

The background of the slide is a light blue-tinted photograph of a town street. On the left, there are multi-story brick buildings with storefronts. In the center, a speed limit sign for 25 is visible. On the right, a crowd of people is walking, and one person in the foreground is wearing a t-shirt that says "AMITY ISLAND 1975".

Cultivating Leadership and the Next Generation of Nonprofits

**GENERATION
WEST VIRGINIA**

OUTLINE FOR TODAY:

1. Generation West Virginia: Who we are and what we do
2. Why it matters: Why Cultivating the Next Generation of Nonprofit Leadership matters for you and your organization
3. GWV Programs as Case Studies: What we've learned about attracting and retaining young people and some strategies to try in your organization
4. Questions: Anything else on your mind?

REFLECTION QUESTION:

Why is cultivating the next generation of leadership important to you and your organization?



WHO WE ARE

Our mission *To attract, retain, and advance young people in the Mountain State*

Our vision *A Mountain State where more of the next generation can choose and choose to stay, knowing that the lives they want lead are possible right here at home.*

WHAT WE DO

Connect young folks to jobs

- Impact Fellowship
- NewForce

... and build communities where they want to live

- Local Generation Network
- Policy
- We work hard to make our own organization a good workplace for young people

Our Programs

TO ATTRACT, RETAIN, AND ADVANCE YOUNG TALENT IN THE MOUNTAIN STATE, WE MUST:

Cultivate a network of young people to drive the development of thriving communities

Create job opportunities and career pathways in growing, diverse sectors of employment

Identify and communicate the priorities, motivations, and needs of the next generation

Provide a voice and source of action for young people to inform policy at all levels

GENERATION WEST VIRGINIA ACCOMPLISHES THIS THROUGH THE FOLLOWING STRATEGIES:

Generation Network

Impact Fellowship

NewForce

Research and Policy

WHY WE DO IT

State-level problem and impacts...

- 30 people leave WV every day
- Fastest rate of population decline in the US
- Decreased tax based, decreased ability to recruit new employers, state image

...that lead to more local level problems

Organizational level:

- 36% of WV nonprofits report high staff turnover and challenge recruiting new talent

Individual level:

- too many people feel stuck, pushed out, or not welcome

This is about more than young people.

AT WORK:

- All generations cite the same attribute as the primary reason for staying at their company – **exciting and challenging work.**
- The second and third most important features: **‘opportunities to advance’** and **‘autonomy/freedom’**

IN COMMUNITIES:

- AARP Livable Communities

Source: HayGroup “Managing a multi-generational workforce: the myths vs. the realities”

This problem impacts all of us.

And we all have a role in the solution.

How do you fit in?

- As an employer – you work for a nonprofit that can hire young people!
- As a board member – you can help recruit young people to your board
- As a nonprofit team member – you can build capacity with young volunteers
- As a West Virginian – we **all** have a stake in our state's future

With COVID, it's more important than ever...

- Many are seeing the transitions with COVID as opportunities to retire, change jobs
- People are looking to move out of cities

and we're seeing that strategies for cultivating the next generation of leaders are really just strategies for building resilient organizations...

REFLECTION QUESTION:

What work place practices have helped with your transition during Covid?

What work place practices have made the transition more challenging?



***What do (young) people want in
a job?***

WHAT WE'VE LEARNED

- Importance of career **pathways**
- **More** than a job — **careers + development + community**
- There is **demand** from people to live/work in WV when they have **access to the kinds of opportunities the Fellowship and NewForce represent**
- **Building community is one of the most important retention tools**
- Learning and opportunities to grow is one of the most attraction and retention tools

How do we know?

IMPACT FELLOWSHIP



IMPACT FELLOWSHIP

Why We Know It's Working

- This program is attracting interest from across the state and world: 1,145 Impact applicants
- Attracting quality talent: Host Companies return each year; most stay with Host Company
- Retaining quality talent: high in-state retention rate

NEWFORCE



NEWFORCE

Why We Know It's Working

- Even with job offers out of state, graduates are choosing WV opportunities: **86% placement overall**
- Lots of interest: 200 applications for 30 spots
- Priorities of students: Want to work for employers where they can learn and where they feel supported, taking lower salaries to do so
- Why they do it: they have jobs, want careers...

