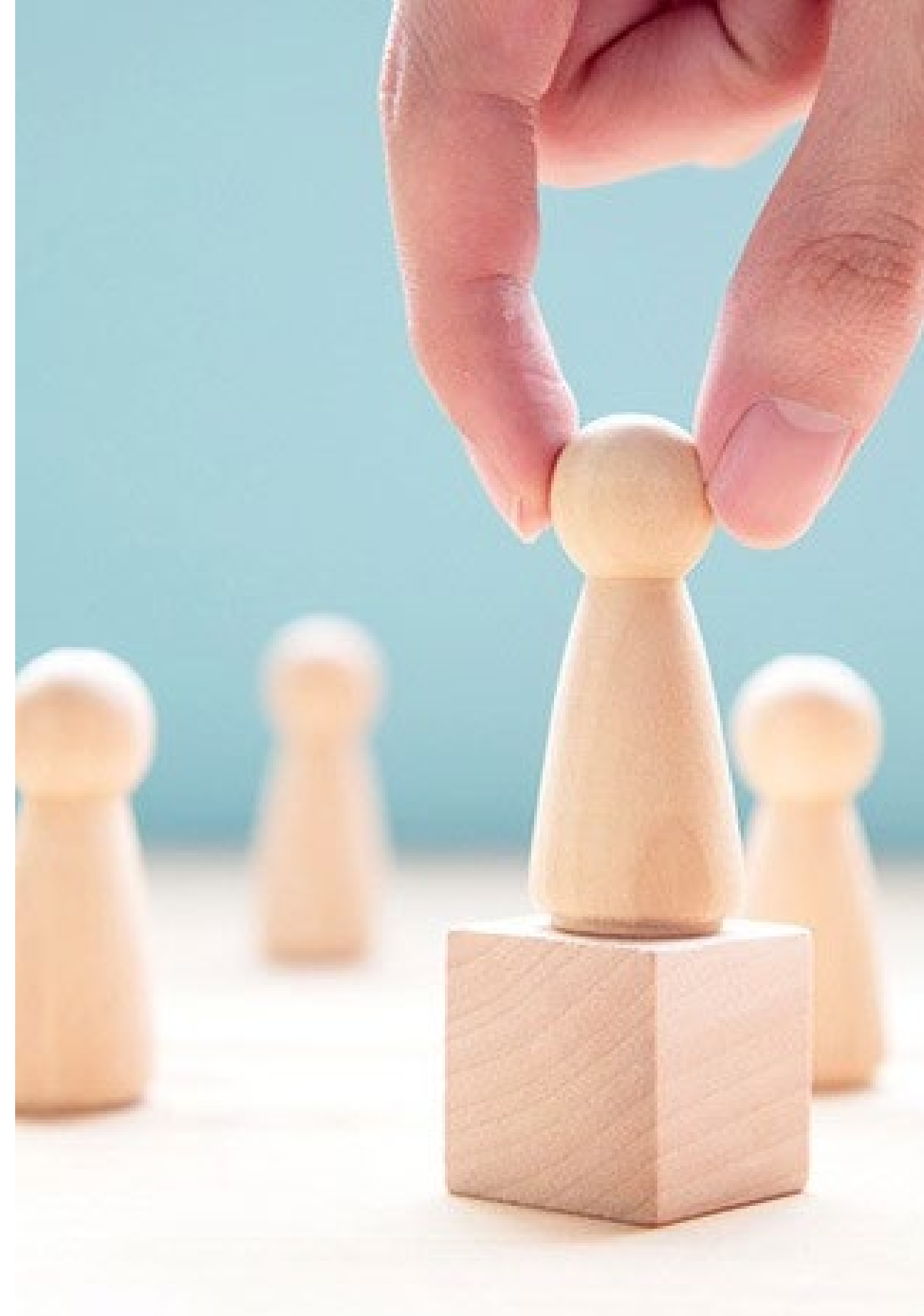
IN ENGAGING THE PEOPLE WHO
POWER OUR NONPROFITS

Board Authority

The board of directors bears the primary responsibility for ensuring that a charitable organization fulfills its obligations to the law, its donors, its staff and volunteers, its clients, and the public at large.

Basic authority (§1702.30(A), O.R.C.):

“all of the authority of a corporation shall be exercised by or under the direction of its directors.”



