

**2020 EMBRACING TRANSFORMATION**  
FINANCIAL MANAGEMENT CONFERENCE

# **Hiring, Retention, and Racial Equity in a Virtual World**

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Housing Partnership Network (Moderator)

**October 29, 2020**

**STRENGTHMATTERS®**

# Getting Started

- All participant lines are muted.
- Please use the **Chat** feature to ask questions.
- Any questions not answered during the presentation will be addressed at the end of the session.

# Continuing Professional Education Requirements for CPAs

- **Polls are Required for CPEs**

- If you are seeking CPE credits, please submit ALL polls and the conference evaluations.
- We use **Polls** and the **Zoom attendance record** to verify participation throughout the webinar.
  - **Participants must submit ALL polls and be logged in no later than 10 minutes after the scheduled session start time to receive a certificate.**
- You may request a certificate of completion via the conference evaluations.
  - Links to the evaluations are emailed to all registrants.
- For more information on CPE credits, contact Lindsay Wells at [consult.lwells@gmail.com](mailto:consult.lwells@gmail.com).

# Meet the Presenters

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# Racial Equity Diversity and Inclusion (REDI)

- Foundation: Important consideration in every activity (even in Covid)
- REDI lens:
  - Intentional focus:
    - What is the true need?
    - Are all stake holders represented? Who is missing from the table?
    - Unintended consequences?
    - Unnecessary barriers?

# REDI in Hiring

- Know & communicate important skills/abilities/qualifications
- Promote positions affirmatively
- Ask questions with a purpose
- Involve multiple people in the selection process
- Provide appropriate support:
  - Flexibility in format
  - Set clear expectations
  - Provide instructions or technical support

# REDI in Onboarding

- Clear communication before day one
  - What to expect
  - What is expected
  - Logistical details (parking, facilities considerations, Covid requirements)
- Flexibility
- Provide personal connections

# Poll #1



# Engagement Basics

Engaged employees = those who are involved in, enthusiastic about and committed to their work and workplace. (*Gallup*)

Some factors that lead to engagement:

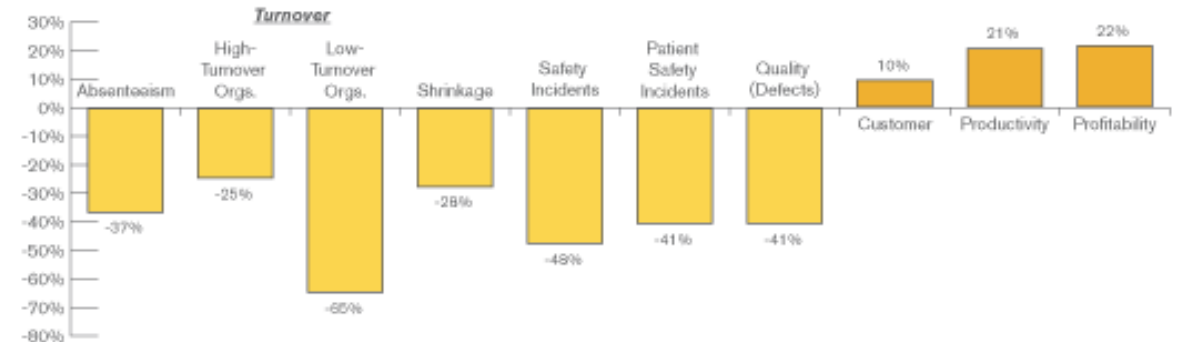
- Value
- Respect
- Connections
- Community

# Engagement is Difficult and Critical

- According to Gallup:
  - Engagement statistics:
    - 30% of US employees are engaged at work.
    - 70% of a team's engagement depends on the manager.
    - Employees who work for highly engaged managers are 59% more likely to be engaged.
  - More statistics, guidance and resources:  
<https://www.gallup.com/workplace/>

## EMPLOYEE ENGAGEMENT AFFECTS KEY BUSINESS OUTCOMES

Work units in the top quartile in employee engagement outperform bottom-quartile units by 10% on customer ratings, 21% in productivity, and 22% in profitability. Work units in the top quartile also saw significantly lower absenteeism (37%), turnover (25% in high-turnover organizations, 65% in low-turnover organizations), and shrinkage (28%) and fewer safety incidents (48%), patient safety incidents (41%), and quality defects (41%).