STRATEGIES TO TRY:

ATTRACT:

- Put values front and center in job descriptions
- Emphasize importance of the mission and their role in making impact
- Emphasize opportunities to learn in your workplace

RETAIN:

- Think of your workplace as a classroom, opportunities to learn as a team on a regular basis
- Instead of “training”, think integration and engagement
- Regularly put the mission front and center, connecting your team with the WHY often
- Multi-generational mentorship, feedback as a key part of the culture

STRATEGIES TO TRY:

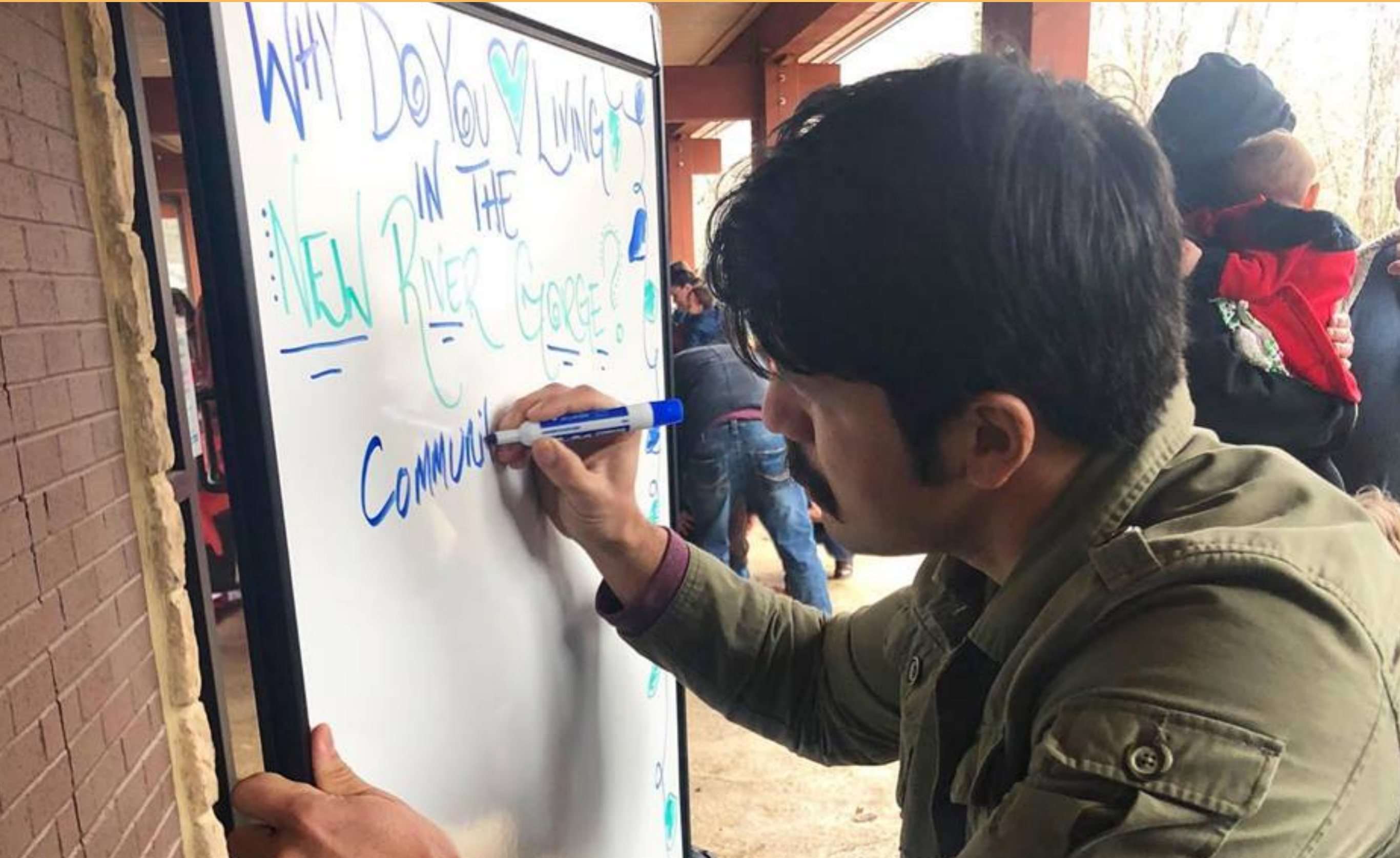
Example from our job announcements:

THIS JOB WOULD BE A GREAT FIT FOR YOU IF:

- You're committed to building an economy in West Virginia that works for and includes everyone, no matter their background or socioeconomic status.
- You're ready to meet people where they are and empower them with tools and resources to make informed decisions about their careers.
- You're wary of the traditional coding bootcamp model that is too often touted as a silver-bullet-fix and fails to take into account the root causes of challenges facing our communities. You're ready to help us build a better model.
- You enjoy connecting with people and helping them think through their problems.
- You're willing to tackle challenges that don't have easy answers, experiment with innovative solutions, mess up, and try again.
- You want a future for West Virginia that's better than just "good enough."

