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B1: Workforce Innovation: Attracting & Recruiting, Hiring, and Retaining Talent in Nonprofits

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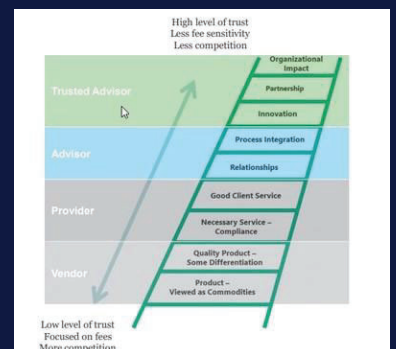
June 13, 2023



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- 16 industries
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CLA Talent Solutions

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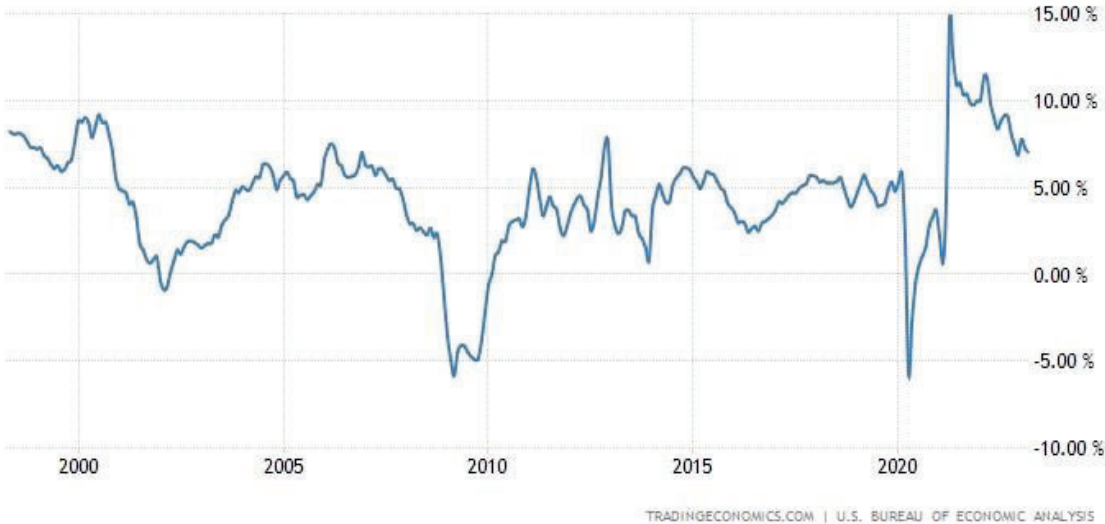
Agenda and Objectives

- Labor market update
- Insights on the hot topics of "Attracting & Recruiting, Hiring, and Retaining Top Talent within Nonprofits"
- Inventive practices for building a culture that attracts top talent in a competitive market
- Recognize opportunities to implement alternative staffing strategies to support business operations and reduce stress on your teams



Economic Data – The Foundation

US Wages and Salaries Growth – 7.25%

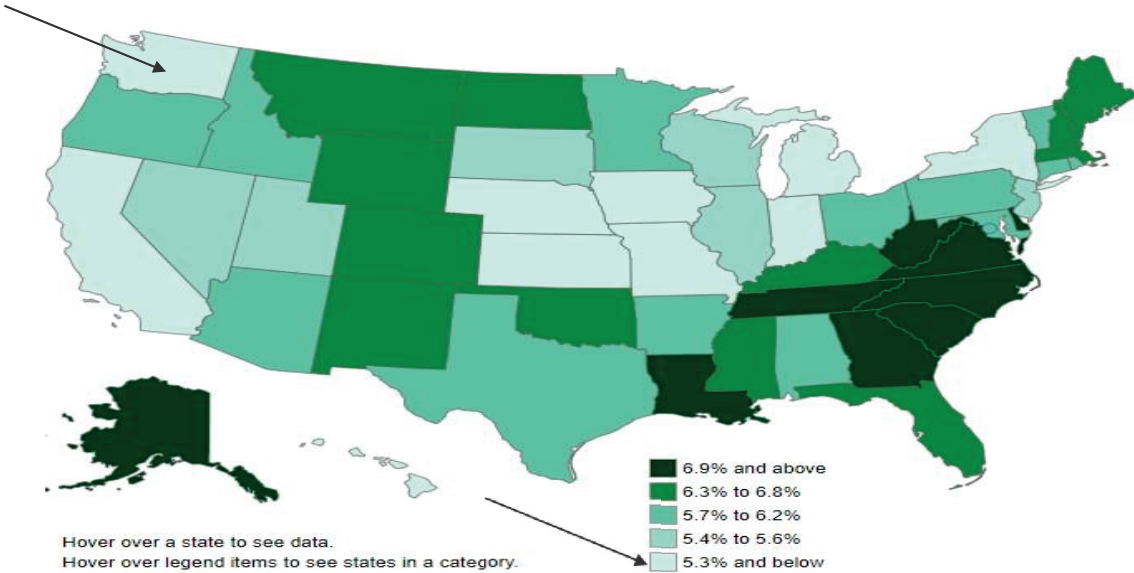


Best Practice: Employees and candidates also know this information. Increases less than 7.25% may cost you much more in productivity, morale, turnover, theft, etc. Consider your risks.



