

A group of ten people, five men and five women, are standing on a wooden boardwalk that curves around a pond. They are dressed in casual to business-casual attire. The background is a lush green landscape with tall grasses, reeds, and trees. In the distance, a house is visible through the trees. The sky is blue with scattered white clouds. A dark teal banner with white text is overlaid on the top right of the image.

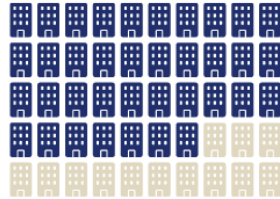
Creative Approaches to Hiring and Retaining Staff

Hiring and retaining staff is critical

Nonprofit Workforce Shortage Continues

74%

of over 1,600 nonprofits surveyed in April 2023 reported job vacancies.



Top 3 Reasons for Vacancies



Salary
Competition



Budget Constraints
& Insufficient Funds



Stress &
Burnout

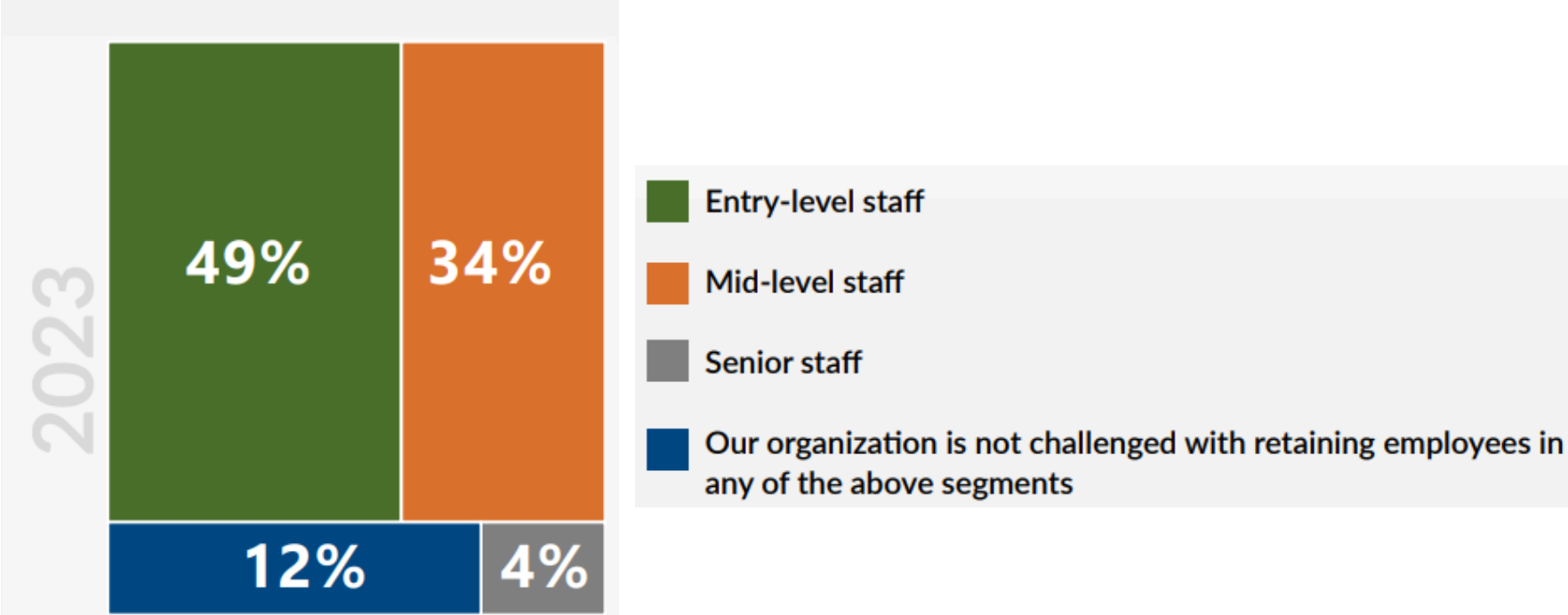
<https://www.councilofnonprofits.org/files/media/images/2023/2023-workforce-shortage-infographic.png>

