



**every  
one**

deserves a decent  
place to live.

**Recruiting, Training and Retaining  
High Performance Team Members**



**Habitat**  
for Humanity®

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Habitat for Humanity International

# Agenda

1. Recruiting

2. Training

3. Retaining



# What does 'High Performance Team Member' mean?



# Importance of Culture

- What is our mission
- What are your cultural values



# HABITAT FOR HUMANITY'S CORE VALUES

## *Teamwork*

Collaboration, Cooperation and Communication

## *Effort*

Determination, Exertion and Energy

## *Accountability*

Answerability and Culpability

## *Professionalism*

Competence, Expertise and Efficiency

## *Integrity*

Honesty, Veracity and Reliability



**1. Get Clear on Expectations** – Establish mutually understood objectives and deadlines for all projects, issues, and commitments. Know your audience, write and speak clearly, avoiding jargon and communicating to be understood. Clear is kind.

**2. Practice Blameless Problem Solving** – develop solutions rather than point fingers. Identify lessons learned and use those to avoid repeating mistakes. Learn from experience and get smarter with every mistake.

**3. Create a Welcoming Environment of Belonging** – Pay attention to every interaction and include all. Set a tone of friendliness and helpfulness with every conversation, email, letter, and voicemail, both internally and externally.

**4. Stay Self Motivated** – Drive your desire to achieve above and beyond expectations.

**5. Be Trustworthy** – Accept responsibility by not blaming others. Take the initiative to influence results.

**6. Be Precise** – Be accurate and pay attention to the details. Double check your work. Get the details right.

**7. Help Create a Diverse and Equitable Environment** – Look for ways to increase the diversity of our group through active recruitment and retention. Treat all persons impartially. Be fair and just. Pay attention to every interaction and be sure to use the same tone with everyone in the same situation. Call in your peers if the opportunity arises.

**8. Always Follow Through** – Set a follow-up date and complete the task as planned. Take responsibility and ownership for the task.

**9. Ask for Help** – Know your strengths and know who can provide support for your weaknesses. Use the assistance you have from your teammates, including volunteers.

**10. Be Innovative** – Look into new ways to do things. Be comfortable trying new things. Don't be satisfied with status quo.

**11. Lead by Example** – Provide examples for those you work with, so they can determine the expectations for success.

**12. Celebrate Success** – Celebrate and appreciate all successes. Provide positive feedback to co-workers and let others know about the specific task that you appreciated.

**13. Deliver Results** – Be relentless about improvement. Set and communicate goals regularly. Use data to track results and report progress and achievements.



**14. Follow-up on Everything** – Be mindful of the time it takes to not only have a meeting but also to follow-up on actions and deliverables. Clarify urgency and finish what you start.

**15. Be Process Oriented** – critically think about the processes involved in your work so that you can duplicate, train, and lead to sustainable practices.

**16. Seek Connection** – Always be listening for opportunities to advocate for Habitat for Humanity. Strive to build deeper connections with constructive communications.

**17. Consider What's Best for the Customer (Donor, Volunteer, Partner Family, ReStore Customer)** - In all situations, consider what's best for the customer, and this should be best for the organization and community.