Job Openings by State

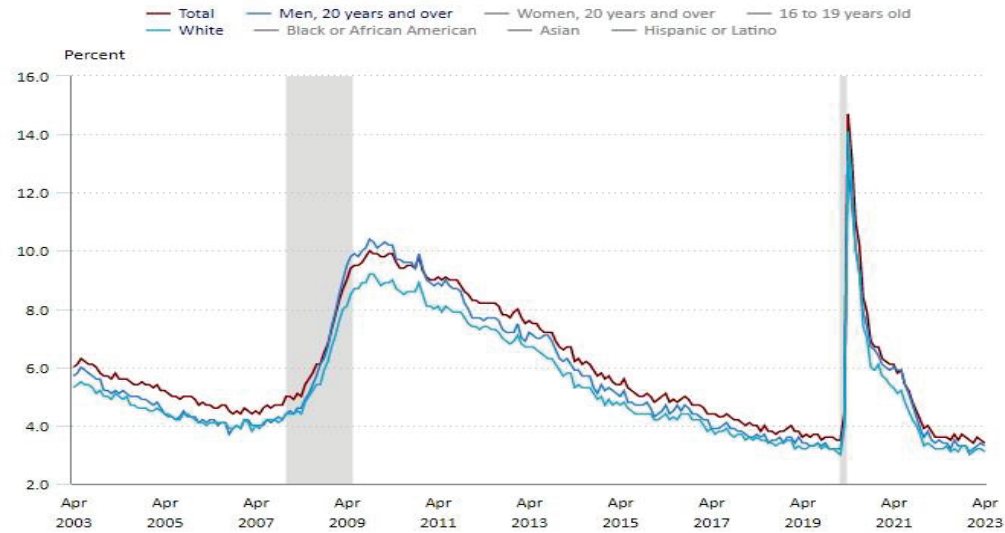
State job openings rates, March 2023, seasonally adjusted
Total U.S. job openings rate: 5.8%



Civilian Unemployment Rate

Civilian unemployment rate, seasonally adjusted

Click and drag within the chart to zoom in on time periods



Hover over chart to view data.

Note: Shaded area represents recession, as determined by the National Bureau of Economic Research. Persons whose ethnicity is identified as Hispanic or Latino may be of any race.



Fertility rate, total (births per woman) - United States

(1) United Nations Population Division, World Population Prospects: 2022 Revision, (2) Census reports and other statistical publications from national statistical offices, (3) Eurostat: Demographic Statistics, (4) United Nations Statistical Division. Population and Vital Statistics Reprot (various years), (5) U.S. Census Bureau: International Database, and (6) Secretariat of the Pacific Community: Statistics and Demography Programme.

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<https://data.worldbank.org/indicator/SP.DYN.TFRT.IN?locations=US>



2023 National Business Trends

Number of Respondents = 1167

Report Cut: National

14. How satisfied are you with your current efforts to recruit, onboard, and retain employees?	Recruit		Onboard		Retain	
	# of Responses	% of Responses	# of Responses	% of Responses	# of Responses	% of Responses
Not at all satisfied	135	11.65%	30	2.59%	65	5.62%
Somewhat dissatisfied	366	31.58%	141	12.18%	290	25.06%
Neither satisfied nor dissatisfied	186	16.05%	240	20.73%	189	16.34%
Somewhat satisfied	379	32.70%	502	43.35%	452	39.07%
Very satisfied	93	8.02%	245	21.16%	161	13.92%

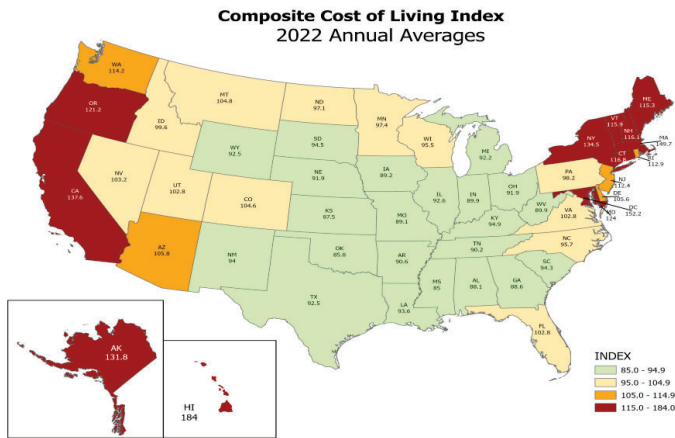
15. Which job groups are the most challenging to you with regards to recruitment, onboarding, and retention?	Recruitment		Onboarding		Retention	
	# of Responses	% of Responses	# of Responses	% of Responses	# of Responses	% of Responses
Senior management	302	25.88%	79	6.77%	98	8.40%
Middle managers	402	34.45%	107	9.17%	234	20.05%
Professional staff (non-managers)	583	49.96%	131	11.23%	412	35.30%
Skilled production workers	555	47.56%	142	12.17%	409	35.05%
Unskilled production workers	360	30.85%	112	9.60%	355	30.42%
Entry-level office workers	307	26.31%	79	6.77%	269	23.05%
Entry-level non-office workers	239	20.48%	84	7.20%	220	18.85%
Experienced workers (25+ years of experience)	257	22.02%	41	3.51%	161	13.80%
Service Workers	259	22.19%	76	6.51%	207	17.74%
Other	50	4.28%	17	1.46%	36	3.08%
None	47	4.03%	81	6.94%	57	4.88%

Source: 2022 Employer Associations of America (EAA) – 2023 National Business Trends



