



## SUMMARY

There are many different factors that lead to turnover and low retention rates and it slowly becomes problematic for any social service organization. As more and more people find themselves seeking the help through the services of nonprofits it is clear that nonprofit organizations must find a way to retain already trained employees. Retention of qualified employees is becoming a challenge for nonprofit agencies providing human services around the country. Low wages, heavy caseloads and not enough support from the leadership team are causing employee dissatisfaction, and in turn, increased turnover. A qualitative method was used and semi-structured interviews including a focus group were conducted with a Nevada nonprofit staff and leaders, to identify the most effective strategies that could be implemented by nonprofit organizations to retain employees.

## PURPOSE

The purpose of this research is to explore the factors that impact retention rates in social service organizations to achieve their mission, positively and negatively. Employee retention is an essential part of strategic leadership as it assists the organization to better achieve its mission. Therefore, keeping talented individuals that have a high desire to help others and are well trained, is important to ultimately create value within the community.

## RESEARCH

**RQ1. Why do social services organizations have such high turnover rates?**

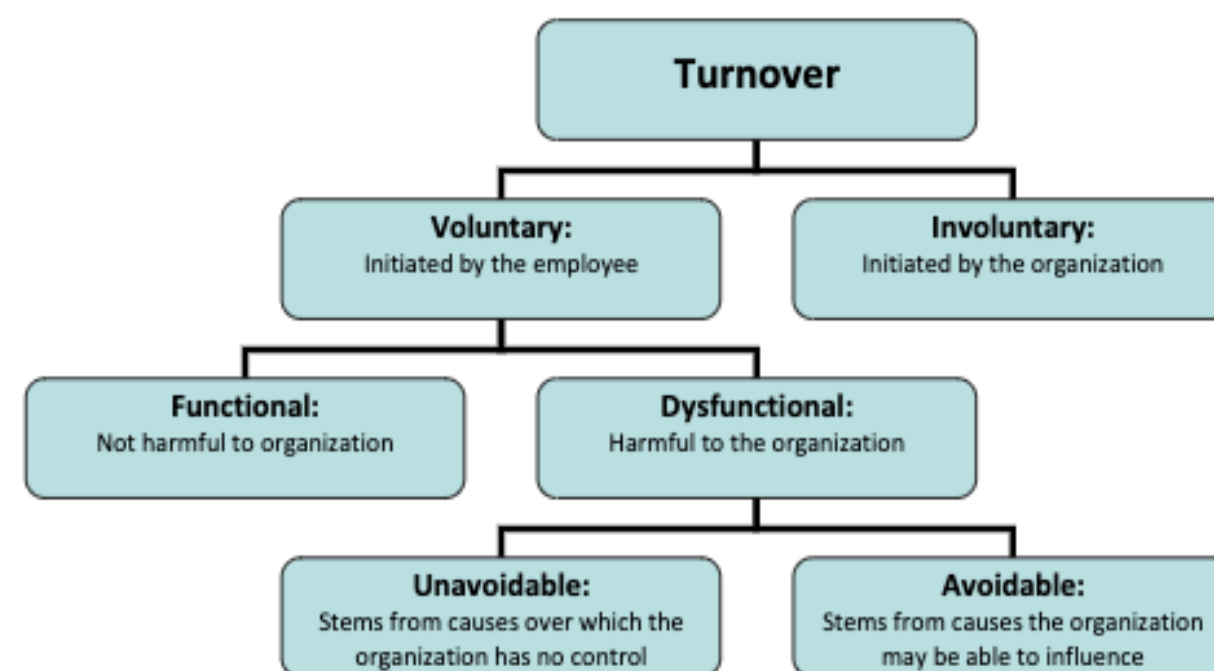
**RQ2. What Strategies are nonprofit leaders using in order to retain their employees longer?**

**RQ3: Are nonprofits fostering an environment that breeds high performance, retention and engagement?**

## METHODS

- Literature review**
  - Peer-reviewed articles.
  - Blogs, websites. Books.
- Expert Interviews**
  - Executive Director
  - Program Director
  - Former employees
- Focus Group**
  - Tenured employees
  - New current employees

