



Webinar Q&A Companion

The following answers are to questions asked during the January 2019 Talent Management Priorities survey results.

2019 Talent Management Priorities Survey



Download the webinar recording and get insights, and actionable tips!

nonprofithr.com/2019TMPS

Question

Answer

Could you mention the technology systems for performance management again?

Some we have worked with include:

- Cornerstone on Demand
- ReviewSNAP
- Lattice
- Zugata
- Higher Ground
- SnapEval

What training resources would you recommend to train supervisors to provide feedback? We implemented a quarterly performance conversation, but supervisors are overdoing it (stretching these to 1 hour plus meetings so not being effective). Any suggestions for training to make this more effective?

It is definitely important to train supervisors in delivering effective feedback and coaching employees, as this is not something every supervisor knows how to do well. We cannot assume that hour-long meetings are not necessarily effective, as the supervisor may be really listening to the employee and discussing their performance and career development and to clarify expectations. The key is to train supervisors to provide feedback that is concise, specific and timely.

Nonprofit HR conducts training in this area. There are also a number of online resources you might utilize to train your supervisors.

The 66%* is very concerning. Can you give a few reasons that you believe why we (nonprofit leaders or HR practitioners) don't have a talent management plan?

We have found that many nonprofits do not realize the need for an investment in talent as essential to achieving their missions. Organizations tend to place greater focus on fundraising and finance, with talent often being seen as an after-thought. Many organizations also do not allocate necessary resources and are not prioritizing hiring, developing, and retaining talent. They are also not holding leaders accountable for talent outcomes as they do for financial or programmatic outcomes. Therefore, many nonprofits are not being intentional in talent planning or seeing it as an integral part of their strategic plan.



2019 Talent Management Priorities Survey

FINANCIAL CAPACITY SMALL STAFF CHANGE FINANCIAL



Download a complimentary infographic on survey results which shows data on respondents.

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Question

Do you have any sample talent management plans that can be shared as a starting point for those of us without in house HR capacity?

Answer

Talent management plans are really quite unique to each organization and are generally not published broadly. That said, your talent management plan should align with your organization's strategic plan and include strategies and tactics that will be used to attract, develop and retain staff. Your plan should address how and where you will find the talent that you need, how you will develop the staff that you have to ensure that staffing and business objectives are met, and how you will manage the organization's culture and workplace conditions in such a way that will drive appropriate levels of retention and minimize premature turnover.

How does an organization's website speak to the job seeker/employee experience?

Your website should speak to the job seeker like it speaks to the donor. The goal is to compel a prospective job seeker to consider your organization as their next employer. Messaging about your mission, culture, values and benefits are all helpful in making the case for why your organization might be a great place to work. Partner with your marketing team to craft clear, easily understood messaging that will help those interested in your organization reach out and apply. Remember to keep your diversity and inclusion aspirations in mind when crafting your messaging. Use images that reflect the workforce that you are seeking.

How do you recommend writing recruiting and social media messages targeted at diverse job seekers without unintentionally discriminating against groups that may not be part of the target demographic?

If your organization has a diversity and inclusion policy, share it. Seek out staff representing the full spectrum of diversity within your organization who can speak to their experiences with the organization. Make it clear that you are seeking a diverse workforce and that you are an inclusive organization – only if yours is one, that is. Messages about diversity should not be construed as exclusionary to those who are not members of the targeted demographic. They are simply statements about an organization's desire to be diverse and to attract diverse candidates for the benefits that diversity brings to any organization that is ready for it.

To what extent are nonprofit HR teams anticipating the skills required in the future given the acceleration of AI? What sort of investments are they making - online sources or in person interventions?

We have not really seen the sector engaged in significant discussions or the exploration of AI on the workforce. Often times nonprofits lag in their practices of leading HR and talent management trends. AI is an example of this lag.

Do you have sample workplace flexibility ideas and specifically around efforts to be fair among a variety of positions?

When implementing workplace flexibility programs and benefits you need to take into account the demographics of your organization and interests/needs of staff, as well as your mission. The key is to ensure policies are documented and practiced consistently across the organization.