



Recruiting and Retaining Top Talent **Nonprofit Seminar**

Why Discuss Culture & Recruiting?

Peak
65





75%

Nonprofit executives plan to leave their position during the next 5-7 years.**

Why Discuss Culture?

“Great Reshuffling” - Employees are switching jobs & industries

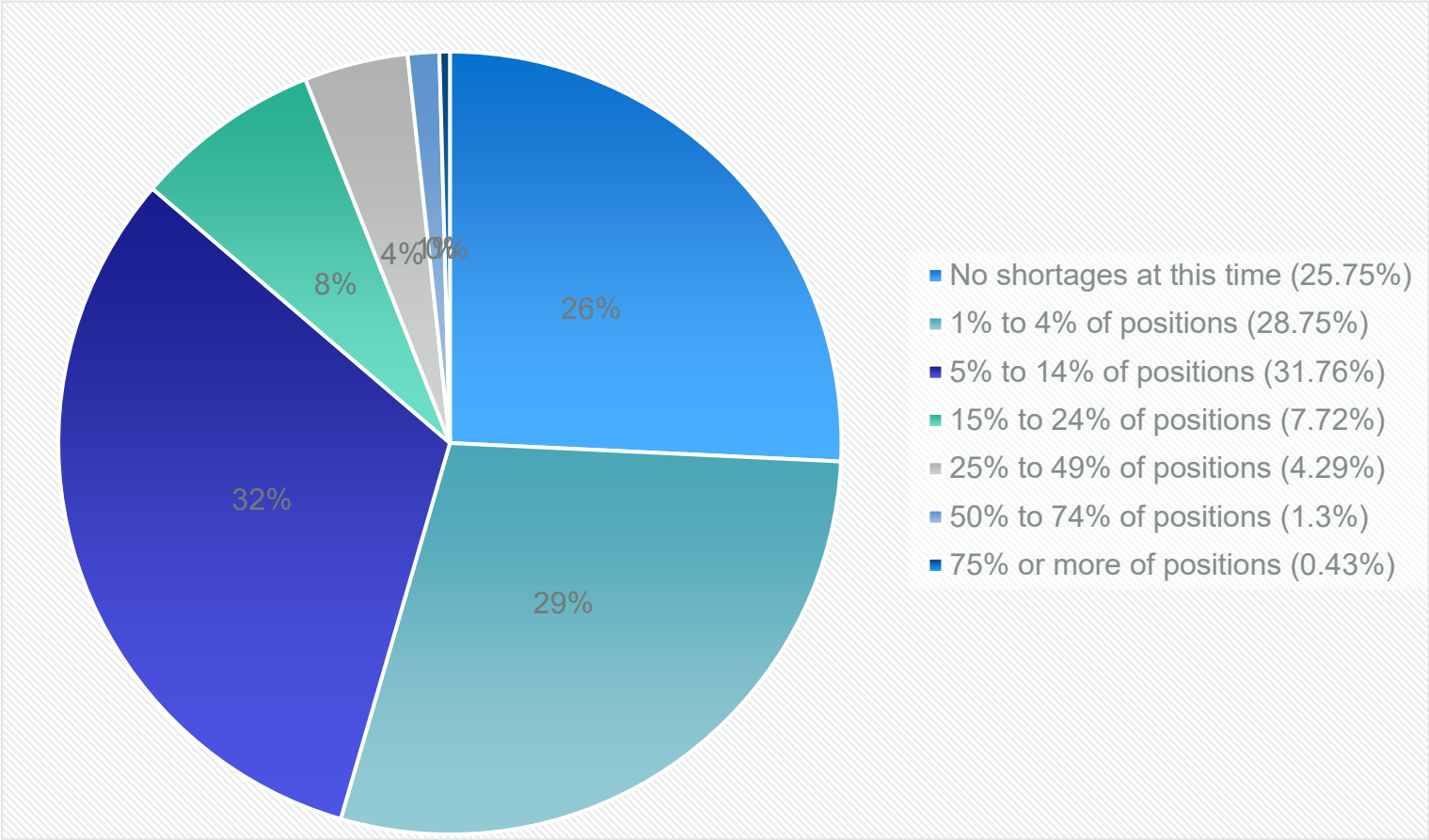
- **35%** took a new job in the same industry
- **54%** Education changed industries
-  • **65%** Finance and Insurance changed industries
-  • **72%** Public and Social Sector (nonprofit) changed industries