Staff Segments Most Challenging to Retain



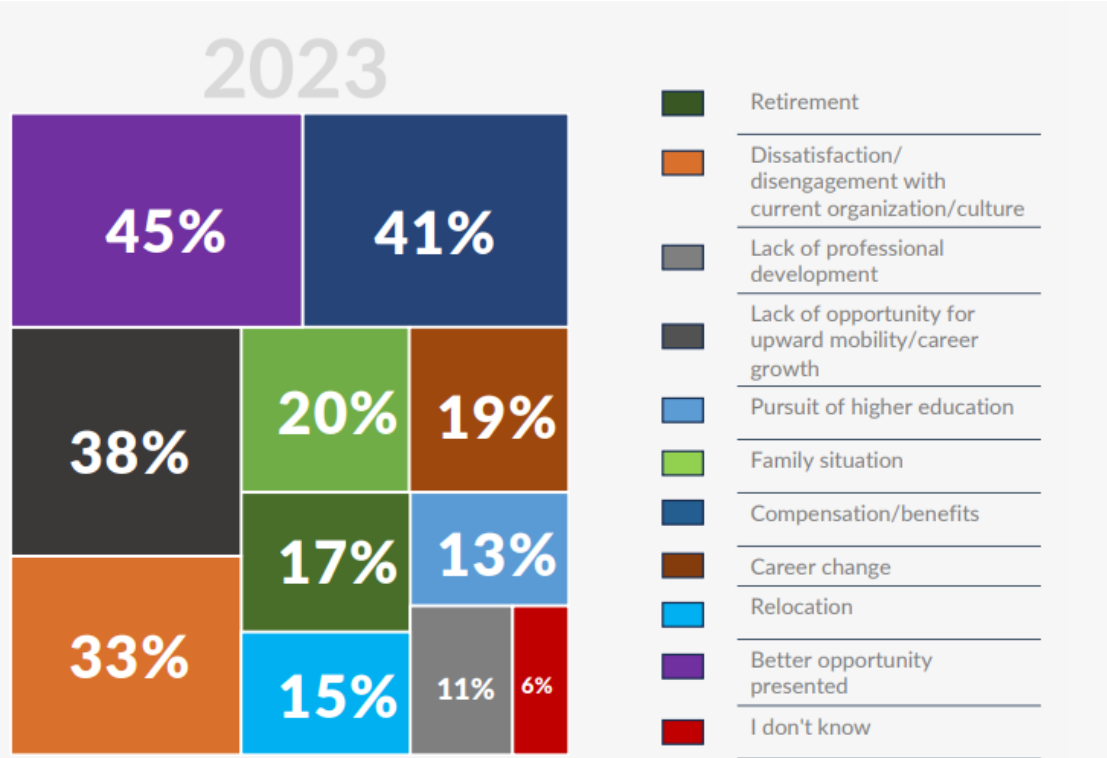
https://www.nonprofithr.com/wp-content/uploads/2023/11/Retention-Survey-Results_Final.pdf

Staff Segments Most Challenging to Retain



https://www.nonprofithr.com/wp-content/uploads/2023/11/Retention-Survey-Results_Final.pdf

Primary Reasons for Voluntary Turnover



https://www.nonprofithr.com/wp-content/uploads/2023/11/Retention-Survey-Results_Final.pdf

Gallup

- Gen Z and Millennials now make up 46% of the full-time U.S. workforce
- Seeking employers that:
- *Care about their wellbeing*
- *Are ethical, open, and transparent,*
- *Support a diverse and inclusive workplace*
- *Invest in professional development*



WORKPLACE MARCH 30, 2021

4 Things Gen Z and Millennials Expect From Their Workplace

BY ED O'BOYLE



Forbes

- 74% Gen Z-ers and Millennials are contemplating a career change in the next 12 months due to **lack of career mobility and skills development**
- Younger workers continue to prioritize working for employers who will provide **career development**, company **culture** and **flexibility**, and **compensation** and **benefits**.

Forbes

FORBES > LEADERSHIP > CAREERS

Why Younger Employees Will Switch Jobs For An Employer Who Invests In Them

Mark C. Perna Contributor

I explore Millennials and Gen-Z in careers, education, and the workforce.

Follow



Feb 14, 2023, 06:30pm EST

Young people are sending a clear message to their employers: I'll invest in you if you'll invest in me.



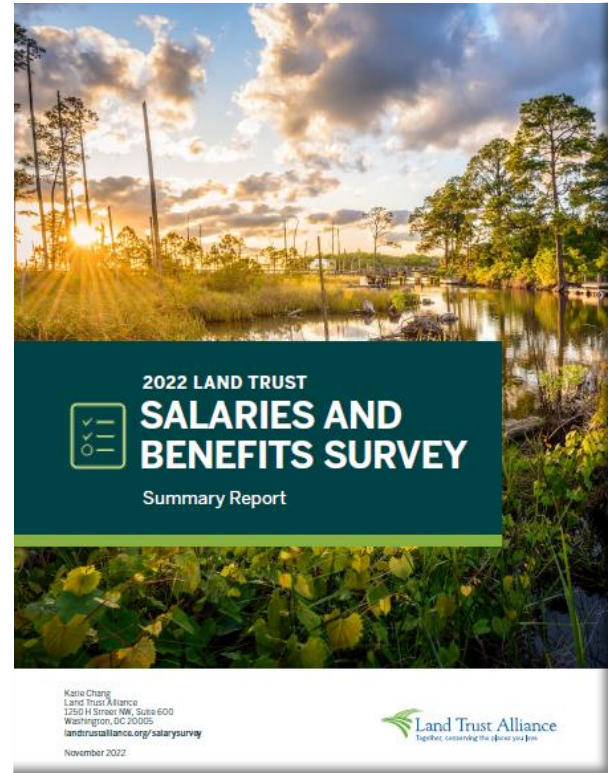
in



Land Trust Staff Retention

Land trusts struggle with retention too...