# Habitat for Humanity Core Values

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# Importance of Culture

- What is our mission
- What are your cultural values
- **Behaviors**







# Agenda

**1. Recruiting**

**2. Training**

**3. Retaining**



# Recruiting

- Cast a wide net



# Recruiting

- Cast a wide net
- Screen

You're gonna want to be  
a part of this

Come see why  
working with us is  
positively unique



# Recruiting

- Cast a wide net
- Screen
- Interview

# We're hiring!

- Friendly schedules
- Generous benefits
- Help your community



# Recruiting

- Cast a wide net
- Screen
- Interview
- Job Offer

## Put your talent to work

### Now hiring!

Live your values by  
joining our team



# Recruiting

- Cast a wide net
- Screen
- Interview
- Job Offer
- Standardize the process

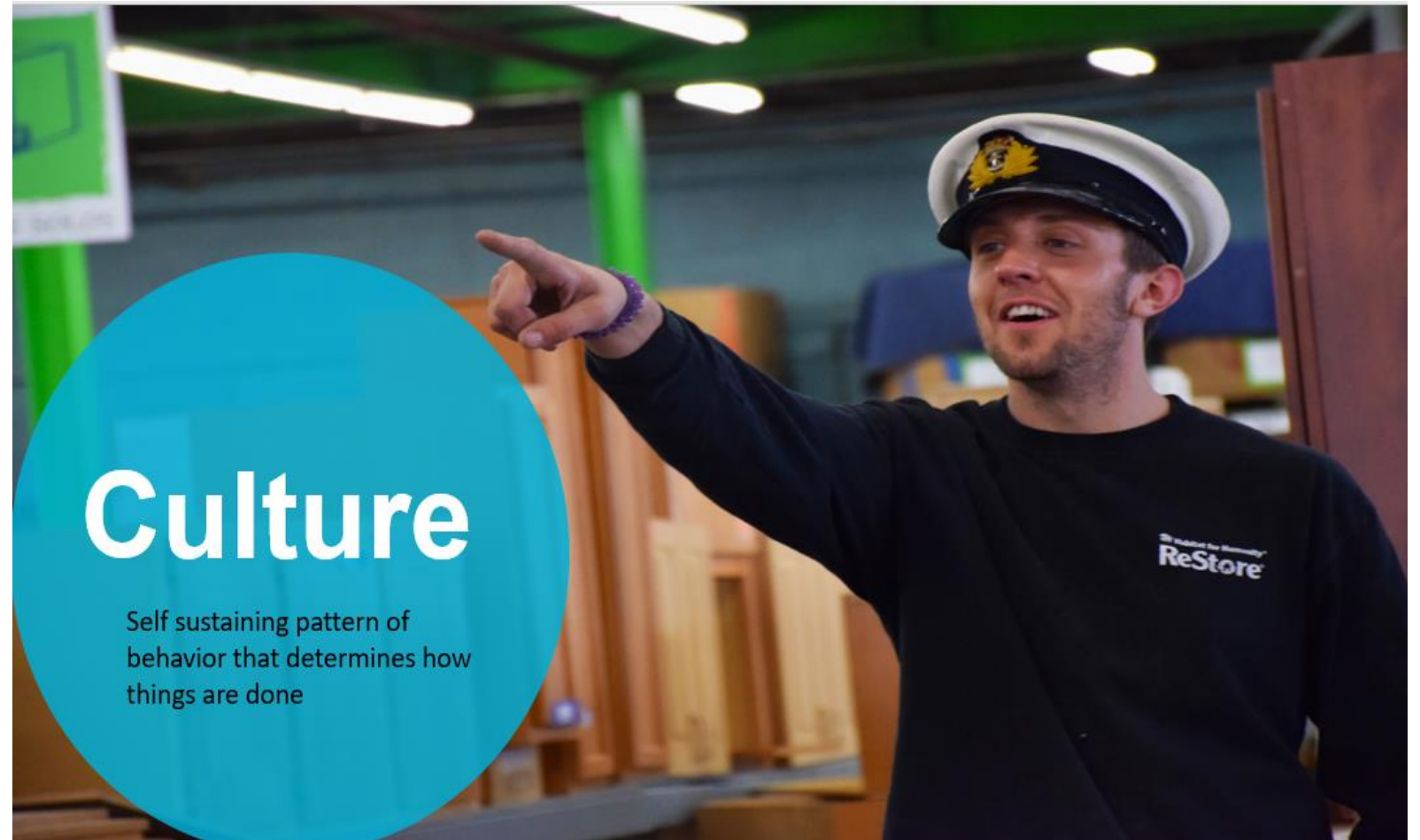
# Join our team!

- Work/life balance
- Fun store culture
- Make a difference



# Recruiting

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Why do we train?



The Cost of Losing an Employee

# Importance of training staff



Up to **40%** of employees who don't feel properly trained leave within a year.

Source: HR Exchange Network



Losing an employee costs a company an average of **\$15,000** in lost productivity.

Source: Work Institute



**76.8%** of all employee turnover is preventable.

Source: Work Institute



Well-trained team members are up to **82%** more likely to remain with their current employer.

Source: Glassdoor



Employees are up to **70%** more productive after undergoing formal training.