2025 State of the Nonprofit Sector

Staffing Shortages

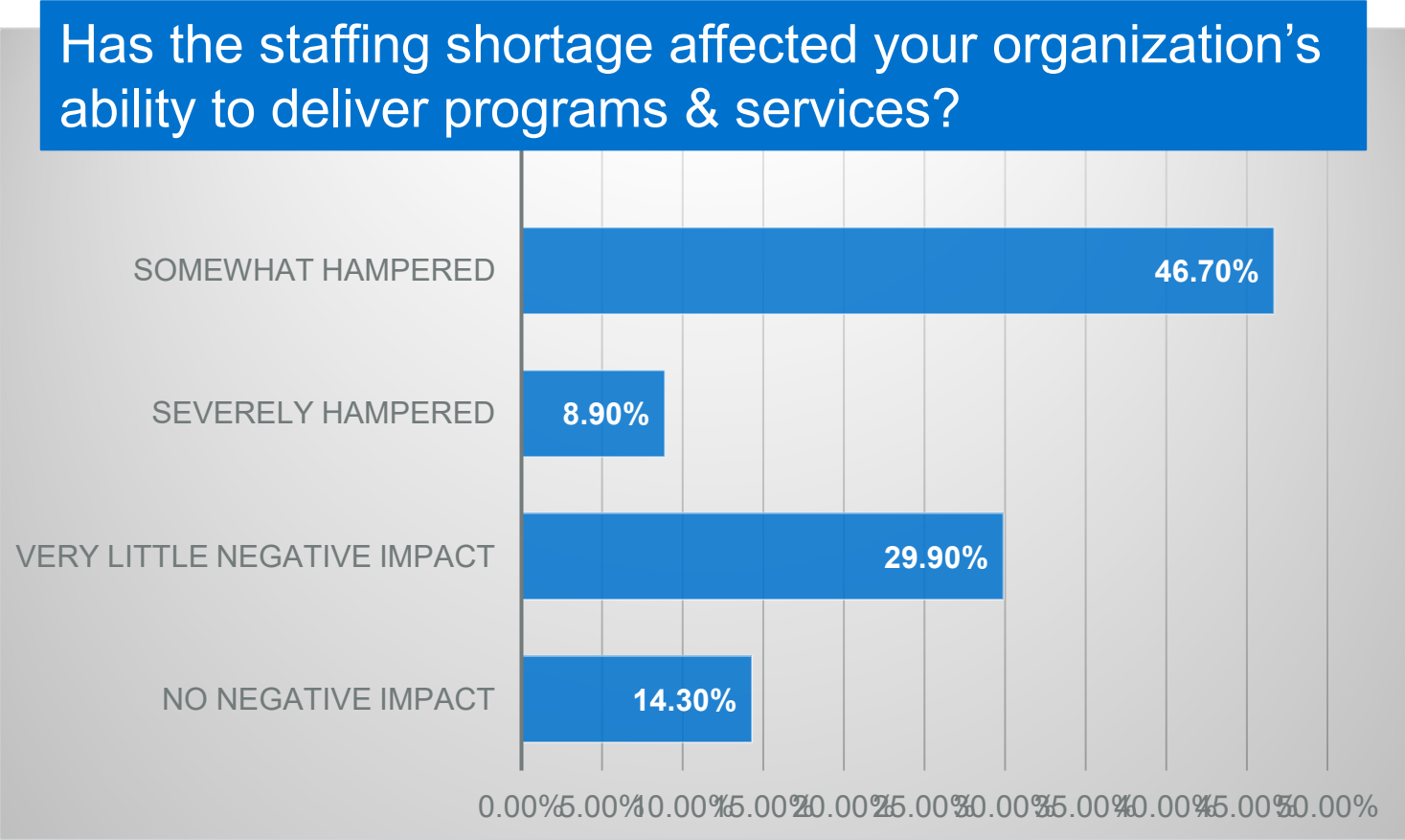
74% have vacancies

Health, Education, & Human Services have the highest levels of vacancies.



2025 State of the Nonprofit Sector

Staffing Shortages



55.6%

Staffing shortages have hampered their ability to deliver programs & services

This poses a risk to the people & communities where nonprofits serve.

Why Are People Leaving?

