



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

Date: August 15, 2019, 9 a.m. to 12:30 p.m.

Location: OHA Conference Room, Kulana 'Oiwi St D, Kaunakakai, HI 96748

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.

Participants had some comments and questions during the presentation:

C: Our FQHC community health center has no salary cap however the Federal contracts do have a cap, so it is hard to pay people comparable salaries across our CHC's. For example, for Medical Assistants, Physician's Assistants, Physicians – there is an inequity issue in terms of pay that we need to try to address incrementally. We need to figure out how to look at finances differently, etc. to address.

Q: Is there nonprofit compensation data, specifically for Hawai'i and/or Moloka'i?

A: HANO has previously partnered with Columbia Books to produce a Hawai'i Nonprofit Compensation Report. The challenge is getting robust data. Not everyone participates in the survey. The last report is from 2017. Would like to update if we can get participation.

C: Regarding DEI – you need to add sexual identity to the categories listed in PowerPoint.

C: It would be great to have resources and expertise from corporate community partners (i.e. banking, HR, finance, attorneys, etc.) It is difficult to recruit responsible people for boards.

What Does Decent Work Look Like?

Q1: What does Decent Work in the nonprofit sector look like in Moloka'i? Statewide?

The Talent Pipeline/Professional Development/Succession (5)

- We have staff training programs in place to teach foundational rules. Currently staff does their best and gain skills over time, but ongoing training is essential.

- When we do training, we choose trainers carefully and are cognizant of the perceptions of staff (e.g., some outside trainers are regarded with the “you’re not from here” attitude and this may diminish their credibility).
- Create train-the-trainer programs so that local people here can do this staff training themselves.
- We have access to quality, on-demand training that is available online. We can watch as group and then discuss together afterwards.
- We are working with interns and building their leadership skills. You may not see results right away, but several years down the road they start to become visible. It is a faith-based effort where we are planting the seeds to grow future leaders for our or other organizations. (Maui Historical Society example shared.)
 - Some funders specifically fund interns
 - Sharing of interns is good/organizations could partner to provide extra learning

Board Development/Training/Governance (4)

- We are passing knowledge on from existing board members to younger people joining boards – a form of “train-the-trainer.”
- We are encouraging more people to join boards and training them. Currently, the same people serve on multiple boards because people here are very community minded, but this leads to burnout.
- The people we recruit to join our boards are willing to be active and serve. Not as true right now.
- Board members understand what “Decent Work” means and don’t guilt or shame Executive Directors about these issues (e.g., fair compensation, work-life balance, etc.)

Understanding and Articulating True Costs of Doing Business (2)

- We have helped board members to better understand what our true costs as an organization are. Currently it is difficult to be them to this conversation because they have 9-5 jobs and don’t really understand our financial model thoroughly.
- More funders are funding true cost and funding ongoing programs (not just new ones). Currently unrestricted grants are super competitive.

Compensation and Benefits (2)

- We have addressed compensation and benefits issues so that our young people who want to come back home, can, and can afford to live here. It is hard to compete with companies outside Moloka‘i that pay a lot more than we can.
- We are attracting more young people who are tech savvy, as staff and interns.

Systemic Issues (2)

- We have improved our relationship with/within Maui County and are receiving more funding to meet our community needs. Currently on Moloka‘i, county money trickles down to us but we aren’t treated as if we are truly a part of Maui County.
- Better transportation.

Diversity/Equity/Inclusion/Power/Privilege (1)

- Our boards are more diverse. Currently, older, white retirees have more time to serve on boards, so diversity, especially on arts nonprofits, is difficult.

Other (2)

- It would be great if HANOCAN could come to Moloka‘i (on a weeknight or weekend).
- This Decent Work context is powerful.

Issue Analysis:

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

The Talent Pipeline/Professional Development/Succession (6)

- We have the organizational capacity to attract, recruit/hire, retain and develop them.
- We have needed tech support.
- We can set aside 2-3 paid hours a week for professional development of staff.
- Being able to offer more hours to our staff, maybe through sharing of staff/employee sharing program.
- We are also promoting other benefits to working in a nonprofits beyond financial (example: nurses – you play a vital role in saving lives).
- We have staff and board training (e.g., at the Homestead Associations)

Compensation and Benefits (4)

- Improved salary & benefits (total compensation), reduced hours in work week, flex time, etc.
- Need to offer to all employees.
- Also retirement plan/401K. Example, if the Feds grant a 3% increase for salary, suggest employees invest that additional amount in their 401K’s.
- We are addressing the shortage of affordable housing.

True Costs of Doing Business (2)

- Collaborate with other nonprofits to maximize resources (including talent & workplaces).
 - Also applies to consultants (e.g., CPAs, attorneys)
 - We are taking our employees family needs into account.
 - We have enough resources for robust travel budgets (need to fly people in from the neighbor islands. Lānaʻi is even more challenged in this way.)
- Create a Craigslist for nonprofits; a place to exchange assets (maybe through HANO). We are sharing meeting spaces and supplies.

Funder/Grantee Relationships (1)

- We are using our Federal grants to leverage opportunities.

Collaboration (1)

- We are engaging in more collaboration (versus seeing things as territorial). We are finding ways to cost share and offer complementary services where it makes sense (e.g., for people to go several institutions – health center and hospital).
 - Boards are collaborating as well (e.g., Waianae Comprehensive Health Center to MCHC). There are opportunities to share both interisland and across the country.

Other (2)

- We have addressed some of the issues around unemployment here on Molokaʻi – and the high cost of living issues.
- We’ve created a “think tank” for board members – a way to match board to organizations.

*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">• Willingness to shares space and resources• Mobile experts that can be shared by nonprofits• KS schools and County funds for education (could be put towards board education)• Volunteers – we have many kupuna that	<ul style="list-style-type: none">• Competition/territorial attitude – nonprofits who don’t want to share• Previous bad experiences hinders collaboration• Small, small town – everyone knows everything

<p>can be engaged as volunteers</p> <ul style="list-style-type: none"> • Willingness of community members to serve 	<ul style="list-style-type: none"> • Outside expertise is resisted • Scarcity mentality, instead of collaboration mentality that could bring in more and new resources • Nonprofits “stealing” volunteers from other nonprofits
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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?*

- Engage kupuna, come up with volunteer incentives (i.e., gift cards, perks etc.). One example shared was that those nonprofits that are HANO members and use Altres simplicityHR have access to perks like movie tickets. Those could be shared with our volunteers.
- Engage in quarterly board training through virtual/distance Learning so that we have repetitive training/coaching.
- Find corporate sponsors to fund training for staff and boards.
- Learn more about legislative advocacy. We want to know how nonprofits can stand with HANO while staying in compliance.