Source: Glassdoor

# Cost of Hiring after Losing a Staff Member

*The costs associated with just one bad hire can be quite significant. Use the spreadsheet below to calculate your costs associated with turnover and/or poor hiring decisions. If a questions does not apply, enter zero.*

1	# of staff that were hired during last 3 years	4
2	# of staff that were fired or quit during the last 3 years	6
3	Average Salary per Staff person	\$36,000
4	Average revenue per staff member	\$95,000
5	# of Weeks to replace staff member	4
6	Recruiting / Hiring Costs Per Hire	
6a	Advertising	\$125
6b	Referral/Recruiter Fees	\$0
6c	Administrative costs	\$500
7	Training and development costs per hire	\$4,000
8	# of weeks before Staff member is up to speed	8

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## Lost Staff Member Cost

Turnover %	150%
Recruiting / Hiring Costs	\$625
Training/Development Costs	\$4,000
Lost Revenue Cost <i>(Vacancy plus Ramp-Up)</i>	\$11,326.92
Cost of 1 Bad Hire	\$15,952
<b>Total Lost Employee Cost</b>	<b>\$95,711.54</b>

# Create a Training Plan

**“The only thing worse than training your employees and having them leave is not training them and having them stay.”**

**-Henry Ford**



# Onboarding



## Onboarding Checklist RESTORE ASSOCIATE

### Pre-First Day

- Dress Code
- New team member preparations (uniform/locker/timecard)
- Review work schedule
- Mission Message: Share Habitat for Humanity mission statement

Outcome: The new staff member understands this is a welcoming work environment with informed staff and a fully equipped workspace; new employees feel "settled in" on their first day.  
Date Completed: \_\_\_\_\_

### First Day

- Position Overview
    - Review daily schedule including break and lunch times
    - Review onboarding process and steps (including any individual adjustments)
    - Provide employee handbook and explain policies and procedures for: overtime, vacation, sick leave, holidays and employee purchases
    - Provide Operations manual and introduce how to use
    - Provide email, keys and other position needed materials
  - Assign new staff a mentor: \_\_\_\_\_ until staff member is fully trained of policies and procedures
- Safety and Policy: \_\_\_\_\_

### First Month

- Review overall process for performance and development goal
- New Employee Orientation meet with other HFH departments (Construction/Development/Affiliate Leader/Operations/Finance)
- Review and understand Affiliate Employee manual
- Review and understand ReStore Operations Manual
- Review and understand Social media Policy
- Complete DEI Training
- Complete Safeguarding training
- Mission: Connect staff member to local activities (groundbreaking engagement, build site activity)

Outcome: Employee is cognizant of his/her/they performance relative to the position and continues to develop, learn about the organization, and build relationships.  
Date completed: \_\_\_\_\_

### First Three Months

- 3 Month Check-in and review of progress
- Conduct 90-day evaluation
- Mission: Tithe and Habitat for Humanity's International Impact

Outcome: Employee is becoming fully aware of his/her/their role and responsibilities and independently and produce meaningful work. They continue to feel acclimated to the organization socially and socially. Date completed: \_\_\_\_\_



# Refinement of Skills and Knowledge



# Create a Training Plan

- Create a template for plan
- Use resources available
  - ReStore Foundations
  - Learning Paths
  - Safety Huddles
- Allocate the time



# Superstar Staff

vs.

# Rockstar Staff



# Training

- Onboarding
- Training Plan
- Superstar
- Rockstar
- *Together we build*





# Onboarding



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# Barriers to training:

- Not enough time
- Not enough staff
- Not enough.....



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# Retaining Employees

- Hiring Process
- Training
- Engagement





# Engagement Drives Retention

It's not just about pizza parties and donuts on the weekend, but they can help!

# Engagement

- Leadership
- Staff
- Culture



# Reviews

## Quarterly Employee Conversation Form September 2021

Employee: \_\_\_\_\_

Supervisor: \_\_\_\_\_

Date: \_\_\_\_\_

1. What skills do you feel are required for you to be successful in your position?
  - a.
  - b.
  - c.
2. How are your skills aligning with these requirements?
3. What skills do you want to work on during the next quarter?
4. How will you contribute toward your department goals and plans for 2021?
5. Three specific goals for your position during the upcoming quarter:
  - a.
  - b.
  - c.
6. What can I do to help you be successful in your position?
7. Other:

# Employee Bonus or Incentive Programs



Staff  
Pick

# How do you keep your teams engaged?





# Thank you!