We live in a culture that is 24/7

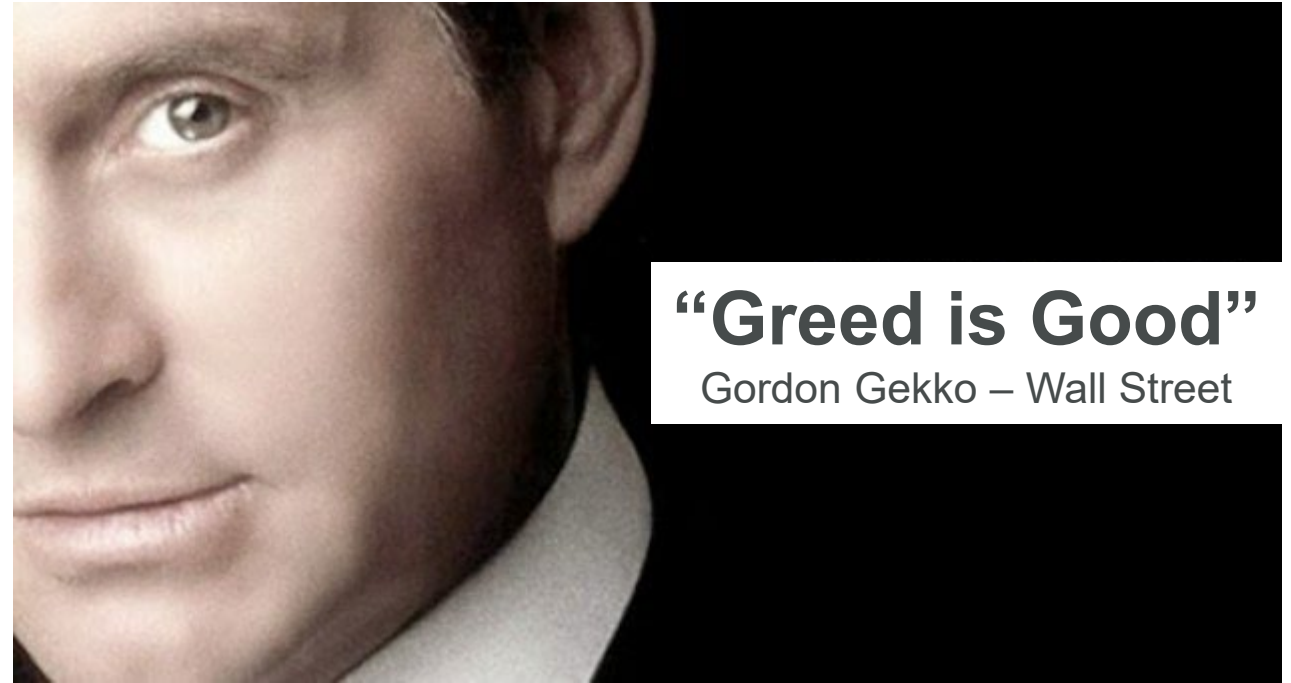
Social media is 24/7

Communication is 24/7

Amazon Prime is 24/7

Everything is 24/7

We have lost fixed boundaries.



