



Session#507:
Investing in your staff

Presented by:

Anne Hertz, Manager Human Resources

Shirley Wright, Director of Finance, Admin & HR

Jennifer Beaver, Human Resources Manager



Agenda.

1. Recruitment Strategies & Considerations
2. Training Strategies & Considerations
3. Retention Strategies & Considerations
4. Discussion Period

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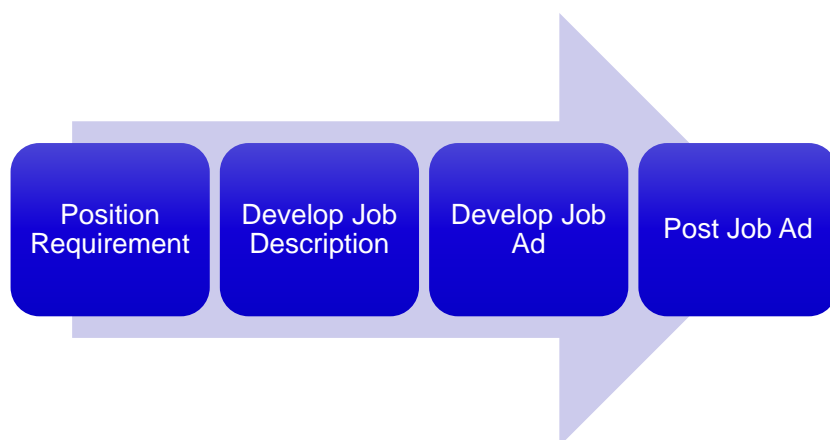


Recruitment strategies

Presented by Jennifer Beaver, HR Manager



Recruitment flow: Part One



Internal recruitment

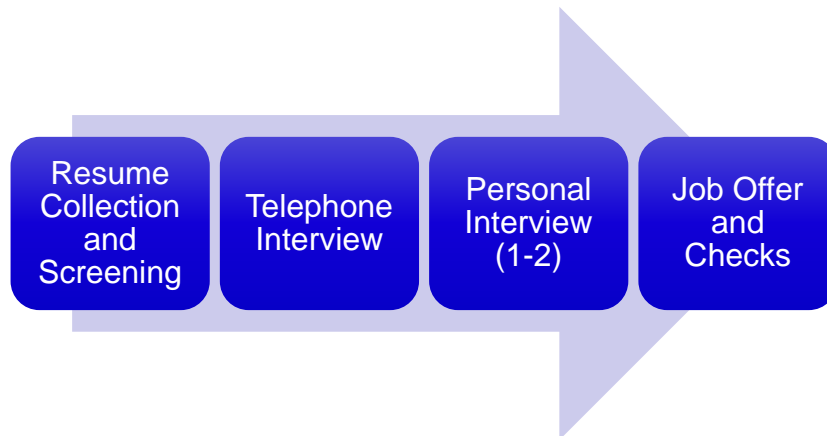
- Share ad within organization
 - Board of Directors
 - other staff
 - volunteers
- For superintendents, cleaners, on-call and maintenance workers
 - consider a resident
- Send to everyone in your professional network

External recruitment

- No cost websites:
 - ONPHA
 - Indeed,
 - Job Bank
 - Social Media
- Cost sites:
 - Workopolis (Consider their Niche site - save \$)
- Low cost placement companies
 - Superintendents, maintenance and cleaners



Recruitment flow: Part Two



Recruitment strategy

- Find creative ways to be competitive
- Use your networks
- Be willing to train if the person has the right personality and transferable skills



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Employee training

Presented by Anne Hertz, Manager Human Resources



Training agenda

- Training needs of our sector
- Challenges
- Establishing priorities
- Implementing your training plans



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Ongoing training & professional development is a “MUST”

- Our sector requires staff with many different competencies
 - Planning and budgeting
 - Property management functions
 - RGI
 - Building tenant communities



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Neglect mandatory training at your peril!

- New staff orientation
- First Aid and CPR
- Health and Safety/WHMIS
- Human Rights
- Privacy
- Accommodating Ontarians with Disabilities
- RGI
- Landlord and Tenant
- Crisis Intervention



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Other training needs

- Eviction prevention
- Working with a diverse population
- Understanding and addressing special needs
- Communication and documentation
- Building strong teams



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Key challenges

- Limited resources – time and money
- Developing and maintaining skills to “do the job” AND responding to interests of staff
- Training AND professional development



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Establishing priorities: Ecuhome's approach

- Training committee
- Engage with staff – training needs assessment from their perspective
- Develop training plan and proposed budget for approval
- Make sure to include some training elements that address interests identified by staff



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Implementing training plan

Managing costs

- Check with Service Manager and ONPHA re: available training – free or modest cost
- Look on-line for free training – (government of Ontario)
- Consult with other organizations re: possible training partnerships