***What do (young) people want in
a community?***

GENERATION NETWORK



WHAT WE'VE LEARNED

- People stay in places they feel connected, engaged, and a part of

“I have invested time and energy into my community and I feel compelled to stay. I love making my area more enjoyable and livable for everyone.”

“Generation has allowed me to be a part of the change I am eager to see happen in our area.”

- Generation NRG

WHAT WE'VE LEARNED

- Young people are eager to get involved with clear access points — **“disengaged” is a myth**

“Through my involvement, I have been at the front lines of my community’s growth. I’ve always had a passion to help my community grow and this has been my outlet...”

- Generation NRG

WHAT WE'VE LEARNED

- It's not rocket science — **friends and peers matter**

“It provides you with a lifeline of people who see the value and the beauty of our great state and why would you ever want to leave that?”

- Generation Putnam

WHAT WE'VE LEARNED

- Access to networks is a key retention factor

“I feel valuable; I feel happy; I feel like I’ve made friends and connections I know I never would have made otherwise.”

- Generation NRG

GENERATION NETWORK

WHY WE KNOW IT'S WORKING

- Growing network with more young people choosing to get involved each year: Engage 25,000+ people in growing network
- Dedicated volunteers that are staying involved: local events annually to connect, engage, and ***retain*** the next generation
- Engagement is retaining young leaders: 43% of local Generation members, and 92% of local Generation leaders are more likely to stay in WV due to their involvement

STRATEGIES TO TRY:

ATTRACT:

- Make sure your team is listed on your website so applicants can see the community they'd be joining
- Emphasize opportunity to innovate and lead in position descriptions

RETAIN:

- Think of your workplace as one of their most important networks, how can you give young employees opportunities to lead, take responsibility, and have a true seat at the table?
- Share the big picture with your teams (debriefs with your team)

RESEARCH & POLICY



WHAT WE'VE LEARNED

- While we disagree on a lot, the **mission of attracting and retaining young people is a unifying one** and impacts all of us
- **We're not all that different.**

RESEARCH & POLICY

Why We Know It's Working

- We've been able to pass policy that otherwise has been divisive: passage of the first comprehensive broadband access legislation; partnered with AARP

REFLECTION QUESTION:

Take a 5 minute break and...

What is standing out to you so far from the strategies we've covered?



How do we implement these strategies in our own workplace?

Workplace Culture:

- Culture of feedback
- Give people ownership over their work
- Mentorship
- Encourage curiosity
- Engage all levels in decision making
- Structure matters
- Policies matter

All of this really supports a culture of trust.

Workplace Policies:

Work From Home

Work from Home Policy

All employees may elect to work out of the office up to two full days per week, concentrating telecommuting time all on one day or distributing it throughout the week, as long as they are in the office or at work-related meetings/events in the community per required by their responsibilities and duties. (Please note: round trip travel to and from the office on days an employee telecommutes for a portion of the day does not count as work time.)

As when employees work in the office, employees prioritize their projects and tasks (with Executive Director input, as appropriate) for the telecommuting time, including projects that require freedom from interruptions. Employees who elect to telecommute in any given week need to inform their supervisor what projects and/or tasks they are accomplishing during their time spent telecommuting. Telecommuting employees need to be accessible by phone in case there is a time-sensitive matter to address. In addition, employee needs to be available by either telephone or email throughout the day.

No regular telecommuting day or time slot is guaranteed. Employees who use this option agree to stay flexible on the particular time(s) they work out of the office so that organizational needs (such as internal and external face-to-face meetings) are met. Also, employees may not telecommute on weeks they are also out of the office for full days for paid holidays, vacation, or sick time, without prior approval from their supervisor. Finally, any employee's agreement to telecommute can be terminated at any time if they are not meeting job responsibilities or job requirements, including new unanticipated requirements.

Workplace Policies:

Flexible Working Hours

Flexible Working Hours Policy

In line with its commitment to valuing diversity, the company recognizes that flexible working hours bring benefits to both employees and the organization. Our flexible working hours policy provides arrangements for a flexible system of attendance to help employees manage their daily hours of work to suit their individual needs and the needs of the organization. Employees are trusted to work with the Executive Director to communicate their work schedule if their needs require a compressed work week, shifted work day, or other flexible work hours. Employees should work with the Executive Director to get approval for all flexible work hour requests.

Workplace Policies:

Equity and Inclusion

Diversity and Non-Discrimination

Generation WV is committed to fostering, cultivating and preserving a culture of diversity and inclusion. Our human capital is the most valuable asset we have. The collective sum of the individual differences, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities and talent that our employees invest in their work represents a significant part of not only our culture, but our reputation and company's achievement as well.