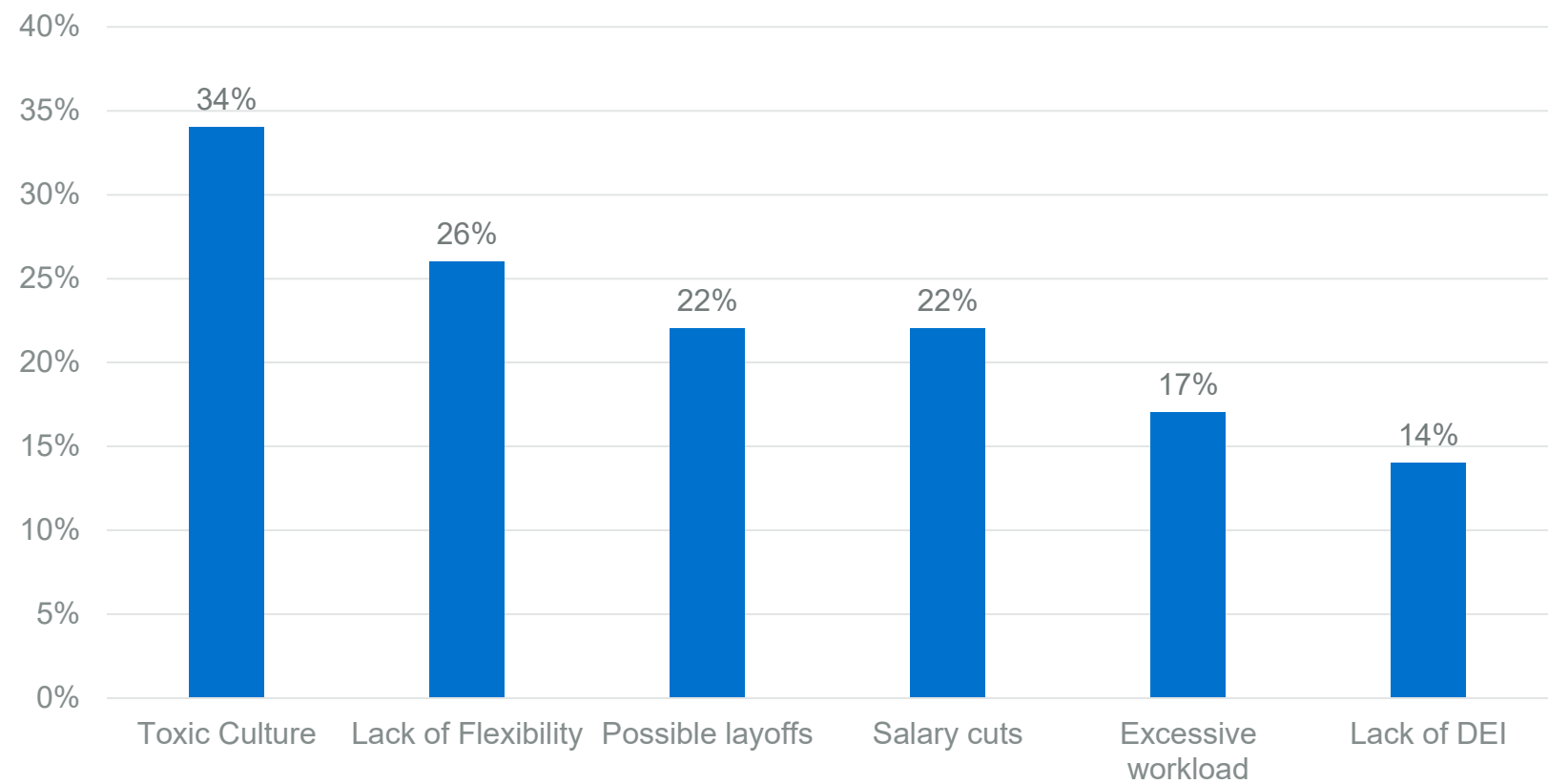
Workers (especially those under 45) are leaving their jobs in unprecedented numbers because of what companies are delivering (or not) regarding workplace culture.



Employees now expect businesses to be a force for good in society.

Culture

What drives employees to leave a job?