Attracting & Recruiting GREAT Talent

Compensation & Benefits - #1 starting point

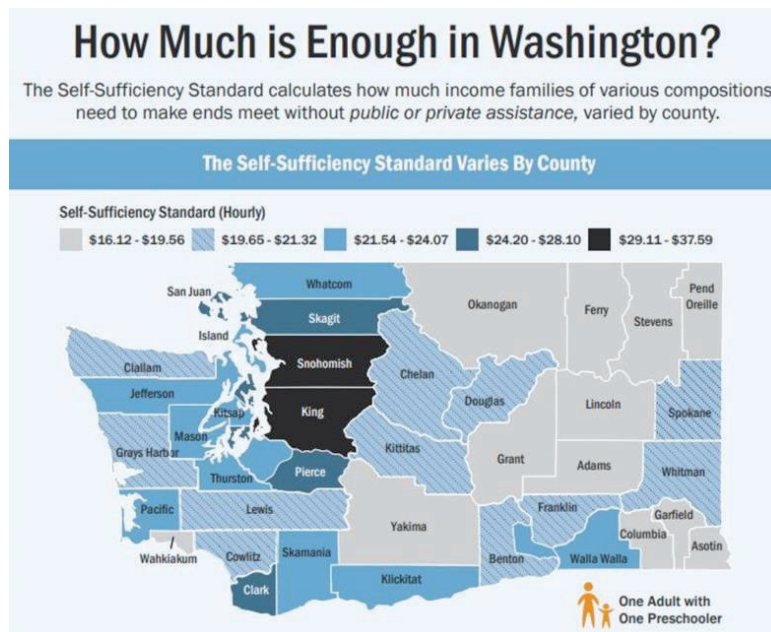


Source: <https://eric.mo.gov/data/cost-living-data-series>

[Maslow's Hierarchy of Needs](#)



Compensation & Benefits - #1 starting point



Source: [University of Washington - 2020](#)



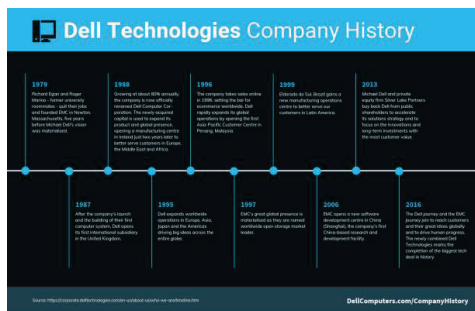
Location, Location, Location



Best Practice: Candidates want remote work, and they will sacrifice a lot to get it. Consider your options carefully. Look around.



Mission, History, and Leadership Team



Does this deeply align with the candidate's purpose and why?



Hiring Referral Programs

Key Factors for Creating a Successful Employee Referral Program

- 1 Identify hiring priorities clearly
- 2 Establish key policy parameters
- 3 Set goals and allocate resources
- 4 Choose the right technology platform
- 5 Identify common challenges

Key Steps involved in launching an Employee Referral Program

- 1 Communicate all necessary details to the workforce
- 2 Organize a question-answer session with employees
- 3 Explain how the incentive or rewards system works
- 4 Training on the technology platform
- 5 Post-go-live support
- 6 Monitoring the performance of the program

HAVE YOUR PEOPLE CALL OUR PEOPLE!

You & EverCare -
We've got a great thing going. We want to work with more people like you. List your good friends in on our good thing & refer them to EverCare.

REGISTERED NURSES • PHYSICAL THERAPISTS
home care and/or managed care experience required

YOU HOOK US UP. WE'LL HOOK YOU UP.

For every referral you make that leads to a successful hire, you'll get to pick one of the items below:

- \$500 Cash**
Go ahead and get yourself something nice!
- A Night for Two**
Boxford Brat & Breakfast, Beacon (boxfordbrat.com) and Dinner at Roundhouse (roundhousebeacon.com/restaurant)
- Day of Fun with the Kids**
Gift certificates for family fun at The Castle in Chester, to catch a movie, and to bowl a few frames.
- \$500 Donation**
to a charity of your choice.

No connection? No problem.
You can enjoy a few cool perks for each qualified referral, even if we decide not to move forward with the referral.

For each qualified referral, you can enjoy **A GIVEAWAY!!!**

Visit Human Resources for more details or to complete an Employee Referral Form.
Associates must meet eligibility criteria as outlined in the job posting. Please see Human Resources for further details. Hiring managers, directors, and staff not eligible to participate.

Best Practice: Do you include residents in your referral programs? What about partners/"trusted advisors"?



Leadership Engagement & Ownership

LEADERSHIP LESSONS from EXTREME OWNERSHIP

1. Extreme Ownership
2. No Bad Teams, Only Bad Leaders
3. Believe
4. Check the Ego
5. Cover and Move
6. Simple
7. Prioritize and Execute
8. Decentralized Command
9. Plan
10. Leading Up and Down the Chain of Command.
11. Decisiveness and Uncertainty
12. Discipline Equals Freedom – The Dichotomy of Leadership



Best Practice: A) Leaders must own the hiring of key leaders in the organization. What if the CEO of an organization you respect, called you and offered to spend time getting to know you – would you listen?
B) Build your bench, constantly, before you need it.



Technology Matters = A LOT!

5 Signs Your Business Needs an Applicant Tracking System



1
Your business is growing



2
High employee turnover



3
Reporting & legal compliance issues



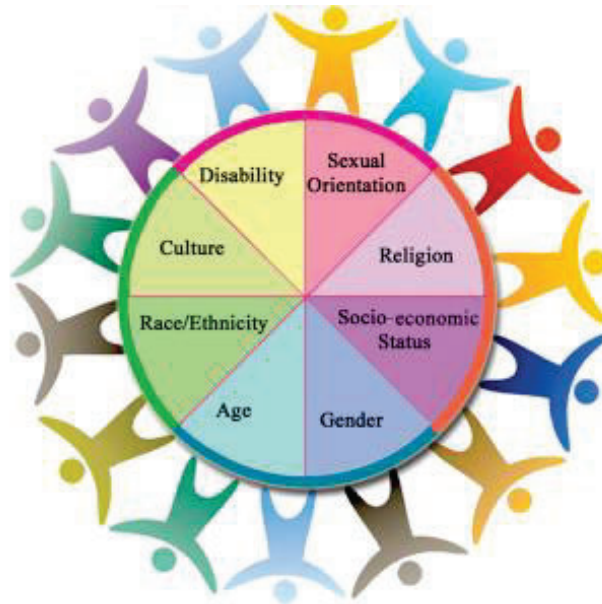
4
Exhausted HR staff



5
Hiring during pandemics



Diversity, Equity, Inclusion



Have we looked around the room lately? <https://youtu.be/h1YHaJ6ZA2k>



Leadership and Board Alignment & Education



Best Practice: Discuss and review team compensation annually. Conduct wage studies every 2 years – compare and share with the Board.