Saving time

- Include mandatory “refreshers” at regular staff meetings
- Hold Training Day(s) – for themes of interest to all staff

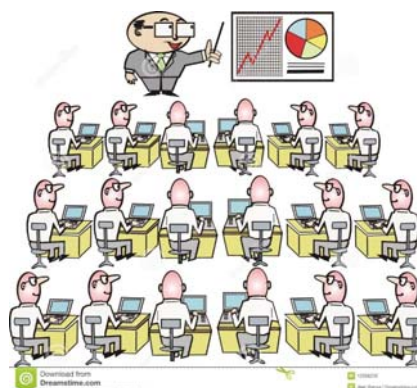


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Some last words...

Don't give up!



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Employee Retention

Presented by Shirley Wright, Director of Finance, Admin & Human Resources



Attraction

- Employees attracted to non-profits
 - Meaningful work
 - What type of contribution position makes
 - To organization
 - To society

Reasons for staff turnover

- New generation of employees will change employers more frequently than employees in the past
- With sound human resource practices
 - employees feel satisfied, safe
 - will work to their full potential
 - more likely to stay put



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Reasons for staff turnover

- Job does not fit:
 - Who they are
 - Who they want to be later on
- Office Politics
 - Keep friendly yet professional environment that people can relate and connect with



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Reasons for staff turnover

- Compensation
 - Important factor in job satisfaction
- Historically non-profit housing sector levels of compensation are lower than private sector
- Employee who feels adequately compensated is more likely to stay



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Compensation

- Does not just mean what a person is paid
- Can include direct and indirect rewards
- Well structured program will help organization stay competitive
 - Good balance
 - Wages
 - Benefits
 - Recognition
 - Rewards



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Indirect rewards

- Examples
 - Professional development
 - Career opportunities
 - Flexible time
 - Compressed work week
 - Job sharing
 - Part-time work



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Employee satisfaction

- Happy and engaged employees are more effective and productive
- Employees are drawn to and stay with organizations that help them find:
 - work/life balance
 - personal satisfaction



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Employee satisfaction

- Employee may be drawn by their passion for the mission
 - Potential for burnout if work/life balance is off kilter for too long
- Diversity is important to employees
 - Minimizing challenges or barriers to productive and diverse workforce
- What is important to employees
 - Work-related responsibilities
 - Their value to organization
 - Employees who do not feel valued will not stay



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Retention strategies

- Retain staff by keeping them happy and engaged
 - Employee recognition
 - Incentives
 - Learning, training and development
 - Conflict resolution
 - Workplace wellness



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Discussion Period

1. Do you have specific question that we can assist you with?
2. Are you having a particularly hard time recruiting for a position?
3. Do you need training for one or all of your staff and are wondering where to find it?

Let's hear about it | Let's Discuss | Let's Resolve

Recruitment resources

Free websites:

www.indeed.ca

www.jobbank.gc.ca

Training resources

Money for training

<http://www.tcu.gov.on.ca/eng/eopg/coig/index.html>

For Youth

<http://laidlawfdn.org/funding-opportunities/expressions-of-interest-training-and-skills-development/>

Free WHMIS training (online) - Canadian Centre for Occupational Health and Safety

http://www.ccohs.ca/products/courses/whmis_workers/



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Retention resources

Website managed by Community Foundations of Canada (CFC)

<http://hrcouncil.ca/resource-centre/home.cfm>

How to write effective policies and procedures

www.charityvillage.com/elearning/courses/policies-procedures

Employee retention strategies

www.roberthalf.com/employee-retention



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How can ONPHA help you?

- Compensation and benefits survey
 - The Portage Group
 - Look for email in the coming weeks
 - Survey release - January 2016
 - Free to ONPHA members who participate
 - Non-member who participate will receive discounted rate
- Updated ONPHA HR Handbook
 - Legal review by Dunsmore, Wearing LLP
 - Handbook available - January 2016
- ONPHA Best Deals
 - Morneau Shepell - HR Support Solutions
 - Affordable service – access to HR professionals
 - Call for more details
 - HR Support Solutions 1-800-461-9722
 - Leah Beck at ONPHA 1-800-297-6660 x 106



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How can ONPHA help you?

- ONPHA website www.onpha.on.ca
 - Job postings
- ONPHA Member Support Hotline
 - 1-800-297-6660
- ONPHA Resource Centre
 - Handbooks and Guides
 - sample policies
- The Knowledge Advantage
 - ONPHA Education Program
 - RGI, RTA, Finance, Governance online
 - Webinars
- ONPHA Conference
 - Sheraton Centre Toronto – November 4 - 6, 2016



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ONPHA values your opinion

Please complete a
workshop evaluation.

Thank you!



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