



Maui Talk Story + Listening Session: Decent Work in the Nonprofit Sector

Date: June 26, 2019, 9 a.m. to 12:30 p.m.

Location: Maui Economic Opportunity, Inc. 99 Mahalani Street, Wailuku HI 96793

NOTES

After some introductory remarks, HANO President & CEO, Lisa Maruyama, shared why HANO is interested in the topic of *Decent Work in the Nonprofit Sector* and gave some examples of subtopics that might fall under the umbrella of Decent Work (e.g., the full cost of doing business as a nonprofit, nurturing the talent pipeline and succession, livable compensation and benefits, Diversity, Equity and Inclusion in the workplace and work opportunities, etc.) to seed the talk story session.

What Does Decent Work Look Like?

Q1: What does Decent Work in the nonprofit sector look like on Maui? Statewide?

Compensation and Benefits (5)

- We have improved our retirement offerings (unlike corporate/government jobs, nonprofits often don't offer any pensions)
- Boards understand we need to pay for overhead – like pensions for staff
- We've gotten out of the vicious cycle of having multiple fundraisers to pay decent wages so we don't lose good people, but then burning them out with this work, which defeats the purpose
- We have figured out a way to work with insurance companies to provide medical insurance to small nonprofits through collective purchasing
- We have increased wages so our staff aren't also our clients

Board Development/Training/Governance (4)

- Less E.D. turnover due to bad board decisions
- More board development and training to address:
 - Creating a better system of communication and between boards and E.D.'s. (for example, E.D.'s sometimes have more experience than their board members but are hesitant to disagree with the board for fear of getting fired)

- For statewide organizations headquartered on Oahu, the board that is making decisions that affect us on Maui isn't here with us, doesn't know all our circumstances
- Stronger emphasis on how boards can support E.D.'s
- More clarity about board roles/responsibilities and what decisions they should be making, vs. what decisions E.D. should be making
 - E.g., in one example shared, the board didn't realize the nonprofit could write for grants

The Talent Pipeline/Professional Development/Succession (4)

- We value employees and their diverse personal situations. We are creative in finding ways to accommodate employees so that they can be most productive
 - If cannot find childcare, allow to bring children to office provided it's non-disruptive (PATCH currently does this.)
 - There are many countries that have a 4-day work week. 5 days = burnout. Roots school has flexible work environment – 4 day work week and then a rotating teacher to give them a break so they can plan their lessons
- We are talking more about self-care, valuing yourself enough to know when to step back and take a break so that you can come back to your work refreshed and ready to take care of others again
- We are nurturing staff and offering professional development opportunities so they can grow (this is difficult to do when PD is the first thing cut from the budget)
- We have figured out how to explain the value of professional development to funders

Understanding and Articulating True Costs of Doing Business (4)

- We are strategic in how we are educating funders and government
- We have data to make our case about true costs effectively:
 - Ex: Humane Society was able to prove that the animal control service they provided would be too expensive for the County to provide on their own and they were actually saving money by working with the Humane Society
 - Maui nonprofits have a history of being really good at collecting data, especially in conjunction with MNPDA. With data collected, Habitat and MNPDA conducted some presentations on sustainability
 - One challenge was that many of the big agencies who were surveyed were either Oahu-centric or mainland-based and weren't as interested in/able to break down their aggregate data to the Maui-specific info we were looking for
- We have data that we can share with the County about how much money we put into our staff and their development and the impact if nonprofit employers increased wages

and resources for employees. This would help us have the true cost conversation with them

- In order to reform government contracting system, we band together to refuse “junk” contracts that don’t provide enough money to pay staff reasonable wages.
 - Ex: One organization jumped through DHS hoops for \$20,000 – might not have been worth it
 - Right now, we see each other as competitors for those contracts – we’re competing with each other instead of collaborating so that we can get \$ to pay staff

Systemic Issues (1)

- LT is working on systems tracking

Diversity, Equity and Inclusion (1)

- We don’t see discriminatory hiring practices against single parents (mostly single moms not being hired)

Other (1)

- Feel like nonprofit sector is suppressed.

