

## **NSP Workshop - Staff Retention Strategies in a New Environment - 5/13/22**

### ***The Business Case for Employee Retention – What is the cost?***

- 10:11:23 From Aaron Marcavitch to Everyone:  
cost of retraining is high
- 10:11:28 From Heather, Interval House to Everyone:  
Loss of organizational knowledge/history
- 10:11:29 From Diane Dunne - CRIS Radio to Everyone:  
retaining historical knowledge - cost of training
- 10:11:42 From Kenisha Alliance to End Sexual Violence to Everyone:  
a reflection on the agency reputation
- 10:11:48 From Silvia Taylor- CHCACT to Everyone:  
Having to retrain is costly and can have a negative effect on quality
- 10:11:49 From Aimee Petras - FRWA.org to Everyone:  
Indicators of successful operations. Saves time. Energy.
- 10:11:58 From Larisa Kottke, Leadership Greater Hartford to Everyone:  
loss of institutional knowledge, hiring & onboarding takes time & energy
- 10:11:59 From Melanie Tavares, HFPG to Everyone:  
staff morale and higher workload for those left behind.
- 10:12:03 From Erica Fearn to Everyone:  
customer likes the long term relationships
- 10:12:12 From Stephanie Corbin, Mercy Housing and Shelter to Everyone:  
Stabilization within programs and cost
- 10:12:34 From Lydell Brown to Everyone:  
A lot of times wisdom, and knowledge leaves with them.
- 10:12:56 From Diana Goode CT Council on Problem Gambling to Everyone:  
Staff morale
- 10:13:38 From Lydell Brown to Everyone:  
You also lose continuity

### ***What are the benefits of employee retention?***

- 10:17:06 From Jessica Herlihy- Family Centers to Everyone:  
They become a partner/agency advocate
- 10:17:08 From Heather, Interval House to Everyone:  
potential for growth within the organization
- 10:17:14 From Karen Lott to Everyone:  
Loyalty
- 10:17:16 From Lydell Brown to Everyone:  
They feel valuable
- 10:17:23 From Fernando Muniz, Community Solutions to Everyone:  
Stability in our programs
- 10:17:28 From Aaron Marcavitch to Everyone:  
You save money...
- 10:17:39 From Ann Smith - AFCAMP to Everyone:  
Attract other personnel
- 10:17:53 From Andre Santiago- Leadership Greater Hartford to Everyone:

able to build stronger relationships

10:18:00 From Melanie Tavares, HFIG to Everyone:  
More opportunities for continuous improvement of practices, programs and services.

10:21:04 From Valerie Stolfi Collins to Everyone:  
cost reduction & increased revenue

10:21:12 From Ayesha Clarke-Health Equity Solutions to Everyone:  
experienced employees

10:21:15 From Kellie Randall, CHDI to Everyone:  
improved employee satisfaction

10:21:15 From Fernando Muniz, Community Solutions to Everyone:  
morale improvement

10:21:17 From Ann, Hartford Artisans Weaving Ctr to Everyone:  
morale improvement

10:21:19 From Stephen Morris, Literacy Volunteers to Everyone:  
increased productivity

10:21:24 From Aaron Marcavitch to Everyone:  
I'm big on productivity.

10:21:28 From Diane Dunne - CRIS Radio to Everyone:  
Improved employee satisfaction = improved customer satisfaction

10:21:29 From Steve Collins, Hartford Symphony Orchestra to Everyone:  
They are all very important!

10:21:30 From Stephanie Corbin, Mercy Housing and Shelter to Everyone:  
Recruitment and training efficacy

10:21:31 From Janet Bermudez-Hands On Hartford to Everyone:  
morale improvement

10:21:34 From LaTasha Williams to Everyone:  
morale improvement

10:21:35 From Larisa Kottke, Leadership Greater Hartford to Everyone:  
improved culture & better employee experience

10:21:38 From Meg Taylor, Capitol Squash to Everyone:  
improved culture and better employee experience

10:21:39 From Aimee Petras - FRWA.org to Everyone:  
Experienced Employees.

10:21:39 From Joanne Derwallis (Family Centers Inc.) to Everyone:  
improved culture - this goes across the other items

10:21:40 From Chanda Robinson to Everyone:  
Improved Culture!