Hiring GREAT Talent

tombrady 4h

20 Years Ago

2000: Thirty teams pass on Tom Brady

Hear that? Yup, that's the collective groan of the 30 teams that passed on Brady. The Texans are the only team grinning – they came into the league in 2002. It must be especially frustrating for the Jets, 49ers, Ravens, Steelers, Saints and Browns, who all took quarterbacks ahead of Brady in 2000.

2000 QB Draft Class

	OVERALL	TEAM
Chad Pennington	18th	Jets
Giovanni Carmazzi	65th	49ers
Chris Redman	75th	Ravens
Tee Martin	163rd	Steelers
Marc Bulger	168th	Saints
Spurgeon Wynn	183rd	Browns
Tom Brady	199th	Patriots
Todd Husak	202nd	Redskins
JuJuan Seider	205th	Chargers
Tim Rattay	212th	49ers
Jarvis Jackson	214th	Broncos
Joe Hamilton	234th	Buccaneers

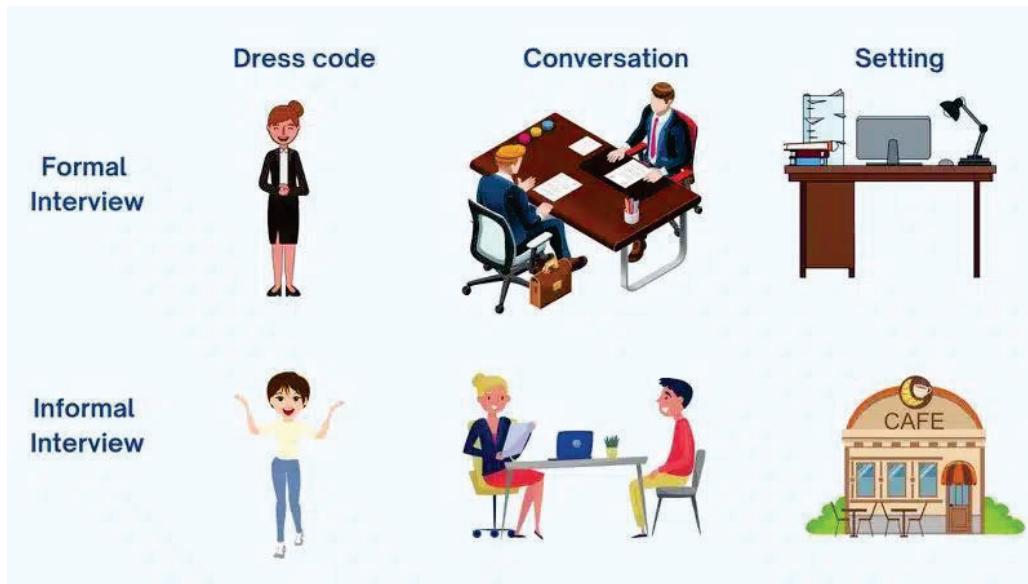
Nope I haven't forgot

Send Message

FW MICHAEL JORDAN VS. TOM BRADY

	15	SEASONS	20	
	6	RINGS	7	
	6	FINALS	10	
	5	MVP	3	
	6	FMVP	5	
	65.9	WIN %	76.4	
	1	ROY	0	
	2	TEAMS	2	
	14	ALL-STAR/PRO BOWL	14	
	10	PTS/TD LEADER	4	
	11	ALL-NBA/ALL-PRO	5	

Organized, Formal, and Informal Hiring Processes



Best Practice: Have a balanced approach – include BOTH informal and formal. Grab a meal together – start strong!



Low Stress, Easy, Fun Hiring Process



<https://youtu.be/-HrPr6IQNac>



Cast a wide net!



"It seems you hop from job to job."

Best Practice: Re-evaluate every skill/experience as a potential barrier to talent pool. Create Critical Success Factors based on Competency, Chemistry, and Competency



Barriers to Entry

- How many of your organizations currently require vaccination?
- How many of your organization's currently pre-hire test for Marijuana?
- How many of your organizations include no cost transportation (bus passes/bridge passes, etc.) to employees in need?
- Do candidates "need" "experience" within specific industries (such as senior living) in certain roles?
- Review and revise education requirements.
- Non-compete agreements – [FTC proposes a ban](#) (1/5/23)

"Noncompetes block workers from freely switching jobs, depriving them of higher wages and better working conditions, and depriving businesses of a talent pool that they need to build and expand."



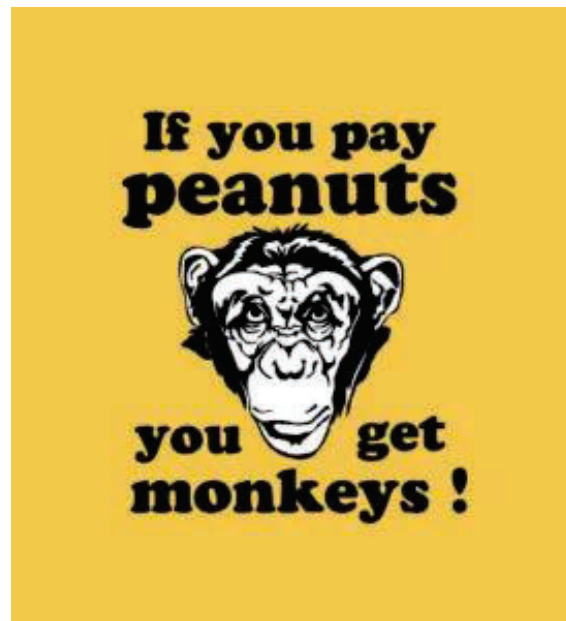
Transparent, Genuine Communication w/Timelines



Best Practice: Call every candidate that didn't get the job, thank them, and ask them to please reapply in the future. Communicate the hiring timeline, follow the timeline, follow up.