## DATA AND ANALYSIS

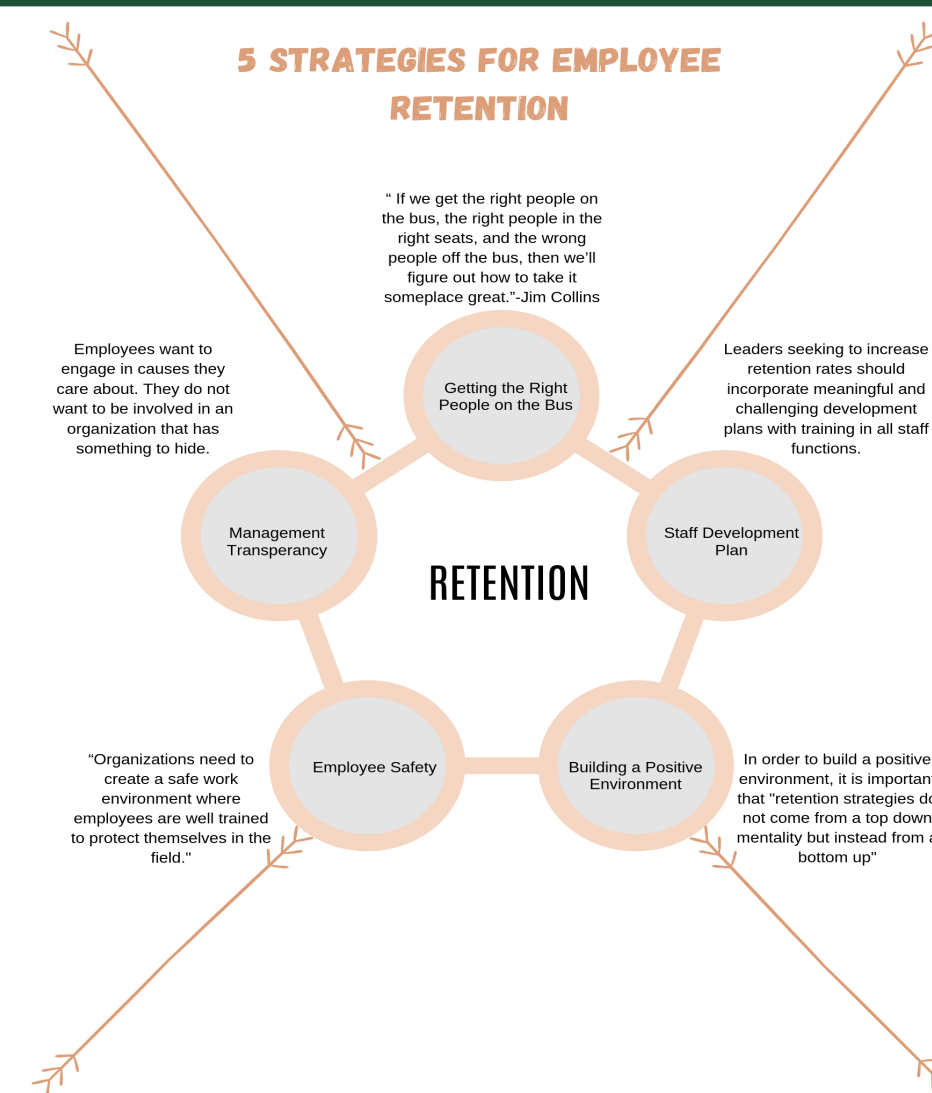


Retrieved from: Allen, D. G. (2008). Retaining talent: A guide to analyzing and managing employee turnover. *SHRM Foundation Effective Practice Guidelines Series*, 1-43.

	STAFF DEVELOPMENT	CULTURE	SAFETY
FOCUS GROUP PARTICIPANTS	-Trainings -Education opportunities -Mentorship -Leadership -Feedback  “We want to keep learning and growing in order to remain motivated.”	-A supportive environment -Fun -Appreciation -All managers make us feel welcomed.  “We work as a team and always help each other out.”	- Better insurance options. -Safety trainings -Safety guidelines  “We need to be trained well in order to feel safe in the field.”

STRATEGIES IN PLACE	STAFF DEVELOPMENT	CULTURE	RETENTION
LEADERSHIP TEAM	-Incentives -Employee appreciation events -Shadowing opportunities -Community Trainings  “Our goal is to let the employees decide what they want to learn.”	-Positive & Caring -Diversity in age & experience -Strong Communication -Welcoming & Supportive  “We believe our culture continues to improve day by day, we want employees to feel welcome, supported & happy to be here.”	-50% retention rate -6000 \$ loss per employee - 2-3 months of services loss per family  “Our goal is to implement ways that will allow to increase those rates to better serve our community”.

## RESULTS



## RECOMMENDATIONS

- Getting the Right People on the Bus-** Hiring the right people is key to a successful organization and more specifically to retention.
- Staff Development plan-** Organizations with high retention rates feature continuous employee opportunities to develop talent.
- Building a Positive Environment-** Reinforce a positive culture by nurturing an attitude of mission based work and respect.
- Management Transparency-** Employers want to see leaders and managers adapting transparency in everything they do.
- Employee Safety-** Employees described this as another factor of turnover, claiming the importance of supporting employee safety and not just numbers and deadlines.

## REFERENCES

Allen, D. G. (2008). **Retaining talent: A guide to analyzing and managing employee turnover.** *SHRM Foundation Effective Practice Guidelines Series*,

Parker, G. (2018). **Strategies for Retaining Employees in the Nonprofit Sector.** Retrieved from: <https://scholarworks.waldenu.edu/cgi/viewcontent.cgi?referer=https://www.google.com/&httpsredir=1&article=6219&context=dissertations>

Phillips, Y., & Hernandez, J. M. (2018). **The Impact of Low Retention of Nonprofit Organizations.** Retrieved from: <https://scholarworks.lib.csusb.edu/cgi/viewcontent.cgi?article=1767&context=>