Board Responsibilities



*Sources: Board Fundamentals, Ten Basic Responsibilities of Nonprofit Boards, Leading with Intent, Legal Responsibilities of Nonprofit Boards - *BoardSource*

Engaging People – The Board's Role

The Board is responsible to attract, retain and engage the following:

- Chief executive
 - Performance evaluation - annual
 - Compensation review - regular
 - Succession plan (emergency and long-term)
- Individual board members
 - Board member expectations & accountability
 - Board member self-assessment
- The Board as a whole
 - Board development assessment

Performance & Comp review – chief executive

Annual Performance Review

- Criteria for performance review:
 - Chief executives current job description
 - Current strategic plan
 - Annual goal established by the executive and the board - rooted in organizational performance against strategic goals, as well as the overall leadership of the executive.
- Survey to full board (or Executive Committee) asking for feedback on the chief executive's performance against goals
- Written review of performance and progress against goals
- Opportunity for feedback, enhanced communication, and support

Performance & Comp Review – Chief Executive

Compensation Review (on regular basis)

- Ensure that the chief executive's compensation is competitive and appropriate, based on current market
- Review external salary benchmarking for comparative information
 - To determine reasonable compensation, the board should conduct a review of similarly-sized organizations in the same geographic location to figure out how much they offer senior leaders.
- Full board approves the compensation package
- Compensation should be attractive enough to retain the best possible talent for the position while not being excessive.

Succession Plan – Chief Executive

Two Types of Succession Planning

- Emergency/Urgent Need – departure without notice or long-term absence
- Planned/Departure-Define – future planned retirement or departure

The Board's Role – TALK ABOUT IT!

- Develop a succession plan for the chief executive
- Ensure that there are organization-wide succession plans and documentation of key processes/information
- When needed, establish Search Committee to lead search, interview, & hiring process

Board Assessments

Thoughtful reflection on performance demonstrates the board's commitment to shared leadership and responsibility.



Three Types of Board Assessment

1. Board Member Expectations and Accountability
How are you doing as a board member? (evaluation by board)
2. Board Member Self-Assessment
How am I doing as a board member? (evaluation by self)
3. Board Development Assessment
How are we doing as a whole?

1. HOW ARE YOU DOING? – Board Member Expectations & Accountability

CLARIFY

Provide clarity to every board member about their individual responsibilities

ENGAGE

Inform every board member they will be held accountable to expectations

RECRUIT

Clear written expectations help recruit board members who understand what it means to be engaged

TRANSITION

Clear expectations make it easier to say goodbye to board members who are not effectively engaged.

Sample Statement of Expectations

The following responsibilities are specific to the Organization and are articulated for the purpose of complementing or clarifying certain aspects of the traditional governing responsibilities of board members.

1. **Commit to the mission and goals of the Organization.**
2. **Attend meetings of the Board of Directors:** X meetings are scheduled each year. Board members are encouraged to attend and participate in all meetings (they are scheduled a year in advance). Minimum attendance expected of each individual Board member is 75%.
3. **Serve on at least one committee and attend committee meetings:** Board members are encouraged to attend and participate in all meetings of the committees on which they serve.
4. **Prepare for meetings in advance:** The Organization commits to sending materials in advance; board members commit to reading and considering materials in advance of meetings.
5. **Contribute expertise and participate in strategic development of board and organization.**
6. **Attend the Organization's special events, including...**
7. **Make a personal contribution to the Organization:** Every member of the Board of Directors is expected to make a personally significant financial contribution on an annual basis, in addition to in-kind contributions of time and resources.
8. **Develop funding support:** Assist the Organization board and staff in its fund development efforts by arranging introductions, signing letters to friends and associates and otherwise opening doors to funding sources. Each board member who represents a business is asked to seek organizational support at the highest possible level of sponsorship.
9. **Represent the Organization:** Be familiar with and speak in support of the Organization and allow his/her name to be used in support of its mission.
10. **Disclose any potential conflict of interest with the Organization.**
11. **Refrain from discussing or sharing confidential board business with non-board members.**

I understand that as a member of the Board of Directors of the Organization, I will be held accountable to the expectations above on an annual basis.

Signature

Date

[illegible]

Implemented by the Governance Committee

SIGN

Invite the full board to sign the Statement of Expectations annually and turn in to the Governance Committee (at the same time they sign Conflict of Interest policy).

TRACK

Identify staff or board members who will track board member participation.

EVALUATE

Review accountability once or twice per year to identify board member who need to be more engaged.

FEEDBACK

Inform board members who are less engaged that they need to increase involvement, or they will not be invited to renew.

Three Types of Board Assessment

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How are you doing as a board member? (evaluation by board)

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How am I doing as a board member? (evaluation by self)

3. Board Development Assessment

How is the board is doing as a whole?

2. HOW AM I DOING? – Board Member Self-Assessment

REFLECT

Invite every board member to share their perceptions of their board engagement

SUCCESSION

Invite feedback about individual aspirations for leadership, committee roles, etc.