Talent is at a PREMIUM – be reasonable and fair



Understand and empathize with candidates' risks

- What's happening in the industry?
- How does the organization make money?
 - Contracts?
- Is the organization financially sound? Growth? Risk of purchase?
- What are the organizations other obligations?
- Why do I want to make less and work just as hard? "Non-Profit Mission"
- What issues are being inherited? Legal?
- Do I like the leadership team, and willing to entrust them with my career?



Headline: High Staff Turnover at U.S. Nursing Homes Poses Risks for Residents' Care

A new study highlights the persistent problems caused by an unstable work force, an underlying threat that may have led to staggering death tolls in the pandemic.
New York Times Headline – March 2021:

"Other industries with hourly pay receive 21-25 applicants per job compared to 13-15 applicants for senior living."
Jacquelyn Kung, CEO Activated Insights/Great Place to Work. 2022 NIC Conference



Growth

Personal and professional goals are broken down into three time-based categories:



Short-term

These are goals that you can complete within a few months to a year.



Long-term

Long-term goals take anywhere from a year to five years to complete.

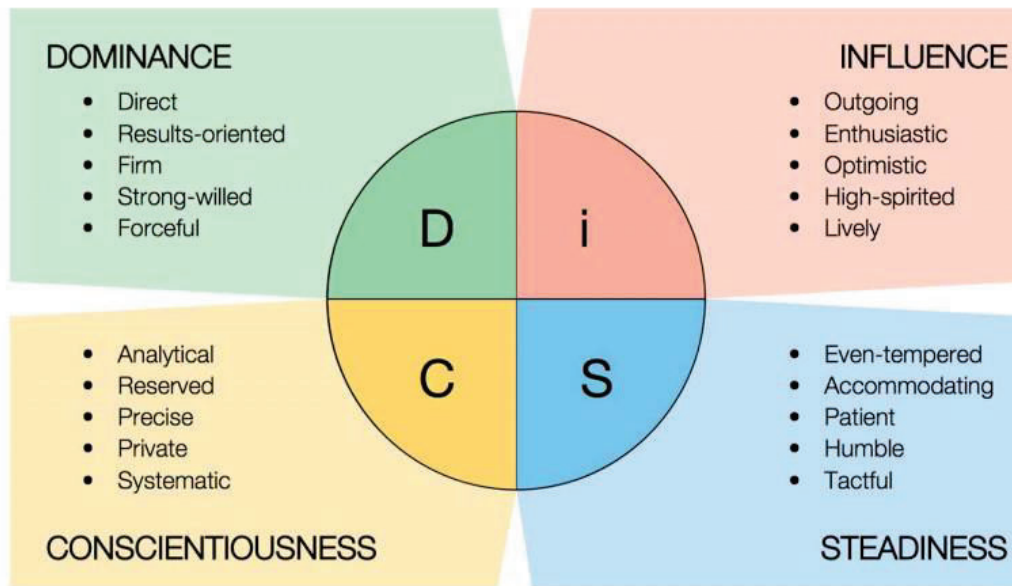


Lifetime

Any goal that takes you five years or more to achieve is considered a lifetime goal.



Assessments are Invaluable!



Best Practice: Use a combination of short assessments (incl. EQ) to evaluate candidates. Use this in support and context, not as rule out tool.



Retaining GREAT Talent

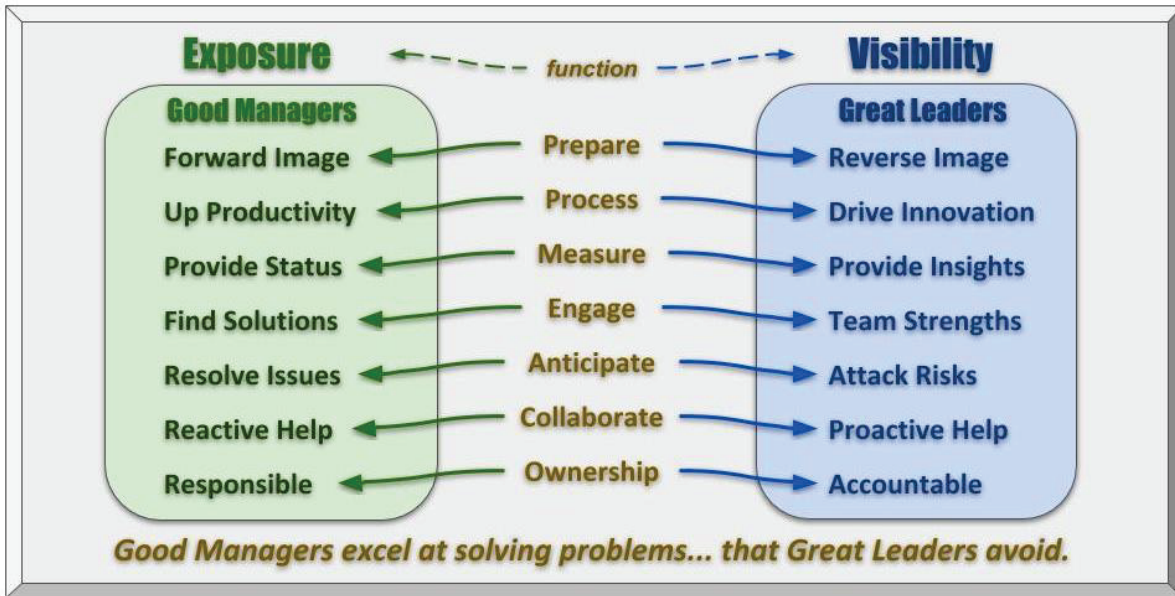
“Continuity in sports and in general is very important. Continuity can create a margin of error that’s difficult for other teams to catch if you do the right thing.”