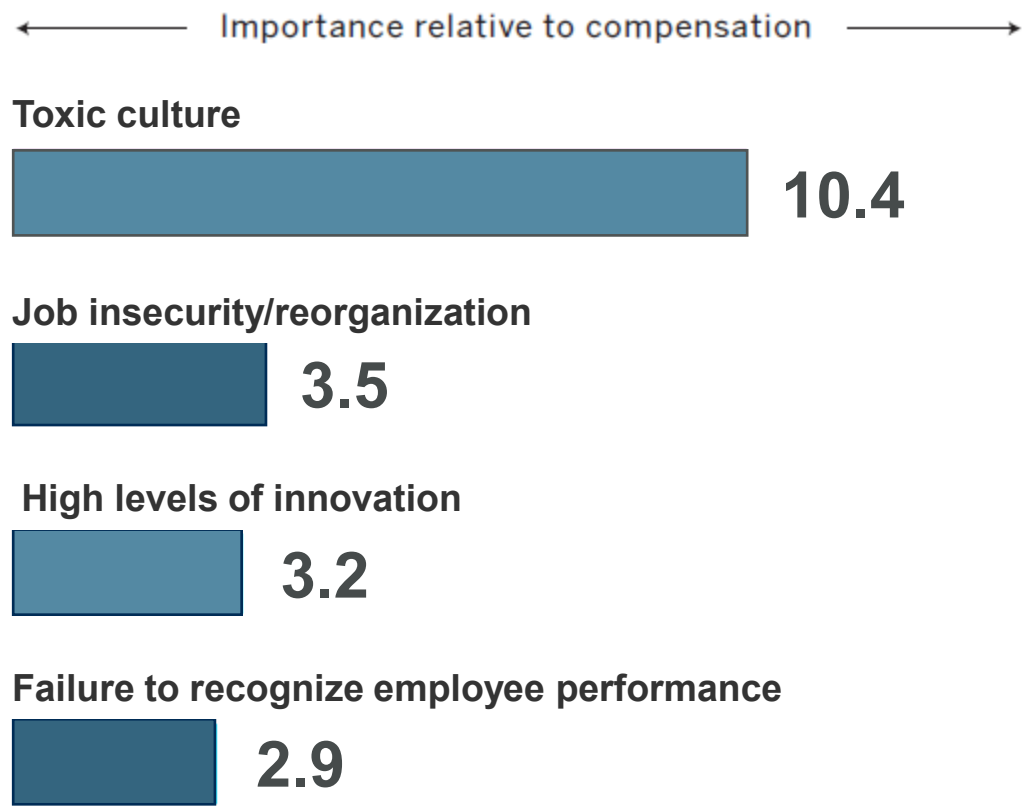


Toxic workplace culture was the reason most Millennials gave as a factor to their decision to look for another job.

Gen Z of all age groups feared layoffs, especially men.

Cultures Predicts Attrition

A toxic culture is 10 times more likely to contribute to attrition than compensation.



Toxic Culture Characteristics

- Organization's values are unclear or ignored
- Organization's vision/goals are unclear or ignored
- Leadership lacks transparency
- Poor internal communication is common
- Bullying, manipulation is tolerated
- Employees not involved in decision-making
- Low productivity is tolerated
- Lack of recognition/promotion



What is organizational culture?

Culture is more than just “how things are done,”
or educational and social backgrounds.

Culture is about shared norms, beliefs,
and expectations.

Culture is written/unwritten, spoken/unspoken.

Culture builds. And kills.

Communication.
Respect.
Integrity.
Excellence.