Source: GALLUP

# REDI in Engagement

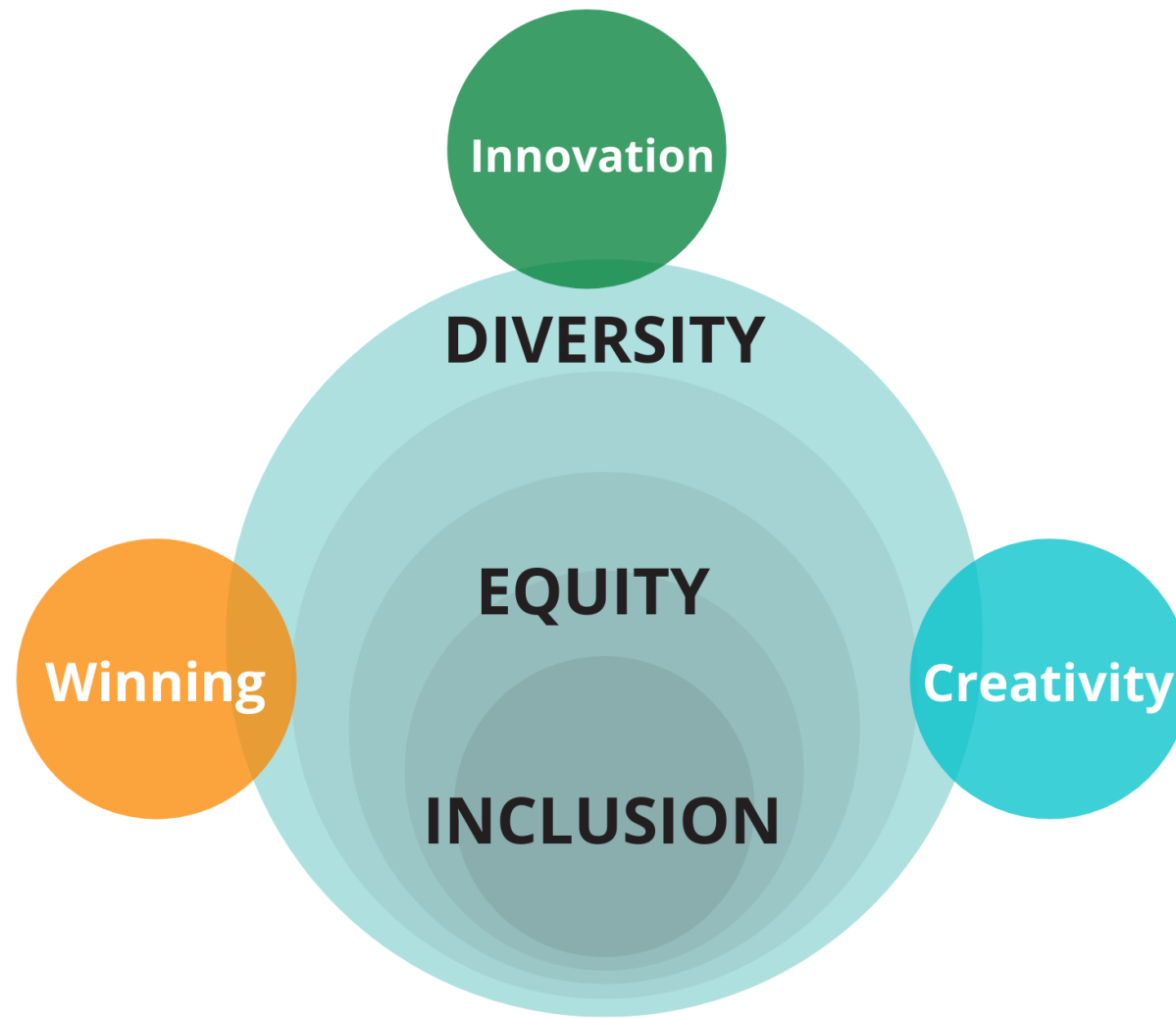
- Intentionally inclusive framework:
  - How are policies created?
  - Who is at the table?
  - What are the impacts?
  - Are there unintended consequences?
- Acknowledge and embrace differences:
  - Flexibility
    - Schedules
    - Benefits
    - Means of communication
  - Opportunities for connections

# Trends & Observations

- AH Developers, related NPOs and State HFAs are still hiring and/or maintaining strategic staffing levels
- Baby Boomers continuing to retire ... but some are holding on for dear life
- Succession *still* being deprioritized or ignored by Boards
- HR leadership and Talent Management functions never been more important
- Screening, evaluating, interviewing, and on-boarding all taking place remotely (Invest in Zoom stock if you haven't already ...)
- Demand for DEI leadership and strategy at an all-time high