Tom Brady

“The annual turnover rate among senior living workers is currently about 85%.”

Jacquelyn Kung, CEO Activated Insights/Great Place to Work. 2022 NIC Conference

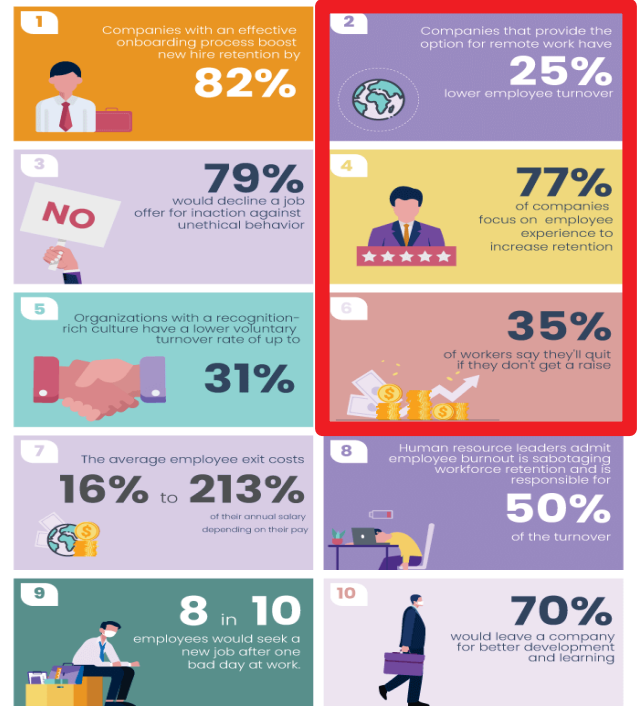
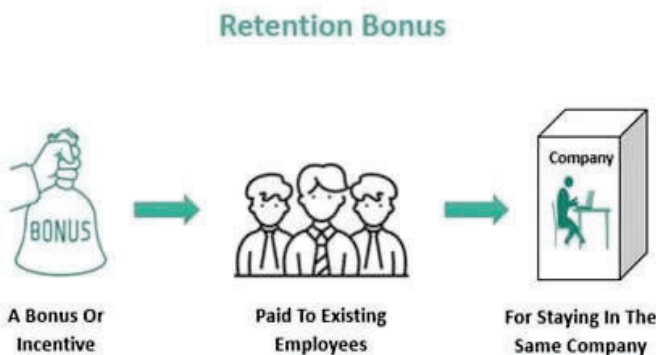
Leadership, Communication, Visibility



Best Practice: Great leaders are rarely in their office. MBWA.



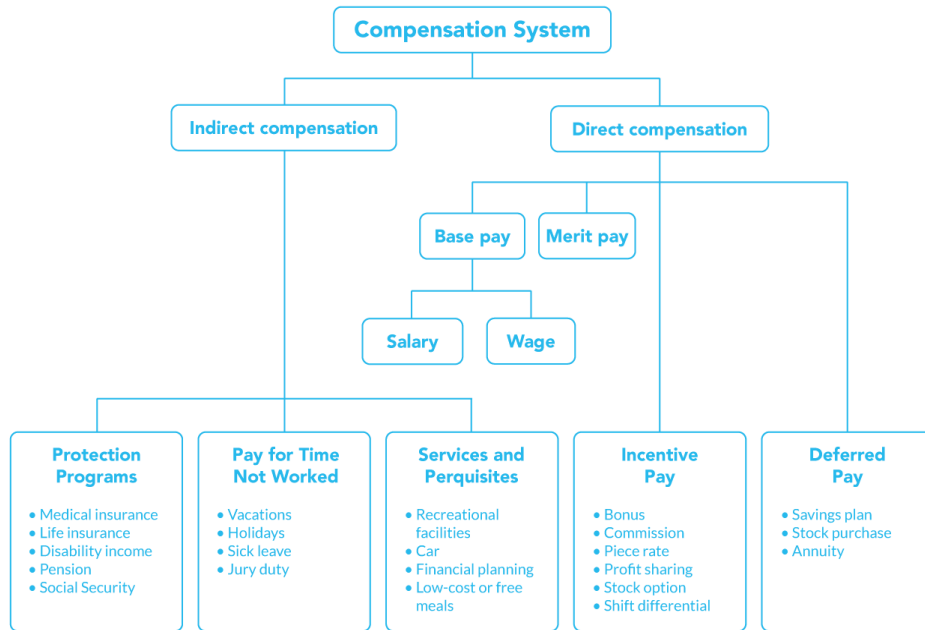
Compensation Retention Strategies



Best Practice: Consider a sign on bonus AND significant retention bonuses. What is your cost of turnover? Share the equity.



TOTAL COMPENSATION



15 REASONS WHY NONPROFIT EMPLOYEES QUIT

Only the best nonprofits recognize how important and critical focusing on human capital management is to the accomplishment of their missions. They have learned the lessons from the for-profit sector to build stronger leaders, teams, and organizations.