COMPOSITION

Gather additional information about board member skills and networks

Sample Board Member Self-Assessment

BOARD MEMBER: _____

LEVEL OF INVOLVEMENT:

YEAR JOINED BOARD	BOARD MEETING ATTENDANCE	SERVES ON COMMITTEE	COMMITTEE MEETING ATTENDANCE	INDIVIDUAL CONTRIBUTION (Y/N)	DONOR DEVELOPMENT	ATTEND SPECIAL EVENTS	IN-KIND SERVICES	COMMENTS/

SKILLS/EXPERTISE:

DIVERSITY				LEADERSHIP		EXPERIENCE/EXPERTISE													INTEREST AREA					
Gender	Age 50+	Race	Other	Other Boards Served On	Community Leadership Roles	Financial Management	Development/ Fundraising	Investments	Audit	Legal Matters	Marketing	Media/PR	Technology	HR	Strategic Planning	Strategic Alliances	Wisdom/ Leadership Skills	Community Building	Arts & Culture	Health & Human Services	Economic Development	Community Development	Environment	Education
				▪ ▪ ▪ ▪	▪ ▪ ▪ ▪																			

Sample Board Member Self-Assessment

1. Are you satisfied with your committee assignment(s)?
2. Is there a committee (or committees) that you are no longer interested in serving on?
3. Is there a committee (or committees) that you would like to join?
4. Are you interested in serving in any leadership positions? If so, please specify.
5. Are there any specific topics that you would like to see discussed at an upcoming board meeting?

Implemented by the Governance Committee

SHARE

Provide feedback to each member on how they are evaluated against statement of expectations

FEEDBACK LOOP

Invite each board member to provide individual feedback through self-assessment

COMPARE

Board member expectations with individual self-assessments

SUCCESSION

Identify board members to groom for leadership, engage or transition

Three Types of Board Assessment

1. Board Member Expectations and Accountability
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How am I doing as a board member? (evaluation by self)
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How are we doing as a whole?

3. HOW ARE WE DOING? – Board Development Assessments

BOARD OF DIRECTORS' SELF-ASSESSMENT SURVEY

- Engages the full board in a process to identify strengths and areas for attention
- Reminds board members of individual responsibilities

WHY DO A BOARD DEVELOPMENT ASSESSMENT?

- Increase the board's accountability
- Provide every board member with a voice
- Provide the framework for the board to set goals to improve performance
- Note changes/improvements -- conducted every few years
- Facilitate change/improvement - Governance Committee oversees this assessment

Topics Covered in Board Development Assessment

- Board composition, committees and structure
- Board practices (terms, term limits, optimal board size, etc.)
- Board operations and meeting effectiveness
- Full board roles and responsibilities
- Understanding of mission
- Financial oversight
- Fundraising effectiveness
- Effective legal and fiduciary oversight
- Board recruitment, orientation and education
- Appropriate relationship with chief executive

Board Development Assessment

CONDUCTED BY THE GOVERNANCE COMMITTEE

- Governance Committee collaborates with the Board Chair and Chief Executive to draft questions
- Governance Committee Chair (or Board Chair) informs the board of the objective and need for 100% participation
- Distributes surveys and asks for responses within 2 weeks
- Prepares summary of aggregate responses
- Identifies common themes (strengths and areas for attention)
- Facilitates discussion at a board meeting on how to address areas for attention

Engaging People – The Board's Role

The Board is responsible to attract, retain and engage the following:

- Chief executive
- Individual board members
- The board as a whole



Business Volunteers Unlimited (BVU)

Cleveland

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216-736-7711

Akron

703 South Main Street, Suite 200
Akron, OH 44311
330-762-9670



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Skill CONNECT: Ask the Expert Sessions Available

- 60-minute sessions where you will work with an expert in HR, Legal, Marketing, and more.
- Virtual
- Week of December 5



Nonprofit Leadership Advancement Program (NLAP)

- Starting January 2023
- Take part in this powerful nonprofit leadership development program to understand what you can do to become a more effective leader in the nonprofit sector. Whether you are a current executive director or have plans to move into a more significant role, you will find this leadership training series helpful.

MEET THE FACILITATORS



ALISON ARKIN

SENIOR VICE PRESIDENT/ PRACTICE LEAD,
LEADERSHIP DEVELOPMENT - RATLIFF & TAYLOR



ELIZABETH VOUDOURIS

PRESIDENT AND CEO - BVU



JENNIFER COHEN

VICE PRESIDENT EXECUTIVE & LEADER DEVELOPMENT
- RATLIFF & TAYLOR



JULIE CLARK

VICE PRESIDENT, NONPROFIT ENGAGEMENT - BVU



KYLA SCHNEIDER

SENIOR LEADERSHIP DEVELOPMENT
CONSULTANT/EXECUTIVE COACH - RATLIFF & TAYLOR



VELVET LANDINGHAM

SENIOR LEADERSHIP DEVELOPMENT
CONSULTANT/EXECUTIVE COACH - RATLIFF & TAYLOR



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Executive Search • Leadership Development • Career Transition



CONNECT

SKILL • BOARD • VOLUNTEER

Businesses connect to nonprofits
and their community.

EDUCATE

Two sectors learning from
one another through
seminars, summits, and
networking events.

CONSULT

Nonprofit Excellence
and Business Community
Engagement fostered
by BVU experts.

