Listening Session Summary Report

FIRST STEPS
SOUTH CAROLINA

StopGap
Solutions

Process

- 5 listening sessions for local partnership board of directors
- 2 listening sessions for state board of directors
- Individual conversations as requested by phone and email
- Consistent base set of questions with flexibility based on response

Session Overview

- Overview of legislative requirements
- Discussion to define compensation, identify outliers, and open concerns
- Discussion to overview performance evaluation, what would make it effective and efficient, needed templates
- Discussion of hiring process, what makes for a successful hiring process, needed tools
- Closing: What will make you feel confident in this process?

Feedback: State Board of Directors

- Do not want to supersede the authority of local boards
- Communication process is a priority
- Some want recommendations vetted by Georgia and staff
- Ensure the “right” way to do things is clear to local partners for each task
- “If it makes it to us, we will rubber stamp it because we have to trust the team and the local experience.”

Feedback: Local Partnership Boards

- Many (up to 40% of total participants) were unaware of the legislation
- Want templates for interviewing questions and scoring, ED annual evaluations, salary adjustments
- Some want templates for sample employee handbooks and personnel documentation for entire local partnership
- Want comparative data, but don’t know exactly what to ask for

Opportunity: Leadership

- Session with program officers
- Need a communication plan for each next step
- Set the revision process with the rollout so everyone knows this is not permanent and will be updated
- Timeframes and templates will keep things standard enough to identify outliers but flexible enough to meet the unique needs of programs

Summary: Salary Increase

- Implement a timeframe for an annual submission. Any submission outside of the annual process should be for a unique demonstrated need.
- Include a rubric that indicates the reason for the request (COLA, Merit, Increased Responsibility, Other)
- Consider a more simple process for a raise of 4% or less and a more in depth process for a raise of greater than 4%
- Need consistent salary data for boards to review with training on what the salary data means: comps to regional partners, comps to size similar partners, comps to local nonprofits)
- Should close the backdoor of ways to increase compensation without approval. One way could be to include total compensation: PTO, reduced schedule, cost of any benefits (health, life, dental, vision, STD/LTD, etc.) and also any other perks (pet at work, baby at work, access to board member's beach house)

Summary: Performance Evaluation

- Templates to use based on organization size and guides on how to use the template
- Establish a single time frame for submission (ex: June). ED should have 6 complete months of service before the evaluation is required (Start date prior to Dec 1).
- Core set of competencies for all partner EDs that demonstrates how to measure accomplishment to establish a consistent baseline (financial management, subject matter expertise, community leadership, administrative management). Not a measure of perfection, but that things are timely, correct, and moving in the right direction
- Help boards tie performance evaluation to goal setting

Summary: Hiring

- Packet for boards “How to Hire an ED”
- How and where to post a job, sample interview questions, sample rubrics for hiring, sample timeframe from posting a job opportunity to start date
- Include standard 30/60/90 day base expectations to help boards know what to expect
- Standard base job description
- Help from SC First Steps on posting and spreading jobs to a larger network
- Share clear time frame of how the approval process will work
- Approval turnaround needs to happen within 5 business days (exec com > full board) or boards need to be able to make an offer contingent on approval

Summary

- Communication and training are critical steps for the final product rollout
- Ongoing communication and training after initial rollout are critical for trust-building
- Unique opportunity to provide tools that help organizations with capacity building and if they are rolled into this process, they are more likely to be used
- Project date for evaluation and revision of the process now (2-3 years)
- Need a clear pathway for when the board will not approve a recommendation and what the next steps are