10:21:41 From Mary Vazquez to Everyone:  
morale improvement

10:21:45 From Jessica Herlihy- Family Centers to Everyone:  
Productivity and satisfaction

10:21:51 From Debbi, Catholic Charities to Everyone:  
Morale improvement and cost reduction

10:21:52 From Aaron Marcavitch to Everyone:  
I didn't realize how important improved culture was.

10:21:53 From Amanda Delaura to Everyone:  
experienced employees and better client experience

10:22:15 From Erica Fearn to Everyone:

allows us to stay focused on mission and being strategic

### **Why are people leaving their jobs?**

- 10:22:31 From Amanda Delaura to Everyone:  
demand keeps going up!
- 10:22:33 From Valerie Stolfi Collins to Everyone:  
not a lot of staff
- 10:23:26 From Ann Smith - AFCAMP to Everyone:  
Funders look for high productivity
- 10:28:15 From Diane Dunne - CRIS Radio to Everyone:  
emphasis on earning a living wage, benefits
- 10:28:22 From Sheena - Catholic Charities to Everyone:  
Values; work/life balance
- 10:28:22 From Rie Poirier-Campbell, Hartford Performs to Everyone:  
People are looking for a better work/life balance. Want more time that they control themselves.
- 10:28:24 From Meg Taylor, Capitol Squash to Everyone:  
work life balance
- 10:28:27 From Aaron Marcavitch to Everyone:  
New info - The Great Mid-life Crisis: <https://www.vox.com/recode/23042785/the-great-resignation-older-tenured-higher-paid>
- 10:28:56 From Ann, Hartford Artisans Weaving Ctr to Everyone:  
flexibility in work/life balance
- 10:29:15 From Stephen Morris, Literacy Volunteers to Everyone:  
People want more flexibility
- 10:30:26 From Amanda Delaura to Everyone:  
Our most productive hours may not be from 9-5, chained to a desk in a certain location!
- 10:32:28 From Valerie Stolfi Collins to Everyone:  
I feel flexibility is important but that needs to be earned. With a small staff you cannot have people dropping the ball. Its hard to offer that right off the bat to a new employee when you don't know their work ethic.
- 10:35:32 From Ann, Hartford Artisans Weaving Ctr to Everyone:  
Agreeing with Janet!
- 10:35:45 From Heather, Interval House to Everyone:  
Fully echo Janet's comments
- 10:37:40 From Valerie Stolfi Collins to Everyone:  
agree!
- 10:37:45 From Alyssa (Network, Inc.) to Everyone:  
Absolutely
- 10:37:49 From Diane Dunne - CRIS Radio to Everyone:  
I agree with Erica!
- 10:37:49 From LaTasha Williams to Everyone:  
I cosign with Erica
- 10:37:55 From Jessica Herlihy- Family Centers to Everyone:  
Yessss
- 10:37:56 From Steve Collins, Hartford Symphony Orchestra to Everyone:  
When someone leaves for the "right reasons" I think it is important to celebrate that to a certain degree. Retain that former employee as a champion of your cause, not as someone "lost".

10:37:59 From Joanne Derwallis (Family Centers Inc.) to Everyone:  
so true ERica

10:38:00 From Stephanie Corbin, Mercy Housing and Shelter to Everyone:  
Yes Erica!!!!

10:38:05 From Chanda Robinson to Everyone:  
AGREED!!!! We must re-evaluate salaries!!!

10:38:06 From Janet Bermudez-Hands On Hartford to Everyone:  
I agree with Erica

10:38:12 From Stephen Morris, Literacy Volunteers to Everyone:  
Excellent point!

10:38:16 From Mary Vazquez to Everyone:  
Totally agree with Erica!

10:38:24 From Debbi, Catholic Charities to Everyone:  
Agreed!!!

10:38:25 From Karen Lott to Everyone:  
I totally agree

10:38:41 From Sheena - Catholic Charities to Everyone:  


10:39:38 From Steve Collins, Hartford Symphony Orchestra to Everyone:  
we can all lobby our boards to prioritize proper compensation

10:39:38 From Karen Lott to Everyone:  
Equitable pay is a huge issue for staff of nonprofits

10:39:39 From Valerie Stolfi Collins to Everyone:  
I had an amazing person and she left because I could not pay her better!