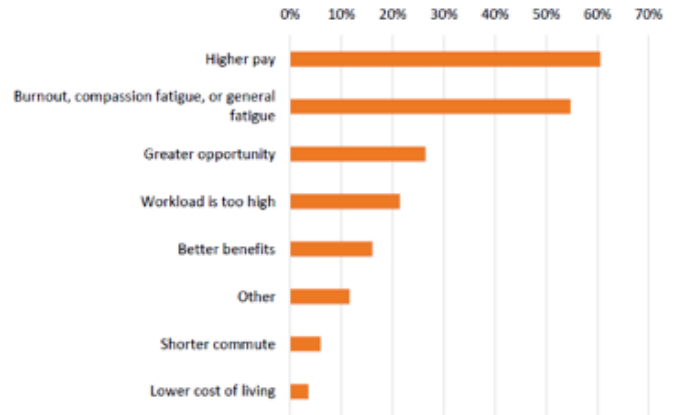
BE A BOSS! MANAGE YOUR BOARD WITH WWW.BOARDDIRECTOR.CO TODAY!

- 1 UNDERPAID**
Relatively low pay remains an obstacle to attracting fresh talent. Many nonprofits struggle to bring in new staff because records through the pay was too low.
- 2 NO UPWARD MOBILITY**
Lack of opportunity for advancement continues to be a primary reason why nonprofit staff leave their organizations.
- 3 EXCESSIVE WORKLOADS**
When your go-to employees call to feel overwhelmed due to a heavier workload, this can cause them to burn out.
- 4 NOT PROMOTING FROM WITHIN**
According to a recent study, only 29% of nonprofit leadership positions are filled internally. Focusing over-promoting talent within your own ranks reduces loyalty.
- 5 LACK OF CAREER DEVELOPMENT**
Professional development for each of your employees allows them to grow in their careers and also to know that the organization has an investment in their success.
- 6 NO MENTORING PROGRAM**
Lack of mentoring in organizations produces in a dramatic drop in productivity and the passing of institutional knowledge and leadership skills from one generation to the next.
- 7 NO STRETCH OPPORTUNITIES**
In these stretch opportunities, a team member is provided a project opportunity that may be slightly beyond their readiness today allowing them to grow.
- 8 NO REWARD OR RECOGNITION**
Appreciation is a fundamental human need. Employees respond to appreciation expressed through recognition of their good work because it confirms their work is valued.
- 9 POOR LEADERSHIP**
Poor leaders harm every member of their team and the entire organization. Even the best employees need effective leadership to excel. Leadership needs improve first.
- 10 POOR VISION**
Poor vision makes even the best employees less effective because it's hard to excel if they don't understand the big picture. A clear vision sets their direction and focus.
- 11 POOR COMMUNICATION**
Poor communication is the genesis of several guessing critical tasks are missed, nonessential jobs are duplicated, information is locked into silos, and rumors thrive.
- 12 POOR CULTURE**
Aside from the unpleasantness, bad culture is also bad for careers. Successful people work for winners and a good culture drives long-term financial performance.
- 13 NO JOB EVALUATIONS**
Evaluations help employer's job performance by identifying strengths and weaknesses and help develop their career. They also help reveal and prevent any problems.
- 14 INFLEXIBLE WORK SCHEDULES**
Research shows the benefits of flexible work environments, which include less stress and burnout as well as improved work-life balance.
- 15 OVERWORKED**
Research has found that employee output falls sharply after a 50-hour workweek, and falls off a cliff after 55 hours. Shortening work hours makes the staff feel better, there is less turnover and it is easier to recruit new talent.

RESEARCH ON THIS INFOGRAPHIC WAS DONE WITH THE HELP OF THE SIX NONPROFIT, BOARD DIRECTOR AND ELEVATED.

Top Reasons People Leave Nonprofit

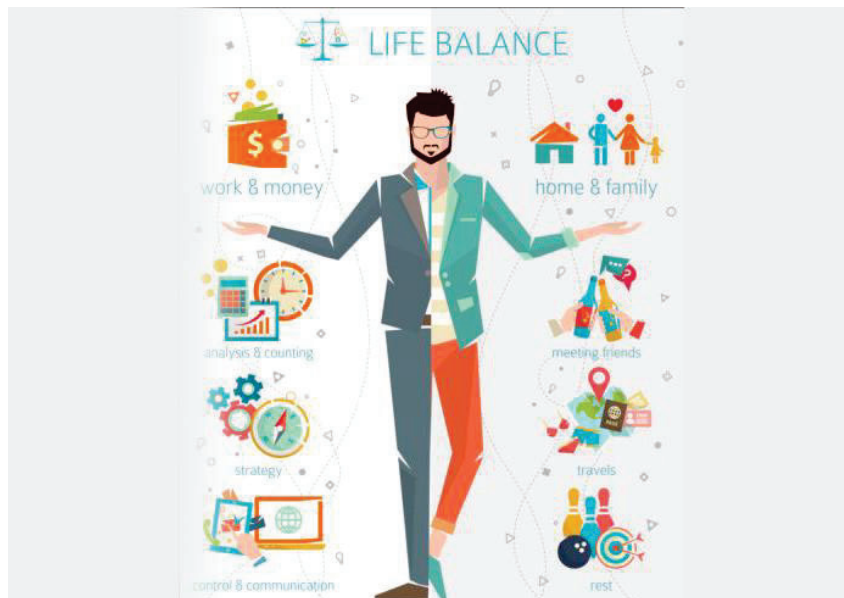
(Respondents chose 2 categories)