Issue Analysis

*Q2: Describe the **Best Case Scenario** in 2-3 years if the Decent Work issues we just discussed were addressed.*

Board Development/Training/Governance (7)

- Qualified board members who are loyal
- Develop younger board members to replace retirees (i.e., Make a Wish has pipeline to train board members)
- More diverse boards (in HI, mostly white men and women) – hard to recruit potential board members who represent the population/clientele they serve
 - Our board members from the corporate sector are mostly bankers – we need other professions too
- Strong, educated boards
- Alternative structures for boards
 - Oahu-based board – has Maui advisory board to collaborate on how best to serve community
 - MEO has constituents/clients who serve on boards
- Board succession planning

- *Annual event – speed dating to match nonprofit to potential board members, with a second part that includes training on how to be a good board member

Funder/Grantee Relationships (6)

- More unrestricted funding
- Easier application process for funding
- Shift in grant concept – needs to include employee costs (cannot do mission without them!)
- Showing accountability to funders
- Partnerships with government, foundation funders and corporate partners
- We have more authentic relationships with our funders; we've built the relationships so that we're all on the same page

Collaboration (5)

- Collaboration not just with local nonprofits but with other states (i.e. Humane Society example of sending pitbulls from HI to Utah)
- Learning cohorts to fund collaboration and solve issues (find pukas) – HCF already doing this
- Connection, collaboration, and strengthening of collective community (nonprofit sector)
 - Need to have this in order to move forward – will take all of us to shape community and resources
- We are sharing best practices with national/international partners – and working with other sectors as well
- We are less siloed in our approach to addressing client needs. We are collaborating across organizations to connect our services and better serve clients (example of homeless woman, single mom who also needed childcare services and other support)

The Talent Pipeline/Professional Development/Succession (3)

- All positions will be filled (need certain expertise)
- Nonprofit jobs are the jobs you want to have (competitive with for-profit sector)
- Succession planning happening with younger generation

True Costs of Doing Business (2)

- Better at articulating true costs of business (plant the flag)
- Better data #s, showing good work to funders

Nonprofits are Respected (3)

- Acting and being treated like for-profit businesses (only with better morals)

- Nonprofits are the go-to place for policy- and decision-makers (i.e. affordable housing issue, why are developers not talking about it with nonprofit service providers?)
- Increased trust with other nonprofits

Sustainability (1)

- ‘Āina Momona – we have increased our sustainability (food and resources are abundant/plentiful) and decreased our reliance on importing things into Hawai‘i. If we pay attention to ‘Āina Momona, it will help us be able to do the things we’ve described above, including hiring and providing fair compensation and benefits to our employees. Example shared was shifting the balance of fish that we grow and keep in Hawai‘i and the amount we export – we should be keeping more, exporting less.

Other (1)

- Unemployment is high in Moloka‘i – high cost of living/no industry

*Q3: Describe the **Supporting Forces** that are in place (or should be in place) to move things closer to the Best Case Scenario and the **Restraining Forces** (or barriers) that would need to be addressed in order to move things closer to the Best Case Scenario around Decent Work in the nonprofit sector.*

Supporting Forces	Restraining Forces
<ul style="list-style-type: none"> • MNPDA – strong trust and support • HCF – supporting force <ul style="list-style-type: none"> ○ Makes us feel valued ○ Asks us what we need ○ Bring up concerns ○ Treats us with equity • Committed and passionate boards • Government support • Intentionality on both sides of the equation - boards/E.D.’s • Hui – NP’s share resources 	<ul style="list-style-type: none"> • Fear of retribution if we speak up • Overall attitude/mindset of board members who join boards to put it on their resume or those who are tasked to be there by their employer (usually banks) but aren’t passionate about our missions. They are only concerned with what’s in it for them as opposed to having an attitude of service • High cost of living • Some E.D.’s don’t want their boards to be educated • Lack of trust between E.D.’s and boards • Lack of training and education of boards • Too many lines are crossed, which decreases trust and increases turnover • Micromanaging by board • Culture/lack of clarify re: board roles • Lack of understanding of NP Finance – overhead costs are very high

Next Steps

*Q4: Given all that we've talked about this morning, especially from the supports to build on or barriers to remove, what are some **natural next steps** or "low hanging fruit" steps that could be taken to address the Decent Work issues you identified?*

- Need central space/platform for those who want to be on a board to find opportunities
- Look at former clients to join our boards (i.e. woman who went through our program, got her GED and is now doing very well)
- Look at nontraditional ways to recruit board members
- Work on ensuring there is alignment between board and staff passion and the mission work
- Look at employee handbooks to see how our organizations are supporting employees – determine if there is room to make changes
 - Altres has good example of handbook
- Find more HR resources for small nonprofits
- Re-evaluate our missions – if our employees are also our clients, what are we doing wrong?
- Focus on own nonprofit culture – what are low cost changes we can make to support employees? (i.e. offering "mental health" days off, etc.)
- Create a platform to share documents (i.e. handbook) and resources:
 - Community board for exchange of these documents and resources
 - E.g., checklist of steps to develop an employee handbook