We embrace and encourage our employees' differences in age, color, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, race, religion, sexual orientation, gender identity, gender expression, socio-economic status, veteran status, and other characteristics that make our employees unique.

Our diversity initiatives are applicable—but not limited—to our practices and policies on recruitment and selection; compensation and benefits; professional development and training; promotions; layoffs; terminations; and the ongoing development of a work environment built on our values of equity and inclusion that encourages and enforces:

- Respectful communication and cooperation between all employees
- Teamwork and employee participation, permitting the representation of all groups and employee perspectives
- Work/life balance through flexible work schedules to accommodate employees' varying needs
- Employer and employee contributions to the communities we serve to promote a greater understanding and respect for the diversity

Workplace Policies:

Equity and Inclusion, continued

All employees of Generation WV have a responsibility to treat others with dignity and respect at all times. All employees are expected to exhibit conduct that reflects inclusion during work, at work functions on or off the work site, and at all other company-sponsored and participative events.

Any employee found to have exhibited any inappropriate conduct or behavior against others may be subject to disciplinary action. Employees who believe they have been subjected to any kind of discrimination that conflicts with the Company's diversity policy and initiatives should seek assistance from a supervisor or an HR representative.

BENEFITS

Health

- We provide 100% dental/vision/health benefits coverage for each employee
- Encourage employees to schedule therapy during work hours

BENEFITS

Leave

Parental Leave

It is the policy of The Company to provide up to 12 weeks of paid parental leave to eligible employees. During this leave window, the Company may contact the employee in the case of an exceptional demand on the Company requiring their input or a major decision to be made requiring significant input from the employee's role at the Company.

The purpose of this policy is to give parents additional flexibility and to bond with their new child and adjust to their new family situation. Flexibility and family-friendly policies are essential to cultivating a workplace where employees can thrive professionally without sacrificing essential family obligations.

Parental leave can be taken connected to the birth of an employee's child or the placement of an adopted child within an employee's home. To qualify for Parental Leave under this policy, the employee must have been employed for at least six months and be classified as a full-time or part-time regular employee. The employee must also have given birth to a child, be a spouse or committed partner of someone who has given birth to a child, or have adopted a child who is 17 years old or younger.

BENEFITS

Flexible Time Off

Flexible Time Off

This company doesn't limit the amount of paid time off that full-time employees can take. Our flexible time off company policy allows employees to take as much leave as they need, whether for vacation, personal time, or sick time. Employees need time to rest and enjoy themselves outside work. Putting a cap on this important time doesn't help our effort to achieve high levels of employee satisfaction and productivity needed to ultimately best achieve our mission of attracting and retaining young talent.

We trust our employees to get the job done. This policy allows employees to take the time off that they need, when they need it. We want Generation West Virginia to be a place where our employees want to grow in their career and progressive, flexible programs like this are becoming more important for retaining employees. We hope our workplace can serve as a model for the kinds of workplaces that attract and retain top talent.

This policy is based on mutual trust between the employer and employee. It gives employees opportunities to work or take time off as they see fit, as long as they keep fulfilling their duties. It gives employees the flexibility to take personal time, without having to worry about how many hours have been accrued.

The company will track flexible time off for all employees to ensure that employees don't take time off that compromises their performance. Employees don't accrue time off, so the company will not compensate unused leave. This policy doesn't interfere with applicable legally established leaves. Any flexible time off leave they choose to take is separate.

BENEFITS

Flexible Time Off, continued

Procedure

When taking any time off, it's important to keep your team informed and schedule your time off as far in advance as possible. This will allow for appropriate coverage plans to be in place before you take your time off. Employees are obligated to:

- Avoid abusing the policy by taking time off that negatively impacts their job and the company.
- Communicate and collaborate with their team to ensure everyone takes leave without disrupting operations.
- Plan to delegate, postpone or otherwise manage projects that will be affected by their time off.
- Notify their supervisors at least two weeks in advance.

Leave of less than two business days doesn't need approval from the Executive Director. Employees are still advised to coordinate with their team members to ensure fairness and efficiency.

The Executive Director needs to approve leave that extends beyond two business days and can reject requests for any reason based on their discretion. Approval will be on a first come, first serve basis. Both employees and supervisors should use common sense and adhere to company policies when requesting/approving vacation leave. Effective communication between team members is vital to make this policy work for everyone.

The company will review this policy annually and address any issues.

RESOURCES AND TOOLS

Templates and Tools We'll Share

- Employee Handbook
- Example Job Descriptions
- Staff Evaluation Template
- These slides

REFLECTION QUESTION:

What feels a next actionable step you can take to cultivate the next generation of leadership in your nonprofit organization?



Questions and Ways to Get Involved with GWV

Reach out anytime!

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