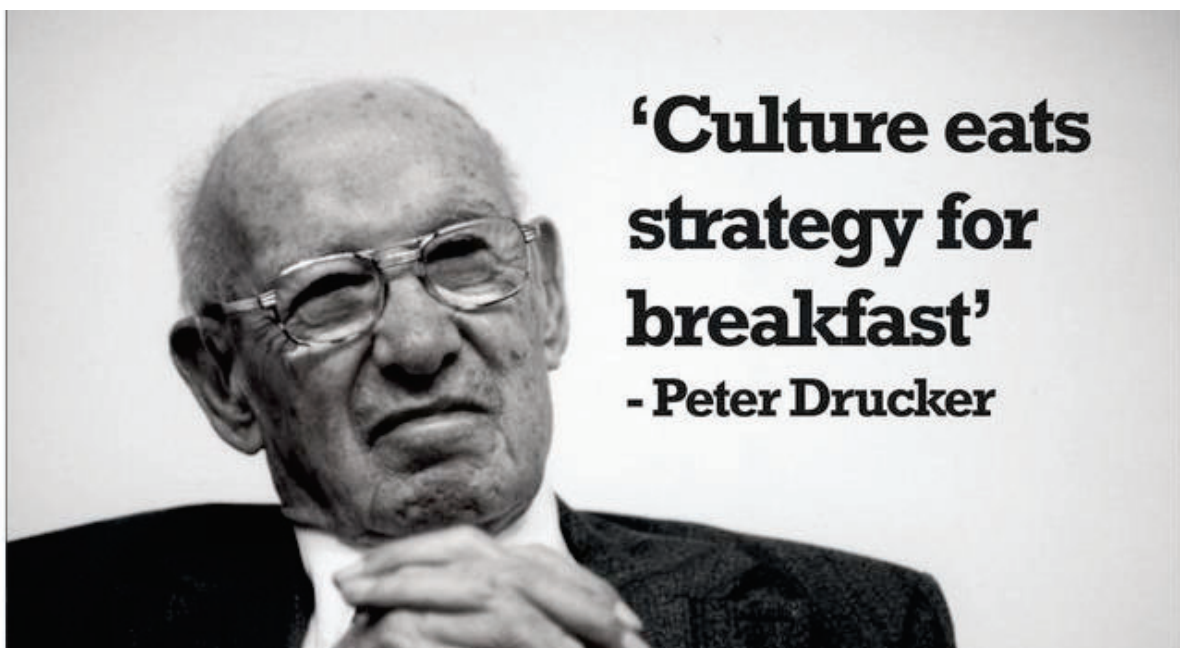
Source: King County/DHS – May 2022



Work Life Balance + Flexibility



Best Practice: Can we think differently when scheduling? How flexible can we be?



Best Practice: "Float the river" with your team, it will change your bond irrevocably. FUN and FOOD are critical.

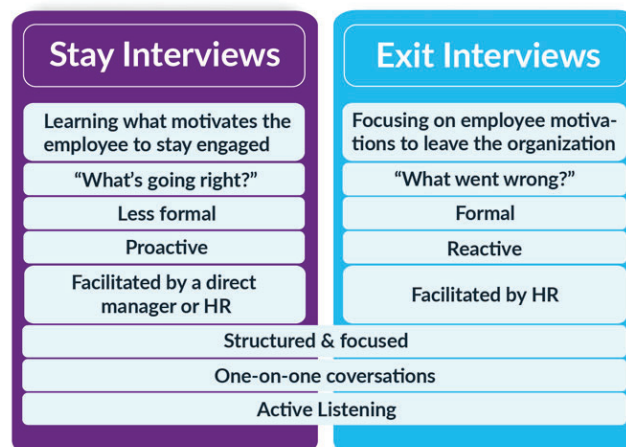


Recognition & Appreciation



Constant Feedback – both ways

Stay Interviews vs Exit Interviews

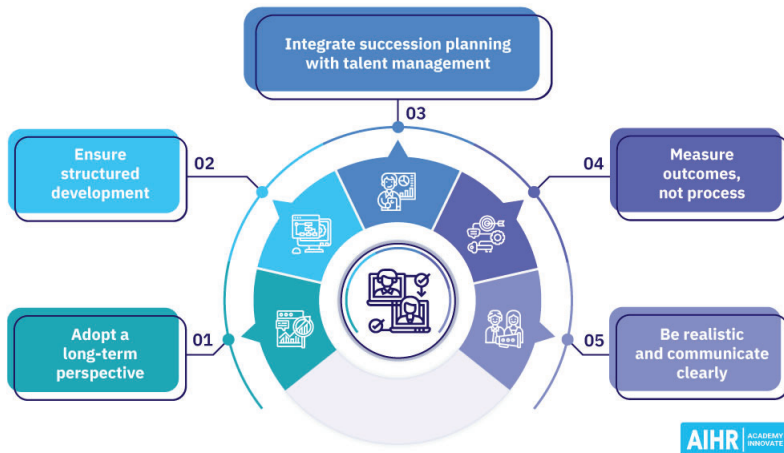


Best Practice: Survey constantly (annually at a minimum). Encourage and reward data and input. Commit to transparent and open dialogue. 360 reviews are essential for management to obtain feedback.



Mentorship, Development, Succession Planning

Succession Planning Best Practices



Only 17% of promotions in senior living come from within, compared to 46% at hospitals.

Jacquelyn Kung, CEO Activated Insights/Great Place to Work. 2022 NIC Conference



Checklist



Attracting GREAT Talent

- Compensation & Benefits
- Location
- Mission, History, & Leadership Team
- Hiring referral programs
- Leadership engagement & ownership
- Technology matters – a lot!
- Diversity, Equity, & Inclusion

Hiring GREAT Talent

- Organized, formal & informal hiring process
- Low stress, easy, fun, hiring process
- Cast a wide net
- Remove barriers to Entry
- Transparent, genuine, communication with timelines
- Talent is at a premium, you pay for what you get
- Understand and empathize with candidate risks
- Growth
- Assessments are invaluable

Retaining GREAT Talent

- Leadership, Communication, and Visibility
- Compensation retention strategies
- Work life balance + flexibility
- A family culture + food
- Recognition & appreciation
- Constant feedback
- Mentorship, development, succession planning



Thank You



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