# Poll #2 – Diversity, Equity & Inclusion (DEI)

FIDELITY SOCIAL JUSTICE DIVERSITY HUMILITY SUPPORT SYSTEM COURAGE CATALYST DIFFERENCE  
CULTURE RESPECT MUTUAL INTERSECTIONAL GROWTH INTERSECTIONALITY  
BELONGING COURAGE TRUST ACCOUNTABILITY WELCOMING VALUED GROWTH CENTERING COMMUNITY  
WELCOMING TRANSPARENCY INTERACTING ACTIVE FAIRNESS JUSTICE NEEDS DIGNITY  
POWER EQUITY FAMILY TRANSPARENCY RECEPTIVENESS CONNECTION  
OPENNESS EQUALITY COLLECTIVE RESPONSIBILITIES ACCOUNTABILITY  
TRUST INTERSECTIONALITY COMMUNITY EXPERIENCES HONESTY WELCOMING RESPECT  
HONESTY DIFFERENCE AFFIRMING IDENTITIES BACKGROUND INFORMATIVE SOCIAL JUSTICE FIDELITY  
LEADERSHIP INFORMATIVE VALUED PERSPECTIVES AFFIRMING POSITIONALITIES  
FRIENDLINESS SUPPORT SYSTEM SOLIDARITY INCLUSION BELONGING EMBODY  
RECEPTIVENESS CATALYST THRIVING CONSCIOUS COMMUNITY APPRECIATION CARE





**BUSINESS  
AS USUAL**



# Business as Usual – Executive Search Best Practices

- Driven by Board, C-Suite mandates for change
- Searches begin with a nationwide focus ...
- Still “in the room where it happens ...” albeit via Zoom
- 60-Days to Candidate Finalists/90 Days Leader deployed
- Diverse Pools, not Diverse Slates

# Business as Usual – Candidate Sourcing

- Direct outreach and relationship-driven approach still rules
- Posting process efficacy, not optimal
- Passive Candidates who are truly bought into the mission not focused on \$ - TILAC very important

# Business as Usual – Candidate Evaluation & Assessment

- Greater emphasis on body language analysis, Candidate Qualification Questionnaires (CQQs) and informal referencing
- Timely reputation, social media and brand management screens
- Finalist Candidate Referencing concurrent with Finalist Round Interviews

# Business as Usual – Client – Candidate Interviews

- Two or Three-Round Processes
  - Round 1 – 6 – 8 Candidates
  - Round 2 – 3 or 4 Semi-Finalist Candidates
  - Round 3 – 2 Finalist Candidates
- Meet Client where they are: Search Committee versus Hybrid Model
- 60-Minute CBBI 1<sup>st</sup> Round Interviews
- 60 – 75 Minutes Candidate Presentations during 2<sup>nd</sup> Round
- Integrate Direct Reports into process for “Meet & Greet”
- Encourage and invite selected Board/Executive Committee involvement in Final Round

# On-Boarding in the COVID Era

- Not just a “First 90-Day” Process
- Should be stratified, strategic and structured
- Integration of Board, CEO/ED/President, C-Suite, Direct Reports, Internal Clients and other key stakeholders
- KPIs/Dashboards/Metrics – transition from completed to search to FTE status

# Retention in the COVID era

- Introducing “*Protect Your Stars*” Approach
- HIPOs, “Climbers” and Succession Planning eligible leaders crave transparency and proactive measures
- C-Suite and HR Talent Management Alignment and Collaboration
- Honesty and integrity vis-à-vis trajectory, long-term goals
- Leaders vs. SMEs/SICs
- *HCGA’s Talent Trajectory Formula:  $IQ + PE < EQ + RC$*

# Retention Begins with Leadership

- This has become a marathon as opposed to the sprint we first thought it was
  - Constant changes in CDC guidelines create the need for quick policy review and implementation.
  - Delegated decision making.
  - What sticks for the long haul?
  - How changes are communicated matters!

# Poll #3



# From Out of the Ashes

- What have leaders learned?
  - In order to take care of others we have to take care of ourselves first.
  - In troubled times, empathy creates loyalty.
  - Rigid leaders must learn to be flexible.
  - Rigid leaders must know when to be rigid again.
  - Communication, no matter how it is done, keeps employees engaged and CALM.
    - Town Hall Meetings
    - Infographics
    - Distributed Policies

# What We Do Now Matters Later

- Not all employees are built to work from home
  - All struggles are not equal, but they are real.
    - Employee benefits (EAP, Telemed, etc.)
    - Support groups for parents, isolated singles
    - Rewards for essential workers: time and money
- Managers have to manage now more than ever
  - Not all companies are Google or Facebook
  - Employees who thrive vs. employees who struggle
  - While the cat's away, the mice will play!

# Back to the Future

- What IS the new norm going to be?
- Succession Planning
- Preparing for the next disaster

Thank you for joining us today.

Questions?