- On average, 82% retention rate in 2022.
- Why?







We did a risk assessment of the staff turnover Mount Grace was experiencing and came to the following conclusion:

“Almost every aspect of the work we do as a land trust is dependent on the quality of our relationships. When we lose employees, we can often lose those relationships which in turn can stall projects and compromise connections with donors, partners, and landowners”

We conduct mid-year exit interviews before people tell us they are actually leaving. These conversations touch on the following themes:

- Connection to the organizational mission
- Personal and professional goals
- Clarity of work expectations
- Do staff have the tools / support / training they need to do their jobs?
- Do staff feel cared about as full human beings?





Previously, the organization functioned under the assumption that our North Quabbin region is affordable, so we could afford to pay less, this is no longer accurate.

We have also worked hard to adjust our pay scale and benefit package to be more comparable with those of equivalently sized land trusts as well as NGO's in the region.

We have focused heavily on supporting a work-life balance by implementing:

- 36-hour work week with remote & no meeting Fridays
- 5 weeks' vacation, that we encourage staff to use
- Flexible workdays with the option for partial remote work

We are centering a commitment to employees as full-people with responsibilities and passions outside of their work.





Greenbelt

Essex County's Land Trust

Protecting land and nature, for you, our communities and the future.



Greenbelt
Essex County's Land Trust

Greenbelt serves:

The 34 cities and towns of Essex
County

525 Square Miles

More than 21,500 acres
conserved since 1961





Personnel Overview

- \$2.9M operating budget, 70% staff expenses (salaries, benefits, consultants/contractors)
- 18 FT staff, 2 PT, 2 seasonal
- Age range = 23 - 64





Guiding principles:

- We have a caring, supportive organizational culture
- We value collaboration, inclusion and excellence
- Our staff members are our most valuable asset

Goals:

- Attract and retain top notch staff
- Ensure salaries and benefits are fair and competitive, and support our culture and goals
- Everyone at Greenbelt should make at least a living wage
- Foster a supportive work culture, opportunity for growth, transparent communications, formal and informal feedback, collaborative problem solving



Formal Structures and Specifics

- Mid-year reviews
- Annual reviews
- Sharing of individual total compensation package
- Annual staff retreat
- Personnel Committee review of salary and benefits every 3 years

Salary and Benefits

- Competitive salaries
- Excellent benefits package including strong retirement contribution with no match required
- Sabbatical policy
- Flexible hours, hybrid options
- Bonuses when possible

Supporting staff

- Professional development
- Administrative support
- Break room/lactation room
- Ample snacks

- Shared learning
- Expect and deal with problems
- Attend to and discuss staff culture

- Promote from within, build the “bench”
- Team leadership
- Empower (and provide resources for) staff to do the work they are passionate about (e.g. DEIJ, climate, technical)

- Have fun together



Thinking Beyond Salary

Retention Strategies

- Health, dental, vision insurance
- Retirement
- Paid time off (e.g., vacation, sick, holidays, personal, bereavement, family/medical)
- Sabbaticals
- Promoting from within
- Flexible job descriptions
- Professional development
- Family-friendly policies
- Normalizing work-life balance/sway
- Flexible work times, work from home
- Team building and social events to galvanize staff cohesion
- Recognition / share credit
- Create opportunities for project leadership and autonomy

Recruitment and Hiring

- Create inclusive job descriptions – avoid gender-based language
- Emphasize job responsibilities rather than requirements (e.g. education)
- Expand where you advertise the opening
- Post the salary range
- Consider mentorship

Resources for You

- [Alliance's Salary and Benefits Survey](#)
- Alliance's Framework and Resources for Change: [Recruitment, Hiring, Mentoring, and Retention](#)
- Training Resources for the Environmental Community (TREC)'s [Salary & Benefits Report](#)
- [Third Sector New England \(TSNE\)'s 2023 Compensation and Benefits Survey of New England Nonprofits](#) (available soon)
- [Staff Retention Strategies from Western Land Trusts](#)
- Webinar recording: [Leadership Lessons from "The Boss" and Other Artful and Practical Approaches to Recruitment and Retention](#)
- Webinar recording: [Staffing Your Land Trust](#)
- [Managing Difficult Human Resources Situations](#) – Webinar on March 26

Thank you!

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