10:41:10 From Stephanie Corbin, Mercy Housing and Shelter to Everyone:  
I'd be interested to know what people's descriptions of feeling disrespected at work were.....

10:42:15 From Meher Shulman to Everyone:  
A link to the CT Nonprofit Sector Survey will be included in the follow up email you'll receive.

10:43:35 From Ana Alvarez to Everyone:  
I left once I noticed there were no more advancement opportunities for me. I felt that regardless the enthusiasm and regardless earning a masters degree, I could not demonstrate my capabilities and I was seeing as the Spanish secretary who was good at her job, and without experience to perform a managerial job.

10:47:16 From Joanne Derwallis (Family Centers Inc.) to Everyone:  
good for you Ana!

10:47:33 From Sheena - Catholic Charities to Everyone:  
Kudos to you for knowing when to leave!

10:47:37 From Joanne Derwallis (Family Centers Inc.) to Everyone:  
sorry you had to go through this you are brave to share

10:47:50 From Janet Bermudez-Hands On Hartford to Everyone:  
Glad you found a place that sees you and appreciates you

10:48:15 From Ann Smith - AFCAMP to Everyone:  
Ana's experience could also be examined through an equity lens.

10:48:19 From Karen Lott to Everyone:  
Sometimes people have to Go to GROW

10:48:23 From Melanie Tavares, HFPG to Everyone:  
How people leave matters just as much as why people stay!

***How can you determine an employee's professional goals?***

10:49:31 From Karen Lott to Everyone:

You can ask

10:49:32 From Meg Taylor, Capitol Squash to Everyone:

ask!

10:50:12 From Janet Bermudez-Hands On Hartford to Everyone:

during supervision ask the person and then help find the tools

10:51:00 From Sheena - Catholic Charities to Everyone:

Asking them what their goals are, offering training, expanding their responsibilities that may align with their goals and the agency.. this lets the employee know you believe in their abilities

***What generation do you associate with most?***

10:52:32 From Aaron Marcavitch to Everyone:

Xenial

10:52:57 From Aaron Marcavitch to Everyone:

(Late stage X/crossover point)

10:53:00 From Jessica Herlihy- Family Centers to Everyone:

Same as Aaron lol!

10:53:19 From Alyssa (Network, Inc.) to Everyone:

'Zillennial'

10:54:25 From Shannon Perrin- MARC, Inc. of Manchester to Everyone:

Same Alyssa!!

10:54:35 From Alyssa (Network, Inc.) to Everyone:



10:56:23 From Sheena - Catholic Charities to Everyone:

yes

10:56:25 From Deedee from Wheeler to Everyone:

Yes

***Employees have a new set of expectations and requirements.***

10:58:48 From Karen Lott to Everyone:

Flex time

10:59:00 From Joanne Derwallis (Family Centers Inc.) to Everyone:

more financial support for plan design on group health plans

10:59:02 From Aaron Marcavitch to Everyone:

currently looking at unlimited time off

10:59:04 From Silvia Taylor- CHCACT to Everyone:

Increased benefit

10:59:04 From LaTasha Williams to Everyone:

Vacation

10:59:22 From Silvia Taylor- CHCACT to Everyone:

No employee only coverage premiums for health & Dental insurance

10:59:45 From Ann Smith - AFCAMP to Everyone:

Flexitime, professional development, PTO, retirement plan,

10:59:50 From Erica Fearn to Everyone:

4 day work week  
10:59:56 From Aaron Marcavitch to Everyone:  
(I want to move away from employee only coverage)  
10:59:57 From Janet Bermudez-Hands On Hartford to Everyone:  
Chair massages, staff fun day, etc.  
10:59:58 From Ana Alvarez to Everyone:  
401k matching and profit sharing contribution  
11:00:28 From Ana Alvarez to Everyone:  
We did the chair massages, that was so appreciated for all our staff