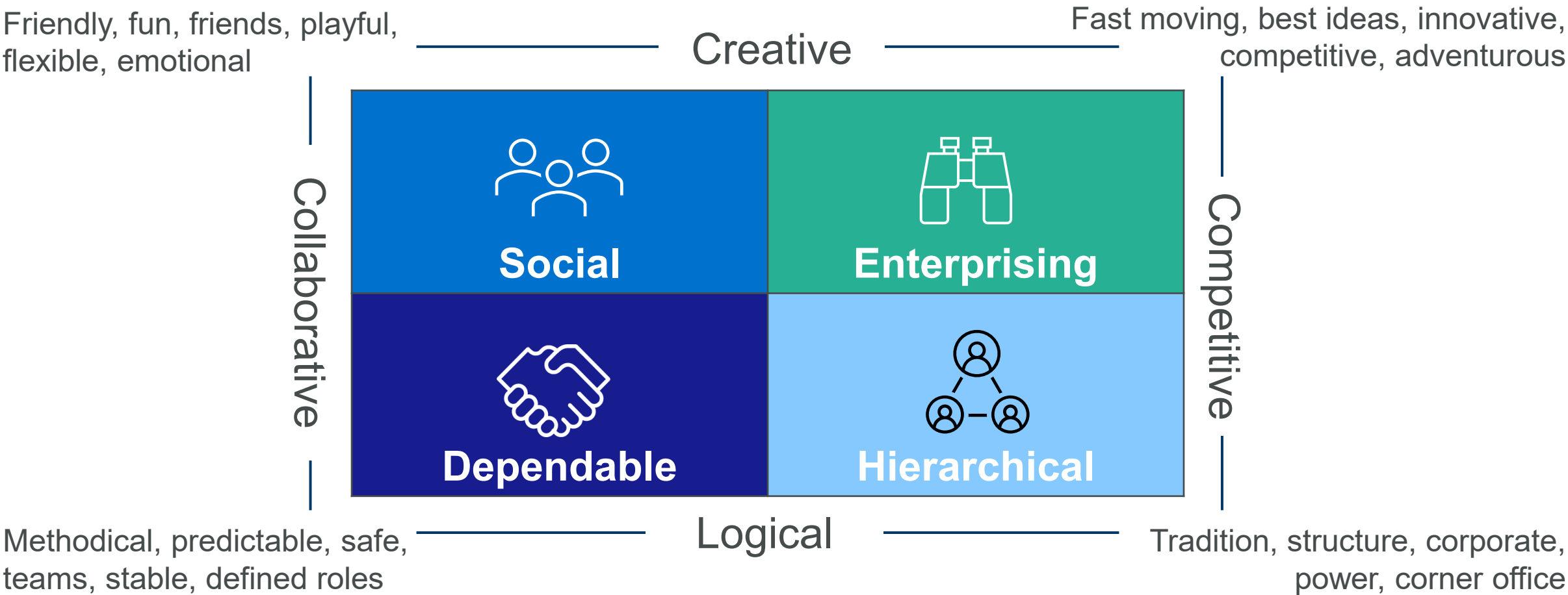
2000 annual report

Coming up with strong values—and sticking to them—requires real guts.

If you're not willing to accept the pain
real values incur, don't bother going through the process.