***Lack of Respect.... What kind of issues may you face in this category?***

11:01:09 From Silvia Taylor- CHCACT to Everyone:  
Minimizing employee concerns  
11:01:15 From Aaron Marcavitch to Everyone:  
talking down to staff  
11:01:19 From Joanne Derwallis (Family Centers Inc.) to Everyone:  
seeing others getting promoted  
11:01:21 From Janet Bermudez-Hands On Hartford to Everyone:  
not being heard and/or seen  
11:01:24 From Karen Lott to Everyone:  
lack of cultural and ethnic awareness - microaggressions  
11:01:27 From Erica Fearn to Everyone:  
poor communications  
11:01:32 From Kellie Randall, CHDI to Everyone:  
Not recognizing contributions  
11:01:36 From Andre Santiago- Leadership Greater Hartford to Everyone:  
disconnect between senior leadership team and other staff  
11:01:36 From Fernando Muniz, Community Solutions to Everyone:  
micromanaging  
11:01:37 From Erica Fearn to Everyone:  
lack of transparency  
11:01:42 From Mary Vazquez to Everyone:  
lack of communication  
11:02:03 From Sheena - Catholic Charities to Everyone:  
belittling staff, lack of communication, microaggression  
11:02:09 From LaTasha Williams to Everyone:  
communication and lack of trust  
11:02:16 From Erica Fearn to Everyone:  
so busy completing mgmt tasks vs supporting staff  
11:02:17 From Melanie Tavares, HFPG to Everyone:  
Favoritism, lack of autonomy  
11:02:53 From Mary Vazquez to Everyone:  
Not supporting staff  
11:02:54 From Stephen Morris, Literacy Volunteers to Everyone:  
Leadership double standards  
11:03:50 From Sheena - Catholic Charities to Everyone:  
Agreed. Leadership matters! 100%

11:14:12 From Joanne Derwallis (Family Centers Inc.) to Everyone:  
I have been thinking about setting up a buddy system for new hires

11:20:31 From Deedee to Everyone:  
how often would you recommend stay interviews be done?

11:21:02 From Melanie Tavares, HFPG to Everyone:  
Great questions to incorporate into 1:1 meetings with staff.

### ***Break-Out Exercise***

11:22:23 From Monica Kelly to Everyone:  
Group 1 – Discuss best practices for health and wellness initiatives, habits, practices.  
Group 2 - Discuss best practices for increasing engagement.  
Group 3 – Discuss ways to be creative in the benefits arena.  
Group 4 – Discuss best practices creating a culture that supports open communication and accessibility.

Group 5 – Discuss best practices for increasing engagement.

11:30:03 From Aaron Marcavitch to Everyone:  
We didn't quite get done - but I appreciated that the public health/mental health non-profits had resources that perhaps non-profits in arts and culture might want to tap into.

11:30:10 From Erica Fearn to Everyone:  
increasing engagement: events off site

11:30:12 From Kellie Randall, CHDI to Everyone:  
Plan social events, outside of work, to give people a chance to connect. And be thoughtful about communication- people want to know what is going on and feel like they are a part of it.

11:30:20 From Stephanie Corbin, Mercy Housing and Shelter to Everyone:  
Group 4, Having a different staff member run each staff meeting in their own way and encouraged to get creative with layout.

11:30:36 From Jessica Herlihy- Family Centers to Everyone:  
Group 3, a major ideas focused on time off. Summer Fridays: completely off, half days, work from home Fridays. One shared that an employer would close at 3pm on Fridays during winter months.

11:30:41 From Shannon Perrin- MARC, Inc. of Manchester to Everyone:  
Ideas to increase employee engagement - Our number one ideas was to lean on employees strengths and passions to see what they are interested in to create new initiatives or what they want to take the lead on so they are more engaged in their work

11:31:19 From Karen Lott to Everyone:  
Engagement - Provide staff with information and updates to help them be connected

11:31:48 From Kevin - MARC, Inc. to Everyone:  
Would it be possible to have the folks who took notes, forward their list so they can be compiled and distributed to the group?

11:31:53 From Sheena - Catholic Charities to Everyone:  
Offering Summer Friday would be a great idea, thank you Group 3. Summer Friday could be work from home or a day off, either way great idea.