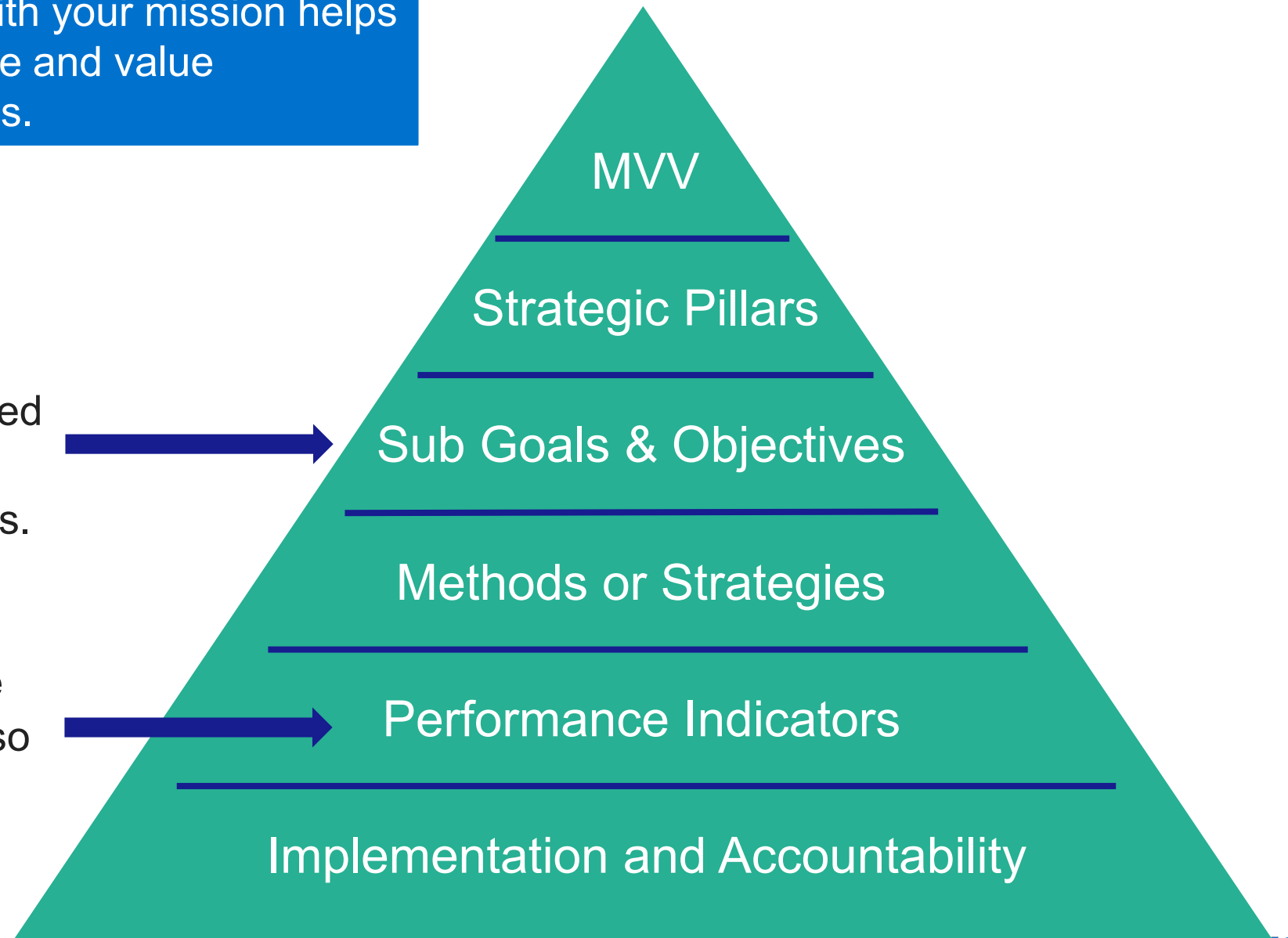
Types of Organizational Culture



Aligning your talent strategy with your mission helps you communicate your purpose and value proposition to future employees.

Break down your mission into specific, action-oriented objectives that can guide your talent decisions.

Show how employees are instrumental to success (so they feel importance).



Identifying the Values/Culture

1. Top-down, bottom-up process, dept. by dept. (surveys, focus groups, etc.)
2. Outside help – objective facilitation creates honest feedback.
3. Implement with consistency, all people at all times.

Without a clear understanding of what a cultural fit or misfit looks like, and without the active involvement of the leadership team, even the best hiring process will fail.

Recruiting For Cultural Add, Not Fit

There’s a shift away from “fit,” being replaced by “add.”
Focusing too heavily on “fit” can limit your talent pool and risk homogenizing your work.

Consider every aspect of a candidate, from their lived experiences to their people skills, to see what they can bring to the table.

Which personality traits matter most to succeed in your culture?

Assertiveness	Friendliness	Money orientation	Risk tolerance
Collaboration	Independence	Organized	Rule conscious
Competitiveness	Innovative	Positive attitude	Strategic thinking
Detail orientation	Leadership orientation	Relationship orientation	Stress tolerance
Empathy	Learning orientation	Reliability	Trusting of others
Flexibility	Money orientation	Resilience	

Identifying Values

Start by asking these 7 questions:

1. Do we practice **transparency** with our team members?
2. Do we encourage **feedback** and even **dissent**?
3. How do we communicate with each other and our donors?
4. Do we follow-up and act on feedback?
5. What does our **decision-making** process look like, and who does it involve?
6. How do we define our work hours and a typical day at the office?
7. Do we strive to **learn and innovate** (or actually resist it)?

Characteristics of a Strong Organization Culture

1. People first – we care about YOU!
2. High performance vs. SWAMP
3. Innovation and creativity

Culture starts with leadership

- Prioritizing them
- Communicating
- Supporting (time and \$)

Company culture can only thrive when top leadership accepts responsibility for it.

Before Advertising the Position

- Look closely at the position. Examine its functions, interaction with other positions.
- Write/revise job description with KPIs.
- Consider the role, visualize a successful candidate (qualities, characteristics)
- Develop evaluation criteria, timeline.



Interview Potential New Employees With Values and Culture In Mind

- Tell me about a time when you disagreed with your boss.
- Tell me about a time when your idea or opinion was rejected.
- What values are you drawn to and what's your ideal workplace?
- How would you describe our culture based on what you've seen?
- What best practices would you bring with you from another organization?
- Tell me about a time when you worked for an organization where you felt you were not a strong culture fit. Why?

Once They Are Hired...



1. Provide a robust onboarding process

- Engage early and often
- Set clear expectation
- Establish goals



2. Recognize and Celebrate

- Acknowledge and reward high performers



3. Develop Employee Referral Program

- Increases chances of cultural fit
- Lowers recruitment time and costs
- Increases current employee engagement



4. Launch Employee Leadership Mentoring

- Help grow young employees into leadership roles
- Promise of internal mobility improves productivity, satisfaction and retention

Final Considerations and Summary

1. Establish your Values, Culture, and Value Proposition.

2. Make employer branding a priority.

Companies that invest in employer branding are 3x more likely to hire the right talent.*

3. Utilize current and former employees as ambassadors.

Satisfied employees are your best referral source.

4. Expedite the hiring process.

Top candidates may have multiple offers, don't delay the offer.

5. Demonstrate care for employees.

Work/life balance is one of the most important factors in recruiting.

Questions?



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